

Attachment A

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Michael Kovacich
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: November 2012

MEMBERSHIP:

Membership stands at 166,491. This represents a 1,000+ member increase over 2011 figures. The ACBL has signed up 9,830 Members during the first ten months of 2012. Full Member statistics can be found at:

[http://web2.acbl.org/bb/BOD/Active Membership Statistics.pdf](http://web2.acbl.org/bb/BOD/Active%20Membership%20Statistics.pdf)

TOURNAMENT DIVISION:

Total Regional, Section and STaC table count is up approximately 1% for the first ten months of 2012 as compared to the first ten months of 2011. The largest increase has occurred at Regional tournaments, however there were eight more Regionals held during this period in 2012 as compared to 2011.

<http://web2.acbl.org/bb/BOD/2012TC.pdf>

CLUBS & MEMBERS SERVICES:

Club game table counts remain steady. However, increases continue to be seen in online games. Through October 2012, online table count stands at 749,776. The online count for the same period in 2011 was 680,651. This represents over a 10% increase.

The club game sanction renewals for 2013 were mailed to each club in early September. This process has been streamlined and is progressing well. Through the end of October, the Clubs & Membership team has processed approximately half of the 3,200 sanction applications.

Clubs were provided hard copy charts explaining the various special games including the masterpoint rating, frequency and the sanction fees for each game type. This information is also available on the ACBL web site at:

<http://web2.acbl.org/documentlibrary/clubs/specialgameschart2012.pdf>

Over 500 club managers responded to a recent survey to better inform the ACBL and the Full Service Clubs Task Force on where the clubs see value and how the ACBL can better serve them in the future. We will be following up this survey with an in-depth focus group of club managers at the San Francisco NABC. We are eager to learn more about how ACBL can help our sanctioned bridge clubs achieve a greater level of successful.

EDITORIAL:

The ACBL will be signing a three-year contract with QuadGraphics, the second largest printing company in the United States, to produce the Bridge Bulletin. We have negotiated a favorable contract with a 4% discount on the manufacturing portion for the first half of the contract. QuadGraphics has been printing the magazine for a trial period (since September) and we have been very pleased with the quality of the product and the level of professionalism and service we have seen so far. The real savings could come with reduced postage rates, as QuadGraphics has higher co-mailing volume, which may qualify the Bridge Bulletin for deeper postal discounts.

HUMAN RESOURCES:

Recruiting

The Director of Marketing Communications remains open. Several candidates have been interviewed however a candidate with the ideal mix of bridge knowledge and marketing/communications experience has not yet been identified.

Benefits

401K/RRSP Plan documents are being updated to support year-end implementation of discretionary employer match to both plans.

5500's are complete for all relevant plans.

Due diligence for both the 401K and RRSP are complete.

Trustee meeting held with financial advisor to the 401K Plan.

Medical Plan open enrollment begins in San Francisco. New administrative and benefit plan changes will be implemented.

HR Technology

2012 Open Enrollment will be paper-free.

Conversion to the new ADP payroll system is on target for 2013 implementation. This will lead to higher efficiencies as all employees will be on one system and many manual processes will be eliminated.

Policy/Procedure Handbook

We are waiting until many of the new year-end organizational changes are executed before finalizing the new handbook.

Compensation Plan

A comprehensive compensation plan has been drafted with the assistance of The Centre Group, an outside consultant who specialize in such plans.

FINANCE:

The 2012 Financial Forecast and the draft 2013 financial budget were presented to the Finance Committee on October 29th. Additional information and analysis will be provided to the committee in San Francisco to support the Budget proposal.

Financial results for the year-to-date period (through September) showed an increase in Net Assets from Operations of \$432K, \$371K higher than the \$61K budgeted. The forecast for the twelve months ending December 31, 2012, shows an increase in Net Assets from Operations of \$368K, \$282 higher than the \$86K budgeted.

ACBLscore+ UPDATE:

Phase 2 of the ACBLscore+ project (basic infrastructure) has been completed. Phase 3 (basic scoring) is in progress. The project remains on-time and on-budget. Bruce Knoll is the technical contact for the project and serves as the ACBL Project Leader. Patricia Glover has been involved with the project to monitor costs and spending. Jim Lopushinsky reports directly to Bruce Knoll and is working closely with Nicolas Hammond to assist in the programming effort. Jim and Bruce have regular communications with Nicolas.

Hammond Software also provides monthly reports to the key ACBL staff and Merlin Vilhauer, who serves as management's liaison to the Board for this project. Nicolas has also made two visits to headquarters over the past two months to meet with the IT programming team and key staff. He will continue these visits in the future.

Nicolas Hammond has started adding programmers to the project. We also have a process to add tournament directors to the project for those who have the proper technical skills and interest.

Phases 3 and 4 are focused on scoring and will require the bulk of the programming effort. Our websites for stakeholder involvement and engagement are set up and we are receiving ideas and feedback (acblscoreplus.com and ideas.acblscoreplus.com). On the Board of Directors portal (bodforum.acbl.org), there is now a place for Board input and feedback on the project. We have added a spot for feedback on the Tournament Directors portal as well (forum.acbl.org). Nicolas will continue to attend all future NABCs to meet face to face with stakeholders. He will also make presentations to the Board of Directors at every 2013 NABC to provide a project update and answer questions.

BRIDGE ADMINISTRATION:

Regionals at Sea

We have an agreement with Cruise Planners to manage the booking portion of the Regionals at Sea program. The Bridge Administration Department will be handling all other aspects. The three cruises for 2013 will be: Seattle/Alaska/Seattle in July, New York/Canada/New York in September and Florida/Caribbean/Florida in November. We have contracted our celebrity hosts for each cruise and will begin promotion at the Fall NABC and in the December Bulletin. For the July (Alaska) cruise John Mohan will be our celebrity host. For the September (Fall Foliage) George Jacobs will host. And for the November (Caribbean) cruise Mike Lawrence will be our Celebrity. Our hosting decisions were driven by the enthusiastic response to John's Hawaii cruise and the synergy of Bulletin contributors for the other two.

TourneyTRAX

The primary objective of TourneyTRAX is to create better run and better attended Bridge Tournaments. The ACBL currently employs multiple systems to manage ACBL Tournaments which are rather cumbersome. These systems include: the AS/400, the Tournament Operations Database (MS Access), ACBL Score, and the ACBL Website.

TourneyTRAX, put quite simply, seeks to unify and expand the functionality of these systems, and to make them (and the data they contain) available to all key ACBL stakeholders. When this unification is combined with the system's ability to capture never before captured information, TourneyTRAX will provide the most detailed portrait of ACBL Tournaments in the history of the League and allow us to improve our operations management.

NABCs

We have been working with the hotels and local committees for St Louis, Atlanta, Phoenix and Dallas as we plan the specifics for these upcoming NABCs. We have partnered with the IT Department on development of several enhancements to the NABC experience. In San Francisco, we will be testing electronic results posting for the 10am & 3pm games. This is the first step in getting away from dot matrix printers and hanging score sheets. We anticipate adding to our technology enhancements at each subsequent NABC.

Travel Planners (Housing Bureau)

Our new travel partner, Travel Planners, has started booking rooms for the Spring NABC. We experienced fewer issues than we feared during the dual agency period leading up to San Francisco. Now that Travel Planners will be booking rooms for all subsequent NABCs we are looking forward to better reporting, excellent agency/hotel communications, and enhanced service for our Members.

MindSports Festival Meeting

While in San Francisco, we will be meeting with the North American representative of the organization that is managing several MindSports Festivals in Europe during 2013. We will be exploring possibilities for collaboration with them on similar Festivals in North America.

Connectivity during Board Meetings

Staff will be able to connect to the Internet during these Board Meetings to research issues that arise during discussions.

EDUCATION DIVISION:

Online Teacher Directory

Currently, there are 1,759 teachers who have elected to be listed on the ACBL's "Find a Teacher" web site. This compared to 1,695 teachers listed on the site last year.

Teacher Accreditation Program

In 2012, we have six completed TAP Programs: Spring NABC, Gatlinburg, Long Island, NY, Summer NABC, St. Louis, MO, and Calgary, AB. The last TAP planned for 2012 will be held at the Fall NABC. Two TAPs are currently scheduled for 2013: Orlando, FL and Birmingham, AL.

2012 Accredited Teacher Stats*

TAP Accredited	4,585
TAP Accredited since the TAP was updated	1,150
Accredited through Better Bridge	878
Accredited through Easybridge!	1,009
Registered Teachers	251
School Bridge Teachers	701
ABTA Teachers	579
ABTA Master Teachers	97

*Note that teachers may be accredited under more than one program.

TAP Trainers

Kathy Rolfe of Kansas City, MO is our newest TAP Trainer. Kathy will make her NABC TAP debut at the 2013 St. Louis NABC.

Intermediate-Newcomer Program @ NABCs

There will be three free bridge lessons held during the San Francisco NABC. Audrey Grant, Jerry Helms and Barbara Seagram will each have a 2 hour free lesson on November 24th through November 26th, respectively.

Junior Reception

Bryan Delfs will host the Junior Reception on Saturday, November 24th and 5:30 p.m. Part of the 2013 Education Plan includes rebranding the Youth4Bridge website. Youth and Junior players will be asked for their input as to what they specifically would like to see on the website.

Youth NABC

The Philadelphia YNABC had 164 unique participants with a total of 185 tables. This was the second-largest YNABC. Part of this group included 40 students who traveled from Beijing, China.

King/Queen of Bridge

Murphy Green, of Alpharetta, GA was chosen as this years King of Bridge. An article written by Sue Munday was included in the October edition of the Bridge Bulletin and posted on the ACBL website.

WBF World Youth Congress

The 2013 World Youth Congress will be held in conjunction with the Atlanta NABC in the Summer of 2013. The World Youth Congress is scheduled to start the day after the Youth NABC is completed. This is an open event with all youth and junior players from around the world eligible to participate.

Graduates from the ACBL- Funded School Program has grown by 12.2% from 2010 to 2011:

	S07	F07	S08	F08	S09	F09	S10	F10	S11	F11	S12	F12
College	4	3	3	6	4	5	2	6	3	5	3	-
High	28	26	32	35	42	25	28	25	41	43	45	-
Middle	63	77	84	96	85	74	95	83	85	104	86	-
Elementary	47	48	42	53	28	46	68	60	45	51	58	-
Other	1	0	0	0	0	0	0	0	0	0	0	-
Total Classes	297		351		309		367		377		192	
Total Graduates	3,694		2,803		2,764		2,970		3,331		1,585	
Total US Teacher Stipends	\$38,815		\$42,670		\$47,105		\$43,890		\$54,940		\$32,582	
Total Can. Teacher Stipends	\$28,265		\$41,515		\$36,000		\$34,590		\$36,750		\$19,600	
Grand total for Stipends	\$67,080		\$84,185		\$83,105		\$78,480		\$91,690		\$52,182*	

*Fall 2012 Teacher Stipends have not yet been paid. We are estimating the total cost for 2012 to be approximately \$99,000.

Youth and Junior membership has grown from March 2012 to June 2012. Youth membership increased from 797 to 892 (11%) and Junior membership has increased from 1,140 to 1,240 (8%).

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only. Parenthesis indicate Spring 2012 NABC Values.)

District	Youth	Junior
1	24 (28)	33 (36)
2	38 (46)	52 (56)
3	74 (79)	88 (91)
4	15 (16)	30 (35)
5	5 (5)	8 (9)
6	44 (29)	65 (52)
7	137 (133)	165 (159)
8	12 (19)	16 (23)
9	70 (59)	83 (73)
10	87 (52)	101 (64)
11	31 (32)	47 (50)
12	8 (8)	16 (15)
13	13 (13)	34 (30)
14	28 (25)	43 (37)
15	41 (43)	50 (52)
16	39 (40)	66 (67)
17	13 (12)	19 (18)
18	3 (3)	10 (9)
19	21 (16)	37 (34)
20	13 (13)	16 (15)
21	50 (42)	73 (64)
22	40 (6)	42 (9)
23	15 (12)	26 (23)
24	33 (32)	50 (48)
25	26 (20)	45 (41)
99	12 (14)	25 (30)

All junior totals include youths.

	Youth	Junior
2011 Total	826	1,203
2012 Total	892	1,240
% Increase	8%	3%

MARKETING DIVISION:

Bridge Documentary

ACBL Member John McAllister is filming a documentary focusing on keeping bridge alive for future generations. The film crew has interviewed top Junior players to the World Championships including Adam Kaplan. In addition Patty Tucker and Bob Hamman will be featured in the documentary.

Students at the Virginia Commonwealth University BrandCenter recently completed a six week project on how to “save” bridge for future generations. Their work will also be documented in the film. Recently, the seven teams of students presented their final Marketing projects which contained many creative ways to promote bridge.

Publicity

The following is a selection of the publicity that the ACBL and game of bridge has received since the Summer NABC:

ACBL Bridge Museum

Memphis Downtowner - November 2012

Game Bridges Comradeship with Competition

Prince Albert Daily Herald - October 24, 2012

Young Newton brothers are top-ranked bridge players

The Boston Globe - October 24, 2012

Bridge-building: Veterans teach younger players, with benefit

Naples Daily News – October 1, 2012

The Superstars of Bridge vie for the Buffett Cup

Omaha-World Herald – September 12, 2012

The Buffett Cup

The Morning Blend KMTV – September 10, 2012

Community Center Bringing Seniors Together

KTRK-TV Houston, Texas – September 7, 2012

Master of his own Domain

Herald & News – August 26, 2012

Washoe Middle Bridge Teams Gear for 2012-13

North Lake Tahoe Bonanza – August 16, 2012

Card game builds bridges at Chautauqua

The Chautauquan Daily – August 11, 2012

Not Your Grandmother’s Bridge Game?

The Inquirer – July 20, 2012

Card Players Flock to Center City Phila. For North American Bridge Championships
CBSPhilly – July 12, 2012

Philly to host American Contract Bridge League Championship
The Inquirer – July 12, 2012

There have been two media distributions since the Summer NABC.

Georgia Teen earns American Contract Bridge League's Highest Youth Honor
August 27, 2012

Thanksgiving Day - the Bridge Player Way

Thousands forego tradition to celebrate with their bridge family and kick-off the Fall North American Bridge Championships was sent out on November 15, 2012.

In addition, the following item is scheduled for distribution:

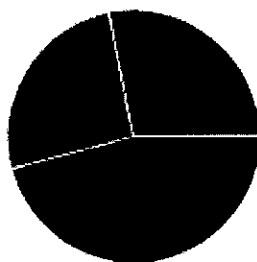
Media Alert

Pitches specific stories for the media including youth play, charity donations, and a story about the dedication of the SF NABC local volunteers November 2012

PR Stories are now available on ACBL Website

A "Media" tab has been added under Administration Section. The section includes information on news clippings & press releases. All known news and press releases are now housed here and can be viewed at any time.

Acbl.org web stats June 30-October 30, 2012



■ **45.93% Search Traffic**

522,676 Visits

■ **26.04% Referral Traffic**

296,303 Visits

■ **28.03% Direct Traffic**

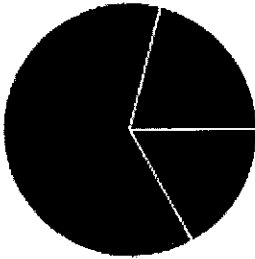
318,959 Visits

Average daily visits: 9,327

Absolute unique visitors per day

Average: 6,970

**Web stats – Youth4Bridge.org
June 30-October 30, 2012**



- **17.07% Search Traffic**
189 Visits
- **62.06% Referral Traffic**
687 Visits
- **20.87% Direct Traffic**
231 Visits

Visits per day
Average visits: 43

Absolute unique visitors per day
Average: 39

Google Mini allows to know what the top searches on www.acbl.org are.

Top Queries

- convention card
- acblscore
- stac
- nap
- conventions
- acbl score
- sayc
- convention cards
- club results
- yellow card
- Results
- NAP
- new minor forcing
- scoring
- ace of clubs
- north american pairs
- laws
- tournaments
- address change

Facebook

During the Summer NABC, a new social media plan was rolled out on Facebook and met with great success. There were multiple “status updates” each day, along with photos provided by both Peg Kaplan and Darbi Padbury.

Between July 12 through July 23:

- We increased our daily page views by 527% moving our normal daily average of 22 views to an average of 93, with a peak on July 16th of 138 page views.
- We increased our viral reach (our friends and friends of friends who see our posts) by over 1100%, moving our normal viral reach from 418 to an impressive 5176.
- We increased our “Talking about this” (unique users who created a status or story about our page) by 2740% moving our average of 10 unique users to 284 unique users.

Public Relations Agency

Beginning in January 2013, the ACBL becomes a client of GolinHarris, one of the world’s leading global public relations firms and a company within Interpublic Group.

In preparation for their 2013 start, the ACBL contracted GolinHarris to perform focus groups in the Atlanta GA area during October 2012 to determine the perception and value of the ACBL from: Members, non-Members, lapsed Members and social bridge players.

Direct Marketing Campaigns

Non-Member Player Campaign

Each month 26,000 individuals play in ACBL clubs and **earn masterpoints** that have never been part of our Membership. Unfortunately, we are limited to the contact information input by clubs into ACBLscore. Between January and August 2012, there are 10,000 individuals in this target audience that we have complete mailing information for.

A direct mail campaign will be launched in 2013 to target this audience. The selected marketing collateral is titled “Bridge Life” and is a 20-page compilation of articles and education pieces from previous *Bridge Bulletins*, information about the ACBL and its benefits to Members, and the standing offer to record up to 20 masterpoints earned in the twelve months prior to joining. With the *Bridge Bulletin* being our main member benefit, we feel providing an example of what our Members receive monthly is the best enticement for potential Members to join our organization.

2012 non-Member players will be solicited to in waves during the first three months of 2013. Moving forward, this will be an on-going monthly mailing to 2013 non-Member players each month. A non-Member player will only receive “Bridge Life” once.

This piece of collateral differs from the Marketing Brochure “Your Best Partner in Bridge” because it is targeted to individuals with current bridge knowledge – whether social or duplicate. “Your Best Partner in Bridge” targets individuals with no prior knowledge of bridge.

Additionally, "Bridge Life" will be made available to clubs and teachers that request old *Bridge Bulletin* issues to give to potential members.

Amnesty Campaign to Lapsed Members

Pending board approval, an amnesty campaign to lapsed members will be launched in January 2013.

Objectives:

- Create a direct mail collateral piece with the offer of earning masterpoint credit for their points earned in 2012 with the purchase of a 1-year membership.
- The collateral will be personalized with the lapsed member's name and their masterpoints earned during the 2012 calendar year.
- Use email marketing to preview the direct mail piece to target audience
- Use email marketing to follow up the direct mail piece to members of the target audience

Target Audience / Data:

- Inactive Members who have played in clubs and earned masterpoints during 2012. Between Jan. 1 – Sept 15, 2012, **11,929** individuals meet these criteria.
- Unpaid Life Members who have played in clubs and earned masterpoints during 2012. Between Jan. 1 – Sept 15, 2012, **2,035** individuals meet these criteria.

Marketing Collateral

The following are pieces of marketing collateral are scheduled for a complete overhaul. Public relations agency, Golin Harris, will assist with these pieces and act as counsel beginning in January 2013 to help create a cohesive brand.

- Cooperative Advertising templates
- New Member newsletters (both year 1 and year 2)
- Exciting World of Duplicate to be combined with the A-Z guide (or some other informative collateral that can be used in new Member packets)

Cooperative Advertising Program

During the first ten months of 2012, a total of \$106,459 has been distributed to 235 qualified advertising campaigns. This compares to \$124,608 distributed to 278 qualified advertising campaigns through October 2011.

Tournament Advertising

A total of 525 tournament ad email blasts have been distributed January through October 2012.