



April 18<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 March 2015 at Wild Wings Golf Club:

March 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$33,223	\$37,482	\$4,259	\$271,919	\$338,156	\$66,237
F&B COGS	\$1,552	\$3,159	\$1,607	\$15,762	\$30,936	\$15,174
Merch. COGS	\$3,296	\$988	\$2,308	\$13,813	\$9,474	\$4,339
<b>Total Cost of Sales</b>	<b>\$4,848</b>	<b>\$4,147</b>	<b>\$701</b>	<b>\$29,575</b>	<b>\$40,410</b>	<b>\$10,835</b>
<b>Gross Margin</b>	<b>\$28,375</b>	<b>\$33,335</b>	<b>\$4,960</b>	<b>\$242,344</b>	<b>\$297,746</b>	<b>\$55,402</b>
Payroll Expense	\$26,047	\$31,076	\$5,029	\$230,791	\$282,139	\$51,348
Other Expense	\$13,060	\$18,064	\$5,004	\$144,067	\$151,974	\$7,907
<b>NOI</b>	<b>\$10,732</b>	<b>\$15,805</b>	<b>\$5,073</b>	<b>\$132,514</b>	<b>\$136,367</b>	<b>\$3,853</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>\$16,982</b>	<b>\$22,055</b>	<b>\$5,073</b>	<b>\$186,251</b>	<b>\$202,367</b>	<b>\$388,618</b>
Rounds	1,751	1,050	701	12,996	12,179	817
Average GF/CF	\$15	\$26	\$11	\$17	\$20	\$3

**Overview:**

March 2015 revenues were \$4,259 below budget, but \$1,100 ahead of prior year. Rounds of golf were 700 rounds above projections and 546 rounds above the prior year. Green fee/cart revenue for the month was \$1,256 behind budget. Great weather during the month of March and discounted green fees helped increase rounds, but revenue for the month of March still fell short of budget due to the discounted green fees. The NOI was \$5,073 ahead of budget and \$3,200 ahead of the prior year. Payroll for the month was \$5,029 under budget and Operating Expenses were \$5,000 under budget. Closure of the F&B operation resulted in a revenue shortfall of \$3,883 to the budget, but F&B wages were \$5,248 better than budget. The bottom line was further assisted by F&B COGS coming in \$1,607 under budget.

- **Converted Rounds:** 1255 of the 1,751 rounds recorded for March were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 3,006 rounds for March. Total converted rounds for the fiscal year are 21,682 rounds.



## **Key Operational Highlights:**

### ➤ **Course & Grounds:**

#### **The following tasks were completed during March:**

- Seeded and sanded divots on all tees.
- Aerified and top-dressed all greens.
- Fertilized all greens.
- Repaired diesel engine on Toro 3500D rough mower.
- Replaced bed knives on Toro walking greens mowers.
- Replaced broken Hunter sprinklers in native grass areas.
- Replaced solenoid assembly on Rainbird Fairway sprinklers on holes #1 and #5.
- Replaced burned starter motor on Toro tri-plex greens mower.
- Performed maintenance tune-up on Toro sand machine engine.

### ➤ **Personnel**

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

### ➤ **General**

- Payroll was \$5,029 under projections, the savings due to closure of the F&B operation.
- Operating Expenses were \$5,004 lower than budgeted.
- Food & Beverage missed revenue budget by \$3,883 due to closure of The Nest restaurant. However, we saved \$5,248 in F&B payroll and other expenses, as well as \$1,607 in F&B COGS. We continue to offer Food and Beverage service from the Golf Shop, serving hot dogs, snacks and drinks. The Nest Restaurant is utilized for tournament banquets and other catered events.
- There was one outside tournaments booked in the month of March, and one Men's Club event garnered 28 players.

### ➤ **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 significantly).

### ➤ **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 work on booking banquet and parties for the Nest.

### ➤ **KemperSports - National and Regional Support Activities**

- Monthly sales call was conducted along with Steve Argo, Ross Liggett and Randy Thomas to review sales pace, revenue generating ideas and best practices.
- New Social Media emphasis through Instagram, Twitter and Facebook are working and along with our reduced rates, are helping to increase rounds and exposure to new golfers.
- Utilizing Best Practices and KemperSports "Center of Excellence" library for additional ideas on promoting play and increasing revenues.



➤ **Weather for the month:**

- Weather in March was very mild for most of the month. The course was closed one day for greens aerification. Temperatures during the month ranged from a low of 39°F to a high of 84°F.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
March 2015	76.6	9.1	9.5	8.6	8.0	9.3	77
March 2014	87.9	9.3	9.5	8.9	9.1	9.5	58

Please call me if you have any questions.

Sincerely,

Steve Argo  
Regional Operating Executive  
KemperSports  
Cc: Jim Stegall