



To: Toney Tomaso, President LFCC
From: Rob Walls, General Manager
CC: Board of Directors, Morgan Gonzales (KS)
Re: Lincolnshire Fields Country Club

Overview:

The month of May was a successful month for the club with increased revenues and savings in both payroll and OPEX. The club finished with an EBITDA of (\$5,785) versus a budget of (\$33,094).

Lincolnshire Fields
 Standard Summary Income Statement
 For the Seven Months Ending May 31, 2023

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											
36,793	36,000	102%	31,321	117%	63,269	60,344	105%	55,989	113%	269,094	244,379
22,622	23,000	98%	15,370	147%	68,341	58,800	117%	46,968	146%	187,100	207,928
153	10	1535%	0	0%	1,669	20	8340%	1,102	151%	50	7,765
121,832	106,020	115%	95,313	126%	373,622	391,070	96%	342,966	109%	874,278	837,463
0	0	0%	0	0%	0	0	0%	0	0%	0	0
161,114	162,922	99%	146,241	110%	1,086,716	1,076,513	101%	986,966	110%	1,904,715	1,851,548
36,000	28,000	129%	37,000	97%	96,050	68,000	141%	70,800	136%	96,000	83,197
(30,489)	(22,700)	134%	0	0%	(61,706)	(34,567)	177%	0	0%	(34,652)	(61,709)
1,420	1,100	129%	1,040	137%	5,920	4,800	123%	4,590	129%	22,850	25,948
314	(100)	-314%	(222)	-141%	4,281	(700)	-612%	465	91%	(1,200)	7,444
349,829	334,272	105%	326,062	107%	1,638,221	1,623,921	101%	1,609,995	109%	3,317,406	3,204,067
COST OF SALES											
16,453	18,860	88%	9,218	200%	54,871	44,566	123%	34,626	159%	143,231	166,565
44,145	39,292	112%	34,669	127%	146,895	147,534	99%	130,145	113%	327,148	308,373
62,597	58,152	108%	43,887	143%	201,566	192,100	105%	164,771	122%	470,379	474,937
81.6%	82.0%	99.5%	60.0%	136.0%	80.3%	76.1%	105.6%	73.7%	108.9%	76.6%	846.5%
36.2%	37.1%	97.8%	36.4%	98.6%	41.6%	37.7%	110.3%	41.1%	101.3%	37.4%	483.9%
PAYROLL											
53,363	67,104	80%	50,792	105%	244,760	291,893	84%	232,950	105%	597,776	490,324
14,190	20,175	70%	12,352	116%	53,788	72,988	74%	57,216	94%	153,763	112,860
69,832	60,253	116%	61,775	113%	349,341	341,061	102%	308,790	113%	629,897	663,173
9,511	5,554	171%	4,334	219%	10,043	6,967	144%	4,380	229%	66,913	65,274
23,523	25,369	93%	23,949	98%	144,781	134,744	107%	115,926	125%	234,926	233,204
170,426	178,555	96%	163,101	111%	802,712	847,424	96%	719,264	112%	1,682,234	1,564,635
OPERATING EXPENSES											
38,476	54,874	70%	53,713	72%	96,376	133,528	72%	110,269	87%	317,498	294,288
0	5,705	0%	1,731	0%	3,462	9,167	38%	12,116	29%	20,192	15,500
74	1,100	7%	28	262%	9,012	5,050	178%	4,602	196%	11,100	13,872
12,668	11,003	115%	12,855	98%	72,477	63,112	115%	63,913	113%	123,474	140,693
10,721	6,920	155%	4,832	221%	17,675	7,440	238%	9,082	195%	29,465	38,208
61,232	51,595	119%	45,233	135%	351,306	352,147	100%	323,916	108%	621,530	648,446
122,591	130,658	94%	118,202	104%	550,309	570,444	96%	523,896	105%	1,123,279	1,161,008
355,614	367,366	97%	315,191	113%	1,554,587	1,609,988	97%	1,407,933	110%	3,275,882	3,190,780
(6,785)	(33,094)	17%	10,872	63%	83,634	13,963	599%	101,632	82%	41,514	13,287
FINANCING ACTIVITY											
(308)	(7,900)	4%	(5,185)	6%	(11,528)	(55,300)	21%	(26,596)	31%	(94,800)	(21,881)
(5,807)	(1,875)	309%	(1,114)	503%	(31,386)	(11,725)	268%	(9,055)	352%	(20,100)	(43,524)
76	0	0%	202	38%	2,452	0	0%	677	362%	0	3,231
(6,838)	(9,575)	61%	(6,098)	96%	(40,460)	(67,025)	60%	(44,826)	90%	(114,900)	(62,174)
OTHER INCOME (EXPENSE)											
51,948	49,000	106%	47,635	109%	353,313	343,000	103%	325,641	109%	598,000	603,203
1,000	708	141%	0	0%	2,202	1,292	170%	0	0%	2,202	0
450	0	0%	0	0%	143,700	0	0%	0	0%	143,700	0
(32,061)	(34,492)	93%	(34,065)	94%	(224,568)	(241,444)	93%	(238,664)	94%	(413,304)	(400,304)
0	0	0%	0	0%	0	0	0%	6,070	0%	0	0
(6,882)	0	0%	(2,384)	289%	(14,127)	0	0%	(4,309)	288%	0	(24,183)
14,332	15,216	94%	11,156	128%	260,520	102,846	253%	86,743	294%	180,304	324,616
2,709	(27,452)	-10%	15,930	17%	303,695	49,775	610%	145,549	209%	106,919	275,731
181	300	60%	148	122%	286	390	73%	251	114%	2,306	1,723
1,781	1,950	91%	1,907	93%	3,286	3,750	88%	3,426	96%	12,600	11,487
3	0	0%	0	0%	3	0	0%	4	75%	0	292
1,985	2,250	88%	2,055	96%	3,575	4,140	86%	3,881	97%	14,906	13,492
1,933	1,114	173%	2,203	88%	5,728	4,164	138%	6,014	95%	1,439	241,160
178	148	120%	159	112%	458	392	117%	410	112%	223	242,920
203	120	169%	212	96%	221	155	143%	223	89%	116	1,579
19	16	117%	15	123%	18	15	121%	15	117%	18	359
62	47	132%	46	134%	105	94	111%	93	112%	59	62,088
12	10	113%	7	154%	19	14	135%	13	150%	13	3,968

Financial Performance:

Revenues:

May revenues finished at \$349.8k, about 5% ahead of the budgeted \$334.2k and \$23.8k ahead of the prior year.

The dues line contributed \$161.1k, roughly \$1.8k behind budget but well ahead of the prior year's \$146.2k. Membership sales were strong in May with 14 total memberships sold for \$36k in initiation fees. The club has added 43 new members this year and collected \$96k in initiation fees.

Food & Beverage revenues bounced back significantly in May, finishing the month at \$121.8k versus a budget of \$106k and a prior year of \$95.3k. The weather in May was ideal with little rain and warm temperatures. We offered extended hours of operation at Stingrays and the membership responded. We had a full house as we opened our new dining spaces for Mother's Day, we had a record Nine & Dine turnout on the Friday of Memorial Day weekend, and Memorial Day at the pool was busier than ever.

The course saw 1,965 total rounds in May, down slightly versus the 2,055 rounds in 2022. Greens fees outpaced the budget by 10% thanks to an early season golf outing. Cart fees finish the month right on pace with budget. Greens fee finished the month at \$11,583 on a budget of \$10,500. Cart fees totaled \$25.2k versus a budget of \$25.5k.

Merchandise sales finished the month at \$22.6k against a budget of \$23k. Merchandise sales are ahead of budget by \$10k this year and 421k ahead of the prior year. We have been adding new members and there is a lot of excitement around the club. Good membership years have historically been good merchandise years at LFCC.

Payroll:

Payroll finished May below budget, ending the month at \$170.4k versus a budget of \$178.6k. Both Golf and Course & Grounds provided significant savings, while Food & Beverage and Aquatics ran over budget.

Course & Grounds operated significantly under budget with a payroll of \$53.4k against a projected \$67k. As stated previously, we will continue to see savings over the next few months in this department following Scott Werner's passing. Paul is feeling much better about his staffing position, and we ran with a full crew in May.

Golf payroll finished the month at \$14.2k versus a budget of \$20.2k. I spoke with Matt at length about the need for additional coverage in golf. We are thin in the Pro Shop and are working on a comprehensive coverage plan. We are busier than ever and need to provide great customer service to our members and their guests. Outside services are fully staffed. The crew is younger and learning.

Food & Beverage ended the month over budget by \$9.5k, finishing at \$69.8k versus a budget of \$60.3k. After running over last month with lagging revenues, revenues paced with payroll in May. We have hit the ground running with a tenured staff in the front of the house. The kitchen is fully staffed, and we operated fully at Stingrays. We will monitor payroll in June, but currently plan to continue to offer the best possible services in all our spaces.

The pool opened in May and payroll significantly exceeded budget, finishing the month at \$9.2k versus a budget of \$5.5k. There was a lot of training necessary to get our guards prepared for the season and we were overstaffed on the weekends for much of the month. Payroll should level out in June, but we may run over each month, as we are fully staffed, and I am committed to offering more full lifeguard coverage this season after cutting back during Covid.

Payroll continues to be controlled and is currently 5% under budget. Through seven months, payroll is at \$802.7k on a budget of \$847.4k.

Expenses:

May OPEX provided additional savings of roughly \$8k. Expenses ended at \$122.6k versus a budget of \$130.7k.

Chemicals provided significant savings in grounds as the rebate from our early order program hit in May. These savings were realized last year in June of 2022 so we will see a bounce next month. May was incredibly hot and dry. Paul and his crew worked hard to keep the course alive and applied a fair amount of wetting agent. Dry conditions meant less fungicide as there was less disease pressure. Fertilizer finished the month right on target.

Overages within the budget included supplies for the Clubhouse and food & Beverage operations. A lot of this spending was on supplies relating to opening the pool and Stingrays. We ordered new plastic drinkware and stocked up on plastic goods for the season. We are providing caddies at the pool and in the 19th Hole.

We have been spending more on social events so far this season as we try to enhance our programming. Decorations for Cinco De Mayo and Mother's Day will be used for years to come. We heard great feedback on the DJ for Memorial Day, but we doubled our spending for that event as well.

In addition, we had an HVAC repair for the Golf Shop and the final accrual for the financial review.

The Cost of Goods in Golf was 81.57% on a budget of 82%. Golf COGS are higher than budget but consistent with the prior year and historical averages. The Shop is full of inventory, and we anticipate strong sales to continue.

Food COGS% was 35.84% on a budget of 41.48%. Inventory levels are high, and Adam is working with Miguel to bring that number down significantly over the summer months. Increased sales volume helped drive this number down significantly after running high for most of the year.

Bar COGS% finished the month at 36.23% against a budget of 31%. The cost of goods has been consistent at 36% for the last couple of months. Inventory levels will continue to be monitored and the staff has been instructed to drive this number down. We have been batching cocktails with aged whiskey inventory and have been reducing our inventory footprint as a whole.

Summary:

The club finished the month ahead of revenue targets and saved in both payroll and OPEX. The club finished \$27.3k ahead of budgeted EBITDA at (\$5,785). The club is now sitting with an EBITDA of \$83.6k versus a budget of \$14k for the fiscal year.

June will be another busy month at LFCC. We have 80's Day at LFCC, some live music offerings at the pool, and the Member Member at the end of the month. We are looking forward to an awesome summer!

Key Performance Highlights:

- Total revenues of \$349,829 on budget of \$334,272 and prior year of \$326,062.
- Dues finished at \$161,114 on a budget of \$162,922.
 - The monthly dues line is currently \$14.9k higher than the prior year.
 - There were 14 membership additions in May.
- Payroll was under budget by \$8k in May.
 - Golf operated \$6k under budget as we operate with one less staffer in the Golf Shop.
 - Course & Grounds saw significant payroll savings (\$13.7K).
 - The department is fully staffed but will continue to see savings over the next few months given Scott's passing.
- OPEX finished at \$122,591 versus a budget of \$130,658.
 - Chemical savings in grounds were artificial due to early order rebate hitting in May versus June. g was more expensive than 2022.
 - Repair of HVAC unit in Golf Shop.
 - Social event expenses hirer as we enhance our offerings.
 - Supplies are more expensive and we ordered new plasticware and caddies for Stingrays.
- COGS numbers in golf were 81.57%. Food COGS finished at 35.84% on a budget of 41.48%. Bar COGS finished at 36.77% versus a budget of 31.0%.
 - Golf COGS slightly elevated but consistent with historical.
 - Food COGS down as sales volume increased.
 - Bar COGS slightly over but ahead of prior year both for the month and the fiscal year.

Key Performance Issues:

- May was a great weather month which meant golf and pool season were in full swing.
 - Dry, arid conditions meant Grounds was focused on keeping grass alive and applying wetting agents instead of fungicide to fight disease.
- Full services down at Stingrays during the week.
- We are still one person short in the Golf Shop and a plan is in place.
- We made some changes to the FOH staff.
 - Michelle Warren is now the bar manager
 - Maddie Whaller, Alissa Wampler, and Lexi Peterson are acting as shift leads.

Key Actions to Drive Performance:

- Clubhouse renovation will be completed in the first week of June.

- We used the space for Mother’s Day and several graduation parties in May.
- Pool and Stingrays are fully open. Lifeguards will be on duty throughout the week.
 - We have live music scheduled every other week in June with the hope to drive additional traffic.
- 80’s Day at LFCC will be a new themed event culminating in karaoke on Saturday evening.
- The new website is fully launched.
 - The member app is running but in the process of a facelift.

Membership Update:

Current Membership Numbers: 445 Total

Equity	172
Junior	96
Under 35	36
35-37	38
38-39	21
Social	114
Honorary	40
Honorary Social	2
Dining	12
Non-Resident	9

Membership Additions – We are budgeted for 48 membership additions in 2023. We have added 43 memberships with 14 additions in May.

Membership Attrition – We have seen an attrition of 32 on a budget of 41 for the fiscal year.

RESIGNED MEMBERS	MEMBERSHIP TYPE	OFF THE SYSTEM	REMARKS
ANDY WEBB	JUNIOR	12/25/2022	NOT ENOUGH USAGE
STEVE GILBERTZ	EQUITY	12/25/2022	DECEASED
MARK PELOFAS	SOCIAL	12/25/2022	NOT ENOUGH USAGE
CHAD HEMMING	SOCIAL	12/25/2022	NOT ENOUGH USAGE
TRAVIS LANGAN	JUNIOR	1/25/2023	MOVING OUT OF STATE
RYAN HURTH	JUNIOR	1/25/2023	NOT ENOUGH USAGE
SCOTT CLINE	SOCIAL	1/25/2023	FINANCIAL
MAX STUTSMAN	JUNIOR	1/25/2023	NOT ENOUGH USAGE
LAVERNE McFADDEN	HONORARY	1/25/2022	MOVING OUT OF STATE
JIM SCOTT	EQUITY	1/25/2023	DECEASED
AJ WOODYARD	JUNIOR	1/25/2023	PERSONAL CIRCUMSTANCES
LORI BRIAN	SOCIAL	2/25/2023	NO REASON GIVEN
BENJAMIN DAVIS	SOCIAL	2/25/2023	NOT ENOUGH USAGE
BOB TODD	HONORARY	2/25/2023	MOVING
DENNIS DONALDSON	DINING	3/25/2023	NOT ENOUGH USAGE
JASON HOLDREN	JUNIOR	3/25/2023	FINANCIAL
ED REISBERG	SOCIAL	3/25/2023	NOT ENOUGH USAGE
KAYLA ACREE	JUNIOR	3/25/2023	NO REASON GIVEN
TRENT KRAMER	SOCIAL	3/25/2023	JOINED CCC
LINDA CHICZEWSKI	SOCIAL	3/25/2023	NOT ENOUGH USAGE
ROBB CRADDOCK	SOCIAL	4/25/2023	CHILDREN OLDER / NOT ENOUGH USAGE

CODY DUST	JUNIOR	4/25/2023	JOB CHANGE
FALONN MAIER	JUNIOR	4/25/2023	NO REASON GIVEN
CHRISTINA FRYE	SOCIAL	5/25/2023	MARRIED CURRENT MEMBER
JENNIFER SCHMIDT	EQUITY	6/25/2023	MOVING
MAHER AHMAD	SOCIAL	6/25/2023	MOVING
VALERIE SWAIN	JUNIOR	6/25/2023	FINANCIAL
JACKIE SCHWEIGHART	SOCIAL	6/25/2023	NO REASON GIVEN
JOSH HEHN	EQUITY	7/25/2023	NOT ENOUGH USAGE
AMANDA BECKLER	SOCIAL	7/25/2023	MOVING