



November 13th, 2014

Regina Espinosa
 County of Yolo
 Woodland, CA 95695

Dear Regina,

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

October 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$31,193	\$38,775	\$7,582	\$149,315	\$182,033	\$32,718
F&B COGS	\$1,920	\$3,814	\$1,894	\$10,315	\$16,926	\$6,611
Merch. COGS	\$1,467	\$927	\$540	\$5,746	\$4,846	\$900
Total Cost of Sales	\$3,387	\$4,741	\$1,354	\$16,061	\$21,772	\$5,711
Gross Margin	\$27,806	\$34,034	\$6,228	\$133,254	\$160,261	\$27,007
Payroll Expense	\$26,218	\$31,955	\$5,737	\$105,036	\$129,438	\$24,402
Other Expense	\$21,450	\$15,172	\$6,278	\$80,108	\$83,649	\$3,541
NOI	\$19,862	\$13,093	\$6,769	\$51,890	\$52,826	\$936
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$25,000	\$25,000	\$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	\$26,112	\$19,343	\$6,769	\$291,875	\$93,826	\$385,701
Rounds	1,671	1,351	320	6,469	6,959	490
Average GF/CF	\$15	\$20	\$5	\$18	\$18	\$0

Overview:

Total revenues for the month were \$7,582 below plan and \$6,482 behind the prior year. Rounds of golf played for the month were 320 rounds above projections and 440 rounds better than prior year. Green fee and cart revenue, however, was \$1,560 below budget due to reduction in green fees charged. Payroll for the month was \$5,737 under budget and \$7,800 better than prior year. Operating Expenses for the month were \$6,278 higher than budget and \$5,044 higher than prior year. The higher expenses were due to delayed purchases in Course and Grounds that were actually budgeted for previous months but were put off due to extended growing season. The EBITDA for the month was \$6,700 behind budget and \$1,500 behind prior year. The closing of F&B service, with the exception of special events and select tournament groups, resulted in a revenue shortfall of \$6,600, however, F&B Payroll was \$5,900 under budget and F&B COGS were \$1,900 better than budget. The weather for the month was drier than normal with temperatures ranging from 43°F to 95°F. There were 3 days of scattered showers and light rain during the month. 1,111 rounds of the 1,671 rounds recorded for the month were 18-hole rounds. Converting those rounds to 9-hole rounds resulted in a total of 2,782 rounds for October. Total converted rounds for the fiscal year now total 10,631.

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

- Seeded and sanded divots on all tees
- Sprayed greens for disease control
- Sprayed greens for disease prevention
- Fertilized roughs
- Fertilized fairways
- Fertilized greens
- Weed-eated fence lines behind resident's homes
- Applied Round-up to fence lines behind resident's homes
- Began weed-eating around tree wells
- Repaired valve servicing Clubhouse lawn area
- Repaired pipe break behind restaurant next to practice putting green
- Repaired pipe breaks on holes #1, #4, and #8
- Repaired Rainbird irrigation sprinklers by replacing solenoid plungers on hole #2, #3 and #4
- Edged bunkers on holes #3, #5, #6, #7, and #8

➤ Personnel

- No personnel changes were made in October.

➤ General

- Payroll was \$5,700 under projections, due to cut backs in operations and savings due to closure of the F&B operation.
- Operating Expenses were \$6,200 higher than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$6,600 due to closure of The Nest restaurant. However, F&B wages were \$5,900 under budget, and F&B COGS were \$1,900 below budget.

➤ 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 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 October was drier than normal for the month of October, and there was 3 days of scattered showers and light rain. Temperatures ranged from 43°F to 95°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
October 2014	72.6	8.8	9.6	7.8	7.8	9.2	62
October 2013	90.0	9.3	9.6	8.9	9.0	9.6	40

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall