



March 12<sup>th</sup>, 2015

Regina Espinosa  
 County of Yolo  
 Woodland, CA 95695

Dear Regina,

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

February 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$23,420	\$27,017	\$3,597	\$238,696	\$300,674	\$61,978
F&B COGS	\$1,075	\$2,667	\$1,592	\$14,210	\$27,777	\$13,567
Merch. COGS	\$1,192	\$975	\$217	\$10,517	\$8,486	\$2,031
<b>Total Cost of Sales</b>	<b>\$2,267</b>	<b>\$3,642</b>	<b>\$1,375</b>	<b>\$24,727</b>	<b>\$36,263</b>	<b>\$11,536</b>
<b>Gross Margin</b>	<b>\$21,153</b>	<b>\$23,375</b>	<b>\$2,222</b>	<b>\$213,969</b>	<b>\$264,411</b>	<b>\$50,442</b>
Payroll Expense	\$25,227	\$29,014	\$3,787	\$204,744	\$251,064	\$46,320
Other Expense	\$9,984	\$12,567	\$2,583	\$131,007	\$133,910	\$2,903
<b>NOI</b>	<b>\$14,058</b>	<b>\$18,206</b>	<b>\$4,148</b>	<b>\$121,782</b>	<b>\$120,563</b>	<b>\$1,219</b>
<b>Other Expenses</b>						
Management Fee	\$6,250	\$6,250	\$0	\$50,000	\$50,000	\$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
<b>Net Cash From Ops</b>	<b>\$20,308</b>	<b>\$24,456</b>	<b>\$4,148</b>	<b>\$196,983</b>	<b>\$186,563</b>	<b>\$383,546</b>
Rounds	1,266	968	298	11,245	11,129	116
Average GF/CF	\$14	\$19	\$5	\$17	\$19	\$2

**Overview:**

February 2015 revenues were \$3,597 below budget and \$1,786 behind prior year. Rounds of golf were 298 rounds above projections and 449 rounds above the prior year. Green fee/cart revenue for the month was \$137 behind budget. Weather during the month of February was mild however the course was closed for 3 days due to rain and there were cart restrictions in place for a total of 5 days. The NOI was \$4,148 ahead of budget and \$3,700 ahead of the prior year. Payroll for the month was \$3,787 under budget and Operating Expenses were \$2,583 under budget. Closure of the F&B operation resulted in a revenue shortfall of \$4,281 to the budget, but F&B wages were \$4,559 better than budget. The bottom line was further assisted by F&B COGS coming in \$1,592 under budget.

- **Converted Rounds:** 937 of the 1,266 rounds recorded for February were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 2,203 rounds for February. Total converted rounds for the fiscal year are 18,676 rounds.



## Key Operational Highlights:

### ➤ Course & Grounds:

**The following tasks were completed during February:**

- Seeded and sanded divots on all tees.
- Applied light fertilizer to putting greens.
- Fertilized tees to help stimulate Bermuda grass out of dormancy.
- Shoveled sand back up bunker faces after storm washed it out.
- Repaired 3500D rough mower spindle assembly.
- Cut and sprayed Round-up on fence lines behind resident's houses.
- Baited and trapped gophers
- Sprayed landscaped areas in parking lot.
- Sprayed around cart storage area.
- Replaced plunger assemblies in Rainbird sprinklers
- Cut up and removed fallen limbs from large trees on property.

### ➤ Personnel

- Pro Shop Associate Travis Scott was replaced by Scott Cunningham.

### ➤ General

- Payroll was \$3,787 under projections, the savings due to closure of the F&B operation.
- Operating Expenses were \$2,583 lower than budgeted.
- Food & Beverage missed revenue budget by \$4,281 due to closure of The Nest restaurant. However we saved \$4,559 in F&B payroll and other expenses, as well as \$1,592 in F&B COGS.
- There were no outside tournaments booked in the month of February, but one Men's Club event garnered 36 players. (One of our better showings)

### ➤ 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, which seems to be working (note rounds totals going up).

### ➤ 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
- Continue to book banquet and parties for the Nest.

### ➤ 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.
- Randy attended the KemperSports Leadership Conference where we shared ideas and best practices. Randy brought back with him a new national directive to showcase Wild Wings Golf Course and the County of Yolo through a national "Instagram" contest.



- Utilizing Best Practices and KemperSports “Center of Excellence” library for additional ideas on promoting play and increasing revenues.

➤ **Weather for the month:**

- Weather in February was mild for most of the month, with the exception of 3 rain days causing the course to be closed for a few days. Carts were restricted due to the wet conditions for a total of 5 days. Temperatures ranged from 37°F to 76°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
February 2015	88.3	9.1	9.5	8.5	7.0	9.4	77
February 2014	82.5	9.1	9.5	8.4	8.8	9.4	40

Please call me if you have any questions.

Sincerely,

Steve Argo  
Regional Operating Executive  
KemperSports  
Cc: Jim Stegall