To: ACBL Board of Governors
From: Joseph Jones, Acting Executive Director
Date: October 10, 2018
Subject: Headquarters Update

It's been about four months since our last update so here's a report of our current efforts.

Membership

Temporary Membership Program

Since its launch in March, the new Temporary Membership program has led to more than 1250 people joining the League, and about 20% of those players have converted their temporary membership to a full-year membership. Five dollars of each initial temporary membership is rebated to the sponsoring teacher, club or tournament organizer as a "thank you" incentive for their recruitment success. For further information, please visit acbl.org/temp.

Membership Promotions

ACBL is working with different partners to test cross-marketing promotions to attract new members. In early June, a promotion was launched at BaronBarclay.com offering a $10 Baron Barclay gift certificate to anyone who joined ACBL. Even though this promotion had limited reach and scope, we had over 60 new members take advantage of it. ACBL is currently evaluating other promotional opportunities.

Clubs

ACBL-wide Events

With three new games (two Junior Fund games and the Summer IMG), an improved schedule and increased promotional efforts, total table count in ACBL-wide events at clubs has more than doubled between January and August, when compared to the same period in 2017.

2018 Worldwide Bridge Contest

The Worldwide Bridge Contest was held on June 1 and 2 (Friday & Saturday). In previous years, these events were restricted to Friday evening and Saturday afternoon sessions. In 2018, clubs were allowed to start the games at the most convenient time, which resulted in about 60% more participants. Friday's table count more than tripled to 1231 tables, while on Saturday we had about 10% fewer tables than last year, for a final count of 915.

The new Summer IMG

This was our first year offering clubs a Summer Instant Matchpoint Game, held on Monday, July 9. The game was well received, with 293 clubs registering and reporting the game. All the materials were sent to clubs by email, and the expert commentary included video analysis: acbl.org/summerIMG. The final count was over 3000 tables, making this the most popular ACBL-wide event yet in 2018.

ACBL's traditional Instant Matchpoint Game—with Larry Cohen's commentary booklet—is scheduled for Oct. 31.

Club Game Sanction Renewals

An email was sent to all clubs last week asking them to renew their 2019 club game sanctions and to register for the ACBL-wide events being held next year. Over 700 clubs have already completed their sanction renewal online.

Spoofing and Phishing Scams

The financial security of districts, units and clubs is important to the ACBL. The League is aware of new spoofing and phishing scams targeting these groups. "Spoofing" is the creation of email messages with a forged sender address. "Phishing" is the most common type of cyber-attack and tries to attain sensitive information. Because district, unit and club officials are posted on ACBL's and often regional or local websites, these officers may be attacked.

An alert was sent to officials on Sept. 26, 2018 underscored the importance to never initiate payments or transfer sensitive information through email, always call and confirm any emailed requests. A Federal Trade Commission resource was also featured.

Finance

Through September, operations have provided a positive bottom line of $123K, which is $273K better than budget. In line with the original budget, we are forecasting a loss for 2018 due to the high cost of the fall NABC. We will also be writing-off $375K from the failed attempt to implement Customer Relationship Management software. Work on the 2019 budget is underway and will be presented to the board at the fall meeting.

Marketing

Marketing Solutions Upgrade (Pianola)

We've made some exciting changes to the Marketing Solutions email service used by District and Unit officials (as well as tournament organizers, on behalf of their respective sponsors).

Units and Districts using Marketing Solutions are now the official "sender" (instead of ACBL doing it on their behalf). This means that Pianola now is managing a separate list of unsubscribed members for each Unit or District. Two main advantages:

- When members unsubscribe from, say, tournament notifications from another district, they will not be automatically unsubscribing from their own Unit/District.
- All Units and Districts started—as of Sept. 20—with a clean slate. They will be able to communicate with those members who had previously unsubscribed from the main ACBL email list.

Note that members will still be able to unsubscribe from any sender. It is important to be judicious with emails (frequency, relevancy) to avoid losing contact with one's constituents.

Second, we have updated the email templates available. Districts and Units are clearly identified as the sender, and we have darkened the text and lightened the background, which will make messages easier to read. More information can be found at acbl.org/email.

Promoting the Honolulu NABC

The marketing team has made a powerful effort to promote the 2018 Fall NABC in Honolulu—more than any previous NABC. First, a new, dynamic website was created to emphasize the beauty of the location and the fun to be had. Two membership-wide emails have also been sent to highlight the excitement of the NABC in this special location and the top five reasons to attend. Each email featured a promotional video, a new aspect of NABC marketing.

Emails promoting specific programs, like the Best Practices Workshop and Intermediate/Newcomer events, are being sent to targeted audiences on the West Coast. The Honolulu NABC has also been featured in two "Membership Update" emails. Additionally, many social media posts have been made across multiple platforms, reaching thousands of bridge players around the world.

Visit acbl.org/NABC for more information.

Single-sign-on

With this new IT service, members do not have to type their password every time they visit **acbl.org**. Checking masterpoints, reading the Bridge Bulletin online or registering for events can now be done more quickly because member logins on the same computer/browser may last up to two months.

For Club Managers and Directors, it also means automatic access to several other services on acbl.org/myacbl, like updating the club's information, renewing a sanction and more duties.

Best Practices Teacher Certification Program

The new ACBL Best Practices Teacher Certification Program has launched. After pilots in Philadelphia and Gatlinburg, the Best Practices Workshop rolled out in Atlanta and received great reviews. By focusing on how to teach rather than what to teach, the workshop is proving valuable to both new and veteran teachers. Assessments are held after each workshop so that participants may demonstrate what they have learned and earn certification. So far, we have 71 certified teachers.

Best Practices Teachers receive a special pin, a certificate and marketing support from ACBL. They are also distinguished in ACBL's teacher directory.

Two facilitators, Carol Mathews and Betty Starzec, have been certified by the program's creator, Grace Major, to host Best Practices Workshops at upcoming sectionals, regionals and NABCs. For more information and a schedule, visit acbl.org/bpteacher.

Collegiate Initiative

The Collegiate Initiative, a joint effort of the ACBL and Educational Foundation, kicked off in the fall of 2017. Together we supported more than 30 schools with student bridge clubs or teams. Most schools received teaching materials and bridge supplies, while 17 of them also received stipends for teaching/coaching. For the 2018/19 school year, we are off to a great start. Most of the schools from last year are continuing their programs, and there are 16 new schools that have started or plan to start a new bridge program. We expect to have at least 50 active schools by the time we host the 2019 Collegiate Bridge Bowl in Las Vegas.

YNABC/Collegiate Bridge Bowl

The Youth NABC in Atlanta was the largest yet, with players from U.S., Canada, Bermuda, China and Italy. October's Bridge Bulletin has a write-up on page 32 featuring highlights of the event.

The Collegiate Bridge Bowl in Atlanta was also successful. Twelve teams competed in the team event, and a total of 28 students played in the first-ever Collegiate Individual (i.e., speed dating for bridge partnerships). See page 26 of the October Bridge Bulletin for photos of the winners.

The Longest Day

For the last six years, hundreds of bridge clubs joined The Longest Day campaign in support of the Alzheimer's Association.

In 2018, we saw more than 300 teams register for the event, and together, we raised about $1.2 million, bringing our six-year total close to $5 million. For more details, see October's Bridge Bulletin.

Human Resources

Headcount

216 employees

New Hires

- Gay Yamagiwa, Local Tournament Director
- Sean Lui, Local Tournament Director
- Dena Hoffman, Accounts Receivable Coordinator

Promotions

- Nancy Boyd, Director of Bridge Operations
- Bill Michael, Associate National Tournament Director
- Mark Hudson, Meeting Planner

Open Positions

- Director of Information Technology
- Software Developer

Building Efficiency

- Lighting Upgrades: all lighting has been changed to LED.
- Retro-Commissioning: the HVAC system has been optimized to achieve long-term energy and operational savings. We are already seeing significant year over year reductions in monthly energy costs (August 2018 Entergy bill is 52% less than August 2017 Entergy bill).
- Building envelope upgrades: Door sweeps and gaskets installed; window sealings

It is projected that the $105,871 cost of this work will provide an annual savings of $32,604, with a simple payback in 3.25 years.

Information Technology

Two major technology initiatives are progressing. All club sanction data and related applications (such as Club annual sanction renewals, Find-a-Club and special event registrations) have now been moved from the AS/400 server to a cloud platform. The next set of data to be moved will be Unit & District Officers and Unit & District Game Sanctions.

In the second initiative, we are working on replacing all functionality from ACBL Club Results, focusing primarily on Player and Club user experience. We are working to complete a detailed timeline and will begin formalizing the communication plan in the next weeks.

Bridge & Field Operations

In September, all Tournament Directors with National or Associate National rank were invited to a two-day forum held in Memphis. Scheduled events included meeting and interacting with Headquarters staff on discipline, marketing and IT. This interaction has already produced multiple changes to the support services provided to the field. In addition, they reviewed our customer service goals, organizational structure, relationships with Tournament Organizers and the new TD online resources.

Promotions: Nancy Strachan, Nancy Watkins, Joan Paradeis and Robert Maier to Mentor. We welcome these TDs to their new roles and responsibilities.

Bridge Operations is proceeding on several projects related to staffing tournaments. With the introduction of the Table Estimator process (which is still being rolled out), there will be a related Staffing Process for Regional Tournaments. This tool will assist DiCs and Tournament Organizers to understand the information behind the staffing numbers. This is expected to be rolled out in the first quarter of 2019.

Office of National Recorder

The ACBL has focused on making its internal disciplinary process simpler and fairer to all levels of members. To aid us in this goal, under the leadership of the Compliance Coordinator, during the third quarter an Office of National Recorder project team completed and distributed a set of reference materials for the ACBL's disciplinary process as outlined in its *Code of Disciplinary Regulations*. The reference materials are intended to assist anyone involved in the disciplinary process, including Charging Parties (i.e., District and Unit Presidents), disciplinary committee chairs and local recorders. The resources include annotated forms, checklists and flowcharts as well as a set of answers to frequently asked questions. These resources may be accessed at acbl.org/conduct-and-ethics/forms-and-documents/.