

# Oneida Business Committee Agenda Request

1. Meeting Date Requested: 11 / 29 / 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:

Motion to accept OGEC 4th Quarter Narrative Report for FY18.

## 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 Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

September, 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 57 special events in the 4th quarter for a total of 154 special events in the FY 2018.
- TCO hosted 47 golf events in the 3<sup>rd</sup> quarter for a total of 76 in FY 2018. .
- FY2018 season pass revenue is up 10% to prior year and 6% to budget.
- TCO has hosted 14 stay and plays in in FY 2018 for a total of 186 rounds and close to \$9,100 in revenue. In comparison, in FY2017 we had 174 rounds with \$8,300 in revenue.

#### Competitive Analysis:

##### GOLF

Facility Name:	Royal St. Patricks	Holes:	18	Facility Type:	Public
Posted Rates:	48/53	Proximity:	19 Miles	Date:	7/18/2018

Bag Drop: There was a bag drop area, but no attendant. The bag drop was in poor shape and there was some trash in the area that needed to be picked up.

**Golf Shop:** The golf shop was 500-600 square feet and well merchandised. The offerings were well displayed and the shop was free of clutter. The brands displayed were mid-tier and there were no folded pieces. Overall, very well done for the limited space.

**Shop Staff:** Golf Shop staff was courteous and inviting; no direction was given except that we were on the tee shortly. I had to ask numerous questions regarding areas within the facility.

**First Tee:** There was no First Tee Host on this visit and the course was packed with play. We headed to the first tee near our start time and just teed off without any assistance.

**Player Assistant:** I believe we saw someone who was a team member and supposed to be monitoring pace of play, but he drove right by us and didn't offer anything, not even a wave. The round played in 4 hours and 45 minutes, way too long for the layout.

**Refreshment Car:** The refreshment cart service was good, engaged 6 times throughout the round. 3 different team members were engaged; 2 of 3 were in excellent moods and provided exceptional service. The stand-alone hostess was not engaging and disinviting.

**Receiving:** There was no guest service upon finishing the round and we drove the carts directly to our cars. We proceeded to bring the carts back to a general area.

**Course Conditions:** Overall conditions of the course were 6.5 out of 10. Tees and fairways were in decent shape but in desperate need of aerification. The base layer was extremely spongy and could create significant turf issues in the future. The greens were decent at best; the liners surrounding the perimeter of the greens is starting to show through the turf. They ran close to 10 on average and showed significant wear from spike marks. They are in need of significant top-dressing, verticut and aerification.

**Course Design:** The design leaves a lot to be desired. Holes mainly run right to left or left to right with no real character to them. They market themselves as a link style course, but I still have a hard time seeing it. The only thing they have that resembles links style golf is fescue and one pot bunker, on the 18<sup>th</sup> hole. I would classify this facility as meadow style.

**Restaurant:** The restaurant space was adequate for the size of the clubhouse. The bar seats approximately 20-30 and is the main focal point. Upon completion of our round, we were greeted by two team members immediately. They were attentive and helpful and found time to engage although their bar area was busy.

**Menu:** Although I did not dine on this occasion, the menu has lengthened some since my last visit in 2015. They've added more main options and pizzas; the menu is still heavily promoted through burgers (7 options), and sandwiches and wraps (12 options).

**Perceived Value:** Royal St. Pat's caters to the mid-range client looking for a decent playing surface and good value. Their staff does an exceptional job at welcoming and engaging the guest, which can save them from some shortfalls. At a \$50 price point, this course fits the mold extremely well. I don't foresee them being able to reach the \$60 threshold unless some major maintenance happens to the course.

**Overall Summary:** The experience was 5.5 out of 10. The round played longer than it should have and it would have helped having a player assistant actively working. The staff in the clubhouse and on course saves this property in many ways. The course design in "blah" at best and their needs to be some significant drainage work done. Overall, a mediocre experience at a mediocre property.

### Strategies for Improved Value:

- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months booking into 2019 and 2020. Saturdays in 2019 are sold out from May to September with many Fridays booked as well.
- In FY2019 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.
- Frontline staffing has improved and we were comfortable with all hourly employees except for in the kitchen we are short staffed. The core managers have done very well however burnout is becoming a factor in multiple departments due to managers incurring 50-70 hour work weeks.
- 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. Manager performance is satisfactory so far this season however we can always improve. We hired and trained Justin Nishimoto, PGA Head Golf Professional and Ashley Morrow, HR administrator this spring.
- Our current manager structure is as follows;
  - Josh Doxtator – COO
  - Justin Fox – General Manager
  - Donelle Walters – Food and Beverage Director
  - Wes Suzawith, Adam Brotski– Restaurant Managers
  - Ken Hein – Executive Chef
  - Joy Lundberg – Event and Catering Coordinator
  - 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
  - VACANT – Human Resources Administrator
  - Nicole Binnebose – Accounting Assistant

### Market Growth:

- Social media had a 2% growth from July 1 to September 30.
- We attribute unsatisfactory revenues to poor weather in November 2017 and April 2018.
- We are doing our best to control costs and keep Net Income better than budgeted.
  - In 2017 November 8<sup>th</sup> was our last day of fall golf in FY2018. In 2016 November 18<sup>th</sup> was our last day of fall golf in FY2017. 10 days more in prior year.
  - In 2018 April 27<sup>th</sup> was our first day of spring golf in FY2018. In 2017 March 28<sup>th</sup> was our first day of spring golf in FY2017.
  - In FY2018 we have had a total of 45 less playable days than prior year.
- Revenues are down over all but we have continued to control expenses. Our EBITDA for TCO beat budget by \$15,731 and beat prior year by \$35,200.

- Net Income missed the budget by \$83,615 due to Depreciation increasing over \$100k in FY2018. Net Income beat prior year by \$10,608.
- With Net Income being 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.
- According to the National Golf Foundation precipitation was up 239% in September and rounds are down 10.4% in the Midwest Region. According to the NGF rounds are down 10.5% YTD; rounds for Thornberry are down 8.5% YTD from prior year

Pending Legal Action:

- No litigation pending.