

NATIONAL
CLUB
ASSOCIATION



2025

Annual Report



Letter from Chair Michael McCarthy

Dear Members,

It is a privilege to serve as Chair of the National Club Association and to continue the exceptional work of my predecessor, Luke O'Boyle. On behalf of the Board of Directors and our entire membership, I extend my sincere appreciation to Luke for his steady leadership and unwavering commitment to advancing NCA's mission. His thoughtful stewardship positioned our association for continued growth and influence in the years ahead.

As we reflect on the past year and look forward to the next, it is clear that the National Club Association remains strong, unified and essential to the health and success of the private club community. Our voice—representing clubs, their leaders, boards and members across the country—continues to carry significant weight on Capitol Hill and throughout the broader business and club landscape. Through advocacy, education and steadfast commitment to best practices in governance, NCA ensures our industry is both well represented and well prepared for the challenges and opportunities ahead.

The private club community today is vibrant and resilient, yet we must never become complacent. Success in our industry is not a destination, but a continuous process of improvement. NCA plays a vital role in helping clubs remain forward-thinking—supporting sound governance, prudent financial management and strategic planning that sustain the long-term value for members and communities alike.

One of our foremost priorities is addressing the future of our workforce. Human capital remains the foundation of every great club and as fewer young professionals enter hospitality, NCA is committed to supporting efforts that attract, retain and develop the next generation of leaders. At the same time, we continue to promote a culture of respect, appreciation, and professionalism—values that define the best in our industry.

I am encouraged by the strengthening of our relationship with the Club Management Association of America. Together, we are fostering greater collaboration, enhancing professional education and advancing a shared vision for excellence in club leadership at all levels.

As we look to the future, I am deeply optimistic. The private club experience is built on relationships—on the human connections no technology can replicate. NCA's work ensures these values endure, that clubs continue to thrive and that our members receive the advocacy and resources they deserve.

On behalf of the Board and staff of NCA, thank you for your continued trust and engagement. Your support enables NCA to fulfill its mission with integrity, purpose and impact. Together, we will continue to strengthen our community and shape a bright future for private clubs nationwide.

With Appreciation,

Michael McCarthy

Chair, National Club Association

Chief Executive Officer, Addison Reserve Country Club



Letter from President & CEO Joe Trauger

December 2025

I would like to thank all of our member clubs, our associates and our corporate partners for their continued belief in the importance of NCA's mission to empower private clubs with education, resources and advocacy to meet evolving member needs and expectations.

The past year saw a number of significant milestones for the National Club Association—some more visible than others, but all very important to the long-term health of NCA. Over the past 12 months, thanks to the dedication of our members, staff and partners, we've built on the growth achieved the last several years to strengthen our community of clubs and deliver value in an ever-changing and challenging environment.

As an organization dedicated to establishing and promoting good governance in private clubs, NCA embarked on two significant efforts to lead by example over the last year: NCA's bylaws were reviewed, updated, and voted on by the membership; and a new board policies manual (BPM) was drafted and adopted by the board of directors. This important work was begun under then-Chair Luke O'Boyle, who shepherded the bylaw changes and developed the initial draft of the BPM, which was adopted by the board in September. While there are some minor deviations, *Private Club Governance: A Handbook of Principles and Best Practices*, developed and published by NCA and the Club Management Association of America (CMAA), served as our guideposts.

Advocacy was the impetus for the formation of NCA in 1961 and it continues to be a focus to this day. This year saw many changes in the legislative and regulatory landscape with a change in administrations and a switch in party control of the U.S. Senate. It became clear very quickly after inauguration that President Trump and Congress were going to move rapidly on a reconciliation bill that would open up the tax code for significant changes. While we understood the bulk of the bill would focus on tax rates for individuals and businesses, there was deep concern early in the process about the possibility of changes to the treatment of nonprofits, including private clubs. NCA was on top of it from the start and met with the key players on the tax-writing committees to ensure tax treatment of private clubs was not part of the bill. I believe NCA's efforts and the support of others prevented what could have been a massive upheaval for clubs.

The National Club Conference held at the New York Athletic Club in April was, by all accounts, a resounding success. It was the most attended and most financially successful conference



in the association's history. Thanks to valuable input from the NCA board, we made changes to the schedule and content that were well-received by attendees. The Excellence in Club Management Awards® Gala held at the University Club of New York was, in my humble opinion, the event of the year and we're so proud of our partnership with the McMahon Group and the continued sponsorship of KOPPLIN KUEBLER & WALLACE (KKW) in honoring those who have earned the recognition of their peers.

In addition to these highlights, NCA continues to offer impactful resources for our members through *Club Director* magazine, an updated governance handbook and the many webcasts we host featuring leading experts in and outside the club sector. NCA also migrated to a new association management system; that process required significant staff time and resources to ensure a better experience for our members with a single sign on and a more easily navigated website that is completely integrated with the new system. We hit a few bumps in the road and still find things that need to be perfected, but I believe this new infrastructure will yield dividends for the association and our members in the years ahead.

NCA's board also adopted a new 2025-2030 strategic plan and set a vision for the organization to be a thriving private club network that sets the standard for engagement, excellence and innovation. Looking ahead, we are focused on enhancing member engagement, expanding our educational resources and advocating even more effectively on behalf of our community of private clubs. As you will notice in the financials section of this report, NCA is on a firm financial footing and strengthening each year. I'm pleased to share that the organization had its most successful financial year and was able to set aside \$125,000 into our reserve account—the second highest contribution since the reserve account was established in 2012.

I am deeply grateful for the support and trust our members place in us. I am also deeply grateful for the six professionals I am blessed to lead. Each of them is dedicated to the furtherance of NCA, its mission, vision and values for the benefit of the private club community. Together, we will continue building an organization that leads with integrity, serves with purpose and thrives through engagement.

Joe Trauger

President & CEO, National Club Association

About NCA

Advocacy, Insight, Governance

For more than 60 years, the National Club Association (NCA) has provided private clubs with a voice on Capitol Hill. NCA is the leading organization dedicated to advancing the legislative, legal and regulatory interests of private clubs throughout the United States.

NCA also supports members by providing a comprehensive collection of resources, unmatched insights into innovations and trends affecting the club industry and high-value learning and networking experiences that help club leaders to effectively manage and govern their clubs.

NCA's Club Members include the local city or yacht club to globally known private clubs in the country. Our Corporate Partners and Associate Members represent leading industry service providers that help clubs maintain and elevate their operations and services

Our Mission

The National Club Association empowers private club leaders with education, resources and advocacy to meet evolving member needs and expectations.

Our Vision

NCA is a thriving private club network that sets the standard for engagement, excellence and innovation.

Policy Agenda

NCA was founded in 1961 and is the only national association representing solely the private club community before the U.S. House of Representatives, U.S. Senate and Executive Departments of the federal government. There are many issues affecting private clubs, their membership, professional staff, board of directors and operations. The challenges clubs face each day are not unique relative to many other small businesses, but some are specific to the community of private clubs.

NCA's policy agenda, adopted and reviewed regularly by the Government Relations Committee and NCA Board of Directors, seeks to cover the range of topics of interest to the National Club Association and serves as a guide or standard by which the association and its members evaluate legislation and regulations at the federal, state and local levels. A brief summary is below; download the full agenda at nationalclub.org.

1. Taxes

The National Club Association believes tax policy should promote economic growth and job creation in all sectors of the economy. NCA supports property tax systems at the state level that recognize the value clubs bring to the neighborhoods and

communities they serve. We work with state and local organizations to ensure the impact of these proposals on the private club community are understood and taken into consideration.

2. Health Care

Federal health policy should provide employers and employees flexibility in designing benefits such as Health Savings Accounts, Health Reimbursement Accounts, Flexible Spending Accounts to manage health-related expenses. Enhancements to these arrangements should be pursued to allow individuals to not only pay for medical care, but also make proactive investments in improving and maintaining their health.

3. Labor

Individuals employed in the private club community have the right to work in a safe environment and to be compensated fairly for the work performed. NCA believes there should be minimal interference by the federal government and states in determining wages. Employers should be allowed flexibility in establishing and adjusting wages to reflect the market and economic conditions in which they operate. All employees should be free to choose whether to join a union or discontinue membership without coercion or intimidation from any entity or individual.

4. Environment

NCA supports federal policies that recognize the efforts of clubs that are working to improve the environment and the adoption of laws and regulations that are based on science and empirical data, clearly understandable and not overly burdensome to achieving the desired outcome. NCA also supports efforts at the federal level that create a collaborative approach to enforcement to ensure compliance.

5. Immigration

NCA supports reforms that would:

- Improve the employment-based green card system to keep talent within the United States;
- ◆ Streamline and simplify the procedures for the temporary, seasonal or non-immigrant visa;
- ◆ Allow for temporary and seasonal workers and immigrants to meet the needs of employers without displacing American workers; and
- ◆ Enhance the flexibility in responding to demands for the skills necessary to grow America's economy.

Read the whole policy agenda at nationalclub.org.

2025 in Review

Issues

On November 5, 2024 NCA President & CEO Joe Trauger sent an email to the board of directors offering his perspective on how he believed the presidential and congressional elections would result. He predicted the election of Donald J. Trump as President of the United States with as many as 312 electoral votes, the Senate would flip from Democratic to Republican control and the House of Representatives would remain in Republican hands.

It was precisely accurate.

The results set us on a course of recalibrating the NCA's posture from defensive to a more positive outlook—for a time. For four years under the Biden administration, NCA had been wading through a slough of regulatory actions from the Department of Labor, Environmental Protection Agency, Federal Trade Commission, Department of Homeland Security and others. Issues such as independent contractor classification, joint employer status, overtime threshold, heat illness and injury protocols, service fees, federal jurisdiction of oceans, lakes, streams and wetlands were all active with rulemaking and litigation with little sign of letup absent a change in direction only possible with the election of a new administration.

Nonprofit Status of Private Clubs

With the election of President Trump to a second term, Republican control of both houses of Congress, and the expiration of the 2017 Tax Cuts and Jobs Act, it was clear that tax reform was going to be the top legislative issue of 2025. While the main focus of the reconciliation package was the extension of the individual and corporate tax rates, there had been increasing chatter about whether there should be reforms to the tax treatment of nonprofits. Fully 80 percent of private clubs operate as nonprofits under section 501(c)(7) of the Internal Revenue Code and any changes could seriously impact the viability of private clubs and associations like NCA. Early in the new Congress, it was unclear what form the reconciliation package would take, but there were two competing approaches: one that called for two reconciliation packages that would handle border and immigration issues in the first bill and a second, separate tax reconciliation package. The alternative approach, and supported by President Trump, was the "One Big Beautiful Bill" approach that would combine both priorities into a massive reconciliation package. President Trump's preferred strategy was ultimately adopted and drafting began.

NCA anticipated that there would be provisions in the bill that would affect nonprofits, but we cautioned members to be wary of dire warnings about the end of nonprofit status

for clubs. As the leading organization lobbying on behalf of private clubs, those warnings didn't square with what we were hearing and picking up from lawmakers in our communications with them through the process. Prior to introduction of the reconciliation package, NCA met with key players in the process on the Ways and Means Committee, its Subcommittee on Oversight and others to re-familiarize them with the private club community and provide detailed data from the Economic Impact Study jointly sponsored in 2024 by NCA, CMAA and Club Benchmarking. This data was timely and critical to effectively communicating with lawmakers about the importance of private clubs to the economy as a whole, the communities they served and their role as employers. When the "One Big Beautiful Bill" (OB BB) was introduced, there were several sections affecting the activity of nonprofits, but few if any of them directly affected private clubs. It was a great example of how, with the right data in the right hands, clubs can have an impact on the trajectory of legislation, as there were no changes directly affecting the nonprofit status of private clubs.

Other provisions of the OB BB, such as the campaign promises of then-candidate Trump to not tax tips or overtime were included in the package, albeit for just three years. NCA conducted webcasts on these issues and continues to work with the administration as the Department of Treasury issues guidance on complying with these provisions. The manner in which these provisions are implemented still requires the reporting of tips and overtime and employees will receive a credit when filing their tax returns, so it appears there is little operational impact clubs face with the new law. There is some concern about whether it will impact the ability of clubs to retain and recruit employees such as servers though it is difficult to discern at this stage whether it will actually be a hindrance.

Labor Issues

Aside from the discrete tax status most clubs operate under, no suite of issues has more potential for broadly affecting clubs as those surrounding labor. As the economic impact study found, of the \$33.6 billion in revenue clubs generate each year, \$17.3 billion of that goes immediately to pay the salaries and wages of employees. The private club community is labor-intensive and even the smallest changes in federal or state labor policy can have an outsized impact on the financial condition of club—whether it's compensation related or compliance costs.

Under the Biden administration, clubs faced changes in the classification of independent contractors, rules defining joint employer status, opening up Occupational Safety and Health

inspections to unrelated third parties, and overtime thresholds. In addition, the Wage and Hour Division of the Department of Labor as well as OSHA took an aggressive posture with respect to enforcement of all seven federal labor laws. All of the actions taken in this area under the Biden administration were challenged in the federal courts adding further uncertainty. This all changed when the new administration was sworn in on January 21, 2025 — though there is still a degree of uncertainty, because the Trump administration has indicated it intends to pursue rulemaking in several of these areas.

The rulemaking effort to establish a protocol for preventing heat-related illness is actively being considered by the Trump Labor Department. This rulemaking began under the Biden Administration and resulted in a proposed rule that would require employers to take certain measures when the heat index was, or was predicted to be, 80 degrees Fahrenheit or higher. NCA submitted comments to OSHA expressing strong objections to the temperature threshold being set so low. OSHA opened up the comment period again and conducted a series of listening sessions in the summer of 2025 to gather input from the regulated community. NCA has been in touch with OSHA officials to reemphasize our objections. As of the writing of this annual report, it is unclear what direction OSHA will take, such as issuing a new proposed rule or moving to a final rule on the matter, and the timing of such a decision is as of yet unclear.

The adoption of a higher required income threshold to be exempt from overtime under the Biden administration rule was enjoined by the courts last year and its fate is still unclear. Though the Trump administration has indicated to the courts through the Department of Justice that it intends to pursue rulemaking in this area. The timing of such an effort by the Department of Labor's Wage and Hour Division is still uncertain.

Waters of the United States

The two-decade fight over who has jurisdiction over bodies of water continues with the change of administration. Rulings by the Supreme Court severely crippled efforts by the Biden Environmental Protection Agency (EPA) to assert more federal control over wetlands by ruling that the “significant nexus” standard goes beyond what was intended by Congress in the Clean Water Act. The Biden administration revised its WOTUS regulation to comply with the Supreme Court ruling, but whether they went far enough to comply is in dispute. Indications from the Trump administration are that they intend to revisit WOTUS completely and may try once again to adopt rules closer to the standards they proposed and finalized in 2019.

2025-2030

In March, the National Club Association's Board of Directors adopted a bold new strategic plan that will guide the organization through 2030. This plan reaffirms NCA's commitment to serving its members as the trusted voice and leading advocate for private clubs across the nation. Built on decades of progress and a deep understanding of the challenges and opportunities facing club leaders, the plan defines a clear path forward—one that strengthens NCA's influence, expands its reach, and ensures the long-term viability of the private club community.

At the core of the 2025-2030 strategic plan are three overarching objectives:

- ◆ To be the leading governance and advocacy resource for club leadership.
- ◆ To champion effective and proactive advocacy on behalf of private clubs.
- ◆ To enhance NCA's growth, member value and financial health.

Under each of the three objectives are goals, tactics and benchmarks to measure our success.

Among other key initiatives, the NCA Club Leaders event that took place at Addison Reserve Country Club on October 27 is a highly visible outcome of the strategic plan.

Together, these priorities reflect a focused vision for the next five years—one that positions NCA to lead with authority, deliver greater impact for members, and advance the interests of the private club community at virtually every level.

The Year Ahead

As NCA enters 2026, the organization is translating its strategic objectives into targeted action. A highlight of the year will be the continuation of the NCA Club Leaders series at clubs around the U.S.

Advocacy will remain a central focus—NCA will continue its work and deepen alliances to bolster its legislative and regulatory efforts and those of its allied organizations. The relationship between NCA and CMAA has never been better and continues to strengthen to the betterment of both organizations and the club community as a whole. In addition, NCA has increased its commitment to the American Golf Industry Coalition (AGIC) and will play a more active and sustained role in its advocacy efforts on behalf of the golf industry through National Golf Day and other events and meetings throughout the year.

Strategic Plan

NCA holds a key role in the club and golf advocacy space by maintaining the largest political action committee (PAC) in the field. ClubPAC will resume fundraising activity in 2026 after a three-year hiatus and begins the year with just over \$105,000 in its coffers. Leveraging policy expertise, relationships on the Hill and the ability to support federal candidates in a meaningful way positions NCA as a leader in government relations within the industry.

Other objectives NCA will embark upon in 2026 as part of its strategic plan are enhanced policy analysis and contextualization of emerging issues, such as the recent release of a briefing paper on the “No Tax on Tips” provision of the reconciliation bill passed in 2025, ensuring members have timely insight into developments affecting their operations. This enhanced analysis will be presented to NCA members in a form that is easily shared with club board members. In addition, NCA is pursuing the development of a legal consultation program to assist clubs navigating labor and employment policy questions, while continuing to grow membership and optimize engagement and feedback to strengthen the value of NCA membership across all constituencies.

Governance

Long a pillar of NCA, club governance played a central role in 2025, with publication of the second edition of *Private Club Governance: A Handbook of Principles and Best Practices* a highlight. Originally released in 2023, the book was written by a joint committee of governance experts from NCA, CMAA, and the industry as a framework of best practices for clubs at any place on the spectrum of effective governance. The second edition added a chapter on implementation of outstanding governance for private clubs, offering a blueprint for clubs to improve their governance even further.

Private Club Governance is available as a download to NCA



and CMAA members from the associations' websites.

In September, the NCA Board officially chartered an NCA-CMAA Joint Governance Committee alongside the NCA Governance Committee. This follows several years of collaboration on governance between the two associations, most notably resulting in publication of *Private Club Governance*. NCA will maintain its own Governance Committee and those members will also serve with members of CMAA on the joint committee; several projects and resources are already underway by the combined group.

Following governance best practices, the NCA Board of Directors adopted its own Board Policies Manual (BPM) in 2025. The BPM contains all current standing policies of the Board, eliminating the possibility of redundant or

conflicting policies, making policy review more efficient and offering the board and staff clear policies to guide the association's operations. The BPM was drafted by a committee of NCA leaders and experts and adopted by the Board in September.

NCA distributed governance resources to members through all its channels, including *Club Director* magazine.

Highlights:

- ◆ Effective Board Membership.
- ◆ Onboarding for Boards and Staff.
- ◆ How to Run an Effective Board Meeting at Your Club.
- ◆ How Today's Boards can Secure Tomorrow's Club.
- ◆ When Club Director Elections Go Wrong.
- ◆ Board Strategies for the Future of Membership.

Webcasts included “Thriving Through Leadership: Today's Boards, Tomorrow's Clubs,” and “Restoring Standards: Best Practices for Member Onboarding and Disciplinary Procedures.” On-demand webcasts are available 24/7 as part of NCA membership.

More governance resources are planned for 2026, including a compendium of vetted document samples to serve as templates for clubs to enact the best practices in the handbook.

2025 National Club Conference

The 2025 National Club Conference, held April 27–29 at the New York Athletic Club, was NCA’s largest and most well-received conference to date. Drawing 230 club leaders, executives and industry partners, the event earned exceptionally high marks for its education, speakers, networking and overall experience. Attendees praised the program’s depth and quality, calling it one of the most relevant and engaging gatherings in the private club industry.

Highlights

Two days of education offered insight into trends and issues facing private clubs and their leaders. A sampling:

- ◆ Inside the Boardroom: Board Expectations and Trends.
- ◆ The Future of H-2B & Employment-Sponsored Immigration for Private Clubs.
- ◆ Congressional Perspective with Rep. Mike Carey (R-Ohio).
- ◆ Thriving Amidst Change: Preparing for the Next Big Challenge.

A wine tasting and class with renowned sommelier Kevin Zralez rounded out sessions. Networking happened everywhere: among exhibits, at networking luncheons and cocktail receptions, and during the Chair’s Reception and Dinner.

Of course, the Excellence in Club Management® Awards, co-sponsored by NCA and McMahon Group at the University



Club of New York, were a highlight. The Dinner & Gala, sponsored by KOPPLIN KEUBLER & WALLACE, was an event to remember! Congratulations to 2025 ECM winners:

- ◆ **The James H. Brewer Award:** Don Emery, CCM, CCE, ECM, Grey Oaks Country Club (Naples, Fla.)
- ◆ **The Mead Grady Award:** Joel Livingood, CCM, ECM, Interlachen Country Club (Edina, Minn.)



- ◆ **The Mel Rex Award:** Robert St. Francis, Jr., CCM, CCE, ECM, Sulgrave Club (Washington, D.C.)
- ◆ **Rising Star Award:** Anthony Biondolillo, ECM, Addison Reserve Country Club (Delray Beach, Fla.)
- ◆ **John Furlong Award:** Joseph Murphy, ECM, The National Golf Club of Canada (Ontario, Canada)
- ◆ **Lifetime Excellence Award :** John Philip Dorman, CCM, ECM, The University Club of New York (New York, N.Y.)

Feedback

- ◆ 92% of attendees rated the overall conference “Excellent” or “Good.”
- ◆ Top-rated sessions included The Evolution of Excellence with Jim James and Kevin Bozada of Augusta National Golf Club, The Club Leader’s Playbook with Phil Simms, and Kevin Zraly’s closing wine-tasting class—all scoring above 90% Excellent/Good.
- ◆ 77% of respondents said networking opportunities were a primary reason for attending.
- ◆ Nearly 88% of attendees said they are “Very Likely” or “Likely” to attend NCC26 at Ocean Reef Club.
- ◆ Exhibitors reported strong



- engagement, with three-quarters generating meaningful leads and 85% satisfied or very satisfied with their experience.
- ◆ Attendees consistently praised the New York Athletic Club and University Club venues, calling the city “ideal,” “a highlight of the year,” and “the perfect host.”

Looking Ahead

We look forward to welcoming club community members to the 2026 National Club Conference, April 19-21 at the amazing Ocean Reef Club, Key Largo, Fla. Speakers on important topics, networking that changes your business, vendors who can improve your operation and the Excellence in Club Management® Awards await! Visit nationalclubconference.org for details and to register.

Speaker Moments

“Don’t worry—when I didn’t think about winning or losing, I always did well.”

— **Phil Simms**, NFL Legend and Sports Media Luminary

“Celebrate success with humility.”

— **Jim James**, Augusta National Golf Club

“F&B managers know a lot more about ‘F’ than ‘B’”

— **Kevin Zraly**, renowned wine educator and author

Attendee Comments

“My favorite conference of the year—exceptional in every way.”

“The NCA Conference attracts the best and brightest in our industry.”

“Absolutely fantastic job—I was thoroughly impressed with every aspect of the conference.”

“Every session, speaker and experience felt intentional and meaningful.”

“The smaller scale fostered deeper dialogue and genuine networking opportunities.”

NCA Club Leaders

NCA Club Leaders, a unique, one-day experience for club GMs/CEOs and their Board members to attend together, debuted on October 27, 2025. More than 150 attendees from 60+ clubs enjoyed a morning of governance-focused presentations and a keynote conversation with golf legend Jack Nicklaus, followed by an afternoon on the links of event host Addison Reserve Country Club, Delray Beach, Fla.



Speakers included:

- ◆ Jack Nicklaus, keynote
- ◆ Tom Bennison, Invited
- ◆ Michael McCarthy, Addison Reserve Country Club
- ◆ Bruce Lubin, Addison Reserve Country Club (president)
- ◆ Joel Livingood, Interlachen Country Club
- ◆ David Oxford, Interlachen Country Club (past president)
- ◆ Jeff McFadden, Union League of Philadelphia
- ◆ Harry Hill, Union League of Philadelphia (past president)
- ◆ Joe Trauger, National Club Association

A resounding success, additional Club Leaders events are being planned for 2026.



NCA's New Membership System

Along with the new website, NCA debuted a new membership system that simplifies all the benefits of membership for clubs. The new system lets members:

- ◆ Add club staff and Board members to their memberships.
- ◆ Manage digital and paper subscriptions.
- ◆ Register for upcoming virtual and in-person events.
- ◆ Access the NCA member directory.
- ◆ Download resources like *Private Club Governance: A Handbook of Principles and Best Practices*.
- ◆ View NCA periodicals.
- ◆ Access NCA partners.

Make the most of your National Club Association membership; log in today.

A New Home for NCA

In 2022, NCA moved its offices from downtown Washington, D.C., to an office complex on Duke Street in Old Town Alexandria, Va., just a few miles south of Washington where many associations are located. The move was largely driven by cost savings available because the commercial real estate market post-pandemic was experiencing a downturn due to the increase in remote work. Our office rents on Duke Street were less than half what the D.C. address cost and happened to be just two blocks from our allied association, CMAA.

The lease for our office space on Duke St. was up for renewal in August 2025 and while there was an option to renew for two years, conversations between the organizations about NCA co-locating at the CMAA headquarters had already begun earlier in the year. The office space required by NCA is limited for the foreseeable future and while the move to CMAA's building offers significant savings for the association, the biggest gain would be two organizations serving the private club community not only working more closely together, but doing so in the same location, presenting an opportunity for both NCA and CMAA. When the move was announced publicly, both organizations emphasized that each would maintain its own, distinct mission and governance structure. Fiscal year 2025 ended with NCA in its new space at the CMAA building.

Helping Clubs and Their Employees

In January, wildfires were ravaging the Los Angeles area. Club members and employees alike were losing their homes and their livelihoods. The Golden State Chapter of CMAA volunteered to raise funds to provide relief to club employees, everything from clothing to toiletries. The NCA Board of Directors authorized NCA to donate \$5,000 to the Golden State Chapter for this purpose. NCA's President & CEO also contributed personally.

NationalClub.org

NCA debuted a new, easier-to-use website in April after a long process of tearing the existing site down and rethinking how information should be presented. The new site is cleaner, easier for members to use and simpler for staff to update. It offers resources for private club leaders, information on NCA's advocacy and government relations efforts, digestible background documents on regulations and legislation that affect private clubs, on-demand webcast recordings, NCA's preferred vendor directory and a lot more.

Front-and-center on the new site are upcoming NCA events and news, so it's easy to stay informed and connected.

Visit nationalclub.org.



Education

More than 780 club professionals from 220 clubs signed up 3,844 times to stay on top of trends and exchanged solutions, information and ideas through more than 15 NCA webcasts. Highlights included:

- ◆ Several Club Trends webcasts correlating to *Club Trends* magazine.
- ◆ Several government relations updates.
- ◆ Cyber Insurance.
- ◆ Building Smart, Connected Clubs.
- ◆ Club Branding.
- ◆ Avoiding and Dealing with Staff and Volunteer Burnout.
- ◆ H-2B Visas.
- ◆ Disaster Readiness.
- ◆ Unaccompanied Children at Clubs.

All NCA webcasts are available on-demand for members and remain a valuable resource for clubs.

Communications and Marketing

Club Director, NCA's flagship periodical, tackled a wide range of issues in 2025, ranging from disaster planning and recovery to effective board membership and governance to F&B and kitchen design and beyond. Both the paper and digital versions proved popular with members, serving as resources on topics for clubs of all sizes, structures and locations. The magazine proudly accepted two awards for features this year: an APEX and a Tabbie for stories on adaptive sailing and club-sponsored scholarships.

Club Trends published several issues; it's a partnership between McMahon Group and NCA. Authors appeared in several NCA webcasts, taking deeper dives into the topics from the magazines and answering questions from audience members.

Members received *Washington Weekly Update*, focusing on Capitol Hill activities that affect the industry, and *Club Insider Brief*, an aggregation of club-facing news from around the country, several times a month in 2025. They also received a variety of alerts from NCA, informing them of breaking news that could affect their clubs. And President and CEO Joe Trauger regularly shared breakdowns of new/drafted regulations, legislation and government actions that could impact the club community. Archived newsletters, alerts and press releases are available on the association's website.

Finally, members stayed up to date on a variety of topics through NCA's social media feeds on LinkedIn and Instagram.



NCA Membership

NCA welcomed 65 new member clubs in 2025, testifying to the value of membership. A new fee structure for membership reduced the number of categories of clubs and simplified joining. Fifteen industry suppliers also joined as associate members, broadening NCA's preferred vendor selections and strengthening the association. And NCA boasts 17 corporate partners, who support the association and club community through their partnerships.

The Country Club of Rancho Bernardo
Bethesda Country Club
Somerset Hills Country Club
The West Side Tennis Club
The Colony Golf & Country Club
Des Moines Country Club
LA Tennis Club
Cherry Hill Country Club
Martis Camp Club
Green Island Country Club
Wycliffe Country Club
Windstar Club
Manursing Island Club
Manhassat Yacht Club
Sarasota Yacht Club
Windriver Lakefront and Golf Community
Monroe Golf Club
Stamford Yacht Club
Richmond County Country Club
Racquet Club Ladue
Chicago Yacht Club
Martis Camp
Ausable Club
Century Country Club
Shenandoah Club
El Nigel Club
Gross Pointe Yacht Club
NCR Country Club
Lochmoor Club
Boca Woods Country Club
Tarry House
Kansas City Country Club
Little Club at Gulf Stream
Inverness Club
Deering Bay Yacht and Country Club
Kings Creek Country Club

Oak Hill Country Club
Club at Ibis
Detroit Golf Club
Capital City Club
Bocaire Country Club
Castle Pines GC
Meridian Valley Country Club
Commerce Club
Sherwood Country Club
St. Louis Country Club
Conway Farms Country Club
The Loxahatchee Club
Summit Club Las Vegas
California Tennis Club
River Bend Golf & Country Club
Country Club of New Canaan
Piedmont Driving Club
Belmont Country Club
Fairview Country Club
St. George

Shoal Creek Club
Marco Island
Park Ridge
Sharon Heights
Valley Hunt Club
Emerald Dunes Club
Dallas Petroleum
Pinnacle Peak
Naples Lakes Country Club
The Piedmont Club
Plantation at Ponte Vedra
Valley Lo

Associate Members

Golf Air
Schooley Mitchell
Highline Partners
Sico
Hotwire Communications
Admiral Furniture
Sussner
Club Data Systems

ClubLisi
RCS Hospitality
C2 Limited Designs
IGI Security
Scratch Counseling and Consulting
CLA
MYPPOINTS4TRAVEL
Clubworks
Asoclclubs
Brintons
Hutchinson & Bloodgood
GSI Executive Search
Audubon International
Laskaris & Laskaris
Paycom
Craft Construction
The Club Council
Fisher Phillips
Cuisine U
Golf Kitchen



ClubPAC: A Vital Component of NCA's Government Relations Program

ClubPAC, the political action committee of the National Club Association, serves as a cornerstone of the association's government relations program. It is a voluntary, bipartisan committee that collects and disburses personal contributions from NCA members to support candidates for the U.S. Senate and House of Representatives who understand and champion issues important to private clubs.

Through ClubPAC, NCA members have a united and credible voice in the political process, allowing the association to build relationships with key lawmakers, participate in policy discussions and advance or shape legislation in ways that promote and protect the interests of private clubs. The PAC's activities compliment NCA's broader advocacy initiatives—such as direct lobbying, grassroots engagement and regulatory outreach—by ensuring that the industry maintains a presence in the political arena where critical decisions affecting clubs are made.

ClubPAC strengthens NCA's ability to represent the private club community effectively on Capitol Hill and reinforces its role as the leading advocate for the industry's long-term stability and success. After several years successfully raising funds, ClubPAC temporarily paused raising funds in 2022. ClubPAC finished fiscal year 2025 with \$24,858 in its operational checking account. As part of an overall reform of NCA and ClubPAC's cash management practices in 2022 and 2023, \$75,000 was allocated as a reserve in a renewable certificate of deposit to ensure ClubPAC's viability years into the future. The reserve balance has grown to \$81,246.

This year, President Trump and Republican majorities in the House and Senate set an early goal of renewing the Tax Cuts and Jobs Act of 2017 along with several new reforms of the tax code, including potential changes to nonprofit entities. ClubPAC's role in the NCA government relations program, along with the economic impact study commissioned jointly by NCA, CMAA and Club Benchmarking, allowed NCA to lead the way in clarifying and emphasizing the role private clubs play in American life and the economy. NCA opposed any changes to the tax treatment of member-owned 501(c)(7) clubs and were successful in preventing changes as the reconciliation bill was



being drafted. This year, ClubPAC supported the following lawmakers:

- ◆ Republican Majority Leader Steve Scalise (R-La.).
- ◆ Ways and Means Oversight Chairman David Schweikert (R-Ariz.).
- ◆ Education and Workforce Committee Chairman Tim Walberg (R-Mich.).
- ◆ Education and Workforce Committee Member Rick Allen (R-Ga.).
- ◆ Education and Workforce Committee Member Kevin Kiley (R-Calif.).
- ◆ Ways and Means Committee Member Mike Carey (R-Ohio).
- ◆ Homeland Security Appropriations Subcommittee Member Andy Harris (R-Md.).

Circumstances drove the giving ratio to be 100 percent Republican this year. There are several Democrats ClubPAC has supported in the past and will continue to support in the next year, which will affect the overall ratio of funds given to Republican and Democratic candidates.



Strategic Priorities for 2026

As the National Club Association (NCA) looks ahead to 2026, the Association remains firmly committed to advancing its mission of protecting, promoting, and improving the private club community. Guided by the objectives outlined in NCA's strategic plan, the coming year will be defined by purposeful initiatives that strengthen member value, enhance advocacy capabilities and expand the Association's reach.

Strengthening Advocacy and Policy Resources

NCA will continue to enhance the advocacy tools available to members through an upgrade of the Association's digital platforms dedicated to advocacy. The improved and simplified member website launched in 2025 provides a platform to deliver timely legislative updates at the federal and state levels, customizable advocacy resources, and access to detailed policy briefings. In tandem, NCA will expand its publication of in-depth policy analyses, providing greater contextualization of legislative and regulatory developments that affect the private club industry. These efforts will ensure that members remain informed, prepared and equipped to engage effectively in public policy discussions.

Introducing A Legal Consultation Program

To further support members in navigating complex legal and employment landscapes, NCA will launch a Legal Consultation Program in 2026. This initiative will offer members access to specialized legal guidance on labor, human resources, and

compliance-related matters. The program underscores NCA's commitment to serving as a trusted partner in addressing the operational and regulatory challenges facing private clubs nationwide.

Expanding Member Engagement and Organizational Growth

In the year ahead, NCA will place renewed emphasis on fostering stronger connections within its membership. New engagement pathways—including structured feedback mechanisms, advisory opportunities, and enhanced communication channels—will enable members to contribute more directly to NCA's content and focus. Concurrently, NCA will continue to pursue membership growth, ensuring that its advocacy and governance education efforts are backed by an increasingly broad representation of private clubs of all types and sizes.

Enhancing Leadership and Community through Events

Recognizing the value of in-person collaboration and professional development, NCA will expand its Club Leaders program by scheduling at least one additional event in 2026. These gatherings provide a unique platform for discussion, education, and shared leadership support among club executives, board members, and industry partners. Growing and strengthening this program reinforces NCA's ongoing dedication to cultivating leadership excellence and a unified community voice for private clubs.



NATIONAL CLUB ASSOCIATION

**STATEMENTS OF FINANCIAL POSITION
SEPTEMBER 30, 2025**

Assets	
Current Assets	2025
Cash	\$ 1,061,120
Investments	698,243
Prepaid Expenses	97,109
Prepaid Taxes	<u>7,813</u>
Total Current Assets	1,864,285
Property & Equipment	
Furniture & Equipment	52,715
Computer Equipment	6,000
Leasehold Improvements	43,290
Accumulated Depreciation	<u>(102,005)</u>
Total Property & Equipment	-
Other Assets	
Operating Right-of-Use Asset	236,175
Security Deposits	6,696
Due from Affiliates	<u>1,220</u>
Total Other Assets	244,091
Total Assets	<u>\$ 2,108,376</u>
Liabilities and Net Assets	
Current Liabilities	
Accounts Payable	\$ 13,427
Accrued Expenses	129,447
Operating Lease Liability, Current Portion	82,968
Deferred Revenues	<u>1,206,616</u>
Total Current Liabilities	1,432,458
Long-Term Liabilities	
Operating Lease Liability, Net of Current Portion	<u>178,163</u>
Total Long-Term Liabilities	<u>178,163</u>
Total Liabilities	1,610,621
Net Assets	
Without Donor Restrictions	(1,463)
Without Donor Restrictions – Board Designated	249,996
Change in Net Assets	<u>249,222</u>
Total Net Assets	497,755
Total Liabilities and Net Assets	<u>\$ 2,108,376</u>

NCA Board of Directors

CHAIR

Michael McCarthy

Addison Reserve Country Club, Delray Beach, Fla.

VICE CHAIR

Joel Livingood, CCM, ECM

Interlachen Country Club, Edina, Minn.

SECRETARY/TREASURER

**Thomas B. Wallace III, CCM, CCE
ECM**

*KOPPLIN KUEBLER & WALLACE,
Strongsville, Ohio*

Tom Bennison

Invited, Dallas, Texas

Jeff Bennett

*Bald Peak Colony Club (N.H.), Brae
Burn Country Club (Mass.) and Club
Pelican Bay (Fla.)*

Jenifer Bologna

*Burning Tree Country Club, Greenwich,
Conn.*

Cynthia Enanoria

*Town & Country Club, San Francisco,
Calif.*

John Magill

*National Republican Club of Capitol
Hill, Washington, D.C.*

Jeff McFadden, CCM, CCE, ECM

*The Union League of Philadelphia,
Philadelphia, Pa.*

Tim Muessle, CCM, CCE

The Olympic Club, San Francisco, Calif.

Robert Sereci, CCM, ECM

Colleton River Club, Bluffton, S.C.

Christopher Wyles, CCM, CCE, ECM

*Bald Peak Colony Club,
Moultonborough, N.H.*

NCA Executive Committee

NCA BOARD OFFICERS

CHAIR

Michael McCarthy

Addison Reserve Country Club

VICE CHAIR

Joel Livingood

Interlachen Country Club

SECRETARY/TREASURER

Tom Wallace

KK&W

AD HOC MEMBERS

NCA CLUB LEADERS CHAIR

Jeff Bennett

*Bald Peak Colony Club (N.H.), Brae
Burn Country Club (Mass.) and Club
Pelican Bay (Fla.)*

MEMBERSHIP CHAIR

Jeff McFadden

Union League of Philadelphia

STAFF LIAISON

Joe Trauger

NCA Joint Committee on Governance

NCA BOARD MEMBERS

CHAIR

Robert Sereci

Colleton River Club

Michael McCarthy

Addison Reserve Country Club

Tom Wallace

KOPPLIN KUEBLER & WALLACE

COUNCIL

Ray Cronin

Club Benchmarking

Neil Brown

GGA Partners

Don Emery

Grey Oaks Country Club

Karl Habib

Silver Spring CC

Jared Jordan

The Summit Club/Tulsa CC

Kristen LaCount

The Country Club

Robyn Stowell

Spencer Fane

Charles Johnson

Detroit Athletic Club—CMAA Liaison

Casey Newman

Lakeside Country Club—CMAA Liaison

STAFF LIAISON

Kim Fernandez

NCA Government Relations Committee 2025-2026

NCA BOARD MEMBERS

CHAIR

Christopher Wyles
Bald Peak Colony Club

Tom Lenz
ALR

John Magill
Capitol Hill Club

COUNCIL

Mark Bado
Mizner Country Club

Dan Costello
Caddiemaster

Eric Dietz
The Tree Farm

Michael Drury
Shoreacres Country Club

Phil Iannelli
Wilmington Country Club

Ryan Kenny
Philadelphia Country Club

Matt Oggero
Fall Line

Keith Pabian
Pabian Law

Kevin Reilly
Reilly Consulting

Charlie Dimpfl
Upper Montclair Country Club

Stephen Cohen
Rockrimmon Country Club Board

Ward Sutton
Kent Country Club

Adam Rieck
Addison Law

Kyle Draper
Tradition Golf Club

Chad White
The Little Club at Gulf Stream President

STAFF LIAISON

Joe Trauger

CONSULTANT

Rob Smith
Platinum Advisors

NCA Membership Committee 2025-2026

NCA BOARD MEMBERS

CHAIR

Jeff McFadden
Union League Club of Philadelphia

Tom Wallace
KOPPLIN KUEBLER & WALLACE

Tom Bennison
Invited

COUNCIL

Paul Bovenzi
The Berkshire Country Club

Carol Bliss
The Chilton Club

Mark Jablonski
Hinsdale Country Club

Roger Simon
New York Athletic Club

William Shonk
Princess Anne Country Club

Desi Speth
Desert Highlands Country Club

Jennifer Felegy
Lehigh Country Club

Greg Gilg
Field Club of Omaha

Kevin Bozada
Augusta National Golf Club

Brian Sette
River Oaks Country Club

Dennis Haddix
The Windsor Club

Brian Armstrong
McMahon Careers

Brian Gillespie
Tamarack Country Club

Daniel Perez
Yale Club of New York

Meredith Picarelli-Khattar
Chevy Chase Club

STAFF LIAISONS

Katina Cavagnaro

Shelley Golinsky

NCA Diversity & Inclusion Committee 2025-2026

NCA BOARD MEMBERS

CHAIR

Cynthia Enanoria

Town & Country Club San Francisco

COUNCIL

Mary Dolan

PB Mares

Richard Fairman

Blue Hills Country Club

Wes Hardin

Country Club of Lincoln

Tripp Harrison

The Pinnacle Club

Larry Hirsh

Golf Property Analysts

Kent Johnson

Baltimore Country Club

Josh Paris

Old Town Club

Julius Rhodes

mpr group

Robyn Stowell

Spencer Fane

Tracy Rivers

Charlotte Country Club

Manuel Rodriguez

The Yale Club of New York

Randy St. John

The Tuxedo Club

Renaud Ammon

Aspetuck Valley Country Club

Michelle Cocita

Strategic Club Solutions

Kasey Romano

River Oaks Country Club

Carol Bliss

Chilton Club

STAFF LIAISON

Phil Mike



NCA Legal Committee 2025-2026

NCA BOARD

CHAIR

Jennifer Bologna
Burning Tree Country Club

COUNCIL

Tom Lenz
Michelle Tanzer
Nelson Mullens
Glenn Garena
Greenberg Traurig

Robyn Stowell

Spencer Fane

STAFF LIASON

Joe Trauger

NCA Staff

PRESIDENT & CEO

Joe Trauger

VICE PRESIDENT OF MEMBERSHIP & SALES

Katina Cavagnaro

VICE PRESIDENT OF COMMUNICATIONS

Kim Fernandez, CAE

DIRECTOR OF EVENTS, TECHNOLOGY & MEMBER ENGAGEMENT

John C. Good

COMMUNICATIONS DIRECTOR

Philip G. Mike

MARKETING MANAGER

Elizabeth Callahan

MEMBERSHIP & SALES MANAGER

Shelley Golinsky

