



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

December, 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

1st Quarter FY20 – October, November & December

Overall the 1st quarter saw many successes even as we battled continued poor weather and early snow over Halloween. While October's revenues fell short of budget, Net Operating Income (NOI) exceeded budget by \$11,000. November's new Annual Pass promotion drove higher than budgeted revenues as they exceeded budget by over \$22,000 helping our NOI to again exceed budget by over \$57,000. December saw us take a step back in both revenues, missed budget by \$26,000 and NOI as we lost over \$7,000 vs budget. This was to be expected based on the amount of Annual Pass revenues originally budgeted for in December but due to our early Black Friday promotion most of this hit November.

- Cool temperatures and October snow brought the end to the 2019 golf season earlier than expected.
- Overall revenues missed budget by 5% or \$20,670 but exceeded PY by \$38,801
- Payroll expenses operated at a 16% savings (\$62,326) vs budget
- Operating expenses saved 7% or \$13,267
- **With our payroll and operating expense savings the Q1 Net Operating Income is at a savings of \$62,232 vs budget and \$163,226 better than PY.**
- Golf was impacted by the poor weather falling short of revenue budget by \$16,709 but did exceed PY's 1st quarter by \$14,537.
 - Paid rounds were down 35% or 992 vs budget, but exceeded PY Oct-Dec by 258 rounds. See NGF Rounds report at the end of this report.
 - GF /CF revenues down 24% or \$19,190 vs budget, but exceeded PY Oct-Dec by \$14,335

- Merchandise revenues exceeded budget by \$1,008 and PY by \$2,362
- Merchandise COG's for this period were 91.2%, due to end of season sales but far better than PY of 118.3%
- Food and Beverage had its ups and downs during the first quarter as less golfers certainly impacts daily ala carte revenues.
 - Overall revenues missed budget by \$24,399 and were flat to PY.
 - Banquet revenues for the 1st quarter exceeded budget by \$16,709 and PY by \$13,473
 - Chef Adam Marty, F&B Director Donelle Walter's and their teams have continued to do a good job in controlling Food & Beverage costs. For this quarter our overall F&B COG's were at 31.2% vs a budget of 32.8% and PY COG's at 45.2%. This equates to a COG's savings of over \$30,000 when comparing 31.2% vs 45.2%.
- Annual pass promotions got off to an earlier than normal start as we offered our first promotion starting in November vs. December.
 - November's promotion drove 25 passes sold for \$52,385
 - December's promotion brought in another 18 passes for \$29,435
 - Total Annual Passes sold in Q1 equals 43 for \$81,820, this exceeds PY's Q1 Annual Pass revenues of \$56,740 by \$25,080.

Personnel Update:

- General Manager's position has been vacant since late October when Justin Fox resigned and moved to Florida. During this vacant period Steve Archibald was the interim GM with lots of support from Steve Loomis, VP of Operations for KemperSports. As of this report date we have filled the GM position, Holly Williams recently accepted this position and will start on March 2. Holly is originally from Ohio and is a graduate of The Ohio State University. Holly is an experienced hospitality industry veteran in which she has held several key leadership positions. Prior to her new role she was the VP of Consumer Events at PMI Entertainment Group in Green Bay, WI. Prior to that assignment, Holly served in the capacity of Catering and Sales Director with Levy Restaurants at Lambeau Field. She was also the Championship Marketing and Administration Coordinator for the 2010 PGA Championship in Kohler, WI. Because of her experience in the Green Bay market and vast relationships within the Green Bay hospitality community she was the ideal candidate for Thornberry Creek.
 - Donelle Walters – Food and Beverage Director
 - Wes Suzawith, Morgan Iske & Nick Bronzyk– Food and Beverage Managers
 - Joy Lundberg – Event and Catering Coordinator
 - Roberta Eichelberg – Sales Manager
 - Adam Marty - Executive Chef
 - Caitlin Rodriguez – Sous Chef
 - Mike Gottfried – Clubhouse Superintendent
 - Andrew Stieber – Marketing Manager
 - Steve Archibald – Golf Course Superintendent

- Pete Nowak – Assistant Golf Course Superintendent
- Ed Brusky – Golf Course Fleet Mechanic
- Justin Nishimoto – Head Golf Professional
 - Andrew Gutzman – First Assistant Golf Professional
- Ryne Clatworthy – Golf Sales Manager
- Kathleen Kaminski – Controller

Key Performance Highlights:

- Black Friday Annual Pass promotion drove 31 member sales equaling \$52,385 in revenues. This was the first time we offered a sale in November and for FY 2020 these revenues were budgeted for in December at \$62,000. We had two upgrades, one from single to couple and one from Iroquois single to single 27 holes. Our new Annual Pass programming was enhanced as we added a 10% discount on food for all annual pass members. This addition help to secure one past couple's annual pass.
- December's Annual Pass promotion drove 18 Annual passes equaling \$29,435 in revenues.
- Black Friday Sale: \$11,000 in merchandise sales
- Banquet Sales booked 8 future events with estimated revenues of \$24,000
- Pro Shop Food Drive generated 20 family baskets that were delivered by TCO staffers before the Holidays.
- Successful Harvest Wine Dinner on November 2nd with 56 guest generating over \$3,300 in revenues. This was a new internal creative event that we'll look to have 3-4 times a year.
- Dueling Piano Event on November 16th, estimated guest totaled 160-180 generating \$6,471 in revenues.
- Old Fashion Friday promotion began on November 1st with \$4.00 rail old fashions.
- December banquet revenues totaled \$51,473 vs \$26,776 in PY. Five holiday parties, one less than 2018 and two weddings. We did not have any December weddings in 2018. Within in this number our two creative events, Holiday Wine Dinner and Santa Breakfast totaled \$7,636 in revenues.
- Santa Breakfast on December 14th saw 236 guest generating \$2,390. Event included a Santa photo booth and several activities for the kids including cookie decorating, pin the nose on Rudolph and other games.
- Holiday Wine Dinner on December 14th as well, 41 guest generating \$5,246 in revenues.
- Increased banquet bookings by \$135,138. Booked or held 54 event during Oct-Dec.
- Wedding leads: 65 website, 27 wedding wire, 9 via phone. Held 25 wedding tours booking seven weddings, 4-2020 and 3-2021.
- Email database 6,506, Facebook 6,023, Instagram 749, Twitter 490 and Untapped 15
- Packer's Locker Room Live Show held each Tuesday, average attendance of 70 guest generating average monthly revenues of \$3,727.
- Booked \$9,128 in golf outings. 34 outings confirmed including five new events. Still waiting on over 20 contracts to be finalized by event coordinators.

Key Performance Issues:

- Poor golf weather drove a shortfall vs budget in Greens / Cart fees by \$19,190, but did exceed PY Oct – Dec by \$14,335.
- Yoga brunch had only five in attendance.
- November 2018 we had one wedding and one holiday party (total of \$13,000) vs zero in 2019. This led to a shortfall in November's banquet revenues of \$13,465
- Restaurant ala carte revenues down 26% or \$41,109 vs budget and were flat to PY's Q1.

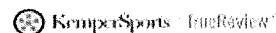
Key Marketing Actions to Drive Performance:

- Winter restaurant hours now in effect, closed Monday's and Tuesday's, Wed open at 4:00pm, Thursday – Sunday 11:00am to 8/9:00pm.
- Winter ala carte menu began November 6th
- Rebooking 2019 golf outings for the 2020 season
- Roberta attending monthly chamber events, introduced Ryne Clatworthy to the chamber staff and Ryne will also attend events in the future to drive more golf engagement. Roberta also attended CVB Holiday Reception, ABA Meeting/Luncheon and Lodging Assoc. December Meeting. Both Ryne and Roberta attended the Chamber Business after Hours.
- Introduced new weekly January creative event SINGO to be held every other Thursday in the non-golf season
- Staff completed analysis of banquet beverage pricing vs competitive set and have planned several pricing increases.
- Off-season Wedding promotion implemented lowering room dollar minimums for the months of November, January – April.
- Promoting upcoming Valentine's Wine Dinner, participation in restaurant week in February / March and Murder Mystery Dinner for March. Total January – May creative events planned estimated to drive \$28,583 in banquet/restaurant revenues.
- Finalizing F&B service training manual, staff training programs will be scheduled to improve restaurant service.
- Executive Chef is working on initial drafts of new Spring/Summer menus.
- Team finalizing "Celebration of Life" menus to distribute to local funeral homes, will be completed in January and Roberta is planning to deliver these in person to area funeral homes.
- Continue our social media campaign focusing on Facebook and Instagram
- Finalizing website SEO and Google Ad Words marketing campaign with KemperSports Regional Sales & Marketing Director Phil Arouca. Program should launch in February, at the latest.
- Continuing to contact 2019 golf outings to rebook for the 2020 season.
- Will be attending the Fox Valley Golf Show in Oshkosh in February. Typically sell 100 Fringe golf cards (loyalty card) raised price from \$180 to \$200. Also looking to offer a pre-sale at the Golf Shop in January, price for the cards will be set at \$250 for a limited 10 cards.

KemperSports Initiatives:

TrueService / TrueReview: The KemperSports True Service program was created to serve as a standardized service training and delivery platform across all facilities. It provides the foundation for KemperSports properties to stand out in their markets, differentiating the customer experience on a non-price basis. Every KemperSports staffer goes through True Service training, and every facility places the highest value on creating Happy, Loyal Customers.

Report run: 2/16/2020 7:40 AM MST
 Data current as of: 2/16/2020 7:40 AM MST
REPORT CRITERIA
 Date of Survey: 10/1/19 - 12/31/19
 Select level: Thornberry Creek at Oneida



	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0	70.0					
Totals	66.7	8.8	9.2	8.4	7.6	9.0	36
Thornberry Creek at Oneida	66.7	8.8	9.2	8.4	7.6	9.0	36

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- **True Service:** Continue to emphasize True Service training and have conducted several training sessions over the winter months. Current Staff Numbers:
 - Module 1 – 98%
 - Module 2 – 75%
 - Module 3 – 75%
 - Module 4 – 33%

Through our national **Green to a Tee** program we are seeking to improve on that record of sensitivity and be a leader in the industry. Our goal is to manage each of our facilities in as environmentally sound a manner as possible, paying particular attention to golf course maintenance practices, habitat management, water conservation, energy use, recycling and other environmental friendly practices. In support of this initiative, we have adopted an environmental certification program to assure that all facilities are doing their part.

- **Green to Tee:** Working on achieving Level 1 by the end of the 2020.

Safety National is a simulated 18-hole golf tournament with each hole representing safety processes to be implemented at KemperSports facilities. It was created to reinforce that safety performance has a direct impact on insurance costs and the operation of your facility. Our intent is to provide a process for continual improvement and incident reduction through periodic risk awareness activities/audits.

- **Safety National:** Awaiting kick-off call for the 2020 Safety National program. Our Safety Committee discussion are part of our weekly Department Head meetings. Need to finalize committee for 2020.

The key focus of **Player Development** is to introduce a wide variety of golf and player programs within our local communities. Programs not only to reach beginner golfers but also designed to improve existing golfers.

- **Player Development:** Justin Nishimoto and Andrew Gutzman are currently working on programs and schedules for the 2020 season.

Pending Legal Action:

- No litigation pending.

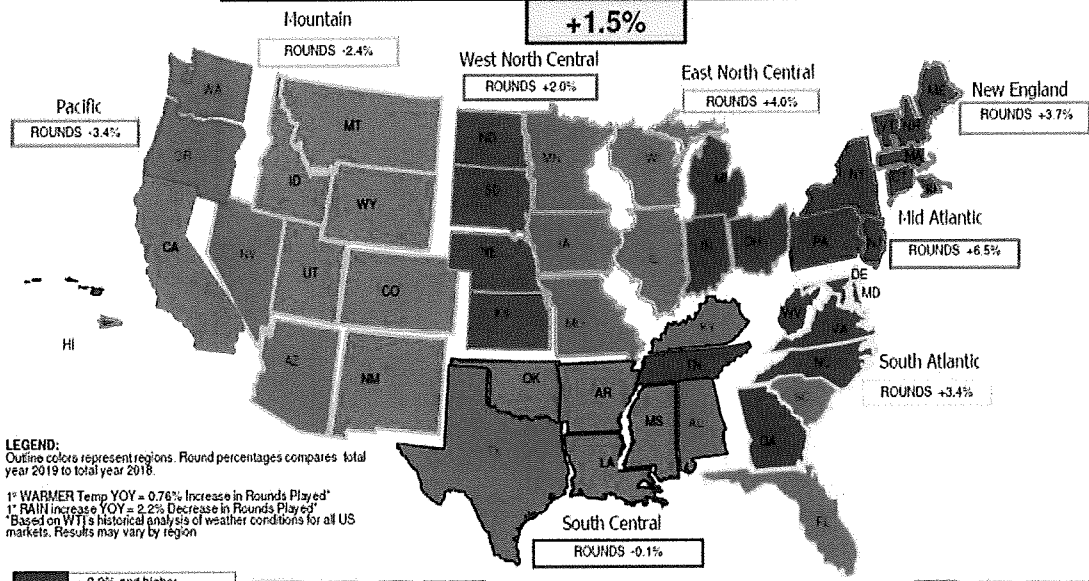
National Golf Foundation Rounds Reporting:

		DEC	YTD	DECEMBER 2019			DEC	YTD	
PACIFIC		-8.7%	-3.4%				SOUTH ATLANTIC	10.9%	3.4%
CA		-12.6%	-4.7%				DE, DC, MD	17.5%	12.6%
	Los Angeles	-13.9%	-3.6%				Washington/Baltimore	16.3%	15.8%
	Orange County	-7.7%	-6.7%				FL	1.5%	0.5%
	Palm Springs	-0.2%	-0.4%				Jacksonville	4.1%	1.8%
	Sacramento	-21.8%	-5.5%				Orlando	4.6%	3.7%
	San Diego	-14.6%	-4.9%				Tampa	17.0%	0.5%
	San Francisco/Oakland	-24.8%	-4.9%				Palm Beach	-10.2%	-0.7%
HI		4.6%	2.4%				Naples/Ft Myers	1.9%	1.4%
OR		17.7%	-1.8%				Miami/FL/Lauderdale	-9.8%	-0.2%
	Portland	12.4%	-1.0%				GA	43.7%	3.3%
WA		8.2%	-0.5%				Atlanta	69.4%	5.4%
	Seattle	13.4%	2.2%				NC	38.5%	3.4%
MOUNTAIN		-8.4%	-2.4%				Greensboro/Raleigh	53.8%	7.0%
AZ		-7.4%	0.5%				SC	23.9%	0.9%
	Phoenix	-4.2%	0.9%				Charleston	30.4%	2.8%
CO		-33.3%	-3.1%				Hilton Head	14.4%	1.5%
	Denver	-35.1%	-3.0%				Myrtle Beach	27.5%	3.6%
ID, WY, MT, UT		3.6%	-4.9%				VA, WV	23.9%	12.8%
NM		9.0%	-3.7%				MID ATLANTIC	-1.3%	6.5%
NV		-1.7%	-0.7%				NJ	0.9%	12.1%
	Las Vegas	-1.9%	-3.8%				NY	-4.2%	2.5%
WEST NORTH CENTRAL		35.7%	2.0%				New York City	1.7%	9.6%
KS, NE		37.8%	2.7%				PA	0.9%	8.2%
ND, SD		NA	5.8%				Philadelphia	10.3%	9.7%
MN		NA	1.4%				Pittsburgh	12.0%	11.1%
	Minneapolis/St. Paul	NA	4.2%				NEW ENGLAND	-9.5%	3.7%
IA, MO		34.1%	0.9%				CT	-5.5%	7.2%
	St Louis	17.4%	-0.1%				MA, RI	-10.5%	2.4%
	Kansas City	14.7%	-0.2%				Boston	-31.6%	0.7%
							ME, NH, VT	NA	3.7%

The percentages represent the differences in number of rounds played comparing December 2019 to December 2018
 For more information contact Golf Datatech, golfroundsplayed@golfdatatech.com or call 407-644-4116

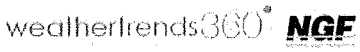


US TOTAL YEAR 2019 vs. 2018



LEGEND:
 Outline colors represent regions. Round percentages compares total year 2019 to total year 2018.
 1° WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1° RAIN increase YOY = 2.2% Decrease in Rounds Played*
 *Based on WTJ's historical analysis of weather conditions for all US markets. Results may vary by region

Dark Grey	+ 2.0% and higher
Medium Grey	between -1.9% and + 1.9%
Light Grey	- 2.0% and lower



Observations from this reporting:

- Overall National Golf Rounds up 1.5% for the 2019 Calendar Year
- East North Central Regional Rounds up 4% for the 2019 Calendar Year
- WI Rounds up 1.1% for the 2019 Calendar Year
- Thornberry Creek at Oneida Rounds up 11% for the 2019 calendar Year
 - 36,613 total rounds in 2019 Calendar Year vs 32,853 total rounds in 2018 Calendar Year