



To: Todd Mayfield, President LFCC
From: Rob Walls, General Manager
CC: Board of Directors, Jon Cheshire (KS)
Re: Lincolnshire Fields Country Club

Overview:

January was a solid financial month. Revenues exceeded budget, helped by a healthy dues line and initiation fees, which offset elevated payroll and OPEX. The club finished with an EBITDA of \$29,281 versus a budget of \$26,394.

Lincolnshire Fields
 Standard Summary Income Statement
 For the Three Months Ending January 31, 2024

Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY	Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months	
REVENUES												
0	0	0%	72	0%	Green Fees & Cart Fees	3,368	2,635	128%	3,553	65%	293,549	249,009
867	2,550	34%	786	110%	Merchandise	8,713	12,450	70%	9,899	80%	192,850	194,670
143	0	0%	693	21%	Other Pro Shop	374	0	0%	1,372	27%	0	4,100
36,165	43,500	83%	28,799	126%	Food and Beverage	201,716	151,500	133%	125,401	161%	999,978	1,025,676
0	0	0%	0	0%	Food and Beverage Gratuities Income	0	0	0%	0	0%	0	60
184,915	175,358	105%	155,374	119%	Membership Dues	521,299	496,602	105%	459,317	113%	2,137,039	1,987,987
8,966	0	0%	6,000	150%	Initiation Fees	15,100	0	0%	6,000	252%	151,500	179,200
(2,948)	5,765	-51%	(1,346)	210%	Deferred IFee Rev Adj	2,994	17,295	17%	7,937	39%	(72,600)	(109,875)
0	0	0%	0	0%	Other Operating Revenues	0	0	0%	0	0%	25,600	26,588
1,898	0	0%	762	249%	Other G&A Income	5,177	0	0%	1,055	481%	0	11,630
230,636	227,173	101%	191,139	120%	TOTAL REVENUE	758,740	680,482	112%	614,434	123%	3,715,915	3,568,255
COST OF SALES												
633	2,423	26%	521	122%	Merchandise	8,535	10,167	84%	8,291	103%	147,177	158,025
14,008	16,480	85%	13,937	101%	Food & Beverage	69,446	57,328	121%	53,955	128%	390,324	382,759
14,641	18,883	78%	14,468	101%	TOTAL COGS	77,981	67,494	116%	62,246	126%	627,500	540,784
73.0%	96.0%	76.8%	66.3%	110.1%	COGS - Merchandise %	98.0%	81.7%	120.0%	83.2%	76.3%	1032.2%	437.0%
38.4%	37.8%	101.4%	60.7%	63.2%	COGS - Food %	37.8%	37.8%	99.9%	88.2%	78.4%	38.0%	47.0%
PAYROLL												
28,876	29,002	100%	24,903	116%	Course and Grounds	107,448	108,209	99%	91,898	117%	593,374	533,587
8,531	8,806	96%	5,068	168%	Pro Shop	26,344	24,799	106%	16,826	157%	199,097	138,460
55,200	54,458	101%	41,519	133%	Food and Beverage	168,119	165,734	101%	136,234	123%	771,201	718,304
0	0	0%	0	0%	Other Operating Departments	(1,037)	0	0%	110	-93%	93,810	81,257
22,832	21,283	107%	19,736	116%	General and Administrative	66,301	63,233	105%	54,366	121%	277,155	269,970
115,639	113,349	102%	91,228	127%	TOTAL PAYROLL	367,175	361,976	101%	296,824	122%	1,893,637	1,741,678
OPERATING EXPENSES												
4,557	5,922	77%	6,327	72%	Course and Grounds	25,465	20,166	126%	20,980	122%	311,264	272,286
2,502	2,502	100%	0	0%	Carts, Range, Starters, Etc.	7,507	7,506	100%	3,462	217%	33,524	17,516
1,094	550	199%	807	132%	Pro Shop	3,347	2,425	138%	2,467	136%	11,675	17,871
9,224	7,501	123%	7,899	117%	Food and Beverage	99,248	23,853	165%	22,807	174%	147,202	179,605
446	60	741%	67	700%	Other Operating Departments	1,348	180	749%	175	770%	32,020	29,929
52,753	52,613	101%	47,087	112%	General and Administrative	151,021	159,879	94%	148,662	102%	701,443	695,815
70,574	68,548	103%	62,178	114%	TOTAL OPERATING EXPENSES	227,934	214,009	107%	196,232	115%	1,237,128	1,202,422
200,754	200,780	100%	167,863	120%	TOTAL EXPENSES	673,090	643,478	105%	560,302	120%	3,658,266	3,484,883
29,281	26,394	111%	23,276	126%	EBITDA	85,649	37,004	231%	54,133	158%	57,649	83,371
FINANCING ACTIVITY												
(9,199)	(5,227)	176%	(3,991)	230%	Interest Expense - Debt	(22,493)	(15,892)	143%	(14,200)	156%	(62,729)	(83,019)
(4,667)	(4,510)	103%	(3,102)	150%	Interest Expense - Leases	(14,379)	(13,940)	103%	(5,753)	250%	(49,130)	(20,449)
1,206	0	0%	322	374%	Interest Income	3,086	0	0%	869	463%	0	10,682
(12,660)	(9,737)	130%	(6,771)	187%	TOTAL FINANCING ACTIVITY	(33,776)	(29,622)	114%	(19,283)	175%	(111,859)	(102,785)
OTHER INCOME (EXPENSE)												
54,365	52,000	104%	51,161	106%	Dues - Capital Improvement	163,300	156,000	105%	150,238	109%	624,000	636,592
1,977	1,594	124%	63	312%	Initiation Fees - Capital Improvement	5,581	4,783	117%	63	8930%	28,650	15,488
250	0	0%	3,750	7%	Operating Assessments	4,425	0	0%	3,750	118%	130,000	147,025
(37,335)	(35,828)	104%	(32,081)	116%	Depreciation & Amortization	(112,006)	(107,494)	104%	(86,244)	116%	(428,938)	(425,701)
0	0	0%	0	0%	Gain/(Loss) On Disposal Of Assets	0	0	0%	0	0%	0	20,712
0	0	0%	0	0%	Other Expenses / Capital Reserve / Impairment	0	0	0%	0	0%	0	(14,127)
19,196	17,766	108%	22,892	84%	TOTAL OTHER INCOME (EXPENSE)	61,300	53,299	115%	57,807	106%	352,914	379,986
35,818	34,422	104%	39,397	91%	NET INCOME	113,173	60,681	187%	92,656	122%	298,704	360,574
0	0	0%	1	0%	Paid Rounds	62	25	248%	36	172%	2,235	1,738
0	0	0%	19	0%	Member Rounds	335	350	96%	394	95%	12,600	11,177
0	0	0%	0	0%	Other Rounds	0	0	0%	0	0%	0	3
0	0	0%	20	0%	Total Rounds	397	375	106%	390	102%	14,835	12,916
0	0	0%	191,139	0%	Revenue/Paid Rounds	12,238	27,219	45%	17,068	72%	1,663	84,474
0	0	0%	9,557	0%	Revenue/Total Rounds	1,911	1,815	105%	1,575	121%	250	13,830
0	0	0%	72	0%	Green Fees / Cart Fees per Paid Rounds	54	105	52%	99	55%	127	1,327
0	0	0%	4	0%	Green Fees / Cart Fees per Total Rounds	8	7	121%	9	83%	19	172
0	0	0%	1,440	0%	F&B Revenue/Total Rounds	508	404	126%	322	159%	67	3,165
0	0	0%	39	0%	Merchandise Revenue/Total Rounds	22	33	68%	25	96%	13	417

Financial Performance:

Revenues:

January revenues finished at \$230k, outpacing the budget by \$2.9k and the prior year by \$38.9k.

The dues line contributed \$184.9k, roughly \$9.6k ahead of the budget. The dues line remains healthy. There were three membership sales in January with only one membership resignation. The club has added new members and is below budgeted attrition expectations which has kept the dues line ahead through the first quarter.

Food & Beverage revenues finished January below budget by \$7.3k (17%) but \$7.4k (26%) ahead of the prior year. We budgeted for a strong January given the renovation and enhanced programming. January proved to be a hangover month after an incredibly busy December. The weather was cold, wet, and dreary. The club saw little traffic at the start of the month before business picked up as the month progressed.

The course saw no rounds of golf in January as the weather turned. There were no greens or cart fees budgeted.

Slow traffic throughout the club meant limited merchandise sales. The shop sold \$867 in total against a budget of \$2,550. New merchandise is slowly arriving over the next few months as we gear up for golf season.

Payroll:

Payroll finished \$2.2k over budget at \$115.5k. Course & Grounds and Golf finished right at budget. Food & Beverage finished 1% over budget while Administration finished with a small overage.

The miss in Administration payroll is explained by initiation fee commissions that were paid out as we added new members in January. These commissions were offset by the fees collected.

Food & Beverage adders caused the miss in that department. Payroll spending was on budget. We scheduled a little heavier in the early part of the month and had to cut hours as the month progressed.

We are now \$3,000 (5%) over budget through the first quarter.

Expenses:

January OPEX ended at \$70.6k versus a budget of \$68.5k.

The main miss was on utilities with both gas and electric finishing the month well over budget. Other overages included event expenses and the new membership application redesign. Finally, we had a plumbing repair to fix a leaking toilet that was discussed last month.

The Cost of Goods in Golf was 73.0% on a budget of 95% on a small sales volume.

Food COGS% was 42.61% on a budget of 40.50%. This number has trended higher in the winter months the last few years before coming down as volume increases and the season gets going.

Bar COGS% finished the month at 30.06% against a budget of 33.50%. I feel confident in our current count process and costing methodology. Inventory is also decreasing and should continue to do so in February and March.

Summary:

The club finished the month with revenues of \$230k versus a budget of \$227.2k and saw slight overages in both payroll and OPEX. The club finished \$2.9k above the budgeted EBITDA at \$26,394. Through the first quarter of the fiscal year, the club has an EBITDA of \$85,649 versus a budget of \$37,004.

We did not see the sustained Food & Beverage traffic we hoped for in January, but we hope for a busy February. We will continue to offer great programming with a full calendar of events. We look forward to seeing all of you out here soon.

Key Performance Highlights:

- Total revenues of \$230,036 on budget of \$227,173 and prior year of \$191,139.
- Dues finished at \$184,915 on a budget of \$175,358.
 - The monthly dues line is currently \$29.5k higher than the prior year.
 - Controlled payroll in Golf and Course & Grounds.
 - Food & Beverage continues to be fully staffed both in the kitchen and in the front of the house.

Key Performance Issues:

- Food & Beverage revenues of \$36,165 on a budget of \$43,500 and prior year of \$28,798.
 - F&B COGS finished at 38.37% versus a budget of 37.84%.
- OPEX finished at \$70,574 versus a budget of \$68,548.
 - Overages versus budget were related to higher utilities, event and entertainment spend, and a membership app redesign.
- The club is in the hiring process for an Aquatics Manager and a Head Swim Team Coach.
 - Actively talking to other aquatics facilities in area.
 - Aquatics Manager position is a key hire for 2024.

Key Actions to Drive Performance:

- We continue to have private member events and meetings booked in our new space.
- The bunker renovation project is progressing nicely.
 - Currently ahead of schedule with the first 8 holes completed and hole #9 waiting for sand and sod installation.
 - The crew is set to return the first week in March after weather forced them to pause construction.
- We have several events on the February calendar including a Kid's Cooking Class, a Valentine's Day Wine and Brunch, a Taylor Swift Tea Party, and Trivia Nights.
- A new membership app is in the construction phase and should be available prior to the season.

Membership Update:

Current Membership Numbers: 450 Total

Equity	171
Junior	108
Under 35	51
35-37	33
38-39	24
Social	108
Honorary	35
Honorary Social	5
Dining	15
Non-Resident	8

Membership Additions – We have sold seven total memberships this fiscal year on a budget of 46 membership additions in 2024. There were three sales in January. The first budgeted sales are in not until March.

Membership Attrition – There was one membership resignation in January with six more in the resignation window. We are budgeted for an attrition of 35.

RESIGNED MEMBERS	MEMBERSHIP TYPE	OFF THE SYSTEM	REMARKS
SCOTT MARTIN	HONORARY	11/25/2023	MOVING TO TEXAS PERMANENTLY
ED RIESBERG	SOCIAL	11/25/2023	BUSY SCHEDULE – UNABLE TO USE CLUB
CAROLINE BLACKFORD	SOCIAL	11/25/2023	NOT ENOUGH USAGE
CHRIS HARTMAN	EQUITY	11/25/2023	NOT ENOUGH USAGE
VALERIE SWAIN	JUNIOR	12/25/2023	NOT ENOUGH USAGE
BRETT KROENKE	SOCIAL	12/25/2023	NOT ENOUGH USAGE
NATALIE ROBERTS	SOCIAL	12/25/2023	FINANCIAL
SARAH GEIGER	SOCIAL	12/25/2023	TOO BUSY – NOT ENOUGH USAGE

RYAN LOWN	JUNIOR	12/25/2023	INCREASED COST DUE TO AGE
GREG SOPA	SOCIAL	12/25/2023	NOT ENOUGH USAGE
JOHN KISER	SOCIAL	1/25/2024	NO REASON GIVEN
RAY ALEXANDER	SOCIAL	2/25/2024	NO REASON GIVEN
JIM BURGNER	EQUITY	2/25/2024	PREPARING TO MOVE
TAYLOR COX	JUNIOR	3/25/2024	MOVING
MATT/GINI BAIN	SOCIAL	4/25/2024	FINANCIAL
CORY ROBERTS	JUNIOR	4/25/2024	CHANGED JOBS
BRYCE YANTIS	JUNIOR	4/25/2024	FAMILY HEALTH