

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: March 2016

MEMBERSHIP

As of February 1, ACBL Membership stands at 168,403. The comparison from January 2015 to January 2016 reflects an increase of 717. Full membership statistics can be found at:

[Active Membership Statistics22016.pdf](#)

CLUB & MEMBERSHIP SERVICES

The 2015 club table count is 3,146,410 of which 1,014,501 are from online games. The online table counts do not include games held from September through December on the OKbridge site. It appears that we have resolved all issues with OKBridge and they should be back online soon. Attached is the full report. [Club Tbls Report 02-22-16.pdf](#)

There are approximately 3100 clubs we renew game sanctions for each year. More than 2200 have taken advantage of the online sanction renewal application rolled out in the fall. This has resulted in an estimated savings of approximately 340 hours of staff time and \$5,000 on printed materials and postage.

The 2015 Special Events games report is available at this link: [2015 Special Events Report Updated 2-22-16.pdf](#)

TOURNAMENT DIVISION

2015 Tournaments

Overall Regional table counts ended 2015 down 2.55% (4513.5 tables), with one fewer tournament than 2014. Average regional table count was down 1.86% (1,343.1 v. 1,318.9).

Sectional tables were down 3.16% on seven fewer tournaments (4717.9 tables), with average tables showing a 2.46% decrease (158.6 v. 154.7).

STaC tables, thanks to a robust December, ended down only 0.01% (17.0 tables) while holding thirteen additional STaC tournaments, with average tables down 14.46% (1611.0 v. 1378.1). The increase in tournaments combined with decrease in average tables can mostly be attributed to the breakup of the combined District 3 - District 24 STaCs into component Unit STaCs (from three STaCs per year to fifteen STaCs this year).

Total tournament tables decreased by 2.05% (9248.4 tables), with true tournament count decreasing by seven tournaments. [2015TC12.pdf](#)

2016 Tournaments

Given there is only one month of data at the time of this report, the following numbers show wide swings as compared to January 2015:

Regional table count is down 11.31% compared to last January (2030.0 tables). As the number of tournaments was the same, the average table count was down the same percentage (1631.3 v. 1446.7).

Sectional tables were up 14.41% (1801.5 tables) on twelve additional tournaments, with average tables running a 3.64% decrease (195.3 v. 188.2).

STaC Tables show an increase of 129.18% (4061.5 tables) while holding two additional tournaments, with average tables up 56.09% (786.0 v. 1200.9).

Total tournament tables increased by 11.41% (3833.0 tables) with fourteen additional tournaments. [2016TC02.pdf](#)

OPERATIONS

FINANCE

The field work for the 2015 audit is complete and the report will soon be completed and presented to the Audit Committee in Reno. The 2015 audits of the ACBL Charity Foundation and the ACBL Educational Foundation have been completed. For 2015 the change in Net Assets from Operations was a loss of \$303,620, \$103,687 more than the \$199,933 forecasted loss, and \$55,605 better than the \$359,225 operational loss from last year.

In 2015 there was a non-operational loss of \$62,541 due to the decrease in the market value of investments, in 2014, there was a market value gain of \$51,424. Capital expenditures for 2015 totaled \$75,345, a \$845,283 decrease from the \$920,628 spent in 2014. Also, ACBL's net operating cash increased by \$555,058 in 2015 compared to a \$340,029 decrease in 2014.

The January financial results have been finalized and shared with the Finance Committee. The change in Net Assets from Operations was \$6,259, \$42,583 better than the \$36,325 budgeted loss.

HUMAN RESOURCES

Current staffing: 223 full-time and part-time employees

Headquarters – 60 full time employees; 2 part time employees

Our new Human Resources Manager is Nancy Rosenbury. She has 20 years of experience in recruitment, employee relations, benefits administration, and compensation experience.

David Benton has joined the IT team as Senior Network Engineer. David brings experience that will help us transition to a cloud platform.

Field:

Canada – 3 full time Tournament Directors; 23 part time Tournament Directors

US – 36 full time Tournament Directors; 99 part time Tournament Directors

2016 Benefits enrollment

Our 2016 benefits plan offers employees 2 medical plans, vision, dental, flexible spending account, dependent care account, and 3 new AFLAC plans. We enrolled 90 full time employees for these plans, as well as company-provided life, short-term, and long-term disability plans.

We have submitted data, to a 3rd party vendor, for all required Affordable Care Act reporting. The vendor will ensure that we are compliant with all ACA rules and regulations

2015 Performance Review Process

We are using an on-line, web-based tool, Reviewsnap, to create performance evaluations. Employees will write a self-evaluation and managers will write an evaluation for each employee. Employees will be rated on job-based competencies. Salary increases will be based on performance.

MEETING SERVICES

We are continuing to inspect and replace/repair NABC bridge supplies. For Reno, all bid boxes have been cleaned and bidding cards in need of replacement have been replaced. The felt on all of the screen tables and bidding trays has been replaced. The NABC contract for Washington DC (Summer 2022) has been finalized.

INFORMATION TECHNOLOGY

Personnel

- Julia Lovel was promoted to Manager, Software Development. Julia has four people reporting to her: Matthew Andrews, Tim Crosas, Paul Ryburn and Mark Turnage.

- David Benton was hired as a Senior Network Engineer on the Infrastructure Team to work with Terry Norton.

Software Development

- ACBLScore 8.01 was released. The major upgrades in this release are:
 - Tournament Mode: Addition of Masterpoint regulation changes approved by BOD
 - Club Mode: New credit card processing process to make us PCI Compliant
- Created new test and development system in AWS cloud and created automated processes for testing software in Development and Staging servers using Bamboo and AWS Code Deploy Software. This dramatically speeds up the software development testing process and reduces risk for deploying new code in production.
- Created a process to handle “email address cleanup” of bad email addresses generated from marketing emails sent thru Constant Contact and Pianola. Helped prime the email list provided to Pianola.
- Implemented Hand Record Swap capabilities in TourneyTrax.

Infrastructure Improvements

- Implemented new redundant firewalls, routers and switches in Horn Lake to bolster network infrastructure. This reduces our single point of failures.
- Migrated three web server capabilities from physical servers in Horn Lake to virtual servers in the Amazon Cloud. WWW, MYACBL and ACBLLIVE now run in the AWS Cloud.
- Upgraded Internet circuit from 20 MB to 100 MB at Horn Lake.
- Installed new backup DSL internet circuit at Horn Lake.

Infrastructure and Operations

- The ACBL started using the Amazon Web Service (AWS) cloud for development and production applications. We are still in the process of determining which systems will be in the cloud and which systems will be operated out of Horn Lake. Currently ACBL Live is hosted on a server in the AWS cloud and the messaging engine which sends ACBL Live notifications to members is also hosted in the AWS cloud.
- The ACBL engaged Protech, a systems integration firm headquartered in Memphis, to evaluate the network and server infrastructure in the ACBL Data Center. We received recommendations on upgrading our network core and firewall infrastructure. Based on those recommendations we have purchased Cisco Firewalls and Cisco Layer 3 switches for our Data Center and hope to have those in place by the end of the year.
- The infrastructure and development teams began to use tools from Atlassian to track bugs, help desk requests, and work requests. These tools help the team focus on the issues at hand and provide us with the ability to see recurring issues.

MARKETING

Resource Center

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, the Resource Center has become a regular part of marketing operating procedures. The two main metrics used to determine success in the Resource Center are site visits and downloads. In the last year, daily visits to the Resource Center have seen a steady increase, averaging around 70 unique visits per day. Site visits peak on days when Tricks of the Trade is released (every other Thursday) and can see numbers as high as 400 unique visits. Visitors to the site between October 1, 2015 and February 20, 2016 downloaded 7096 resources in contrast with visitors from June 1, 2015 to October 1, 2015 who downloaded 5886 resources.

Tricks of the Trade, the marketing blog released in conjunction with the Resource Center continues to receive positive feedback and encourage traffic and downloads. On average, the email blast for the blog has a 43% open rate.

A Forum feature was also launched on the Resource Center in January 2016 with the purpose of providing a place for clubs, teachers and unit/district volunteers to share ideas and best practices. When encouraged, users leave feedback, but more user input is needed to for the Forum to be a reliable, valuable tool.

The Longest Day

The Longest Day 2016 will be held on **Monday, June 20**. This is a day earlier than previous years due to the leap year. Marketing has worked with the Alzheimer's Association to create a custom 2016 The Longest Day poster and a special Welcome Letter that will be included in all registration toolkits for clubs that register with the Alzheimer's Association. Custom Team Captain Guide and corresponding marketing collateral were released on the Resource Center in January 2016.

In addition to the regular The Longest Day games as sponsored by the Alzheimer's Association, clubs in Canada will have the opportunity to play in special games directly benefitting the Alzheimer Society of Canada. Due to branding right on the name "The Longest Day" Canada's event will be known as Trump Alzheimer's but will operate under the same rules and regulations as all clubs for The Longest Day. Marketing is currently working with Kathie MacNab Halliday, along with the Alzheimer Society to create a website for the event, offer online registration, provide online team totals and ensure the experience in both Canada and the United States is as similar as possible. Registration for Trump Alzheimer's is expected to open in March 2016, pending completion of the website by the Alzheimer Society of Canada.

Marketing Solutions, powered by Pianola

Marketing Solutions, powered by Pianola was completed in February 2016 and is currently being used internally to fulfill Tournament Emails Services. While Pianola offers a variety of features, Marketing Solutions has been customized for unit and district use. Once live each unit/district will have access to a database of members it is appropriate for them to contact – their unit/district and surrounding regions. To learn more about Pianola and to read the Terms of Service, visit <http://www.acbl.org/marketing/marketing-solutions/>.

Full rollout of Marketing Solutions, powered by Pianola is scheduled for **Monday, March 14**, after the demo the day prior during the Spring NABC in Reno. To ensure the system is not overloaded, units and districts will be invited to create accounts with the service in groups, until all are registered. Post rollout, Marketing will continue to encourage use and maximization of the service to units and districts through a series of email coaching communications.

New Member Retention

A series of monthly emails have been created to guide our new members on their bridge journey. New members are encouraged to establish their MyACBL and Member Perks (Abenity) accounts, access education resources, and visit their first club or tournament. Each month there is a new education lesson and a one-question survey aimed at helping Marketing better understand the first year member and their needs.

The first new member email was sent in February to members who joined the ACBL in January 2016. The email had an exceptionally high open rate of 68%, which shows us that new members are very eager to engage immediately with the ACBL. Also very high was the click through rate, at 34%

In response to the first survey question asking why they chose to become members, 47% of respondents reported joining to improve and 37% joined to become part of the bridge community. The desire to earn masterpoints or rank status was reported by 11%, and 5% gave other reasons.

New Member Acquisition

To better understand the potential members that are accessing ACBL.org, new dashboard analytics are being added to the website to help us better understand web traffic. Through the dashboard we will be able to separate current member traffic vs. prospective member traffic and monitor which pages are visited by each group to best determine their needs. Using data from the dashboard, we will be able to develop appropriate marketing campaigns to engage potential members. Data gathering will begin in March 2016.

E-Marketing and Communication

Between November 1, 2015 and February 15, 2016, 242 email blasts were sent to members by the ACBL. Email topics included the following: new member engagement, tournament announcements, Tricks of the Trade blog posts, welcomes to new Learn to Play Bridge downloaders, rank change announcements, Mini-McKenney/Ace of Clubs announcements, ACBL program promotions, district newsletters, surveys and reminders about expired memberships. The emails with the highest open rate were first-year engagement emails, recognition announcements, announcements of Learn Bridge in A Day programs and Tricks of the Trade blog posts.

Emails are sent to those who download the Learn to Play Bridge software during the first week of each month. The emails welcome users to the world of bridge and explain the benefits of membership. Since October of 2015, 1445 of these emails have been opened at an average of 361 each month. Many are clicking on both the link to Find a Club and the link to joining the ACBL.

Recognition Programs

Certificates for Mini-McKenney winners were sent via email in February. These are accessible to the winners via MyACBL, and congratulatory emails were also sent. Coding is being tweaked so that unit presidents may also access these certificates to allow them to print as needed for ceremonies or other events. The Ace of Clubs certificates were sent by regular mail to Unit Presidents.

Emails and certificates recognizing members achieving ranks below Life Master are distributed at the beginning of each month. Each rank has a dedicated email that includes links to MyACBL allowing members to print a certificate. The program has been met with positive response from members and features one of the highest open rates of all ACBL email blasts.

ACBL Social Media

Facebook and Twitter are used to engage our members, promote the ACBL, and reach out to the media in addition to including a digital marketing strategy in the majority of our communications and advertising plans. Our Facebook page is particularly active, and with 5660 followers, has grown by nearly 16% in the last year. Our Twitter account has 2071 followers, a number that also continues to grow.

Facebook content is added daily and features a variety of topics including games, winners, historic photographs, famous quotes and more. During NABCs, photo galleries of winners and players are added as well as links to Daily Bulletins. Twitter is primarily used to reach out to media sources and connect members to articles written about the ACBL and bridge.

Privacy Policy

The Privacy Policy and the Terms of Use continue to be communicated to members requesting information. Points of clarification include printed member directories, clubs' access to information, and allowed uses of members' contact information.

Editorial Updates

Revisions to the I/N Tournament Guide, the New Player Services Handbook, and the I/N Coordinator Handbook were made, and these new documents are available on the ACBL website. A new and improved "A to Z" guide is currently being created and will be available by the end of February.

Unit Presidents will soon be contacted to provide input and insight for an updated Unit President Guide. The improved guide will include information helpful for new Unit Presidents.

Creative Services

Creative services were employed for many of the organization's departments and for a wide variety of projects. The first in a series of ACBL-branded instruction videos were made featuring steps of the new payment functions of ACBLscore. This included title design, scripting, recording and more. The new process will be applied to future videos and re-recordings of previous videos.

Cooperative Advertising Program (CAP)

In 2015 the program reimbursed \$159,288.62 to 190 units, clubs, and teachers.

Club, teachers and units who used CAP during 2015 received a report with their average cost per new member. In 2015, costs ranged from \$3.61 to \$684 with an average new member acquisition of \$112.57 for CAP-recruited members, down from \$123.49 in 2014.

Learn Bridge in A Day? (LBIAD)

The ACBL hosts a LBIAD seminar and corresponding teacher training course at each NABC. Reservations are now open for the LBIAD at the Reno NABC. The Educational Foundation also sponsors the course at the unit level. In 2015 they funded 11 events, with six more scheduled so far in 2016.

Participating clubs and units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. In 2015, 970 attended a LBIAD class, and 109 have become members.

Lifelong Learning

In 2015, 337 students participated in 16 classes at 12 institutions offering bridge through their lifelong learning programs. So far, 16 students have become ACBL members.

ACBL supported Osher Lifelong Learning Institute (OLLI) programs at the University of South Florida, University of North Florida, University of Georgia, Coastal Carolina University, University of Hawaii, University of Massachusetts and Casper College in Wyoming. The national director for OLLI has formed a committee to evaluate several education programs, including one submitted by the ACBL, to include as possible curriculum resources for all the OLLI programs.

Other Lifelong Learning programs with ACBL-supported bridge lessons were offered at Albertus Magnus College in New Haven CT, Collin College in Plano TX, Sarasota Technical Institute in Sarasota FL and McGill University in Montreal Canada.

Teacher Accreditation Program (TAP)

We accredited 240 new teachers through 10 TAPs held in 2015. Below is the schedule for 2016. Five TAPs have been scheduled for 2016.

Teacher Accreditation Program Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
3/10/2016	3/12/2016	Reno	NV	Spring NABC	
4/14/2016	4/16/2016	Gatlinburg	TN	Regional	
6/26/2016	6/27/2016	Austin	TX	Regional	
7/21/2016	7/23/2016	Washington	DC	Summer NABC	
11/25/2106	11/27/2016	Orlando	FL	Fall NABC	

Accredited Teachers

The following are the statistics as of the end of 2015:

TAP Accredited	6,468
Better Bridge Accredited	929
Easybridge! Accredited	1,051
LBIAD? Teachers	123
Find a Teacher Database	1,624

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

Collegiate Bridge Bowl

The 2015/2016 College Bridge Bowl started with 16 college teams. Three new colleges are playing for the first time since the format change: MIT, Rice University and Columbia University.

Youth NABC in Washington DC

All of the information for the 2016 Youth NABC has been updated on the NextGenBridge website. Schedules and information are available. Registration and reservations are open.

School Bridge Program

The following table shows statistics from the School Bridge Program.

Schools	S10	F10	S11	F11	S12	F12	S13	F13	S14	F14	S15	F15
College	2	6	3	5	3	4	3	8	7	6	7	9
High	28	25	41	43	45	49	44	58	57	54	51	40
Middle	95	83	85	104	86	91	81	108	112	106	102	167
Elementary	68	60	45	51	58	60	62	75	78	68	72	89
Total Classes	367		377		396		439		488		537	
Total US Teacher Stipends	\$43,890		\$54,940		\$71,657		\$108,620		\$111,231		\$138,900	
Total Can. Teacher Stipends	\$34,590		\$36,750		\$37,450		\$42,860		\$43,871		\$50,050	
Grand total for Stipends	\$78,480		\$91,690		\$109,107		\$151,480		\$155,102		\$188,950	

Youth and Junior Member Statistics by District

The following chart demonstrates the total number of youth and Junior memberships and reflects paid members only. Previous Total is from Summer 2015 NABC CEO Report.

District	Total	Prev. Total	Diff.	Youths	Juniors
1	23	22	1	14	9
2	43	51	-8	33	10
3	56	60	-4	47	9
4	20	24	-4	6	14
5	10	12	-2	6	4
6	62	51	11	45	17
7	152	148	4	124	28
8	18	18	0	12	6
9	70	60	10	58	12
10	37	42	-5	28	9
11	36	40	-4	30	6
12	15	14	1	4	11
13	34	45	-11	22	12
14	19	23	-4	13	6
15	26	26	0	21	5
16	78	31	47	54	24
17	21	25	-4	13	8
18	3	4	-1	1	2
19	25	17	8	17	8
20	16	13	3	9	7
21	130	122	8	99	31
22	18	18	0	12	6
23	22	21	1	10	12
24	48	60	-12	37	11
25	55	57	-2	35	20
99	25	31	-6	3	22
Total	1062	1035	27	753	309

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 Summer NABC Management Report: 1152 Total Junior/Youth Members
 2016 Spring NABC Management Report: 1062 Total Junior/Youth Members

2011: 544 new Junior/Youth members; 247 aged out
 2012: 556 new Junior/Youth members; 461 aged out
 2013: 622 new Junior/Youth members; 424 aged out
 2014: 546 new Junior/Youth members; 359 aged out
 2015: 587 new Junior/Youth members; 364 aged out

Learn to Play Bridge

The following table shows total registration accumulated from the Learn to Play Bridge web app along with those converted into new members.

Month	Total Registrations	ACBL Memberships
Mar-14	872	1
Apr-14	130	1
May-14	76	3
Jun-14	120	1
Jul-14	56	1
Aug-14	2372	7
Sep-14	1221	15
Oct-14	601	19
Nov-14	433	13
Dec-14	408	12
Jan-15	572	7
Feb-15	179	11
Mar-15	2536	19
Apr-15	1369	23
May-15	729	28
Jun-15	4328	78
Jul-15	1948	38
Aug-15	1264	20
Sep-15	1281	29
Oct-15	1409	28
Nov-15	1055	21
Dec-15	856	9
Jan-15	1426	32
Feb-15	821	26
Total	26062	442