



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

Overview:

June was a good financial month. Revenues exceeded budget and combined with savings in payroll and expenses. Dues continued their strong trend and Food & Beverage revenues finished well ahead of budgeted expectations. The club finished with an EBITDA of \$44,183 against a budget of \$17,163.

Lincolnshire Fields
 Standard Summary Income Statement
 For the Eight Months Ending Sunday, June 30, 2024

MTD Actual	MTD Budget	% of Budget	MTD Prior Year	% of PY		YTD Actual	YTD Budget	% of Budget	YTD Prior Year	% of PY	Annual Budget	Rolling 12 Months
REVENUES												
\$48,252	\$61,050	79.0%	\$45,395	106.3%	Green Fees & Cart Fees	\$121,101	\$132,674	91.3%	\$108,664	114.4%	\$283,549	\$260,661
25,324	23,500	107.8%	22,342	113.3%	Merchandise	79,482	89,950	88.4%	90,683	87.6%	192,950	184,655
158	0	0.0%	(17)	(951.4%)	Other Pro Shop	1,544	0	0.0%	1,651	93.5%	0	4,991
0	0	0.0%	0	0.0%	Range	0	0	0.0%	0	0.0%	0	30
168,138	145,650	115.4%	147,610	113.9%	Food and Beverage	688,375	607,790	113.3%	521,232	132.1%	999,978	1,116,704
0	0	0.0%	0	0.0%	Food and Beverage Gratuuity Income	0	0	0.0%	60	0.0%	0	0
197,413	185,490	106.4%	164,505	120.0%	Membership Dues	1,475,605	1,388,027	106.3%	1,251,221	117.9%	2,137,039	2,150,389
5,050	29,000	17.4%	22,500	22.4%	Initiation Fees	129,150	134,500	96.0%	118,550	108.9%	151,500	180,700
2,260	(21,834)	(10.4%)	(16,674)	(13.6%)	Deferred IFee Rev Adj	(76,985)	(84,973)	90.6%	(78,380)	98.2%	(72,600)	(103,637)
12,168	11,700	104.0%	10,559	115.2%	Other Operating Revenues	19,738	17,400	113.4%	16,479	119.8%	23,500	29,797
778	0	0.0%	702	110.9%	Other G&A Income	11,738	0	0.0%	4,983	235.6%	0	14,263
459,542	434,556	105.7%	396,922	115.8%	TOTAL REVENUE	2,449,747	2,285,367	107.2%	2,035,144	120.4%	3,715,915	3,838,553
COST OF SALES												
17,670	18,565	95.2%	18,519	95.4%	Merchandise	60,842	68,642	88.6%	73,390	82.9%	147,177	145,233
60,419	55,550	108.8%	54,744	110.4%	Food & Beverage	240,908	230,834	104.4%	201,439	119.6%	380,324	406,737
78,089	74,115	105.4%	73,263	106.6%	TOTAL COGS	301,750	299,475	100.8%	274,829	109.8%	527,500	551,969
69.8%	79.0%	88.4%	82.9%	84.2%	COGS - Merchandise %	76.5%	76.3%	100.3%	80.9%	94.6%	76.3%	1022.3%
36.8%	38.1%	96.6%	37.7%	97.6%	COGS - Food %	36.7%	38.0%	96.6%	40.5%	90.6%	38.0%	467.0%
PAYROLL												
55,119	60,992	90.4%	58,042	95.0%	Course and Grounds	339,752	355,288	95.6%	302,802	112.2%	583,374	554,777
20,718	23,022	90.0%	16,879	122.7%	Pro Shop	100,451	100,353	100.1%	70,666	142.1%	168,097	158,726
90,954	85,417	106.5%	82,582	110.1%	Food and Beverage	494,604	496,259	99.7%	431,923	114.5%	771,201	749,099
28,964	25,467	113.7%	26,862	107.8%	Other Operating Departments	39,777	40,995	97.0%	36,905	107.8%	93,810	85,377
23,070	24,314	94.9%	25,641	90.0%	General and Administrative	186,728	188,907	98.8%	170,422	109.6%	277,155	274,942
218,825	219,211	99.8%	210,006	104.2%	TOTAL PAYROLL	1,161,313	1,181,802	98.3%	1,012,718	114.7%	1,893,637	1,822,921
OPERATING EXPENSES												
28,213	37,322	75.6%	41,750	67.6%	Course and Grounds	133,590	162,726	82.1%	138,127	96.7%	311,264	263,144
2,502	6,002	41.7%	0	0.0%	Carts, Range, Starters, Etc.	20,018	23,516	85.1%	3,462	578.3%	33,524	30,027
207	800	25.8%	767	27.0%	Pro Shop	6,588	6,100	108.0%	9,779	67.4%	11,675	13,800
15,062	16,691	90.2%	16,333	92.2%	Food and Beverage	119,455	87,088	137.2%	88,810	134.5%	147,202	193,008
6,785	5,150	131.7%	2,700	251.3%	Other Operating Departments	25,126	19,420	129.4%	20,376	123.3%	32,020	33,508
65,676	58,102	113.0%	61,952	106.0%	General and Administrative	462,590	443,031	104.4%	413,258	111.9%	701,443	732,788
118,444	124,067	95.5%	123,503	95.9%	TOTAL OPERATING EXPENSES	767,368	741,881	103.4%	673,811	113.9%	1,237,128	1,266,276
415,358	417,393	99.5%	406,772	102.1%	TOTAL EXPENSES	2,230,430	2,223,157	100.3%	1,961,359	113.7%	3,658,266	3,641,166
44,183	17,163	257.4%	(9,850)	(448.6%)	EBITDA	219,317	62,210	352.5%	73,784	297.2%	57,649	197,387
FINANCING ACTIVITY												
(11,074)	(5,227)	211.8%	(4,444)	249.2%	Interest Expense - Debt	(69,994)	(41,819)	167.4%	(33,886)	206.6%	(62,729)	(110,834)
(5,841)	(3,910)	149.4%	(5,621)	103.9%	Interest Expense - Leases	(36,647)	(34,690)	105.6%	(19,091)	192.0%	(49,130)	(39,377)
1,316	0	0.0%	1,406	93.6%	Interest Income	9,801	0	0.0%	3,858	254.1%	0	14,198
(15,600)	(9,137)	170.7%	(8,659)	180.2%	TOTAL FINANCING ACTIVITY	(96,839)	(76,509)	126.6%	(49,119)	197.2%	(111,859)	(136,012)
OTHER INCOME (EXPENSE)												
57,540	52,000	110.7%	53,073	108.4%	Dues - Capital Improvement	441,999	416,000	106.2%	406,386	108.8%	624,000	659,143
3,139	2,995	104.8%	1,234	254.3%	Initiation Fees - Capital Improvement	18,798	16,160	116.3%	3,436	547.0%	28,850	25,330
0	0	0.0%	75	0.0%	Operating Assessments	133,050	130,000	102.3%	143,775	92.5%	130,000	135,625
(38,353)	(35,828)	107.0%	(37,212)	103.1%	Depreciation & Amortization	(301,563)	(286,624)	105.2%	(261,780)	115.2%	(429,936)	(449,721)
0	0	0.0%	0	0.0%	Gain/(Loss) On Disposal Of Assets	8,050	0	0.0%	0	0.0%	0	28,762

Financial Performance:

Revenues:

June revenues finished at \$459.5k, outpacing the budget by \$25k and the prior year by \$89.6k.

The dues line contributed \$197.4k, \$11.9k ahead of the budget. The dues line remains healthy. There were only two new membership additions in June with three membership resignations. Membership additions have slowed, but early sales, combined with below-budget attrition, have allowed us to outpace the dues budget by \$87.6k this year.

Food & Beverage revenues finished June over budget by \$22.5k (15%) and the prior year by \$20.5k (14%). The club was consistently busy throughout the month with minimal weather impact. Bar sales are the main driver of the revenue increase with special event sales providing a nice boost to overall food revenue as well.

The course recorded 2,586 rounds of golf throughout the month. This was ahead of the 1,943 rounds played in June 2023. Rounds of golf are currently up 35.6% over the prior year. As discussed throughout last year's reports, I suspected the Golf Shop was not doing the best job of round tracking. Matt and his team put new procedures in place and are doing a much better job this season. I think rounds are up from prior year, but I would suspect less so than is reported. The club hosted two golf outings in June and had a full complement of league play.

Greens fees finished the month at \$15,915 against a budget of \$32,900. The greens fee budget was very aggressive this season. We increased the greens fee and all outing pricing. Greens fees are up \$2.8k (8%) for the year, but we are currently trailing budget by \$17.6k. Cart fees finished the month at \$32,337 versus a budget of \$28,150.

We had solid merchandise sales in the golf shop. Total merchandise sales were \$25,324 against a budget of \$23,500. Total merchandise sales for the year are trailing the budget by 8%.

Payroll:

Payroll finished right on budget at \$218.8k. Food & Beverage and Aquatics finished over budget while all other departments provided savings.

The Food & Beverage department finished the month at \$90.1k against a budget of \$85.4k. The department finished well over revenue targets and provided a great experience to the membership throughout the month. We will continue to run with tighter scheduling and hour thresholds. We will also be aggressive with cuts in the case of inclement weather. The Food & Beverage department is currently right on budget for the year.

Grounds provided modest payroll savings versus budget. Paul continues to do a great job of managing his staff. Golf saw payroll savings of 9% as we used less hourly labor. Administration saved roughly \$4.5k as we paid out fewer commissions than budgeted.

The Aquatics department finished the month well under budget, spending \$8.3k versus an anticipated \$13k. We were working on getting to full staff levels throughout the month. We had adequate coverage, but I anticipate more full payroll usage in July and July. Jasper Criss has done a great job managing our aquatics facility as the season has started.

Expenses:

June OPEX ended at \$118.4k versus a budget of \$124k.

Cleaning supplies continue to trend high. We finished the month over budget in supplies, had some repair and maintenance on both the elevator and the building HVAC. We also were double billed for our outsourced accounting work after an error with an accrual.

We saw savings in fuel after finishing over last month. This continues to be a timing issue and plan to accrue moving forward to avoid the variance from month to month. The club saved money on range ball expenses in June as well. We decided not to order new range balls this season and plan to convert back to yellow range balls next Spring.

The Cost of Goods in Golf was 69.78% on a budget of 79%. We currently sit at 76.55% versus a budget of 76.31% and a prior year of 80.93%.

Food COGS% was 36.66% on a budget of 40.50%. We continue to see improved COGS since volume increased, we started to account for employee meals, and put a check in place for GFS invoices.

Bar COGS% finished the month at 36.95% against a budget of 33.50%. We had an outing on the day the count was performed, and Adam and I suspect the timing affected our number. We anticipate great cost of goods in July with significant volume and the Member Guest event. The COGS% for the fiscal year is 31.04% versus a budget of 33.50%.

Summary:

The club finished the month with revenues of \$459.5k versus a budget of \$434.6k. Payroll finished the month right on budget and OPEX finished the month \$5.6k (5%) under budget. The club finished \$27k above the budgeted EBITDA at \$44.2k. Through the first seven months of the fiscal year, the club has an EBITDA of \$219.3k versus a budget of \$62.2k.

The club has been very busy. We are now in the heart of the season. We are looking forward to a July 4th celebration at the pool, and the Member Guest Invitational later this month.

Key Performance Highlights:

- Total revenues of \$459,542 on a budget of \$434,556 and prior year of \$396,922.
- Dues finished at \$197,413 on a budget of \$185,490.
 - The monthly dues line is currently \$32.9k higher than the prior year.
- Food & Beverage revenue of \$168,138 versus budget of \$145,650 and prior year of \$147,610.
- Controlled payroll across departments.
 - Total payroll \$218,825 on a budget of \$219,211.
 - \$5.8k payroll savings in Grounds.
 - \$3.1k payroll savings in Golf.
- OPEX Savings
 - Total OPEX of \$118,444 on a budget of \$124,067.
 - Savings from skipped range ball order and fuel.
- Golf COGS% finished under budget
 - 69.78% versus a budget of 79.00%
- Food & Bar COGS% finished under budget.
 - 36.77% versus a budget of 38.14%.
- We continue to be fully staffed in all departments.

Key Performance Issues:

- HVAC and elevator repair expenses.
- Cost of supplies continues to trend over budget.
- Double billing of outsourced accounting after an accrual error.
- We can continue to improve on the margins and with attention to detail.

Key Actions to Drive Performance:

- The bunker renovation project is complete.
 - The project was finished on schedule and \$3,000 under budget.
- Jasper Criss is performing admirably as our new Aquatics manager.
 - The membership has given great reviews on pool cleanliness and attention to detail.
- Busy calendar in July with 4th of July and Member Guest Invitational.
- August will feature Member Member and Hullabaloo.
- We are preparing for back-to-school and the staffing shortages that come during the first few weeks of August.

Membership Update:

Current Membership Numbers: 471 Total

Equity	181
Junior	113
Under 35	53
35-37	35
38-39	24
Social	114
Honorary	35
Honorary Social	5
Dining	14
Non-Resident	9

Membership Additions – We have sold 37 total memberships this fiscal year on a budget of 46 membership additions in 2024. There were two sales in June.

Membership Attrition – There were three membership resignations in June with eight more in the resignation window. We are budgeted for an attrition of 35. There are 32 total resignations that have been processed or are in the pipeline.

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
ROBERT OLTEAN	DINING	4/25/2024	MOVING
ERNEST KWAK	JUNIOR	5/25/2024	NEW JOB REQUIRING TRAVEL
JEFFREY LEE	JUNIOR	5/25/2024	NOT ENOUGH USAGE
LOU LAROS	SOCIAL	5/25/2024	DECEASED
MADELINE HOEFT	EQUITY	6/25/2024	MOVING
JOSHUA KIM	JUNIOR	6/25/2024	NOT ENOUGH USAGE
PHIL NORFLEET	EQUITY	6/25/2024	EXPELLED
CHESTER FRAZIER	JUNIOR	7/25/2024	MOVING
ERIC WILSON	JUNIOR	7/25/2024	MOVING
NICOLE DICKERSON	SOCIAL	8/25/2024	NOT ENOUGH USAGE
TOM MURRAY	EQUITY	8/25/2024	NO REASON GIVEN
WILLIAM KING	SOCIAL	8/25/2024	NOT ENOUGH USAGE
DALE HENDERSHOT	EQUITY	8/25/2024	NEW BOAT, NOT ENOUGH USAGE
TRAVIS SPOHR	SOCIAL	10/25/2024	NOT ENOUGH USAGE
ANTHONY BRUNO	JUNIOR	10/25/2024	FINANCIAL