



October 20, 2016

Mr. Alex Boyer
 Parks & Recreation Supervisor
 City of Palm Coast
 305 Palm Coast Pkwy, NE.
 Palm Coast, FL 32137

Mr. Boyer,

The following is the Operational and Financial Summary Report for September 2016 for Palm Harbor GC.

FINANCIAL SUMMARY FOR MONTH ENDING SEPTEMBER 2016									
Revenue	Current				Year to Date				
	Actual	Budget	Variance		Actual	Budget	Pr. Year	Variance	
Course & Grounds	\$ 13,380	\$ 19,438	\$ (6,058)		\$ 377,367	\$ 431,656	\$ 374,964	\$ (54,289)	
Cart Fees	\$ 31,390	\$ 26,263	\$ 5,127		\$ 455,829	\$ 485,104	\$ 463,700	\$ (29,275)	
Range	\$ 3,231	\$ 3,198	\$ 33		\$ 57,676	\$ 57,223	\$ 54,338	\$ 453	
Pro- Shop Revenues	\$ 4,578	\$ 3,427	\$ 1,151		\$ 106,904	\$ 73,830	\$ 76,424	\$ 33,074	
Food & Beverage	\$ 11,992	\$ 12,063	\$ (71)		\$ 208,796	\$ 200,209	\$ 194,909	\$ 8,587	
Loyalty Program	\$ 1,350	\$ -	\$ 1,350		\$ 46,564	\$ 27,018	\$ 26,146	\$ 19,546	
Misc	\$ -	\$ -	\$ -		\$ -	\$ (2)	\$ -	\$ 2	
Total Revenue	\$ 65,921	\$ 64,389	\$ 1,532		\$ 1,253,136	\$ 1,275,038	\$ 1,190,481	\$ (21,902)	
Cost of Sales	\$ 6,749	\$ 5,941	\$ 808		\$ 125,418	\$ 99,211	\$ 98,397	\$ 26,207	
Merchandise	\$ 1,809	\$ 1,633	\$ 176	70%	\$ 48,016	\$ 27,170	\$ 30,915	\$ 20,846	72%
Food and Beverage	\$ 4,939	\$ 4,308	\$ 631	41%	\$ 77,402	\$ 72,041	\$ 67,481	\$ 5,361	37%
Gross Margin	\$ 59,172	\$ 58,448	\$ 724		\$ 1,127,718	\$ 1,175,827	\$ 1,092,084	\$ (48,109)	
Total Payroll	\$ 57,522	\$ 64,773	\$ (7,251)		\$ 813,893	\$ 787,541	\$ 731,039	\$ 26,352	
Operating Expenses	\$ 59,749	\$ 50,680	\$ 9,069		\$ 583,340	\$ 601,169	\$ 612,694	\$ (17,829)	
EBITDA	\$ (58,099)	\$ (57,005)	\$ (1,094)		\$ (269,515)	\$ (212,883)	\$ (251,649)	\$ (56,632)	
Other Expenses	\$ 7,000	\$ 7,000	\$ -		\$ 87,108	\$ 84,000	\$ 94,543	\$ 3,108	
Management Fee	\$ 7,000	\$ 7,000	\$ -		\$ 87,108	\$ 84,000	\$ 94,543	\$ 3,108	
Disb. to Owner	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	
Net Operating Inco	\$ (65,099)	\$ (64,005)	\$ (1,094)		\$ (356,623)	\$ (296,883)	\$ (346,192)	\$ (59,740)	

Rounds

Daily Fee rounds	2,364	2,197	167		30,315	33,094	32,257	(2,779)
Other Rounds	133	224	(91)		3,016	2,169	2,126	847
Total Rounds	2,497	2,421	76		33,331	35,264	34,383	(1,933)
Avg. GF&CF	\$ 17.93	\$ 18.88	\$ (0.95)		\$ 25.00	\$ 26.00	\$ 24.39	\$ (1.00)
Avg. Merch/Round	\$1.83	\$1.42	\$ 0.42		\$3.21	\$2.09	\$2.22	\$ 1.11
Avg. F&B/round	\$4.80	\$4.98	\$ (0.18)		\$6.26	\$5.68	\$5.67	\$ 0.59



Executive Overview

September 2016 beat top line budget revenues by \$1,532. Strong Food & Beverage Sales, as well as continued growth in Loyalty Card sales helped drive revenues \$13k over prior year. Rounds above budget for month, but still short YTD. Course was limited to drive greens fees and rounds due to sand trap renovation underway.

Operational Expenses were above for month, but 3% under, YTD

Overall Labor expenses well under for the month, staffing levels will remain in place until season picks up.

Departmental Summaries

Course & Grounds

- Continued Weekly foliar spray applications on greens utilizing and rotating liquid fertilizers, fungicides, wetting agents, and plant growth regulator.
- Applying greens grade fertilizers (14-2-14) to greens bi-weekly and liquid fertilizer supplement as needed on a weekly basis
- Wall to Wall fertilizer application was made with an 18-0-17 yielding a little over a pound of nitrogen per thousand square feet
- Average high temperature for August was 90, average low was 73, with 4.13 inches of rain resulting in a couple of cart path only situations.
- Still in the growing season which means that most of our manpower is used for the mowing process at this time.
- The Bunker renovation project started on September 12th, with Landirr working as the contractor. The project is ahead of schedule and the work is being performed very well. We have been using temporary greens on a couple holes at a time to allow the workers to perform their tasks uninterrupted. The project is going really smoothly.
- A new nematicide product was tested on greens number 4 and 14 back in August. This product is called Nimitz. Nimitz is expensive (\$475 per 40 pound pail to be applied at 80 to 120 pounds per acre). This product is very safe with no re-entry restrictions. Nematode assay results show a sharp reduction in nematode counts.
- Applied Specticle as our fall pre-emergent herbicide program. It worked very well for us last year.

Personnel

- Paul Trettner, PGA, was hired to assist in junior development growth
- Various positions in Course & Grounds are undergoing changes, with new hires already in place and trained

Golf

- Survey results continue to show bunkers receiving highest level of dissatisfaction. Some detracting statement on fairway conditions, and speed of greens.
- 79 Rounds booked via GolfNow with \$1205.00 in sales. **Number includes "trade" rounds*
- \$1350 in Players Pass sold for year to date total = \$46,564 vs 27,018 in 2015

Marketing

Monthly Marketing call with Jody Graham (ROE) and Craig Falanga (Regional Marketing Director) took place on the first Thursday of the month. Tournaments and Outing growth was reviewed, along with upcoming marketing efforts centered on season. *Below are the contents of the Monthly Marketing/Revenue Report*

GROUP & OUTINGS

- Jackson Friday League
- Mike Carter Group – Cypress Knoll Pickup
- Keefe Group – Cypress Knoll Pickup
- Gearst Golf Group – 24 players
- Young Professionals Networking – 50 players
- Yacht Club Dinner (3)



Leads/Upcoming

- Coldwell Banker – Gratitude America
- Palm Coast Rowing Club Outing
- Edge Church Outing
- NEFSGA – Signed Contract Nov 16
- Golf Channel Am Tour
- Additional Hammock Groups

Camps/Clinics/Internal

- Summer Camps – 2 Sessions – 58 participants
 - City of Palm Coast breakout sessions “Fun in the Sun” 100+ juniors
- Players Pass Special \$19/\$25 for Guests. Ran 2x during September
- Charity Golf Saturday – Surfers Against Autism
- Improved Facebook/Instagram postings

WHOLESALEERS/GOLFNOW

- Updated pricing and agreements submitted for Florida’s First Coast of Golf and TeeTimesUSA

Projects in the works (but not limited to)

- Website revamp
- Phase I & II Bunker Renovation = Sept 1 2016 start date. Client opened up project for bids.
- Senior Games – September
- Vastly improved Social Media efforts
- Junior tees – Small stencil on cart path for identification

Players Pass PROGRAM

- **576 Passes Sold = \$46,564.00**
- **Pricing switched to \$50.00 for remainder of year**

Summary

September’s biggest wins were:

- Loyalty Card Sales
- Tremendous growth in junior camps/clinics
- NPS and Course Rating holding at higher levels

Key Performance Highlights:

- Overall Revenues beat Budget
- Labor reductions proved to be extremely effective
- Loyalty Cards Sales = \$1350 vs \$0.00 in 2015
- NPS 77.8 vs 51.5 September 2015

Key Performance Issues:

- Golf Shop COGS balancing out, but still over YTD
- Marketing Spend over for month
- Reduced rounds due to bunker renovation impacts

Key Actions to Drive Performance:

- Continue Seasonal Labor Reductions through winter rates
- Maximize on revenues from Camps/Clinics, and Loyalty Card
- Aggressive Marketing, Shoulder Season sales - eCommerce



Course	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Sept 2016	78.8	8.5	9.2	7.7	9.0	9.3	18
Sept 2015	51.5	8.4	8.9	7.7	8.8	8.6	30

Respectfully Submitted,

Regional Operations Executive
KemperSports