



Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

December 2021

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 FY22 – October, November & December

Overall, the 1st quarter saw many successes with favorable weather in the month of October and the addition of indoor golf simulators in November. We have started to see the return of corporate events as we had several small holiday parties booked in the month of December and are starting to get more inquiries. Due to strong golf numbers into early November and the marketing of Annual Passes and Fringe Benefit Cards, Net Operating Income (NOI) exceeded budget by \$46,283. November's Annual Pass promotion drove higher than budgeted revenues as they exceeded budget by over \$49K. Warm temperatures in November and December extended the golf season longer than expected.

- Overall revenues exceeded budget by 14% or \$79,699 and exceeded PY by \$135,193
- Total payroll exceeded budget by 5% due to wage increases at the beginning of the fiscal year
- Operating expenses exceeded budget by 7%, mostly due to the timing of ordering supplies due to supply chain issues.
- **Q1 Net Operating Income is at a savings of \$46,283 vs budget.**

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
 - Travis Relyea – Head Golf Professional
 - Nate Kroll – Assistant Golf Professional
- Food and Beverage

 - Joy Lundberg – Sr. Food & Beverage Manager
 - Jocelyn Church – Sr. Food & Beverage Manager
- Clubhouse Maintenance
 - Mike Gottfried – Clubhouse Supervisor
- Sales and Marketing
 - Director, Sales & Marketing – Chelsea Kocken
 - Event Coordinator – Tammy Hardwick
 - Event Coordinator – Sierria Vieaux

Key Performance Highlights Q1:

- Golf ADR surpassed budget by \$4/round and LY by \$5/round.
- Golf rounds were only down slightly compared to LY, but revenue was up by 15% due to increased public daily fee play and increased rounds on the Legends course.
- Rounds on the Legends Course were 369 rounds compared to LY. Paid rounds were up 2% and junior rounds were up 4.5% compared to LY.
- Green Fee and Cart Fee together surpassed budget by over \$30K and the Range exceeded budget by over \$3.7K.
- Annual Pass and Fringe Benefit Cards brought in \$178263 during the months of November and December, which is \$49K above budget.
- (41) External events have been booked for the 2021 Fiscal Year including Weddings, Social and Corporate

Key Performance Issues Q1:

- Staffing has been the largest challenge through the first quarter and we predict it will continue through Q2 and beyond. It is more difficult to find staff, but we have also adjusted staff wages at the beginning of the fiscal year to be more competitive in the marketplace.
- Supply chain is the second largest challenge as it continues to affect all areas of the business. The course and grounds department has been ordering maintenance parts early to make sure the supplies are available for off-season maintenance, so timing is off on how these expenses are hitting the budget. Prices are also higher for supplies, equipment, food, beverage, and golf shop orders.

Key Marketing Actions to Drive Performance Q1:

- Annual Pass and Fringe Card sales were even stronger this year than the record-breaking previous year. These sales are currently 24% or \$43K ahead of budget and 27% or \$49K ahead of LY. Due to this large volume of sales in Q1, we do expect that sales in Q2 will fall behind budget and LY.

- Q1 was a busy month for events with (8) Weddings, (13) social events, (9) corporate events, (2) celebration of life, (1) large off-site catering, Fall Big Cup, October Beer Garden, Ice Cup Open, Halloween Scramble and a few smaller events.

Player Development Q1:

- Indoor Golf Simulator Leagues have been organized to begin January - March
- Summer Leagues and Junior Golf Programming details are being finalized and will be launched to the public in February