



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

June, 2019

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 Overview

3rd Quarter – April, May, June

- We started spring off great opening the Iroquois golf course April 5th and the Legends April 8th. Membership were slow in winter but came in nicely in April, we are currently at \$178,269 through June, our best year ever for Season Passes.
- The Legends course came out of winter pretty good with minimal winter kill in fairways, roughs and some collars, nothing on the greens. The Legends greens continue to get better every year due to improved aeration and top-dressing practices as well as brand name chemicals and fertilizers. The Iroquois golf course and 3 greens we're affected by winter kill. We managed this by going to one flag on holes 1 and 5 through early June. Greens are in good shape now. We did use some turf from number eight fairway on the Iroquois 9 to help patch the Legends golf course fairways in various spots to help prepare for the Thornberry Creek LPGA Classic.
- Food and Beverage had a good month in April due to opening early and an additional large F and B event compared to prior year.
 - Due to the lack of staff in the kitchen we were not able to open Mondays and Tuesday until May.
 - The kitchen became such a challenge, as it is across the nation, we had to evaluate and increase wages across the board at this time.
- Merchandise sales are up to budget and prior year but COGS are also up as we are liquidating merchandise to correct prior leadership ordering excess.
- May was a tough revenue month for multiple reasons
 - Weather was a factor for golf with almost 5 inches of rain, 2 inches more than average

- Golf outings were flat in May and green fees stayed flat even with terrible precipitation
- Food and beverage suffered due to being down 4 weddings to prior year and down and additional 6 events compared to prior year.
- June was a fairly flat month
 - Precipitation in June was .8" over the norm however we increased 400 rounds and had a slight increase in golf revenue.
 - Golf outings and weddings were flat in June
- KemperSports helped with staffing for Easter and Mother's Day by sending two individuals each time a couple days in advance for support.
- Executive Chef Adam Marty started after Memorial Day and had large task of planning Player Dining for the Thornberry Creek LPGA Classic. He has now moved to restaurant and banquet menus and has been doing a great job.
- Manager positions continue to turn over for various reasons making it hard to complete initiatives and build a healthy atmosphere. It remains at the top of the GM and KemperSports' priority list to staff appropriately so that we can build a sound team. In the 3rd quarter we added an Executive Chef and replaced a Food and Beverage Manager.

Justin Fox – General Manager

Donelle Walters – Food and Beverage Director

Wes Suzawith, Killian O'Donnell, VACANT– Food and Beverage Managers

Joy Lundberg – Event and Catering Coordinator

Roberta Eichelberg – Sales Manager (as of 8/22/2019)

Adam Marty - Executive Chef – new hire start 5/28/2019

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 (Resigned as of 7/7/2019, we plan to fill this position by mid-September)

Kathleen Kaminski – Controller

REPORT CRITERIA

Date of Survey: 4/1/19 - 6/30/19
 Select level: Thornberry Creek at Onelda

| | NPS | Overall Rating | Service Rating | Course Rating | Food Rating | Recommend Rating | # of Surveys |
|----------------------------|-------------|----------------|----------------|---------------|-------------|------------------|--------------|
| Goal Index | 70.0 70.0 | | | | | | |
| Totals | 75.8 | 8.8 | 9.0 | 8.3 | 8.4 | 9.3 | 91 |
| Thornberry Creek at Onelda | 75.8 | 8.8 | 9.0 | 8.3 | 8.4 | 9.3 | 91 |

YTD

- Revenues are behind due to a slower wedding and special event year and poor weather in October (1039 less rounds from PY), November and May.
- Expenses continue to be controlled as best as possible with low revenues being \$44k under budget and \$25k under prior year.
- We are seeing an accounting practice change with KemperSports from prior management. Gratuities are now offsetting payroll in one transaction rather than crediting as a revenue and debiting as a payroll expense in two transactions. This will be a positive change for ease and speediness of financials however it will negatively affect revenues compared to budget and prior year.
- We opted to purchase a Range Ball Machine this year to prevent stealing and reduce labor. This proved to be successful as sales are up 62% from prior year and payroll is down to prior year and budget.

Key Performance Highlights:

- The golf course opening in April catapulted us off to a great spring in Green Fees and Season Pass revenue.
- Good weather early allowed us to get on the course and complete necessary maintenance
- New range ball machine proved to increase revenue and decrease labor, we are happy with the purchase.

Key Performance Issues:

- Down dramatically in food this spring. This could be attributed to not being able to open 7 days a week until May and the negative word of mouth behind that. We were also not able to rotate a new menu until after LPGA due to the lack of an Executive Chef.
- Only 2 weddings in May opposed to 6 in FY2018. With the hire of a Sales Manager and better use of our advertising dollars we expect to correct this number and expect large improvements in wedding bookings and corporate meetings.

Key Marketing Actions to Drive Performance

- Continue to use the Thornberry Creek LPGA Classic to leverage the quality of the golf course and drive rounds and golf events.
- New website, tee sheet and online tee time booking engine has made it easier to acquire data and push different emails and PROMO codes that we haven't been able to do in the past.

- We are going to host 15 GolfWeek Magazine Raters in September for golf, dinner and a Packer Game to show what a true destination experience could be for Oneida and Thornberry Creek at Oneida. This will get us ratings so that we can continue to build our brand and be recognized in golf media regionally and nationally.
- We are excited to host the Packer Alumni Hall of Fame Golf outing on September 16th for the first time.

Pending Legal Action:

- No litigation pending.