

MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Anderson
Peter Rank

From: Robert Hartman, CEO
ACBL

Date: Providence 2014

MEMBERSHIP

Total membership stands at 167,808 through the end of October, three fewer members than at the start of year.

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

TOURNAMENT DIVISION

Regional table count is 70 tables higher through the first ten months of the year (156,270 vs. 156,200) with four additional regionals run this year compared to last year. Average Regional table count is down 3%. Total Sectional table count is down 4% (130,221 vs. 135,767) with average Sectional table count down 6%. Total STaC table count is down 3% (90,360 vs. 92,705) while average StaC table count is down 4%.

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

HUMAN RESOURCES

Benefits – the ACBL will be changing benefit providers this year from United Healthcare to Aetna. Aggressive shopping of policies will result in an annual savings of 12.7% to the ACBL and there will be an additional savings to employees of \$600 - \$1,500 per year. HR was able to achieve these savings while offering better coverage in medical, vision, dental and voluntary life insurance.

Payroll – we continue to enhance our payroll practices to better support our business needs via the ADP platform. We have experience technology struggles with ADP and internet access in the field has presented barriers.

Field Supervisors Meeting – in addition to the customer service training, all Fields Supervisors met in Memphis to help shape the future structure of the tournament director framework, to develop the training program for the Regional DiC course (expected rollout in summer 2015) and to discuss staffing plans.

Phone Systems – a comprehensive review of the phone systems will begin before the end of the year as our current contract expires in the second quarter of 2015.

Human Resources is working on the implementation of the Enterprise Time System. This new time and attendance system will provide better reporting, has the ability to track travel time, and works for both Canadians and US employees. Headquarters is currently using the system and it will be rolled out to the Fields in early 2015.

A system has been implemented to allow prospective applicants the ability to apply for positions online. This will provide better applicant tracking and EEO reporting tools.

Facilities – the Facilities team is working on options for rearranging the warehouse to increase efficiency. In addition, they are working with Jeff Johnston to help with the recovery efforts from the flood damage.

FINANCE

Drafts of the final 2014 financial forecast and the proposed 2015 financial budget were presented to the Finance Committee on October 28. A revised 2014 Forecast and 2015 Budget Proposal, along with additional information and analysis will be presented to the Finance Committee in Providence.

Financial results for the year-to-date period through October showed a decrease in net assets of \$59K, \$243K lower than the \$184K budgeted. The forecast for the twelve months ending December 31, 2014, estimates a decrease in Net Assets of \$195K, \$201K lower than the \$6K budgeted.

There are several significant items anticipated for 2014 that are not included in the \$263K forecasted decrease in Net Assets: the ACBLScore+ write-off of \$1.9M, Pension termination costs of \$1.2M, Pension balance sheet adjustment of \$600K, and Tournament Director travel back-pay of \$269K.

ACBLscore+ Write-Off Detail

Pre-Hammond Contract	\$ 277,265
During Hammond Contract	1,476,501
Post Contract Evaluation	151,562
Total	\$ 1,905,328

Pension Termination Costs:

Distribution details (87 participants)

Annuities (28)	\$ 3,640,383
Lump-Sums (59)	4,722,430
Total cost	\$ 8,362,813

How Funded

Pension Fund Assets	\$ 7,200,383
ACBL Cash Contribution	1,162,430
Total Funding	\$ 8,362,813

Pension Expense Calculation

ACBL Cash Contribution	\$ 1,162,430
Write-off Balance Sheet Asset	596,022
Total Expense	1,758,452

Flood Financial Update (as of October 31)

The following is a summary of the expenses relating to the September 2014 flood. Insurance will cover the full cost of the flood less the \$50K deductible, which is included in the 2014 forecast numbers the previous page:

Flood Damage Mitigation	\$ 305,051
Construction	203,507
Estimated Additional Costs	71,713
Total Flood Costs as of 10/31	\$ 580,271
Total Estimated Insurance Proceeds	530,271
Deductible Expense	\$ 50,000

There will be a small capital gain realized on the difference between the book value of the furniture and carpet destroyed and the replacement value. As of 10/31 there is not enough information to calculate the gain.

INFORMATION TECHNOLOGY

A number of member-friendly updates have been implemented on acbl.org:

- Players can more easily “Find a Club” as these pages now include filters by club games held on certain days and sorting by distance from a zip code for certain selections.
- The Find a Teacher page has been enhanced and now includes photos uploaded by the teachers and personalized bio information which can be updated by the teacher themselves.
- The Partnership Desk is in the final testing stage. This includes the ability to email and text potential partners for any club game or tournament event.
- Online Club Sanction Renewals will soon become a reality and automate the annual sanctioning process.
- Graph pages were introduced which includes charts for member masterpoints and masterpoint history information in the MyACBL portal.
- A “play” button has been added to the Hands of the Week page which allows members to play out each hand via the Learn to Play Bridge module.
- It’s Your Call pages have been enhanced to include a YTD summary of the top 100 voters and a history of player votes with links to the Bridge Bulletin articles.
- Several Bridge Bulletin viewer enhancements -- including the ability to zoom into a page and the ability to download the current month’s magazine for offline viewing.
- TDs can create and update bracket sheets for KO events with the ability to enter quarter scores during the game for easy web viewing.
- A pigmented masterpoint race page which includes added search functionality for online and face-to-face play. New Unit and District masterpoint race pages were also enhanced to include many search options and a find a player feature.
- A new NABC Winners page with enhanced search options and links providing player detail for past NABC wins. The loading of NABC winner information is now automated from the online NABC results data which eliminates the time and effort of past manual entry.
- A new rank change notification process is in place.
- We now automatically track response from Bridge Life mailings. A total of 287 new members joined the ACBL from these mailings.

The IT group has been heavily involved in wiring both the temporary office workspaces along with getting the offices and cubicles back in working order after the flood. We offer congratulations to Julia Lovell, one of our web developers, who is now on maternity leave for the next few months with their first child.

CLUB & MEMBERSHIP SERVICES

Club Tables

Through September, overall club table count is up by one half of one percent. Face-to-face club table count is down 3.1% with a total of 1,311,912 tables reported in play. Online table count

through September totals 751,154, a 6.6% increase over the 704,528 online tables during the same time frame last year. The full report can be found at [ClubTbIsReport.pdf](#)

Club Director Education

In 2015, one focus will be on the consistent and effective development of Club Directors. This includes those new club directors seeking education and certification as well as those existing Club Directors seeking additional educational opportunities.

Starting in January at the Orlando Regional, a comprehensive Club Director Refresher Course and Zero Tolerance workshop will be presented. While various classes have been offered at NABCs and some Regionals, our goal is to develop a program that can be effectively and inexpensively be delivered to Club Directors locally at Regionals and Sectionals across the continent.

Additional efforts will focus on expanding information on rulings including:

- FAQ page on the ACBL website, a resource that has become very popular with Club Managers and Directors
- The development of mini-lessons delivered over the internet. ACBL recognizes that we have a huge number of certified directors who have a strong desire to continue their personal development and our goal remains to serve those directors.

FLOOD UPDATE

A timeline of the activities to date and the plans for the remainder of 2014:

To date:

Sept. 11	Flood hits - 9 inches of rain in less than 24 hours -- considered a "300-500 year" flood event.
Sept. 11	ServiceMaster arrives on site to begin recovery efforts immediately.
Sept. 11-19	Move furniture, fixtures & equipment from building. Removal of wet carpet, 6" lower inches of drywall. Water removal and drying out. While operations were limited, we maintained phone and internet service. Staff handled all critical tasks.
Sept. 19-22	Prepare temporary office space.
Sept. 22	Move into temporary office space. Reopen "normal" operations. Begin Phase 1 reconstruction.
Sept. 30 - Oct. 28	Sheetrock, paint, carpet, cleaning.
Oct. 29-Nov. 7	Rebuild cubicles, Information Technology install, cleaning.
Nov. 8- Nov 20	Move all employees to side of the building where construction was completed.
Nov. 17-Dec. 7	Reconstruction of Phase 2
Dec. 10-11	Movers bring back cubicle components and files.
Dec. 11-21	Cubicle install, Information Technology install, cleaning
Dec 20- 26	Move into Phase 2
Dec. 23	Final Punch List
Dec. 29- Jan.31	Furniture repairs, replacements, deep cleaning, air quality check

We will continue to investigate ways to avoid (or at least minimize) future flood risks. This includes conducting a site survey to obtain a FEMA-approved Flood Elevation Certificate and having a professional property flooding assessment. In addition, in-house steps will be taken to limit risk should water enter the building in the future:

- All battery back-ups and surge protectors being mounted 24+” off floor
- No files or warehouse items will be permitted on floor
- Update organization’s Disaster Relief Manual

MARKETING

ACBL Resource Center

The ACBL Resource Center launched on November 7 after a delay caused by the flood. The site is designed to be a convenient, easy-to-use tool that allows bridge clubs, teachers, Units and Districts the ability to order or download virtually anything they need to grow the game.

From mapping the site, providing design assistance, writing product descriptions and more, the Resource Center was built from the ground up in mere months. A communications plan was drafted and is being executed to promote the site to all potential users. The plan includes a video commercial/tutorial that received 500 views within days of launch. To date, feedback from the site has been positive.

New collateral material 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 Cooperative Advertising Program reimbursement when appropriate.

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

In addition to providing public relations and media expertise to the ACBL, MP&F has helped guide the launch of the Resource Center. More steady and reliable communications to clubs, teachers and tournaments is planned for 2015.

ACBL Resource Center

- To prepare for the site launch, MP&F provided assistance with the communications plan and corresponding email drafts used to promote to clubs, teachers and tournaments.
- An instructional video was developed to promote the site and explain how to download or order supplies.
- Drafts for several advertisement collateral templates have been submitted to the ACBL for review. Once revised these will be released on the Resource Center in 2015 in accordance with the communications plan.

Las Vegas NABC media

- In addition to the standard press release and calendar listings, MP&F developed an infographic to provide a visual for non-bridge playing reporters and editors to

- understand why the NABC is worth covering. This tactic was successful, as media placements were up significantly from the Spring NABC in Dallas, TX.
- Noteworthy media accomplishments in Las Vegas include placements in the Las Vegas Sun Sentinel, Las Vegas Review Journal, two live on-site segments with the KVVU (FOX) morning show, an evening piece with KVVU, and an in-studio appearance on KNTV Morning Blend.
 - Press releases were distributed in the hometown of each National event, Collegiate and YNABC event winner.
 - In total 38 print, broadcast, web and radio placements were received in relation to the Las Vegas NABC.

Bridge Base Online (BBO) Cross-Marketing

- Two separate ads campaign were developed to reach bridge players online.
- Determined by the IP address of the user's computer, the first ad provides a link to the ACBL's "Find a Club" page with the geographic location already included, so no further query is required. Click through rate (CTR) for this ad is approximately .07% with nearly 200 total clicks. While this seems low, BBO says it is average for ads on their site.
- The second set of ads will promote membership within the ACBL and will be sent to all non-ACBL members who play on BBO. We are currently waiting for BBO site programming to launch this series of ads.
- CTR and analytics are regularly reviewed and MP&F has provided feedback for modification of the club ads to include a "free first game" to non-ACBL member users who bring the ad to the club. Details for this potential campaign would have to be developed and will likely be released on the Resource Center.

Providence NABC media

- Infographic, press release and media alerts all distributed.
- Worked closely with the convention and visitors bureau to secure additional placements. This resulted in interest from Rhode Show having an in studio guest to promote the NABC and LBIAD. Show date currently TBD.
- Promoted an op-ed piece written by Paul Linxwiler and got it placed in the Sunday, November 16, edition of the Providence Journal.
- Continued media is planned throughout and following the NABC.

Cooperative Advertising Program (CAP)

Year to date, the CAP program has processed 291 ads, reimbursed \$138,075 to 186 units, clubs and teachers in 2014, and has brought in an estimated 1,031 new members. The estimated average cost per new member is \$133.92 with individual cost per member ranging \$11 to \$1230.

Club, teachers and Units who have used the CAP during 2014 will receive a report early next year with their average cost per new member. Information with the CAP approved templates available on the Resource Center will be included.

E-Marketing and Communication

Between August 1 and November 10, 276 email blasts were sent to ACBL members. Sixty percent of these emails promoted upcoming tournaments. Other email topics included Learn Bridge In A Day, newsletters, rank change announcements, STaC, surveys, Learn To Play Bridge, and other program promotions.

Rank change emails hold the greatest open rate, with a median of 70%. Tournament emails hold the lowest open rate with a median of 38%.

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 widely used to engage our members and create a two-way conversation. With over 4,500 followers, our Facebook page has grown by 19% this year. The most popular posts include games, pictures of players, ACBL news and quotes from celebrity players.

Executing from an editorial calendar to develop a steady flow of content, our followers are interacting with posts 65% more this year than in all previous years. The interaction has increased our overall reach on Facebook by 58% this year, exposing the ACBL to a wide audience of potential members.

New features to Facebook include utilizing the LTPB software. Each week, followers can actually engage by playing the Hand of the Week. This post receives an average of 160 followers engaging the post. Additionally, we've partnered with Max Chauvet to create YouTube videos about bridge that make great shareable content. Two videos have been produced, with the first "The Game of Bridge" received 650 click throughs and 176 shares. The second video, "Let's Play Duplicate Bridge" earned 160 click throughs.

Rank and Recognition Program

In August 2014, congratulatory emails were sent to members achieved their next rank as they worked toward becoming a Life Master. The program has been met with positive response from members and at 70% holds a high open rate for email blasts.

With the congratulatory email, members are sent a link to their "MyACBL" page where they can download and print a personalized rank change certificate. On average, approximately 30% of members who receive the certificate, click to the download it. These e-blasts are sent on the 7th of each month.

The Longest Day

Fundraising totals for The Longest Day 2014 totaled \$598,647.09. This is nearly \$20,000 more than was raised in 2013. Of this total, \$14,029.79 was donated by clubs in Canada.

Plans for 2015 are already underway. The ACBL has expanded participation dates to include Sunday, June 21 (Father's Day) and Monday, June 22, 2015.

A new Team Captain Guide has been created with improved fundraising and club involvement sections. New public relations collateral has been created, along with fliers and posters. All resources will be available in the Team Captain Toolkits distributed by the Alzheimer's Association as well as on the Resource Center. Registration through the Alzheimer's Association is expected to open in early 2015.

For the second consecutive year, clubs in Canada have had a very low participation rate and overall fundraising total. Partnering with the Alzheimer Society of Canada surrounding their event "Coffee Break" is being considered as an alternative to The Longest Day for clubs in Canada.

Pianola

We are presently in contract negotiations 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 and they would achieve better results by sending more than one tournament email. 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. It will also maintain confidentiality of members' personal information.

Upon rollout in mid-2015, the ACBL will provide a user guide complete with marketing information, email templates and specific instructions for tournaments to succeed utilizing Pianola.

Learn Bridge in A Day (LBIAD)

Updates to the ACBL's "Learn" tab include more information about LTPB and include a link to a video promoting the program that has been viewed more than 700 times. The Educational Foundation sponsored 10 LBIAD classes in 2014 and already have scheduled a class in 2015.

For Units receiving grants from the Ed Foundation, email blasts are automatically sent out to teachers and club managers, current 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). Participating clubs and Units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. So far more than 700 names have been collected.

Editorial Updates

With the new website platform, updating and revising online content has become more efficient. A terminology page has been created for the "Learn" section of the website. Additionally, biographies for Honorary Member and Volunteer of the Year have been added.

ACBL handbooks and guides are under revision to reflect the new editorial and brand standards. Work is currently being done on the Club Manager's Handbook, Home-style Bridge, Lesson Games and Bridge +, I/N Tournament Guide and Handicap Games.

Bridge Life Magazine

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 earn masterpoints at clubs. The publication will also be available for order through the ACBL Resource Center for clubs and teachers wishing to use Bridge Life as a member recruitment tool. As of November 10, 2014, the direct mail campaign for Bridge Life has recruited 287 new members.

OLLI

To properly support adult bridge education, the teacher guidelines for Student Bridge were rewritten to apply to Life Long Learning programs. In July teachers within 25 miles of a participating OLLI school were contacted about the program and 21 requested more information. The first ACBL supported OLLI class started this Fall at the University of South Florida.

OLLI headquarters has been contacted to determine interest in creating a standardized bridge course to offer through their program to all of the schools. They are in the process of moving locations and finding a new director, so follow up contact will be made once that occurs.

College Bridge Club Toolkits

Collegiate Bridge Club toolkits were distributed in August to junior members of the ACBL between the ages of 17-25 with at least 50 masterpoints. A total of 136 toolkits were mailed. Additionally, an email was sent to 390 Junior members between the ages of 17-25 with fewer than 50 masterpoints. This effort was to make them aware of the new College Bridge Club Program and to encourage them to request a toolkit. The ultimate goal of the program is to empower recipients to start a bridge club on campus.

To date, 40 additional Collegiate Toolkits have been requested by Juniors and teachers wishing to develop a collegiate program. The Collegiate Toolkit is available for order on the Resource Center. Follow up communications to all those that received toolkits is planned for Q1 2015.

Unit Facebook campaign

Toolkits with instructions and resources for creating a social media presence on Facebook were sent to all Units in June 2014. Almost instantly, 8% of Units created a page and began to develop and engage with their followers online.

With other projects demanding more personal resources from the marketing department, promotions for the campaign have temporarily been sidelined. The Unit Facebook Guide is available for download on the Resource Center.

Hall of Fame

The 2014 Hall of Fame Induction was one the best received in years, thanks to the work of a solid group of inductees and the modifications to the overall program format,. Revenue increased by 66% over 2013. The ACBL's out of pocket expenses were reduced by 82% over last year. Plans for the 2015 Hall of Fame ceremony will begin after the Spring NABC.

EDUCATION DIVISION:

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

- 4 scheduled in 2015
- 2 scheduled in 2014, 11 completed in 2014
- 16 completed in 2013
- 7 completed in 2012

2013 Accredited Teacher Stats*

TAP Accredited	5,384
Better Bridge Accredited	908
Easybridge! Accredited	1,042
Find a Teacher Database	1,039

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

College Bridge Bowl

Starting October 1, 2014, the ACBL kicked off the new college competition format. All teams, matches and results can be found at www.butlr.com/acbl

- 14 teams registered and played all matches in October
- 15 teams registered for November, all matches are assigned

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.

- 2-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

School Bridge Program & Baron Barclay

Due to the flood, the Education Department needed to come up with a quick solution for completing school bridge orders. We approached Baron Barclay to see if they were willing to direct ship orders to our teachers and invoice the Education Department. Baron Barclay was

happy to help. All orders were processed and shipped on time, from efforts made by employees working from home, despite ACBL Headquarters being shut down for two weeks. Also, since the Education Department did not have to pay for shipping the items first to headquarters, it lowered shipping expenses. At a follow-up meeting, the Education Department and Baron Barclay agreed to continue this process, which will help reduce costs and shipping time for all future school bridge orders.

Online Learn to Play Bridge Statistics

	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
Total	5425	N/A	10047	4827	68

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	43
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		413	
Total US Teacher Stipends	\$47,105		\$43,890		\$54,940		\$71,657		\$108,620		\$100,700	
Total Can. Teacher Stipends	\$36,000		\$34,590		\$36,750		\$37,450		\$42,860		\$47,000	
Grand total for Stipends	\$83,105		\$78,480		\$91,690		\$109,107		\$151,480		\$147,700	

YOUTH AND JUNIOR MEMBER STATS BY DISTRICT

(The chart reflects paid members only.)

District	Total	Prev. Total	Diff.	Youths	Juniors
1	25	26	-1	13	12
2	64	55	9	44	20
3	50	66	-16	40	10
4	25	28	-3	6	19
5	14	13	1	7	7
6	76	82	-6	58	18
7	185	195	-10	149	36
8	18	20	-2	9	9
9	60	71	-11	44	16
10	34	48	-14	23	11
11	28	34	-6	21	7
12	13	15	-2	6	7
13	31	33	-2	11	20
14	25	26	-1	15	10
15	20	17	3	15	5
16	59	72	-13	34	25
17	26	25	1	15	11
18	6	7	-1	0	6
19	25	30	-5	8	17
20	14	15	-1	8	6
21	148	89	60	119	29
22	18	45	-27	14	4
23	27	26	1	16	11
24	46	58	-12	28	18
25	78	69	9	53	25
99	67	43	24	36	31
Total	1182	1208	-26	390	792

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

Privacy Policy

As a result of changes to North American privacy laws and to better serve members, the ACBL has updated our privacy policy. Members will now have three streamlined communication preferences to choose from: general email communications, text messages and contact information confidentiality. There are certain areas where Members cannot limit the sharing of their information as outlined in the box below.

Reasons for shared information	Does ACBL share?	Can you limit this sharing?
For general ACBL operations: Processing your account, scoring and recording masterpoints	Yes	No
For general ACBL communications: Upcoming tournaments, results, rank changes, surveys, ACBL updates, new member benefits	Yes	Yes
For ACBL sanctioned groups' communications: Upcoming events and other updates	Yes	Yes
For non-ACBL entities to market to you	No	We don't share or sell information.
Other purposes as required by law	Yes	No

Members will still have the option to opt-out of receiving ACBL emails. They will begin as subscribed, but can change the setting in MyACBL or by contacting headquarters. Members will also have the option to subscribe to text messages for receiving communications related to instant tournament results and partnership desk. Finally, members will have the option to keep their contact information (address, phone number, and email) confidential and not shared with entities beyond ACBL headquarters.

The new policy details approved and unapproved uses of member information and requires contracts for use beyond what is stipulated in the policy. Such Data Usage Agreements will be subject to CEO approval.

Club managers will continue to have the same access to member data through ACBLscore. Member information will also remain available to designated officials from units and districts. These officials will have the ability to aggregate and export the data for uses outlined in the policy. Teachers and recruiters will continue to access to very limited and specific information for their students and those they recruited. Data usage by NBOs and District Directors is also addressed in the policy.

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 the ability to search tournaments and clubs to find others who are looking for partners. We are going through final testing as we prepare to soft launch at the start of the new year. The Strategic Planning Committee has been given access to review the features and functionality and provide feedback.

Club managers and partnership chairs will have the ability 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 is also an option to receive text notifications directly to a player's cellphone. This will make the Online Partnership Desk "mobile-ready" and not just usable for future games. The Partnership Desk can also help at tournament sites to coordinate last minute partnerships given the ease of making a connection via text message.

TD Framework

The launch of Tournament Director University (TDU) was moved from first quarter of 2015 to the third quarter of 2014. The pilot program proved to be an excellent learning experience for the students, teachers and the ACBL. A full-day customer service module provided a toolkit of skills for TDs to use when interacting with stakeholders including members, sponsors and fellow staff. TDU students have entered the "field training phase" of the pilot program. The phase, which pairs a student with a mentor, has been a success with widespread praise. The financial commitment on ACBL's part to support students at tournaments for training purposes has been key to the program's success. Each student is armed with an individual development plan which allows us to measure his or her success.

All Fields Supervisors participated in the customer service training program and there are three more days of customer service training scheduled for the remainder of the full-time TD staff at the next two NABCs. We will research how to cost effectively roll this program out on a regional basis. Additional next steps include developing ongoing refresher courses and integrating these programs a performance evaluation program. Comprehensive timeline and budgets for 2015 will be presented to appropriate committees in Providence.

Workforce planning will be a key component of our 2015 plan. This encompasses recruiting, compensation, training, development and continued customer service training.

ACBLscore

Since our July meeting, our project team has worked to preserve, protect, enhance and extend our ACBLscore software. We have made improvements that directly address some of the items our tournament directors, members, and players have been asking about for some time. These include: quicker and broader sharing of results; web-based access to tournament results; a one-button solution to minimize the impact on TDs; and greater automation of tournament processes.

The refreshed version of ACBLscore was successfully field tested at tournaments in Nashville and Knoxville and will be used at the Providence NABC. The plan is to rollout this functionality out in early 2015.

This is a significant milestone for our organization, for our clubs, tournament directors, and our members. The team is prepared to build on this success and provide additional enhancements to the benefit of our TDs, members and players in 2015 and in the years ahead as outlined below.

ACBLscore Enhancements for 2015						
Task #	Task	Priority	Project Type	Start	Completed	Resources
1	ACBL Change Management Process	1	Business Process	Q4 2014	Q2 2015	ACBL Management
2	ACBLscore Live Enhancements	2	Feature Extension	Q4 2014	Q2 2015	Development Team
3	Enhance ACBLscore Tournament and Club DB	3	Feature Extension	Q1 2015	Q1 2015	Development Team
3.1	Change Tournament DB for TourneyTRAX Integration		System Integration			
3.2	Qualification Tracking for GNT/NAP Events		Feature Extension			Development Team
4	Fully Integrate Wireless Scoring with ACBLscore	4	System Integration	Q1 2015	Q2 2015	Development Team
4.1	Incorporate BWS Data, i.e. Contract Data in the Gamefile		Integration & Feature Extension			Development Team
5	Wireless scoring for Swiss and KO events	5	Feature Extension			Development Team
6	Develop an easy-start utility to start a bracketed event	6	Feature Extension	Q2 2015	Q2 2015	Development Team
7	Develop display utilities for participants	7	Feature Extension	Q2 2015	Q2 2015	Development Team
7.1	Swiss Team Result and Pairing Displays		Feature Extension			Development Team
7.2	KO Bracketing and Assignment Displays		Feature Extension			Development Team
8	Prepare to Sunset DOS Version	8	Integration	Q3 2015	Q4 2015	Development Team
8.1	Known Issues with Windows		Require Gathering			User Group, Dev Team
8.2	All DOS Features not found in Windows		Require Gathering			User Group, Dev Team
8.3	Incorporate features only found in DOS into Windows		Feature Extension			Dev Team