



October 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 September 2014 at Wild Wings Golf Club:

September 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$35,677	\$44,321	\$8,644	\$118,122	\$143,258	\$25,136
F&B COGS	\$910	\$4,281	\$3,371	\$8,396	\$13,112	\$4,716
Merch. COGS	\$1,520	\$936	\$584	\$4,279	\$3,919	\$360
Total Cost of Sales	\$2,430	\$5,217	\$2,787	\$12,675	\$17,031	\$4,356
Gross Margin	\$33,247	\$39,104	\$5,857	\$105,447	\$126,227	\$20,780
Payroll Expense	\$26,241	\$31,782	\$5,541	\$78,818	\$97,483	\$18,665
Other Expense	\$18,310	\$23,837	\$5,527	\$58,658	\$68,477	\$9,819
NOI	\$11,304	\$16,515	\$5,211	\$32,029	\$39,733	\$7,704
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$18,750	\$18,750	\$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	\$0	\$0	\$0	\$391,501	\$0	\$391,501
Net Cash From Ops	\$17,554	\$22,765	\$5,211	\$317,986	\$74,483	\$392,469
Rounds	1,511	1,598	87	4,798	5,608	810
Average GF/CF	\$18	\$20	\$2	\$19	\$18	\$1

Overview:

Total revenues for the month were \$9,144 below plan and \$8,293 behind the prior year. Rounds of golf played for the month were 87 rounds below projections, but 139 rounds better than last year. Payroll for the month was \$5,500 under budget and \$9k better than prior year. Operating Expenses for the month were \$5,500 better than budget and \$1,400 better than prior year. The EBITDA for the month was \$5k ahead of budget, and \$6k ahead of prior year. The closing of F&B service, with the exception of special events and select tournament groups, resulted in a revenue shortfall in Food and Beverage of \$4,600, however, F&B Payroll was \$5,100 under budget, while F&B COGS were another \$3,300 below budget. The weather for the month was extremely dry, with temperatures ranging from 73° to 99°F. There was 1 day of light rain during the month. 938 rounds of the 1,511 rounds recorded for the month were 18-hole rounds. Converting those rounds to 9-hole rounds resulted in a total of 2,449 rounds for September.

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

- Seeded and sanded divots on all tees
- Verticut, aerated, seeded and top-dressed all putting greens
- Sprayed greens for Army worms
- Sprayed greens for disease control
- Repaired irrigation pipe breaks on holes #4 and 5
- Repaired leaking Hunter valves with new diaphragms
- Replaced Hunter sprinklers on holes #6 & 7
- Replaced Rainbird Fairway sprinkler on hole #3
- Reset gopher traps and caught many during the month
- Ground Greens mower reels and replaced bed knives
- Ground tee mower reels and replaced bed knives
- Sharpened rotary blades on rough mower
- Replaced bearings on greens mower rollers
- Replaced bearings on fairway mower rollers

➤ Personnel

- No personnel changes were made in September.

➤ General

- Payroll was \$5,500 under projections, due cut backs in operations and savings due to closure of the F&B operation.
- Operating Expenses were \$5,000 lower than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$4,600 due to closure of The Nest restaurant.
- There were two tournaments booked in September, The Yolo County Retired Peace Officers Assoc. on September 5th, and the Woodland High School Class of 64 Reunion on September 20th. Target Distribution Warehouse Management held 2 corporate team building events on September 26th and 29th. Food service was provided to the September 5th event and to the two Target events.

➤ 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
- **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 September was average but very dry, with one day of light rain.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
September 2014	81.5	9.1	9.7	8.3	8.3	9.4	54
September 2013	84.2	9.2	9.5	8.8	8.5	9.4	57

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall