



February 20th, 2015

Regina Espinosa
 County of Yolo
 Woodland, CA 95695

Dear Regina,

The following is the financial summary and key highlights for the month of January 2015 at Wild Wings Golf Club:

January 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$26,012	\$29,371	\$3,359	\$215,276	\$273,657	\$58,381
F&B COGS	\$1,073	\$1,834	\$761	\$13,135	\$25,110	\$11,975
Merch. COGS	\$232	\$821	\$589	\$9,325	\$7,512	\$1,813
Total Cost of Sales	\$1,305	\$2,655	\$1,350	\$22,460	\$32,622	\$10,162
Gross Margin	\$24,707	\$26,716	\$2,009	\$192,816	\$241,035	\$48,219
Payroll Expense	\$25,223	\$30,727	\$5,504	\$179,518	\$222,049	\$42,531
Other Expense	\$12,993	\$13,168	\$175	\$121,023	\$121,343	\$320
NOI	\$13,509	\$17,179	\$3,670	\$107,725	\$102,357	\$5,368
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$43,750	\$43,750	\$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	\$19,759	\$23,429	\$3,670	\$217,290	\$162,107	\$379,397
Rounds	1,527	1,089	438	9,979	10,161	182
Average GF/CF	\$14	\$21	\$7	\$17	\$19	\$2

Overview:

January 2015 revenues were below budget forecast by \$3,359 and \$859 behind prior year. Rounds were above projections for January by 438 rounds and 449 rounds above the prior year. Green fee/cart revenue was \$1,568 behind budget. Great weather during January and discounted green fees helped increase rounds, but revenue for the month of January fell short of budget due to the discounted fees. NOI was ahead of budget projections for the month by \$3,670 and \$4,417 ahead of the prior year. Payroll came in under budget by \$5,500 and Operating Expenses were \$175 under budget. Closure of the F&B operation resulted in a revenue shortfall of \$2,236 to the budget, but F&B wages were \$5,300 ahead of budget.

Converted Rounds: 1,094 of the 1,527 rounds recorded for January were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 2,621 rounds for January. Total converted rounds for the fiscal year are 16,473.

Key Operational Highlights:➤ **Course & Grounds:****The following tasks were completed during January:**

- Seeded and sanded divots on all tees.
- Sprayed putting greens for disease prevention.
- Sprayed irrigation controllers for ant control and prevention.
- Applied fertilizer to putting greens.
- Baited and trapped gophers coming in from ag fields.
- Cleaned out plugged bunker drain on Hole #1.
- Replaced solenoid plungers on two fairway sprinklers on Hole #1.
- Replaced worn O-rings on sprinkler swing joints on following holes:
 - Replaced 4 on Hole #3
 - Replaced 2 on Hole #4
 - Replaced 1 each on Holes #5, #6 and #7
 - Replaced 2 on Hole #8
- Repaired 3 broken irrigation pipes on Hole #4.
- Repaired broken irrigation pipe on Hole #5.
- Repaired broken irrigation pipe on Hole #8.
- Replaced broken hydraulic hose on 3500D rough mower.

➤ **Personnel**

- No personnel changes were made in January.

➤ **General**

- Payroll was \$5,500 under projections, due to cut backs in operations and savings due to closure of the F&B operation.
- Operating Expenses were \$175 lower than budgeted.
- Food & Beverage missed revenue budget by \$2,236 due to closure of The Nest restaurant. However, F&B wages were \$5,300 under budget, and F&B COGS were \$761 below budget.
- There were 3 small outside tournaments booked in the month of January, as well as the Annual Men's Club Member-Guest event.

➤ **Key Actions to Drive Performance:**

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times, and weekend coupon specials.
- Maintained reduced green fees across the board to generate increase in play.

➤ **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 continue improving 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 January was outstanding and dry throughout the month having no rain fall for the first time in January in 165 years. Temperatures ranged from 30°F to 73°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
January 2015	85.5	9.2	9.8	8.4	7.8	9.5	76
January 2014	82.7	9.2	9.7	8.4	9.3	9.3	52

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall