



A MESSAGE FROM  
**TGSC's Past and Incoming Presidents**



**BILL JOHNSON, CCM, CCE**  
Past President



**GREG GONSALVES, CCM**  
President, General Manager/COO, Round Hill Country Club

**I**t has been an honor for me to serve a second term as President of The Golden State Chapter of CMAA. When I was installed in Long Beach in October 2012 for my first term, we were a very young chapter. I would be the fifth President following Tom Gilbertson, CCM; Rick Sussman, CCM, CCE; Bruce Zahn, CCM, CCE and Bruce Bennetts, CCM. These gentlemen were the true leaders of taking four chapters within the state of California and making us the second largest chapter within CMAA.

They realized that for our chapter to be successful we would need to engage a strong Managing Director. Did we ever hit a home run when we were fortunate to bring on Crystal Thomas, MCM, CHE, CAE and her team at Management Connection from the very beginning to manage our chapter.

I am sure that the aforementioned Past Presidents and those that served between my first and second terms—Frank Cordeiro, CCM; Josh Tanner CCM, CCE; Craig Surdy, CCM, CCE; Steve Buck, CCM, CCE and Duncan Reno, CCM, CCE—will all agree that Crystal is the glue that truly keeps our chapter among the strongest within CMAA.

Our successes have been well documented. On the national level, we have won numerous Chapter of the Year, Education Excellence and “Bucky” awards. At the CMAA Leadership Legislative Conference, we have been recognized annually

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**I**would like to take this opportunity to thank Bill Johnson, CCM, CCE for the outstanding year that our Chapter accomplished while under his leadership. As we all know, Bill has vast experience in the Club Industry, and it showed working alongside of him this past year on the Board and as a colleague. Bill’s battle cry this year was “Life is Yours to Win: Part II,” and his ever-positive spirit brought that to life through and through all year long. Of course, the “Part II” related to Bill’s second rodeo as our Chapter President, so we have that to thank him for as well.

I am honored to be the Chapter’s 12th President, and in a way, this is my second rodeo; I served as the San Francisco and Northern California Chapter President in 2004-2005 when we were one of four chapters in the state. It was a great experience then, and I anticipate that it will again be a great experience. During that time, I had the pleasure of working with our honorable Executive Director, Harry Kahn, for whom our Northern California Golf Tournament is so aptly named today, as well as with Harry Reiter, another General Manager who later served as our Executive Director until we became one state Chapter, now the second largest in the country, The Golden State Chapter!

We could not be the Chapter we are today without the leadership and guidance of our Executive Director, Crystal Thomas MCM, CHE, CAE and her team at Management

*Continued on following page*

Message from Bill Johnson, CCM, CCE continued from Page 1

with Chapter Idea Fair awards, all of this due to the dedicated service of Crystal and her team.

The business side of our association is also in the best of hands. Crystal and our Partnership Coordinator Alexandra Chordas have developed a program that includes over 45 partners who continue to provide the necessary funds to support our vision of “A closely **connected community** of club management **professionals** who place a high **value** on **education** and **support for each other.**”

Throughout the history of the Golden State Chapter, your board of directors has focused on governing our association, allowing our management team to manage the daily affairs of our association. The BOD meets three times per year via conference call and three times per year in person. Annually, the board also meets in September for a two-day Strategic Planning Retreat. At this retreat, we hold one of our in-person board meetings but also update the five-year plan for our chapter with a professional facilitator. This year, Henry Delozier of Global Golf Advisors assisted us. This continuity keeps the board and management heading in the same direction of fulfilling the defined vision of the Golden State Chapter.

It has sincerely been my pleasure to serve our association. I know that Crystal and her team of Nick Bundra, Alexandra Chordas, Rick Adams and Jessica Mena will continue to manage our association well. I also know that President Greg Gonsalves, CCM and the 2019-2020 Board of Directors will continue our tradition of governing, not managing, our association.

Personally, I will continue to look forward to seeing you at events throughout the state, especially at our annual Spring and Fall Conferences. My focus going forward will be to see that the Golden State Chapter and those chapters west of the Mississippi River have a fair representation on the CMAA national board of directors. One out of 14 national board members from the West just does not provide for fair representation.

Finally, please remember, “Life is yours to Win!” And, thank you for all of your continuing support.

Message from Greg Gonsalves, CCM, continued from Page 1

Connection. Crystal and her team keep us focused on our goals and strategies and work tirelessly with CMAA National Staff and Committees to keep us aligned and on point to achieve greatness each and every year.

The Golden State Chapter is a **Community of Club Industry Professionals** who are all striving to improve themselves both professionally and personally, to grow in our business and make **Connections** through our many networking and educational opportunities with Club colleagues and Industry Partners and Sponsors, which we in turn use to make our Clubs better and to improve our Members' experiences.

One of my personal goals this year is to improve your experience as a Golden State Chapter Member! We have a solid group of dedicated managers on our Board who, along with Crystal and her team, will deliver the following results over the next year:

- Creative and interesting educational sessions in all regions of our Chapter
- Improve programming by communicating more with the Membership
- Create a stronger **Community** within the Chapter
- Achieve and hopefully surpass 80% **Engagement** in all aspects of our offerings
- Improve networking opportunities to create more industry **Connections**
- Add Members to the Chapter by recruiting multiple members from one club

We have an outstanding Chapter already built from the leaders of the past, and the vision for the future is bright. Our theme for this year, if you haven't picked up on it already, is continuing high levels of **Engagement**, by keeping you all **Connected** within our great **Community** of the **Club Industry**. I encourage you to reach out to myself or any of our Board Members throughout the year with your suggestions and comments to improve what we do!

As I mentioned before, I look forward to serving as your President and working with you to make our Chapter even stronger and better than it is today!

Stay **Connected!**

# NOVEMBER 2019

TUES

## SAN FRANCISCO BAY EDUCATION

The University Club of Palo Alto

*Understanding Your Club's Balance Sheet*

5

Speaker: **Eric Gregory, CCM**

Registration: **9:30 AM**

Education: **10:00 AM - Noon**

Members **\$35** | Retired **\$17.50** | Guests **\$40**

THU

## WEBINAR

GIS from EPIC

*Market Forecast by Line of Insurance Coverage*

7

Speakers: **Eric Shaw & Jake Perata**

Education: **9:00 AM - 10:00 AM**

TUES

## GREATER LOS ANGELES EDUCATION

The Athenaeum

*Managing Employment Risk at Your Club*

12

Speakers: **Loretta Raftery & Toni Shibayama**

Registration: **9:30 AM**

Education: **10:00 AM - Noon**

Members **\$40** | Retired **\$20** | Guests **\$45**

# DECEMBER 2019

THU

## SAN DIEGO

La Jolla Beach & Tennis Club

*San Diego Region Holiday Party*

5

Registration: **11:00 AM**

Luncheon: **11:30 AM**

Members **\$50** | Retired **\$25** | Guests **\$60**

MON

## ROADRUNNER

Desert Horizons Country Club

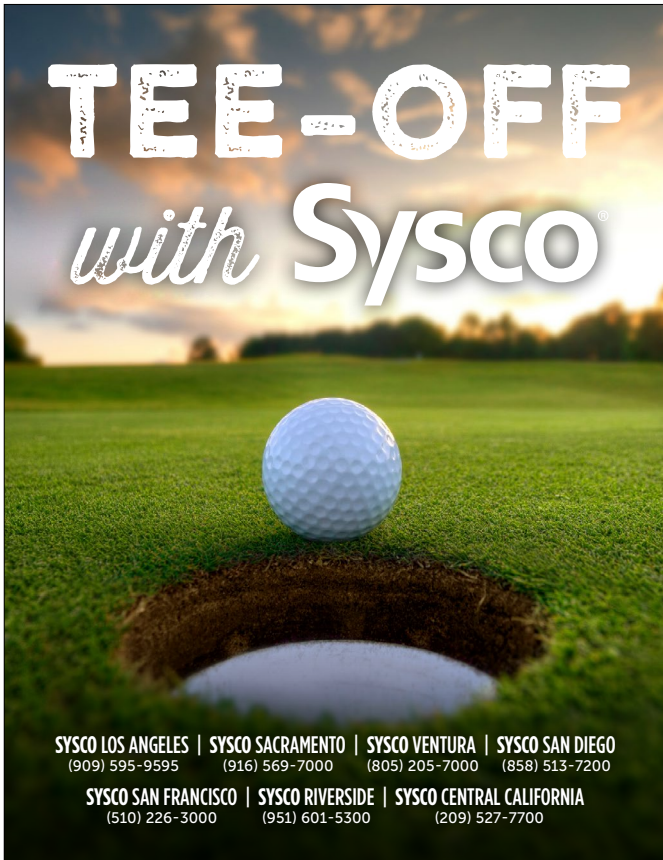
*Roadrunner Region Holiday Party*

9

Registration: **6:30 PM**

Cocktails: **6:30 PM** Dinner: **7:00 PM**

Members **\$100** | Retired **\$50** | Guests **\$110**



# FALL CONFERENCE 2019

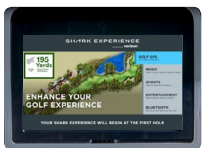




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# THE GOLDEN STATE CHAPTER FOUNDATION UPDATE

**BY JOSHUA TANNER, CCM, CCE**

PRESIDENT OF GSC FOUNDATION  
CHIEF EXECUTIVE/GENERAL MANAGER OF IRONWOOD COUNTRY CLUB

**I**t has been a great year for foundation donations. We appreciate your support as we continue to find ways to support more managers in their quest to attain their CCM designation through the Club Management Association of America.

As you have noticed, there is not a dues check off option on your annual dues invoice. In mid-October, the chapter sent you my email with a link that takes you to our online donation page ([thegsc.org/contribute](http://thegsc.org/contribute)). At this page, you can contribute immediately via credit card or choose to have an invoice sent to your club. If you have any trouble, please email the chapter office ([md@thegsc.org](mailto:md@thegsc.org)). They can set up your contribution for you.

Fall Conference was held in Napa on October 20-22, and everyone in attendance had a wonderful time. All Foundation supporters had a "Foundation Donor" ribbon attached to their name badge. It was great to see so many chapter members supporting the cause. We also debuted a DipJar, which is another way TGSC members can donate to the chapter.

Again, we appreciate your support and hope you consider donating to The Golden State Chapter Foundation. ■

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# A Thank You from Turf Star



BY JOE GUERRA, PRINCIPAL/OWNER TURF STAR/WESTERN EQUIPMENT

**O**wnership, action and impact! This is what I've witnessed as the powerful forces driving TGSC/CMAA's success while associated with TGSC/CMAA these past four years. TGSC/CMAA and its members are superb stewards of our industry as they develop its professionals. It's a terrific organization chock-full of some of the greatest management professionals imaginable.

On behalf of Turf Star Western and our 150 employees, I want to thank you for the opportunity to have been involved and to have supported your mission these past four years. The experience has been very rewarding personally. I've marveled at the development of the

"TGSC/CMAA and its members are superb stewards of our industry."

younger/less tenured managers, lending to the notion that our industry will be in great shape over the next twenty years.

We look forward to our ongoing partnership at the highest levels possible and toward reaching beyond for more great things in the future. We thank you for your loyalty and for your business as well. ■

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**LIVE CHAT:**

**Right Here,  
Right Now**

**BY RICKY POTTS,**  
MEMBERSHIP DIRECTOR, THE FOUNTAINGROVE CLUB



**O**n a recent flight to St. Louis, Missouri, I read every article of the May/June 2019 issue of *BoardRoom Magazine*. I really enjoyed “Spilling the Tea on Millennials,” a piece written by Whitney Reid Pennell. In this article, Whitney discusses Millennials and their general behavior as it relates to private clubs. When it comes to how we (I am technically a Millennial) like to communicate, she writes that this generation expects a near immediate response from brands. Text messages, Facebook Messenger, mobile apps and live chat, she notes, are ways that Millennials prefer to communicate.

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She is correct. As a consumer, I would rather communicate with a brand via live chat. I do this with airlines all the time. My website host provider has a live chat and I can talk to AT&T either via live chat or direct message on Twitter. A few years ago, I accepted a job in Naples, Florida as the Director of Marketing and Communications at Tiburón Golf Club at The Ritz-Carlton Golf Resort.

Tiburón Golf Club is a large, semi-private facility and I was responsible for all member communication, as well as outreach to our daily fee/resort guests, to drive rounds and revenue. I worked closely with our Membership Director to drive leads and with our Special Events Coordinator to promote our banquet space and restaurant. I also managed all our social media accounts, including: Facebook, Twitter, Instagram, YouTube and the website. In January 2019, we added a live chat solution to our website.



**83%** of customers need some support from the service provider during online operations.

- Econsultancy

In the first 2 months, we responded to over 1,000 conversations and produced over \$40,000 in trackable revenue. Daily, we would help members access the website, register for events and book tee times. We also helped visitors learn more about the Club, answered questions about dining in Southwest Florida and helped a myriad of travelers book tee times. We loved having the personal connection with our members and guests and the live chat solution was directly improving our bottom line. When I accepted the Membership Director position at The Fountaingrove

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It is only a matter of time before more clubs are implementing these communication channels to their customers.

Club in Santa Rosa, California in March 2019, the first thing we did was add a live chat solution to our website.

The Fountaingrove Club is private, so we are not answering a lot of questions about tee times, but we do help our members access the website and register for events. Additionally, we have booked several tours of our athletic center and our golf course. Through October 2019, we've responded to over 400 messages, and using live chat has translated into countless tours and several membership sales. The best part about the live chat solution... it's free!

every day to be better than we were yesterday, to ensure our members and guests have an unforgettable experience while on property. Adding a live chat solution to the mix has helped us stand out, and it is only a matter of time before more clubs (hopefully yours) are implementing these communication channels to their customers.



**63%** of millennials prefer their basic customer support queries answered by live chat.

- TechJury



**51%** of customers want their businesses to be available 24/7.

- Inc.com

There are a bunch of different live chat solutions available, but I've had success with Drift. The solution is free and customizable and their support is second to none. Remember when I said I liked to communicate with brands via live chat? Drift is a live chat solution and they offer a live chat support. Go figure!

Here at The Fountaingrove Club, communication and transparency are part of our core values. We strive

If you are going to implement a live chat solution, ensure that you have someone that is available to respond in a timely manner and someone that can do it in front of a computer and on a mobile device. If I am not at my desk, the messages come to my phone. If I am awake, I am responding. If you don't believe me, visit [thefountaingroveclub.com](http://thefountaingroveclub.com). You will see my photo on the bottom right. Send me a message, and see how long it takes me to respond. We pride ourselves on being readily accessible to our members and guests and would love to chat with you sometime.

If you ever have any questions about this, please don't hesitate to reach out. I am easy to find! ■

# THE FUTURE OF GOLF

with Fred Palmer



*Fred Palmer, VP of Golf Business Development at Club Car, on the top three trends revolutionizing a sport that prides itself on tradition.*

It's 6:30 am. The sun rises, and the cool morning breeze brings a few hours of stillness before the heat of the day. The golf course is Fred Palmer's oasis. It's the one place that allows for absolute concentration and some much-needed time to think.

"I wake up every day thinking about golf."

The sun rising is predictable, but as Palmer says, "Golf will look much different than it does today." While some players will always remain purists of the sport who don't want anything more than a few subtle enhancements, we can't deny the trends already affecting participation in a game more than 400 years old.

## TREND #1 | Technology is changing the game on the course – and off.

"The access millennials have to athletes is more intimate than ever before. New age sports fans are evaluating athletes not only on their athletic ability but how they are as a person."

Whether following their newest Instagram idol or binge-watching Netflix, Millennials stay connected. They use constant access as a way to share their thoughts with the world and find new ways to mold themselves. Palmer says, "Golf's younger stars like Rickie Fowler, Justin Thomas and Rory McIlroy are out there having a great time. Kids see that and say to themselves, 'That looks like fun. Maybe I should try it!'"

To attract the next generation of golfers, new products like the Shark Experience offer instant access to entertainment, adding a layer of fun and connectivity to the game.

## TREND #2 | Today's fans want more than than stats. "They [Millennials]

are a generation with interests and expectations of live experiences that are radically different than generations before, craving interactivity, connectivity, control, and insider access."

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Watching elite athletes gather to simply play the game was once enough to increase participation, but today's landscape must blur the line between competition and entertainment. Palmer says, "Companies like Topgolf are playing a major role in bringing golf to the forefront of modern recreation" using friendly competition, groundbreaking technology, and a bar-like atmosphere to attract golfers of all ages and performance levels. He envisions the next step in the industry's evolution will be incorporating entertainment into course play at a level to which no one is doing right now.

By expanding your on-course food and drink offering with vehicles like the [Cafe Express](#) from Club Car, you can create an additional stream of revenue and enhance the level of entertainment for your guests.

**TREND #3** | **Fitness is more important than ever.** "More than three-quarters of U.S. adults said that being in shape and looking good were "very important" to them."

Every generation is trying to stay more fit, but the problem is finding a routine that sticks. Golfers playing 18 holes can cover up to eight miles. The physical and mental focus required for the game means golf can become a fun source of health and wellness for people of all ages.

Palmer loves the pace and perspective of walking his favorite courses. His favorite new product is the [Tempo Walk](#), an autonomous caddie that follows you at every hole, providing course info and other tips.

"We want to embrace the future and tackle issues that will drive the continued success of the business and game of golf-while elevating ourselves to be a force for good in the industry."

Fred Palmer highlights Club Car's shared passion to change the game for the good. We're using our legacy of quality, reliability, and innovation to branch into new territory. Emerging products are evolving to meet new needs for connection, fun, and fitness. As a company, we've made a commitment to our customers and communities. Our job is more than selling cars, it's listening to our course owners and managers to create solutions that drive their business forward.

"To help do our part," says Fred, "Club Car has been involved with community organizations such as The First Tee and US Kids Golf. These types of associations help encourage fan engagement in golf beginning at an early age."

Together, we're a team - constantly thinking about golf and reshaping the game for current and future generations of golfers. ■



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**Sources:** AdNews - Millennials Are Shaking Up the World of Sports Engagement - 2018 The NACDA Report - Reaching and Engaging Millennial Fans - 2015 UPI - Americans Want to Be Fit, but Don't Want to Put in the Work - 2017



## ELiTE Series Vehicles by TextronGolf

E-Z-GO and Cushman ELiTE Series vehicles, powered by Samsung SDI lithium technology, represent the cutting edge in electric-vehicle technology in the golf industry.

Samsung SDI technology packs hundreds of Samsung SDI lithium cells into a single, compact battery pack that is half the size and a fraction of the weight of lead-acid batteries, reducing turf damage and soil compaction due to vehicle weight. The pack is controlled by an advanced Battery Management System that monitors efficiency, temperature, state of charge and battery health.

The sealed battery packs require no watering, terminal post checkups or cleaning, compared to traditional lead-acid technology. The maintenance-free design reduces the time and labor required to maintain vehicles and keeps them out on the course entertaining golfers.

ELiTE Series vehicles also require less power from the outlet to recharge, reducing energy costs, and dramatically reducing recharge time. In fact, ELiTE vehicles can “opportunity charge,” with a quick

recharging session between rounds providing significant levels of power into the system, compared to the lengthy recharging cycles required by lead-acid batteries. Opportunity charges can effectively extend vehicle runtime during the day.

ELiTE Series vehicles are backed by a five-year, unlimited amp-hour warranty for golf courses and facilities. The vehicles were tested in some of golf’s toughest conditions and have continued to perform in tens of thousands of vehicles at golf facilities worldwide over the last three years. Similar battery systems are used to safely and reliably power electric cars, e-scooters, power tools and many other electrically powered vehicles, equipment and appliances.

ELiTE Series vehicles include the E-Z-GO RXV ELiTE and TXT ELiTE fleet golf cars, Freedom RXV ELiTE and Freedom TXT ELiTE golf cars, and Cushman 800 ELiTE and Cushman 800X ELiTE utility vehicles. For more information, visit [ezgo.txtsv.com/golf/elite-lithium-0](http://ezgo.txtsv.com/golf/elite-lithium-0) or call your E-Z-GO sales representative.



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## New Member Spotlights



**CHRISTIAN PITA**  
Clubhouse Manager  
Tamarisk Country Club  
Rancho Mirage, CA

Christian Pita has been working in the club industry for five years and in the hospitality industry for 13 years. He has been at Tamarisk Country Club since August 2019.

When asked what he loves about the private club industry, Christian replied, "The sense of family and camaraderie."

With his CMAA and TGSC membership, Christian looks forward to continuing to grow, learn and collaborate with top professionals in the club industry.

When he isn't working, Christian enjoys spending time with his family, traveling and riding his bike.



**HEATHER FERREIRA**  
Director of Member Services  
Corral de Tierra Country Club  
Corral de Tierra, CA

Heather has been in the club industry for 17 years. One of the things that she loves about working in clubs is that every day brings a new challenge.

With her CMAA and TGSC membership, Heather says she is excited about the networking opportunities and she hopes to earn her CCM.

When Heather is away from the office, she enjoys being with her family, exercising on her Peloton bike and hiking.



**JASON SNELLING**  
Assistant Director of Food & Beverage  
Big Canyon Country Club  
Newport Beach, CA

Jason Snelling has been working in the club industry for four years. When asked what he loves about the private club industry, Jason replied, "The ability to make and maintain relationships with employees and members has been the most positive thing about working in the private club world. It is genuine hospitality at its finest."

With his CMAA and TGSC membership, he looks forward to achieving his CCM designation and building professional relationships.

When Jason isn't working, he spends his time traveling, staying active and learning and trying new things.

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- Storage media**: Imaging and printing devices store sensitive information on internal drives or hard disks, which can be accessed if not protected.
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- Mobile printing**: Employees who print on the go may accidentally expose data, or leave printouts unsecured.
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- Capture**: MFPs can easily capture a route jobs to many destinations, potentially exposing sensitive data.
- Cloudbased access**: Unsecured cloud connectivity may expose data to unauthorized users.
- Control panel**: Users can exploit imaging and printing device settings and functions from an unsecured control panel, or even disable the device.
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## New Member Spotlights



### JEFF YAMAGUCHI

Vice President of Real Estate  
SilverRock Resort  
La Quinta, CA

**Jeff Yamaguchi** has been in the club industry for over 18 years, working with branded operators like Four Seasons, Ritz-Carlton and Baccarat and multiple private clubs in Hawaii. He now represents the developer of the SilverRock Resort in La Quinta, CA, and his company will feature the Montage and Pendry brands as part of their overall community.

Jeff feels that the most exciting part of a new club is creating the perfect environment and experience for members and guests. He says, "This requires a clear understanding of your demographics and how members work, live and play."

With his CMAA and TGSC membership Jeff hopes to understand how private clubs are being affected by changes in the marketplace and how their members' needs will change in the coming years. He feels that this is a time of transition for the industry and that it's important to be out in front of the evolving trends.

Outside of work, golf and music are the two things that Jeff enjoys the most. He comments, "Living in La Quinta is the ideal place for me - with all the great golf courses and music festivals, you can't ask for a better place to live."



### SCOTT BUCHAN

Outlet Manager  
The Bridges at Rancho Santa Fe  
San Diego, CA

**Scott Buchan** has been working in the club industry for two years. He enjoys the community of membership and staff at the Bridges. Scott comments, "It is one big family, and the golf doesn't hurt either".

With his CMAA and TGSC membership, Scott looks forward to developing a great network to share ideas, swap stories, see new technology, and stay well above the standard.

In his spare time, you'll find Scott out on the golf course and at least once a week, he's at the beach (otherwise why live in San Diego?).

Scott added, "I would like to thank Donna Otis - Chief Executive/GM - The Bridges at Rancho Santa Fe and Sarah Wendee - Director of Food and Beverage - The Bridges at Rancho Santa Fe for making this opportunity happen. I'm grateful to be connected to the TGSC and CMAA team. I look forward to meeting you all at upcoming events."



### TOM SON

General Manager, PGA Professional  
Arrowood Golf Course  
Oceanside, CA

**Tom Son** has been working in the club industry since July 2017.

Tom enjoys providing members with a fulfilling experience with a family environment. He loves the opportunity of learning and improving every day.

With his CMAA and TGSC membership, Tom is excited about continuous learning within the chapter, networking with other members and professional as well as personal growth. He hopes to be a leader who inspires others to dream more, learn more, do more and become more.

When Tom isn't busy working, you'll find him indulging in a high-quality culinary experience and traveling with family and friends.

Someone who had great success outside of our industry, Tom's accomplishments include:

- West Point graduate (1994)
- US Army (Captain / 1994-1999)
- Investment Banking (Managing Director / 1999-2016)
- Golf Academy of America (Valedictorian / 2017)
- Arrowood Golf Course (2017-2019)
- PGA Membership (2019)



### CHRISTINA FRENCH

HOA Manager  
Moraga Country Club HOA  
Moraga, CA

**Christina French** has been working in the club industry for 13 years.

Christiana loves the bond and relationships made with members. Striving to make the most enjoyable experience for them and their guests is a part of her work that she enjoys.

With her CMAA and TGSC membership, Christina hopes to expand her business relationships with other managers in the industry. She hopes to learn from other managers and how they deal with all aspects of the industry. In addition, she looks forward to the educational benefits and opportunities ahead!

When Christina isn't busy at the office, you can find her enjoying time with her family, relaxing on the beach and hitting the gym! She is really excited to be able to start on her CCM certification.

# Membership News

## WELCOME NEW MEMBERS

**Scott Buchan**  
Outlet Manager  
The Bridges at Rancho Santa Fe

**Casey Bushrod**  
Director of Food & Beverage  
Rolling Hills Country Club

**Mauro Chavez**  
Dining Room Manager  
Blackhawk Country Club

**Michael Cleary**  
Bar Manager  
Blackhawk Country Club

**Joshua Coccagna**  
General Manager  
Butte Creek Country Club

**David Conforti**  
General Manager  
Palos Verdes Golf Club

**Jeff Cowan**  
Controller  
La Cumbre Country Club

**Monica Davis**  
General Manager  
Indian Wells Country Club

**Casey Earle**  
Food & Beverage Manager  
La Cumbre Country Club

**Heather Ferreira**  
Director of Member Services  
Corral de Tierra Country Club

**Christina French**  
HOA Manager  
Moraga Country Club

**Belia Gonzalez**  
Housekeeping Manager  
The Los Angeles Country Club

**Hale Kelly**  
Director of Golf/  
General Manager  
The Westin Mission Hills  
Golf Resort & Spa

**Tim Kinlen**  
Director of Fitness  
Calabasas Country Club

**Jacky Li**  
Food & Beverage Director  
St Francis Yacht Club

**Damien Peyre**  
Dining Room Director  
Valley Hunt Club

**Christian Pita**  
Clubhouse Manager  
Tamarisk Country Club

**Sarah Rudd**  
General Manager  
University Club of  
Santa Barbara

**Jason Snelling**  
Assistant Director of  
Food & Beverage  
Big Canyon Country Club

**Tom Son**  
General Manager,  
PGA Professional  
Arrowood Golf Club

**Lisa Sottana**  
Membership Director  
Green Valley Country Club

**Jeff Yamaguchi**  
VP of Real Estate  
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The Golden State Chapter Newsletter is a publication of the Golden State Chapter of California. If you have an article to submit, please contact The Golden State Chapter office at (310) 741-6031 or [md@thegsc.org](mailto:md@thegsc.org).