Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, November 17, 2023
7:00 AM
Village Links - Board Room

Visitors are welcome to attend all meetings of the Recreation Commission.

A. Call To Order

B. Public Comments

C. Approval of Minutes

1) Minutes - October 27, 2023

D. Standing Reports

1) Manager - Jeff Vesevick
2) Reserve 22 - Jon Satinover
3) Financial - Jeff Vesevick
4) Trustee Liaison - Steve Thompson

E. 2024 User Fee Discussion

1) 2024 User Fee Discussion

F. Old Business

G. New Business

H. Next Meeting - Special Meeting - December 8, 2023

I. Adjournment

Minutes
Village of Glen Ellyn
Recreation Commission
Regular Meeting
October 27, 2023
7:00 AM
Village Links/Reserve 22

Board or Commission:	Recreation	**Date:**	October 27, 2023
Meeting:	Regular	**Called to Order:**	7:05 a.m.
Quorum:	Yes	**Adjourned:**	8:29 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present
Nancy Carter	Commissioner	Present
Tony Coconate	Commissioner	Present
Scott Coldiron	Commissioner	Present
Brian Diver	Commissioner	Absent
James Ozog	Commissioner	Present
Tom Slowinski	Commissioner	Present
Also Present:		
Jeff Vesevick	General Manager / Staff Liaison	Present
Steve Thompson	Trustee Liaison	Present
Noel Allen	Director of Golf	Present
Andrew Cross	Golf Course Superintendent	Present
Jon Satinover	Food & Beverage Director	Present
Mike Campbell	Head Golf Professional	Absent

A. CALL TO ORDER/ROLL CALL

The October 27, 2023 meeting of the Recreation Commission was called to order at 7:05 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chairperson Scott.

B. 1. APPROVAL OF MINUTES FROM SEPTEMBER 29, 2023 MEETING

> APPROVAL OF MINUTES FROM SEPTEMBER 29, 2023 RECREATION COMMISSION MEETING
>
> MOTION BY: Commissioner Coconate
>
> SECONDED BY: Commissioner Carter
>
> RESULT: Unanimous

C. PUBLIC COMMENT – None

D. ANNOUNCEMENTS - Manager Vesevick is pleased to welcome two new commissioners Scott Coldiron and James Ozog.

E. STANDING REPORTS

1. *Manager – Jeff Vesevick* – Manager Vesevick highlights that September marked another successful month in terms of golf and food and beverage revenue. The increase in green fees contributed to this positive outcome, surpassing last year's figures and marking the best performance we've seen in the last 11 years. He adds that September is traditionally a busy month for golf outings, with nearly every other day booked for events. Additionally, the nine-hole courses are frequently occupied by high schools. Looking ahead to October, the trend of frequent outings is expected to continue, especially in the first few weeks of the month.

2. *Reserve 22 – Jon Satinover* – Director Satinover states that we've recently completed our honey harvest. This honey is a key ingredient in six of our signature cocktails. Our new menu has been finalized and is set to launch on November 1. We've already received 160 reservations for Thanksgiving, and our goal is to reach 400, a target that appears entirely feasible. To further expand our banquet business, Angela, Julie, and I have identified areas for growth. Angela will be collaborating with local funeral homes to secure referrals, and we plan to send out an e-blast to promote holiday parties.

3. *Financial – Jeff Vesevick* – Manager Vesevick shares encouraging financial updates: both golf and food have excelled, resulting in an impressive 80% increase in net operating income. Additionally, Food & Beverage experienced a 26% increase in revenues. Currently, our cash basis stands at approximately $3.3 million. Golf Superintendent Cross has purchased the last two pieces of equipment needed for this year. Looking ahead, renovations for the golf shop and clubhouse are in the pipeline and are expected to begin post-Thanksgiving.

4. *Trustee Liaison – Steve Thompson* – Trustee Thompson reports there are ongoing discussions between the Village and the Park District regarding the U.S. Bank site. A recent meeting addressed various design elements, and further talks are scheduled in November to finalize the concept. CBD Streetscape renovations are near completion for the season, with Main Street now open for parking. Negotiations with developers for the hotel site are ongoing, and the village is currently immersed in budget discussions.

F. OLD BUSINESS – None

G. NEW BUSINESS – The Master Improvement Plan – Manager Vesevick highlights the need to reinvest in the golf course, particularly focusing on bunkers and drainage systems that haven't seen upgrades in two decades. He acknowledges the challenge of shutting down parts of the course, leading to revenue loss, and emphasizes the complexity of deciding what improvements to make and how to fund them. He stresses the importance of determining the acceptable debt level and phasing in these improvements. He looks to the commission for support in approving the Master Plan to guide this process.

The Recreation Commission discusses the proposed Master Plan for renovating the golf course. The plan was created by golf course architect Greg Martin with the earliest possibility to break ground in 2027. Several components of the plan were discussed, including redesigning bunkers, modifying fairways, improving drainage, renovating the driving range and practice areas, reconfiguring the parking lot, and considering winter activities such as heated driving range. The commission felt the bunkers needed priority attention due to playability issues.

The commission decides it would be best to review the plan systematically in upcoming meetings. They ask Manager Vesevick to create a structured agenda, concentrating the discussion on essential aspects of the plan. They also suggest communicating upcoming renovation timelines more clearly in the spring newsletter.

Manager Vesevick states our traditional time to discuss golf rates will be next month. Director Allen has drafted a proposal, which will be circulated to the commission a week prior to the meeting. The commission will vote on adopting the proposal during the meeting. If approved, it will be submitted to the village board for final approval in December.

H. NEXT MEETING - November 17, 2023

I. ADJOURNMENT

Commissioner Carter motions and Commissioner Coconate seconds to adjourn the meeting. The meeting was adjourned at 8:29 a.m.

Submitted by Elisa Pollina, Recording Secretary

Reviewed by Jeff Vesevick, Staff Liaison

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

Meeting 11/17/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

AGENDA ITEM (ID # 2023-791)

DOC ID: 2023-791

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Manager's Report - October 2023

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

"Committed to Excellence since 1967"

Manager's Report for October 2023

Submitted by Jeff Vesevick, General Manager

October 2023 had above average temperatures and below normal precipitation at O'Hare (normal at Village Links). Looking at October observations from O'Hare, the average temperature was 57.1°F (normal), and precipitation was 2.28" (1.15" below normal) although we had 3.33" on site. October seemed very wet due to the fact that we had 11 days with measurable rainfall. We experienced frost delays on five days in October. Carts were grounded eight out of 31 days for a 74% availability rate.

High Temperatures in October

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
80º days	4		1	1	1	4	1	1					4	3		1	6	2	4		3
70º days	2	8	12	8	1	2	11	10	7	3	9	4	6	9	1	5	8	3	6	7	7
60º days	10	11	7	5	12	5	9	11	12	13	8	10	8	13	10	12	7	7	8	14	9
50º days	11	8	9	9	10	16	5	6	10	11	9	10	11	4	12	11	10	12	12	9	9
40º days	2	4	2	6	5	4	3	3	2	4	4	7	2	2	8	2		6	1	1	3
30º days	2			2	2		2				1							1			
Rain	3.3"	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"
Snow	0.9"	trace			8"																

GOLF

Rounds played were down 14% for the month, and are up 9% for the year.

Green Fee revenue was down 17% for the month, and is up 11% for the year.

Driving Range revenue was down 10% for the month, and is up 8% for the year.

Motor Car revenue was down 15% for the month, and is up 15% for the year.

Pro Shop sales were up 146% for the month, and are up 34% for the year.

Total Golf Revenue was down 6% for the month, and is up 14% for the year.

Golf Revenue October											
	2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Rounds	5,045	5,794	5,785	6,031	4,550	3,914	4,859	7,327	6,353	7,108	6,113
Green Fees	94,224	108,002	111,533	116,968	87,335	63,569	110,662	185,707	180,403	208,442	173,674
Driving Range	11,089	16,517	13,359	15,719	10,999	11,042	14,214	28,463	28,929	32,275	28,964
Pro Shop	11,296	11,221	10,519	11,577	8,812	8,405	8,687	15,067	10,886	17,480	43,076
Carts	33,325	38,965	40,118	44,509	33,516	25,708	31,401	53,213	45,507	60,966	52,130
Resident Cards	50	30	50	0	80	0	20	40	40	20	0
Miscellaneous	4,022	2,338	1,744	3,139	3,018	2,608	2,704	3,043	14,289	2,627	3,263
Total Revenue	**154,082**	**177,073**	**177,323**	**191,913**	**143,749**	**111,332**	**167,688**	**285,533**	**280,053**	**321,809**	**301,107**

The Village Links hosted the **24th 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 it is contested over two days. The team of Village Links Amateurs earned a satisfying victory, to avenge last year's disappointing loss. Since its inaugural event in 1999, the Golf Staff has won 16 cups, and the amateurs have captured seven cups.

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. Director of Golf Noel Allen, Golf Course Superintendent Andrew Cross, 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 continue to be in excellent playing condition.

Grounds

1. Greens were aerified and sand top-dressed 100 tons of sand added to greens.
2. Fairways and tees aerified, without golfer interruption
3. Continuing with Master Plan process
4. Bunkers raked as needed, time permitted
5. Filled all tee divots weekly
6. Panfish trash removal and mowing
7. Remove woody plants around ponds
8. Finished mowing of native areas
9. Fall annuals planted, summer annuals removed
10. Tropical plants moved to basement for their winter sleep
11. Greenhouse winding down and getting ready to put to bed
12. Drinking fountains removed from the course

Mechanical and Building Maintenance

1. New salt spreader and safety lighting being added to our Dump Truck
2. 21 pieces of equipment were repaired and/or serviced
3. Filters changed on all HVAC units on property (11 in total)
4. Outdoor heaters checked, repairs made
5. Toilets repaired
6. Kitchen hood belt repair
7. Dishwasher RPZ valve repaired
8. Tilt skillet repaired

RESERVE 22

Reserve 22 - OCTOBER				Year to Date		
	2022	2023	+/-	2022	2023	+/-
Restaurant & Bar	126,129	119,411	-5.3%	1,519,356	1,816,351	19.5%
Banquets	99,237	88,216	-11.1%	748,594	953,620	27.4%
Beverage Cart	7,600	3,965	-47.8%	112,534	151,641	34.8%
Halfway House	16,472	13,146	-20.2%	139,175	162,389	16.7%
Other	20,885	18,057	-13.5%	172,676	213,843	23.8%
Total Reserve 22	**270,323**	**242,795**	**-10.2%**	2,692,334	3,297,845	**22.5%**

The restaurant and bar were hampered slightly by the excess rainfall. Banquets also declined slightly from the record set a year ago. However, demand for banquets remains robust. Staff has added Liz Lofgren to help sell and plan the events.

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. Staff is being aggressive by increasing last year's 300 person capacity by 25%, looking to accommodate 400 diners this year.

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 continue to build on the popularity of the past three seasons.

CLUBHOUSE RENOVATIONS

Plans are being finalized for the Clubhouse renovations, including the Golf Shop, kitchen, restrooms, and Golf Shop office. Construction is expected to begin in late November, or early December, for a completion date of March 30, 2024.

UPCOMING

A SPECIAL MEETING of the Recreation Commission is scheduled for Friday, December 8, 2023 at 8:00 am for the purpose of discussing the Golf Course Master Plan. There is no regular meeting scheduled for December.

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

Meeting 11/17/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

AGENDA ITEM (ID # 2023-792)

DOC ID: 2023-792

Reserve 22 - Jon Satinover

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

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

Meeting 11/17/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

AGENDA ITEM (ID # 2023-793)

DOC ID: 2023-793

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

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

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2023

ORG	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 3,785,600	$ 306,748	$ 328,256	$ (21,509)	-7%	$ 4,127,102	$ 3,622,998	$ 504,104	14%
5520	Reserve 22 Revenues	2,924,700	242,795	270,323	(27,527)	-10%	3,297,845	2,692,333	605,512	22%
	Total Revenues	**$ 6,710,300**	**$ 549,543**	**$ 598,579**	**$ (49,036)**	**-8%**	**$ 7,424,947**	**$ 6,315,332**	**$ 1,109,616**	**18%**
	EXPENDITURES:									
55700	Administration	$ 723,337	$ 41,239	$ 37,845	$ 3,394	9%	$ 419,530	$ 396,930	$ 22,601	6%
55710	Golf Course Maintenance	1,185,811	80,941	65,020	15,921	24%	930,797	834,886	95,911	11%
55720	Golf Services	899,930	85,305	80,503	4,802	6%	822,770	707,221	115,549	16%
55730	Reserve 22	2,545,400	252,175	236,186	15,989	7%	2,798,025	2,356,336	441,688	19%
55740	Stormwater Management	53,399	5,935	1,513	4,422	292%	17,261	16,259	1,001	6%
55750	Pro Shop Merchandise	154,196	44,898	15,045	29,853	198%	225,673	153,828	71,845	47%
55780	Motorized Carts	57,678	6,996	9,033	(2,037)	-23%	61,510	58,566	2,944	5%
557X5	Mechanical Maintenance	340,704	24,632	14,817	9,815	66%	266,045	233,181	32,864	14%
	Total Operating Expenses	$ 5,960,455	$ 542,121	$ 459,962	$ 82,159	18%	$ 5,541,611	$ 4,757,207	$ 784,403	16%
	Operating Income	**$ 749,845**	**$ 7,422**	**$ 138,617**	**$ (131,195)**	**-95%**	**$ 1,883,336**	**$ 1,558,124**	**$ 325,212**	**21%**
	Debt Service	300,300	-	-	-	0%	45,150	49,590	(4,440)	-9%
	Capital Expenditures	597,446	21,975	34,725	(12,750)	-37%	424,925	606,514	(181,589)	-30%
	CHANGE IN NET POSITION	**$ (147,901)**	**$ (14,553)**	**$ 103,892**	**$ (118,445)**	**-114%**	**$ 1,413,262**	**$ 902,021**	**$ 511,241**	**57%**

KEY METRICS

	Goal	Month 2023	Month 2022	Month Diff	YTD 2023	YTD 2022	YTD Diff
Personnel Expenses as % of Sales	*49%*	*60%*	*46%*	*14%*	*41%*	*40%*	*0%*
Cash Balance (End of Month, in $000's)	*$ 1,490*	*$ 3,383*	*$ 2,585*	*$ 798*			

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, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 2,400,000	$ 173,674	$ 208,442	$ (34,769)	-17%	$ 2,524,945	$ 2,271,980	$ 252,964	11%
440554	Pro Shop - Sales	170,000	43,076	17,480	25,596	146%	253,508	189,183	64,325	34%
440555	Motor Carts	600,000	52,130	60,966	(8,836)	-14%	664,184	579,243	84,941	15%
440556	Driving Range	450,000	28,964	32,275	(3,310)	-10%	469,741	433,783	35,958	8%
440557	Resident Cards	32,000	-	20	(20)	-100%	35,305	33,405	1,900	6%
460100	Investment Income	9,000	5,338	5,846	(508)	-9%	49,874	15,149	34,726	229%
489000	Miscellaneous Revenue	124,600	3,713	3,176	537	17%	129,970	100,483	29,486	29%
489100	Miscellaneous - Over/Short	-	(147)	52	(199)	-381%	(424)	(227)	(197)	87%
	Total Revenues	**$ 3,785,600**	**$ 306,748**	**$ 328,256**	**$ (21,509)**	**-7%**	**$ 4,127,102**	**$ 3,622,998**	**$ 504,104**	**14%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 119,000	$ 42,243	$ 12,255	$ 29,987	245%	$ 198,666	$ 126,240	$ 72,427	57%
	Total Cost of Goods Sold	**$ 119,000**	**$ 42,243**	**$ 12,255**	**$ 29,987**	**245%**	**$ 198,666**	**$ 126,240**	**$ 72,427**	**57%**
	Gross Profit	**$ 3,666,600**	**$ 264,505**	**$ 316,001**	**$ (51,496)**	**-16%**	**$ 3,928,436**	**$ 3,496,759**	**$ 431,677**	**12%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 1,110,450	$ 91,403	$ 77,857	$ 13,546	17%	$ 865,990	$ 781,036	$ 84,954	11%
510120	Salaries - Non-Pensionable	448,750	38,572	28,749	9,823	34%	399,321	296,433	102,888	35%
510200	Salaries - Overtime	11,000	2,873	2,173	699	32%	12,524	11,289	1,236	11%
510400	FICA Taxes	120,121	9,958	8,145	1,813	22%	95,836	81,293	14,543	18%
510500	IMRF	46,972	3,856	5,306	(1,450)	-27%	35,845	52,197	(16,351)	-31%
590600	Health Insurance	152,100	10,525	9,849	676	7%	106,761	107,946	(1,184)	-1%
52XXXX	Contractual Services	991,436	55,705	55,196	509	1%	652,952	593,398	59,554	10%
53XXXX	Commodities	415,226	34,812	24,245	10,567	44%	375,689	351,040	24,649	7%
	Total Operating Expenses	**$ 3,296,055**	**$ 247,703**	**$ 211,521**	**$ 36,183**	**17%**	**$ 2,544,920**	**$ 2,274,631**	**$ 270,289**	**12%**
	Operating Income	**$ 370,545**	**$ 16,801**	**$ 104,480**	**$ (87,679)**	**-84%**	**$ 1,383,516**	**$ 1,222,127**	**$ 161,388**	**13%**
	Operating Income Percentage	**10%**	**5%**	**32%**			**34%**	**34%**		

KEY METRICS

	Goal	MONTH 2023	MONTH 2022	MONTH DIFF	YTD 2023	YTD 2022	YTD DIFF
Rounds Played	*78,000*	*6,113*	*7,108*	*(995)*	*80,644*	*73,902*	*6,742*
Revenue Per Round	*$ 48.53*	*$ 50.18*	*$ 46.18*	*$ 4.00*	*$ 51.18*	*$ 49.02*	*$ 2.15*
Resident Cards Sold	*N/A*	*-*	*1*	*(1)*	*2,701*	*2,636*	*65*
Cost of Goods Sold % - Pro Shop	*70%*	*98%*	*70%*	*28%*	*78%*	*67%*	*12%*
Personnel Expenses as % of Sales	*50%*	*51%*	*40%*	*11%*	*37%*	*37%*	*0%*

VILLAGE LINKS
GLEN ELLYN
RESERVE 22 TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of October 31, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	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		$ -	$ -	$ -		$ 65,865	$ 62,973	$ 2,892	
	Hand Cart Rentals		2,196	1,596	600		26,577	22,045	4,532	
	Golf Club Rentals		380	770	(390)		10,695	7,500	3,195	
	Locker Rentals		-	-	-		2,280	2,400	(120)	
	Illinois Sales Tax (1.75%)		406	499	(93)		4,005	3,285	720	
	Glen Ellyn Food & Beverage Tax (1%)		44	50	(5)		404	337	67	
	Tree Donation		-	-	-		1,950	750	1,200	
	Miscellaneous		687	261	426		18,194	1,193	17,001	
	Total	$ 124,600	$ 3,713	$ 3,176	$ 537		$ 129,970	$ 100,483	$ 29,486	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,625,000	$ 140,713	$ 143,302	$ (2,589)	-2%	$ 1,829,655	$ 1,470,420	$ 359,235	24%
441101	Liquor	321,600	25,000	29,322	(4,321)	-15%	402,031	286,866	115,165	40%
441102	Beer	492,900	32,781	49,302	(16,522)	-34%	524,563	494,919	29,644	6%
441103	Wine	216,200	13,303	16,792	(3,490)	-21%	197,573	185,639	11,934	6%
441104	NA Beverages	89,700	9,071	10,705	(1,633)	-15%	137,211	89,442	47,769	53%
441106	Room Charges	5,000	2,000	-	2,000	0%	2,583	2,268	315	14%
441107	Service Charges	173,900	19,802	20,863	(1,060)	-5%	203,395	162,536	40,860	25%
489000	Miscellaneous Revenue	400	125	37	88	239%	835	245	590	241%
	Total Revenues	**$ 2,924,700**	**$ 242,795**	**$ 270,323**	**$ (27,527)**	**-10%**	**$ 3,297,845**	**$ 2,692,333**	**$ 605,512**	**22%**
55730	**COST OF GOODS SOLD:**									
530400	Cost of Goods Sold - Beer	$ 138,000	$ 6,451	$ 9,962	$ (3,511)	-35%	$ 113,849	$ 121,556	$ (7,707)	-6%
530401	Cost of Goods Sold - Wine	67,000	1,427	4,895	(3,468)	-71%	60,756	58,335	2,422	4%
530402	Cost of Goods Sold - Liquor	64,300	3,223	7,709	(4,486)	-58%	89,000	70,353	18,647	27%
530405	Cost of Goods Sold - NA Beverages	31,400	3,496	4,941	(1,445)	-29%	64,396	51,555	12,841	25%
530420	Cost of Goods Sold - Food	503,800	27,813	30,386	(2,572)	-8%	597,588	504,588	93,000	18%
	Total Cost of Goods Sold	**$ 804,500**	**$ 42,410**	**$ 57,892**	**$ (15,482)**	**-27%**	**$ 925,590**	**$ 806,387**	**$ 119,203**	**15%**
	Gross Profit	**$ 2,120,200**	**$ 200,386**	**$ 212,431**	**$ (12,046)**	**-6%**	**$ 2,372,255**	**$ 1,885,946**	**$ 486,309**	**26%**
	Gross Profit Percentage	**72%**	**83%**	**79%**			**72%**	**70%**		
55730	**OTHER OPERATING EXPENSES:**									
510100	Salaries - Pensionable	$ 638,200	$ 73,642	$ 45,210	$ 28,433	63%	$ 609,251	$ 419,773	$ 189,478	45%
510120	Salaries - Non-Pensionable	530,250	73,272	77,932	(4,660)	-6%	679,577	586,920	92,657	16%
510200	Salaries - Overtime	15,000	1,629	3,874	(2,245)	-58%	11,611	25,363	(13,752)	-54%
510399	Tips Paid Through Payroll	-	4,687	(684)	5,370	-785%	(2,716)	(6,435)	3,719	-58%
510400	FICA Taxes	127,813	13,914	12,150	1,764	15%	127,269	102,284	24,985	24%
510500	IMRF	26,996	3,835	4,118	(282)	-7%	31,918	37,593	(5,675)	-15%
590600	Health Insurance	82,900	5,814	2,297	3,517	153%	52,203	32,625	19,578	60%
52XXXX	Contractual Services	156,741	18,279	19,149	(870)	-5%	190,468	191,942	(1,473)	-1%
53XXXX	Commodities	163,000	14,694	14,249	444	3%	172,853	159,884	12,969	8%
	Total Operating Expenses	**$ 1,740,900**	**$ 209,765**	**$ 178,295**	**$ 31,470**	**18%**	**$ 1,872,435**	**$ 1,549,950**	**$ 322,485**	**21%**
	Operating Income (Loss)	**$ 379,300**	**$ (9,379)**	**$ 34,137**	**$ (43,516)**	**-127%**	**$ 499,821**	**$ 335,997**	**$ 163,824**	**49%**
	Operating Income (Loss) Percentage	**13%**	**-4%**	**13%**			**15%**	**12%**		

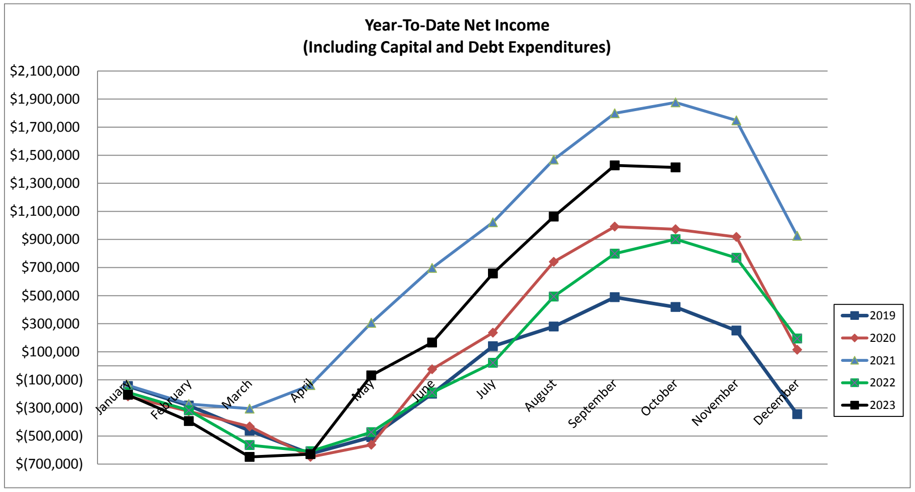
VILLAGE LINKS
GLEN ELLYN

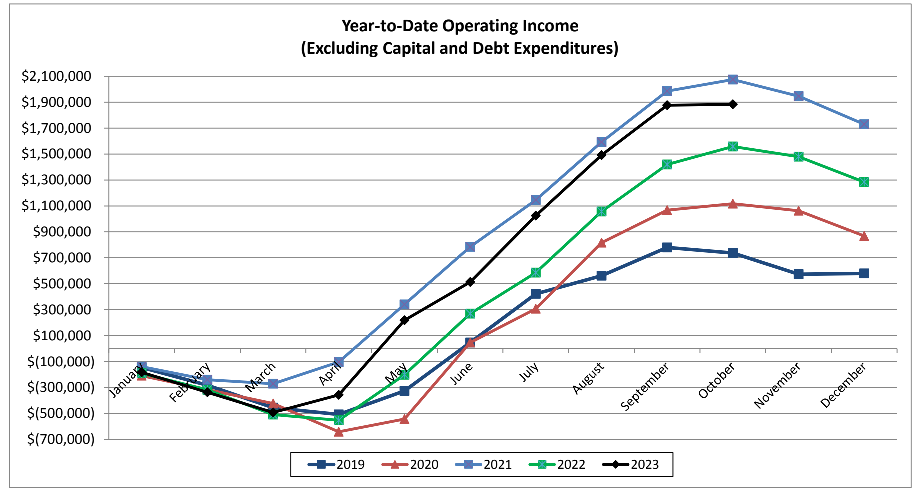
RESERVE 22
TWENTY-TWO

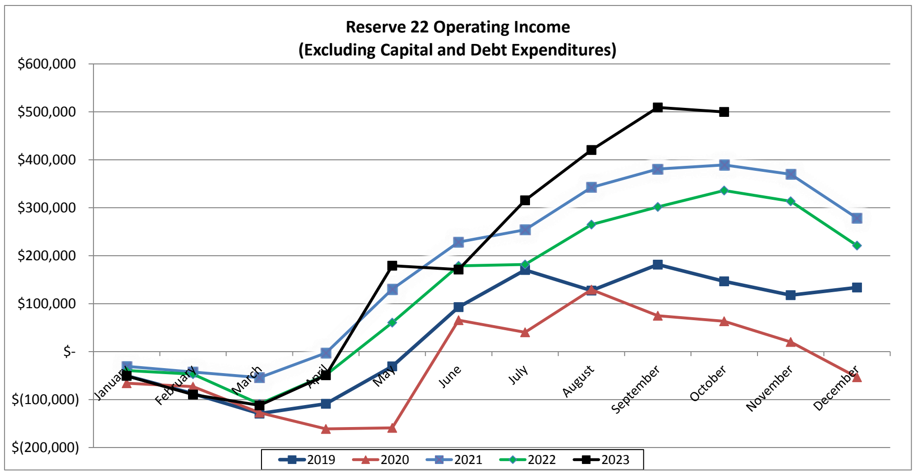
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2023

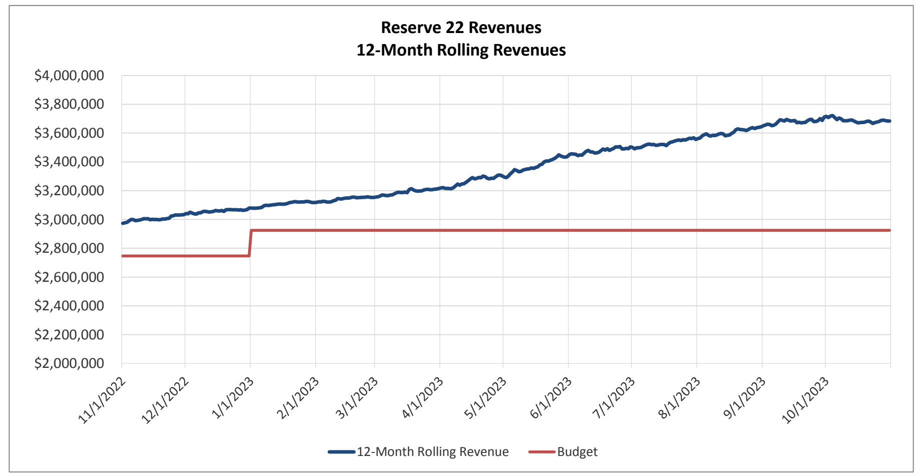
ORG/ OBJECT DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
KEY METRICS									
	Goal								
Revenue Source:									
Restaurant/Bar	*N/A*	*$ 119,381*	*$ 125,727*	*$ (6,346)*	*-5%*	*$ 1,815,080*	*$ 1,519,526*	*$ 295,554*	*19%*
Banquets	*N/A*	*101,895*	*114,471*	*(12,576)*	*-11%*	*1,102,496*	*867,192*	*235,304*	*27%*
Other	*N/A*	*21,520*	*30,125*	*(8,606)*	*-29%*	*380,269*	*305,615*	*74,654*	*24%*
Total	*$ 2,924,700*	*$ 242,795*	*$ 270,323*	*$ (27,527)*	*-10%*	*$ 3,297,845*	*$ 2,692,333*	*$ 605,512*	*22%*
Reserve 22 Revenues (Last 12 Months)	*$ 2,924,700*					$ 3,684,270	$ 2,970,487	*$ 713,784*	*24%*
Reserve 22 Expenses (Last 12 Months)	*$ 2,545,400*					$ 3,299,451	$ 2,745,555	*$ 553,896*	*20%*
# Guest Checks (Restaurant/Bar)	*N/A*	*3,171*	*3,397*	*(226)*		*42,986*	*38,903*	*4,083*	
Revenue Per Guest Check	*N/A*	*$ 37.65*	*$ 37.01*	*$ 0.64*		*$ 42.22*	*$ 39.06*	*$ 3.17*	
# Guests (Restaurant/Bar)	*N/A*	*4,881*	*5,386*	*(505)*		*70,031*	*64,349*	*5,682*	
Average Guest Spend	*N/A*	*$ 24.46*	*$ 23.34*	*$ 1.12*		*$ 25.92*	*$ 23.61*	*$ 2.30*	
Cost of Goods Sold %	*28%*	*17%*	*21%*	*-4%*		*28%*	*30%*	*-2%*	
Cost of Goods Sold % (By Category):									
Cost of Goods Sold - Beer	*28%*	*20%*	*20%*	*-1%*		*22%*	*25%*	*-3%*	
Cost of Goods Sold - Wine	*31%*	*11%*	*29%*	*-18%*		*31%*	*31%*	*-1%*	
Cost of Goods Sold - Liquor	*20%*	*13%*	*26%*	*-13%*		*22%*	*25%*	*-2%*	
Cost of Goods Sold - NA Beverages	*35%*	*39%*	*46%*	*-8%*		*47%*	*58%*	*-11%*	
Cost of Goods Sold - Food	*31%*	*20%*	*21%*	*-1%*		*33%*	*34%*	*-2%*	
Personnel Expenses as % of Sales	*49%*	*70%*	*54%*	*16%*		*45%*	*45%*	*1%*	
Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*76%*	*88%*	*75%*	*13%*		*74%*	*75%*	*-1%*	

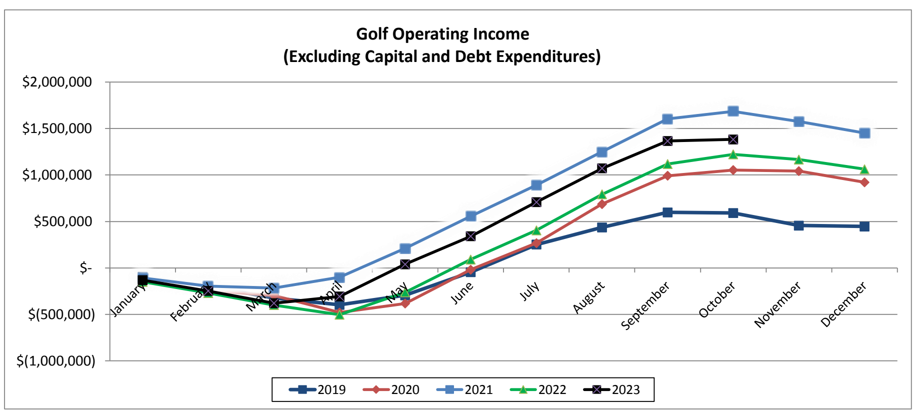
Village Links / Reserve 22
Dashboard Financial Reports
As of October 31, 2023

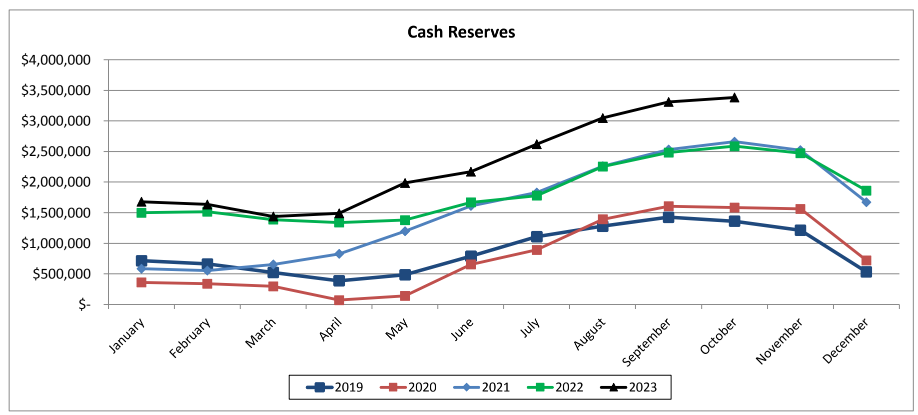












VILLAGE LINKS / RESERVE 22
MONTHLY CASH INCREASE/DECREASE HISTORY (000)

	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	(115)	(612)
2023	(181)	(45)	(196)	53	503	177	449	426	264	73		

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Avg	(136)	(49)	(81)	(29)	170	255	280	317	190	(0)	(111)	(712)
Best	(100)	42	96	172	503	516	449	500	272	127	(21)	(612)
Worst	(181)	(270)	(218)	(225)	(11)	30	111	92	72	(102)	(160)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2023	2023	2023	2024	2024	2024	2024	2024	2024	2024	2024	2024
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Avg	3,383	3,272	2,685	2,549	2,501	2,419	2,390	2,561	2,814	3,094	3,411	3,600
Best	3,383	3,362	2,750	2,650	2,692	2,788	2,960	3,463	3,979	4,335	4,835	5,107
Worst	3,383	3,223	2,718	2,537	2,474	2,256	2,031	2,020	2,050	2,161	2,253	2,325
	actual											

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

Meeting 11/17/2023 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

AGENDA ITEM (ID # 2023-794)

DOC ID: 2023-794

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

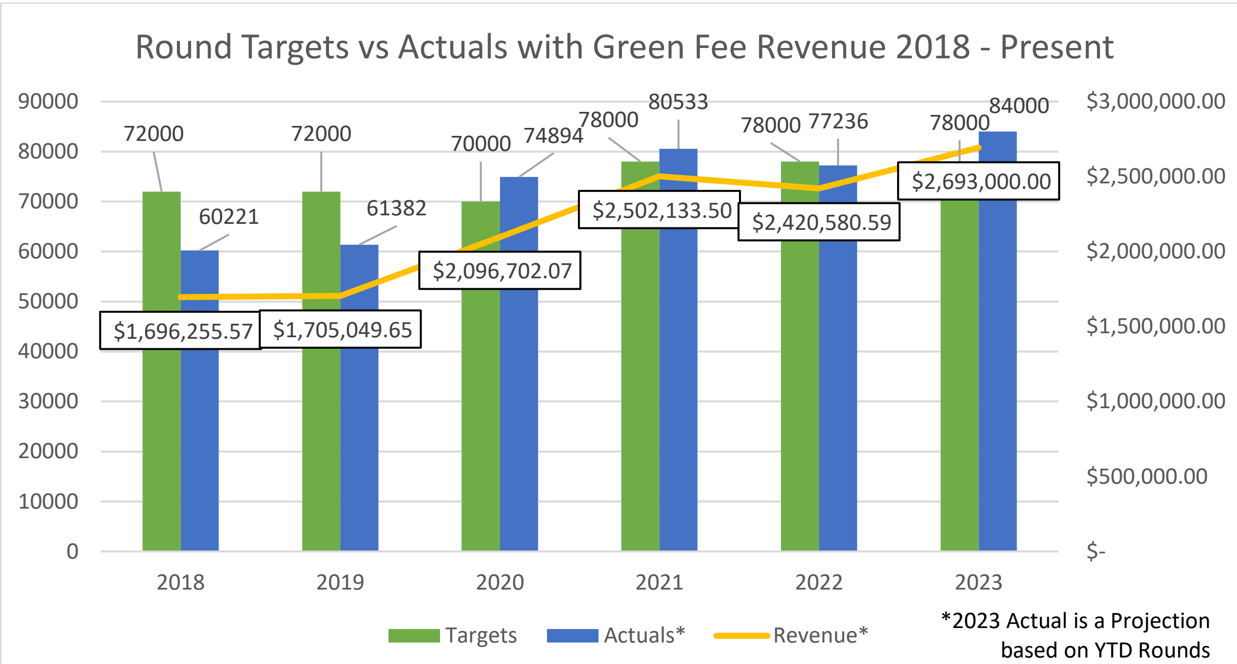
Action Requested:

Attachments:

2024 Rate Proposal

Village Links of Glen Ellyn

Total yearly rounds played will be up significantly from 2022, mainly because weather impact as measured by Golf Playable Hours from Pellucid, Inc. was up 14% YTD. At the end of the year we will exceed target revenues in all areas.



Included is a summary of some operational points that may bear future consideration as well as an update to the multi play program, the results of our annual rate study, and our recommendation for rates in 2024.

Operational Points of Interest

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 2024. 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.

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.

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 in 2021 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.

Updating the Current Multi Play

Our current Multi Play program will be updated to simplify the training of staff to administer the program, provide much more straightforward benefits without a lot of exceptions, be easier to upsell to our residents, and to provide more satisfaction to all of our paying guests.

The updated multi play program would offer the following 4 privileges:

1. $4 additional discount off regular resident rate
2. The ability to bring and pay for up to three guests a day at the regular resident rate
3. 10% discount on regularly priced pro shop merchandise
4. Late Play Golf for you and a family member – complimentary green fee and cart

In conjunction with this updated program, the following will apply:

- Multi Play Terms and Conditions provided at purchase
- Late Play Golf is stand by only – no reservations can be made for Late Play. If you wish to make a reservation, you may, but it will be at the applicable rates
- Late Play Golf begins at 5:30PM on the 18-hole course and 7:30PM on the 9-hole course
- Late Play Golf must begin on hole 1 and must stay in position throughout the round. Skipping and/or moving to random holes is NOT permitted
- Additional multi play dollars may be added at any time. When multi play dollars are out, any form of legal tender may be used to receive the same benefits
- Multi play prepaid dollars expire at the end of the season – no refunds will be given

Multi Play Usage, 2018 - 2023

Year	Members	Guests	Comps
2018	96	179	453
2019	89	184	407
2020	84	144	482
2021	140	225	916
2022	158	212	1135
2023 YTD	147	258	1443

2023 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 57, with two of the courses closing within the last 5 years, and one reopening. The total number of courses offering 9-holes is 32 (down 1 from last year) with only 26 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 $83.00 Village Links is the 10th most expensive course, up from 11th last year. The median fee is $62.00, up $3.00 from last year. The average fee is $68.76, up $2.67 from last year.

18-Hole Course with Cart Weekend

At $93.00 Village Links is the 15th most expensive course, flat from last year. The median fee is $78.00, up $3.00 from last year. The average fee is $87.49, up $4.16 from last year.

9-Hole Course with Cart Weekday

At $37.00 Village Links is the 21st most expensive course, down from 16th last year. The median fee is $38.00, up $1.50 from last year. The average fee is $38.45, up $3.25 from last year.

9-Hole Course with Cart Weekend

At $44.00 Village Links is the 12th most expensive course, down from 11th last year. The median fee is $43.50, up $2.00 from last year. The average fee is $43.25, up $1.75 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.

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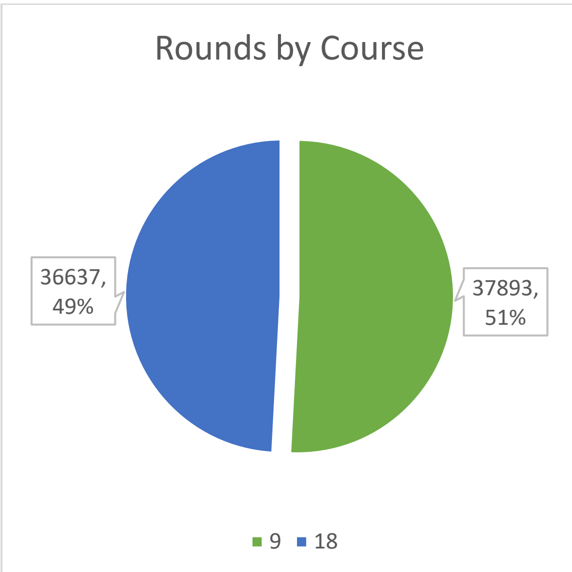
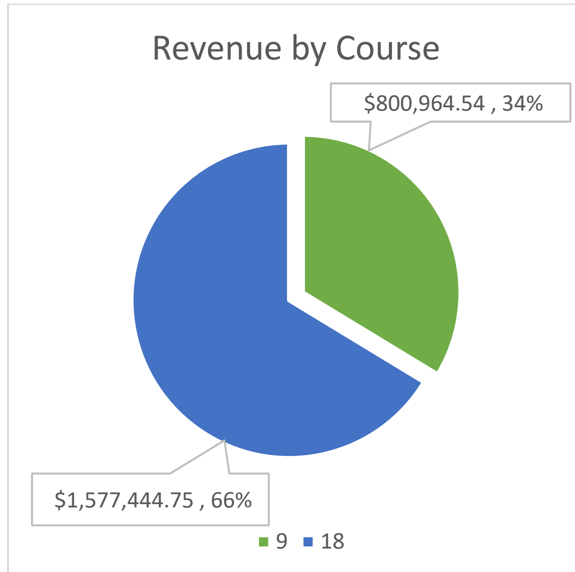
[1] See Appendix A for full Rate Study results.

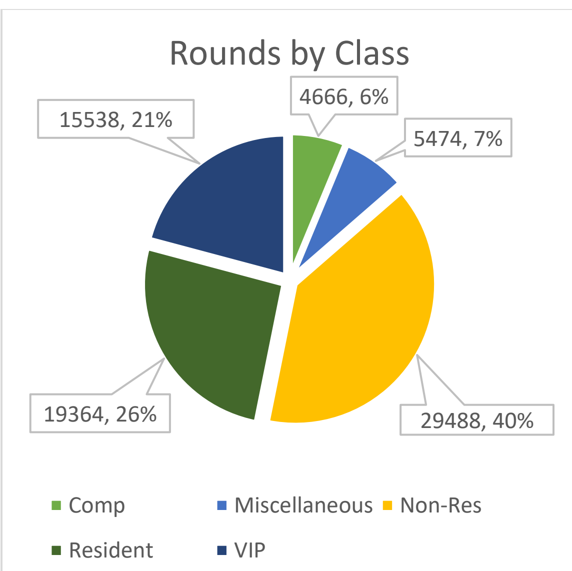
2023 Green Fee Sales Analysis – Through September 30

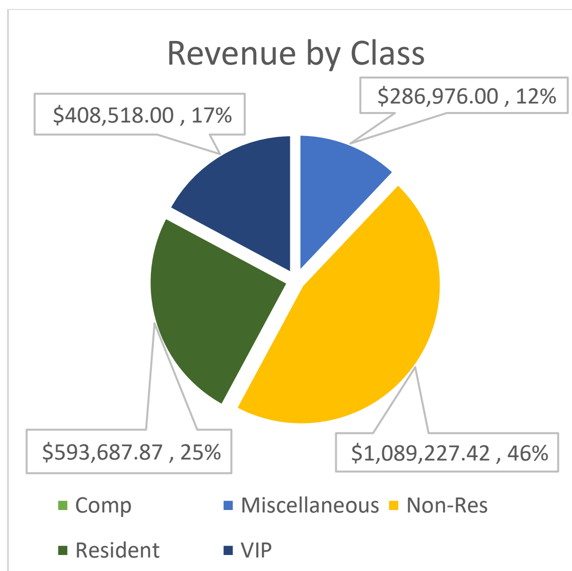
Rounds played were 74,531, up 7,737 or 12% from 2022. The increase in play is mostly due to favorable weather conditions through the summer with very dry conditions. Green fees, driving range and motor carts continue to be at record levels as we have had gains in rounds and revenues through the whole season. Play was split fairly equally this year between the 18-hole course and the 9-hole course, with slightly more rounds played on the 9. Total green fee revenue through September 30 was $2,351,271.02, up $287,732.84 or 13.9%. Green fee revenue on the 18-hole course was $1,577,444.75 and $800,964.54 on the 9-hole course.



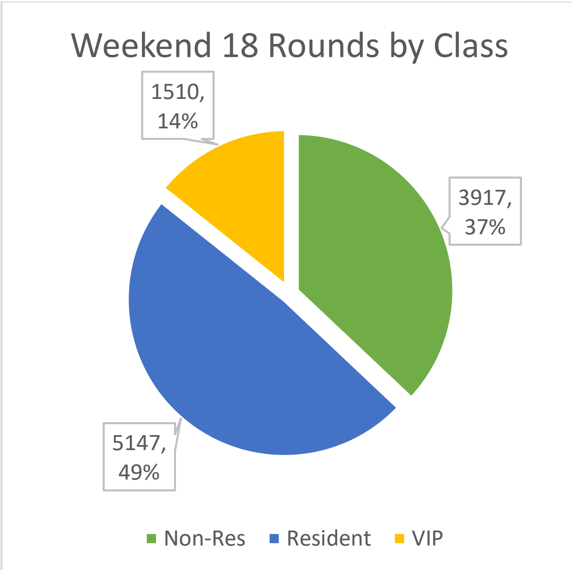


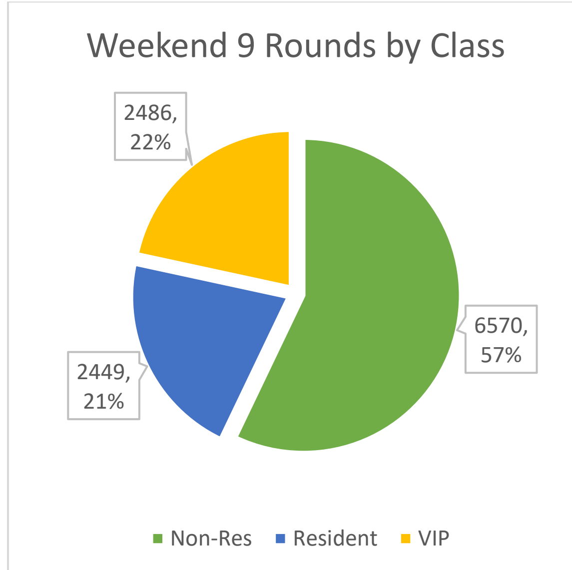
Rounds played continue to be more influenced by non-resident and VIP golfers at 68% of total play. Total green fee revenue from non-resident and VIP play represents 75%.



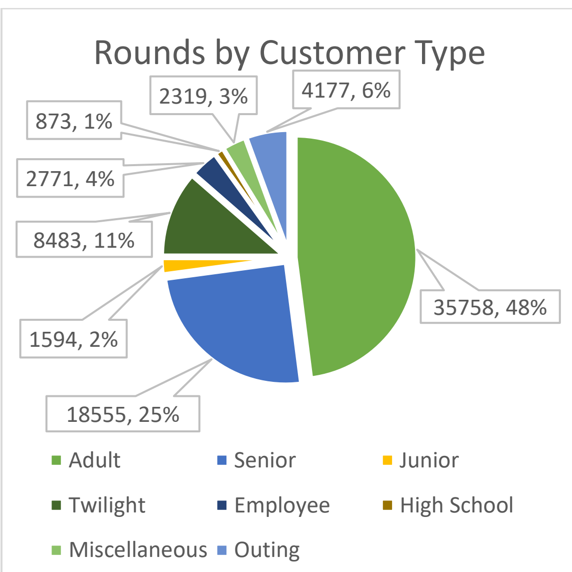


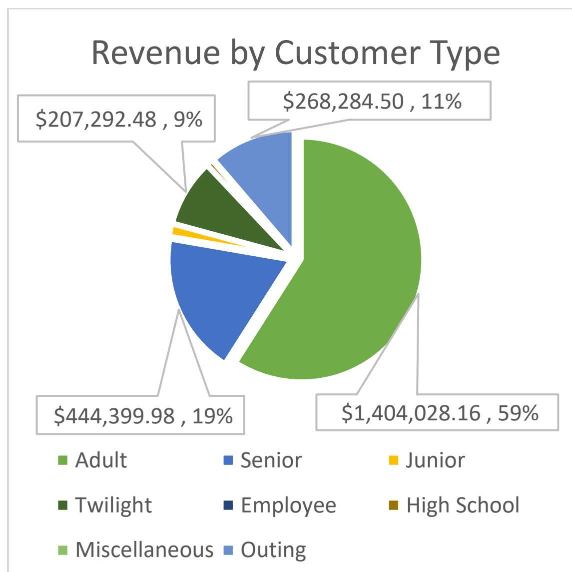
Discounted weekend resident play on the 18-hole course is much higher than on the 9-hole course due to permanent tee time play in the mornings.





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.

2024 User Fee Proposal

As costs continue to increase each year, revenues must also keep pace to cover our expenses and pay for future improvements to our infrastructure. Year to date costs through September are up 7.5% or $368,751. If 2024 expenses rise at the same rate, we will need an additional $400,000 to cover the increase. Also, in line with operating costs going up, our minimum target balance in the Recreation Fund will also be rising. In the coming months, our aging facility will soon be undergoing some necessary repairs and renovations, and we are getting closer to finalizing a Long Range Master Plan to address weaknesses on the golf course. For 2024 we are recommending a slight increase in fees. All local golf courses we surveyed will be raising their rates as well.

Below are revenue projections using three price models applied to four rounds played scenarios:

- **Worst** is 60,221 rounds from 2018
- **Average** is the 5 year average of rounds played from 2018 to 2022 of 70,853
- **Target** represents our budget target for rounds in 2024 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 (70,853)	Target (78,000)	Best (80,533)
Model A	$1,955,095.29	$2,307,029.25	$2,543,663.96	$2,627,402.73
Model B	$2,002,525.23	$2,362,833.18	$2,605,095.88	$2,690,829.70
Model C	$2,024,051.19	$2,388,159.58	$2,632,977.37	$2,719,615.31

Model A

Model A represents no change in green fees or service charges from 2023.[3]

Model B

Model B represents increases in green fees of about $1.00 on the 18-hole course and $1.00 on the 9-hole course.[4]

Model C

Model C increases green fees more aggressively 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:

- Higher than normal inflation continues to be a challenge
- Cost of labor increasing through 2025
- Aging south clubhouse renovations underway soon
- Golf course Master Plan on the horizon
- Remain in line with local competition
- Golf demand continues to be high – we remain optimistic about the future

Conclusion

Inflation continues to be a problem in every facet of work and life. Thankfully, most supply shortages have been corrected and we are hopeful that inflation will return to a more normal level, but so far that has not been the case. As mentioned earlier, our expenses are up 7.5% through September which increased our costs over $350,000. In contrast, raising rates using model C will raise revenues only about $90,000.

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 $14.00, also triggering similar increases to our other staff who make more to maintain parity. If most seasonal wages go up $1.00 and we have a similar staffing pattern next year that will mean approximately $79,240.00 in additional wages and about another $7,610.00 in additional payroll costs.

The bill for our deferred maintenance over the past decade is coming due. Our aging facility will soon undergo a major capital investment costing just under $500,000. The project will add cooler space and storage in the kitchen, move two offices, renovate the south restrooms, and replace the carpet and fixtures in the pro shop.

Village Links staff together with the Recreation Commission have been working with a golf course architect to develop a much needed Long Range Master Plan to address weaknesses on the golf course. Our irrigation system is now 20 years old and will need to be replaced at a cost over $2 million. Our pump stations will both need replacement. Many of our 150 bunkers are failing, our par 3 tee space is inadequate, and there are 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.

Many of our local competition have raised their rates at a higher pace. Model C will more than likely put us back in line, but not surpass our closest competitors.

Finally, golf demand is at 20 year highs. However, weather (being our largest uncontrollable variable) will likely not be as conducive to golf as this past year where it was above average. This means we may see a decline in rounds from 2023. Model C will give us the best opportunity to achieve our budgeted green fee revenue, and to continue to successfully provide recreational opportunities and 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	2023 18 With Cart	2022 18 With Cart	Change in Price	Change in Rank
Glen Club	$ 200.00	$ 200.00	$ -	-
Cog Hill #4	$ 145.00	$ 160.00	$ (15.00)	-
Mistwood	$ 107.00	$ 105.00	$ 2.00	-
Cantigny	$ 106.00	$ 95.00	$ 11.00	-
Seven Bridges	$ 98.00	$ 85.00	$ 13.00	2
Bolingbrook	$ 89.00	$ 84.00	$ 5.00	2
Harborside Int'l	$ 89.00	$ 86.00	$ 3.00	-
Arrowhead	$ 87.00	$ 83.00	$ 4.00	1
Oak Meadows (Preserve)	$ 85.00	$ 79.00	$ 6.00	3
Village Links	$ 83.00	$ 81.00	$ 2.00	1
Ravisloe	$ 80.00	$ 75.00	$ 5.00	4
Prairie Landing	$ 80.00	$ 95.00	$ (15.00)	(7)
Ruffled Feathers	$ 79.95	$ 81.99	$ (2.04)	(3)
Pine Meadow	$ 79.00	$ 76.00	$ 3.00	-
Cog Hill #2	$ 78.00	$ 77.00	$ 1.00	(2)
Willow Crest	$ 75.00	$ 75.00	$ -	(1)
Bowes Creek	$ 75.00	$ 67.00	$ 8.00	3
Makray Memorial	$ 72.00	$ 70.00	$ 2.00	(1)
Oak Brook	$ 70.00	$ 70.00	$ -	(2)
Glencoe	$ 69.00	$ 64.00	$ 5.00	4
Schaumburg Golf Club	$ 68.00	$ 66.00	$ 2.00	(1)
Silver Lake	$ 66.00	$ 63.00	$ 3.00	3
Settler's Hill	$ 65.00	$ 65.00	$ -	(2)
Klein Creek	$ 65.00	$ 65.00	$ -	(2)
Highlands of Elgin	$ 65.00	$ 65.00	$ -	(2)
Mt. Prospect	$ 64.00	$ 43.00	$ 21.00	26
Springbrook	$ 64.00	$ 62.00	$ 2.00	-
Doral Eaglewood	$ 62.00	$ 60.00	$ 2.00	(1)
Tanna Farms	$ 60.00	$ 59.00	$ 1.00	(1)
Arboretum	$ 60.00	$ 55.00	$ 5.00	4
Maple Meadows	$ 60.00	$ 55.00	$ 5.00	4
Bartlett Hills	$ 60.00	$ 56.00	$ 4.00	3
Bridges of Poplar Creek	$ 58.00	$ 57.00	$ 1.00	(3)
Cog Hill #1	$ 58.00	$ 55.00	$ 3.00	-
Naperbrook	$ 58.00	$ 57.00	$ 1.00	(3)
Cog Hill #3	$ 58.00	$ 55.00	$ 3.00	-
Fox Run Golf Links	$ 55.00	$ 55.00	$ -	(4)
Balmoral Woods	$ 55.00	$ 55.00	$ -	(4)

Weekday	2023 18 With Cart	2022 18 With Cart	Change in Price	Change in Rank
Highland Woods	$ 54.00	$ 53.00	$ 1.00	-
White Pines	$ 53.00	$ 48.00	$ 5.00	6
Fox Lake	$ 52.00	$ 49.00	$ 3.00	1
Bloomingdale	$ 51.00	$ 50.00	$ 1.00	(2)
Bittersweet	$ 50.00	$ 48.00	$ 2.00	3
Mill Creek	$ 50.00	$ -	$ 50.00	12
Blackberry Oaks	$ 50.00	$ 45.00	$ 5.00	8
Orchard Valley	$ 50.00	$ 49.00	$ 1.00	(1)
Old Orchard	$ 50.00	$ 59.00	$ (9.00)	(15)
Fox Bend	$ 50.00	$ 50.00	$ -	(3)
Hilldale	$ 50.00	$ 47.00	$ 3.00	5
Golf Club of Illinois	$ 49.00	$ 49.00	$ -	(8)
George W. Dunne National	$ 49.00	$ 49.00	$ -	(8)
Carillon	$ 47.00	$ 47.00	$ -	(4)
Tamarack	$ 45.00	$ 45.99	$ (0.99)	(3)
St. Andrews	$ 42.00	$ 42.00	$ -	(1)
Carriage Greens	$ 42.00	$ 42.00	$ -	(1)
Median	**$ 62.00**	**$ 59.00**	**$ 3.00**	
Average	**$ 68.76**	**$ 66.00**	**$ 2.76**	

Weekend 18 Holes

Weekend	2023 18 With Cart	2022 18 With Cart	Change in Price	Change in Rank
Glen Club	$ 235.00	$ 235.00	$ -	-
Cog Hill #4	$ 191.00	$ 188.00	$ 3.00	-
Cantigny	$ 136.00	$ 130.00	$ 6.00	-
Mistwood	$ 129.00	$ 129.00	$ -	-
Harborside Int'l	$ 129.00	$ 119.00	$ 10.00	1
Prairie Landing	$ 110.00	$ 115.00	$ (5.00)	-
Ravisloe	$ 110.00	$ 100.00	$ 10.00	2
Oak Meadows (Preserve)	$ 110.00	$ 100.00	$ 10.00	2
Ruffled Feathers	$ 109.95	$ 109.99	$ (0.04)	(2)
Seven Bridges	$ 109.00	$ 95.00	$ 14.00	2
Bowes Creek	$ 105.00	$ 97.00	$ 8.00	-
Bolingbrook	$ 105.00	$ 100.00	$ 5.00	(3)
Makray Memorial	$ 97.00	$ 95.00	$ 2.00	(1)
Arrowhead	$ 97.00	$ 93.00	$ 4.00	1
Village Links	$ 93.00	$ 91.00	$ 2.00	-
Pine Meadow	$ 91.00	$ 89.00	$ 2.00	1
Cog Hill #2	$ 90.00	$ 90.00	$ -	(1)
Schaumburg Golf Club	$ 90.00	$ 85.00	$ 5.00	1
Klein Creek	$ 89.00	$ 84.00	$ 5.00	1
Old Orchard	$ 85.00	$ 85.00	$ -	(2)
Mt. Prospect	$ 82.00	$ 50.00	$ 32.00	33

Weekend	2023 18 With Cart	2022 18 With Cart	Change in Price	Change in Rank
Oak Brook	$ 82.00	$ 80.00	$ 2.00	-
Cog Hill #3	$ 81.00	$ 80.00	$ 1.00	(2)
Cog Hill #1	$ 81.00	$ 80.00	$ 1.00	(2)
Bittersweet	$ 80.00	$ 75.00	$ 5.00	2
Willow Crest	$ 80.00	$ 79.00	$ 1.00	(1)
Settler's Hill	$ 79.00	$ 79.00	$ -	(3)
Glencoe	$ 78.00	$ 73.00	$ 5.00	4
Maple Meadows	$ 78.00	$ 72.00	$ 6.00	6
St. Andrews	$ 77.00	$ 77.00	$ -	(4)
Silver Lake	$ 76.00	$ 73.00	$ 3.00	1
George W. Dunne National	$ 75.00	$ 74.00	$ 1.00	(2)
Bridges of Poplar Creek	$ 75.00	$ 74.00	$ 1.00	(2)
Arboretum	$ 75.00	$ 75.00	$ -	(5)
Highlands of Elgin	$ 75.00	$ 75.00	$ -	(5)
Springbrook	$ 74.00	$ 72.00	$ 2.00	(2)
Bartlett Hills	$ 74.00	$ 70.00	$ 4.00	-
Doral Eaglewood	$ 72.00	$ 70.00	$ 2.00	(2)
Blackberry Oaks	$ 70.00	$ 65.00	$ 5.00	7
Orchard Valley	$ 70.00	$ 69.00	$ 1.00	-
Balmoral Woods	$ 70.00	$ 70.00	$ -	(3)
Hilldale	$ 70.00	$ 68.00	$ 2.00	3
Fox Run Golf Links	$ 69.00	$ 69.00	$ -	(4)
Carriage Greens	$ 68.00	$ 66.00	$ 2.00	1
Tanna Farms	$ 68.00	$ 67.00	$ 1.00	(1)
Naperbrook	$ 68.00	$ 67.00	$ 1.00	(1)
White Pines	$ 65.00	$ 62.00	$ 3.00	-
Tamarack	$ 65.00	$ 68.99	$ (3.99)	(6)
Carillon	$ 65.00	$ 60.00	$ 5.00	3
Highland Woods	$ 62.00	$ 61.00	$ 1.00	(1)
Golf Club of Illinois	$ 62.00	$ 62.00	$ -	(3)
Mill Creek	$ 60.00	$ -	$ 60.00	3
Fox Lake	$ 60.00	$ 57.00	$ 3.00	-
Fox Bend	$ 60.00	$ 60.00	$ -	(2)
Bloomingdale	$ 55.00	$ 53.00	$ 2.00	(2)
Median	**$ 78.00**	**$ 75.00**	**$ 3.00**	
Average	**$ 87.49**	**$ 83.33**	**$ 4.16**	

Weekday 9 Holes

Weekday	2023 9 With Cart	2022 9 With Cart	Change in Price	Change in Rank
Mistwood	$ 57.50	$ 55.00	$ 2.50	-
Oak Meadows (Preserve)	$ 57.00	$ 52.00	$ 5.00	-
Cantigny	$ 50.00	$ 50.00	$ -	-
Pine Meadow	$ 48.00	$ 47.00	$ 1.00	-
Glencoe	$ 47.00	$ 42.00	$ 5.00	1

Weekday	2023 9 With Cart	2022 9 With Cart	Change in Price	Change in Rank
Arrowhead	$ 43.50	$ 41.50	$ 2.00	1
Oak Brook	$ 43.00	$ 43.00	$ -	(2)
Doral Eaglewood	$ 42.00	$ 40.00	$ 2.00	-
Silver Lake	$ 41.00	$ 37.00	$ 4.00	5
Mt. Prospect	$ 41.00	$ 24.00	$ 17.00	21
Schaumburg Golf Club	$ 40.50	$ 38.50	$ 2.00	(2)
Fox Bend	$ 40.00	$ 35.00	$ 5.00	6
Makray Memorial	$ 40.00	$ 38.00	$ 2.00	(2)
Springbrook	$ 39.00	$ 38.00	$ 1.00	(4)
Bartlett Hills	$ 39.00	$ 36.00	$ 3.00	2
Mill Creek	$ 38.00	$ -	$ 38.00	16
Highlands of Elgin	$ 38.00	$ 38.00	$ -	(6)
Naperbrook	$ 38.00	$ 37.00	$ 1.00	(2)
Settler's Hill	$ 38.00	$ 38.00	$ -	(6)
Maple Meadows	$ 38.00	$ 35.00	$ 3.00	2
Village Links	$ 37.00	$ 36.00	$ 1.00	(5)
White Pines	$ 35.00	$ 32.00	$ 3.00	-
Bowes Creek	$ 35.00	$ 34.00	$ 1.00	(1)
Tanna Farms	$ 35.00	$ 35.00	$ -	(4)
Fox Lake	$ 32.00	$ 32.00	$ -	(3)
Fox Run Golf Links	$ 31.00	$ 26.00	$ 5.00	2
Hilldale	$ 30.00	$ 29.00	$ 1.00	(3)
Golf Club of Illinois	$ 29.00	$ 29.00	$ -	(4)
Bloomingdale	$ 29.00	$ 27.00	$ 2.00	(1)
Carillon	$ 29.00	$ 29.00	$ -	(4)
Bittersweet	$ 28.00	$ 25.00	$ 3.00	(2)
Highland Woods	$ 22.00	$ 21.00	$ 1.00	(1)
Median	**$ 38.00**	**$ 36.50**	**$ 1.50**	
Average	**$ 38.45**	**$ 35.20**	**$ 3.25**	

Weekend 9 Holes

Weekend	2023 9 With Cart	2022 9 With Cart	Change in Price	Change in Rank
Cantigny	$ 59.00	$ 55.00	$ 4.00	-
Mistwood	$ 57.50	$ 55.00	$ 2.50	(1)
Oak Meadows (Preserve)	$ 57.00	$ 52.00	$ 5.00	-
Doral Eaglewood	$ 51.00	$ 50.00	$ 1.00	-
Bowes Creek	$ 49.00	$ 46.00	$ 3.00	3
Arrowhead	$ 48.50	$ 46.50	$ 2.00	1
Pine Meadow	$ 48.00	$ 47.00	$ 1.00	(2)
Highlands of Elgin	$ 47.00	$ 47.00	$ -	(3)
Schaumburg Golf Club	$ 46.50	$ 43.50	$ 3.00	1

Weekend	2023 9 With Cart	2022 9 With Cart	Change in Price	Change in Rank
Oak Brook	$ 46.00	$ 46.00	$ -	(2)
Fox Bend	$ 45.00	$ 35.00	$ 10.00	7
Village Links	$ 44.00	$ 43.00	$ 1.00	(1)
Maple Meadows	$ 44.00	$ 40.00	$ 4.00	2
Springbrook	$ 43.00	$ 42.00	$ 1.00	(2)
Mt. Prospect	$ 43.00	$ 29.00	$ 14.00	10
Naperbrook	$ 42.00	$ 41.00	$ 1.00	(3)
Silver Lake	$ 41.00	$ 37.00	$ 4.00	(1)
White Pines	$ 40.00	$ 40.00	$ -	(4)
Bittersweet	$ 40.00	$ 37.00	$ 3.00	(2)
Fox Run Golf Links	$ 37.00	$ 31.00	$ 6.00	3
Hilldale	$ 35.00	$ 35.00	$ -	(3)
Carillon	$ 35.00	$ 35.00	$ -	(3)
Fox Lake	$ 35.00	$ 32.00	$ 3.00	1
Golf Club of Illinois	$ 34.00	$ 34.00	$ -	(3)
Bloomingdale	$ 30.00	$ 29.00	$ 1.00	(1)
Highland Woods	$ 27.00	$ 26.00	$ 1.00	-
Median	**$ 43.50**	**$ 41.50**	**$ 2.00**	
Average	**$ 43.25**	**$ 41.50**	**$ 1.75**	

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	4.56%	2746	3231	3557	3672	$ 72.00	$ 197,712.00	$ 232,632.00	$ 256,104.00	$ 264,384.00
18 Weekend Non-Res Twilight	1.99%	1201	1413	1556	1606	$ 36.00	$ 43,236.00	$ 50,868.00	$ 56,016.00	$ 57,816.00
18 Weekend VIP Adult	1.39%	838	986	1086	1121	$ 57.60	$ 48,268.80	$ 56,793.60	$ 62,553.60	$ 64,569.60
18 Weekend VIP Twilight	0.23%	138	162	178	184	$ 28.80	$ 3,974.40	$ 4,665.60	$ 5,126.40	$ 5,299.20
18 Weekend Resident Adult	6.98%	4206	4948	5447	5624	$ 54.00	$ 227,124.00	$ 267,192.00	$ 294,138.00	$ 303,696.00
18 Weekend Resident Twilight	0.62%	372	438	482	498	$ 27.00	$ 10,044.00	$ 11,826.00	$ 13,014.00	$ 13,446.00
18 Weekday Non-Res Adult	7.54%	4540	5341	5880	6071	$ 62.00	$ 281,480.00	$ 331,142.00	$ 364,560.00	$ 376,402.00
18 Weekday Non-Res Senior	3.05%	1834	2158	2375	2452	$ 41.00	$ 75,194.00	$ 88,478.00	$ 97,375.00	$ 100,532.00
18 Weekday Non-Res Junior	0.14%	85	100	110	114	$ 41.00	$ 3,485.00	$ 4,100.00	$ 4,510.00	$ 4,674.00
18 Weekday Non-Res Twilight	2.02%	1219	1434	1579	1630	$ 31.00	$ 37,789.00	$ 44,454.00	$ 48,949.00	$ 50,530.00
18 Weekday VIP Adult	1.12%	673	792	872	900	$ 49.60	$ 33,380.80	$ 39,283.20	$ 43,251.20	$ 44,640.00
18 Weekday VIP Senior	2.37%	1428	1680	1850	1910	$ 32.80	$ 46,838.40	$ 55,104.00	$ 60,680.00	$ 62,648.00
18 Weekday VIP Junior	0.00%	1	1	1	1	$ 32.80	$ 32.80	$ 32.80	$ 32.80	$ 32.80
18 Weekday VIP Twilight	1.78%	1073	1262	1390	1435	$ 24.80	$ 26,610.40	$ 31,297.60	$ 34,472.00	$ 35,588.00
18 Weekday Resident Adult	2.86%	1720	2024	2228	2300	$ 42.00	$ 72,240.00	$ 85,008.00	$ 93,576.00	$ 96,600.00
18 Weekday Resident Senior	3.04%	1831	2155	2372	2449	$ 32.00	$ 58,592.00	$ 68,960.00	$ 75,904.00	$ 78,368.00
18 Weekday Resident Junior	0.18%	108	127	140	144	$ 32.00	$ 3,456.00	$ 4,064.00	$ 4,480.00	$ 4,608.00
18 Weekday Resident Twilight	2.21%	1329	1563	1721	1777	$ 21.00	$ 27,909.00	$ 32,823.00	$ 36,141.00	$ 37,317.00
18 Miscellaneous Comp Employee	1.54%	925	1088	1198	1237	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.76%	1058	1245	1371	1415	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.18%	111	131	144	149	$ 32.00	$ 3,552.00	$ 4,192.00	$ 4,608.00	$ 4,768.00
18 Miscellaneous Miscellaneous Outing	4.77%	2871	3378	3719	3839	$ 67.43	$ 193,591.53	$ 227,778.54	$ 250,772.17	$ 258,863.77
9 Weekend Non-Res Adult	7.54%	4538	5339	5878	6069	$ 32.00	$ 145,216.00	$ 170,848.00	$ 188,096.00	$ 194,208.00
9 Weekend Non-Res Twilight	0.11%	67	79	87	90	$ 16.00	$ 1,072.00	$ 1,264.00	$ 1,392.00	$ 1,440.00
9 Weekend VIP Adult	3.47%	2088	2457	2704	2792	$ 25.60	$ 53,452.80	$ 62,899.20	$ 69,222.40	$ 71,475.20
9 Weekend VIP Twilight	0.01%	4	5	6	6	$ 12.80	$ 51.20	$ 64.00	$ 76.80	$ 76.80
9 Weekend Resident Adult	3.29%	1981	2331	2566	2649	$ 24.00	$ 47,544.00	$ 55,944.00	$ 61,584.00	$ 63,576.00
9 Weekend Resident Twilight	0.05%	32	38	42	43	$ 12.00	$ 384.00	$ 456.00	$ 504.00	$ 516.00
9 Weekday Non-Res Adult	9.98%	6011	7072	7785	8038	$ 25.00	$ 150,275.00	$ 176,800.00	$ 194,625.00	$ 200,950.00
9 Weekday Non-Res Senior	1.69%	1015	1194	1315	1357	$ 20.00	$ 20,300.00	$ 23,880.00	$ 26,300.00	$ 27,140.00
9 Weekday Non-Res Junior	0.56%	337	396	436	450	$ 20.00	$ 6,740.00	$ 7,920.00	$ 8,720.00	$ 9,000.00
9 Weekday Non-Res Twilight	1.30%	783	921	1014	1047	$ 12.50	$ 9,787.50	$ 11,512.50	$ 12,675.00	$ 13,087.50
9 Weekday VIP Adult	5.15%	3100	3647	4015	4145	$ 20.00	$ 62,000.00	$ 72,940.00	$ 80,300.00	$ 82,900.00
9 Weekday VIP Senior	2.78%	1673	1969	2167	2237	$ 16.00	$ 26,768.00	$ 31,504.00	$ 34,672.00	$ 35,792.00
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 16.00	$ 160.00	$ 192.00	$ 208.00	$ 224.00
9 Weekday VIP Twilight	0.12%	72	85	94	97	$ 10.00	$ 720.00	$ 850.00	$ 940.00	$ 970.00
9 Weekday Resident Adult	3.72%	2239	2635	2900	2995	$ 19.50	$ 43,660.50	$ 51,382.50	$ 56,550.00	$ 58,402.50
9 Weekday Resident Senior	5.15%	3102	3650	4018	4149	$ 15.50	$ 48,081.00	$ 56,575.00	$ 62,279.00	$ 64,309.50
9 Weekday Resident Junior	0.91%	550	647	712	736	$ 15.50	$ 8,525.00	$ 10,028.50	$ 11,036.00	$ 11,408.00
9 Weekday Resident Twilight	0.64%	388	456	502	518	$ 9.75	$ 3,783.00	$ 4,446.00	$ 4,894.50	$ 5,050.50
9 Miscellaneous Comp Employee	0.60%	364	428	471	487	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.20%	123	145	160	165	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.05%	633	744	819	846	$ 15.50	$ 9,811.50	$ 11,532.00	$ 12,694.50	$ 13,113.00
9 Miscellaneous Miscellaneous Outing	0.48%	287	337	371	383	$ 33.16	$ 9,516.92	$ 11,174.92	$ 12,302.36	$ 12,700.28
9 Miscellaneous Miscellaneous Miscellaneous	0.86%	516	607	668	690	$ 4.50	$ 2,322.00	$ 2,731.50	$ 3,006.00	$ 3,105.00
Total	**100.00%**	**60221**	**70853**	**77999**	**80533**		**$ 2,044,680.55**	**$ 2,405,638.46**	**$ 2,648,340.73**	**$ 2,734,226.65**
					5YA Rainchecks Issued		$ (38,468.25)	$ (38,468.25)	$ (38,468.25)	$ (38,468.25)
					Total GF Revenue Including Rainchecks and Off-Season Discounting		$ 1,955,095.29	$ 2,307,029.25	$ 2,543,663.96	$ 2,627,402.73

Rate	5YA Pct	Worst	Average	Target	Best	Model B	Worst B	Average B	Target B	Best B
18 Weekend Non-Res Adult	4.56%	2746	3231	3557	3672	$ 73.00	$ 200,458.00	$ 235,863.00	$ 259,661.00	$ 268,056.00
18 Weekend Non-Res Twilight	1.99%	1201	1413	1556	1606	$ 36.50	$ 43,836.50	$ 51,574.50	$ 56,794.00	$ 58,619.00
18 Weekend VIP Adult	1.39%	838	986	1086	1121	$ 58.40	$ 48,939.20	$ 57,582.40	$ 63,422.40	$ 65,466.40
18 Weekend VIP Twilight	0.23%	138	162	178	184	$ 29.20	$ 4,029.60	$ 4,730.40	$ 5,197.60	$ 5,372.80
18 Weekend Resident Adult	6.98%	4206	4948	5447	5624	$ 55.00	$ 231,330.00	$ 272,140.00	$ 299,585.00	$ 309,320.00
18 Weekend Resident Twilight	0.62%	372	438	482	498	$ 27.50	$ 10,230.00	$ 12,045.00	$ 13,255.00	$ 13,695.00
18 Weekday Non-Res Adult	7.54%	4540	5341	5880	6071	$ 63.00	$ 286,020.00	$ 336,483.00	$ 370,440.00	$ 382,473.00
18 Weekday Non-Res Senior	3.05%	1834	2158	2375	2452	$ 42.00	$ 77,028.00	$ 90,636.00	$ 99,750.00	$ 102,984.00
18 Weekday Non-Res Junior	0.14%	85	100	110	114	$ 42.00	$ 3,570.00	$ 4,200.00	$ 4,620.00	$ 4,788.00
18 Weekday Non-Res Twilight	2.02%	1219	1434	1579	1630	$ 31.50	$ 38,398.50	$ 45,171.00	$ 49,738.50	$ 51,345.00
18 Weekday VIP Adult	1.12%	673	792	872	900	$ 50.40	$ 33,919.20	$ 39,916.80	$ 43,948.80	$ 45,360.00
18 Weekday VIP Senior	2.37%	1428	1680	1850	1910	$ 33.60	$ 47,980.80	$ 56,448.00	$ 62,160.00	$ 64,176.00
18 Weekday VIP Junior	0.00%	1	1	1	1	$ 33.60	$ 33.60	$ 33.60	$ 33.60	$ 33.60
18 Weekday VIP Twilight	1.78%	1073	1262	1390	1435	$ 25.20	$ 27,039.60	$ 31,802.40	$ 35,028.00	$ 36,162.00
18 Weekday Resident Adult	2.86%	1720	2024	2228	2300	$ 43.00	$ 73,960.00	$ 87,032.00	$ 95,804.00	$ 98,900.00
18 Weekday Resident Senior	3.04%	1831	2155	2372	2449	$ 33.00	$ 60,423.00	$ 71,115.00	$ 78,276.00	$ 80,817.00
18 Weekday Resident Junior	0.18%	108	127	140	144	$ 33.00	$ 3,564.00	$ 4,191.00	$ 4,620.00	$ 4,752.00
18 Weekday Resident Twilight	2.21%	1329	1563	1721	1777	$ 21.50	$ 28,573.50	$ 33,604.50	$ 37,001.50	$ 38,205.50
18 Miscellaneous Comp Employee	1.54%	925	1088	1198	1237	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.76%	1058	1245	1371	1415	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.18%	111	131	144	149	$ 33.00	$ 3,663.00	$ 4,323.00	$ 4,752.00	$ 4,917.00
18 Miscellaneous Miscellaneous Outing	4.77%	2871	3378	3719	3839	$ 67.43	$ 193,591.53	$ 227,778.54	$ 250,772.17	$ 258,863.77
9 Weekend Non-Res Adult	7.54%	4538	5339	5878	6069	$ 33.00	$ 149,754.00	$ 176,187.00	$ 193,974.00	$ 200,277.00
9 Weekend Non-Res Twilight	0.11%	67	79	87	90	$ 16.50	$ 1,105.50	$ 1,303.50	$ 1,435.50	$ 1,485.00
9 Weekend VIP Adult	3.47%	2088	2457	2704	2792	$ 26.40	$ 55,123.20	$ 64,864.80	$ 71,385.60	$ 73,708.80
9 Weekend VIP Twilight	0.01%	4	5	6	6	$ 13.20	$ 52.80	$ 66.00	$ 79.20	$ 79.20
9 Weekend Resident Adult	3.29%	1981	2331	2566	2649	$ 25.00	$ 49,525.00	$ 58,275.00	$ 64,150.00	$ 66,225.00
9 Weekend Resident Twilight	0.05%	32	38	42	43	$ 12.50	$ 400.00	$ 475.00	$ 525.00	$ 537.50
9 Weekday Non-Res Adult	9.98%	6011	7072	7785	8038	$ 26.00	$ 156,286.00	$ 183,872.00	$ 202,410.00	$ 208,988.00
9 Weekday Non-Res Senior	1.69%	1015	1194	1315	1357	$ 21.00	$ 21,315.00	$ 25,074.00	$ 27,615.00	$ 28,497.00
9 Weekday Non-Res Junior	0.56%	337	396	436	450	$ 21.00	$ 7,077.00	$ 8,316.00	$ 9,156.00	$ 9,450.00
9 Weekday Non-Res Twilight	1.30%	783	921	1014	1047	$ 13.00	$ 10,179.00	$ 11,973.00	$ 13,182.00	$ 13,611.00
9 Weekday VIP Adult	5.15%	3100	3647	4015	4145	$ 20.80	$ 64,480.00	$ 75,857.60	$ 83,512.00	$ 86,216.00
9 Weekday VIP Senior	2.78%	1673	1969	2167	2237	$ 16.80	$ 28,106.40	$ 33,079.20	$ 36,405.60	$ 37,581.60
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 16.80	$ 168.00	$ 201.60	$ 218.40	$ 235.20
9 Weekday VIP Twilight	0.12%	72	85	94	97	$ 10.40	$ 748.80	$ 884.00	$ 977.60	$ 1,008.80
9 Weekday Resident Adult	3.72%	2239	2635	2900	2995	$ 20.50	$ 45,899.50	$ 54,017.50	$ 59,450.00	$ 61,397.50
9 Weekday Resident Senior	5.15%	3102	3650	4018	4149	$ 16.50	$ 51,183.00	$ 60,225.00	$ 66,297.00	$ 68,458.50
9 Weekday Resident Junior	0.91%	550	647	712	736	$ 16.50	$ 9,075.00	$ 10,675.50	$ 11,748.00	$ 12,144.00
9 Weekday Resident Twilight	0.64%	388	456	502	518	$ 10.25	$ 3,977.00	$ 4,674.00	$ 5,145.50	$ 5,309.50
9 Miscellaneous Comp Employee	0.60%	364	428	471	487	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.20%	123	145	160	165	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.05%	633	744	819	846	$ 16.50	$ 10,444.50	$ 12,276.00	$ 13,513.50	$ 13,959.00
9 Miscellaneous Miscellaneous Outing	0.48%	287	337	371	383	$ 33.16	$ 9,516.92	$ 11,174.92	$ 12,302.36	$ 12,700.28
9 Miscellaneous Miscellaneous Miscellaneous	0.86%	516	607	668	690	$ 4.50	$ 2,322.00	$ 2,731.50	$ 3,006.00	$ 3,105.00
Total	**100.00%**	**60221**	**70853**	**77999**	**80533**		**$ 2,093,326.65**	**$ 2,462,873.26**	**$ 2,711,347.83**	**$ 2,799,279.95**
5YA Rainchecks Issued							$ (38,468.25)	$ (38,468.25)	$ (38,468.25)	$ (38,468.25)
Total GF Revenue Including Rainchecks and Off-Season Discounting							$ 2,002,525.23	$ 2,362,833.18	$ 2,605,095.88	$ 2,690,829.70

Rate	5YA Pct	Worst	Average	Target	Best	Model C	Worst C	Average C	Target C	Best C
18 Weekend Non-Res Adult	4.56%	2746	3231	3557	3672	$ 74.00	$ 203,204.00	$ 239,094.00	$ 263,218.00	$ 271,728.00
18 Weekend Non-Res Twilight	1.99%	1201	1413	1556	1606	$ 37.00	$ 44,437.00	$ 52,281.00	$ 57,572.00	$ 59,422.00
18 Weekend VIP Adult	1.39%	838	986	1086	1121	$ 59.20	$ 49,609.60	$ 58,371.20	$ 64,291.20	$ 66,363.20
18 Weekend VIP Twilight	0.23%	138	162	178	184	$ 29.60	$ 4,084.80	$ 4,795.20	$ 5,268.80	$ 5,446.40
18 Weekend Resident Adult	6.98%	4206	4948	5447	5624	$ 56.00	$ 235,536.00	$ 277,088.00	$ 305,032.00	$ 314,944.00
18 Weekend Resident Twilight	0.62%	372	438	482	498	$ 28.00	$ 10,416.00	$ 12,264.00	$ 13,496.00	$ 13,944.00
18 Weekday Non-Res Adult	7.54%	4540	5341	5880	6071	$ 64.00	$ 290,560.00	$ 341,824.00	$ 376,320.00	$ 388,544.00
18 Weekday Non-Res Senior	3.05%	1834	2158	2375	2452	$ 43.00	$ 78,862.00	$ 92,794.00	$ 102,125.00	$ 105,436.00
18 Weekday Non-Res Junior	0.14%	85	100	110	114	$ 43.00	$ 3,655.00	$ 4,300.00	$ 4,730.00	$ 4,902.00
18 Weekday Non-Res Twilight	2.02%	1219	1434	1579	1630	$ 32.00	$ 39,008.00	$ 45,888.00	$ 50,528.00	$ 52,160.00
18 Weekday VIP Adult	1.12%	673	792	872	900	$ 51.20	$ 34,457.60	$ 40,550.40	$ 44,646.40	$ 46,080.00
18 Weekday VIP Senior	2.37%	1428	1680	1850	1910	$ 34.40	$ 49,123.20	$ 57,792.00	$ 63,640.00	$ 65,704.00
18 Weekday VIP Junior	0.00%	1	1	1	1	$ 34.40	$ 34.40	$ 34.40	$ 34.40	$ 34.40
18 Weekday VIP Twilight	1.78%	1073	1262	1390	1435	$ 25.60	$ 27,468.80	$ 32,307.20	$ 35,584.00	$ 36,736.00
18 Weekday Resident Adult	2.86%	1720	2024	2228	2300	$ 44.00	$ 75,680.00	$ 89,056.00	$ 98,032.00	$ 101,200.00
18 Weekday Resident Senior	3.04%	1831	2155	2372	2449	$ 34.00	$ 62,254.00	$ 73,270.00	$ 80,648.00	$ 83,266.00
18 Weekday Resident Junior	0.18%	108	127	140	144	$ 34.00	$ 3,672.00	$ 4,318.00	$ 4,760.00	$ 4,896.00
18 Weekday Resident Twilight	2.21%	1329	1563	1721	1777	$ 22.00	$ 29,238.00	$ 34,386.00	$ 37,862.00	$ 39,094.00
18 Miscellaneous Comp Employee	1.54%	925	1088	1198	1237	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Comp Miscellaneous	1.76%	1058	1245	1371	1415	$ -	$ -	$ -	$ -	$ -
18 Miscellaneous Miscellaneous High School	0.18%	111	131	144	149	$ 34.00	$ 3,774.00	$ 4,454.00	$ 4,896.00	$ 5,066.00
18 Miscellaneous Miscellaneous Outing	4.77%	2871	3378	3719	3839	$ 67.43	$ 193,591.53	$ 227,778.54	$ 250,772.17	$ 258,863.77
9 Weekend Non-Res Adult	7.54%	4538	5339	5878	6069	$ 33.00	$ 149,754.00	$ 176,187.00	$ 193,974.00	$ 200,277.00
9 Weekend Non-Res Twilight	0.11%	67	79	87	90	$ 16.50	$ 1,105.50	$ 1,303.50	$ 1,435.50	$ 1,485.00
9 Weekend VIP Adult	3.47%	2088	2457	2704	2792	$ 26.40	$ 55,123.20	$ 64,864.80	$ 71,385.60	$ 73,708.80
9 Weekend VIP Twilight	0.01%	4	5	6	6	$ 13.20	$ 52.80	$ 66.00	$ 79.20	$ 79.20
9 Weekend Resident Adult	3.29%	1981	2331	2566	2649	$ 25.00	$ 49,525.00	$ 58,275.00	$ 64,150.00	$ 66,225.00
9 Weekend Resident Twilight	0.05%	32	38	42	43	$ 12.50	$ 400.00	$ 475.00	$ 525.00	$ 537.50
9 Weekday Non-Res Adult	9.98%	6011	7072	7785	8038	$ 26.00	$ 156,286.00	$ 183,872.00	$ 202,410.00	$ 208,988.00
9 Weekday Non-Res Senior	1.69%	1015	1194	1315	1357	$ 21.00	$ 21,315.00	$ 25,074.00	$ 27,615.00	$ 28,497.00
9 Weekday Non-Res Junior	0.56%	337	396	436	450	$ 21.00	$ 7,077.00	$ 8,316.00	$ 9,156.00	$ 9,450.00
9 Weekday Non-Res Twilight	1.30%	783	921	1014	1047	$ 13.00	$ 10,179.00	$ 11,973.00	$ 13,182.00	$ 13,611.00
9 Weekday VIP Adult	5.15%	3100	3647	4015	4145	$ 20.80	$ 64,480.00	$ 75,857.60	$ 83,512.00	$ 86,216.00
9 Weekday VIP Senior	2.78%	1673	1969	2167	2237	$ 16.80	$ 28,106.40	$ 33,079.20	$ 36,405.60	$ 37,581.60
9 Weekday VIP Junior	0.02%	10	12	13	14	$ 16.80	$ 168.00	$ 201.60	$ 218.40	$ 235.20
9 Weekday VIP Twilight	0.12%	72	85	94	97	$ 10.40	$ 748.80	$ 884.00	$ 977.60	$ 1,008.80
9 Weekday Resident Adult	3.72%	2239	2635	2900	2995	$ 20.50	$ 45,899.50	$ 54,017.50	$ 59,450.00	$ 61,397.50
9 Weekday Resident Senior	5.15%	3102	3650	4018	4149	$ 16.50	$ 51,183.00	$ 60,225.00	$ 66,297.00	$ 68,458.50
9 Weekday Resident Junior	0.91%	550	647	712	736	$ 16.50	$ 9,075.00	$ 10,675.50	$ 11,748.00	$ 12,144.00
9 Weekday Resident Twilight	0.64%	388	456	502	518	$ 10.25	$ 3,977.00	$ 4,674.00	$ 5,145.50	$ 5,309.50
9 Miscellaneous Comp Employee	0.60%	364	428	471	487	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Comp Miscellaneous	0.20%	123	145	160	165	$ -	$ -	$ -	$ -	$ -
9 Miscellaneous Miscellaneous High School	1.05%	633	744	819	846	$ 16.50	$ 10,444.50	$ 12,276.00	$ 13,513.50	$ 13,959.00
9 Miscellaneous Miscellaneous Outing	0.48%	287	337	371	383	$ 33.16	$ 9,516.92	$ 11,174.92	$ 12,302.36	$ 12,700.28
9 Miscellaneous Miscellaneous Miscellaneous	0.86%	516	607	668	690	$ 4.50	$ 2,322.00	$ 2,731.50	$ 3,006.00	$ 3,105.00
Total	**100.00%**	**60221**	**70853**	**77999**	**80533**		**$ 2,115,404.55**	**$ 2,488,849.06**	**$ 2,739,944.23**	**$ 2,828,803.65**
5YA Rainchecks Issued							$ (38,468.25)	$ (38,468.25)	$ (38,468.25)	$ (38,468.25)
Total GF Revenue Including Rainchecks and Off-Season Discounting							$ 2,024,051.19	$ 2,388,159.58	$ 2,632,977.37	$ 2,719,615.31

Appendix C – User Fee Schedule – Model A

2024 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL A

18 HOLE GREEN FEES			
WEEKENDS	**2023**	**2024**	**% incr.**
NR 18 Holes	$ 72.00	$ 72.00	**0.0%**
NR 18 Holes Combo	$ 68.00	$ 68.00	**0.0%**
VIP 18 Holes	$ 57.60	$ 57.60	**0.0%**
VIP 18 Holes Combo	$ 54.40	$ 54.40	**0.0%**
R 18 Holes	$ 54.00	$ 54.00	**0.0%**
R 18 Holes Combo	$ 51.00	$ 51.00	**0.0%**
R 18 Holes Multi Play	$ 50.00	$ 50.00	**0.0%**
NR 18 Holes After 3:30 PM	$ 36.00	$ 36.00	**0.0%**
VIP 18 Holes After 3:30 PM	$ 28.80	$ 28.80	**0.0%**
R 18 Holes After 3:30 PM	$ 27.00	$ 27.00	**0.0%**
WEEKDAYS			
NR 18 Holes	$ 62.00	$ 62.00	**0.0%**
NR 18 Holes Guest	$ 43.00	$ 43.00	**0.0%**
NR 18 Holes Senior/Junior	$ 41.00	$ 41.00	**0.0%**
VIP 18 Holes	$ 49.60	$ 49.60	**0.0%**
VIP 18 Holes Senior/Junior	$ 32.80	$ 32.80	**0.0%**
R 18 Holes	$ 42.00	$ 42.00	**0.0%**
R 18 Holes Multi Play	$ 38.00	$ 38.00	**0.0%**
R 18 Holes Senior Junior	$ 32.00	$ 32.00	**0.0%**
R 18 Holes Senior Junior Multi Play	$ 30.00	$ 30.00	**0.0%**
NR 18 Holes After 3:30 PM	$ 31.00	$ 31.00	**0.0%**
VIP 18 Holes After 3:30 PM	$ 24.80	$ 24.80	**0.0%**
R 18 Holes After 3:30 PM	$ 21.00	$ 21.00	**0.0%**
MISCELLANEOUS			
School Team 18	$ 32.00	$ 32.00	**0.0%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 32.00	$ 32.00	**0.0%**
VIP 9 Holes	$ 25.60	$ 25.60	**0.0%**
R 9 Holes	$ 24.00	$ 24.00	**0.0%**
NR 9 Holes After 6:30 PM	$ 16.00	$ 16.00	**0.0%**
VIP 9 Holes After 6:30 PM	$ 12.80	$ 12.80	**0.0%**
R 9 Holes After 6:30 PM	$ 12.00	$ 12.00	**0.0%**
WEEKDAYS			
NR 9 Holes	$ 25.00	$ 25.00	**0.0%**
NR 9 Holes Senior/Junior	$ 20.00	$ 20.00	**0.0%**
VIP 9 Holes	$ 20.00	$ 20.00	**0.0%**
VIP 9 Holes Senior/Junior	$ 16.00	$ 16.00	**0.0%**
R 9 Holes	$ 19.50	$ 19.50	**0.0%**
R 9 Hole Senior/Junior	$ 15.50	$ 15.50	**0.0%**
NR 9 Holes After 6:30 PM	$ 12.50	$ 12.50	**0.0%**
VIP 9 Holes After 6:30 PM	$ 10.00	$ 10.00	**0.0%**
R 9 Holes After 6:30 PM	$ 9.75	$ 9.75	**0.0%**
MISCELLANEOUS			
School Team 9	$ 15.50	$ 15.50	**0.0%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2023**	**2024**	**% 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	$ 9.00	$ 9.00	**0.0%**
9 Holes	$ 5.00	$ 5.00	**0.0%**
DRIVING RANGE			
Small	$ 8.00	$ 8.00	**0.0%**
Medium	$ 11.00	$ 11.00	**0.0%**
Large	$ 14.00	$ 14.00	**0.0%**
Jumbo	$ 25.00	$ 25.00	**0.0%**
15 Bucket Card	$ 150.00	$ 150.00	**0.0%**
LOCKERS			
Full Season	$ 100.00	$ 100.00	**0.0%**
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	$ 50.00	$ 50.00	**0.0%**
9 Holes	$ 30.00	$ 30.00	**0.0%**

NOTES

No rate change from 2023
Use daily deals to manage price if rounds decline
Many courses use dynamic price now

Appendix D – User Fee Schedule – Model B

2024 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL B

18 HOLE GREEN FEES			
WEEKENDS	**2023**	**2024**	**% incr.**
NR 18 Holes	$ 72.00	$ 73.00	**1.4%**
NR 18 Holes Combo	$ 68.00	$ 69.50	**2.2%**
VIP 18 Holes	$ 57.60	$ 58.40	**1.4%**
VIP 18 Holes Combo	$ 54.40	$ 55.60	**2.2%**
R 18 Holes	$ 54.00	$ 55.00	**1.9%**
R 18 Holes Combo	$ 51.00	$ 52.50	**2.9%**
R 18 Holes Multi Play	$ 50.00	$ 51.00	**2.0%**
NR 18 Holes After 3:30 PM	$ 36.00	$ 36.50	**1.4%**
VIP 18 Holes After 3:30 PM	$ 28.80	$ 29.20	**1.4%**
R 18 Holes After 3:30 PM	$ 27.00	$ 27.50	**1.9%**
WEEKDAYS			
NR 18 Holes	$ 62.00	$ 63.00	**1.6%**
NR 18 Holes Guest	$ 43.00	$ 44.00	**2.3%**
NR 18 Holes Senior/Junior	$ 41.00	$ 42.00	**2.4%**
VIP 18 Holes	$ 49.60	$ 50.40	**1.6%**
VIP 18 Holes Senior/Junior	$ 32.80	$ 33.60	**2.4%**
R 18 Holes	$ 42.00	$ 43.00	**2.4%**
R 18 Holes Multi Play	$ 38.00	$ 39.00	**2.6%**
R 18 Holes Senior Junior	$ 32.00	$ 33.00	**3.1%**
R 18 Holes Senior Junior Multi Play	$ 30.00	$ 31.00	**3.3%**
NR 18 Holes After 3:30 PM	$ 31.00	$ 31.50	**1.6%**
VIP 18 Holes After 3:30 PM	$ 24.80	$ 25.20	**1.6%**
R 18 Holes After 3:30 PM	$ 21.00	$ 21.50	**2.4%**
MISCELLANEOUS			
School Team 18	$ 32.00	$ 33.00	**3.1%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 32.00	$ 33.00	**3.1%**
VIP 9 Holes	$ 25.60	$ 26.40	**3.1%**
R 9 Holes	$ 24.00	$ 25.00	**4.2%**
NR 9 Holes After 6:30 PM	$ 16.00	$ 16.50	**3.1%**
VIP 9 Holes After 6:30 PM	$ 12.80	$ 13.20	**3.1%**
R 9 Holes After 6:30 PM	$ 12.00	$ 12.50	**4.2%**
WEEKDAYS			
NR 9 Holes	$ 25.00	$ 26.00	**4.0%**
NR 9 Holes Senior/Junior	$ 20.00	$ 21.00	**5.0%**
VIP 9 Holes	$ 20.00	$ 20.80	**4.0%**
VIP 9 Holes Senior/Junior	$ 16.00	$ 16.80	**5.0%**
R 9 Holes	$ 19.50	$ 20.50	**5.1%**
R 9 Hole Senior/Junior	$ 15.50	$ 16.50	**6.5%**
NR 9 Holes After 6:30 PM	$ 12.50	$ 13.00	**4.0%**
VIP 9 Holes After 6:30 PM	$ 10.00	$ 10.40	**4.0%**
R 9 Holes After 6:30 PM	$ 9.75	$ 10.25	**5.1%**
MISCELLANEOUS			
School Team 9	$ 15.50	$ 16.50	**6.5%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2023**	**2024**	**% 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	$ 9.00	$ 9.00	**0.0%**
9 Holes	$ 5.00	$ 5.00	**0.0%**
DRIVING RANGE			
Small	$ 8.00	$ 8.00	**0.0%**
Medium	$ 11.00	$ 11.00	**0.0%**
Large	$ 14.00	$ 14.00	**0.0%**
Jumbo	$ 25.00	$ 25.00	**0.0%**
15 Bucket Card	$ 150.00	$ 150.00	**0.0%**
LOCKERS			
Full Season	$ 100.00	$ 100.00	**0.0%**
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	$ 50.00	$ 50.00	**0.0%**
9 Holes	$ 30.00	$ 30.00	**0.0%**

NOTES

Rate increase of $1 for 18, $1 for 9

Use daily deals to manage price if rounds decline

Many courses use dynamic price now

Appendix E – User Fee Schedule – Model C

2024 VILLAGE LINKS USER FEES

FEE SCHEDULE WORKSHEET - MODEL C

18 HOLE GREEN FEES			
WEEKENDS	**2023**	**2024**	**% incr.**
NR 18 Holes	$ 72.00	$ 74.00	**2.8%**
NR 18 Holes Combo	$ 68.00	$ 70.00	**2.9%**
VIP 18 Holes	$ 57.60	$ 59.20	**2.8%**
VIP 18 Holes Combo	$ 54.40	$ 56.00	**2.9%**
R 18 Holes	$ 54.00	$ 56.00	**3.7%**
R 18 Holes Combo	$ 51.00	$ 53.00	**3.9%**
R 18 Holes Multi Play	$ 50.00	$ 52.00	**4.0%**
NR 18 Holes After 3:30 PM	$ 36.00	$ 37.00	**2.8%**
VIP 18 Holes After 3:30 PM	$ 28.80	$ 29.60	**2.8%**
R 18 Holes After 3:30 PM	$ 27.00	$ 28.00	**3.7%**
WEEKDAYS			
NR 18 Holes	$ 62.00	$ 64.00	**3.2%**
NR 18 Holes Guest	$ 43.00	$ 45.00	**4.7%**
NR 18 Holes Senior/Junior	$ 41.00	$ 43.00	**4.9%**
VIP 18 Holes	$ 49.60	$ 51.20	**3.2%**
VIP 18 Holes Senior/Junior	$ 32.80	$ 34.40	**4.9%**
R 18 Holes	$ 42.00	$ 44.00	**4.8%**
R 18 Holes Multi Play	$ 38.00	$ 40.00	**5.3%**
R 18 Holes Senior Junior	$ 32.00	$ 34.00	**6.3%**
R 18 Holes Senior Junior Multi Play	$ 30.00	$ 32.00	**6.7%**
NR 18 Holes After 3:30 PM	$ 31.00	$ 32.00	**3.2%**
VIP 18 Holes After 3:30 PM	$ 24.80	$ 25.60	**3.2%**
R 18 Holes After 3:30 PM	$ 21.00	$ 22.00	**4.8%**
MISCELLANEOUS			
School Team 18	$ 32.00	$ 34.00	**6.3%**

9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	$ 32.00	$ 33.00	**3.1%**
VIP 9 Holes	$ 25.60	$ 26.40	**3.1%**
R 9 Holes	$ 24.00	$ 25.00	**4.2%**
NR 9 Holes After 6:30 PM	$ 16.00	$ 16.50	**3.1%**
VIP 9 Holes After 6:30 PM	$ 12.80	$ 13.20	**3.1%**
R 9 Holes After 6:30 PM	$ 12.00	$ 12.50	**4.2%**
WEEKDAYS			
NR 9 Holes	$ 25.00	$ 26.00	**4.0%**
NR 9 Holes Senior/Junior	$ 20.00	$ 21.00	**5.0%**
VIP 9 Holes	$ 20.00	$ 20.80	**4.0%**
VIP 9 Holes Senior/Junior	$ 16.00	$ 16.80	**5.0%**
R 9 Holes	$ 19.50	$ 20.50	**5.1%**
R 9 Hole Senior/Junior	$ 15.50	$ 16.50	**6.5%**
NR 9 Holes After 6:30 PM	$ 12.50	$ 13.00	**4.0%**
VIP 9 Holes After 6:30 PM	$ 10.00	$ 10.40	**4.0%**
R 9 Holes After 6:30 PM	$ 9.75	$ 10.25	**5.1%**
MISCELLANEOUS			
School Team 9	$ 15.50	$ 16.50	**6.5%**

MISCELLANEOUS FEES			
MOTORIZED CARTS	**2023**	**2024**	**% 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	$ 9.00	$ 9.00	**0.0%**
9 Holes	$ 5.00	$ 5.00	**0.0%**
DRIVING RANGE			
Small	$ 8.00	$ 8.00	**0.0%**
Medium	$ 11.00	$ 11.00	**0.0%**
Large	$ 14.00	$ 14.00	**0.0%**
Jumbo	$ 25.00	$ 25.00	**0.0%**
15 Bucket Card	$ 150.00	$ 150.00	**0.0%**
LOCKERS			
Full Season	$ 100.00	$ 100.00	**0.0%**
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	$ 50.00	$ 50.00	**0.0%**
9 Holes	$ 30.00	$ 30.00	**0.0%**

NOTES

Rate increase of $2 for 18, $1 for 9
Use daily deals to manage price if rounds decline
Many courses use dynamic price now