

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: March 2013

MEMBERSHIP:

As of the end of February, ACBL Membership stands at 166,881, the highest total in over a decade. This year, we have netted 473 additional Members, 214 in January and 259 in February.

Full membership statistics can be found at: [Active Membership Statistics.pdf](#)

TOURNAMENT DIVISION:

Tournament table count has not started out as strong as it did in 2012. Through the end of February, total Regional table count decreased by 13%. Total table count for STaCs decreased by 14%.

Both Regionals and STaCs got off to an extremely strong start in the first two months of last year, so the comparison figures would be difficult to match. It is worth noting this year's Regional and STaC figures are both higher than for the corresponding period in 2011.

Sectional table count showed a decline of 8% with six fewer Sectional tournaments held this year (137 vs. 143). Average Sectional table count was down by 4%. Weather also negatively influenced February Sectional table count. For detailed tournament counts, please visit: [2013TC.pdf](#)

CLUB & MEMBERSHIP SERVICES:

Club Tables

The 2012 preliminary table count for club games is 3,120,609 of which 905,890 were from on-line games. Final numbers will be available in late March. Total tables increased by 2.34% over 2011. The preliminary club table count for January 2013 versus January 2012 decreased 1.18% to 279,361.

Amnesty Campaign

The Board approved an Amnesty campaign to allow past ACBL Members the ability to have their old masterpoints recorded for free when renewing their membership. Two months into the campaign, 609 Members have taken advantage of this program. Here are the full statistics from the current campaign, along with the past two amnesty campaigns in 2006 and 2009.

Past Three Amnesty Campaigns								
PROGRAM YEAR	INITIAL MAILING SIZE	TOTAL RENEWED			RENEWED THROUGH CAMPAIGN		RENEWED, BUT NOT PART OF MAILING	
2006	12,146	2,218	18%		1,489	12%	729	6%
2009	20,240	1,830	9%		1,131	6%	699	3%
*2013	12,750	609	5%		521	4%	88	1%

*Statistics through first two months of the campaign.

Staff Promotions

Two employees have recently been promoted within the department. Patty Taylor filled the position vacated by Lorrie Henderson as Manager and Shaneka Cunningham has taken over as the Special Events Coordinator.

Use of ACBLscore at Club Games

The Clubs & Membership Department made a concerted effort to move all clubs over to electronic reporting through ACBLscore. Electronic reporting benefits our Members and streamlines our efforts. Of the 3,200 clubs, we have approximately 160 clubs that continue to report manually. We will continue to reach out to these club managers to espouse the benefit of electronic reporting.

Hurricane Sandy Fundraiser

Bridge clubs across North America came together the week of January 20 and raised approximately \$40,000 to assist with the relief efforts for the victims of Hurricane Sandy. While the majority was raised from club games, donations were also made by the ACBL Charity Foundation, District 24 Director Al Levy, and ACBL employees.

Grass Roots FUND

Money raised by Grass Roots FUND games are to be returned annually to the individual District in which those funds were raised to support Grass Roots Events. Grass Roots Events are defined primarily as the Grand National Teams and the North American Pairs. In 2012, Grass Roots FUND month was held in December. There will be no Grass Roots FUND month in 2013. Beginning in 2014, Grass Roots FUND month will be held in January.

There were a total of 20,435 tables reported for the Grass Roots FUND games in 2012. Over \$82,000 was raised. Monies collected from Grass Roots FUND games were mailed to each District Treasurer during the first week of March. You will find the attached report listing the payments in District order. [2012 Grass Roots Fund.pdf](#)

Ace of Clubs Certificates

The process for the printing and mailing of the certificates for the annual Helen Shanbrom Ace of Clubs certificates was streamlined. This resulted in having them in the Units possession faster with a decreased chance of inaccuracies.

INFORMATION TECHNOLOGY:

We continue to make major investments in upgrading our technology capabilities. In January the ACBL purchased two software packages to support our strategic initiatives. Initial training on both packages has been completed.

Infor Power Link software will support our centralization and staff empowerment initiatives. To go along with this software purchase, a new IT Business Analyst, Melissa Donehue was hired. She will help implement the software and work with the staff on meeting their needs and training them to be self-sufficient in finding information they need to do their jobs and better support our membership.

The second software purchased is a Lansa web and mobile software development tool. This will allow us to modernize our web site as well as move into new mobile capabilities for tablet and smart phone viewing of our information. This will allow us to program screens for our members to use prior to an event (i.e. partnership desk, team entry, event registration), during an event (schedules, room locations, results, travelers, hand records, board analysis) and after an event (overall results, play history, personalized analysis, results by district). To support this initiative we are training four team members including new hire Chase Terry. In addition to these staffing changes, we also hired in a new network technician Fred Baskerville.

In St. Louis TDs will seed the Vanderbilt with the new seeding program implemented last year with the Baze Senior event in San Francisco. This has been enhanced to meet the new seeding requirements with the long term goal of being available for TDs at tournaments to seed any event via a tablet device with a future feed of team information into the ACBLscore+ program.

We have implemented a new process to allow us to provide remote support to field staff from any location via the internet. This will greatly enhance our capabilities for supporting our field staff. We have also implemented a solution which gives headquarters staff the ability to access all network files and applications remotely on any device in a secure manner. Our initial rollout of this capability will be in St. Louis.

ACBLscore+ entered phase 4 (core scoring of all game types) at the start of the year and is scheduled to be completed in July. Several programmers have been added to the project (bringing the total to 2 full time and 12 part time programmers) to focus on stratification and masterpoint/matchpoint calculations. Older game files will be run through calculations and results will be verified in an automated process. Nicolas Hammond and Bruce Knoll will be in St. Louis meeting with TDs, testing initial calculations, and will continue to meet with potential programmers to assist with our efforts.

FINANCE:

The fieldwork for the 2012 financial audit has been completed and the final 2012 Audit Report will be presented in St. Louis. The audited financial results for 2012 will be presented to the Audit Committee in St. Louis. The results reflect total operating revenues of \$16.2 million versus \$15.6 million for 2011. Also for 2012 there was a positive change in net assets from operations of \$970,969 versus \$519,990 for 2011.

The financial results for 2013 have started off on a positive note. January financials beat budget by \$71,585. Revenue over expenses was \$18,679 compared to a budget of (\$52,906). The February results were not yet available at the time of this report.

The ACBL investment account was transferred from UBS to Toqueville Asset Management and will be invested according to the new Investment Policy.

BRIDGE ADMINISTRATION:

TourneyTrax, the new Bridge Administration database tool, rolled out on February 25. This new tool replaces almost 100 disconnected databases and will bring increased accuracy, efficiency and communications to virtually every phase of the tournament cycle. The launch of TourneyTrax had a few glitches, which we are working on correcting. We believe this software will greatly benefit our Membership over the long run. The first feature that is most obvious to the average player is a new layout for the "Find a Tournament" pages of the ACBL website. These pages will continue to be improved as we receive feedback from our Members. Players, volunteers and staff will see many more improvements as the use of this new tool becomes widespread.

New weekly conference calls with the Field Supervisors are proving to be extremely beneficial for all of us. The calls have greatly facilitated the sharing of information by including productive question and answer sessions and the opportunity for immediate feedback from the TDs on issues affecting them and the ACBL in general.

On an experimental basis, the ACBL has allowed BBO to run sanctioned games where the human can declare the hand should their robot partner become the declarer. Results of this experiment are due by the Summer NABC.

MARKETING:

Publicity

A total of 18 known articles have been published about the ACBL and bridge since the Fall 2012 NABC. It seems that charitable giving is one of the best ways for a local club or unit to receive publicity in their local paper.

1. [Hamburg Public Library dealt welcomed gift](#) – Reading Eagle – Nov. 25, 2012
2. [Snowbirds are leaving, but bridge game goes on](#) – nwtitimes.com – Nov. 28, 2012
3. [Kronings cross the golden bridge](#) – Daily Astorian – Nov. 29, 2012
4. [Game of cards may boost health](#) – Longview News-Journal – Dec. 16, 2012
5. [Jacksonville Bridge Club builds healthy competition](#) – Arkansas Online – Dec. 23, 2012
6. [Club playing its cards right](#) – Laurinburg Exchange – Jan. 4, 2013
7. [Bridge club trying to keep the game alive for next generation](#) – Florida Times-Union – Jan 10, 2013
8. [McKinney Bridge Club doubles membership in 3 months](#) – Star Community Newspapers – Jan 11, 2013
9. Meals-on-Wheels receives 5k grant; donated pet food – Press & Sun-Bulletin – Jan 15, 2013
10. [Group has donated \\$15000, looks to improve on that](#) – Arizona Daily Star – Jan 20, 2013
11. [Marshall Duplicate Bridge Club history](#) – The Marshall Democrat News – Jan 22, 2013
12. [Making a difference: Mountain Home Duplicate Bridge Club](#) – Baxter Bulletin.com – Jan 24, 2013
13. [Zia Mahmood Named Bridge's Player of the Year](#) – News.Gnomes.com – Jan 24, 2013
14. [Duplicate Bridge draws fierce competition at Pickering Center](#) – The Commercial Appeal – Jan 27, 2013
15. [Memory speaks at bridge tournament](#) – The Pilot – Feb 3, 2013
16. Renowned bridge players Ira Rubin dies in NJ at 82 – Bradenton Herald – Feb 8, 2013
17. [The Beast of Bridge](#) – The Sydney Morning Herald – Feb 14, 2013
18. [Everyday People: Volunteer of the Year Sue Kroning finds a bridge to success](#) – Daily Astorian – Feb 25, 2013

The ACBL has distributed four press releases since the Fall 2013 NABC. The Marketing Department has a goal of one newsworthy press release per month.

1. Kroning Selected as Volunteer Member of the Year – Nov 28, 2012
2. Zia Mahmood Named Bridge's Player of the Year – Jan 24, 2013
3. Bridge League Play a Hand in Hurricane Sandy Relief Efforts – Feb. 13, 2013
4. Bridge Players Across the Globe Travel to St Louis for 10-day Tournament – March 1, 2013

GolinHarris

Public relations agency, GolinHarris, began work in January and has already completed several deliverables.

- The Longest Day – cobranded ACBL and Alzheimer’s Association logo, publicity toolkit for clubs to be included in The Longest Day registration kits, communications plan for raising awareness in our clubs and across North America
- Branding – Phase I (Style Guide) of a new brand identity plan including updated color palette, fonts, and brand guidelines. Phase II, which includes template designs, is in development. Once complete GolinHarris will advise on which collateral pieces can be most easily revised to have maximum impact.
- Youth Bridge – Phase I of logo templates for new NextGenBridge website complete. Youth are currently voting on their favorite. Phase II consisting of page template for NextGenBridge are in development.

Projects on the near-term horizon include:

- Continuation of The Longest Day communications:
 - Integrate communications with existing marketing efforts (e.g. Club and Tournament announcements/communications, web content, new member packages, the Bulletin, etc.) to create a media lift.
 - Identify “field” spokespersons in each region to represent ACBL in front of media; media training for spokespersons.
 - Aggressively increase awareness of The Longest Day through media and social outreach. Includes: radio media tour, B-roll footage, local media relations, and national pitches to include health-related media such as Dr. Oz show, USA Today, and CNN.
- ACBL and GolinHarris will compile feature stories from clubs that can be used in the national publicity component of the communications plan.
- Earned media pitches for (1) Texas football players who earned college credit for learning bridge (2) blind bridge players scheduled for May which is healthy aging month.
- Strategy development/communication plan for new member retention begins in April.

The Longest Day Update

- The first Member announcement regarding The Longest Day appeared in a San Francisco Daily Bulletin. Since then, there has been great interest among members as they anticipate registration officially opening on March 18th.
- On March 18th the Alzheimer’s Association will have a booth at the NABC to kick-off registration for The Longest Day, provide information, demo online registration and assist clubs wishing to register
- A general information page has been added to ACBL.org, and the February Bridge Bulletin included an article on the event to garner excitement from clubs and members.

- The Alzheimer’s Association is developing a special ACBL page on it’s the Longest Day website complete with virtual tools to provide information, reminders, and online ordering of more supplies.
- The ACBL, Alzheimer’s Association and GolinHarris worked to create a custom registration kit for all ACBL clubs that register. The registration kit will provide clubs with all the items and information they need to run a successful event that will raise money and generate awareness about bridge as a healthy aging activity.

Registration kit components are:

- 50 Learn To Play Bridge CDs that can be given to non-bridge players when soliciting donations.
- 50 custom posters that can be hung in the community (library, senior center) to advertise involvement, clubs’ The Longest Day hours, etc.
- Balloons to decorate club on the event day.
- 1 The Longest Day t-shirt (with the option to order more) for the event organizer to wear on The Longest Day.
- Giveaways for participating players: 50 customizable Mission Moment buttons that says “I’m playing for _____”, 50 co-branded convention card holders commemorating the event (option to order more if needed)
- Purple glow sticks and directions on how to hold a “Sunset Ceremony” to pull focus back to the cause at the end of The Longest Day.
- Publicity Toolkit**: Press release template, media alert template, directions on how to submit stories to local media, directions for getting a calendar listing, pre-written Facebook and Twitter status & photo suggestions, photo cutline and submission instructions for local media, 45 and 60 second Public Service Announcements that can be given to local radio or public television stations.

**All documents will be available for download to make customizing the information easier

New Collateral Material

A new 24-page mini-magazine is in its final stages of development for use by the ACBL and sanctioned Clubs to advertise member benefits and solicit membership. The mini-magazine titled “Bridge Life” is a compilation of education and lifestyle articles found in the Bridge Bulletin and was created to target non-members who have familiarity with the game and/or have played in clubs. In 2012, approximately 75,000 non-members played in clubs and **earned masterpoints** but never joined the ACBL. Information on these non-members is limited to what the club directors provide in ACBLscore. This campaign will include several phases:

Phase I

- Mailing information is known for 12,000 of these non members and a copy of Bridge Life will be mailed directly to their home the first week of April 2013.

- Clubs and teachers will be sent an email blast providing information about Bridge Life and how they can order copies to use for recruitment purposes.
- ACBL directors will receive an email blast urging them to collect mailing information for all non member players to maximize the campaign's reach.

Phase II

- Beginning in May 2013, non-member bridge players with a known mailing address who have not already received Bridge Life will be mailed a copy (these names would be most likely accumulated between January and April).
- From June 2013 onward, the previous month's non members playing in clubs and earning masterpoints (with known mailing information) will automatically receive a copy of Bridge Life.

Cooperative Advertising Program

For the year 2012 a total of \$157,080.78 was distributed to 335 advertising campaigns. This represents a 5.6% increase as compared to 2011 where a total of \$148,742.39 was distributed to 338 advertising campaigns. For the month of January 2013 a total of \$12,179 was distributed to 28 advertising campaigns.

**Cooperative Advertising Program & New Members Recruited - By District
(2012 Calendar Year)**

<u>DISTRICT REIMBURSED</u>	<u># OF APPROVED REQUESTS</u>	<u>NEW MEMBERS</u>	<u>AMOUNT</u>
District 01	15	319	\$7,299.42
District 02	21	550	\$9,710.75
District 03	12	381	\$5,696.69
District 04	10	475	\$3,367.65
District 05	7	198	\$2,247.28
District 06	2	460	\$808.13
District 07	24	1,035	\$13,530.86
District 08	9	259	\$4,604.25
District 09	73	1,231	\$36,619.58
District 10	18	616	\$7,056.83
District 11	16	313	\$8,952.89
District 12	5	225	\$2,534.14
District 13	2	289	\$361.59
District 14	10	304	\$4,794.72

District 15	9	240	\$3,700.49
District 16	15	516	\$5,962.97
District 17	13	598	\$6,085.68
District 18	20	286	\$9,262.86
District 19	8	482	\$2,703.50
District 20	13	252	\$5,517.94
District 21	18	660	\$7,225.39
District 22	5	529	\$2,743.86
District 23	9	225	\$6,156.81
District 24	0	392	0
District 25	1	539	\$136.50
Other		218	
TOTAL:	335	11,592	\$157,080.78

Tournament Advertising

For the year 2012, a total of 609 email blasts were sent (471 were for sectional or regional tournaments). This represents a 10.5% increase as compared to 2011 where a total of 551 email blasts were sent (444 were for sectional or regional tournaments).

For the month of January 2013, there were 64 email blasts sent of which 50 were for sectional or regional tournaments.

EDUCATION DIVISION:

Teacher Accreditation Program Schedule 2013

We increased the TAPs offered in 2013 as compared to 2012. Nine TAPs will be offered this year as compared to seven last year.

TAP Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
1/3/2013	1/4/2013	Orlando	FL	Regional	Pat Harrington
3/14/2013	3/16/2013	St. Louis	MO	Spring NABC	Betty Starzec*
4/6/2013	4/7/2013	Birmingham	AL	Club	Pat Harrington
4/14/2013	4/15/2013	Gatlinburg	TN	Regional	Carol Mathews
5/20/2013	5/21/2013	Denver	CO	Regional	Kathy Rolfe
6/10/2013	6/11/2013	Penticton	BC	Regional	Dee Berry
6/30/2013	7/1/2013	Reston	VA	Regional	Pat Harrington
7/31/2013	8/1/2013	Atlanta	GA	Summer NABC	Pat Harrington
11/29/2013	12/1/2013	Phoenix	AZ	Fall NABC	Peg Cundiff

*Kathy Rolfe will be co-presenting with Betty Starzec

2013 Accredited Teacher Stats**

TAP Accredited	4,735
Better Bridge Accredited	893
Easybridge! Accredited	1,011
School Bridge Teachers	727

**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 in St. Louis in the Spring of 2013.

TAP Change

During the Summer NABC, we will be adding a hands-on learning lesson component to the Program. TAP participants and previously accredited Teachers will be invited to attend one of the Free Lessons offered at the NABC. Audrey Grant will speak to the Teachers one hour before and after the Free Lesson. This new TAP feature will give Teachers a perspective on how to manage a “real life” classroom setting, with the opportunity to ask Audrey Grant additional questions after the class is over.

Intermediate-Newcomer Program @ NABCs

There will be three free bridge lessons held during the St. Louis NABC. Audrey Grant will be teaching two lessons and Jerry Helms will be teaching one lesson.

Free Junior Zip KO Game

In an attempt to garner more junior attendance, the ACBL will be holding a Free Junior Zip KO on the first Saturday night of the St. Louis NABC. Refreshments and snacks will still be served, as this event is taking the place of the Junior Reception. Specific details on the success of the event will be sent out after St. Louis.

Youth4Bridge Website

Education, Marketing, and IT are revamping the Youth4Bridge website. Changes are already in the works, which will include the ability for Juniors to communicate with one another. New features include a map with all schools and colleges that have a bridge program, an events calendar listing all worldwide bridge contests, and additional interactive polls/surveys. ACBL Membership will be required, offering an additional member benefit while attempting to create the safest environment possible.

Collegiate Qualifying

20 teams participated in the 2013 Collegiate Qualifying event, held online on BridgeBase. This is down from the 24 teams we get on average. Eight teams qualified to play in the finals at the Atlanta NABC.

The Education Department is working with Club & Member Services to create a more structured program for colleges, so that they can start recruiting and training at the beginning of the school year. We’ve already pulled a list of 100 colleges that we are

going to reach out to, in addition to any colleges that the Junior membership would like us to include. We hope to roll this out in 2013, which we believe will significantly help the 2014 Collegiate Championships.

Youth NABC & World Open Youth Bridge Championships during the Atlanta NABC

The ACBL has started to advertise both events, which will give participants 13 consecutive days of Bridge that they can play amongst their peers. Registration, housing, food and volunteers are just a few details that have been worked out with the USBF and local organizers.

King/Queen of Bridge

Nominations will open shortly for the 2013 King/Queen of Bridge.

School Bridge Program

Graduates from the ACBL’s Funded School Program has grown by 12.2% from 2010 to 2011. From 2011 to 2012, the Total Classes and graduates increased another 7%.

	S09	F09	S10	F10	S11	F11	S12	F12	S13	F13
College	4	5	2	6	3	5	3	4	3	
High	42	25	28	25	41	43	45	49	44	
Middle	85	74	95	83	85	104	86	91	81	
Elementary	28	46	68	60	45	51	58	60	62	
Other	0	0	0	0	0	0	0	0	0	
Total Classes	309		367		377		396		190	
Total Graduates	2,764		2,970		3,331		3,564		1,688	
Total US Teacher Stipends	\$47,105		\$43,890		\$54,940		\$71,657		\$24,850	
Total Can. Teacher Stipends	\$36,000		\$34,590		\$36,750		\$37,450		\$12,600	
Grand total for Stipends	\$83,105		\$78,480		\$91,690		\$109,107		\$37,450	

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only. Previous Total is from Fall 2012 NABC CEO Report.)

District	Total	Prev. Total	Diff.	Youths	Juniors
1	22	33	-11	16	6
2	33	52	-19	19	14
3	40	88	-48	31	9
4	25	30	-5	15	10
5	7	8	-1	6	1
6	69	65	4	52	17
7	172	165	7	133	39
8	18	16	2	16	2
9	75	83	-8	66	9
10	101	101	0	87	14
11	48	47	1	31	17
12	15	16	-1	8	7
13	38	34	4	12	26
14	38	43	-5	27	11
15	29	50	-21	19	10
16	97	66	31	56	41
17	33	19	14	23	10
18	7	10	-3	2	5
19	31	37	-6	16	15
20	17	16	1	12	5
21	83	73	10	59	24
22	41	42	-1	39	2
23	29	26	3	18	11
24	51	50	1	32	19
25	52	45	7	36	16
99	30	25	5	20	10
Total	1201	1240	-39	851	350

Youth and Junior membership has declined by 39 Members from November 2012 to February 2013. One factor that may have affected this is the removal of the \$5 Student Membership. However, we believe we will gain a significant amount of new members near the end of this school year.

SPECIAL EVENTS:

Special Event games are a part of the Club and Member Services Department. Special Events games held in Clubs provide additional masterpoints for players and often support worthy efforts. The ACBL Special Events games are staffed by two full-time employees. They handle the administrative work for the following special games held at clubs plus Grand National Teams and North American Pairs events:

ACBL-wide International Fund Games 1, 2 and 3	Held 3 times a year in January, May and July	Hand Records & Analysis \$6.35US \$8.35CD per table
Club International Fund Games	Held throughout the year	\$4.00 per table
ACBL-wide Senior Pairs	Held in March Monday morning/afternoon	Hand Records & Analysis \$4.00 per table
ACBL-wide Charity Games 1 and 2	Held 2 times a year in March and November	Hand Records & Analysis \$6.35 per table
Club Charity Game	Held throughout the year	\$4.00 per table
ACBL-wide Instant Matchpoint Game	Held in October Wednesday or Thursday	Hand Records & Souvenir Books \$11.00 per table
Worldwide Bridge Contests	Held 2 times in June Friday and Saturday	Hand Records & Souvenir Books \$16.00 per table
Jane Johnson Club Appreciation Pair Games	Held throughout October	No extra fees
Jane Johnson Club Appreciation Team Games	Held throughout October	No extra fees
Junior Fund Game	Held throughout the year	\$4.00 per table
North American College Team Championship	Held February & July	No fees
Various Canadian Events	Held throughout the year	\$2.00 per table or \$1.00 per table

North American Pairs	Held June through March	\$4.00 per table, club level and \$7.00 per table, unit and district level
Grand National Teams	Held September through July	\$1.25 per table
Educational Foundation Games	Held throughout the year	\$4.00 per table
Grass Roots FUNd Games	Held throughout the year	\$4.00 per table

A broad description of the work for Special Events includes, but is not limited to:

- Advertisement of all Special Event games.
- Communication with District Coordinators.
- Preparation and distribution of Conditions of Contest.
- Preparation and distribution of material necessary for clubs to hold a game and report the results.
- Determination of winners and issuance of awards.
- Publication of results.
- Record keeping, accounting and collection of unpaid game fees.
- Research of games reported incorrectly.
- Provide excellent customer service to Members, club managers, Unit and District officials.
- Respond to all phone calls, e-mails and correspondence concerning the special games.
- Compilation of special reports as assigned.

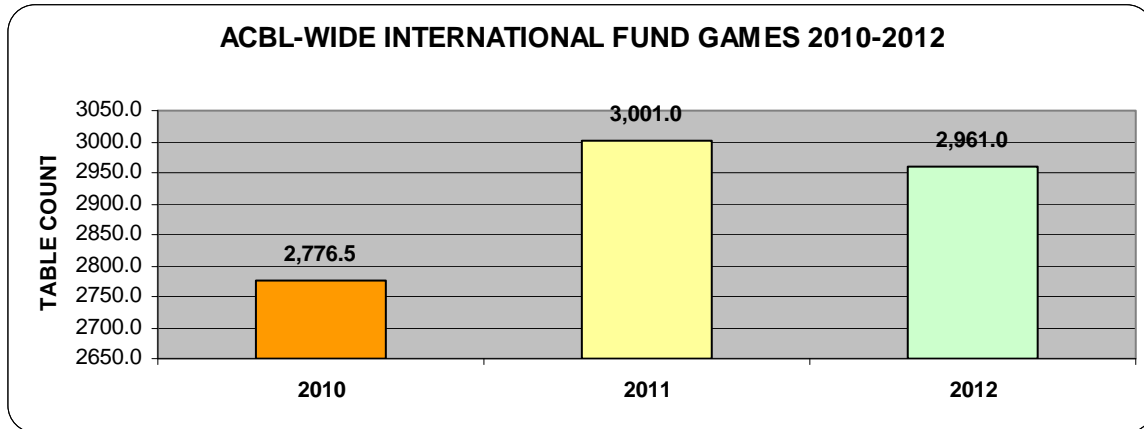
GOALS

To provide well-planned and organized special events for the competition and enjoyment of ACBL Members and promotes and encourages participation in these special events at local clubs.

DEFINITION

A Special Event is a cross between a Club game and an ACBL Tournament. If a club conducts its sanctioned games in full compliance with ACBL regulations during the calendar year, it is entitled to run special events. ACBL sponsors a number of contests that are held on specific dates of the year. Any club session already scheduled for the time and date of an ACBL-wide event can host the special event. Any club session that is not sanctioned at the time and date of the special event can host the event at that time with the permission of the unit. All of the ACBL-wide events award masterpoints on a higher level than the regular club masterpoint awards. Some provide special hands for the participants to play and require that club managers apply for a sanction to the ACBL.

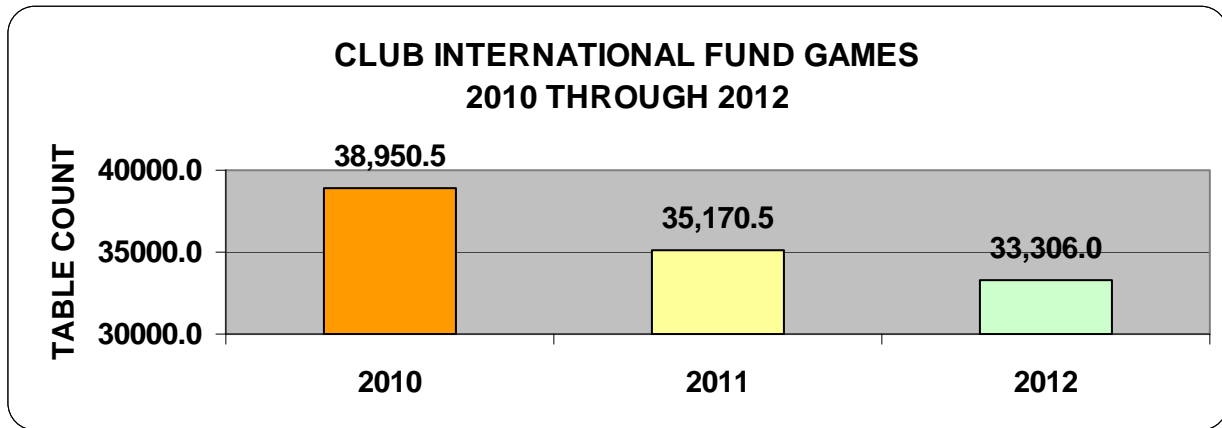
ACBL-WIDE INTERNATIONAL FUND GAMES



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	6.35	2,776.5	(185.0)	17,630	8,977	8,653
2011	6.35	3,001.0	224.5	19,056	7,348	11,708
2012	6.35	2,961.0	(40.0)	18,802	7,102	11,700

There are three ACBL-wide International Fund Games held each year. Expenses are for analysis, proofreading and postage. These games raise funds to defray the expense of North American participation in international competition.

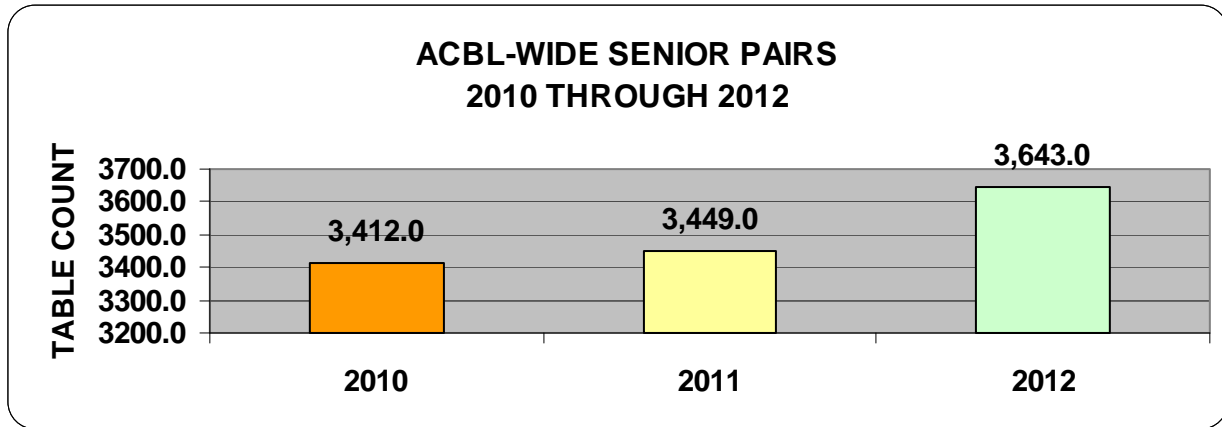
CLUB INTERNATIONAL FUND GAMES



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	4.00	38,950.5	(347.0)	155,802	0	155,802
2011	4.00	35,170.5	(3,780.0)	140,682	0	140,682
2012	4.00	33,306.0	(1,864.5)	133,224	0	133,224

All sanctioned club sessions in September may be held as Club International Fund Games. In 2012, International Fund Games could not be held during the months of February, April and December. In the other eight months of the year, one game per month per sanctioned session could be a special game for one of the following funds: Junior Fund, Charity Foundation, Grass Roots FUNd or Educational Foundation. International Fund Games help support North American participation in international events.

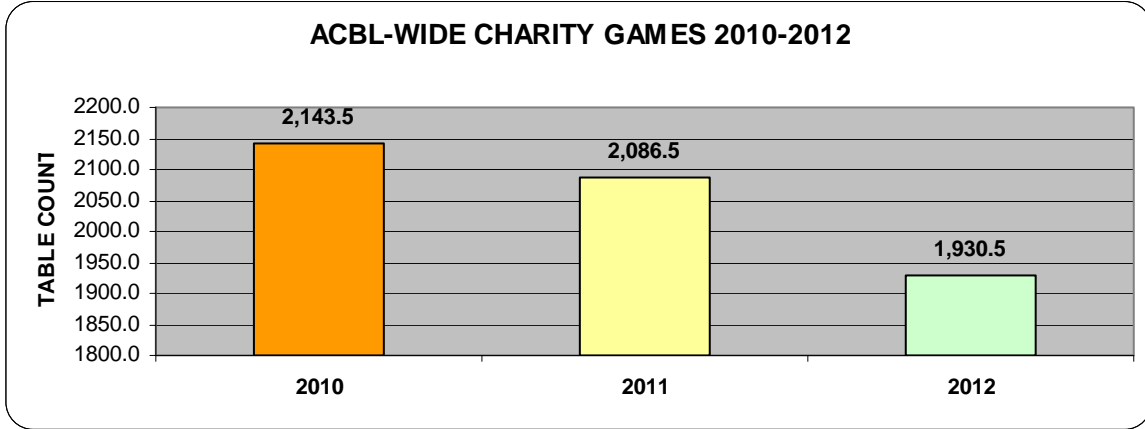
ACBL-WIDE SENIOR PAIRS



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	4.00	3,412.0	(428.0)	13,648	700	12,948
2011	4.00	3,449.0	37.0	13,796	4,345	9,451
2012	4.00	3,643.0	194.0	14,572	3,523	11,049

The Senior Pairs event is for players who have reached 55 years of age as of the day of the event. Postage, printing and analysis fees account for the expenses shown above. There was no postage or printing expense for the 2010 game as all material was sent by e-mail. The material was sent by regular mail for the 2011 and 2012 games. District-wide winners are published in the Bridge Bulletin and on the ACBL web site. Overall district-wide masterpoints are awarded.

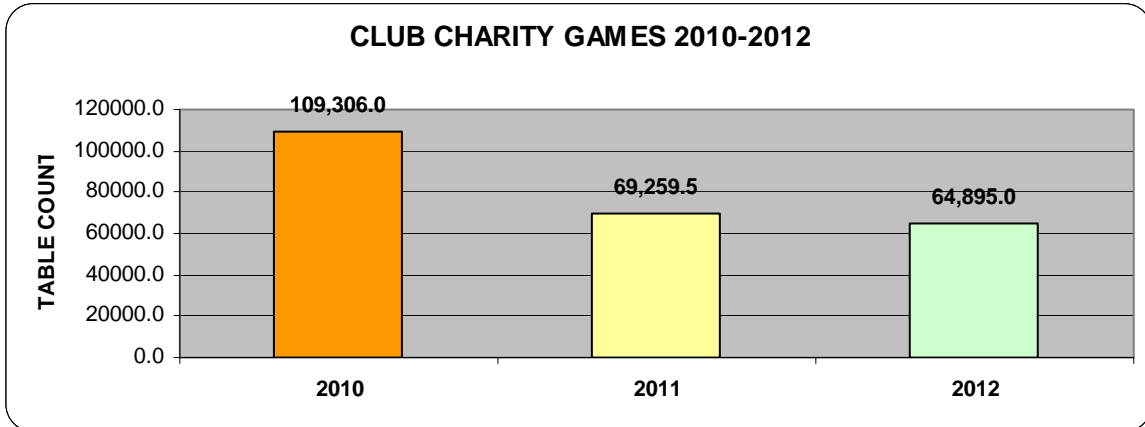
ACBL-WIDE CHARITY GAMES ES



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	6.35	2,143.5	(223.5)	13,611	1,400	12,211
2011	6.35	2,086.5	(57.0)	13,249	1,400	11,849
2012	6.35	1,930.5	(156.0)	12,258	1,400	10,858

There are two ACBL-wide Charity Games held each year, in March and November. There are no printing or postage expenses, as all material is sent by e-mail, per the request of the Charity Foundation. These games benefit the ACBL Charity Foundation and/or the Canadian Bridge Federation Charitable Fund. District-wide and ACBL-wide masterpoints are awarded and winners are recognized in the Bridge Bulletin and on the website.

CLUB CHARITY GAMES

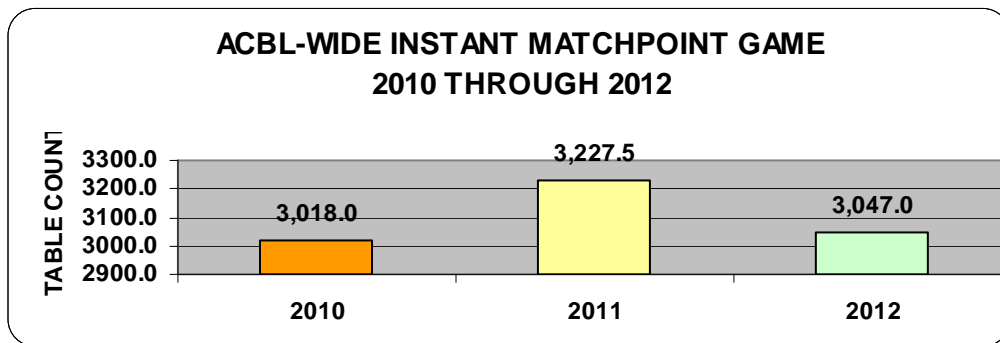


	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	4.00	109,306.0	(5,372.0)	437,224	0	437,224
2011	4.00	69,259.5	(40,046.5)	277,038	0	277,038
2012	4.00	64,895.0	(4,364.5)	259,580	0	259,580

All sanctioned club sessions in April may be held as Club Charity Games. In 2012, these games could not be held during the months of February, September and December. In the other eight months of the year, one game per month per sanctioned session could be a special game for one of the following funds: Junior Fund, International Fund, Grass Roots FUNd or Educational Foundation.

In 2012, there were 64,895 games reported to benefit the ACBL Charity Foundation and/or the Canadian Bridge Federation Charitable Fund. The above revenue reflects the donation amount of \$4.00 per table for these games. There were 54,557.5 tables reported to benefit local charities. The revenue does not include fees to benefit local charities.

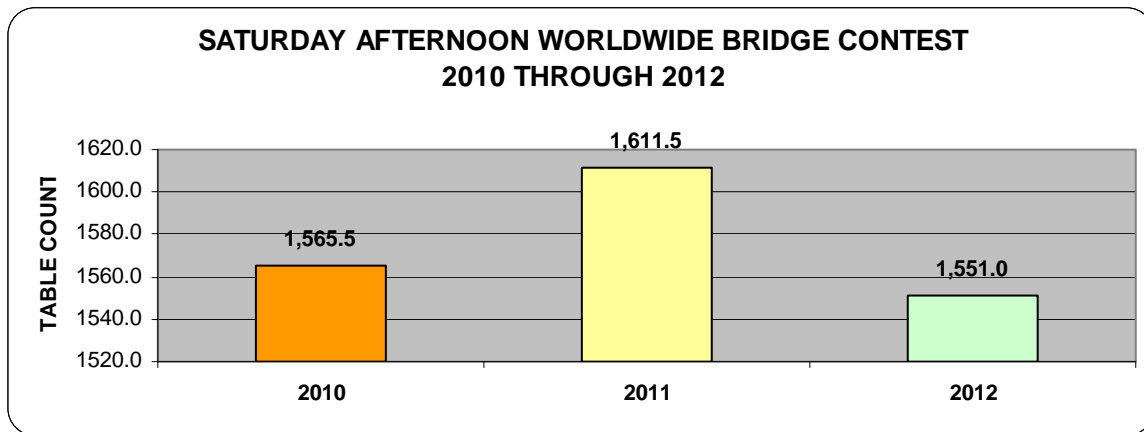
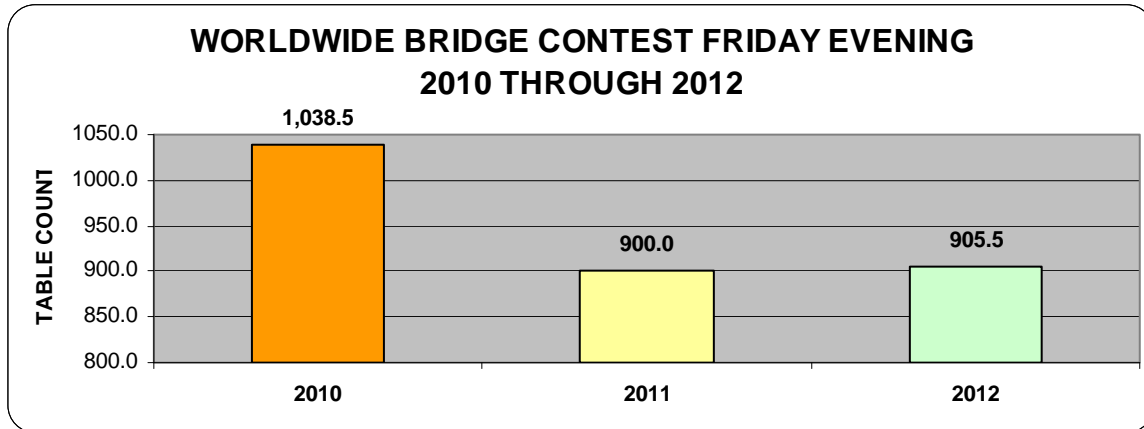
INSTANT MATCHPOINT GAME



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	11.00	3,018.0	(951.0)	33,198	13,667	19,531
2011	11.00	3,227.5	209.5	35,503	13,767	21,736
2012	11.00	3,047.0	(180.5)	33,517	15,897	17,620

Identical hands are played throughout ACBL. As soon as the hand is played, the players can learn their Instant Matchpoint result by looking at the traveling score. All hands are scored in advance. A souvenir book is distributed to all players at the conclusion of the game in which each hand is thoroughly analyzed by an expert. The award of one Gold point to section top winners generates popularity. Expenses include the printing of the souvenir booklet and postage for mailing the packets to run the game. In 2012, Mr. Larry Cohen provided the analysis. District-wide winners are published in the Bridge Bulletin and on the ACBL web site. Overall/district-wide masterpoints are awarded.

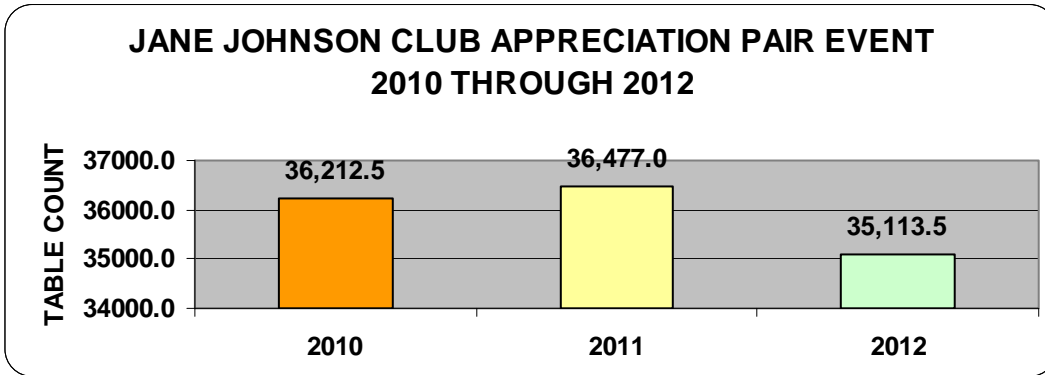
WORLDWIDE BRIDGE CONTEST



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	16.00	2,604.0	(34.5)	41,664	29,248	12,416
2011	16.00	2,511.5	(92.5)	40,184	28,138	12,046
2012	16.00	2,456.5	(55.0)	39,304	27,478	11,826

The Worldwide Bridge Contest allows matchpointing across the world. The ACBL assists in the soliciting of sanctions for this event. ACBL distributes the game material and collects the sanction fees on behalf of the WBF (World Bridge Federation). Total table counts represent the combination of Friday evening and Saturday afternoon tables. This event is sponsored by the WBF and they provide the files for the souvenir booklets and pay for all expenses. Four dollars per table stays with the ACBL, plus an administrative fee of \$2,000.00. District-wide winners are published in the Bridge Bulletin and on the ACBL web site.

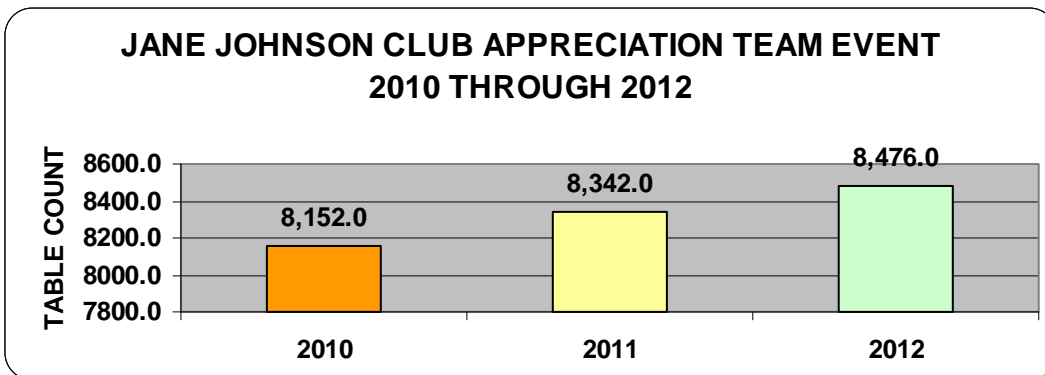
JANE JOHNSON CLUB APPRECIATION PAIR GAME



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	0	36,212.5	2,128.50	0	0	0
2011	0	36,477.0	264.50	0	0	0
2012	0	35,113.5	(1363.5)	0	0	0

The month of October is Jane Johnson Club Appreciation Month. The pair game offers sectional rated masterpoints and there are no additional fees. There are no expenses or revenue. Conditions of Contest and game materials are posted on the ACBL web site.

JANE JOHNSON CLUB APPRECIATION TEAM GAME

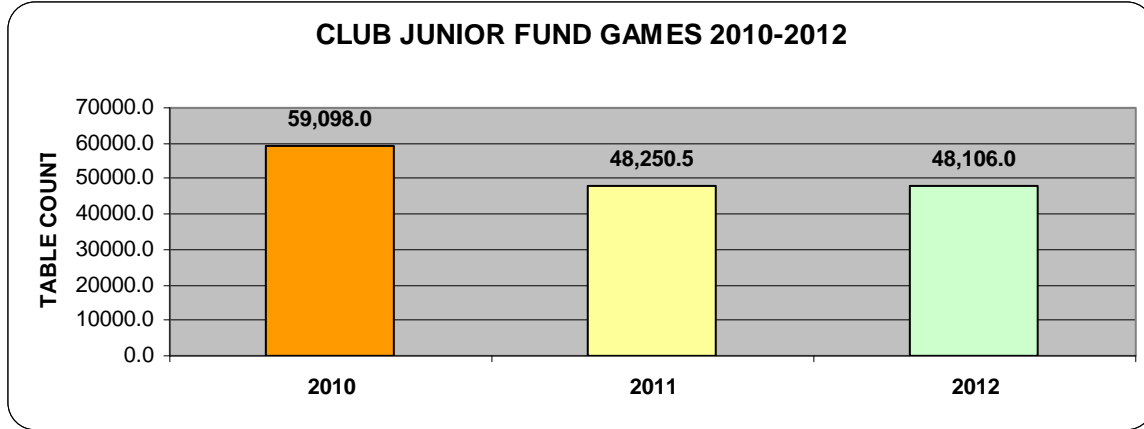


	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	0	8152.0	374.0	0	0	0
2011	0	8342.0	190.0	0	0	0
2012	0	8476.0	134.0	0	0	0

The month of October is Jane Johnson Club Appreciation Month. The team event continues to show promise because of the opportunity to earn a fraction of gold

(maximum .25) at the club level at no additional fee. There are no expenses or revenue. Conditions of Contest and game materials are posted on the ACBL website.

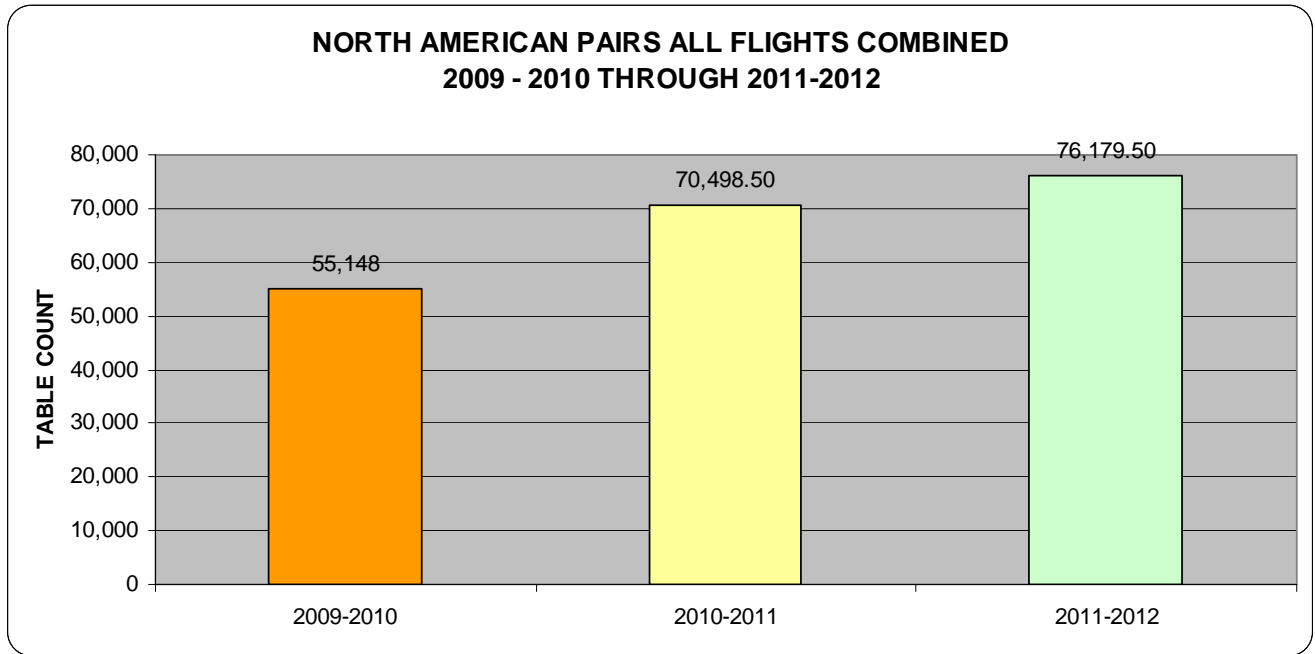
CLUB JUNIOR FUND GAMES



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	4.00	59,098.0	(9,603.5)	236,392	0	236,392
2011	4.00	48,250.5	(10,847.5)	193,002	0	193,002
2012	4.00	48,106.0	(144.5)	192,424	0	192,424

All sanctioned club sessions in February may be held as Junior Fund Games. In 2012, these games could not be held during the months of April, September and December. In the other eight months of the year, one game per month per sanctioned session could be a special game for one of the following funds: Charity Foundation, International Fund, Grass Roots FUNd or Educational Foundation. Players earn extra masterpoints while helping the junior program for youth up to age 26.

**CLUB NORTH AMERICAN
PAIRS**



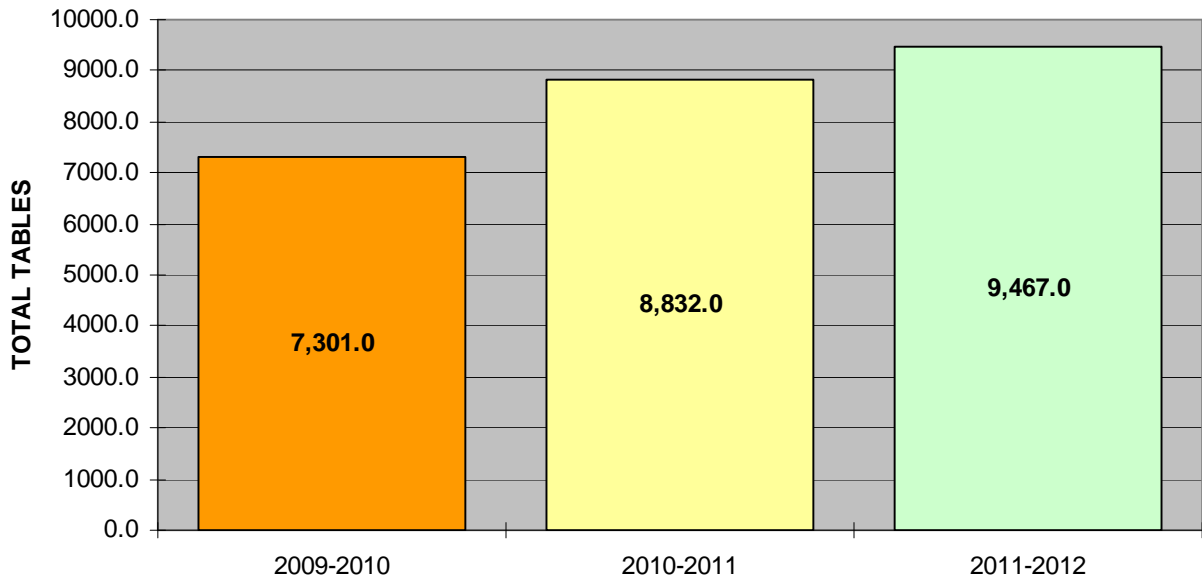
	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2009/10	4.00	55,148.0	5,842.0	220,592	156,683	63,909
2010/11	4.00	70,498.5	15,350.5	281,994	154,581	127,413
2011/12	4.00	76,179.5	5,681.0	304,718	157,269	147,449

Club qualifying games are held in June, July and August. Unit level qualifiers are optional and held after September 1st and before the district finals, which may be held until the third week of January. A fixed amount prize is awarded to the winners of the district finals as follows:

- In districts with three qualifiers, the 1st place qualifiers will receive \$700 per person and the 2nd place qualifiers will receive \$300 per person. The 3rd place qualifiers will be invited to participate in the national level finals, but does not receive prize money.
- In districts with four qualifiers, the 1st and 2nd place qualifiers will receive \$700 per person and the 3rd place qualifiers will receive \$300 per person. The 4th place qualifiers are invited to participate in the national level finals, but do not receive prize money.
- Invited defenders from Flight A will receive \$700 per person. The monetary award is available on site at the Spring NABC. There is no entry fee at the national level event.

GRAND NATIONAL TEAMS

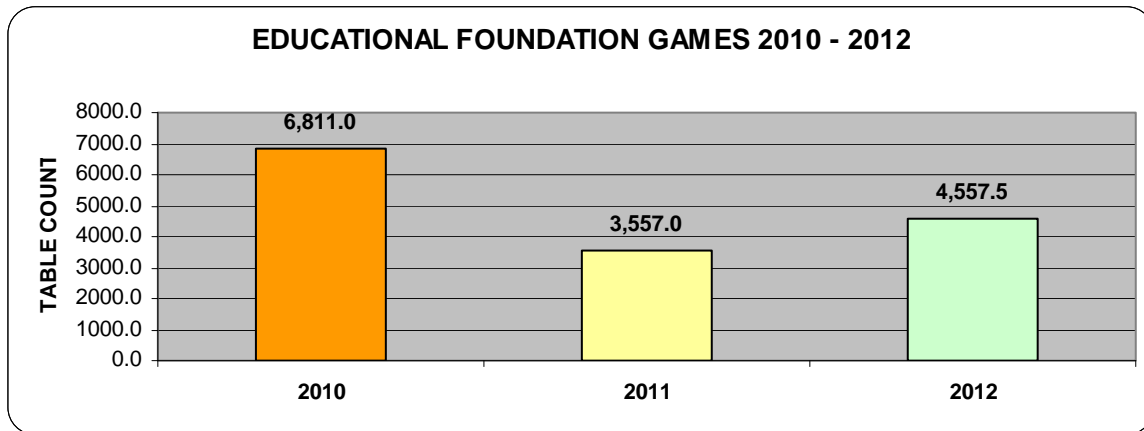
GRAND NATIONAL TEAMS ALL FLIGHTS COMBINED 2009 - 2010 THROUGH 2011-2012



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2009/10	1.25	7,301.0	313.0	9,126	36	9,090
2010/11	1.25	8,832.0	1,531.0	11,040	0	11,040
2011/12	1.25	9,467.0	635.0	11,833	0	11,833

The second of the ACBL's "grass roots" events begin at the club level in September and continues through district qualifying held as late as the third week in July prior to the finals. The ACBL does not reimburse teams to attend the finals which are held at the Summer NABC. The sanction fees are \$1.25 per table. The ACBL sends material by e-mail to each district GNT coordinator. It's each district's responsibility to promote the games in their district. The only expense shown for the 2009/2010 event is for postage. There were no expenses for the 2010/2011 and 2011/2012 events.

EDUCATIONAL FOUNDATION GAMES



	Revenue per		Table	Total		Net
Year	Table	Table Count	Inc/(Dec)	Revenue	Expenses	Revenue
2010	4.00	6,811.0	(6,047.5)	27,244	0	27,244
2011	4.00	3,557.0	(3,254.0)	14,228	0	14,228
2012	4.00	4,557.5	1,000.5	18,230	0	18,230

Educational Foundation games are special games to benefit the ACBL Educational Foundation. In 2012, these games could not be held during the months of February, April, September and December. In the other eight months of the year, one game per month per sanctioned session could be a special game for one of the following funds: Junior Fund, Charity Foundation, International Fund or Grass Roots FUNd. An extra \$1.00 per person is contributed to the ACBL Educational Foundation. The ACBL Educational Foundation is a charitable trust fund established as a nonprofit organization in 1987. This Foundation provides grants to promote bridge.

Strategic Scorecard: 2013 Strategic Project Status

2013 Strategic Projects	Current Status (Green, Yellow, Red Not Started)	Project Leader
Develop an interactive web-based learn-to-play bridge solution, Phase 1	Green	Bryan Delfs
Create online partnership desk (help players find partners)	Green	Sam Whitten
Understand why people choose to leave the ACBL and identify ways the ACBL can best retain our Members	Not Started	Carol Robertson
Develop vision of an ideal TD structure and identify path to this structure (including training needs)	Not Started	Ken Horwedel
ACBLScore+, Phases 4 & 5 (replace ACBLScore)	Green	Bruce Knoll
Centralize data and implement better web development tools	Green	Bruce Knoll

Discussion Items (Learnings, Surprises, and Variances)

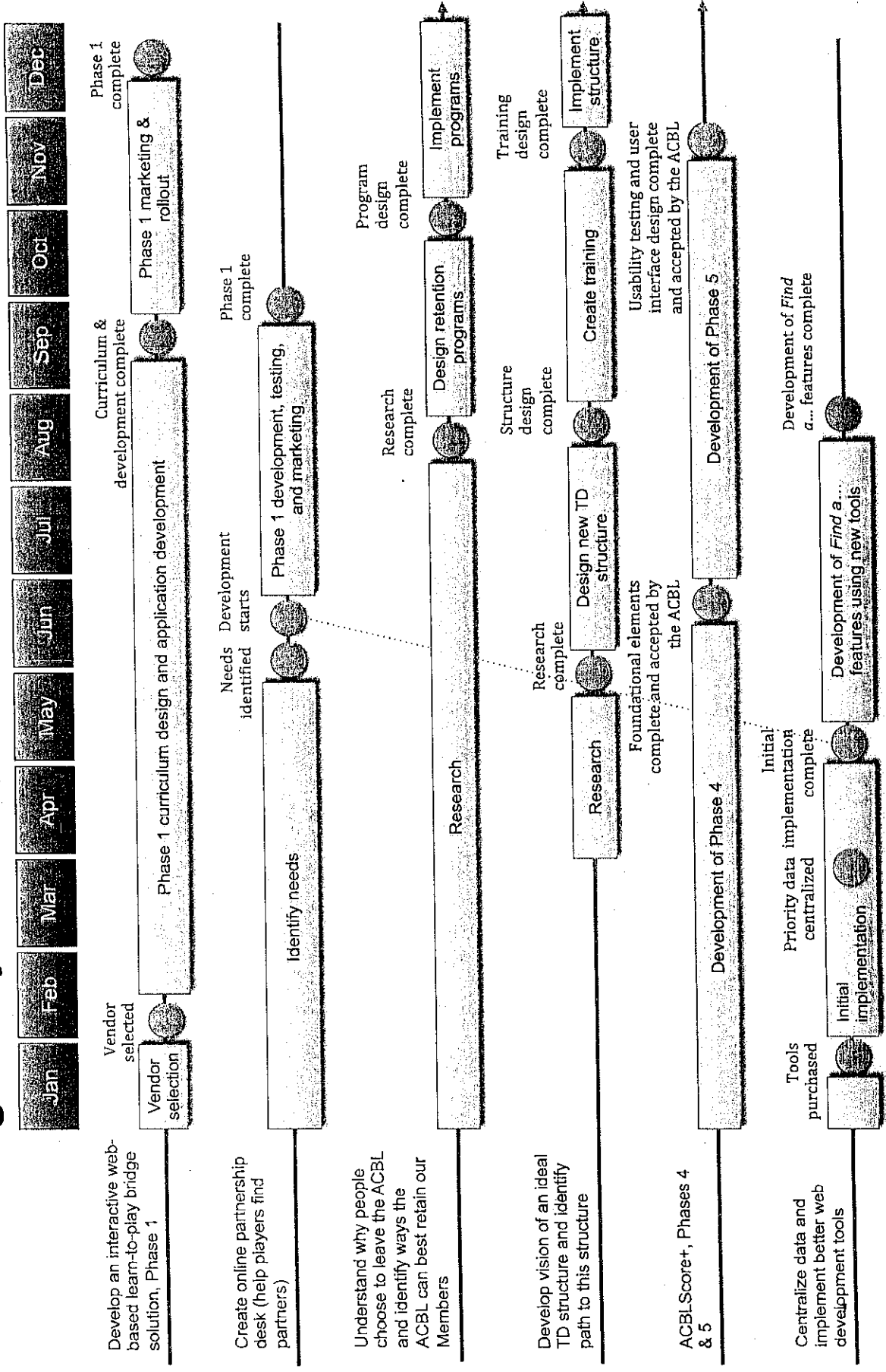
Develop an interactive web-based learn-to-play bridge solution, Phase 1

- Many large software development companies wouldn't take on this kind of project, some didn't even respond
- Quotes from smaller software development companies came in significantly lower than anticipated
- ABTA Teacher's feedback has already had a significant impact on the direction of the software

Create online partnership desk (help players find partners)

- Existing online partnership desks do not provide users with the choice to find a partner for future or unspecified events. We believe that this feature of the program will substantially increase the value of the program to users.
- Existing online partnership desks do not provide the high-level security that the ACBL demands.
- Privacy issues will be an essential consideration in the development of the ACBL Online Partnership Desk.

2013 Strategic Projects: High-Level Timeline & Milestones



Red, Yellow, Green Status Indicators

Use this for projects that are underway. If a project hasn't started, then its status should be Not Yet Started or something like that.

A project is in Red status if any of the following are true:	Project is in Yellow status if any of the following are true:	Project is in Green status if:
<ul style="list-style-type: none"> • The project cannot be completed. • Within the agreed-upon time frame (with a significant overrun – a project isn't red if it will be 3 days late). • With the resources allocated to it (i.e., it will require additional resources to complete). • A key resource that is needed for the project is either permanently unavailable or will be significantly delayed. • The scope identified (what the project will do) is not possible to do, so discussion of the project and its purpose is required. 	<ul style="list-style-type: none"> • The project is at risk of: <ul style="list-style-type: none"> ○ Being significantly late overall or reaching a milestone late. ○ Requiring more resources than are allocated. ○ Growing in an uncontrolled way – e.g., things seem to be being added to the project without appropriate approvals. • There are barriers to the project moving forward as planned, such as open questions that require answers or availability of resources. 	<p>None of the conditions for Red and Yellow exist on the project.</p>

Strategic Scorecard: 2013 Milestones

Strategic Milestones		
Strategic Project	Milestones – Due Date	Current Status
Develop an interactive web-based learn-to-play bridge solution, Phase 1	Vendor selected by 2/15/13	Completed on 2/11/13
	Phase 1 curriculum & development complete by 9/15/13	In progress
	Phase 1 complete by 12/31/13	Not Started
	Needs identified by 5/31/13	In progress
Create online partnership desk (help players find partners)	Phase 1 development started by 6/30/13	In progress
	Phase 1 complete by 9/30/13	In progress
Understand why people choose to leave the ACBL and identify ways the ACBL can best retain our Members	Research complete by 8/15/13	Not Started
	Program design complete by 10/31/13	Not Started
Develop vision of an ideal TD structure and identify path to this structure	Research completed by 5/31/13	Not Started
	New TD structure designed by 8/15/13	Not Started
	Training designed by 11/30/13	Not Started
ACBLScore+, Phases 4 & 5 (replace ACBLScore)	Foundational elements complete and accepted by the ACBL by 6/30/13	In Progress
	Usability testing and user interface design complete and accepted by the ACBL by 11/30/13	Not Started
Centralize data and implement better web development tools	Tools purchased by 1/31/13	Completed on 1/21/13
	Priority data centralized by 3/31/13	In progress
	Initial implementation complete by 5/15/13	In progress
	Development of <i>Find a...</i> features complete by 8/31/13	Not Started