

CEO REPORT
February / March 2007
St. Louis, MO

To: ACBL Board of Directors

cc: Linda Mamula
Peter Rank

From: Jay Baum, CEO
ACBL

MEMBERSHIP:

2007 got off to a good start. (Attachment 1)

TOURNAMENT TABLES:

Regional tables were down for the period due to three less tournaments; however, tables per tournament were strong 1,633 counts. Both sectionals & STaCs had increased tournaments. (Attachment 2)

CLUB TABLES:

2006 club table and games report is attached. Table and game count increases are reflected. We reached a 15-year high, due in part to online tables.
(Attachment 3)

MEMBERSHIP RENEWALS VIA E-MAIL:

Over 2,600 members have opted to receive their membership renewal notices via e-mail. The notice to sign-up for this option has been placed on the front page of our web site in hopes more will take advantage of it as their membership renewal is due.

ACBLScore IN-HOUSE TRAINING:

Two classes of ACBLScore training have been completed for in-house employees. This was extremely helpful to the employees in the Club and Member Services Department. They receive many inquiries regarding tournament and club masterpoint awards from players and club managers.

HUMAN RESOURCES:

Health insurance enrollment for headquarters and the field were finalized. All covered employees were issued new I.D. cards.

An Employee Breakfast was held January 17 during the new Board of Directors orientation. The headquarters staff were introduced to the new President Sharon Fairchild, new Board Members Rand Pinsky and Don Mamula and Chairman of the Board of Governors Linda Mamula, at the breakfast.

The “Sensitive and Non-Public Information Policy was prepared and distributed.” This policy was written because ACBL needs to comply with a number of State and Federal Laws that regulate the handling of confidential and personal information regarding both customers/clients of this company and its other employees. These laws may include, but not be limited to FACTA, HIPAA, The Economic Espionage Act, Gramm/Leach/Bailey, ID Theft Laws (where applicable), Trade Secrets Protections, and Implied Contract Breach.

We held three meetings with employees to explain the policy. We are scheduling meetings to present the plan to the Tournament Directors at the NABC in St. Louis.

The Trustees for the ACBL 401(k) Plan have meetings scheduled for April 24th and 25th to review six different plan providers. This is being done as a performance of due diligence with regard to the plan and to assure ACBL provides the best-suited plan for the employees.

HAND RECORDS:

We had a glitch with hand records that allowed a set to be played on two different occasions.

The transition to using electronic hand records was not without an error or two. We discussed changes in directory management shortly after we started sending out electronic files last fall. We believe the current procedures will avoid any future instances of HR files being sent out twice. We have a double safeguard directory system and log all hands, by set numbers and by TD number, as they are assigned. Hands come from one directory only. They are recorded as used and then archived into compressed files by set number.

Honolulu Action Items

1. **Share the number of students enrolled in the School Lesson Programs with the USBF.**

2139 students enrolled in the School Bridge Lesson Program in the US. The number has been sent to the USBF.

2. **Post the sample district bylaws on the ACBL web site and notify the districts that they are available.**

Completed

3. **Inform the District Directors of missing district and unit bylaws for their district.**

Completed. We are now missing only five Districts and two Units bylaws. We will contact them again. Before Honolulu, we did not have by-laws on 23 Districts and 6 Units.

4. **Provide a list of outside entities receiving monies from ACBL.**

Monies Raised from ACBL Members for Other Entities:

ACBL Educational Foundation – Donations, NABC games, club and tournament games \$87,713. Charged back expenses \$12,060.

ACBL Charity Foundation – Donations, Charity games at clubs/units/districts \$203,398. Charged back expenses \$40,331.

United States Bridge Federation – Donations & Junior fund \$89,176. Charged back expenses \$5,513.

Canadian Bridge Federation & CBF Charity Foundation – Dues and donations \$75,158. Charged back expenses \$3,876.

World Bridge Federation – Worldwide Bridge Contest \$14,731 (net). NBO dues \$77,418 = \$92,150.

ACBL Units – Membership rebates \$504,513.27.

5.

Provide a progress report on the BridgeMate product.

The Jefferson Bridge Association in Charlottesville, Virginia has been testing Bridgemate with ACBLscore for the past few months. As a result of their testing, as well as our programmer's in-house testing, ACBLscore fully supports Bridgemate score entry. Minor de-bugging continues as this club remains in contact with our programmer. It will be four to six months before approval from FCC is obtained by Bridgemate. To adequately adopt this product for NABC use, an initial investment in excess of \$25,000 would be required (current price point). This would be product cost only. Training, staffing, setup and maintenance would add to the initial investment and to the ongoing cost of the product. Perceived cost savings would be negated by the additional time and manpower needed to maintain, store, secure, replace and set up these units. Likely, some rental revenues can be realized. Coupled with loss, breakage, and other ancillary costs these revenues cannot be expected to be significant.

While this product is an attractive add-on, NABC usage would benefit only a very small fraction of our membership. At this time, management prefers to wait for lower costs and improved models that may be available in the near future. We recommend reviewing in twelve months.

6. Contact Board Source to set up the one day seminar for the Board of Directors to be conducted in Saint Louis.

Completed.

7. Look into other ways to encourage clubs to give discounts for Juniors.

No significant action.

8. Remind the directors to use the same form for regional bridge appeals that they use at NABCs.

Completed

9. Check on the statute of limitations in the Zipporah McKinney case and report to the BoD.

A motion to dismiss for lack of prosecution was filed 1/4/07 by Mark Glover, our local counsel. Service on Ms. McKinney has become difficult as she has moved with no forwarding address. However, while the court may require some alternative method of notice, our attorney will proceed on 3/2 with the intent of getting this dismissed.

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2.02 Develop web site to include more quizzes, games and learning.

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2.03 Bridge Bulletin available electronically through the Member portal.

This is scheduled for completion in 2008. Currently we have “Conventional Wisdom,” “Bidding Toolkit”, “Celebrity Speaker lectures” and numerous articles from the Bulletin (see 2.02) available. We are progressing toward having the entire magazine available in 2008.

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2.05 Survey ACBL membership on an annual basis.

This is ongoing. Results from these surveys provide management with the concerns and suggestions of the membership.

Objective #3: Expand Awareness of and Participation in Bridge

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This is an ongoing project.

3.02 Market ACBL web site as THE source for teaching bridge online.

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3.03 Develop product placement in movies, novels, television, and news.

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3.04 Develop sponsorships/partnerships for major events and activities.

This is an ongoing challenge that has not been pursued due primarily to a lack of resources. Management is aware that outside experts will have to play a major role in this.

3.05 Develop more methods to grow youth bridge.

This was designed to be an ongoing activity. In conjunction with Mosaik, this is how we have approached youth bridge:

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Engagement Details

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- Additional opportunities can and will be pursued with the understanding that the ACBL liaison and speakers resources are very limited. Discussions with the School Bridge League continue on how they can help with additional resources.

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- Conducted one session.
- Ms. Cooper was very well received. The audience consisted of mostly bridge players who are math teachers.
- Just under 20 session participants.
- Proposal for 2007 was submitted and accepted.
- Generated math teacher/bridge player/NCTM member contacts.
- Showed bridge player math teachers how to use bridge in the classroom. Teachers were pleasantly surprised at how easy it is to teach children.
- Distributed t-shirts, wristbands, MiniBridge CDs, ACBL decks of cards and articles.
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 - As a science teacher, Ms. Jones was well received by the audience. The audience consisted of mostly non-bridge player science teachers.
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 - Had more non-bridge player participants than bridge players.
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- Distributed Mini-bridge CD to over 500 camp executives in mass mailing.
 - Received some additional interest after mailing
 - Fulfilled request by camps in MA for 800 MiniBridge CDs to campers for summer tournaments.
- ACA published link and short www.BridgeIsCool.com description in the May 1 online edition of *Inside ACA*.
- National Middle School Association continued to link to the ACBL website through the Month of the Young Adolescent (MOYA) site.
 - NMSA remains an alliance partner. ACBL's proposal as a speaker at the Annual Convention was accepted and placed on the alternate list. No speaking spaces became available.
- Presented youth marketing plans to Sharon Osberg to generate interest and support.
 - Coordinating efforts with The School Bridge League

Day-to-day Coordination

- Developed and submitted proposals for speaking engagements. (Requires developing proposals based on strand criteria and finding creative links to conference theme; interviewing people with similar interests as conference audience; proposal review coordination; speaker application and bio creation).
 - National Teachers of Mathematics
 - National Science Teachers Association
 - American Camp Association

- National Middle School Association
- Coordinated speakers and events
 - National Teachers of Mathematics
 - National Science Teachers Association
 - American Camp Association
- Created PowerPoint presentations targeted to specific audiences for speaking engagements
- Met with speakers to get input for creation of presentation, prep speakers and review material.
- Coordinated t-shirt and wristband giveaways.
 - Girls Incorporated
 - Various middle schools, high schools and clubs
 - Syracuse University Accounting Department
- Coordinated and implemented MiniBridge CD mailings.
- Responded to additional requests for more MiniBridge CDs.
- Maintained relationships with alliance partner groups.
 - ACA, Drexel Math Forum, Girls Inc., NCTM, NMSA, NSTA, YMCA

The ACBL School Bridge Lesson Series Program

Overview:

The ACBL school bridge program, funded by the ACBL and the ACBL Educational Foundation, continues to grow.

There were 213 total classes taught during the spring/summer session of 2006. There were 3159 students in the spring/summer session in 2006. A total of 141 classes were taught in the fall with an estimated 1671 students, a total of 354 classes and 4830 students for the year.

The Bridge is Cool web site was developed as part of the “Youth Initiative Program”. After a slow start, the site has seen an increased activity due to a number of upgrades. A feedback mechanism is being developed that will allow a free flow of comments from visitors in addition to the “contact us” form.

Management feels the site has not reached its potential. Recommendations for 2007 include more “fun” activities and quizzes and additional Junior experts in a “Ask the Experts” format.

Bridge Is Cool Stats

Last Quarter 2006	October	November	December	
Total hits:	161,239	127,674	119,402	//grand total of times hit
Total pages viewed:	15,373	11,915	10,647	//grand total how many documents requested
Total visits:	4,187	4,198	4,611	//how many distinct sessions
Total unique visitors:	2,554	2,153	2,217	//how many distinct sessions were unique uses
Total new visitors:	2,148	1,748	1,818	//how many distinct sessions are new to BIC
Total repeat visitors:	597	550	571	//how many users came back
Average unique visitors per day:	117	108	117	
Average new visitors per day:	69	58	59	
Average visitor repeat rate:	23.40%	25.50%	25.80%	
Average length of visit:	7m 42s	4m 43s	2m 1s	

Objective #4: Position ACBL as the Authority on Bridge in North America

4.01 Develop e-publications similar to Marketing Matters for distribution to units and districts on a regular schedule.

Completed and ongoing.

4.02 Develop quarterly electronic communications to NBOs and international bridge organizations.

Regular correspondence with NBOs and International Bridge organizations are done in an informal matter. In some instances, a quarterly report would have little or no items of interest. In other situations, communication is needed on a weekly or monthly basis. Management feels we are in good contact with NBOs and international bridge organizations.

4.03 Evaluate and revise all materials for clubs, units and districts.

This is completed and will be reviewed in 2007 for any needed updates or revisions.

4.04 Track and monitor trends and propose appropriate opportunities.

This is an ongoing activity.

Objective #5: Provide Professional Development for Teachers and Directors

5.01 Develop education for teachers and directors online.

ACBL has made very good progress positioning its web site as the source for teaching bridge. In addition to our Learn to Play Bridge free software, we have added features including How to Play, How to Keep Score, Introduction to Duplicate, Conventions and Cards, and Terms and Definitions sections.

We regularly post “The Bridge Teacher” newsletter, mini lessons from the celebrity lesson series, and links to Fifth Chair Foundation. The Handbook for Bridge Teachers, Resource Manual for Teachers, and links to ABTA, Teacher directory and Great Bridge links are also available.

Teacher manuals are available as a free download as are numerous free new modern teacher manuals for three different courses.

We currently have three courses available for purchase:

- Ruling the Game, taken by 217 individuals in 2006

- ACBLScore Dos for Beginners, taken by 225 an additional ten individuals took both courses.
- We have added ACBLScore for Windows this year. This is an ongoing project.

5.02 Require continuing education and retesting of TDs.

After a very positive start, the electronic communication TD.EDU bogged down with time and personnel issues late in 2006. We hope to restart this program by mid-year 2007. TD education continues to be an ongoing process, with formal groups at some NABCs and informally at many of our large regionals. Much of the educational process continues to stress the interpersonal nature of the relationship between our members and our professional staff. Please keep in mind that member surveys continue to rate our Tournament Directors higher than any other ACBL group.

5.03 Develop new teaching materials.

The ACBL Bridge series “Bidding in the 21st Century,” “Play of the Hand in the 21st Century” is being revised and updated. The first new TAP was held at the Houston regional with over 50 participants.

5.04 Implement a comprehensive strategy to expand youth education in bridge.

This is completed and has been combined with 3.05.

Objective #6: Maximize Organization Effectiveness and Efficiency

6.01 Review and adjust as appropriate the structure of ACBL and its policies, functions and activities.

This is ongoing with some restructure now dependent on office relocation. Additionally, revised definitions of the goals for specific departments will influence the changes that are appropriate.

6.02 Establish a clear division of responsibility between staff and Board of Directors.

6.03 Develop a succession plan for key ACBL employees.

One of the larger challenges for management that is not completed. This is viewed as strategy that must be completed by 2009. We have identified the specific areas of concern.

6.04 Require all sanctioned club games to use ACBLScore.

This has been completed by management suggestions and board actions with flexibility for exceptions in extreme cases.

6.05 Commit to long-range planning with annual updates.

This is an ongoing process. Management suggest we allow time at the Summer NABC for Board of Directors and Management to do a complete review of objectives and strategies in order to amend as necessary.

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 - Various middle schools, high schools and clubs
 - Syracuse University Accounting Department
- Coordinated and implemented MiniBridge CD mailings.
- Responded to additional requests for more MiniBridge CDs.
- Maintained relationships with alliance partner groups.
 - ACA, Drexel Math Forum, Girls Inc., NCTM, NMSA, NSTA, YMCA

The ACBL School Bridge Lesson Series Program

Overview:

The ACBL school bridge program, funded by the ACBL and the ACBL Educational Foundation, continues to grow.

There were 213 total classes taught during the spring/summer session of 2006. There were 3159 students in the spring/summer session in 2006. A total of 141 classes were taught in the fall with an estimated 1671 students, a total of 354 classes and 4830 students for the year.

The Bridge is Cool web site was developed as part of the “Youth Initiative Program”. After a slow start, the site has seen an increased activity due to a number of upgrades. A feedback mechanism is being developed that will allow a free flow of comments from visitors in addition to the “contact us” form.

Management feels the site has not reached its potential. Recommendations for 2007 include more “fun” activities and quizzes and additional Junior experts in a “Ask the Experts” format.

Bridge Is Cool Stats

Last Quarter 2006	October	November	December	
Total hits:	161,239	127,674	119,402	//grand total of times hit
Total pages viewed:	15,373	11,915	10,647	//grand total how many documents requested
Total visits:	4,187	4,198	4,611	//how many distinct sessions
Total unique visitors:	2,554	2,153	2,217	//how many distinct sessions were unique uses
Total new visitors:	2,148	1,748	1,818	//how many distinct sessions are new to BIC
Total repeat visitors:	597	550	571	//how many users came back
Average unique visitors per day:	117	108	117	
Average new visitors per day:	69	58	59	
Average visitor repeat rate:	23.40%	25.50%	25.80%	
Average length of visit:	7m 42s	4m 43s	2m 1s	

Objective #4: Position ACBL as the Authority on Bridge in North America

4.01 Develop e-publications similar to Marketing Matters for distribution to units and districts on a regular schedule.

Completed and ongoing.

4.02 Develop quarterly electronic communications to NBOs and international bridge organizations.

Regular correspondence with NBOs and International Bridge organizations are done in an informal matter. In some instances, a quarterly report would have little or no items of interest. In other situations, communication is needed on a weekly or monthly basis. Management feels we are in good contact with NBOs and international bridge organizations.

4.03 Evaluate and revise all materials for clubs, units and districts.

This is completed and will be reviewed in 2007 for any needed updates or revisions.

4.04 Track and monitor trends and propose appropriate opportunities.

This is an ongoing activity.

Objective #5: Provide Professional Development for Teachers and Directors

5.01 Develop education for teachers and directors online.

ACBL has made very good progress positioning its web site as the source for teaching bridge. In addition to our Learn to Play Bridge free software, we have added features including How to Play, How to Keep Score, Introduction to Duplicate, Conventions and Cards, and Terms and Definitions sections.

We regularly post “The Bridge Teacher” newsletter, mini lessons from the celebrity lesson series, and links to Fifth Chair Foundation. The Handbook for Bridge Teachers, Resource Manual for Teachers, and links to ABTA, Teacher directory and Great Bridge links are also available.

Teacher manuals are available as a free download as are numerous free new modern teacher manuals for three different courses.

We currently have three courses available for purchase:

- Ruling the Game, taken by 217 individuals in 2006

- ACBLScore Dos for Beginners, taken by 225 an additional ten individuals took both courses.
- We have added ACBLScore for Windows this year. This is an ongoing project.

5.02 Require continuing education and retesting of TDs.

After a very positive start, the electronic communication TD.EDU bogged down with time and personnel issues late in 2006. We hope to restart this program by mid-year 2007. TD education continues to be an ongoing process, with formal groups at some NABCs and informally at many of our large regionals. Much of the educational process continues to stress the interpersonal nature of the relationship between our members and our professional staff. Please keep in mind that member surveys continue to rate our Tournament Directors higher than any other ACBL group.

5.03 Develop new teaching materials.

The ACBL Bridge series “Bidding in the 21st Century,” “Play of the Hand in the 21st Century” is being revised and updated. The first new TAP was held at the Houston regional with over 50 participants.

5.04 Implement a comprehensive strategy to expand youth education in bridge.

This is completed and has been combined with 3.05.

Objective #6: Maximize Organization Effectiveness and Efficiency

6.01 Review and adjust as appropriate the structure of ACBL and its policies, functions and activities.

This is ongoing with some restructure now dependent on office relocation. Additionally, revised definitions of the goals for specific departments will influence the changes that are appropriate.

6.02 Establish a clear division of responsibility between staff and Board of Directors.

6.03 Develop a succession plan for key ACBL employees.

One of the larger challenges for management that is not completed. This is viewed as strategy that must be completed by 2009. We have identified the specific areas of concern.

6.04 Require all sanctioned club games to use ACBLScore.

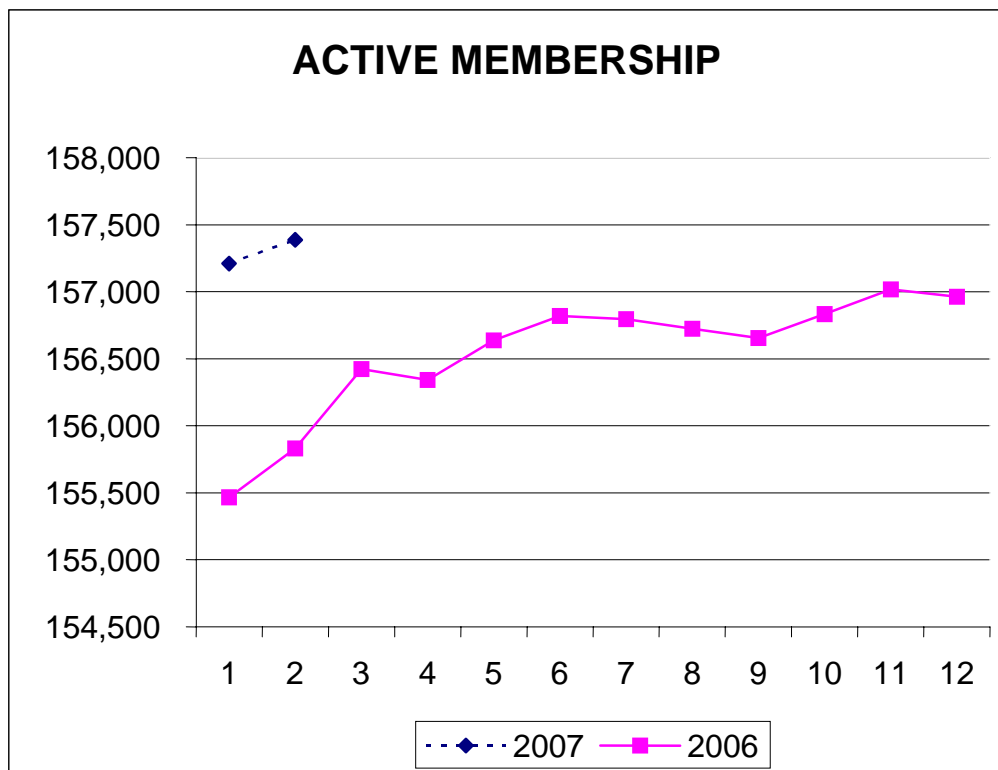
This has been completed by management suggestions and board actions with flexibility for exceptions in extreme cases.

6.05 Commit to long-range planning with annual updates.

This is an ongoing process. Management suggest we allow time at the Summer NABC for Board of Directors and Management to do a complete review of objectives and strategies in order to amend as necessary.

Active Membership Statistics
February 2007

Membership Category	2007	2006	Change	%
LifeMasters	47,431	46,656	775	1.7%
Non LifeMasters	104,670	103,843	827	0.8%
Total Paying Members	152,101	150,499	1,602	1.1%
Active Unpaid LM	5,285	5,332	(47)	-0.9%
Total Members	157,386	155,831	1,555	1.0%



	2007	2006	Change	%
New Members YTD	2,076	1,885	191	10.1%

A. CLUB GAMES WITH NO FEES OR NO ADDITIONAL FEES

2006	#Months	# Tables	# Games	% Gain
Club, no additional	12	2,004,791.6	251,281	.54%

2005	#Months	# Tables	# Games
Club, no additional	12	1,993,954.9	279,590

B. CLUB GAMES WITH ADDITIONAL FEES

2006	#Months	# Tables	# Games	% Gain
International Fund	12	18,395.5	2,244	-28.01%
Junior Fund	12	44,005.6	5,863	25.15%
Charity Games	12	77,523.1	9,270	50.63%
GNT - Club	12	6,909.0	711	11.94%
NAP - Club	12	44,178.5	5,265	9.01%
All Other Games	12	18,491.5	1,823	11.28%
Additional Fees	12	209,503.2	25,176	11.40%

2005	#Months	# Tables	# Games
International Fund	12	14,370.4	3,274
Junior Fund	12	35,161.5	4,962
Charity Games	12	51,463.4	6,578
GNT - Club	12	6,172.0	642
NAP - Club	12	40,524.0	5,093
All Other Games	12	16,616.5	1,856
*Katrina Games	12	23,743.0	1,620
Additional Fees	12	188,050.8	24,025

C. ONLINE GAMES

2006	#Months	# Tables	# Games	% Gain
Online Games	12	238,851.2	2,264	12.16%

2005	#Months	# Tables	# Games
Online Games	12	212,949.8	4,603

D. TOTAL ALL GAMES (CLUB + ONLINE)

2006	#Months	# Tables	# Games	% Gain
Club, no additional	12	2,004,791.6	251,281	.54%
Additional Fees	12	209,503.2	25,176	11.40%
Sub-Total	12	2,214,294.8	276,457	1.47%
Online Games	12	238,851.2	2,264	12.16%
Total - All	12	2,453,146.0	278,721	2.42%

2005	#Months	# Tables	# Games
Club, no additional	12	1,993,954.9	279,590
Additional Fees	12	188,050.8	24,025
Sub-Total	12	2,182,005.7	303,615
Online Games	12	212,949.8	4,603
Total - All	12	2,394,955.5	308,218

TOURNAMENT TABLE TREND

	REGIONAL							SECTIONAL									
	2005		2006		2007		%+/-	2005		2006		#	TABLES	%+/-	2005		#
	#	TABLES	#	TABLES	#	TABLES	%+/-	#	TABLES	#	TABLES	#	TABLES	%+/-	#	TABLES	#
JAN	9	13,386.5	12	18,487.0	10	15,602.0	-15.61%	63	13,608.0	61	13,762.0	66	14,632.0	6.32%	10	5373.5	
FEB	10	14,355.0	10	17,271.0	9	15,430.0	-10.66%	75	13,852.0	74	13,644.5	74	14,093.5	3.29%	8	12787.0	
MAR	4	5,050.0	5	3,293.5				59	10,572.0	93	17,634.0				4	3248.5	
APR	4	14,272.5	7	18,515.5				97	15,775.0	86	13,123.0				3	2836.5	
MAY	17	20,394.5	14	16,516.5				83	14,909.0	69	11,375.0				3	8442.5	
JUN	15	20,465.0	12	17,086.5				63	8,665.0	61	8,940.0				15	18435.0	
JUL	11	13,534.5	11	13,250.5				51	9,221.0	55	10,752.5				3	3289.5	
AUG	14	18,499.0	11	16,275.5				58	9,371.5	70	11,445.5				5	7016.5	
SEP	12	16,428.0	13	18,125.0				101	16,361.0	89	14,816.0				4	3348.5	
OCT	15	13,939.5	13	16,563.5				119	18,988.5	128	19,898.0				7	4252.5	
NOV	7	9,798.5	6	7,611.5				57	11,923.5	60	12,780.0				5	3524.5	
DEC	6	11,540.0	7	10,333.0				25	4,244.5	28	5,740.0				10	23712.0	
YTD	124	171,663.0	22	35,758.0	19	31,032.0	-13.22%	851	147491.0	135	27,406.5	140	28,725.5	4.81%	77	96266.5	
AVG		1,384.4		1,625.4		1633.3			173.3		203.0		205.2			1,250.2	
YEAR	124	171,663.0	121	173,329.0				851	147,491.0	874	153,910.5				77	96,266.5	
AVG		1,384.4		1,432.5					173.3		176.1					1,250.2	
Missing 1 I/N & 3 SQ																	
Tournaments sanctioned to date																	
Mar					3										77		
Apr					9										86		
May					13										69		
Jun					12										60		
Jul					11										48		
Aug					13										60		
Sep					14										95		
Oct					11										88		
Nov					8										65		
Dec					6										20		
Total for year					119										808		