



June 15th, 2015

Regina Espinosa
 County of Yolo
 Woodland, CA 95695

Dear Regina,

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

May 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$41,484	\$47,797	\$6,313	\$345,462	\$427,950	\$82,488
F&B COGS	\$2,026	\$4,540	\$2,514	\$18,858	\$39,416	\$20,558
Merch. COGS	\$890	\$1,554	\$664	\$16,583	\$12,147	\$4,436
Total Cost of Sales	\$2,916	\$6,094	\$3,178	\$35,441	\$51,563	\$16,122
Gross Margin	\$38,568	\$41,703	\$3,135	\$310,021	\$376,387	\$66,366
Payroll Expense	\$28,447	\$31,873	\$3,426	\$283,448	\$345,181	\$61,733
Other Expense	\$469	\$20,737	\$20,268	\$165,053	\$189,168	\$24,115
NOI	\$9,652	\$10,907	\$20,559	\$138,480	\$157,962	\$19,482
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$68,750	\$68,750	\$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	\$3,402	\$17,157	\$20,559	\$161,535	\$242,712	\$404,247
Rounds	2,061	1,491	570	16,832	15,075	1,757
Average GF/CF	\$16	\$22	\$6	\$16	\$20	\$4

Overview:

May 2015 revenues were \$6,313 below budget, and \$6,558 behind prior year. Rounds of golf were 570 rounds above projections and 468 rounds above the prior year. Green fee/cart revenue for the month was \$943 ahead of budget. Great weather during May and discounted green fees helped increase rounds, and improve revenue in green fees and carts. NOI was ahead of budget projections for the month by \$20,559 and \$16,810 ahead of the prior year. Payroll came in under budget by \$3,426 and Operating Expenses were another \$20,268 under budget. The operating expenses were low as a result of over-charges by PG&E that were finally credited properly to our account. Closure of the F&B operation resulted in a revenue shortfall of \$7,033 to the budget, but \$5,550 was saved in F&B wages, and \$2,514 was saved in F&B COGS.

- **Converted Rounds:** 1,231 of the 2061 rounds recorded for May were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 3,275 rounds for May. Total converted rounds for the fiscal year are 27,849 rounds.

Northwest Regional Office
 2054 Mandelay Place, San Jose, CA 95138
 (415)722-3580

Key Operational Highlights:**Course & Grounds: The following tasks were completed during the month of May**

- Seeded and sanded divots on all tees.
- Fertilized all greens.
- Fertilized fairways
- Mowed vacant field behind hole #4, and residents' homes.
- Received used rough mower purchased from City of Roseville.
- Repaired leaking fairway sprinklers on holes #1, 4 & 8.
- Repaired broken irrigation pipes on holes #1, 4 & 8.
- Replaced bushings on rear wheel turning fork.
- Replaced broken on/off valve on ice machine in cart barn.
- Cleaned battery acid leaked from golf carts from floor in cart barn.
- Repaired leaking valve in landscape area of Clubhouse parking lot
- Cut low hanging branches from residents' tree on path from hole #7 to hole #8.

Personnel

- No personnel changes were made in May.

General

- Payroll was \$3,426 under projections due mainly to the closure of the F&B operation.
- Operating Expenses were \$20,268 under budget, due to a credit received from PG&E for over-charges during the year.
- Food & Beverage missed revenue budget by \$7,033 due to closure of The Nest restaurant. However, we saved \$5,550 in F&B payroll and other expenses, as well as \$2,514 in F&B COGS. We continue to offer Food & Beverage service from the Golf Shop, serving hot dogs, snacks and drinks. The Nest Restaurant is only utilized for tournament banquets and other catered events.
- There were four outside tournaments booked in the month of May, and one Men's Club event. Only one of the four outside events utilized Food & Beverage banquet space.

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 total rounds 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.
- General Manager Randy Thomas attended the Kemper Western Regional Conference in Palm Desert in the week following Memorial Day. New marketing ideas were discussed and those pertinent to the operation at Wild Wings will be implemented.
- New Social Media emphasis through Instagram, Twitter and Facebook are showing results along with our reduced rates 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:

- The weather was mild throughout the month of May, and there was no rain. Temperatures ranged from a low of 45°F to a high of 91°F. Weather for the month was ideal.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
May 2015	83.3	9.2	9.5	8.7	3.0	9.3	72
May 2014	86.9	9.3	9.4	9.0	9.3	9.5	61

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Vice President of Operations
KemperSports
Cc: Jim Stegall