



February 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 January 2014 at Wild Wings Golf Club:

January 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$26,871	\$30,900	\$4,029	\$264,788	\$274,208	\$9,420
F&B COGS	\$2,344	\$3,444	\$1,100	\$31,453	\$29,876	\$1,577
Merch. COGS	\$867	\$606	\$261	\$7,800	\$5,397	\$2,403
Total Cost of Sales	\$3,211	\$4,050	\$839	\$39,253	\$35,273	\$3,980
Gross Margin	\$23,660	\$26,850	\$3,190	\$225,535	\$238,935	\$13,400
Payroll Expense	\$29,269	\$30,875	\$1,606	\$233,451	\$222,405	\$11,046
Other Expense	\$12,317	\$13,193	\$876	\$115,302	\$119,243	\$3,941
NOI	\$17,926	\$17,218	\$708	\$123,218	\$102,713	\$20,505
Other Expenses						
Management Fee	\$6,250	\$6,250	\$0	\$43,750	\$43,750	\$0
Interest Expense Debt	\$0	\$0	\$0	\$15,723	\$6,000	\$9,723
Interest Expense Leases	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from County	\$0	\$0	\$0	\$240,644	\$0	\$240,644
Net Cash From Ops	\$24,176	\$23,468	\$708	\$82,159	\$152,463	\$234,622
Rounds	1,078	867	211	8,515	8,839	324
Average GF/CF	\$21	\$25	\$4	\$22	\$21	\$1

Overview:

Total revenues for Wild Wings were \$4K below plan and \$2K below prior year. Year to date total revenues are \$9K below plan but \$ 7K ahead of prior year. Rounds of golf played for the month were 211 rounds ahead of projections and 64 rounds ahead of prior year. Year to date rounds of golf are 324 rounds below plan and 314 rounds ahead of prior year. Payroll for the month was \$1.6K better than plan and \$1K lower than prior year. Year to date Payroll is \$11K over projections and \$3K over prior year. Operating Expenses for the month were \$876 better than budget and \$600 higher than prior year. Year to date Operating Expenses are \$3.9K better than budget and even with prior year. The NOI for the month was \$708 below budget and flat to prior year. The operational change in F&B of reducing service levels, so that all F&B is served out of the golf shop with the exception of special events and select tournament groups resulted in a revenue shortfall of \$5.7K, but was partially recouped as F&B payroll for the month was \$4K better than budget. The weather for the month was better than average for January, with less than typical rainfall and recorded temperatures between 30°F and 76°F. The 18 hole rounds converted to 9 hole rounds resulted in rounds total of 1,318 for January. YTD converted rounds total 12,869.

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

- Seeded and sanded divots on all tees.
- Fertilized all putting greens.
- Sprayed all greens for prevention of cold season diseases.
- Repaired leaking valves left side of greens on holes #6, #8 and #9.
- Repaired broken lateral pipe in rough on hole #4.
- Replaced 5 sprinklers in native area on hole #3.
- Replaced 5 sprinklers in native area on hole #5 and 1 sprinkler next to fence beside the tee.
- Replaced 2 sprinklers in native area on hole #6.
- Replaced 2 core tube plunger assemblies on hole #9.
- Exposed broken pipe on hole #6, which is under residents fence on their property.
- Trapped gophers coming from agriculture fields on to course.
- Replaced worn hydraulic seal on Toro sand machine.

➤ Personnel

- No personnel changes were made in December.

➤ General

- Green fees and cart fees were \$1,200 ahead of budget.
- Payroll was \$1,600 better than projections.
- Operating Expenses were \$300 better than budget.
- Food and Beverage missed budget \$4,800 due to temporary closure of restaurant. Food service was limited to Pro Shop service for majority of the month.
- NOI was \$1,200 behind budget.

➤ Key Performance Highlights

- Weather was milder in January, with temperatures ranging from a low of 30°F to a high of 76°F. There was little rain during the month, and winds did not factor in play days.
- There were no tournaments held in December

➤ Key Actions to Drive Performance:

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times.
- Closure of The Nest Restaurant reduced revenues, but savings in payroll made up for most of the loss.

➤ 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 F&B operation is expected to save significantly in payroll in the coming months.



➤ **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.

➤ **Weather for the month:**

- Weather was mild in January with just one day of recorded rainfall. Frost delays were in place during the month, but overall, temperatures ranged from a low of 30° to a high of 76°.

Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
January 2013	82.7	9.2	9.8	8.4	9.3	9.3	52
January 2012	83.6	8.9	9.5	8.0	8.5	9.4	67

Please call me if you have any questions.

Sincerely,

Steve Argo
Regional Operating Executive
KemperSports
Cc: Jim Stegall