

CEO REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank
Mark Aquino
Kevin Lane
Marv Norden

From: Robert Hartman, CEO

Date: November 2015

ETHICS and CHEATING

It is imperative that the ACBL become more proactive when it comes to uncovering and excising cheating in our game. Activities underway include:

Video monitoring

We have invested in equipment to monitor 10 tables which will be rolled out as a test at the Denver NABC. Action will live-streamed, and the recordings made available on YouTube. Making recordings available publicly invites scrutiny by players worldwide and will also be an excellent tool for participants in our events who want to file a Player Memo.

Bridge Integrity Task Force

A management advisory committee has been formed to study how the ACBL can more effectively police cheating. The response from these elite players who are volunteering their time and expertise has been enthusiastic. The members selected Howie Weinstein to be its chair. Our first face-to-face meeting is Monday, November 30.

Revamped Player Memo

We've updated the Player Memo so that it can be completed and submitted online.

Global bridge community

We are notifying the WBF when suspensions or expulsions preclude ACBL members from participating in international competition.

Suspended pending hearing

Two pairs, who have formally been charged with violating CDR 6.1, requested that their hearing – scheduled for this NABC – be postponed until the spring. The chairs of those hearing committees allowed their request.

CLUB & MEMBERSHIP SERVICES

Membership

As of the end of October, ACBL Membership stands at 168,418, an increase of 692 since the beginning of the year. Full membership statistics can be found at:

[Active Membership Statistics.pdf](#)

Club Tables

Through September, total table count remains relatively flat with last year (up .90%). Face-to-face club table count is down .70% with online table counts showing an increase. The overall table count for club games the first nine months of 2015 is 2,408,528 of which 784,378 are from online games. September table counts do not include one online club. The full report can be found at:

[Sept 2015 Club Table Report.pdf](#)

World Wide Bridge Contest

The World Bridge Federation sponsors two World Wide bridge contests in each year in June. ACBL offers these games to clubs with ACBL sanctioned games. The printing and mailing of the materials (hand records, analysis booklets, etc.) has been eliminated and as a result we have lowered the table fees by \$4.00 a table. All information will be sent electronically to registered clubs. They are scheduled for Friday evening, June 3 and Saturday afternoon, June 4.

TOURNAMENT DIVISION

2015 Tournaments

Regional table count is down 5% through October, with four fewer tournaments in 2015. While total tables is down by approximately seven thousand tables(156,270.5 v. 148,976.5), average table count is only down 1% (1,335.6 v. 1,318.4). Sectional tables are down 3% on three fewer tournaments (130,221.5 v. 126,500.6), with average tables running a 3% decrease (157.3 v. 153.3). STaC Tables show a decrease of 2% while holding ten additional tournaments (90,360.5 v. 88,260.5), with average tables down 18% (1673.3 v. 1379.1).

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

FINANCE & HUMAN RESOURCES

Finance

Drafts of the final 2015 forecast and the proposed 2016 financial budget were presented to the Finance Committee on November 2nd. A revised 2015 forecast and 2016 budget proposal, along with additional information and analysis will be presented to the Finance Committee in Denver.

Financial results for the year-to-date period through October showed a decrease in net assets of \$103K, \$174K lower than the \$71K budgeted increase. The forecast for the 12 months ending December 31, 2015, estimates a decrease in net assets of \$178K, \$187K lower than the \$9K budgeted increase. Main drivers of the variance include recruiting costs and negative foreign exchange.

On November 4th, the ACBL 401K Plan successfully transferred to John Hancock Retirement Plan Services. ACBL has partnered with Reliant Investments and Wunderlich Securities to provide guidance to the Plan trustees regarding plan investments and to advise participants on their investment choices. It is anticipated the participant fees will decrease by \$20K annually as a result of moving to John Hancock.

Meeting Services

For Denver, all team boards will have new playing cards and all pair boards have been inspected and cards have been replaced as needed. All mats have been cleaned and the wood on the screen tables have been conditioned. NABC contracts for Memphis (Spring 2019), Austin (Fall 2021), and San Francisco (Fall 2025), have been finalized.

Human Resources

Employee Events

An ACBL Health Fair was held on September 16th. Employees were provided lifestyle information and health screenings to help build awareness of health risks and provide information on how individuals can make changes in their lifestyle to enhance their health.

Staffing

We are currently recruiting for the Human Resources Manager position.

New AS/400 Programmer Christopher Ertz started October 26th and reports to Mitchell Hodus, CIO.

Chip Dombrowski will join the ACBL on November 23rd as the new Associate Editor and reports to Paul Linxwiler.

Proposed Benefit Open Enrollment Meeting

Annual Benefit Enrollment season is approaching. With new and increasing available technology, we adopted the online benefit enrollment, partnering with GTL and USI.

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

Employee Performance Review

We have implemented reviewsnap, a cloud-based online employee performance system. Access to key technology, again, will help the organization as a whole, and increase support to our field employees and better partner with them.

INFORMATION TECHNOLOGY

Personnel

- David White hired as a software developer on the ACBLscore team to back up Jim Lopushinsky.
- Chris Ertz hired as a software developer on the AS/400 team to backup Richard Oshlag.
- One open position still exists for a Senior Network Engineer on the Infrastructure Team to assist Terry Norton.

Software Development

- Online Club Sanction Renewals deployed to allow clubs to submit their sanctions online and to receive approvals immediately.
- Phase I of Credit Card processing migration from Bank of America to Braintree, a division of PayPal has been completed. Phase I resolved significant PCI Compliance issues and started the relationship with Braintree. In addition, Braintree provides cost savings over Bank of America and affords our members the opportunity to use American Express. Phase II should be completed by the end of the year and includes the migration of all credit card processing to Braintree. Phase III, the final phase, will include changing the process for accepting monthly club financials and migrating them to Braintree.
- Implementation of a new Security Authentication system to better protect our member's personal information. This became a necessity after we became aware of a scenario where a member's information had been changed without their approval. Other security holes were identified as well.
- ACBL Live Client was upgraded many times to stabilize the upload facility and to provide additional functionality. The latest version provides clear and concise error messages if an upload fails uploading during the validation process and provides links to the web version of ACBL Live after the files have been processed. The latest version also addresses issues with SWISS, KO and Side Session games that used to have problems uploading due to mismatches of events codes with TourneyTRAX.
- The ACBL Live web application was upgraded to include a "last Updated field" which will help members know if results were updated after their initial posting. It also was upgraded to include the ability to see bracketed events, Leaderboards and Side Series Overalls
- The TourneyTRAX application started its official upgrade testing. Brian Weikle is leading a team of volunteers, tournament directors and internal employees in testing the next generation of TourneyTRAX. Its hopeful that the application is approved and implemented in the first quarter of 2016.

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 what systems will be in the cloud and what system 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.

FIELD OPERATIONS

Continuous Improvement

Since Chicago NABC the key focus has been a strong coordinated effort with the IT team to monitor and identify both hardware and software barriers that could have resulted in a more successful ACBL Live implementation. A comprehensive deployment plan is underway. We expect full operational rollout and field support to be in place by December 31. A key lesson learned has been the value of high-functioning cross-functional teams across all phases of software development and deployment from concept to end-user training and ongoing operational support. Testing continues on the upgraded version of TourneyTRAX.

In 2016, continuous improvement will focus on analyzing historical tournament budget and forecasting models to understand and identify opportunities for improvement in these areas.

Field Supervisors

Eleven Field Supervisors were in Horn Lake October 19-21 for intensive classroom training. The focus was leading effective customer service and communication. Secondary modules covered personal development, operational policy and procedure, and effective staffing. An initial review of director teams has been completed and students for TDU (core and advanced) have been identified.

Field Management

Embedding customer service principles into all field operations continues to be a key measure of success for 2015. The Field Management team is leveraging access to tournament surveys to identify specific TD issues as well as system/process trends and concerns. From this data the Field Management team can provide more focused development for their Field Supervisors. A 2016 focus is transiting Field Managers move from solely directing tournaments to tournament management and relationship building with sponsors, volunteers and unit/district boards.

Training and Development

The first two Tournament Director University (TDU) modules are complete. In December twelve students will be in Horn Lake for the first of two five-day classroom training sessions. Students will receive core TDU training – meant to prepare them for the role of DiC at small sectional tournaments after structured on-the-job training. Advanced TDU (prepares directors for regional tournament leadership roles) is planned for March. Dan Plato, the ACBL Training and Development Manager, is working closely with IT and Continuous Improvement to support training efforts and ensure TDU modules are updated with the ongoing changes to systems and processes.

Staffing Statistics

Our focus is continued development of the next generation of tournament directors. In TDU, significant funding and trainer time has been allocated to ensure we are able to support an aggressive development program for many key directors. We continue to evolve the directing culture into one that offers a better balance of soft skills (customer service and communication) and hard skills (technical bridge ruling knowledge). Additionally we recognize the need to further develop a director's adaptability to more and more integration of technology into the directing process.

Tournament Directors	163
Fulltime	42
National	8
Associate National	9
Tournament Director	25
Part-time	121
National/Associate National	8
Tournament Director	57
Assistant TD	43
Local TD	13
New Hires – 2015 to Date	14

STaC Program

The goal of the project is to create a program capable of running all STaCs that leverages our current technology while ensuring a user-friendly experience for clubs and players. Current focus areas are: review of rules/regulations for all STaCs, review and documentation of geographic differences in STaC operation, and assessment of qualified STaC directors. Identifying and then training an effective directing team needed to support STaCs is a key first objective.

MARKETING

Resource Center

The ACBL Resource Center has been operating for nearly a year. When the site launched last November, it was designed to be a convenient, easy-to-use tool, that allows bridge clubs, teachers, units and districts to order and/or download materials they need to grow the game.

In January 2015, a corresponding marketing blog, Tricks of the Trade, was launched to strengthen the Resource Center. New blog posts are added every other Thursday and offer general marketing and education tips, share best practices, and feature releases of new marketing collateral.

During 2015, the following new collateral have been created and made available for download:

- “Game Face” ad templates
- “Get In the Mix” ad templates
- “Welcome to the World of Duplicate Bridge” pamphlet
- The Longest Day resources
- Partnership Desk resources
- Public relations templates
- Frequent Player Card template
- “We Saved You a Seat” ad templates
- Clip art and stock photography (released over August/September)
- School Bridge infographic/flier
- Adult Education flier *
- Bidding/Response poster *

*coming soon

Through measuring site traffic, downloads, orders and product reviews, we’re able to determine our effectiveness. As of October 20, 2015, the **Resource Center has received 22,284 site visits from 15,240 unique users**. Of these, 31.5% were returning visitors. Traffic to the Resource Center spikes on days when a new Tricks of the Trade blog post is released.

A total of **8,796 items have been downloaded YTD**, of which 5,793 were downloaded between July 1 and October 20. Since the Summer CEO report, **downloads have increased 190%**. This upsurge in downloads is credited to the clip art release. Also as shown in the graph below, more daily downloads are occurring than during the first six months of 2015.

Additionally, **93 orders for mailed resources** were filled between July 1 and October 20 (time frame after the last report through present day). By comparison, during the same time frame in 2014 and before the launch of the Resource Center, 21 orders for mailed resources were filled. With the Resource Center, we are **providing a quadruple number of** clubs, teachers and tournaments with the on-brand tools they need for success.

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

MP&F plays a critical role in the development and execution of media 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 assists with the development of collateral for the Resource Center.

Below is a recap of their work since the Summer CEO report:

Chicago NABC media

- 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.
- Distributed calendar listings to all local outlets to promote the Learn Bridge in A Day? event.
- After the NABC, created individual releases for the 72 American winners from each of the events, including collegiate and youth events. As of September, 27 clips had been generated from pickup in local community web sites and papers in Boca Raton FL, Philadelphia PA, Skandia MI and Quincy MA.
- o Time period of pitches: July 21-September 4, 2015. Efforts have resulted in 35 clips in 32 outlets, generating 1,239,711 total impressions.

Chicago NABC Media

Date	Outlet	Media Type	Title	Daily Impressions
29-Jul	NWI Times	News Website	"Lucky" 13 local bridge players rank nationally	40,030
6-Aug	WBEZ (NPR affiliate)	Radio Station	World's largest bridge tourney kicks off in Chicago	80,000
6-Aug	WBEZ (NPR affiliate)	Online Version	World's largest bridge tourney kicks off in Chicago	33,404
17-Aug	The Chicago Jewish News	News Website	A bridge to somewhere	382
19-Aug	Philly.com	News Website	Montco man wins college bridge title	5,893
19-Aug	The Philadelphia Inquirer	Daily Newspaper	Local man wins bridge title	330,485
20-Aug	DNA info	News Website	Card Players Test Their Skills at North American Bridge Championships	34,954
21-Aug	The Royal Gazette	News Website	Young Bermuda bridge players compete in US	1,916
21-Aug	The Royal Gazette	Daily Newspaper	Young Bermuda bridge players compete in US	14,578
24-Aug	Chicago Tribune	News Website	Lake Zurich couple plays in North American Bridge Championships	474,885
24-Aug	Needham Patch	News Website	Needham Native Wins National Title At North American Bridge Championships	142
24-Aug	Pioneer Press	Daily Newspaper	Lake Zurich couple plays in North American Bridge Championships	N/A
25-Aug	The Enterprise	News Website	Easton woman on team which won national bridge tourney title	3,634
25-Aug	The Patriot Ledger	News Website	Quincy resident won national title at bridge tournament	3,359
25-Aug	Easton Journal Online	News Website	Easton woman on team which won national bridge tourney title	145
25-Aug	Wayland eNews	News Website	Wayland Native Wins National Title At North American Bridge Championships	47
25-Aug	Boca Raton Tribune	News Website	Boca Raton Natives Win National Title at Summer North American Bridge Championships	1,671
25-Aug	Wicked Local	News Website	Quincy resident won national	10,078

25-Aug	Newton Patch	News Website	title at bridge tournament Newton Resident Wins National Title at North American Bridge Championships	142
25-Aug	Reston Patch	News Website	Reston Native Wins Title at Summer North American Bridge Championships	142
25-Aug	Vienna Patch	News Website	Vienna Native Wins Title at Summer North American Bridge Championships	142
25-Aug	Danvers Patch	News Website	Danvers Native Wins National Title At North American Bridge Championships	142
25-Aug	Wayland Patch	News Website	Wayland Native Wins National Title At North American Bridge Championships	142
25-Aug	Waltham Patch	News Website	Waltham Native Wins National Title At North American Bridge Championships	142
26-Aug	The Mining Journal	News Website	Kriegel on championship bridge team	3,083
26-Aug	The Patriot Ledger	Daily Newspaper	Quincy man among those on championship bridge team	N/A
26-Aug	The Herald-Citizen	Daily Newspaper	N/A	9,352
27-Aug	OC Register	News Website	Professor wins national bridge competition	36,701
1-Sep	The Pineapple Newspaper	Monthly Magazine	Sanborn wins big bridge tourney	10,000
1-Sep	The Pineapple Newspaper	eMagazine	Sanborn wins big bridge tourney	15,000
2-Sep	The News & Observer	Daily Newspaper	Notables	121,441
2-Sep	Morgan Messenger	Online Print Version	Reading the Messenger At a bridge tourney	779
2-Sep	Morgan Messenger	Online Print Version	Reading the Messenger At a bridge tourney	5,700
2-Sep	Newton TAB	Community Newspaper Release Cover	Health professor also a bridge master	1,021
3-Sep	Highland Park Landmark	News Website	HPSH grads emerge victorious at bridge tourney	176
12-Oct	The Chicago Maroon	Collegiate Newspaper Website	College bridge team wins national championship	24,222
TOTAL				1,263,933

Denver NABC media

- Press release and media alerts drafted.
- Working closely with the convention and visitors bureau to secure additional placements.
- Continued media planned throughout and following the NABC.

Additional media pitches/assistance since the Chicago NABC

- Virginia School Bridge
 - SouthsideDaily.com, [Beach students learn Math, reasoning through cards](#)
- Queen of Bridge
 - No placement to date
- Wolpert family pitch
 - No placement to date
- “Retro chic” activities
 - Parents Magazine
- College Bridge Bowl
 - The Chicago Maroon, [College bridge team wins national championship](#)
- Boomers playing bridge
 - Working with NYT freelancer
- Tech industry pitches in San Francisco

- Will discuss with Debbie Rosenberg and think through pitches
- Cheating scandal inquiries/pitches (crafting pitches)
- Newsweek
- Vanity Fair
- NPR

Cooperative Advertising Program (CAP)

Year-to-date, the program has reimbursed \$120,267 to 156 units, clubs and teachers.

Those who used the CAP during 2015 will receive a report in January 2016 with their average cost per new member. In 2014, 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 January 1 and October 15, 2015, 754 email blasts were sent to members by the ACBL. Email topics included: tournament announcements, Tricks of the Trade blog posts, rank change announcements, ACBL program promotions, district newsletters, surveys and reminders about expired memberships. The emails with the highest open rate were rank change announcements, announcements of Learn Bridge in A Day? events and Tricks of the Trade blog posts.

Pianola

Pianola has nearly finalized the ACBL customizations to the product, and rollout begins in early 2016. While Pianola offers a variety of features, the email marketing feature is what has been customized for Unit, District and ACBL use. Each unit/district will have access to a database of members it is appropriate for them to contact – their unit/district and surrounding regions.

Pianola provides several features that we could not offer units/districts with the existing system:

- a. Ability to send more than one email blast per tournament. It's their choice to do as much or as little as they would like to promote their tournament (within established parameters).
- b. Ability to provide Units/Districts with on-brand email templates to meet their e-marketing needs. This will further strengthen the overall ACBL brand and the image of the game.
- c. Empower the unit/districts segment the audiences and target their message, thus increasing the quality/impact of the message.
- d. Ability to include an attachment to the email, allowing the unit/district official to attach their tournament flier to the email. This is a feature not supported by Constant Contact but is frequently requested.
- e. Ability to print and mail the email to members listed in the database without an email address. This allows Unit/Districts to reach all members for the price of a stamp.

Choose a template for your message

[Choose template](#)
[Choose units](#)
[Choose recipients](#)
[Review recipients](#)
[Compose message](#)
[Review](#)
[Send](#)

Blank Template

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

[Choose template](#)

Template 1

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

[Choose template](#)

Template 2

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

[Choose template](#)

Template 3

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

[Choose template](#)

Choose the recipients of your message

[Choose template](#)
[Choose units](#)
[Choose recipients](#)
[Review recipients](#)
[Compose message](#)
[Review](#)
[Send](#)

Contains members matching all of the following conditions:

Masterpoints fewer than 200 ✖

Birthday between 01 January and 31 July ✖

Criteria

Ranked greater than ▼

Master ▼

[Add condition to smart group](#)


Include lapsed

[< Back](#)
Continue >

Figure 4 Choose recipients screen






Compose your message

Choose template Choose units Choose recipients Review recipients **Compose message** Review Send

To: Smart group (300,000 recipients) 







Reply to: John Smith (john.smith@gmail.com)


Subject: My test message [Tips](#)

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Attachments:

 competition.jpg	3.2mb	
 christmas.jpg	327kb	
 minutes_of_meeting.pdf	8.1mb	

C:\ACBL\Email 17\competition.jpg 


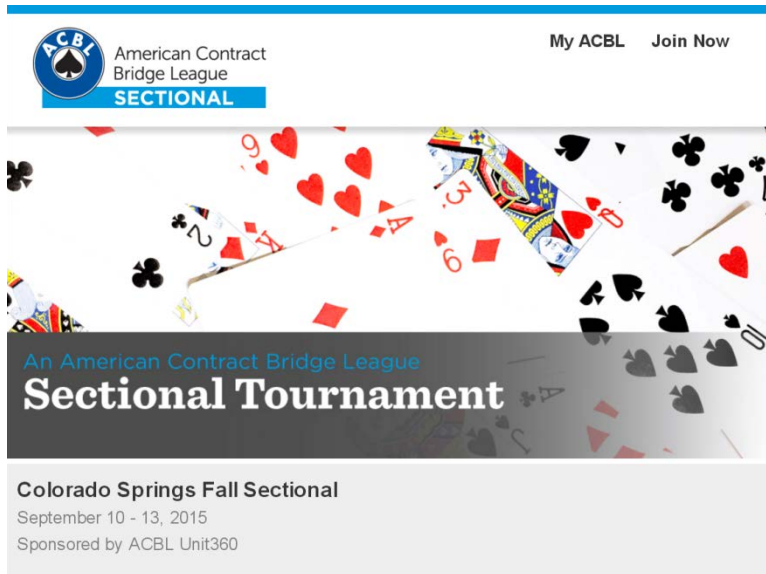
< Back 

Figure 6: Compose message screen

To make sure each unit/district has the tools they need for success, several templates have been created for their use. The following templates will be available during the first phase of the project, with the option to add more templates as the ACBL creates them.

1. Save the Date
2. Regional tournament
3. Sectional tournament
4. Non-Life Master (Intermediate/Newcomer)
5. Lapsed members
6. Generic templates



By providing units and districts with the ability to better market their tournaments and programs, we do the following:

- Improving their chances to increase tournament table counts.
- Allowing them to target members, via mail service, who do not have an email address or have opted out of ACBL email.
- Giving them an opportunity to target lapsed members for renewal and increased play opportunities in their area.
- Helping them develop a better relationship with their membership.

Additionally the ACBL receives the following benefits:

- Personal touch point in every email by providing masterpoint total and rank at the bottom of the email.
- Reinforcement of important links to MyACBL and Join/Renew.
- Provision of Non-Life Master, lapsed and generic templates to all clubs currently using Pianola, which further strengthens the ACBL brand and touch points.
- Frees up manpower currently spent on tournament emails.
- Increased membership retention, renewal and tournament attendance.

ACBL Social Media

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 5,405 followers, has grown by nearly 16% in the last 12 months. Our Twitter account has 1,980 followers.

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.

Rank and Recognition Program

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

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.

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 rights 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. The Marketing Department is currently working with a local Canadian advisor, 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 experiences in both Canada and the United States are as similar as possible.

A customized Team Captain Guide and corresponding marketing collateral will be released on the Resource Center in early 2016.

Privacy Policy

Applications of the Privacy Policy and the Terms of Use continue to be communicated to members requesting information. Points of clarification include printing the member directories and use of members' contact information.

Retention Plan

A working plan has been created to increase retention among ACBL members, and more specifically, first-year members. The plan has several strategies that will lead to improved retention, and initial steps are being taken in each to make an immediate impact.

1. Create more value in the ACBL membership.
 - a. Introduce new perks powered by Abenity.
 - o Working with IT to set up access point behind MyACBL portal.
 - o Created an "ACBL favorites" category making discounts members are already familiar with at their fingertips – Baron Barclay, FedEx and Office Depot.
 - o 1,470 sign ups to date during soft rollout.
 - b. Develop education benefits – working with BBO to sponsor a free lesson online each quarter with a celebrity teacher and other education options.
2. Provide a series of communications and engagement methods with membership.
 - a. A review of every touch point the ACBL has with members is being conducted. All copy and design is being updated.

- b. The “New Member Packet” is receiving an update. This is our first impression with new members, and it should be more powerful than a white envelope and form letter.
 - c. Development of a series of monthly emails for new members.
 3. Streamline the renewal process.
 - a. Implement **Automatic Membership Renewal Policy** once Braintree is ready to support.
 - b. Make it easier for members to join/renew at tournaments and clubs.

Editorial Updates

Work is continuing to be done with the Communications and Documentation Committee to remove and update documents. In addition, the ACBL Codification has been reworked and updated through Chicago. A single document version of the codification and appendices is being created for the website and the Board of Directors. This combined version will allow the entire document to be searched easily.

The [Regional Tournament Planning Guide](#), the [Sectional Tournament Planning Guide](#) and the [Guide to Running Swiss Teams](#) have been completed and are available on the website. Content of the I/N Tournament Planning guide, New Player Services and the I/N Coordinator Handbook has been updated. These documents are currently in layout and design and should be completed following the Fall NABC.

Hall of Fame

Attendance for the 2015 Hall of Fame ceremony in Chicago met attendance expectations (135 guests) and came in under budget. Revenue was higher than anticipated Total budgeted: Expense \$18,100, Revenue \$6,000, Net loss: \$12,100 Actuals were: Expenses \$19,488, Revenue \$7,965, Net loss: \$11,523.

Museum

There were many visitors to the museum during the Tunica Regional in September. Additionally, small item donations increased significantly during August, September and October.

The next update of displays is scheduled for January 2016. The computer that runs the Trophy/ACBL President display crashed, but a new computer has been ordered. It will be reinstalled by the end of November.

Creative Services

The graphic designer manages every aspect of Creative Services from inception to post-production (price quoting and printing). Materials are created for nearly every department, with concentrated efforts in Marketing, to create and maintain designs that follow ACBL’s aesthetic style.

Examples of work completed by this department include:

- All signs and printed materials used for each NABC
- 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

- Email blast design
- Handbook updates

Learn Bridge in A Day? (LBIAD)

The ACBL hosts a LBIAD seminar and corresponding teacher training course at each NABC. The Educational Foundation also sponsors the course at the local level, pending certain requirements are met. This year eight units have received funding.

The Marketing Department supports both LBIAD events by distributing email blasts to area teachers, club managers, members and lapsed members before the event. So far, 14 events not supported by the Educational Foundation have requested email blasts. Participating clubs and units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. In 2015, 836 have attended a LBIAD class, and 55 have become members.

Lifelong Learning

This year there have been 337 students in 2015, 16 classes. 12 different schools, 7 were affiliated with OLLI, 5 were not. Osher Lifelong Learning Institute (OLLI) bridge programs supported by the ACBL at the University of South Florida, University of North Florida, University of Georgia, Coastal Carolina University, University of Hawaii and Casper College in Wyoming. OLLI’s the national Executive Director has formed a committee to evaluate several education programs, including the ACBL program, to include as possible curriculum resources for all the entire OLLI programs.

Other Lifelong Learning programs with ACBL-supported bridge lessons have been or will be 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 Schedule					
Start Date	End Date	City	State	Type	TAP Trainer
11/26/2015	11/28/2015	Denver	CO	Fall NABC	Kathy Rolfe

1 scheduled in 2015, 9 completed in 2015
 14 completed in 2014
 16 completed in 2013
 7 completed in 2012

2014 Accredited Teacher Stats*

TAP Accredited	5,711
Better Bridge Accredited	928
Easybridge! Accredited	1,051
Find a Teacher Database	1,407

*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 Washington D.C.

All of the information for the 2016 Youth NABC has been updated on the NextGenBridge website. Schedules and information are available. Registration and reservations will not open until Spring of 2016.

NextGenBridge

The NextGenBridge website is featuring players and results from the Youth NABC, Collegiate Finals and World Open Youth Championships. We are preparing to include a way for teachers/units/districts to advertise their summer camps and programs starting in the beginning of 2016.

Learn to Play Bridge

Month	Total Registrations	Total Stars Earned	ACBL Memberships
Mar-14	872	4926	1
Apr-14	130	1349	1
May-14	76	263	3
Jun-14	120	1208	1
Jul-14	56	146	1
Aug-14	2372	10135	7
Sep-14	1221	4336	15
Oct-14	601	961	19
Nov-14	433	162	13
Dec-14	408	825	12
Jan-15	572	776	7
Feb-15	179	843	11
Mar-15	2536	2392	19
Apr-15	1369	4511	23
May-15	729	4493	28
Jun-15	4328	13246	78
Jul-15	1948	7847	38
Aug-15	1264	6141	20
Sep-15	1281	5663	29
Total	20495	70223	326

School Bridge Statistics

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	
High	28	25	41	43	45	49	44	58	57	54	51	
Middle	95	83	85	104	86	91	81	108	112	106	102	
Elementary	68	60	45	51	58	60	62	75	78	68	72	
Total Classes	367		377		396		439		488		232	
Total US Teacher Stipends	\$43,890		\$54,940		\$71,657		\$108,620		\$111,231		\$107,400	
Total Can. Teacher Stipends	\$34,590		\$36,750		\$37,450		\$42,860		\$43,871		\$46,200	
Grand total for Stipends	\$78,480		\$91,690		\$109,107		\$151,480		\$155,102		\$153,600	

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only.)

Previous Total is from Summer 2015 NABC CEO Report.)

District	Total	Prev. Total	Diff.	Youths	Juniors
1	22	19	3	13	9
2	51	59	-8	35	16
3	60	49	11	49	11
4	24	27	-3	8	16
5	12	12	0	5	7
6	51	53	-2	34	17
7	148	192	-44	114	34
8	18	16	2	12	6
9	60	65	-5	48	12
10	42	33	9	28	14
11	40	40	0	30	10
12	14	11	3	4	10
13	45	35	10	24	21
14	23	29	-6	14	9
15	26	26	0	20	6
16	31	34	-3	17	14
17	25	31	-6	13	12
18	4	3	1	1	3
19	17	23	-6	9	8
20	13	16	-3	8	5
21	122	156	-34	89	33
22	18	21	-3	11	7
23	21	27	-6	11	10
24	60	60	0	39	21
25	57	58	-1	33	24
99	31	57	-26	3	28
Total	1035	1152	-117	672	363

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

2015 Summer NABC Management Report: 1,152 Total Junior/Youth Members

2015 Fall NABC Management Report: 1,035 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: 355 new Junior/Youth members; 87 aged out, 224 expected to age out