

ISLE DAUPHINE FAMILY RESORT BUSINESS PLAN

2010 - 2012



JEFF COLLIER
General Manager

August 2010

CONTENT

- **SCOPE OF WORK**
- **SPONSORSHIP**
- **ASSUMPTIONS**
- **BUDGET**
- **SUPPORTING DOCUMENTS**
- **RECOMMENDATIONS**

SCOPE OF WORK



SCOPE OF WORK

**DEVELOP AND RECOMMEND
A BUDGET WHICH WILL OVER THE
NEXT TWENTY (20) MONTHS
SIGNIFICANTLY REDUCE OR
ELIMINATE A DEFICIT WHICH HAS
BEEN CREATED BY A COMBINATION OF
EXPENDITURES AND REDUCED
REVENUE.**

SPONSORSHIP



SPONSORSHIP

- **ADOPT** a plan you can support with one voice in public and private.
- **ENSURE** resources to meet the plan.
- **ENABLE** your employees to accomplish the plan.
- **MEASURE** your progress.
- **CREATE** credibility with your customers and clients through consistency of your actions.
- **COMMUNICATE** your successes effectively and often.
- **DEVELOP** a transition strategy after stabilization.
- **KEEP IT SIMPLE!**
- **STAY** the course.

ASSUMPTIONS



ASSUMPTIONS

- **SEPTEMBER 2010 – MAY 2011**
 - **Summer season lost**
 - **Possible higher than normal storm activity**
 - **Possible recurring oil “wash up”**
 - **Negative national news media**
 - **Poor economic recovery**
 - **Golf industry down 15% - 20%**
 - **Royalty revenue flat**

 - + **Snowbird return**
 - + **Some spring golf tournaments**
 - + **Possible strong Labor Day Weekend**
 - + **Possible Government claims and other support.**
 - + **Storms and oil go to CUBA!**

- **NEGATIVE ASSUMPTIONS**
- + **POSITIVE ASSUMPTIONS**

ASSUMPTIONS

(cont'd.)

▪ **MAY 2011 – APRIL 2012**

- **Seasonal storms**
- **Slow economic recovery**
- **Golf industry flat**
- **Royalty revenue flat**

- + **Full year cycle**
- + **Revitalized pool**
- + **Event growth**
- + **Company tournaments**
- + **Focused grill activity**
- + **Improved POA dues acquisition**

▪ **MAY 2012 – APRIL 2013**

- **Continuous improvement in positive areas with reduced impact on negative areas.**

- **NEGATIVE ASSUMPTIONS**
- + **POSITIVE ASSUMPTIONS**

	09/10 Actual	10/11 Budget	11/12 Budget
INCOME			
Membership Dues	\$102,465.00	\$105,000.00	\$ 200,000.00
DIWSA Admin. Fees	\$23,559.03	\$8,910.00	\$ 8,910.00
Exxon Parking Fee		\$4,000.00	\$ -
BP Clubhouse/POA Bldg. Rental		\$18,650.00	\$ -
Golf Cart Fees	\$64,233.66	\$64,000.00	\$ 88,400.00
Golf Green Fees	\$67,263.94	\$67,000.00	\$ 90,400.00
Membership - Pool	\$-	\$-	\$ 7,500.00
Memberships – Golf	\$11,847.28	\$12,000.00	\$ 42,000.00
Memberships – SnoBirds	\$18,339.81	\$20,000.00	\$ 20,000.00
Misc. Income Pullcarts/Rental Clubs	\$295.49	\$2,000.00	\$ 2,000.00
Tournament Fees		\$3,000.00	\$ 15,000.00
Clubhouse Rental	\$5,290.00	\$5,000.00	\$ 35,000.00
Interest	\$25,805.10	\$20,000.00	\$ 20,000.00
Other Income	\$7,635.94	\$7,500.00	\$ 7,500.00
Pool Income	\$-	\$-	\$ 12,000.00
Grill Income	\$6,100.00	\$34,000.00	\$ 107,500.00
Royalty-Exxon Mobil	\$68,125.18	\$50,000.00	\$ 50,000.00
TOTAL INCOME	\$400,960.43	\$421,060.00	\$ 706,210.00

EXPENSE			
Accounting	\$15,000.00	\$15,000.00	\$ 15,000.00
Advertising	\$3,997.61	\$6,000.00	\$ 6,000.00
Bank Charges (CC Fees)	\$2,927.19	\$3,000.00	\$ 3,000.00
Insurance-Inland Marine (Equip)	\$15,190.00	\$3,500.00	\$ 3,500.00
Workman's Comp		\$5,500.00	\$ 7,500.00
Director Liability	\$585.00	\$3,000.00	\$ 3,000.00
Insurance – Flood	\$268.00	\$350.00	\$ 350.00
Insurance - Health	\$15,216.25	\$25,000.00	\$ 32,000.00
Insurance – Wind		\$16,000.00	\$ 16,000.00
Insurance - Gen Liab	\$15,625.65	\$7,000.00	\$ 7,000.00
Lease - Golf Carts	\$27,620.20	\$28,000.00	\$ 28,000.00
Lease - Golf Equipment	\$22,111.48	\$22,000.00	\$ 22,000.00
* Architectural/Other		\$15,000.00	\$ -
Professional Fees & Dues (Atty)	\$26,078.99	\$10,000.00	\$ 10,000.00
Liq. License/Permits/Bus. Lic.	\$-	\$2,500.00	\$ 2,500.00
Maintenance - Grounds Golf	\$14,854.13	\$14,000.00	\$ 14,000.00
Maintenance - Grounds POA	\$2,257.38	\$5,500.00	\$ 3,500.00
Maintenance – other	\$560.00	\$1,000.00	\$ 1,000.00
Misc. – Golf	\$1,001.47	\$900.00	\$ 900.00

Misc. – Grill	\$114.25	\$900.00	\$	900.00
Misc. – Pool	\$-	\$900.00	\$	900.00
Misc. – Clubhouse	\$-	\$900.00	\$	900.00
Misc. POA Adm.	\$3,103.69	\$900.00	\$	900.00
Office Expense – Adm	\$2,288.68	\$2,500.00	\$	2,500.00
Office Expense – Computer	\$2,352.77	\$2,500.00	\$	2,500.00
Office Expense – Copier	\$2,361.59	\$2,500.00	\$	2,500.00
Office Expense – Other	\$1,266.18	\$1,500.00	\$	1,500.00
Office Expense – Newsletter	\$786.13	\$1,500.00	\$	1,500.00
Office Expense - Print & Post	\$4,893.34	\$4,800.00	\$	4,800.00
Payroll Grill	\$-	\$15,360.00	\$	55,680.00
Payroll – Pool	\$-	\$1,280.00	\$	12,000.00
Direct Deposit Fees	\$158.28	\$250.00	\$	250.00
Payroll – Admin	\$28,247.66	\$23,000.00	\$	46,000.00
Payroll - Golf	\$112,210.65	\$115,000.00	\$	150,000.00
Payroll Clubhouse	\$-	\$3,000.00	\$	3,000.00
Contract Labor	\$3,377.50	\$4,000.00	\$	4,000.00
Repair & Maint – Golf	\$9,308.72	\$10,000.00	\$	10,000.00
Repair & Maint. – Pool	\$1,563.49	\$25,000.00	\$	2,000.00
Repair & Maint. – Grill	\$1,947.68	\$3,350.00	\$	3,350.00
Repair & Maint. – Clubhouse	\$418.31	\$6,000.00	\$	4,000.00
Repair & Maint. – Other	\$433.97	\$500.00	\$	500.00
Supplies – clubhouse	\$-	\$600.00	\$	600.00
Supplies – Fuel	\$10,858.20	\$12,000.00	\$	12,000.00
Supplies - Pesticides- Fert-seeds	\$22,966.01	\$20,500.00	\$	33,000.00
Supplies – Other	\$2,886.77	\$3,000.00	\$	3,000.00
Supplies - Pool	\$-	\$1,500.00	\$	1,500.00
Supplies - Food & Bev (start up)	\$-	\$7,000.00	\$	32,000.00
Taxes – Payroll	\$10,711.47	\$12,500.00	\$	16,100.00
Taxes - Personal Property	\$123.33	\$250.00	\$	250.00
Taxes - Property	\$29,166.40	\$29,000.00	\$	29,000.00
Utilities - Internet/Website	\$-	\$250.00	\$	250.00
Utilities - Fire Protection	\$195.00	\$250.00	\$	250.00
Utilities – Power	\$21,131.11	\$27,200.00	\$	27,200.00
Utilities – Waste	\$4,123.59	\$5,000.00	\$	5,000.00
Utilities – Water	\$6,775.93	\$11,400.00	\$	11,400.00
Utilities – Telephone	\$3,231.85	\$4,000.00	\$	4,000.00
Butane	\$-	\$1,650.00	\$	1,650.00
Total Expenses	\$441,867.38	\$544,990.00	\$	662,130.00
Net Profit	(\$40,906.95)	(\$123,930.00)	\$	44,080.00

*Appro \$15,000.00 for Isle Dauphine Property Design/consulting

ANNUAL GOLF MEMBERSHIP **FIRST TIMERS**

- **INDIVIDUALS AND FAMILIES ARE ELIGIBLE FOR "FIRST TIME ISLE DAUPHINE MEMBERSHIP". FOR \$300 (+ \$100 PER DEPENDENT). THIS MEMBERSHIP COVERS ANNUAL GREEN FEES WITH A REQUIRED \$12 CART FEE PER ROUND.**

Memberships	100 @ \$300	\$ 30,000
Rounds of Golf	100 @ 4 Rd/mth x \$12	\$ 57,600
Food & Bev Sales	100 @ \$7.50 x 48	\$ 36,000
Food & Bev Sales	100 @ \$5.00 x 48	\$ 24,000

<i>Memberships</i>	<i>50 @ \$300</i>	<i>\$ 15,000</i>
<i>Rounds of Golf</i>	<i>50 @ 4 Rd/mth x \$12</i>	<i>\$ 28,800</i>
<i>Food & Bev Sales</i>	<i>50 @ \$7.50 x 48</i>	<i>\$ 18,000</i>
<i>Food & Bev Sales</i>	<i>50 @ \$5.00 x 48</i>	<i>\$ 12,000</i>

Memberships	25 @ \$300	\$ 7,500
Rounds of Golf	25 @ 4 Rd/mth x \$12	\$ 14,000
Food & Bev Sales	25 @ \$7.50 x 48	\$ 9,000
Food & Bev Sales	25 @ \$5.00 x 48	\$ 6,000

NOTE: Estimates based on 50 memberships have been used for budgeting purposes.

ANNUAL GOLF MEMBERSHIP **NEW DIPOA DUES-PAYING** **MEMBERS**

- **ALL DUES PAYING MEMBERS ARE ELIGIBLE FOR "FIRST-TIME ISLE DAUPHINE MEMBERS". FOR AN ADDITIONAL \$150 (+ \$100 PER DEPENDENT). THIS MEMBERSHIP COVERS ANNUAL GREEN FEES WITH A REQUIRED \$12 CART FEE PER ROUND.**

Memberships	300 @ \$150	\$ 45,000
Rounds of Golf	300 @ 1 Rd/mth x \$12	\$ 43,200
Food & Bev Sales	300 @ \$7.50 x 12	\$ 27,000
Food & Bev Sales	300 @ \$5.00 x 12	\$ 18,000

Memberships	200 @ \$150	\$ 30,000
Rounds of Golf	200 @ 1 Rd/mth x \$12	\$ 28,000
Food & Bev Sales	200 @ \$7.50 x 48	\$ 18,000
Food & Bev Sales	200 @ \$5.00 x 48	\$ 12,000

Memberships	100 @ \$150	\$ 15,000
Rounds of Golf	100 @ 1 Rd/mth x \$12	\$ 14,400
Food & Bev Sales	100 @ \$7.50 x 12	\$ 9,000
Food & Bev Sales	100 @ \$5.00 x 12	\$ 6,000

NOTE: Estimates based on 100 memberships have been used for budgeting purposes.

FACILITY FUNCTIONS **& GOLF TOURNAMENTS**

	<u>Year 2010</u>	<u>Year 2011</u>
Clubhouse Functions	5 Events \$ 5,000	24 Events \$ 35,000
Pool / Beach Functions	3 Events \$ 1,000	30 Events \$ 12,000
Golf Tournaments	3 Events \$ 1,000	15 Events \$ 15,000
Food / Bev Functions	3 Events \$ 2,000	18 Events \$ 13,500

POOL / BEACH **POA MEMBERSHIP**

- **INDIVIDUALS AND FAMILIES ARE ELIGIBLE FOR A COMBINATION POOL / BEACH MEMBERSHIP AS FOLLOWS:**

▪ Individuals	\$150
▪ Families	\$250

- **HISTORICAL DATA:**
 - (12) Individual Memberships
 - (24) Family Memberships

GRILLE

- **HOURS: 8:00 AM – 5:00 PM Daily**
(Minimum 5 days/week)

Breakfast Menu: 8am – 10am

- **Egg Sandwich (wheat or white)**
\$2.50 + \$.50 for cheese
- **Scrambled Egg Wrap (bacon or sausage)**
\$3.00 + \$.50 for cheese
- **Coffee / Juice**
\$1.00
- **Danish**
TBD

Lunch Menu: 10am – 4pm

- **Chef Salad**
\$8.95
- **Tuna Salad**
\$7.95
- **Burger with chips & pickle spear**
\$6.95 + \$.50 cheese + \$1.00 bacon
- **Hot Dog with chips & pickle spear**
\$2.00 plain
\$3.50 loaded
- **Club Sandwich with chips & pickle spear**
\$8.95 Turkey / Ham / 2 Cheeses
Wheat or white

Grille to close at 4PM. Employees clean and prepare for the following day. Beer served until 5PM.

ISLE DAUPHINE STAFFING **HEADCOUNT**

	<u>Current</u>	<u>1 SEPT – 30 APRIL</u> <u>(2010 / 2011)</u>	<u>1 MAY – 1 MAY</u> <u>(2011 – 2012)</u>
Course	5	6	6
Grill	0	2 (Jan 2011)	3
Pool	0	2 (Spring Break)	4 (Seasonal)
Club	0	0	0

RECOMMENDATIONS



RECOMMENDATIONS

- **DEFINE** your customer base by type/season/reason.
- **SUPPORT** your budget decision with one voice.
- **DEVELOP** a “pre-flight” checklist for each asset to maintain consistency of performance.
- **MEASURE** each assets performance against established monthly goals.
- **COORDINATE** your advertising with other entities and organization; i.e. piggyback with the Town.
- **CROSSTRAIN** your employees.
- **APPOINT** the advertising “CZAR” now through May 2011.
- **BENCHMARK** your competition in all areas and understand your advertising impact.
- **SUPPORT** your management... DON'T direct it.
- **REOPEN** the grill for Snowbirds after you clean/hire/stock/train.

RECOMMENDATIONS

(cont'd.)

- **MAKE** dues mandatory in 2011 and increase them in 2012 while providing added benefits.
- **CONSIDER** performance-based bonus process.
- **KEEP** it simple and stay the course for the next twenty (20) months.