



March 16th, 2014

Regina Espinosa
County of Yolo
Woodland, CA 95695

Dear Regina,

The following is the financial summary and key highlights for the month of February 2014 at Wild Wings Golf Club:

February 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$25,206	\$39,527	\$14,321	\$289,994	\$313,736	\$23,742
F&B COGS	\$1,121	\$5,291	\$4,170	\$32,574	\$35,166	\$2,592
Merch. COGS	\$860	\$792	\$68	\$8,660	\$6,188	\$2,472
Total Cost of Sales	\$1,981	\$6,083	\$4,102	\$41,234	\$41,354	\$120
Gross Margin	\$23,225	\$33,444	\$10,219	\$248,760	\$272,382	\$23,622
Payroll Expense	\$27,619	\$28,724	\$1,105	\$261,070	\$251,129	\$9,941
Other Expense	\$13,326	\$15,914	\$2,588	\$128,628	\$135,137	\$6,509
NOI	\$17,720	\$11,194	\$6,526	\$140,938	\$113,884	\$27,054
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$50,000	\$50,000	\$0
Interest Expense Debt	\$0	\$0	\$0	\$15,723	\$6,000	\$9,723
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$0	\$0	\$0	\$240,676	\$0	\$240,676
Net Cash From Ops	\$23,970	\$17,444	\$6,526	\$34,015	\$169,884	\$203,899
Rounds	817	1,062	245	9,332	9,900	568
Average GF/CF	\$23	\$24	\$1	\$22	\$22	\$0

Overview:

Total revenues for Wild Wings were \$14k below plan and \$7k below prior year. Year to date total revenues are \$23k below plan and \$3k behind prior year. Rounds of golf played for the month were 245 rounds below plan and 277 rounds short of prior year. Year to date rounds of golf are 531 rounds below plan and 74 rounds ahead of prior year. Payroll for the month was \$1,100 better than plan and \$700 higher than prior year. Year to date Payroll is \$10K over projections and \$3.5K over prior year. Operating Expenses for the month were \$2,588 better than budget and \$787 better than prior year. Year to date Operating Expenses are \$6.5K better than budget and \$1,000 better than prior year. The NOI for the month was \$6,000 below budget and \$8.3K behind last year. The operational changes in F&B of reducing service levels, temporarily ceasing dinner service, with the exception of special events and select tournament groups, resulted in a revenue shortfall in Food and Beverage of \$7.7K. The loss was partially recouped as F&B payroll for the month was \$3K better than budget and cost of sales was reduced for an additional savings of \$4,100. The weather for the month of February was dismal. Rain, wind and cold temperatures were responsible for 9 days of the month having fewer than 10 players (6 days of zero play, 2 days of 8 and 9 players respectively and 1 day with only 1 player). The result was that there was virtually no play for 1/3 of the month. The 18 hole rounds converted to 9 hole rounds resulted in rounds total of 1,345 for February. YTD converted rounds total 14,214.

*Northwest Regional Office
2054 Mandelay Place, San Jose, CA 95138
(415)722-3580*



Key Operational Highlights:

➤ Golf Course Maintenance

- Seeded and sanded divots on all tees.
- Fertilized all tees with Calcium Nitrate.
- Sprayed all greens for prevention of cold season diseases.
- Sprayed roughs to kill broadleaf weeds.
- Sprayed lakes on #6, right of tee box, #6 left of green, #4 right of green and #8 in front of tees, for Duckweed control.
- Replaced lift chains on Toro Sand Machine.
- Ground reels on tee mower and walking greens mowers.
- Cleaned shop (re-arranged and organized), and repaired rollers on garage doors.
- Cleaned out plugged drain pipe in cart path next to #3 tee.
- Repaired broken pipes next to practice putting green and hole #4.
- Repaired leaking valves and sprinklers.

➤ Personnel

- No personnel changes were made in February

➤ General

- Payroll was \$1,100 better than projections.
- Operating Expenses were \$2,500 better than budget.
- Food and Beverage missed budget \$7,700 due to eliminating dinner service, poor weather, and shortened hours of operation.
- NOI was \$11,000 behind budget..

➤ Key Performance Highlights

- Weather was a Key factor in the poor financial results for February.
- Changes in Food and Beverage operation also adversely affected revenues for the month.
- Tournament booking for future months were good and two **new** events were booked.

➤ Key Actions to Drive Performance:

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times.
- Closure of The Nest Restaurant reduced revenues, but savings in payroll and COGS made up for most of the loss.

➤ Key property action steps by management to drive performance:

- Running e-mail promotions to promote weekday tee times.
- Weekly Sales calls to groups for booking events.
- Use of online coupons on Wild Wings website for weekly specials.
- Restructuring of F&B operation is expected to save significantly in payroll in the coming months.

➤ KemperSports - National and Regional Support Activities

- Monthly sales call was conducted along with Amy Spittle and Randy Thomas to review sales pace, revenue generating ideas and best practices.
- Achieved Level Two certification for KemperSports' Green-To-A-Tee initiative.
- Attended KemperSports' Annual Leadership Conference where Wild Wings was recognized as one of the top 20 properties in the company for customer service with an average NPS score of 79.4 for last year.

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➤ **Weather for the month:**

- Weather was awful in February, with temperatures ranging from a low of 31°F to a high of 73°F. There were 9 days of the month having fewer than 10 players (6 days of zero play, 2 days of 8 and 9 players respectively and 1 day with only 1 player). The result was that there was virtually no play for 1/3 of the month. Carts were restricted from the golf course one additional day which impacted play as well.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
February 2014	82.5	9.1	9.5	8.4	8.8	9.4	40
February 2013	74.1	8.9	9.5	7.8	8.5	9.2	81

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall