Agenda
Village of Glen Ellyn
Finance Commission
Regular Meeting
Friday, January 10, 2020
7:00 AM
Glen Ellyn Civic Center, Room 306

A. Call to Order

B. Public Comment (Non Agenda Items)

C. Approval of Minutes

1. Finance Commission - Regular Meeting - Nov 8, 2019 7:00 AM

D. Financial Reports

1. General Fund Update
2. Village Links/Reserve 22

E. Trustee Liaison Report

F. Chairman's Report

G. Scorecard Working Session

H. Other Business

1. Economic Development
2. Next Meeting: Friday, February 14, 7:00AM

I. Adjournment

1. Motion to Adjourn

Individuals with disabilities who plan to attend the hearing and who require certain accommodations in order to allow them to observe and participate, or who have questions regarding the accessibility of the meeting or facilities, are requested to contact the Village at least 24 hours before the meeting.

Minutes
Village of Glen Ellyn
Finance Commission
Regular Meeting
Friday, November 8, 2019
7:00 AM
Glen Ellyn Civic Center, Room 306

A. Call to Order

Attendee Name	Title	Status
Lisa A Cleaver	Commissioner	Present
Jose G DeLeon	Commissioner	Absent
Scott R Greeno	Commissioner	Present
Jeremy S VanEk	Commissioner	Present
Christopher D. Oakes	Commissioner	Absent
Lea Dan	Commissioner	Present
Michael Campagna	Commissioner	Absent
Brenton J. Peck	Commissioner	Absent
Matthew L Halkyard	Chairman	Present
Ben Harrington	Student Commissioner	Absent

Also, present: Village Manager Franz, Finance Director Coyle, Assistant Finance Director Thomas, and Recording Secretary Haslett.

Chairman Halkyard called the meeting to order at 7:02 AM.

B. Public Comment (Non Agenda Items)

None.

C. Approval of Minutes

1. July 12, 2019 Regular Finance Commission Meeting Minutes

Finance Director Coyle requested that the July 12, 2019 minutes be re-approved because Commissioner DeLeon noted that he was marked absent in error on the original minutes.

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Jeremy S VanEk, Commissioner
SECONDER:	Scott R Greeno, Commissioner
AYES:	Cleaver, Greeno, VanEk, Dan, Halkyard
ABSENT:	DeLeon, Oakes, Campagna, Peck, Harrington

2. Finance Commission - Special Meeting - Aug 30, 2019 7:00 AM

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Jeremy S VanEk, Commissioner
SECONDER:	Scott R Greeno, Commissioner
AYES:	Cleaver, Greeno, VanEk, Dan, Halkyard
ABSENT:	DeLeon, Oakes, Campagna, Peck

3. Finance Commission - Regular Meeting - Sep 13, 2019 7:00 AM

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Jeremy S VanEk, Commissioner
SECONDER:	Scott R Greeno, Commissioner
AYES:	Cleaver, Greeno, VanEk, Dan, Halkyard
ABSENT:	DeLeon, Oakes, Campagna, Peck

D. Financial Reports

1. General Fund Update - September 2019

Finance Director Coyle distributed the September 2019 General Fund report. Key revenues are doing well in 2019, sales and home rule sales taxes are lagging slightly behind the budget, but still performing well. Sales taxes will most likely not meet the budget estimate, but home rule sales taxes are expected to. Liquor licenses are up over the prior year due to several new restaurants and the opening of Pete's Fresh Market. Building permits are up from last year. Investment income is still experiencing a positive trend, even with the recent drop in interest rates. Going forward investment income growth will be tempered. As far as expenses go, there is still a positive variance from the budget for the Information Technology, because the additional position was not filled until August. The Finance Department added a full-time staff member to help with the administration of the food and beverage tax, which is why expenses are higher than last year. Fire services is down from the prior year because of lower liability insurance costs. The Street Department's costs are higher than last year due to the snowy winter experienced in 2019.

Commissioner Greeno asked how the food and beverage tax implementation is going. Finance Director Coyle replied overall the program is exceeding budget expectations and receipts are tracking higher than anticipated. Food and beverage taxes are recorded in the Capital Projects Fund. Finance Director Coyle noted another city shared their food and beverage tax software program with the Village, so now the Finance Department is using this to track tax payments.

2. Village Links/Reserve 22 - Manager's Report - September 2019

Finance Director Coyle said the Links experienced a high volume of rain in September, which contributed to lower golf revenues than the prior year. However, Reserve 22 revenues were up 11%. Overall the Links and Reserve 22 had a positive gain of $145,852 in operating income over the prior year, while the change in net position was about $30,000. Reserve 22 is meeting their 12-month rolling revenue goal for 2019 as indicated in the chart included in the agenda packet. The cash reserves for the Village Links and Reserves are still being closely monitored. Reserve 22 will be closed on Mondays during the off-season. Village Manager Franz noted the Recreation Commission has spent some time on contingency plans due to the back-to-back down years experienced in 2018 and 2019. On a positive note, the Links realized one of the strongest golf seasons in the summer months.

RESULT:	**DISCUSSION ONLY**

3. Village Links/Reserve 22 - Financial Statements - September 2019

RESULT:	**DISCUSSION ONLY**

E. Staff Report

1. Finance Director Coyle will present an overview of the 2020 draft budget. (Discussion Only)

Finance Director Coyle presented an overview of the upcoming 2020 budget. Operating expenses are expected to increase by 4.8%, while combined capital and debt costs will increase 57.6%. The 2020 budget includes three (3) new full-time employees namely, a police officer, and economic development coordinator (formerly part-time), and a senior building inspector. The IMRF employer rate went from 7.15% to 9.09%, which is still trending well compared to prior years. Contractual services are estimated to increase 7.6% due to higher street maintenance costs in the Capital Projects Fund and the economic incentive payment to the newly opened Pete's Fresh Market. Capital costs are increasing by 71.7% due to the new $16 million central business district parking garage. Village property taxes will cost an average homeowner about an extra $10 in 2020. Overall the General Fund budget is balanced with total revenues projected at $19.5 million, depicting a 3.5% increase over the current budget, and total expenditures estimated at $19.5 million, reflecting a 3.7% increase over the current year. Commissioner VanEk inquired about the $1.8 million increase in operating expenses and asked how the Village is paying for this. Finance Director Coyle replied the $1.8 million is comprised of an increase in personnel and contractual services in the General Fund, as well as the $535,000 increase in street maintenance costs in the Capital Projects Fund, and the higher pension contribution, which rose by $120,000.

Village Manager Franz noted the budget is set for approval on Tuesday, November 12, 2019.

RESULT:	**DISCUSSION ONLY**

2. Finance Director Coyle will update the Finance Commission on a bill filed to consolidate Downstate Fire and Police Pension Funds. (Discussion Only)

Finance Director Coyle discussed the recent bill which will be considered next week during the veto session in Springfield. Finance Director Coyle said the bill calls for a consolidation of the Downstate fire and police pension funds throughout the State of Illinois, whereby there would be one fire pension fund and one police pension fund. This bill is a result of a report issued by the Illinois Pension Consolidation Task Force. With the consolidation each municipality would maintain their funded status, which is similar to IMRF. This bill will consolidate auditing and actuarial services. The benefit and duty disability decisions would still be determined at the local level. The Task Force also recommended restructuring the Tier 2 benefits. Commissioner VanEk inquired about the objections to the bill. Village Manager Franz replied that those who are voicing opposition to the bill is based upon a perception of the loss of control over the pension.

RESULT:	**DISCUSSION ONLY**

3. Scorecard Working Session (Discussion Only)

Finance Director Coyle distributed a draft version of the proposed Scorecard. Finance Director Coyle said the Scorecard now includes a matrix that details the different revenue types received by the comparable communities. Commissioner VanEk suggested that the home rule sales taxes be included in the Concentration of Sales taxes bar graph on page 24 because for a taxpayer there is no distinction between regular and home rule sales taxes. The Finance Commission will further discuss the Scorecard at the December 2019 meeting.

F. Trustee Liaison Report

Village Manager Franz updated the Commission on the recent Village Board activity.

G. Chairman's Report

None.

H. Other Business

1. Economic Development Update

Village Manager Franz updated the Finance Commission on the recent economic development news.

2. Next Meeting: Friday, December 13, 7:00AM

I. Adjournment

1. Motion to Adjourn

The meeting was adjourned at 8:21 AM.

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Lisa A Cleaver, Commissioner
SECONDER:	Jeremy S VanEk, Commissioner
AYES:	Cleaver, Greeno, VanEk, Dan, Halkyard
ABSENT:	DeLeon, Oakes, Campagna, Peck

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 01/10/20 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 4295) DOC ID: 4295

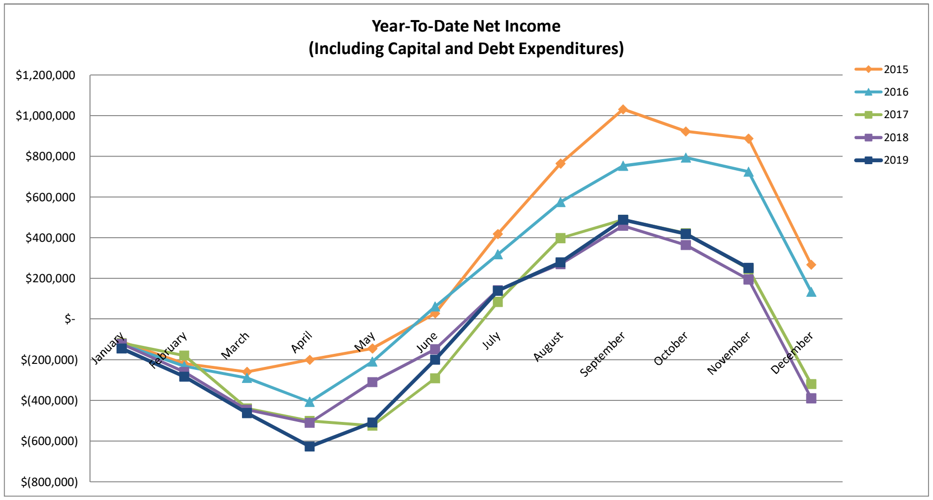
Village Links Reserve 22 November 2019 Financial Statements

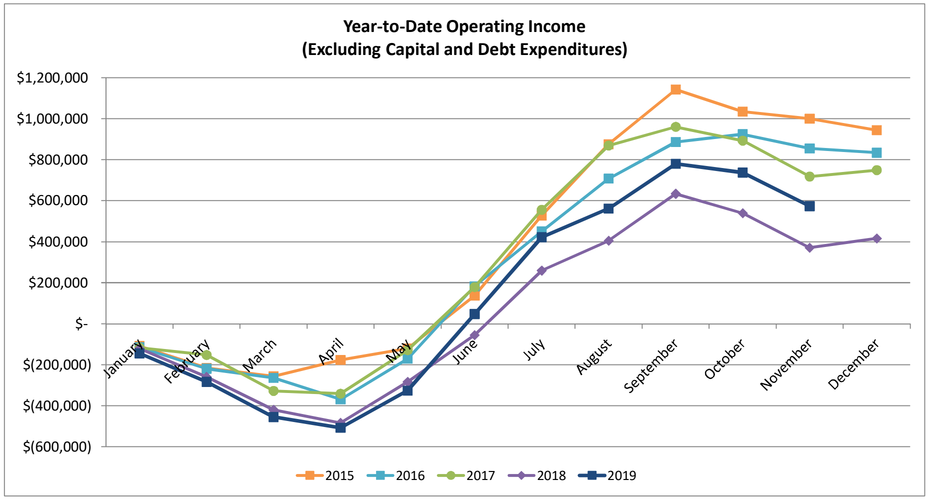
Please see the attached report.

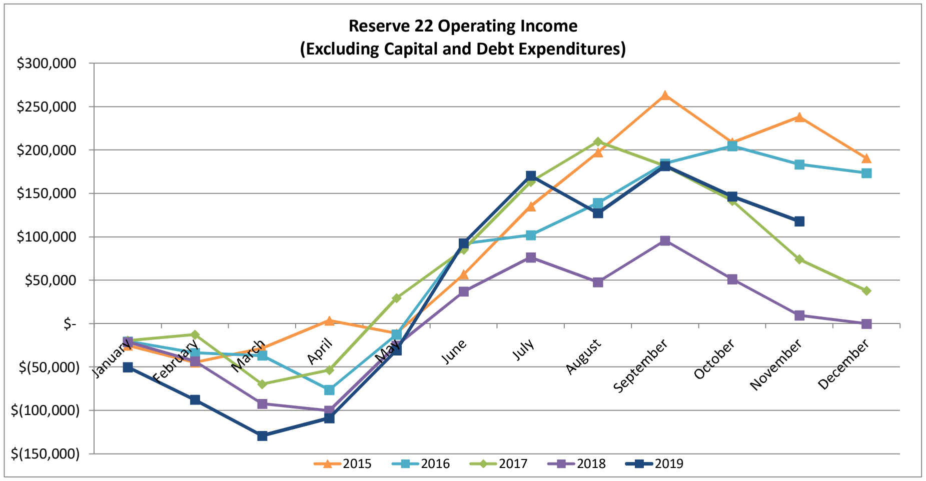
ATTACHMENTS:

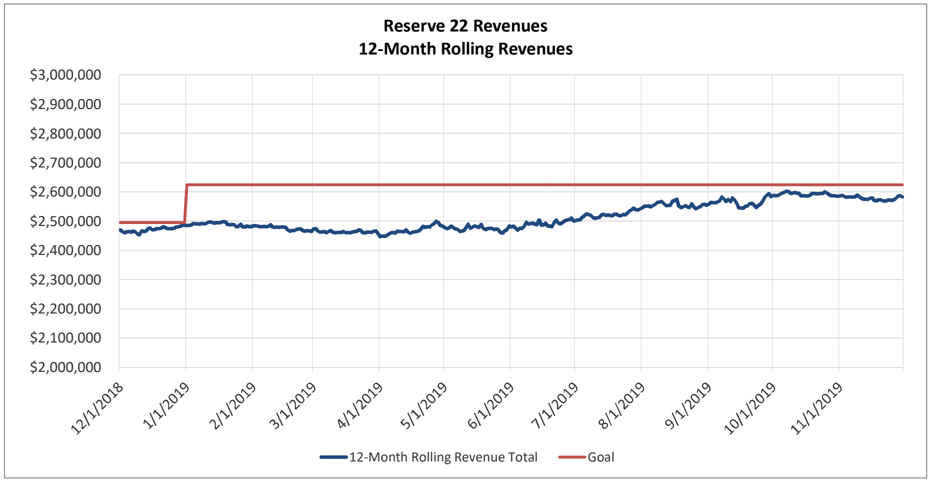
- Village Links Reserve 22 - November 2019 Financial Statements (PDF)

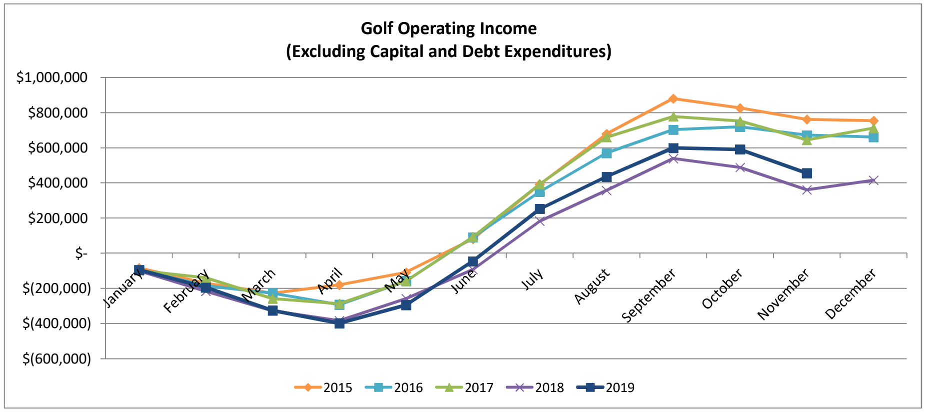
Village Links / Reserve 22
Dashboard Financial Report
As of November 30, 2019

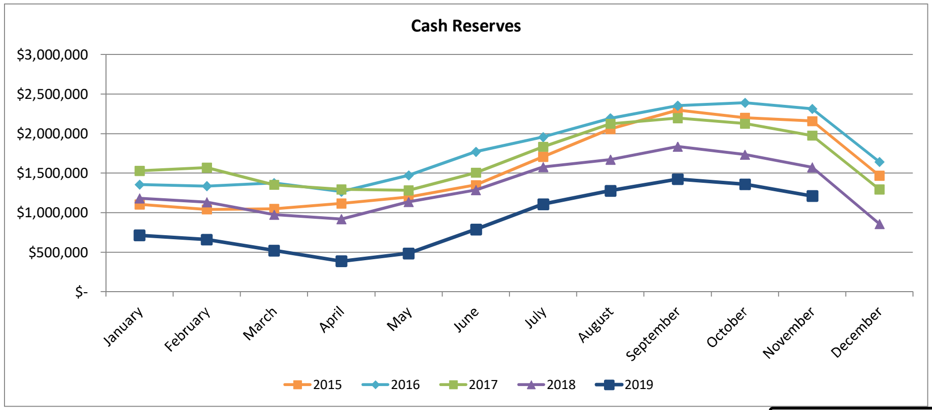












VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of November 30, 2019

ORG	DESCRIPTION	2019 BUDGET	MONTH 2019	MONTH 2018	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2019	YEAR-TO-DATE 2018	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 2,993,000	$ 13,298	$ 17,498	$ (4,200)	-24%	$ 2,603,728	$ 2,534,890	$ 68,838	3%
5520	Reserve 22 Revenues	2,623,600	113,762	115,637	(1,875)	-2%	2,432,289	2,334,654	97,635	4%
	Total Revenues	**$ 5,616,600**	**$ 127,061**	**$ 133,135**	**$ (6,074)**	**-5%**	**$ 5,036,017**	**$ 4,869,544**	**$ 166,473**	**3%**
	EXPENDITURES:									
55700	Administration	$ 411,057	$ 33,814	$ 32,292	$ 1,522	5%	$ 378,941	$ 359,577	$ 19,364	5%
55710	Golf Course Maintenance	835,951	65,475	61,288	4,188	7%	736,311	712,327	23,984	3%
55720	Golf Services	717,368	34,936	36,447	(1,511)	-4%	673,398	690,861	(17,464)	-3%
55730	Reserve 22	2,275,945	142,359	157,289	(14,930)	-9%	2,314,426	2,325,159	(10,733)	0%
55740	Stormwater Management	30,756	277	276	1	1%	19,880	20,448	(568)	-3%
55750	Pro Shop Merchandise	164,405	5,257	1,053	4,203	399%	132,127	146,830	(14,703)	-10%
55780	Motorized Carts	43,641	1,737	950	787	83%	39,425	41,485	(2,060)	-5%
557X5	Mechanical Maintenance	172,879	6,705	12,271	(5,566)	-45%	167,692	202,186	(34,494)	-17%
	Total Operating Expenses	$ 4,652,002	$ 290,560	$ 301,865	$ (11,305)	-4%	$ 4,462,201	$ 4,498,874	$ (36,673)	-1%
	Operating Income (Loss)	**$ 964,598**	**$ (163,499)**	**$ (168,730)**	**$ 5,231**	**-3%**	**$ 573,817**	**$ 370,670**	**$ 203,146**	**55%**
	Debt Service	658,070	-	-	-	0%	59,035	66,048	(7,013)	-11%
	Capital Expenditures	332,787	3,760	-	3,760	0%	263,428	109,313	154,116	141%
	CHANGE IN NET POSITION	**$ (26,259)**	**$ (167,260)**	**$ (168,730)**	**$ 1,471**	**-1%**	**$ 251,353**	**$ 195,310**	**$ 56,043**	**29%**

KEY METRICS

	Goal	MONTH 2019	MONTH 2018	MONTH DIFF	YTD 2019	YTD 2018	YTD DIFF
Personnel Expenses as % of Sales	*46%*	*133%*	*136%*	*-3%*	*47%*	*50%*	*-3%*
Cash Balance (End of Month, in $000's)	*$ 1,164*	*$ 1,212*	*$ 1,573*	*$ (362)*			

VILLAGE LINKS
GLEN ELLYN
RESERVE 22 TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of November 30, 2019

ORG/ OBJECT	DESCRIPTION	2019 BUDGET	MONTH 2019	MONTH 2018	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2019	YEAR-TO-DATE 2018	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 1,850,000	$ 5,747	$ 9,877	$ (4,130)	-42%	$ 1,614,817	$ 1,521,406	$ 93,411	6%
440554	Pro Shop - Sales	180,000	2,928	1,391	1,537	111%	142,917	158,194	(15,277)	-10%
440555	Motor Carts	525,000	452	2,156	(1,704)	-79%	440,034	458,277	(18,243)	-4%
440556	Driving Range	280,000	1,296	984	312	32%	258,074	253,392	4,682	2%
440557	Resident Cards	32,000	-	-	-	0%	31,110	31,340	(230)	-1%
460100	Investment Income	17,000	1,024	2,154	(1,130)	-52%	10,316	16,458	(6,142)	-37%
489000	Miscellaneous Revenue	109,000	1,894	959	935	98%	106,521	95,910	10,611	11%
489100	Miscellaneous - Over/Short	-	(43)	(23)	(20)	89%	(61)	(88)	27	-31%
	Total Revenues	**$ 2,993,000**	**$ 13,298**	**$ 17,498**	**$ (4,200)**	**-24%**	**$ 2,603,728**	**$ 2,534,890**	**$ 68,838**	**3%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 135,000	$ 2,956	$ (1,151)	$ 4,107	-357%	$ 105,196	$ 119,341	$ (14,145)	-12%
	Total Cost of Goods Sold	**$ 135,000**	**$ 2,956**	**$ (1,151)**	**$ 4,107**	**-357%**	**$ 105,196**	**$ 119,341**	**$ (14,145)**	**-12%**
	Gross Profit	**$ 2,858,000**	**$ 10,343**	**$ 18,649**	**$ (8,306)**	**-45%**	**$ 2,498,532**	**$ 2,415,549**	**$ 82,984**	**3%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 870,950	$ 65,152	$ 65,090	$ 62	0%	$ 756,923	$ 746,769	$ 10,153	1%
510120	Salaries - Non-Pensionable	219,010	5,102	7,979	(2,877)	-36%	207,724	180,043	27,681	15%
510200	Salaries - Overtime	6,000	156	-	156	0%	5,872	5,316	556	10%
510400	FICA Taxes	83,886	5,227	5,458	(231)	-4%	72,740	69,967	2,773	4%
510500	IMRF	62,314	4,520	6,267	(1,746)	-28%	52,777	72,224	(19,447)	-27%
590600	Health Insurance	95,150	9,839	8,053	1,786	22%	106,613	96,582	10,031	10%
52XXXX	Contractual Services	595,447	33,708	41,752	(8,044)	-19%	551,982	601,491	(49,509)	-8%
53XXXX	Commodities	308,300	21,542	11,128	10,414	94%	287,948	281,982	5,967	2%
	Total Operating Expenses	**$ 2,241,057**	**$ 145,246**	**$ 145,727**	**$ (482)**	**0%**	**$ 2,042,578**	**$ 2,054,373**	**$ (11,795)**	**-1%**
	Operating Income (Loss)	**$ 616,943**	**$ (134,903)**	**$ (127,078)**	**$ (7,825)**	**6%**	**$ 455,954**	**$ 361,175**	**$ 94,779**	**26%**
	Operating Income (Loss) Percentage	**21%**	**-1014%**	**-726%**			**18%**	**14%**		

KEY METRICS

	Goal	MONTH 2019	MONTH 2018	MONTH DIFF	YTD 2019	YTD 2018	YTD DIFF
Rounds Played	*72,000*	*418*	*457*	*(39)*	*61,064*	*60,154*	*910*
Revenue Per Round	*$ 41.57*	*$ 31.81*	*$ 38.29*	*$ (6.47)*	*$ 42.64*	*$ 42.14*	*$ 0.50*
Resident Cards Sold	*N/A*	*-*	*-*	*-*	*2,456*	*2,570*	*(114)*
Cost of Goods Sold % - Pro Shop	*75%*	*101%*	*-83%*	*184%*	*74%*	*75%*	*-2%*
Personnel Expenses as % of Sales	*45%*	*677%*	*531%*	*146%*	*46%*	*46%*	*0%*

VILLAGE LINKS
GLEN ELLYN

RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of November 30, 2019

ORG/ OBJECT	DESCRIPTION	2019 BUDGET	MONTH 2019	MONTH 2018	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2019	YEAR-TO-DATE 2018	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	MISCELLANEOUS REVENUE									
	Miscellaneous Revenue includes the following items, which don't fit into any of the major revenue categories:									
	Handicaps		$ -	$ -	$ -		$ 37,535	$ 25,430	$ 12,105	
	Hand Cart Rentals		221	339	(118)		22,902	18,986	3,916	
	Adult & Junior Golf Lessons		-	-	-		24,701	13,228	11,474	
	Property Damage Reimbursement		-	-	-		-	11,924	(11,924)	
	Golf Club Rentals		-	-	-		4,590	6,070	(1,480)	
	Golf Club Repairs		94	136	(43)		3,647	5,024	(1,377)	
	Locker Rentals		-	-	-		3,200	3,360	(160)	
	Illinois Sales Tax (1.75%)		208	208	1		3,239	3,060	179	
	Glen Ellyn Food & Beverage Tax (1%)		22	-	22		(7)	-	(7)	
	Misc. Tournament Prize		-	-	-		-	525	(525)	
	Memorial Tree Donations		-	-	-		500	500	-	
	Caddie Equipment		-	-	-		-	150	(150)	
	FootGolf Ball Rentals		-	20	(20)		270	305	(35)	
	ATM Machine Commission		27	41	(14)		234	281	(47)	
	Misc./Misc.		1,323	215	1,108		5,710	7,068	(1,358)	
	Total	$ 109,000	$ 1,894	$ 959	$ 935		$ 106,521	$ 95,910	$ 10,611	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of November 30, 2019

ORG/ OBJECT	DESCRIPTION	2019 BUDGET	MONTH 2019	MONTH 2018	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2019	YEAR-TO-DATE 2018	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,450,000	$ 68,744	$ 71,984	$ (3,240)	-5%	$ 1,338,804	$ 1,272,260	$ 66,543	5%
441101	Liquor	260,000	10,537	10,754	(217)	-2%	229,356	247,791	(18,435)	-7%
441102	Beer	465,000	11,571	13,644	(2,073)	-15%	452,629	416,170	36,459	9%
441103	Wine	215,000	15,135	11,844	3,290	28%	204,749	188,390	16,359	9%
441104	NA Beverages	95,000	1,951	1,443	508	35%	79,515	81,712	(2,197)	-3%
441106	Room Charges	1,500	-	-	-	0%	5,375	3,600	1,775	49%
441107	Service Charges	137,000	5,759	5,967	(208)	-3%	118,203	124,676	(6,473)	-5%
489000	Miscellaneous Revenue	100	66	-	66	0%	3,660	55	3,604	6499%
	Total Revenues	**$ 2,623,600**	**$ 113,762**	**$ 115,637**	**$ (1,875)**	**-2%**	**$ 2,432,289**	**$ 2,334,654**	**$ 97,635**	**4%**
	COST OF GOODS SOLD:									
530400	Cost of Goods Sold - Beer	$ 119,080	$ 6,907	$ 3,839	$ 3,067	80%	$ 113,354	$ 112,315	$ 1,039	1%
530401	Cost of Goods Sold - Wine	61,360	4,885	2,373	2,513	106%	64,935	60,687	4,248	7%
530402	Cost of Goods Sold - Liquor	50,400	4,430	2,317	2,112	91%	56,519	56,689	(170)	0%
530405	Cost of Goods Sold - NA Beverages	27,600	1,467	2,235	(768)	-34%	46,713	34,488	12,225	35%
530420	Cost of Goods Sold - Food	460,800	21,289	33,254	(11,966)	-36%	486,175	474,670	11,505	2%
	Total Cost of Goods Sold	**$ 719,240**	**$ 38,977**	**$ 44,019**	**$ (5,041)**	**-11%**	**$ 767,697**	**$ 738,849**	**$ 28,848**	**4%**
	Gross Profit	**$ 1,904,360**	**$ 74,785**	**$ 71,619**	**$ 3,167**	**4%**	**$ 1,664,593**	**$ 1,595,805**	**$ 68,787**	**4%**
	Gross Profit Percentage	**73%**	**66%**	**62%**			**68%**	**68%**		
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 629,440	$ 44,954	$ 45,637	$ (683)	-1%	$ 589,626	$ 594,410	$ (4,784)	-1%
510120	Salaries - Non-Pensionable	370,000	19,609	24,115	(4,507)	-19%	386,584	425,500	(38,916)	-9%
510200	Salaries - Overtime	6,000	-	16	(16)	-100%	16,942	8,575	8,367	98%
510399	Tips Paid Through Payroll	-	(3,811)	(1,526)	(2,285)	150%	(1,619)	389	(2,008)	-516%
510400	FICA Taxes	95,662	5,707	6,187	(480)	-8%	95,751	96,847	(1,096)	-1%
510500	IMRF	45,114	3,427	4,822	(1,395)	-29%	47,640	63,803	(16,163)	-25%
590600	Health Insurance	86,000	4,877	7,480	(2,603)	-35%	68,264	74,912	(6,648)	-9%
52XXXX	Contractual Services	201,189	12,045	15,614	(3,569)	-23%	175,451	178,811	(3,360)	-2%
53XXXX	Commodities	123,300	16,574	10,926	5,648	52%	168,091	143,063	25,028	17%
	Total Operating Expenses	**$ 1,556,705**	**$ 103,382**	**$ 113,271**	**$ (9,889)**	**-9%**	**$ 1,546,730**	**$ 1,586,310**	**$ (39,580)**	**-2%**
	Operating Income (Loss)	**$ 347,655**	**$ (28,596)**	**$ (41,652)**	**$ 13,056**	**-31%**	**$ 117,863**	**$ 9,495**	**$ 108,368**	**1141%**
	Operating Income (Loss) Percentage	**13%**	**-25%**	**-36%**			**5%**	**0%**		

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of November 30, 2019

ORG/ OBJECT	DESCRIPTION	2019 BUDGET	MONTH 2019	MONTH 2018	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2019	YEAR-TO-DATE 2018	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 77,846*	*$ 77,627*	*$ 219*	*0%*	*$ 1,524,244*	*1,460,214*	*$ 64,030*	*4%*
	Banquets	*N/A*	*35,719*	*37,742*	*(2,022)*	*-5%*	*714,901*	*712,894*	*2,008*	*0%*
	Other	*N/A*	*197*	*268*	*(71)*	*-27%*	*193,143*	*161,546*	*31,598*	*20%*
	Total	*$ 2,623,600*	*$ 113,762*	*$ 115,637*	*$ (1,875)*	*-2%*	*$ 2,432,289*	*$ 2,334,654*	*$ 97,635*	*4%*
	Reserve 22 Revenues (Last 12 Months)	*$ 2,623,600*					*$ 2,582,861*	*$ 2,463,549*	*$ 119,311*	*5%*
	Reserve 22 Expenses (Last 12 Months)	*$ 2,275,945*					*$ 2,474,713*	*$ 2,490,254*	*$ (15,540)*	*-1%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*1,840*	*1,999*	*(159)*		*45,589*	*49,832*	*(4,243)*	
	Revenue Per Guest Check	*N/A*	*$ 42.31*	*$ 38.83*	*$ 3.47*		*$ 33.43*	*$ 29.30*	*$ 4.13*	
	# Guests (Restaurant/Bar)	*N/A*	*3,094*	*3,317*	*(223)*		*77,908*	*83,266*	*(5,358)*	
	Average Guest Spend	*N/A*	*$ 25.16*	*$ 23.40*	*$ 1.76*		*$ 19.56*	*$ 17.54*	*$ 2.03*	
	Cost of Goods Sold %	*27%*	*34%*	*38%*	*-4%*		*32%*	*32%*	*0%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*26%*	*60%*	*28%*	*32%*		*25%*	*27%*	*-2%*	
	Cost of Goods Sold - Wine	*29%*	*32%*	*20%*	*12%*		*32%*	*32%*	*0%*	
	Cost of Goods Sold - Liquor	*19%*	*42%*	*22%*	*20%*		*25%*	*23%*	*2%*	
	Cost of Goods Sold - NA Beverages	*29%*	*75%*	*155%*	*-80%*		*59%*	*42%*	*17%*	
	Cost of Goods Sold - Food	*32%*	*31%*	*46%*	*-15%*		*36%*	*37%*	*-1%*	
	Personnel Expenses as % of Sales	*47%*	*69%*	*76%*	*-7%*		*49%*	*54%*	*-5%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*74%*	*103%*	*114%*	*-11%*		*81%*	*86%*	*-5%*	