Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, April 26, 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 - March 22, 2024

D. Standing Reports

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

E. Reserve 22 - 2023 Achievements & 2024 Goals - Jon Satinover

1) Reserve 22 - 2023 Achievements & 2024 Goals

F. Old Business

G. New Business

H. Next Meeting - May 31, 2024

I. Adjournment

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

Board or Commission:	Recreation	**Date:**	March 22, 2024
Meeting:	Regular	**Called to Order:**	7:03 a.m.
Quorum:	Yes	**Adjourned:**	8:12 a.m.

MEMBER ATTENDANCE:

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

A. CALL TO ORDER/ROLL CALL

The March 22, 2024 meeting of the Recreation Commission was called to order at 7:03 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chairperson Scott.

B. APPROVAL OF MINUTES FROM FEBRUARY 23, 2024

APPROVAL OF MINUTES FROM FEBRUARY 23, 2024 MEETING

MOTION BY: Commissioner Coconate

SECONDED BY: Commissioner Carter

RESULT: Unanimous

C. PUBLIC COMMENT – None

D. STANDING REPORTS

1. *Manager – Jeff Vesevick –* Manager Vesevick provides an update on February, noting that it marks the 4th occasion in Village Links' history where the golf course opened in February. The last instance was in 2017. February experienced record warmth with minimal snowfall. The course remained open for 7 days, and there was considerable excitement among golfers to hit the course. Golf Staff dedicated the month to finalizing the Golf Shop, while Director Allen focused on processing organizations for outings, which are going strong. Due to the high demand, staff had to be brought back early to handle the increase in volume. Andrew successfully completed course set up, and overall, the course played adequately. Notably, several other courses also opened in February.

We've dedicated significant time to the clubhouse construction, holding weekly meetings with the contractor and architect. Permit number one has been approved, allowing us to proceed with everything except the bathrooms. The village is still reviewing the permit, and will release it soon. The walk-in cooler is expected to be delivered in about 2 weeks. Permit number two will greenlight work on the locker rooms, with demo work already completed.

Public meetings for the Master Plan have been advertised. We'll be discussing the purpose of the plan, outlining the current progress and stage of development. Attendees will have the chance to ask questions or offer feedback afterward. It's essential to emphasize that any decisions made regarding the plan's implementation won't impact taxes. Additionally, we want to assure everyone that the course will remain partially open during this process.

2. *Reserve 22 – Jeff Vesevick* – Manager Vesevick provided several updates from Director Satinover. The restaurant had a successful month, with increased revenues. However, January's poor performance has impacted our year-to-date figures negatively. Jon has dedicated significant time to recruiting new staff, including a sous chef, banquet coordinator, and a second full time restaurant manager. Liz Lofgren is temporarily filling in for banquets until the full-time position is hired. The restaurant promoted St. Patrick's Day specials and have over 500 reservations for Easter Sunday. Reserve 22 received the Restaurant of the Year Award in Glen Ellyn from the Chamber of Commerce. A new menu for spring/summer is set to be released around April 1.

3. *Financial – Jeff Vesevick* – Manager Vesevick provides a financial update, highlighting that labor costs remain a concern. Additional expenses were incurred due to golf shop purchases and increased spending on supplies. However, if we maintain reasonable expenses in the first quarter, we should stay on track for the year. The current cash balance stands at $2.2 million, representing 135% funding, indicating that we are in a very favorable financial position.

4. *Trustee Liaison –* No report.

E. GOLF OPERATIONS PRESENTATION – NOEL ALLEN

Director Allen presents the 2024 Golf Operations Plan (see attached), outlining the composition and performance of the golf division. The division consists of four full time employees with collective experience of over 100 years, along with 50 seasonal staff members. Additionally, management oversees halfway house and beverage staff. Over the past five post-COVID seasons, there has been a consistent high level of participation in golf. Notably, in the ten years preceding COVID-19, the target rounds and revenues were achieved only three times. However, since 2020, there has been a positive reversal, surpassing all targets and significantly impacting the business. While discounting has been reduced, it still exceeds that of most courses, albeit considerably less than pre-COVID levels. Weather remains a critical factor influencing successes and failures.

Regarding golf playable hours per year compared to normal, there has been an above-average number of playable hours, resulting in increased capacity for rounds. The analysis of capacity also considers the day of the week, with the highest-earning days coinciding with the highest capacity, particularly on Fridays, Saturdays, and Sundays.

The operational plan we are presenting this year has proven successful over the past few seasons, so we don't intend to make significant changes. However, there are key items that will impact the plan: the renovation of the Clubhouse and Golf Shop, and an update regarding the CDGA. Previously, the CDGA did not allow our app to post scores to the World Handicap Association, but they are now permitting us to do so and allowing us to utilize our smartphone app for posting to their platform. This change reflects our commitment to continuous improvement.

Retention is our primary strategy, considering factors such as cost, time to play, seasonality of golf, the sport's difficulty, maintaining high-quality facilities, and providing excellent customer service. Consequently, we are cautious about increasing rates and are highly focused on keeping round times down. Our marketing efforts aim to keep golf top of mind for our customers, while also providing five-star customer service and a high-quality playing experience. We are also committed to identifying defectors and reengaging them with the help of our technology partners.

Technology plays a crucial role in our success, and we are fortunate to have the support of some of the best partners in the industry, including Club Prophet Systems, 1-2-1 Marketing, Gallus Golf, Golf Genius, and Yamatrack (or potentially TagMarshal – to be determined). We are grateful for the support of the Village of Glen Ellyn's IT department in this regard.

Onboarding has historically posed a challenge, but we've collaborated with the village's HR department to streamline the process, allowing our staff to focus more on delivering an exceptional guest experience.

We are continually enhancing our training manuals with the aim of achieving 100% staff training completion.

For our tournament schedule, we are aiming to have more high-end country club experience tournaments that include dinners as part of the experience.

Expanding our golf leagues remains a priority, as league players tend to be more loyal and willing to play even in adverse weather conditions.

While golf outings drive revenue per round, we must be cautious not to schedule too many, which could deter our regular players. Our goal is to limit outings to no more than two per week.

Assuming a leadership role in creating new golfers is vital, and we achieve this through initiatives such as our junior program, group lessons, and private instruction.

We face several challenges, including capital investments falling short of revenues, unpredictable weather affecting operations, and a competitive labor market making retention difficult. To address these challenges, we constantly strive to offer attractive perks to retain employees. Additionally, the mandatory annual increase in minimum wage necessitates raises for all employees, adding to the complexity of managing our workforce. The Recreation Commission expresses gratitude to Noel for the presentation

F. OLD BUSINESS - None

G. NEW BUSINESS – Manager Vesevick mentioned that a resident and veteran customer inquired about the absence of veteran rates. While it was decided not to offer veteran rates on a daily basis, occasional special rates for veterans are provided throughout the year. Manager Vesevick also reached out to other courses and found that about half of them offer veteran rates. However, offering veteran rates requires careful consideration as it may lead to requests for discounts from other groups like first responders and teachers. Despite this, there is concern that not offering veteran rates may be perceived as disregarding veterans. Residents currently account for approximately 30% of our rounds. One suggestion was to consider offering a 10% discount off the rack rate for veterans. This consideration will be reviewed at the next rate cycle.

H. NEXT MEETING - April 26, 2024

I. ADJOURNMENT

Commissioner Ozog motions and Commissioner Coconate seconds to adjourn the meeting. The meeting was adjourned at 8:12 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 4/26/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

AGENDA ITEM (ID # 2023-1240)

DOC ID: 2023-1240

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:
1. Manager's Report - March 2024

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

Manager's Report for March 2024

Prepared by Jeff Vesevick, General Manager

March 2024 was milder than normal, wet, and not particularly snowy. Looking at March observations from O'Hare, average temperature was 44.0°F (5.0°F above normal), precipitation was 3.59" (1.14" above normal), and snowfall was 1.0" (4.5" below normal). We had frost delays on 11 of 31 days, carts were available for 17 days on the 18-hole (55% availability) and only 10 days on the 9-hole (32% availability).

High Temperatures In March

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
80º days													7							
70º days	2		3					1	1	1			5		1	3		4		1
60º days	5	1	4	10	2	3		3	7	3			8	3	8	8	1	8		3
50º days	7	6	7	7	5	3	3	7	11	8	8	3	3	4	6	5	7	6	3	2
40º days	11	15	8	8	15	14	15	10	6	7	7	10	2	13	13	11	10	4	16	11
30º days	5	8	8	6	5	7	13	7	5	9	10	16	6	11	3	2	11	6	11	10
20º days	1	1	1		3	2		3	1	2	5	2				2	2	3	1	4
10º days					1	2				1	1									
0º days																				
Rain	3.6"	3.8"	3.7"	1.2"	3.5"	2.0"	1.2"	3.5"	2.9"	0.3"	1.1"	1.5"	0.7"	2.7"	1.8"	5.0"	1.5"	2.8"	2.6"	0.7"
Snow	1"	1.8"	3.8"	1.8"			2.6"	4.5"	2"	8.5"	13"	4"			2"	2"	5"	2"	6"	2"

GOLF

Revenues in all categories showed a significant increase from a year ago, due to milder temperatures.

Golf Staff is busy recalling part-time workers from last year, and trying to fill in the gaps with new team members. Response has been slower than in past years, but the team is filling in gradually.

Head Golf Professional Mike Campbell is filling the Golf Shop with merchandise.

Golf Revenue March												
	2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
Rounds	584	486	1,207	2,317	987	1,127	670	1,405	2,131	1,204	859	3,412
Green Fees	11,007	8,361	19,041	28,660	12,378	19,117	9,908	27,382	48,389	25,235	15,927	96,587
Driving Range	0	4,276	9,719	12,304	5,079	6,561	6,126	7,030	22,493	13,362	10,882	25,387
Pro Shop	5,262	3,692	5,904	8,842	5,427	9,373	4,200	4,342	9,912	8,249	5,710	13,175
Carts	2,443	1,198	4,326	8,990	3,220	4,480	1,080	3,764	11,724	4,230	1,023	16,833
Resident Cards	6,590	10,385	11,025	9,965	7,060	8,615	9,665	8,945	13,905	10,565	8,795	8,705
Miscellaneous	4,493	5,065	8,038	13,888	4,862	7,351	20,576	8,608	13,986	11,625	6,114	13,109
Total Revenue	**30,317**	**40,614**	**66,487**	**93,474**	**38,026**	**55,546**	**51,554**	**59,955**	**120,385**	**73,266**	**53,211**	**180,056**

Rounds played were up 297% for the month, and are up 290% for the year.
Green Fees were up 506% for the month, and are up 581% for the year.
Driving Range sales were up 133% for the month, and are up 141% for the year.
Motor Cart sales were up 1,546% for the month, and are up 1,985% for the year.
Resident Card sales were down 1% for the month, and are up 12% for the year.
Overall Golf Revenue was up 238% for the month, and is up 146% for the year.

The half-day and all-day Junior Golf Camps are starting to fill up, with March registration for these fun-filled instructional sessions down only slightly from this time a year ago. The Junior Golf Program at the Village Links remains strong, led by PGA Professional Vincent Crovetti, who incorporates a variety of entertaining instructional methods to make learning the game fun and captivating.

The annual lottery drawing for **Weekend Permanent Tee Times** was held on Wednesday, March 6. Seventy-six foursomes registered for weekend morning tee times, which begin April 6 and run through August 25. Participation has been steady the last several years, as 73 of the foursomes registered will participate in 2024, nearly the same as the 71 in 2023.

The annual drawing for the **Over 60 Men's** league, which plays on the 9-hole course on Wednesday mornings, was held on Wednesday, March 13. The league will again accommodate over 100 golfers each Wednesday morning, beginning April 10 and concluding September 25.

The **Swingin' Set Ladies** league, comprised of both 9-hole and 18-hole members, will play each Tuesday morning, beginning in May. They are planning their Spring Luncheon for Tuesday, April 9.

RESERVE 22

Reserve 22 reopened on Mondays and Tuesdays in March. Preparations are underway to open the patio for the season, as furniture was cleaned and re-positioned, heaters were tested, and the bar was cleaned and prepped. Staff replaced the patio umbrellas for the new season.

Advertisements were placed and prospects interviewed for all seasonal positions. The number of available workers seems to have improved from a year ago, allowing us to be a bit more selective in the interviewing process.

Several food and drink specials were promoted during the NCAA March Madness basketball tournament, which drew modest crowds. St. Patrick's Day specials were well received, and they kept the restaurant and bar seasonally busy.

The popular **Easter Brunch** was held on Sunday, March 31.

Reserve 22 - MARCH				Year to Date		
	2023	2024	+/-	2023	2024	+/-
Restaurant & Bar	92,549	131,372	*41.9%*	213,725	255,288	*19.4%*
Banquets	65,353	46,714	*-28.5%*	144,114	116,864	*-18.9%*
Beverage Cart	0	0	*#DIV/0!*	0	0	*#DIV/0!*
Halfway House	491	7,261	*1378.8%*	491	8,524	*1636.0%*
Other	10,422	9,290	*-10.9%*	22,682	20,103	*-11.4%*
Total Reserve 22	**168,815**	**194,637**	***15.3%***	**381,012**	**400,778**	***5.2%***

Restaurant and bar sales, boosted by the mild spring weather, were up 42% for the month, helped mostly by golfers. Banquet sales did not keep pace with last year's record, but they did very well at second best historically. Liz Lofgren has done a fantastic job filling in for the vacant Event Planning and Sales Coordinator position.

GROUNDS

Superintendent Andrew Cross has enjoyed an increase in interested workers, and he is getting close to filling out his summer seasonal staffing needs. An early season start has the golf course and grounds shaping up nicely. Bunker edging was completed, and sand is being added regularly, focusing on the greenside bunkers.

Grounds

1. Greens, Tees, and Fairways have all been mowed at least once
2. Course accessories out (Ball washers and Fountains are not due to low temps)
3. Staff has been hired and we look to be fully staffed for the season
4. Cleanup to the right and behind 3 Tee (18) has started
5. Continuing with Master Plan process (First Public Meeting well received)
6. Bunkers have all been edged, started adding sand
7. Tropical plants continue to be monitored, cleaned, and watered in the basement
8. Began leveling Pavers throughout the golf course (ongoing)
9. Tee Divots Filled Continually
10. Greens mowers now equipped with Electric Blowers

11. Trash Removal in Panfish Park
12. Panfish and Lambert Lake garbage cans emptied on a weekly schedule
13. Continued planning for spring/summer projects on the course
14. Working with A Jules Construction on Pipe Replacement project at Panfish (slow start)

Mechanical and Building Maintenance

1. 13 pieces of equipment were repaired and/or serviced
2. Finished Golf Cart Service
3. Working with Construction, Inc as needed on Clubhouse Renovation
4. Lighting repairs in Maintenance Shop
5. Continued reorganization to increase efficiency in the morning
6. Outlet additions in Maintenance Shop
7. Pulled 8 new data cables to 9 Hole Starter Hut/Pumphouse
8. Repaired air curtain switch at R22 Delivery Door
9. Working on air curtain for outdoor Bar vestibule

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

Meeting 4/26/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

AGENDA ITEM (ID # 2023-1241)

DOC ID: 2023-1241

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 4/26/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

AGENDA ITEM (ID # 2023-1242)

DOC ID: 2023-1242

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:
1. Village Links - Financial Statements - March 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 March 31, 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	$ 180,056	$ 53,211	$ 126,845	238%	$ 261,246	$ 106,305	$ 154,941	146%
5520	Reserve 22 Revenues	3,420,400	194,637	168,815	25,822	15%	400,779	381,013	19,766	5%
	Total Revenues	**$ 7,356,400**	**$ 374,693**	**$ 222,027**	**$ 152,666**	**69%**	**$ 662,024**	**$ 487,318**	**$ 174,707**	**36%**
	EXPENDITURES:									
55700	Administration	$ 728,143	$ 49,100	$ 47,665	$ 1,436	3%	$ 149,953	$ 130,453	$ 19,500	15%
55710	Golf Course Maintenance	1,334,997	134,067	64,187	69,880	109%	232,900	151,206	81,694	54%
55720	Golf Services	962,366	66,022	40,197	25,824	64%	180,260	118,663	61,597	52%
55730	Reserve 22	3,210,565	209,143	191,319	17,823	9%	562,218	493,022	69,197	14%
55740	Stormwater Management	51,624	1,016	356	660	185%	1,952	1,101	852	77%
55750	Pro Shop Merchandise	154,960	18,917	16,089	2,828	18%	18,773	16,721	2,052	12%
55780	Motorized Carts	62,678	1,033	-	1,033	0%	1,033	-	1,033	0%
557X5	Mechanical Maintenance	363,989	31,720	16,964	14,756	87%	113,865	68,141	45,725	67%
	Total Operating Expenses	$ 6,869,322	$ 511,018	$ 376,777	$ 134,241	36%	$ 1,260,954	$ 979,306	$ 281,648	29%
	Operating Income (Loss)	**$ 487,078**	**$ (136,325)**	**$ (154,751)**	**$ 18,425**	**-12%**	**$ (598,930)**	**$ (491,988)**	**$ (106,942)**	**22%**
	Debt Service	301,900	-	-	-	0%	-	-	-	0%
	Capital Expenditures	1,004,916	78,374	100,399	(22,025)	-22%	182,393	157,099	25,295	16%
	CHANGE IN NET POSITION	**$ (819,738)**	**$ (214,699)**	**$ (255,149)**	**$ 40,450**	**-16%**	**$ (781,323)**	**$ (649,087)**	**$ (132,236)**	**20%**

KEY METRICS

	Goal	Month 2024	Month 2023	Month Diff	YTD 2024	YTD 2023	YTD Diff
Personnel Expenses as % of Sales	*52%*	*65%*	*83%*	*-17%*	*103%*	*109%*	*-6%*
Cash Balance (End of Month, in $000's)	*$ 1,716*	*$ 2,216*	*$ 1,438*	*$ 778*			

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 March 31, 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	$ 96,587	$ 15,927	$ 80,661	506%	$ 116,985	$ 17,182	$ 99,804	581%
440554	Pro Shop - Sales	170,000	13,175	5,710	7,465	131%	15,920	10,404	5,515	53%
440555	Motor Carts	600,000	16,833	1,023	15,810	1545%	20,826	999	19,827	1985%
440556	Driving Range	450,000	25,387	10,882	14,505	133%	36,137	15,000	21,137	141%
440557	Resident Cards	34,000	8,705	8,795	(90)	-1%	18,885	16,805	2,080	12%
460100	Investment Income	56,000	6,218	4,706	1,513	32%	18,863	16,137	2,726	17%
489000	Miscellaneous Revenue	126,000	13,109	6,114	6,995	114%	33,537	29,730	3,806	13%
489100	Miscellaneous - Over/Short	-	41	55	(14)	-25%	94	49	46	94%
	Total Revenues	**$ 3,936,000**	**$ 180,056**	**$ 53,211**	**$ 126,845**	**238%**	**$ 261,246**	**$ 106,305**	**$ 154,941**	**146%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 119,000	$ 16,486	$ 13,621	$ 2,865	21%	$ 11,398	$ 9,417	$ 1,981	21%
	Total Cost of Goods Sold	**$ 119,000**	**$ 16,486**	**$ 13,621**	**$ 2,865**	**21%**	**$ 11,398**	**$ 9,417**	**$ 1,981**	**21%**
	Gross Profit	**$ 3,817,000**	**$ 163,570**	**$ 39,590**	**$ 123,980**	**313%**	**$ 249,847**	**$ 96,888**	**$ 152,959**	**158%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 1,173,740	$ 97,285	$ 68,884	$ 28,401	41%	$ 263,543	$ 202,738	$ 60,805	30%
510120	Salaries - Non-Pensionable	467,525	10,771	3,824	6,947	182%	12,584	7,101	5,483	77%
510200	Salaries - Overtime	16,000	-	-	-	0%	-	-	-	0%
510400	FICA Taxes	126,782	8,044	5,372	2,673	50%	20,571	15,581	4,990	32%
510500	IMRF	53,289	4,285	2,808	1,477	53%	11,570	8,260	3,310	40%
590600	Health Insurance	140,300	11,095	9,849	1,246	13%	33,286	29,548	3,738	13%
52XXXX	Contractual Services	1,044,721	70,953	58,346	12,607	22%	222,490	164,171	58,319	36%
53XXXX	Commodities	517,400	82,955	22,753	60,202	265%	123,294	49,469	73,825	149%
	Total Operating Expenses	**$ 3,539,757**	**$ 285,389**	**$ 171,837**	**$ 113,552**	**66%**	**$ 687,338**	**$ 476,867**	**$ 210,470**	**44%**
	Operating Income (Loss)	**$ 277,243**	**$ (121,819)**	**$ (132,247)**	**$ 10,427**	**-8%**	**$ (437,490)**	**$ (379,979)**	**$ (57,511)**	**15%**
	Operating Income (Loss) Percentage	**7%**	**-68%**	**-249%**			**-167%**	**-357%**		

KEY METRICS

	Goal	MONTH 2024	MONTH 2023	MONTH DIFF	YTD 2024	YTD 2023	YTD DIFF
Rounds Played	*78,000*	*3,412*	*859*	*2,553*	*4,446*	*1,139*	*3,307*
Revenue Per Round	*$ 50.46*	*$ 52.77*	*$ 61.95*	*$ (9.17)*	*$ 58.76*	*$ 93.33*	*$ (34.57)*
Resident Cards Sold	*N/A*	*867*	*883*	*(16)*	*1,933*	*1,718*	*215*
Cost of Goods Sold % - Pro Shop	*70%*	*125%*	*239%*	*-113%*	*72%*	*91%*	*-19%*
Personnel Expenses as % of Sales	*50%*	*73%*	*171%*	*-98%*	*131%*	*248%*	*-117%*

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 March 31, 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		$ 8,367	$ 4,941	$ 3,426		$ 27,358	$ 26,377	$ 981	
	Hand Cart Rentals		2,633	711	1,922		3,234	921	2,313	
	Golf Club Rentals		110	-	110		140	-	140	
	Locker Rentals		-	300	(300)		300	1,980	(1,680)	
	Illinois Sales Tax (1.75%)		166	146	20		622	388	234	
	Glen Ellyn Food & Beverage Tax (1%)		18	15	2		68	45	23	
	Tree Donation		-	-	-		-	-	-	
	Miscellaneous		1,815	-	1,815		1,815	19	1,795	
	Total	$ 126,000	$ 13,109	$ 6,114	$ 6,995		$ 33,537	$ 29,730	$ 3,806	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

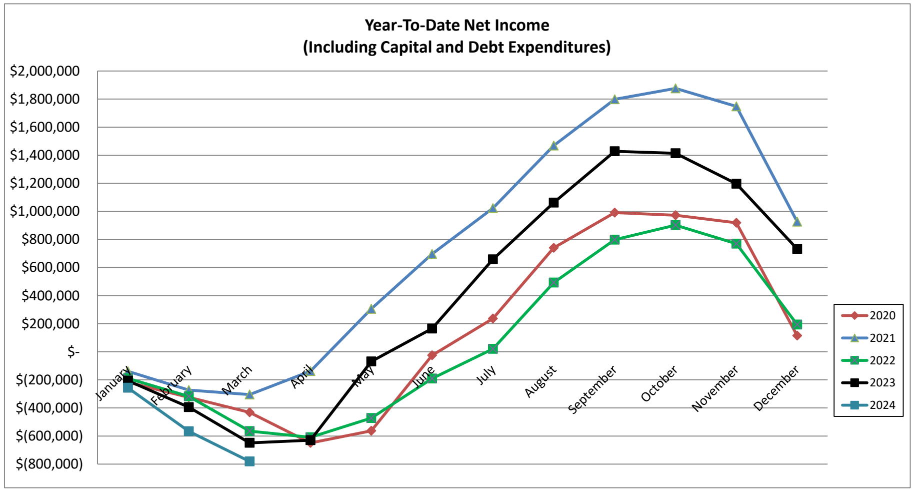
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of March 31, 2024

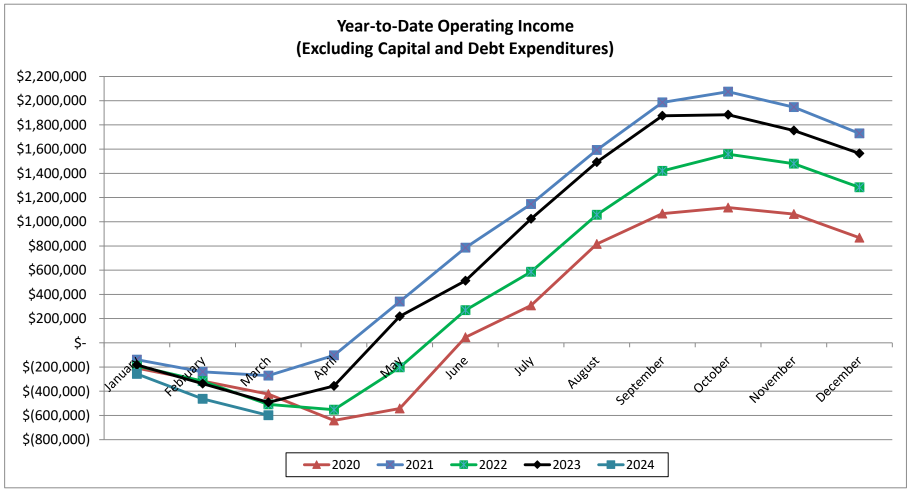
ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,900,000	$ 122,408	$ 104,626	$ 17,781	17%	$ 256,825	$ 245,840	$ 10,985	4%
441101	Liquor	385,000	18,696	20,409	(1,713)	-8%	38,512	36,623	1,889	5%
441102	Beer	560,000	22,472	14,136	8,336	59%	37,378	29,825	7,553	25%
441103	Wine	240,000	15,752	11,183	4,569	41%	33,989	30,602	3,387	11%
441104	NA Beverages	115,000	3,819	4,161	(342)	-8%	7,614	7,344	270	4%
441106	Room Charges	5,000	1,276	-	1,276	0%	1,344	-	1,344	0%
441107	Service Charges	215,000	10,216	14,261	(4,045)	-28%	25,185	30,739	(5,553)	-18%
489000	Miscellaneous Revenue	400	-	39	(39)	-100%	(68)	39	(108)	-274%
	Total Revenues	**$ 3,420,400**	**$ 194,637**	**$ 168,815**	**$ 25,822**	**15%**	**$ 400,779**	**$ 381,013**	**$ 19,766**	**5%**
55730	**COST OF GOODS SOLD:**									
530400	Cost of Goods Sold - Beer	$ 145,600	$ 10,213	$ 8,412	$ 1,801	21%	$ 12,789	$ 12,670	$ 119	1%
530401	Cost of Goods Sold - Wine	74,400	5,798	7,372	(1,574)	-21%	15,288	13,610	1,678	12%
530402	Cost of Goods Sold - Liquor	80,850	7,514	5,844	1,671	29%	10,298	6,374	3,924	62%
530405	Cost of Goods Sold - NA Beverages	59,293	3,709	2,872	837	29%	7,738	4,840	2,898	60%
530420	Cost of Goods Sold - Food	608,000	45,062	46,513	(1,451)	-3%	85,063	99,765	(14,702)	-15%
	Total Cost of Goods Sold	**$ 968,143**	**$ 72,296**	**$ 71,013**	**$ 1,283**	**2%**	**$ 131,176**	**$ 137,259**	**$ (6,083)**	**-4%**
	Gross Profit	**$ 2,452,257**	**$ 122,341**	**$ 97,802**	**$ 24,539**	**25%**	**$ 269,603**	**$ 243,753**	**$ 25,849**	**11%**
	Gross Profit Percentage	**72%**	**63%**	**58%**			**67%**	**64%**		
55730	**OTHER OPERATING EXPENSES:**									
510100	Salaries - Pensionable	$ 687,284	$ 52,282	$ 42,775	$ 9,508	22%	$ 173,178	$ 130,277	$ 42,900	33%
510120	Salaries - Non-Pensionable	853,732	42,673	35,981	6,692	19%	112,612	99,203	13,408	14%
510200	Salaries - Overtime	15,000	450	9	441	5002%	529	173	356	206%
510399	Tips Paid Through Payroll	-	(5,124)	(1,767)	(3,356)	190%	(1,551)	(577)	(974)	169%
510400	FICA Taxes	168,640	8,827	7,071	1,756	25%	25,351	20,472	4,879	24%
510500	IMRF	31,224	2,861	2,105	756	36%	9,293	6,288	3,005	48%
590600	Health Insurance	101,000	6,498	5,161	1,337	26%	20,635	10,883	9,751	90%
52XXXX	Contractual Services	199,542	12,837	16,307	(3,470)	-21%	46,264	43,508	2,756	6%
53XXXX	Commodities	186,000	15,543	12,665	2,877	23%	44,732	45,535	(803)	-2%
	Total Operating Expenses	**$ 2,242,422**	**$ 136,847**	**$ 120,306**	**$ 16,541**	**14%**	**$ 431,042**	**$ 355,763**	**$ 75,280**	**21%**
	Operating Income (Loss)	**$ 209,835**	**$ (14,506)**	**$ (22,504)**	**$ 7,998**	**-36%**	**$ (161,440)**	**$ (112,009)**	**$ (49,431)**	**44%**
	Operating Income (Loss) Percentage	**6%**	**-7%**	**-13%**			**-40%**	**-29%**		

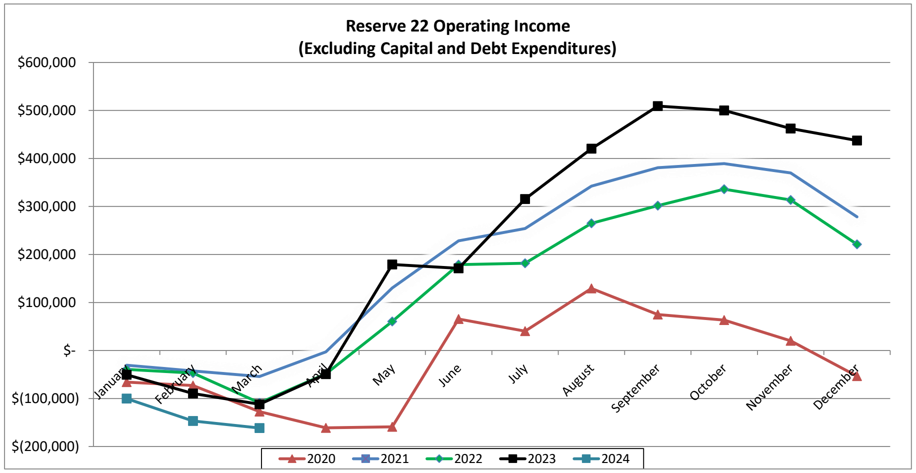
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of March 31, 2024

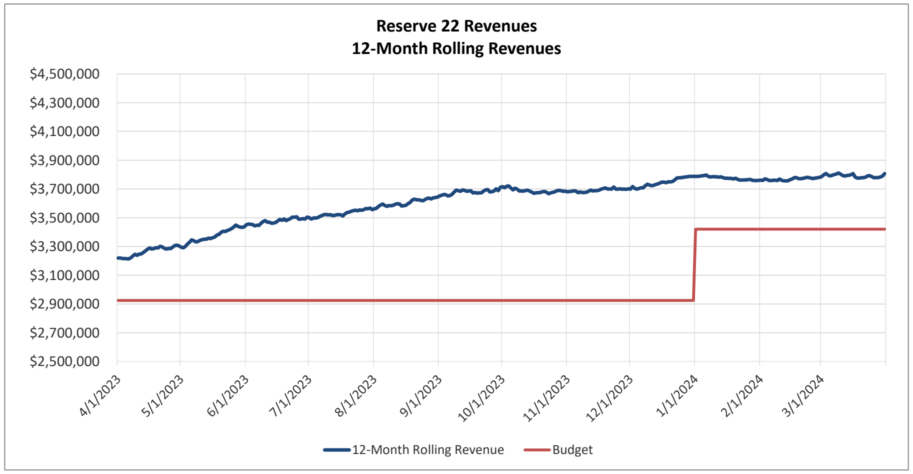
ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH 2024	MONTH 2023	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 131,372*	*$ 92,019*	*$ 39,353*	*43%*	*$ 254,677*	*$ 212,985*	*$ 41,693*	*20%*
	Banquets	*N/A*	*53,634*	*75,225*	*(21,591)*	*-29%*	*134,815*	*166,379*	*(31,564)*	*-19%*
	Other	*N/A*	*9,631*	*1,571*	*8,060*	*513%*	*11,286*	*1,649*	*9,637*	*584%*
	Total	*$ 3,420,400*	*$ 194,637*	*$ 168,815*	*$ 25,822*	*15%*	*$ 400,779*	*$ 381,013*	*$ 19,766*	*5%*
	Reserve 22 Revenues (Last 12 Months)	*$ 3,420,400*					$ 3,806,894	$ 3,214,396	*$ 592,497*	*18%*
	Reserve 22 Expenses (Last 12 Months)	*$ 3,210,565*					$ 3,418,971	$ 2,505,447	*$ 913,525*	*36%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*2,621*	*2,373*	*248*		*5,461*	*5,161*	*300*	
	Revenue Per Guest Check	*N/A*	*$ 50.12*	*$ 38.78*	*$ 11.35*		*$ 46.64*	*$ 41.27*	*$ 5.37*	
	# Guests (Restaurant/Bar)	*N/A*	*4,446*	*3,911*	*535*		*8,966*	*8,586*	*380*	
	Average Guest Spend	*N/A*	*$ 29.55*	*$ 23.53*	*$ 6.02*		*$ 28.40*	*$ 24.81*	*$ 3.60*	
	Cost of Goods Sold %	*28%*	*37%*	*42%*	*-5%*		*33%*	*36%*	*-3%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*26%*	*45%*	*60%*	*-14%*		*34%*	*42%*	*-8%*	
	Cost of Goods Sold - Wine	*31%*	*37%*	*66%*	*-29%*		*45%*	*44%*	*1%*	
	Cost of Goods Sold - Liquor	*21%*	*40%*	*29%*	*12%*		*27%*	*17%*	*9%*	
	Cost of Goods Sold - NA Beverages	*52%*	*97%*	*69%*	*28%*		*102%*	*66%*	*36%*	
	Cost of Goods Sold - Food	*32%*	*37%*	*44%*	*-8%*		*33%*	*41%*	*-7%*	
	Personnel Expenses as % of Sales	*54%*	*58%*	*55%*	*3%*		*85%*	*70%*	*15%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*83%*	*96%*	*97%*	*-2%*		*118%*	*106%*	*12%*	

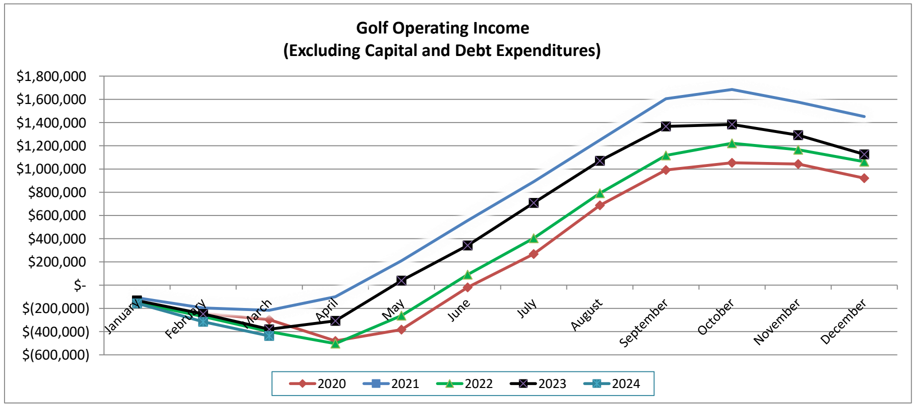
Village Links / Reserve 22
Dashboard Financial Reports
As of March 31, 2024

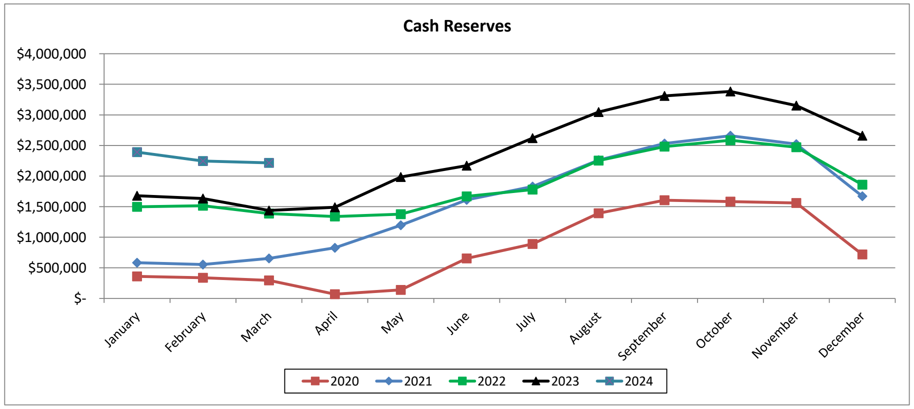












VILLAGE LINKS / RESERVE 22
MONTHLY CASH INCREASE/DECREASE HISTORY (000)

	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)	(31)									

Avg	(148)	(57)	(77)	(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 MAR	2024 APR	2024 MAY	2024 JUN	2024 JUL	2024 AUG	2024 SEP	2024 OCT	2024 NOV	2024 DEC	2025 JAN	2025 FEB
Avg	2,216	2,187	2,357	2,610	2,891	3,207	3,397	3,397	3,274	2,584	2,436	2,379
Best	2,216	2,388	2,891	3,407	3,856	4,356	4,628	4,755	4,734	4,242	4,142	4,184
Worst	2,216	1,991	1,980	2,010	2,121	2,213	2,285	2,183	1,952	1,100	831	768
	actual											

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

Meeting 4/26/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

AGENDA ITEM (ID # 2023-1243)

DOC ID: 2023-1243

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

Reserve 22

2023 Achievements

2024 Goals

Reserve 22

2023 Achievements - FINANCIAL

REVENUE – $3.7 Million Vs. PY $3.078 Million(23% Increase)

COGS -

	GOAL	ACTUAL	DIFFERENCE	PY	DIFFERENCE
FOOD	31%	34%	-3%	36%	-2%
WINE	31%	29%	2%	31%	-2%
LIQUOR	20%	22%	-2%	24%	-2%
BEER	28%	22%	6%	25%	-3%

OPERATING INCOME

2023	2023 GOAL	DIFFERENCE	2022	DIFFERENCE
$ 437,353.00	$ 379,300.00	$ 58,053.00	$ 220,996.00	$ 216,357.00

Reserve 22

2023 Achievements - OPERATIONAL

!! RESTAURANT OF THE YEAR - GLEN ELLYN 2023 !!

CHEMICAL DISPENSER	COMMUNITY EVENTS
ROAST & HOLD	RETENTION
GREENHOUSE	TRAINING
APIARY	ENHANCED COCKTAIL MENU
96% RECOMMENDATION	4.6 / 5.0 OPEN TABLE

Reserve 22

2024 Goals - FINANCIAL

REVENUE – $3.4 Million

COGS -

	GOAL	PY GOAL	DIFFERENCE
FOOD	32%	31%	1%
WINE	31%	31%	0%
LIQUOR	21%	20%	1%
BEER	26%	28%	-2%

KEY FINANCIAL FOCUSES 2024– LABOR & COGS

Reserve 22

2024 GOALS - OPERATIONAL

NEW YEAR, BETTER US!

1. Recipe Execution
   a. Quality control binder / pictures
   b. Food reviews
   c. Recipe tests after training
2. Uniforms / Punctuality
3. Positivity
   a. Continue building a positive and comfortable environment for our team and guests to enjoy
   b. Positivity/ Meet the team board

R22 IMPROVEMENTS

1. Increase Community Events
2. Additional Patio Tables and Seating
3. Replace Patio Furn 2025?
4. WIC – Banquet Impact
5. Reduce Operational Costs
   a. Chem, Paper, Labor
6. Reduce COGS vs. PY
7. Scratch Kitchen
   a. Chx, Dressings, etc.
8. Allergen Friendly
9. Apiary and Greenhouse
10. Walk In Cooler
11. Minimize Turnover / Maintain Retention

Reserve 22

GUEST FEEDBACK

Our server, Shay, was great! Just the right amount of attentiveness without being intrusive during our long lunch.

We really enjoyed our server who was very pleasant and had information about the menu that helped us to decide on what to order.

The waitress, who has served us a number of times, is not only personable but gave us suggestions that enhanced our meal.

When my friend and I walked in, we knew immediately what we were going to order by smelling the ribs they were making; they did not disappoint.

Our server for the evening was Tabatha D. She was so attentive. Coming to the table at just the right time! Telling us what was popular, she was totally right! The white fish piccata was delicious! Our first time at Reserve 22 but definitely not our last!

Reserve 22

GUEST FEEDBACK

Food was well prepared and presented well. Food was hot, fresh, and delicious. Salads were crisp and fresh. Shrimp cocktail was divine. Desserts were perfect.

Cheryl our server was great in every way. Service and attention to our needs. The food was very good, you can’t beat a fish fry on Friday.

Overall everything was great service was awesome environment is beautiful and quiet love this place.

Great setting, great food, great server, not rushed.

Lots of great choices on the menu but my favorite for this time of year is the Warm Harvest Salad. Shay, our server, is attentive and personable.

Thank you for your outstanding service- our group loved our lunch.

Had the fish fry and dessert. It was great!