AGENDA
GOLF COURSE BOARD OF DIRECTORS
CITY OF PORT ORANGE

Meeting Date: Tuesday, August 18, 2015 **Time:** 4:00 PM

Type of Meeting: Regular **Location:** 2nd Floor Conference Room
City Hall, 1000 City Center Circle

A. CALL TO ORDER

1. Roll Call

B. DISCUSSION/ACTION

2. Consideration of Minutes - July 21, 2015
3. $2 Surcharge Discussion
4. Annual Pass Discussion
5. FY 16 Golf Course Budget
6. Proposed Cypress Head Logo

C. PUBLIC COMMENTS

D. ADJOURNMENT

GOLF COURSE BOARD OF DIRECTORS REGULAR MEETING MINUTES
CITY MANAGER'S CONFERENCE ROOM
1000 CITY CENTER CIRCLE
PORT ORANGE, FL
JULY 21, 2015

The Regular Meeting of the Golf Course Board of Directors was called to order by Chairman Ford at 4:03 p.m.

Present:	Bob Ford, Councilman/Board Member David Harden, Interim City Manager/Board Member
Also Present:	Tracey Riehm, Finance Director Susan Lovallo, Parks & Rec Director Reggie Hunter, KemperSports Jody Graham, KemperSports Bob Duquette, KemperSports Theresa Gutierrez, Deputy City Clerk

1. APPROVAL OF MINUTES

   a. Regular Meeting – June 2, 2015

      Motion made by Chairman Ford seconded by Mr. Harden, to approve the minutes from the June 23, 2015 meeting. Motion carried unanimously by voice vote.

2. Financial Reports: June, 2015

Bob Duquette, KemperSports, gave an overview of the financial reports.

Theresa Gutierrez, Deputy City Clerk, suggested moving the Golf Board meetings to the first Tuesday of the month instead of being the third Tuesday of the month due to reports not being provided in a timely manner. This will allow KemperSports an additional two (2) weeks to provide the reports to the Clerk's Office. Mr. Duquette agreed.

Mr. Harden suggested keeping the August meeting on the third Tuesday. Mr. Ford agreed.

A motion was made to move the Golf Course Board meetings to the first Tuesday of the month commencing in September by Chairman Ford, seconded by Mr. Harden. Motion carried unanimously by voice vote.

Susan Lovallo, Parks & Recreation Director, gave an overview of the renovation process with the restaurant. On July 17, 2015 the City opened the bids to the renovations. The City received three (3) bids. The bid was awarded to Hall Construction due to the company being the lowest bid.

Ted Noftall, citizen, showed concern on the amount of the bid.

3. Evaluation Reports: June, 2015

Mr. Duquette said the greens have progressed well. The grass is forming a nice structure. They are about 45 days in the spray process. The work is about 10 days behind. The bunkers are in good shape. The fairways have improved. All in all the condition of the course is progressing very well.

Chairman Ford asked about the clubhouse renovations. Ms. Lovallo said it will hopefully take place September 1. This is a 45 day work schedule. Mr. Harden suggested doing some air conditioning work. Ms. Lovallo said there are no air ducts.

4. OTHER BUSINESS:

Chairman Ford would like discussion on the surcharge and new rate schedule for the August Golf Board meeting.

5. PUBLIC COMMENTS:

Mr. Noftall asked about the R&R fund account. He asked if there is a reason why the City is not being involved. Chairman Ford said this is a newly emerged item. The implications of what was going on were consolidated. Chairman Ford said the Board will start looking at it in the future.

Discussion was held in regards to the refurbishment of the golf carts. Ms. Lovallo suggested that it should be looked into soon.

6. ADJOURNMENT: 4:39 p.m.

Motion made by Chairman Ford, seconded by Member Harden, to adjourn. Motion carried unanimously by voice vote.

____

Bob Ford, Chairman

KemperSports

2015/16 Budget Executive Summary

To: Budget Review Committee

From: Bob Duquette General Manager

Date: July 23, 2015

Course: The Golf Club at Cypress Head

This document provides a high-level summary of both current year performance and the proposed 2015/16 budget. Additional detail can be found in the Marketing Plan and Budget reports.

Financial Summary

$ in thousands	2016 Budget	2015 Projection	2015 Budget	2014 Actual
Green Fee & Cart Fee Non-Outing	1,040	738	810	1,089
% Change vs. Prior	40.9%	-32.2%		
Green Fee & Cart Fee Outings	19	16	17	19
% Change vs. Prior	18.8%	-15.8%		
Merchandise	72	53	55	80
% Change vs. Prior	35.8%	-33.8%		
Range/Learning Center	35	16	38	35
% Change vs. Prior	118.8%	-54.3%		
Food & Beverage a la Carte	-	182	192	287
% Change vs. Prior	0.0%	-36.6%		
Food & Beverage Outing	-	9	9	10
% Change vs. Prior	0.0%	-10.0%		
Food & Beverage Banquet	-	9	14	14
% Change vs. Prior	0.0%	-35.7%		
Membership Dues				
% Change vs. Prior	0.0%	0.0%		
Membership Initiation Fees	-	-	-	-
% Change vs. Prior	0.0%	0.0%		
Other Revenue				
Total Revenues	1,166	1,023	1,135	1,534
% Change vs. Prior	14.0%	-33.3%		
% Change vs. Budget		-9.9%		
COGS	34	108	103	162
Gross Profit	1,132	915	1,032	1,372
% Change vs. Prior	23.7%	-33.3%		
Payroll	603	638	648	701
% Change vs. Prior	-5.6%	-9.0%		
Operating Expenses	542	552	514	551
% Change vs. Prior	-2.0%	0.2%		
EBITDA	(12)	(275)	(130)	120
% of Revenue	-1.0%	-26.9%	-11.5%	7.8%
% Change vs. Prior	95.7%	-329.6%		
% Change vs. Budget		-111.1%		
Total Rounds	45,621	30,651	32,623	47,669
% Change vs. Prior	48.8%	-35.7%		
% Change vs. Budget		-6.0%		

Current Year Overview

- Currently, The Golf Club at Cypress Head is projected to be 111.1% behind EBITDA budget and 329.6% behind prior year.
- Key Drivers of Current Year projected performance:
    - Rounds for the current year were down 35 % primarily due to the fact that the golf course was closed for renovations beginning May 1st. At this time, the course is not scheduled to re-open until November 1st, 2015.
    - ADR for the current year is expected to match the budgeted number and there is a 1% increase from prior year.
    - There were 60 Annual pass holders for the current year with 2 Founders passes. There is a scheduled 3% increase in pass holder fees for the upcoming year. Currently, there are discussions regarding opening a new series of Annual passes at a higher rate for the upcoming season.
    - Total revenues are projected to finish 9 % below budget and 33% below prior year.
        - This would be due to the fact that the course was closed for the 5 month period between May and September.
    - Operating Expenses
        - Operating Expenses are expected to reduce by 2% with the majority of savings being realized by reduction in cost for the operations due to closure.
    - Payroll
        - Total payroll is expected to finish 5% below prior year with the savings being primarily related to the food and beverage operations being leased out to a private contractor.
    - Course Conditions
        - The course began a much needed renovation of all greens, repairs of multiple sand bunkers, re-sodding of several teeing ground areas, range target areas added, improved drainage on the range and tree trimming. The process started in May and we are scheduled to re-open in November.
    - Capital Projects
        - No capital projects were undertaken.
    - Market Changes
        - New General manager, Bob Duquette, was hired to operate Cypress Head Golf Course
        - Venetian Bay golf course changed management companies from Billy Casper Golf to Integrity Golf. This company has been very aggressive in marketing their portfolio of golf courses and lower prices.
        - Many of the regular Cypress Head golfers have been playing at other golf courses during the renovations and the possibilities remains that we may see some reduction in players.
        - Pelican Bay golf club has also recently undergone a new management change and is heavily promoting the course locally

Proposed Budget

- Cypress Head golf course will realize 95.7% in EBITDA growth vs. prior year projection. Key drivers of expected performance are summarized below.

- Key Revenue Drivers
    - Golf Shop Operations
        - There are plans to introduce a new Annual Pass to players which would incorporate a higher rate structure to join. It would be designed to increase upfront purchases of green fees.
        - New inside golf staff that will be properly trained to increase sales, promote lessons, develop golf clinics and grow the game of golf to both current players and non-players.
        - Proper classification of pricing schedules as well as continual monitoring of daily tee sheet activity and increasing utilization of available tee times.
        - New outside cart staff trained in customer satisfaction and delivering best in class service.

    - Comprehensive detail on revenue-driving strategies can be found in the Marketing Plan document.

- Operating Expense Drivers
    - Maintenance
        - Current staff is being maintained, they have had the opportunity to schedule and perform detailed maintenance projects needed to have the entire golf course prepared for grand re-opening.
    - F&B
        - There are no plans for F & B operations since it is being leased to an outside entity.
    - Golf Operations
        - There are no plans to increase expenses in this department.
    - G&A
        - This department will finish in line with previous year expenditures.

- Staffing Drivers
        - New General Manager hired to operate the golf course.
        - Return of Susanne Snider as controller of the property. Susanne brings knowledge of Cypress Head golf course and the ability to work well with the city of Port Orange.
        - Completely new inside golf team along with outside cart staff.
        - F & B staff is eliminated due to restaurant being operated by outside management.
- Capital Needs
        - Repair and upgrade bathroom facilities.
        - Upgrade pro shop area with new rugs and paint.
        - Upgrade and or replace existing maintenance equipment.
        - Replace outdated and ineffective air conditioner at the maintenance facility.

<u>Additional Reference Materials</u>

- Budget Summary and Detail Sheets
- Marketing Plan

The Golf Club
At
Cypress Head

2015/16 Marketing Plan

Table of Contents

Introduction

The purpose of this document is to present the key marketing strategies and initiatives that will be implemented to ensure that The Golf Club at Cypress Head will be successful in achieving the 2015/2016 revenue budget goals. The marketing plan also provides a snapshot of the local golf market and competition. This document will be referred to on a regular basis with Kemper Sports functional support teams and course personnel.

Property Overview and Branding

Overall Vision

The Golf Club at Cypress Head is a city-owned property in Port Orange, Florida that offers residents and visitors alike an exceptional golfing experience. Cypress Head has the reputation as “The course you want to play again and again”. We anticipate local repeat golfers, a high return rate of group play and a healthy schedule of tournaments and events to contribute to the 45,000+ annual rounds produced at Cypress Head. The staff at Cypress Head will focus on providing service with a smile from the first greeting at the bag drop to the last “thank you” in the clubhouse. Cypress Head is an affordable daily fee course that aims to provide great value with quality course conditions and exceptional service.

Brand Positioning Statement

To go above and beyond our guest’s expectations through our commitment to maintaining a positive attitude, providing exemplary service and superior playing conditions.

Tagline (Brand Promise)

“The course you want to play again and again”

Design Elements

We are recommending an updated website design with a new logo to coincide with the course re-opening.

SWOT Analysis Cypress Head Golf Club

Strengths

- New greens, bunkers, driving range, etc. that are coming as a result of the current course renovation.
- Course enjoys great brand awareness in the Volusia & Flagler county market
- Considered to be a top choice for hotels in the Daytona Hotel Motel Association and the Daytona CVB for booking golf groups
- The Course will receive much media exposure due to the Golf Course Renovation
- Banquet facility will enjoy a renovation and will be better placed to compete in the market
- Price/Value relationship is considered to be very good
- Strong leadership from new management
- Strong leadership with current sales and marketing programs and initiatives
- Advanced training of new staff in customer service yielding high levels of guest satisfaction
- Improved offerings in the F&B department with introduction of new menus and hiring of new culinary team

Weaknesses

- Limited ability to book additional morning open play rounds due to MGA/WGA and weekly group play. The MGA and WGA are maxed out at current membership levels.
- There has been some discussion regarding changes in the annual pass program which will affect availability of tee times to the public.
- Our base golfer has had to frequent other courses during our closure. We must lure them back

Opportunities

- The course, and restaurant will enjoy the buzz surrounding a “new facility “ after the renovation
- Increase banquet room business with renovation improvements and décor
- Continue to improve tee sheet utilization and further decrease “white space” on tee sheet by effectively managing third party agents such as Golf Now, Golf Pac and Tee Times USA. Rates offered will continue to be actively managed and not solely based on “discount golf”.
- Continue to increase visibility of Cypress Head in market via participation in City and Community events.
- While group play is close to capacity during peak times, need to stay focused on growing Tournament play and 9-hole leagues during the slower summer months.
- Revamp of annual pass program with pricing more relevant to market conditions could drive additional revenue

Threats

- Ongoing swings in overall economy, which adversely affect consumer sentiment and result in less spending
- The large number of residents (approximately 50%) of the Cypress Head golfing community who return to their northern homes for two to six months each year.
- Large number of golfers are retired and on a “fixed income”
- The competitive market is driving a lower rate per round which is decreasing golf revenues market-wide. This has a negative effect on tournament revenues as well

Implications

- Cypress Head will continue to offer a challenging, aesthetically pleasing experience with high quality maintenance practices. Because of the current economy and heavy competition in the market, Cypress Head will also maximize awareness through continued marketing strategies to increase revenues.
- There must continue to be a focus on targeting the surrounding area in order to capture local tournaments, creating new tournaments, and attracting daily fee golfers who are currently travelling to other courses in the area. With an ever changing local golf market, Cypress Head will also need to continue to monitor local pricing from competitors and ensure that a dynamic pricing is utilized to continue to retain and grow its market share.
- The Daytona Area Chamber of Commerce, the Hotel Motel Association and the Convention and Visitors Bureau continue to heavily market the local area as “THE WORLD’S MOST FAMOUS BEACH” highlighting golf in the area, and targeting areas in markets that have a high incidence of visitors who drive throughout the South East.
- Cypress Head will be well positioned to continue to capture a good amount of this segment through its partnerships with local hotels and condos which are supporting this initiative.
- Outing and Banquet business should increase going into fiscal 15/16 due to the new course and banquet areas. Golf rates should also increase as a result of the improvements.

2014/15 Year to Date

The following business review sections provide key background from the 2014/2015 season but caution should be used due to the fact that we only were open for 7 months during the 2014/2015 season. I have therefore used rounds number from the prior year of 2013/2014 to show a complete season. Another factor to be considered is we are not scheduled to be open during October of 2015, therefore I anticipate a loss of approximately 3,000 total rounds for the upcoming season.

Rounds Mix

The following chart outlines the rounds mix for the upcoming 2015/2016 season and compared to the rounds during the 2013/2014 season.

Implications

Based on the total number of rounds from the prior year compared to current year projections we have seen an increase in our morning, outing and civil service rounds. The forecasted growth came mainly during the spring and summer months. We saw a decline in rounds from winter weather which dropped in almost every category during the clubs in-season period. We have seen an increase in the paid rounds over past couple of years, mainly due to more targeted marketing and aggressive pricing to entice new customers to the golf course. A renewed focus to limit the amount of available comp rounds has also helped better manage the tee sheet. We anticipate this to continue in the next fiscal year.

Rounds Type	2015/16 Forecasted Rounds	2013/14 Actual Rounds	% Change	2015/16 Forecasted Rounds Mix	2013/14 Actual Rounds Mix
Annual Pass Rounds	4,902	4,902	0.0%	11%	10%
Morning Rounds	5,310	5,831	-8.9%	12%	12%
Mid Day Rounds	8,803	11,436	-23.0%	19%	24%
Civil Service Rounds	2,750	2,857	-3.7%	6%	6%
9 Hole League Rounds	800	342	133.9%	2%	1%
Group Rounds/Outings	8,020	6,699	19.7%	18%	14%
Twilight Rounds	5,500	4,694	17.2%	12%	10%
9 Hole Morning Rounds	395	378	4.5%	1%	1%
GolfNow Revenue Rounds	1,491	1,515	-1.6%	3%	3%
GolfNow Barter Rounds	812	959	-15.3%	2%	2%
Comp Rounds	633	888	-28.7%	1%	2%
Junior Rounds	525	303	73.3%	1%	1%
League Rounds	3,650	3,629	0.6%	8%	8%
Employee Rounds	1,250	1,251	-0.1%	3%	3%
Tournament Rounds	780	1,870	-58.3%	2%	4%
Total Rounds	**45,621**	**47,554**	**-4.1%**	**100%**	**100%**

Utilization Analysis

	Rounds
Peak Utilization Rate	82%
Mid-Day Utilization Rate	77%
Twilight Utilization Rate	55%
Total Utilization Rate	71%
Peak Hours	7am - 10am
Mid-Day Hours	10pm - 1pm
Twilight Hours	1pm – 4pm

Note: The above analysis is based on 2014/15 YTD in-season rounds - November through March 30th

Cypress Head closely monitors and optimizes its utilization rate throughout the year. The Utilization Analysis shows a summary of utilization by day and time for the current/most recent season. Key learning's include:

- Highest utilized time period: Peak Time
- Lowest utilized time period: Twilight

Implications

Based on a review of our current and historical rounds mix, the golf course is running at optimum utilization during each period of the peak season this year.

Local Market Situational Analysis

Current local demographic statistics show that there are 231,554 households within the Volusia/Flagler county area. Cypress Head is within a 45-minute to 1-hour drive to any corner of these two counties. These households represent a population of 600,756 people. Based on a Florida golf participation rate of 8.1% there are an estimated 48,661 possible golfers within a 30 minute drive in the local market. The median household income is approximately $42,457. Established public value golf courses in the same local area are producing an average of 38,478 rounds annually. There are 20 courses within a 20 mile radius of Cypress Head that are classified as either public value or public price courses.

Implications: Based on the local market analysis, there is a great deal of supply in the market with a limited number of golfers (~24,000 golfers for 20 courses (or just short of 1000 golfers per course within a 20 mile radius). Given these market conditions, Cypress Head intends to lead the market with updated conditioning of the greens, bunkers and range increasing the ability to win market share from other properties. It must have a unique selling proposition that sets it apart in the market to keep it from becoming caught in pricing wars. With ~47,000+ rounds each year for the past 5 years, Cypress Head is outperforming the competition, but needs to maximize revenue in these rounds in order to continue to grow overall revenues.

Competitive Analysis

The vision for The Golf Club at Cypress Head is to be the premium municipally-owned daily fee golf course and golf experience in the Volusia/Flagler market. Based on this, the property competes with other daily fee facilities in the "public value" category. The following is a summary of some key competitors for Cypress Head.

2014/15 January Peak Rates

Property	City	Distance	Holes	AM Rate GF/CF	1 pm Twilight Rate GF/CF
TGC at Cypress Head	**Port Orange, FL**	**-**	**18**	**$42.50**	**$24.50**
Venetian Bay CC	New Smyrna Beach	1.00	18	$48.50	$35.50
Daytona Beach GC	Daytona Beach, FL	8.33	36	$48.50	$37.50
LPGA	Daytona Beach, FL	10.17	36	$75.00	$55.00
New Smyrna Beach GC	New Smyrna Beach, FL	5.50	18	$42.00	$35.00
Spruce Creek GC	Port Orange, FL	1.60	18	$42.00	$32.00
Pelican Bay North GC	Daytona Beach, FL	5.67	36	$42.00	$32.00

Indigo Lakes GC	Daytona Beach, FL	9.25	18	$52.00	$41.00
Hidden Lakes GC	New Smyrna Beach, FL	6.00	18	$41.00	$35.00
Victoria Hills GC	Deland, FL	15.91	18	$58.00	$37.00
River Bend GC	Ormond Beach, FL	16.25	18	$46.00	$36.00
Crane Lakes GC	Port Orange, FL	2.73	18	$42.00	$31.00

Implications

Based on the competitive rate review, Cypress Head is very competitive in the market and it is our recommendation from this analysis that we grow the rates in every category in the future due to the fact that the renovation of the course will be completed.

Key Competitor Evaluation

The following section provides additional analysis around Cypress Head's primary competitors.

Venetian Bay CC

63 North Airport Road, New Smyrna Beach, FL (4.5 mi)
www.venetianbaygolf.com

Strengths

- Modern Clubhouse with full amenities and visually attractive entrance
- Beautifully appointed Banquet room accommodating over 110 guests, with separate entrance
- Landscaped grounds to accommodate outside Wedding and banquet guests
- Recent change to Integrity Management Company has shown aggressive marketing and pricing strategies.

Weaknesses

- Rates are not consistent. You need to contact golf shop to get current rates on a weekly basis
- Couse continues to have issues with drainage & closes for several days after each rain event.
- Course is considered difficult to play, especially from Senior golfers
- Change in Management Company creating possible inconsistencies in services

LPGA

100 Champions Drive, Daytona Beach, FL (10 mi)
www.lpgainternational.com

Strengths

- The two courses at LPGA, Hills and Jones, enjoy the advantages of an association with the female Professional Golfers. The LPGA's corporate office is located at this location. The golf courses have no official connection with LPGA (corporate) but are perceived to be part of the organization by the public

- The residential surroundings at LPGA have expanded providing a local base of core avid golfers
- LPGA receives the bulk of Daytona CVB advertising promotion and hotel referrals and thus their name recognition is highest for the Volusia/Flagler Markets
- Their Ladies League, was opened up to include all Lady Golfers from area golf courses increasing their visibility
- LPGA has hired Club Corp Management to run the operations for the whole facility, who are initiating aggressive campaigns for Membership Sales
- Restaurant and Pro shop have outdoor seating area, huge bar area with 15 big screen TV's and contemporary seating areas inside.

Weaknesses

- Catering more to "members " and increasing Membership base, not public
- LPGA stays very wet throughout the year and is often cart path only.
- Heavy turnover of Food and Beverage staff has led to inconsistent product

Spruce Creek Country Club

1900 Country Club Drive, Port Orange, FL (2 mi.)
www.sprucecreekgolf.com

Spruce Creek Country Club is a semi-private facility inside a gated fly-in community located less than two miles from Cypress Head.

Strengths

- The fly-in community has a high awareness factor
- The gated community appeals to homebuyers in the market
- Facility acts as buffer for Cypress Head when we have overflow from tournaments and events
- Have been able to drop rates to public in order to attract golfers

Weaknesses

- Spruce Creek is a semi-private club, allowing resident play only if they are members.
- Course conditions are often not up to expectations
- Non-residents must register personal information at gate with guard each time you enter property

Crane Lakes Golf & Country Club

1790 Crane Lakes Blvd, Port Orange, FL (3 mi)
www.cranelakes.com

Crane Lake is a public facility located within the confines of a manufactured home community. The homeowners, 55 + years of age, primarily frequent the course.

Strengths

- Gated community
- Low rates
- Usually tee times are readily available
- Course conditions have greatly improved since renovation

Weaknesses

- Course is not a championship course layout, only par 66.
- Guests and Residents feel the course is more difficult to play since the renovation
- When the course re-opened the price structure was deemed too high by the players

New Smyrna Beach Municipal Golf Course

1000 Wayne Ave, New Smyrna Beach, FL (6 mi)
www.cityofnsb.com

Strengths

- Located in growing community with high tourist appeal
- Original Course was designed by Donald Ross
- Course does not require use of carts
- Summer & Winter memberships available
- Recently opened a separate restaurant on property open 7 nights a week

Weakness

- Large number of low-priced memberships cap their revenue capabilities
- Course conditions are very inconsistent

Indigo Lakes Golf Club

312 Indigo Drive, Daytona Beach, FL (9 mi)
www.indigolakesgolf.com

Indigo Lakes was the original LPGA home course, situated in the Indigo Lakes community of residential homes. The course is currently in better condition than it has been in recent years

Strength

- Investing heavily in course and clubhouse, including 1.5 million in irrigation upgrades; $750,000 in landscaping, upgraded pro shop inventory including renovation of the grill room.
- Positioning itself with Daytona International Speedway

Weaknesses

- Has never regained the reputation for the level of championship quality that it had back in the early 90's.
- Located close to I-95 with some holes running adjacent to the highway
- Course can become inaccessible during race events

Daytona Beach Golf Club

600 Wilder Blvd, Daytona Beach, FL (8 mi)
www.daytonabeachgc.com

Daytona Beach Golf Course offers two18-hole public courses.

Strengths

- Facility offers two 18-hole courses
- Donald Ross originally designed South Course and the North Course.
- Course offers competitive rates
- Invested in huge expansion of Golf Shop
- Fully supported and owned by the City of Daytona
- Active participation in Daytona CVB
- Heavy television advertising on Golf Channel during golf tournaments

Weaknesses

- Course conditions are deteriorating
- Located in a less-desirable part of Daytona
- Rates are rising more rapidly than their competitors

Customer Insights

Over the past year, Cypress Head has gathered statistical data from two different customer survey tools:

Kemper Sports True Review

The True Review quality survey is administered as part of a thank you communication weekly following a customer's round. This survey helps us to assess all aspects of our operations to ensure we are providing the best possible customer experience.

<u>True Review Insights</u>
This survey tool is conducted throughout the year with 227 total responses year to date (Oct. 1, 2014 – May 1, 2015), with a total NPS Rating of 79.7. Key learning's and operational improvements from this survey included:

Report run: 6/19/2015 11:27 AM MDT
Data current as of: 6/19/2015 11:27 AM MDT

KemperSports | TrueReview™

REPORT CRITERIA	
Date of Survey	10/1/14 - 5/1/15
Course	Cypress Head

	NPS	Overall Rating	Service Rating	Course Rating	Food Rating	Recommend Rating	# of Surveys
Goal Index	70.0 | 70.0						
Totals	79.7	9.0	9.3	8.3	8.6	9.4	227
Cypress Head	79.7	9.0	9.3	8.3	8.6	9.4	227

powered by inmoment

Key Learning	Implications
Lots of mentions about being able to start off the back nine when play is busy.	• Players don't seem to understand that for every group that starts off the back nine, a tee time must be eliminated 2 hours later on the front nine.
Pace of Play was mentioned often as a challenge. The lack of a course player assistant or Marshall was also mentioned.	• We will plan on having regular starter/rangers on property to control pace of play.
Bunkers need to be better maintained or need new sand	• The renovations project has repaired failed bunkers and replaced sand in others
Numerous complaints about the discontinuation of breakfast service on Saturday mornings at the course	• Offer small breakfast bar with coffee, pastries and fruit
Overall course conditions especially tees and greens (greens were mentioned as being slow numerous times)	• All new greens with Jones Bermuda will alleviate concerns.

Year to Date Program Learning

Cypress Head undertook a variety of sales and marketing activities in the past year. The following table covers activities that were standouts in terms of their performance results as well as results from digital marketing efforts.

2014/15 Successes

Program	Results	Implications
Special Holiday events	Holiday specific events have been very successful	We believe that, by improving the aesthetics, and ability to control temperature of banquet room after renovation will extend our ability to promote events throughout the entire year resulting in increased revenue
Tournament Booking	When gift certificates for fund raising tournament were requested, we asked for the opportunity to bid on the next event, and included postcard for tournament promotion	Cypress Head will continue to contact Volusia County Charities with request to host future fundraisers. Tournaments and F&B banquet events.
HOA monthly advertising	Reaching almost 1000 rooftops combined with Cypress Head and "The Sanctuary " HOA Newsletters	Increased visibility to non-golfers about golf course activities regarding food & beverage. Will continue to advertise in all local HOA newsletters as they become available
Gift Cards Sales	Offered a "Cyber Monday" Special. Increased sales for the holidays.	Promote gift card sales throughout the various holidays and special occasions.

2014-15 Challenges

Program	Results	Implications
Collection of emails has been done through several programs – Join our E-club, fishbowl at Golf Shop Counter, Link on website to enter information and player registration through tournament web sites	• Players have become complacent in giving out email addresses or other social media connections.	• Need to educate staff in helping to promote the benefits of registering their email and other forms of social media with us. • Point of sale enter-to-win sweepstakes. • Utilize online tournament player registration forms to gather their email databases. • Will be able to collect more addresses with added "Grand Re-Opening" campaigns

Banquet Business Bookings	• Banquet bookings remain a challenge for local businesses and groups to utilize our facility for lunches, parties, banquets or just rental space. Perception is that we are too far away for companies to hold "luncheon" or other events, or during Summer or Winter months, room cannot be adequately heated or cooled	• Better aesthetics will be addressed after renovation • We could increase banquet revenue with a newly enhanced room with modern temperature controls • "Grand Re-Opening" campaign with aggressive banquet pricing that will elicit additional leads.

Digital Marketing Data

Program	YTD Results
Size of Database (Unique E-mails)	5031
Average E-mail Open Rate	22.3%
Average Monthly Website visits	2043
Average monthly rounds booked on your website	103
Average % of total rounds booked on your website	1%
Average monthly rounds booked on Golf Now (if applicable)	108

Website visits were slightly as compared to last year but has dropped significantly since the course has been closed for renovations.

2015 Marketing and Sales Strategies and Tactics

The following sections review the marketing and sales strategies and tactics for the key business segments that will help drive the overall revenue objectives for the coming year as outlined in the Executive Summary and budget documentation.

Business Segment	2015/16 Budget	2014/15 Forecast	% Chg
Golf			
Revenue	$1,036,893	$738,844	40%
Rounds	44,841	30,651	46%
Rev/Round	$23.12	$24.11	-4%
Golf Tournaments			
Revenue	$21,840	$16,750	30%
Rounds	780	595	31%
Rev/Round	$28	$28	0%
F&B Outings			
Revenue	$10,140	$8,900	14%
Rev/Outing Round	$13	$14	11%

Golf Strategies and Tactics

The following marketing and sales strategies and tactics will help drive revenue and rounds for the Cypress Head golf business in 2015/2016

2015/16 Pricing Strategy

The pricing template below reflects our current and proposed price position in the marketplace for residents of Port Orange. We are currently priced below the majority of our competitors in the market. We view our pricing as strength to driving rounds to Cypress Head. The club will look at raising our prices in fall and winter of 2015/2016. Due to the renovations done on the property, increasing prices is necessary for the return on investment.

Peak Season Rate Segment	Rate 2014/15	Rate 2015/16
Morning Rack Rate	$42 including cart	$46 including cart
Mid-Day Rack Rate	$36 including cart	$38 including cart
Twilight Rack Rate	$27 including cart	$32 including cart
Super Twilight Rack Rate	$20 including cart	$24 including cart
League Rate	$32 including cart	$36 including cart
Port Orange Resident	$40 including cart	$44 including cart
Cart Fees	Rate depends on time	Rate depends on time

Anticipated Rounds Mix

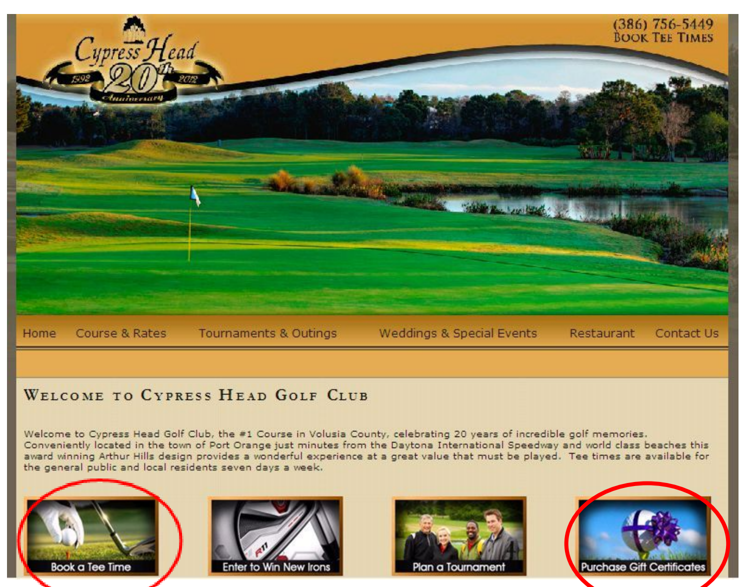
The following chart depicts the anticipated rounds mix for 2015/2016 and compares it to prior year.

Rounds Type	2015/16Budgeted Rounds	2014/15 Forecasted Rounds	% Change	2015/16Budgeted Rounds Mix	2014/15 Forecasted Rounds Mix
Annual Pass Rounds	4,902	3,233	51.6%	11%	10%
Morning Rounds	4,560	2,295	98.7%	10%	7%
Mid Day Rounds	8,803	3,950	122.9%	19%	12%
Civil Service Rounds	2,750	1,800	52.8%	6%	6%
9 Hole League Rounds	800	700	14.3%	2%	2%
Group Rounds/Outings	8,020	5,640	42.2%	18%	17%
Tw ilight Rounds	6,250	7,430	-15.9%	14%	23%
9 Hole Morning Rounds	395	280	41.1%	1%	1%
GolfNow Revenue Rounds	1,491	861	73.2%	3%	3%
GolfNow Barter Rounds	812	375	116.5%	2%	1%
Comp Rounds	633	575	10.1%	1%	2%
Junior Rounds	525	650	-19.2%	1%	2%
League Rounds	3,650	3,137	16.4%	8%	10%
Employee Rounds	1,250	1,072	16.6%	3%	3%
Tournament Rounds	780	625	24.8%	2%	2%
Total Rounds	**45,621**	**32,623**	**39.8%**	**100%**	**100%**

The course will still be closed for renovations during the month of October in 2015 and we are planning for the grand RE-OPENING in November of 2015. Because of that fact I would expect the round segments will be decreased by approximately 3000 rounds for the season vs. 2013/14 numbers. The rounds numbers for 2014/15 are based on 7 months only due to course closing for renovation on May 1st 2015.

General Awareness Strategies

The following marketing and sales activities are planned for 2015/2016 to drive awareness of the property and will help drive all categories of play, especially regular daily fee play.



Website Promotions

We need to update the website to a more responsive design for the new fiscal year. This will help with SEO and readability on tablets and mobile devices. Advertise promotions regularly on the Cypress Head website. Capture additional e-mail addresses on the website by requesting pre-registering for special promotions.

- All daily fee promotions will be included on the website
- Online tee times are available via the website with an easily recognizable call to action box for booking tee times on every page. Online tee times will be promoted by the pro shop staff, by the on-hold message and by including a link on all e-mail campaigns allowing golfers access to the tee sheet
- We will continue to update our website during the upcoming season to promote complete renovation of the property
- fresh new content for optimal performance
- Network with vendors, customer owned business and charities that receive rounds for their tournaments and ask to put a link from their site to ours to drive reach and exposure to our website.
- Placing reciprocal links to local Hotels to increase traffic to website

Gift Card Sales

Sell gift cards on our website with prominent call to action to purchase gift cards year round. Support through email blasts around corresponding gift giving holidays will also be implemented.

- Sell gift cards in several denominations. Typically these are redeemed for rounds of golf
- Offer to mail gift cards directly to recipients after payment is received through the website, with personalized Holiday or Birthday specific cards that will be printed in house.
- All Holiday specific gift cards will be promoted on website, golf shop and through e-blasts

New Logo Design

We are recommending that we change the old logo and reopen the property with a new logo that can spark additional merchandise sales.

Word of Mouth Marketing Strategies

We will implement the following initiatives to drive word of mouth marketing.

- Continue to employ a systematic approach to greeting every guest and making sure each guest is addressed by name on a regular basis during their visit to Cypress Head
- Continue to deliver exceptional service by reinforcing Kemper Sports "True Service" training to all staff and strive for happy and loyal customers
- Continue to reinforce delivering great service with staff at all points of contact from the proper way to answer phone calls to tee time bookings
- Place more brochures and rack cards in condos, hotels and complexes in and around the Daytona Market.
- Continue to establish relationships with local businesses, associations and civic organizations and actively participate in community events

Public Relations

- Outreach through public relations will be accomplished via membership in The Hotel Lodging Association, the Port Orange Chamber, The Daytona Area Chamber, the S.E. Volusia Chamber, Rotary Club, Ormond Beach Chamber, United Way, and the Women's Initiative of Flagler/Volusia County.

- Cypress Head will have consistent brand awareness in the community market. Each of these committees has newsletters and mailings that can benefit special events at Cypress Head as well as assist in the building anticipation for the “Grand Re-Opening” of the Course & Clubhouse. These groups will also be invited to a property tour before our scheduled re-open date. This should create a buzz and make it easy for them to send golfers and or banquet business to the refurbished Cypress Head.

Advertising

- Print Advertising will be used to support specific events and will be instrumental in the efforts to advertise the re-opening of the course and to keep Cypress Head relevant. Each ad will have a specific call to action with a clear way to redeem or call for information that will embrace data collection efforts at the property.
- Cypress Head HOA monthly newsletter promoting in-house events
- Adjoining Sub-division- The Sanctuary HOA newsletter to promote Restaurant & in house events
- Chamber Business Guide, delivered to local chamber members and is included in any request for information about Port Orange
- “Small Pond Advertising” Local Yellow Pages
- Gold benefits for Volusia County residents to promote specials to the group.

Search Engine Optimization

- Update our site by implementing a keyword strategy in our pages headers and content
- Goal to appear in the top 5 for searches on Google
- Website visits from October 2014 – April 2014 have increased
- With the coming changes to the golf course, website visits will likely increase as well.

Social Media

Cypress Head currently has a Facebook, Twitter and Instagram account that we utilize to promote events, outings and specials.

- Continuously update information on the social media site (i.e. outings, tournaments, leagues, merchandise promotions, Etc…) with links to online registrations and tee times
- Dedicate one person to be the spokesperson for the property to ensure consistency.
- Add more content to the page, especially outing, leagues, and merchandise promotions.
- We will also add pictures from events held at Cypress Head.
- Make the conversation on Facebook a two way conversation (i.e. run polls, ask questions of fans,)

E-marketing

- Send e-mail campaigns alerting our database of monthly promotions promoting soft times on the tee sheet and advertising special pricing for mid-day specials and restaurant specials
- E-mail campaigns will also be sent to third-party wholesaler’s databases to make their golfers aware of the promotions being offered at The Golf Club at Cypress Head.

- Bounce Back Cards – These are given to all tournament participants with a reduced rate to come play the course again, with e-mail collection necessary to redeem the card.
- Leverage relationships with Kemper Sports properties in the local markets to cross promote.

Resident Rates

Special pricing offered only to residents

- Resident rates are typically $3 to $5 lower than non-resident rates depending on time of year and time of day
- Resident rates are promoted through our website, by the pro shop staff at the counter, and through e-mail campaigns and will be placed at all county buildings and municipal complexes.

Grand Reopening Strategies

Grand Reopening Event Ribbon Cutting
- Event would be scheduled by the POSD and Daytona Chambers of Commerce

Press Release on Re-Opening
- Contact local newspapers and media outlet regarding re-opening

Resident Play Day after Grand Re-Opening
- Offer a date for residents to visit the renovated golf course

Radio/TV/Newspaper Advertising to Promote New Course
- Contact local TV, newspapers and cable outlet

Golf Now E-blast to promote Re-Opening
- Contact Golf Now for utilization of their database to help spark interest in the re-opening

Off-Peak Strategies

The following marketing and sales activities are planned for 2015/2016 to drive play for both in-season off-peak timeframes and shoulder season play.

Golf Now

Golf Now is used to drive incremental rounds and to drive play to lower utilized parts of the tee sheet.

- Drive low utilized times with offers that won't devalue our product.
- Acquire key information from customers at check in and convert them to Cypress Head loyalty program members.
- Weekly Revenue at Risk emails are used to adjust pricing accordingly in off peak times to move more volume through the course w/o compromising the local rate.
- Utilize the Kemper Sports National contract with GolfNow to ensure that pricing floors are adhered to and discounts of barter rounds are not compromised.

- In 2015 from January – April Cypress Head realized $29,000 in revenue through the Golf Now website and the Cypress Head booking engine supplied by Golf Now. Of that $12,000 was booked through the Golf Now website.

Twilight Golf

To drive revenue with twilight golf we will offer a Twilight rate as well as a “Super” Twilight rate

- 9 Hole late evening rate to give the option of twilight or 9 hole rate

Other Play Segment Strategies

The following marketing and sales activities are planned for 2015/2016 to drive other segments of play.

Stay and Play Packages

- Stay and play packages are promoted via Golf Pac Travel and Tee Times USA with 17 Daytona Beach area Hotels, and the Hotel Lodging Association.

Junior Golfers GLF Program

We will implement the following initiatives to promote junior golf at Cypress Head knowing that many of these golfers will turn into lifelong clientele.

- Host several clinics and camps throughout the year, aimed at increasing awareness of junior programs at The Golf Club at Cypress Head.
- Cypress Head is the home course for the Spruce Creek High School golf teams.
- Host junior camps throughout the summer and school holidays.
- Promotion through fliers at all Port Orange municipal complexes and through schools.
- Connect with principals to continue to promote camps.
- Continue to offer great junior rates throughout the season (after 1PM) – and continue **FREE** golf for kids under 16 during the summer months when accompanied by a paying adult
- Ongoing support of the numerous high school golf programs that frequent our course
- Visit local schools to develop the GLF junior program and engage local parents in order to attract new participants to Cypress Head and continue to build awareness

Civil Service Rate Discounts:

- Continue with our support of civil service workers. Early twilight time rate lowered to support the men and women who have served our country along with law enforcement, first responders, city and county employees, teachers etc.

Annual Pass Program

Cypress Head will continue to sell the Annual Pass to existing pass holders. There are currently 62 active Pass Holders with Founders eligible for this program.

Golf Outing Strategies and Tactics

The following marketing and sales strategies and tactics will help drive tournament/group/outing revenue and rounds for Cypress Head for 2015/2016

Tournament Goals

The following chart covers the tournament goals for 2015/2016 The following marketing and sales strategies and tactics will help drive tournament revenue and rounds for the Cypress Head golf tournament business in 2015/16. Cypress Head is in a unique position given the operation and facility to offer significant costs savings to tournament and charity events to minimize expenses and maximize bottom line profits. Given today's economic and financial pressures we are seeing less full field events and more mid to small sized events of 70 or less. Cypress Head has been creative with offering additional pre-tournament services, options for the food and beverage component as well as aggressive golf prices to accomplish better bottom line performances for events/ tournaments.

Tournament Measure	2015/16 Goal	2014/15 Forecast	% Change
Total Tournament Rounds	780	490	59%
Total Number of Tournament	10	7	43%
Total Rounds per Tournamen	78	70	11%

Group/Outing Goals

The following chart covers the outside group/outing goals for 2015/16. Group/outing play is an integral part of the golf industry. There are many golfers that join together to enjoy the game collectively. Many of these groups/outings play the course during different times of the year and some that play the course all year round. The following marketing and sales strategies and tactics will help drive group/outing revenue and rounds for the Cypress Head group/outing business in 2015/16. We do offer a reduced rate from the individual players' price in exchange of the guaranteed larger number of golfers. This is a good relationship for both the club and the golfers. The groups/outings enjoy all their acquaintances and the club guarantees the revenue.

Group/Outing measure	2015/16 Goal	2014/15Forecast	% Change
Total Group/Outing Rounds	8,020	3,100	159%
Total GF/CF Revenue	$264,660	$102,300	159%

A group/outing consists of sixteen or more golfers and plays on a regular basis throughout the majority of the year at Cypress Head. The increase over prior year is due to the course closure for a period of five months.

New Bookings Strategy

The following marketing and sales activities are planned for 2015/2016 to drive new outings.

This business represents large revenue generating centers and needs to be addressed as such. Initiatives needed to help build outing business. Since the Facility will be under renovation during the prime season for golf tournaments, it will be imperative to keep Cypress Head Golf Club on top of mind for Tournament planners who are booking events for the 2015/2016 Season

- Identify groups that are hosting their events with our competitors and persuade them to host their 2015/2016 outing at The Golf Club at Cypress Head, sighting the golfer interest that will be generated by playing on a "NEW" golf course
- Continue to leverage relationships with third-party golf vendors in the Volusia County and Daytona area market to encourage them to send outings to us.
- Up sell tournament food and beverage and merchandise to maximize the dollar per player yield, the staff is trained to offer additional food and beverage and merchandise purchases during sales process, enhancing the event and leads to a higher dollar per golfer yield.
- Golf outings will be promoted on the website, in e-mail campaigns, via word of mouth by the pro shop staff, and by signage in the pro shop.

SMERF Market Outings

By contacting the local SMERF market and actively soliciting their outing business there is an opportunity to drive more group revenue at Cypress Head. These organizations include:

- Social and Civic – the majority of philanthropic organizations host annual golf outings (Fundraisers and Charities make up a large portion of these groups)
- Military – contact armed forces (reserves), police departments and fire departments to solicit their outing business.
- Educational Institutions – Schools, Booster Clubs, PTA's, and Alumni groups, etc.
- Religious Groups – local churches and men's groups
- Fraternal Organizations – Elks, Kiwanis, Masons, etc. often are looking for ways to raise capital. A golf outing is the perfect way for them to do so.

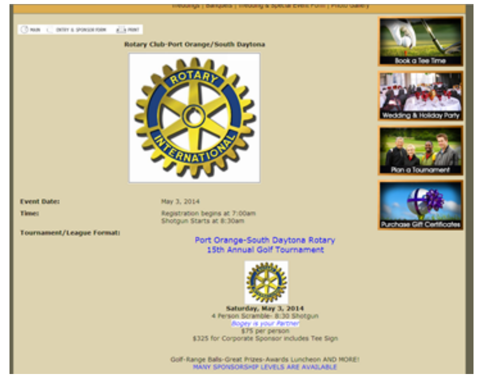
Outreach to Local FL Communities through Stay and Play Packages

- Cypress Head has fostered relationships with many of the hoteliers in our region. We will continue to advance this segment by contacting and working with traveling golf groups. Groups will come from various communities throughout the state of Florida to visit Daytona Beach on golf packages
- Partnerships with local hotels and their "Stay and Play Packages" bring additional rounds, by engaging in co-op advertising whenever possible.

- Work directly with hotel managers throughout Daytona Beach, New Smyrna Beach & Ormond Beach, to assure they have updated information and pricing for Cypress Head. Dedicated booking options and pricing have been discussed with the major partners, but they prefer to book via their sales staff and contact Cypress Head personally.
- Developed a 2-Play option for Packages. If Customer plays the course 2 times within 7 days, the wholesale rate is reduced. This is available only for those local hotels that do stay & play packages, in an effort to drive more than one round to Cypress Head

Tournament Microsites and Online Registration Forms

- Cypress Head continues to use a tournament microsites and online registration forms as an added value to upcoming events to help increase participation rates make booking and registration easier for players.
- With this technology, Cypress Head offers a value that no other competitor in the market place currently offers. This also allows for easy collection of outing funds and better control and awareness of outing numbers prior to the event date.



Chamber of Commerce & Visitor Bureau

- Be an active member of the Chamber of Commerce to keep Cypress Head top of mind
- Continue solid relationships with Flagler County TDC when they partner with Volusia County efforts.
- Each one has databases that can be utilized to search for potential clients.
- Participate in events advertised through e-mail or mail and networking events.

College and High School Booster Club Outings

- All local college booster clubs will be contacted in an effort to book the annual scholarship fundraising golf tournament, outing, or to organize college football viewing parties.
- Local high school athletic directors, head coaches, and band directors will be contacted to host an annual fundraising event at Cypress Head.
- Local area charter schools will be contacted (beginning with the principal) to discuss hosting a fundraising event at The Golf Club at Cypress Head.

Creative Events Strategy

The following marketing and sales activities are planned for 2015/2016 to create event-related play. These events will be particularly important during shoulder and slower summer months. Cypress Head will offer a creative event schedule annually, with events hosted monthly from June through September. The following schedule is planned for 2015/2016 to create event-related play.

Creative Events Schedule

November – Grand Re-Opening event

December – Ho! Ho! Ho! Shotgun

January 1st – Hangover Open golf tournament

February 3rd – “The BIG GAME” Golf outing & viewing party

February 14th – Valentine’s Day Dinner

March 15th – Luck of the Irish Golf Scramble

March – Easter Sunday Brunch

April - Masters Weekend Par 3 Tournament

May – Mother’s Day Brunch

June – Father’s Day

July – Red/White/Blue Tournament

August – Beach Bash

September – Wounded Warrior/ Patriots Day

In-House events will be promoted by signage in the clubhouse, on the Cypress Head website, through word of mouth, at the point of sale in the golf shop and via Email campaigns.

- E-blast campaigns will promote in-house public Tournaments and Events.
- Implement a charity donation day to give back to charity and partner up with surrounding companies and organizations. VFW, Lions Club, Publix Supermarket, area Church’s and Banks all donating to the Port Orange Scholarship fund.
- Equally as important will be grand Re-Opening events, including “Welcome Back” Homeowners, a VIP event to include local media, City Dignitaries, KSM representatives and local business and hotel representatives.

F&B Strategies and Tactics

Currently all of F&B operations will be outsourced to a local company. There will be some challenges to work through during the 2015/2016 year on how Marketing and the new Restaurant management will flow through.

Banquet Goals

The following goals are in place for the number and types of banquet events at Cypress Head in the coming year:

We anticipate an increase in number of weddings once the renovation is complete. This is based on our belief that we will be able to promote at Wedding shows and Wedding sites, when we are not so limited in the times of year we will be able to host such events. Cypress Head will stand out as the “New “location for weddings. We will execute Kemper Sports F&B best practices for all events to ensure growth of the events as well as growth in dollars per event. Events & Weddings will be professionally staffed and managed. Combining our new chef with new menu offerings, we feel a successful F&B banquet operation should generate substantial revenue increases.

Event Type	2015/16 Goal	2014/15 Forecast	% Change
Weddings	5	2	150%
Banquet Events	20	10	100%
Corporate/Group Meetings	6	3	100%
TOTAL BANQUETS/EVENTS	**31**	**15**	**107%**

Key Competitor Evaluation
The following section provides additional analysis around Cypress Head's primary competitors.

Banquet Competitive Analysis

Current 2014 Peak Rates – Tax & gratuity not included

Facilities	City	Dist.	Minimums	Friday & Sunday	Saturday	Ceremony Fees
LPGA International	**Daytona Beach**	**12.1 mi**	**$1,250**	**$26.00 - 33.95**	**$26.00 - $35.95**	**$1,000**
Venetian Bay CC	**New Smyrna Beach**	**3.0 mi**	**Information unavailable**	**$30.00**	**$30.00**	**$500**
Pelican Bay CC	**Daytona Beach**	**6.2 mi**	**$3,000**	**$32.00 - $60.00**	**$32.00 - $60.00**	**$700 - $1500**

Implications

The competition in this area, all have outstanding facilities, with true banquet rooms, and amenities. We conclude that we will be able to compete in this market and entice clients that have been unattainable in the past, once the renovation of the banquet facility is complete. We will put in place an aggressive pricing structure with our menus that still meet our cost requirements. We believe that we will become a much stronger competitor in the Wedding and Banquet Marketplace after the renovation.

LPGA International Golf Club
Strengths

- Terrific Views
- Outside Wedding ceremony area complete with gazebo
- Nicely appointed private banquet area with bar & wrap around veranda

Weaknesses:

- Furniture and woodwork is showing their age
- F&B turnover has resulted in inconsistent food quality

Venetian Bay Country Club
Strengths
- Beautiful views from windows that surround banquet room
- Very well decorated for every day and especially Holidays

Weakness
- Still perceived as a "Members Only" facility
- Seating capacity for less than 120 individuals

Pelican Bay Country Club
Strengths
- Recently renovated banquet facility
- Have large expanse of land to hold wedding ceremonies
- Have been in wedding and banquet market for years, well known in community

Weakness
- Are targeting only high-end Weddings

Banquet New Booking Strategy

The following marketing and sales activities are planned for 2015/16

Banquet Strategy

Demand for Wedding and Banquet venues is very strong, with only a few locations to book an event. As a public facility, Cypress Head will be in a great position to capture a good portion of the market share of the business, being the "new facility" in the mix. Based on preliminary clubhouse renovation plans, Cypress Head will have the potential to become a major venue for all types of special events. Based on this assumption, we feel this is a terrific opportunity to grow this side of the business that has not been tapped in the past and capture a good margin of this market.

Host a Pre-Opening Event

- Invite Local residents to a "sneak peek" event at the newly renovated banquet facility
- Promote via FACEBOOK, and e-blast data base
- Have room staged with tables highlighting different themes. (Anniversary-Birthday-Holiday, etc.)
- Sample new appetizer/banquet offerings from new culinary team

Online Marketing

- Advertise on Brides.com, theknot.com, weddingwire.com
- Promote Cypressheadgolf.com as a wedding location, updating website, search engine meta-tags, etc.
- Utilize Google Ad words to drive wedding traffic to cypressheadgolf.com and optimize the website for keywords for Volusia County weddings and Daytona Beach weddings
- Develop vendor partnerships by having informational meetings, participating in associations and hosting vendor events (including partnering with local vendors to invite out of area wedding planners) to encourage referrals
- Develop partnerships with local houses of worship for referrals for all kinds of life-change events (baptisms, weddings, showers, rehearsal dinners, receptions, memorials, etc.)

- Enhance Wedding section on Cypress Head website with packages and additional photography
- Make weddings more prominent on the home page with quick links to a wedding page.
- Attend local wedding shows to help with brand exposure in the marketplace.

Host Cypress Head Wedding Show

- Promoted through internal communications, email blasts and ads in newspapers.
- 2pm to 5pm, Brides-complimentary with each additional guest $10.00, appetizers, wine, champagne, and invite our preferred vendors to attend.
- Groom's Golf Clinic in conjunction with Wedding show, $25.00 per person for 1 hour instruction with PGA Instructor.

Partnerships with Wedding Planners and Photographers

- Identify and contact at least 30 local people who fit into one of the categories that can drive weddings (wedding planners, photographers, florists, pastors and rabbis) and actively call on them to refer business to Cypress Head
- Attend local bridal shows, and invite local wedding planners, florists, pastors and rabbis to the clubhouse for site visits.
- Set up a referral or commission program for individuals who refer business to Cypress Head

Friday and Sunday Wedding Specials

- Offer a reduced per person rate on these two days of the week.
- This will allow Cypress Head to be appealing to a wider range demographic that is price conscious and has a specific budget.

Attend and Exhibit at Bridal Shows

- Promote clubhouse venue with new wedding brochure and rack cards
- Collect database information for anniversary parties in future years

Photography

- Stage a wedding photo shoot with locally identified partner photographers to use in all collateral, on website and in ads or email blasts.
- Obtain signed waivers from bridal parties and photographers who hold their events at Cypress Head for usage of images in collateral at a later date. Offer links from the Cypress Head site back to the photographer site and offer credit on or below the images to the photographer.

Other

- Word of mouth. Give each new bride & groom a personalized bottle of house champagne with a signed contract and deposit.
- Each new booking receives a 20% off specialty card for future Cypress Head Grill Events

- Monthly direct mail to leads provided by the Knot.com. Anticipate roughly 50 per month. Goal is 5 site visits per quarter.
- Networking with preferred vendor list, include special packages available with up selling,
- Provide minimums on peak requested dates to maximize revenue opportunities.
- Referrals from competition whose dates may have already sold out.
- Establish Relationships/referral programs/networking with local businesses
- Up-selling on rehearsal dinners if wedding date is sold out.
- Continue promoting pre-set menu packages (all inclusive)
- Clubhouse lobby display and new promotional poster in lobby
- Wedding wire leads
- Featured on weddinglocations.com

Update website

- Update website with new group lunch and dinner specials, pictures from various events held at Cypress Head, as well as basic event availability information.
- Include testimonials from satisfied customers.
- Use link to online event request form on all banquet related pages.

Existing golf outing clients

- Contact all businesses that held golf outings last year to see if they would be interested in hosting a banquet at Cypress Head.
- Target small business brunch/luncheon gatherings, as well as ccorporate parties/events
- Network with guests at the club and during events held. This provides a great opportunity to meet potential clients or give them the knowledge of what we can offer.

Internet research

- Use the internet to research businesses in the area that may be interested in hosting a banquet at Cypress Head.
- Utilize various online guides such as: online chamber guides, visitor bureau guides and local business guides to identify potential food and beverage opportunities.
- Track potential customers in our database as well.

Holiday Parties and Banquets

- A Holiday Party/Team Building/Corporate Event reminder with a “thank you” note will be sent to all current golf event directors and will include a post card or flyer mentioning banquet and meeting options, offering incentives, contests and prizes for bookings.
- Entire database will be contacted electronically with holiday party email opportunity with time sensitive incentive based offer in early July to create early awareness for parties. Rebook existing banquet business as soon as possible with incentive to close business.
- Solicitation of current vendors at Cypress Head, where we do business, for example, beverage companies, and food vendors. Each will be contacted with Holiday Party information.

- All information will be sent with sense of urgency to book by a certain date, since we believe demand will be high to book in a new facility.

Outreach to Pharmaceutical Representatives and Financial Planners

This segment of business people often host lunch presentations and dinner events for their clients and prospects. By concentrating efforts on identifying these individuals in the community and inviting them to host their events at the clubhouse on weekdays in the secondary private banquet facility the opportunity exists to drive exponential banquet revenue. As a step to drive additional revenue from meetings held at Cypress Head, include bounce back offers or a contest for a free round of golf as an incentive for clients who attend meetings.

Create Wedding and Rehearsal Packages

- Develop a wedding/rehearsal webpage complete with a special Food and Beverage menu along with pricing of all available packages.
- Create a photo gallery of past events hosted at The Golf Club at Cypress Head.

Develop Holiday Room and Food packages

- Develop and market an all-inclusive Room Rental for the Holiday season to local businesses. We will market this program through Email campaigns to current outing coordinator database and distribute full color postcards to local businesses.

Other Programs

- Offer event planning services to potential clients, (i.e. assist coordinators with themes, decorations, menus etc.)
- Have items available to rent on site (chair covers-sashes-wedding arch, etc)
- Reach out to corporations and colleges to hold meetings with food service for special events, retirement parties, and congratulatory events.

Banquet Rebooking Strategy

The following marketing and sales activities are planned for 2015/2016 to drive rebooking's.

Communication

- Communicate with existing clients reminding them of the renovation, and suggest the urgency in booking early to be able to get the dates secured and times they really desire.
- Emphasize the success the previous year's event achieved and how since the renovation events will be even better.
- Communicate the positive testimonials that we receive from other coordinators and their guests to encourage rebooking's.

New menu

- Update and change the event menu to be able to provide more food and beverage options.
- Provide clients with something new and different instead of the usual choices.

- Customize menus to accommodate the needs and wants of the client, including the new trends and budget requirements.

F&B a la carte Strategy

Currently all of F&B operations will be outsourced to a local company. There will be some challenges to work through during the 2015/2016 year on how Marketing and the new Restaurant management will flow through.

F&B Outing Strategy

The following marketing and sales activities are planned for 2015/2016 to drive F&B outing revenue.

Provide different levels of food packages for group outings

- Provide inclusive rates that are easy to package together and makes sense to our customers.
- Provide many different packages with an increase in quality that you would not necessarily get at other facilities in the country.

Up sell and offer incentives

- Add value to our packaged prices.
- Offer drink ticket options, desserts, Etc.
- Add additional quick menus choices for smaller groups (16-32 players) who would not normally include a food package with their outing
- Create luncheon menu specials that will be promoted at check in, for larger groups that come into the clubhouse after play, but have no formal food function.

Other Programs

- Website will have our own outing page designed to provide all needed information to our customers.
- Email blast our menu and outing rate packages to our entire database.
- Provide "Bounce Back" coupon to each tournament participant.

Non-Peak time groups

- Develop new menu for after outing events
- Add specialized lunches for afternoon events.
- Look for new ways to present the "after golf" banquet and relaxation time
- Develop a lunch "combo" that include an adult beverage with entree

Hotel Packages

- Package with Hotels who do not have F&B for guests to include lunch or dinner events to follow the outing.

- Encourage the winter seasonal groups to have an award dinner function at the end of March to highlight their golfing days at Cypress Head.

Merchandising Strategies and Tactics

The following marketing and sales strategies and tactics will help drive merchandise revenue for Cypress Head in 2015/2016

Equipment Demo Days

- Work with local equipment vendors with hard and soft goods and schedule demo days of equipment and merchandise on weekend days during peak season to promote additional sales.

Develop Monthly Merchandise Promotion Calendar

- We will develop and introduce a merchandise promotion calendar highlighting the new Cypress Head logo
- We will work directly with new vendors to stimulate interest in updated merchandise
- We will promote this program through signage throughout the clubhouse along with email campaigns.

Holiday Gift Certificate Promotion

- We will promote gift cards throughout the season with signage in the clubhouse and push the tagline of “Give the Gift of Golf”.
- We will include this promotion in all Email campaigns and particularly during the Holiday season.

24 Days of Christmas Merchandise Promotion

- We will promote merchandise sales during the twenty four days leading up to Christmas
- Each day a different category of merchandise will be highlighted and will be promoted through signage throughout the clubhouse and Email campaigns.

Grand Re-Opening Strategies

Logo Design Change

- Modernization of new logo to coincide with re-opening of course

Website Redesign

- Update color scheme
- Improve user accessibility
- Improved mobile device viewing and connectivity

- Addition of interactive sites i.e.: Drone flyovers on golf course and YouTube videos

Update Course Photography

- Professional reshoot of renovated golf holes
- Photographs to be used on website and all promotional materials

Design New collateral Material

- Materials to include rack cards, brochures, scorecards and gift cards
- Professionally printed and ready for distribution at Grand Re-Opening

Merchandise

- New products for sale in golf shop from various manufacturers utilizing new logo

Promotional Strategies

- Information made available for POG-TV broadcast
- Link to golf course on cities website
- Announcement for re-opening on city newsletter
- Radio broadcasting throughout local markets
- Brighthouse cable golf channel advertising
- News-Journal publication advertising
- Advertising in Cypress Head and The Sanctuary HOA newsletters
- Golf Now e-blast to all existing customers on database
- In house e-blasts to all customers on database
- Facebook and other social media outlets

Actual Re-Opening Day Strategies

- Complete guest lists—VIP'S, Founders, Media and other special guests
- Develop and distribute commemorative program detailing the day's events and agenda
- Finalize speakers and dignitaries
- Official ribbon cutting
- 21 ball salute to officially open course
- Special event of potential flyover from local Spruce Creek aviation specialist and possible bagpipers
- Organization of opening day golf scramble and luncheon
- Evening open house for residents

Marketing Budget

The following chart outlines planned marketing and sale spending for 2015/2016 by spending area and compares it to prior year spending.

Budget Area	2015/16 Budgeted Spend	% of Mix	2014/15 Actual Spend	% of Mix	$ Change vs. 2014/15	% Change vs. 2014/15
Newspaper	$3,000	7.7%	$1,500	9.3%	$1,500	50%
Print	$2,000	5.1%	$1,000	6.2%	$1,000	100%
Collateral	$3,216	8.2%	$1,500	9.3%	$1,716	33%
Wedding Promotion	$5,000	12.8%	$3,000	18.7%	$2,000	66%
Radio/ TV Advertisement	$2,000	5.1%	$250	1.5%	$1,750	800%
PR & Events	$4,000	10.2%	$3,000	18.3%	$1,000	33%
Trade Shows	$1,500	3.8%	$1,200	7.4%	$300	25%
Orgs/Assoc.	$2,000	5.1%	$1,775	11.0%	$225	12%
Photography.	$650	1.6%	$275	1.7%	$375	136%
Grand Reopening	$10,000	25.6%	0	0%	$10,000	
On-line Advertising/Website	$4,000	10.2%	$1,800	11.2%	$2,200	122%
New Website design	$1,000	2.5%	0	0	$1,000	
Travel	$820	2.0%	$168	1.0%	$652	380%
Direct Mail	$500	1.2%	$550	3.4%	($50)	(10)%
Total Spend	**$39,686**	**100.00%**	**$16,018**	**100.00%**		
Total Revenue	**$1,165,831**		**$992,671**		**$173,160**	
% Spend	**3.4%**		**1.6%**			

Action Plan

The Golf Club at Cypress Head
October/November 2015- January 2016

Action plan/including Grand re-opening features	Responsible	Support	Target completion date	Status
Update website weekly with new information, pictures of ongoing renovation	Reggie	Bob	ongoing	
Use daily FACEBOOK post on days prior to GRO to create excitement	Reggie	Bob	ongoing	
Refresh website design, incorporating any new design elements, logo or information	Reggie	Cybergolf	10/15/15	
E-blast data base with schedule of GRO events	Reggie		Ongoing	
Press release announcing GRO , with possible media interview with Mike Dasher	Reggie	Craig	10/15/15	
Re-design of scorecards	Reggie	Bob	10/1/15	
Reorganize Pro Shop, and stock with new merchandise	Bob	Reggie	10/15/15	
Hold "Sneak Peak" event for local residents	Reggie	Bob/Team	10/15/15	
Plan for Grand re-opening Golf Tournament for local dignitaries & media (will have separate action plan for this event)	Reggie	Bob/Team	11/1/15	
Distribute new rack cards containing grand re-opening information to all partner hotels prior to opening	Reggie		10/15/15	
Distribute new rack cards/brochures to all participating Chamber of Commerce	Reggie		10/15/15	
Email Blast Campaign promoting in-house Tournaments and Events.	Reggie		Ongoing	
Keep working with local businesses on cross promotions.	Reggie		Ongoing	
Develop new Rewards Program for January-April 2016 package, determine any new rates, perks or restrictions.	Bob	Reggie	11/1/15	
Promote Weekday Mid-Day play and Weekend Mid-Day Play.	Bob	Reggie	11/1/15	
Promote Holiday Gift Card sales- Cyber Monday	Reggie		11/10/15	
Twelve Days of Christmas Sale.	Reggie	Team	11/30/15	
Monitor SEO and Google search rating.	Reggie		Ongoing	

Follow up with hotels where we dropped off collateral and discuss stay and play packages.	Reggie		Ongoing	
Christmas Cards to be sent out to our best customers with Gift Certificate reminder.			November	
Send out “Thank You” cards to all outing/event clients	Reggie		Ongoing	
Put all events on website calendar for the year, with microsite capabilities	Reggie		11/30/15	
Develop a mailer to send to 32128 residents about golf course and restaurant re-opening	Reggie		10/1/15	
Continue advertising efforts in local HOA newsletters	Reggie		Ongoing	
Acquire a professional photographer to provide pictures of “NEW” course and Renovated Clubhouse	Reggie		October 2015	
VIP/Media Day- All are invited out to play golf & meet staff	Reggie		End of October 2015	

Daily Fee Golf Action Items

Action	Responsible	Support	Target completion date	Status
Finalize “Golf Now” tee times strategies for 2015/2016	Bob	Reggie	12/1/15	
“Foursome” special for 2015/2016	Bob	Reggie	12/1/15	
“Tee Time Watch” Strategies	Bob	Reggie	12/1/15	

Banquet/Catering Action Items

Action	Responsible	Support	Target completion date	Status
Develop list of local business to Visit/Introduce Corporate and Holiday Packages	Reggie		Ongoing	
Complete new Holiday Room/Food Packages for 2015 - Create Flyers - (Update Website)	Reggie	Team	10/15/15	
Launch Corporate League Program with F&B component: - Create Fliers/Postcards - Update Cypress Head Website	Reggie,	Team	Ongoing	
Create upgraded drink list for outings and	F & B	Reggie		

events and introduce new items.	Team			
Establish relationship with local or national event/outing Association.	Reggie	Craig	ongoing	
Turn in lead report with GSPR each month	Reggie		Ongoing	
Update Wedding Package/Rehearsal Dinner Package containing new pricing, added options, etc.	F & B team	Reggie		
Spend one day in the field meeting prospective clients every month starting with 10 mile radius. Current clients a must.	Reggie		Ongoing	
Send Follow-up Emails to all businesses visited	Reggie		Ongoing	
Contact theknot.com, weddingwire.com and other wedding online advertising avenues for pricing and contract information	Reggie			
Attend Wedding Shows in area promoting new venue	Reggie			
Make plans for a “Wedding” Open House to showcase new venue, and updated menus	Reggie		Schedule for January	

Other Action Items

Action	Responsible	Support	Target completion date	Status
Input all necessary info into new PACE report. Make sure it is current every month.	Reggie	Craig	Ongoing	
Start preventative maintenance of equipment.	Bob	Team	Ongoing	
Put together winter rate rates.	Bob	Team	10/1/15	
Update our Facebook profile to include more outing and event information.	Reggie	Team	Ongoing	
Promote Gift Certificate sales through email campaign and within clubhouse.	Reggie		Ongoing	
Update website with testimonials from current outing/event clients. Add food items and room/event photos.	Reggie	Craig	Ongoing	
Attend Port Orange South Daytona Chamber of Commerce Meetings/Mixers EACH month	Reggie	Bob	Ongoing	
Schedule/Promote current and future Play Golf America initiatives: • Get Golf Ready • Family Golf Month • Bring Your Kids to the Golf Course • Patriot Golf Day	Bob	Team	12/1/15	
Set up Merchandise Promotion Calendar for 2015/2016	Bob	Reggie	12/1/15	

Additional Kemper Sports Resources

Throughout the execution of this marketing plan, The Golf Club at Cypress Head will have access to multiple Kemper Sports sales and marketing resources and services.

Additional Kemper Sports Sales and Marketing Services

The following sales and marketing services and resources are available to each Kemper Sports property:

- Services of an expert Regional Sales and Marketing Director consisting of:
  - Support and guidance in the development of comprehensive marketing plans including market analysis, key strategy development, brand positioning, recommended marketing spend and roadmaps for stellar execution.
  - Co-leadership of monthly revenue calls to ensure execution and results
  - Provide training and support to GM's in Sales Management to optimize on-site sales efforts and revenue enhancement strategies
  - Assistance in hiring, testing and training of property sales and marketing staff
  - Support and guidance for optimization of golf, banquet and membership sales efforts including providing training on sales management and reporting tools.
  - Review and optimization of branding, collateral and print advertising efforts.
- Access to proprietary customer insight tools including:
  - True Review Survey – This automated, on-line survey tool is administered to golfers 1-2 days after their visit and serves as a fine-tune comb to ensure top quality in all aspects of the operation. The general manager and Kemper Sports regional and corporate teams receive reports on a daily/weekly basis enabling them to immediately identify and resolve any issues with customer service, course conditions or F&B operations.
  - Daily Fee Golfer Survey Program – This customized annual survey tool is administered on-line in conjunction with the National Golf Foundation and serves as critical input for building annual and long term property business plans. Insights gathered include customer demographics, customer play patterns, loyalty metrics, market share, competitive benchmarking and marketing program impact.
- Access to KemperSports marketing partners including:
  - Cybergolf – Preferred pricing for high impact e-marketing services including website development and hosting, e-mail campaign management, e-commerce, mobile marketing and more
- Participation in Sales and Marketing "Center of Excellence" which provides training and tools on critical Sales and Marketing topics via monthly webinars, best practices guides and regional meetings. Curriculum to date has covered topics including Outing Sales, Banquet Sales, Pace Reporting, E-Mail Marketing, Search Engine Marketing, Ratings and Rankings and Social Media.
- Services from Kemper Lesnik Public Relations agency consisting of:
  - Edit and approve property-level news releases and assist with media list creation
  - Provide training in Public Relations best practices
  - Spearhead all national-level property media opportunities (as applicable)
  - Provide properties with PR strategy and insights via the RSMDs
  - Provide timing and other information to properties and RSMDs on national publications' rating and ranking issues
  - Lead all crisis communications efforts

Cypress Head Golf
Summary Profit & Loss Statement
For the Twelve Months Ending September 30, 201(

Description	October	November
Revenues		
C&G	0	52,329
Carts	0	36,930
Range	0	2,980
City Surcharge	-	-
F&B Café	0	1
Pro Shop	1	7,365
G&A	-	-
Marketing	-	-
	-	-
Total Revenues	2	99,606
Cost of Sales		
Merchandise COGS	0	3,735
Food and Beverage	-	-
Total Cost of Sales	0	3,735
Merchandise COGS %	55%	55%
Food and Beverage %	0%	0%
Payroll		
C&G	19,918	19,491
Carts	2,139	5,555
Range	-	-
City Surcharge	-	-
F&B Café	-	-
Pro Shop	1,484	3,746
G&A	8,333	8,333
Marketing	3,060	3,060
	-	-
Total Gross Payroll	34,934	40,185
Payroll Taxes and Benefits	8,920	9,536
Total Payroll Expense	43,854	49,721
Other Expenses		
C&G	36,896	13,511

Carts	7,513	7,335
Range	450	4,051
City Surcharge	-	-
F&B Café	1	0
Pro Shop	801	2,000
G&A	14,709	18,008
Marketing	13,538	10,101
	-	-
Total Other Expenses	73,907	55,007
Total Expenses	117,762	108,463
EBITDA	(117,760)	(8,858)
Management Fee	3,685	5,601
Incentive Fee		
Lease Expense		
Depreciation	535	535
Interest Expense		
NET INCOME/(LOSS)	(121,979)	(14,993)
Average Daily Rate (ADR)	$ 14.86	$ 13.31
2016 Budgeted Rounds	0	3,933
2015 Projected Rounds	3,501	3,755
Rounds - Rolling 12	3,501	3,755
2015 Budgeted Rounds	3,350	4,010
2014 Actual Rounds	3,371	3,619
2013 Actual Rounds	3,270	4,269

6

December	January	February	March	April
52,631	74,406	73,618	91,161	73,194
34,451	43,961	46,175	58,483	45,736
2,735	2,598	3,334	4,199	3,974
-	-	-	-	-
0	(1)	1	(1)	(2)
4,910	5,932	6,153	11,979	8,932
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
94,727	126,896	129,281	165,821	131,835
2,240	2,539	2,941	4,262	4,534
-	-	-	-	-
2,240	2,539	2,941	4,262	4,534
55%	55%	55%	55%	55%
0%	0%	0%	0%	0%
19,918	19,918	18,637	19,918	19,491
5,740	5,861	5,294	5,861	5,672
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,871	3,871	3,496	3,871	3,746
8,333	8,333	8,333	8,333	8,333
3,060	3,060	3,060	3,060	3,060
-	-	-	-	-
40,922	41,043	38,820	41,043	40,302
9,513	10,757	10,386	10,369	10,014
50,435	51,800	49,207	51,412	50,316
11,640	14,139	8,633	13,698	13,698

7,395	7,419	7,612	7,438	7,494
391	1,101	-	200	174
-	-	-	-	-
0	(0)	0	(0)	1
413	1,012	1,451	4,196	364
23,555	20,057	16,225	16,291	18,227
1,219	1,524	895	1,262	936
-	-	-	-	-
44,614	45,251	34,816	43,085	40,895
97,290	99,590	86,963	98,759	95,745
(2,563)	27,306	42,318	67,062	36,090
5,601	5,601	5,601	5,601	5,601
535	535	535	535	535
(8,699)	21,170	36,182	60,926	29,954
$ 13.34	$ 15.91	$ 16.12	$ 15.48	$ 15.73
3,946	4,676	4,567	5,887	4,652
3,808	4,630	4,522	5,829	4,606
3,808	4,630	4,522	5,829	4,606
3,789	4,877	5,193	5,844	5,560
3,806	3,878	4,572	5,336	5,198
3,832	-	5,345	6,072	5,484

May	June	July	August	September
50,243	43,185	44,491	43,756	40,540
35,889	29,975	32,709	29,283	25,587
3,461	3,385	2,879	2,966	2,533
-	-	-	-	-
1	(0)	(0)	1	(1)
6,870	5,299	5,270	5,271	4,070
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
96,462	81,844	85,350	81,276	72,730
3,517	2,653	2,637	2,637	1,977
-	-	-	-	-
3,517	2,653	2,637	2,637	1,977
55%	55%	55%	55%	55%
0%	0%	0%	0%	0%
19,918	19,491	19,918	19,918	19,491
5,861	5,672	5,861	5,861	5,672
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,871	3,746	3,871	3,871	3,746
8,333	8,333	8,333	8,333	8,333
3,060	3,060	3,060	3,060	3,060
-	-	-	-	-
41,043	40,302	41,043	41,043	40,302
10,684	10,439	10,391	10,337	10,242
51,727	50,741	51,434	51,380	50,544
23,665	14,734	18,794	14,246	14,667

7,445	7,164	7,020	7,149	7,029
(0)	174	-	120	-
-	-	-	-	-
2	(0)	(1)	0	(0)
349	220	149	178	20
15,509	14,861	13,782	13,965	12,538
2,296	4,700	1,509	577	1,129
-	-	-	-	-
49,264	41,853	41,253	36,236	35,382
104,508	95,247	95,324	90,253	87,904
(8,046)	(13,403)	(9,974)	(8,977)	(15,173)
5,601	5,601	5,601	5,601	5,601
535	535	535	535	535
(14,182)	(19,539)	(16,110)	(15,113)	(21,309)
$ 12.21	$ 12.48	$ 11.34	$ 12.19	$ 14.14
4,116	3,461	3,925	3,589	2,868
-	-	-	-	-
4,116	3,451	3,928	3,564	2,830
-	-	-	-	-
4,116	3,451	3,928	3,564	2,830
3,969	3,729	4,227	3,709	2,918

Total	% Revenue	Projected 2015	% Change	Rolling 12
639,554	55%	450,128	42%	661,221
419,179	36%	288,716	45%	442,159
35,045	3%	16,885	108%	29,109
-	0%	-	0%	
(0)	0%	182,961	-100%	286,266
72,053	6%	53,980	33%	83,766
-	0%	-	0%	250
-	0%	-	0%	
-	-	-	0%	
1,165,831	100%	992,671	17%	1,502,771
33,673	3%	35,237	-4%	53,002
-	0%	72,510	-100%	113,838
33,673	3%	107,747	-69%	166,840
55%		74%		63%
0%		40%		40%
236,032	20%	227,382	4%	219,672
65,047	6%	34,984	86%	55,997
-	0%	-	0%	
-	0%	-	0%	
-	0%	76,092	-100%	121,925
43,186	4%	26,558	63%	44,734
100,000	9%	96,685	3%	91,999
36,720	3%	39,737	-8%	40,493
-	0%	-	0%	
480,985	41%	501,437	-4%	574,820
121,587	10%	136,691	-11%	149,734
602,572	52%	638,128	-6%	724,554
198,322	17%	191,715	3%	191,356

88,013	8%	106,519	-17%	106,519
6,661	1%	5,585	19%	6,042
-	0%	-	0%	
4	0%	32,857	-100%	38,038
11,152	1%	7,517	48%	8,415
197,726	17%	183,289	8%	203,239
39,686	3%	24,938	59%	21,726
-	0%	-	0%	
541,564	46%	552,420	-2%	575,335
1,177,808	101%	1,298,295	-9%	1,466,729
(11,978)	-1%	(305,624)	-96%	36,042
65,294	6%	70,010	-7%	87,612
-	0%	-	0%	
-	0%	-	0%	
6,420	1%	6,420	0%	3,147
-	0%	-	0%	
(83,691)	-7%	(382,054)	-78%	(54,717)
$ 14.02		$ 14.69		$ 13.62
45,621				
30,651				
48,540				
32,623				
47,669				
46,824				

2015 Budget	Actual 2014	Actual 2013
488,709	632,364	700,509
321,778	456,771	477,805
38,615	35,287	38,342
	-	-
192,398	287,748	283,479
55,334	80,654	91,524
-	250	-
	-	-
	-	-
1,096,834	1,493,073	1,591,660
33,711	49,275	56,448
69,374	112,519	105,627
103,085	161,794	162,075
61%	68%	71%
36%	39%	37%
223,902	210,387	218,192
35,844	56,791	60,029
	-	-
	-	-
89,397	114,112	112,759
23,320	42,247	45,306
93,012	91,150	94,382
38,945	38,752	38,181
	-	-
504,420	553,440	568,849
143,883	147,819	149,478
648,303	701,259	718,327
193,815	192,508	182,692

79,575	86,297	86,095
4,961	5,209	3,474
	-	-
19,941	36,098	33,021
8,797	9,519	8,530
171,762	200,346	220,335
35,150	21,090	18,604
	-	-
514,001	551,068	552,750
1,265,389	1,414,121	1,433,153
(168,555)	78,952	158,507
88,440	86,700	85,000
6,540	3,147	3,686
	59,332	133,497
(263,535)	(70,227)	(63,676)
$ 14.98	$ 13.27	$ 14.96

Cypress Head Golf
Summary-Detail Profit & Loss Statement
For the Twelve Months Ending September 30, 201

Description	October	November
Revenues		
C&G	0	52,329
Carts	0	36,930
Range	0	2,980
City Surcharge	-	-
F&B Café	0	1
Pro Shop	1	7,365
G&A	-	-
Marketing	-	-
	-	-
Total Revenues	2	99,606
Cost of Sales		
Merchandise COGS	0	3,735
Food COGS	-	-
Beverage COGS	-	-
Beer COGS	-	-
Liquor COGS	-	-
Wine COGS	-	-
Tobacco COGS	-	-
Total Cost of Sales	0	3,735
Merchandise COGS %	55%	55%
Food COGS %	0%	0%
Beverage COGS %	0%	0%
Beer COGS %	0%	0%
Liquor COGS %	0%	0%
Wine COGS %	0%	0%
Tobacco COGS %	0%	0%
Payroll		
C&G Hourly	13,240	12,813
C&G Salary	6,679	6,679
Carts Hourly	2,139	5,555
Carts Salary	-	-
Range Hourly	-	-
Range Salary	-	-
City Surcharge Hourly	-	-

City Surcharge Salary	-	-
F&B Café Hourly	-	-
F&B Café Salary	-	-
Pro Shop Hourly	1,484	3,746
Pro Shop Salary	-	-
G&A Hourly	-	-
G&A Salary	8,333	8,333
Marketing Hourly	-	-
Marketing Salary	3,060	3,060
	-	-
Total Gross Payroll	34,934	40,185
Payroll Taxes and Benefits		
C&G	5,175	5,120
Carts	277	703
Range	-	-
City Surcharge	-	-
F&B Café	-	-
Pro Shop	572	817
G&A	2,192	2,192
Marketing	704	704
	-	-
Total Payroll Taxes and Benefits	8,920	9,536
Total Payroll Expense	43,854	49,721
Other Expenses		
C&G	36,896	13,511
Carts	7,513	7,335
Range	450	4,051
City Surcharge	-	-
F&B Café	1	0
Pro Shop	801	2,000
G&A	14,709	18,008
Marketing	13,538	10,101
	-	-
Total Other Expenses	73,907	55,007
Total Expenses	117,762	108,463
EBITDA	(117,760)	(8,858)

Management Fee	3,685	5,601
Incentive Fee	-	-
Lease Expense	-	-
Depreciation	535	535
Interest Expense	-	-
NET INCOME/(LOSS)	(121,979)	(14,993)
2016 Budgeted Rounds	0	3,933
2015 Actual Rounds	3,501	3,755
2014 Actual Rounds	3,371	3,619
2013 Actual Rounds	3,270	4,269

6

December	January	February	March	April
52,631	74,406	73,618	91,161	73,194
34,451	43,961	46,175	58,483	45,736
2,735	2,598	3,334	4,199	3,974
-	-	-	-	-
0	(1)	1	(1)	(2)
4,910	5,932	6,153	11,979	8,932
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
94,727	126,896	129,281	165,821	131,835
2,240	2,539	2,941	4,262	4,534
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
2,240	2,539	2,941	4,262	4,534
55%	55%	55%	55%	55%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
13,240	13,240	11,958	13,240	12,813
6,679	6,679	6,679	6,679	6,679
5,740	5,861	5,294	5,861	5,672
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,871	3,871	3,496	3,871	3,746
-	-	-	-	-
-	-	-	-	-
8,333	8,333	8,333	8,333	8,333
-	-	-	-	-
3,060	3,060	3,060	3,060	3,060
-	-	-	-	-
40,922	41,043	38,820	41,043	40,302
5,129	5,800	5,626	5,670	5,453
657	764	690	772	747
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
831	913	864	918	902
2,192	2,473	2,400	2,243	2,204
704	807	807	766	708
-	-	-	-	-
9,513	10,757	10,386	10,369	10,014
50,435	51,800	49,207	51,412	50,316
11,640	14,139	8,633	13,698	13,698
7,395	7,419	7,612	7,438	7,494
391	1,101	-	200	174
-	-	-	-	-
0	(0)	0	(0)	1
413	1,012	1,451	4,196	364
23,555	20,057	16,225	16,291	18,227
1,219	1,524	895	1,262	936
-	-	-	-	-
44,614	45,251	34,816	43,085	40,895
97,290	99,590	86,963	98,759	95,745
(2,563)	27,306	42,318	67,062	36,090

5,601	5,601	5,601	5,601	5,601
-	-	-	-	-
-	-	-	-	-
535	535	535	535	535
-	-	-	-	-
(8,699)	21,170	36,182	60,926	29,954
3,946	4,676	4,567	5,887	4,652
3,808	4,630	4,522	5,829	4,606
3,806	3,878	4,572	5,336	5,198
3,832	-	5,345	6,072	5,484

May	June	July	August	September
50,243	43,185	44,491	43,756	40,540
35,889	29,975	32,709	29,283	25,587
3,461	3,385	2,879	2,966	2,533
-	-	-	-	-
1	(0)	(0)	1	(1)
6,870	5,299	5,270	5,271	4,070
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
96,462	81,844	85,350	81,276	72,730
3,517	2,653	2,637	2,637	1,977
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,517	2,653	2,637	2,637	1,977
55%	55%	55%	55%	55%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
13,240	12,813	13,240	13,240	12,813
6,679	6,679	6,679	6,679	6,679
5,861	5,672	5,861	5,861	5,672
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,871	3,746	3,871	3,871	3,746
-	-	-	-	-
-	-	-	-	-
8,333	8,333	8,333	8,333	8,333
-	-	-	-	-
3,060	3,060	3,060	3,060	3,060
-	-	-	-	-
41,043	40,302	41,043	41,043	40,302
5,854	5,654	5,602	5,577	5,533
772	747	772	772	747
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
947	926	905	876	851
2,375	2,375	2,375	2,375	2,375
737	737	737	737	737
-	-	-	-	-
10,684	10,439	10,391	10,337	10,242
51,727	50,741	51,434	51,380	50,544
23,665	14,734	18,794	14,246	14,667
7,445	7,164	7,020	7,149	7,029
(0)	174	-	120	-
-	-	-	-	-
2	(0)	(1)	0	(0)
349	220	149	178	20
15,509	14,861	13,782	13,965	12,538
2,296	4,700	1,509	577	1,129
-	-	-	-	-
49,264	41,853	41,253	36,236	35,382
104,508	95,247	95,324	90,253	87,904
(8,046)	(13,403)	(9,974)	(8,977)	(15,173)

5,601	5,601	5,601	5,601	5,601
-	-	-	-	-
-	-	-	-	-
535	535	535	535	535
-	-	-	-	-
(14,182)	(19,539)	(16,110)	(15,113)	(21,309)
4,116	3,461	3,925	3,589	2,868
-	-	-	-	-
4,116	3,451	3,928	3,564	2,830
3,969	3,729	4,227	3,709	2,918

Total	% Revenue	Projected 2015	% Change	Actual 2014
639,554	55%	450,128	42%	632,364
419,179	36%	288,716	45%	456,771
35,045	3%	16,885	108%	35,287
-	0%	-	0%	-
(0)	0%	182,961	-100%	287,748
72,053	6%	53,980	33%	80,654
-	0%	-	0%	250
-	0%	-	0%	-
-	-	-	0%	-
1,165,831	100%	992,671	17%	1,493,073
33,673	3%	35,237	-4%	49,275
-	0%	42,071	-100%	65,421
-	0%	4,833	-100%	9,729
-	0%	16,969	-100%	27,336
-	0%	5,659	-100%	6,759
-	0%	2,978	-100%	3,273
-	0%	-	0%	-
33,673	3%	107,747	-69%	161,794
55%		74%		68%
0%		46%		47%
0%		37%		36%
0%		38%		36%
0%		21%		18%
0%		44%		42%
0%		0%		0%
155,886	13%	150,081	4%	135,042
80,146	7%	77,301	4%	75,345
65,047	6%	34,984	86%	56,791
-	0%	-	0%	-
-	0%	-	0%	-
-	0%	-	0%	-
-	0%	-	0%	-

-	0%	-	0%	-
-	0%	52,184	-100%	74,517
-	0%	23,908	-100%	39,595
43,186	4%	13,706	215%	42,247
-	0%	12,852	-100%	-
-	0%	4,461	-100%	-
100,000	9%	92,224	8%	91,150
-	0%	-	0%	-
36,720	3%	39,737	-8%	38,752
-	0%	-	0%	-
480,985	41%	501,437		553,440
66,191	6%	65,157	2%	61,156
8,420	1%	4,887	72%	8,477
-	0%	-	0%	-
-	0%	-	0%	-
-	0%	18,175	-100%	28,702
10,321	1%	6,346	63%	11,146
27,772	2%	32,875	-16%	29,814
8,884	1%	9,251	-4%	8,524
-	0%	-	0%	-
121,587	10%	136,691	-11%	147,819
			0%	
602,572	52%	638,128	-6%	701,259
198,322	17%	191,715	3%	192,508
88,013	8%	106,519	-17%	86,297
6,661	1%	5,585	19%	5,209
-	0%	-	0%	-
4	0%	32,857	-100%	36,098
11,152	1%	7,517	48%	9,519
197,726	17%	183,289	8%	200,346
39,686	3%	24,938	59%	21,090
-	0%	-	0%	-
541,564	46%	552,420	-2%	551,068
1,177,808	101%	1,298,295	-9%	1,414,121
(11,978)	-1%	(305,624)	-96%	78,952

65,294	6%	70,010	-7%	88,440
-	0%	-	0%	-
-	0%	-	0%	-
6,420	1%	6,420	0%	6,540
-	0%	-	0%	-
(83,691)	-7%	(382,054)	-78%	(16,028)
45,621				
30,651				
47,669				
46,824				

Actual 2013
700,509
477,805
38,342
-
283,479
91,524
-
-
-
1,591,660
56,448
55,210
10,616
29,814
8,176
1,811
-
162,075
71%
42%
34%
40%
20%
30%
0%
140,368
77,824
60,029
-
-
-
-

-
77,096
35,663
45,306
-
-
94,382
-
38,181
-
568,849
63,717
9,480
-
-
27,436
10,807
30,015
8,023
-
149,478
718,327
182,692
86,095
3,474
-
33,021
8,530
220,335
18,604
-
552,750
1,433,153
158,507

86,700
-
-
3,147
59,332
9,328