



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

March 2020

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

2nd Quarter FY20 – January, February, March

2nd Quarter 2020 has seen many changes and has presented staff with many challenges; however, the staff has worked together as a team to make the best of the COVID-19 pandemic that began in March.

- Overall revenues missed budget by 45% or \$116,321 and 37.5% compared to LY
- Payroll expenses operated at a 11.3% savings (\$39,368) vs budget
- Operating expenses ended the quarter at 16% under budget or \$26,101
- **Although the 2nd quarter was challenging, NOI still exceeds YTD budget by 5.9% or \$38,149 through the end of March**
- Food and Beverage introduced several creative internal events to include SINGO Thursday (biweekly), Cribbage League nights, Big Game (Superbowl) promotion, Valentine's Wine Dinner and Murder Mystery Dinner
 - March began COVID-19 closures on March 17th, which cancelled Cribbage and Singo for the rest of the month
 - Banquet revenues for the 2nd quarter were down significantly in January and February (over \$26K) due to less event bookings and smaller events booked compared to previous years
 - The Sales Team attended The Wedding Show at Lambeau Field, which contributed to (19) solid leads and over (600) brides to be added to the consumer analytics database
 - Chef Adam Marty, F&B Director Donelle Walter's and their teams have continued to do a good job in controlling Food & Beverage costs. COGS were higher in January

(44% compared to a budget of 34%), but ended at 1% under budget for February. March ended at 40%, due to COVID-19 closures. Overall COGS are meeting budget at 33% YTD.

- Annual pass sales were strong through February and then began to struggle in March due to COVID-19
 - Total Annual Passes and Fringe Benefit Cards sold in Q2 equals \$26,605
 - YTD Annual Passes and Fringe Benefit Card sales exceed YTD budget by \$27,060
 - The Golf Team attended the Fox Valley Golf Show in Oshkosh in February, which contributed to golf shop sales exceeding budget by over \$3K in February and generating \$11,225 in revenue by selling (86) Fringe Benefit Cards

Personnel Update:

- Holly Williams started as the new GM on March 2nd
- Course & Grounds
 - Steve Archibald – Golf Course Superintendent
 - Pete Nowak – Assistant Golf Course Superintendent
 - Ed Brusky – Golf Course Fleet Mechanic
- Golf
 - Justin Nishimoto – Head Golf Professional
 - Andrew Gutzman – First Assistant Golf Professional
 - Golf Sales Manager – Vacant (Ryne Clatworthy turned in notice in January)
- General and Administrative
 - Holly Williams – General Manager
 - Kathleen Kaminski - Controller
- Food and Beverage
 - Adam Marty – Executive Chef
 - Caitlin Rodriguez – Sous Chef
 - Donelle Walters – Food and Beverage Director
 - Wes Suzawith – Food and Beverage Manager (Morgan Iske & Nick Bronzyk turned in notice in January)
 - Brittini Hemauer and Chase Powers – Food and Beverage Managers (extended offer to begin March 31st but then placed on a hiring freeze)
 - Joy Lundberg – Event and Catering Coordinator
- Clubhouse Maintenance
 - Mike Gottfried – Clubhouse Superintendent
- Sales and Marketing
 - Sales Manager – Vacant (placed on furlough March)
 - Marketing Manager – Vacant (placed on furlough March)

Key Performance Highlights:

- Winter restaurant hours remained in effect until the COVID-19 closure on March 17th

- Monday – Tuesday: Closed
- Wednesday: 4-7 PM
- Thursday – Sunday: 11 AM – 8/9 PM
- After the COVID-19 closure, the restaurant opened for take-out service Wednesday – Saturday 4 PM – 7 PM (open until 8 PM on Friday)
- Food and Beverage service training manuals were finalized in March
- Executive Chef finalized the new Spring Menu to debut April 1st
- Celebration of Life menus were finalized and distributed to (10) area funeral homes
- Google Ad Words Marketing campaign launched in late January to include website SEO and retargeting
- Staff began preparation for virtual events beginning in April

Key Performance Issues:

- Unexpected R&M expense for walk-in coolers in January totally \$2,865
- While F&B revenues in January missed budget by 60%, payroll was at budget. Should have managed better to show savings
- Merchandise COGS over budget in February at 109% due to liquidating LPGA merchandise at the Fox Valley Golf Show, if we subtracted these huge discounts, our COGS on normal items in the shop were at 36%
- Revenue down in March due to COVID-19 pandemic, total revenue missed budget by \$50K
- Golf outings have started to cancel for the summer months due to fear of the COVID-19 closures. Weddings are holding their dates at this time and will be monitored on a daily basis.
- Restaurant rebranding scheduled to launch on April 1st has been postponed until next spring due to COVID-19.

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. This updated after March 17th to take-out only Wednesday – Saturday 4 PM – 7/8 PM
- Many outings booked for the 2020 season, however many outings cancelled in March due to COVID-19
- Introduced new weekly January creative event SINGO to be held every other Thursday in the non-golf season. This has contributed to increased restaurant sales and will be continued through the Spring months.
- Promoting upcoming Valentine's Wine Dinner, participation in restaurant week in June (changed to October due to COVID-19) and Murder Mystery Dinner for March.
- Finalizing F&B service training manual, staff training programs will be scheduled to improve restaurant service.
- Executive Chef finalized the new Spring/Summer menu to debut in April.
- Team finalized "Celebration of Life" menus to distributed to (10) local funeral homes in February/March.

- Continue our social media campaign focusing on Facebook and Instagram
- Website SEO and Google Ad Words marketing campaign with KemperSports Regional Sales & Marketing Director Phil Arouca finalized and launched in February.

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.

- **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.