



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

September 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

FY2020 Overview – October 2019 – September 2020

Overall, 2020 was a challenging year due to the COVID-19 pandemic; however, golf has seen a resurgence across the country and ended the season with strong numbers. The team continues to evaluate the business and make difficult decisions to make Thornberry Creek at Oneida more profitable. The PPP Loan of \$434,000 was forgiven by Bay Bank and recorded as a negative expense under General & Administrative in the month of September.

- Overall revenues missed budget by over \$800,000 or 22.7% and 13.7 % less than LY
- Payroll expenses operated at 13.7% savings or \$261K better than budget and 4.4% better than 2019.
- Operating expenses ended the year \$570K below budget or 56.9% and 59.6% better than LY
- **NOI YTD ended the year at \$315,599 ahead of budget or 164% and 131% better than LY.**
- Without the PPP Loan, NOI would have ended the year \$118,401 behind budget, but \$85K better than LY.

4th Quarter FY20 – July, August, September

Golf ended the 4th Quarter/Fiscal Year on a strong note, however increased COVID-19 restrictions with a mask mandate beginning at the end of July, had an impact on events and golf outings. Total golf rounds and TOTAL PAID rounds were both up 31% compared to LY with total PAID rounds up 31% to LY. The Iroquois Course had the most dramatic increase at 41% above LY and Juniors play was up 61% or over 1,000 rounds compared to 2019. Internal, creative event programming helped to drive revenue and increase awareness in the community by producing Beer Gardens, Floral Workshops, Fitness Classes and a Wine Dinner.

- Overall revenues missed budget by \$262,962 or 15.7% and 12.2% less than LY
- Payroll expenses operated at a 9% savings or \$56K better than budget and 5.7% better than LY.
- The PPP Loan forgiveness of \$434,000 hit as a negative Operating Expense in September.
- **NOI exceeded the Q4 budget by \$241,711 or 59.1%**

3rd Quarter FY20 – April, May, June

3rd Quarter 2020 began with the restaurant open to curbside take-out only, but then quickly progressed through the reopening plan for all areas of the business. Golf course operations officially opened with restrictions on April 24th to include online and phone reservations/payments, 15-minute tee-time intervals, single riders in carts, limited food & beverage operations and the clubhouse remaining closed. The golf shop opened on May 15th followed by the restaurant and event spaces on May 22nd. (2) riders per cart began on May 22nd and tee-time intervals were moved back to 10 minutes on May 26th.

- Overall revenues missed budget by 34% or \$404,938 and 27.3% compared to LY
- Payroll expenses operated at a 19.8% savings (\$103,258) vs budget
- Operating expenses ended the quarter at 55.5% under budget or \$203,983
- **NOI exceeded budget by 80.8% or \$35,740. NOI still exceeds YTD budget by \$73,887 through the end of June.**

2nd Quarter FY20 – January, February, March

2nd Quarter 2020 saw many changes and 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
- **NOI exceeded 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

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
- **Q1 Net Operating Income is at a savings of \$62,232 vs budget and \$163,226 better than PY.**

Personnel Update:

- General and Administrative
 - Holly Williams – General Manager
 - Kathleen Kaminski - Controller
- 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
- Food and Beverage
 - Adam Marty – Executive Chef and Food & Beverage Director
 - Sous Chef – Vacant
 - Wes Suzawith – Food & Beverage Manager
 - Brittnei Hemauer – Food & Beverage Manager
 - Joy Lundberg – Event & Catering Coordinator
- Clubhouse Maintenance
 - Mike Gottfried – Clubhouse Superintendent
- Sales and Marketing
 - Director, Sales & Marketing – Chelsea Kocken
 - Manager, Marketing & Events – Tawny Casey (starts in October)

Key Performance Highlights Q4:

- Overall golf rounds were up 30.56% compared to LY with total paid rounds up 31%.
- Rounds on the Iroquois Course were up over 6,000 rounds compared to LY. Junior rounds were up over 1K.
- The golf shop started charging an extra fee for single rider golf carts beginning in August due to the increased demand and maintenance for the carts. Cart revenue ended the year \$294K above budget.
- The range ended the year \$58K ahead of budget and \$60K better than LY.
- The seasonal elevated stage deck behind the clubhouse was installed at the end of July and acted as an outdoor event space in combination with the lower level. This space has been branded as the TCO Beer Garden (outdoor) and Tap Room (indoor) and has been used for multiple wedding ceremonies, beer gardens, fitness classes, floral workshops and a wine dinner.
- A Wedding Open House was executed in August with (3) weddings that were booked directly from the event.

Key Performance Issues Q4:

- Food and Beverage revenues continue to fall behind budget due to the cancelation and downsizing of banquets and golf outings. YTD \$350K of food and beverage revenue has been lost due to these COVID-19 cancelations.

- Merchandise sales in the golf shop are also down due to the decreased number of golf outings. Golf Shop revenue ended the year \$59K behind budget and \$51K behind LY.
- Two irrigation pedestals were damaged and needed total replacement due to an incident with a golf cart, the damage totaled over \$5K.
- The chiller in the clubhouse went down in September and needed repair for over \$2K.

Key Marketing Actions to Drive Performance Q4:

- Restaurant Week drove traffic into the restaurant, we say 565 total meals served with 55% of those at lunch at 45% during dinner service. Of those 565, we collected 113 surveys with 57 new email addresses. 50 of the 113 surveys had never dined at TCO, nearly every survey response said they would recommend TCO for dining.
- Creative events continue to build a new customer base for TCO. Beer Garden events were held in August and September with rave reviews. Floral Workshops held in partnership with Green Bay Floral have been popular along with a Purre Barre Fitness class and a wine dinner in September. We work together with local businesses and use their connections to increase awareness of Thornberry Creek at Oneida and develop new customers.
- (37) Rental events are already contracted for 2021, including (34) weddings. As a reference, only (29) weddings were held over the 2019 fiscal year. Corporate and Association events are difficult to book right now and I anticipate that these areas will remain unsteady until at least January if not beyond.
- We are focusing on social gatherings right now (large and small) as well as creative internal events to fill in the gaps. Once the pandemic changes, we will shift our focus to new business in these areas.
- We are currently researching a new digital marketing provider to take the place of our current provider, Logical Position with the help of the RSMD at KemperSports.
- Wedding Open House on Sunday, August cohosted with 12+ other vendors had approximately 16 couples attend. This event was very well received and three weddings were booked from this event. We will look at hosting another open house at a different time of year, potentially January to capitalize off of holiday season engagements.
- Travel WI visited the course on August 26 to include Thornberry Creek at Oneida in golf promotions for 2021. They shot B roll video, drone and still images and TCO will get a copy of the images/video to use in future creative.
- Professional photos were taken for restaurant week and the wedding open house to be used in upcoming promotion.
- Golf promotions were created to promote golf including a Foursome package on the Legends Course (M-W), Senior Special on the Legends Course (M-W, Golf & Dine (Fridays after 3 PM), Military & First Responder Rate on the Legends Course. A flash promotion was also created for the Legends Course that can be activated when needed to boost utilization on the Tee Sheet.
- We ran two ads with The Press Times advertising restaurant, golf and events (nearly 26,000 households with emphasis in De Pere, all homes in Hobart also receive an issue)
- Daily specials started in the restaurant including live music on Saturday evenings and a brunch menu served on Sundays
- New :15s were written for WIXX to run – one focused on each area of business (restaurant, golf and events), Facebook post promoted Wedding Open House

Player Development Q4:

- September was Player Development Month and one week was dedicated to player development with programming to include Women's Golf Day and discounted rates for Juniors and Senior Citizens along with discounted range balls and Pro Tips. Women's Golf Day reached capacity at 36 players and included a complimentary Shotgun event on the Iroquois Course followed by Yoga in the Beer Garden and a golf clinic. Based on the success of the summer Junior Programming and virtual learning for many area schools a Fall Junior League was created that continues into October with 72 youth signed up for the program.
- Junior golf programming and PGA Jr. League continued through the month of July with over 100 youth involved in these programs.



Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
FY 20 TYD	70.5	8.9	9.2	8.5	8.6	9.1	427
FY 19 YTD	69.9	8.8	9.0	8.5	8.3	9.1	296