Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, March 22, 2024
7:00 AM
Village Links/Reserve 22
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 - February 23, 2024

D. Standing Reports

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

E. 2024 Golf Operations Presentation - Noel Allen

1) 2024 Golf Operations Presentation

F. Old Business

G. New Business

H. Next Meeting - April 26, 2024

I. Adjournment

Minutes
Village of Glen Ellyn
Recreation Commission
Regular Meeting
February 23, 2024
7:00 AM
Village Links/Reserve 22

Board or Commission:	Recreation	**Date:**	February 23, 2024
Meeting:	Regular	**Called to Order:**	7:00 a.m.
Quorum:	Yes	**Adjourned:**	7:46 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present
Nancy Carter	Commissioner	Present
Tony Coconate	Commissioner	Absent
Scott Coldiron	Commissioner	Present
Brian Diver	Commissioner	Present
James Ozog	Commissioner	Absent
Tom Slowinski	Commissioner	Absent
Also Present:		
Jeff Vesevick	General Manager / Staff Liaison	Present
Steve Thompson	Trustee Liaison	Present
Noel Allen	Director of Golf	Absent
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 February 23, 2024 meeting of the Recreation Commission was called to order at 7:00 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chairperson Scott.

B. APPROVAL OF MINUTES FROM JANUARY 26, 2024

APPROVAL OF MINUTES FROM JANUARY 26, 2024 MEETING

MOTION BY: Commissioner Diver

SECONDED BY: Commissioner Coldiron

RESULT: Unanimous

C. PUBLIC COMMENT – None

D. STANDING REPORTS

1. *Manager – Jeff Vesevick* – Manager Vesevick provides an update on several fronts. First, the golf shop is currently undergoing renovations. Additionally, Vince Crovetti has been promoted to the position of 1st Assistant Golf Professional, and we are pleased to have him on board full-time. During the winter months, we typically focus on donation drives and booking golf outings. However, January's cold and snowy weather deterred customers from visiting the restaurant. Andrew has been busy removing trees, restoring equipment like carts, and preparing the golf course for the upcoming season. Notably, a tree was removed from the bunker fairway on the left side of Hole #9 of the 18-Hole course.

2. *Reserve 22 – Jon Satinover* – Director Satinover provides several updates. First, we recently hosted fundraisers for Park View and St. James. We are actively recruiting to fill three open positions: restaurant manager, event planner, and sous chef. We have received approximately 10-15 applications for the restaurant manager position and 5-10 applications for the event planner role. We anticipate filling these positions very soon. Additionally, we are preparing for our Easter Buffet scheduled for March 31st from 11:00 AM to 6:00 PM, priced at $55 per person excluding tax and gratuity. Currently, we have 99 guests registered for the event. The Chili Cook-off event, scheduled for Sunday, February 25th, is trending above last year's participation. Furthermore, we are honored to be nominated as Restaurant of the Year in Glen Ellyn. The winner will be announced on March 12th at the Community Awards Ceremony hosted by the Chamber of Commerce at the Abbington.

3. *Financial – Jeff Vesevick* – Manager Vesevick provides a financial update, noting that January typically results in financial losses, necessitating the use of cash reserves. This January, however, stands out as one of the worst in the past several years. Several factors contribute to this, including adverse weather conditions and the significant impact of the recent minimum wage increase. Revenues are struggling to keep pace with the 10% raise in minimum wage, posing ongoing challenges. Additionally, mechanical repairs in the kitchen further strained finances during January. Despite these setbacks, there is optimism about recovering lost revenue once golf season picks up in the spring. Andrew mentions recent upgrades, such as replacing restaurant lighting with LEDs, completed over a three-day period. However, there were also challenges, such as a frozen pipe burst near the south banquet room. Looking ahead, new equipment purchases, including large utility carts, mowers, and a top dresser, have been approved and are underway. While these purchases bring the equipment inventory up to date, plans for future purchases are also being considered to ensure operational readiness in the coming years.

Manager Vesevick mentions that Andrew and Matt attended the superintendent conference/tradeshow in Phoenix, where they engaged with vendors and found the experience highly productive. Andrew further elaborates that they are investigating a vendor offering add-ons to equip existing equipment, particularly mowers, with autonomous capabilities. This "bolt-on" kit can be attached to the mower, allowing for autonomous operation, with payment based on hourly usage rather than requiring a

capital investment. The conference provided valuable networking opportunities and established promising contacts for future collaborations.

4. *Trustee Liaison – Steve Thompson* – Trustee Thompson provides an update, mentioning that on Monday night, they will discuss the hotel site the Village purchased. There are two offers on the table: one for $1.5 million on the east, and the other for $1.75 million to the west. Half of the property is earmarked for commercial purposes, while the other half will be allocated for affordable housing targeting individuals earning $50,000 annually. The plan involves constructing a three-story building and adding more parking for the animal hospital. These projects will undergo review by various commissions before returning to the Board for approval. The property garnered interest from nine developers, some vying for the entire property while others sought partial ownership. The current economic climate, marked by high interest rates, presents challenges for commercial development.

E. OLD BUSINESS - Manager Vesevick mentions that public meetings for the Master Plan will be held on March 26th and April 3rd. These meetings will be publicized to all residents. Greg Martin, the architect, will present the Master Plan hole by hole at these meetings. Public comments will be collected and reviewed. Regarding the clubhouse project, on Monday night, a change order will be proposed to the Board not to exceed $180,000 for adjustments to accommodate ADA bathrooms. We will have to pay $34,000 to the architects. Approval for these changes and all required permits are the goal. The ladies' room will include approximately 15 lockers large enough for golf clubs, while the men's room will have approximately 25 lockers and an additional sink. Design plans will be shared with the commission once received.

Manager Vesevick added in anticipation of improving weather conditions, Noel has ordered portable unisex restrooms. These facilities will be cleaned daily and equipped with heating and hot water. While they are not ADA compliant, the restaurant does have ADA compliant restrooms available. In response to a question about the completion date for the clubhouse, Manager Vesevick stated that the target is May 1st. Approval for the change order and receipt of the architect's design drawing are needed to achieve this target. Once completed, the clubhouse will offer excellent facilities. Inquiring about locker arrangements for 2024, Chairperson Scott was informed that those who had lockers in 2023 will be given first right of refusal.

F. NEW BUSINESS – Manager Vesevick announces that after 29 successful years, 2024 will mark his final season. Reflecting on his time, he expresses gratitude for the fantastic opportunity and experiences. He acknowledges that it's time to start the next chapter of his life and expresses confidence in the staff currently in place to continue moving the operation forward.

G. NEXT MEETING - March 22, 2024

H. ADJOURNMENT

Commissioner Carter motions and Commissioner Coldiron seconds to adjourn the meeting. The meeting was adjourned at 7:46 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 3/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

AGENDA ITEM (ID # 2023-1236)

DOC ID: 2023-1236

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:
1. Manager's Report - February 2024

VILLAGE LINKS
GLEN ELLYN

RESERVE
22
TWENTY-TWO

Manager's Report for February 2024

Prepared by Jeff Vesevick, General Manager

February 2024 was warm and dry; the weather has kept us on our toes between the course, the shop, and occasional salting. Looking at February observations from O'Hare, the average temperature was 39.5°F (10.7°F above normal), making it the warmest February on record. Precipitation was 0.65" (1.32" below normal), and snowfall was 1.2" (9.5" below normal). The golf course opened for play on February 23 at 10am and was open for five of seven days, two days were closed for low temps or snow cover. Two of the five open days experienced frost delays, and carts were available two of five days (40% availability).

High Temperatures In February																			
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
70° days	1																		
60° days	3						3	6	2							1			
50° days	8	8	4	1	1		4	5	2			1	2	3		5			1
40° days	12	6	6	4	6	8	6	6	7	1	3	4	11	2	2	4	3	4	10
30° days	4	8	6	7	15	8	6	8	11	7	3	15	14	13	17	7	12	9	13
20° days	1	3	10	3	6	10	8	3	4	7	13	7	2	7	9	9	10	5	2
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"
Snow	1.2"	3.7"		16"		13"	20.3"	0"	3"	6"	20"	10"	4"	28"	16"	5"	25"	18"	1"

Golf

Golf staff began the month with the installation and near completion of the Pro Shop renovation which included replacing the carpet and ceiling tiles, repair and painting of all walls, undergrounding all data and power wires, and replacement of the golf shop point of sale counter and merchandise fixtures. Registration occupied the majority of February with residents and guests signing up for resident and VIP cards, weekend permanent tee times, multi-play prepaid rounds, half- and all-day junior camps, adult group lessons, and our in-house over-60 golf league. Onboarding staff began earlier than normal this year due to the early opening of the golf course. Both golf courses opened on February 23, our 4th earliest in our history. In addition, golf staff completed the following:

1. Processed donations for 22 organizations (4 in 2023, 1 in 2022, 4 in 2021, 22 in 2020)
2. Received, tagged and displayed $39,020.98 in merchandise (down $15,536.60 from 2023 due to renovation)
3. Conducted monthly inventory - real time February COGS 80% ($1899.21)
4. Golf rounds up 806 (382%) in February and up 754 (269%) YTD

5. Golf Revs (GF, Cart, Range) up $30,790.56 (692%) in January and up $29,791.42 (557%) YTD
6. Sent 8 proposals for golf outings in 2024 (up 1 from 2023)
7. Collected 7 deposits for outings in 2024 (up 6 from 2023)
8. Began registration for adult group lessons and junior camps using Golf EMS, a new technology partner designed to make the user experience much better
9. Began registration for VL Junior Summer League
10. Finalized and sent out 2024 Spring Newsletter
11. Began onboarding many seasonal golf employees
12. Installation of pro shop renovation by Bauer International completed (waiting for an additional 3 glove caddies to complete their purchase order)
13. Golf course, driving range and short game area opened on Friday, February 23 (our 4th time in history opening in February)
14. Registration for resident cards, VIP cards, and permanent tee times continued
15. 1st Assistant Vince Crovetti attended a Junior Golf workshop to get ideas for our programs from national award-winning coaches
16. Purchased new training aids for our junior golf camps and adult group lessons

GROUNDS

Golf Course Maintenance

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. Continued removal of dead, dying, or potentially dangerous trees
6. Finalizing Hiring Plans for seasonal staff
7. Continuing with Panfish Park Pipe Replacement project coordination
8. Continuing with Master Plan process
9. Stumps ground and cleanup started
10. Greens blown, and rolled in preparation for 3rd earliest opening
11. Tropical plants continue to be monitored, cleaned, and watered in the basement
12. Panfish and Lambert Lake garbage picked up as needed
13. Trash removal along Lambert and Taft Roads
14. New garbage cans installed at Lambert Lake
15. Ordered Electric Handheld Blowers for Greens

Mechanical and Building Maintenance

1. 15 pieces of equipment were repaired and/or serviced
2. Started Golf Cart Service
3. Monitoring of Clubhouse for service needs
4. Helped with Golf Shop install
5. Networking and power install to new Golf Shop counter

Reserve 22

Reserve 22 - FEBRUARY				Year to Date		
	2023	2024	+/-	2023	2024	+/-
Restaurant & Bar	64,651	78,543	*21.5%*	121,176	123,916	*2.3%*
Banquets	39,257	44,640	*13.7%*	78,761	70,150	*-10.9%*
Beverage Cart	0		*#DIV/0!*	0	0	*#DIV/0!*
Halfway House	0	1,263	*#DIV/0!*	0	1,263	*#DIV/0!*
Other	6,564	8,403	*28.0%*	12,260	10,813	*-11.8%*
Total Reserve 22	**110,472**	**131,585**	***19.1%***	212,197	**206,141**	***-2.9%***

The restaurant and bar made a comeback, up 22% from a year ago, as the unusually warm temperatures helped to drive golf business.

New banquet inquiries remain strong and are beginning to grow, as Banquet Assistant Liz Lofgren, with the help of Director of F&B Jon Satinover and Restaurant Manager Brittany Eads, step in to help in the absence of a full-time Event Coordinator.

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 and bar returned to a seven day per week operation on February 23, a week ahead of schedule, in order to accommodate early season golfers. Chef Tom Fota is creating a menu for the annual Easter Brunch.

With the recent resignation of Sous Chef Cesar Perez, management is actively recruiting three full-time positions, with the hopes of filling out the staff by early spring.

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

Meeting 3/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

AGENDA ITEM (ID # 2023-1237)

DOC ID: 2023-1237

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 3/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

AGENDA ITEM (ID # 2023-1238)

DOC ID: 2023-1238

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:
1. Village Links - Financial Statements - February 2024
2. Cash Balance Scenarios

VILLAGE LINKS
GLEN ELLYN

RESERVE 22
TWENTY-TWO

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 29, 2024

ORG	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 3,936,000	$ 73,331	$ 42,617	$ 30,714	72%	$ 81,190	$ 53,094	$ 28,096	53%
5520	Reserve 22 Revenues	3,420,400	131,585	110,472	21,113	19%	206,142	212,197	(6,056)	-3%
	Total Revenues	**$ 7,356,400**	**$ 204,917**	**$ 153,089**	**$ 51,827**	**34%**	**$ 287,332**	**$ 265,291**	**$ 22,041**	**8%**
	EXPENDITURES:									
55700	Administration	$ 728,143	$ 48,510	$ 41,023	$ 7,487	18%	$ 100,852	$ 82,788	$ 18,064	22%
55710	Golf Course Maintenance	1,334,997	57,761	45,579	12,182	27%	98,833	87,019	11,814	14%
55720	Golf Services	962,366	71,912	36,324	35,588	98%	114,238	78,465	35,772	46%
55730	Reserve 22	3,210,565	178,221	149,577	28,643	19%	353,076	301,702	51,373	17%
55740	Stormwater Management	51,624	456	355	101	29%	936	745	192	26%
55750	Pro Shop Merchandise	154,960	4,912	1,404	3,508	250%	(144)	632	(776)	-123%
55780	Motorized Carts	62,678	-	-	-	0%	-	-	-	0%
557X5	Mechanical Maintenance	363,989	48,864	33,372	15,492	46%	82,145	51,177	30,968	61%
	Total Operating Expenses	$ 6,869,322	$ 410,636	$ 307,635	$ 103,001	33%	$ 749,936	$ 602,529	$ 147,407	24%
	Operating Income (Loss)	**$ 487,078**	**$ (205,719)**	**$ (154,545)**	**$ (51,174)**	**33%**	**$ (462,605)**	**$ (337,238)**	**$ (125,367)**	**37%**
	Debt Service	301,900	-	-	-	0%	-	-	-	0%
	Capital Expenditures	1,004,916	104,019	33,112	70,907	214%	104,019	56,700	47,320	83%
	CHANGE IN NET POSITION	**$ (819,738)**	**$ (309,739)**	**$ (187,658)**	**$ (122,081)**	**65%**	**$ (566,624)**	**$ (393,938)**	**$ (172,687)**	**44%**

KEY METRICS

	Goal						
Personnel Expenses as % of Sales	*52%*	*107%*	*109%*	*-2%*	*152%*	*131%*	*22%*
Cash Balance (End of Month, in $000's)	*$ 1,716*	*$ 2,247*	*$ 1,634*	*$ 613*			

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 February 29, 2024

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 2,500,000	$ 20,627	$ 986	$ 19,641	1992%	$ 20,398	$ 1,255	$ 19,143	1525%
440554	Pro Shop - Sales	170,000	2,389	3,584	(1,196)	-33%	2,745	4,695	(1,950)	-42%
440555	Motor Carts	600,000	3,993	-	3,993	0%	3,993	(24)	4,017	-16738%
440556	Driving Range	450,000	10,622	3,466	7,156	206%	10,749	4,118	6,631	161%
440557	Resident Cards	34,000	9,620	6,650	2,970	45%	10,180	8,010	2,170	27%
460100	Investment Income	56,000	6,010	5,217	793	15%	12,644	11,431	1,213	11%
489000	Miscellaneous Revenue	126,000	20,022	22,721	(2,699)	-12%	20,428	23,616	(3,188)	-14%
489100	Miscellaneous - Over/Short	-	48	(7)	55	-812%	53	(6)	60	-952%
	Total Revenues	**$ 3,936,000**	**$ 73,331**	**$ 42,617**	**$ 30,714**	**72%**	**$ 81,190**	**$ 53,094**	**$ 28,096**	**53%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 119,000	$ 2,802	$ (638)	$ 3,439	-539%	$ (5,087)	$ (4,204)	$ (883)	21%
	Total Cost of Goods Sold	**$ 119,000**	**$ 2,802**	**$ (638)**	**$ 3,439**	**-539%**	**$ (5,087)**	**$ (4,204)**	**$ (883)**	**21%**
	Gross Profit	**$ 3,817,000**	**$ 70,529**	**$ 43,255**	**$ 27,274**	**63%**	**$ 86,278**	**$ 57,298**	**$ 28,980**	**51%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 1,173,740	$ 81,341	$ 61,912	$ 19,429	31%	$ 166,257	$ 133,854	$ 32,404	24%
510120	Salaries - Non-Pensionable	467,525	1,306	2,227	(921)	-41%	1,813	3,277	(1,464)	-45%
510200	Salaries - Overtime	16,000	-	-	-	0%	-	-	-	0%
510400	FICA Taxes	126,782	6,213	4,816	1,398	29%	12,526	10,209	2,317	23%
510500	IMRF	53,289	3,561	2,514	1,048	42%	7,285	5,451	1,833	34%
590600	Health Insurance	140,300	11,095	9,849	1,246	13%	22,191	19,699	2,492	13%
52XXXX	Contractual Services	1,044,721	92,240	63,596	28,645	45%	151,537	105,825	45,712	43%
53XXXX	Commodities	517,400	33,856	13,782	20,074	146%	40,339	26,716	13,623	51%
	Total Operating Expenses	**$ 3,539,757**	**$ 229,613**	**$ 158,695**	**$ 70,918**	**45%**	**$ 401,948**	**$ 305,031**	**$ 96,918**	**32%**
	Operating Income (Loss)	**$ 277,243**	**$ (159,084)**	**$ (115,440)**	**$ (43,644)**	**38%**	**$ (315,671)**	**$ (247,732)**	**$ (67,938)**	**27%**
	Operating Income (Loss) Percentage	**7%**	**-217%**	**-271%**			**-389%**	**-467%**		

KEY METRICS

	Goal							
Rounds Played	78,000	*1,017*	*211*	*806*	*1,034*	*280*	*754*	
Revenue Per Round	$ *50.46*	$ *72.11*	$ *201.98*	$ *(129.87)*	$ *78.52*	$ *189.62*	$ *(111.10)*	
Resident Cards Sold	*N/A*	*1,009*	*695*	*314*	*1,066*	*835*	*231*	
Cost of Goods Sold % - Pro Shop	*70%*	*117%*	*-18%*	*135%*	*-185%*	*-90%*	*-96%*	
Personnel Expenses as % of Sales	*50%*	*141%*	*191%*	*-50%*	*259%*	*325%*	*-66%*	

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 February 29, 2024

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	MISCELLANEOUS REVENUE									
	Miscellaneous Revenue includes the following items that don't fit into any of the major revenue categories:									
	Adult & Junior Golf Lessons		$ 18,991	$ 21,436	$ (2,445)		$ 18,991	$ 21,436	$ (2,445)	
	Hand Cart Rentals		596	195	401		601	210	391	
	Golf Club Rentals		30	-	30		30	-	30	
	Locker Rentals		300	1,000	(700)		300	1,680	(1,380)	
	Illinois Sales Tax (1.75%)		95	130	(35)		456	241	214	
	Glen Ellyn Food & Beverage Tax (1%)		10	14	(3)		50	30	21	
	Tree Donation		-	-	-		-	-	-	
	Miscellaneous		-	(54)	54		-	19	(19)	
	Total	$ 126,000	$ 20,022	$ 22,721	$ (2,699)		$ 20,428	$ 23,616	$ (3,188)	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 29, 2024

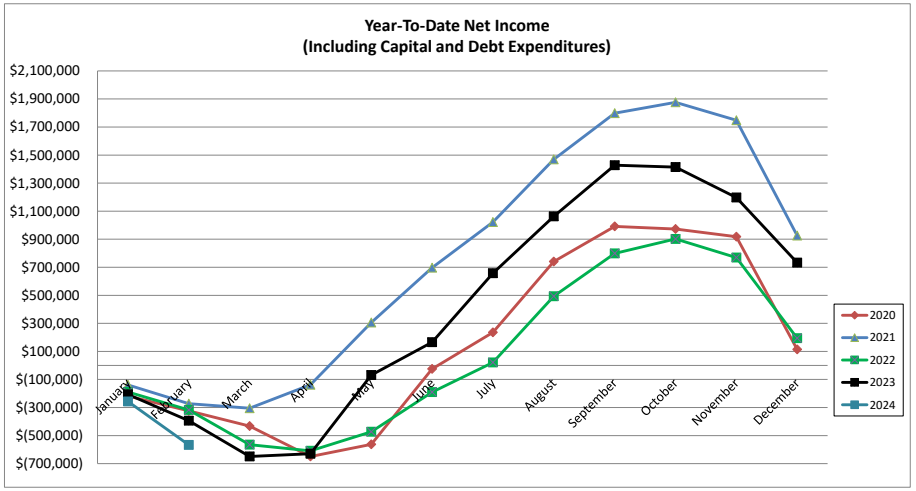
ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,900,000	$ 84,705	$ 74,171	$ 10,534	14%	$ 134,417	$ 141,214	$ (6,797)	-5%
441101	Liquor	385,000	13,595	9,060	4,535	50%	19,816	16,214	3,603	22%
441102	Beer	560,000	9,792	8,443	1,349	16%	14,906	15,689	(783)	-5%
441103	Wine	240,000	11,487	8,994	2,494	28%	18,238	19,420	(1,182)	-6%
441104	NA Beverages	115,000	2,325	1,567	757	48%	3,795	3,183	612	19%
441106	Room Charges	5,000	-	-	-	0%	68	-	68	0%
441107	Service Charges	215,000	9,750	8,237	1,513	18%	14,970	16,478	(1,508)	-9%
489000	Miscellaneous Revenue	400	(68)	-	(68)	0%	(68)	-	(68)	0%
	Total Revenues	**$ 3,420,400**	**$ 131,585**	**$ 110,472**	**$ 21,113**	**19%**	**$ 206,142**	**$ 212,197**	**$ (6,056)**	**-3%**
55730	**COST OF GOODS SOLD:**									
530400	Cost of Goods Sold - Beer	$ 145,600	$ 102	$ 1,873	$ (1,771)	-95%	$ 2,576	$ 4,258	$ (1,682)	-39%
530401	Cost of Goods Sold - Wine	74,400	6,381	1,371	5,010	366%	9,490	6,238	3,252	52%
530402	Cost of Goods Sold - Liquor	80,850	1,365	(2,274)	3,639	-160%	2,784	531	2,253	425%
530405	Cost of Goods Sold - NA Beverages	59,293	2,496	440	2,056	467%	4,029	1,968	2,061	105%
530420	Cost of Goods Sold - Food	608,000	24,023	33,847	(9,824)	-29%	40,001	53,252	(13,251)	-25%
	Total Cost of Goods Sold	**$ 968,143**	**$ 34,368**	**$ 35,257**	**$ (889)**	**-3%**	**$ 58,880**	**$ 66,246**	**$ (7,366)**	**-11%**
	Gross Profit	**$ 2,452,257**	**$ 97,218**	**$ 75,215**	**$ 22,002**	**29%**	**$ 147,261**	**$ 145,951**	**$ 1,310**	**1%**
	Gross Profit Percentage	**72%**	**74%**	**68%**			**71%**	**69%**		
55730	**OTHER OPERATING EXPENSES:**									
510100	Salaries - Pensionable	$ 687,284	$ 61,970	$ 43,167	$ 18,803	44%	$ 120,895	$ 87,503	$ 33,393	38%
510120	Salaries - Non-Pensionable	853,732	34,749	35,643	(894)	-3%	69,938	63,222	6,716	11%
510200	Salaries - Overtime	15,000	39	(4,443)	4,482	-101%	79	164	(85)	-52%
510399	Tips Paid Through Payroll	-	(1,535)	718	(2,254)	-314%	3,573	1,190	2,383	200%
510400	FICA Taxes	168,640	8,259	6,651	1,609	24%	16,524	13,401	3,123	23%
510500	IMRF	31,224	3,301	1,948	1,353	69%	6,432	4,183	2,248	54%
590600	Health Insurance	101,000	7,068	2,861	4,207	147%	14,137	5,722	8,415	147%
52XXXX	Contractual Services	199,542	13,464	15,683	(2,219)	-14%	33,428	27,201	6,226	23%
53XXXX	Commodities	186,000	16,537	12,093	4,444	37%	29,189	32,869	(3,680)	-11%
	Total Operating Expenses	**$ 2,242,422**	**$ 143,853**	**$ 114,321**	**$ 29,532**	**26%**	**$ 294,195**	**$ 235,456**	**$ 58,739**	**25%**
	Operating Income (Loss)	**$ 209,835**	**$ (46,635)**	**$ (39,105)**	**$ (7,530)**	**19%**	**$ (146,934)**	**$ (89,505)**	**$ (57,429)**	**64%**
	Operating Income (Loss) Percentage	**6%**	**-35%**	**-35%**			**-71%**	**-42%**		

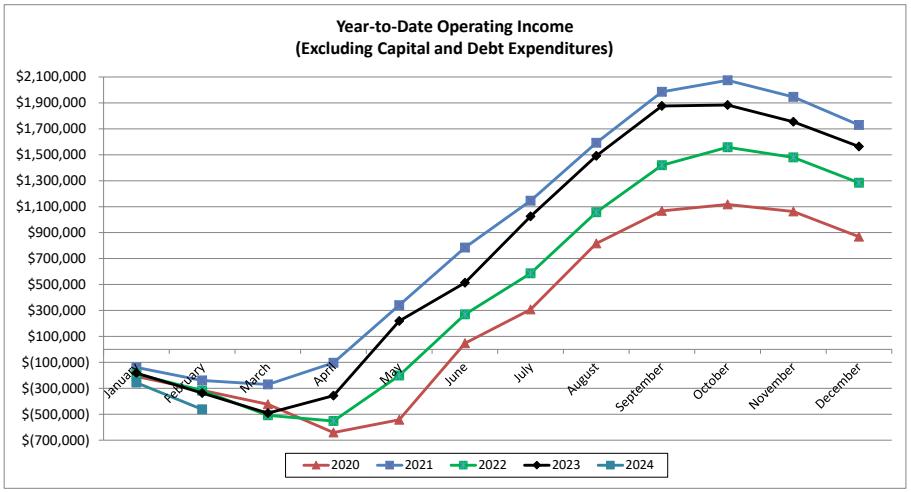
VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

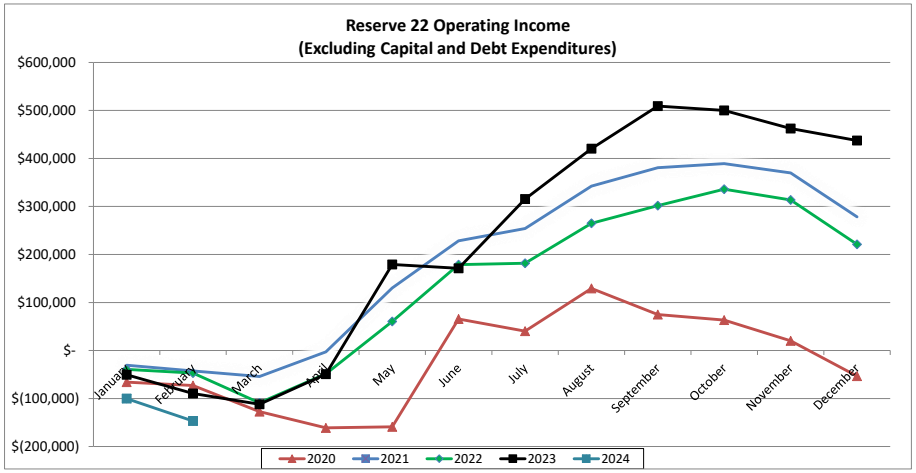
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 29, 2024

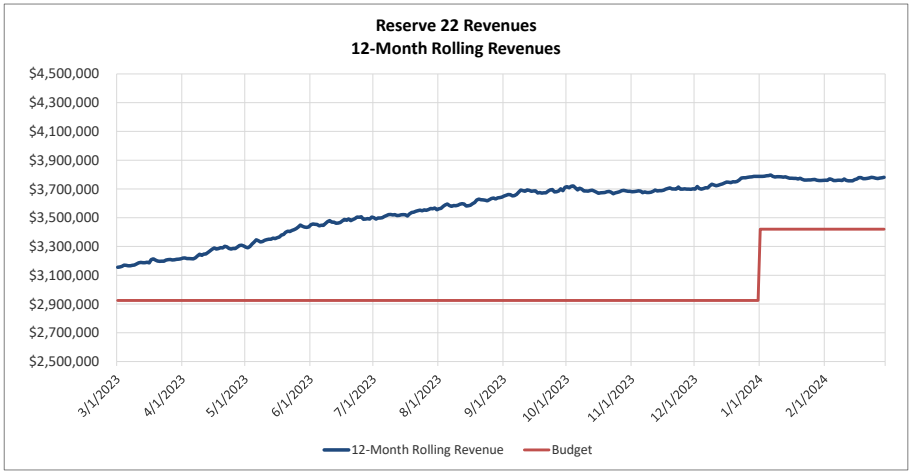
ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	$ 78,292	$ 64,440	$ 13,853	21%	$ 123,305	$ 120,965	$ 2,340	2%
	Banquets	*N/A*	51,637	45,964	5,673	12%	81,181	91,154	(9,973)	-11%
	Other	*N/A*	1,656	68	1,588	2335%	1,656	78	1,577	2012%
	Total	$ 3,420,400	$ 131,585	$ 110,472	$ 21,113	19%	$ 206,142	$ 212,197	$ (6,056)	-3%
	Reserve 22 Revenues (Last 12 Months)	$ 3,420,400					$ 3,781,072	$ 3,153,141	$ 627,931	20%
	Reserve 22 Expenses (Last 12 Months)	$ 3,210,565					$ 3,401,148	$ 2,674,300	$ 726,848	27%
	# Guest Checks (Restaurant/Bar)	*N/A*	1,753	1,494	259		2,840	2,788	52	
	Revenue Per Guest Check	*N/A*	$ 44.66	$ 43.13	$ 1.53		$ 43.42	$ 43.39	$ 0.03	
	# Guests (Restaurant/Bar)	*N/A*	2,839	2,452	387		4,520	4,675	(155)	
	Average Guest Spend	*N/A*	$ 27.58	$ 26.28	$ 1.30		$ 27.28	$ 25.87	$ 1.40	
	Cost of Goods Sold %	*28%*	*26%*	*32%*	*-6%*		*29%*	*31%*	*-3%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*26%*	*1%*	*22%*	*-21%*		*17%*	*27%*	*-10%*	
	Cost of Goods Sold - Wine	*31%*	*56%*	*15%*	*40%*		*52%*	*32%*	*20%*	
	Cost of Goods Sold - Liquor	*21%*	*10%*	*-25%*	*35%*		*14%*	*3%*	*11%*	
	Cost of Goods Sold - NA Beverages	*52%*	*107%*	*28%*	*79%*		*106%*	*62%*	*44%*	
	Cost of Goods Sold - Food	*32%*	*28%*	*46%*	*-17%*		*30%*	*38%*	*-8%*	
	Personnel Expenses as % of Sales	*54%*	*88%*	*78%*	*10%*		*111%*	*82%*	*28%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*83%*	*114%*	*110%*	*4%*		*139%*	*113%*	*26%*	

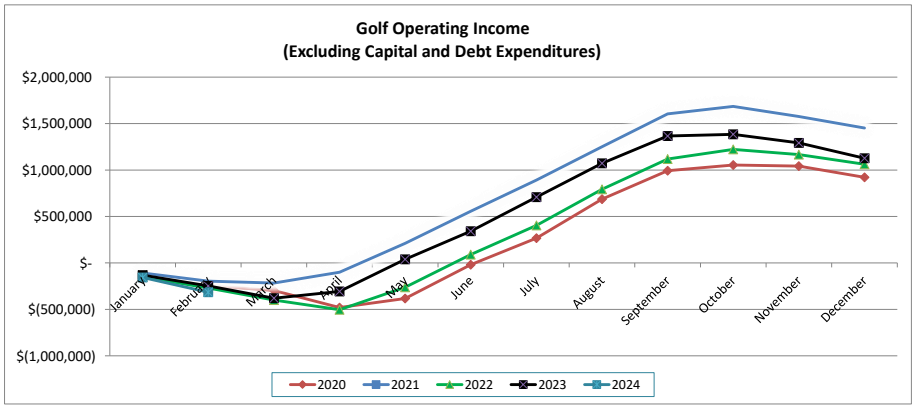
Village Links / Reserve 22
Dashboard Financial Reports
As of February 29, 2024

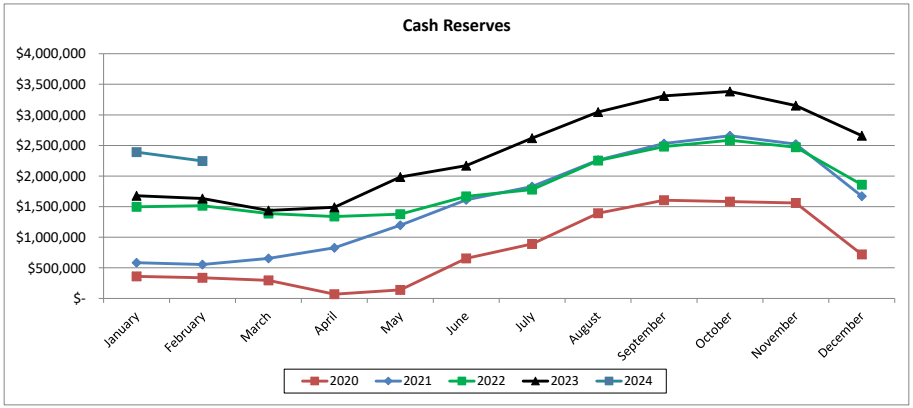












VILLAGE LINKS / RESERVE 22

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	391	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	(231)	(492)
2024	(269)	(144)										
Avg	(148)	(57)	(81)	(29)	170	253	280	317	190	(0)	(123)	(690)
Best	(100)	42	96	172	503	516	449	500	272	127	(21)	(492)
Worst	(269)	(63)	(218)	(225)	(11)	30	111	92	72	(102)	(231)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2024 FEB	2024 MAR	2024 APR	2024 MAY	2024 JUN	2024 JUL	2024 AUG	2024 SEP	2024 OCT	2024 NOV	2024 DEC	2025 JAN
Avg	2,247	2,166	2,137	2,307	2,560	2,840	3,157	3,347	3,346	3,223	2,534	2,386
Best	2,247	2,343	2,515	3,018	3,534	3,983	4,483	4,755	4,882	4,861	4,369	4,269
Worst	2,247	2,029	1,804	1,793	1,823	1,934	2,026	2,098	1,996	1,765	913	644
	actual											

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

Meeting 3/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

AGENDA ITEM (ID # 2023-1239)

DOC ID: 2023-1239

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

Village Links Golf 2024

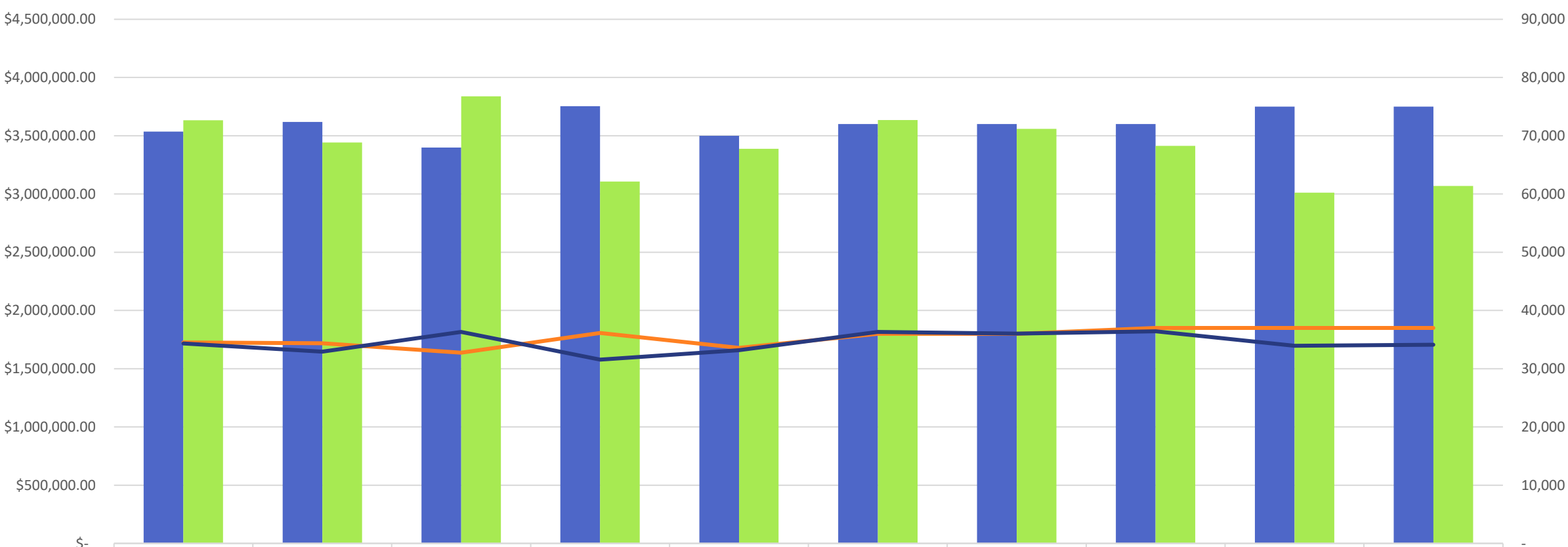
NEW GOLF INDUSTRY NORMAL? LET'S HOPE!

The COVID Dividend Continues

Pre-COVID, the 3 year average of rounds played was 63,287. In the 3 years post-COVID, the average is now 80,618, an increase of about 27%

While Golf Capacity Rounds were up approximately 5% over a “normal” year, our rounds played were up approximately 6% over a “normal” year

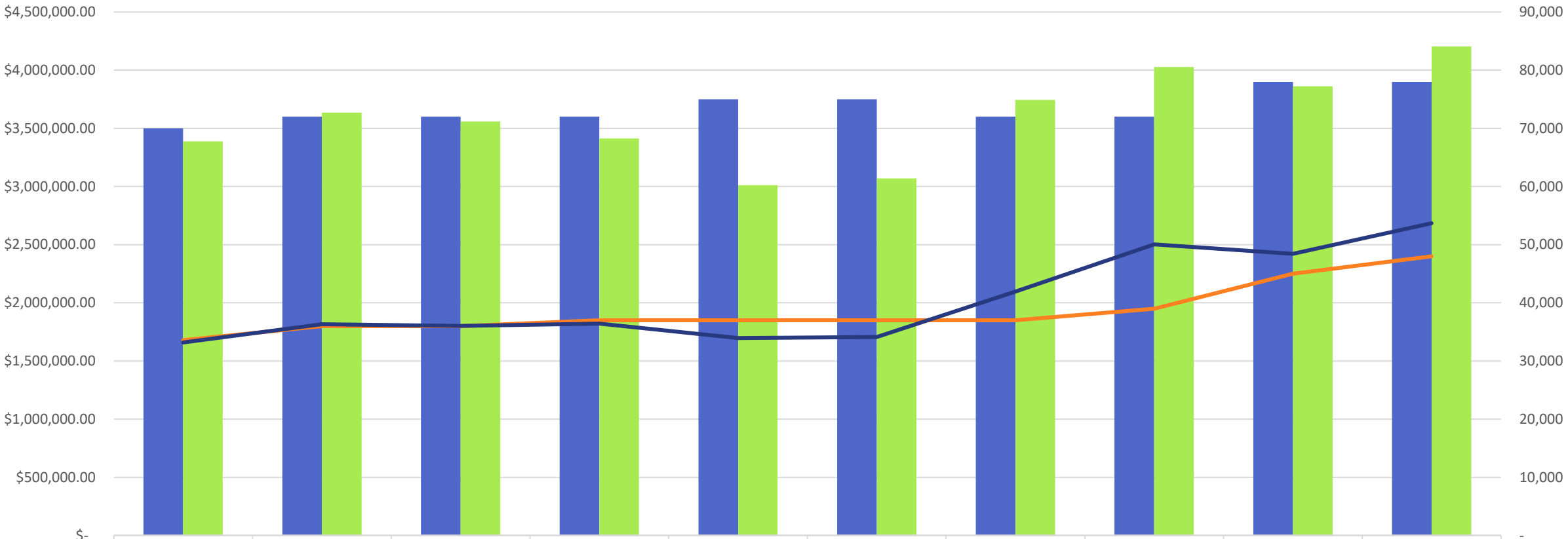
Since COVID, 2 out of 3 seasons set modern-day records in terms of rounds played and all 3 are in the Top 5



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Budgeted Rounds	70,700	72,360	67,985	75,080	70,000	72,000	72,000	72,000	75,000	75,000
Actual Rounds	72,670	68,837	76,768	62,130	67,760	72,681	71,179	68,259	60,221	61,382
Budgeted Green Fees	$1,725,324.00	$1,717,632.33	$1,637,947.00	$1,806,723.00	$1,679,656.00	$1,800,000.00	$1,800,000.00	$1,850,000.00	$1,850,000.00	$1,850,000.00
Actual Green Fees	$1,717,357.18	$1,646,181.85	$1,815,015.99	$1,577,944.34	$1,659,922.95	$1,815,648.02	$1,800,517.20	$1,821,518.31	$1,696,255.57	$1,705,049.65

Rounds & Green Fees – Budgeted vs. Actuals

2010 – 2019



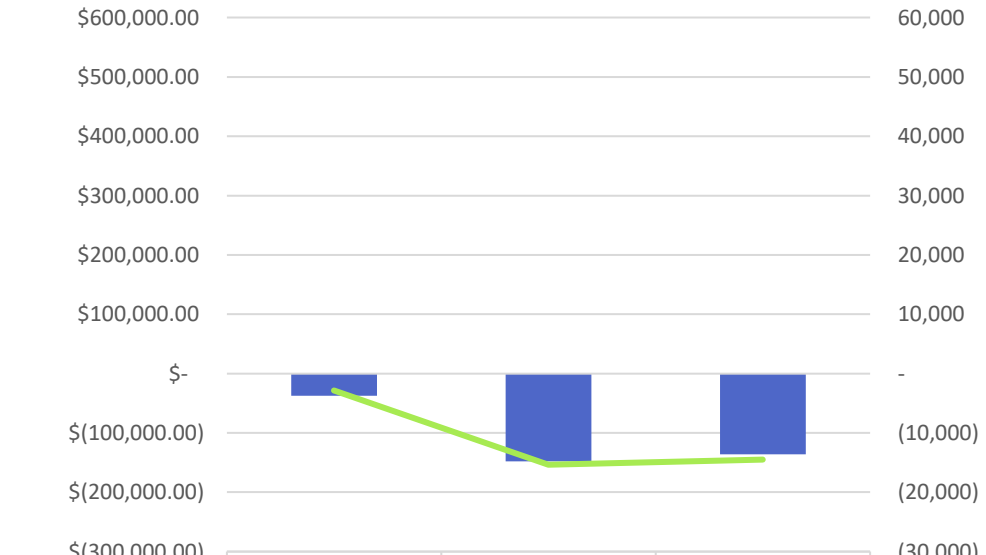
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Budgeted Rounds	70,000	72,000	72,000	72,000	75,000	75,000	72,000	72,000	78,000	78,000
Actual Rounds	67,760	72,681	71,179	68,259	60,221	61,382	74,894	80,533	77,236	84,085
Budgeted Green Fees	$1,679,656.00	$1,800,000.00	$1,800,000.00	$1,850,000.00	$1,850,000.00	$1,850,000.00	$1,850,000.00	$1,950,000.00	$2,250,000.00	$2,400,000.00
Actual Green Fees	$1,659,922.95	$1,815,648.02	$1,800,517.20	$1,821,518.31	$1,696,255.57	$1,705,049.65	$2,096,702.07	$2,502,133.50	$2,420,580.59	$2,683,417.09

Rounds & Green Fees – Budgeted vs. Actuals

2014 – 2023

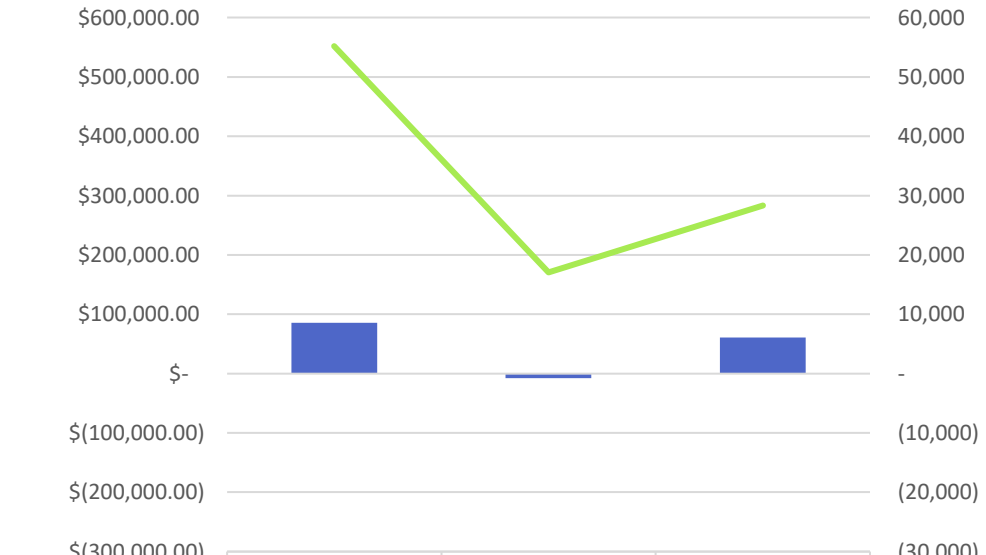
Difference in Rounds & Green Fees Budgeted vs Actual

2017 - 2019



	2017	2018	2019
Rounds Diff	(3,741)	(14,779)	(13,618)
Green Fees Diff	$(28,481.69)	$(153,744.43)	$(144,950.35)

2021 – 2023



	2021	2022	2023
Rounds Diff	8,533	(764)	6,085
Green Fees Diff	$552,133.50	$170,580.59	$283,417.09

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

The Fickle Hand

Mother Nature – Friend or Foe?

As usual, weather played a key role in our success and profitability

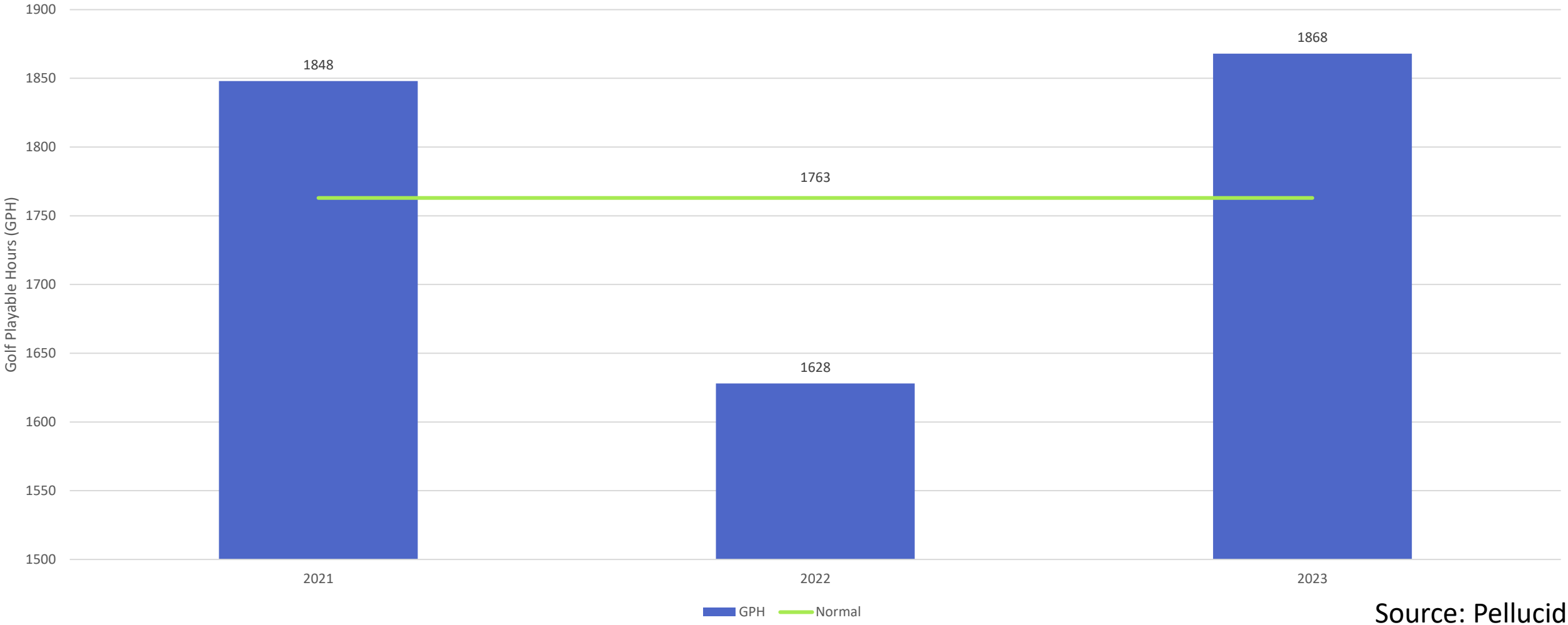
In 2022, Golf Playable Hours (GPH) were down 12% off the previous year, and about 11% below historical averages. Results for Golf Capacity Rounds (GSD) were similar

In 2023, GPH was up 15% on the prior year, and about 6% above historical averages. GSD was up similarly

Despite overall good results, Sundays suffered smaller recoveries in capacity, being significantly below 2021

The largest challenge with the weather is in right-sizing the day-to-day operations to match conditions, i.e., cutting unneeded staff

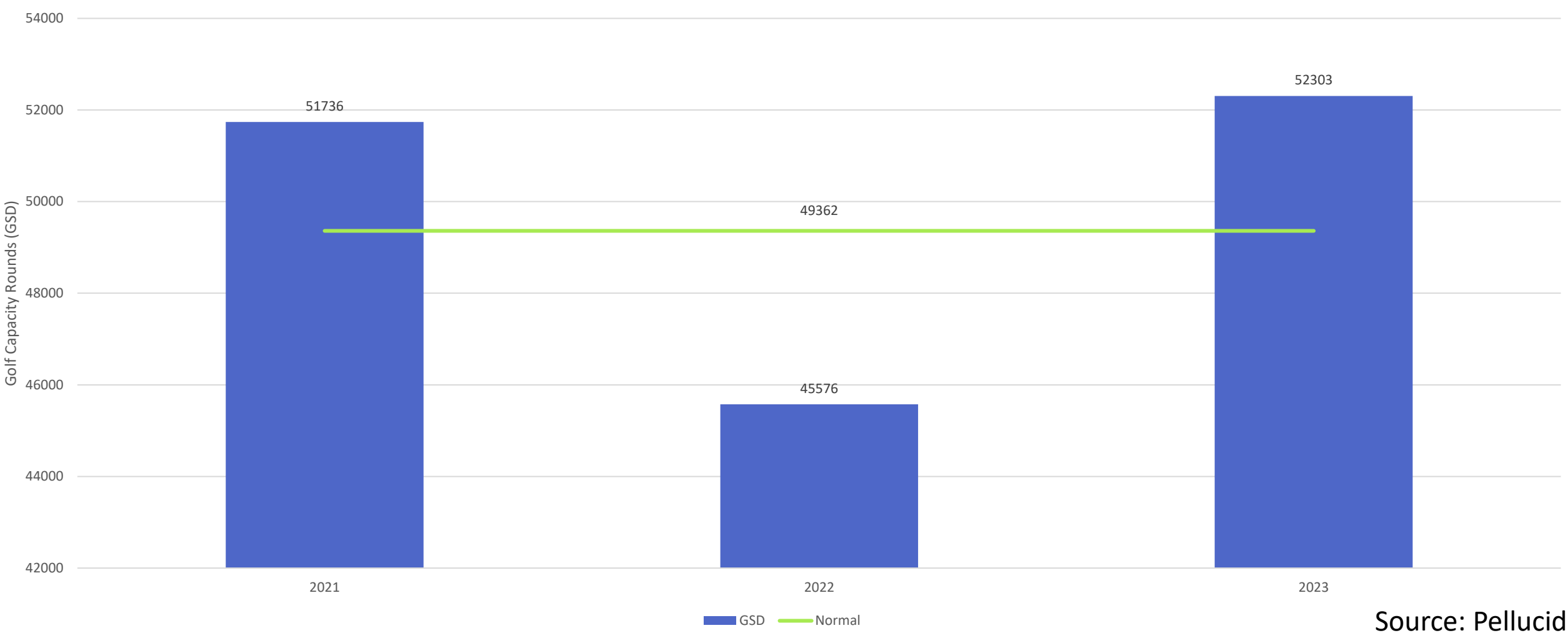
Because we cannot influence the weather in any way, this results in a large external variable operating as a headwind at times or a tailwind at other times



Source: Pellucid

Golf Playable Hours per Year vs Normal

2021 – 2023



Source: Pellucid

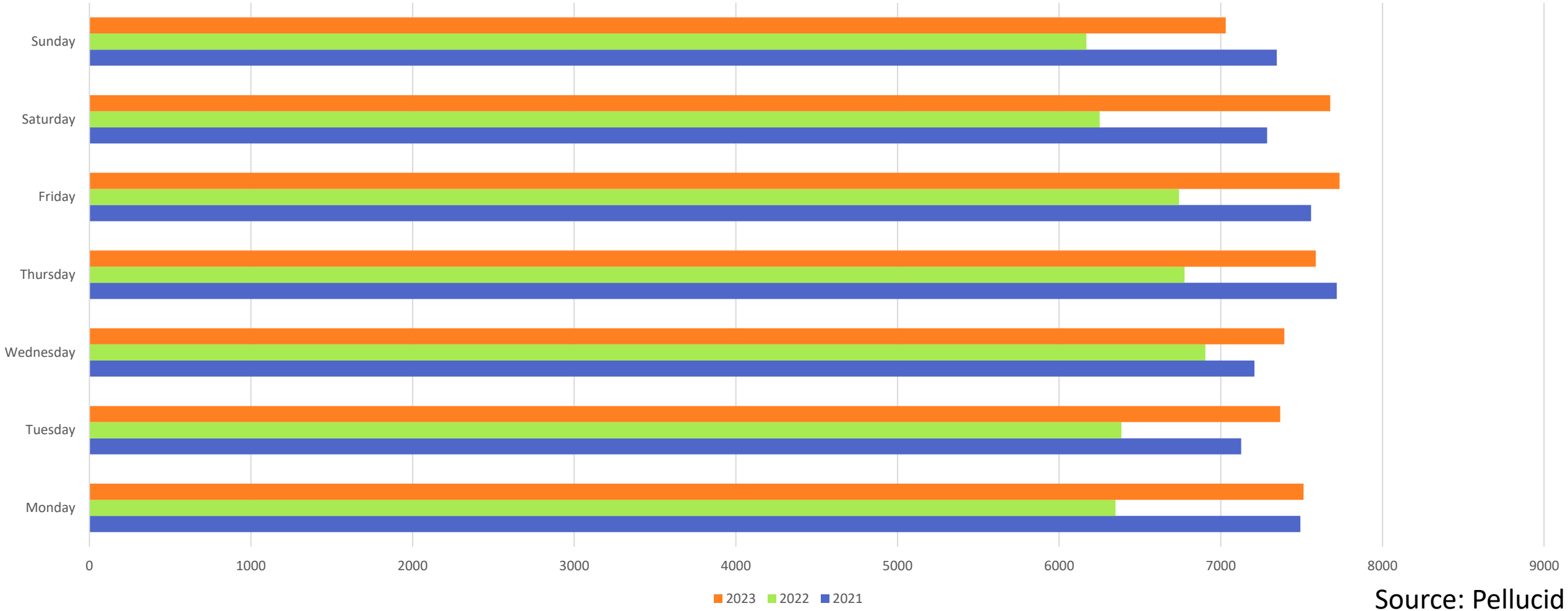
Golf Capacity Rounds per Year vs Normal

2021 – 2023

Source: Pellucid

Golf Capacity Rounds per Month vs Normal

2021 – 2023



Source: Pellucid

Golf Capacity Rounds by Day

2021 – 2023

Newton's 1st Law and You

No major operational changes between 2023 and 2024

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

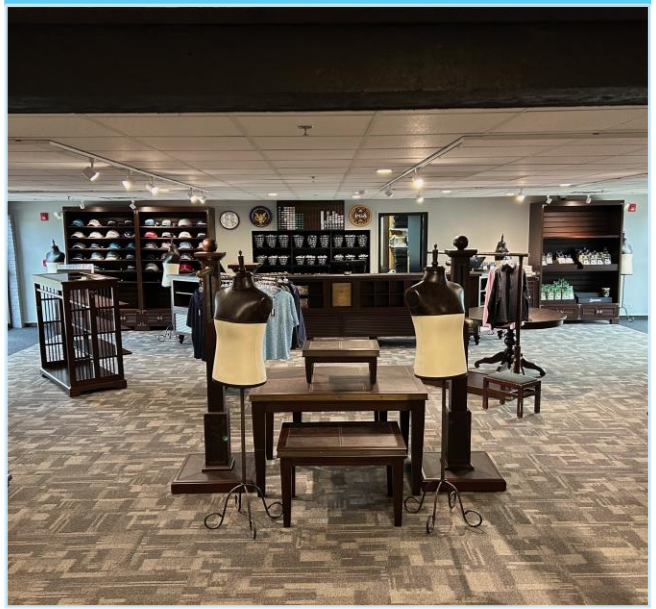
Online and mobile reservations represent a significant portion of all reservations made

South Clubhouse Renovation Project underway, demonstrating our commitment to reinvesting the COVID dividend in improved facilities

World Handicap System changes now require the CDGA to be less parochial with the handicap system, providing enhanced GHIN system features to the Gallus App and Golf Genius

Maintaining Momentum

Pro Shop Remodel – Complete!



South Clubhouse Renovation – In Progress

- New cooler in kitchen
- New Restaurant office
- New Pro Shop bathrooms
- New Head Pro office

Master Plan – In Development

- Reduce number/square footage of bunkers
- Increase tee box area
- Layout improvements tailored to modern golf club and golf ball specifications

Retention, retention, retention

There are several challenges in the golf business that relate to customer retention outlined at right.

Addressing the Challenges

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.

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

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

- 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

Year-to-Date

2024 is the 4th earliest opening day in our history, blowing our February budget targets out of the water.

However weather has continuously fluctuated between days that approach summer-like conditions and stretches of cold and wet days.

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.

Technology Partners

We work closely with a number of vendors to deliver superior products and services to our customers leveraging new and evolving technologies to provide industry-leading performance

- Club Prophet Systems
- 1-2-1 Marketing
- Gallus Golf
- Golf Genius
- Yamatrack (or hopefully TagMarshal – TBD)

The Village of Glen Ellyn IT Department provides stellar support for any issues that arise and are continuously working to roll out updates and improvements to our systems and reduce the need for on-site service calls

- Phased replacement of all POS machines and office PCs over 2023 and 2024
- Migration of all Village Links network infrastructure to Village of Glen Ellyn domain controller in 2024
- Old POTS telephone system replaced with new VoIP system in 2023
- Security system upgrade and replacement TBD
- Digital bulletin board procurement TBD

Future Tech Improvements

With the 2024 changes to the World Handicap System, the Gallus Golf app will allow players to post scores to their handicap record directly from the app

Staff is in mature talks to replace the Yamatrack GPS system with TagMarshal, which, while still providing GPS to customers, gives the operations staff advanced predictive pace of play management tools

Staff will continue 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

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

Due to the continuing difficulty in attracting talented individuals to work as Assistant Golf Professionals, we have converted 1st Assistant Professional Vince Crovetti to full time and have one remaining seasonal apprentice

Onboarding

The Village has formalized a policy when it comes to seasonal staff that requires all returning staff to complete the full onboarding packet to provide better compliance

We continue to maintain the responsibility for initiating the background check process, and have seen improved response rates

A new digital version of the Change of Status form has simplified the process of assigning staff the correct job and pay codes, with possibility to be further streamlined with a new HR module in the Enterprise ERP (formerly MUNIS) software.

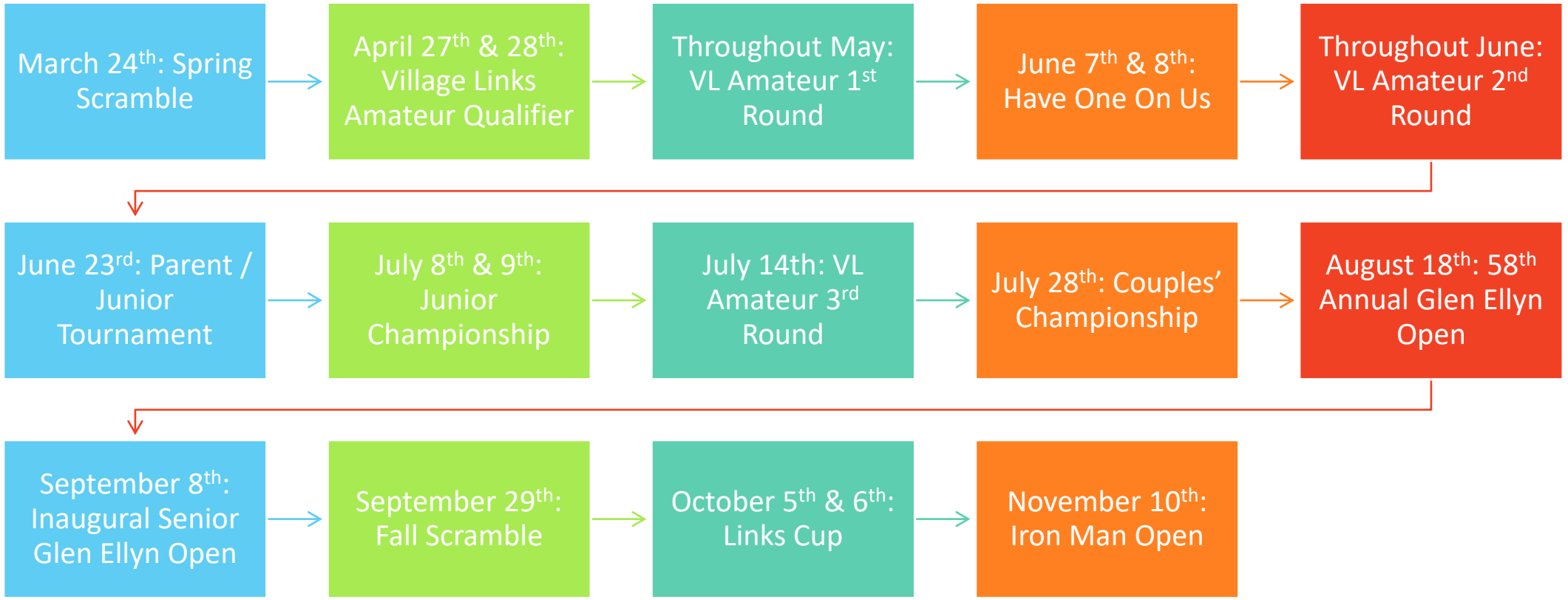
Training

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

Have shared responsibility for annual sexual harassment and diversity, equity, and inclusion training with HR

Golf staff will have 100% compliance with ILCC requirements for BASSET training

2024 Tournament Schedule



Leagues

3 in house leagues

- Monday Men's (18)
- Wednesday Wagglers (Front 9)
- Wednesday Seniors (9)

9 guest leagues

- Monday - Bell Labs (9)
- Tuesday - Swinigin' Set (18 & 9), Lucent Technology (9)
- Wednesday - Knights of Columbus (9), Twilight Golf Association (9)
- Thursday - Valley View (Front 9), Thursday Night Men's (9)
- Friday - Spa Dog (9)

Outings

Outings play an important role in our profitability, representing 11% of our green fee revenue while making up only 6% of our total rounds played

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

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 eighth 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

Adult Program

Same offerings as last year – Evening Adult Group Lessons for 3 1-hour sessions in May, June, July, and August and year round private lessons

The group lesson program offers the opportunity for some individualized instruction in a more relaxed group setting, both developing players and providing a fun environment

Private lessons are scheduled on an individual basis with our golf professionals to give a fully individualized experience

Challenges & Opportunities

Capital investment has the potential to drain our reserves if golf revenues fall short

We must choose projects to invest in only when it becomes more costly to not make improvements

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

A hot labor market with near-record low unemployment can make retaining staff difficult

Offering industry leading perks will allow us to keep and attract staff despite not being as competitive on wages

Minimum wage increases tighten labor budgets meaning either missed targets or reduced service levels

New technologies offer ways to reduce labor while maintaining efficiency