

University Park Recreation District
Management Discussion & Analysis Report
As of August 31, 2021

We are on the cusp of great excitement with club and membership enhancements on the horizon. The interior dining renovations are on schedule and should commence in mid-October with a completion date around the New Year. Club Management is actively working on logistics of the new membership plan which will provide flexible, à la carte options to all members, including the introduction of pickleball included in a Racquets membership and the option to add a Pickleball Pass to your Social membership.

The Labor Day Golf and Tennis Tournaments and BBQ Luncheon were well attended with 91 golf members (and 12 guests), 10 tennis members (and 5 guests) and 38 diners for a total of 156 members attending. Kudos to ALL staff who continue to provide member engaging events on a regular basis!

COVID-19 Update

An update on COVID-19 procedures was presented during the UPRD Board of Supervisors Workshop on Tuesday, August 31st. Highlights included mask requirements (staff and members!), staff testing requirements, vaccinations for all NEW employees and staff travel requirements. If interested in the details of the presentation, please [CLICK HERE](#).

Golf Course Maintenance (GCM)

The mid-9 on the golf course is officially open! The 3-month project led by Curtis Nickerson and our GCM Team was officially completed, and the mid-9 reopened on Monday, September 6th in conjunction with the Labor Day Golf Tournament. Despite significant challenges along the way, primarily supply chain issues and poor sod provided, the course conditions have received overwhelmingly positive reviews. Kudos and “thank you” to the GCM Team.

Human Resources and Staffing

Staffing continues to be an issue for our Restaurant and GCM teams. HR Director Linda Somma is working tirelessly to fill a number of positions including landscapers, dishwashers and cooks. In addition, the staffing agency we’re working with to provide temp labor has been subpar at best. As we prepare for the high season, this is a primary focus for Linda and the department heads.

Food and Beverage

As announced on September 2nd, we are excited to provide OpenTable as our new online reservation platform. The OpenTable reservation option will allow UPCC members to make dining reservations from the comfort of their home computer or smart device with just a few keystrokes from the Members section of the Club website. Additionally, you will be provided with the choice to receive a text or email confirmation indicating the date & time of your reservation. No further action would be required of you at that point. You may choose to make changes anytime day or

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night or cancel your reservations. PLEASE NOTE, reservations can still be made via ext. 247 for those who prefer the current method.

As the dining renovation process kicks off next month, the F&B Team is actively working on creative ways to continue to provide à la carte dining and select special events to our membership. The current plan is to use the Varsity Club for indoor dining with a to-be-announced alternative to our outdoor dining experience. Please be on the lookout for announcements regarding these plans in the coming weeks!

Special events during the month of August included the SOLD OUT "A Taste of Italy Wine Dinner", Pub Specials Night, Three for All buffet nights, Prime Rib nights, Trivia and Bingo! We look forward to continued success in September highlighted by the Mexican Independence Day Buffet (highlighted by tequila tasting and tenor), Yom Kippur Break the Fast, Wok This Way Asian Buffet, and more!

Golf

As of the 11 months ending August 31st, we have hosted over 81,400 rounds of golf, exceeding budget (70,100) and prior year (76,600) for both member and public rounds.

The Labor Day Golf Tournament was a great success. 91 golf members participated. Congrats to all winners and thank you to all of those who participated.

Tennis & Fitness

The Labor Day Round Robin Social Mixer was a success. Despite limited participation, those who joined had a fun morning mixed with some friendly competition. Congrats to all winners and thank you to all of those who participated.

In Fitness, we are actively working on an expansion to the Chelsea reservation system which will allow all members to make fitness class reservations using the same platform currently being used by golf and tennis. This enhancement should continue to make the membership experience an accommodating one.

Membership

We continue to see some late summer membership sales with 4 additional Summer Golf memberships sold in August bringing the record total to 239, 4 more than our previous record of 235 in 2019. In addition, despite removing the F&B minimum for summer members, summer members continue to spend at comparable rates to prior years regardless of the lack of a spending requirement.

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	Full	Tennis	Sports	Social	Soc / Res - Cmty Reprd	Twilight Tennis	Jr. Exec.	Change in Annual Mbrs	Trial Full	Trial Ten/Fit	Trial Fit/Soc	Trial Social	Sum Golf	Sum Tennis	Sum Dining	Change in Other Mbrs	Required Community Memberships	
2020 Totals	291	106	79	208	459	8	3	1154	7	7	3	4	0	0	0	21	823	
Jan 2021	4	-1	-3	-1	6	1		6	14	1	2	2				19	8	7 Soc/Res, 1 Tennis
Feb 2021	4	2	-1	-5	-1	2		1	6	-3	1	-1				3	9	7 Soc/Res, 1 Full, 1 Twi Ten
Mar 2021	3	-1	1	-2	2			3	-12	-3	0	-3	156	9	X	147	10	7 Soc/Res, 2 Full, 1 Sports
Apr 2021	-2	-1		-2	10			5	-13	-1	-4	-1	29	1		11	12	11 Soc/Res, 1 Full
May 2021		1		-1	7			7	-2	-1	-2		29	1		25	9	8 Soc/Res, 1 Tennis
June 2021	0	-1	-1	-2	9			5		1	1		15	2		19	13	13 Soc/Res
July 2021	0	0	-1	1	5			5		-1			5	3		7	11	9 Soc/Res, 1 Full, 1 Tennis
August 2021	0	1			0			1					4	1		5	4	2 Soc/Res, 1 Full, 1 Tennis
NEW	9/3				1			1					1			1	1	1 Soc/Res
Total Members	300	106	74	196	498	11	3	1188	0	0	1	1	239	17	0	258	900	

Past Summer Counts				Summer Conversions			
Golf	T&F	Dining	Year				
136	25	45	2013				
121	22	25	2014				
192	26	42	2015				
108	26	35	2016				
76	15	24	2017	4 Full, 3 Tennis, 2 Sports, 2 Social			
175	17	36	2018	9 Full, 4 Tennis, 1 Sports, 6 Social			
235	25	40	2019	19 Full, 7 Tennis, 4 Sports, 11 Social			
152	54	5	2020	15 Full, 18 Tennis, 2 Sports, 3 Social			
239	17	XX	2021				

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- (a) \$757k increase over Budget due to 11,971 more rounds than budgeted, including 5,002 outside rounds, and pricing.
- (b) \$109k increase over Budget due to merchandise cost of goods sold and credit card fees.
- (c) Continued impact of COVID-19, particularly fewer Banquet events, continues to have a negative impact on COGS. Higher COGS is primarily due to higher costs for select food items (this is a global issue) and fewer dining events with higher margins (e.g., special events and Sunday brunch).

Revenue Flash Report (as of August 31, 2021):

	August			YTD			
	Actual	Budget	Variance	Actual	Budget	Variance	
MEMBERSHIP DUES	\$ 273,413	\$ 284,749	\$ (11,336)	\$ 3,206,077	\$ 3,205,788	\$ 289	
GOLF OPERATIONS	161,673	116,326	45,347	3,209,492	2,406,405	803,087	(a)
TENNIS & FITNESS CENTRE	3,568	4,357	(789)	63,106	63,604	(498)	
RESTAURANT OPERATIONS	87,665	102,800	(15,135)	1,644,789	1,629,643	15,146	
TOTAL OPERATING REVENUE:	\$ 526,319	\$ 508,232	\$ 18,087	\$ 8,123,464	\$ 7,305,440	\$ 818,024	
INITIATION FEES & OTHER INC	10,396	2,775	7,621	300,356	161,425	138,931	(b)
OPERATIONS RECOVERY SURCHARGE	-	40,405	(40,405)	191,218	321,105	(129,887)	
TOTAL OTHER REVENUE:	\$ 10,396	\$ 43,180	\$ (32,784)	\$ 491,574	\$ 482,530	\$ 9,044	
TOTAL REVENUE:	\$ 536,715	\$ 551,412	\$ (14,697)	\$ 8,615,038	\$ 7,787,970	\$ 827,068	

- (a) \$803k over Budget YTD due to pricing and substantially more rounds, as outlined below:

Rounds of Golf (as of August 31, 2021):

Member Rounds	2,567	3,165	(598)	43,776	37,405	6,371
Outside Rounds	1,992	2,110	(118)	37,598	32,714	4,884
	4,559	5,275	(716)	81,374	70,119	11,255

- (b) New memberships (the basis for Initiation Fees) continue to exceed Budget.