



## 3<sup>rd</sup> Quarterly Report (April – June 2022)

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### Narrative Report Analysis

#### Business Overview:

Overall, the 3<sup>rd</sup> quarter saw several challenges due to human capital shortage, which directly posed a threat and effected the F&B and Golf department, however we were able to still accommodate and host a numerous number of events which included 28 – Weddings & 47 – Golf Outing/Events.

We re-examined all pricing in the F&B Department along with the Golf Department in June and targeted and realigned our COG's (Cost of Good's) target margin in the F&B Department, which now centers and aligns with industry standards/trends. We are targeting a Food COG of 30% and on a Beverage/Beer/Alcohol COG we are targeting a range from 18%-22%. In addition, we have also adjusted our Catered Beverage pricing for all event to be even more favorable to revenue.

#### Key Performance Notes:

- Season began approximately six weeks later than 2021.
- Staffing shortages have created a lag in event billings, leading to unrecognized revenue. Many June events were billed in early July.
- Wages were increased to keep up with market demands. Hourly and salaried positions have all seen an increase YOY leading to budge shortfall.
- PPP Loan #1 forgiveness recognized in FY22 is driving our operating expenses down. We do anticipate forgiveness of PPP Loan #2 in Q4.
- With new kitchen leadership and pricing structures, we anticipate a correction to F&B COGS in Q4
- C&G expenses greater than expected due to cleanup from June storms that fell many trees and closed the course for 1.5 days. (Insurance claim has been initiated to recoup some costs)
- Event bookings are strong through Q4, and revenue is expected to be recognized prior to FY22 year end.

### Personnel Update

#### General and Administrative

- Interim General Manager – Jeff B. Wilson CCM, PGA, LCAM (3 months + 6 days)
- Controller – Joe Hanrahan (5 months + 16 days)



### **Course and Grounds**

- Golf Course Superintendent – Steve Archuibold (13 years + 7 months)
- Assistant Golf Course Superintdent – Pete Nowak (16 years + 6 months)
- Golf Course Mechanic – Ed Brusky (13 years + 6 months)

### **Golf**

- Interium Golf Professional – Justin Meier (5 months + 17 days)

### **Food and Beverage**

- Executive Chef – Jason Pump (1 month + 22 days)
- Sous Chef – Mike Provost (1 month + 20 days)
- Banquet Chef – Lindsey Klatt (5 months + 7 days)

### **Sales and Marketing**

- Sales and Marketing Director – Shawn Prunick (5 months + 17 days)
- Event Coordinator – Sieeria Vieaux (9 months + 18 days)
- Admin/Event Coordinator – Aubrey Winters (2 months + 2 days)

### **Key Marketing Actions to Drive Performance:**

- Developed a “piggyback” golf marketing program. For every golf outing that TCO is hosting we provide for every player a foursome certificate to return at a favorable golf rate (\$55.00 per person) that is time and day sensitive.

### **Course & Grounds Report:**

- The golf course lost approximately 40 trees during the tornado this summer and we have a pending insurance claim to cover the lost of revenue, labor and materials.

Best Regards,  
*Jeff Wilson*

Jeff Wilson, CCM, PGA, CAM  
General Manager  
Thornberry Creek at Oneida