



September 16, 2015

Regina Espinosa
 County of Yolo
 Woodland, CA 95695

Dear Regina,

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

August 2015	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$38,115	\$45,442	\$7,327	\$79,237	\$87,047	\$7,810
F&B COGS	\$1,830	\$2,372	\$542	\$4,033	\$4,970	\$937
Merch. COGS	\$2,618	\$1,995	\$623	\$2,817	\$3,407	\$590
Total Cost of Sales	\$4,448	\$4,367	\$81	\$6,850	\$8,377	\$1,527
Gross Margin	\$33,667	\$41,075	\$7,408	\$72,387	\$78,670	\$6,283
Payroll Expense	\$29,033	\$26,341	\$2,692	\$55,537	\$52,586	\$2,951
Other Expense	\$12,124	\$20,008	\$7,884	\$32,040	\$40,751	\$8,711
NOI	\$7,490	\$5,274	\$2,216	\$15,190	\$14,667	\$523
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$12,500	\$12,500	\$0
Interest Expense Debt	\$0	\$0	\$0	\$11,972	\$22,736	\$10,764
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$0	\$0	\$0		\$0	\$0
Net Cash From Ops	\$13,740	\$11,524	\$2,216	\$39,662	\$49,903	\$10,241
Rounds	1,930	1,748	182	3,974	3,583	391
Average GF/CF	\$15	\$20	\$5	\$15	\$19	\$4

Overview:

August 2015 revenues were \$7,327 below budget and \$4,426 behind prior year. Rounds of golf for the month were 182 rounds above projections and 10 rounds above the prior year. Most of the shortage for the month was due to green fee / cart revenue coming in \$5,900 short of budget. Discounted green fees helped increase rounds, but not enough to offset reduced revenue due to discounting. Weather during August was a major factor in detaching golfers from playing. It was extremely hot, and with the fires burning in Northern California, it made the air quality very poor for outdoor activities. The EBITDA for the month was \$2,215 behind budget projections and \$1,882 behind last year. Payroll for the month was \$2,692 over budget, and Operating Expenses were \$7,884 better than budget. The closure of the F&B operation resulted in a revenue shortfall of \$801 to budget, but \$159 was saved in F&B wages, and \$542 was saved in F&B COGS.

- **Converted Rounds:** 977 of the 1930 rounds recorded for August were 18 hole rounds. Converting those rounds to 9 hole rounds resulted in a total of 2,907 rounds for August. Total converted rounds for the fiscal year to date are 6,053 rounds.



Key Operational Highlights:

Course & Grounds:

The following tasks were completed during the month of August

- Reseeded and sanded divots on tees.
- Fertilized all putting greens.
- Sprayed all putting greens for caterpillars.
- Applied Calcium Sulfate to Greens
- Removed Bermuda runners from fairway yardage and distance markers on tees.
- Trimmed low hanging tree limbs.
- Filled old squirrel and gopher holes with soil and repaired sod.
- Replaced broken drive belt on Toro rough mower.
- Rebuilt front rollers on fairway mower.
- Sharpened rotary blades on rough mower
- Removed weeds and debris from parking lot and trimmed bushes.
- Repaired leaking fairway sprinklers with new solenoid plungers, holes #4, #5, #1.
- Repaired broken irrigation pipes on holes #4, #6, #8, #9.
- Unclogged cart path drain on path next to #3 tee.
- Replaced splintered sand trap rake handles.
- Repaired hose at cart wash area.
- Set gopher traps for varmint removal.

Personnel

- There were no changes made in personnel during the month of August.

General

- Payroll was \$2,692 over projections due mainly to some overtime in golf course maintenance, and extra Golf Shop hours due to length of days.
- Operating Expenses were \$7,884 under budget.
- Food & Beverage missed revenue budget by \$801 due to closure of The Nest restaurant. However, we saved \$159 in F&B payroll and other expenses, as well as \$542 in F&B COGS. Food & Beverage COGS were at budget. We continue to offer Food & Beverage service from the Golf Shop, serving hot dogs, snacks and drinks. The Nest Restaurant continues to be utilized for tournament banquets and other catered events.
- There was one Men's Club, NCGA qualifying tournament during the month, and no outside events.
- Merchandise COGS were high due to a balance correction from last month.

Key Actions to Drive Performance:

- Continued with Weekday 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.
- New Social Media emphasis through Instagram, Twitter and Facebook continue, and 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:

- Weather was hot and dry throughout the month, with no rain. Temperatures ranged from low of 54° to a high of 105°F. Although we were above budget in rounds, the smoke from area fires burning for much of the month kept a lot of people indoors.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
August 2015	88.9	9.3	9.6	8.9	8.8	9.5	54
August 2014	83.7	9.1	9.5	8.5	7.0	9.3	92

Please call me if you have any questions.

Sincerely,

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