

Board of Directors Spring Summit Meeting

Professional Disc Golf Association (PDGA)

February 21-23, 2012

Tuesday, February 21, 2012

Board Members :

Present: Dave Nesbitt, Bob Decker, Rebecca Duffy, David Feldberg, Avery Jenkins, Peter Shive, Pete Wyngaard, Kevin McCoy

Quorum present? Yes

Others Present:

Brian Graham, Dan Roddick, Steve Ganz, Todd Breiner, Theo Pozzy

Meeting called to order at 8:01 AM by Board President Dave Nesbitt

IT Report (Website) Ganz

Steve reviewed the history of the website development since Ciphent (now Accuvant) took it over in 2008. Progress has been, to put it mildly, disappointing. Security has been lacking, there are fundamental core bugs, and the promised Drupal 7 upgrade was never delivered. The basic problem is that Accuvant employees are not Drupal experts, and effective project management has been nonexistent. Steve recommends that we discontinue our association with Accuvant and engage Bluespark Labs to move forward with the Drupal 7 website upgrade. A ballpark figure for this upgrade is \$30,000. More detailed figures for various options will be forthcoming after a thorough investigation to see how much of the current site is repairable.

Executive Session: At this point the Board went into executive session from 8:47 to 8:56

IT Report Continued Ganz

Discussion continued, focusing on details and questions. What do we know about Bluespark? Is Drupal 7 really the way to go? How can we prevent another IT meltdown? Can Steve and Bluespark develop a program that anyone could operate? What are reasonable priorities?

Website development is the top priority, since many other desired goals depend on it. It will facilitate completion of the mobile Android App. It will then make sense to integrate and interface other applications like 1) ratings processing improvements, 2) simplified tournament reports, 3) integrated tournament registration and 4) member profile pages.

Plans for PDGA's Mobile Application Pozzy

This was originally released at the Am Worlds on 7/26/11; version 1.0.8 was released in December. We have sold about 3100 units of the basic application, although sales slowed down toward the end of 2011. Work continues on the Android App, which is planned to be released when the new website launches. \$40,000 was budgeted for 2011, and we are currently within budget. Marketing plans were discussed. Is this a long-term profitable enterprise? What features are essential? What is an effective price point? Could we offer a free basic version with costs to upgrade?

Integration with PDGA Fulfillment Breiner

The future of effective fulfillment depends critically on website development, most critically in the area of membership management. The current system is cumbersome, and there are often lags in the turnaround. These problems can be almost eliminated with membership signups done through long term integration with the new website.

Another area of current concern is the PDGA store, which hasn't merchandised well over the last six years, with no growth over the last three.

A Five Year Strategic Plan Nesbitt

We began by reviewing the evolution of the PDGA over the last ten years. At that time the PDGA was run from a small office on Toronto Island, with two full-time employees and two paid consultants. Looking back, we can see that many of the changes were dictated by the growth in membership and the necessity to keep up with advances in information technology. Thus the evolution of the PDGA has been largely reactive, for two reasons. First, rapid turnaround of Board membership does not favor long-term planning. Secondly, it has been difficult for the Board to devote the necessary resources in time and energy to create an effective strategic plan.

It is relatively easy for the Board to agree on general goals. No one disagrees that we need to effectively identify membership goals, and provide more effective and efficient services to the membership. The Devil, as they say, is in the details. Creation of a strategic plan would require a great deal of extra work, as we would need much research into membership concerns, and the allocation of extra time above and beyond what Board Members are already providing. Shive was skeptical that this could be done. He noted that, even with Nesbitt pushing hard, this Board has made zero progress on updating the Policies and Procedures Manual, which is a much easier task than forging a strategic plan.

Lengthy discussion ensued. Topics covered include a transition plan, challenges, definitions, the PDGA "mission", stakeholders' interests, process design, and business and financial considerations.

Decker noted that any strategic plan needs to be consistent with the organization's mission statement. With that in mind, do we want to entertain changes or additions to the present statement? No concrete proposals were made to do so.

Roddick wrapped up this session with an admonition to retain flexibility and diversity in our thinking. The PDGA, by necessity, will change rapidly, and we need to entertain fresh ideas to keep up with, or ahead of, these changes.

Strategic Plan for Information Technology Pozzy

This was a supplement to Ganz's IT report summarized above, and began by reviewing the important IT changes over the last ten years. Initially, programming had to go through a transition from DOS, and the PDGA had no internet presence. The PDGA developed its own data manipulation software, but some of this source code was lost when the PDGA moved to Georgia. In 2008 we migrated the website to Drupal, but there have been continuing problems, and data synchronization has been unsatisfactory.

As an example of the current inefficiency, look at the details of what happens when someone registers for a tournament online. There are many redundant steps, and other steps that are done by hand which could and should be automated. Ganz understands what needs to be done to fix this (and other) problems, but the fix is probably a multi-year project. Happily, the fix should also clean up other currently inefficient processes, like membership renewals and tournament reports.

Strategic Plan for Media Graham

Although PDGA radio has been discontinued, we are still actively supporting a variety of television programs, and the PDGA magazine. DiscGolfPlanet's funding request has been tabled until after the Memorial, at which time we need to decide whether, and to what extent, we want to go forward.

Sara Nicholson is keeping track of our presence on various social networks (Facebook, Twitter, etc). We need to generate a queue of fresh articles for press releases and front page stories. The staff can help with this. It has been difficult to get Tournament Directors to consistently interact with local media, and perhaps we need to enlist State Coordinators to work on this.

Derek Hastings has run into a number of problems with the 2011 Worlds video. He is shooting for delivery at the end of this month. Sales of Worlds DVD's continue to decrease. Even if this effort loses money, we may want to continue in order to formally document the history of our sport.

Course Directory Pozzy (Cliff Towne)

Progress continues on the update of the Course Directory information. The main effort is in validating search and location features for the courses. The team is also making a concerted effort to collect and vet course maps for courses that have them.

We currently have about 3500 printed copies of the directory, but demand for these is falling off, and it may not make sense to try to keep printed versions available.

MOTION (Duffy/Shive)

That the PDGA discontinue production of a printed copy of the Course Directory.

In favor: Duffy, Shive, Wyngaard, Jenkins, McCoy, Nesbitt, Decker

Opposed: Feldberg

Motion passes 7-1.

The meeting was adjourned at 6:17 PM.

Wednesday, February 22

Board Members :

Present: Dave Nesbitt, Bob Decker, Rebecca Duffy, David Feldberg, Avery Jenkins, Peter Shive, Pete Wyngaard, Kevin McCoy

Quorum present? Yes

Others Present: Brian Graham, Dan Roddick, Todd Breiner, Nikko Locastro, Steve Ganz, Will Schusterick

Meeting called to order at 8:00 by Board president Dave Nesbitt.

The Worlds in 2013 Graham

Events manager Alan Kane and Tour Manager Andrew Sweeton are working to create a Worlds manual with a schedule of tasks for a successful Worlds. The PDGA will be taking a more active role in running Worlds. For example, the events manager will direct the field events part of the competition, and PDGA staff will manage the finances and payouts for the Pro divisions.

Obviously, we will still rely on the community and local volunteers, as for example in the areas of crowd control and vending.

The Board developed a Worlds Steering Committee with Kevin McCoy as Chair and Alan Kane as Staff Liaison. Other members are David Feldberg, Peter Wyngaard, Avery Jenkins and Rebecca Duffy. Nesbitt charged the committee as follows: We want to know what we are going to do,

and what we are not going to do. We want to know what Worlds will cost the PDGA in 2013. The important considerations are schedule, budget and scope.

A Strategic Plan for Education Duffy

We endorsed the general PDGA strategy that the PDGA provide resources, guidance and training to schools. Discussion focused on strategies that could augment the ongoing effort that the PDGA is currently funding through the EDGE Program.

The PDGA League Program McCoy

MOTION (Feldberg/McCoy)

That the PDGA institute a league program in which a ten-week PDGA League will count as one "C-Tier" in regards to points earned.

In favor: All

Opposed: None

Motion passes 8-0.

Discussion now centered on how ratings would be administered for the league program. The main opposition for league ratings comes from top pros who worry that their ratings will be adversely affected.

MOTION (McCoy/Shive)

All league rounds in 2012 are to be rated in the normal way. After the 2012 season we will reevaluate and make adjustments if necessary.

In Favor: Wyngaard, Decker, Duffy, Shive, McCoy

Opposed: Nesbitt, Feldberg

Abstain: Jenkins

Motion passes 5-2-1.

A Strategic Plan for Affiliate Clubs

We want to consider ways in which the PDGA could best work in partnership with local clubs. What benefits might we be able to offer (insurance, membership discounts, small free gifts, publicity, etc). The more we can support local clubs, the more the clubs will support the PDGA.

MOTION (Decker/McCoy)

The PDGA will develop a relationship with affiliate clubs to provide support, visibility, publicity and training, and will make available other active and passive resources.

In favor: All

Opposed: None

Motion passes 8-0.

An International Strategic Plan Feldberg (Hoeniger)

This was basically a review of where we stand in different parts of the world, and plans for future efforts. Disc golf is progressing well in northern Europe, Japan and Canada. We are beginning to make gains in Australia and in other parts of Asia. In particular, Taiwan is a promising area but lacks support at the parks and recreation level. Graham will talk with manufacturers at the Memorial to see if they might be able to help with this. Progress is being made to translate the rulebook into languages other than English.

What Are We Going to do For TD's? (Jenkins)

If we expect that TD's will become better able to run high quality events, we need to offer incentives that match our expectations. We haven't done this, except for high end events. We don't even have a clear idea of what TD's want. Communication is clearly important in this area, and could perhaps be facilitated by working first with State Coordinators.

The Ongoing PDGA Office and Board Policies and Procedures Manual (Nesbitt)

This has been a problem area for years. We can't expect the PDGA to work efficiently and effectively if we don't even know how it is supposed to function. For example, we assume that Board Meetings are run according to Roberts Rules of Order, but nowhere is this expressly stated.

Each Board Member has chosen or been assigned one section of the current manual. We are to determine if this document is up-to-date and valid (consistent with Board decisions over the past few years). What needs to be done to make it valid and consistent, and are any changes needed or desired in the By-Laws? We need to circulate this information to all other Board Members in time for the update to be completed by the fall Summit.

The Meeting was adjourned at 5:56 PM.

Thursday, February 23

Board Members :

Present: Dave Nesbitt, Bob Decker, Rebecca Duffy, David Feldberg, Avery Jenkins, Peter Shive, Pete Wyngaard, Kevin McCoy

Quorum present? Yes

Others Present: Brian Graham, Dan Roddick, Todd Breiner, Nikko Locastro, Steve Ganz, Will Schusterick, Conrad Damon

The meeting was called to order by Board President Dave Nesbitt at 8:00 AM.

A Different Look at the Forest (Shive)

There are three alarming fiscal trends that must be noted:

- 1) Over the last six years, expenses for the Personnel and Promotion/Marketing lines have increased more than twice as fast as total income.
- 2) We make almost half a million dollars from our “bottom up” events, and spend a considerable part of it running a few “top down” events for a small proportion of the membership.
- 3) Our video strategy is a “Vanity TV” approach, in which the rights to broadcast important PDGA events are considered worthless.

The overwhelming majority of PDGA Members are players, not watchers, and most of them play in small events. Our “top down” vs “bottom up” strategy is way out of balance, and should be corrected. This would require major changes in policy, ten of which were outlined.

A Strategic Plan for the Rules and Competition Manual (Damon)

The current rulebook is a jigsaw puzzle of pieces added at different times, which produces two kinds of problems. Phrasing is often inconsistent. In addition, there is some confusion and redundancy because similar issues must sometimes be addressed in more than one section. The Rules Committee is currently working on a major rewrite that would correct these problems.

We propose to reorganize the rulebook, to renumber the rules, and to rephrase and refactor the rules to make them internally consistent. In addition, we will of course recommend changes to rules we believe should be reconsidered, and take up the currently hot topic of discretionary rules.

A Strategic Plan for the Election Process (Roddick)

There are several problems with the process by which Board members are elected. We have no process that clearly identifies and encourages the most qualified candidates to run. We haven't even communicated to the membership the qualities most desired in prospective Board members. Campaigning by candidates is spotty and does not take advantage of techniques that are so effective in social networking. Finally, a disappointingly small percentage of the membership votes.

The Nominating Committee, which began its effort during the 2011 Campaign, can help with some of these problems. We can collect and disseminate desirable skill set qualities, and can (with help) identify people who should be encouraged to run. We can help candidates prepare effective and informative statements, and can also help them prepare video messages that would be part of their campaign.

The Women's Global Event (Duffy)

The first ever Women's Global Event will be held at a number of venues, domestic and foreign, on the weekend of May 12-13. Advance information suggests that the global event format will be very successful in encouraging women to play in PDGA tournaments.

Executive Session

The Board went into executive session before adjournment at 1:00 PM.