



September 18th, 2014

Regina Espinosa
 County of Yolo
 Woodland, CA 95695

Dear Regina,

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

August 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$42,541	\$48,192	\$5,651	\$82,445	\$98,937	\$16,492
F&B COGS	\$3,191	\$4,247	\$1,056	\$7,485	\$8,830	\$1,345
Merch. COGS	\$1,615	\$1,351	\$264	\$2,759	\$2,983	\$224
Total Cost of Sales	\$4,806	\$5,598	\$792	\$10,244	\$11,813	\$1,569
Gross Margin	\$37,735	\$42,594	\$4,859	\$72,201	\$87,124	\$14,923
Payroll Expense	\$24,631	\$32,797	\$8,166	\$52,577	\$65,701	\$13,124
Other Expense	\$18,711	\$24,755	\$6,044	\$40,348	\$44,640	\$4,292
NOI	\$5,607	\$14,958	\$9,351	\$20,724	\$23,217	\$2,493
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$12,500	\$12,500	\$0
Interest Expense Debt	\$0	\$0	\$0	\$22,736	\$16,000	\$6,736
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$91,501	\$0	\$91,501	\$391,501	\$0	\$391,501
Net Cash From Ops	\$79,644	\$21,208	\$100,852	\$335,541	\$51,717	\$387,258
Rounds	1,920	1,781	139	3,287	4,010	723
Average GF/CF	\$18	\$19	\$1	\$19	\$17	\$2

Overview:

Total revenues for the month were \$5,651 below plan and \$8,943 behind the prior year. Rounds of golf played for the month were 139 rounds above projections and 357 rounds better than last year. Payroll for the month was \$8k under budget and \$14k better than prior year. Operating Expenses for the month were \$6k ahead of budget and \$2k ahead of prior year. The EBITDA for the month was \$9k ahead of budget, and \$10k ahead of 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 \$6,500. However, F&B Payroll was \$3,900 under budget, while F&B COGS were another \$1,100 below budget. The weather for the month was again hot, with temperatures in the mid to high 90's, but with only 1 day over 100°F. There were 0 days of rain during the month. 1,298 rounds of the 1,920 rounds recorded for the month were 18-hole rounds. Converting those rounds to 9-hole rounds resulted in a total of 3,218 rounds.

Key Operational Highlights:**➤ Golf Course Maintenance**

- Seeded and sanded divots on all tees.
- Sprayed putting greens for black algae eradication and disease prevention
- Sprayed cattails in lakes
- Sprayed foliar fertilizer on greens.
- Replaced cups on putting green and holes #1- #9.
- Replaced flags on practice putting green.
- Weed-eated tree wells on holes #6, #7 and #9.
- Edged Bermuda grass runners from bunker edges
- Caught 7 gophers in traps and baited any remaining gopher holes.
- Repaired irrigation pipe breaks on holes #1 and #5.
- Replaced broken sprinklers: 2 Hunters on Hole #4, 5 Hunters on Hole #5, 6 Hunters on Hole #6, and 1 Rainbird on Hole #6
- Repaired irrigation valve diaphragm on Hole #5
- Replaced bearings on Fairway mower rollers.
- Replaced belt and flange bearing on National mower.
- Ground reels on Fairway mower

➤ Personnel

- Discontinued food service in Nest and terminated all F&B personnel as of August 10th.

➤ General

- Payroll was \$8,100 under projections, due cut backs in operations and savings in Course and Grounds payroll due to Superintendent's medical leave of absence.
- Operating Expenses were \$6,000 lower than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$6,500 due to closure of The Nest restaurant.

➤ Key Actions to Drive Performance:

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times, and weekend coupon specials.
- Reduced green fees across the board to generate increase in play. Resulting in exceeding Green fee and cart revenue budget by \$500.

➤ Key property action steps by management to drive performance:

- Reduced green fees across the board
- 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

- Monthly sales call was conducted along with Amy Spittle and Randy Thomas to review sales pace, revenue generating ideas and best practices.
- Utilizing Best Practices and Kemper Center of Excellence library for additional ideas on promoting play and increasing revenues.



➤ **Weather for the month:**

- Weather in August was normal and hot with no rain. There was 1 day where the temperature hit 104°F, and 10 more days with temperatures in the mid and high 90's. Average temperature for month was 89.4°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
August 2014	83.7	9.1	9.5	8.5	7.0	9.3	92
August 2013	83.6	9.1	9.4	8.5	8.5	9.4	61

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall