

University Park Recreation District  
Management Discussion & Analysis Report  
As of March 31, 2023

**Staffing**

I am pleased to announce the hiring of Merci Harrod in the newly created position of Executive & HR Assistant. As the title implies, Merci will primarily support Linda Somma and me. Merci joins us with extensive office management and administration experience, most recently as a Litigation Assistant.

In addition, Junius “JC” Clark, who primarily works in our F&B operation, has been added to the Racquets Team as a part-time Pickleball Professional. Junius brings an energetic and passionate approach to the Pickleball program, and his lesson/clinic book is quickly filling up.

Other areas of recruitment include GCM, F&B (a handful of new FOH staff hired) and the HOA Management Team.

**Membership**

		Full	Racquets	Social	Soc / Res - Cmty Reard	Jr. Exec.	Change in Annual Mbrs
2022 Totals		386	125	241	521	2	1275
Jan 2023		2	1	-2	3		4
Feb 2023		5		0	3		8
March 2023		5	-2	1	-1		3
	4/10						0
<b>NEW</b>	4/11						0
<b>Total Members</b>		<b>398</b>	<b>124</b>	<b>240</b>	<b>526</b>	<b>2</b>	<b>1290</b>
<b>Add SAP</b>		<b>98</b>	<b>33</b>				<b>131</b>
<b>Add AFP</b>		<b>17</b>		<b>29</b>	<b>88</b>		<b>134</b>
<b>Add Range</b>			<b>13</b>	<b>19</b>	<b>28</b>		<b>60</b>
<b>Add Twi Ten</b>				<b>18</b>	<b>1</b>		<b>19</b>
<b>Add Pickleball</b>				<b>4</b>	<b>32</b>		<b>36</b>
<b>Total Passes</b>		<b>115</b>	<b>46</b>	<b>70</b>	<b>149</b>	<b>0</b>	<b>380</b>

\*151 grandfathered non-members

Summer Golf memberships have decreased from 194 at this time a year ago to 89. This is likely due to the price increase and season length being reduced. While perhaps too aggressive, our total revenue decrease isn't as impacted due to the cost increase. In addition, this should provide additional tee times for our annual members to utilize and the public to purchase. Long term, fewer rounds is a benefit to the golf course conditions.

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**Golf**

Ashley and I continue to evaluate our golf rates that go into effect on May 1, the traditional end of season.

Total rounds YTD are down 2,100 from last year. This is comprised of 3,300 fewer public rounds offset by 2,200 more member rounds. This was planned and as expected. Golf revenue remains over budget but is trailing prior year at this point.

April will include end of season Shotgun and Luncheon events for the LGA, 9-hole LGA and MGA.

The Big Summer Golf Card, which we have accepted for many years, will only be accepted on Sunday's this year and the season length reduced to end in September.

**Racquets & Fitness**

As mentioned, Junius has been added to the Pickleball program. His addition, plus that of Lee Salvino two months ago, has added a great deal of talent and enthusiasm to the program.

Similar to golf, league play has concluded for our men's and women's tennis teams. "Thank you" and congratulations to all players who represented University Park this season.

Joe and Team hosted the first ever "Member Member" Pickleball Tournament on April 1<sup>st</sup> and the team is working with Racquets Member Kelly Reeve on a Tennis Tournament on April 28<sup>th</sup>.

On the Fitness side, today was the first ever Fitness Social. This event included a Balance, Strength & Stretch class followed by drinks and breakfast. Many came and burned off calories and then added calories with a mimosa!

**Member Events**

As high season concludes, I'd like to thank the staff and members for a busy season of members events! From our traditional Trivia & Bingo nights to bus trips to sporting events and sunset cruises, the staff did a phenomenal job providing a wide variety of events for the membership with varying interests.

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**Statements of Operations (as of February 28, 2023):**

<b>UNIVERSITY PARK COUNTRY CLUB &amp; RD</b>			
<b>FIVE MONTHS ENDING FEBRUARY 28, 2023</b>			
<i>(in thousands)</i>			
<b>SUMMARY STATEMENT OF OPERATIONS</b>	<b>FY2023</b>	<b>FY2023</b>	<b>FY2023</b>
Description	YTD Actual	YTD Budget	YTD Variance
<b><u>REVENUE:</u></b>			
MEMBERSHIP DUES	\$ 1,994	\$ 1,870	\$ 124
GOLF OPERATIONS	1,880	1,683	198 (a)
TENNIS & FITNESS CENTRE	51	42	8
RESTAURANT INCOME	1,275	1,132	143 (b)
OTHER INCOME	18	20	(2)
<b>TOTAL REVENUE</b>	<b>\$ 5,218</b>	<b>\$ 4,747</b>	<b>\$ 471</b>
<b><u>EXPENSES:</u></b>			
GOLF OPERATIONS	\$ 657	\$ 679	\$ (22)
TENNIS & FITNESS CENTRE	170	189	(19)
RESTAURANT	1,638	1,402	236 (b)
GOLF COURSE MAINTENANCE	1,144	1,204	(60)
GENERAL & ADMIN	761	800	(38)
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 4,371</b>	<b>\$ 4,274</b>	<b>\$ 97</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 847</b>	<b>\$ 473</b>	<b>\$ 374</b>
<b><u>CAPITAL ALLOCATION:</u></b>			
INITIATION FEES & OTHER	\$ 457	\$ 408	49
OUTSIDE GOLF -CAPITAL ALLOCATION	137	94	43
CAPITAL DUES	49	49	0
<b>TOTAL CAPITAL ALLOCATION</b>	<b>\$ 643</b>	<b>\$ 551</b>	<b>\$ 92</b>

(a) \$198k favorable to budget due to 1,234 more rounds than budgeted and increased public rates.

(b) \$143k favorable to budget due to overall increased capacity for a la carte dining and member events and slight menu pricing to combat continued inflation.

\$236k unfavorable to budget primarily due to higher COGS (variable with revenue + real cost increases) and labor increases (OT wages due to club activity).

Non-F&B expenses in general are below budget primarily due to certain staffing positions not currently filled (e.g., LGA Golf Pro, receptionist in Tennis, GCM laborers, etc.).

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**Revenue Flash Report (as of March 31, 2023):**

<i>(in thousands)</i>	March			YTD			
	Actual	Budget	Variance	Actual	Budget	Variance	
MEMBERSHIP DUES	\$ 405	\$ 525	\$ (120)	\$ 2,399	\$ 2,395	\$ 4	(a)
GOLF OPERATIONS	505	497	8	2,386	2,180	206	(b)
TENNIS & FITNESS CENTRE	19	11	9	70	53	17	
RESTAURANT OPERATIONS	279	300	(21)	1,554	1,432	122	
OTHER INCOME	2	1	1	20	21	(2)	
<b>TOTAL OPERATING REVENUE:</b>	<b>\$ 1,211</b>	<b>\$ 1,334</b>	<b>\$ (124)</b>	<b>\$ 6,429</b>	<b>\$ 6,081</b>	<b>\$ 347</b>	
<b>CAPITAL ALLOCATION:</b>							
INITIATION FEES & OTHER	\$ 54	\$ 18	\$ 36	\$ 510	\$ 426	\$ 85	
OUTSIDE GOLF -CAPITAL ALLOCATION	39	19	20	176	113	63	
CAPITAL DUES	25	25	0	74	74	0	
<b>TOTAL CAPITAL ALLOCATION:</b>	<b>\$ 118</b>	<b>\$ 61</b>	<b>\$ 57</b>	<b>\$ 760</b>	<b>\$ 612</b>	<b>\$ 149</b>	
<b>TOTAL REVENUE:</b>	<b>\$ 1,328</b>	<b>\$ 1,395</b>	<b>\$ (67)</b>	<b>\$ 7,189</b>	<b>\$ 6,693</b>	<b>\$ 496</b>	

(a) 120k unfavorable to budget due to the recording of summer memberships in April.

(b) 206k over Budget YTD due to pricing and more outside rounds than budgeted, as outlined below:

**Rounds of Golf (as of March 31, 2023):**

	March			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	5,589	5,240	349	27,606	27,555	51
Outside Rounds	4,257	3,810	447	20,234	18,255	1,979
	9,846	9,050	796	47,840	45,810	2,030

**Rounds of Golf (as of March 31, 2022):**

Member Rounds	5,234	4,990	244	26,457	26,230	227
Outside Rounds	4,301	3,810	491	23,562	19,485	4,077
	9,535	8,800	735	50,019	45,715	4,304