



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, March 31, 2023
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 - February 24, 2023
- D. Standing Reports**
 - 1) Manager - Jeff Vesevick
 - 2) Reserve 22 - Jon Satinover
 - 3) Financial - Jeff Vesevick
 - 4) Trustee Liaison - Steve Thompson
- E. 2023 Golf - Let's Make It a Three-Peat! - Noel Allen**
 - 1) 2023 Golf - Let's Make It a Three-Peat!
- F. Old Business**
- G. New Business**
- H. Next Meeting - April 28, 2023**
- I. Adjournment**

**RECREATION COMMISSION
MINUTES
FEBRUARY 24, 2023**

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Called to Order: 7:00A.M.
Adjourned: 8:37A.M.

MEMBER ATTENDANCE:

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

Also, Present:

Jeff Vesevick	General Manager / Staff Liaison	Excused Absence
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	Present
Julie Rusin	Marketing Strategist	Present

A. CALL TO ORDER

The February 24, 2023 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 JANUARY 27, 2023 MEETING

1. MOVE TO APPROVE MINUTES OF MEETING FROM 1/27/2023 AS PRESENTED.

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

D. STANDING REPORTS

1. Manager – Jeff Vesevick

Director of Golf Allen said January was a preparation month for the grounds crew and the golf office staff. Registration is up in every category. The golf course will open in the next two (2) to four (4) weeks. Staff is working on adding seasonal employees for the golf season. The junior camp registration is way ahead of last year at this time. Golf Course Superintendent Cross said the bathrooms are currently being remodeled at the halfway house. The remaining halfway house improvements include new doors, windows, soffit, and fascia. Golf Course Superintendent Cross said he attended the Golf Course Superintendent Conference in February.

2. Reserve 22 – Jon Satinover

Food and Beverage Director Satinover said sales in January 2023 were significantly higher than last year with \$101,725 in sales compared to \$63,218 last year. However, cost of goods sold were also higher in January due to a wine special, which was offered to attract business. A better January, means more team members are retained year-round. There will be another cost of goods sold challenge in March, when Reserve 22 runs the \$3 draft beer special. This special is an effort to fill seats until the golf season begins.

3. Financial – Jeff Vesevick

Director of Golf Allen reported January 2023 revenues were \$46,545 or 71% over last year. The net loss in operating income increased by 9% due to the \$23,588 in golf maintenance equipment purchased in January 2023. Cash reserves for January 2023 were \$1.67 million compared to \$1.49 in January 2022.

4. Trustee Liaison – Steve Thompson

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

E. RESERVE 22 PRESENTATION – JON SATINOVER

Food and Beverage Director Jon Satinover said the overall goal for Reserve 22 is to make it a great place to work and make it a great experience for guests. Satinover went on to discuss the Reserve 22 initiatives.

- Improve guest consistency.
- Implement a new training program.
- Maintain a solid culture.
- Offer some new items at the halfway house include walking tacos.
- Offer new canned premium cocktails.
- Host monthly dinners, which provide a unique guest experience.
- Improve staff accountability.
- Improve the image of Reserve 22 with photos of menu specials.
- Re-upholster all booths.
- Update the menu two (2) times per year.
- Replace every table and chair and possibly add tables.
- Replace patio umbrellas and some kitchen equipment.

Chair Reinke suggested increasing staff for the March 8, 2023 permanent tee time selection. Food and Beverage Director Satinover noted the new Banquet Manager and Restaurant Manager are super engaged and great hires. The current Open Table rating is 4.6 stars, with 5 stars being the highest.

F. MARKETING REVIEW & PLANS – JULIE RUSIN

Marketing Strategist Rusin discussed the 2022 E-blasts. The E-blasts process improved with the addition of food pictures for the Reserve 22 weekly specials. More E-blasts are scheduled for the coming year. Reserve 22 has a 28% open rate for E-blasts, which is higher than the industry standard of 20%. People can sign-up to receive E-blasts on the Reserve 22 home page. Since 2018, the number of Facebook followers increased by 66% and the number of likes increased by 77%. For 2022, new Facebook likes totaled 479, while the Facebook reach was 161,520, and the Instagram reach was 3,566. Marketing Strategist Rusin started the Glen Ellyn Eats Facebook page during Covid and now this page has almost 5,000 members. Marketing Strategist Rusin discussed some of the Reserve 22 initiatives including: Holiday Pop-up, Chili Charity Cook-Off, Tiki Bar Takeover, and a Warhol experience for this summer with New York food offerings and drink specials. Reserve 22 is on a great trajectory. Staff is currently considering a Sunday brunch menu for this summer.

Marketing Strategist Rusin went on to discuss the advertising for the Village Links. The Village Links has 21,589 E-blasts subscribers. The Village Links E-blasts open rate is 33% compared to the entertainment industry standard of 21%. Since 2018, the number of Facebook followers for the Village Links increased by 65% and number of likes increased by 53%. For 2022, new Facebook likes totaled 260, while the Facebook reach was 130,287. The Village Links cellular app started pre-covid and has a 60% opt-in rate. There are 186 subscribers receiving tee time alerts and in 2022 a total of 1,294 notifications were sent through the app. The goal for 2023 is to increase guest check-ins through the app, which will ease some staffing concerns. The VIP card mailing, yielded the purchase of 133 new VIP cards and resulted in a revenue increase of \$46,863.

G. OLD BUSINESS

Chair Reinke suggested the Master Plan be placed on the April 2023 agenda.

H. NEW BUSINESS

Discussion ensued regarding a divot recommendation made by a guest. Director of Golf Allen noted staff will be crafting a response to this guest. Chair Reinke asked for the Recreation Commission to review the response before it is shared with the guest.

I. NEXT MEETING – 3/31/2023

J. ADJOURNMENT

Commissioner Coconate moved and Commissioner Carter seconded, to adjourn the meeting. The meeting was adjourned at 8:37A.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 3/31/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

**AGENDA ITEM (ID # 2023-
42)**

DOC ID: 2023-42

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

1. Manager's Report - February 2023



VILLAGE LINKS

GLEN ELLYN

RESERVE
— 22
TWENTY-TWO

Manager's Report for February 2023

Prepared by Jeff Vesevick, General Manager

February 2023 was mild, wet, and not particularly snowy; the weather has kept us on our toes between the course, the shop, and salting. Looking at February observations from O'Hare, average temperature was 33.9°F (5.1°F above normal), precipitation was 3.83" (1.86" above normal) to make it the 8th wettest February on record, snowfall was 3.7" (7.0" below normal). Meteorological winter of December 2022-February 2023 was mild and wet with below normal snowfall. Average temperature was 31.8°F (3.7°F above normal), precipitation was 8.59" (2.52" above normal), snowfall was 16.8" (12.8" below normal).

High Temperatures In February																			
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
70° days																			
60° days						3	6	2							1				
50° days	8	4	1	1		4	5	2			1	2	3		5			1	3
40° days	6	6	4	6	8	6	6	7	1	3	4	11	2	2	4	3	4	10	9
30° days	8	6	7	15	8	6	8	11	7	3	15	14	13	17	7	12	9	13	13
20° days	3	10	3	6	10	8	3	4	7	13	7	2	7	9	9	10	5	2	3
10° days	1	2	8	1	2	1		3	10	8	1		2		2	4	8	1	
0° days			5						1	1			1				2	1	
Rain	3.8"	2.1"		0.5"	0.5"	2.9"	1.3"	1.1"	0"	1.5"	1.9"	0.3"	0.4"		3.1"	1.5"	1.0"	1.5"	1.5"
Snow	3.7"		16"		13"	20.3"	0"	3"	6"	20"	10"	4"	28"	16"	5"	25"	18"	1"	6"

Golf

The Golf Staff is busy with administrative preparations for the upcoming season.

We are responding to the numerous requests for charitable donations, which are down significantly. Noel Allen accepted deposits for three new booked outings, and sent four new proposals, up slightly from a year ago.

Head Golf Professional Mike Campbell is receiving and displaying much of the merchandise which will be available for 2023.

Interest in our Junior Golf Programs has been strong. The PGA Junior League virtually sold out for 2023 very quickly, with only a few spots remaining.

Golfers are also signing up for the **2023 Weekend Permanent Starting Times**, which run from April 1 through August 20. Again in 2023 is the inclusion of groups not consisting of four Glen Ellyn residents

the opportunity to participate in the main lottery drawing, on a weighted scale. Hopefuls will also be required to make a \$500 up front investment, which may be used for green fees. Golf Staff will again be promoting the addition of golfer perks, including pre-paid cart fees, pre-paid warm-up range balls, and a benefit which will allow those who purchase the 20-round Multi-Play package the privilege of playing a few holes after 5:30pm for no charge.

Pre-registration welcome letters were sent out for the popular Wednesday morning Over 60 Senior golf league, which attracts 80-100 regular golfers annually.

Golf Course Maintenance

Grounds

1. Monitoring weather for any adverse effects of greens.
2. Snow removal as required.
3. Working on course accessory upgrades and repairs.
4. Continuing to review practices and plan for year ahead.
5. Tree removal behind 4 green for safety, light, and playability.
6. Formulating hiring plans for seasonal staff.
7. Refining Irrigation Control System to further water savings.
8. Continuing with Master Plan process.
9. Superintendent and Assistant attended GCSAA Conference and Trade Show.

Mechanical and Building Maintenance

1. 30 pieces of equipment were repaired and/or serviced.
2. Finishing touches on east Halfway House bathroom.
3. Finalizing details for Halfway House exterior upgrades.
4. Started golf cart service.
5. Touchup of walls in clubhouse and R22.
6. Tiki Bar install.
7. Rewiring/moving of phone lines in Maintenance and clubhouse for new phone system install.
8. Establishing new QR Code system to track and document equipment repairs.
9. Lighting upgrades in Maintenance.
10. Rewired light switches in Pro Shop to eliminate flickering.

Horticulture/Conservation

1. Reviewing plans for landscape improvements around clubhouse.
2. Continue pruning and cleaning of tropical plants in basement.
3. Reviewing Panfish Park work completed with the Village.
4. Continued garbage pickup at Panfish Park and Lambert Lake.

Reserve 22

Reserve 22 - FEBRUARY				Year to Date		
	2022	2023	+/-	2022	2023	+/-
Restaurant & Bar	45,638	64,651	41.7%	81,880	121,176	48.0%
Banquets	25,182	39,257	55.9%	48,556	78,761	62.2%
Beverage Cart	0	0	#DIV/0!	0	0	#DIV/0!
Halfway House	0	0	#DIV/0!	0	0	#DIV/0!
Other	3,778	6,564	73.7%	7,442	12,260	64.7%
Total Reserve 22	74,598	110,472	48.1%	137,878	212,197	53.9%

The restaurant and bar made a comeback, up 42% from a year ago. A new theme for the bar was created and implemented, and customers quickly “warmed up” to the TIKI Bar theme.

New banquet inquiries remain strong and are beginning to grow in size, nearing pre-pandemic levels.

Promotions, such as St. Patrick’s Day specials and March Madness, are aimed to keep our guests engaged as we head into spring. The restaurant is poised to return to a 7 day per week operation. Chef Tom is creating a menu for the annual Easter Brunch.

Reserve 22 welcomes the addition of new Restaurant Manager **Brittany Eads**. Brittany joins the team with over 23 years of experience in the food service industry. She will provide support to Director of Food and Beverage Jon Satinover.



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

Meeting 3/31/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

**AGENDA ITEM (ID
2023-43)**

DOC ID: 2023-43

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 3/31/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

**AGENDA ITEM (ID
2023-44)**

DOC ID: 2023-44

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

1. Village Links - Financial Statements - February 2023
2. Cash Balance Scenarios

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2023

ORG	DESCRIPTION	2023 BUDGET	MONTH				YEAR-TO-DATE			
			2023	2022	DIFF	% DIFF	2023	2022	DIFF	% DIFF
REVENUES:										
5500	Village Links Revenues	\$ 3,785,600	\$ 42,617	\$ 23,200	\$ 19,417	84%	\$ 53,094	\$ 25,640	\$ 27,455	107%
5520	Reserve 22 Revenues	2,924,700	110,472	74,597	35,875	48%	212,197	137,815	74,382	54%
Total Revenues		\$ 6,710,300	\$ 153,089	\$ 97,798	\$ 55,292	57%	\$ 265,291	\$ 163,455	\$ 101,837	62%
EXPENDITURES:										
55700	Administration	\$ 723,337	\$ 41,023	\$ 36,989	\$ 4,034	11%	\$ 82,788	\$ 76,816	\$ 5,972	8%
55710	Golf Course Maintenance	1,185,811	45,579	52,107	(6,528)	-13%	87,019	97,727	(10,708)	-11%
55720	Golf Services	899,930	36,324	37,804	(1,480)	-4%	78,465	76,086	2,379	3%
55730	Reserve 22	2,545,400	149,577	82,380	67,197	82%	301,702	184,917	116,785	63%
55740	Stormwater Management	53,399	355	351	4	1%	745	701	43	6%
55750	Pro Shop Merchandise	154,196	1,404	(5,565)	6,969	-125%	632	(3,349)	3,981	-119%
55780	Motorized Carts	57,678	-	-	-	0%	-	-	-	0%
557X5	Mechanical Maintenance	340,704	33,372	21,726	11,646	54%	51,177	48,145	3,032	6%
Total Operating Expenses		\$ 5,960,455	\$ 307,635	\$ 225,793	\$ 81,842	36%	\$ 602,529	\$ 481,044	\$ 121,485	25%
Operating Income (Loss)		\$ 749,845	\$ (154,545)	\$ (127,996)	\$ (26,550)	21%	\$ (337,238)	\$ (317,590)	\$ (19,648)	6%
Debt Service		300,300	-	-	-	0%	-	-	-	0%
Capital Expenditures		566,000	33,112	-	33,112	0%	56,700	-	56,700	0%
CHANGE IN NET POSITION		\$ (116,455)	\$ (187,658)	\$ (127,996)	\$ (59,662)	47%	\$ (393,938)	\$ (317,590)	\$ (76,348)	24%

KEY METRICS

	<u>Goal</u>							
Personnel Expenses as % of Sales	49%	109%	141%	-32%		131%	183%	-53%
Cash Balance (End of Month, in \$000's)	\$ 1,490	\$ 1,634	\$ 1,516	\$ 117				

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH				YEAR-TO-DATE			
			2023	2022	DIFF	% DIFF	2023	2022	DIFF	% DIFF
5500	VILLAGE LINKS REVENUES:									
440550	Green Fees	\$ 2,400,000	\$ 986	\$ -	\$ 986	0%	\$ 1,255	\$ -	\$ 1,255	0%
440554	Pro Shop - Sales	170,000	3,584	1,258	2,326	185%	4,695	1,556	3,138	202%
440555	Motor Carts	600,000	-	-	-	0%	(24)	-	(24)	0%
440556	Driving Range	450,000	3,466	387	3,079	796%	4,118	453	3,665	809%
440557	Resident Cards	32,000	6,650	5,295	1,355	26%	8,010	6,930	1,080	16%
460100	Investment Income	9,000	5,217	84	5,133	6117%	11,431	152	11,279	7433%
489000	Miscellaneous Revenue	124,600	22,721	16,136	6,585	41%	23,616	16,515	7,101	43%
489100	Miscellaneous - Over/Short	-	(7)	40	(47)	-117%	(6)	34	(40)	-119%
	Total Revenues	\$ 3,785,600	\$ 42,617	\$ 23,200	\$ 19,417	84%	\$ 53,094	\$ 25,640	\$ 27,455	107%
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	\$ 119,000	\$ (638)	\$ (7,755)	\$ 7,118	-92%	\$ (4,204)	\$ (8,193)	\$ 3,989	-49%
	Total Cost of Goods Sold	\$ 119,000	\$ (638)	\$ (7,755)	\$ 7,118	-92%	\$ (4,204)	\$ (8,193)	\$ 3,989	-49%
	Gross Profit	\$ 3,666,600	\$ 43,255	\$ 30,956	\$ 12,299	40%	\$ 57,298	\$ 33,833	\$ 23,465	69%
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	\$ 1,110,450	\$ 61,912	\$ 59,020	\$ 2,892	5%	\$ 133,854	\$ 125,054	\$ 8,799	7%
510120	Salaries - Non-Pensionable	448,750	2,227	108	2,119	1959%	3,277	2,163	1,114	51%
510200	Salaries - Overtime	11,000	-	-	-	0%	-	-	-	0%
510400	FICA Taxes	120,121	4,816	4,421	395	9%	10,209	9,423	786	8%
510500	IMRF	46,972	2,514	3,838	(1,324)	-35%	5,451	8,177	(2,725)	-33%
590600	Health Insurance	152,100	9,849	10,337	(488)	-5%	19,699	20,681	(983)	-5%
52XXXX	Contractual Services	991,436	63,596	40,120	23,475	59%	105,825	91,021	14,804	16%
53XXXX	Commodities	415,226	13,782	33,324	(19,543)	-59%	26,716	47,801	(21,085)	-44%
	Total Operating Expenses	\$ 3,296,055	\$ 158,695	\$ 151,168	\$ 7,527	5%	\$ 305,031	\$ 304,320	\$ 710	0%
	Operating Income (Loss)	\$ 370,545	\$ (115,440)	\$ (120,212)	\$ 4,772	-4%	\$ (247,732)	\$ (270,487)	\$ 22,755	-8%
	Operating Income (Loss) Percentage	10%	-271%	-518%			-467%	-1055%		

KEY METRICS

	Goal								
Rounds Played	78,000	211	-	211	280	-	280		
Revenue Per Round	\$ 48.53	\$ 201.98	\$ -	\$ 201.98	\$ 189.62	\$ -	\$ 189.62		
Resident Cards Sold	N/A	695	548	147	835	714	121		
Cost of Goods Sold % - Pro Shop	70%	-18%	-616%	598%	-90%	-526%	437%		
Personnel Expenses as % of Sales	50%	191%	335%	-144%	325%	645%	-321%		

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH				YEAR-TO-DATE			
			2023	2022	DIFF	% DIFF	2023	2022	DIFF	% DIFF
	<u>MISCELLANEOUS REVENUE</u>									
	<i>Miscellaneous Revenue includes the following items, which don't fit into any of the major revenue categories:</i>									
	Adult & Junior Golf Lessons		\$ 21,436	\$ 14,930	\$ 6,506		\$ 21,436	\$ 14,930	\$ 6,506	
	Hand Cart Rentals		195	-	195		210	-	210	
	Handicaps		-	-	-		-	-	-	
	Golf Club Rentals		-	-	-		-	-	-	
	Locker Rentals		1,000	1,120	(120)		1,680	1,280	400	
	Illinois Sales Tax (1.75%)		130	78	52		241	276	(34)	
	Glen Ellyn Food & Beverage Tax (1%)		14	8	6		30	29	0	
	Miscellaneous		(54)	-	(54)		19	-	19	
	Total	\$ 124,600	\$ 22,721	\$ 16,136	\$ 6,585		\$ 23,616	\$ 16,515	\$ 7,101	

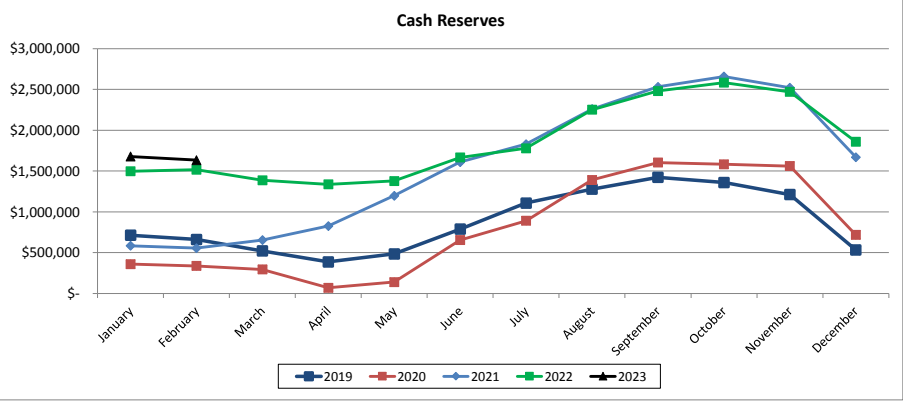
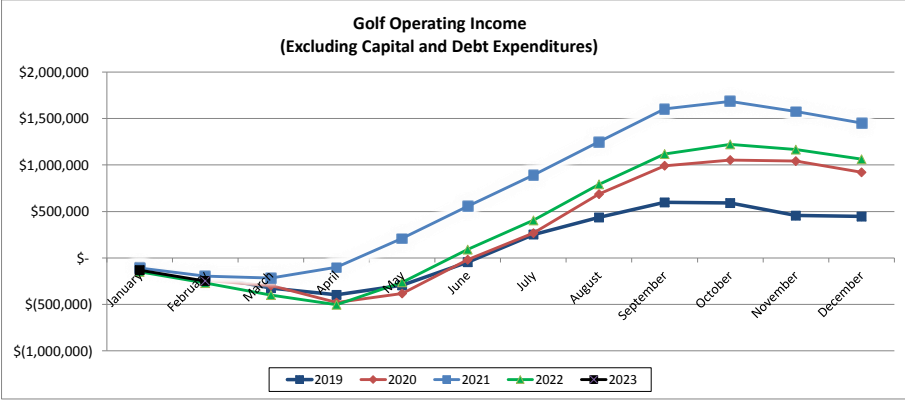
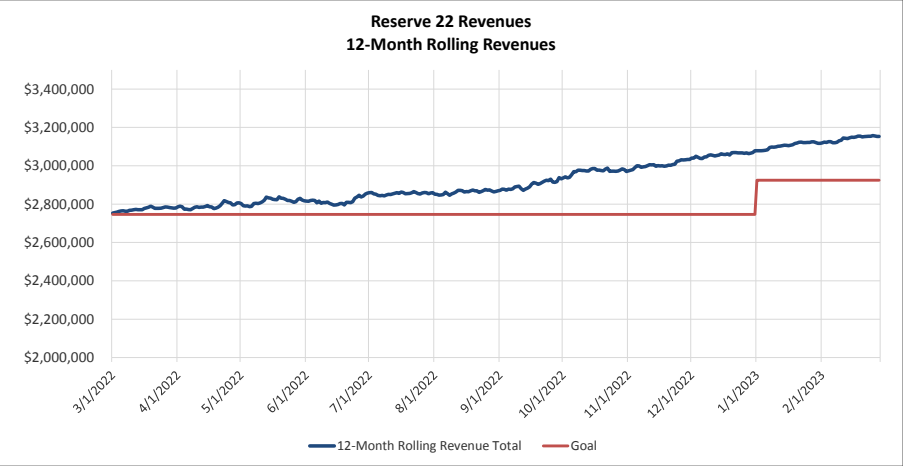
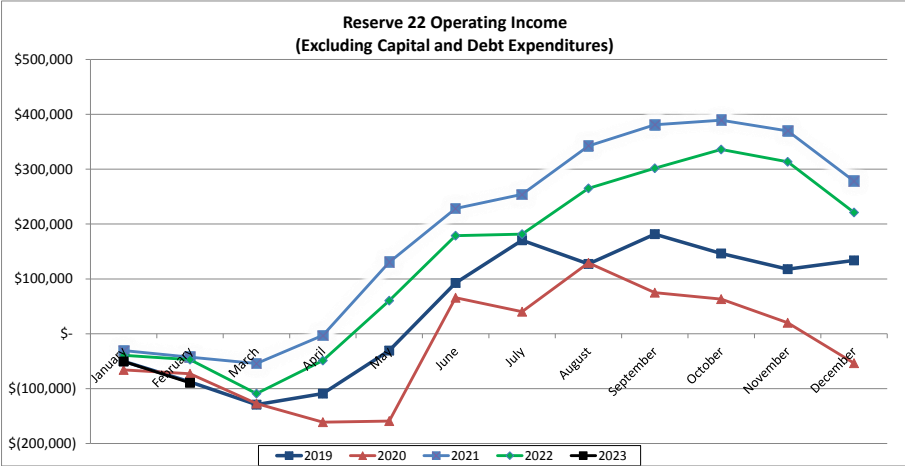
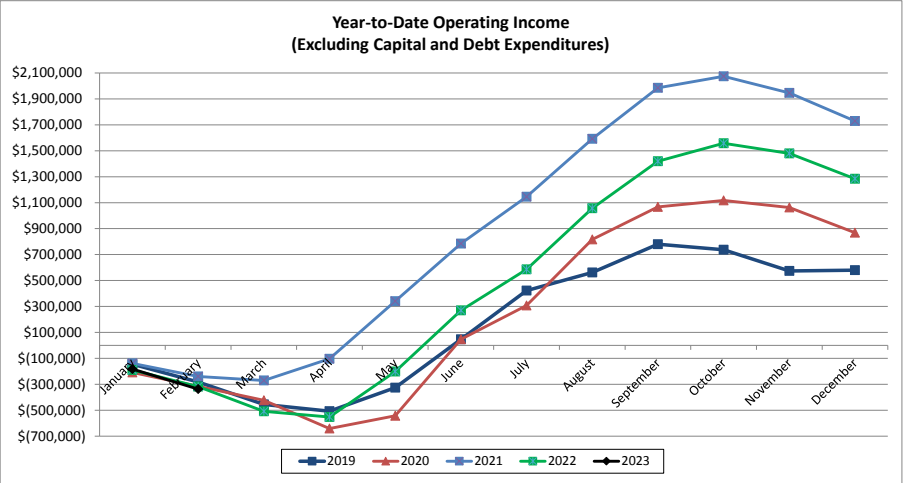
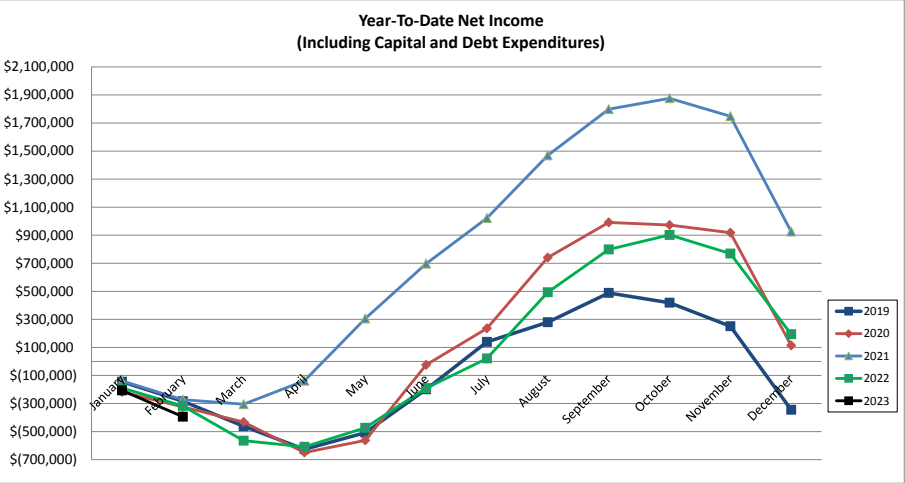
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH				YEAR-TO-DATE			
			2023	2022	DIFF	% DIFF	2023	2022	DIFF	% DIFF
5520	RESERVE 22 REVENUES:									
441100	Food	\$ 1,625,000	\$ 74,171	\$ 47,159	\$ 27,012	57%	\$ 141,214	\$ 87,311	\$ 53,903	62%
441101	Liquor	321,600	9,060	6,996	2,064	30%	16,214	12,815	3,399	27%
441102	Beer	492,900	8,443	8,105	338	4%	15,689	13,004	2,686	21%
441103	Wine	216,200	8,994	7,010	1,983	28%	19,420	12,566	6,854	55%
441104	NA Beverages	89,700	1,567	685	882	129%	3,183	1,742	1,441	83%
441106	Room Charges	5,000	-	-	-	0%	-	625	(625)	-100%
441107	Service Charges	173,900	8,237	4,643	3,594	77%	16,478	9,753	6,725	69%
489000	Miscellaneous Revenue	400	-	-	-	0%	-	-	-	0%
	Total Revenues	\$ 2,924,700	\$ 110,472	\$ 74,597	\$ 35,875	48%	\$ 212,197	\$ 137,815	\$ 74,382	54%
55730	COST OF GOODS SOLD:									
530400	Cost of Goods Sold - Beer	\$ 138,000	\$ 1,873	\$ 892	\$ 981	110%	\$ 4,258	\$ 1,503	\$ 2,755	183%
530401	Cost of Goods Sold - Wine	67,000	1,371	1,335	35	3%	6,238	2,228	4,010	180%
530402	Cost of Goods Sold - Liquor	64,300	(2,274)	2,107	(4,381)	-208%	531	2,439	(1,908)	-78%
530405	Cost of Goods Sold - NA Beverages	31,400	440	(295)	735	-249%	1,968	387	1,581	409%
530420	Cost of Goods Sold - Food	503,800	33,847	5,559	28,288	509%	53,252	13,679	39,573	289%
	Total Cost of Goods Sold	\$ 804,500	\$ 35,257	\$ 9,599	\$ 25,658	267%	\$ 66,246	\$ 20,236	\$ 46,010	227%
	Gross Profit	\$ 2,120,200	\$ 75,215	\$ 64,999	\$ 10,217	16%	\$ 145,951	\$ 117,579	\$ 28,372	24%
	Gross Profit Percentage	72%	68%	87%			69%	85%		
55730	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	\$ 638,200	\$ 43,167	\$ 25,987	\$ 17,180	66%	\$ 87,503	\$ 61,793	\$ 25,710	42%
510120	Salaries - Non-Pensionable	530,250	35,643	22,799	12,844	56%	63,222	46,840	16,382	35%
510200	Salaries - Overtime	15,000	(4,443)	384	(4,828)	-1256%	164	975	(811)	-83%
510399	Tips Paid Through Payroll	-	718	(681)	1,399	-206%	1,190	(252)	1,443	-571%
510400	FICA Taxes	127,813	6,651	4,311	2,339	54%	13,401	9,377	4,024	43%
510500	IMRF	26,996	1,948	2,068	(120)	-6%	4,183	4,778	(594)	-12%
590600	Health Insurance	82,900	2,861	5,076	(2,215)	-44%	5,722	10,153	(4,431)	-44%
52XXXX	Contractual Services	156,741	15,683	11,414	4,269	37%	27,201	21,547	5,654	26%
53XXXX	Commodities	163,000	12,093	1,424	10,669	749%	32,869	9,470	23,399	247%
	Total Operating Expenses	\$ 1,740,900	\$ 114,321	\$ 72,782	\$ 41,539	57%	\$ 235,456	\$ 164,681	\$ 70,775	43%
	Operating Income (Loss)	\$ 379,300	\$ (39,105)	\$ (7,783)	\$ (31,322)	402%	\$ (89,505)	\$ (47,102)	\$ (42,403)	90%
	Operating Income (Loss) Percentage	13%	-35%	-10%			-42%	-34%		

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH				YEAR-TO-DATE			
			2023	2022	DIFF	% DIFF	2023	2022	DIFF	% DIFF
KEY METRICS										
			Goal							
Revenue Source:										
Restaurant/Bar		N/A	\$ 64,651	\$ 45,638	\$ 19,012	42%	\$ 121,176	\$ 81,818	\$ 39,358	48%
Banquets		N/A	45,753	28,959	16,794	58%	90,943	55,997	34,946	62%
Other		N/A	68	-	68	0%	78	-	78	0%
Total		\$ 2,924,700	\$ 110,472	\$ 74,597	\$ 35,875	48%	\$ 212,197	\$ 137,815	\$ 74,382	54%
Reserve 22 Revenues (Last 12 Months)		\$ 2,924,700					\$ 3,153,141	\$ 2,753,274	\$ 399,867	15%
Reserve 22 Expenses (Last 12 Months)		\$ 2,545,400					\$ 2,974,548	\$ 2,479,609	\$ 494,939	20%
# Guest Checks (Restaurant/Bar)		N/A	1,494	1,159	335		2,788	2,075	713	
Revenue Per Guest Check		N/A	\$ 43.27	\$ 39.38	\$ 3.90		\$ 43.46	\$ 39.43	\$ 4.03	
# Guests (Restaurant/Bar)		N/A	2,452	1,860	592		4,675	3,375	1,300	
Average Guest Spend		N/A	\$ 26.37	\$ 24.54	\$ 1.83		\$ 25.92	\$ 24.24	\$ 1.68	
Cost of Goods Sold %		28%	32%	13%	19%		31%	15%	17%	
Cost of Goods Sold % (By Category):										
Cost of Goods Sold - Beer		28%	22%	11%	11%		27%	12%	16%	
Cost of Goods Sold - Wine		31%	15%	19%	-4%		32%	18%	14%	
Cost of Goods Sold - Liquor		20%	-25%	30%	-55%		3%	19%	-16%	
Cost of Goods Sold - NA Beverages		35%	28%	-43%	71%		62%	22%	40%	
Cost of Goods Sold - Food		31%	46%	12%	34%		38%	16%	22%	
Personnel Expenses as % of Sales		49%	82%	81%	0%		82%	97%	-15%	
Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales		76%	110%	94%	15%		113%	112%	1%	

Village Links / Reserve 22
Dashboard Financial Reports
As of February 28, 2023



VILLAGE LINKS / RESERVE 22
MONTHLY CASH INCREASE/DECREASE HISTORY (000)

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>
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	(115)	(612)
2023	(181)	(45)										

Avg	(136)	(49)	(69)	(38)	133	264	261	305	181	(9)	(111)	(712)
Best	(100)	42	96	172	371	516	356	500	272	127	(21)	(612)
Worst	(173)	(270)	(218)	(225)	(11)	30	111	92	72	(102)	(160)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2024
	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>
Avg	1,634	1,565	1,527	1,661	1,922	2,184	2,488	2,670	2,661	2,550	1,963	1,915
Best	1,634	1,730	1,902	2,273	2,789	3,145	3,645	3,917	4,044	4,023	3,411	3,453
Worst	1,634	1,416	1,191	1,180	1,210	1,321	1,413	1,485	1,383	1,223	718	655

actual



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

Meeting 3/31/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

**AGENDA ITEM (ID
2023-45)**

DOC ID: 2023-45

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:

Attachments:

1 ☐ **Village Links Golf 2023**

Let's Make it a Three-Peat!

2 ☐ **The COVID Dividend**

- Following on a highly successful 2021 (with 80,533 rounds, the highest in 16 years of tracking), 2022 was somewhat slower, with 77,236 rounds, a decrease of approximately 4%, and falling about 1% short of our target of 78,000
- However, despite missing our targeted rounds played, we exceeded our target budget numbers across all categories
- Although not as high as 2021, annual results in the Big 3 Golf categories of Green Fees, Motorized Carts, and Driving Range were 2nd best in 17 years of tracking, so nothing to scoff at

3 ☐ **Rounds & Green Fees – Budgeted vs. Actuals 2010 – 2019**

4 ☐ **Rounds & Green Fees – Budgeted vs. Actuals 2013 – 2022**

5 ☐ **Difference in Rounds & Green Fees Budgeted vs Actual**

☐ 1 2017 - 2019

☐ 2 2020 – 2022

6 ☐ **Discounting Discounts**

- Despite exceeding round targets in relatively small amounts post-COVID, we have exceeded our target green fee dollars by large amounts
- The renewed popularity of golf has allowed us to end many discounts, returning an average of approximately \$200,000 in revenue to the golf course each year
- Should we see rounds start to decline, we now have tools that can entice golfers back to the Links through targeted discounts rather than broad ones, reducing the need to reinstate things like Fall Fest, Happy Hours, or the Spring and Fall Specials

7 ☐ **The Fickle Hand**

- As usual, weather played a key role in our success and profitability
- In 2021, Golf Playable Hours (GPH) were up 5% off the previous

year, and about 1.5% above historical averages. Results for Golf Capacity Rounds (GSD) were similar

- In 2022, GPH was down 12% on the prior year, and about 11% below historical averages. GSD was down similarly
- We were especially hurt by GSD shortfalls on Saturday and Sunday, which fell 14% and 16% respectively against the prior year
- The largest challenge with the weather is in right-sizing the day-to-day operations to match conditions, i.e., cutting unneeded staff
- Because we cannot influence the weather in any way (“weather control device” – release date TBD), this results in a large external variable operating as a headwind at times or a tailwind at other times

8 ☐ **Golf Playable Hours per Year vs Normal
2020 – 2022**

9 ☐ **Golf Capacity Rounds per Year vs Normal
2020 – 2022**

10 ☐ **Golf Capacity Rounds per Month vs Normal
2020 – 2022**

11 ☐ **Golf Capacity Rounds by Day
2020 – 2022**

12 ☐ **“Let the good times roll”**

- No major operational changes between 2022 and 2023
- Certain guests continue to utilize payment at the first tee in lieu of going inside
- 10-minute intervals prove popular while not hurting profitability
- Opening at 6:30 AM on weekdays has helped the bottom line
- Online and mobile reservations represent a significant portion of all reservations made
- Guests pleased with new motorized carts and hand carts introduced last year
- Golf Genius has been fully integrated with all in-house leagues and tournaments, greatly simplifying registration, tee time sign up, scoring, and payouts

13 ☐ **“Out with the old, in with the new”**

- Pro Shop Remodel

- New carpet
- New sales counter
- New fixtures
- Halfway House Improvements
 - Bathroom renovation completed
 - New windows to be installed
- North Clubhouse Renovation
 - New walk-in cooler
 - New Chef & Restaurant Manager office
 - Updated Pro Shop bathrooms
 - New Head Pro office

14 **Retention, retention, retention**

- There are several challenges in the golf business that relate to customer retention:
 1. Cost: Golf can be an expensive sport, and the cost of playing, including greens fees, equipment, and attire, can deter some customers from returning.
 2. Time: Golf can take a long time to play, and customers may find it difficult to commit to spending several hours on the course, which can lead to reduced returns.
 3. Competition from other leisure activities: Golf is not the only leisure activity available, and customers may shift to different modes of entertainment, such as gaming or outdoor activities that require less time and expense.
 4. Seasonality: Many golf courses have to shut down during the winter months, so customers may find alternative activities to occupy themselves during the offseason, which can affect future participation.
 5. Difficulty of the sport: Golfing can be a challenging sport, and customers may become discouraged if they are not making progress or see as an impediment.
 6. Maintenance and upkeep of the golf course: If the playing conditions are poor, the customers will not enjoy playing the game which will deter them from coming back.
 7. Poor customer service: Insufficient or poor customer service support can result in negative experiences that reduce the likelihood of customers returning to the business.

- Overall, Customer retention is important in the golf business as keeping customers optimizes revenue and profitability. Retaining customers and keeping them satisfied involves understanding and addressing the challenges they face when participating in the sport.

15 Addressing the Challenges

1. Cost: while we cannot control the external factors relating to equipment and apparel costs, we have options on our price; we are sensitive to the golf market and seek to maintain our position; to that end, we do an annual market study to see where we stand and, in concert with observed demand, set a fair price
2. Round Times: the Village Links is committed to keeping pace and helping our customers play in a reasonable amount of time
3. Against other leisure activities, our focus has to be on making golf look fun through creative use of marketing
4. Length of Season: we are at the mercy of weather here at the Links, and there's not much we can do to change that
5. Golf is Hard: We can mitigate against the difficulty of golf by promoting our group lessons, which are aimed at beginners, and perhaps there is an opportunity here through the use of free clinics taught by our professional staff
6. Quality: The Village Links is maintained to a high standard and since Superintendent Cross' tenure began, reviews have been excellent
7. Five Star Service: Through the use of more experienced staff in our key customer service positions, we have increased customer satisfaction; when paired with ongoing training and frequent check-ins by management-level staff, our customer service game is now shooting under par

16 The Defector

- Rather than focusing on acquiring new customers, which is hard, we will look to getting back customers that we have lost
- Research shows that the 3 biggest causes of players quitting golf are
 - Social networking – not having connections that keep you playing
 - Restrictions – golf has a lot of “don'ts” that can be difficult to accept for new players
 - Skill level – golf is a difficult game, and even a small increase in playing ability translates into large increases in enjoyability

- We aim to find ways to bring these players back to the Links

17 ☐ **Year-to-Date**

- Like 2022, we have had a somewhat slow start to the 2023 golf season with unseasonably cold and wet weather, though that seems to be breaking
- Rounds and green fees have been held down by lack of golf cart availability, we would likely have seen more play had the course conditions allowed
- While nice to get the revenue, first quarter results tend not to be predictive or a leading indicator for remainder of the year results
- We remain cautiously optimistic

18 ☐ **“The more things change, the more they remain the same” -Jean-Baptiste Alphonse Karr**

- As previously discussed, Club Prophet, our POS provider was purchased last year by FullSteam, a payment processing company
- As a part of that acquisition, FullSteam requires all their subsidiaries to utilize their payment system; the integration with Club Prophet from FullSteam went live December 1st
- There have been growing pains in this area, though close coordination with Club Prophet’s stellar support team has helped to identify problems and soothe the teething issues

19 ☐ **Synergy**

- Integrations between our POS provider, marketing and webhosting vendor, mobile app vendor, and tournament management software vendor continue to offer opportunities that keep the Village Links at or near the cutting edge of technology
- Always looking for new ways to leverage existing tech to further push the Village Links to the pinnacle of user experience
- Club Prophet will become “one-stop shop” for support dealing with credit card issues

20 ☐ **Future Tech Improvements**

- Improved payment process when using Gallus Pre-Check via the mobile app allowing the addition or removal of carts, other items
- Golf Genius receives monthly product updates that usually includes at least 1 new major feature that makes tournament and league administration easier

- Staff is beginning to examine the possibility and feasibility of bringing in either Top Tracer or Trackman Range to add interest to the driving range, one of our most profitable sectors

21 ☐ **Staffing**

- The hiring program in place the last few years continues to pay dividends, with record numbers of returning staff and a growing bench of experienced employees working the Cashier position
- We have switched from dedicated Supervisors to training interested employees that meet our standards as Supervisors; though done more out of necessity due to challenges hiring golf professionals, this experiment has turned out well for us
- Our perennial problem remains attracting and retaining talented individuals as Assistant Golf Professionals; we are currently at an all-time low of just 2

22 ☐ **Onboarding**

- The Village has formalized a strict policy when it comes to seasonal staff that requires all returning staff to complete the full onboarding packet
- However, we have taken over the responsibility for initiating the background check process, and have seen improved response rates
- A new digital version of the Change of Status form is being developed by HR that will hopefully simplify the process of assigning staff the correct job and pay codes

23 ☐ **Training**

- New training materials including a new manual, visual aids such as comparison photos or explanatory videos are in development and will be trialed this year, with ongoing improvement as deficiencies are discovered
- Will have direct responsibility for annual sexual harassment training devolved to us from HR
- Golf staff will have 100% compliance with ILCC requirements for BASSET training

24 ☐ **2023 Tournament Schedule**

- March 26th: Spring Scramble (rescheduled from 3/19 due to weather)
- April 29th & 30th: Village Links Amateur Qualifier
- Weekends in May: VL Amateur 1st Round

- June 2nd & 3rd: Have One On Us
- Weekends in June: VL Amateur 2nd Round
- June 11th: Parent / Junior Tournament
- Weekends in July: VL Amateur 3rd Round
- July 10th & 11th: Junior Championship
- July 30th: Couples' Championship
- August 13th: 57th Annual Glen Ellyn Open
- October 1st: Fall Scramble
- October 7th & 8th: Links Cup
- November 12th: Iron Man Open

25 ☐ **Leagues**

- 3 in house leagues
 - Monday Men's (18)
 - Wednesday Wagglers (Front 9)
 - Wednesday Seniors (9)
- 8 guest leagues
 - Monday - Bell Labs (9)
 - Tuesday - Swinigin' Set (18 & 9), Lucent Technology (9)
 - Wednesday - Knights of Columbus (9)
 - Thursday - Valley View (Front 9), Thursday Night Men's (9)
 - Friday - Spa Dog (9)
 - 1 potential new league

26 ☐ **Junior Program**

- Same offerings as last year – All Day and Half Day Junior Camps, Summer Junior League, and Fall Junior League
- Camp program in its seventh year, remains broadly popular and is a key to developing our future customers and future success
- Summer Junior League in second season of being run exclusively by us rather than partnering with PGA, offers great opportunity for fun, competitive atmosphere for young golfers
- Fall Junior League is similar format and maintained popularity

27 ☐ **Challenges & Opportunities**

- The "return to normal" has the potential to blunt golf's popularity
 - We must remain vigilant to recognize negative trends to deploy potential backstops

- Bad weather can make or break our profitability
 - We must tightly control our large ticket expenses to keep reserves high in case of revenue shortfalls
- External headwinds from minimum wage increases, shortages, and inflation
 - We must be careful to right-size our labor force and buy only necessary items