WHAT IS THE AMERICAN GO ASSOCIATION?

The American Go Association is the national organization of U.S. Go players, cooperating with similar national organizations around the world. We:

- Publish *The American Go Journal*
- Maintain a computerized rating system
- Sanction and promote AGA-rated tournaments
- Organize the U.S. Go Congress, the U.S. Open and qualifying tournaments for international competition
- Maintain a Web site and organize discussion groups, mentoring programs and teaching ladders
- Support professional players with tournaments, teaching opportunities and other activities
- Work to develop a strong national network of chapters
- Promote Go and enhance public awareness
- Develop projects to strengthen the U.S. go-playing community

The AGA is working to let more people know about this wonderful game and to develop member playing strength and involvement in the American and international go-playing community.
Board of Directors

Allan Abramson, Eastern Region, Chairman  
Jeff Shaevel, Central Region  
Harold, Lloyd, Central Region  
Yuan Zhou, Eastern Region  
Mike Bull, Western Region  
Willard Haynes, Western Region  
Roy Laird, At large

- **Officers**
  
  President: Michael Lash  
  Treasurer: Ulo Tamm  
  Secretary: Vacant  
  VP Communications: Chris Garlock

- **National Coordinators/Liaisons**
  
  Archivist       Craig Hutchinson  
  Chapter Services    Paul Celmer  
  Community Outreach    John Goon  
  Database Manager    Sam Zimmerman  
  IGF Representative    Thomas Hsaing  
  ING Liaison    George Zhou  
  Education Coordinator    Alan Mishlov  
  Membership Services    James Heiney  
  Policy & Governance, Chair    Keith Arnold  
  Ranking    Jeff Shaevel  
  Ratings    Paul Mathews  
  Tournament Coordinator    Bill Cobb  
  Tournament Regulations    Duane Burns  
  Webmaster    Roy Laird  
  CongressYouth Coordinator    Todd Heidenreich

AGA ANNUAL REPORT FOR FY05

Board of Directors' 2005 Report to the Assembly
A Stable Year
The Board has maintained its cooperative spirit this year. Even with some turnover, we continue to conduct our business cooperatively and professionally. Monthly meetings have become the norm. Relations between the Board and the President are excellent. We have come a long way together.

A Productive Year
Most important, though, has been our desire to help the AGA move forward and grow. The Board has adopted a number of positive policies and goals, with general support and agreement:

We and the Assembly adopted a goal for doubling the membership in five years. With total membership recently topping 2100, we are definitely moving in the right direction. Perhaps not fast enough.

We adopted the policy for the selection of representatives to international tournaments.

We created a Leadership Development Committee, to identify and encourage new leaders to assume positions of responsibility in the organization.

We recognized the need to seek external sponsors, through a fund-raising committee.

We set aside over $25,000 for chapters to use for marketing GO and increasing membership.

We supported Bill Saltman's initiative for an internet club league.

We adopted the goal of a system to certify US professionals.

We identified the need for a strong players' liaison and committee, to give them direct input to the Board.

We set a goal of reaching out to our resident professionals, to bring us closer.

We emphasized the policy that AGA tournaments should be open both to professionals and to our members.

We responded to the membership by developing bylaw revisions, with Keith Arnold's leadership.

All of the above, and more, provide a vision for the future of the AGA. It is not complete, but it is a rich set of ideas. I am sure that many more great ideas will develop at the 2005 Congress.

Honestly, the Problem
Now comes the problem. Many of these goals and actions have not been realized, or have not moved very far, if at all. Many of us are frustrated with the slow pace of progress.

The Board alone cannot make these things happen. The president alone cannot make these things happen. We urgently need volunteers to do the daily work of the AGA, both individually and in committees. And we are critically short of volunteers.
At the Congress, we will be holding a "job fair," advertising opportunities to contribute to the AGA. Mike Lash, our President, has identified at least 15 key leadership positions, which currently are vacant. There are many other positions vacant on the committees.

Without an active membership, the AGA will not move forward. We need anywhere from 20-50 more people willing to spend at least two hours a week on AGA business.

**Focus on the Future**

Any great leap forward depends upon teamwork and dedication. We will not become a world-class organization without a larger core of people promoting the AGA. Therefore, the most important message from the Board to the membership is the following: We ask you to consider your role in the AGA, and to step up as volunteers.

The Board looks forward to your creativity and energy in the coming years.

For the AGA Board,

*Allan Abramson*, Chairman
President’s Report

The last twelve months have witnessed much progress for the AGA in many areas - membership, tournament competition, administration and services. There is every reason to believe that the next year will be just as good.

AGA Administration

The Board of Directors and President formed an excellent working relationship that has created a strong AGA administration with open communications and regular monthly meetings.

There are several new National Coordinators. Bill Cobb is the National Tournament Coordinator and has already initiated developments in a new national tournament schedule with standardized rules and player eligibility. James Heiney has taken on the role of National Membership Coordinator, and is beginning to develop concepts for improving services, responsiveness, and ideas for keeping members once they join the AGA. We have a new Education Coordinator Alan Mishlov. His primary goal right now is to conduct surveys of local educational programs and activities around the country to identify the most effective teaching programs so we can duplicate and expand on them. All three Coordinators are actively seeking assistance from interested members.

New policies were published regarding Vendors and selection of players for international events. The AGA will publish more policy statements on a variety of issues to clarify the rules and regulations by which we operate to insure fair and open administration.

By-laws Amendments

This year saw the members vote (electronically for the first time) on changes to the Bylaws and Articles that added organizational stability and accountability to the AGA. A balance between the Board and President was established that delivers appropriate checks and balances on each. In addition, changes to the voting structure helped to empower the smaller chapters and encourage the formation of more chapters in remote areas. In a milestone for individual members, they will elect the at-large member by direct voting.

Finances

The AGA is in good shape financially and has healthy reserves. The Treasurer’s report provides details on the year-end results. Regarding revenue sources, the ING foundation has been a very generous donor to the AGA for many years and we anticipate a long relationship into the future. It is clear, however, that we need to expand our base of sponsors and donors. Corporate and public sponsors are desired to expand our support across the nation, both locally and nationally. The AGA has plans for expanding membership, providing opportunities for professionals to teach members around the country, fund major prize money for major tournaments, etc. To implement these plans requires additional and reliable funding.
International Competition
The AGA’s participation in international competition continues to grow annually. AGA players participated in the World Amateur Go Championship, World Youth Go Championship, World Pair Go Tournament, Semeitsu Tournament, Fujitsu Tournament and later this year will send two teams of players to compete in Korean and China. We had a new opportunity this year for a youth tournament in Korea as well.

Membership Growth and Services
Of course, the unprecedented growth in AGA membership is a major achievement. Breaking the 2,000 mark for the first time and heading for 3,000 proves that Go is increasing in popularity. Members are coming from all corners – youth, overseas, colleges, high schools, community centers and the general public as awareness of the game continues to expand.

Our favorite journal – the EJournal – continues to provide top quality reporting on local, national and international GO events. Its readership exceeds 7,000! We are trying to get these readers to become members and our website entices them with a huge amount of free information and links to go related materials.

Electronic voting has finally come to the AGA with its first use being the recent vote on the bylaws amendments. This will permanently save the AGA money spent on postage, expedite delivery of ballots and votes, and also provide a means of polling the membership or the chapters alone on key issues. Look for more opportunities to express your opinion through voting online.

More opportunities open all the time for members interested in getting involved in the AGA. Every kind of organizational talent is welcome and new openings are created with every new idea.

Future Plans
This all leads to looking at our goals for next year: continuing our pursuit of 5000 members; creating a tournament director’s training course; publishing a tournament manual and a Congress director’s manual; supporting the development of professional Go players; and increasing the number of members actively working in the AGA administration to deliver all the above.

Conclusion
The solid progress achieved in the last year was the result of a continuing accumulation of efforts by dedicated AGA members. I invite all of you to join me in celebrating the 21st Go Congress and recognizing them for their work and to your participation in the future.

Michael Lash

August 2005
In general, this financial report shows that AGA is in proper financial health and can look toward the next fiscal year with full confidence of being able to meets its commitments.

Figures shown in this report have been generated by my predecessor, Ben Bernstein, and show a substantial increase in our total assets over the prior year. There is also a short “Gap Year”, from 3/1/05 to 5/31/05 and we have begun the new FY 2006 on July 1, 2005.

For over ten years the AGA has been very fortunate to have been a recipient of a grant from ING Chang-Ki Weich Educational Foundation of $80,000 per year. We could, however, see a reduction in their allocation. To continue with programs now funded by this grant AGA needs to find new sources of revenue since these programs cannot be funded from the present membership fees.
# AGA Statement of Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Totals for FY 2005</th>
<th>FY 2005</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Budget</td>
<td>As Approved</td>
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<tr>
<td><strong>Income-Operating revenue</strong></td>
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<td></td>
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<tr>
<td>Member Fees</td>
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<td>Donations</td>
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<td>Sales and Royalties</td>
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<td>Interest</td>
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<td>Misc fees</td>
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<td>AGA Share Congress</td>
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<tr>
<td>Cotsen revenue</td>
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<td><strong>Total operating revenue</strong></td>
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<td><strong>Operating expenses:</strong></td>
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<tr>
<td>Marketing/promotion</td>
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<td>$24,000.00</td>
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<td>Total AGA Journal</td>
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<td>Total AGA Admin</td>
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<td>Total AGA Data Base</td>
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<td>AGA Equipment</td>
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<td>AGA Web</td>
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<td><strong>Other budget Categories:</strong></td>
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<td>IGF Participation</td>
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<td>Insurance</td>
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<td>($2,000.00)</td>
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<tr>
<td>Marketing</td>
<td></td>
<td>($2,000.00)</td>
<td></td>
</tr>
<tr>
<td>Contingency(legalexp,asset adjt)</td>
<td>($1,476.00)</td>
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<td>Membership growth</td>
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<td>Operating expenses:</td>
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<td>($64,700.00)</td>
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<td>Reflect OZA Congress credits</td>
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<td><strong>Net operating</strong></td>
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<td>$32,502.00</td>
<td>$5,300.00</td>
<td>$1,550.00</td>
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</tbody>
</table>

*Note 1. Accounting not completed

*Note 2. Some items included in Admin category.

*2K moved to ING
AGA publications continued to expand and develop ways to serve the American and world go community over the last year. The E-Journal and website have become real-time information sources that are counted on by AGA members and go players around the world, and the Yearbook/CD is a tangible resource that preserves the go material published over the course of the year. Special thanks to everyone who helps produce the AGA publications, including Roy Laird, Chuck Robbins, Sam Zimmerman, Paul Matthews, Michael Heinich, Sergej Zoubo, Myron Souris, Jochen Fassbender and a host of contributors.

Some of the many highlights of the last year include:

- 5-Year Anniversary; the American Go E-Journal reached a major milestone in April 2005 when it marked its 5-year anniversary and has now published over 300 issues since first appearing on April 24, 2000.
- Highest ever circulation: the EJ now reaches over 7,000 readers each week and has produced more than 400 game commentaries.
- EJ Adds Friday Edition: the E-Journal began publishing a special Friday edition in January, 2005, a real value added to all AGA members, including weekly reports on weekend tournaments.
- Continued live coverage of international and large US tournaments, including Amsterdam, Cotsen & the US Go Congress
- Classified Ads Work; A new development this year, the ads have helped many members find the books and equipment they are looking for, while helping those trying to sell them.
- Shodan Challengers and Rising Stars: Shodan Challengers are kyu-level players who have publicly accepted the challenge of trying to achieve 1-dan by this year's U.S. Go Congress. A total of 23 signed up for the 2005 Shodan Challenge and some have already signed up for 2006. The Ejournal now gives public notice to players whose rating significantly increases from quarter to quarter.

Yearbook: The second annual American Go Yearbook was published in late January, a 100-page volume once again featuring the best of the previous year's E-Journals, from game commentaries and reviews to columns and more,
AGA WEBSITE
Roy Laird

The AGA web site is our “window on the world,” and in the past year that window got bigger and better, and more people are looking in all the time.

Highlights of the website during the last year include:

- Traffic at www.usgo.org has increased by 25% or more in all categories. We have over 1000 visitors every day, who check their ratings, download the free introductory video “Goe Basics”; download the 8.5x11 online version of “The Way to Go”; check for solutions to the “Problem of the Week” and more.

<table>
<thead>
<tr>
<th>WEB STATS</th>
<th>Visitors</th>
<th>Visits</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2004</td>
<td>18,557</td>
<td>29,779</td>
<td>126,209</td>
</tr>
<tr>
<td>May 2005</td>
<td>23,740</td>
<td>37,913</td>
<td>157,998</td>
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<tr>
<td>Variance</td>
<td>+5,183(+28%)</td>
<td>+11,866(+40%)</td>
<td>+31,789 +25%</td>
</tr>
</tbody>
</table>

Large sections of the site have been compiled into a searchable alphabetical database. Go to http://www.usgo.org/agasi/index.asp

- EJ ARCHIVE: The complete text of every American Go E-Journal since April 2000 is available online.

- AGA members can now instantly update their contact information; Just click on http://www.listlynx.com/MailUser1.asp and update their email address, mailing address and other contact info as well.

- Classified ads that appear in the E-Journal are now also available on the website. Any member can advertise any go-related item or service at the discretion of the Publications VP.

NATIONAL TOURNAMENT COORDINATOR
William Cobb

Our newly appointed National Tournament Coordinator focused his efforts on clarifying rules of and eligibility for a collection of invitational tournaments in the US and to reassess the rules regulations. This is an ongoing effort that will lead to standardized schedule of events rules of eligibility and tournament rules that all players can rely on. We have started a year-long calendar of the regularly offered tournaments.

One of the more interesting recent stats: the last two years have seen the highest amount of tournament play in the last twelve years, according to data compiled by database manager Sam Zimmerman. Not only are more go players competing, they're competing more often. From 1992 through 2002, about 1,000 players competed in tournaments each year, a number that jumped 30% to 1,388 in 2003 and 1,410 in 2004. Overall tournament participation increased as well, up from an average of 2,300 through 2002 to 3,077 in 2003 and 3,125 in 2004. This clearly highlights the need for a well-
managed national program of tournaments, which builds on the successful running of local and regional tournament platform.

To that end, for the tournaments run by local chapters we are trying to organize an effective national program for training new tournament directors. Related to that, we intend to revise the AGA Tournament Directors Guide. These are challenging but highly valuable projects that will support every AGA chapter that wishes to host a tournament and every member who plays in a tournament.

We are also seeking ways to increase the prize funds for tournaments, though this depends in large part on finding new sponsors. We are also considering professionals and stronger players. Another development is creation of an improved system for having AGA members identified earlier for opportunities to compete overseas as US representative. The dramatic increase in both the number of tournaments and in the attendance at particular tournaments is a very encouraging sign for the future of go in the US.

MEMBERSHIP COORDINATOR

James Heiney

This year saw the appointment of a new Membership Coordinator, who will lead the AGA's effort to promote membership growth and focus on delivering benefits to existing members.

Current plans for increasing member retention include:

Access to pro lessons: A discounted fee for multi-year memberships;

- Special benefits for the 5 or 10-year membership level.
- Creating ranking certificates.
- Establishing teaching ladders.
- Rewards for "volunteers of the year" (nominated by the membership.)

As always, we want more new members to become active. Plans to encourage people to join the AGA in the first place include:

Start a National "Go Awareness Week."

- Create an outline for a "Go for Dummies" book.
- Host more "play in public" events.
- Commission articles on Go from top Go players for publication in national magazines.

Throughout the year, the Membership Coordinator is one source for all AGA members for information about membership, and leads to sources of other information on AGA topics.
CHAPTER SERVICES COORDINATOR AND EQUIPMENT DISTRIBUTION

Paul Celmer & Nicole Casanta

Over the last year, the Chapter Services Coordinator has assisted in starting many new Go clubs, forming AGA chapters, and helping players locate Chapters and Chapters locate players. Assistance includes suggestions for helping grow club and chapter attendance, updating contact information to be distributed on the internet, and helping isolated players connect with the nearest chapters. Chapter Services also provided information such as how a chapter can create a web presence and how to build demonstration boards. These efforts helped grow the number of chapters by nearly 30% - perhaps the largest rise in one year ever.

Equipment distribution was also quite busy this year. Over 20 chapters received Ing boards, stones, and clocks. Ing equipment grants were based upon evaluation of a pool of formal applications. Many chapter representatives who attend the annual Congresses bring home boxes of equipment. We also provided wood grain starter sets, cardboard 9x9 sets, and other promotional material to chapters. When requested, we also helped chapters purchase the invaluable 19x19 demonstration teaching boards – a real asset in any local setting for studying games, positions and a variety of problems.

AGA CHAPTER TEAM LEAGUE

Bill Saltman

January 2005 was the start of the inaugural season of the AGA Chapter Team league. The league’s primary goal is to have AGA Chapters form teams of AGA players from among their own members to compete in a national league against other chapters anywhere in the country. The first season was wide open – no ranking or regional divisions. Forty-two hardy souls composed fourteen 3-person teams. This was a modest start for the new league but a few of the teams still demonstrated the strength of our membership quite well. The overall structure of the Team format worked reasonably well, with some coordinating and communication problems reported, but no disputes. Now that everyone has had a chance to “see” how it works, we will make the league more interesting and easier to play next season with simpler procedures and rules. The larger the league, the easier it will be to create divisions with closely competitive bands of teams, with playoffs at the end of the season. To those who took the plunge and participated in the first official season – we congratulate and appreciate you for your support and groundbreaking efforts.

EDUCATION COORDINATOR

Alan Mishlov

During the year, the President appointed a new Education Coordinator. His initial task is finding out and documenting what AGA members and chapters are currently doing in terms of education programs. Alan initiated a survey of educational activities. From the survey we will:
• Determine the breadth of educational activities taking place
• Understand the resources needed for each program (money, time, manpower, etc.)
• Identify activities for which sponsorship would be appropriate
• Identify and apply best practices, and
• Provide guidance for new educational activities.

The survey will allow us to provide support for anyone to initiating an educational program, complete with task lists, timelines to be followed, resources to be acquired, and in some cases, even course content that can be taught. In the end, we want to make sure that we can effectively and efficiently support AGA members and chapters in their educational endeavors.

In addition to the survey, we have several other objectives we would like to accomplish during the coming year. These include:

Working with bona fide established education programs to provide support, eg., funding, tournament management, touring teachers, etc.
• Developing curricula for teaching programs for the AGA constituencies that can be taught by many GO player at various ratings
• Developing programs to train qualified Go teachers
• Increasing the number of qualified Go teachers

Creating and managing an annual budget for these activities

• Developing and maintaining a list of materials for program support such as videos, books, flyers, CDs, etc.

Education programs are the main focus of the AGF, which does an excellent job. The efforts discussed above are intended to provide research and information about what programs to support and how to best utilize the available funds. Thus, the AGF and AGA will compliment and reinforce their respective efforts.

POLICY AND GOVERNANCE COMMITTEE

Keith Arnold

The Policy and Governance Committee has successfully brought to vote a series of Article and Bylaws revisions. Hopefully, the result of that vote will also be a success for the AGA.

At last year’s Congress, the Committee delivered and defended its report to the National Assembly. Important and valuable feedback was received, and based on that feedback, a lively discussion of these issues took place on the Chapter reflector. Based on the views expressed by the Assembly and by the Chapters, the Committee’s proposals
were adjusted in an effort to present the Membership with revisions that represented the best consensus of the organizational and Chapter leaders on these issues. The President and Board accepted the proposals and they were put to the vote of the AGA membership.

I would like to sincerely thank the members of the Committee for their hard work on this difficult project. The input of Terry Benson, Barbara Burrall, Kirby Huget, Gregory Lefler and Lianzhou Yu has been invaluable. Former Committee member and current AGA President Michael Lash did a thorough and thoughtful job drafting the Officer’s revisions and vetting them at extensive meetings at the Congress last year.

Last, but certainly not least, the AGA owes a huge debt of gratitude to Rick Mott for his outstanding service and vision. Although he joined the Committee late in this process, Rick’s ability to think outside the box and come up with innovative solutions and alternatives had immeasurable value.

INTERNATIONAL GO FEDERATION,

Thomas Hsiang

At this year’s annual meeting of the International Go Federation, Thomas Hsiang participated as a representative of AGA. Dr. Hsiang is also a member of the IGF Executive Board.

IGF has undergone significant changes in its leadership, following the deaths of Mr. Matsuo Toshimitsu and Mr. Masao Kato. A new president, Mr. Norio Kudo, was elected. To help promote Go on the international scene, he brought in two famous young professionals: Ms. Yukari Umezawa, of the Hikaru-no-Go fame, and Mr. Kazunari Fujisawa, son of Shuko.

In 2004, IGF has applied for and was granted a provisional membership in the General Association of International Sports Federations (GAISF). The latter is an umbrella organization of most international sports and is the forum where various sports vie for participation in the Olympic Games. At the 2005 joint GAISF and IOC meeting, the four “mind sports”, go, chess, bridge, and draughts (checkers) – represented by IGF, FIDE, WBF, and WDF – agreed to form a new group, the International Mind Sports Association (IMSA). The new group has two specific goals: to win the status o mind sports as IOC-recognized sports, an essential step towards the long-term goal of inclusion of mind sports in the Olympic Games, and to organize an “Intellympic Games” event in the near future, possibly as early as 2009.

AGA welcomes this development and will continue to actively participate and help in the Olympic movement of Go.

INTERNATIONAL GO TOURNAMENT RULES FORUM PARTICIPATION

Chris Kirschner/Terry Benson

Shortly before the Congress last year, the AGA received a request from Mr. Ying of the Ing Foundation to send a “rules expert” to a meeting in Shanghai to discuss the
development of an internationally accepted set of rules for use in international
tournaments, with particular emphasis on Olympic competition. Olympic sports are
normally played with internationally accepted rules established by the international
organizing groups for each sport. Hence, the interest in developing such rules at this
time.

There are active plans to begin a “Mentalympic” competition similar to the Olympics but
involving “mental sports”. This plan is sanctioned by the General Association of
International Sports Federations (GAISF) a group that was formed in the 1930’s as a
stepping stone organization for sports that are deemed worthy, but not yet accepted as
formal Olympic sports. The International Go Federation (IGF) has been accepted as a
member of the GAISF, and, along with Chess, Draughts (checkers) and Bridge are
forming a subgroup within the GAISF to move forward with plans to begin in 2007.

The first rules meeting was in September, with Terry Benson and Chris Kirschner in
attendance. Other regions participating were the sponsor (the Ing Foundation), China,
Europe, Japan, Korea and Singapore. Discussion focused on identifying and explaining
the differences between the different rule sets, coming to an agreement that a single
international rule set is needed, and a beginning discussion of how komi relates to the
type of rules being used. Surprisingly, the AGA was identified as having a critical role to
play, as mediators between the territory oriented rule sets (Korea and Japan) and the
area oriented rule sets (Ing, China). AGA rules are fundamentally area based, but allow
territory style counting.

The second meeting was held in Guangzhou, China in March. The focus there was to
develop an organization structure for an entity to proceed with the rules issue. Chris
Kirschner was selected as vice-chair representing the AGA and EGF on this issue.
Other vice-chairs represent China, Japan and Korea. The Chairman is Mr. Ying
himself. The name of the organization was decided to be International Go Tournament
Rules Forum (Forum).

The third meeting took place in Tokyo, in June, with the focus first on the critical
differences between the rule sets. The Japanese representative proposed using the
existing IGF policy that the host country may use the rule set of its own choosing
provided that it is recognized by the IGF. The AGA proposed that the Forum contact the
IGF and seek its recognition as a cooperating group working to present a rule set
recommendation that the IGF could present to the GAISF. We also suggested that the
GAISF should be contacted to see if a multiple rule set approach would be acceptable
to them. Both these proposals were adopted.

The next meeting will be in Korea in October. The focus likely will be determined by the
responses obtained from the GAISF and IGF. Our participation in this group is one
element of our continuing participation in international GO developments.

YOUTH GRANTS

Willard Haynes

In 2003, the AGA initiated a program intended to bring new tournament-tested youth
players to the AGA. Grants are based on the number of new youth players that the
group organizers believe they can recruit. They range from $250 for four players to $1000 for sixteen or more. Grants were issued this year to seven groups: Hartford Chinese Cultural Center, CT; Boulder Kids Go Club, CO; Corvallis Go Club, OR; Sun Prairie High School Go Club, WI; Pine Crest Go Club, FL; and Clements Go Club, TX. The Corvallis group is the only repeat from last year. A total of $4,750 in grants were issued (six at $750 and one at $250). From the final reports submitted by the groups, there were at least 75 new members as a result of the program this year. The AGA will continue this national program of to support locally developed projects.