

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: Las Vegas 2014

MEMBERSHIP

Membership for the first six months of the year is up slightly. Through the end of June, total membership stands at 167,895.

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

TOURNAMENT DIVISION

Tournament table count is trending lower in 2014. While Regional table count is up 1% for the first six months of the year, average Regional table count is down 9% (1422 vs. 1571). Total Sectional table count is down 6% with average Sectional table count down 7% (165 vs 178). STaCs are a bright spot with total and average table count up 2%.

For detailed tournament counts, please visit: [2014TC.pdf](#)

HUMAN RESOURCES

Expanding ADP Functionality

Benefit enrollment and performance management were implemented in November 2013 and March 2014 respectively. We have successfully implemented a document management program and can now track employee acknowledgement of policies. We are preparing to implement ADP's recruiting software tool that will allow candidates to seek and apply for positions online. Descriptions of open positions, job applications and information about the organization will soon be available online. In September, we will also add a new time management modules to better manage recording employees' time and to extend payroll reporting to department managers. This

update will also bring all employee time-keeping records for both US and Canadian employees into one database.

Web-Based Compliance Training

Core harassment training has been completed and employees have acknowledged their participation in compliance with the law. The ACBL will be delivering the second of three courses in August 2014. We continue to leverage this online system for training needs across the organization and not just for compliance. This software will be used to deliver Tournament Director training as well. Access to key technology, again, will help us increase support to our remote field employees and better partner with them.

Management Development Training

The management team at ACBL HQ completed core management training in March of 2014. The training focused on effective communication and introduced the concepts of performance-based management. As we move our performance evaluation process to focus on and measure individual performance and contribution, these core leadership, communication and evaluation principles will be invaluable.

Benefits Programs

In 2014 we will review our benefits package as well as our workforce to ensure we continue to comply with the requirements of the Affordable Healthcare Act.

Staffing Levels for ACBL

Staffing levels at Headquarters as of December 31, 2013 were 61 full and 3 part-time employees. As of June 30, 2014 there were 62 full and 3 part-time. We are fully staffed, with no anticipated additional increases to staff.

December 2013 staffing levels for field employees were as follows: 43 full and 116 part-time. As of June 30, 2014 there were 45 full and 107 part-time employees.

FACILITIES

Phone System

Our phone system contract ends in April 2015. We are starting to investigate all options including working with our current vendor on various hosted services options.

Facilities

A comprehensive review of our emergency evacuation and response process is being reviewed. Updated process will be implemented by the end of 2014.

Sustained high annual rainfall has resulted in soil erosion and low areas on our grounds. In turn landscaping has suffered. A review of our grounds has been completed and an implementation plan is budgeted for 2015 – though immediate maintenance issues have been addressed already. We will also continue to investigate enhanced flood protection options beyond those put in place when the building was purchased

Facilities team will complete a thorough review and analysis of our warehouse space in 2014. We will be looking to improve our space utilization to meet our core business needs.

FINANCE

May Financials

The May financial results are complete and have been reported to the Finance Committee. Year to date, the decrease in Net Assets from Operations totals \$168,076, \$12,042 better than budget. Preliminary June results will be reported at the FC meeting.

Pension Termination

The Pension termination process is continuing and on schedule to distribute participant funds on October 31, 2014. The required Internal Revenue Service and Pension Benefit Guaranty Corporation filings have been completed.

Prophix Software

Prophix implementation and initial Accounting staff training is complete. This software will provide much needed tools to help with budgeting, forecasting, and financial reporting. The departmental budget managers will be trained on its use and the 2015 budget will be developed using the software.

Personnel Changes

The Payroll Coordinator, Debra Poston, along with the payroll process, has been transferred from Human Resources to Accounting. Also, Senior Accountant, Mary Blanton, was added to the professional staff. Mary will support the Accounting Manager in completing daily and monthly processes as well as help administer the ACBL Charity Foundation and the ACBL Educational Foundation.

INFORMATION TECHNOLOGY

The new website is enjoying higher usage than the previous site. We experienced an initial increase in user calls, questions and emails, but these have subsided and we are back down to pre-change levels.

- The Bridge Bulletin viewer is all new and features article search feature developed by volunteer Matthew Kidd. There is also the ability to jump from issue to issue in the same article column.
- “Find a Teacher” now has a map search, the ability to be listed in two locations, and a teacher bio section which the teacher can update and upload a photo.
- “Find a Club” now has a map search, bio section which clubs can update, and the ability to upload a club photo.
- “Find a Tournament” now has a map search option and we are now including STAC results on the tournament info page.
- The *Hand of the Week* includes each weekly article dating back to 2007.

- *It's Your Call* now includes the capability for members to update their answers before the poll ends. We have expanded the history back to 2007.
- We have established a standard, clean way of displaying pair and team rosters.
- We have established a standard, clean way of viewing bracket sheets online and on mobile devices, which will be showcased at the Vegas NABC.
- Mobile friendly hand layouts have been established and can be seen on *Hand of the Week* and will be used for the Vegas NABC.

The upcoming NABC will include many newly designed data and results pages and will feature results notification emails as well as notification when the Daily Bulletin is available online.

- ACBLresults – Once results are posted online at the end of each event, an email will be sent to those who played in that event who have opted in to receive results notifications. The email will include two links. The first will be a link to their new MyResults page behind the MyACBL portal which will show their event, game percentage and masterpoints and give them the ability to drill into the event details. The second link will be to the NABC results detail page which includes results for all players.
- ACBLbulletins – Once the NABC Daily Bulletin is completed and posted online each night, an email will be sent linking to that day's Bulletin page.

CLUB & MEMBERSHIP SERVICES

Club Tables

Through June, face to face club table count is down 3.68%. The overall table count for club games for the first half of 2014 is 1,546,944 of which 470,327 are from online games. May and June table counts are not included for one online club. Total tables are showing a decrease at this time of 2.13% compared to the first half of 2013. The full report can be found at [Club Tbls Report.pdf](#)

Staff Updates

- Don Jackson, employee of 39 years, is retiring the end of September. Don has worked in the Club and Member Services Dept. for the past two years. She previously worked in our Data Entry Dept. and was a lead keypunch operator when she first came to work for ACBL in 1975.
- Shaneka Cunningham, Special Events Coordinator, was promoted to Marketing Administrator in early June. Sabrina Goley was hired as Special Events coordinator.
- Mary Seamans has filled the position of Charity Coordinator previously held by Margaret Bloodworth.

Masterpoint Confirmation Cards

The printing and mailing of masterpoint confirmation postcards was discontinued as of June 1, 2014. Members have been advised to logon to their MyACBL page of our website or call toll free to speak a team member of the Club and Member Services Department at (800) 264-2743. Masterpoint information is also available through our automated customer service number (800)

467-1623. The elimination of printing and mailing will be a cost savings of approximately \$10,000.00 annually.

MARKETING

The Longest Day

140 teams participated, including clubs and tournaments, by holding special games and raising funds on June 21, 2014 to support The Longest Day. 299 games, 3536 tables and approximately 458 sessions, 9260 boards were played with 14,070 members and 795 non-members.

The official deadline to donate to the event is July 31, 2014 so all numbers reported in this report are preliminary. As of July 9, 2014, \$287,231 has been turned in to the Alzheimer's Association by the clubs and tournaments. Another \$100,000+ (unofficial calculation) is still being processed. The CBF Charitable Foundation has yet (as of this publication) to report on their collections to Alzheimer Society of Canada. Another \$16,000+ (estimate) in sanction fees collected will be donated. When these totals are combined more than \$400,000 has been raised by the ACBL for Alzheimer's research. Funds are still being turned in, and the ACBL is expected to reach the half a million dollar donation mark by the end of July.

In addition to assisting the PR agency on media relations efforts, the ACBL was responsible for creating an ACBL-specific Team Captain Guide, registration and donation promotions, support for all registered clubs and various operational functions.

Team Captain Guide

- The 20-page guide provided specific instruction for fundraising, operations and promotions. It included customizable templates and collateral for publicity and advertising. A second guide and supporting resources was created specifically for Canadian clubs as funds raised went to the Alzheimer Society of Canada.

Registration and donation promotions

- The ACBL promoted registration in a variety of ways and customized the message for the following targets: general membership, club managers, teachers and tournament officials. Registration tactics included e-mail blasts, Bridge Bulletin ads, ACBL.org news, dedicated information page on ACBL website, Facebook, Club Manager Newsletter and information conference calls. Targeted Facebook ads to ACBL members resulted in multiple new "likes" to the ACBL page along with hundreds of click-throughs to the Alzheimer's Association's donation website.

Registered club support

- Personal coaching emails were sent by Team Coordinator Darbi Padbury to all registered team captains. Email topics included advertising/promotional resources and tips, fundraising tips, detailed donation instructions, requests for photography, reminder of the meaning behind The Longest Day, etc. The ACBL also provided day-to-day personal coaching via phone and email including fundraising support, game

set-up instructions, club participation tips, media relations and promotions, and donation instructions.

College Bridge Club Toolkits

Collegiate Bridge Club toolkits will be distributed on August 1 to Junior members between the ages of 17-25 with at least 50 masterpoints. A total of 150 toolkits will be mailed. Additionally, an email was sent to Junior members between the ages of 17-25 with fewer than 50 masterpoints to make them aware of the College Bridge Club program and to encourage them to request a toolkit. The goal of the program is to empower recipients to start a bridge club on campus.

The Collegiate Bridge Club toolkits include:

- 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

In addition to expanding the game to campuses across the continent, we expect this program to positively affect participation in future Collegiate Championships.

Pianola

We are presently in discussions with Pianola to replace our current email distribution system (Constant Contact). Pianola offers bridge-specific fields based on our membership data, allowing for more targeted marketing. Ideally with proper coaching and support, Districts and Units will be able to run their own Pianola marketing account.

A second phase of the Pianola project will provide results emails to players at tournaments. This will require an API so that the process for tournament directors uploading results will only take one step. Bruce Knoll will work with Pianola to accomplish this phase of the project. Phase I of Pianola will be demoed at select Regionals and Sectionals this coming fall.

Bridge Life Campaign

Bridge Life went into regular monthly mailing at the end of May and will be distributed on the 30th of each month to non-members playing who earning masterpoints at clubs. The publication will be available for order by clubs and teachers wishing to use Bridge Life as a member recruitment tool. Bridge Life will be available for order on the new ACBL Resource Center (see below).

Club Marketing Campaign

This Campaign is designed to empower Clubs to promote membership and grow attendance by building their own marketing campaigns. All campaigns will be eligible for Cooperative Advertising Campaign reimbursement.

With the emergence of the ACBL Resource Center, the club marketing campaign has been re-evaluated, and the toolkit mailing was removed from the rollout plan. The ACBL will be creating

a new Club Marketing Guide including multiple campaign ideas to reach a variety of audiences – beginners, social players, baby boomers, and youth/junior players. Additionally, tactics for developing relationships with current players will be detailed. The Club Marketing Guide will be available for download on the ACBL Resource Center.

Each marketing campaign will have simple instructions for execution with corresponding resources and collateral (fliers, templates, newsletters, etc.) that can be customized by the club. At launch, the Guide will detail all the suggested campaigns and tactics with a few having the corresponding collateral. Due to the heavy design work required, collateral will be released throughout the 2014 and 2015.

Learn Bridge in A Day (LBIAD)

A LBIAD Marketing Guide was written for Whirlwind Bridge (Patty Tucker) to distribute to Units and other bridge organizations hosting an LBIAD event. The Guide begins with a brief overview of marketing and public relations then provides specific instructions and a timeline for marketing and publicizing the event. Corresponding templates and design collateral are included in the Guide.

For Units receiving grants from the Ed Foundation, email blasts are automatically sent out to teachers and club managers, members and lapsed members before the event. For all other clubs or units hosting events, we will also disseminate email blasts upon request.

We are supplying organizers with copies of Bridge Life (containing an ACBL new member application) and Learn to Play Bridge business cards with the web address learn.acbl.org for distribution to all attendees at Education Foundation/ACBL-sponsored events.

Participating clubs and Units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. The two Educational Foundation/ACBL sponsored events that were held in May and June had a combined total of 194 students. The next LBIAD event scheduled is in Nashville on July 13 already has 50 paid registrations.

Rank and Recognition Program

Given the popularity of the rank advancement emails sent by District Directors, the ACBL looked to find a program to compliment it, not replace it. Congratulatory emails with links to MyACBL login pages will be sent out to members who have changed rank in any given month. Certificates recognizing members who advance in rank from Rookie to Advanced NABC Master have been designed and will be available to members via their MyACBL account page. A “button” underneath their listed rank will direct them to their printable certificate containing their name, new rank, and rank change date.

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 and create a two-way conversation.

- This year, the number of followers for the ACBL Facebook page has grown by 11%. The most popular posts include games, pictures of players, ACBL news and quotes from celebrity players.
- The number of followers for the ACBL Twitter account has grown by 10%. Twitter has primarily been used to reach out to journalists and other influencers.
- Our PR agency has been assisting in promotion of ACBL events through targeted advertising reaching the more than 56,000 ACBL members that are on Facebook.

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

After beginning work in February, MP&F representatives attended the Dallas NABC to learn more about the bridge community and survey the Intermediate/Newcomer players. Key responsibilities include NABC media, Longest Day media, and the design/function of the new ACBL Resource Center.

I/N Survey 2014

- With nearly 60% of ACBL membership falling into the I/N category, determining their needs and how they vary from players with more masterpoints is necessary.
- This category of players is motivated to play bridge for the mental stimulation (53%) and the challenge of earning masterpoints (29%).
- To reach their bridge goals, I/N players would like better education opportunities online and in person (54%) and more mentor games at clubs (37%). A small percentage noted they would like more playing tips for their skill level that aren't found in the Bridge Bulletin.
- The Bridge Bulletin is the number one source for bridge news (75%) followed by ACBL.org (40%) and club/unit/district newsletters (15%). Interestingly, 0% have ever visited BridgeWinners.com.
- This information will be used to tailor communications in the Learn To Play Bridge campaign and various other ACBL marketing projects.

The Longest Day media

- MP&F sent pre-event releases in all markets with participating clubs approximately six weeks prior to the event. Follow up media alerts were sent in all markets as well. Ten target markets were selected by the ACBL, and another 17 were added by MP&F based on their market contacts.
- As of July 9, 2014, there were 87 online placements, 26 print, 15 television, 1 radio and another 35 placements across various mediums that were not generated by MP&F.

ACBL Resource Center

- Based on their work with Job Corps, MP&F recommended an online one-stop-shop for club, teacher and tournament resources and marketing collateral. The Resource Center allows users to download or mail order a variety of materials key to their success.
- MP&F managed the design and functionality process and worked with Liza Frisbie to ensure that ACBL has the ability to populate the Resource Center in-house.
- ACBL staff are currently mapping the resources and writing product descriptions. MP&F are working on a communications plan for rollout. While the site may be live

near the end of July, an aggressive member communications promoting the site will begin in the fall. To date, we have only “teased it” in the CEO column. We want adequate time for testing and modifications before full promotion.

Las Vegas NABC media

- Media plan is in place and is inclusive of press releases, LBIAD promotions and winner press releases. Various business and lifestyle pitches are also being included.
- A new press release that includes an infographic with fun facts about the NABC was distributed June 25. The infographic provides a visual for non-bridge playing reporters and editors to understand why the NABC is worth covering.
- The Las Vegas LBIAD program will be specifically promoted through targeted Facebook advertising. A new online registration is live to track campaign success.

Unit Facebook Pages

Toolkits coaching units in making a Facebook page for themselves and providing elements for customizing and promoting their page were created and mailed to all unit presidents on May 21.

- As of June 27, 2014, 22 Units (7% of units) have created their own Facebook pages.
- To incentivize units to make pages, ACBL has been paying \$50 for ad placements on Facebook. The ad runs for five days and promotes the unit, its page, and bridge offerings in the Unit. This has led to an increase in followers of these pages by an average of 313%, and according to some Unit leaders, includes players who not currently members.
- The Unit Facebook pages are also being promoted on the ACBL Facebook page.
- The ACBL will continue to encourage Units Facebook pages by heralding the successes achieved in other Units.

Cooperative Advertising Program (CAP)

As of July 1, 2014, the CAP has funded \$85,825 in advertising reimbursement. 125 clubs, units, and teachers have recruited 600 known new members through these channels, with an average cost per new member of \$143.

The CAP program was modified this year. All CAP-eligible print ads are required to use our complete logo, including both the symbol and full name. Submission deadlines have decreased from 90 to 60 days after the ad has run. Currently, we are working on new ad templates for the Resource Center. In the meantime, all the current templates have been updated with the new logo and modified so that the customized versions can be saved on a user’s computer.

OLLI

The ACBL is reaching out to all teachers within a 25-mile radius of each identified OLLI location before committing to any specific program. We have also differentiated how this stipend program operates as compared to the present school bridge program. Several OLLI programs have expressed interest in implementing the program later this fall.

Hall of Fame

In order to better demonstrate appreciation and recognition of our elite players, there have been a number of changes to the Hall of Fame ceremony in 2014. A new, modern logo was designed,

and a buffet dinner is now included. Communication of the event was improved, and added touches to the décor for the ceremony focus on the inductees to create a more elegant event.

Because the HOF also recognizes national event winners from the previous year, discounted tickets were offered to 2013 NABC+ winners to encourage attendance. Attendance this year is up 35% from last year.

EDUCATION ADMINISTRATION

| Teacher Accreditation Program Schedule | | | | | |
|----------------------------------------|------------|----------------|-------|-----------------|---------------------|
| Start Date | End Date | City | State | Type | TAP Trainer |
| 7/17/2014 | 7/19/2014 | Las Vegas | NV | Summer NABC | Peg Cundiff |
| 8/1/2014 | 8/2/2014 | Barrie | ON | Sectional | Marilyn Kalbfleisch |
| 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 |

- 5 scheduled in 2014, 8 completed in 2014
- 16 completed in 2013
- 7 completed in 2012

2013 Accredited Teacher Stats*

| | |
|--------------------------|-------|
| TAP Accredited | 5,192 |
| Better Bridge Accredited | 906 |
| Easybridge! Accredited | 1,035 |

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

Continuing Education Courses for Club Managers and Teachers @ NABCs

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

- **Continuing Education for Teachers by Better Bridge:** Club Manager and Teachers can learn modern techniques in teaching lessons, how to effectively use the cards and table for engaging participants and observe a live demonstration. Sunday, July 20 from 8:30 a.m. to 10:00 a.m.
- **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, July 20, from 1:00 p.m. to 6:00 p.m.

Intermediate-Newcomer Program @ NABCs

There will be three free bridge lessons held during the Las Vegas NABC and one Learn Bridge In a Day? seminar.

Audrey Grant, Barbara Seagram and Jerry Helms will be conducting the free lessons and Patty Tucker will be running the LBIAD? These programs have been quite popular in the past, and we plan to continue them at all NABCs.

Learn to Play Bridge

| | Registered Users | Cumulative Total | Total Logins | Unique Logins | New ACBL Members |
|---------------|-------------------------|-------------------------|---------------------|----------------------|-------------------------|
| 2014 3 | 875 | 875 | 222 | 111 | 0 |
| 2014 4 | 131 | 1006 | 473 | 149 | 0 |
| 2014 5 | 73 | 1079 | 286 | 113 | 1 |
| 2014 6 | 90 | 1169 | 200 | 103 | 0 |

School Bridge Program

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

School Bridge Statistics

| Schools | S09 | F09 | S10 | F10 | S11 | F11 | S12 | F12 | S13 | F13 | S14 |
|------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| College | 4 | 5 | 2 | 6 | 3 | 5 | 3 | 4 | 3 | 8 | 7 |
| High | 42 | 25 | 28 | 25 | 41 | 43 | 45 | 49 | 44 | 58 | 57 |
| Middle | 85 | 74 | 95 | 83 | 85 | 104 | 86 | 91 | 81 | 108 | 112 |
| Elementary | 28 | 46 | 68 | 60 | 45 | 51 | 58 | 60 | 62 | 75 | 78 |
| Total Classes | 309 | | 367 | | 377 | | 396 | | 439 | | 254 |
| Total US Teacher Stipends | \$47,105 | | \$43,890 | | \$54,940 | | \$71,657 | | \$108,620 | | \$65,350 |
| Total Can. Teacher Stipends | \$36,000 | | \$34,590 | | \$36,750 | | \$37,450 | | \$42,860 | | \$32,550 |
| Grand total for Stipends | \$83,105 | | \$78,480 | | \$91,690 | | \$109,107 | | \$151,480 | | \$97,900 |

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only.)

Previous Total is from Spring 2014 NABC CEO Report.)

| District | Total | Prev. Total | Diff. | Youths | Juniors |
|--------------|-------------|-------------|------------|------------|------------|
| 1 | 26 | 23 | 3 | 12 | 14 |
| 2 | 55 | 49 | 6 | 17 | 38 |
| 3 | 66 | 61 | 5 | 13 | 53 |
| 4 | 28 | 27 | 1 | 18 | 10 |
| 5 | 13 | 13 | 0 | 4 | 9 |
| 6 | 82 | 68 | 14 | 20 | 62 |
| 7 | 195 | 219 | -24 | 38 | 157 |
| 8 | 20 | 20 | 0 | 9 | 11 |
| 9 | 71 | 79 | -8 | 17 | 54 |
| 10 | 48 | 53 | -5 | 11 | 37 |
| 11 | 34 | 54 | -20 | 13 | 21 |
| 12 | 15 | 16 | -1 | 5 | 10 |
| 13 | 33 | 25 | 8 | 22 | 11 |
| 14 | 26 | 22 | 4 | 9 | 17 |
| 15 | 17 | 19 | -2 | 6 | 11 |
| 16 | 72 | 69 | 3 | 33 | 39 |
| 17 | 25 | 29 | -4 | 14 | 11 |
| 18 | 7 | 6 | 1 | 7 | 0 |
| 19 | 30 | 31 | -1 | 17 | 13 |
| 20 | 15 | 14 | 1 | 5 | 10 |
| 21 | 89 | 99 | -10 | 29 | 60 |
| 22 | 45 | 47 | -2 | 9 | 36 |
| 23 | 26 | 23 | 3 | 11 | 15 |
| 24 | 58 | 57 | 1 | 27 | 31 |
| 25 | 69 | 61 | 8 | 22 | 47 |
| 99 | 43 | 42 | 1 | 29 | 14 |
| Total | 1208 | 1226 | -18 | 417 | 791 |

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 Summer NABC Management Report: 1,208 Total Junior/Youth Members

STRATEGIC:

Online Partnership Desk

The Online Partnership Desk is being designed for use for all ACBL tournaments and clubs. It will be a membership benefit that can be easily accessed through MyACBL. Members will first create a profile and then they will have to ability to search tournaments and clubs to find others who are looking for partners.

In addition to Members being able to use the Online Partnership Desk to find partners for them, club managers and partnership chairs will be able to log on and see which players are looking for partners at their club or their tournament. They can then use this information to match up those online with partners who are looking in person. There will be an option to receive text notifications directly to a player's cellphone. This will make the Online Partnership Desk "mobile-ready" and usable for games being held that day. The Partnership Desk can help at tournament sites to coordinate last minute partnerships given the ease of making a connection via text message.

TD Framework

A syllabus identifying the key components of a new Tournament Director training program has been developed. In concert with Horn Lake staff - Susan Doe, Michael Flader, McKenzie Myers and Dan Plato spent two days in a focused work session identifying the core requirements of being a successful Tournament Director. A focus was placed on developing a solid toolkit of customer service skills that needed to be an effective director.

The next objective is to identify and coordinate teachers and trainers. This will be initially addressed at the Las Vegas NABC. Teaching and learning materials will be coordinated for a pilot training program scheduled in early September.

ACBLscore

Project management responsibility has been taken over by the ACBL and consists of a team of technical professionals located at Horn Lake. Board members Merlin Vilhauer and Russ Jones have also helped by attending a meeting at HQ which prioritized the objectives for this strategic project.

Major project goals are to:

- Develop, deliver and update ACBL scoring software.
- Conduct a knowledge-management process to secure ACBLscore.
- Harvest the logic from ACBLscore and externalize its code base into a sharable and supportable code library.
- Build new features with a continuing-improvement approach.
- Enhance integration of ACBL business processes.
- Build integrated features to engage ACBL desktop and web-based applications as the support environment.

The team has successfully integrated TourneyTRAX information with ACBLscore – eliminating the requirement for re-keying information at tournament events. This provides time savings and a higher level of tournament information accuracy.