



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

Overview:

September was a solid financial month at the club with increased revenues and savings in both payroll and OPEX. This led to a roughly \$17k EBITDA gain versus budget. The club finished with an EBITDA of \$21,020 versus a budget of \$3,946.

Lincolnshire Fields
 Standard Summary Income Statement
 For the Eleven Months Ending September 30, 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											
31,419	30,050	105%	32,110	98%	227,156	241,159	94%	205,842	110%	269,084	258,311
34,143	25,000	137%	26,433	129%	166,966	160,100	104%	153,067	109%	197,100	200,434
2,020	0	0%	(128)	-157%	3,757	50	7515%	3,860	97%	50	7,096
0	20	0%	0	0%	0	120	25%	20	100%	120	30
86,869	81,000	107%	72,216	120%	910,097	824,311	110%	756,255	129%	874,278	960,669
0	0	0%	0	0%	0	0	0%	0	0%	0	0
168,891	164,863	103%	154,368	100%	1,756,502	1,741,977	101%	1,588,275	101%	1,904,715	1,910,026
7,050	0	0%	0	0%	160,100	96,000	167%	87,600	187%	96,000	130,247
(689)	5,392	13%	0	0%	(101,272)	(40,263)	251%	0	0%	(34,692)	(101,272)
458	450	102%	422	100%	26,539	22,850	116%	22,760	116%	22,850	28,536
854	(100)	-85%	175	48%	6,561	(1,100)	-59%	417	157%	(1,200)	9,772
331,155	306,875	108%	285,616	116%	3,156,495	3,045,284	104%	2,828,425	112%	3,317,406	3,403,782
COST OF SALES											
27,283	18,750	146%	22,583	121%	131,895	122,441	108%	120,339	110%	143,231	157,975
32,123	30,084	107%	24,117	133%	348,022	308,316	113%	269,657	128%	327,148	371,188
59,411	48,834	122%	46,700	127%	481,017	430,757	112%	389,996	123%	470,379	529,163
79.9%	75.0%	105.5%	85.4%	93.5%	78.1%	76.6%	103.4%	78.6%	100.6%	76.6%	93.2%
38.4%	37.1%	103.4%	34.8%	110.5%	39.6%	37.4%	105.9%	37.2%	105.6%	37.4%	98.4%
PAYROLL											
56,917	55,362	103%	51,306	111%	471,798	543,990	87%	440,096	107%	597,776	510,205
12,742	13,508	94%	9,253	138%	116,658	144,798	81%	109,881	107%	153,763	124,065
54,063	55,763	97%	53,171	102%	636,885	580,435	110%	570,690	112%	629,867	698,816
4,506	5,924	76%	5,248	86%	79,351	66,913	119%	59,319	134%	66,913	79,642
18,723	19,330	104%	14,625	135%	237,104	215,773	110%	188,501	126%	236,926	252,954
147,941	149,588	99%	133,603	111%	1,541,784	1,551,907	99%	1,367,487	113%	1,682,234	1,655,683
OPERATING EXPENSES											
25,215	30,174	84%	33,650	74%	245,041	298,924	82%	283,903	89%	317,498	269,418
2,262	2,205	113%	1,731	149%	10,969	17,987	61%	22,424	81%	20,192	12,700
678	1,200	56%	876	77%	15,231	10,600	144%	8,655	176%	11,100	16,037
10,770	13,453	80%	14,589	74%	140,292	113,922	123%	123,207	114%	123,474	149,214
592	3,850	16%	1,827	30%	27,328	27,835	98%	28,933	95%	28,465	28,110
83,025	53,825	117%	54,958	119%	598,104	570,972	105%	540,782	111%	621,530	678,379
102,782	104,507	98%	107,632	96%	1,036,966	1,040,240	100%	1,007,704	103%	1,123,279	1,163,859
310,134	302,929	102%	287,935	108%	3,059,765	3,022,904	101%	2,785,187	111%	3,275,882	3,338,705
21,020	3,946	533%	(2,319)	-907%	96,730	22,380	432%	62,938	154%	41,614	65,077
FINANCING ACTIVITY											
(5,194)	(7,900)	65%	(1,249)	41%	(69,446)	(86,900)	80%	(45,557)	152%	(94,800)	(70,842)
(5,203)	(1,875)	311%	143	-363%	(16,981)	(16,425)	92%	(15,327)	111%	(20,110)	(22,689)
943	0	0%	112	84%	7,281	0	0%	1,295	562%	0	7,443
(9,454)	(9,675)	99%	(994)	951%	(79,147)	(105,325)	76%	(69,689)	133%	(114,900)	(66,089)
OTHER INCOME (EXPENSE)											
54,474	49,000	111%	50,095	109%	569,930	539,000	106%	525,934	109%	589,000	618,628
1,594	1,000	159%	0	0%	8,124	5,208	156%	0	0%	6,208	8,124
575	0	0%	0	0%	145,100	0	0%	0	0%	145,100	0
(37,530)	(34,482)	109%	(34,056)	110%	(374,111)	(379,412)	99%	(375,043)	100%	(413,304)	(413,467)
0	0	0%	0	0%	20,712	0	0%	6,670	311%	0	20,712
0	0	0%	0	0%	(14,127)	0	0%	(5,759)	245%	0	(23,333)
19,113	15,698	123%	16,000	119%	354,628	164,796	216%	151,706	234%	180,304	355,762
30,674	9,879	310%	12,687	242%	372,211	81,851	455%	155,055	240%	106,919	334,741
429	200	215%	144	298%	1,520	2,131	71%	1,491	102%	2,306	1,717
1,286	1,800	88%	1,459	88%	10,654	11,750	91%	10,674	100%	12,600	11,607
0	0	0%	0	0%	0	0	0%	283	1%	0	3
1,715	1,800	95%	1,603	107%	12,177	13,881	88%	12,448	98%	14,900	13,227
772	1,534	50%	1,983	39%	2,077	1,429	145%	1,897	109%	1,439	243,809
130	170	76%	170	100%	259	219	118%	227	114%	223	243,026
73	150	49%	223	33%	149	113	132%	138	108%	116	1,968
18	17	107%	20	91%	19	17	107%	17	113%	18	396
51	45	113%	45	112%	75	59	126%	61	122%	59	62,150
20	14	143%	16	121%	14	12	119%	12	113%	13	3,966

Financial Performance:

Revenues:

September revenues finished at \$3331.2k, outpacing the budget by \$24.3k and the prior year by \$45.5k.

The dues line contributed \$169k, roughly \$4,000 ahead of the budget. This was the third consecutive month the dues line has outpaced the budget, and we expect this to continue as we close the fiscal year in October. Through 11 months, dues sit \$14.5k above budget at \$1.76M. Membership sales were slow with three total memberships sold for \$7,050 in initiation fees. The club has added 64 new members this year and collected \$160,100 in initiation fees. This continues to surpass the record of \$112,600 from 2021.

Food & Beverage revenues continued their strong trend, finishing the month at \$86.9k versus a budget of \$81k and a prior year of \$72.2k. September slowed significantly versus the \$120k in August. We closed Stingrays for the season and football season started. We had less scheduled golf activity due to the impending bunker renovation project. We hosted a wedding on the final Saturday of September that drove \$30k in revenue and pushed us ahead of budget. October will also be a slower month, but we have a solid calendar of holiday events booked starting in November and running through the end of the year.

The course saw 1,715 total rounds in September, outpacing the 1603 rounds in 2022. Rounds are now down 206 (1.7%) rounds versus the prior year. Greens fees finished ahead of budget by \$2.1k, finishing the month at \$9,148 on a budget of \$7k. There were no golf outings in September, but we did host a collegiate event early in the month. Greens fees have continued to trend below budget but are 5% ahead of the prior year. Cart fees finished the month just short of budget at \$22.3k versus a budget of \$23k.

Merchandise sales were up again in September. The total merchandise concession was \$34.1k against a budget of \$25k. Merchandise sales are now pacing ahead of budget by \$6.8k (4%). Special orders have picked up over the last two months, but still trail budget and prior year. Out-of-inventory sales are at \$108.4k versus a budget of \$96.6k and a prior year of \$92.9k. September was the end of the special order credit book window. There was still \$22k in outstanding credit book as October started.

Payroll:

Payroll finished 1% under budget at \$147.9k. Payroll was a team effort this month with all departments finishing within a few percentage points of budgeted targets.

Course & Grounds operated over budget for the first time this fiscal year as Scott Werner's salary was in the budget through August. The department finished with a payroll of \$56.9k against a projected \$55.3k. Fall aerification and preparation for the bunker renovation project in October contributed to this overage. While we are comfortable with our current staffing levels, the crew is smaller, which has forced us to stretch hours and pay overtime wages. We plan to maintain more full staffing levels into the fall to provide support for the project.

Golf payroll finished the month at \$12.7k versus a budget of \$13.5k. We have had less need for hourly staff as the season has wound down. Savings should continue in October. Matt and his staff have now operated \$28.1k under budget for the fiscal year.

Food & Beverage finished the month slightly under budget in September. This is the first month the department has seen savings since the summer started. Payroll finished at \$54k versus a budget of \$55.8k. We were budgeted for more full operation at Stingrays so we saved some payroll by closing following Labor Day. The kitchen has remained fully staffed.

Through eleven months, the total payroll is at \$1.54M on a budget of \$1.55M.

Expenses:

September OPEX ended at \$102.8k versus a budget of \$104.5k.

The main overages versus budget related to club events and gas, water, and electrical utilities. Water specifically finished \$1.6k over budget. We purchased a new printer for the accounting office and had a double expense for advertising and marketing after saving money last month. Topdressing and repair of a tractor engine for the aerification process also were overages.

Savings were found in chemicals for both the pool and golf course. The pool inventory was adjusted based on a pricing discrepancy. Paul had some fertilizer double-counted within his inventory which was corrected in the September count as well.

The Cost of Goods in Golf was 79.91% on a budget of 75.0%. We are looking to reduce inventory and close October strong. May will be running sales throughout October. Pricing is fixed and there is little room to make up the margin at this point in the season. We should expect to see a slightly elevated cost of goods in October as well.

Food COGS% was 45.99% on a budget of 41.61%. We have consistently run high from a cost of goods perspective this season. There have been good months, but we have not seen consistent results. Miguel has been handling most of the ordering this year, and there have been some growing pains. Adam thinks we can manage inventory this offseason and we have

budgeted for more aggressive COGs in 2024. Inventory did drop slightly, but we need to see this number decrease by \$5-\$7k over the next month as we head into a slower season.

Bar COGS% finished the month at 28.63% against a budget of 31.00%. We need to be more consistent with this number as well. Michelle has taken over the bar purchasing. There has been progress as the season has progressed. We will be ordering the minimum product in October to reduce inventory further.

Summary:

The club finished the month 8% above revenue targets and saw small savings in both payroll and OPEX. The club finished \$17k ahead of the budgeted EBITDA at \$21,020. The club is positioned with one month left in the fiscal year. We are now sitting with an EBITDA of \$96,730 versus a budget of \$22,380.

October will be another busy month at LFCC. We will host our Fall Family Fun Festival, a tailgate at the driving range, a Wine Dinner, and Halloween activities. We will also start the bunker renovation project. We are excited to get that project started and are hoping for nice weather this fall.

Key Performance Highlights:

- Total revenues of \$331,155 on budget of \$306,875 and prior year of \$285,616.
- Dues finished at \$168,991 on a budget of \$164,863.
 - The monthly dues line is currently \$11.6k higher than the prior year.
 - There were 3 membership additions in September.
- Payroll was under budget by \$1.6k in September.
 - Food & Beverage operated \$1.7k under budget with increased revenues.
 - Golf finished the month under budget by \$766 (4%).
 - Staff is back in school and fewer hours are needed.
 - Course & Grounds over budget by \$1.6k.
 - The department is fully staffed, but we had to extend hours which led to overtime.
 - Scott Werner's salary was included in the budget for most of the season. September was the first month where it was not.
- OPEX finished at \$102,782 versus a budget of \$104,507.
 - Significant savings in chemical and fertilizer.
 - Fertilizer numbers were adjusted in inventory.
 - Pool chemicals had a costing adjustment that had been carried from the start of the season.
 - There was a fertilizer double count in August that was corrected in September.
 - Expensive repair/maintenance in Grounds for a tractor used for aerification and an aerification core scoop.
 - Supplies for Food & Beverage and daily cleaning continue to increase in cost.
 - Gas, water, and electrical utilities all significantly higher than budgeted.
 - We are working with the local Chamber of Commerce to enter a fixed pricing agreement for electric.
- COGS numbers in golf were 79.91%. Food COGS finished at 45.99% on a budget of 41.61%. Bar COGS finished at 28.63% versus a budget of 31.0%.

Key Performance Issues:

- September was nice weather month which meant golf and pool season continued.
 - The golf course has been in great condition all season. It has played drier this year than in years past.
- Food & Beverage was more fully staffed throughout the month.
 - Stingrays was closed after Labor Day.
- Golf lost several season staffers to school/fall sports.
 - This was anticipated and we have hired some college students to help us finish out the fall.
- We operated without any Aquatics staff following Labor Day weekend. We will be searching for a new Aquatics manager in 2024.
- The aquatics facility was officially closed following the last weekend in September.

Key Actions to Drive Performance:

- We continue to host events in the new spaces. Holiday booking is going well with a full calendar in December.
- The bunker renovation project will start in the second week of October.
 - Construction will run throughout the fall.
 - We hope to get 9 holes completed by Christmas.
- Fall Family Fun Festival and Tailgate at the Driving Range are scheduled for mid-month.
- Reintroduce Chef's Wine Dinners for the fall.
- The new website is fully launched and the member app is updated.
 - We are exploring ways to enhance the membership APP for 2024.

Membership Update:

Current Membership Numbers: 460 Total

Equity	174
Junior	108
Under 35	44
35-37	38
38-39	21
Social	115
Honorary	40
Honorary Social	2
Dining	12
Non-Resident	9

Membership Additions – We are budgeted for 48 membership additions in 2023. We have added 61 memberships with 3 additions in September.

Membership Attrition – We have seen an attrition of 34 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
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
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
MARK ROHRIG	SOCIAL	7/25/2023	NEW HOUSE ACROSS TOWN
DAN GAMBILL	EQUITY	9/25/2023	NOT ENOUGH USAGE
JIEKUN HUANG	DINING	9/25/2023	PERSONAL REASONS
NATALIE MILLER	SOCIAL	10/25/2023	NOT ENOUGH USAGE
BILL ARMSTRONG	EQUITY	10/25/2023	MOVING – WIFE HAS NEW POSITION
MAGGIE EVANS	SOCIAL	10/25/2023	MOVED TO NEW HOUSE
CHERYL MAXWELL	SOCIAL	10/25/2023	NOT ENOUGH USAGE
SCOTT MARTIN	HONORARY	11/25/2023	MOVING TO TEXAS PERMANENTLY
ED RIESBERG	SOCIAL	11/25/2023	BUSY SCHEDULE – UNABLE TO USE CLUB
MARJORIE SODEMANN	HONORARY	9/25/2023	HEALTH
CAROINE 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