Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, November 18, 2022
7:00 AM
Village Links/Reserve 22

Visitors are welcome to attend all Recreation Commission meetings.

A. Call To Order

B. Public Comments

C. Approval of Minutes

1) Minutes - October 21, 2022

D. Standing Reports

1) Manager - Jeff Vesevick

2) Reserve 22 - Jon Satinover

3) Financial - Jeff Vesevick

4) Trustee Liaison - Steve Thompson

E. Village Links' User Fee Discussion & Recommendation - Noel Allen

1) Village Links' User Fee Discussion & Recommendation

F. Old Business

G. New Business

H. Next Meeting - January 27, 2023

I. Adjournment

RECREATION COMMISSION
MINUTES
OCTOBER 21, 2022

Board or Commission:	Recreation	**Called to Order:**	7:00A.M.
Meeting:	Special	**Adjourned:**	8:38A.M.
Quorum:	Yes		

MEMBER ATTENDANCE:

Mark Reinke	Chair	Present
Glen G. Graham	Commissioner	Present
Carol Scott	Commissioner	Present
Brian Diver	Commissioner	Present
Tony Coconate	Commissioner	Present
Tom Slowinski	Commissioner	Excused Absence

Also, Present:

Jeff Vesevick	General Manager / Staff Liaison	Present
Steve Thompson	Trustee Liaison	Present
Mark Franz	Village Manager	Excused Absence
Tom Fota	Executive Chef	Excused Absence
Mike Campbell	Golf Professional	Excused Absence
Noel Allen	Director of Golf	Present
Andrew Cross	Golf Course Superintendent	Present
Jon Satinover	Food and Beverage Director	Excused Absence

A. CALL TO ORDER

The October 21, 2022 meeting of the Recreation Commission was called to order at 7:00A.M. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chair Reinke.

B. PUBLIC COMMENTS

None.

C. APPROVAL OF MINUTES FROM SEPTEMBER 30, 2022 MEETING

1. MOVE TO APPROVE MINUTES OF MEETING FROM 9/30/2022 AS PRESENTED.

RESULT:	**Motion Unanimously Carried**
MOVER:	**Commissioner Coconate**
SECONDER:	**Commissioner Diver**
AYES:	**Coconate, Diver, Graham, Reinke, and Scott**
NAYES:	**None**
ABSENT:	**Slowinski**

D. STANDING REPORTS

1. Manager – Jeff Vesevick

General Manager Jeff Vesevick said the weather in September was excellent. Overall, the Village Links revenues were one day away from a fourth consecutive million-dollar month. For an average year, September revenues were above average. The course is in fantastic condition and the aeration completed in October had little effect on the greens. Staff is working with Greg Martin on the Master Plan. There were 22 golf outings held in September, which was a little more than last year. General Manager Vesevick commended Director of Golf Allen for coordinating this year's golf outings.

Golf Course Superintendent Cross said the Mulberry and Willow trees were removed from the course by a contractor. The last two (2) pieces of capital equipment from the 2022 budget were received in September. Chair Reinke inquired when the course will close. Golf Course Superintendent Cross replied most likely within the first two (2) weeks of December.

2. Reserve 22 – Jon Satinover

General Manager Jeff Vesevick said Reserve 22 has been a little flat. However, banquet business grew 42% for the month of September and 53% for the year. The new Banquet Manager will be reviewing catering pricing. Staff has really stepped-up with filling-in for the vacant Banquet Manager position. Discussion ensued regarding different cable and streaming packages available for televising sports. Commissioner Graham suggested the televisions in the Reserve 22 bar area are looking and tired should be replaced.

General Manager Vesevick noted the new food and beverage menu will be unveiled soon. The bourbon tasting held last week went well with about 50 attendees. General Manager Vesevick noted Food and Beverage Director Satinover is doing a great job and added when he sees a problem, he resolves it. Director of Golf Allen noted Food and Beverage Director Satinover is a great communicator and is very organized. Commissioner Diver suggested promoting the new management at Reserve 22.

3. Financial – Jeff Vesevick

General Manager Vesevick said the Village Links is in a good position financially, despite ongoing cost increases. All department expenses are up. Director of Golf Allen noted natural gas therms will double in price for this winter season. Chair Reinke asked if the hours of operation for the off-peak season have been set yet. General Manager Vesevick replied this could be discussed at the next meeting along with the rate review.

4. Trustee Liaison – Steve Thompson

Trustee Thompson updated the Recreation Commission on the recent activities of the Village Board.

E. 2023 BUDGET REVIEW/RECOMMENDATIONS

1. 2023 Proposed Budget Summary

General Manager Vesevick said he utilizes a zero-based-budget approach when preparing the budget each year. With this approach he looks at the cost of services in all areas and then looks at what are we going to do different, what costs are going to increase, and will any services be added. General Manager Vesevick reviews cost and revenue trends. General Manager Vesevick said one item that is constant in the budgeting process is the fixed debt costs and the capital plan expenses. The cash flow determines what can actually be spent on capital expenses. Chair Reinke asked about the 2023 budget for Administration. General Manager Vesevick said the Administration budget includes $100,000 that the Village committed to giving to the Glen Ellyn Park District for Panfish Park take-over. Commissioner Diver asked if this a recurring charge. General Manager Vesevick responded the $100,000 is a one-time charge, but the Village will be contributing $25,000 annually towards the maintenance of Panfish Park. The Recreation Commission expressed concern over the annual contribution.

General Manager Vesevick noted a new mechanic position was added to the budget. This position will maintain Village Links equipment and improve the longevity of existing equipment. Golf Course Superintendent Cross explained the Village Links capital assets are valued at over $3 million and this new position will proactively care for the equipment.

2. 5-Year Capital Forecast

Chair Reinke asked what the $150,000 in building improvements were comprised of in the 2023 capital budget. General Manager Vesevick responded the $150,000 includes: halfway house upgrades, golf shop bathroom and locker room improvements, new carpeting, and a new cooler for the kitchen. Commissioner Scott recommended every time we raise fees, we have to show tangible improvements. Commissioner Coconate suggested the capital list be amended to include new televisions in Reserve 22. Chair Reinke thanked staff for their efforts.

MOTION TO RECOMMEND THE 2023 BUDGET AS CORRECTED TO THE VILLAGE BOARD.

RESULT:	**Motion Unanimously Carried**
MOVER:	**Commissioner Scott**
SECONDER:	**Commissioner Diver**
AYES:	**Coconate, Diver, Graham, Reinke, and Scott**
NAYES:	**None**
ABSENT:	**Slowinski**

F. OLD BUSINESS

Director of Golf Allen said last month the Recreation Commission discussed adding a drinking fountain/water bottle refill machine to the halfway house. General Manager Vesevick agreed and noted this will cost about $1,200. Chair Reinke recommended moving forward with this.

G. NEW BUSINESS

None.

H. NEXT MEETING – 11/18/2022

I. ADJOURNMENT

Commissioner Scott moved and Commissioner Coconate seconded, to adjourn the meeting. The meeting was adjourned at 8:38A.M.

Submitted by Aileen Haslett, Recording Secretary

Reviewed by General Manager Jeff Vesevick

Glen Ellyn Recreation Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/18/2022 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

AGENDA ITEM (ID # 2022-2689)

DOC ID: 2022-2689

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

1. Managers Report - October 2022

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

"Committed to Excellence since 1967"

Manager's Report for October 2022

Submitted by Jeff Vesevick, General Manager

October 2022 continued with dry weather, had near normal temperatures, and a trace of snow. Looking at October observations from O'Hare, average temperature was 54°F (normal), precipitation was 1.66" (1.77" below normal). We experienced frost delays on 10 of the 31 days. Carts were available everyday (100% availability rate).

High Temperatures in October																					
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
80º days		1	1	1	4	1	1					4	3		1	6	2	4		3	1
70º days	8	12	8	1	2	11	10	7	3	9	4	6	9	1	5	8	3	6	7	7	7
60º days	11	7	5	12	5	9	11	12	13	8	10	8	13	10	12	7	7	8	14	9	8
50º days	8	9	9	10	16	5	6	10	11	9	10	11	4	12	11	10	12	12	9	9	6
40º days	4	2	6	5	4	3	3	2	4	4	7	2	2	8	2		6	1	1	3	9
30º days			2	2		2				1							1				
Rain	1.7"	5.8"	3.2"	5.1"	4.7"	10.1"	4.1"	1.9"	2.7"	2.9"	3.0"	1.6"	1.0"	5.9"	2.1"	2.0"	6.6"	1.0"	1.8"	2.0"	1.3"
Snow	trace			8"																	

GOLF

A record October (revenues) allowed us to erase some of the deficit from a poor spring season.

Rounds played were up 12% for the month, and are down 5% for the year.

Green Fee revenue was up 16% for the month, and is down 4% for the year.

Driving Range revenue was up 12% for the month, and is down 3% for the year.

Motor Car revenue was up 34% for the month, and is down 7% for the year.

Pro Shop sales were up 61% for the month, and are up 16% for the year.

Golf Revenue October											
	2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Rounds	5,202	5,045	5,794	5,785	6,031	4,550	3,914	4,859	7,327	6,353	7,108
Green Fees	92,528	94,224	108,002	111,533	116,968	87,335	63,569	110,662	185,707	180,403	208,442
Driving Range	8,537	11,089	16,517	13,359	15,719	10,999	11,042	14,214	28,463	28,929	32,275
Pro Shop	9,604	11,296	11,221	10,519	11,577	8,812	8,405	8,687	15,067	10,886	17,480
Carts	32,598	33,325	38,965	40,118	44,509	33,516	25,708	31,401	53,213	45,507	60,966
Resident Cards	50	50	30	50	0	80	0	20	40	40	20
Miscellaneous	6,908	4,022	2,338	1,744	3,139	3,018	2,608	2,704	3,043	14,289	2,627
Total Revenue	**150,180**	**154,082**	**177,073**	**177,323**	**191,913**	**143,749**	**111,332**	**167,688**	**285,533**	**280,053**	**321,809**
Golf Revenues in October were the highest in the past 11 years											

The Village Links hosted the **23rd Links Cup Matches**, which pits a team of eight qualifying amateurs against eight members of the staff. The event follows the Ryder Cup format, and is contested over two days. The team of Village Links Staff earned a satisfying victory, avenging the drubbing in 2021. Since its inaugural event in 1999, the Golf Staff has won 15 cups, and the amateurs have captured nine.

Five private golf outings were hosted in October, one more than a year ago. Favorable weather conditions and the popularity of golf outings are slowly increasing in the iffy month of October.

The *Swingin' Set Ladies Golf League* conducted their annual Fall Luncheon and 9-hole scramble. Head Golf Professional Mike Campbell, and Golf Operations Manager Trevor Hollowed, joined the ladies in their season-ending celebration and member lunch meeting.

GROUNDS

The golf course and grounds continued to be in excellent playing condition.

Grounds

1. Greens aerification and recovery was completed
2. Fairways and Range Tee were solid tine aerified, started tees.
3. Early order for fungicides, fertilizers, and grass seed finalized to lock in savings and ensure supply for 2023.
4. Maintenance buildings deep cleaned during frost delays
5. Began spraying of rough for weeds and crabgrass prevent for next year
6. Storm cleanup from the 24th
7. Leveled pavers at service window of hallway house
8. Drinking Water Fountains removed from course and blown out
9. Leaf blowing and mulching has begun in earnest
10. Master Plan process has begun with initial meeting

Mechanical and Building Maintenance

1. 10 pieces of equipment were repaired and/or serviced
2. 3 repairs made at clubhouse & halfway house

3. Carpets cleaned in Boardroom, Banquet Room, and R22 Entrance
4. 6 Reels ground

Horticulture/Conservation

1. Tropical plants moved to Maintenance Basement for winter
2. Panfish Park being mowed, and garbage picked up weekly
3. Annual flowers removed from entrance signs
4. Hanging baskets removed
5. Native area mowing gone through once, ongoing
6. Native areas sprayed for weeds (ongoing)

Congratulations! To Golf Course Superintendent ***Andrew Cross***, who recently earned the coveted status of *Certified Golf Course Superintendent.* This is the highest achievement a Superintendent can earn. Only 6.5% of Superintendents in the Midwest, and only 10.5% of Superintendents in the United States, have achieved this status.

RESERVE 22

Reserve 22 - OCTOBER				Year to Date		
	2021	2022	+/-	2021	2022	+/-
Restaurant & Bar	116,742	126,129	*8.0%*	1,525,345	1,519,356	*-0.4%*
Banquets	83,541	99,237	*18.8%*	510,636	748,594	*46.6%*
Beverage Cart	3,613	7,600	*110.4%*	82,823	112,534	*35.9%*
Halfway House	11,779	16,472	*39.8%*	140,463	139,175	*-0.9%*
Other	15,843	20,885	*31.8%*	126,939	172,676	*36.0%*
Total Reserve 22	**231,518**	**270,323**	***16.8%***	2,386,206	2,692,334	***12.8%***

The restaurant and bar bounced back with the mild October weather. Banquets continues to be the story for revenues, as COVID bounce back and a strong reputation are keeping us very busy.

Staff is preparing for the upcoming holidays and will again offer the popular Thanksgiving Buffet. We will also offer one of the few ‘hot and ready to serve’ take-out menus, available for pick up on Thanksgiving Day. The Buffet has reached its capacity of 300 guests early in November.

Marketing Specialist ***Julie Rusin***, Food & Beverage Director ***Jon Satinover***, and Golf Course Superintendent ***Andrew Cross*** are also planning the return of the popular “Holiday Pop-Up Bar,” hoping to regain the holiday business that has been absent since we last did it in 2019.

Glen Ellyn Recreation Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/18/2022 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

AGENDA ITEM (ID # 2022-2690)

DOC ID: 2022-2690

Reserve 22 - Jon Satinover

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

Glen Ellyn Recreation Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/18/2022 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

AGENDA ITEM (ID # 2022-2691)

DOC ID: 2022-2691

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

1. Village Links - Financial Statements - October 2022
2. Cash Balance Scenarios

VILLAGE LINKS
GLEN ELLYN

RESERVE 22
TWENTY-TWO

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2022

ORG	DESCRIPTION	2022 BUDGET	MONTH 2022	MONTH 2021	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2022	YEAR-TO-DATE 2021	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 3,564,300	$ 328,256	$ 282,709	$ 45,547	16%	$ 3,622,998	$ 3,754,866	$ (131,867)	-4%
5520	Reserve 22 Revenues	2,746,400	270,323	231,518	38,805	17%	2,692,333	2,386,206	306,127	13%
	Total Revenues	**$ 6,310,700**	**$ 598,579**	**$ 514,227**	**$ 84,352**	**16%**	**$ 6,315,332**	**$ 6,141,072**	**$ 174,260**	**3%**
	EXPENDITURES:									
55700	Administration	$ 462,737	$ 37,845	$ 36,167	$ 1,678	5%	$ 396,930	$ 376,181	$ 20,749	6%
55710	Golf Course Maintenance	1,052,878	65,020	68,609	(3,589)	-5%	834,886	693,861	141,025	20%
55720	Golf Services	824,516	80,503	64,855	15,648	24%	707,221	643,776	63,445	10%
55730	Reserve 22	2,443,495	236,186	223,059	13,127	6%	2,356,336	1,996,884	359,453	18%
55740	Stormwater Management	28,500	1,513	1,861	(348)	-19%	16,259	12,071	4,189	35%
55750	Pro Shop Merchandise	154,031	15,045	11,143	3,902	35%	153,828	140,945	12,883	9%
55780	Motorized Carts	47,515	9,033	7,600	1,433	19%	58,566	52,812	5,754	11%
557X5	Mechanical Maintenance	214,278	14,817	12,480	2,337	19%	233,181	150,313	82,868	55%
	Total Operating Expenses	$ 5,227,950	$ 459,962	$ 425,774	$ 34,188	8%	$ 4,757,207	$ 4,066,842	$ 690,366	17%
	Operating Income	**$ 1,082,750**	**$ 138,617**	**$ 88,453**	**$ 50,164**	**57%**	**$ 1,558,124**	**$ 2,074,230**	**$ (516,106)**	**-25%**
	Debt Service	429,176	-	-	-	0%	49,590	43,041	6,549	15%
	Capital Expenditures	548,550	34,725	10,534	24,191	230%	606,514	155,112	451,401	291%
	CHANGE IN NET POSITION	**$ 105,024**	**$ 103,892**	**$ 77,919**	**$ 25,973**	**33%**	**$ 902,021**	**$ 1,876,076**	**$ (974,056)**	**-52%**

KEY METRICS

	Goal	*Month 2022*	*Month 2021*	*Month Diff*	*YTD 2022*	*YTD 2021*	*YTD Diff*
Personnel Expenses as % of Sales	*47%*	*46%*	*45%*	*1%*	*40%*	*35%*	*4%*
Cash Balance (End of Month, in $000's)	*$ 1,307*	*$ 2,585*	*$ 2,659*	*$ (74)*			

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 October 31, 2022

ORG/ OBJECT	DESCRIPTION	2022 BUDGET	MONTH 2022	MONTH 2021	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2022	YEAR-TO-DATE 2021	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 2,250,000	$ 208,442	$ 180,403	$ 28,039	16%	$ 2,271,980	$ 2,361,287	$ (89,306)	-4%
440554	Pro Shop - Sales	170,100	17,480	10,886	6,594	61%	189,183	163,809	25,374	15%
440555	Motor Carts	600,300	60,966	45,507	15,459	34%	579,243	623,019	(43,776)	-7%
440556	Driving Range	421,200	32,275	28,929	3,346	12%	433,783	445,203	(11,420)	-3%
440557	Resident Cards	31,500	20	40	(20)	-50%	33,405	35,186	(1,781)	-5%
460100	Investment Income	100	5,846	0	5,846	3653544%	15,149	1,097	14,051	1281%
489000	Miscellaneous Revenue	91,100	3,176	14,777	(11,602)	-79%	100,483	103,409	(2,926)	-3%
489100	Miscellaneous - Over/Short	-	52	(66)	118	-179%	(227)	(477)	250	-52%
490800	Operating Transfer In	-	-	2,233	(2,233)	-100%	-	22,333	(22,333)	-100%
	Total Revenues	**$ 3,564,300**	**$ 328,256**	**$ 282,709**	**$ 45,547**	**16%**	**$ 3,622,998**	**$ 3,754,866**	**$ (131,867)**	**-4%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 122,472	$ 12,255	$ 7,940	$ 4,316	54%	$ 126,240	$ 113,263	$ 12,976	11%
	Total Cost of Goods Sold	**$ 122,472**	**$ 12,255**	**$ 7,940**	**$ 4,316**	**54%**	**$ 126,240**	**$ 113,263**	**$ 12,976**	**11%**
	Gross Profit	**$ 3,441,828**	**$ 316,001**	**$ 274,770**	**$ 41,231**	**15%**	**$ 3,496,759**	**$ 3,641,603**	**$ (144,844)**	**-4%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 977,352	$ 77,857	$ 68,918	$ 8,939	13%	$ 781,036	$ 684,872	$ 96,164	14%
510120	Salaries - Non-Pensionable	341,000	28,749	24,885	3,863	16%	296,433	235,546	60,887	26%
510200	Salaries - Overtime	6,000	2,173	694	1,479	213%	11,289	5,684	5,605	99%
510400	FICA Taxes	101,314	8,145	7,007	1,138	16%	81,293	68,648	12,646	18%
510500	IMRF	66,950	5,306	5,941	(635)	-11%	52,197	58,436	(6,240)	-11%
590600	Health Insurance	129,500	9,849	9,897	(48)	0%	107,946	103,140	4,806	5%
52XXXX	Contractual Services	686,192	55,196	59,244	(4,047)	-7%	593,398	533,110	60,288	11%
53XXXX	Commodities	353,675	24,245	18,189	6,055	33%	351,040	267,260	83,780	31%
	Total Operating Expenses	**$ 2,661,983**	**$ 211,521**	**$ 194,776**	**$ 16,745**	**9%**	**$ 2,274,631**	**$ 1,956,695**	**$ 317,936**	**16%**
	Operating Income	**$ 779,845**	**$ 104,480**	**$ 79,994**	**$ 24,486**	**31%**	**$ 1,222,127**	**$ 1,684,908**	**$ (462,780)**	**-27%**
	Operating Income Percentage	**22%**	**32%**	**28%**			**34%**	**45%**		

KEY METRICS

	Goal	Month 2022	Month 2021	Month Diff	YTD 2022	YTD 2021	YTD Diff
Rounds Played	*78,000*	*7,108*	*6,353*	*755*	*73,902*	*77,399*	*(3,497)*
Revenue Per Round	*$ 45.70*	*$ 46.18*	*$ 44.50*	*$ 1.68*	*$ 49.02*	*$ 48.51*	*$ 0.51*
Resident Cards Sold	*N/A*	*1*	*2*	*(1)*	*2,636*	*2,817*	*(181)*
Cost of Goods Sold % - Pro Shop	*72%*	*70%*	*73%*	*-3%*	*67%*	*69%*	*-2%*
Personnel Expenses as % of Sales	*46%*	*40%*	*42%*	*-1%*	*37%*	*31%*	*6%*

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 October 31, 2022

ORG/ OBJECT	DESCRIPTION	2022 BUDGET	MONTH 2022	MONTH 2021	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2022	YEAR-TO-DATE 2021	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:									
	Adult & Junior Golf Lessons		*$ -*	*$ -*	*$ -*		*$ 62,973*	*$ 52,015*	*$ 10,958*	
	Hand Cart Rentals		*1,596*	*3,106*	*(1,510)*		*22,045*	*23,930*	*(1,885)*	
	Handicaps		*-*	*9,350*	*(9,350)*		*-*	*9,350*	*(9,350)*	
	Golf Club Rentals		*770*	*540*	*230*		*7,500*	*5,390*	*2,110*	
	Golf Club Repairs		*-*	*-*	*-*		*-*	*738*	*(738)*	
	Locker Rentals		*-*	*-*	*-*		*2,400*	*2,720*	*(320)*	
	Miscellaneous Outings		*-*	*-*	*-*		*-*	*1,048*	*(1,048)*	
	Illinois Sales Tax (1.75%)		*499*	*446*	*54*		*3,285*	*3,004*	*282*	
	Glen Ellyn Food & Beverage Tax (1%)		*50*	*43*	*6*		*337*	*293*	*44*	
	Tree Donation		*-*	*250*	*(250)*		*750*	*250*	*500*	
	ATM Machine Commission		*-*	*-*	*-*		*-*	*11*	*(11)*	
	Miscellaneous		*261*	*1,043*	*(782)*		*1,193*	*4,662*	*(3,469)*	
	Total	*$ 91,100*	*$ 3,176*	*$ 14,777*	*$ (11,602)*		*$ 100,483*	*$ 103,409*	*$ (2,926)*	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

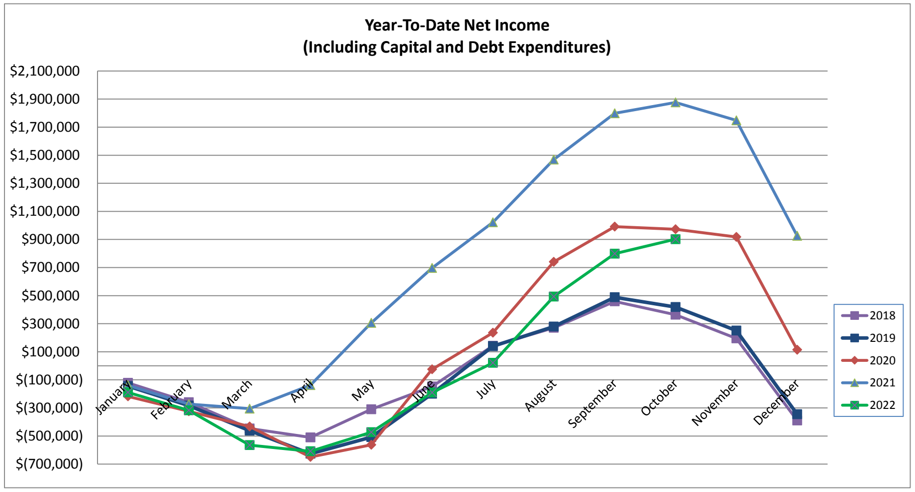
As of October 31, 2022

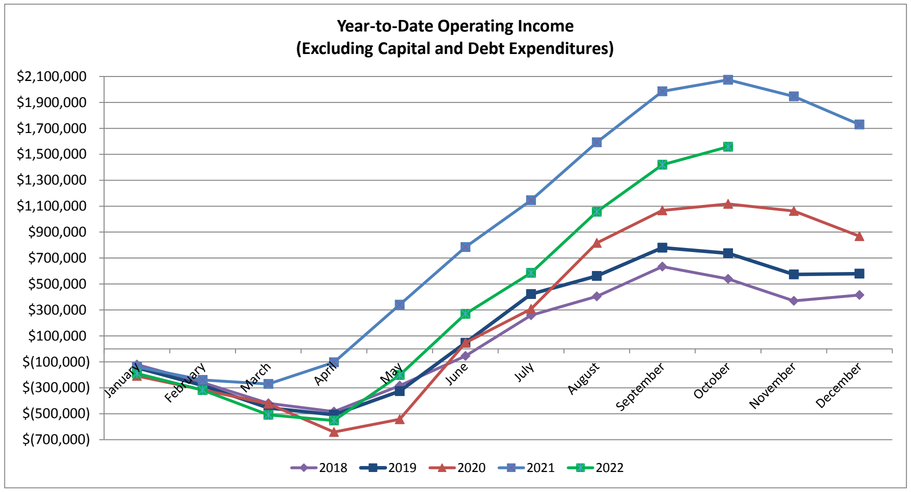
ORG/ OBJECT	DESCRIPTION	2022 BUDGET	MONTH 2022	MONTH 2021	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2022	YEAR-TO-DATE 2021	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,500,000	$ 143,302	$ 125,487	$ 17,815	14%	$ 1,470,420	$ 1,292,221	$ 178,199	14%
441101	Liquor	270,000	29,322	32,445	(3,123)	-10%	286,866	261,782	25,084	10%
441102	Beer	485,000	49,302	34,266	15,036	44%	494,919	448,617	46,302	10%
441103	Wine	235,000	16,792	14,263	2,529	18%	185,639	181,881	3,758	2%
441104	NA Beverages	90,000	10,705	5,136	5,569	108%	89,442	85,146	4,296	5%
441106	Room Charges	4,000	-	1,250	(1,250)	-100%	2,268	6,871	(4,603)	-67%
441107	Service Charges	160,000	20,863	18,552	2,311	12%	162,536	101,533	61,003	60%
489000	Miscellaneous Revenue	2,400	37	119	(82)	-69%	245	8,155	(7,910)	-97%
	Total Revenues	**$ 2,746,400**	**$ 270,323**	**$ 231,518**	**$ 38,805**	**17%**	**$ 2,692,333**	**$ 2,386,206**	**$ 306,127**	**13%**
55730	**COST OF GOODS SOLD:**									
530400	Cost of Goods Sold - Beer	$ 135,800	$ 9,962	$ 19,103	$ (9,141)	-48%	$ 121,556	$ 125,437	$ (3,880)	-3%
530401	Cost of Goods Sold - Wine	72,850	4,895	3,852	1,043	27%	58,335	57,349	986	2%
530402	Cost of Goods Sold - Liquor	54,000	7,709	765	6,944	908%	70,353	55,478	14,875	27%
530405	Cost of Goods Sold - NA Beverages	37,800	4,941	4,021	920	23%	51,555	50,587	968	2%
530420	Cost of Goods Sold - Food	480,000	30,386	42,536	(12,151)	-29%	504,588	444,598	59,990	13%
	Total Cost of Goods Sold	**$ 780,450**	**$ 57,892**	**$ 70,276**	**$ (12,385)**	**-18%**	**$ 806,387**	**$ 733,449**	**$ 72,938**	**10%**
	Gross Profit	**$ 1,965,950**	**$ 212,431**	**$ 161,242**	**$ 51,189**	**32%**	**$ 1,885,946**	**$ 1,652,757**	**$ 233,189**	**14%**
	Gross Profit Percentage	**72%**	**79%**	**70%**			**70%**	**69%**		
55730	**OTHER OPERATING EXPENSES:**									
510100	Salaries - Pensionable	$ 615,000	$ 45,210	$ 48,324	$ (3,114)	-6%	$ 419,773	$ 415,054	$ 4,720	1%
510120	Salaries - Non-Pensionable	505,000	77,932	44,431	33,501	75%	586,920	390,215	196,705	50%
510200	Salaries - Overtime	10,000	3,874	3,409	465	14%	25,363	24,467	896	4%
510399	Tips Paid Through Payroll	-	(684)	406	(1,090)	-268%	(6,435)	(8,807)	2,372	-27%
510400	FICA Taxes	122,040	12,150	9,479	2,671	28%	102,284	84,801	17,483	21%
510500	IMRF	42,128	4,118	5,683	(1,566)	-28%	37,593	46,652	(9,059)	-19%
590600	Health Insurance	79,200	2,297	5,076	(2,779)	-55%	32,625	57,343	(24,718)	-43%
52XXXX	Contractual Services	140,677	19,149	17,390	1,759	10%	191,942	133,776	58,166	43%
53XXXX	Commodities	149,000	14,249	18,583	(4,334)	-23%	159,884	119,934	39,950	33%
	Total Operating Expenses	**$ 1,663,045**	**$ 178,295**	**$ 152,783**	**$ 25,512**	**17%**	**$ 1,549,950**	**$ 1,263,435**	**$ 286,514**	**23%**
	Operating Income	**$ 302,905**	**$ 34,137**	**$ 8,459**	**$ 25,677**	**304%**	**$ 335,997**	**$ 389,322**	**$ (53,325)**	**-14%**
	Operating Income Percentage	**11%**	**13%**	**4%**			**12%**	**16%**		

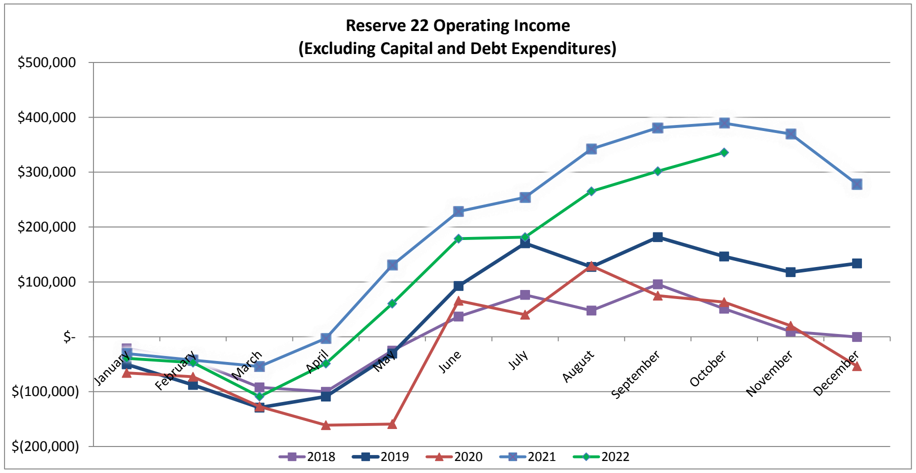
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2022

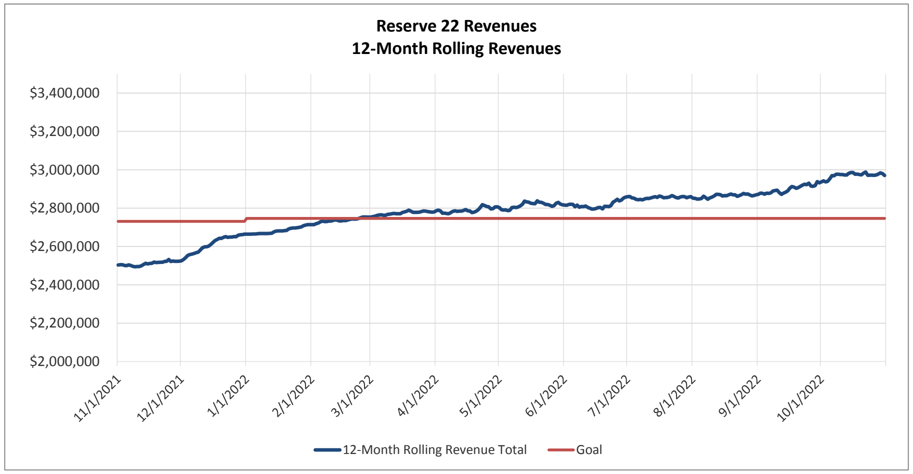
ORG/ OBJECT	DESCRIPTION	2022 BUDGET	MONTH 2022	MONTH 2021	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2022	YEAR-TO-DATE 2021	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 126,092*	*$ 116,645*	*$ 9,447*	*8%*	*$ 1,519,048*	*$ 1,531,051*	*$ (12,002)*	*-1%*
	Banquets	*N/A*	*114,487*	*96,930*	*17,556*	*18%*	*867,981*	*590,734*	*277,248*	*47%*
	Other	*N/A*	*29,744*	*17,942*	*11,802*	*66%*	*305,304*	*264,422*	*40,882*	*15%*
	Total	*$ 2,746,400*	*$ 270,323*	*$ 231,518*	*$ 38,805*	*17%*	*$ 2,692,333*	*$ 2,386,206*	*$ 306,127*	*13%*
	Reserve 22 Revenues (Last 12 Months)	*$ 2,746,400*					$ 2,970,487	$ 2,503,319	*$ 467,168*	*19%*
	Reserve 22 Expenses (Last 12 Months)	*$ 2,443,495*					$ 2,745,555	$ 2,230,808	*$ 514,747*	*23%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*3,397*	*3,079*	*318*		*38,903*	*39,642*	*(739)*	
	Revenue Per Guest Check	*N/A*	*$ 37.12*	*$ 37.88*	*$ (0.77)*		*$ 39.05*	*$ 38.62*	*$ 0.43*	
	# Guests (Restaurant/Bar)	*N/A*	*5,400*	*4,900*	*500*		*64,430*	*66,547*	*(2,117)*	
	Average Guest Spend	*N/A*	*$ 23.35*	*$ 23.81*	*$ (0.45)*		*$ 23.58*	*$ 23.01*	*$ 0.57*	
	Cost of Goods Sold %	*28%*	*21%*	*30%*	*-9%*		*30%*	*31%*	*-1%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*28%*	*20%*	*56%*	*-36%*		*25%*	*28%*	*-3%*	
	Cost of Goods Sold - Wine	*31%*	*29%*	*27%*	*2%*		*31%*	*32%*	*0%*	
	Cost of Goods Sold - Liquor	*20%*	*26%*	*2%*	*24%*		*25%*	*21%*	*3%*	
	Cost of Goods Sold - NA Beverages	*42%*	*46%*	*78%*	*-32%*		*58%*	*59%*	*-2%*	
	Cost of Goods Sold - Food	*32%*	*21%*	*34%*	*-13%*		*34%*	*34%*	*0%*	
	Personnel Expenses as % of Sales	*50%*	*52%*	*50%*	*2%*		*44%*	*43%*	*1%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*78%*	*75%*	*81%*	*-5%*		*75%*	*73%*	*1%*	

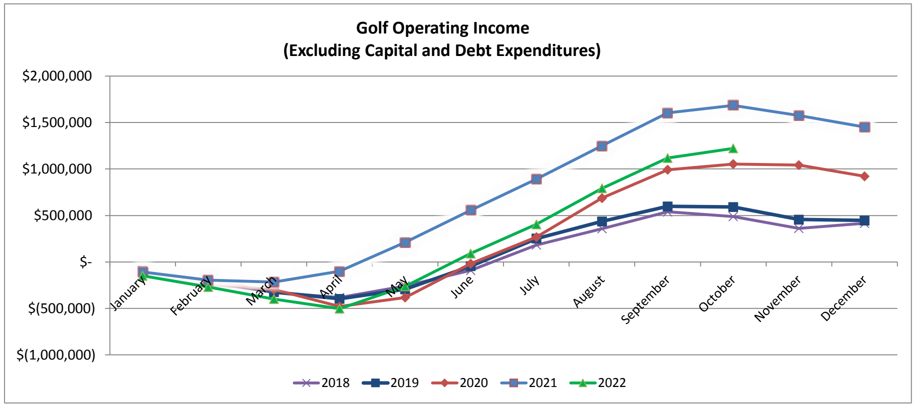
Village Links / Reserve 22
Dashboard Financial Reports
As of October 31, 2022

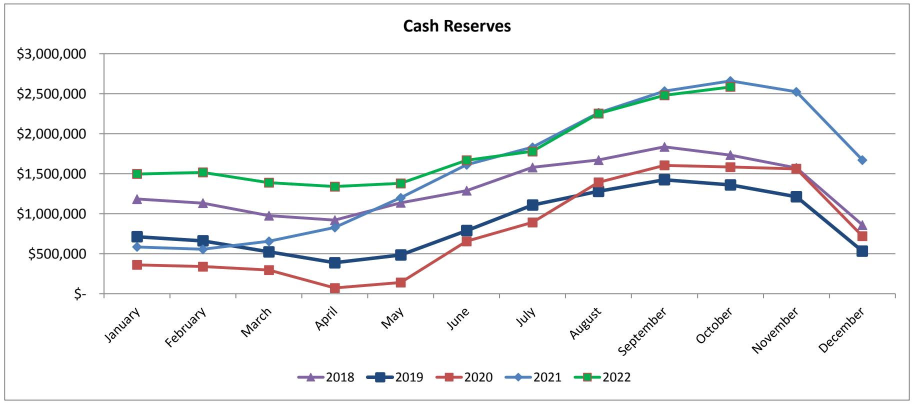












VILLAGE LINKS / RESERVE 22

MONTHLY CASH INCREASE/DECREASE HISTORY (000)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2014	(112)	(270)	(77)	50	130	30	306	177	138	10	(148)	(663)
2015	(100)	(63)	9	67	80	153	356	352	239	(97)	(42)	(689)
2016	(114)	(20)	41	(109)	206	296	186	237	160	36	(76)	(671)
2017	(114)	42	(218)	(57)	(11)	223	328	291	72	(69)	(151)	(681)
2018	(113)	(50)	(157)	(56)	216	153	291	92	165	(102)	(160)	(716)
2019	(144)	(53)	(138)	(136)	99	304	319	171	146	(64)	(148)	(680)
2020	(173)	(21)	(43)	(225)	69	516	237	500	214	(23)	(21)	(843)
2021	(135)	(26)	96	172	371	412	220	447	272	127	(137)	(852)
2022	(173)	19	(130)	(48)	40	289	111	474	228	105		

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Avg	(131)	(49)	(69)	(38)	133	264	261	305	181	(9)	(111)	(724)
Best	(100)	42	96	172	371	516	356	500	272	127	(21)	(663)
Worst	(173)	(270)	(218)	(225)	(11)	30	111	92	72	(102)	(160)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2022 OCT	2022 NOV	2022 DEC	2023 JAN	2023 FEB	2023 MAR	2023 APR	2023 MAY	2023 JUN	2023 JUL	2023 AUG	2023 SEP
Avg	2,585	2,474	1,972	1,841	1,792	1,724	1,686	1,819	2,080	2,342	2,646	2,828
Best	2,585	2,564	2,123	2,023	2,065	2,161	2,333	2,704	3,220	3,576	4,076	4,348
Worst	2,585	2,425	1,795	1,622	1,559	1,341	1,116	1,105	1,135	1,246	1,338	1,410
	actual											

Glen Ellyn Recreation Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/18/2022 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

AGENDA ITEM (ID # 2022-2692)

DOC ID: 2022-2692

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

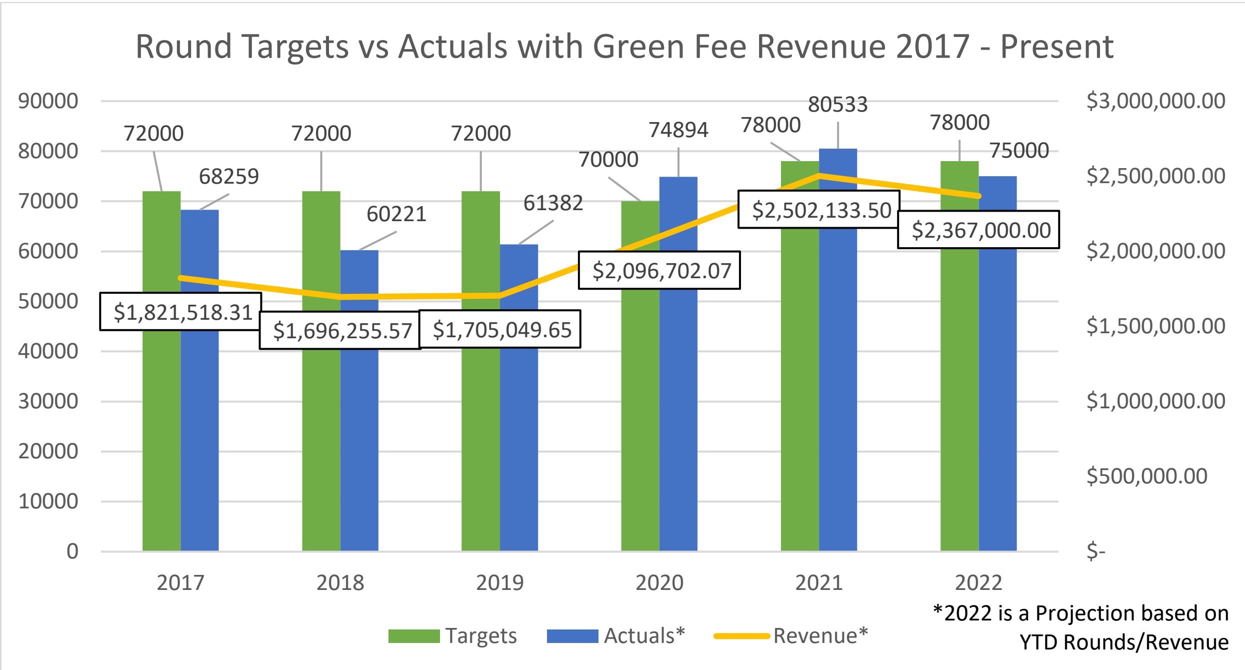
Action Requested:

Attachments:

2023 Rate Proposal

Village Links of Glen Ellyn

Total yearly rounds played will be down slightly from 2021, mainly because weather impact in March, April and May left us 6,000 rounds or 30% behind the very successful 2021 season. June through October rounds were better than 2021, so we were able to partially dig ourselves out of the hole created by the poor start to the year. At the end of the year we will more than likely see target revenues exceeded in all areas except motorized carts, which suffered heavily in the spring and slightly in July.



Below is a summary of the continued changes to our operation from 2020, the results of our annual rate study, some key points about how the course operates, and our recommendation for rates in 2023.

Summary of Changes

First tee time now 6:30 AM

This resulted in the loss of one hour of tee times during the majority of the season. Opening an hour later allows our maintenance crews to get out ahead of play and complete their regular maintenance faster which enables them to do more of the secondary or discretionary tasks such as pruning, weeding, etc. Most of the golfers that played between 5:30 AM and 6:30 AM compressed into the later tee times, avoiding most of the potential loss of revenue.

Since 2020, golf course conditions have continually improved and customer reviews are extremely positive.

10 Minute Intervals

Over the years the Village Links has had to adapt to changes in the industry due to innovation in golf ball and club technology, and recently COVID-19. The Village Links, in our highest usage years, teed off 8 and 9 groups per hour. Due to further development of golf club (primarily driver) and golf ball technology, we have had to reduce our capacity to compensate.

During COVID, when we were allowed to reopen in early 2020, we were restricted to allowing only 6 groups per hour, or 10 minute intervals. Many courses in the area had already been using this model over the years in order to keep on time on the first tee and better manage pace of play.

From 2021 onward, we continued teeing off 6 groups per hour every day on the 9-hole course. On the 18-hole course we teed off 7 groups per hour on Saturdays and Sundays during permanent tee times, 6 groups per hour Saturdays and Sundays beginning at 11:00 AM, and 6 groups per hour all day Monday through Friday.

Our customer satisfaction continues to remain high as we were almost always on time on the first tee and our pace of play has noticeably improved over prior years.

Elimination of Happy Hours

With the increase in demand and decrease in supply of tee times, we eliminated the Happy Hour discount in 2020. Happy Hour significantly discounted 1 hour of tee times every day on both golf courses. We have not seen any loss of rounds, and most of the former Happy Hours run at or near capacity.

Weekend Rates

Most golf courses have increased the gap between weekday and weekend green fee prices. We are recommending maintaining the gap in our weekend 18-hole rates in 2023. With Friday being the busiest day of the week, many courses have included Friday in their weekend rate structure. This is something the Village Links might consider in the future if rounds were to decline.

Tee Sheet Technology

Newer point-of-sale systems that include electronic tee sheets like ours offer many tools to manage tee sheet inventory. One of the tools, the Daily Deal, allows us to set up a discount on a tee time or block of tee times. This is displayed online to everyone and is highlighted at the top of the booking engine giving them a better chance of being reserved. One way to maximize revenue potential is to use the daily deal to discount tee times that prove to be less desirable rather than publish discounted breaks in the day (twilight, super twilight, etc.) that are set for an entire season.

Dynamic pricing is also a trend in golf course management where golf courses set a floor price and based upon demand, the system manages pricing to increase the "rack" rate where demand is high. We do not believe that dynamic pricing would be received well as a municipal golf course, as our residents would not want to potentially pay more than a non-resident depending upon when they booked.

Increased School Rates

We are now in line with what most of our competitors charge.

Senior/Junior Rates

In 2021, we consolidated the senior age to 62 for everyone and now have a consistent senior and junior rate for non-resident, VIP and resident golfers on both the 9-hole and 18-hole courses.

6:30PM 9-Hole Special

The 6:30 special was too low so we increased it to be half of the normal rate for all categories of golfers.

Eliminate Fall Fest

This year we again did not offer any Fall Fest promotions, which offered heavy discounts to keep people playing golf longer into the season. Rounds played in September and October remain higher than normal, and revenues are still setting records.

Spring and Fall Specials

We continue to recommend not offering the Spring Special or the Fall Special, which offered heavily discounted weekday green fees during the fringe months. We will monitor demand for spring and fall golf to determine if this program will need to return.

Footgolf

We eliminated footgolf from our facility for a number of reasons. First, footgolfers and regular golfers do not mix well. We regularly received complaints from our regular golfers about footgolfers distracting from their experience at our course. Footgolfers often times do not understand golf etiquette or protocols. Second, with the golf course busier, we were losing revenue almost every time a group of footgolf was booked. Finally, our brand was compromised by the appearance of the footgolf tees and flags on our 9-hole golf course. If play were to decline again and we regularly have open space we could consider bringing it back.

2022 Market Analysis

We have completed our annual survey of base green fees at public golf courses in our area. For this study, we selected courses within 30 miles of Glen Ellyn.[1] The total number of courses in the survey is 58, with two of the courses closing within the last 5 years. The total number of courses offering 9-holes is 33 (down 1 from last year) with only 28 allowing 9-hole play on the weekends (down 2 from last year). The 18-hole golfer and 9-hole golfer are completely different customers. The 9-hole market competes more on price whereas the 18-hole market competes more on quality.

18-Hole Course with Cart Weekday

At $81.00 Village Links is the 11th most expensive course, down from 7th last year. The median fee is $59.00, up $1.00 from last year. The average fee is $66.84, up $3.88 from last year.

18-Hole Course with Cart Weekend

At $91.00 Village Links is the 15th most expensive course, down from 13th last year. The median fee is $75.00, up $4.00 from last year. The average fee is $84.35, up $4.95 from last year.

9-Hole Course with Cart Weekday

At $36.00 Village Links is the 18th most expensive course, down from 17th last year. The median fee is $37.00, up $1.00 from last year. The average fee is $36.42, up $1.30 from last year.

9-Hole Course with Cart Weekend

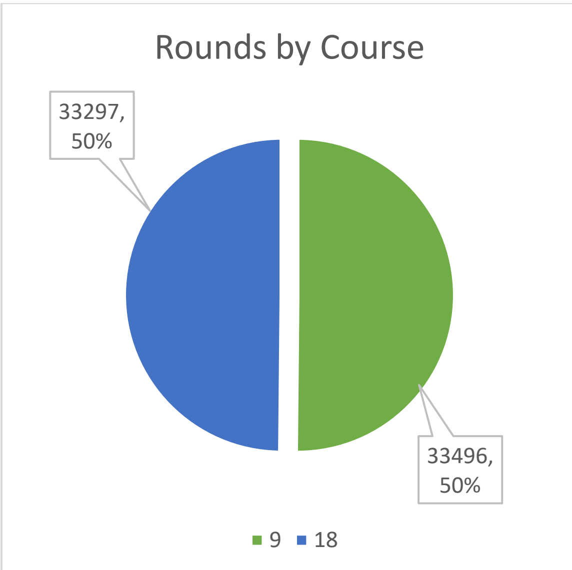
At $43.00 Village Links is the 12th most expensive course, down from 11th last year. The median fee is $40.50, up $0.50 from last year. The average fee is $41.43, up $1.58 from last year.

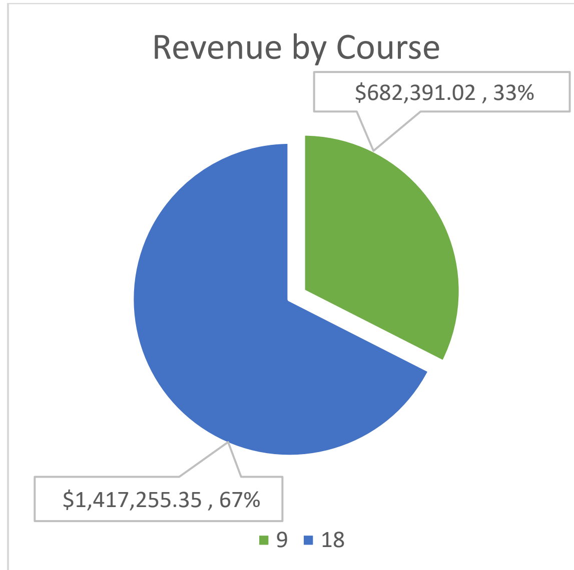
It is important to note that resident card holders receive a substantial discount on all green fees which lowers their green fees well below the market averages. Also, most 9-hole players gravitate toward the stand-alone 9-hole operations, or courses who have 27 holes, and designate one of the 3 nines exclusively for 9-hole play. These courses are generally more affordable than the 18-hole counterparts, who more aggressively market 18-hole play as 9-hole play erodes their green fee revenues.

[1] See Appendix A for full Rate Study results.

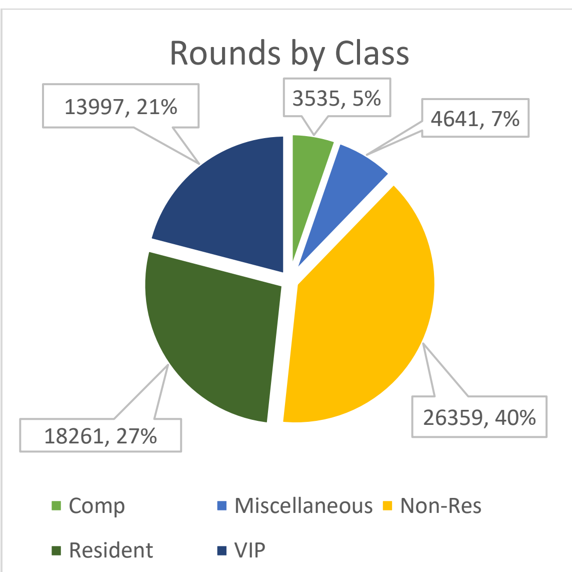
2022 Green Fee Sales Analysis – Through September 30

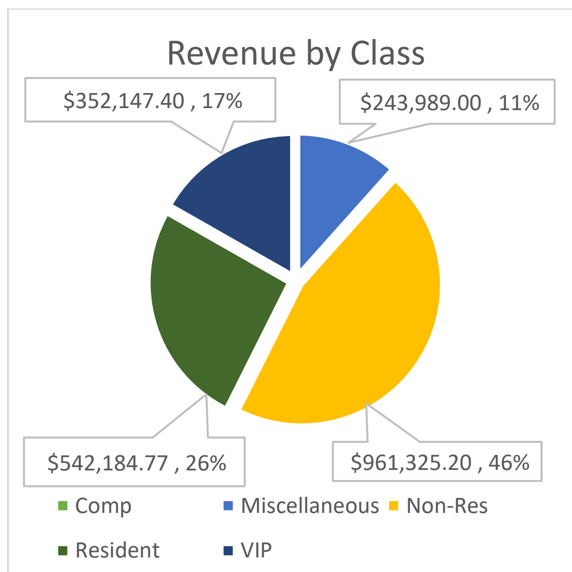
Rounds played were 66,793, down 4,253 or 6% from 2021. The decrease in play is mostly due to unfavorable weather conditions in the spring. However, green fees, driving range and motor carts continue to be at near record levels as we had gains in rounds and revenues in the summer months. Play was split equally this year between the 18-hole course and the 9-hole course. Total green fee revenue through September 30 was $2,063,538.18, down $117,345.03 or 5.3%. Green fee revenue on the 18-hole course was $1,417,255.35 and $682,391.02 on the 9-hole course.



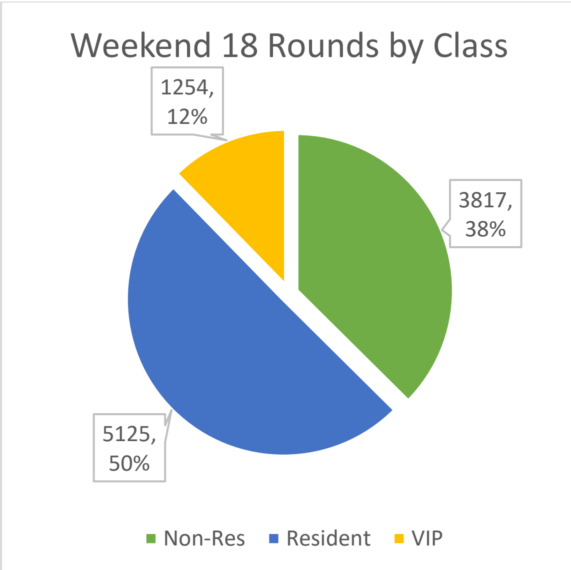


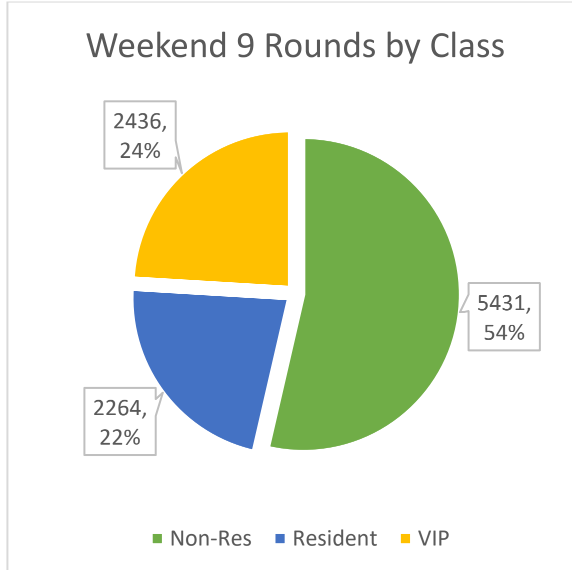
Rounds played continue to be more influenced by non-resident and VIP golfers at 68% of total play. Total green fee revenue from non-resident and VIP play represents 74%.



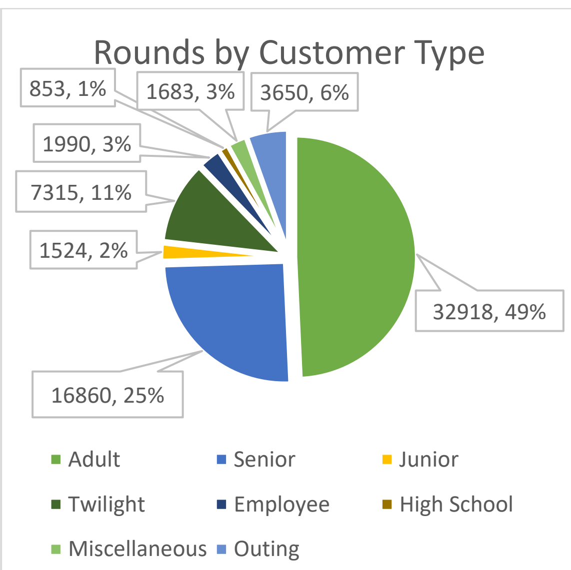


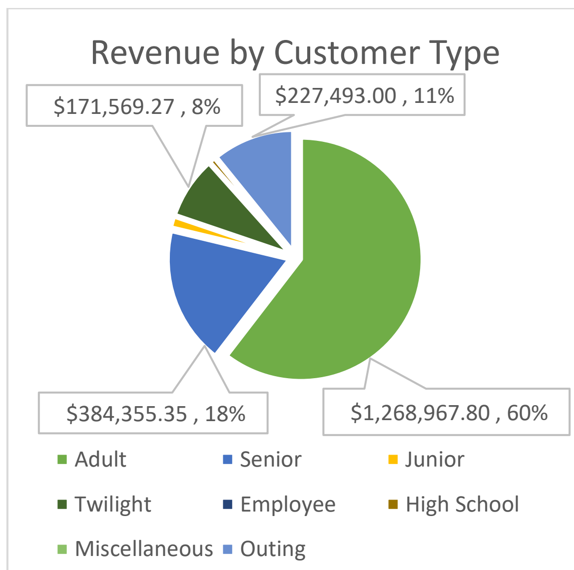
Discounted weekend resident play on the 18-hole course is much higher than on the 9-hole course due to permanent tee time play in the mornings.





Outings represent 6% of rounds played but provide 11% of green fee revenues, which is why we try to bring these groups in; very often they will come back every year and have a positive impact on both golf revenues and Reserve 22, as most of the large shotgun outings also have an F&B component.





Having the optimal number of outings is a delicate balancing act as we try to provide opportunities for this profitable segment of our business without alienating our core players or eroding our brand by creating a perception that it is hard to get a good tee time because we are always hosting an outing. We have several policies in place during the summer season that help put a limit on outings, such as no morning shotguns on weekends to allow for the Permanent Times to play, no more than two Friday shotguns a month, and requiring a minimum group size of 40 to even consider doing a shotgun.

2023 User Fee Proposal

As almost all of our costs increase, we will need to find ways to increase our revenues to cover our expenses. In line with operating costs going up, our minimum target balance in the Recreation Fund will also be rising. Our aging facility is in need of updates and repairs to maintain our brand and keep golfers coming back. For 2023 we are recommending a slight increase in fees. All local golf courses we surveyed will be raising their rates as well.

For the following revenue projections, we used three price models applied to these four rounds played scenarios:

- Worst is 60,221 rounds from 2018
- Average is the 5 year average of rounds played from October 2017 to September 2022 of 69,972
- Target represents our budget target for rounds in 2023 of 78,000
- Best is 80,533 rounds from 2021

We used the 5 year averages of each type of round played (from the same period of time) to get a model for the mix of rounds and applied that to each scenario.[2] We then reduced revenue by 2.5% to account for our off-season discounts, which are in effect for approximately 10% of rounds played in the average year at 25% off (25% of 10% is 2.5%), as well as subtracting the 5 year average of rainchecks issued to reach a Green Fee revenue estimate for each of the twelve possible combinations, summarized below.

Price Model	Worst (60,221)	Average (69,972)	Target (78,000)	Best (80,533)
Model A	$ 1,887,013.28	$ 2,198,880.69	$ 2,455,590.00	$ 2,536,657.03
Model B	$ 2,000,647.87	$ 2,330,914.12	$ 2,602,772.34	$ 2,688,623.01
Model C	$ 1,966,587.56	$ 2,291,337.40	$ 2,558,655.25	$ 2,643,073.01

Model A

Model A represents no change in green fees from 2021 with small increases in the cost of various services offered by the Village Links.[3]

Model B

Model B builds on Model A with increases in green fees based on the increase in the market average to put us back into approximately the same market position we had in 2021.[4]

Model C

Model C increases green fees more modestly than Model B, representing about a $2.00 increase on the 18-hole course, and about a $1.00 increase on the 9-hole course.[5]

[2] See Appendix B for detailed round and revenue projections using each model
[3] See Appendix C for full User Fee Schedule – Model A
[4] See Appendix D for full User Fee Schedule – Model B
[5] See Appendix E for full User Fee Schedule – Model C

Recommendation

The Golf Division staff recommends that the board approve the rate increase described in Model C for the following reasons:

- Inflation is showing no signs of letting up
- Cost of labor increasing through 2025
- Aging facility needs attention
- Golf demand remains high – cautiously optimistic about the future

Conclusion

Inflation and supply shortages are the perfect storm causing increases in costs of everything we purchase, and in some cases preventing us from receiving supplies we need to operate. Equipment we need to maintain quality playing conditions has exploded in price and wait times are at all-time highs. Chemicals we use on the turf to promote or slow growth as well as prevent disease have also risen dramatically. Driving range balls cost more and are in short supply.

One of the primary means through which we maintain profitability is through controlling our labor costs. The vast majority of our seasonal staff are paid minimum wage. Illinois will be raising the minimum wage $1.00 per year until it reaches $15.00 an hour in 2025. Next year it will increase to $13.00, also triggering similar increases to our other staff who make more to maintain parity. If all seasonal wages go up $1.00 and we have a similar staffing pattern next year that will mean approximately $40,000.00 in additional wages and about another $3,700.00 in additional IMRF and FICA costs.

Cost cutting measures that have been in place for two decades have allowed us to withstand pre-COVID decreasing demand and bad weather years, but the tradeoff has been the deferral of important projects to keep the Village Links as popular, challenging, and busy as it has been in the past. We have become experts at doing more with less. Our aging facility will soon require some major capital investment. Our irrigation system is now 20 years old and will need to be replaced at a cost over $1 million. Our pump stations will both need replacement. We have recently hired a golf course architect to create a master plan that will address the many failing bunkers on the property as well as drainage issues that threaten the playability and ultimately our brand. Our parking lot will also need to be replaced when maintenance and repair are no longer an option. Building our reserve to help fund these projects with less risk to the daily operation are paramount.

Golf demand is at 20 year highs but with a potential recession looming there is a possibility that demand for golf will soften slightly. Increasing fees can contribute to an erosion of golf rounds, however it is more likely that it will help offset some inevitable lost rounds, as our proposed modest rate increase more than likely won’t be the deciding factor to play at our facility.

As a business that exists in major proportion at the whims of Mother Nature, we know that there will likely be more bad weather in our future. We need to take advantage of the current popularity of the sport to keep successfully providing recreational opportunities and provide important life- and property-saving storm water detention services at no cost to the Glen Ellyn taxpayer.

Appendix A – 2023 Rate Study Results

Weekday 18 Holes

Weekday	2022 18 With Cart	2021 18 With Cart	Change in Price	Change in Rank
Glen Club	$200.00	$115.00	$ 85.00	1
Cog Hill #4	$160.00	$143.00	$ 17.00	(1)
Mistwood	$105.00	$ 85.00	$ 20.00	3
Prairie Landing	$ 95.00	$ 75.00	$ 20.00	6
Cantigny	$ 95.00	$100.00	$ (5.00)	-
Harborside Int'l	$ 86.00	$ 91.00	$ (5.00)	(1)
Seven Bridges	$ 85.00	$ 80.00	$ 5.00	1
Bolingbrook	$ 84.00	$104.00	$(20.00)	(5)
Arrowhead	$ 83.00	$ 79.00	$ 4.00	-
Ruffled Feathers	$ 81.99	$ 74.95	$ 7.04	4
Village Links	$ 81.00	$ 81.00	$-	(4)
Oak Meadows	$ 79.00	$ 75.00	$ 4.00	(2)
Cog Hill #2	$ 77.00	$ 75.00	$ 2.00	(3)
Pine Meadow	$ 76.00	$ 74.00	$ 2.00	1
Ravisloe	$ 75.00	$ 70.00	$ 5.00	1
Willow Crest	$ 75.00	$ 75.00	$-	(5)
Oak Brook	$ 70.00	$ 70.00	$-	(1)
Makray Memorial	$ 70.00	$ 69.00	$ 1.00	1
Bowes Creek	$ 67.00	$ 67.00	$-	-
Schaumburg Golf Club	$ 66.00	$ 65.00	$ 1.00	-
Klein Creek	$ 65.00	$ 61.00	$ 4.00	3
Settler's Hill	$ 65.00	$ 56.50	$ 8.50	9
Highlands of Elgin	$ 65.00	$ 65.00	$-	(1)
Glencoe	$ 64.00	$ 63.00	$ 1.00	(1)
Silver Lake	$ 63.00	$ 60.00	$ 3.00	1
Springbrook	$ 62.00	$ 61.00	$ 1.00	(2)
Doral Eaglewood	$ 60.00	$ 58.00	$ 2.00	1
Old Orchard	$ 59.00	$ 59.00	$-	(1)
Tanna Farms	$ 59.00	$ 58.00	$ 1.00	-
Bridges of Poplar Creek	$ 57.00	$ 52.00	$ 5.00	8
Naperbrook	$ 57.00	$ 56.00	$ 1.00	1
Bartlett Hills	$ 56.00	$ 56.00	$-	(1)
Maple Meadows	$ 55.00	$ 53.00	$ 2.00	4
Fox Run Golf Links	$ 55.00	$ 55.00	$-	-
Cog Hill #3	$ 55.00	$ 54.00	$ 1.00	2
Arboretum	$ 55.00	$ 55.00	$-	-
Cog Hill #1	$ 55.00	$ 54.00	$ 1.00	2
Balmoral Woods	$ 55.00	$ 50.00	$ 5.00	7
Highland Woods	$ 53.00	$ 52.00	$ 1.00	(1)
Fox Bend	$ 50.00	$ 45.00	$ 5.00	8
Bloomingdale	$ 50.00	$ 48.00	$ 2.00	2
Golf Club of Illinois	$ 49.00	$ 49.00	$-	(1)
George W. Dunne National	$ 49.00	$ 45.00	$ 4.00	6

Weekday	2022 18 With Cart	2021 18 With Cart	Change in Price	Change in Rank
Fox Lake	$ 49.00	$ 47.00	$ 2.00	2
Orchard Valley	$ 49.00	$ 47.00	$ 2.00	2
White Pines	$ 48.00	$ 48.00	$-	(4)
Bittersweet	$ 48.00	$ 47.00	$ 1.00	(2)
Carillon	$ 47.00	$ 45.00	$ 2.00	-
Hilldale	$ 47.00	$ 46.00	$ 1.00	(1)
Winnetka	$ 46.00	$ 64.00	$(18.00)	(28)
Tamarack	$ 45.99	$ 45.00	$ 0.99	(3)
Blackberry Oaks	$ 45.00	$ 45.00	$-	(4)
Mt. Prospect	$ 43.00	$ 35.00	$ 8.00	1
Carriage Greens	$ 42.00	$ 36.00	$ 6.00	(1)
St. Andrews	$ 42.00	$ 24.00	$ 18.00	1
Median	**$ 59.00**	**$ 58.00**	**$ 1.00**	
Average	**$ 66.84**	**$ 62.95**	**$ 3.88**	

Weekend 18 Holes

Weekend	2022 18 With Cart	2021 18 With Cart	Change in Price	Change in Rank
Glen Club	$235.00	$199.00	$ 36.00	-
Cog Hill #4	$188.00	$159.00	$ 29.00	-
Cantigny	$130.00	$130.00	$-	-
Mistwood	$129.00	$115.00	$ 14.00	1
Harborside Int'l	$119.00	$122.00	$ (3.00)	(1)
Prairie Landing	$115.00	$ 95.00	$ 20.00	3
Ruffled Feathers	$109.99	$ 99.95	$ 10.04	-
Ravisloe	$100.00	$ 89.00	$ 11.00	5
Bolingbrook	$100.00	$114.00	$(14.00)	(2)
Oak Meadows	$100.00	$ 95.00	$ 5.00	1
Bowes Creek	$ 97.00	$ 97.00	$-	(3)
Seven Bridges	$ 95.00	$ 90.00	$ 5.00	-
Makray Memorial	$ 95.00	$ 94.00	$ 1.00	(1)
Arrowhead	$ 93.00	$ 89.00	$ 4.00	(1)
Village Links	$ 91.00	$ 89.00	$ 2.00	(2)
Cog Hill #2	$ 90.00	$ 79.00	$ 11.00	3
Pine Meadow	$ 89.00	$ 88.00	$ 1.00	(1)
Old Orchard	$ 85.00	$ 84.00	$ 1.00	(1)
Schaumburg Golf Club	$ 85.00	$ 80.00	$ 5.00	-
Klein Creek	$ 84.00	$ 71.00	$ 13.00	8
Oak Brook	$ 80.00	$ 75.00	$ 5.00	-
Cog Hill #1	$ 80.00	$ 58.00	$ 22.00	28
Cog Hill #3	$ 80.00	$ 58.00	$ 22.00	28
Willow Crest	$ 79.00	$ 79.00	$-	(5)
Settler's Hill	$ 79.00	$ 65.00	$ 14.00	17
St. Andrews	$ 77.00	$ 59.00	$ 18.00	20
Bittersweet	$ 75.00	$ 72.00	$ 3.00	(1)
Arboretum	$ 75.00	$ 75.00	$-	(6)

Weekend	2022 18 With Cart	2021 18 With Cart	Change in Price	Change in Rank
Highlands of Elgin	$ 75.00	$ 75.00	$-	(6)
Bridges of Poplar Creek	$ 74.00	$ 70.00	$ 4.00	-
George W. Dunne National	$ 74.00	$ 73.00	$ 1.00	(5)
Glencoe	$ 73.00	$ 72.00	$ 1.00	(6)
Silver Lake	$ 73.00	$ 68.00	$ 5.00	1
Maple Meadows	$ 72.00	$ 68.00	$ 4.00	(1)
Springbrook	$ 72.00	$ 71.00	$ 1.00	(6)
Balmoral Woods	$ 70.00	$ 68.00	$ 2.00	(3)
Bartlett Hills	$ 70.00	$ 70.00	$-	(6)
Doral Eaglewood	$ 70.00	$ 68.00	$ 2.00	(3)
Orchard Valley	$ 69.00	$ 67.00	$ 2.00	(2)
Fox Run Golf Links	$ 69.00	$ 69.00	$-	(7)
Tamarack	$ 68.99	$ 59.00	$ 9.99	5
Hilldale	$ 68.00	$ 67.00	$ 1.00	(5)
Tanna Farms	$ 67.00	$ 66.00	$ 1.00	(4)
Naperbrook	$ 67.00	$ 66.00	$ 1.00	(4)
Carriage Greens	$ 66.00	$ 56.00	$ 10.00	6
Blackberry Oaks	$ 65.00	$ 65.00	$-	(5)
White Pines	$ 62.00	$ 59.00	$ 3.00	(1)
Golf Club of Illinois	$ 62.00	$ 62.00	$-	(3)
Highland Woods	$ 61.00	$ 60.00	$ 1.00	(4)
Carillon	$ 60.00	$ 64.00	$ (4.00)	(7)
Fox Bend	$ 60.00	$ 55.00	$ 5.00	2
Fox Lake	$ 57.00	$ 55.00	$ 2.00	-
Winnetka	$ 56.00	$ 74.00	$(18.00)	(29)
Bloomingdale	$ 53.00	$ 50.00	$ 3.00	-
Mt. Prospect	$ 50.00	$ 50.00	$-	(1)
Median	**$ 75.00**	**$ 71.00**	**$ 4.00**	
Average	**$ 84.35**	**$ 79.40**	**$ 4.95**	

Weekday 9 Holes

Weekday	2022 9 With Cart	2021 9 With Cart	Change in Price	Change in Rank
Mistwood	$ 55.00	$ 45.00	$ 10.00	2
Oak Meadows	$ 52.00	$ 50.00	$ 2.00	(1)
Cantigny	$ 50.00	$ 45.00	$ 5.00	-
Pine Meadow	$ 47.00	$ 47.00	$-	(2)
Oak Brook	$ 43.00	$ 43.00	$-	-
Carriage Greens	$ 42.00	$ 36.00	$ 6.00	8
Glencoe	$ 42.00	$ 41.00	$ 1.00	-
Arrowhead	$ 41.50	$ 39.50	$ 2.00	-
Doral Eaglewood	$ 40.00	$ 38.00	$ 2.00	-
Old Orchard	$ 40.00	$ 40.00	$-	(2)
Schaumburg Golf Club	$ 38.50	$ 36.50	$ 2.00	2
Settler's Hill	$ 38.00	$ 33.00	$ 5.00	10
Highlands of Elgin	$ 38.00	$ 38.00	$-	(3)

Weekday	2022 9 With Cart	2021 9 With Cart	Change in Price	Change in Rank
Springbrook	$ 38.00	$ 37.00	$ 1.00	(1)
Makray Memorial	$ 38.00	$ 37.00	$ 1.00	(1)
Silver Lake	$ 37.00	$ 35.00	$ 2.00	1
Naperbrook	$ 37.00	$ 36.00	$ 1.00	(2)
Village Links	$ 36.00	$ 35.00	$ 1.00	(1)
Bartlett Hills	$ 36.00	$ 36.00	$-	(4)
Fox Bend	$ 35.00	$ 29.00	$ 6.00	4
Tanna Farms	$ 35.00	$ 35.00	$-	(3)
Maple Meadows	$ 35.00	$ 35.00	$-	(3)
Bowes Creek	$ 34.00	$ 34.00	$-	(2)
White Pines	$ 32.00	$-	$ 32.00	8
Fox Lake	$ 32.00	$ 30.00	$ 2.00	(1)
Golf Club of Illinois	$ 29.00	$ 29.00	$-	(2)
Carillon	$ 29.00	$ 25.00	$ 4.00	2
Hilldale	$ 29.00	$ 28.00	$ 1.00	-
Bloomingdale	$ 27.00	$ 27.00	$-	(2)
Fox Run Golf Links	$ 26.00	$-	$ 26.00	2
Bittersweet	$ 25.00	$ 25.00	$-	(3)
Mt. Prospect	$ 24.00	$ 24.00	$-	(2)
Highland Woods	$ 21.00	$ 20.00	$ 1.00	(2)
Median	**$ 37.00**	**$ 36.00**	**$ 1.00**	
Average	**$ 36.42**	**$ 35.13**	**$ 1.30**	

Weekend 9 Holes

Weekend	2022 9 With Cart	2021 9 With Cart	Change in Price	Change in Rank
Carriage Greens	$ 66.00	$ 56.00	$ 10.00	-
Mistwood	$ 55.00	$ 45.00	$ 10.00	7
Cantigny	$ 55.00	$ 55.00	$-	-
Oak Meadows	$ 52.00	$ 50.00	$ 2.00	(1)
Doral Eaglewood	$ 50.00	$ 48.00	$ 2.00	(1)
Pine Meadow	$ 47.00	$ 47.00	$-	(1)
Highlands of Elgin	$ 47.00	$ 47.00	$-	(1)
Arrowhead	$ 46.50	$ 44.50	$ 2.00	2
Oak Brook	$ 46.00	$ 46.00	$-	(2)
Bowes Creek	$ 46.00	$ 46.00	$-	(2)
Schaumburg Golf Club	$ 43.50	$ 38.50	$ 5.00	5
Village Links	$ 43.00	$ 42.00	$ 1.00	(1)
Springbrook	$ 42.00	$ 41.00	$ 1.00	(1)
Naperbrook	$ 41.00	$ 40.00	$ 1.00	(1)
White Pines	$ 40.00	$-	$ 40.00	12
Old Orchard	$ 40.00	$ 40.00	$-	(2)
Maple Meadows	$ 40.00	$ 40.00	$-	(2)
Silver Lake	$ 37.00	$ 35.00	$ 2.00	-
Bittersweet	$ 37.00	$ 37.00	$-	(1)
Fox Bend	$ 35.00	$ 29.00	$ 6.00	3

Weekend	2022 9 With Cart	2021 9 With Cart	Change in Price	Change in Rank
Hilldale	$ 35.00	$ 34.00	$ 1.00	(1)
Carillon	$ 35.00	$ 30.00	$ 5.00	1
Golf Club of Illinois	$ 34.00	$ 34.00	$-	(4)
Fox Lake	$ 32.00	$ 30.00	$ 2.00	(3)
Fox Run Golf Links	$ 31.00	$-	$ 31.00	2
Bloomingdale	$ 29.00	$ 28.00	$ 1.00	(2)
Mt. Prospect	$ 29.00	$ 28.00	$ 1.00	(2)
Highland Woods	$ 26.00	$ 25.00	$ 1.00	(2)
Median	**$ 40.50**	**$ 40.00**	**$ 0.50**	
Average	**$ 41.43**	**$ 39.85**	**$ 1.58**	

Appendix B – Round & Revenue Projections

Rate	5YA Pct	Worst	Average	Target	Best	Model A	Worst A	Average A	Target A	Best A
18 Weekend Non-Res Adult	4.79%	2885	3352	3736	3858	$ 70.00	$ 201,950.00	$ 234,640.00	$ 261,520.00	$ 270,060.00
18 Weekend Non-Res Twilight	1.98%	1189	1382	1541	1591	$ 35.00	$ 41,615.00	$ 48,370.00	$ 53,935.00	$ 55,685.00
18 Weekend VIP Adult	1.38%	832	967	1078	1113	$ 54.00	$ 44,928.00	$ 52,218.00	$ 58,212.00	$ 60,102.00
18 Weekend VIP Twilight	0.23%	141	164	183	189	$ 28.00	$ 3,948.00	$ 4,592.00	$ 5,124.00	$ 5,292.00
18 Weekend Resident Adult	7.04%	4238	4924	5489	5667	$ 52.00	$ 220,376.00	$ 256,048.00	$ 285,428.00	$ 294,684.00
18 Weekend Resident Twilight	0.63%	382	444	495	511	$ 26.00	$ 9,932.00	$ 11,544.00	$ 12,870.00	$ 13,286.00
18 Weekday Non-Res Adult	7.33%	4411	5126	5714	5899	$ 60.00	$ 264,660.00	$ 307,560.00	$ 342,840.00	$ 353,940.00
18 Weekday Non-Res Senior	2.96%	1782	2070	2308	2383	$ 39.00	$ 69,498.00	$ 80,730.00	$ 90,012.00	$ 92,937.00
18 Weekday Non-Res Junior	0.14%	83	96	107	111	$ 39.00	$ 3,237.00	$ 3,744.00	$ 4,173.00	$ 4,329.00
18 Weekday Non-Res Twilight	2.04%	1230	1429	1593	1645	$ 30.00	$ 36,900.00	$ 42,870.00	$ 47,790.00	$ 49,350.00
18 Weekday VIP Adult	1.15%	694	807	899	928	$ 48.00	$ 33,312.00	$ 38,736.00	$ 43,152.00	$ 44,544.00
18 Weekday VIP Senior	2.36%	1419	1649	1838	1898	$ 31.20	$ 44,272.80	$ 51,448.80	$ 57,345.60	$ 59,217.60
18 Weekday VIP Junior	0.00%	1	1	2	2	$ 31.20	$ 31.20	$ 31.20	$ 62.40	$ 62.40
18 Weekday VIP Twilight	1.80%	1085	1260	1405	1451	$ 24.00	$ 26,040.00	$ 30,240.00	$ 33,720.00	$ 34,824.00
18 Weekday Resident Adult	2.87%	1726	2006	2236	2308	$ 40.00	$ 69,040.00	$ 80,240.00	$ 89,440.00	$ 92,320.00
18 Weekday Resident Senior	3.05%	1836	2133	2378	2455	$ 30.00	$ 55,080.00	$ 63,990.00	$ 71,340.00	$ 73,650.00
18 Weekday Resident Junior	0.18%	111	128	143	148	$ 30.00	$ 3,330.00	$ 3,840.00	$ 4,290.00	$ 4,440.00
18 Weekday Resident Twilight	2.23%	1344	1562	1741	1798	$ 20.00	$ 26,880.00	$ 31,240.00	$ 34,820.00	$ 35,960.00
18 Miscellaneous Comp Employee	1.51%	910	1057	1178	1217	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.77%	1068	1240	1383	1428	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.19%	113	131	146	151	$ 30.00	$ 3,390.00	$ 3,930.00	$ 4,380.00	$ 4,530.00
18 Miscellaneous Miscellaneous Outing	4.71%	2836	3295	3673	3792	$ 65.67	$ 186,240.12	$ 216,382.65	$ 241,205.91	$ 249,020.64
9 Weekend Non-Res Adult	7.68%	4622	5371	5987	6181	$ 31.00	$ 143,282.00	$ 166,501.00	$ 185,597.00	$ 191,611.00
9 Weekend Non-Res Twilight	0.42%	250	291	324	335	$ 15.50	$ 3,875.00	$ 4,510.50	$ 5,022.00	$ 5,192.50
9 Weekend VIP Adult	3.55%	2139	2486	2771	2861	$ 24.80	$ 53,047.20	$ 61,652.80	$ 68,720.80	$ 70,952.80
9 Weekend VIP Twilight	0.03%	17	19	21	22	$ 12.40	$ 210.80	$ 235.60	$ 260.40	$ 272.80
9 Weekend Resident Adult	3.37%	2030	2359	2629	2715	$ 23.00	$ 46,690.00	$ 54,257.00	$ 60,467.00	$ 62,445.00
9 Weekend Resident Twilight	0.20%	122	141	157	163	$ 11.50	$ 1,403.00	$ 1,621.50	$ 1,805.50	$ 1,874.50
9 Weekday Non-Res Adult	9.56%	5757	6689	7456	7698	$ 24.00	$ 138,168.00	$ 160,536.00	$ 178,944.00	$ 184,752.00
9 Weekday Non-Res Senior	1.53%	924	1074	1197	1236	$ 19.00	$ 17,556.00	$ 20,406.00	$ 22,743.00	$ 23,484.00
9 Weekday Non-Res Junior	0.55%	330	383	427	441	$ 19.00	$ 6,270.00	$ 7,277.00	$ 8,113.00	$ 8,379.00
9 Weekday Non-Res Twilight	0.96%	577	671	748	772	$ 12.00	$ 6,924.00	$ 8,052.00	$ 8,976.00	$ 9,264.00
9 Weekday VIP Adult	5.55%	3341	3882	4327	4467	$ 19.20	$ 64,147.20	$ 74,534.40	$ 83,078.40	$ 85,766.40
9 Weekday VIP Senior	2.66%	1600	1859	2072	2140	$ 15.20	$ 24,320.00	$ 28,256.80	$ 31,494.40	$ 32,528.00
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 15.20	$ 152.00	$ 182.40	$ 197.60	$ 212.80
9 Weekday VIP Twilight	0.08%	48	55	62	64	$ 9.60	$ 460.80	$ 528.00	$ 595.20	$ 614.40
9 Weekday Resident Adult	4.03%	2426	2819	3142	3244	$ 19.00	$ 46,094.00	$ 53,561.00	$ 59,698.00	$ 61,636.00
9 Weekday Resident Senior	5.20%	3132	3639	4057	4189	$ 15.00	$ 46,980.00	$ 54,585.00	$ 60,855.00	$ 62,835.00
9 Weekday Resident Junior	0.91%	548	637	710	733	$ 15.00	$ 8,220.00	$ 9,555.00	$ 10,650.00	$ 10,995.00
9 Weekday Resident Twilight	0.58%	351	408	455	470	$ 9.50	$ 3,334.50	$ 3,876.00	$ 4,322.50	$ 4,465.00
9 Miscellaneous Comp Employee	0.60%	362	420	468	484	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.22%	135	157	175	180	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.07%	642	746	832	859	$ 15.00	$ 9,630.00	$ 11,190.00	$ 12,480.00	$ 12,885.00
9 Miscellaneous Miscellaneous Outing	0.46%	275	319	356	368	$ 31.42	$ 8,640.50	$ 10,022.98	$ 11,185.52	$ 11,562.56
9 Miscellaneous Miscellaneous Miscellaneous	0.45%	269	312	348	359	$ 4.50	$ 1,210.50	$ 1,404.00	$ 1,566.00	$ 1,615.50
Total	**100.00%**	**60223**	**69972**	**78000**	**80538**		**$ 1,975,275.62**	**$ 2,295,139.63**	**$ 2,558,431.23**	**$ 2,641,576.90**
5YA Rainchecks Issued							$ (38,880.45)	$ (38,880.45)	$ (38,880.45)	$ (38,880.45)
Total GF Revenue Including Rainchecks and Off-Season Discounting							$ 1,887,013.28	$ 2,198,880.69	$ 2,455,590.00	$ 2,536,657.03

Rate	5YA Pct	Worst	Average	Target	Best	Model B	Worst B	Average B	Target B	Best B
18 Weekend Non-Res Adult	4.79%	2885	3352	3736	3858	$ 74.00	$ 213,490.00	$ 248,048.00	$ 276,464.00	$ 285,492.00
18 Weekend Non-Res Twilight	1.98%	1189	1382	1541	1591	$ 37.00	$ 43,993.00	$ 51,134.00	$ 57,017.00	$ 58,867.00
18 Weekend VIP Adult	1.38%	832	967	1078	1113	$ 59.20	$ 49,254.40	$ 57,246.40	$ 63,817.60	$ 65,889.60
18 Weekend VIP Twilight	0.23%	141	164	183	189	$ 29.60	$ 4,173.60	$ 4,854.40	$ 5,416.80	$ 5,594.40
18 Weekend Resident Adult	7.04%	4238	4924	5489	5667	$ 55.00	$ 233,090.00	$ 270,820.00	$ 301,895.00	$ 311,685.00
18 Weekend Resident Twilight	0.63%	382	444	495	511	$ 27.50	$ 10,505.00	$ 12,210.00	$ 13,612.50	$ 14,052.50
18 Weekday Non-Res Adult	7.33%	4411	5126	5714	5899	$ 64.00	$ 282,304.00	$ 328,064.00	$ 365,696.00	$ 377,536.00
18 Weekday Non-Res Senior	2.96%	1782	2070	2308	2383	$ 42.00	$ 74,844.00	$ 86,940.00	$ 96,936.00	$ 100,086.00
18 Weekday Non-Res Junior	0.14%	83	96	107	111	$ 42.00	$ 3,486.00	$ 4,032.00	$ 4,494.00	$ 4,662.00
18 Weekday Non-Res Twilight	2.04%	1230	1429	1593	1645	$ 32.00	$ 39,360.00	$ 45,728.00	$ 50,976.00	$ 52,640.00
18 Weekday VIP Adult	1.15%	694	807	899	928	$ 51.20	$ 35,532.80	$ 41,318.40	$ 46,028.80	$ 47,513.60
18 Weekday VIP Senior	2.36%	1419	1649	1838	1898	$ 33.60	$ 47,678.40	$ 55,406.40	$ 61,756.80	$ 63,772.80
18 Weekday VIP Junior	0.00%	1	1	2	2	$ 33.60	$ 33.60	$ 33.60	$ 67.20	$ 67.20
18 Weekday VIP Twilight	1.80%	1085	1260	1405	1451	$ 25.60	$ 27,776.00	$ 32,256.00	$ 35,968.00	$ 37,145.60
18 Weekday Resident Adult	2.87%	1726	2006	2236	2308	$ 42.00	$ 72,492.00	$ 84,252.00	$ 93,912.00	$ 96,936.00
18 Weekday Resident Senior	3.05%	1836	2133	2378	2455	$ 32.00	$ 58,752.00	$ 68,256.00	$ 76,096.00	$ 78,560.00
18 Weekday Resident Junior	0.18%	111	128	143	148	$ 32.00	$ 3,552.00	$ 4,096.00	$ 4,576.00	$ 4,736.00
18 Weekday Resident Twilight	2.23%	1344	1562	1741	1798	$ 21.00	$ 28,224.00	$ 32,802.00	$ 36,561.00	$ 37,758.00
18 Miscellaneous Comp Employee	1.51%	910	1057	1178	1217	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.77%	1068	1240	1383	1428	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.19%	113	131	146	151	$ 32.00	$ 3,616.00	$ 4,192.00	$ 4,672.00	$ 4,832.00
18 Miscellaneous Miscellaneous Outing	4.71%	2836	3295	3673	3792	$ 69.67	$ 197,584.12	$ 229,562.65	$ 255,897.91	$ 264,188.64
9 Weekend Non-Res Adult	7.68%	4622	5371	5987	6181	$ 33.00	$ 152,526.00	$ 177,243.00	$ 197,571.00	$ 203,973.00
9 Weekend Non-Res Twilight	0.42%	250	291	324	335	$ 16.50	$ 4,125.00	$ 4,801.50	$ 5,346.00	$ 5,527.50
9 Weekend VIP Adult	3.55%	2139	2486	2771	2861	$ 26.40	$ 56,469.60	$ 65,630.40	$ 73,154.40	$ 75,530.40
9 Weekend VIP Twilight	0.03%	17	19	21	22	$ 13.20	$ 224.40	$ 250.80	$ 277.20	$ 290.40
9 Weekend Resident Adult	3.37%	2030	2359	2629	2715	$ 24.00	$ 48,720.00	$ 56,616.00	$ 63,096.00	$ 65,160.00
9 Weekend Resident Twilight	0.20%	122	141	157	163	$ 12.00	$ 1,464.00	$ 1,692.00	$ 1,884.00	$ 1,956.00
9 Weekday Non-Res Adult	9.56%	5757	6689	7456	7698	$ 25.00	$ 143,925.00	$ 167,225.00	$ 186,400.00	$ 192,450.00
9 Weekday Non-Res Senior	1.53%	924	1074	1197	1236	$ 20.00	$ 18,480.00	$ 21,480.00	$ 23,940.00	$ 24,720.00
9 Weekday Non-Res Junior	0.55%	330	383	427	441	$ 20.00	$ 6,600.00	$ 7,660.00	$ 8,540.00	$ 8,820.00
9 Weekday Non-Res Twilight	0.96%	577	671	748	772	$ 12.50	$ 7,212.50	$ 8,387.50	$ 9,350.00	$ 9,650.00
9 Weekday VIP Adult	5.55%	3341	3882	4327	4467	$ 20.00	$ 66,820.00	$ 77,640.00	$ 86,540.00	$ 89,340.00
9 Weekday VIP Senior	2.66%	1600	1859	2072	2140	$ 16.00	$ 25,600.00	$ 29,744.00	$ 33,152.00	$ 34,240.00
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 16.00	$ 160.00	$ 192.00	$ 208.00	$ 224.00
9 Weekday VIP Twilight	0.08%	48	55	62	64	$ 10.00	$ 480.00	$ 550.00	$ 620.00	$ 640.00
9 Weekday Resident Adult	4.03%	2426	2819	3142	3244	$ 19.50	$ 47,307.00	$ 54,970.50	$ 61,269.00	$ 63,258.00
9 Weekday Resident Senior	5.20%	3132	3639	4057	4189	$ 15.50	$ 48,546.00	$ 56,404.50	$ 62,883.50	$ 64,929.50
9 Weekday Resident Junior	0.91%	548	637	710	733	$ 15.50	$ 8,494.00	$ 9,873.50	$ 11,005.00	$ 11,361.50
9 Weekday Resident Twilight	0.58%	351	408	455	470	$ 9.75	$ 3,422.25	$ 3,978.00	$ 4,436.25	$ 4,582.50
9 Miscellaneous Comp Employee	0.60%	362	420	468	484	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.22%	135	157	175	180	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.07%	642	746	832	859	$ 15.50	$ 9,951.00	$ 11,563.00	$ 12,896.00	$ 13,314.50
9 Miscellaneous Miscellaneous Outing	0.46%	275	319	356	368	$ 35.42	$ 9,740.50	$ 11,298.98	$ 12,609.52	$ 13,034.56
9 Miscellaneous Miscellaneous Miscellaneous	0.45%	269	312	348	359	$ 6.75	$ 1,815.75	$ 2,106.00	$ 2,349.00	$ 2,423.25
Total	**100.00%**	**60223**	**69972**	**78000**	**80538**		**$ 2,091,823.92**	**$ 2,430,558.53**	**$ 2,709,387.48**	**$ 2,797,439.45**
5YA Rainchecks Issued							$ (38,880.45)	$ (38,880.45)	$ (38,880.45)	$ (38,880.45)
Total GF Revenue Including Rainchecks and Off-Season Discounting							$ 2,000,647.87	$ 2,330,914.12	$ 2,602,772.34	$ 2,688,623.01

Rate	5YA Pct	Worst	Average	Target	Best	Model C	Worst C	Average C	Target C	Best C
18 Weekend Non-Res Adult	4.79%	2885	3352	3736	3858	$ 72.00	$ 207,720.00	$ 241,344.00	$ 268,992.00	$ 277,776.00
18 Weekend Non-Res Twilight	1.98%	1189	1382	1541	1591	$ 36.00	$ 42,804.00	$ 49,752.00	$ 55,476.00	$ 57,276.00
18 Weekend VIP Adult	1.38%	832	967	1078	1113	$ 57.60	$ 47,923.20	$ 55,699.20	$ 62,092.80	$ 64,108.80
18 Weekend VIP Twilight	0.23%	141	164	183	189	$ 28.80	$ 4,060.80	$ 4,723.20	$ 5,270.40	$ 5,443.20
18 Weekend Resident Adult	7.04%	4238	4924	5489	5667	$ 54.00	$ 228,852.00	$ 265,896.00	$ 296,406.00	$ 306,018.00
18 Weekend Resident Twilight	0.63%	382	444	495	511	$ 27.00	$ 10,314.00	$ 11,988.00	$ 13,365.00	$ 13,797.00
18 Weekday Non-Res Adult	7.33%	4411	5126	5714	5899	$ 62.00	$ 273,482.00	$ 317,812.00	$ 354,268.00	$ 365,738.00
18 Weekday Non-Res Senior	2.96%	1782	2070	2308	2383	$ 41.00	$ 73,062.00	$ 84,870.00	$ 94,628.00	$ 97,703.00
18 Weekday Non-Res Junior	0.14%	83	96	107	111	$ 41.00	$ 3,403.00	$ 3,936.00	$ 4,387.00	$ 4,551.00
18 Weekday Non-Res Twilight	2.04%	1230	1429	1593	1645	$ 31.00	$ 38,130.00	$ 44,299.00	$ 49,383.00	$ 50,995.00
18 Weekday VIP Adult	1.15%	694	807	899	928	$ 49.60	$ 34,422.40	$ 40,027.20	$ 44,590.40	$ 46,028.80
18 Weekday VIP Senior	2.36%	1419	1649	1838	1898	$ 32.80	$ 46,543.20	$ 54,087.20	$ 60,286.40	$ 62,254.40
18 Weekday VIP Junior	0.00%	1	1	2	2	$ 32.80	$ 32.80	$ 32.80	$ 65.60	$ 65.60
18 Weekday VIP Twilight	1.80%	1085	1260	1405	1451	$ 24.80	$ 26,908.00	$ 31,248.00	$ 34,844.00	$ 35,984.80
18 Weekday Resident Adult	2.87%	1726	2006	2236	2308	$ 42.00	$ 72,492.00	$ 84,252.00	$ 93,912.00	$ 96,936.00
18 Weekday Resident Senior	3.05%	1836	2133	2378	2455	$ 32.00	$ 58,752.00	$ 68,256.00	$ 76,096.00	$ 78,560.00
18 Weekday Resident Junior	0.18%	111	128	143	148	$ 32.00	$ 3,552.00	$ 4,096.00	$ 4,576.00	$ 4,736.00
18 Weekday Resident Twilight	2.23%	1344	1562	1741	1798	$ 21.00	$ 28,224.00	$ 32,802.00	$ 36,561.00	$ 37,758.00
18 Miscellaneous Comp Employee	1.51%	910	1057	1178	1217	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.77%	1068	1240	1383	1428	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.19%	113	131	146	151	$ 32.00	$ 3,616.00	$ 4,192.00	$ 4,672.00	$ 4,832.00
18 Miscellaneous Miscellaneous Outing	4.71%	2836	3295	3673	3792	$ 69.67	$ 197,584.12	$ 229,562.65	$ 255,897.91	$ 264,188.64
9 Weekend Non-Res Adult	7.68%	4622	5371	5987	6181	$ 32.00	$ 147,904.00	$ 171,872.00	$ 191,584.00	$ 197,792.00
9 Weekend Non-Res Twilight	0.42%	250	291	324	335	$ 16.00	$ 4,000.00	$ 4,656.00	$ 5,184.00	$ 5,360.00
9 Weekend VIP Adult	3.55%	2139	2486	2771	2861	$ 25.60	$ 54,758.40	$ 63,641.60	$ 70,937.60	$ 73,241.60
9 Weekend VIP Twilight	0.03%	17	19	21	22	$ 12.80	$ 217.60	$ 243.20	$ 268.80	$ 281.60
9 Weekend Resident Adult	3.37%	2030	2359	2629	2715	$ 24.00	$ 48,720.00	$ 56,616.00	$ 63,096.00	$ 65,160.00
9 Weekend Resident Twilight	0.20%	122	141	157	163	$ 12.00	$ 1,464.00	$ 1,692.00	$ 1,884.00	$ 1,956.00
9 Weekday Non-Res Adult	9.56%	5757	6689	7456	7698	$ 25.00	$ 143,925.00	$ 167,225.00	$ 186,400.00	$ 192,450.00
9 Weekday Non-Res Senior	1.53%	924	1074	1197	1236	$ 20.00	$ 18,480.00	$ 21,480.00	$ 23,940.00	$ 24,720.00
9 Weekday Non-Res Junior	0.55%	330	383	427	441	$ 20.00	$ 6,600.00	$ 7,660.00	$ 8,540.00	$ 8,820.00
9 Weekday Non-Res Twilight	0.96%	577	671	748	772	$ 12.50	$ 7,212.50	$ 8,387.50	$ 9,350.00	$ 9,650.00
9 Weekday VIP Adult	5.55%	3341	3882	4327	4467	$ 20.00	$ 66,820.00	$ 77,640.00	$ 86,540.00	$ 89,340.00
9 Weekday VIP Senior	2.66%	1600	1859	2072	2140	$ 16.00	$ 25,600.00	$ 29,744.00	$ 33,152.00	$ 34,240.00
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 16.00	$ 160.00	$ 192.00	$ 208.00	$ 224.00
9 Weekday VIP Twilight	0.08%	48	55	62	64	$ 10.00	$ 480.00	$ 550.00	$ 620.00	$ 640.00
9 Weekday Resident Adult	4.03%	2426	2819	3142	3244	$ 19.50	$ 47,307.00	$ 54,970.50	$ 61,269.00	$ 63,258.00
9 Weekday Resident Senior	5.20%	3132	3639	4057	4189	$ 15.50	$ 48,546.00	$ 56,404.50	$ 62,883.50	$ 64,929.50
9 Weekday Resident Junior	0.91%	548	637	710	733	$ 15.50	$ 8,494.00	$ 9,873.50	$ 11,005.00	$ 11,361.50
9 Weekday Resident Twilight	0.58%	351	408	455	470	$ 9.75	$ 3,422.25	$ 3,978.00	$ 4,436.25	$ 4,582.50
9 Miscellaneous Comp Employee	0.60%	362	420	468	484	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.22%	135	157	175	180	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.07%	642	746	832	859	$ 15.50	$ 9,951.00	$ 11,563.00	$ 12,896.00	$ 13,314.50
9 Miscellaneous Miscellaneous Outing	0.46%	275	319	356	368	$ 35.42	$ 9,740.50	$ 11,298.98	$ 12,609.52	$ 13,034.56
9 Miscellaneous Miscellaneous Miscellaneous	0.45%	269	312	348	359	$ 4.50	$ 1,210.50	$ 1,404.00	$ 1,566.00	$ 1,615.50
Total	**100.00%**	**60223**	**69972**	**78000**	**80538**		**$ 2,056,890.27**	**$ 2,389,967.03**	**$ 2,664,139.18**	**$ 2,750,721.50**
5YA Rainchecks Issued							$ (38,880.45)	$ (38,880.45)	$ (38,880.45)	$ (38,880.45)
Total GF Revenue Including Rainchecks and Off-Season Discounting							$ 1,966,587.56	$ 2,291,337.40	$ 2,558,655.25	$ 2,643,073.01

Appendix C – User Fee Schedule – Model A

2023 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL A

18 HOLE GREEN FEES			
WEEKENDS	**2022**	**2023**	**% incr.**
NR 18 Holes	$ 70.00	$ 70.00	**0.0%**
NR 18 Holes Combo	$ 66.00	$ 66.00	**0.0%**
VIP 18 Holes	$ 56.00	$ 56.00	**0.0%**
VIP 18 Holes Combo	$ 52.80	$ 52.80	**0.0%**
R 18 Holes	$ 52.00	$ 52.00	**0.0%**
R 18 Holes Combo	$ 49.00	$ 49.00	**0.0%**
R 18 Holes Multi Play	$ 48.00	$ 48.00	**0.0%**
NR 18 Holes After 3:30 PM	$ 35.00	$ 35.00	**0.0%**
VIP 18 Holes After 3:30 PM	$ 28.00	$ 28.00	**0.0%**
R 18 Holes After 3:30 PM	$ 26.00	$ 26.00	**0.0%**
WEEKDAYS			
NR 18 Holes	$ 60.00	$ 60.00	**0.0%**
NR 18 Holes Guest	$ 40.00	$ 40.00	**0.0%**
NR 18 Holes Senior/Junior	$ 39.00	$ 39.00	**0.0%**
VIP 18 Holes	$ 48.00	$ 48.00	**0.0%**
VIP 18 Holes Senior/Junior	$ 31.20	$ 31.20	**0.0%**
R 18 Holes	$ 40.00	$ 40.00	**0.0%**
R 18 Holes Multi Play	$ 36.00	$ 36.00	**0.0%**
R 18 Holes Senior Junior	$ 30.00	$ 30.00	**0.0%**
R 18 Holes Senior Junior Multi Play	$ 28.00	$ 28.00	**0.0%**
NR 18 Holes After 3:30 PM	$ 30.00	$ 30.00	**0.0%**
VIP 18 Holes After 3:30 PM	$ 24.00	$ 24.00	**0.0%**
R 18 Holes After 3:30 PM	$ 20.00	$ 20.00	**0.0%**
MISCELLANEOUS			
School Team 18	$ 30.00	$ 30.00	**0.0%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 31.00	$ 31.00	**0.0%**
VIP 9 Holes	$ 24.80	$ 24.80	**0.0%**
R 9 Holes	$ 23.00	$ 23.00	**0.0%**
NR 9 Holes After 6:30 PM	$ 15.50	$ 15.50	**0.0%**
VIP 9 Holes After 6:30 PM	$ 12.40	$ 12.40	**0.0%**
R 9 Holes After 6:30 PM	$ 11.50	$ 11.50	**0.0%**
WEEKDAYS			
NR 9 Holes	$ 24.00	$ 24.00	**0.0%**
NR 9 Holes Senior/Junior	$ 19.00	$ 19.00	**0.0%**
VIP 9 Holes	$ 19.20	$ 19.20	**0.0%**
VIP 9 Holes Senior/Junior	$ 15.20	$ 15.20	**0.0%**
R 9 Holes	$ 19.00	$ 19.00	**0.0%**
R 9 Hole Senior/Junior	$ 15.00	$ 15.00	**0.0%**
NR 9 Holes After 6:30 PM	$ 12.00	$ 12.00	**0.0%**
VIP 9 Holes After 6:30 PM	$ 9.60	$ 9.60	**0.0%**
R 9 Holes After 6:30 PM	$ 9.50	$ 9.50	**0.0%**
MISCELLANEOUS			
School Team 9	$ 15.00	$ 15.00	**0.0%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2022**	**2023**	**% incr.**
18 Holes	$ 21.00	$ 21.00	**0.0%**
9 Holes	$ 12.00	$ 12.00	**0.0%**
Back 9	$ 12.00	$ 12.00	**0.0%**
HAND CARTS			
18 Holes	$ 7.00	$ 9.00	**28.6%**
9 Holes	$ 4.00	$ 5.00	**25.0%**
DRIVING RANGE			
Small	$ 7.00	$ 8.00	**14.3%**
Medium	$ 10.00	$ 11.00	**10.0%**
Large	$ 13.00	$ 14.00	**7.7%**
Jumbo	$ 24.00	$ 25.00	**4.2%**
15 Bucket Card	$ 135.00	$ 150.00	**11.1%**
LOCKERS			
Full Season	$ 80.00	$ 100.00	**25.0%**
RESIDENT CARDS			
Adult	$ 10.00	$ 10.00	**0.0%**
(after March 15)	$ 20.00	$ 20.00	**0.0%**
Junior	$ 5.00	$ 5.00	**0.0%**
(after March 15)	$ 10.00	$ 10.00	**0.0%**
MISCELLANEOUS			
PT Registration Fee	$ 25.00	$ 25.00	**0.0%**
Handicap	-	-	**Online**
CLUB RENTAL			
18 Holes	$ 30.00	$ 50.00	**66.7%**
9 Holes	$ 20.00	$ 30.00	**50.0%**

NOTES

No rate change from 2022
Small increase to hand cart price
$1 per bucket increase in driving range
Full season locker rental increased to $100
Increase in rental set price to reflect increased set quality
Use daily deals to manage price if rounds decline
Many courses use dynamic price now

Appendix D – User Fee Schedule – Model B

2023 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL B

18 HOLE GREEN FEES			
WEEKENDS	**2022**	**2023**	**% incr.**
NR 18 Holes	$ 70.00	$ 74.00	**5.7%**
NR 18 Holes Combo	$ 66.00	$ 70.00	**6.1%**
VIP 18 Holes	$ 56.00	$ 59.20	**5.7%**
VIP 18 Holes Combo	$ 52.80	$ 56.00	**6.1%**
R 18 Holes	$ 52.00	$ 55.00	**5.8%**
R 18 Holes Combo	$ 49.00	$ 51.50	**5.1%**
R 18 Holes Multi Play	$ 48.00	$ 51.00	**6.3%**
NR 18 Holes After 3:30 PM	$ 35.00	$ 37.00	**5.7%**
VIP 18 Holes After 3:30 PM	$ 28.00	$ 29.60	**5.7%**
R 18 Holes After 3:30 PM	$ 26.00	$ 27.50	**5.8%**
WEEKDAYS			
NR 18 Holes	$ 60.00	$ 64.00	**6.7%**
NR 18 Holes Guest	$ 40.00	$ 43.00	**7.5%**
NR 18 Holes Senior/Junior	$ 39.00	$ 42.00	**7.7%**
VIP 18 Holes	$ 48.00	$ 51.20	**6.7%**
VIP 18 Holes Senior/Junior	$ 31.20	$ 33.60	**7.7%**
R 18 Holes	$ 40.00	$ 42.00	**5.0%**
R 18 Holes Multi Play	$ 36.00	$ 38.00	**5.6%**
R 18 Holes Senior Junior	$ 30.00	$ 32.00	**6.7%**
R 18 Holes Senior Junior Multi Play	$ 28.00	$ 30.00	**7.1%**
NR 18 Holes After 3:30 PM	$ 30.00	$ 32.00	**6.7%**
VIP 18 Holes After 3:30 PM	$ 24.00	$ 25.60	**6.7%**
R 18 Holes After 3:30 PM	$ 20.00	$ 21.00	**5.0%**
MISCELLANEOUS			
School Team 18	$ 30.00	$ 32.00	**6.7%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 31.00	$ 33.00	**6.5%**
VIP 9 Holes	$ 24.80	$ 26.40	**6.5%**
R 9 Holes	$ 23.00	$ 24.00	**4.3%**
NR 9 Holes After 6:30 PM	$ 15.50	$ 16.50	**6.5%**
VIP 9 Holes After 6:30 PM	$ 12.40	$ 13.20	**6.5%**
R 9 Holes After 6:30 PM	$ 11.50	$ 12.00	**4.3%**
WEEKDAYS			
NR 9 Holes	$ 24.00	$ 25.00	**4.2%**
NR 9 Holes Senior/Junior	$ 19.00	$ 20.00	**5.3%**
VIP 9 Holes	$ 19.20	$ 20.00	**4.2%**
VIP 9 Holes Senior/Junior	$ 15.20	$ 16.00	**5.3%**
R 9 Holes	$ 19.00	$ 19.50	**2.6%**
R 9 Hole Senior/Junior	$ 15.00	$ 15.50	**3.3%**
NR 9 Holes After 6:30 PM	$ 12.00	$ 12.50	**4.2%**
VIP 9 Holes After 6:30 PM	$ 9.60	$ 10.00	**4.2%**
R 9 Holes After 6:30 PM	$ 9.50	$ 9.75	**2.6%**
MISCELLANEOUS			
School Team 9	$ 15.00	$ 15.50	**3.3%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2022**	**2023**	**% incr.**
18 Holes	$ 21.00	$ 21.00	**0.0%**
9 Holes	$ 12.00	$ 12.00	**0.0%**
Back 9	$ 12.00	$ 12.00	**0.0%**
HAND CARTS			
18 Holes	$ 7.00	$ 9.00	**28.6%**
9 Holes	$ 4.00	$ 5.00	**25.0%**
DRIVING RANGE			
Small	$ 7.00	$ 8.00	**14.3%**
Medium	$ 10.00	$ 11.00	**10.0%**
Large	$ 13.00	$ 14.00	**7.7%**
Jumbo	$ 24.00	$ 25.00	**4.2%**
15 Bucket Card	$ 135.00	$ 150.00	**11.1%**
LOCKERS			
Full Season	$ 80.00	$ 100.00	**25.0%**
RESIDENT CARDS			
Adult	$ 10.00	$ 10.00	**0.0%**
(after March 15)	$ 20.00	$ 20.00	**0.0%**
Junior	$ 5.00	$ 5.00	**0.0%**
(after March 15)	$ 10.00	$ 10.00	**0.0%**
MISCELLANEOUS			
PT Registration Fee	$ 25.00	$ 25.00	**0.0%**
Handicap	-	-	**Online**
CLUB RENTAL			
18 Holes	$ 30.00	$ 50.00	**66.7%**
9 Holes	$ 20.00	$ 30.00	**50.0%**

NOTES

Rate increase to return to previous market position
Small increase to hand cart price
$1 per bucket increase in driving range
Full season locker rental increased to $100
Increase in rental set price to reflect increased set quality
Use daily deals to manage price if rounds decline
Many courses use dynamic price now

Appendix E – User Fee Schedule – Model C

2023 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL C

18 HOLE GREEN FEES			
WEEKENDS	**2022**	**2023**	**% incr.**
NR 18 Holes	$ 70.00	$ 72.00	**2.9%**
NR 18 Holes Combo	$ 66.00	$ 68.00	**3.0%**
VIP 18 Holes	$ 56.00	$ 57.60	**2.9%**
VIP 18 Holes Combo	$ 52.80	$ 54.40	**3.0%**
R 18 Holes	$ 52.00	$ 54.00	**3.8%**
R 18 Holes Combo	$ 49.00	$ 51.00	**4.1%**
R 18 Holes Multi Play	$ 48.00	$ 50.00	**4.2%**
NR 18 Holes After 3:30 PM	$ 35.00	$ 36.00	**2.9%**
VIP 18 Holes After 3:30 PM	$ 28.00	$ 28.80	**2.9%**
R 18 Holes After 3:30 PM	$ 26.00	$ 27.00	**3.8%**
WEEKDAYS			
NR 18 Holes	$ 60.00	$ 62.00	**3.3%**
NR 18 Holes Guest	$ 40.00	$ 43.00	**7.5%**
NR 18 Holes Senior/Junior	$ 39.00	$ 41.00	**5.1%**
VIP 18 Holes	$ 48.00	$ 49.60	**3.3%**
VIP 18 Holes Senior/Junior	$ 31.20	$ 32.80	**5.1%**
R 18 Holes	$ 40.00	$ 42.00	**5.0%**
R 18 Holes Multi Play	$ 36.00	$ 38.00	**5.6%**
R 18 Holes Senior Junior	$ 30.00	$ 32.00	**6.7%**
R 18 Holes Senior Junior Multi Play	$ 28.00	$ 30.00	**7.1%**
NR 18 Holes After 3:30 PM	$ 30.00	$ 31.00	**3.3%**
VIP 18 Holes After 3:30 PM	$ 24.00	$ 24.80	**3.3%**
R 18 Holes After 3:30 PM	$ 20.00	$ 21.00	**5.0%**
MISCELLANEOUS			
School Team 18	$ 30.00	$ 32.00	**6.7%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 31.00	$ 32.00	**3.2%**
VIP 9 Holes	$ 24.80	$ 25.60	**3.2%**
R 9 Holes	$ 23.00	$ 24.00	**4.3%**
NR 9 Holes After 6:30 PM	$ 15.50	$ 16.00	**3.2%**
VIP 9 Holes After 6:30 PM	$ 12.40	$ 12.80	**3.2%**
R 9 Holes After 6:30 PM	$ 11.50	$ 12.00	**4.3%**
WEEKDAYS			
NR 9 Holes	$ 24.00	$ 25.00	**4.2%**
NR 9 Holes Senior/Junior	$ 19.00	$ 20.00	**5.3%**
VIP 9 Holes	$ 19.20	$ 20.00	**4.2%**
VIP 9 Holes Senior/Junior	$ 15.20	$ 16.00	**5.3%**
R 9 Holes	$ 19.00	$ 19.50	**2.6%**
R 9 Hole Senior/Junior	$ 15.00	$ 15.50	**3.3%**
NR 9 Holes After 6:30 PM	$ 12.00	$ 12.50	**4.2%**
VIP 9 Holes After 6:30 PM	$ 9.60	$ 10.00	**4.2%**
R 9 Holes After 6:30 PM	$ 9.50	$ 9.75	**2.6%**
MISCELLANEOUS			
School Team 9	$ 15.00	$ 15.50	**3.3%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2022**	**2023**	**% incr.**
18 Holes	$ 21.00	$ 21.00	**0.0%**
9 Holes	$ 12.00	$ 12.00	**0.0%**
Back 9	$ 12.00	$ 12.00	**0.0%**
HAND CARTS			
18 Holes	$ 7.00	$ 9.00	**28.6%**
9 Holes	$ 4.00	$ 5.00	**25.0%**
DRIVING RANGE			
Small	$ 7.00	$ 8.00	**14.3%**
Medium	$ 10.00	$ 11.00	**10.0%**
Large	$ 13.00	$ 14.00	**7.7%**
Jumbo	$ 24.00	$ 25.00	**4.2%**
15 Bucket Card	$ 135.00	$ 150.00	**11.1%**
LOCKERS			
Full Season	$ 80.00	$ 100.00	**25.0%**
RESIDENT CARDS			
Adult	$ 10.00	$ 10.00	**0.0%**
(after March 15)	$ 20.00	$ 20.00	**0.0%**
Junior	$ 5.00	$ 5.00	**0.0%**
(after March 15)	$ 10.00	$ 10.00	**0.0%**
MISCELLANEOUS			
PT Registration Fee	$ 25.00	$ 25.00	**0.0%**
Handicap	-	-	**Online**
CLUB RENTAL			
18 Holes	$ 30.00	$ 50.00	**66.7%**
9 Holes	$ 20.00	$ 30.00	**50.0%**

NOTES

Modest rate increase ($2 for 18, $1 for 9)
Small increase to hand cart price
$1 per bucket increase in driving range
Full season locker rental increased to $100
Increase in rental set price to reflect increased set quality
Use daily deals to manage price if rounds decline
Many courses use dynamic price now