



July 17<sup>th</sup>, 2014

Regina Espinosa  
 County of Yolo  
 Woodland, CA 95695

Dear Regina,

The following is the financial summary and key highlights for the month of June 2014 at Wild Wings Golf Club:

June 2014	Actual	Budget	Variance	YTD	Budget	Variance
Total Revenue	\$42,067	\$55,005	\$12,938	\$457,643	\$507,569	\$49,926
F&B COGS	\$4,501	\$4,999	\$498	\$46,821	\$53,852	\$7,031
Merch. COGS	\$1,118	\$1,293	\$175	\$14,700	\$10,612	\$4,088
<b>Total Cost of Sales</b>	<b>\$5,619</b>	<b>\$6,292</b>	<b>\$673</b>	<b>\$61,521</b>	<b>\$64,464</b>	<b>\$2,943</b>
<b>Gross Margin</b>	<b>\$36,448</b>	<b>\$48,713</b>	<b>\$12,265</b>	<b>\$396,122</b>	<b>\$443,105</b>	<b>\$46,983</b>
Payroll Expense	\$34,208	\$31,565	\$2,643	\$387,029	\$376,389	\$10,640
Other Expense	\$20,962	\$19,245	\$1,717	\$199,873	\$215,860	\$15,987
<b>NOI</b>	<b>\$18,722</b>	<b>\$2,097</b>	<b>\$16,625</b>	<b>\$190,780</b>	<b>\$149,144</b>	<b>\$41,636</b>
<b>Other Expenses</b>						
Management Fee	\$6,250	\$6,250	\$0	\$75,000	\$75,000	\$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	\$240,676	\$0	\$240,676
<b>Net Cash From Ops</b>	<b>\$24,972</b>	<b>\$8,347</b>	<b>\$16,625</b>	<b>\$40,827</b>	<b>\$230,144</b>	<b>\$189,317</b>
Rounds	1,340	2,030	690	14,950	16,041	1,091
Average GF/CF	\$22	\$20	\$2	\$22	\$22	\$0

**Overview:**

Total revenues for the month were \$13k below plan and \$6,400 behind the prior year. The year finished with total revenues \$50k below plan and \$15k behind prior year. Rounds of golf played for the month were 690 rounds below projections and 120 rounds behind last year. Year to date rounds of golf are 1,090 rounds below plan and 166 rounds behind prior year. Payroll for the month was \$2,643 higher than plan, but \$4,000 better than prior year. Year-end Payroll finished \$10k over projections but \$13k under prior year. Operating Expenses for the month were \$100 better than budget and \$1,700 better than prior year. Year to date Operating Expenses are \$17.8k better than budget and \$12k better than prior year. The EBITDA for the month was \$16k below budget but flat to prior year. Year ending EBITDA was \$41k below budget and \$28k better than prior year.

The operational changes in F&B of reducing service levels, temporarily reducing dinner service, with the exception of special events and select tournament groups, resulted in a revenue shortfall in Food and Beverage of \$3,000. F&B Payroll was also over budget from training new wait staff and extending hours of operation on weekends. F&B COGS was \$500 below budget. The weather for the month was extremely hot, with temperatures in the mid to high 90's and several days over 100°F. There were 0 days of rain during the month. 787 rounds of the 1,375 rounds recorded for the month were 18-hole rounds. Converting the rounds to 9-hole rounds resulted in a total of 2,158 rounds, and YTD converted rounds finished at 23,216.

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## Key Operational Highlights:

### ➤ Golf Course Maintenance

- Seeded and sanded divots on all tees.
- Sprayed for broadleaf weeds in bunkers.
- Edged Bunkers.
- Edged around #4 green to stop Bermuda encroachment.
- Replaced 2 Hunter sprinklers on Hole #1
- Replaced 1 Hunter sprinkler on Hole #2
- Repaired broken pipe and replaced 2 Hunter sprinklers on Hole #4.
- Replaced 2 Hunter sprinklers on Hole #5
- Repaired irrigation valve on Hole #6.
- Repaired broken pipe on Hole #8.
- Replaced defective Hunter sprinkler on Hole #9.
- Replaced 6 worn out flag poles.
- Repaired steering cylinder seals on Fairway mower.
- Repaired bearing on rough mower rollers.

### ➤ Personnel

- Added Maxine Howard to part-time server staff in restaurant.

### ➤ General

- Payroll was \$2,750 over projections, due to longer days and hours of operation.
- Operating Expenses were slightly better than budget, due to timing of purchases.
- Food & Beverage missed revenue budget by \$2,900, due to heat and lack of golfers.

### ➤ Key Actions to Drive Performance:

- Continued with Weekday foursome specials in Consumer Guide, focusing on under-utilized tee times, and weekend coupon specials.
- Restructure of the Nest Restaurant reducing revenues.

### ➤ 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.
- Use of POS receipts in Golf Shop offering discounts on food and beverage in The Nest.
- Restructuring of the F&B operation is expected to improve revenues in the coming months, while realizing savings in payroll and cost of goods.

### ➤ 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.
- Utilizing Best Practices and Kemper Center of Excellence library for additional ideas on promoting play and increasing revenues.

### ➤ Weather for the month:

- Weather in June was exceptionally hot with no rain. There were 5 days with temperatures above 100°F, and 6 more days with temperatures in the mid and high 90's. The wind was an additional factor during the month with winds of 15-25 mph on several days where temperatures were in the 90°F range.



Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
June 2014	92.7	9.4	9.6	9.0	9.2	9.6	40
June 2013	86.3	9.2	9.6	8.6	8.3	9.4	73

Please call me if you have any questions.

Sincerely,

Steve Argo  
Regional Operating Executive  
KemperSports  
Cc: Jim Stegall