



August 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 July 2014 at Wild Wings Golf Club:

July 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$39,905	\$50,745	\$10,840	\$39,905	\$50,745	\$10,840
F&B COGS	\$4,294	\$4,583	\$289	\$4,294	\$4,583	\$289
Merch. COGS	\$1,144	\$1,632	\$488	\$1,144	\$1,632	\$488
Total Cost of Sales	\$5,438	\$6,215	\$777	\$5,438	\$6,215	\$777
Gross Margin	\$34,467	\$44,530	\$10,063	\$34,467	\$44,530	\$10,063
Payroll Expense	\$27,946	\$32,904	\$4,958	\$27,946	\$32,904	\$4,958
Other Expense	\$21,637	\$19,886	\$1,751	\$21,637	\$19,886	\$1,751
NOI	\$15,116	\$8,260	\$6,856	\$15,116	\$8,260	\$6,856
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$6,250	\$6,250	\$0
Interest Expense Debt	\$22,736	\$16,000	\$6,736	\$22,736	\$16,000	\$6,736
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$300,000	\$0	\$300,000	\$300,000	\$0	\$300,000
Net Cash From Ops	\$255,898	\$30,510	\$286,408	\$255,898	\$30,510	\$286,408
Rounds	1,367	2,229	862	1,367	2,229	862
Average GF/CF	\$22	\$16	\$6	\$22	\$16	\$6

Overview:

Total revenues for the month were \$10,839 below plan and \$4,400 behind the prior year. Rounds of golf played for the month were 862 rounds below projections and 15 rounds behind last year. Payroll for the month was \$5k under budget and \$7k better than prior year. Operating Expenses for the month were \$1,800 over budget and \$482 over prior year. The EBITDA for the month was \$7k behind budget, but \$3k 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 \$6k. F&B Payroll was \$1,300 under budget, while F&B COGS were \$300 below budget. The weather for the month was again extremely hot, with temperatures in the mid to high 90's and 6 days over 100°F. There were 0 days of rain during the month. 825 rounds of the 1,367 rounds recorded for the month were 18-hole rounds. Converting those rounds to 9-hole rounds resulted in a total of 2,189 rounds.

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

- Seeded and sanded divots on all tees.
- Replaced all bed knives on fairway mower.
- Sharpened all reels on fairway mower.
- Replaced worn out flag poles and cups on practice putting green
- Replaced ferrules on flagsticks for course greens, and replaced all cups.
- Repaired hydraulic hose on greens mower.
- Repaired bearings on fairway mower rollers.
- Rebuilt bearings on National triplex mower.
- Put new sand in bunkers.
- Fixed broken pipe on #4 fairway.
- Replaced diaphragms in valve servicing practice green, and adjacent to lake on #1 fairway.

➤ Personnel

- No changes were made in personnel.

➤ General

- Payroll was \$4,958 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 higher than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$5,887, due to shortened hours of operation, heat and lack of golfers.

➤ 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 reducing revenues.

➤ 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.
- Use of POS receipts in Golf Shop offering discounts on food and beverage in The Nest.
- 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 July was exceptionally hot with no rain. There were 6 days with temperatures above 100°F, and 10 more days with temperatures in the mid and high 90's.



Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
July 2014	95.5	9.5	9.8	9.1	8.5	9.7	44
July 2013	75.8	9.1	9.4	8.6	7.8	9.2	62

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall