



American Contract
Bridge League



Robert Hartman, Chief Executive Officer

MEMBERSHIP:

As of the end of October, ACBL Membership stands at 167,912. This year we have netted 1,504 additional Members, the highest membership gain in a single year since 1993 (with the exception of 2009 when the new life master level was introduced.)

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

TOURNAMENT DIVISION:

Regional and Sectional table counts have shown small declines as compared to last year. Through the end of October, total Regional table count decreased by 6% with three fewer Regionals held this year. Average table count declined by 3%.

Both total and average Sectional table count is down 2% as compared to last year. STaCs are the bright spot as total table count is up 10% over 2013. The primary reason for this increase was the addition of five STaCs (53 vs. 48). Average STaC table count declined by less than 1%. Total sectional table counts (Sectionals plus STaCs) increased by approximately 5,000 tables over last year.

For detailed tournament counts, please visit: [2013TC.pdf](#)

BRIDGE ADMINISTRATION:

The Bridge Administration Department is being transformed as prompted by several issues: a long standing need for more TD-level bridge knowledge within the department, the need for improved customer service, the takeover of the Regionals at Sea program, the anticipation of an ACBLscore+ rollout, the need to train newer directors, and Jim Miller's retirement as National Recorder. While Jim is retired, he is under contract to provide consulting services to assist in the transition of his responsibilities.

In order to enhance both customer service levels and expertise to the Department, a number of changes were made in the Department this year -- Joyce Stone was moved from Clubs & Memberships to Bridge Administration, TD Dan Plato was transitioned from the field to an

Atlanta-based headquarters employee and TD Tony Greene is also moving from the field to headquarters in December.

Dan Plato has brought a great skill set of TD knowledge to the department. One of his main projects (the "Plato Project") has many benefits to the League. Dan is managing a group of mostly part time TDs who perform a variety of customer service related tasks. They are primarily focused on two areas -- entering tournament schedules into TourneyTRAX and answering Ruling the Game inquiries. The Plato Project now allows us to balance the workload of the department as a whole and improves our customer service while at the same time providing training opportunities for promising directors. Dan has established quality control procedures to ensure accuracy and to identify specific, personal training opportunities for each participant. There are currently 14 TDs participating in the program.

There has been a slight increase in the Tournament Director headcount. This is driven by our intention to continually improve the directing at our tournaments. We are also looking at ways to create programs to provide a much needed career advancement path for many of our TDs. These challenges are being tackled as part of strategic work as there is a project dedicated to TD framework. The "Plato Project" is one of the first tactical efforts that we have undertaken. A new weekly Field Supervisor conference call has also developed into an opportunity to improve communication with the field and present ACBL policies, solicit feedback, and standardize TD ruling, enforcement and procedures.

Atlanta NABC Review

The table count at the Atlanta NABC was 12,364 compared to the pre-tournament estimate of 12,500. The actual revenue in excess of expenses was favorable compared to budget (\$217,000 actual compared to a \$155,000 budget.) The post-NABC survey showed continued overall Player satisfaction with over 85% of respondents "strongly agreeing" or "agreeing" with the statement, "My overall experience with the Atlanta NABC was excellent." While significant negative comments were received regarding the 10:00 & 3:00 event starting times a nearly equal number of positive comments on the same subject. Quite a few additional positive comments centered on TD performance, attitude and demeanor. We are gratified that work in these areas is being recognized by the Members.

Operationally, there were several changes from business as usual at the Atlanta NABC. Pre-tournament meetings for all TDs working at the NABC have been reinstated. These meetings provide the DIC with the opportunity to communicate NABC-specific issues with the team. In addition, HQ staff members present status reports and review policies and procedures. The Q & A portion of these presentations have been especially beneficial. In addition, Sylvia and Jeff separately met with TDs individually or in groups to discuss impact of policy, address TD issues and generally develop greatly improved Field/HQ rapport.

In Atlanta, the DIC provided written "ground rules" to all TDs which provided better consistency and fewer unanswered procedural questions. In addition, the tournament DIC met individually with each event DIC to further standardize methods and procedures.

Phoenix NABC

For the first time, in preparation for the Phoenix NABC, TourneyTRAX was used to generate all hand records and pre-dupe files for the tournament. Other new activities related to the Phoenix NABC include working with BridgeWinners on a pilot program to pre-sell entries for three events and a communication effort to potential seeds encouraging them to buy entries early in order to start games in a timely fashion. On the negative side, we continue to have room block issues at the Hyatt. We have implemented several efforts to minimize this shortfall of rooms at the hotel – moving all staff to the Hyatt, offering a booking incentive, closing room sales at the Sheraton and extending the booking window at the Hyatt past our contracted cut-off date. We remain hopeful that a fair settlement can be negotiated should we fall short of our contracted room allotment.

Regionals-at-Sea

The RaS Cruise program has generally gone smoothly during the first year under ACBL control. We are expecting improved numbers for 2014 as our new cruise line, Royal Caribbean, will offer a larger bridge playing space. To date, each RaS tournament has boasted higher attendance than the previous one, with our largest Regional-at-Sea to date leaving Miami on November 30th. We have produced a safe and fun setting for our newer Members as well as a premier regional tournament experience for our more experienced players. We have achieved this by going above and beyond with our hospitality and customer service including a low player to director ratio, guaranteed partners for all events, and lectures by world-class bridge experts. We have also offered the ACBL Teacher Accreditation Program aboard the Canadian and Caribbean Regionals-at-Sea and plan to continue this offering on future cruises.

Panama Canal RaS – April 1-16, 2014 aboard the “Legend of the Seas”

Departing from San Diego CA and disembarking in Ft. Lauderdale, this cruise travels through the Panama Canal with six ports of call which include Cabo San Lucas, Puerto Vallarta and Cartagena. There will be three bridge sessions per day featuring bracketed knockouts and daily bridge lectures from 16-time North American champion John Mohan.

Western Caribbean RaS – May 11-18, 2014 aboard the “Navigator of the Seas”

Departing and returning to Galveston TX with stops at Cozumel, Grand Cayman and Jamaica. The cruise will be hosted by national champion and best-selling author Mel Colchamiro and ACBL’s chief executive officer Robert Hartman.

Bermuda/Caribbean RaS – Oct. 23-Nov. 1, 2014 aboard the “Explorer of the Seas”

Departing and returning to Cape Liberty NJ with stops at Bermuda, St. Maarten, San Juan, and Labadee, Haiti. Guest speaker Mike Lawrence will offer daily bridge lectures.

Southern Caribbean RaS – Nov. 15-24, 2014 aboard the “Explorer of the Seas”

Departing and returning to Port Canaveral, FL with stops at Aruba, Bonaire, Curacao and Haiti. Guest speaker Barbara Seagram will offer daily bridge lectures.

CLUB & MEMBERSHIP SERVICES:

Zero Tolerance

To achieve our goal of making the experience of playing bridge inviting and pleasurable for all, we are reemphasizing Zero Tolerance. Working with Dan Plato, the Club & Membership Department developed a Zero Tolerance Workshop that debuted in Atlanta and will be offered in Phoenix this fall. This workshop is designed for Club Managers, Directors and Owners and is designed educate these key stakeholders on how to deal with poor behavior at clubs. Other Zero Tolerance efforts include:

- An article was included in the fall 2013 Club Managers newsletter.
- New ZT Posters have been designed and will be on display in Phoenix.
- A ZT workshop for club managers and directors is being presented on Monday, Dec. 2 by Dan Plato.
- To make our efforts visible to the Membership, an article will be in the Club News section of the January Bridge Bulletin, along with pictures of each ZT poster.
- A front page news item is in the works for our website.
- Posters will be printed and mailed to each club in January. We also plan on getting a supply made for tournaments.

Collegiate Championship Qualifying Game

The 2014 Collegiate Bridge Team Championship qualifying game will be held Saturday, February 15, 2014. This free on-line qualifying phase will select the teams for the Summer NABC in Las Vegas. Entry is open to all colleges and universities in North America. The Conditions of Contest and registration form is available on the ACBL web site. An email blast has been sent to all Members in our database with an .edu address.

Club Tables

Through September, face to face club table count is down 2.44% with a total of 1,660,202 tables reported. Online table count through September is 704,528 which reflect a 4.74 % increase compared to the same time frame in 2012 with a total of 672,628. Overall club table count is down by less than one half of one percent.

Staffing

Ricco Harris was hired for to fill the open Membership Clerk position. He will be responsible for processing New Member applications, Member renewal payments and the researching and reinstatements of previous Members. Long-time employee, Margaret Bloodworth will be retiring as of December 31, 2013 and we are in the process of searching for someone to fill her position handling the charity games and assisting with all special events held at clubs.

FINANCE:

Drafts of the final 2013 financial forecast and the proposed 2014 financial budget were presented to the Finance Committee on October 31. A revised 2013 Forecast and 2014 Budget Proposal, along with additional information and analysis, will be presented to the Finance Committee in Phoenix.

Financial results for the October year-to-date period showed an increase in Net Assets from Operations of \$485K, \$329K higher than the \$156K budgeted. The forecast for the twelve months ending December 31, 2013, shows an increase in Net Assets from Operations of \$178K, \$146K higher than the \$32K budgeted.

TourneyTRAX is now being utilized to process all tournament financials and it has brought significant improvements:

- Faster and more accurate posting of financial data
- Payments are posted quickly and variances are addressed faster
- Improved DIC communications helps resolve variances in a timely manner
- Post-tournament adjustments are automated, eliminating complicated manual processes
- Tournament financial history is available and easy to query
- Better reporting tools for table counts and sanction fees

HUMAN RESOURCES:

Youth Protection and Abuse Prevention Policy

The final draft of the employee policy has been presented to ACBL management (headquarters and field). The policy will be presented to field employees at the NABC and then via conference call in December. A condition of employment background screening process is being completed with Canadian and US attorney input. The Member/Group portion of the policy will be presented at the Fall 2013 NABC to the Governance Committee and then to the full Board. Implementation training on the policy will take place in December 2013.

Substance Abuse Prevention Policy

The final draft of the policy has been presented to ACBL management (headquarters and field). The policy will be presented to field employees at the NABC and then via conference call in December. Several states/provinces have specific laws surrounding pre-employment drug screening as well as "for cause" screening. HR will actively participate in any decision to drug/alcohol screen an employee. The employee assistance program (EAP) will be in place for all ACBL employees starting January 1, 2014. Currently, the EAP is only offered to headquarters staff. Companion training to support these policies will be delivered via the new web-based training tool. A new application for employment is being developed to comply with state and provincial law with an anticipated rollout in December 2013.

ADP Implementation

In 2014 we will activate two more modules within our payroll system-- benefit enrollment and electronic performance management process. Additionally, we will deliver and receive confirmation of required documents such as new policies using ADP's document management system. This will especially benefit our remote employees who until now relied on a number of systems that had no reporting or tracking capability.

Web-Based Compliance Training

Implementation has begun with a third-party vendor to provide web-based compliance training to all employees. The system meets state/province requirements for compliance. The system also features the ability to load and present ACBL-specific training. The Emtrain program will be an invaluable tool for increasing communication and training opportunities with our field employees.

Management Development Training

A vendor and trainer team has been chosen to deliver eight 3-hour development modules for ACBL managers (field and headquarters). The training provides 24+ hours of intense management development – including project and process management.

Benefits Programs

HR has met with our insurance broker, Lispcomb & Pitts, to review bids for medical, dental, life and disability benefits. We will also look at bids to move certain services to third party vendors to enhance service to employees and ensure compliance with ERISA standards. The ACBL remains compliant with all healthcare reform act requirements for employers.

INFORMATION TECHNOLOGY:

Our IT group continues to work on a new web design which will introduce many new features for our Members. In addition to a new home page design, we are also working on a new NextGen bridge site to replace our youth4bridge web site. We are also working on code that we can give to unit, district and club webmasters to access information from our database to include on their own websites.

We recently hired a mobile web developer, Julia Lovel, who will help us move forward with new capabilities for accessing information via smart phones and pad devices and will be starting with a new MyACBL Portal for mobile devices. We expect to start rolling out our new capabilities early next year.

We have added David White to ACBLscore+ project working as the internal programmer who will support the software. We have also added Pat Rogoski as the rollout coordinator and Ken Horwedel as the testing and training coordinator who will also work to coordinate TD time on the project.

Phase 4 & 5 of the ACBLscore+ project is running behind schedule by 6-8 weeks. Nicolas Hammond has asked to use the savings from Phases 1, 2 and 3 to help augment the budget for

Phases 4 & 5 as these phases are more costly than anticipated. We are working on an amendment to the contract to resolve this issue. Even with this change, the project is currently still on budget. The internal testing and rollout program is in development. While it will be easier to fine tune these programs once the software is completely functional, the team is developing such programs to help speed up the deployment once we the final software has been delivered.

MARKETING:

New Hires

Gwynn Garthright is the Marketing Project Supervisor and assists with program implementation. With a Bachelor's Degree and a Master's Degree in Journalism from the University of Memphis, editing is only one of the added skills Gwynn provides to the team. Her creativity and work ethic can be seen in the revitalization of the ACBL's Facebook presence.

Liza Frisbie is the Graphic Designer, managing all design projects aside from the Bridge Bulletin. She received her Bachelor's Degree in Graphic Design from the University of Memphis and comes to the ACBL from Oden Advertising, a well-respected local agency. Her quality of work has already been seen in the 45+ requests she has filled in her weeks with the organization.

Stephanie Threlkeld is the new Marketing Assistant, replacing Ruth Francis. She received a Bachelor's Degree in Communications from Vanderbilt University and comes to us with an impressive marketing administration background. Stephanie is a quick study and is already managing the Cooperative Advertising Program.

Publicity

A total of 23 known articles have been published about the ACBL and bridge since the Summer 2013 NABC. Nine of these news stories featured Junior bridge players. Other topics ranged from bridge's impact on the financial world to health benefits, from charity events to player profiles. [Click here](#) to view the most recent news clippings.

Branding

The new ACBL Style Guide is complete, and implementation at the corporate level has begun. All new collateral created and the Bridge Bulletin are currently being produced according to the new standards, with ACBL.org slated as next in the process. Maximizing brand consistency at the District, Unit and Club levels is included as a 2014 marketing tactic.

Website/Social Media/Bridge Bulletin

Special focus has been placed on providing more synergy among the Bridge Bulletin, ACBL.org and ACBL's Facebook page by implementing a process for sharing information across the three mediums. Individually, each has seen improvements.

Website - Fewer errors are getting through due to a streamlined editing process for new content. Content that is currently on the website is being reviewed, organized and corrected. Brand standards are being enforced consistently.

The home page is being regularly updated with appropriate material. New page designs are going well and will hopefully be rolled out soon.

Facebook – The ACBL Facebook page launched a new format for content on October 1. The goal was to better engage the audience with regular, varied content and with more interaction. The new style of posts included the following:

- Trivia questions
- Bridge games
- Monthly giveaway contests with prizes from Baron Barclay Bridge Supplies
- Monthly author Q&As with prizes from Master Point Press
- Promotion of the Fall NABC
- Updates on club milestones, including photographs
- Announcements of big game winners

The feedback from fans of the page has been very positive. Results of the change to format include the following (according to Facebook analytics):

- 57 new page “likes”
- Average of 1,626 views per post, an increase of 54.56%
- Average of 73.5 comments per post, an increase of 93.42%
- Average of 21 likes per post, an increase of 162.5%
- Average of 9.5 shares per post, and increase of 850%

Bridge Bulletin - Beginning with the January 2014 issue, the Bridge Bulletin will go from 80 to 84 pages. The paper weight will change slightly (higher for some pages, lower for others), and the cover will be a much heavier stock. The "shiny" aqueous coating (which we started using in the Aug 2013 issue) will continue.

In terms of design, the new "look" that first appeared in August will continue with some modifications, including the re-inclusion of the contributor photos with their respective columns. The magazine will include a few full-page-photos/graphics each issue as part of the upgrade.

Program Creation and Exploration

Membership rank recognition and recruitment programs are being created. Through rank recognition, the ACBL will have regular opportunities to develop a positive relationship with each member. Restructuring the current membership recruitment program provides a greater likelihood of growth for membership by offering desired incentives to all members, not just clubs and teachers.

Programs to create more prospective bridge students are in development. The Junior Teacher program plans to launch 1Q 2014 and will provide Junior members with the resources to lead a successful bridge club on their school's campus. Necessary steps are being taken for bridge to be

an offered course through the Osher Lifelong Learning Institute (OLLI). OLLI provides continuing education opportunities specifically for seniors at well-attended colleges and universities across the country.

The Longest Day

Preparation has begun for 2014's The Longest Day. The Alzheimer's Association anticipates their new website and registration to be live during 1Q 2014. The toolkit for registered teams is being revised. There will be greater emphasis placed on how participation can be utilized to recruit bridge students and new players, how to receive publicity for involvement and fundraising techniques. A new incentive structure is being developed by the Alzheimer's Association so that clubs of all sizes can be recognized for a job well done.

With goals of 250 ACBL teams registered and \$750,000 in raised funds, Team ACBL will need maximum participation.

GolinHarris

GolinHarris secured many placements for the ACBL and bridge during the Atlanta NABC. The Youth North American Bridge Championship (YNABC) and the World Youth Open Bridge Championship (WYOBC) were leveraged for media interest. Outreach and coordination included pre-event media placements, calendar/announcement listings, media interview coordination with local spokespersons Murphy Green, Patty Tucker and Jack Feagin and on-site media assistance during the NABC.

Highlights of coverage include the stories placed in the Atlanta Journal-Constitution, Northside Neighbor, Sandy Springs Reporter, Athens Banner Herald, WABE-FM (NPR), WAGA-TV (FOX), WXIA-TV (NBC) and Univision.

Media outreach garnered **36 media hits** with more than **10,979,054 impressions**. [Click here](#) to see a full media report.

The 2013 King of Bridge press release created high interest in John Altman's hometown of Cincinnati. As an official ACBL spokesperson, Altman received media training prior to interviews and feedback after. GH secured an in-studio feature story for the King of Bridge on the Fox 19 Morning Show. Additional coverage was received with WCPO and the Cincinnati Enquirer.

Education

Upcoming Teacher Accreditation Program Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
11/29/2013	12/1/2013	Phoenix	AZ	Fall NABC	Kathy Rolfe
12/1/2013	12/6/2013	Miami (Cruise)	FL	Regional at Sea	Peg Cundiff
3/20/2014	3/22/2014	Dallas	TX	Spring NABC	Betty Starzec
1/26/2014	1/27/2014	Houston	TX	Regional	Betty Starzec
2/23/2014	2/24/2014	Albuquerque	NM	Regional	Peg Cundiff
6/16/2014	6/17/2014	King of Prussia	PA	Regional	Carol Mathews

TAP History

- Seven TAPs completed in 2012
- Fourteen TAPs completed in 2013, two remaining (16 total)
- Four TAPs currently scheduled in 2014 (more to be added)

2013 Accredited Teacher Stats*

TAP Accredited	4,970
Better Bridge Accredited	897
Easybridge! Accredited	1,029
School Bridge Teachers	758

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

College Program

Education has developed a college toolkit ideal for starting bridge programs. They will be provided to targeted ACBL members who are college students or work on a college campus, as well as those who request a toolkit. The college toolkit will contain the following items:

- Bidding in the 21st Century Textbook, Teacher Manual and Deck of Cards
- College geared posters and flyers for advertising the game
- Flash Drive containing important files, templates and information for running their game
- Scoring, bidding and other informative bookmarks for quick reference in lessons
- Drawstring bag with ACBL logo for transporting materials

Continuing Education Courses for Club Managers and Teachers at NABCs

Two new opportunities are available at the Phoenix NABC for Club Managers and Teachers:

- **Learn Bridge in a Day? by Whirlwind Bridge:** Club Managers and Teachers can observe how the program operates, learn effective table coaching skills and get engaged at the table with participants. This is a great opportunity for them to meet potential new customers and students.
- **Continuing Education for Teachers by Better Bridge:** Club Manager and Teachers can learn modern techniques in teaching lessons, how to effectively use the cards and table for engaging participants and observe a live demonstration.

Intermediate-Newcomer Program @ NABCs

There will be three free bridge lessons held during the Phoenix NABC and one Learn Bridge In a Day? seminar. Jerry Helms, Barbara Seagram and Audrey Grant will be conducting the free lessons and Patty Tucker will be running the LBIAD? seminar. These classes have shown continued growth and we plan to continue offering these programs in the future.

Youth4Bridge Website

Education, Marketing and IT are revamping the Youth4Bridge website. We have invested in a program called phpDolphin, which will bring a social media component to the site. This will allow juniors to communicate with each other. In order to keep the site safe, all participants must be ACBL members, 25 and younger, and will not be able to post anonymously. Additional items will include a map with all schools and colleges that have a bridge program, a calendar of events listing all events worldwide, and more interactive polls/surveys.

Free Junior Zip KO & Reception

We will once again be running a Free Junior Zip KO & Reception on Saturday, November 30, at 11:30 p.m. We receive positive feedback in St. Louis when we last ran this program. This event has been communicated to the juniors, and will also be promoted in the daily bulletin.

School Bridge Program

Graduates from the ACBL's Funded School Program has grown by 7% from 2011 to 2012. From 2012 to 2013, we are anticipating the school bridge program to grow by another 6.5%.

School Bridge Statistics

	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		241	
Total Graduates	2,764		2,970		3,331		3,564		2,169	
Total US Teacher Stipends	\$47,105		\$43,890		\$54,940		\$71,657		\$40,600	
Total Can. Teacher Stipends	\$36,000		\$34,590		\$36,750		\$37,450		\$25,710	
Grand total for Stipends	\$83,105		\$78,480		\$91,690		\$109,107		\$66,310	

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only.)

Previous Total is from Summer 2013 NABC CEO Report.)

District	Total	Prey. Total	Diff.	Youths	Juniors
1	21	17	4	13	8
2	41	40	1	22	19
3	63	50	13	50	13
4	24	27	-3	9	15
5	7	9	-2	6	1
6	78	85	-7	62	16
7	227	213	14	188	39
8	19	16	3	12	7
9	81	93	-12	67	14
10	58	51	7	44	14
11	59	64	-5	40	19
12	18	18	0	8	10
13	30	37	-7	13	17
14	21	39	-18	8	13
15	19	20	-1	13	6
16	78	81	-3	34	44
17	35	34	1	23	12
18	9	8	1	2	7
19	31	32	-1	17	14
20	19	17	2	12	7
21	114	118	-4	85	29
22	48	42	6	37	11
23	26	28	-2	15	11
24	58	57	1	31	27
25	50	48	2	27	23
99	37	31	6	13	24
Total	1271	1275	-4	851	420

2011 Summer NABC Management Report: 1,154 Total Junior/Youth Members
 2012 Summer NABC Management Report: 1,240 Total Junior/Youth Members
 2013 Summer NABC Management Report: 1,275 Total Junior/Youth Members
 2013 Fall NABC Management Report: 1,271 Total Junior/Youth Members

Year over year, there is an average increase of 5.1% in Junior/Youth Membership. We will continue to track this statistic as we roll out additional opportunities for Junior/Youth Members.

We typically see drops from September through April, due to school being back in session. We hope to maintain our numbers or increase membership with our continued focus on juniors, which could lead to a larger increase by the 2014 Summer NABC.

STRATEGIC PLANNING:

The following are status updates for the 2013 strategic projects:

Online learn to play bridge, Phase 1

- Currently beta testing with over 30 beta testers
- IT has established secure connection for obtaining membership data
- Soft rollout planned for December with full rollout in early 2014

Online partnership desk, Phase 1

- Development will now take place in 2014
- Quotes requested for outside programming assistance (responses range from \$40,000 to \$125,000)

Understand why people choose to leave ACBL and identify ways the ACBL can best retain our Members

- Report of survey results for both populations of interest (lapsed and current members) scheduled for delivery in December

Develop a vision of an ideal new Tournament Director structure and identify path to this structure

- Project leadership has transitioned to Human Resources Department (Sylvia Hardin)

ACBLscore+

- The addition of Ken Horwedel to the project leadership team has added the dimension of directing experience to this critical project
- Developer requesting 'savings' of \$75,000 for Phases 1 through 3 carry forward to be applied to phases 4 and 5

ACBLscore+ open issues

- Unable to test and verify masterpoints
- Revisions to pair game scoring (completed in phase 3) requires retesting
- Finance interface is not agreed upon
- Unable to validate a game from start to finish (setup, run and verify) because of modular programming approach

Implement better web development tools

- Webmaster interfaces (tournament schedules, masterpoint races, rank achievement), NextGen Bridge site nearly complete

Centralization of data

Empowering headquarters staff to quickly and easily find information

- Project complete

In 2014, the testing and verification of ACBLscore+ will be a major focus and require a major investment of human resources. Documentation along with training of directors, staff and volunteers will be critical to the non-disruptive rollout of this system that touches so many areas of our members and organization.