

NATIONAL
CLUB
ASSOCIATION



2024

Annual Report



2024 Annual Report

► **THE NATIONAL CLUB ASSOCIATION** envisions a robust private club community that sets the global standard for engagement, excellence and continuous improvement. We believe every club can serve as the foundation of meaningful connection for its members and a pillar within its community.

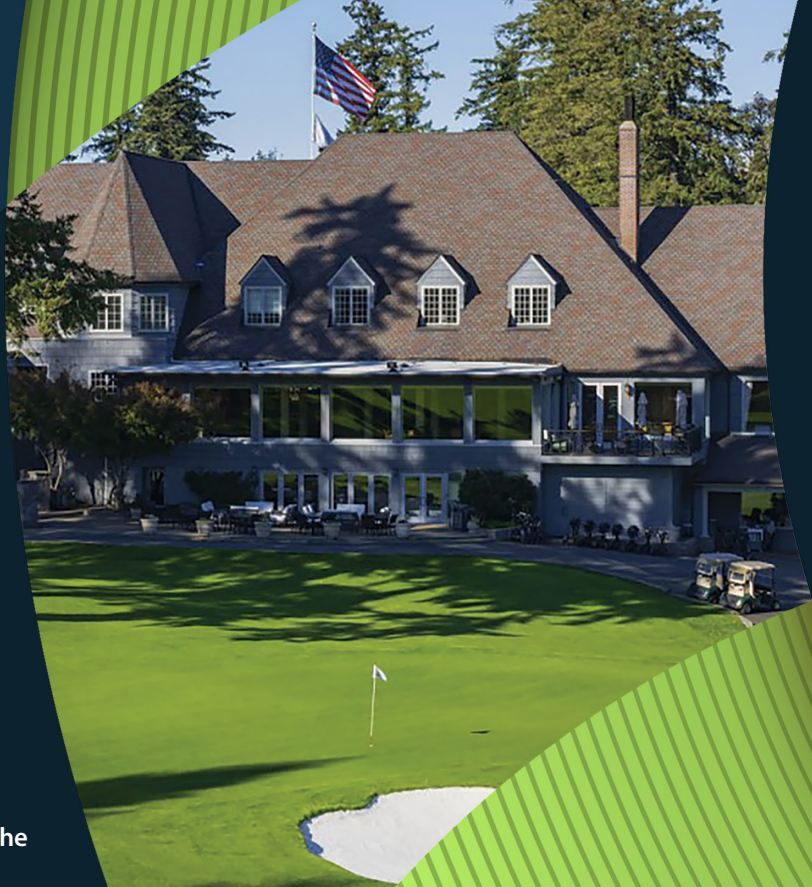
NCA's Club Members are among the leading and most innovative private clubs in the country. Our Corporate Partners and Associate Members represent leading industry service and product providers that assist clubs in maintaining and elevating their operations and services. Together, we work in partnership to provide the best resources for the club community.

The National Club Association (NCA) is the only organization that actively lobbies the U.S. Congress with a specific focus on the needs of the private club industry. In addition to working with members of the U.S. House of Representatives and Senate, NCA also serves as an advocate for private clubs in the regulatory agencies at the federal level, such as the Department of Labor, Environmental Protection Agency, Department of Homeland Security and the Treasury Department. When appropriate and necessary, NCA engages with local members and partners in various statehouses around the country and in state and federal courts. Through extensive experience and knowledge of the nexus between government and business, NCA translates how actions taken or inaction by government agencies and legislative bodies can and will affect clubs at the operational level. This engagement and the resources developed provide important context for club boards and volunteer leaders.

NCA offers time-critical solutions to club leaders through our Resource Center. Club leaders also have access to best practices through NCA's periodicals, publications and education programs focusing on industry trends, human resources, operations and governance and planning topics. In addition to exclusive resources for NCA members, NCA continues to work with industry partners and experts to develop relevant resources and peer-reviewed materials for the betterment of the club community.

► **MISSION**

To serve and empower private club volunteer and professional leadership through insights, governance best practices and advocacy.



NCA Board

CHAIR

Luke O'Boyle, CCM, CCE
Chevy Chase Club, Chevy Chase, Md.

VICE CHAIR

Michael McCarthy
*Addison Reserve Country Club,
Delray Beach, Fla.*

TREASURER

Joel Livingood, CCM
Interlachen Country Club, Edina, Minn.

SECRETARY

Tom Wallace, CCM, CCE, ECM
*KOPPLIN KUEBLER & WALLACE,
Cleveland, Ohio*

IMMEDIATE PAST CHAIR

Malcolm MacColl
The Windsor Club, Vero Beach, Fla.

Tom Bennison
Invited, Dallas, Texas

Jeff Bennett
*Bald Peak Colony Club, Brae Burn Country
Club, Moultonborough, N.H.*

Jenifer Bologna
Burning Tree Country Club, Greenwich, Conn.

Matthew Cary
National Democratic Club, Washington, D.C.

Cynthia Enanoria, CCM
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.

Nick Sidorakis, CCM
The Club Council

Christopher Wyles, CCM, CCE, ECM
*Bald Peak Colony Club,
Moultonborough, N.H.*

NCA's Year in Review

THROUGHOUT 2024, The National Club Association endeavored to offer unique insights and information, share the most relevant and latest news and trends with members, provide leadership in discourse and advocacy efforts on behalf of private clubs, and work in other ways to advance the interests of the entire club community. We extend our thanks to NCA's Board of Directors, committee members and host of volunteer members for their leadership and contributions to the association's success.

The association enjoyed another record year of growth, welcoming 65 new member clubs from around the country and 18 new associate members during the fiscal year. NCA enjoys the support of 18 corporate partners spanning the industry, as well.

More than 200 industry leaders gathered at the end of April at PGA headquarters in Frisco, Texas, for the 19th National Club Conference, featuring speakers, the Excellence in Club Management® Awards Gala, NCA's annual golf tournament, and opportunities for networking and idea exchange. Plans are well underway for the 2025 National Club Conference, April 27-29 at the New York Athletic Club; registration is open at nationalclubconference.org.

NCA launched its own Pro Shop in 2024, offering apparel and gifts with the association logo; shop through the link at nationalclub.org.

By the Numbers

- 65 new member clubs; 18 new associate members in FY2024.
- 1,700 people attended 25 live webcasts.
- 18 corporate partners.
- 4,000 readers visited *Club Director* online 25,000 times.
- 55 newsletters sent.
- 9 member alerts on breaking news.
- 30 companies exhibited at the National Club Conference.
- 31 feature stories published in *Club Director*.
- 17 clubs formally visited by NCA President & CEO Joe Trauger.



2024 Annual Report

Insight

NCA lived up to its mission of keeping the private club community informed of news, trends and ideas through multiple publications and regular updates.

In late 2024, NCA, CMAA and Club Benchmarking released what many consider the most comprehensive economic impact report ever done on all private clubs, providing the first comprehensive snapshot of the effect private clubs have on the nation and local communities. The report is the culmination of nearly a year of collaboration among the organizations and the academic community and sets the stage for further work in understanding the many-faceted roles clubs play in their communities, states and the overall economy. NCA believes this report will be the foundation upon which additional research and insights can be built. The report aims to capture not only the direct impact clubs have on the economy, but also the downstream effect they have on job creation and economic activity. Understanding this impact allows volunteer and professional leadership the opportunity to see their roles in a broader context in what has been a highly fragmented and cloudy business segment. Finally, it creates opportunities for NCA to better communicate with all levels of government on the effects of legislative and regulatory proposals on clubs' ability to create and sustain jobs and provide insights on the scale of clubs impact on their local economies and our national economic picture.

Highlights:

- Across the U.S., there are approximately 5,659 private clubs, ranging from golf and country clubs to yacht and racquet clubs. 3,887 clubs have revenues over \$1 million, which formed the baseline for clubs included in the economic modeling.
- Clubs collectively generated \$32.6 billion in direct revenue in 2023 and employed 573,000 workers.
- Private clubs provided a total payroll of \$17.4 billion in 2023, with \$14.6 billion in wages and \$2.8 billion in payroll taxes and benefits.
- The private club industry stimulates additional economic activity through indirect and induced effects. These impacts extend to related industries such as food service, utilities, sports equipment, insurance, and construction, with clubs purchasing substantial volumes of goods and services annually. The total impact, in consideration of indirect and induced impact, is measured at \$157 billion of revenue, \$65 billion of total payroll, and the creation of 1.5 million jobs across the economy.

The research and collaboration team hosted a webcast on the study and its results in December. The report offers the first accurate look at the financial and employment impacts

of clubs and as mentioned above, will help further inform and substantiate NCA's advocacy efforts.

NCA hosted 25 webcasts on a wide array of issues and topics, including legislative and regulatory, club management, staffing and leadership, food & beverage, tax laws and regulations, safety and security, capital improvements and major projects, member issues and challenges, wellness, and general topics of interest to club leaders. More than 1,700 NCA and club industry members attended these webcasts live and even more took advantage of on-demand recordings, available at nationalclub.org and on the NCA app.

Periodicals offered in-depth features and analysis to members throughout 2024, through flagship magazine *Club Director* and *Club Trends* (published with corporate partner McMahon Group) and *Club Governance* (published with corporate partner GGA Partners). The online version of *Club Director* enjoyed readership by more than 4,000 people who visited its site more than 25,000 times in 2024 (members continue to receive *Club Director* on paper as well). In December, NCA debuted a Year in Review special edition of *Club Director*, offering highlighted articles from throughout the year in an online version open to all. The magazine also garnered an APEX Award for Publication Excellence for the second year in a row.

In between magazines, members received a host of newsletters and communications from NCA:

- 30 issues of the *Washington Weekly Update*.
- 25 issues of *Club Insider Brief*.
- Nine Member Alerts on breaking news.

NCA engaged with members on LinkedIn all year and in the fall, launched on Instagram (@NationalClubAssociation) with terrific photos and information from the association, its member clubs and the industry as a whole. And President & CEO Joe Trauger offered insight to reporters from several consumer news publications and was a regular guest on the Private Club Radio podcast.

Governance and Association Business

NCA offered governance resources for private clubs throughout the year at nationalclub.org and through its periodicals and publications.

A committee of club leaders worked with Joe Trauger and consultant and governance expert Fred Laughlin, principal author of *Private Club Governance: A Handbook of Principles and Best Practices*, to value and update the governance resources NCA provides to its members and NCA's own governance documents and policies.

NCA's Governance Committee surveyed members in late summer about the Private Club Governance handbook—how

they use it and what additions might be helpful in the future. Committee members also drafted a new chapter for the handbook, which will be released in a second edition in 2025; the handbook was published in 2023 through a collaborative effort between NCA and CMAA—a joint committee authored the manual, intended as a how-to for clubs in any stage of good governance development. The compendium of best governance practices for boards and club managers is available at no cost to NCA members at nationalclub.org.

Advocacy

NCA led the charge on issues with potential effects on private clubs, partnering with the lobbying firm Platinum Advisors to both represent the industry on Capitol Hill and ensure members received timely communications on issues relevant to them. In addition to potential effects of the 2024 elections, these included:

- A Department of Labor rule that would have raised overtime thresholds; NCA submitted comments on this in 2023. A federal court vacated the rule in late 2024.
- OSHA rulemaking on a federal heat standard, which has been put on pause.
- A Department of Labor rule on “walkaround” OSHA inspections, which has been paused.
- A final ruling on the Department of Labor’s independent contractor classification, including several lawsuits in play throughout the year.
- The Federal Trade Commission’s proposed rule prohibiting “junk fees.”

A series of concise issue backgrounders was published and is regularly updated on the association’s website, nationalclub.org, for club leaders’ reference. Members were also kept abreast of developments in the *Washington Weekly Update* newsletter and breaking-news Member Alerts.

NCA President & CEO Joe Trauger traveled the nation in 2024, sharing information about both NCA and the regulatory picture for private clubs. These included:

- The Washington D.C. chapter of the Hospitality Financial and Technical Professionals meeting.
- NCA’s member appreciation lunch at CMAA’s World Conference & Club Business Expo
- National Golf Day on Capitol Hill.
- The CMAA/KOPPLIN KUEBLER & WALLACE Governance & Leadership Symposiums.
- A meeting with the deputy director of the Federal Trade Commission.
- Seasonal Connect Staffing Summit.

- CMAA’s Legislative/Leadership Conference.
- A meeting with Congressman Kevin Kiley (R-Calif) about H-2B issues and immigration.
- The Detroit Athletic Club Board of Directors retreat.
- The Metropolitan Golf Association Presidents’ Council meeting.

Trauger also joined lobbyists from Platinum Advisors in several NCA webcasts on regulatory and elections issues throughout the year; all NCA webcasts are available to members at no charge live and on-demand.

NCA published “Eight Regulatory Issues Affecting Private Clubs” in the fall issue of *Club Director* magazine (clubdirectormagazine.com), offering concise explanations of the issues and their potential effects on the club industry.

Part of NCA’s government relations program includes its political action committee, ClubPAC. Through concentrated fundraising in previous years, ClubPAC has the resources to provide opportunities for NCA to strategically support members of the House and Senate to ensure the message of private clubs is heard and understood within the broader political discussion. During the 2024 election cycle, ClubPAC supported both Democrats and Republicans who align with our policy agenda.

Regulatory monitoring and advocacy efforts will continue through 2025, when a new presidential administration is likely to dramatically alter the direction of potential regulations. NCA is also closely monitoring the expiration of the Tax Cuts and Jobs Act of 2017 and increasing chatter about the proliferation of nonprofits in recent decades and whether there should be some curtailment of their non-taxable status; 77% of private clubs are member-owned nonprofits and NCA itself is a nonprofit. There are many other policy issues on our radar for significant shifts in how the new administration compares to the current, particularly immigration, environment and health care.

NCA Staff

Joe Trauger

President & CEO

Katina Cavagnaro

Vice President, Membership & Sales

Kim Fernandez, CAE

Vice President, Communications

John Good

Director, Events, Technology & Member Engagement

Phil Mike

Director, Communications

Denise Draper, MBA

Marketing Manager

Shelley Golinsky

Membership & Sales Manager

NATIONAL CLUB ASSOCIATION

STATEMENTS OF FINANCIAL POSITION SEPTEMBER 30, 2024 AND 2023

Assets		
	2024	2023
Current Assets		
Cash	\$ 861,442	\$ 728,099
Investments	511,034	371,116
Prepaid Expenses	43,651	78,387
Prepaid Taxes	7,813	7,813
Total Current Assets	1,423,940	1,185,415
Property & Equipment		
Furniture & Equipment	52,715	52,715
Computer Equipment	6,000	6,000
Leasehold Improvements	43,290	43,290
Accumulated Depreciation	(102,005)	(102,005)
Total Property & Equipment	-	-
Other Assets		
Operating Right-of-Use Asset	311,427	385,042
Security Deposits	6,696	6,696
Due from Affiliates	1,220	1,220
Total Other Assets	319,343	392,958
Total Assets	\$ 1,743,283	\$ 1,578,373
Liabilities and Net Assets		
Current Liabilities		
Accounts Payable	\$ 22,466	\$ 20,108
Accrued Expenses	79,609	73,722
Accrued Rent Payable, Current Portion	-	-
Operating Lease Liability, Current Portion	71,137	74,566
Deferred Revenues	1,018,187	978,495
Total Current Liabilities	1,191,399	1,146,891
Long-Term Liabilities		
Operating Lease Liability, Net of Current Portion	261,131	332,268
Total Long-Term Liabilities	261,131	332,268
Total Liabilities	1,452,530	1,479,159
Net Assets		
Without Donor Restrictions	(25,782)	(173,490)
Without Donor Restrictions – Board Designated	124,996	74,996
With Donor Restrictions	-	37,500
Change in Net Assets	191,539	160,208
Total Net Assets	290,753	99,214
Total Liabilities and Net Assets	\$ 1,743,283	\$ 1,578,373