

University Park Recreation District  
Management Discussion & Analysis Report  
As of November 30, 2023

**Member Events**

We hosted a very successful Thanksgiving serving 85 members to go and over 500 members on Thanksgiving Day. Many thanks to the Staff for their hard work and dedication to serve our members!

December is highlighted by Hanukkah Dinner, Holiday Dinner Dance, Christmas Eve Brunch and New Year's Eve Dinner!

**Golf Operations**

Rates are increasing on December 15<sup>th</sup> with each rate reflecting an approximate increase of \$15-20 per round depending on the time of day.

**Racquets & Fitness**

The installation of the black fencing has been completed with very positive results.

Events for Racquets and Classrooms for Fitness continue to expand. Kudos to Lee, Suzanne and their Teams for their efforts.

**Dining Operations**

We continue to evaluate our F&B operations and will make changes as needed. Examples include entertainment locations, three consecutive nights of Prime Rib, etc.

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**Membership**

		Full	Racquets	Social	Soc / Res - Cmty Reqrd	Jr. Exec.	Change in Annual Mbrs	Trial Full	Trial Rac/Fit	Trial Fit/Soc	Trial Social
2022 Totals		386	125	241	521	2	1275	27	2	6	4
Jan 2023		2	1	-2	3		4	14	1		0
Feb 2023		5		0	3		8	5	-1	-2	3
March 2023		5	-2	1	-1		3	-24	1	-3	-4
April 2023		-1	-3	-1	3		-2	-14	-3	-1	2
May 2023		1			2		3	-7			0
June 2023		-2		2	1		1	-1			0
July 2023		1	1		-2		0				-1
August 2023		0	0	0	4		4	1			
Sept 2023		16	2	1	-3		16	2			1
Oct 2023		10	1	5	-8		8	-2		1	-1
Nov 2023		13	0	6	-4		15	4			5
NEW	12/8	2		-1			1	7	1	1	1
Total Members		438	125	252	519	2	1336	12	1	2	10
Add SAP		101	32				133				
Add AFP		19	2	31	98		150				
Add Range			16	24	28		68				
Add Twi Ten				18	1		19				
Add Pickleball				7	41		48				
Total Passes		120	50	80	168	0	418				

\*140 grandfathered non-members, 228 grandfathered members

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**Statements of Operations (as of October 31, 2023):**

<b>UNIVERSITY PARK COUNTRY CLUB &amp; RD</b>				
<b>ONE MONTH ENDING OCTOBER 31, 2023</b>				
<i>(in thousands)</i>				
<b>SUMMARY STATEMENT OF OPERATIONS</b>	<b>FY2024</b>	<b>FY2024</b>	<b>FY2024</b>	
Description	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>	
<b><u>REVENUE:</u></b>				
MEMBERSHIP DUES	\$ 389	\$ 400	\$ (11)	
GOLF OPERATIONS	254	245	10	
TENNIS & FITNESS CENTRE	7	15	(8)	
DINING OPERATIOINS	231	235	(5)	
OTHER INCOME	0	0	0	
<b>TOTAL REVENUE</b>	<b>\$ 882</b>	<b>\$ 896</b>	<b>\$ (14)</b>	
<b><u>EXPENSES:</u></b>				
GOLF OPERATIONS	\$ 114	\$ 116	\$ (2)	
TENNIS & FITNESS CENTRE	36	47	(11)	
DINING OPERATIONS	351	323	28	(a)
GOLF COURSE MAINTENANCE	264	220	44	(b)
GENERAL & ADMIN	137	156	(18)	
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 903</b>	<b>\$ 862</b>	<b>\$ 41</b>	
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ (22)</b>	<b>\$ 34</b>	<b>\$ (55)</b>	
<b><u>CAPITAL ALLOCATION:</u></b>				
INITIATION FEES & OTHER	\$ 143	\$ 82	61	
OUTSIDE GOLF -CAPITAL ALLOCATION	17	16	1	
CAPITAL DUES	25	25	(0)	
<b>TOTAL CAPITAL ALLOCATION</b>	<b>\$ 184</b>	<b>\$ 123</b>	<b>\$ 62</b>	

- (a) \$28k unfavorable to budget primarily due to higher COGS (variable with revenue + real cost increases) and labor increases (OT wages due to club activity).
- (b) \$44k unfavorable to budget due to unexpected irrigation repairs and the early completion of projects that are budgeted for in the summer.

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**Revenue Flash Report (as of November 30, 2023):**

<i>(in thousands)</i>	November			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
MEMBERSHIP DUES	\$ 397	\$ 405	\$ (7)	\$ 786	\$ 804	\$ (18)
GOLF OPERATIONS	336	321	15	591	566	25
TENNIS & FITNESS CENTRE	9	14	(4)	16	29	(13)
DINING OPERATIONS	297	275	22	528	510	17
OTHER INCOME	0	0	0	1	1	0
<b>TOTAL OPERATING REVENUE:</b>	<b>\$ 1,040</b>	<b>\$ 1,015</b>	<b>\$ 26</b>	<b>\$ 1,922</b>	<b>\$ 1,910</b>	<b>\$ 12</b>
<b>CAPITAL ALLOCATION:</b>						
INITIATION FEES & OTHER	\$ 179	\$ 140	\$ 40	\$ 322	\$ 222	\$ 101
OUTSIDE GOLF -CAPITAL ALLOCATION	24	23	2	41	38	2
CAPITAL DUES	25	25	(0)	49	50	(0)
<b>TOTAL CAPITAL ALLOCATION:</b>	<b>\$ 228</b>	<b>\$ 187</b>	<b>\$ 41</b>	<b>\$ 412</b>	<b>\$ 309</b>	<b>\$ 103</b>
<b>TOTAL REVENUE:</b>	<b>\$ 1,268</b>	<b>\$ 1,202</b>	<b>\$ 67</b>	<b>\$ 2,334</b>	<b>\$ 2,220</b>	<b>\$ 115</b>

**Rounds of Golf (as of November 30, 2023):**

	November			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	4,090	4,704	(614)	7,664	8,791	(1,127)
Outside Rounds	2,918	2,931	(13)	5,390	5,320	70
	7,008	7,635	(627)	13,054	14,110	(1,056)

**Rounds of Golf (as of November 30, 2022):**

	November			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	4,005	4,510	(505)	8,138	8,270	(132)
Outside Rounds	2,985	2,645	340	5,338	5,050	288
	6,990	7,155	(165)	13,476	13,320	156