

# Oneida Business Committee Agenda Request

1. Meeting Date Requested: 5 / 24 / 18

## 2. General Information:

Session:  Open  Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

## 3. Supporting Materials

Report  Resolution  Contract

Other:

1.

3.

2.

4.

Business Committee signature required

## 4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

## 5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter:

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Name, Title / Dept.

Additional Requestor:

Name, Title / Dept.

## Oneida Business Committee Agenda Request

### 6. Cover Memo:

Describe the purpose, background/history, and action requested:

Update the Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 2nd Quarter of FY2018.

Request a motion to accept OGE 1st Quarter Report for FY2018.

- 1) Save a copy of this form for your records.
- 2) Print this form as a \*.pdf *OR* print and scan this form in as \*.pdf.
- 3) E-mail this form and all supporting materials in a **SINGLE** \*.pdf file to: [BC\\_Agenda\\_Requests@oneidanation.org](mailto:BC_Agenda_Requests@oneidanation.org)

## Oneida Golf Enterprise Corporation

### Fiscal year-To-Date Reporting for period Ending:

March, 2018

The Oneida Golf Enterprise Corporation (OGEC) is a corporation of the Oneida Nation established to oversee and manage the business known as Thornberry Creek at Oneida.

### Narrative Report

#### Business Practice, Market Overview, Place Within Market:

- Thornberry Creek at Oneida (TCO) is a 27 hole premier golf course settled in a rural, prestigious housing development on the Oneida reservation.
- TCO is the Official Golf Course of the Green Bay Packers.
- TCO Legends Course was ranked "Best of the Bay" 2018 best golf course by Green Bay Press Gazette.
- TCO is considered a leader in charitable golf event hosting and a leading choice for future brides.
- Thornberry Creek at Oneida has 15,000 square feet of flexible banquet space with large windows and spectacular views. This space will accommodate up to 300 guests at round tables at a time. We also feature a porch room that accommodates up to 40 people. Included in this space is the Cupola available for smaller wedding ceremonies and intimate gatherings.
- Thornberry Creek at Oneida also offers a full range of conference equipment and amenities for the corporate client.
- TCO hosted 9 special events in the 1<sup>st</sup> quarter for a total of 46 special events in the FY 2018.
- TCO hosted 0 golf events in the 2nd quarter for a total of 4 in FY 2018. .
- FY2018 season pass revenue is up 3% year to date over FY2017.

#### Competitive Analysis:

##### GOLF

- Competitive analysis will be completed in the 3<sup>rd</sup> or 4<sup>th</sup> quarters.

#### Strategies for Improved Value:

- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months booking into 2018 and 2019. Saturdays in 2018 are sold out from May to September with many Fridays booked as well. In FY2018 we will continue to maximize green fee revenue by now charging premiums for Thursday and Friday golf

outings. This will allow us to move some outings away from peak times and sell more peak green fees and free us up to book our banquet areas on Fridays.

- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX.
- TCO continues to be a major supporter in donations and giving within the community.

#### Material Changes or Developments in Market/Business:

- The Eagle room has been utilized throughout the winter and spring with mostly pass holder parties but we have begun to actively sell the room. We will plan to sell most golf outings the Eagle room so that we can keep the pub and ballroom open for patrons and weddings.
- Staffing continues to be a challenge however we feel we have on boarded well and as soon as the summer help gets out of school we will start a much more detailed training program.
- We have implemented a new initiative to improve culture at TCO with Dignify. We have gone through all the training and will begin to utilize the service through the year. Initial response from managers has been good and we will continue ensure that the program but integrated and used daily with our management staff who will then bring it down to the front line team members.
- Manager positions continue to turn over for various reasons including quality managers moving on or termination. Despite the adversity and turnover we have worked very hard to get a good group of managers in place for the 2018 season and we are excited for what they can do. Since December we had our HR assistant relocate due to personal reasons and most recently one of our restaurant managers is moving on with a position outside of the service industry. We have filled the HR position and are searching for a restaurant manager.
- Our current manager structure is as follows;
  - Josh Doxtator – COO
    - Justin Fox – General Manager
      - Donelle Walters – Food and Beverage Director
        - Wes Suzawith, Joy Lundberg – Restaurant Managers
        - Ken Hein – Executive Chef
        - Heather Buchberger, Amanda Pierce – Catering Coordinators
      - Steve Archibald – Golf Course Superintendent
        - Pete Nowak – Assistant Golf Course Superintendent
        - Ed Brusky – Golf Course Fleet Mechanic
      - Justin Nishimoto – Head Golf Professional
        - Travis Relyea – Golf Operations Manager
      - Ashley Morrow – Human Resources Administrator
      - Nicole Binnebose – Accounting Assistant
- The Pub continues to struggle outside of the golfing season and the expectation of growth is minimal unless major changes are made to the concept and product offered.

#### Market Growth:

- Social media had a 3% growth from January 1 to March 31.
- We attribute great revenues in March to some timely media representation, a new perch recipe and overall quality and atmosphere improvement in the restaurant. The restaurant beat budget by over \$6,000 in March.
- Revenues are still down over all but we have continued to control expenses. Our expense budget is under nearly \$70,000 to budget and over \$125,000 compared to the prior year.
- Net income is \$31,000 better than budgeted and \$68,000 better than previous year.
- With Net Income being \$68,000 better than previous year this shows that we are more profitable with less revenue proving that we are becoming more efficient and focusing more on expenses (events, advertising, staffing) that ensure that we are profitable.

Pending Legal Action:

- No litigation pending.