

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

Golf Operations

As announced on Friday, June 30th, we are returning to “two to a cart” on August 1st. The decision has been met with some resistance, but the majority of our membership support the decision and understand the benefits on the course conditions.

Our rates continue to remain higher than ever at this time of year with minimal resistance (e.g. \$109 morning rate).

Racquets & Fitness

The transition from Joe Lisi continues, including evaluating the future leadership structure of the Racquets and Fitness programs. These decisions will not be rushed and we’ll take full advantage of the slower months to make the best decisions for each Program. Changes in some capacities are expected.

Dining Operations

We are tentatively planning to close the Dining Room for a week, likely in early to mid-September. During this week closure, which is fairly standard in the Club industry, we will focus on a number of initiatives including:

- Acoustics Installation (walls)
- Floor to Ceiling Cleaning
 - Including kitchen and dining rooms
- General Maintenance
 - Painting touch-ups
- Café Punch List Items

Member Events

We hosted an all-time high for the Father’s Day Brunch with 313 covers. This was enhanced due to local advertising on Facebook and Scene Magazine’s digital newsletter.

4th of July was successful throughout the Club with Golf, Racquets and Dining all having strong participation.

We have begun building the 2023/2024 Season calendar. Current plans assume we will move Bingo/Trivia to Tuesday nights and add a 3rd night of ala carte dining on Thursday. Theme Nights will largely be focused to Wednesday nights. Live Entertainment will be planned for Thursday (Café) and Friday (Varsity Club—TGIF). We continue to fill out the calendar with events within and outside of UPCC with plans to unveil the “Season at a Glance” in the Fall.

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Membership

		Full	Racquet s	Social	Soc / Res - Cmty Regrd	Jr. Exec.	Change in Annual Mbrs	Trial Full	Trial Rac/Fit	Trial Fit/Soc	Trial Social	Sum Golf	Sum Tennis
2022 Totals		386	125	241	521	2	1275	27	2	6	4	0	0
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	108	18
May 2023		1			2		3	-7			0	15	7
	6/14	-2		2	1		1	-1			0	5	2
NEW	6/21				0		0					5	1
Total Members		396	121	241	532	2	1292	0	0	0	5	133	28
Add SAP		95	31				126						
Add AFP		17	1	29	87		134						
Add Range			15	21	28		64						
Add Twi Ten				18	1		19						
Add Pickleball				4	35		39						
Total Passes		112	47	72	151	0	382						

*148 grandfathered non-members

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Statements of Operations (as of May 31, 2023):

**UNIVERSITY PARK COUNTRY CLUB & RD
EIGHT MONTHS ENDING MAY 31, 2023**

(in thousands)

SUMMARY STATEMENT OF OPERATIONS

Description	FY2023 YTD Actual	FY2023 YTD Budget	FY2023 YTD Variance
<u>REVENUE:</u>			
MEMBERSHIP DUES	\$ 3,385	\$ 3,311	\$ 74
GOLF OPERATIONS	3,125	2,775	350 (a)
TENNIS & FITNESS CENTRE	101	69	31
DINING OPERATIONS	2,061	1,873	188 (b)
OTHER INCOME	22	23	(1)
TOTAL REVENUE	\$ 8,695	\$ 8,053	\$ 642
<u>EXPENSES:</u>			
GOLF OPERATIONS	\$ 1,112	\$ 1,112	\$ 0
TENNIS & FITNESS CENTRE	333	317	16
DINING OPERATIONS	2,807	2,308	499 (b)
GOLF COURSE MAINTENANCE	1,981	2,013	(32)
GENERAL & ADMIN	1,321	1,305	15
TOTAL DIRECT EXPENSES	\$ 7,554	\$ 7,055	\$ 499
OPERATING INCOME/(LOSS)	\$ 1,141	\$ 998	\$ 143
<u>CAPITAL ALLOCATION:</u>			
INITIATION FEES & OTHER	\$ 553	\$ 441	112
OUTSIDE GOLF -CAPITAL ALLOCATION	224	150	74
CAPITAL DUES	124	123	1
TOTAL CAPITAL ALLOCATION	\$ 901	\$ 713	\$ 187

(a) \$350k favorable to budget due to 2,501 more rounds than budgeted and increased public rates.

(b) \$188k favorable to budget due to overall increased capacity for a la carte dining and member events and slight menu pricing to combat continued inflation.

\$499k unfavorable to budget primarily due to higher COGS (variable with revenue + real cost increases) and labor increases (OT wages due to club activity).

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Revenue Flash Report (as of June 30, 2023):

	June			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
	<i>(in thousands)</i>					
MEMBERSHIP DUES	\$ 412	\$ 393	\$ 19	\$ 3,797	\$ 3,704	\$ 93
GOLF OPERATIONS	257	142	115	3,382	2,918	464 (a)
TENNIS & FITNESS CENTRE	9	7	2	109	76	33
DINING OPERATIONS	191	143	48	2,253	2,017	236
OTHER INCOME	1	1	0	23	24	(1)
TOTAL OPERATING REVENUE:	\$ 870	\$ 686	\$ 184	\$ 9,565	\$ 8,739	\$ 826
CAPITAL ALLOCATION:						
INITIATION FEES & OTHER	\$ 8	\$ 8	\$ -	\$ 560	\$ 448	\$ 112
OUTSIDE GOLF -CAPITAL ALLOCATION	14	19	(5)	238	169	69
CAPITAL DUES	25	25	0	149	147	1
TOTAL CAPITAL ALLOCATION:	\$ 46	\$ 51	\$ (4)	\$ 947	\$ 764	\$ 183
TOTAL REVENUE:	\$ 916	\$ 737	\$ 179	\$ 10,512	\$ 9,503	\$ 1,008

(a) 464k over Budget YTD due to pricing and more outside rounds than budgeted, as outlined below:

Rounds of Golf (as of June 30, 2023):

	June			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	3,843	2,865	978	41,090	38,865	2,225
Outside Rounds	2,330	1,835	495	28,549	26,800	1,749
	6,173	4,700	1,473	69,639	65,665	3,974

Rounds of Golf (as of June 30, 2022):

	June			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	4,028	2,740	1,288	40,295	36,775	3,520
Outside Rounds	2,108	1,809	299	32,192	28,234	3,958
	6,136	4,549	1,587	72,487	65,009	7,478