



June 17th, 2014

Regina Espinosa
County of Yolo
Woodland, CA 95695

Dear Regina,

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

May 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$48,042	\$50,936	\$2,894	\$415,576	\$452,565	\$36,989
F&B COGS	\$2,869	\$4,693	\$1,824	\$42,320	\$48,853	\$6,533
Merch. COGS	\$1,504	\$1,327	\$177	\$13,582	\$9,319	\$4,263
Total Cost of Sales	\$4,373	\$6,020	\$1,647	\$55,902	\$58,172	\$2,270
Gross Margin	\$43,669	\$44,916	\$1,247	\$359,674	\$394,393	\$34,719
Payroll Expense	\$31,819	\$32,086	\$267	\$352,821	\$344,824	\$7,997
Other Expense	\$19,008	\$20,441	\$1,433	\$178,912	\$196,615	\$17,703
NOI	\$7,158	\$7,611	\$453	\$172,059	\$147,046	\$25,013
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$68,750	\$68,750	\$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	\$13,408	\$13,861	\$453	\$15,856	\$221,796	\$205,940
Rounds	1,613	1,518	95	13,610	14,011	401
Average GF/CF	\$22	\$24	\$2	\$22	\$22	\$0

Overview:

Total revenues for Wild Wings in May were \$2,894 below plan but \$1,800 ahead of prior year. Year to date total revenues are \$37k below plan and \$9k behind prior year. Rounds of golf played for the month were 95 rounds ahead of plan and 119 rounds ahead of prior year. Year to date rounds of golf are 401 rounds below plan and 38 rounds behind prior year. Payroll for the month was \$267 lower than plan but \$3,000 better than prior year. Year to date Payroll is \$8k over projections and \$15k over prior year. Operating Expenses for the month were \$1,400 better than budget and \$224 behind prior year. Year to date Operating Expenses are \$17.4k better than budget and \$12k better than prior year. The NOI for the month was \$453 ahead of budget and \$7k better than the prior year. The operational changes in F&B of reducing service levels, temporarily reducing dinner service, with the exception of special events and select tournament groups, resulted in a revenue shortfall in Food and Beverage of \$1,900. The loss however was offset as F&B payroll for the month was \$2,300 better than budget. F&B Cost of Sales was also \$1,800 below budget. The weather for the month was generally mild, beginning with a low of 46°F and finishing the month with a high of 95°F. There were 0 days of rain during the month. 862 rounds of the 1,613 rounds recorded for the month were 18-hole rounds. Converting the rounds to 9-hole rounds resulted in a total of 2,468 rounds, and year-to-date converted rounds are now at 20,707.

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.
- Sprayed fungicide on greens for fungus prevention.
- Fertilized all greens.
- Applied fertilizer to all fairways and roughs.
- Sprayed all lakes for removal of Duckweed.
- Replaced Idler pulley on Toro Rough Mower.
- Drained cooling systems on Rough Mower and Fairway Mower and replaced coolant/antifreeze.
- Repaired sprinkler and valve on hole #1.
- Repaired sprinklers on hole #3.
- Replaced solenoid on sprinkler on hole #4.
- Replaced defective sprinkler on hole #6.
- Repaired sprinkler valve on hole #7
- Repaired sprinkler in rough on hole #8 and fixed broken pipe adjacent to #8 green.
- Replaced solenoid on sprinkler on hole #9.

➤ **Personnel**

- No personnel changes were made in May

➤ **General**

- Payroll was \$250 ahead of projections.
- Operating Expenses were \$1,400 better than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$19,300, due to restructuring of dinner service and the cancellation of a major tournament schedule for the end of May (Gymboree Inc. / St. Jude's Children's Hospital fundraiser).

➤ **Key Actions to Drive Performance:**

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times, and weekend coupon specials.
- Restructure of The Nest Restaurant reduced revenues, but savings in payroll and COGS continue to improve F&B financial outlook. Revenues are also showing signs of improving.

➤ **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 the F&B operation is expected to improve revenues in the coming months, while realizing savings in payroll and cost of goods.

➤ **KemperSports - National and Regional Support Activities**

- Attended KemperSports Western Regional Summit in Palms Desert where we shared best practices and revenue generation strategies.
- Monthly sales call was conducted along with Amy Spittle and Randy Thomas to review sales pace, revenue generating ideas and best practices.



➤ **Weather for the month:**

- Weather was very good in May, with temperatures ranging from a low of 46°F to a high of 95°F. The wind was a factor 2 days and blew in excess of 25mph, which adversely affected play.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
May 2014	86.9	9.3	9.4	9.0	9.3	9.5	61
May 2013	80.6	9.0	9.3	8.4	8.9	9.2	72

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall

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