

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: March 2014

MEMBERSHIP:

As of the end of February, ACBL Membership stands at 167,763. This year membership has decreased by 48 people. Full membership statistics can be found at: [Active Membership Statistics.pdf](#)

TOURNAMENT DIVISION:

Through the end of February, total Regional table count decreased by 8%, but average Regional table count is up 13%. This disparity results from four fewer Regionals on the schedule during the first two months of the year.

Total Sectional table count is down 9%. Average Sectional table count decreased by 6%. Again, the primary reason for this decrease was a reduction of two Sectionals from last year.

Average STaC table count declined by 5%, but overall STaC table count is down 25% as a result of three fewer STaCs on the schedule. Poor winter weather is believed to have played a factor in these January/February results. For detailed tournament counts, please visit: [2014TC.pdf](#)

HUMAN RESOURCES:

We have implemented an organization-wide internet-based training program for all employees. This year we will focus on compliance-related training. In the future we plan to develop additional training modules to help support both headquarters and field staff. We will also be upgrading our ADP documents management capability. This will help to improve our capacity to

deliver training and information to all employees as both systems have strong tracking and reporting functionality.

FINANCE:

The field work for the 2013 audit is complete and the report will soon be completed and presented to the Audit Committee in Dallas. The 2013 audits of the ACBL Charity Foundation and the ACBL Educational Foundation have been completed. For 2013 the change in Net Assets from Operations was \$200,740, \$22,241 less than the \$222,982 forecasted.

The January financial results have been finalized and shared with the Finance Committee. The change in Net Assets from Operations was \$20,927, \$7,448 better than the \$13,479 forecasted.

The Accounting Department has purchased new software to help with the budget, forecast, and reporting processes. Implementation and training will begin in early April.

The process of renewing the commercial insurance package with Lipscomb & Pitts is under way. The new insurance package will be in place well ahead of the May 1st deadline.

INFORMATION TECHNOLOGY:

The Marketing and IT Team will be doing a soft launch of the newly redesigned ACBL website during the Dallas NABC. This will include mobile friendly layouts for most pages. The website design will allow us to add new and improved functionality for our members over time. We plan to deploy both new and redesigned data pages throughout 2014.

BRIDGE ADMINISTRATION:

Bridge Administration/Recorder/Bridge Quality & Systems

The addition of Tony Greene, has strengthened the Department as there is an additional staff member with tournament directing experience. Tony's experience as a tournament director has proved very valuable when it comes to handling ACBLscore questions and we expect him to become even more valuable with the future roll-out of ACBLscore+.

In addition to normal responsibilities, the department has been able to expand their services to Members, tournaments, and the Field Staff. These services include TD Web Board management, technical help through the staff working as part of the Plato Project, TourneyTRAX enhancements, and e-mail/phone assistance. The Recorder function has been involved in several highly critical matters that have taken a considerable amount of their time. A significant set of

TourneyTRAX program improvements were recently put into use. This group has worked closely with the IT Department to roll out these enhancements.

NABC Planning

In addition to planning all aspects of the Dallas NABC, the planners are looking for a site for the 2018 Summer NABC. Nashville was the front runner for this event but the room rates and availability of well laid out playing space have eliminated it from consideration at this time. The NABC Advisory Committee will receive presentations on two other cities to fill this hole. Based on input from the Committee at least one proposal may be submitted to the full Board in Dallas. Once Summer 2018 is finalized, work will begin on filling other open dates.

Field Operations (TDs)

While several TDs will be retiring during 2014, several others are being moved to full time and/or receiving rank advancements. At this moment the total number of active TDs is larger than it has been in several years. The Dallas tournament will be the last NABC with Chris Patrias serving as DIC. Several candidates for this assignment have been identified with an announcement expected shortly after the NABC. Steve Bates did a terrific job in Phoenix where he was a first-time NABC Director in Charge.

All TDs completed a hybrid (conference call, in person – for those working at the Phoenix NABC – and on-line training) program to educate them on the objectives and practical applications of the ACBL Youth Protection Policy. On-line compliance training is currently underway for all TDs, as well. The weekly conference call with Field Supervisors continues to provide timely two-way communication on issues of importance. As we begin our annual Performance Review period we intend to continue working to improve the process in terms of career paths, individual development, and overall relevance to all involved.

Upcoming Regionals-at-Sea Update:

The Panama Canal Regional-at-Sea (RaS) gets set to sail on April 1-16, 2014 aboard the Legend of the Seas. This two-week cruise departs from San Diego CA and disembarking in Ft. Lauderdale, this cruise travels through the Panama Canal. There will be three bridge sessions per day featuring bracketed knockouts and daily bridge lectures from 16-time North American champion John Mohan. Approximately 150 bridge players are booked on this cruise.

Western Caribbean RaS – May 11-18, 2014 – “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. Price includes daily lectures from Mel Colchamiro, bridge entries, awards ceremony, cocktail party and gratuities. Approximately 110 people are already booked on this cruise.

CLUB & MEMBERSHIP SERVICES:

The 2013 table count for club games was 3,128,529 of which 942,040 were from online games. The club table count for January 2014 versus January 2013 decreased 2.65% to 275,600 tables, most likely due to adverse weather conditions.

The full report can be found here: [Club Tbls Report 03-05-14.pdf](#)

Money raised by Grass Roots FUNd games from January 1, 2013 through January 31, 2014 is \$158,841.29. The attached report lists the amounts by District. [GrassRootsMonies.pdf](#)

Zero Tolerance posters were mailed to all Club Managers and Tournament Directors. Additional posters are also available upon request by sending an email to club@acbl.org. We are asking members to include their name, player number and mailing address.

The new design and layout of the Club Manager newsletter has been well received. See attached file. [CMN Winter 2014 web .pdf](#)

The 2014 Collegiate Qualifying game was held on Saturday, Feb. 15. Twenty-two teams participated. North Carolina, Stanford, Columbia, Chicago, Princeton, Illinois, California Berkeley and Cornell qualified for the championship game being held this summer in Las Vegas.

2013 Special Events Reports - Statistics & Financial Review

GENERAL OVERVIEW

The Special Events games are a part of the Club and Member Services Department. Special Events in club games 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:

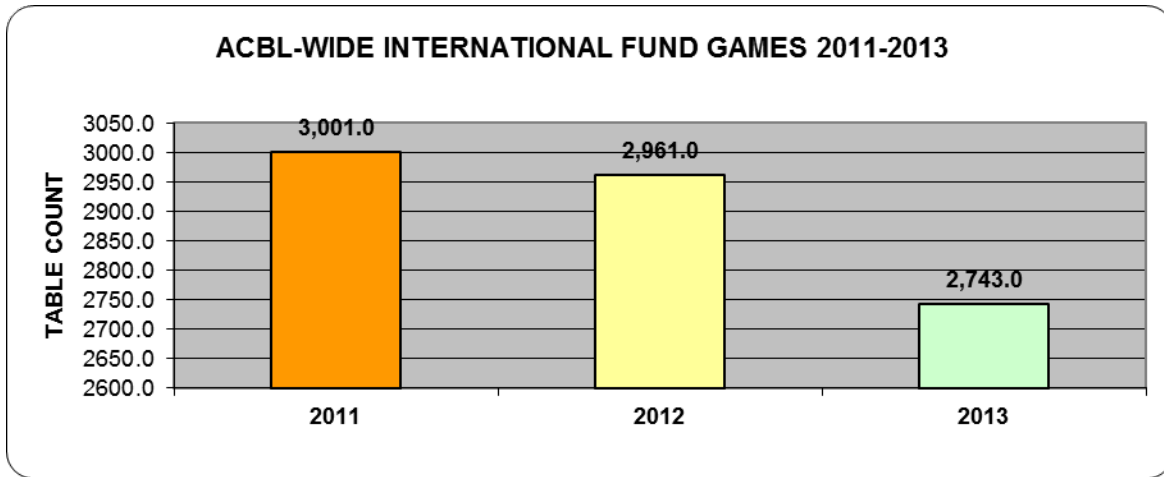
ACBL-wide International Fund Games 1, 2 and 3	Held 3 times a year in January, May and July	Hand Records & Analysis \$6.35US \$8.35CD per table
Club International Fund Games	Held throughout the year	\$4.00 per table
ACBL-wide Senior Pairs	Held in March Monday morning/afternoon	Hand Records & Analysis \$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:

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

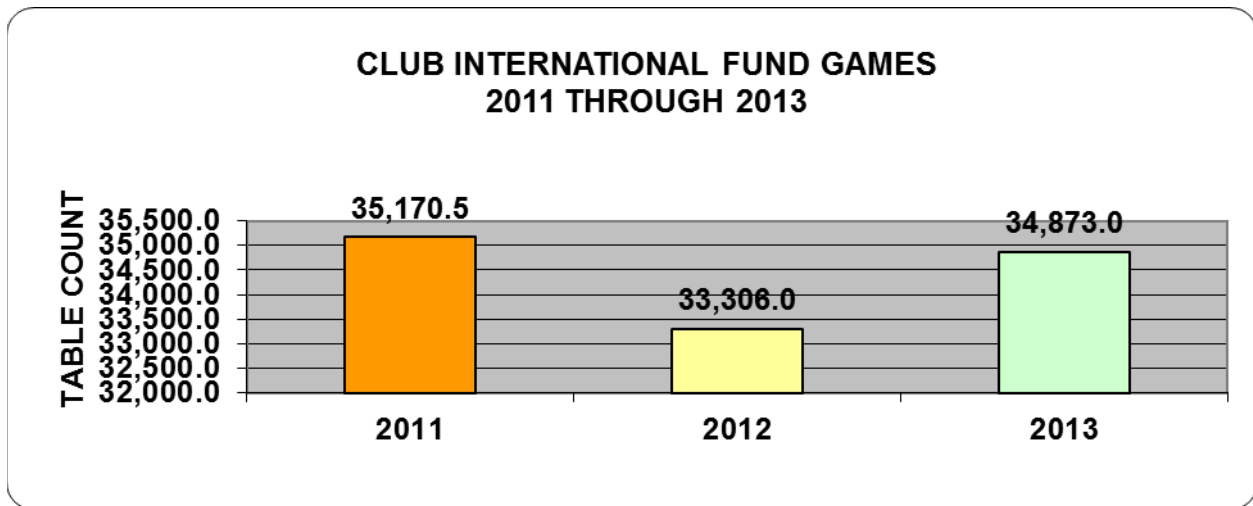
ACBL-WIDE INTERNATIONAL FUND GAMES



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$6.35	3,001.0	224.50	\$19,056	\$7,348	\$11,708
2012	\$6.35	2,961.0	(40.00)	\$18,802	\$7,102	\$11,700
2013	\$6.35	2,743.0	(218.00)	\$17,418	\$7,714	\$9,704

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.

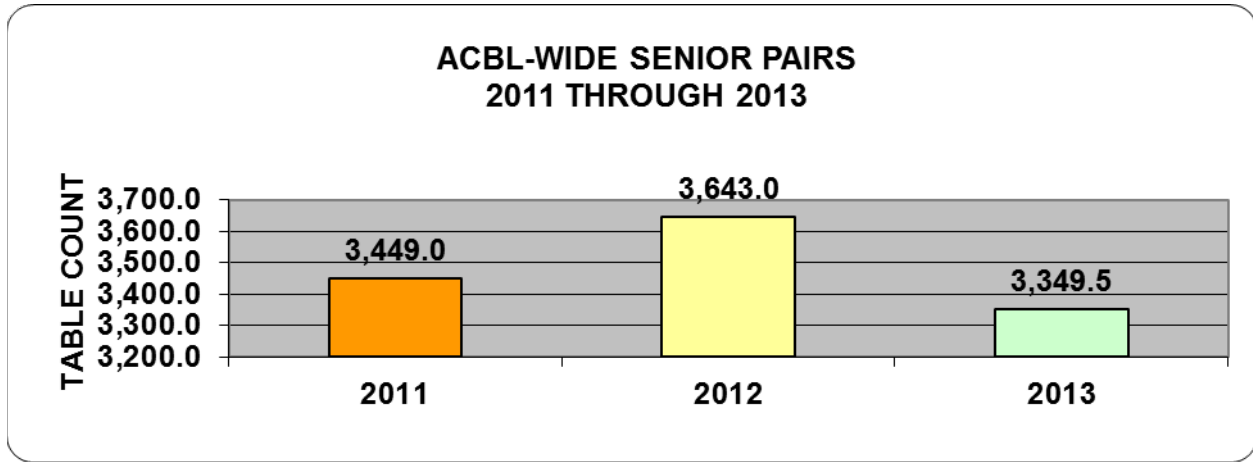
CLUB INTERNATIONAL FUND GAMES



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$4.00	35,170.5	(3780.00)	\$140,682	\$0	\$140,682
2012	\$4.00	33,306.0	(1864.50)	\$133,224	\$0	\$133,224
2013	\$4.00	34,873.0	1567.00	\$139,492	\$0	\$139,492

All sanctioned club sessions in September may be held as Club International Fund Games. In 2013, International Fund Games could not be held during the months of February and April. In the other nine 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.

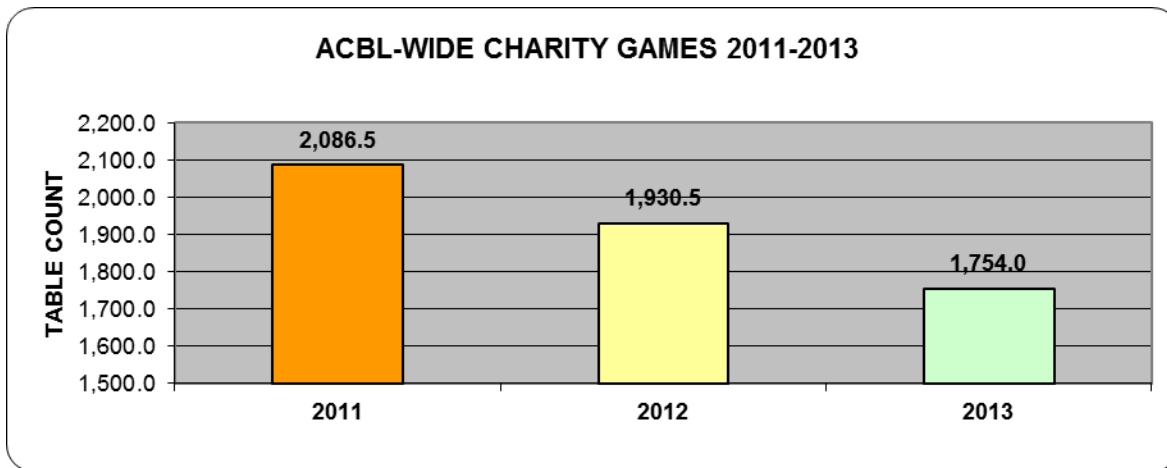
ACBL-WIDE SENIOR PAIRS



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$4.00	3,449.0	37.00	\$13,796	\$4,345	\$9,451
2012	\$4.00	3,643.0	194.00	\$14,572	\$4,223	\$10,349
2013	\$4.00	3,349.5	(293.50)	\$13,398	\$4,493	\$8,905

The Senior Pairs event is for players who have reached 55 years of age as of December 31, 2013. Expenses are for analysis, proofreading and postage. District-wide winners are published in the Bridge Bulletin and on the ACBL web site. Overall\district-wide masterpoints are awarded.

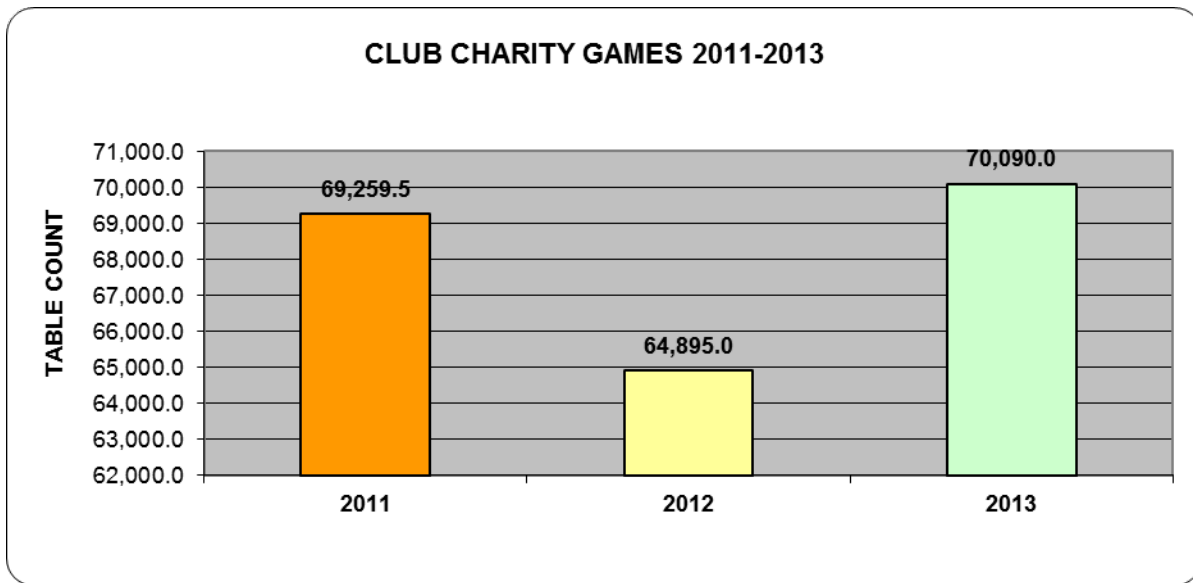
ACBL-WIDE CHARITY GAMES



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$6.35	2,086.5	(57.0)	\$13,249	\$1,400	\$11,849
2012	\$6.35	1,930.5	(156.0)	\$12,259	\$1,400	\$10,859
2013	\$6.35	1,754.0	(176.5)	\$11,138	\$1,600	\$9,538

There were two ACBL-wide Charity Games held 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

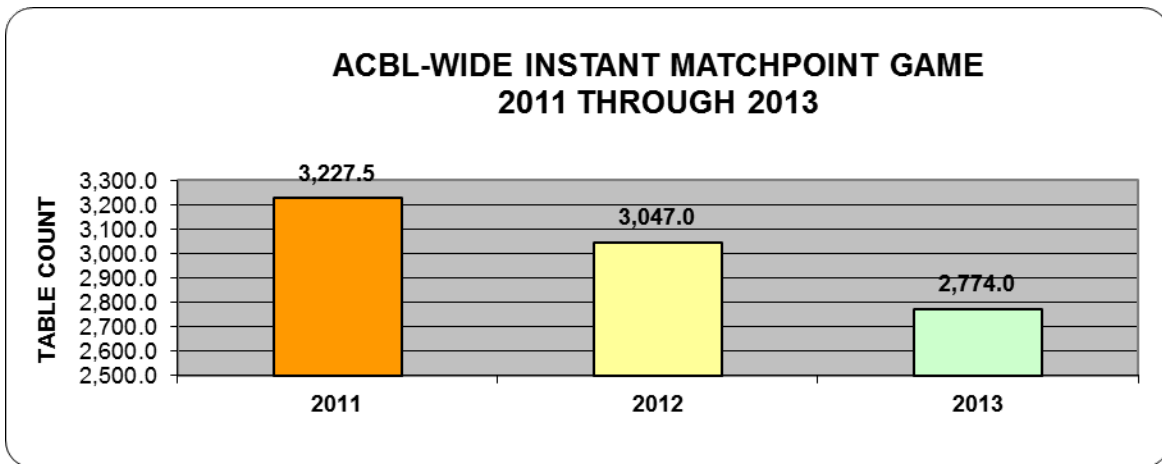


Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$4.00	69,259.5	(40046.5)	\$277,038	\$0	\$277,038
2012	\$4.00	64,895.0	(4364.5)	\$259,580	\$0	\$259,580
2013	\$4.00	70,090.0	5195.0	\$280,360	\$0	\$280,360

All sanctioned club sessions in April may be held as Club Charity Games. In 2013, these games could not be held during the months of February and September. In the other nine 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 2013, there were 70,090 tables reported to benefit the ACBL Charity Foundation and/or the Canadian Bridge Federation Charitable Fund. There were 71,835 tables reported to benefit local charities. The revenue does not include fees to benefit local charities.

INSTANT MATCHPOINT GAME

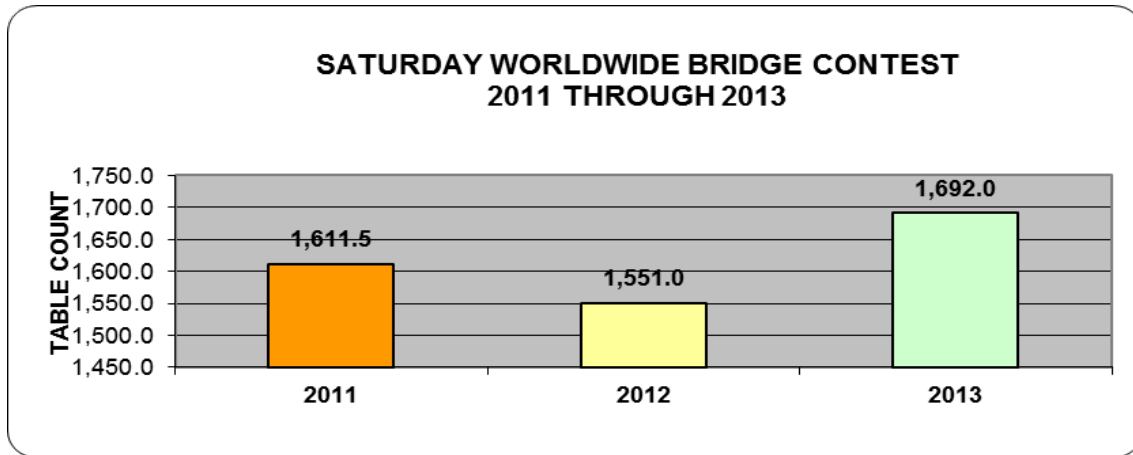
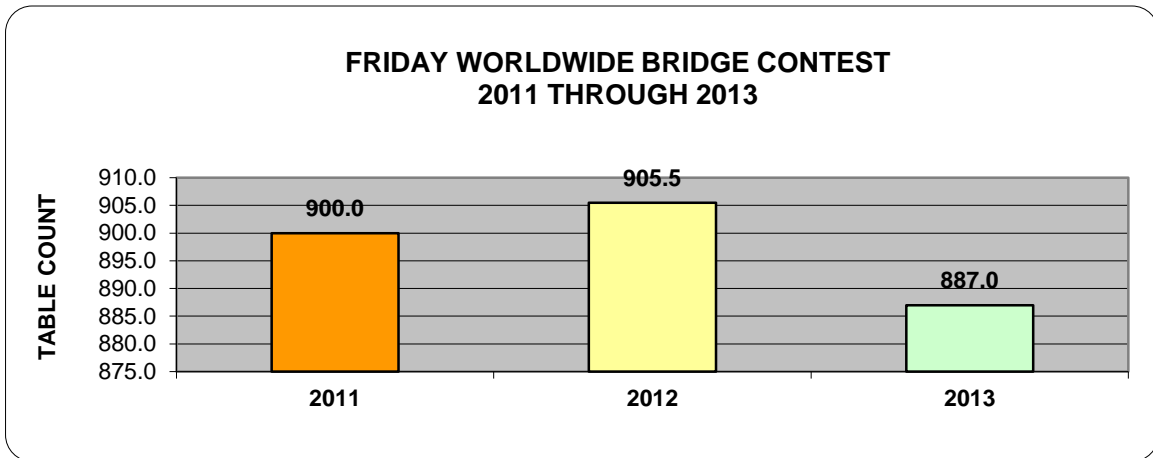


Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$11.00	3,227.5	209.5	\$35,503	\$13,767	\$21,736
2012	\$11.00	3,047.0	(180.5)	\$33,517	\$15,897	\$17,620
2013	\$11.00	2,774.0	(273.0)	\$30,514	\$14,498	\$16,016

Identical hands are played throughout ACBL and all hands are scored in advance. As soon as the hand is played, the players can learn their Instant Matchpoint result by looking at the traveling score. A souvenir book is distributed to all players at the conclusion of the game in which each hand is thoroughly analyzed by an expert. This year the analysis was provided by Mr. Larry Cohen. One gold point is awarded to section top winners, which generates popularity for the game.

Expenses include the printing of the souvenir booklet and postage for mailing the packets to run the game. District-wide winners are published in the Bridge Bulletin and on the ACBL web site. Overall/district-wide masterpoints are awarded.

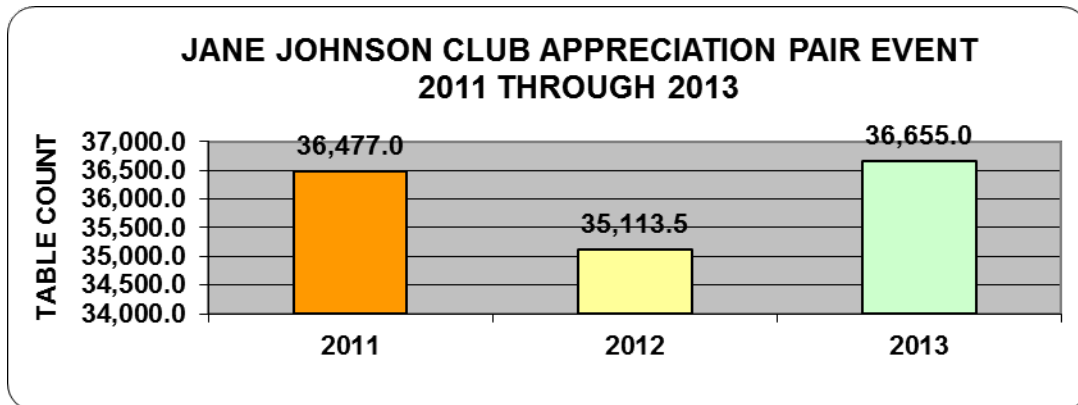
WORLDWIDE BRIDGE CONTEST



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
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
2013	\$16.00	2,579.0	122.5	\$41,264	\$28,948	\$12,316

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.

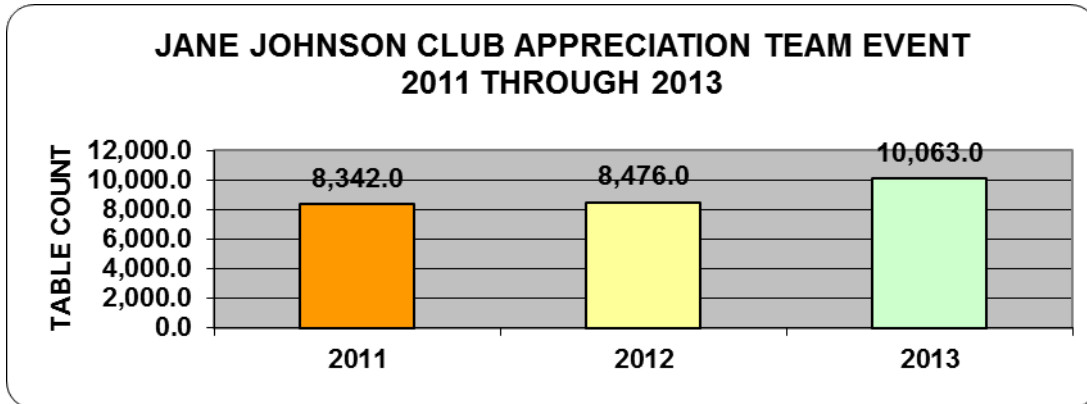
JANE JOHNSON CLUB APPRECIATION PAIR GAME



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$0.00	36,477.0	264.5	\$0	\$0	\$0
2012	\$0.00	35,113.5	(1,363.5)	\$0	\$0	\$0
2013	\$0.00	36,655.0	1,541.5	\$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.

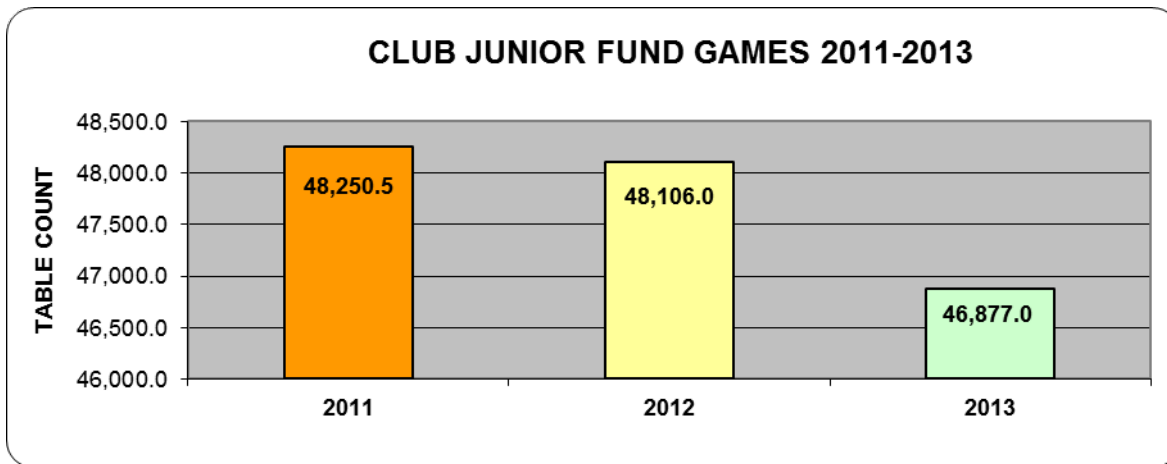
JANE JOHNSON CLUB APPRECIATION TEAM GAME



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2011	\$0.00	8,342.0	190.0	\$0	\$0	\$0
2012	\$0.00	8,476.0	134.0	\$0	\$0	\$0
2013	\$0.00	10,063.0	1,587.0	\$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.

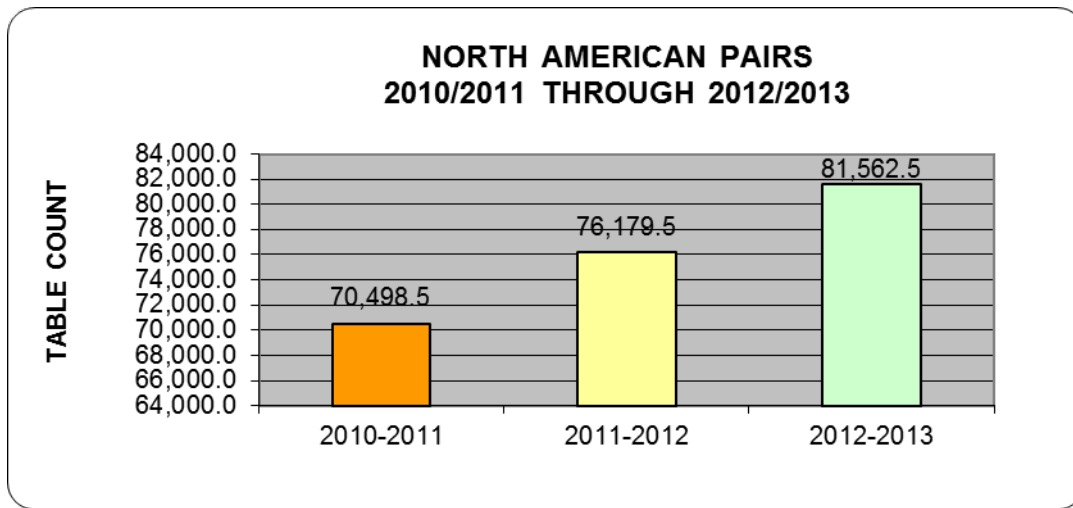
CLUB JUNIOR FUND GAMES



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
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
2013	\$4.00	46,877.0	(1,229.0)	\$187,508	\$0	\$187,508

All sanctioned club sessions in February may be held as Junior Fund Games. In 2013, these games could not be held during the months of April and September. In the other nine 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



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2010-2011	\$4.00	70,498.5	15,350.5	\$281,994	\$154,581	\$127,413
2011-2012	\$4.00	76,179.5	5,681.0	\$304,718	\$157,269	\$147,449
2012-2013	\$4.00	81,562.5	5,383.0	\$326,250	\$157,500	\$168,750

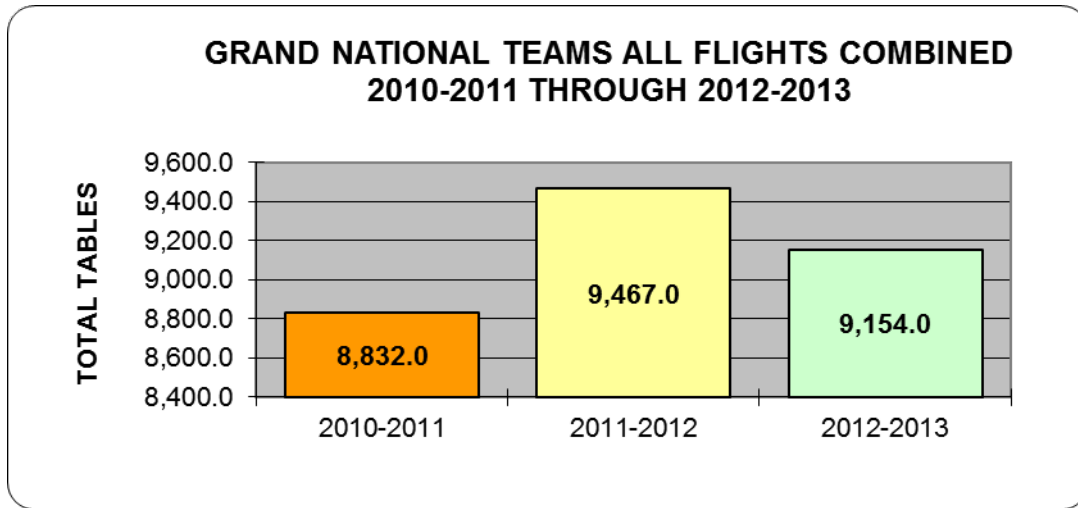
Club qualifying games are held in June, July and August. Unit level qualifiers are optional and held after September 1st and before the district finals, which may be held until the third week of January. A fixed amount prize is awarded to the winners of the district finals as follows:

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.

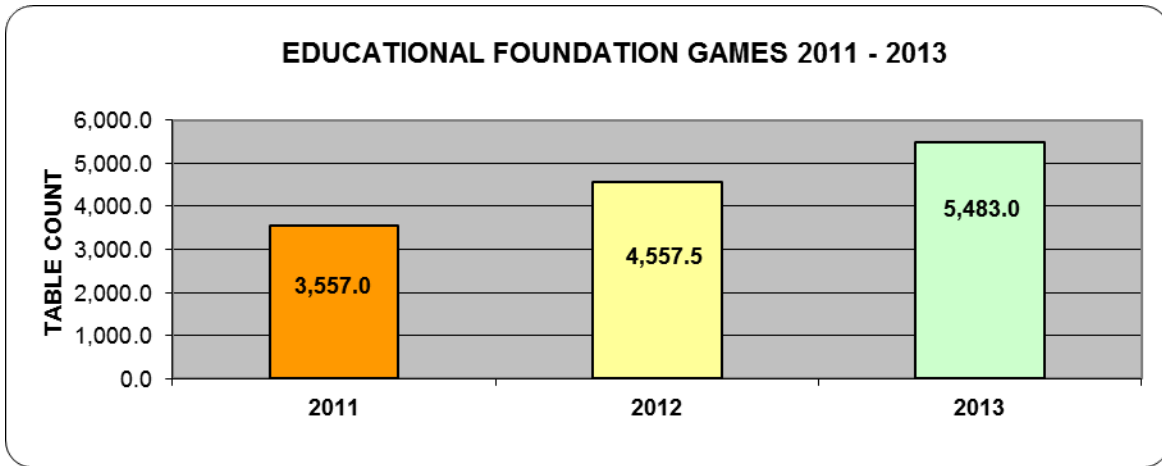
GRAND NATIONAL TEAMS



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
2010-2011	\$1.25	8,832.0	1,531.0	\$11,040	\$0	\$11,040
2011-2012	\$1.25	9,467.0	635.0	\$11,834	\$0	\$11,834
2012-2013	\$1.25	9,154.0	(313.0)	\$11,443	\$0	\$11,443

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.

EDUCATIONAL FOUNDATION GAMES



Year	Revenue per Table	Tables	Table Inc/(Dec)	Total Revenue	Expenses	Net Revenue
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
2013	\$4.00	5,483.0	925.5	\$21,932	\$0	\$21,932

Educational Foundation games are special games to benefit the ACBL Educational Foundation. In 2013, these games could not be held during the months of April and September. In the other nine 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.

GRASS ROOTS FUNd GAMES

Funds raised by Grass Roots FUNd games are to be returned annually to the individual District in which those funds were raised and are to be used by the District to help fund Grass Roots Events. Grass Roots Events are defined as the Grand National Teams and the North American Pairs. The motion creating the Grass Roots FUNd games was passed at the summer 2012 NABC. In 2012, December was Grass Roots FUNd month. There was no Grass Roots FUNd month in 2013. In 2014, Grass Roots FUNd month was in January.

In addition to games played during Grass Roots FUNd month, there were a total of 4,812.5 tables reported for the Grass Roots FUNd games in 2013, which raised over \$19,000.

MARKETING:

McNeely, Piggot & Fox Public Relations

McNeely, Piggot & Fox (MP&F) Public Relations firm officially began working with the ACBL in February. The new team hit the ground running with an in-depth immersion meeting at Headquarters in which they reviewed all current marketing initiatives, discussed pressing media needs and established long and short term project goals. Current projects at hand include the Dallas NABC, The Longest Day, Facebook Toolkit launch, Club Marketing Campaign launch, Learn to Play Bridge launch, and more.

Website Redesign

During the Dallas NABC, visitors will be invited to view the new website and provide feedback. The rollout plan for announcing and educating members on the new website will include a story in the Daily Bulletin and a public demo/beta testing at the Information Fair in Dallas. We plan to continue to generate awareness through membership emails, social media teases and a homepage story with links to a web tutorial, which will help familiarize members with the new site while still being able to access our traditional site. The final website switchover announcement will take place in June and be promoted with a cover story in the Bridge Bulletin.

Learn Bridge In A Day? Marketing

The Dallas Learn Bridge In A Day? (LBIAD) program is being used as a model to create a toolkit for all Unit LBIAD seminars. By April 1, the Education Foundation will determine which units will receive funding for LBIAD seminars. The ACBL has designed LBIAD collateral for the unit seminars including a new student manual cover, a LBIAD flier (sent with the I/N mailing prior to NABC), newspaper ads and email blasts that will reach club managers/unit officials, teachers, I/N players and lapsed members with 0-5 masterpoints. A digital toolkit of these templates will be distributed to all units hosting these future seminars.

I/N Polling at NABC

We are creating a short survey for I/N players to be administered at the Dallas NABC on March 22 before and after the 3:00 p.m. and 7:30 p.m. games. The survey will help us to learn more

about wants and needs of new members while also acting as a small focus group to gauge the players' preferences to be applied in the Rank & Recognition program.

Unit Facebook toolkit

The Unit Facebook toolkit will assist units in easily creating or modifying their present Facebook page so that it falls in alignment with that of the ACBL. It includes simple step-by-step instructions, sample cover photos and logos as well as suggestions to easily share content. The manual content is complete and is presently in the creative design phase. A communications plan is in the works and is expected to launch in April. A version of the Unit Facebook guide is being modified for clubs and will also be included in the Club Marketing toolkit.

The Longest Day

Promotion of The Longest Day (TLD) has started. Separate messaging, toolkits and donation recipients have been created for Canadian participants. More than 30 teams have currently registered to participate, with a goal of 250 teams registered. Informative conference calls for teams have taken place and are scheduled again for March 31. Registration messaging in the Daily Bulletin, Bridge Bulletin, the website homepage and social media is ongoing. CAP-approved TLD ads are being created and will be made available to all registered clubs by April 21. An in-depth media plan and execution strategy is ongoing. A press release announcing the second year of this partnership between the ACBL and the Alzheimer's Association should go out the first of April.

Bridge Life Campaign

By word-of-mouth, the first printing of this publication flew off the shelves at such speed that we are printing a second edition. Several edits have been made to reflect the ACBL's new style and brand standards as well as the new prices and a new membership application. In April, distribution will begin to be targeted toward Canadian non-member players, newly listed U.S. non-member players and club managers with requests waiting to be filled.

Rank & Recognition Plan

A survey to measure what members would welcome in a way of gift or recognition of masterpoint achievements and ACBL membership longevity has been created to sample a small group of members in April. I/N players in Dallas will also be polled for a different view from newer players and non-members. Once results are compiled and analyzed, we hope to start promoting the new program through e-blasts, social media and the Bridge Bulletin for a launch in early summer. Feedback from District Directors who have started to send Rank e-blasts have also been helpful.

Club Marketing Campaign

The Club Marketing campaign and toolkit prototypes presented at the Phoenix NABC are under review by MP&F. All toolkit items, including the digital marketing manual, are expected for completion by the end of April. The communications campaign, program launch, implementation plan and follow-up strategies are currently being produced and analyzed.

Learn to Play Bridge Launch

Preliminary discussions are underway with Education Department about timing and needs to launch Learn to Play Bridge. The communications plan for a soft launch to clubs and teachers is now ready for implementation. The full internal and external launch with marketing support is planned for later this year.

Incentives Plan

The new recruitment program in which members receive an incentive for each new member they recruit/retain is under development. Various options for integration of the presently offered membership incentive program are being carefully weighed. Promotion of the newly integrated incentive program through eblasts, social media and the Bridge Bulletin will begin by summer.

ACBL Social Media Management

Since August 2013, Facebook followers have increased more than 10% with 363 new followers. Each post receives an average of 13 likes, 11 comments and five shares. As of March 3, 2014, the ACBL Twitter account has been reactivated, is sending updates and has 1291 followers. We are making great strides posting popular and informative content as well as reposting from other bridge Facebook pages such as Bridge Base Online and individual pages of ACBL clubs. The digital marketing team is presently ramping up a more advanced and in-depth social media campaign to further drive participation in all directions.

Next Gen Website Launch

The preliminary discussions of launching NextGen (youth bridge website) have begun. The full communications plan is expected by May with an anticipated execution and launch by summer.

Pianola

We are presently in discussions with Pianola to replace our current email distribution system. Pianola offers bridge-specific fields based on our membership data, allowing for more targeted marketing needs. Ideally with proper coaching and support, districts and units will be able to run their own Pianola marketing account. The “bridge brand” will be consistent across all communications channels with customizable templates provided by the ACBL. By 2015, Pianola plans to expand into producing website templates, allowing us further opportunities to offer clubs, units and districts affordable, on-brand web solutions.

2013 Education Report

Teacher Accreditation Program Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
3/20/2014	3/22/2014	Dallas	TX	Spring NABC	Betty Starzec
4/1/2014	4/16/2014	San Diego (Cruise)	CA	Regional at Sea	Bryan Delfs
4/24/2014	4/26/2014	Gatlinburg	TN	Regional	Carol Mathews
5/11/2014	5/18/2014	Galveston	TX	Regional at Sea	Kathy Rolfe

Teacher Accreditation Program Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
6/16/2014	6/17/2014	King of Prussia	PA	Regional	Carol Mathews
7/17/2014	7/19/2014	Las Vegas	NV	Summer NABC	Peg Cundiff
10/23/2014	11/1/2014	Cape Liberty	NJ	Regional at Sea	Peg Cundiff
11/15/2014	11/24/2014	Cape Canaveral	FL	Regional at Sea	Peg Cundiff
11/28/2014	11/30/2014	Providence	RI	Fall NABC	Marilyn Kalbfleisch

- 9 scheduled in 2014, 3 completed in 2014
- N/A scheduled in 2013; 16 completed in 2013
- N/A scheduled in 2012, 7 completed in 2012

2013 Accredited Teacher Stats*

TAP Accredited	5,083
Better Bridge Accredited	897
Easybridge! Accredited	1,032
School Bridge Teachers	781

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

College Program

Education has been working on a toolkit for colleges to start programs on campus. They will be provided to current ACBL members who are college students, as well as though who request one. They 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 @ NABCs

Two new opportunities are available at the Dallas 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. Sunday, March 23 from 1:00 p.m. to 6:00 p.m.
- Continuing Education for Teachers by Better Bridge: On Sunday, March 23 at 10:00 am, Club Manager and Teachers can learn modern techniques in teaching lessons, how to effectively use the cards/table for engaging participants, and observe a live demo.

Intermediate-Newcomer Program @ NABCs

There will be two free bridge lessons held during the Dallas NABC and one Learn Bridge In a Day? Seminars. Audrey Grant will be conducting the free lessons and Patty Tucker will be running the LBIAD? These programs have had continued popularity and success in the past, and we plan to continue them at all NABCs.

Youth4Bridge Website

Education, Marketing and IT are revamping the Youth4Bridge website. We have invested in a program called phpFox, which will bring a social media component to the site, allowing juniors to communicate with each other. All participants must be ACBL members, 25 and younger, will not be able to post anonymously, and must post publicly, in order to keep the site safe.

Additional items 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, March 22 at 11:30 p.m. We received positive feedback from the previous events. This event has been communicated to the juniors, and will also appear in the daily bulletin.

School Bridge Program

Graduates from the ACBL's Funded School Program have grown by 7% from 2011 to 2012. From 2012 to 2013, the program grew 10%.

School Bridge Statistics

Schools	S09	F09	S10	F10	S11	F11	S12	F12	S13	F13
College	4	5	2	6	3	5	3	4	3	8
High	42	25	28	25	41	43	45	49	44	58
Middle	85	74	95	83	85	104	86	91	81	108
Elementary	28	46	68	60	45	51	58	60	62	75
Other	0	0	0	0	0	0	0	0	0	0
Total Classes	309		367		377		396		439	
Total Graduates	2,764		2,970		3,331		3,564		4,005	
Total US Teacher Stipends	\$47,105		\$43,890		\$54,940		\$71,657		\$108,620	
Total Can. Teacher Stipends	\$36,000		\$34,590		\$36,750		\$37,450		\$42,860	
Grand total for Stipends	\$83,105		\$78,480		\$91,690		\$109,107		\$151,480	

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only.)

Previous Total is from Fall 2013 NABC CEO Report.)

District	Total	Prev. Total	Diff.	Youths	Juniors
1	23	21	2	13	10
2	49	41	8	31	18
3	61	63	-2	48	13
4	27	24	3	10	17
5	13	7	6	9	4
6	68	78	-10	51	17
7	219	227	-8	177	42
8	20	19	1	13	7
9	79	81	-2	63	16
10	53	58	-5	40	13
11	54	59	-5	39	15
12	16	18	-2	10	6
13	25	30	-5	9	16
14	22	21	1	9	13
15	19	19	0	13	6
16	69	78	-9	40	29
17	29	35	-6	13	16
18	6	9	-3	1	5
19	31	31	0	18	13
20	14	19	-5	8	6
21	99	114	-15	70	29
22	47	48	-1	37	10
23	23	26	-3	14	9
24	57	58	-1	32	25
25	61	50	11	36	25
99	42	37	5	14	28
Total	1226	1271	-45	818	408

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

2014 Spring NABC Management Report: 1,226 Total Junior/Youth Members

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.

Learn to Play Bridge Soft Rollout

The Learn to Play Bridge system went through beta testing from September to December. In addition, a live beta testing was done in February at ACBL Headquarters. All bugs, thoughts and suggestions were consolidated through a Plus/Delta exercise. All of the necessary items have been updated. The soft roll out communication plan is being developed by the Marketing and Education department for March/April. The initial target is Teachers, Club Managers/Directors and District/Unit Officials. We fully expect to encounter more bugs, thoughts and suggestions from this group. After addressing those items, we will next focus on the entire membership.

Reporting of key metrics will be done through the Management Report for every NABC. The reports have already been developed and are live. The ACBL has the ability to obtain these reports at any time. The first report will be included in the Las Vegas NABC Management Report. The report will include:

- Registered Users
- Frequency of Use
- Users per Skill Level
- New ACBL Members originating from the software

STRATEGIC:

In 2014 we will continuing three projects initiated in 2013.

ACBLscore+ (Bruce Knoll)

- Developer onsite at Horn Lake for a project scope/status/timeline review
- Features utilized at Hilton Head Regional held February 3 through February 9
 - Projected Jeffery chart and rank for KOs/Swiss
 - Time from last KO entry sold to team assignment display approximately two minutes
- Updated developer snapshot available at <http://www.acbltest.com:40301> containing tournament and club data
 - Includes text message functionality
 - Username: acbltest
 - Password: nabctl

Online Partnership Desk, Phase 1 (Chris Van Leeuwen)

- Developer selected
- List of developer requirements and definitions supplied to IT
- R Oshlag coordinating database interface between ACBL and developer

Develop a vision of an ideal new Tournament Director structure and identify path to this structure (Sylvia Hardin)

- Developed foundation of vision/structure & reviewed with Fields Supervisors
- Presentation of high-level vision/structure scheduled for Spring Board Meeting

Two 2013 strategic projects were completed and transitioned to operational status in 2014:

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

- Report received December 2013
- Excerpt of lapsed member findings:
 - 20% couldn't find time to play
 - 10% couldn't find a partner
 - 50% weren't using the benefits enough, as well as being too busy to rejoin
- Lapsed members would like:
 - Help finding partner
 - To receive renewal application or invoice
 - Help finding a club or games and discounts on membership

Notes from Member Survey

- 90% like being a member and think it's worth the price
- Less than 30% of current members think that we do a good job recruiting people under age 30. Fewer than 20% of lapsed members think we do a good job recruiting people under 30
- 80% of current members are members of local bridge club compared to 30% of lapsed members
- 80% of current members play at local bridge club while 40% of lapsed members play
- 50% of current members play social bridge, 80% of lapsed members play social bridge
- Less than 50% of current and lapsed are aware of membership benefits
- Current and lapsed wish that ACBL would provide more discounts as well as more ways to improve bridge skills
- 20% of lapsed members couldn't find time to play
- 40% of current and lapsed members play duplicate with non-acbl members
- Over 60% of current members were NOT interested in the possibility of a social network to discuss bridge, family friendly events with activities for children, or financial incentives to recruit new members
- Over 50% were NOT interested in organized social bridge games
- Over 70% of members showed at least some interest in events to help players improve skills
- Approximately 50% were interested in having a telephone help line to answer questions re: bidding and play of specific hands and interactive online bridge lessons
- Approximately 40 % were interested in a free online partner matching service and access to members-only games online

- Over 50% of lapsed members think we should communicate via email, 27% via snail mail
- Over 25% of lapsed members found other bridge players too competitive and unfriendly

Online learn to play bridge (Bryan Delfs)

- Incorporated beta testing learnings in software
- Soft roll out is underway
- Marketing to communicate the program via existing marketing channels after the Dallas NABC.