



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

December 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

1st Quarter FY20 – October, November & December

Overall, the 1st quarter saw many successes even as we continue to battle COVID-19 restrictions for indoor dining and events. Due to strong golf numbers into December and the marketing of Annual Passes and Fringe Benefit Cards, Net Operating Income (NOI) exceeded budget by \$213,507. \$48,800 of the excess revenue can be attributed to \$28,800 received in CARES Act Funding from the Oneida Nation and a \$20,000 grant from the Wisconsin Department of Revenue for restaurant operators. November's Annual Pass promotion drove higher than budgeted revenues as they exceeded budget by over \$56K. Staffing levels have been evaluated and many positions have been laid off, furloughed or reduced in hours to streamline operations and increase cash flow through the winter months.

- Warm temperatures in November and December extended the golf season longer than expected.
- Overall revenues exceeded budget by 49.5% or \$167,346 and exceeded PY by \$100,398
- Payroll expenses operated at a 1.3% savings (\$3,979) vs budget and 7.7% vs LY. Considering there was not a GM on payroll during Q1 last year, this is a significant savings.
- Operating expenses saved 22% or \$41,578 compared to budget and \$31,277 compared to PY.
- **Q1 Net Operating Income is at a savings of \$213,507 vs budget and \$180,748 better than PY.**

Personnel Update:

- General and Administrative
 - Holly Williams – General Manager
 - Kathleen Kaminski – Controller
 - Tricia Millis – Accounting Assistant (laid off October 31st, position will be eliminated and rehired seasonally as an HR/Accounting/Executive Assistant)

- Course & Grounds
 - Steve Archibald – Golf Course Superintendent (furlough for the month of January)
 - Pete Nowak – Assistant Golf Course Superintendent
 - Ed Brusky – Golf Course Fleet Mechanic
- Golf
 - Justin Nishimoto – Head Golf Professional
 - Andrew Gutzman – Assistant Golf Professional (terminated for cause in November, position will be rehired as seasonal only)
- Food and Beverage
 - Adam Marty – Executive Chef and Food & Beverage Director
 - Sous Chef – Vacant (to be hired in March/April)
 - Brittni Hemauer – Food & Beverage Manager
 - Wes Suzawith – Food & Beverage Manager (laid off 10/31, position will not be rehired)
 - Joy Lundberg – Event & Catering Manager
 - Server, bartender and kitchen staff have been streamlined with many staff furloughed or laid off. Minimal staffing will be maintained in the restaurant November – March.
- Clubhouse Maintenance
 - Mike Gottfried – Clubhouse Supervisor (reduced to part-time hours November 1st through March/April or as determined necessary)
 - Cleaning contract has been eliminated and full-time staff are cleaning the clubhouse. The cleaning services will be re-evaluated for the golf season.
- Sales and Marketing
 - Director, Sales & Marketing – Chelsea Kocken (maternity leave during month of December)
 - Manager, Marketing & Events – Tawny Casey

Key Performance Highlights Q1:

- Overall golf rounds were up 3,358 rounds compared to LY with total paid rounds up 2,528.
- Rounds on the Iroquois Course were up over 1,384 rounds compared to LY. Junior rounds were up over 400.
- Green Fee and Cart Fee together surpassed budget by over \$76K and the Range exceeded budget by over \$4K.
- Annual Pass and Fringe Benefit Cards brought in \$129,028 during the months of November and December, which is \$47K above budget. Only \$50,242 is needed to meet the Annual Budget for Annual Passes. Due to the large amount of sales in November and December, it is expected that sales for Annual Passes and Fringe Benefit Cards will be down dramatically January – March.
- (39) External events have been booked for the 2021 Fiscal Year including Weddings, Social and Corporate
- Gift Card Sales were strong November – December due to a gift card promotion of buy \$25, get a \$5 gift card. Over \$24K was sold in gift cards during the holiday season compared to \$14.8K last year.
- The Thornberry Creek at Oneida Annual Holiday Drive was held in December this year compared to November in previous years and supported the Oneida Nation Governmental Services Division with personal care item donations. In previous years this drive has supported the City of Green Bay Housing Services and staff felt it was important this year to support local Oneida Nation families in need. We

collected over 250 personal care items from sales in the golf shop plus an additional car-load of items from Rock Ledge Intermediate School in the Seymour Community School District.

Key Performance Issues Q1:

- Although Food and Beverage revenues hit budget in November for the first time since October 2019, quarterly revenues and EBITDA continue to fall behind budget due to decreased dining in the restaurant and the reduction of events due to COVID-19.
- Over \$45K of revenue was lost in F&B due to the cancelation of weddings and holiday parties in Q1.
- Several Creative Internal Events were canceled in Q1 due to COVID-19 including: October Beer Garden, Mixology Workshop, Old World vs. New World Wine Tasting, Packer Tailgate Events and Santa's Workshop.

Key Marketing Actions to Drive Performance Q1:

- The new Sip & Shop Event that was added over the opening weekend of deer hunting promoted the kick off Annual Pass & Fringe Benefit Cards for the 2021 season. Fringe Benefit Cards have never been sold this early in the season and had robust sales through December. The event also featured a Golf Shop Clearance, Wine Tasting Event with Stock the Cellar for the Holidays pricing and our new Beer Growlers along with an Overstock Shop of overstock and unused items in the Clubhouse. This event brought in \$5,864 in overstock sales, \$1,500 in wine sales, \$6,700 in merchandise sales and \$79,819 in Annual Pass/Fringe Benefit Card sales.
- As many creative events were canceled during Q1, two new golf events were introduced to Thornberry Creek at Oneida with great success. The family-friendly Halloween Scramble took place on the Iroquois Course on October 31st and the Ice Cube Open took place on November 7th with a high temperature of 71 degrees!
- A new holiday gift card promotion was launched to promote gift giving in November and December. (522) total cards were sold for \$24,493, which was 388 cards or \$9,701 higher than last year. Gift Card sales are deferred revenue, so they will not show up on the financial reports until redeemed. However these sales helped boost cash flow over the winter months.
- (39) 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 have transitioned our Digital Marketing Services over to Amplified based out of Minnesota from Logical Positions in order to launch more customized campaigns and have better customer service.

Player Development Q1:

- Leagues and Junior Golf Programming details are being finalized and will be launched to the public at the beginning of January
- Pro Tip Tuesday has returned to social media and content has been scheduled through August.



| Course | NPS | Overall Rating | Service Rating | Course Rating | Food Rating | Recommend Rating | # of Surveys |
|-----------|------|----------------|----------------|---------------|-------------|------------------|--------------|
| FY 21 TYD | 66.7 | 8.6 | 8.6 | 8.3 | 8.0 | 8.9 | 30 |
| FY 20 YTD | 66.7 | 8.8 | 9.2 | 8.4 | 7.6 | 9.0 | 36 |

1st QUARTER MARKETING PROMOTIONS



BADGER GAME SPECIAL
Two Topping Pizza
\$10

Dine in or Carry Out
Friday 10/23/20 after 4pm only



Saturday, November 7
9 Unique Holes | 11AM Shotgun



THORNBERRY CREEK AT ONEIDA
SIP & SHOP
11.20.20 - 11.21.20



BLACK FRIDAY

CLEARANCE DEALS AND 10% OFF ANNUAL PASSES



HARVEST DINNER
Friday, November 13
Featuring Course Pairings with Local Craft Brewer Noble Roots

THORNBERRY CREEK AT ONEIDA **NOBLE ROOTS BEER CO.**



GAME DAYS @ TCO

FOOD AND BEVERAGE SPECIALS
PRIZE DRAWINGS AFTER EVERY GAME

OPEN TWO HOURS BEFORE KICK OFF
GO.THORNBERRY.COM

THORNBERRY CREEK AT ONEIDA



All-Access ANNUAL PASSES

Now Available!

Swing into action at
Thornberry
Creek at Oneida!

10% OFF NOV. 20 - 21 AND
ON BLACK FRIDAY

BENEFITS

- Unlimited golf with cart on both courses
- Access to practice facilities
- Complimentary range balls
- Locker Room access
- 14 days advance tee time booking
- 10% off all non-sale items in the golf shop
- Monthly incentives to be used at Thornberry Creek at Oneida

GOLFTHORNBERRY.COM

THORNBERRY CREEK
AT ONEIDA

SKIP COOKING AND ORDER TODAY!

Thanksgiving TAKE-OUT MENU

ORDER YOUR THANKSGIVING MEAL FROM THORNBERRY CREEK AT ONEIDA! THORNBERRY CREEK'S EXECUTIVE CHEF, ADAM MARTY HAS PUT TOGETHER A DELICIOUS MENU OF THANKSGIVING FAVORITES.

ORDER BY CALLING 920.434.7501

FULL MENU AT GOLFTHORNBERRY.COM

THORNBERRY CREEK
AT ONEIDA

Hoyan!

SPECIAL PRICING!

EVENT BOOKING SPECIAL

BOOK YOUR EVENT AT
THORNBERRY CREEK AT ONEIDA FOR
DECEMBER 2020 THROUGH MARCH 2021

NO MINIMUMS
NO ROOM RENTAL
COMPLIMENTARY GOLF PACKAGES OR
GIFTCARDS

Taxes and service charge apply where applicable.

THORNBERRY CREEK
AT ONEIDA

HOLIDAY APPETIZERS

CHEESE & CHARCUTERIE

Wt Cheese, jam, pickles, sourdough,
pistachio crackers

\$75

RAW BAR

12 Crab claws, 24 jumbo shrimp, 24
mussels, 18 east coast oysters, cocktail,
horseradish, lemons

\$150

GRILLED SHRIMP

Smoked pineapple, pesto

\$56/12 pieces

LOBSTER TOAST

Leeks, lemon, coriander aioli, thyme

\$54/15 pieces

RUSH CREEK RESERVE

Upland's cheese wheel, sourdough,
pistachio crackers, honey

\$38/wheel

OLIVE SPREAD

Rosemary crackers, Italian olives,
parmesan, pink peppercorn

\$32/24oz

BISON CARPACCIO

Marrow, sea salt, baby arugula, blood
orange

\$56

SMOKED SALMON

House-smoked dip, baguette, rush
creek reserve

\$54/24oz

DEVILED EGGS & BELLY

Double smoked bacon, sweet potato,
smoked maple

\$29/18 pieces

CRAB CAKES

Shallot, chipotle aioli, cress

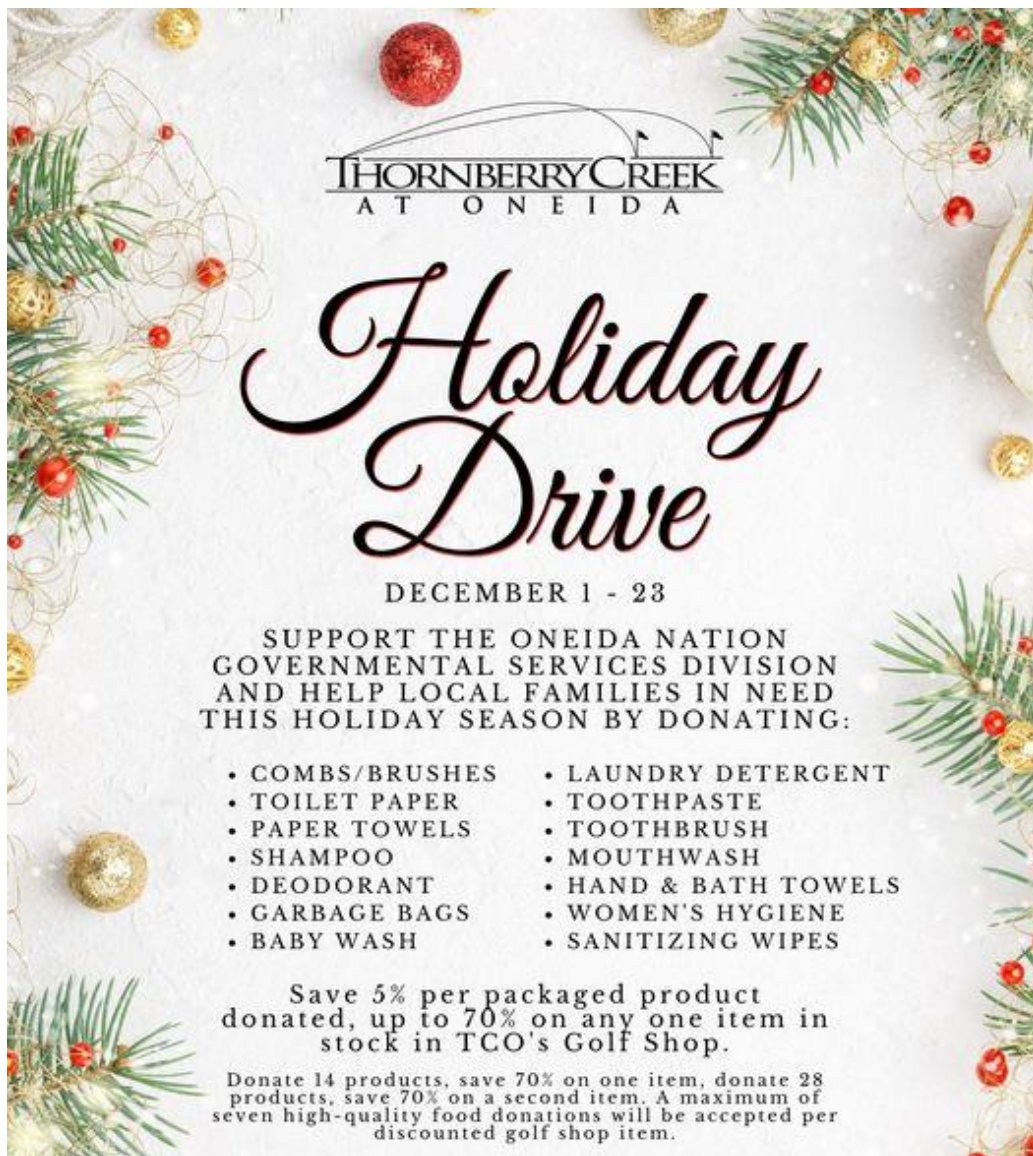
\$24/12 pieces

BRISKET

Tomato jam, pickled red onion

\$27/18 pieces

TO ORDER, CONTACT JOY AT 920.434.7501 X118 | GOLFTHORNBERRY.COM
ORDERS FULFILLED WED. - SUN. WITH 48 HOUR NOTICE | AVAILABLE THROUGH JAN. 5



Over 250 Personal Care Items collected through sales in the Golf Shop at Thornberry Creek at Oneida, plus an additional car-load of items donated from Rock Ledge Intermediate School in the Seymour Community School District were donated to the Oneida Nation Governmental Services Division in the month of December.

