



2025 Membership Performance Snapshot

8-10% Retention Loss	4% Recruiting Rate	~25K Go Local Players	Growth Face-to-Face
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Key Challenges

- Retention decline outpacing recruitment
- Online participation lower this year
- Membership benefits

Wins & Opportunities

- Go Local Games popular
- Face-to-face clubs growing
- New online partnerships established

Focus Areas

- Improve renewal communication
- Clarify membership benefits
- Support local club initiatives



Membership & Program Initiatives

Guest Membership Program

New program active. Benefits gating strategy (Bridge Bulletin, tournament eligibility).

- Pathway to paid membership
- Clearer benefit structure
- Revenue optimization potential

5-5-5 Plan Redesign

Updated for clarity & manageability. Removes activity grade, retains member insights.

- Simplified reporting structure
- Unit-focused metrics
- Better data accessibility





Back Office & Technology Modernization

Completed

Membership & payments live in new system. Masterpoints available. Reduces key-person risk.

- System security enhanced
- Maintainability improved
- Data centralization in progress

In Progress

Masterpoints integration into Back-Office underway. Rank system functioning.

- Masterpoint ingestion
- Test full system compatibility
- Deploy to production (2026)



Tournament Operations & Future Direction

Tournament Excellence

Smooth operations, planning for right-sized venues, inclusive championships, full ballrooms, consistent player experience.

Increase masterpoints awarded at tournaments.

Improve communication with organizers. Centralize scheduling and staffing.



Venue Sizing

Right-sized for member participation and satisfaction metrics.



Inclusivity Focus

Championships accessible, diverse player levels, welcoming environment.



Experience Consistency

Uniform quality standards, reliable services, repeatable excellence.





2026 Strategic Priorities



Masterpoint Integration

Complete integration. Operate fully on Back-Office.



Benefit Optimization

Optimize guest & patron member benefit access. Gate premium features behind paywall model.



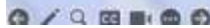
5-5-5 & Reporting

Implement updated 5/5/5 plan. Deliver new reporting suite to units. Improve insights quality.



HQ 'Game Table' & Modernization

Utilize headquarters space for player funnel.



Online Bridge & Player Engagement

Online Partnerships

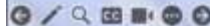
7 active platforms. Maintained existing, acquired new partners despite lower participation.

- BBO, RealBridge, RSVP
- SharkBridge, IntoBridge
- Funbridge, OKbridge

Face-to-Face Growth

Club bridge participation up. Go Local Games help engagement (25K players).

- Affordability key driver
- Club-only player ranking pathway
- Clubs remain core foundation





Key Themes & Strategic Imperatives

Three Pillars of 2026

Technology integration, membership growth, and player engagement form foundation for sustainable growth.



Modernization

Back-Office fully operational.
Reduce technical debt.
Enable scale.



Membership Focus

Reverse 8% retention loss and 4% recruiting.
Clarify benefits.
Support clubs as foundation.



Player Activation

Sapphire Program.
Masterpoints at tournaments.
Game Table at HQ



ACBL Financial Update

Fall 2025

ACBL Leadership
Jennifer Webster



SoFP – October 2025



<i>In thousands</i>	Oct 2025 Actual	Oct 2024 Actual
Cash & Investments	\$14,138	\$13,384
Other Assets (A/R + Fixed Assets)	6,470	6,151
Total Assets	<u>\$20,608</u>	<u>\$19,535</u>
Deferred Membership Revenue	5,539	5,792
Other Liabilities	2,590	3,093
Total Liabilities	<u>8,129</u>	<u>8,885</u>
Net Assets	<u>12,479</u>	<u>10,650</u>
Total Liabilities & Net Assets	<u>\$20,608</u>	<u>\$19,535</u>

Statement of Activities – October 2025



<i>In thousands</i>	Oct 2025 Actual YTD	2025 Budget YTD	Oct 2024 Prior YTD
Revenue	\$14,240	\$14,634	\$13,993
Expenses	13,698	14,731	12,811
Change in net assets from operations	<u>\$542</u>	<u>(\$97)</u>	<u>\$1,182</u>
Change in market value of investments	772	0	714
Change in net assets (loss)	<u>\$1,314</u>	<u>(\$97)</u>	<u>\$1,896</u>

Capital Expenditures – October 2025 YTD



In thousands

	<u>2025 Actual</u>	<u>2025 Budget</u>	<u>Project to date</u>
Miscellaneous items	\$16	\$20	\$0
AS400 Modernization (Backoffice)	453	570	1,401
Results Gateway Updates	71	180	0
Total Capital Investments	<u>\$540</u>	<u>\$770</u>	<u>\$1,401</u>

