

2024



ANNUAL REPORT

LA CUMBRE GOLF & COUNTRY CLUB

PRELIMINARY



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PAST BOARD PRESIDENTS

• 1957	Emil H. Nielsen	• 1994	Jay D. Smith
• 1958	John A. Birkenhead	• 1995	Jay D. Smith
• 1959	John A. Birkenhead	• 1996	Kent M. Vining
• 1960	Duncan McDougall	• 1997	Richard Nightingale
• 1961	Duncan McDougall	• 1998	Oz Fundingsland
• 1962	Harley T. Bennett	• 1999	Robert T. Knight
• 1963	Dr. Robert D. Sloan	• 2000	Timothy Gamble
• 1964	Dr. Robert D. Sloan	• 2001	J. Taylor Woodward
• 1965	Otis W. Vowels	• 2002	Robert M. Hiltz
• 1967	Phillip C. Hoefer	• 2003	Rick Wells
• 1968	Phillip C. Hoefer	• 2004	William Freudenstein
• 1969	Edward J. Fox	• 2005	Dexter Goodell
• 1970	Edward J. Fox	• 2006	Doug Aiken
• 1971	Edward J. Fox	• 2007	James Chapman
• 1972	Dr. John Rydell	• 2008	Peter de Tagyos
• 1973	Donald M. Anderson	• 2009	Brian Johnson
• 1974	Donald M. Anderson	• 2010	Rose Louie
• 1975	Carl E. Fowler	• 2011	Don Van Buren
• 1976	Dr. Douglas W. Erickson	• 2012	Dennis Friederich
• 1977	Dr. William Rack	• 2013	Robert K. Atwater
• 1978	Eldon Haskell	• 2014	Donald R. Logan
• 1979	Eldon Haskell	• 2015	Mario E. Nargi
• 1980	W.L. Wagner, Sr.	• 2016	Gary Brusse
• 1981	Evans W. Ferris	• 2017	William Crevier
• 1982	Evans W. Ferris	• 2018	Daniel McGuire
• 1983	Stanley Eisele	• 2019	Dale Haslem
• 1984	Paul Blasingame	• 2020	Thomas Carey
• 1985	Frank M. Console	• 2021	Robert C. Lowes
• 1986	George Keep	• 2022	Russell Werner
• 1987	John Rydell, II	• 2023	Greg Moss
• 1988	John Rydell, II	• 2024	Alan Harden
• 1989	James A. Corradi		
• 1990	Gene Taylor		
• 1991	Gene Taylor		
• 1992	Jay D. Smith		
• 1993	Dr. James R. Dow		



DIRECTORS/OFFICERS/MANAGEMENT

OFFICERS

Alan Harden	President
Henning Thorsen	Vice President
Mike Nicolais	Treasurer

DIRECTORS

Alan Harden	President
John Blair	Director
Tracy Jenkins	Director
Mike Nicolais	Director
Ron Busch	Director
Chris Portney	Director
Ken Badish	Director
Jim Buttimer	Director
Henning Thorsen	Director
Greg Moss	Past President

MANAGEMENT

Adam Zubek	General Manager, CCM /COO
Tom Narozonek	Director of Operations
Jeff Cowan	Controller
Kris Cance	Director of People & Culture
Lauren Lasocha	Superintendent of Greens

AUDITORS

Hutchinson & Bloodgood, LLP

ATTORNEY

Robyn Stowell, Spencer Fane

BANKS

US Bank & American Riviera Bank



COMMITTEES

Long-Range Planning

- Greg Moss
- Alan Harden
- Russ Werner
- Mike Nicolais

Advisors

- Jim Chapman
- Vito Gioiello
- Mike Paschke
- Bob Bierig
- Doug Katsev
- Kristina Thomas
- Dana Mastro
- Toby Myerson
- Patrick Nielson
- Nancy Falberg

Membership

Tracy Jenkins – Chair

Elizabeth Stuart – Staff Chair

- Jane Lodal
- Ryan Fell
- Josh Macaluso
- Bob Kopf
- Ben Callon
- Anna Friederich
- Robyn Parker
- Nanette Giordano
- Fiona Harden

Finance

Mike Nicolais – Chair

Jeff Cowan – Staff Chair

- Paul Portney
- Sue Wilcox
- Jason Spievak
- Drew Simons
- Glenn Carter
- Melissa Gough
- Kevin Newman

Green

John Blair – Chair

Lauren Lasocha – Staff Chair

- Patrick Nielson
- Noel Lucky-Ris
- Paul Portney
- Elaine Laustsen
- Matt Collier
- Bob Atwater
- Dave Amerson

Renovation

Tom Ochsner – Chair

Adam Zubek – Staff Chair

- Alan Hardin
- Greg Moss
- Karen Warshaw
- Ron Busch
- Mike Nicolais



COMMITTEES

Traditions & Standards

Henning Thorsen - Chair

- Chris Portney
- John Blair

Golf

Henning Thorsen &

Chris Portney – Co-chairs

Travis Bregman – Staff Chair

- Noel Lucky-Ris
- Tom Orlando
- Mike Paschke
- Nancy Falberg

SUB-COMMITTEES

Golf

Men's Golf

- Vito Bialla
- Dave Gronsky
- Brian Realmonte
- Len Rosenthal
- Andy Winchester

Women's Golf

- Chris Portney
- Noel Lucky-Ris
- Nancy Falberg

Handicap

- John Davis
- Sue Wilcox

Membership Experience

Jim Buttimer - Chair

Tom Narozonek - Staff Chair

- Julianna Reichard
- Jennifer Hall
- Mike Pugh

SUB-COMMITTEES

Member Experience

Pool – Sub-Committee

Bobbi Houghton – Staff Chair

- Jennifer Hall
- Richard Lamb
- Noel Lucky-Ris

Fitness – Sub-Committee

Jarratt Rouse – Staff Chair

- Kelly Jensen
- Rachel Stanton
- Mike Pugh

House – Sub-Committee

Tom Narozonek - Staff Chair

- Julianna Reichard
- Jeff Omdahl
- Russ Richker

Racquets – Sub-Committee

Matt Berry – Staff Chair

- Jim Buttimer
- Alan Salzman
- Sheri Copus



General Manager / COO Report & Management Oversight Responsibilities

Dear Members,

We are pleased to share with you our 2024 Annual Report of management and committee activities—a project that has taken shape over the past year. The credit for this report belongs to our dedicated committee chairs and senior leaders, who work collaboratively to bring members' wishes and priorities to life. This report represents a meaningful step forward in our shared goal—as management and Board—to keep members informed of the Club's ongoing affairs.

La Cumbre has experienced significant change over the past five years, and our hope is that this style of reporting brings greater confidence to members. It reflects our commitment to operational stability and timely, transparent communication. Following the positive feedback we received on our Q3 2024 report, this annual summary is a natural extension of our quarterly updates.

It is important to note that the financial data included here is preliminary. In late 2024, our Controller resigned, leaving us with only one accounting clerk and temporarily halting preparations for our annual audit. As of this writing, the 2024 audit is materially complete, and we expect the audited financial statements to be released within the statutory reporting period and in advance of our 2025 reporting deadline.

2024 Operating Results

As noted by Paul Portney below, our 2024 operating expenses did not meet budget for the following reasons:

- Revenues were higher than budgeted, but this was mainly a result of recognizing all lesson revenues in the fiscal year. F&B revenue was lower than expected in Q1, mainly a result of the weather and the closure of the Patio Bar and Grill, and fewer members choosing to dine in the clubhouse than budgeted.
- Expenses for higher food costs were not passed along to members, despite a sharp rise in 2024, which impacted our cost of goods sold throughout the year. Overhead and labor costs were higher, mainly a result of overlap of key personnel in Course and Grounds, higher than planned for labor for the opening of the PBG, and the timing of hiring staff in Administration, Membership, PBG, and HR—all Full Time positions we were planning to fill over a longer period of time. Lastly, in Q4 and early in 2025, we corrected several expenses that were improperly accounted for dating back to 2023, and we recorded several unforeseen expenses for member meetings and legal expenses, resulting in a \$396,000 loss.





General Manager / COO Report & Management Oversight Responsibilities (continued)

Despite the loss, management and the board are confident that the investments we have made in our personnel will continue to better support the service standards members expect. Where we have made investments over the past several years, in racquets, fitness, aquatics, PBG, we have seen an improvement in member satisfaction. This does not absolve accountability, as I am fully committed to preserving and protecting the finances of the club on behalf of all members. I am confident the investments we have made in our people will only continue to improve your experience as we grow as a team and we implement improved financial reporting and controls within the club.

Another key aspect of the controls put in place is the elimination of our external consultants for project management. The overhead created a high-cost structure for project oversight and the development of plans to date.

As always, Club management is responsible for the preparation, integrity, and fair presentation of the financial statements and other information contained in this Annual Report. This includes making judgments and estimates consistent with generally accepted accounting principles.

While the Club has long maintained accounting procedures and internal controls designed to ensure the reliability of financial information and the safeguarding of assets, we have identified several deficiencies in past practices. As a result, the Finance Committee and Board are supportive of conducting an independent review of our internal controls and accounting procedures (beyond the annual audit). Management is actively working to strengthen reporting schedules, establish updated policies, and implement an independent review process through the Audit Committee in collaboration with our external auditors.

The Board of Directors, through the Audit and Finance Committees, will continue to review financial statements and monitor management's responsibility for financial reporting and internal controls. The Audit Committee meets quarterly with management and annually with the Club's auditors.

Hutchinson Bloodgood, the Club's independent auditors, have examined the preliminary financial statements in accordance with generally accepted auditing standards in California. They maintain full and open access to both management and the Audit Committee regarding their findings on financial reporting accuracy and the adequacy of internal controls.

Thank you for your continued engagement and support as we work to enhance the financial and operational strength of the Club.

A handwritten signature in black ink, appearing to read "Adam Zubek".

Adam Zubek
General Manager / COO





Paul Portney, 2024 Finance Committee Member

We began 2024 with high hopes and the intention to make substantial progress on several campus improvement projects. Unfortunately, the year evolved in a very different way.

At the start of the year, the Finance Committee was focused on:

- Ongoing oversight of the operating budget, with particular attention to the prospective clubhouse and golf course projects
- Evaluating the feasibility of a bridge bond as a way to finance restoration of our golf course, and
- Reviewing long-range capital funding, including the possible establishment of capital dues. (The importance of this issue was highlighted last October during an outstanding presentation by Dr. James Butler of Club Benchmarking, who emphasized how critically important it is for country clubs to have adequate capital. I think we all wish we had been able to schedule his presentation two years ago.)

All three of the above initiatives were and still are critically important. But we fumbled on both the execution of and the communication regarding several undertakings, in the process alarming many members. This resulted in very divisive and unproductive third and fourth quarters of the year. One example was the expansion of the Patio Bar and Grill. We got off on the wrong foot at the outset when we tried to both expand the scope of the project and accelerate its timeline. We did this for a very good reason—to be able to better serve our membership during the anticipated closure of the clubhouse that was to have begun in Q3 of 2024. But along with other things, such as modifications to the project insisted upon by Hope Ranch, this contributed to cost escalation and less-than-optimal project oversight. One result, of course, was the 48” high bar. It has now been lowered, to the delight of both members and staff. We learned a hard lesson from this which will serve us well when the time comes to turn attention to the clubhouse and golf course.

The clubhouse closure that didn’t happen had another adverse effect on our budget. When we closed the Patio Bar and Grill, we expected that half our members who regularly dined there would shift their dining to the clubhouse. And they did just that during the first three or four months of 2024. But as spring turned to summer, higher food costs and less than anticipated clubhouse dining resulted in projected shortfall of \$100,000. In Q4, when we knew the clubhouse would remain open, we forecasted a loss of \$320,000 -\$360,000.

For 2024 as a whole, we suffered an overall loss of \$396,000. While driven principally by the loss mentioned above, it was exacerbated by such things as higher water costs, the costs for special meetings requested by members, and a number of smaller items that led to the loss. On a more positive note, we did pass the approval of a \$15.0 million Bridge Bond that would have funded the golf course in 2025. We were pleased with the interest of the members expressed in participating in this investment and are optimistic this will be supported in again in 2025 for 2026.

As many of you know, the club’s Controller resigned suddenly and unexpectedly at the end of the year. Coupled with the resignation of last year’s Treasurer, we have been shorthanded until recently when Homer Allbritton joined the Club as Director of Finance. It pleases me greatly to be able to say that he is the kind of chief financial officer a club like ours should have.

Paul Portney

Finance Committee Member



STATEMENTS OF ACTIVITIES

LA CUMBRE COUNTRY CLUB

Statements of Activities

Year Ended December 31, 2024

Changes in Net Assets - Operating Fund	2024
Operating Revenues	
Membership Dues	\$ 9,952,271
Food and beverage	3,428,402
Locker room rentals	64,451
Golf operations	1,245,350
Other sports activities	851,620
Other	183,573
Total operating revenues	<u>15,725,667</u>
Operating costs and expenses	
Food and beverage	6,230,520
Locker rooms	129,420
Golf operations	1,300,691
Other sports activities	909,940
Golf course maintenance	3,244,961
Administrative and general	3,035,664
Repairs and maintenance	1,270,210
Total operating expenses	<u>16,121,405</u>
Income (loss) from operations before depreciation and amortization	(395,738)



2024 Entrance & Transfer Fee Revenue

LA CUMBRE COUNTRY CLUB

Entrance and Transfer Fee Revenue

Year Ended December 31, 2024

	2024 Actual	2024 Budget	Variance
Q1 Transfer Fees	-	225,000	(225,000)
Q1 Initiation Fees	222,500	325,000	(102,500)
Q2 Transfer Fees	348,549	225,000	123,549
Q2 Initiation Fees	382,500	325,000	57,500
Q3 Transfer Fees	(90,000)	225,000	(315,000)
Q3 Initiation Fees	255,000	325,000	(70,000)
Q4 Transfer Fees	218,998	550,000	(331,002)
Q4 Initiation Fees	362,500	325,000	37,500
Total	1,700,047	2,525,000	(824,953)

*Reference Membership Report on page 15



2024 MEMBER ASSESSMENT

LA CUMBRE COUNTRY CLUB

2024 Member Assessment
Inception to December 31, 2024

<u>Assessment</u>	2022 to 2024
Assessments Received	10,982,187
Interest Received to Date	882,808
Total Inflows (12/31/2024)	11,864,995
Clubhouse Planning Expenses	3,080,234
Net Cash Remaining	8,784,761
 Assessment Receivable	
Annual Payments	819,505
Monthly Payments	804,060
Deferred Payments (Aged 80+)	733,320
Total Assessment Receivable	2,356,885
 Projected Total Assessment Available	11,141,646



MEMBERSHIP COMMITTEE REPORTS

Tracy Jenkins, Chair | Elizabeth Stuart, Membership Manager

In 2024, the Membership Committee introduced several updates aimed at strengthening the application process and refining our approach to member transitions and category management.

A key milestone was the implementation of background checks as a new requirement for all incoming members. Reliable Background Screening was selected as the Club's official provider, adding an important layer of diligence to our admissions process. In parallel, we finalized the 2024 New Member Gift: an engraved bottle of wine presented in a personalized wooden box—an elevated and thoughtful welcome gesture.

In partnership with the Finance Committee, we explored pathways for Associate Members to transition into Regular Membership. After a thorough review, it became clear that changes to one category would have a ripple effect on others. As such, no structural changes were made at this time, though the topic remains under consideration.

The Committee also recommended adjustments to initiation fees:

- Non-Resident Membership: Increase to \$85,000
- Social Tennis Membership: Increase to \$50,000
- Social Clubhouse Membership: Increase to \$35,000

The Board elected to postpone any fee changes until the second quarter of 2025, giving us time to better assess market conditions and member sentiment.

A significant policy shift occurred with the transition from a Minimum Sales Price to a Recommended Sales Price (RSP) model. Under the new structure, members were permitted to sell their memberships at up to 25% below the RSP, with the Club retaining one-third of the RSP as a result. In response to strong member feedback, the Board unanimously voted to grandfather all Regular Members as of December 31, 2024, preserving their right to a two-thirds refund regardless of sale price. The Board has indicated that a formal vote may take place to adjust this policy in the future.

Membership Activity in 2024

Over 50 prospective member tours were conducted throughout the year. The Club welcomed 34 new members, while 43 members resigned. Additionally, 9 members upgraded to Regular Membership from other categories.

New members joined across the following categories:

- Regular: 6
- Non-Resident: 7
- Associate: 2
- Social Tennis: 13
- Social Clubhouse: 6



MEMBERSHIP COMMITTEE REPORTS

Membership	Memberships 1/1/2024	Resigned (2024)	New (2024)	Transfers from other categories	Transfers out from category	New Treasury	Membership Counts 12/31/2024	Held in Treasury	Cap	Vacancy
REGULAR	348	-15	6	9	1	1	347	4	351	0
ASSOCIATE	50	-2	2	0	7	0	43	0	53	10
NON-RESIDENT	58	-3	7	0	0	0	62	0	62	0
SOCIAL TENNIS	159	-6	13	4	7	0	163	0	165	2
SOCIAL CLUBHOUSE	201	-17	6	7	4	0	193	0	200	7
EMERITUS	10	0	0	0	0	0	10	0	10	0
Total Members	826	-43	34	20	19	1	818	4	841	19

Membership Category Pricing:

- Regular – RSP \$225,000
- Associate - \$57,500
- Non-Resident - \$76,000
- Social Tennis - \$32,500
- Social Clubhouse - \$27,500

Financial Summary

- Total Membership Revenue for 2024: \$1,701,498
- Breakdown by Category:
 - Regular: \$478,998
 - Non-Resident: \$490,000
 - Associate: \$105,000
 - Social Tennis: \$477,500
 - Social Clubhouse: \$150,000

Note: Regular Membership gross sales totaled \$3,003,000, with a net of \$478,998 to the Club—lower than anticipated due to the high number of internal transfers from Associate to Regular.

In Closing

Despite a turbulent year as we navigated operational and revenue challenges, interest in membership at La Cumbre remains strong. The Membership Committee is proud of the integrity and transparency brought to our processes and will continue working to ensure our member experience reflects the values and vitality of our community.

Tracy Jenkins
Membership Committee Chair

Elizabeth Stuart
Membership Manager



GREEN COMMITTEE REPORT

John Blair, Green Committee Chair | Lauren Lasocha Superintendent

In 2024, the Green Committee remained focused on enhancing course conditions, promoting environmental stewardship, and advancing long-term planning for the Golf Course Maintenance Project. A major priority was supporting the transition from our long-standing Superintendent, Wayne Mills, to incoming Superintendent Lauren Lasocha. Throughout the year, Lauren provided regular updates on aeration schedules and cultural practices such as brushing, edging, and topdressing greens. These operational insights have become standard agenda items in committee meetings, fostering greater transparency and engagement around course maintenance and conditioning.

In June, a comprehensive Tree Inventory was completed by a Certified Arborist. The inventory is housed in an online database and serves as a valuable resource to assess tree health, guide maintenance strategies, and document both preventative and curative treatments throughout the property. Steady progress was made on the Golf Course Maintenance Project in 2024. Formal plans were submitted to the County in October, and as anticipated, County staff provided feedback requiring updates to environmental reports. This feedback contributed to the decision to delay the project's start from 2025 to 2026. The Committee remains optimistic and committed to moving forward in 2026, pending final approvals.

To keep members informed, the Committee released a detailed communication titled "Golf Course Maintenance Project: Promoting Environmental Stewardship and Sustainable Practices." The document included:

- An overview of the project
- A historical design perspective of La Cumbre Country Club
- Architect Todd Eckenrode's hole-by-hole plans with before-and-after illustrations and design rationale
-

This communication was shared with the membership and presented visually at a well-attended Town Hall event in late October. As the year concluded, colder-than-normal temperatures and limited rainfall led to increased frost delays on the course. At the same time, Laguna Blanca Lake, which had reached record levels during the exceptionally wet winter of 2023–2024, began to recede. With over 30 inches of rainfall recorded by the City of Santa Barbara, 2024 was officially classified as an extremely wet water year, which helped sustain healthy lake levels throughout much of the season.

The Committee remains committed to continuous improvement, thoughtful stewardship, and a successful path forward for the future of La Cumbre's golf course.

John Blair
Green Committee Chair

Lauren Lasocha
Superintendent



GOLF COMMITTEE REPORT

Henning Thorsen & Chris Portney, Golf Committee Co-Chairs

The Golf Committee had an active and rewarding year, filled with memorable tournaments, forward-looking planning, and significant preparations for the upcoming golf course renovation.

Early in the year, the Committee focused on organizing tournament leadership and finalizing the 2024 golf calendar. A key emphasis was placed on event integrity, including enhanced use of handicapping software in collaboration with John Davis, our Handicap Chair. The daily course start time was also adjusted from 6:45 a.m. to 7:00 a.m., providing the maintenance team with additional time each morning to prepare the course to the highest standard.

Spring brought a highlight event: the La Cumbre Women's Classic Member-Guest, which received high praise for its outstanding organization and execution. During this period, the Committee worked closely with management to plan for possible disruptions in 2025 due to the anticipated golf course renovation. With many unknowns at the time, the group agreed to prioritize broad course access for members, minimizing organized events and team play in early 2025. Ultimately, this planning became a moot point as the renovation project was postponed. The Committee also prioritized supporting the Pro Shop team and ensuring adequate resourcing while the department operated without a Head Golf Professional. Summer featured some of the year's most celebrated events, including the 805 Cup and The Chase, both of which highlighted the golf course in top condition. The Golf and Food & Beverage teams were instrumental in delivering an exceptional experience for participants. As the season progressed, planning began for the Men's Club Championship, and the Committee also explored alternative golf opportunities for members during the renovation period.

A standout moment in 2024 was the inaugural Champion's Dinner, celebrating La Cumbre's rich golf legacy. Champions across generations gathered for an evening of camaraderie and reflection. Video tributes honored members like Sue Wilcox and George Downing, and George delivered a moving speech on the club's history, his family's tournament legacy, and the champions in attendance. The Committee hopes this becomes a cherished annual tradition. Several Committee members also participated in the Search Committee for the new Director of Golf, demonstrating their commitment to the Club's leadership and future. In late 2024, the Club proudly announced that Mark Thirtle had been selected as the new Director of Golf, with his arrival scheduled for early 2025.

As the year concluded, the final Stag event in December drew 100 players and was celebrated as a tremendous success. Although the renovation was originally slated to begin at that time—and preparations had been made to secure tee times at external courses—those arrangements were temporarily paused due to project delays. The Committee remains focused on thoughtful planning for 2025 and beyond, ensuring continued success and exceptional experiences for all golfing members.

We offer special thanks to our senior Golf Shop team—Ritter, Trevor, Derrick, and Travis—who led the department with passion, dedication, and ownership throughout the transition. Their commitment to both the membership and Golf Operations staff has been deeply appreciated.

Henning Thorsen
Golf Committee Co-Chair

Chris Portney
Golf Committee Co-Chair



RENOVATION COMMITTEE REPORT

Tom Ochsner, Renovation Committee Chair

Dear Fellow Members,

Throughout 2024, I was heartened by the strong member interest in contributing to the future of our Clubhouse. Following the 2023 Annual Meeting held in December, the Board circulated an invitation to serve on the newly formed Renovation Committee. The response was enthusiastic, particularly from members with backgrounds in construction, design, or historic renovation—reflecting our community’s deep care for La Cumbre.

As we begin our work, the committee’s initial focus will center around three key objectives:

Understanding the Scope and Costs

1. Our first priority is to become fully familiar with the current scope of the Clubhouse project and the associated cost estimates. This will ensure the committee has a shared baseline from which to make informed decisions.
2. Prioritizing Necessary Maintenance
3. We will identify all critical maintenance needs and confirm that these items can be addressed using existing cash on hand. Protecting the integrity and safety of the building is essential and non-negotiable.
4. Identifying and Evaluating Enhancements

We will develop a list of potential clubhouse enhancements that could be funded with existing resources. This list will be presented to the membership for input—allowing each member to vote on which enhancements to prioritize and whether there is interest in expanding the project’s scope. Ultimately, this process will be guided by member feedback and preferences.

Thank you to all who have expressed interest, offered ideas, and shown a shared commitment to maintaining and improving our historic clubhouse. We look forward to working together in a thoughtful and transparent manner in 2025.

A handwritten signature in black ink, appearing to read "T. Ochsner", located below the main body of text.

Tom Ochsner
Renovation Committee Chair



MEMBER EXPERIENCE COMMITTEE REPORT

Jim Buttimer, Member Experience Committee Chair | **Tom Narozoneck**, Director of Operations

Member Experience Committee - Annual Report 2024

In 2024, we tested out a new committee called the Member Experience Committee. The concept is to combine the collective efforts of our Racquets, Aquatics, Fitness, and Social Committees into one larger reporting and oversight committee. This allows our parent committee to better understand opportunities for our non-golf activities at the club and make recommendations to the board. We continued to operate with subcommittees for each area of the club, which allowed us to fully understand member interests and priorities.

There were a few key initiatives we are happy to share from 2024:

1. The Patio Bar and Grill was updated and is running more efficiently. The appointment of Inger (a new additional position created) and Alex (return to home), as well as the arrival of Andrew in the kitchen, with the support of Chef Eric, has dramatically enhanced our standards at the PBG.
2. We launched Happometer, a tool that we use to measure member satisfaction and get member feedback on their dining experience. This is a great tool, and we have been watching scores improve since we opened in July.
3. In the clubhouse, we filled the vacant Catering Manager position and backfilled our Floor Manager Positions with new team members. We are particularly thrilled with the arrival of Paul Livacz.
4. On the facilities side of the operation, Lanita Patenaude and her team continued to enhance the cleaning and upkeep of our facilities. In Q4 2024, Lanita and her team took on all the responsibility that our external cleaners had been doing, which has produced a better result.

As we enter 2025, we have unresolved challenges with court six and our ability to establish a pickleball program properly.

It has been a pleasure serving on the board for the past three years, and I've enjoyed doing my part to leave the club in a better place for future boards and members alike.

I'd like to thank Tom, Lanita, Matt, Jarratt, and Bobbi for all of their hard work, including our committee members who worked hard to make improvements in 2024 and what I'm sure will be great impacts in 2025.

Jim Buttimer
Member Experience Chair

Tom Narozoneck
Director of Operations



SOCIAL SUB-COMMITTEE REPORT

Tom Narozonick, Director of Operations

The committee focused on enhancing service quality, communication, and responsiveness across the club's social and dining experiences—particularly for events held outside the main clubhouse.

Key Initiatives & Improvements:

Service Enhancements:

Feedback regarding service speed and interdepartmental coordination was addressed early in the year. Staffing adjustments were made to better match event needs, and many service positions were restaffed or upgraded.

Guest Feedback System:

The HappoMeter comment card system was implemented to collect real-time feedback on dining and beverage experiences. This data now informs ongoing improvements to staffing, recipes, and service processes.

Patio Bar & Grill Reopening:

Reopening efforts presented operational challenges, especially with the decision to extend use through Q4 and into 2025. The team responded swiftly with accelerated staff training and successfully delivered several beloved holiday events in December.

Tom Narozonick
Director of Operations



RACQUETS SUB-COMMITTEE REPORT

Matthew Berry, Director of Racquets

We successfully launched the Pacesetter booking system, which is now used for court reservations, check-ins, and event registration. Courts 1–5 were resurfaced with new cushioned Rebound Ace and updated colors. We expanded our event offerings, enhanced the Club Championship, and elevated signature events like the year-end party. Team programming grew with the addition of a Men's A Team and three new USTA teams. We also ran a successful summer camp, and our junior program is thriving with strong participation and competitive success.

- 3,468 court bookings and 2,904 lessons since April
- Over 1,400 clinic check-ins
- Ladies Inter-Club Teams won 3 of 4 leagues
- Men's A Team launched with strong participation
- Junior Tennis won 2 titles and reached 1 final
- Pickleball continues to grow across all ages

A handwritten signature in black ink, appearing to read 'Matthew Berry', located below the list of achievements.

Matthew Berry
Director of Racquets



FITNESS SUB-COMMITTEE REPORT

Jarratt Rouse, Director of Health & Fitness

In 2024, the Fitness Department made significant strides in expanding services, improving accessibility, and enhancing member engagement.

Early in the year, we launched Pacesetter and the La Cumbre app to streamline group fitness class bookings. This system was further expanded to include massage and physical therapy appointments, providing members with greater flexibility and convenience in managing their wellness routines.

To enhance our class offerings, Kelly Poston joined the team, bringing new energy and variety, including the addition of an Aqua Fit class held in the pool. Later in the year, we introduced Ski Fit, a seasonal group class that was enthusiastically received by members.

Although the Pacesetter platform was implemented partway through Q1, it provided valuable insights into member participation and program performance:

- Personal training sessions: 1,479
- Massage appointments: 82
- Physical therapy sessions: 152
- Group fitness classes offered: 1,171
- Group fitness class sign-ups: 6,832
- Estimated average daily fitness center users: 138*

*Note: This figure is approximate, as only about half of the members consistently check in.

We continue to monitor usage and trends closely as we plan future programming and improvements. Overall, 2024 was another successful year in fitness, and we thank all members for their continued support of our programming and fitness professionals.

A handwritten signature in blue ink, appearing to read 'J. Rouse', located below the main text block.

Jarratt Rouse
Director of Health & Fitness



AQUATICS SUB-COMMITTEE REPORT

Bobbi Houghton, Director of Aquatics

The Aquatics Program had another banner year in 2024, with year-round activity and something for every member of the family. Our pool facilities continue to be among the most well-loved amenities at La Cumbre:

- The Main Pool (maintained at 82° F) offers lap swimming in three lanes from 7:00 a.m. to 1:00 p.m. daily, with flexible open swim hours in the afternoons and evenings depending on recreational use and club events.
- The Kiddie Pool, designed for toddlers with a maximum depth of 9", is kept warmer at 87° F.
- The ever-popular Jacuzzi remains a favorite, set between 102–104° F for member comfort and relaxation – remember, no food in the Jacuzzi!

While the pools are well-utilized throughout the winter, summer continues to bring peak usage and vibrant energy to the Aquatics area.

Our 2024 summer camps saw strong participation, and we introduced several youth-focused programs throughout the year. Our goal remains to offer something for every family member. A special thank you goes to Kenzi, who helped lead our lifeguard team with dedication and enthusiasm.

Program Highlights and Usage Stats:

- Lap Swimming: ~6,900 visits annually (October–April: ~4,500 visits, May–September: ~2,400 visits)
- Recreational Swimming: ~9,100 visits (Winter: ~2,500 visits, Summer: ~6,600 visits)
- Aqua Bobbers: A club favorite, this complimentary program runs every Monday, Wednesday, and Friday and generated approximately 1,250 visits in 2024.
- Aqua Fitness: Introduced in December as a complimentary class, this new offering recorded 112 visits through early 2025.
- Chair Yoga: Despite initial interest, this program did not gain expected traction and was discontinued in November.
- Novice Swim Team: This year-round program logged approximately 600 user hours.
- Water Polo Clinic: This one-month session had limited participation, with 5 total participants.
- Junior Guards: A growing area of interest, this program will be a key focus for expansion in 2025.

The pool area continues to be a treasured gathering place for our members. I want to thank the Aquatics Committee, our lifeguards, instructors, and support staff for their ongoing commitment to safety, fun, and excellence.

A handwritten signature in black ink that reads "Bobbi Houghton".

Bobby Houghton
Director of Aquatics



TRADITIONS & STANDARDS COMMITTEE REPORT

Henning Thorsen, Traditions and Standards Committee Chair

As a newly chartered committee by the Board in 2024, the Traditions and Standards Committee was formed to help strengthen the member experience by fostering a respectful and welcoming environment—and by encouraging broader adherence to the Club’s rules and values.

We began the year by seeking to better understand the volume and frequency of rule infractions and to identify any common themes. Simultaneously, we conducted a comprehensive review of the Club’s rules, making thoughtful updates to improve clarity and align with the casual and family-friendly culture of both La Cumbre and Santa Barbara.

Notable changes included:

- Relaxing age restrictions, establishing age 12 as the threshold for unaccompanied dependent access to certain facilities.
- Modernizing dress codes to better reflect our relaxed coastal lifestyle while maintaining appropriate standards of decorum.

A key focus was improving how we engage and communicate with members. We recognized that enforcement can be sensitive, and attention spans are short—so we advocated for consistent messaging in weekly updates and introduced additional signage to raise awareness. Ironically, both efforts initially prompted feedback and even a few complaints, reminding us how important tone and timing are. We’ve since adjusted our approach and continue to refine how we strike the right balance between reminding, informing, and enforcing.

Importantly, our aim is not to create a rigid or impersonal environment. Rather, we seek to build upon our shared values—to support a club culture where everyone feels respected, welcome, and proud to belong.

While reviewing infractions, we were surprised by their frequency. On any given day, one might observe 20 or more minor violations simply by walking the grounds. The most common included:

- Wearing flip-flops in the Clubhouse
- Voice calls in public areas, disrupting others’ experiences
- Untucked shirts on the golf course
- Members in the parking lot without shirts
- Neglecting safety signage in the practice areas

In response, the Board convened two formal hearings to address conduct issues, and several other matters were resolved through letters and direct member engagement.

As of the end of Q3, the Committee believes we’ve made meaningful progress—balancing the interests of members, the Board, and management, while thoughtfully communicating expectations across the membership.



TRADITIONS & STANDARDS COMMITTEE REPORT

(continued)

We are deeply grateful to those who have embraced the evolving standards, asked thoughtful questions, and shown leadership through example. It's through those small, daily acts of respect and consideration that we collectively preserve the unique spirit of La Cumbre.

In closing, as we begin a new year and reflect on 2024, we encourage all members to revisit the Club Rules, the Code of Conduct, our Strategic Pillars, and core values. Simply put:

When you're at the Club, enjoy yourself—but be mindful of others, uphold our standards, and engage with staff respectfully. Let's all strive to leave the Club better than we found it—every time we visit.

A handwritten signature in black ink, appearing to read 'Henning Thorsen', located below the main text block.

Henning Thorsen
Traditions & Standards Committee Chair



**THROUGHOUT 2024 THE CLUB PROUDLY
SUPPORTED THE FOLLOWING ORGANIZATIONS.**

