

CEO REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: March 2015

MEMBERSHIP

As of the end of February, ACBL Membership stands at 167,392. Full membership statistics can be found at: [Active Membership Statistics](#)

TOURNAMENT DIVISION

2014 - Final Tournament Overview

For the year, Regional table counts ended 1,782 tables higher than 2013 (177,291.5 v. 175,509.5, a 1% increase), with four additional regionals run in 2014. The average table count per regional decreased by 2% from 1,371 to 1,343.

Sectional table counts finished down 4% for the year (155,624.0 v. 156,799.0) with average attendance down 6% (160 v. 169), with twenty additional sectionals run. Most of those additional sectionals were of the Intermediate/Novice variety, which averaged 60 tables in 2014.

Sectional Tournaments at Clubs (STaC) ended up 2% on table count (124,048.5 v. 121,839.8), although the average table count declined 6% (1611 v. 1716) with six additional tournaments held in the year.

2015 Tournaments

Regional table count is up substantially on the strength of five additional tournaments so far in the first two months. There has been an 11% increase in total tables (34,855.5 v. 31,262.5), but average tables have dropped by 14% (1584 v. 1839). Sectional tables are down 7% on ten fewer tournaments (24,244.5 v. 26,117.5), but average tables are running in a virtual tie (182.3 v.

182.6). STaC Tables are down 31% on two fewer tournaments (11,703.5 v. 16,862.5), with average tables down 15% (1300 v. 1533).

For detailed tournament counts, please visit: [2015TC.pdf](#)

HUMAN RESOURCES

Staffing

There have been staffing changes due to the loss of Jeff Johnston in December. We are currently recruiting for a Chief Operating Officer and Chief Information Officer. Sylvia Hardin is the new Senior Director of Field Operations. Kathy Byford is the head of the HR Department and is reporting to Joseph Jones, CFO. We hired a new HR Generalist, Daphne Freeman. Daphne has 15 years of HR experience in the fields of manufacturing/distribution, government, and staffing.

Proposed Sick Leave Policy

With an increasing number of states adopting mandatory paid sick leave, we are working on a policy to cover our part-time employees that would comply with the various localities. It would be based on the number of hours worked per employee and would be handled on a “look-back” basis. For example, the employee would accumulate a certain number of hours in 2014 that they could then use in 2015. We expect to have the specifics completed and approved before July, 2015 when the California mandated policy goes into effect.

FINANCE

2014 Year End Variance

The variance between the 2014 Forecast and the Actual results was primarily due to the performance of the Providence NABC. Total tables were 9,573.5, 926.5 fewer than the 10,500 forecasted, which resulted in revenues being \$38,373 lower than expected. Also, the convention center costs were \$39,411 higher than forecasted due to the rebate from the Convention & Visitors Bureau (CVB) not covering the cost of staffing (security, custodial, etc). We had budgeted that these costs would be fully offset by revenue from the CVB based on hotel room nights.

ACBL Audit

The field work for the 2014 audit is complete and the report will be presented to the Audit Committee in New Orleans.

Charity & Educational Audit

The field work for the 2014 audits of the ACBL Charity Foundation and the ACBL Educational Foundation have also been completed and their reports will be issued once final reviews are completed.

Net Assets from Operations

For 2014 the change in Net Assets from Operations was a decrease of \$335,249, \$73,341 greater than the decrease of \$261,907 forecasted. There were a number of significant non-operating expenses and gains incurred in 2014 that, when combined with the \$335,249 operating decrease, resulted in a total decrease in Net Assets of \$4,085,658. The non-operating expenses included: ACBLScore+ write-off of \$1,905,329, Pension termination expense of \$1,740,500, and Tournament Director travel back pay of \$281,372. Non-operating gains included a decrease in Retiree Medical Benefit Plan liability of \$68,229, a realized gain on the replacement of the flood-damaged carpeting of \$57,138, and a gain on investments of \$51,424.

January Financials

The results appear to be in line with forecast. They will be shared with the Finance Committee ahead of the New Orleans meeting.

USI Insurance Services

We have replaced Lipscomb & Pitts as the broker for the Property & Casualty and Employee Health & Welfare insurance policies. It is anticipated that, as a result of this change, the League will realize an annual savings of \$59,000. The renewal of the Property & Casualty policies is underway and will be completed ahead of the May 1st deadline.

INFORMATION TECHNOLOGY

Partnership Desk

This was launched at the beginning of January and can be used for any sanctioned club or tournament event. To date, over 900 members have created profiles within the system. Over 200 of them have added extensive information about themselves and their playing style for potential partners to see. There are over 130 partner requests which have been created, 38 of these are not for the upcoming NABC but rather for other clubs and tournaments. There have been over 125 messages between members trying to connect within the system.

Database Cleanup

We created a routine which addresses misspellings and creates standardization for member city, state and zip information which gives us a much cleaner database and helps with bulleting reporting and results posting at all levels. TDs and Club Managers should see a big difference in data accuracy and standardization.

Teacher Portal

Last fall we implemented an enhanced Teacher Portal page where Teachers could create a bio and upload a photo to enhance their Find a Teacher page. To date, 769 teachers have added bio information and 362 have uploaded very nice looking photos for their page.

Club Portal

This winter we implemented an enhanced Club Portal page where Club Managers could create bio information and upload a photo to enhance their Find a Club page. To date, 69 clubs have enhanced their page with bio information and 50 have added photos.

Club Table Counts

Stats and Graphs were added to the Club Managers portal for monthly and yearly table counts for their clubs going back to 1991. This gives clubs instant access to data that can help their business. In addition, club table counts will soon be a page in the Club Menu where people can view club table information with multiple options at the top for filtering and selecting data.

Data Integration

To date, seven APIs are in use with outside entities. The next one will be to share data with BridgeWinners to enhance the advance entry for NABC events.

Credit Card Processing

We are working with accounting to enhance our options for future credit card transactions. We believe that the League can not only save money by switching credit card processors, but also provide members with new payment options, including American Express.

Old Website Pages

There are still a handful of website pages which were pulled forward from our old website. Unfortunately due to browser security changes, these old pages do not work with the current versions of Firefox or Chrome. We are in the process of rewriting these in the new web formats to address this issue and bring these pages up to date with our current web and mobile web standards. Club Special Games Registration, Special Game Participating Clubs, Unit and District Officer Elections, STaC Registration and Learn to Play Bridge Downloads are the first pages to be addressed as these have the most current usage.

Website Stats (first six months of the new website as compared to the same six months n the year ago period)

Total Hits – 2,039,317 – up from 1,979,701

Avg hits per day – 10,458 - up from 10,152

Unique visitors – 432,919 – up from 424,466

Average monthly unique visitors to MyACBL portal – 24,289 – up from 21,272

Devices used - desktop 69.7%, tablet 19.7%, mobile 10.5% - changed from desktop 79.9%, tablet 13.1%, mobile 7.0%

Top 10 page visits –

- Tournaments	538,215 visits
- Club Results	474,306
- MyACBL	373,115
- Find a (Club/Tourn/Teacher)	265,382
- Clubs	326,321
- MyACBL Masterpoints	216,601
- NABC Results – Providence	171,167
- Masterpoint History	127,179
- Upcoming NABC Providence	124,224
- District/Unit Races	113,104

CLUB & MEMBERSHIP SERVICES

Club Tables

The 2014 table count for club games is 3,153,014 of which 1,007,856 were from online games. Attached is the full report.

ACBLScore training will be scheduled for Club Department employees. This will allow Clubs to handle ACBLScore questions and expedite information to club managers and directors. In the past, these calls were transferred to Bridge Administration. The Department also will handle the revised club reports. This will allow member to view their corrected results in a timely manner.

Training and cross-training is on-going as new employees join the department. Four new employees joined the Clubs Department in the last 16 months due to retirements and a promotion within the organization.

The 2014 Special Events games report follows for your review: [Spring 2015 Special Events Report.pdf](#)

The full report can be found at [ClubTblsReport.pdf](#)

MARKETING

Resource Center

The ACBL Resource Center launched on November 7, 2014. The site is designed to be a convenient, easy-to-use tool that allows bridge clubs, teachers, units and districts to order or download virtually anything they need to grow the game. As of February 23, the Resource Center received 1,722 unique site visits. Of these 37.1% were returning visitors (this number is steadily increasing, as it should). Six hundred items have been downloaded.

New collateral releases are expected throughout 2015, with a goal of approximately one piece per month. ACBL is working with McNeely, Piggott & Fox to design collateral that can be easily customized by the club, teacher or tournament. Collateral will qualify for CAP when appropriate. Each release is announced on the Resource Center's blog – Tricks of the Trade. The blog offers marketing guidance and campaign ideas for the newly released collateral. Since the addition of the blog, traffic to the Resource Center has increased. These features are all designed to help empower a club to grow their business.

Since its inception, Tricks of the Trade has been distributed via email blast, while the stand-alone blog site is under development. Creative Services has been used to set up the new blog in WordPress, along with design work for the masthead and templates that will be used for each email. All posts will be categorized and searchable, creating an eventual index of ideas. Clubs, teachers and tournaments will automatically receive an email when a new post is made. Using the email feature through WordPress allows the blog to be distributed separately from other

email sent by the ACBL. This allows members to unsubscribe from the blog without affecting their ability to receive other organizational email.

Scheduled collateral releases:

January – Game Face templates

February – Get in the Mix templates

March – The Longest Day templates

April – Partnership Desk resources

May – Press release templates

June – Player development resources

July – We Saved You a Seat templates (social players)

McNeely, Piggot & Fox Public Relations (MP&F)

MP&F play a critical role in the development and execution of media and advertising plans related to the NABC and The Longest Day along with executing a variety of other media pitches throughout the year. In addition to providing public relations and media expertise to the ACBL, MP&F also assisted with the development of collateral for the Resource Center.

Providence NABC media

- Began outreach to media in the Providence area in early November 2014 and continued follow-up with media through the end of December to secure post-event coverage of winners from the Fall North American Bridge Championships.
- Coverage leading up to and throughout the event was stronger than coverage at NABC Las Vegas and NABC Dallas.
- Distributed an infographic, calendar listing, two releases and multiple media advisories before, during and after the event. Following the championship, distributed news releases announcing tournament winners.
- Resulted in 38 clips in 28 outlets, generating 1,100,980 total impressions.

New Orleans NABC media

- Infographic, press release and media alerts distributed.
- Secured a placement in local newspaper The Advocate, to run the last weekend of February.
- Working closely with the convention and visitors bureau to secure additional placements.
- Continued media planned throughout and following the NABC.

Player of the Year

- Coverage for Bobby Levin's POTY win seen in the Las Vegas Review-Journal, Anthem Review, and eight other neighborhood outlets.

The Longest Day

- Monitoring registered teams to begin building media lists in each participating city. Goal of distributing press releases and making media contact in each city with an actively participating club.

- Work with Alzheimer's Association public relations team on national story placement and contact sharing.
- Development and direction of a desk-side media tour May 3-8 in Atlanta, New York City (Long Island), Chicago and San Diego. Robert will meet with various outlets in each market to discuss bridge player's role in fundraising to fight Alzheimer's disease and the game in general. Placements are not expected immediately, as desk-side tours lay a strong foundation for future feature stories.

ACBL Resource Center

- Design work for the Get in the Mix templates.
- Design work for the Game Face templates.

[Click here](#) to view a 2014 Public Relations and Marketing Overview from McNeely, Piggot and Fox.

Cooperative Advertising Program (CAP)

Year-to-date, the program has reimbursed \$17,114 to 42 units, clubs and teachers.

Club, teachers and units who used the CAP last year received a report in January with their average cost per new member. Costs ranged from \$8.93 - \$866.53 with an average new member acquisition of \$123.49 for CAP-recruited members.

E-Marketing and Communication

Between December 8, 2014 and February 20, 2015, 175 email blasts were sent to members. The topics of these emails include the following: tournament announcements, Learn Bridge In A Day promotions, district newsletters, rank change announcements, surveys and other program promotions. Due to changes made during the overhaul of the privacy policy, members no longer need to choose among a wide array of categories detailing which emails they will/will not receive.

ACBL Social Media

In addition to including a digital marketing strategy in the majority of our communications and advertising plans, Facebook and Twitter have been used to engage our members, promote the ACBL and reach out to the media. Our Facebook page is particularly active, and with nearly 4800 followers, has grown by 20% in the last 12 months.

Rank and Recognition Program

Congratulatory emails for when a member achieves a rank below Life Master have begun regular distribution. The email blasts are sent on the 7th of each month. The program has been met with positive response from members and features the highest open rate of all ACBL email blasts.

The Longest Day

Registration for The Longest Day opened in early 2015 and as of February 23, there are 17 teams registered to participate. An updated Team Captain Guide was developed and written, complete with new marketing, advertising and press release templates. Registration marketing email and registered team coaching emails have been developed.

Clubs located in Canada will now participate in The Longest Day using the same process as all other ACBL clubs. Rather than registering with the ACBL and supporting their team internally, Canadian clubs will register with the Alzheimer's Association to receive a toolkit and the operations/fundraising support necessary for a successful event.

In the two previous years, clubs in Canada joined The Longest Day, an event owned and operated by the Alzheimer's Association, then donated their raised funds to the Alzheimer Society of Canada. This alternate donation method was developed because the ACBL by-laws state that charity funds raised in Canada must stay in the country. This year, the Alzheimer's Association can issue tax receipts in Canada and will allocate all money raised by bridge clubs in Canada for The Longest Day to their International Research Grant Program where all funds will be allotted to approved research occurring in Canada.

Since the ACBL serves multiple countries, it is important to partner with organizations that have a reach outside the country in which they are located. The Alzheimer's Association is the world's leading voluntary health organization in Alzheimer's care, support and research. They are the world's largest private, nonprofit funder of Alzheimer's research and host the annual Alzheimer's Association International Conference, the world's forum for the dementia research community.

Pianola

We are presently in contract negotiation with Pianola to replace our current tournament email marketing program. Upon surveying 2015 Tournament Chairs, it was determined that they would prefer more control over their email marketing process, along with the ability to better target their marketing efforts. They find the current process too cumbersome for only one email to be sent. With Pianola's ability to query data based on a variety of bridge-specific fields, it will provide tournaments with the marketing needs and control they desire.

Upon rollout (Summer 2015) ACBL will provide a user guide complete with marketing information, email templates and specific instructions for tournaments to succeed using Pianola. A grace period will be applied until all tournaments have adopted the new tournament email marketing program.

Learn Bridge in A Day? (LBIAD)

The ACBL hosts a LBIAD class and corresponding teacher training course at each NABC. Reservations are now open for the LBIAD at the New Orleans NABC, with 49 attendees committed. The Educational Foundation also sponsors the course at the unit level, pending certain requirements are met. This year four units have already received funding.

Marketing supports both the NABC and unit LBIAD events by distributing email blasts to area teachers, club managers, members and lapsed members before the event. For all other clubs or units hosting events, marketing will also distribute email blasts upon request.

Participating clubs and units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. To date 873 have attended a LBIAD course, and 48

have become members. A follow-up mailing to all non-member attendees is scheduled for April 2015.

Privacy Policy

ACBL's Privacy Policy was overhauled in 2014 to meet current legal standards and safeguard our members' personal contact information. The updated Policy and Terms of Use are clearly marked on each page of the ACBL website. The Policy covers who may access members' personal information and how that information may be used.

Editorial Updates

Work is being done with the Communications and Documentation Committee to remove outdated documents from the website. ACBL handbooks and guides are under revision to reflect the new editorial and brand standards. The Club Managers Handbook and the ACBL Handbook of Conditions and Contests have been updated. Work is currently being done on the Resource Guide for planning Regional and Sectional tournaments, Home-style Bridge, Lesson Games and Bridge+, I/N Tournament Guide and Handicap Games.

Osher Life Long Learning (OLLI)

To support adult bridge education, teachers can now receive stipends for Life Long Learning programs. There are Osher Lifelong Learning Institute (OLLI) programs at University of South Florida, University of North Florida, University of Georgia and Coastal Carolina University, with a fifth at Auburn beginning Fall 2015. These are all supported by the ACBL. University of North Florida is currently conducting two classes and will add another teacher in the fall due to its popularity.

Hall of Fame

With a popular group of inductees and modifications to the overall program format, the 2014 Hall of Fame Induction was one the best received in years. Revenue increased by 66% over 2013 and 60% over 2012. The ACBL's out-of-pocket expenses were reduced by 82% over last year. Our goal is to have the event be well received while running at break even. Plans for the 2015 Hall of Fame will begin after the Spring NABC.

Museum

Museum reinstallation began February 23. All artifact exhibits will be completed by March 1. Interactive displays are scheduled for updates and maintenance following the New Orleans NABC.

Creative Services

The marketing department has one full time graphic designer on staff to develop and manage every aspect of Creative Services. This sub-department of marketing is employed to create a variety of materials for nearly every department of the ACBL. It is the responsibility of Creative Services to ensure continuity in aesthetic style, maintaining the ACBL's brand identity in all designs.

Examples of work completed by this department include:

- All signs and printed materials used for each NABC

- All design work related to the Partnership Desk – advertising, logos, etc.
- All design work related to The Longest Day – templates, ads, fliers, etc.
- Website design, email template design, collateral design and more for the Resource Center and Tricks of the Trade blog
- Memes used for social media
- Email blast design
- Handbook updates

EDUCATION

Teacher Accreditation Program Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
3/12/2015	3/14/2015	New Orleans	LA	Spring NABC	Carol Mathews
4/16/2015	4/18/2015	Gatlinburg	TN	Regional	Carol Mathews
4/23/2015	4/24/2015	New York	NY	Regional	Carol Mathews
6/4/2015	6/5/2015	San Antonio	TX	Regional	Betty Starzec
8/6/2015	8/8/2015	Chicago	IL	Summer NABC	Marilyn Kalbfleisch
11/26/2015	11/28/2015	Denver	CO	Fall NABC	Kathy Rolfe

-6 scheduled in 2015, 0 completed in 2015
 -14 completed in 2014
 -16 completed in 2013
 -7 completed in 2012

2014 Accredited Teacher Stats*

TAP Accredited	5427
Better Bridge Accredited	908
Easybridge! Accredited	1046
Find a Teacher Database	1210

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

College Bridge Bowl

Eighteen teams have signed up and competed in the competition. Stanford and Chicago won the first two qualifying positions. The second qualifying stage is in progress. All teams, matches and results can be found at www.butlr.com/acbl.

LBIAD? Instructor Accreditation

The ACBL and Educational Foundation have partnered to create a new accreditation option for teachers and club managers who would like to run Learn Bridge in a Day? in their area.

- Two-hour course following the Learn Bridge in a Day? event on Sunday
- \$75 covers accreditation, materials and a light meal
- Expenses subsidized by Educational Foundation

NextGenBridge

The NextGenBridge website for our junior and youth players is starting to roll out. The website will go live before the New Orleans NABC, though a marketing and communication plan is still in progress. The updated website will be the go-to reference for junior competitions, Youth NABC and other social events.

Learn to Play Bridge

	Registered Users	Cumulative Total	Total Logins	Unique Logins	New ACBL Members
2014 3	875	875	222	111	2
2014 4	131	1006	473	149	0
2014 5	73	1079	286	113	5
2014 6	90	1169	336	103	5
2014 7	57	1226	222	65	3
2014 8	2391	3617	3552	2231	8
2014 9	1207	4824	2807	1335	16
2014 10	601	5425	2149	720	29
2014 11	432	5857	2231	919	13
2014 12	403	6260	2417	907	13
2015 1	1145	7405	3644	1411	6
2015 2	1209	8614	3875	1318	9
Total	8614	N/A	22214	9382	109

School Bridge Statistics

Schools	S09	F09	S10	F10	S11	F11	S12	F12	S13	F13	S14	F14
College	4	5	2	6	3	5	3	4	3	8	7	6
High	42	25	28	25	41	43	45	49	44	58	57	54
Middle	85	74	95	83	85	104	86	91	81	108	112	106
Elementary	28	46	68	60	45	51	58	60	62	75	78	68
Total Classes	309		367		377		396		439		488	
Total US Teacher Stipends	\$47,105		\$43,890		\$54,940		\$71,657		\$108,620		\$111,231	
Total Can. Teacher Stipends	\$36,000		\$34,590		\$36,750		\$37,450		\$42,860		\$43,871	
Grand total for Stipends	\$83,105		\$78,480		\$91,690		\$109,107		\$151,480		\$155,102	

Youth and Junior Member Stats by District

(The chart reflects paid members only.)

Previous Total is from Summer 2014 NABC CEO Report.)

District	Total	Prev. Total	Diff.	Youths	Juniors
1	23	24	-1	14	9
2	66	57	9	45	21
3	50	66	-16	40	10
4	27	30	-3	8	19
5	14	13	1	7	7
6	82	88	-6	63	19
7	178	188	-10	145	33
8	16	18	-2	8	8
9	60	71	-11	41	19
10	36	50	-14	24	12
11	33	39	-6	20	13
12	8	10	-2	3	5
13	33	35	-2	12	21
14	26	27	-1	16	10
15	24	21	3	17	7
16	59	72	-13	29	30
17	27	26	1	14	13
18	5	6	-1	0	5
19	28	33	-5	9	19
20	17	18	-1	10	7
21	156	97	59	124	32
22	16	43	-27	12	4
23	26	25	1	14	12
24	52	64	-12	31	21
25	82	73	9	57	25
99	54	30	24	31	23
Total	1198	1208	-10	792	406

2011 Summer NABC Management Report: 1154 Total Junior/Youth Members

2012 Summer NABC Management Report: 1240 Total Junior/Youth Members

2013 Summer NABC Management Report: 1275 Total Junior/Youth Members

2014 Summer NABC Management Report: 1208 Total Junior/Youth Members

2015 Spring NABC Management Report: 1198 Total Junior/Youth Members

TOURNAMENT DIRECTOR FRAMEWORK

TDU – Tournament Director University

The five tournament director students from TDU are quickly approaching the final month of field training – April 2015. To date the results have been nothing short of incredible. As of this report three of the five are scheduled to run small sectionals in their local areas. The other two are completing some field work and waiting to be assigned as a DiC. Bridge-playing skills (bridge knowledge) of these five students varied from beginner to seasoned tournament player.

Field training for these students was a cooperative effort amongst our senior tournament directors and the student's mentor. We have demonstrated that evaluating a student's total skill set, creating a time-bound training program and partnering the student with a mentor who will champion that student's development not only shortens the development time, but energizes all staff.

The ACBL has a talented and devoted staff of tournament directors who rose to the challenge of TDU and the mentoring system. We have some directors who deserve special thanks for their continued efforts. Arleen Harvey, Peter Wilke, Doug Grove, Terry Lavender, Su Doe, Mike Flader, and Rick Beye have been strong mentors for our students. Arleen Harvey, in particular, kept the mentoring team on task while maintaining a full directing schedule and mentoring at least one student. Many more DiC's and tournament staff welcomed our TDU directors to their tournaments and supported these newer directors, challenging and encouraging them. Dan Plato continues to provide leadership in the program.

As 2015 milestones indicate, final module development will be completed this year. We are targeting another pilot for senior (Regional DiC qualified) directors in the fall.

Customer Service – Effective Communication

We continue our 8-hour customer service workshop in New Orleans. After New Orleans 40% of our tournament directors will have completed this course. Dan Plato and Bill Burtch (our outside training consultant) have developed and will rollout Phase II of the workshop in April. Phase II has three key components: individual coaching focused on specific customer service skills; a benchmark player survey; and implementation of facilitator training to move delivery of the workshop from Mr. Burtch to a select group of trained tournament directors (supporting our goal to train regionally).

Tournament Director Framework

Integral to this project is developing a strong leadership structure to support field operations. The proposed structure includes an increase in Field Supervisors from 8 to 12. The purpose of increasing field supervisors is to drive more decision-making into the field; to allow folks to effectively deliver tournaments. It also reflects our need to increase the level of training and development in the field. This operational focus will be led by a team of Field Managers whose key role is to provide organizational leadership from the field and drive effective communication across the ACBL. They will be the key leaders for field operations. As of this report, Nancy Boyd, a current field supervisor, has accepted one of the field manager positions. The ACBL is privileged to have someone with Nancy's educational, professional and directing skills accept

this critical field leadership role. Sol Weinstein, one of the ACBL's most experienced tournament directors, has accepted another of the Field Manager positions. His expertise in both technical and operational tournament directing will be critical to the success of this project. Together Nancy and Sol represent the depth and breadth of our tournament directing workforce. Transitioning the TD Framework Project from theory and vision to operational success, in large part, will be the result of their focused efforts. Please congratulate them on their success. Two key technical management positions; one to lead workforce planning and director development, the other to focus on continuous improvement have been added to field operations. The first key position filled was Manager, Training and Development. The ACBL is pleased to announce Dan Plato accepted this promotion in early February. We will focus our attention on recruiting efforts for the other positions immediately.

As project manager, Sylvia Hardin worked closely with Jeff Johnston on the TD Framework strategic project. Jeff's passing created a leadership void within field operations. Sylvia has accepted the position of Senior Director, Operations. In this capacity she will continue the implementation phase of this project, as well as leading all field operations.

Compensation Plan

The compensation plan has been developed and is scheduled for rollout in the second quarter of 2015.