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Dear NCA Member,

This annual report highlights the many exciting advancements the National Club Association (NCA) made in 2016—all possible because of your support. It was a key period of transition for NCA, the entire private club industry and the world around us. It’s a testament to the NCA community’s strength that we’ve reached the milestones included in this report, and continue to progress, without losing focus on our core mission, values or historic foundation.

In a year pervaded by a highly uncertain election cycle, and with the start of a new President & CEO at NCA, it’s unsurprising that the roles, requirements and impact of transformational leadership were central to NCA’s achievements, efforts and developments in 2016. This report reflects that theme of LEADING not only in the many ways NCA pushed our industry forward in 2016, but also our increased focus on empowering club leaders to make the best decisions in advancing their own communities.

Key areas in which NCA took greater strides in leading private clubs, and promoted the success of club leaders, in 2016 included:

**ADVOCACY**
Private clubs had much to lose, and much to gain, during the tumultuous 2016 campaign season, throughout which NCA fought resolutely to educate club leaders about what was at stake, and to support pro-club candidates through our political action committee’s (ClubPAC’s) most active year to date. This increased effort later found success, as many of the candidates we supported won their races, creating opportunities for clubs to achieve significant legal, regulatory and legislative wins in the coming years.

**GOVERNANCE**
NCA expanded our governance resources and education in 2016 to include several new and updated tools to empower club boards. Products of NCA’s Board Leadership Institute, these new tools included a multi-part strategic planning webinar series, *Strategic Planning for Private Clubs* publication and *Club Governance Standards* white paper series, which launched with the “Chief Executive Succession Planning” monograph.

**INSIGHT**
Club managers and directors around the country joined us for installments of our new Executive Insight Series of regional education events, engaging in dialogue with industry experts on critical and complex industry issues. In May, industry leaders gathered in Chicago for NCA’s largest ever National Club Conference, featuring expert-led education, inspirational addresses by prominent public figures, and memorable social events—including the first-ever National Club Conference Golf Classic.

**PRESENCE**
Beyond NCA’s own programming and reporting, 2016 marked the beginning of a greater emphasis on industry visibility for NCA, with NCA representatives having shared our voice and added our unique insights to numerous educational events held by our allies nationally. Our public relations efforts also saw a revitalized focus over the last year, resulting in a long list of periodicals and other media outlets that covered NCA news or published editorial, interviews or quotes provided by NCA.

All of these achievements would not be possible without the support of our ever-growing community of member clubs, companies, corporate partners and allies, who set themselves apart as true leaders in our industry by engaging actively to create positive change. As you review this report, we hope you’ll share our pride in the new heights NCA is reaching, and be inspired to leverage your potential as an NCA member and private club leader to greater ends.

We look forward sharing many more victories on the road ahead.

Sincerely,

Henry Wallmeyer  
President & CEO  
National Club Association

Ted M. Benn  
National Club Association Chairman  
Partner, Thompson & Knight LLP
Highlights of NCA’s Growth This Year

2016 IMPACT BY THE NUMBERS

57 new NCA members
(All clubs pictured in this report became NCA members in 2016)

24,633 total nationalclub.org visits

Notable Top Pages
- National Club Conference (main page) 1,004 Visits
- Club Trends (main page) 1,462
- Club Director (main page) 1,365
- Trends Tracker 1,011

20,633 total nationalclub.org visits

57 new NCA members
(All clubs pictured in this report became NCA members in 2016)

24,633 total nationalclub.org visits

Notable Top Pages
- National Club Conference (main page) 1,004 Visits
- Club Trends (main page) 1,462
- Club Director (main page) 1,365
- Trends Tracker 1,011

1,205 total followers of NCA’s Twitter
363 more followers than in 2015

@NatlClubAssn

1,316 total LinkedIn users connected to NCA
NCA maintains a LinkedIn company profile page as well as an invite-only private discussion group. To request access to the private group, please email rogers@nationalclub.org.

linkedin.com/company/national-club-association

16 new webinar sessions

754 webinar attendees

144 National Club Conference attendees

30 National Club Conference Golf Classic players
(See page 4 of this report for more information about NCA’s 2016 educational programming)

2016 National Club Conference
Where Club Leaders Meet

23 national, local & private club media sources featuring NCA
(See page 9 of this report for NCA’s 2016 publicity highlights)
NATIONAL GOLF DAY
On May 18, 2016, NCA representatives joined allies on Capitol Hill for the ninth annual National Golf Day. This unique event allowed NCA to meet with numerous key leaders in the House and Senate in a short span of time, and to educate them about the impact of current challenging legislation on golf and other private club areas.

Pictured (left to right): Brad D. Steele, NCA VP of Government Relations & General Counsel; Ted M. Benn, NCA Chairman, Partner, Thompson & Knight LLP; Kirk O. Reese, CCM, NCA Board Member, Executive Vice President, DENEHY Club Thinking Partners

Undoubtedly, 2016 began with an uncertain outlook for the private club industry. The election cycle had begun in earnest, with seemingly few prospects for successful pro-club candidates in the White House or Senate. Moreover, the elections promised to stymie Congressional resolutions for the year—indeed, Congress was in legislative session for only 107 days in 2016.

Facing these challenges, NCA’s advocacy initiatives in 2016 focused primarily on raising support for pro-club candidates through our political action committee (ClubPAC), and lobbying for the success of select must-pass bills on Capitol Hill.

LEGISLATIVE INITIATIVES

Two initiatives were central to our 2016 lobbying efforts: modifying the Affordable Care Act with the Simplifying Technical Aspects Regarding Seasonality (STARS) Act and repealing the Department of Labor’s (DOL’s) Overtime Exemption Rule.

NCA spent significant time working with our Capitol Hill allies to push for a STARS Act vote this last year, but unfortunately the bill got caught up in election year politicking and lost some of its bipartisan support. Without solid bipartisan support, House leadership declined to bring the bill to the floor. Despite this setback, we believe the recent election results will provide us another opportunity in 2017 to resolve this critical seasonal staff issue.

Regarding DOL’s overtime regulation, NCA spent the last half of 2016 communicating to Congress about how the rule would hurt the very employees it was intended to help.

In the House, our message was heard and action was taken. In October, Rep. Tim Walberg’s (R-Mich.) Regulatory Relief for Small Businesses, Schools and Nonprofits Act was introduced and later passed, delaying the start date of the Overtime Rule by six months.

Though, regrettably, the Senate did not consider the bill, the federal courts did, and the rule has since been stopped without further legislative action needed.

THE ELECTIONS

With little legislative activity taking place on Capitol Hill, it became imperative for NCA to act sooner than expected in our campaign support efforts. Therefore, NCA’s ClubPAC was much more involved and began its support much earlier than in years past, helping those incumbents and candidates who proved to be strong supporters of the private club industry.

NCA’s ClubPAC provided contributions to Rep. Jim Renacci (R-Ohio)—who was the lead sponsor of the STARS Act in the House—and Rep. Peter Roskam (R-Ill.), as well as Senators Marco Rubio (R-Fla.), Ron Johnson (R-Wis.), Pat Toomey (R-Pa.) and Kelly Ayotte (R-Wis.). All of those candidates we supported were ultimately re-elected, save for Sen. Ayotte.

The results in both the House and the Senate were extremely beneficial for the private club industry. Indeed, it was largely because of the victories of those Senators we supported that the Senate maintained a pro-club, pro-growth majority. This result, along with minimal losses in the House by the majority, and the election of a President with vast club experience, reflects a resoundingly positive outcome from our campaign support efforts in 2016, creating significant new opportunities for our legal, legislative and regulatory concerns to be met and satisfied in 2017 and beyond.

“It’s great to see key changes NCA has been lobbying for now coming to fruition. My club is thankful for everything that NCA does for our industry.”

David E. Bachman, CCM, CCE
General Manager/COO, Spring Brook Country Club
During the last year, NCA members and other leaders in the private club industry joined together through NCA event programming to engage actively in expanding their leadership skills and professional networks, and engaging directly with industry subject matter experts to gain solutions for pressing private club issues. Over the last year, some of these events included:

**NATIONAL CLUB CONFERENCE**
The annual National Club Conference, presented by NCA, gathers leaders from top private clubs across the country for a full slate of expert-led education and unforgettable social events. The 2016 National Club Conference, held in Chicago last May, was our most well-attended and most popular (based on survey feedback) Conference to date. The event was hosted by The Union League Club of Chicago, and included additional events at the Standard Club (conference reception and the first part of the progressive dinner), Chicago Yacht Club (welcome reception), The Chicago Club (luncheon) and Conway Farms Golf Club (Golf Classic).

Conference highlights included:
- The first-ever National Club Conference Golf Classic.
- A special two-part progressive dinner (with the appetizer and main course at the Standard Club and dessert at the Union League).
- An address by Frederick Waddell, Chairman & CEO of Northern Trust Corporation, at the Conference luncheon.
- A political outlook keynote address by Congressman Peter J. Roskam (R-Ill.).
- The first-ever ClubPAC reception.
- Timely governance, trends and legal, legislative and regulatory education.

**EXECUTIVE INSIGHT SERIES**
Launched in 2016, NCA’s new Executive Insight Series is a regional education event format aimed at strengthening club communities through leadership-focused education and discussions. NCA held two Executive Insight meetings in 2016, in Philadelphia and in New York.

**WEBINARS**
NCA members enjoy free access to our popular webinar series, which allows club leaders to engage directly with expert speakers on a wide range of timely private club issues, through a convenient format. The 16 total NCA webinar sessions held this year represented a record high for the series, and included installments in areas such as club technology, food and beverage, finance, workforce, updates on the proposed DOL Overtime Regulations, and governance, including a special six-part series on strategic planning presented by Global Golf Advisors.

**TELE-TOWN HALL**
NCA offered a unique benefit to members this year through a special Overtime Time Rule Tele-Town Hall, providing an opportunity for club managers to have their questions answered about the proposed DOL Overtime Rule directly from subject expert Brad Steele, NCA’s VP of Government Relations & General Counsel, and to learn from the questions of their peers. More than 70 club leaders participated in this town hall discussion.
NCA continually develops an extensive range of publications, periodicals, audio and video content, web tools, and other resources providing convenient access to expert insight on contemporary club issues. We introduced a number of exciting new additions to the NCA resource library in 2016, and amplified some of our classic offerings with new features. Some of these significant advances included:

**CLUB DIRECTOR**

NCA’s flagship quarterly magazine provides business, legal, legislative, policy and trend information for private club leaders. After celebrating the 25th anniversary of this popular periodical in 2015, we decided to give Club Director a fresh start for its next chapter with a totally updated design and content approach.

The magazine’s new aesthetic—including a new logo, new stylings for articles and departments, and more dynamic graphic elements—reflects a more bold, contemporary direction, in line with the magazine’s forward-looking focus. Additional Club Director changes included the addition of new departments, such as First Person personal anecdotes about how club experiences have impacted the lives of individuals from across the country.

Readers also received greater access to Club Director this year with increased communications about how to access new and archived issues on the NCA website.

**CLUB TRENDS**

Produced jointly with McMahon Group, the quarterly Club Trends report provides in-depth reporting and analysis of important changes affecting private clubs in the world today. Each year, three issues focus on single topic trends, while a fourth issue offers a comprehensive outlook.

Club Trends issues in 2016 offered timely insight into shifts in private club communications, environmental concerns and dining experiences.

As with Club Director, members now enjoy greater access to Club Trends content through increased messaging and channels for accessing articles online.

“[Club Trends] should be mandatory reading for all club-managers-to-be, current club managers and their boards.”

Susan Rogers
Executive Director, Evergreen Chapter CMAA
STRATEGIC PLANNING FOR PRIVATE CLUBS

Released in Summer 2016, this book-length publication replaced NCA’s previous Strategic Planning Guide, offering completely new insight into the latest best practices and tools for club governance leaders of any experience level.

CLUB GOVERNANCE STANDARDS

Designed to serve as a go-to resource for private club volunteer leaders, this white paper series launched in the winter of 2016 with a paper on “Chief Executive Succession Planning.” Several installments are planned for future release, including the upcoming “Board Cycle” paper.

WASHINGTON WEEKLY UPDATE

Written by NCA Vice President of Government Relations & General Counsel, Brad D. Steele, this e-newsletter provides an insider’s view into NCA’s advocacy efforts and updates on key private club legal, regulatory and legislative developments. Throughout the 2016 campaign season, Washington Weekly Update kept members informed about the candidates who would best support club issues if they won their races, and offered suggestions for how readers could get involved in supporting those candidates. Washington Weekly Update also kept NCA members up to date on the progression of key laws and regulations through the agencies and on Capitol Hill, including the threat of new overtime regulations from the Department of Labor.

NCA CONNECT

This monthly e-newsletter provides NCA members with the latest news, trends and analysis of the issues affecting the private club industry. Some of the most popular articles published in 2016 included:

- “Building Your Club’s Brand”
- “Golf Is Alive And Well, Particularly At Private Clubs”
- “NLRB Doubles Down on Liability”
- “6 Ways to Build a Great Board”

Visit nationalclub.org to access archived NCA CONNECT content.
**CLUB INDUSTRY BRIEF**

This bi-weekly e-news digest helps keep NCA members up to date with happenings around the private club industry, including operations and membership, golf, trends, and general industry news. *Club Industry Brief* reached more than 3,000 subscribers in 2016.

**NATIONALCLUB.ORG**

NCA’s website offers NCA members with 24/7 access to invaluable resources, news updates and unique online tools that help provide answers for club leaders when they need them most. Key additions to the website in 2016 included a new Overtime Regulations Resource Center, helping club leaders prepare for the new DOL rule that threatened to greatly hurt clubs as it developed over the year.
By donating to NCA’s charitable arm, the NCA Foundation, club industry organizations and individuals help foster long-term industry growth through research, resource development and event programming. In helping club leaders prepare for the road ahead, NCA Foundation projects primarily focus on trends reporting and analysis as well as governance tools and education.

Several key resources NCA launched in 2016 were made possible largely due to NCA Foundation donations, including:

**STRATEGIC PLANNING FOR PRIVATE CLUBS**
NCA’s newest publication orients teams of all experience levels about the strategic planning process, and offers tools and references to help club leaders achieve more effective and efficient results.

**CLUB GOVERNANCE STANDARDS**
This new white paper series launched at the beginning of the 2016 fiscal year, with an initial paper on “Chief Executive Succession Planning.”

**STRATEGIC PLANNING WEBINAR SERIES**
Presented by Global Golf Advisors, NCA offered a unique, in-depth review of the strategic planning process through six serial webinars over the course of the year. Visit nationalclub.org to view recordings of these sessions.

“I believe the value of the NCA Foundation to our industry is only becoming more apparent over time.”

Chris Berlin, General Manager
Oakland Hills Country Club
Golf leaders are committing significant resources to lobby and advocate on behalf of the industry. Last year, the National Club Association spent $50,000 dollars on lobbying efforts and the We Are Golf Coalition, representing numerous leading organizations, devoted $180,000. One key initiative is fighting against the Waters of the U.S. Rule, which significantly increases regulations on pesticide use and water, raising costs for golf course management.

Boca West Country Club is undergoing a $50 million renovation that will include a 150,000-square-foot activities center and improved fairways. Michelle Tanzer, a Boca Raton attorney and National Club Association board member, calls the investment ‘a perfect example of adapting … they’re spending a fortune on making the place family-friendly.’

Announcement of Frank J. Vain’s election as Secretary of the NCA Board.

Announcement of Kevin F. Reilly’s election as Treasurer of the NCA Board.

Announcement of Ted M. Benn’s election as Chairman of the NCA Board.

Announcement of Kevin P. Vitale’s election as Vice Chairman of the NCA Board.

Country clubs around the country are facing steadily declining membership, according to a report compiled for the National Club Association by the accounting firm PB Mares. Changing cultural norms and economic conditions are the primary culprits for thinning membership rolls, the report says.

This past year marked the beginning of a much more active engagement with public relations and media presence for NCA, ensuring our voice is heard in today’s increasingly connected world, and that we are actively part of the conversation. These efforts were highly successful, leading to an NCA presence in numerous national, local and industry publications over the course of 2016, including NCA editorial contributions, reporting on NCA news, references to NCA studies and quotes from NCA representatives. Find below key publicity highlights:

Bloomberg

The New York Times

The Real Deal

ST. LOUIS BUSINESS JOURNAL

DALLAS BUSINESS JOURNAL

WASHINGTON BUSINESS JOURNAL

NEW YORK BUSINESS JOURNAL

THE JOPLIN GLOBE
“Golf and country clubs have been overbuilt,’ said Kevin Reilly, a club management consultant at PBMares and NCA treasurer. ‘They need to make changes to survive,’ he added. Many clubs have pivoted from the golf model to become a ‘lifestyle’ club, including improved F&B programs and expanding programming beyond traditional offerings.”

“The number one change in the physical construction is to modernize, whether it’s irrigation or other aspects of the physical components of the course to reduce the operating costs and to be more environmentally sensitive,’ … [said Michelle] Tanzer, the South Florida Attorney and Chair of Residential, Resort & Club legal practice at the GrayRobinson, P.A. law firm. Tanzer, who has represented golf clubs across Florida, California, Texas, Delaware, New York, Virginia, and Michigan during her time—in addition to her non-golf related hospitality practice in Asia and India—has witnessed golf’s luxurious transformation firsthand by serving on the board of the National Club Association.”

“Brad Steele, vice president and general counsel of the National Club Association in Washington, D.C., replied ‘absolutely’ when asked if the Spokane case has been a national topic. Steele called the Spokane ruling ‘wide ranging’ and said, ‘Private clubs want to protect their private status.’”

“National Club Association President and CEO Henry Wallmeyer said clubs have been changing with the times to appeal more to families, such as by adding less time-consuming racket sports, workout facilities, salons and spas. They’ve gotten away from formal dining rooms with coats and tie to offer quick-serve meals.”

“According to polls conducted by the National Club Association, a Washington, D.C.–based group that advances the interests of private, social and recreational clubs, members are looking for family-centered opportunities.”

“Some 80 percent of Americans live in an urban area and this number will increase to nearly 90 percent by 2030, according to National Club Association publication Club Trends. This presents an incredible opportunity for city clubs as long as they continue to evolve and advance offerings to appeal to the lifestyles of members.”

“Lobbyists representing the golf industry from the Golf Course Superintendents Association of America, the National Club Association, the Club Managers Association of America, the Professional Golfers’ Association and the National Golf Course Owners Association share the position that the final rule will negatively impact the industry, and the Department of Labor should have taken more business and economic factors into account when drafting it. ‘That increase that the Department of Labor has provided is a 100 percent increase, and it starts six months after the rule was finalized,’ says Brad Steele, vice president of government relations and general counsel for the NCA. ‘That just doesn’t work – in no sense of business does that work.’”

“ClubCorp has become a member of the National Club Association, which actively lobbies for the private club industry. ‘The national club industry is extremely dynamic and has a vital impact, not just on club members but on the communities in which they are located as well,’ said Henry Wallmeyer, president and CEO of the National Club Association. ‘We are proud to be adding ClubCorp and its 200-plus clubs to our membership, increasing our commitment to protect and grow the industry.’”

Interviews with NCA representatives and affiliates in 2016 included:

- Henry Wallmeyer, NCA President & CEO, “What’s NCA?”
- Kevin Vitale, NCA Vice Chair, GM/COO of Baltusrol Golf Club, “How NCA Advocates for Private Clubs”
- Henry DeLozier, Partner, Global Golf Advisors, “Club Governance Best Practices”

Visit privateclubradio.com to listen to these sessions.

“OREA would eliminate the automatic three-year increase to the salary threshold established under the new rule, and it would require the DOL to undergo a full rule-making process for any future changes to overtime pay legislation, which would allow stakeholders to comment on proposed changes, and would ensure that the DOL examines whether the existing rule is working as intended. GCSAA, along with the National Club Association, PGA of America, National Golf Course Owners Association, and Club Managers Association of America, sent a letter to Congressman Schrader in support of the bill.”

“Fitness in private clubs is the fastest growing aspect we see happening across the industry. Through our research with surveying over 1,200 clubs (representing more than 1.5 million members and spouses) and our Club Trends publication (co-published with the National Club Association), fitness is looked upon by club members as the third most important activity at clubs behind dining and golf.”

Announcement of NCA’s 2016 National Club Conference in Chicago
Aligning with Allies for the Good of the Industry

CORPORATE PARTNERS

NCA aligns our unique strengths and position in the private club industry with those of other leading club allied organizations through our corporate partner program, which includes top service providers from a wide range of club service areas and expertise. In 2016, Jonas Club Software and MembersFirst committed to NCA partnership at the Legacy Alliance level—the highest possible—breaking new ground for the partner program’s scope and total financial support.

Funding, insight and services contributed by our Corporate Partners helped enhance and create a number of NCA initiatives and resources in 2016, including webinar programming, editorial content in NCA’s periodicals and publications, reports and white papers, education events, special services and more. See the review of NCA’s year in Educational & Time Saving resources on page 5 for more information about those developments.

Legacy Alliance Partners

Strategic Alliance Partners

Executive Partner
National Club Association Board

OFFICERS
CHAIRMAN
Ted M. Benn
Thompson & Knight LLP
Dallas, Texas

VICE CHAIRMAN
Kevin P. Vitale, CCM
Baltusrol Golf Club
Springfield, New Jersey

SECRETARY
Frank J. Vain
McMahon Group
St. Louis, Missouri

TREASURER
Kevin F. Reilly
PBMares, LLP
Fairfax, Virginia

IMMEDIATE PAST CHAIRMAN
Philip R. Kiester
The Country Club of Virginia
Richmond, Virginia

DIRECTORS
C. J. Bendy, Jr., CCM, CCE
River Oaks Country Club
Houston, Texas

Michael Bruni
Olympia Fields Country Club
Olympia Fields, Illinois

Lou DiLorenzo
Interlachen Country Club
Edina, Minnesota

Thomas A. Lenz
Atkinson, Andelson, Loya, Ruud & Romo
Pasadena, California

Malcolm MacColl
The Westmoor Club
Nantucket, Massachusetts

Christine R. Pooler, CCM, CCE, ECM
Augusta National Golf Club
Augusta, Georgia

Kirk O. Reese, CCM
DENEHY Club Thinking Partners
Los Angeles, California

Michelle F. Tanzer
GrayRobinson, P.A.
Boca Raton, Florida

Terra S.H. Waldron, CCM, CCE, ECM
Desert Highlands Association
Scottsdale, Arizona

National Club Association Foundation Board

OFFICERS
CHAIRMAN
Jeffrey P. McFadden, CCM, CCE, ECM
The Union League of Philadelphia
Philadelphia, Pennsylvania

VICE PRESIDENT
David H. Voorhees, CCM, CCE
Big Canyon Country Club
Newport Beach, California

SECRETARY/TREASURER
Tammy Tassitano
RSM US LLP
Fort Lauderdale, Florida

DIRECTORS
Robert Crifasi, CCM, CCE
New Orleans Country Club
New Orleans, Louisiana

Daniel M. Denehy, CCM, CHA
DENEHY Club Thinking Partners
Fairfield, Connecticut

Douglas T. Howe
PGA National
Palm Beach Gardens, Florida

Kevin Kopanon
MembersFirst
Wayland, Massachusetts

Brian R. Kroh, CCM
John’s Island Club
Vero Beach, Florida

Christine R. Pooler, CCM, CCE, ECM
Augusta National Golf Club
Augusta, Georgia

Daniel J. Ramella
Club & Resort Business
Rocky River, Ohio

Stephen Ready
VCT
Broken Arrow, Oklahoma

Kevin F. Reilly
PBMares, LLP
Fairfax, Virginia

Arthur M. Scully, III
Magee-Womens Research Institute & Foundation
Pittsburgh, Pennsylvania

Kevin P. Vitale, CCM
Baltusrol Golf Club
Springfield, New Jersey
### CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

**AS OF SEPTEMBER 30:**

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<thead>
<tr>
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<th>2015</th>
<th>2016</th>
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<tr>
<td><strong>ASSETS</strong></td>
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<td>Cash and Investments</td>
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<td>$1,143,833</td>
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<td>Other Assets</td>
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<td>Property and Equipment, Net</td>
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<td><strong>Total Assets</strong></td>
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<td>$1,700,726</td>
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<td><strong>LIABILITIES</strong></td>
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<td>Accounts Payable &amp; Accrued Expenses</td>
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<td>$171,284</td>
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<td>Deferred Dues Revenue</td>
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<td><strong>NET ASSETS</strong></td>
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<td>Unrestricted</td>
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<td>Temporarily Restricted</td>
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<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$1,780,003</td>
<td>$1,700,726</td>
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### CONSOLIDATED STATEMENTS OF ACTIVITIES

**YEAR ENDED SEPTEMBER 30:**

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<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td><strong>UNRESTRICTED ACTIVITIES</strong></td>
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<td><strong>Revenue and Support</strong></td>
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<td>Membership Dues</td>
<td>$961,954</td>
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<td>Publications, Advertising &amp; Fees</td>
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<td>19,870</td>
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<td>Contributions &amp; Sponsorships</td>
<td>154,036</td>
<td>71,145</td>
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<td>Other Income</td>
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<td>163,084</td>
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<td><strong>Net Assets Released from Restrictions</strong></td>
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<td><strong>Total Revenue and Support</strong></td>
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<td>1,482,331</td>
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<td><strong>Expense</strong></td>
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<td>Program Services</td>
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<td>Government relations</td>
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<td>Communications</td>
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<td>Marketing/Member Services</td>
<td>274,482</td>
<td>314,145</td>
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<td><strong>Total Program Services</strong></td>
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<td>960,488</td>
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<td>Supporting Services</td>
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<td>Administration</td>
<td>416,850</td>
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<td>Board and Governance</td>
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<td>Fund Raising</td>
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<td><strong>Total Supporting Services</strong></td>
<td>525,837</td>
<td>570,305</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>1,380,556</td>
<td>1,530,793</td>
</tr>
<tr>
<td><strong>CHANGE IN UNRESTRICTED NET ASSETS FROM OPERATIONS</strong></td>
<td>162,560</td>
<td>(48,462)</td>
</tr>
<tr>
<td>Investment Income (Loss)</td>
<td>(1,709)</td>
<td>16,898</td>
</tr>
<tr>
<td>CEO Transition Costs</td>
<td>(123,446)</td>
<td>-</td>
</tr>
<tr>
<td><strong>CHANGE IN UNRESTRICTED NET ASSETS</strong></td>
<td>37,405</td>
<td>(31,564)</td>
</tr>
<tr>
<td><strong>TEMPORARILY RESTRICTED ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and Partnerships</td>
<td>330,600</td>
<td>237,500</td>
</tr>
<tr>
<td>Net Assets Released from Restrictions</td>
<td>(246,600)</td>
<td>(248,150)</td>
</tr>
<tr>
<td><strong>CHANGE IN TEMPORARILY RESTRICTED NET ASSETS</strong></td>
<td>84,000</td>
<td>(10,650)</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>121,405</td>
<td>(42,214)</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of Year</td>
<td>778,917</td>
<td>900,322</td>
</tr>
<tr>
<td>End of Year</td>
<td>$900,322</td>
<td>$858,108</td>
</tr>
</tbody>
</table>

This information has been derived from NCA’s reviewed financial statements.