



December 16<sup>th</sup>, 2014

Regina Espinosa  
 County of Yolo  
 Woodland, CA 95695

Dear Regina,

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

October 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$25,457	\$32,689	\$7,232	\$174,772	\$214,723	\$39,951
F&B COGS	\$786	\$2,863	\$2,077	\$11,101	\$19,789	\$8,688
Merch. COGS	\$953	\$720	\$233	\$6,698	\$5,566	\$1,132
<b>Total Cost of Sales</b>	<b>\$1,739</b>	<b>\$3,583</b>	<b>\$1,844</b>	<b>\$17,799</b>	<b>\$25,355</b>	<b>\$7,556</b>
<b>Gross Margin</b>	<b>\$23,718</b>	<b>\$29,106</b>	<b>\$5,388</b>	<b>\$156,973</b>	<b>\$189,368</b>	<b>\$32,395</b>
Payroll Expense	\$24,775	\$30,726	\$5,951	\$129,812	\$160,164	\$30,352
Other Expense	\$15,848	\$14,166	\$1,682	\$95,956	\$97,815	\$1,859
<b>NOI</b>	<b>\$16,905</b>	<b>\$15,786</b>	<b>\$1,119</b>	<b>\$68,795</b>	<b>\$68,611</b>	<b>\$184</b>
<b>Other Expenses</b>						
Management Fee	\$6,250	\$6,250	\$0	\$31,250	\$31,250	\$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
<b>Net Cash From Ops</b>	<b>\$23,155</b>	<b>\$22,036</b>	<b>\$1,119</b>	<b>\$268,720</b>	<b>\$115,861</b>	<b>\$384,581</b>
Rounds	1,335	1,291	44	7,804	8,250	446
Average GF/CF	\$16	\$18	\$2	\$18	\$18	\$0

**Overview:**

Total revenues for the month were \$7,232 below plan and \$5,200 behind the prior year. Rounds of golf played for the month were 44 rounds above projections and 223 rounds better than prior year. Green fee and cart revenue, however, was \$2,900 below budget due to reduction in green fees charged. Payroll for the month was \$5,951 under budget and \$5,593 better than prior year. Operating Expenses for the month were \$1,682 higher than budget but \$200 lower than prior year. The higher expenses were due again to purchases of fertilizer in Course and Grounds that were actually budgeted for future months but were necessary due to extended growing season. The EBITDA for the month was \$1,120 behind budget but \$2,580 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 of \$4,486, however, F&B Payroll was \$5,500 under budget and F&B COGS were \$2,000 better than budget. The weather for the month was normal with temperatures ranging from 37°F to 76°F. There were 3 days of rain during the month. 848 rounds of the 1,335 rounds recorded for the month were 18-hole rounds. Converting those rounds to 9-hole rounds resulted in a total of 2,183 rounds for November. Total converted rounds for the fiscal year now total 12,814.

*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 greens for disease control.
- Continued to weed-eat fence lines behind resident's homes.
- Applied Round-up to fence lines behind residents homes.
- Re-sodded dead patches on putting greens with sod from practice green
- Seeded bank above new bunker left of green on hole #1.
- Edged NCGA markers on tees.
- Edged around Kirby markers in fairways.
- Replaced two burned out irrigation satellite controller modules.
- Replaced two burned out irrigation satellite harness assembly terminal braids.
- Replaced irrigation sprinkler solenoid plungers in #1 and #6 fairways.

**➤ Personnel**

- No personnel changes were made in November.

**➤ General**

- Payroll was \$5,900 under projections, due to cut backs in operations and savings due to closure of the F&B operation.
- Operating Expenses were \$1,680 higher than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$4,486 due to closure of The Nest restaurant. However, F&B wages were \$5,500 under budget, and F&B COGS were \$2,000 below budget.
- There were 2 tournaments booked in the month of November. The Men's Club Member-Guest Tournament was held November 8<sup>th</sup>, and the Nick Stacey Memorial Tournament held on November 9<sup>th</sup>. None of the tournaments had food and beverage associated with them. A birthday party was held in The Nest with 15 people attending for a total of \$400.

**➤ 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 November was drier than normal for the month of November, and there was 3 days of rain. Temperatures ranged from 37°F to 76°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
November 2014	80.6	9.1	9.6	8.3	9.0	9.3	62
November 2013	53.1	8.6	9.3	8.0	8.3	8.7	32

Please call me if you have any questions.

Sincerely,

Steve Argo  
Regional Operating Executive  
KemperSports  
Cc: Jim Stegall