



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, November 22, 2024
7:00 AM
Village Links/Reserve 22
Ed Posh Boardroom

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 25, 2024
- D. Standing Reports**
 - 1) Manager - Jeff Vesevick
 - 2) Reserve 22 - Jon Satinover
 - 3) Financial - Jeff Vesevick
 - 4) Trustee Liaison - Steve Thompson
- E. 2025 Golf Rate Proposal - Noel Allen**
 - 1) 2025 Golf Rate Proposal
- F. Old Business**
- G. New Business**
- H. Next Meeting - January 31, 2025**
- I. Adjournment**



Minutes
Village of Glen Ellyn
Recreation Commission
Regular Meeting
October 25, 2024
7:00 AM
Village Links/Reserve 22

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Date: October 25, 2024
Called to Order: 7:00 a.m.
Adjourned: 7:49 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present via Remote Participation
Nancy Carter	Commissioner	Present
Tony Coconate	Commissioner	Present
Scott Coldiron	Commissioner	Absent
James Ozog	Commissioner	Present
Rick Quoss	Commissioner	Present
Tom Slowinski	Commissioner	Present
Also Present:		
Jeff Vesevick	General Manager / Staff Liaison	
Noel Allen	Director of Golf	
Andrew Cross	Golf Course Superintendent	
Jon Satinover	Food & Beverage Director	
Steve Thompson	Trustee Liaison	
Elisa Pollina	Recording Secretary	
Public		

A. CALL TO ORDER/ROLL CALL

The October 25, 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 Commissioner Coconate.

B. APPROVAL OF MINUTES FROM September 27, 2024

APPROVAL OF MINUTES FROM September 27, 2024 MEETING, AS AMENDED

MOTION BY: Commissioner Slowinski

SECONDED BY: Commissioner Quoss

RESULT: Unanimous

C. PUBLIC COMMENT – None**D. ANNOUNCEMENT – None****E. STANDING REPORTS**

1. *Manager – Jeff Vesevick* – Vesevick provided several updates, highlighting that September was another outstanding month with exceptional public support for the facility. Warmer-than-usual weather contributed to high performance across the board, with revenue in all categories up 6-10%, except for the Pro Shop. This month also marked the highest overall golf revenues to date, reflecting the strong volume the facility attracts.

The clubhouse renovations are now complete, aside from a few punch-list items. Vesevick noted the successful launch of a Senior Glen Ellyn Open for both men and women; Commissioner Nancy Carter took home the women's low net title, and the event received positive feedback. Golf outings remain popular, with the facility selectively hosting them to account for 10-12% of golf revenue. The junior leagues continue to be highly popular, demonstrating the facility's commitment to supporting the future of golf.

Regarding the grounds, Jeff acknowledged that the unusually dry conditions have posed challenges for Andrew and his team, who are busy managing weed cutting alongside daily maintenance. Additionally, the team has begun growing produce for use in the restaurant, enhancing the local and sustainable offerings on the menu. One staff member, Jose Duran, who has shown outstanding dedication, was recently promoted from part-time to full-time to support various areas of operation.

Thanks to the warm weather, patio dining extended later into the season, which positively impacted restaurant revenue. While banquets have been slower—partly by design—revenues from events have still had its second-best year on record. The restaurant earned a Diners' Choice award in recognition of Jon and his team's efforts.

2. *Reserve 22 – Jon Satinover* – Satinover provided a September update, noting high volume with golf outings and a strong performance overall. The team is utilizing its banquet platform, TripleSeat, which will enhance the tracking and comparison of banquet metrics. Cost of goods remains well-managed, staying on target.

The recent Pumpkin Carving event was a great success, thanks to Restaurant Manager Kim Kramarczyk's excellent organization. A new menu is set to launch on November 1, featuring an expanded selection of handcrafted cocktails.

3. *Trustee Liaison – Steve Thompson* – Trustee Thompson provided an update, commending Jeff, Noel, and Andrew for their budget presentation at the recent Village Workshop. The trustees were supportive, and golf operations received many positive comments. Questions arose around the timing and funding of the Master Plan, emphasizing the need to reinforce the project's details moving forward. As budget season continues, public meetings will be held, followed by a vote.

The streetscape project is complete for the season, including crosswalks, and everything is ready for the Halloween Parade on Saturday. The Route 53/Butterfield Road State Project, managed by IDOT, will begin soon, involving significant road work.

F. OLD BUSINESS – Vesevick announced a public meeting on Panfish Park, scheduled for November 21 at 6:30 p.m. in the Police Department Community Room. The meeting will include representatives from the Village of Glen Ellyn, Glen Ellyn Park District, and Village Links Management. This will be publicized, and Vesevick encourages all Recreation Commission members to attend.

G. NEW BUSINESS – Manager Vesevick shared that he, Andrew, and Noel recently met with Greg Martin to discuss potential updates to the Master Plan. Key ideas included relocating the 18th green farther from the patio area for patron safety, expanding the parking lot by removing the pond, and creating a larger putting green. Andrew presented these plans to the Recreation Commission. Trustee Thompson noted that the Village prefers viewing plans in 3D software for multiple vantage points, which would help visualize these changes.

Andrew explained that although the initial plan didn't involve relocating greens, moving the 18th green closer to the water's edge would open up a grand lawn area and further separate it from the patio. He added that feasibility and cost details are still pending feedback from Greg Martin. Expanding the parking lot could add approximately 30 spaces near the clubhouse, enhancing convenience for visitors. Andrew affirmed that he remains in close contact with Greg Martin and will keep the Recreation Commission updated.

H. NEXT MEETING - November 22, 2024

I. ADJOURNMENT

Commissioner Slowinski motioned and Commissioner Ozog seconded to adjourn the meeting. The meeting was adjourned at 7:49 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 11/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Jeff Vesevick

**AGENDA ITEM (ID # 2024-
519)**

DOC ID: 2024-519

Manager - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Manager's Report - October 2024

Manager's Report for October 2024

Submitted by Jeff Vesevick, General Manager

October 2024 had above normal temperatures and below normal precipitation. Looking at October observations from O'Hare, the average temperature was 59.7°F (5.7°F above normal) and tied for 9th warmest, precipitation was 1.18" (2.25" below normal). We experienced frost delays on five days in October. Carts were grounded one out of the 31 days for a 97% availability rate. We were in a moderate drought status per the National Drought Monitor as of November 1.

High Temperatures in October																				
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
80° days	4	4		1	1	1	4	1	1					4	3		1	6	2	4
70° days	10	2	8	12	8	1	2	11	10	7	3	9	4	6	9	1	5	8	3	6
60° days	12	10	11	7	5	12	5	9	11	12	13	8	10	8	13	10	12	7	7	8
50° days	5	11	8	9	9	10	16	5	6	10	11	9	10	11	4	12	11	10	12	12
40° days		2	4	2	6	5	4	3	3	2	4	4	7	2	2	8	2		6	1
30° days		2			2	2		2				1							1	
Rain	1.2"	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"
Snow		0.9"	trace			8"														

GOLF

Rounds played were up 37% for the month, and are up 8% for the year.

Green Fee revenue was up 40% for the month, and is up 12% for the year.

Driving Range revenue was up 43% for the month, and is up 12% for the year.

Motor Car revenue was up 41% for the month, and is up 4% for the year.

Pro Shop sales were down 58% for the month, and are down 21% for the year.

Total Golf Revenue was up 26% for the month, and is up 8% for the year.

Golf Revenue October											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Rounds	5,794	5,785	6,031	4,550	3,914	4,859	7,327	6,353	7,108	6,113	8,383
Green Fees	108,002	111,533	116,968	87,335	63,569	110,662	185,707	180,403	208,442	173,674	243,160
Driving Range	16,517	13,359	15,719	10,999	11,042	14,214	28,463	28,929	32,275	28,964	41,400
Pro Shop	11,221	10,519	11,577	8,812	8,405	8,687	15,067	10,886	17,480	43,076	18,278
Carts	38,965	40,118	44,509	33,516	25,708	31,401	53,213	45,507	60,966	52,130	73,737
Resident Cards	30	50	0	80	0	20	40	40	20	0	0
Miscellaneous	2,338	1,744	3,139	3,018	2,608	2,704	3,043	14,289	2,627	3,263	3,687
Total Revenue	177,073	177,323	191,913	143,749	111,332	167,688	285,533	280,053	321,809	301,107	380,263
<i>Golf Revenues in October were the highest in the past 11 years</i>											

The Village Links hosted the **25th 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 staff earned a satisfying victory, to avenge last year's disappointing loss. Since its inaugural event in 1999, the Golf Staff has won 17 cups, and the amateurs have captured seven cups.

Two shotgun golf outings were hosted in October, one less than a year ago. Year-to-date golf outing revenue increased 7.5% over a year ago, as we hosted 5,122 additional rounds. Golf outings typically account for 10-11% of golf revenue (green fees, carts, and driving range), and ended at 10.4% in 2024.

In an attempt to ease the pain of golf greens aeration, the Golf Staff introduced a series of events available to promote more discounted play. As a departure from past practice, nine holes were closed to the public daily, which allowed the Grounds staff to complete the process quickly, and without golfer disruption. Play was robust as golfers welcomed a chance to "play a different course" from what they are accustomed.

The *Swingin' Set Ladies Golf League* conducted their annual Fall Luncheon and 9-hole scramble. As has been tradition, staff was invited to join the ladies in their season-ending celebration and member lunch meeting.

GROUNDS

The golf course and grounds continue to be in excellent playing condition, and the opening of extended views continues. Hats off to Andrew and his crew for creating this new vision.

Grounds

1. Greens were aerified and sand top-dressed around 100 Tons of Sand added to greens.
2. Fairways and Tee aerification postponed due to dry conditions
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. Began adding sand to fairway bunkers (2(9), 1,2,4,5,9 Right Side) Completed
10. Tropical plants moved to basement for their winter sleep
11. Greenhouse winding down and getting ready to put to bed
12. Cleared out peninsulas on 18 and 16 to further open site lines
13. Leaf clean-up in full swing

Mechanical and Building Maintenance

1. 19 pieces of equipment were repaired and/or serviced
2. HVAC Units scheduled for Winter Inspection and cleaning
3. Toilets repaired
4. New 6 Burner Range installed in Kitchen
5. Continued monitoring and working through Bathroom punch list
6. Planning under way for Pop-Up Bar improvements

RESERVE 22

Reserve 22 - OCTOBER				Year to Date		
	2023	2024	+/-	2023	2024	+/-
Restaurant & Bar	119,411	159,077	33.2%	1,816,351	1,833,855	1.0%
Banquets	88,216	52,413	-40.6%	953,620	761,271	-20.2%
Beverage Cart	3,965	4,624	16.6%	151,641	144,104	-5.0%
Halfway House	13,146	20,448	55.5%	162,389	165,105	1.7%
Other	18,057	14,435	-20.1%	213,843	178,456	-16.5%
Total Reserve 22	242,795	250,997	3.4%	3,297,845	3,082,791	-6.5%

The restaurant and bar benefitted from the warm dry October, extending the patio season, as guests gathered for the final days of outdoor dining. Banquets declined significantly from the record set a year ago. However, demand for banquets remains solid, as year-to-date usage is second only to last season's record.

Restaurant Manager Kim Kramarczyk hosted a free Family Pumpkin Carving event on the Banquet Patio. The somewhat messy tradition was enjoyed by many local families for the 2-hour fun fest. A similar free family event, Holiday Cookie Decorating, is planned for December.

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 370-person attendance, hoping to accommodate 400+ diners this year.

Executive Chef Tom Fota and Sous Chef Quin Koprowski are preparing the Fall Menu for the restaurant, which is scheduled for early November.

Marketing Specialist Julie Rusin, Food & Beverage Director Jon Satinover, and Golf Course Superintendent Andrew Cross are also planning the return of the popular Holiday Pop-Up Bar, hoping to continue to build on the popularity of the past three seasons.



**Glen Ellyn Recreation
Commission**

535 Duane Street
Glen Ellyn, IL 60137

Meeting 11/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Jon Satinover

**AGENDA ITEM (ID
2024-520)**

DOC ID: 2024-520

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 11/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Report
Prepared By: Ann Pedersen, Jeff Vesevick

**AGENDA ITEM (ID
2024-521)**

DOC ID: 2024-521

Financial - Jeff Vesevick

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Village Links - Financial Statements - October 2024
2. Cash Balance Scenarios

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2024

ORG	DESCRIPTION	2024 BUDGET	MONTH				YEAR-TO-DATE			
			2024	2023	DIFF	% DIFF	2024	2023	DIFF	% DIFF
REVENUES:										
5500	Village Links Revenues	\$ 3,936,000	\$ 387,190	\$ 306,748	\$ 80,442	26%	\$ 4,461,453	\$ 4,127,102	\$ 334,351	8%
5520	Reserve 22 Revenues	3,420,400	250,997	242,795	8,201	3%	3,102,790	3,297,845	(195,055)	-6%
Total Revenues		\$ 7,356,400	\$ 638,187	\$ 549,543	\$ 88,644	16%	\$ 7,564,244	\$ 7,424,947	\$ 139,296	2%
EXPENDITURES:										
55700	Administration	\$ 728,143	\$ 48,228	\$ 41,239	\$ 6,988	17%	\$ 500,032	\$ 419,530	\$ 80,502	19%
55710	Golf Course Maintenance	1,334,997	110,301	80,791	29,511	37%	1,166,140	930,647	235,493	25%
55720	Golf Services	962,366	96,855	85,155	11,701	14%	948,719	822,620	126,099	15%
55730	Reserve 22	3,210,565	280,080	251,975	28,105	11%	2,797,552	2,797,825	(273)	0%
55740	Stormwater Management	51,624	1,061	5,935	(4,875)	-82%	12,066	17,261	(5,195)	-30%
55750	Pro Shop Merchandise	154,960	20,080	44,898	(24,819)	-55%	173,852	225,673	(51,822)	-23%
55780	Motorized Carts	62,678	8,620	6,996	1,624	23%	61,627	61,510	117	0%
557X5	Mechanical Maintenance	363,989	30,831	24,632	6,199	25%	314,026	266,045	47,981	18%
Total Operating Expenses		\$ 6,869,322	\$ 596,054	\$ 541,621	\$ 54,434	10%	\$ 5,974,014	\$ 5,541,111	\$ 432,903	8%
Operating Income		\$ 487,078	\$ 42,132	\$ 7,922	\$ 34,210	432%	\$ 1,590,230	\$ 1,883,836	\$ (293,607)	-16%
Debt Service		301,900	-	-	-	0%	40,950	45,150	(4,200)	-9%
Capital Expenditures		1,004,916	17,655	21,975	(4,320)	-20%	1,014,813	424,925	589,888	139%
CHANGE IN NET POSITION		\$ (819,738)	\$ 24,478	\$ (14,053)	\$ 38,530	-274%	\$ 534,467	\$ 1,413,762	\$ (879,295)	-62%

KEY METRICS

		<u>Goal</u>							
Personnel Expenses as % of Sales		52%		54%		60%		-6%	
Cash Balance (End of Month, in \$000's)	\$	1,716	\$	3,289	\$	3,383	\$	(94)	

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of October 31, 2024

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH				YEAR-TO-DATE			
			2024	2023	DIFF	% DIFF	2024	2023	DIFF	% DIFF
5500	VILLAGE LINKS REVENUES:									
440550	Green Fees	\$ 2,500,000	\$ 243,160	\$ 173,674	\$ 69,486	40%	\$ 2,818,042	\$ 2,524,945	\$ 293,098	12%
440554	Pro Shop - Sales	170,000	18,278	43,076	(24,798)	-58%	200,515	253,508	(52,993)	-21%
440555	Motor Carts	600,000	73,737	52,130	21,607	41%	688,313	664,184	24,130	4%
440556	Driving Range	450,000	41,401	28,964	12,436	43%	526,409	469,741	56,668	12%
440557	Resident Cards	34,000	-	-	-	0%	35,315	35,305	10	0%
460100	Investment Income	56,000	6,309	5,338	971	18%	60,196	49,874	10,322	21%
489000	Miscellaneous Revenue	126,000	4,272	3,713	559	15%	132,738	129,970	2,768	2%
489100	Miscellaneous - Over/Short	-	34	(147)	181	-123%	(75)	(424)	349	-82%
	Total Revenues	\$ 3,936,000	\$ 387,190	\$ 306,748	\$ 80,442	26%	\$ 4,461,453	\$ 4,127,102	\$ 334,351	8%
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	\$ 119,000	\$ 17,237	\$ 42,243	\$ (25,006)	-59%	\$ 143,298	\$ 198,666	\$ (55,368)	-28%
	Total Cost of Goods Sold	\$ 119,000	\$ 17,237	\$ 42,243	\$ (25,006)	-59%	\$ 143,298	\$ 198,666	\$ (55,368)	-28%
	Gross Profit	\$ 3,817,000	\$ 369,953	\$ 264,505	\$ 105,448	40%	\$ 4,318,155	\$ 3,928,436	\$ 389,719	10%
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	\$ 1,173,740	\$ 102,253	\$ 91,403	\$ 10,851	12%	\$ 1,054,296	\$ 865,990	\$ 188,306	22%
510120	Salaries - Non-Pensionable	467,525	44,638	38,572	6,067	16%	403,888	399,321	4,566	1%
510200	Salaries - Overtime	16,000	3,406	2,873	533	19%	17,671	12,524	5,147	41%
510400	FICA Taxes	126,782	11,276	9,958	1,318	13%	110,697	95,836	14,860	16%
510500	IMRF	53,289	4,665	3,856	809	21%	47,178	35,845	11,332	32%
590600	Health Insurance	140,300	11,072	10,525	547	5%	116,410	106,761	9,648	9%
52XXXX	Contractual Services	1,044,721	76,517	55,405	21,112	38%	836,526	652,652	183,874	28%
53XXXX	Commodities	517,400	44,909	34,812	10,097	29%	446,499	375,689	70,810	19%
	Total Operating Expenses	\$ 3,539,757	\$ 298,738	\$ 247,403	\$ 51,335	21%	\$ 3,033,165	\$ 2,544,620	\$ 488,544	19%
	Operating Income	\$ 277,243	\$ 71,215	\$ 17,101	\$ 54,114	316%	\$ 1,284,991	\$ 1,383,816	\$ (98,825)	-7%
	Operating Income Percentage	7%	18%	6%			29%	34%		

KEY METRICS

	Goal								
Rounds Played	78,000	8,383	6,113	2,270		87,020	80,644	6,376	
Revenue Per Round	\$ 50.46	\$ 46.19	\$ 50.18	\$ (3.99)		\$ 51.27	\$ 51.18	\$ 0.09	
Resident Cards Sold	N/A	(1)	-	(1)		2,813	2,701	112	
Cost of Goods Sold % - Pro Shop	70%	94%	98%	-4%		71%	78%	-7%	
Personnel Expenses as % of Sales	50%	46%	51%	-5%		39%	37%	2%	

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of October 31, 2024

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH				YEAR-TO-DATE			
			2024	2023	DIFF	% DIFF	2024	2023	DIFF	% DIFF
<u>MISCELLANEOUS REVENUE</u>										
Miscellaneous Revenue includes the following items that don't fit into any of the major revenue categories:										
Adult & Junior Golf Lessons			\$ (55)	\$ -	\$ (55)		\$ 63,676	\$ 65,865	\$ (2,189)	
Hand Cart Rentals			2,802	2,196	606		34,225	26,577	7,648	
Golf Club Rentals			940	380	560		10,650	10,695	(45)	
Locker Rentals			-	-	-		200	2,280	(2,080)	
Illinois Sales Tax (1.75%)			532	406	126		4,027	4,005	22	
Glen Ellyn Food & Beverage Tax (1%)			53	44	9		416	404	12	
Tree Donation			-	-	-		500	1,950	(1,450)	
Miscellaneous			-	687	(687)		19,044	18,194	849	
Total		\$ 126,000	\$ 4,272	\$ 3,713	\$ 559		\$ 132,738	\$ 129,970	\$ 2,768	

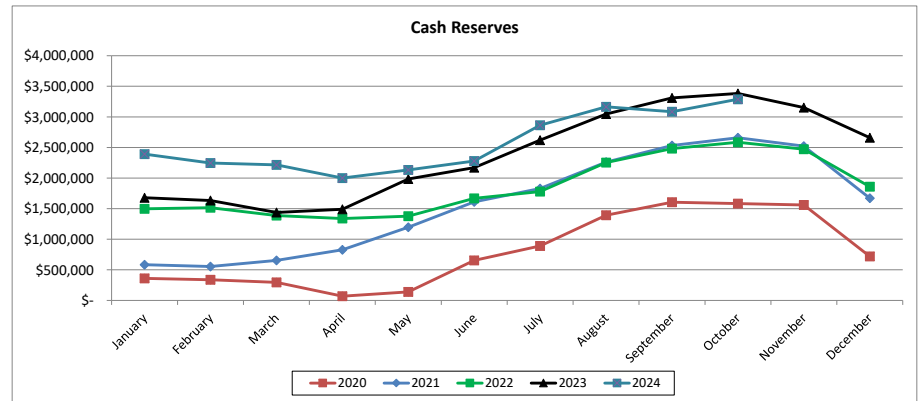
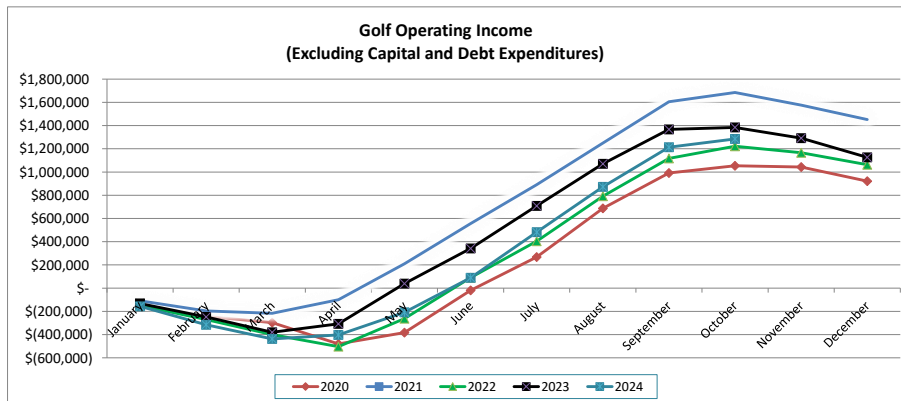
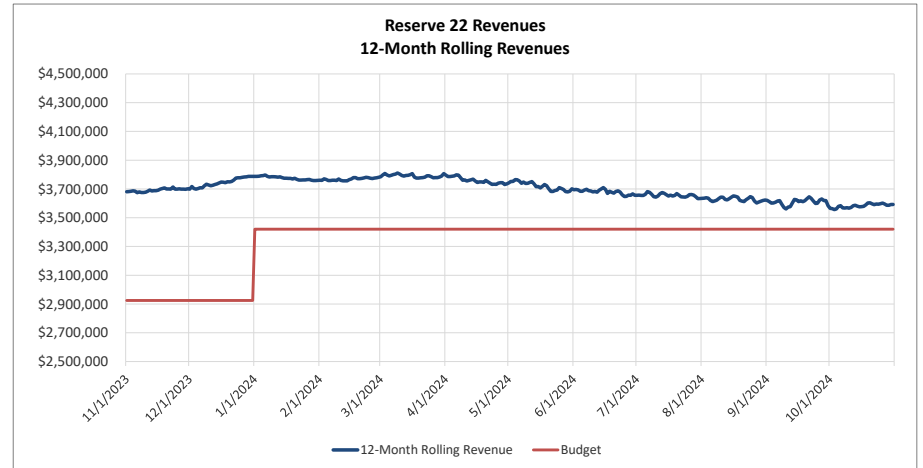
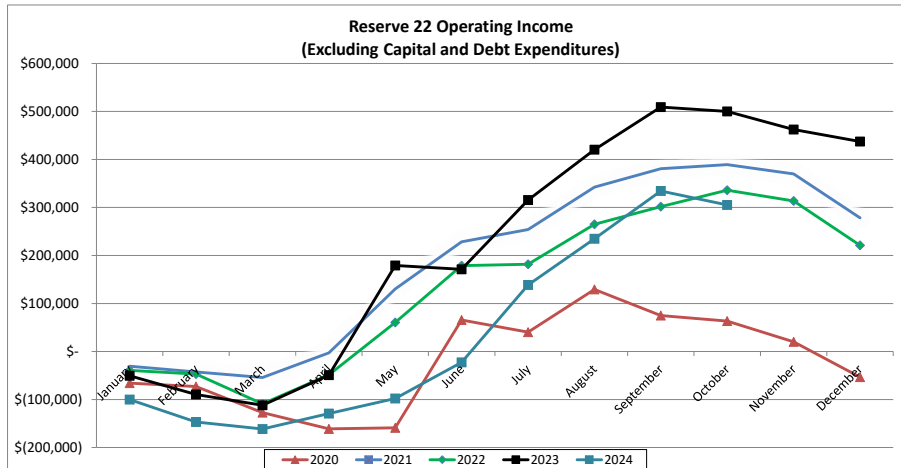
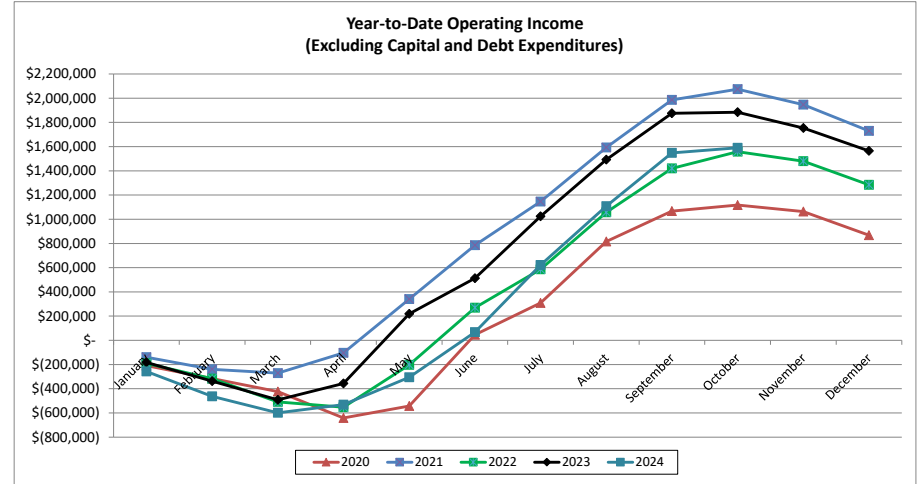
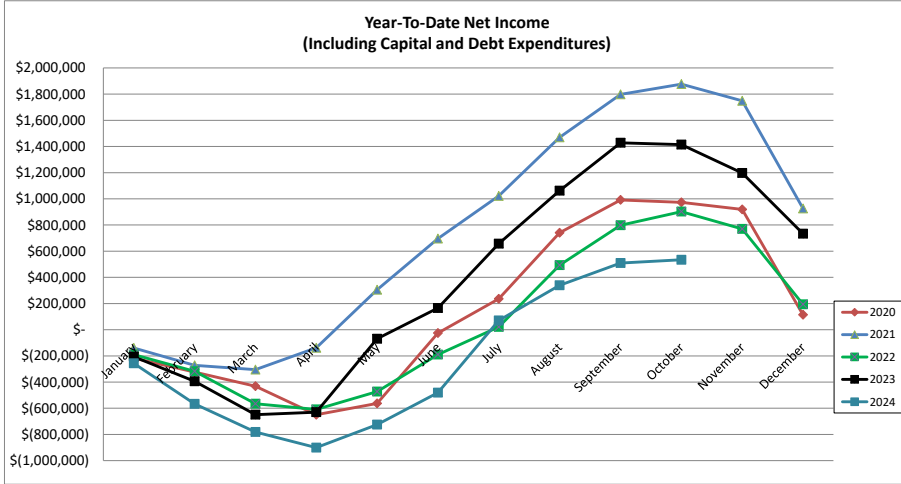
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of October 31, 2024

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH				YEAR-TO-DATE			
			2024	2023	DIFF	% DIFF	2024	2023	DIFF	% DIFF
5520	RESERVE 22 REVENUES:									
441100	Food	\$ 1,900,000	\$ 142,432	\$ 140,713	\$ 1,719	1%	\$ 1,699,336	\$ 1,829,655	\$ (130,319)	-7%
441101	Liquor	385,000	31,163	25,000	6,162	25%	420,125	402,031	18,095	5%
441102	Beer	560,000	39,969	32,781	7,189	22%	502,334	524,563	(22,229)	-4%
441103	Wine	240,000	16,892	13,303	3,589	27%	200,635	197,573	3,062	2%
441104	NA Beverages	115,000	8,624	9,071	(447)	-5%	113,488	137,211	(23,723)	-17%
441106	Room Charges	5,000	115	2,000	(1,885)	-94%	2,295	2,583	(287)	-11%
441107	Service Charges	215,000	11,079	19,802	(8,723)	-44%	163,218	203,395	(40,178)	-20%
489000	Miscellaneous Revenue	400	722	125	597	476%	1,359	835	524	63%
	Total Revenues	\$ 3,420,400	\$ 250,997	\$ 242,795	\$ 8,201	3%	\$ 3,102,790	\$ 3,297,845	\$ (195,055)	-6%
55730	COST OF GOODS SOLD:									
530400	Cost of Goods Sold - Beer	\$ 145,600	\$ 3,668	\$ 6,451	\$ (2,783)	-43%	\$ 110,603	\$ 113,849	\$ (3,246)	-3%
530401	Cost of Goods Sold - Wine	74,400	3,044	1,427	1,617	113%	54,538	60,756	(6,218)	-10%
530402	Cost of Goods Sold - Liquor	80,850	3,538	3,223	315	10%	86,031	89,000	(2,969)	-3%
530405	Cost of Goods Sold - NA Beverages	59,293	6,156	3,496	2,660	76%	71,607	64,396	7,211	11%
530420	Cost of Goods Sold - Food	608,000	52,740	27,813	24,927	90%	560,597	597,588	(36,992)	-6%
	Total Cost of Goods Sold	\$ 968,143	\$ 69,146	\$ 42,410	\$ 26,736	63%	\$ 883,376	\$ 925,590	\$ (42,213)	-5%
	Gross Profit	\$ 2,452,257	\$ 181,851	\$ 200,386	\$ (18,535)	-9%	\$ 2,219,414	\$ 2,372,255	\$ (152,841)	-6%
	Gross Profit Percentage	72%	72%	83%			72%	72%		
55730	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	\$ 687,284	\$ 78,904	\$ 73,642	\$ 5,262	7%	\$ 695,795	\$ 609,251	\$ 86,544	14%
510120	Salaries - Non-Pensionable	853,732	64,953	73,272	(8,319)	-11%	624,515	679,577	(55,062)	-8%
510200	Salaries - Overtime	15,000	309	1,629	(1,320)	-81%	4,549	11,611	(7,062)	-61%
510399	Tips Paid Through Payroll	-	4,575	4,687	(112)	-2%	(1,657)	(2,716)	1,059	-39%
510400	FICA Taxes	168,640	13,892	13,914	(22)	0%	128,952	127,269	1,683	1%
510500	IMRF	31,224	4,318	3,835	483	13%	38,865	31,918	6,948	22%
590600	Health Insurance	101,000	6,482	5,814	668	11%	70,731	52,203	18,529	35%
52XXXX	Contractual Services	199,542	21,931	18,079	3,852	21%	195,331	190,268	5,063	3%
53XXXX	Commodities	186,000	15,571	14,694	878	6%	157,093	172,853	(15,760)	-9%
	Total Operating Expenses	\$ 2,242,422	\$ 210,934	\$ 209,565	\$ 1,369	1%	\$ 1,914,175	\$ 1,872,235	\$ 41,941	2%
	Operating Income (Loss)	\$ 209,835	\$ (29,083)	\$ (9,179)	\$ (19,904)	217%	\$ 305,239	\$ 500,021	\$ (194,782)	-39%
	Operating Income (Loss) Percentage	6%	-12%	-4%			10%	15%		

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

ORG/ OBJECT	DESCRIPTION	2024 BUDGET	MONTH				YEAR-TO-DATE			
			2024	2023	DIFF	% DIFF	2024	2023	DIFF	% DIFF
KEY METRICS										
			Goal							
Revenue Source:										
Restaurant/Bar	N/A		\$ 158,287	\$ 118,996	\$ 39,291	33%	\$ 1,831,495	\$ 1,814,440	\$ 17,055	1%
Banquets	N/A		60,555	101,895	(41,340)	-41%	885,636	1,103,398	(217,762)	-20%
Other	N/A		32,155	21,905	10,250	47%	385,659	380,007	5,652	1%
Total	\$ 3,420,400		\$ 250,997	\$ 242,795	\$ 8,201	3%	\$ 3,102,790	\$ 3,297,845	\$ (195,055)	-6%
Reserve 22 Revenues (Last 12 Months)	\$ 3,420,400						\$ 3,592,073	\$ 3,684,270	\$ (92,198)	-3%
Reserve 22 Expenses (Last 12 Months)	\$ 3,210,565						\$ 3,349,502	\$ 512,143	\$ 2,837,359	554%
# Guest Checks (Restaurant/Bar)	N/A		3,841	3,171	670		42,932	42,986	(54)	
Revenue Per Guest Check	N/A		\$ 41.21	\$ 37.53	\$ 3.68		\$ 42.66	\$ 42.21	\$ 0.45	
# Guests (Restaurant/Bar)	N/A		5,951	4,881	1,070		67,728	70,031	(2,303)	
Average Guest Spend	N/A		\$ 26.60	\$ 24.38	\$ 2.22		\$ 27.04	\$ 25.91	\$ 1.13	
Cost of Goods Sold %	28%		28%	17%	10%		28%	28%	0%	
Cost of Goods Sold % (By Category):										
Cost of Goods Sold - Beer	26%		9%	20%	-11%		22%	22%	0%	
Cost of Goods Sold - Wine	31%		18%	11%	7%		27%	31%	-4%	
Cost of Goods Sold - Liquor	21%		11%	13%	-2%		20%	22%	-2%	
Cost of Goods Sold - NA Beverages	52%		71%	39%	33%		63%	47%	16%	
Cost of Goods Sold - Food	32%		37%	20%	17%		33%	33%	0%	
Personnel Expenses as % of Sales	54%		67%	71%	-4%		50%	46%	4%	
Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales										
	83%		95%	88%	6%		79%	74%	5%	

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



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

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>
2014	(112)	(270)	(77)	50	130	30	306	177	138	10	(148)	(663)
2015	(100)	(63)	9	67	80	153	356	352	239	(97)	(42)	(689)
2016	(114)	(20)	41	(109)	206	296	186	237	160	36	(76)	(671)
2017	(114)	42	(218)	(57)	(11)	223	328	291	72	(69)	(151)	(681)
2018	(113)	(50)	(157)	(56)	216	153	291	92	165	(102)	(160)	(716)
2019	(144)	(53)	(138)	(136)	99	304	319	171	146	(64)	(148)	(680)
2020	(173)	(21)	(43)	(225)	69	516	237	500	214	(23)	(21)	(843)
2021	(135)	(26)	96	172	371	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)	(215)	133	145	244	301	(80)	204		
Avg	(148)	(57)	(77)	(46)	167	243	277	315	165	(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	(80)	(102)	(231)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2024 <u>OCT</u>	2024 <u>NOV</u>	2024 <u>DEC</u>	2025 <u>JAN</u>	2025 <u>FEB</u>	2025 <u>MAR</u>	2025 <u>APR</u>	2025 <u>MAY</u>	2025 <u>JUN</u>	2025 <u>JUL</u>	2025 <u>AUG</u>	2025 <u>SEP</u>
Avg	3,289	3,166	2,776	2,628	2,571	2,494	2,494	2,661	2,904	3,181	3,496	3,662
Best	3,289	3,268	3,076	2,976	3,018	3,114	3,114	3,617	4,133	4,582	5,082	5,354
Worst	3,289	3,058	2,506	2,237	2,174	1,956	1,956	1,945	1,975	2,086	2,178	2,098

actual



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

Meeting 11/22/2024 7:00 AM
Department: Village Links
Department Head: Jeff Vesevick
Category: Discussion Item
Prepared By: Steve Thompson

**AGENDA ITEM (ID
2024-522)**

DOC ID: 2024-522

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

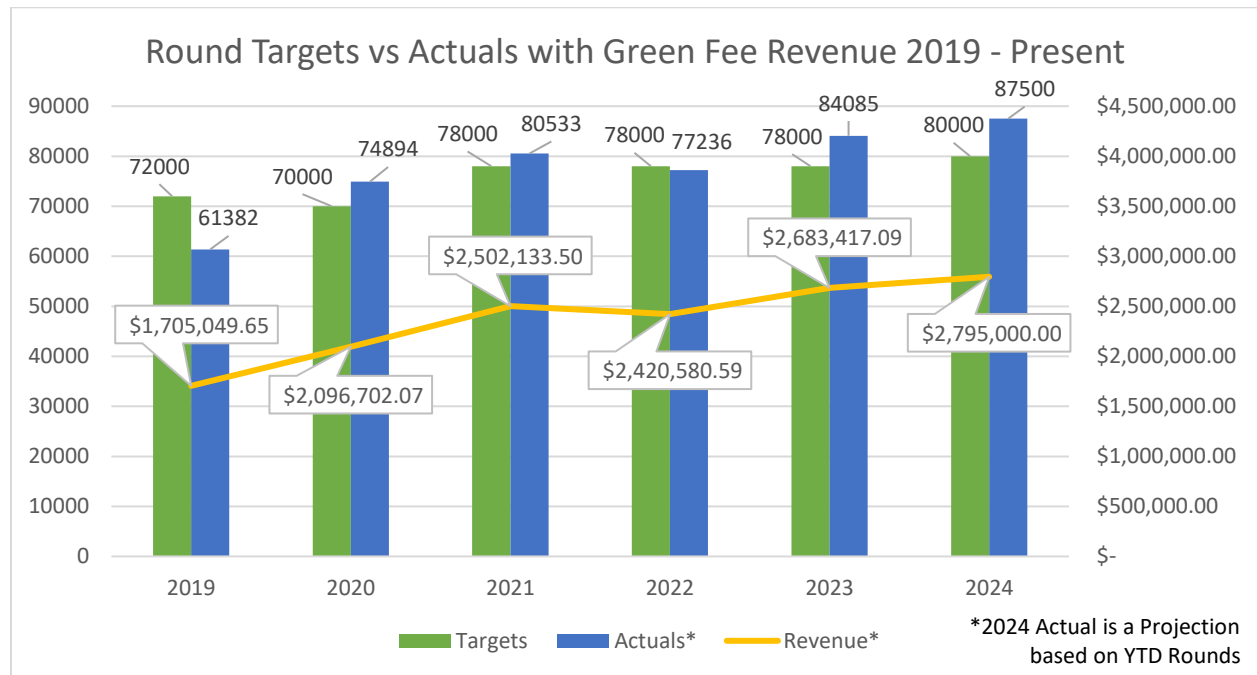
Action Requested:

Attachments:

2025 Rate Proposal

Village Links of Glen Ellyn

Total yearly rounds played will be up slightly from 2023, mainly because a mild winter allowed the course to open about a month earlier than last year. 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 proposals for a new veteran's discount and to eliminate another legacy rate, the results of our annual rate study, and our recommendation for rates in 2025.

Operational Points of Interest

Weekend Rates

Most golf courses have increased the gap between weekday and weekend green fee prices. We are recommending slightly increasing the gap in our weekend 18-hole rates in 2025. With Friday being the busiest day of the week, some 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 most 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 are 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.

6:30 PM 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 oftentimes 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.

Add-a-Rate, Drop-a-Rate

Veteran's Discount

Village Links staff at the suggestion of the Recreation Commission researched the possibility of adding a discounted green fee for veterans. We called around to a number of courses in the area, and about half have a veteran rate and half do not. Many that do have a discount do not advertise it, but will give it when asked.

We propose adding a 15% discount off of the non-resident rate to veterans who present a valid, government-issued veteran's ID card. The discount cannot be combined with any other discount, such as VIP/Resident rates or junior/senior rates. By restricting it to our full rate, we will prevent any erosion of existing discount programs.

Eliminating the Non-Resident “Guest Pass”

The Guest Pass rate has had several names over the years, but the program has always been the same: every resident card holder has six guest passes to use during the season, which give something approaching the resident rate Monday through Thursday before 9:00 AM. Easily accessible records going back to 2002 show this rate in place, but it is not clear when the program began. Needless to say, it is a long running discount program.

Our current rate structure has dramatically changed from the time this rate was created. In 2002 the multiplay only offered a green fee discount and none of the other perks we have added to it over the last few years, and there were no generally accessible senior or junior rates – those existed only for residents. That last fact is the most significant.

Prior to 2021, our 18 Hole Special was available Monday through Thursday before 10:00 AM to those 62 and over or 21 and under. This also created complexity with the resident rate where we have to add them into that program because the resident senior age was 65. We chose to replace that with an across-the-board senior/junior rate policy all day on weekdays that also harmonized our senior age to 62 and up. You can see how this change in policy impacted the utilization of the guest pass in the following chart.

Year	Quantity
2016	34
2017	30
2018	22
2019	5
2020	27
2021	6
2022	6
2023	2
2024 (as of 9/30)	0

By increasing the value of other discount programs (VIP, senior/junior rates, multiplay) we have largely eliminated the demand for the guest pass by offering other, often better, discounts with fewer restrictions that are easier for both our guests and staff to understand and advertise. As it stands now, the Guest Pass is a relic of a bygone era at the Village Links; one of the oldest discounts that predates the VIP program and an early complication to a rate structure that became so burdened with asterisks over 2 decades it was almost impossible to tell someone what they would pay to play here without a half dozen questions.

Our *modus operandi* since the pandemic has been to reduce the complexity of our fee structure and push as many of our guests into easier to sell and explain discount programs. The Guest Pass represents the last vestige of that old regime, and we believe it has reached the end of its useful life and should be eliminated.

2024 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 with only 26 allowing 9-hole play on the weekends. 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 \$85.00 Village Links is the 10th most expensive course, flat from last year. The median fee is \$64.50, up \$2.50 from last year. The average fee is \$71.27, up \$2.96 from last year.

18-Hole Course with Cart Weekend

At \$95.00 Village Links is the 16th most expensive course, down from 15th last year. The median fee is \$82.00, up \$4.00 from last year. The average fee is \$90.82, up \$3.33 from last year.

9-Hole Course with Cart Weekday

At \$38.00 Village Links is the 21st most expensive course, flat from last year. The median fee is \$39.00, up \$1.00 from last year. The average fee is \$38.73, up \$0.28 from last year.

9-Hole Course with Cart Weekend

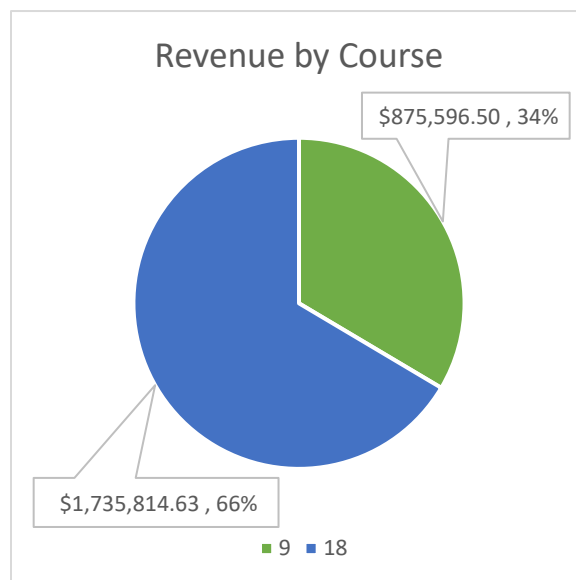
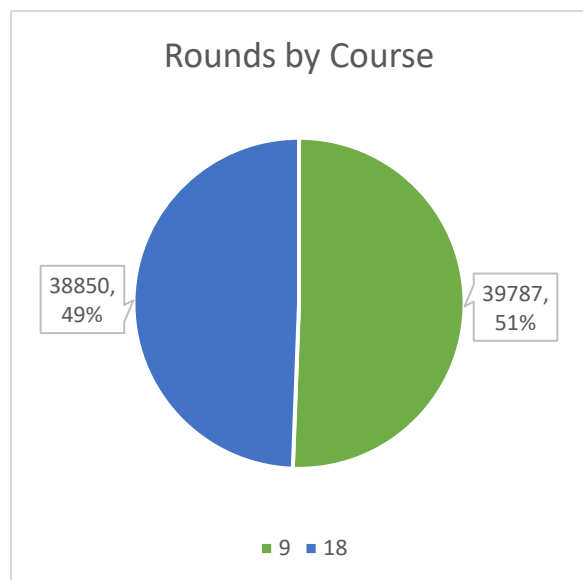
At \$45.00 Village Links is the 14th most expensive course, down from 12th last year. The median fee is \$44.00, up \$0.50 from last year. The average fee is \$44.30, up \$1.05 from last year.

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

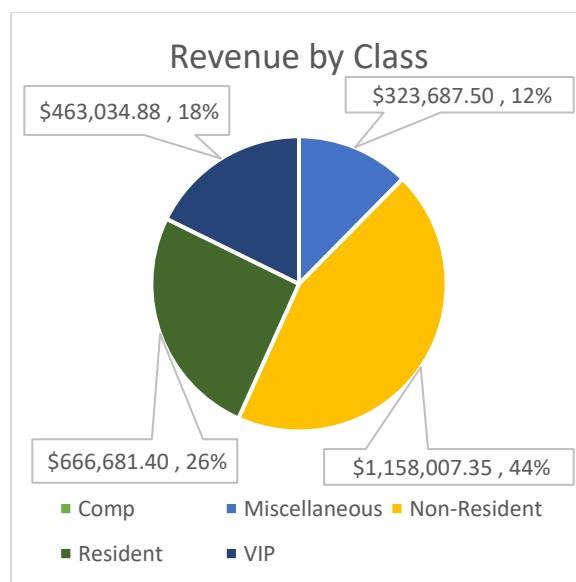
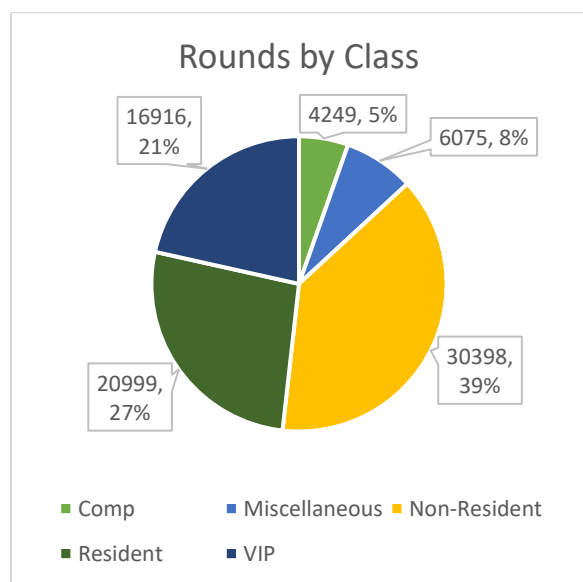
¹ See Appendix A for full Rate Study results.

2024 Green Fee Sales Analysis – Through September 30

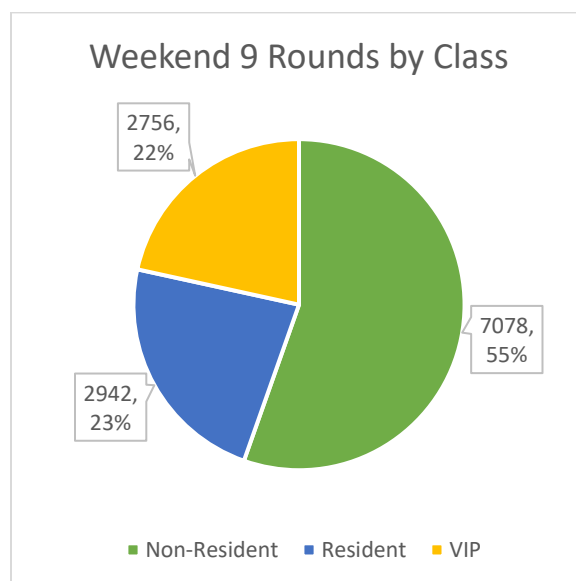
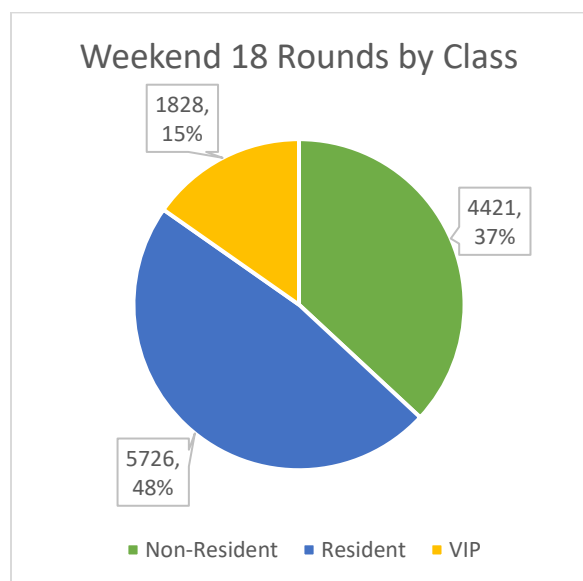
Rounds played were 78,637, up 4,106 or 6% from 2023. The increase in play is mostly due to a mild winter allowing the course to open 1 month earlier than normal as well as 3% better than average year to date weather as determined by Pellucid's golf playable hours. Green fees, driving range and motor 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 \$2,574,882.45, up \$223,611.43 or 10%. Green fee revenue on the 18-hole course was \$1,735,814.63 and \$875,596.50 on the 9-hole course.



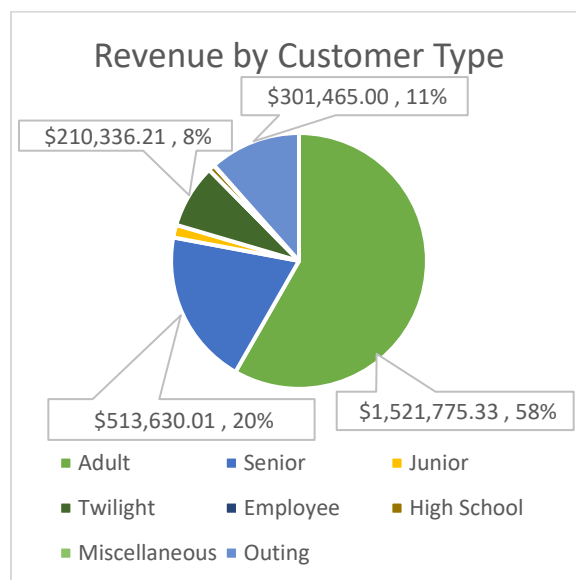
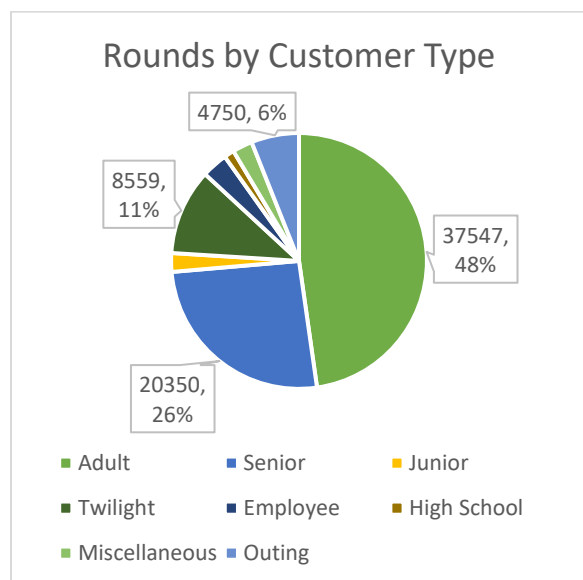
Rounds played continue to be more influenced by non-resident and VIP golfers at 68% of total play. Total green fee revenue from non-resident and VIP play represents 74%.



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



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



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

2025 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 operating costs through September are up 8% or \$378,420. If 2025 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. For 2025 we are recommending an increase in fees in order to maintain our market position and take advantage of still strong demand that is topping out our capacity, especially on weekends.

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

- **Worst** is 61,382 rounds from 2019
- **Average** is the 5-year average of rounds played from 2019 to 2023 of 75,626
- **Target** represents our budget target for rounds in 2025 of 80,000
- **Best** is 84,085 rounds from 2023

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 (61,382)	Average (75,626)	Target (80,000)	Best (84,085)
Model A	\$ 2,057,617.06	\$ 2,545,597.69	\$ 2,695,363.47	\$ 2,835,091.78
Model B	\$ 2,128,381.16	\$ 2,632,787.40	\$ 2,787,592.31	\$ 2,932,024.48
Model C	\$ 2,147,593.82	\$ 2,656,460.11	\$ 2,812,633.69	\$ 2,958,340.02

Model A

Model A represents no change in green fees or service charges from 2024.³

Model B

Model B represents increases in green fees of about \$2.00 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 \$4.00 increase on the 18-hole course on weekends, a \$2.00 increase on the 18-hole on weekdays and 9-hole on weekends, and about a \$1.00 increase on the 9-hole course on weekdays.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:

- Achieve budgeted target revenue of \$2.8M if we hit budgeted target rounds of 80K
- Higher than normal inflation continues to be a challenge
- Cost of labor increasing
- Future Golf course Master Plan
- Remain in line with local competition
- Golf demand continues to be high – we remain optimistic about the future

Conclusion

In order to achieve our budgeted target green fee revenue of \$2.8M in 2025 with no rate increase, we will have to play over 84,000 annual rounds of golf which is our highest level in the last five seasons. With Model B we will still need to play more than our target budgeted rounds of 80,000 in order to reach our revenue target. Model C provides us with the highest probability of achieving our target revenues.

Inflation continues to challenge us in all facets of work and life. As mentioned earlier, our operating expenses are up 8% through September which increased our costs over \$380,000. Raising rates using Model C will raise green fee revenues only about \$117,000. We will also anticipate an additional \$40,000 (7.5%) in increased driving range revenues if we see similar driving range volume in 2025, as all three fee models increase the price of each size of range basket by \$1.

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 once again by \$1.00 to \$15.00 an hour in 2025. Hopefully, this is the last scheduled increase for a while. Total payroll costs, including FICA and IMRF, are budgeted to increase by \$240,000 or 6.7% in 2025.

Over the past few years, 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 over 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 drainage issues 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 these past few years where it was above average. This means we may see a decline in rounds from 2024. Model C will give us the best opportunity to achieve our budgeted green fee revenue, and 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 – 2024 Rate Study Results

Weekday 18 Holes

Weekday	2024 18 With Cart	2023 18 With Cart	Change in Price	Change in Rank
Glen Club	\$200.00	\$200.00	\$-	-
Cog Hill #4	\$145.00	\$145.00	\$-	-
Bolingbrook	\$115.00	\$89.00	\$26.00	3
Cantigny	\$111.00	\$106.00	\$5.00	-
Mistwood	\$99.00	\$107.00	\$(8.00)	(2)
Oak Meadows (Preserve)	\$95.00	\$85.00	\$10.00	3
Seven Bridges	\$92.00	\$98.00	\$(6.00)	(2)
Harborside Int'l	\$89.00	\$89.00	\$-	(2)
Arrowhead	\$89.00	\$87.00	\$2.00	-
Village Links	\$85.00	\$83.00	\$2.00	-
Prairie Landing	\$85.00	\$80.00	\$5.00	1
Ruffled Feathers	\$80.99	\$79.95	\$1.04	1
Ravisloe	\$80.00	\$80.00	\$-	(2)
Willow Crest	\$80.00	\$75.00	\$5.00	3
Cog Hill #2	\$80.00	\$78.00	\$2.00	2
Pine Meadow	\$80.00	\$79.00	\$1.00	1
Bowes Creek	\$79.00	\$75.00	\$4.00	(1)
Winnetka	\$75.00	\$-	\$75.00	38
Oak Brook	\$75.00	\$70.00	\$5.00	1
Makray Memorial	\$75.00	\$72.00	\$3.00	-
Schaumburg Golf Club	\$70.00	\$68.00	\$2.00	-
Glencoe	\$70.00	\$69.00	\$1.00	(1)
Highlands of Elgin	\$70.00	\$65.00	\$5.00	2
Silver Lake	\$68.00	\$66.00	\$2.00	(2)
Klein Creek	\$67.00	\$65.00	\$2.00	(2)
Springbrook	\$65.00	\$64.00	\$1.00	-
Doral Eaglewood	\$65.00	\$62.00	\$3.00	2
Maple Meadows	\$65.00	\$60.00	\$5.00	3
Mt. Prospect	\$64.00	\$64.00	\$-	(3)
Bartlett Hills	\$60.00	\$60.00	\$-	(1)
Arboretum	\$60.00	\$60.00	\$-	(1)
Bridges of Poplar Creek	\$60.00	\$58.00	\$2.00	3
Tanna Farms	\$60.00	\$60.00	\$-	(1)
Old Orchard	\$59.00	\$50.00	\$9.00	9
Cog Hill #3	\$59.00	\$58.00	\$1.00	(1)
Fox Bend	\$59.00	\$50.00	\$9.00	9
Naperbrook	\$59.00	\$58.00	\$1.00	(1)
Cog Hill #1	\$59.00	\$58.00	\$1.00	(1)

Weekday	2024 18 With Cart	2023 18 With Cart	Change in Price	Change in Rank
Fox Lake	\$57.00	\$52.00	\$5.00	2
Fox Run Golf Links	\$55.00	\$55.00	\$-	(3)
Orchard Valley	\$55.00	\$50.00	\$5.00	3
Balmoral Woods	\$55.00	\$55.00	\$-	(3)
White Pines	\$55.00	\$53.00	\$2.00	-
Hilldale	\$55.00	\$50.00	\$5.00	3
Settler's Hill	\$55.00	\$65.00	\$(10.00)	(17)
Highland Woods	\$55.00	\$54.00	\$1.00	(1)
Blackberry Oaks	\$54.00	\$50.00	\$4.00	(4)
St. Andrews	\$53.00	\$42.00	\$11.00	6
Bloomingtondale	\$53.00	\$51.00	\$2.00	(6)
Bittersweet	\$52.00	\$50.00	\$2.00	(7)
Golf Club of Illinois	\$52.00	\$49.00	\$3.00	-
George W. Dunne National	\$50.00	\$49.00	\$1.00	(2)
Mill Creek	\$50.00	\$50.00	\$-	(9)
Carillon	\$49.00	\$47.00	\$2.00	(2)
Tamarack	\$45.00	\$45.00	\$-	(2)
Carriage Greens	\$42.00	\$42.00	\$-	(2)
Median	\$64.50	\$61.00	\$3.50	
Average	\$71.27	\$67.53	\$3.73	

Weekend 18 Holes

Weekend	2024 18 With Cart	2023 18 With Cart	Change in Price	Change in Rank
Glen Club	\$235.00	\$235.00	\$-	-
Cog Hill #4	\$204.00	\$191.00	\$13.00	-
Cantigny	\$140.00	\$136.00	\$4.00	-
Bolingbrook	\$135.00	\$105.00	\$30.00	7
Harborside Int'l	\$129.00	\$129.00	\$-	(1)
Oak Meadows (Preserve)	\$125.00	\$110.00	\$15.00	-
Mistwood	\$124.00	\$129.00	\$(5.00)	(3)
Seven Bridges	\$120.00	\$109.00	\$11.00	2
Prairie Landing	\$115.00	\$110.00	\$5.00	(3)
Ravisloe	\$110.00	\$110.00	\$-	(4)
Ruffled Feathers	\$109.99	\$109.95	\$0.04	(2)
Bowes Creek	\$109.00	\$105.00	\$4.00	(1)
Arrowhead	\$99.00	\$97.00	\$2.00	-
Makray Memorial	\$99.00	\$97.00	\$2.00	-
Pine Meadow	\$96.00	\$91.00	\$5.00	1
Village Links	\$95.00	\$93.00	\$2.00	(1)
Schaumburg Golf Club	\$94.00	\$90.00	\$4.00	-
Cog Hill #2	\$92.00	\$90.00	\$2.00	(1)
Klein Creek	\$89.00	\$89.00	\$-	-
Winnetka	\$87.00	\$-	\$87.00	36

Weekend	2024 18 With Cart	2023 18 With Cart	Change in Price	Change in Rank
Oak Brook	\$87.00	\$82.00	\$5.00	1
Willow Crest	\$85.00	\$80.00	\$5.00	3
Old Orchard	\$85.00	\$85.00	\$-	(2)
Maple Meadows	\$85.00	\$78.00	\$7.00	5
Highlands of Elgin	\$84.00	\$75.00	\$9.00	6
St. Andrews	\$83.00	\$77.00	\$6.00	3
Mt. Prospect	\$82.00	\$82.00	\$-	(6)
Cog Hill #1	\$82.00	\$81.00	\$1.00	(4)
Cog Hill #3	\$82.00	\$81.00	\$1.00	(4)
Arboretum	\$79.00	\$75.00	\$4.00	1
Bridges of Poplar Creek	\$79.00	\$75.00	\$4.00	1
Glencoe	\$79.00	\$78.00	\$1.00	(3)
Silver Lake	\$78.00	\$76.00	\$2.00	(3)
George W. Dunne National	\$76.00	\$75.00	\$1.00	(3)
Bartlett Hills	\$75.00	\$74.00	\$1.00	-
Balmoral Woods	\$75.00	\$70.00	\$5.00	3
Hilldale	\$75.00	\$70.00	\$5.00	3
Springbrook	\$75.00	\$74.00	\$1.00	-
Orchard Valley	\$75.00	\$70.00	\$5.00	3
Doral Eaglewood	\$75.00	\$72.00	\$3.00	2
Tamarack	\$73.00	\$65.00	\$8.00	6
Fox Bend	\$73.00	\$60.00	\$13.00	11
Bittersweet	\$72.00	\$70.00	\$2.00	(5)
Blackberry Oaks	\$72.00	\$70.00	\$2.00	(5)
Fox Run Golf Links	\$69.00	\$69.00	\$-	(2)
White Pines	\$69.00	\$65.00	\$4.00	2
Naperbrook	\$69.00	\$68.00	\$1.00	(1)
Carriage Greens	\$68.00	\$68.00	\$-	(4)
Tanna Farms	\$68.00	\$68.00	\$-	(4)
Bloomingtondale	\$67.00	\$55.00	\$12.00	5
Fox Lake	\$65.00	\$60.00	\$5.00	1
Golf Club of Illinois	\$65.00	\$62.00	\$3.00	(1)
Carillon	\$65.00	\$65.00	\$-	(4)
Settler's Hill	\$65.00	\$79.00	\$(14.00)	(25)
Highland Woods	\$63.00	\$62.00	\$1.00	(5)
Mill Creek	\$60.00	\$60.00	\$-	(4)
Median	\$82.00	\$77.50	\$4.50	
Average	\$90.82	\$85.75	\$5.07	

Weekday 9 Holes

Weekday	2024 9 With Cart	2023 9 With Cart	Change in Price	Change in Rank
Oak Meadows (Preserve)	\$57.00	\$57.00	\$-	1
Cantigny	\$51.00	\$50.00	\$1.00	1
Mistwood	\$50.00	\$57.50	\$(7.50)	(2)
Pine Meadow	\$48.00	\$48.00	\$-	-

Weekday	2024 9 With Cart	2023 9 With Cart	Change in Price	Change in Rank
Glencoe	\$48.00	\$47.00	\$1.00	1
Oak Brook	\$46.50	\$43.00	\$3.50	1
Fox Bend	\$45.00	\$40.00	\$5.00	5
Arrowhead	\$44.50	\$43.50	\$1.00	(2)
Schaumburg Golf Club	\$42.50	\$40.50	\$2.00	2
Doral Eaglewood	\$42.00	\$42.00	\$-	(2)
Maple Meadows	\$42.00	\$38.00	\$4.00	5
Silver Lake	\$41.00	\$41.00	\$-	(3)
Highlands of Elgin	\$41.00	\$38.00	\$3.00	3
Settler's Hill	\$40.00	\$38.00	\$2.00	1
Makray Memorial	\$40.00	\$40.00	\$-	(2)
Old Orchard	\$40.00	\$-	\$40.00	18
Springbrook	\$39.00	\$39.00	\$-	(3)
Klein Creek	\$39.00	\$-	\$39.00	15
Naperbrook	\$38.00	\$38.00	\$-	(4)
Mill Creek	\$38.00	\$38.00	\$-	(4)
Village Links	\$38.00	\$37.00	\$1.00	1
Bowes Creek	\$38.00	\$35.00	\$3.00	2
Mt. Prospect	\$37.00	\$41.00	\$(4.00)	(14)
Tanna Farms	\$35.00	\$35.00	\$-	(3)
Winnetka	\$35.00	\$-	\$35.00	8
White Pines	\$35.00	\$35.00	\$-	(3)
Hilldale	\$35.00	\$30.00	\$5.00	2
Bloomingtondale	\$32.00	\$29.00	\$3.00	(1)
Fox Lake	\$32.00	\$32.00	\$-	(4)
Fox Run Golf Links	\$31.00	\$31.00	\$-	(5)
Carillon	\$30.00	\$29.00	\$1.00	(4)
Golf Club of Illinois	\$29.00	\$29.00	\$-	(5)
Bittersweet	\$28.00	\$28.00	\$-	(3)
St. Andrews	\$26.00	\$-	\$26.00	(2)
Highland Woods	\$22.00	\$22.00	\$-	(4)
Median	\$39.00	\$38.00	\$1.00	
Average	\$38.73	\$34.04	\$4.69	

Weekend 9 Holes

Weekend	2024 9 With Cart	2023 9 With Cart	Change in Price	Change in Rank
Oak Meadows (Preserve)	\$67.00	\$57.00	\$10.00	2
Cantigny	\$62.00	\$59.00	\$3.00	(1)
Mistwood	\$55.00	\$57.50	\$(2.50)	(1)
Bowes Creek	\$55.00	\$49.00	\$6.00	2
Fox Bend	\$52.00	\$45.00	\$7.00	6

Weekend	2024 9 With Cart	2023 9 With Cart	Change in Price	Change in Rank
Doral Eaglewood	\$51.00	\$51.00	\$-	(2)
Highlands of Elgin	\$51.00	\$47.00	\$4.00	2
Schaumburg Golf Club	\$50.50	\$46.50	\$4.00	1
Oak Brook	\$49.50	\$46.00	\$3.50	1
Arrowhead	\$49.50	\$48.50	\$1.00	(3)
Pine Meadow	\$48.00	\$48.00	\$-	(4)
Maple Meadows	\$48.00	\$44.00	\$4.00	1
Silver Lake	\$46.00	\$41.00	\$5.00	4
Village Links	\$45.00	\$44.00	\$1.00	(2)
Springbrook	\$43.00	\$43.00	\$-	(1)
Mt. Prospect	\$43.00	\$43.00	\$-	(1)
Naperbrook	\$42.00	\$42.00	\$-	(1)
White Pines	\$40.00	\$40.00	\$-	-
Winnetka	\$38.00	\$-	\$38.00	8
Hilldale	\$38.00	\$35.00	\$3.00	1
Fox Run Golf Links	\$37.00	\$37.00	\$-	(2)
Golf Club of Illinois	\$36.00	\$34.00	\$2.00	2
Bittersweet	\$35.00	\$35.00	\$-	(3)
Carillon	\$35.00	\$35.00	\$-	(3)
Fox Lake	\$35.00	\$35.00	\$-	(3)
Bloomingtondale	\$33.00	\$30.00	\$3.00	(1)
St. Andrews	\$29.00	\$-	\$29.00	-
Highland Woods	\$27.00	\$27.00	\$-	(2)
Median	\$44.00	\$43.00	\$1.00	
Average	\$44.30	\$39.98	\$4.32	

Appendix B – Round & Revenue Projections

Rate	5YA Pct	Worst	Average	Target	Best
18 Weekend Non-Res Adult	4.56%	2799	3448	3648	3834
18 Weekend Non-Res Twilight	1.99%	1224	1509	1596	1677
18 Weekend VIP Adult	1.39%	854	1053	1114	1170
18 Weekend VIP Twilight	0.23%	140	173	183	192
18 Weekend Resident Adult	6.98%	4287	5282	5587	5872
18 Weekend Resident Twilight	0.62%	380	468	495	520
18 Weekday Non-Res Adult	7.54%	4627	5701	6031	6339
18 Weekday Non-Res Senior	3.05%	1869	2303	2436	2560
18 Weekday Non-Res Junior	0.14%	87	107	113	119
18 Weekday Non-Res Twilight	2.02%	1243	1531	1620	1702
18 Weekday VIP Adult	1.12%	686	846	894	940
18 Weekday VIP Senior	2.37%	1456	1794	1897	1994
18 Weekday VIP Junior	0.00%	1	1	1	1
18 Weekday VIP Twilight	1.78%	1094	1347	1425	1498
18 Weekday Resident Adult	2.86%	1753	2160	2285	2401
18 Weekday Resident Senior	3.04%	1867	2300	2433	2557
18 Weekday Resident Junior	0.18%	110	136	143	151
18 Weekday Resident Twilight	2.21%	1354	1669	1765	1855
18 Miscellaneous Comp Employee	1.54%	943	1162	1229	1292
18 Miscellaneous Comp Miscellaneous	1.76%	1079	1329	1406	1478
18 Miscellaneous Miscellaneous High School	0.18%	114	140	148	156
18 Miscellaneous Miscellaneous Outing	4.77%	2926	3605	3814	4009
9 Weekend Non-Res Adult	7.54%	4626	5699	6029	6336
9 Weekend Non-Res Twilight	0.11%	68	84	89	94
9 Weekend VIP Adult	3.47%	2128	2622	2774	2915
9 Weekend VIP Twilight	0.01%	4	5	6	6
9 Weekend Resident Adult	3.29%	2019	2488	2631	2766
9 Weekend Resident Twilight	0.05%	33	41	43	45
9 Weekday Non-Res Adult	9.98%	6127	7548	7985	8392
9 Weekday Non-Res Senior	1.69%	1035	1275	1348	1417
9 Weekday Non-Res Junior	0.56%	343	423	447	470
9 Weekday Non-Res Twilight	1.30%	798	983	1040	1093
9 Weekday VIP Adult	5.15%	3159	3893	4118	4328
9 Weekday VIP Senior	2.78%	1705	2101	2223	2336
9 Weekday VIP Junior	0.02%	10	13	14	14
9 Weekday VIP Twilight	0.12%	74	91	96	101
9 Weekday Resident Adult	3.72%	2282	2812	2975	3127
9 Weekday Resident Senior	5.15%	3162	3896	4121	4332
9 Weekday Resident Junior	0.91%	561	691	731	768
9 Weekday Resident Twilight	0.64%	395	487	515	541
9 Miscellaneous Comp Employee	0.60%	371	457	483	508
9 Miscellaneous Comp Miscellaneous	0.20%	126	155	164	172
9 Miscellaneous Miscellaneous High School	1.05%	645	794	840	883
9 Miscellaneous Miscellaneous Outing	0.48%	292	360	381	400
9 Miscellaneous Miscellaneous Miscellaneous	0.86%	526	648	686	721
Total	100.00%	61382	75626	80002	84085

Rate	Model A	Worst A	Average A	Target A	Best A
18 Weekend Non-Res Adult	\$ 74.00	\$ 207,126.00	\$ 255,152.00	\$ 269,952.00	\$ 283,716.00
18 Weekend Non-Res Twilight	\$ 37.00	\$ 45,288.00	\$ 55,833.00	\$ 59,052.00	\$ 62,049.00
18 Weekend VIP Adult	\$ 59.20	\$ 50,556.80	\$ 62,337.60	\$ 65,948.80	\$ 69,264.00
18 Weekend VIP Twilight	\$ 29.60	\$ 4,144.00	\$ 5,120.80	\$ 5,416.80	\$ 5,683.20
18 Weekend Resident Adult	\$ 56.00	\$ 240,072.00	\$ 295,792.00	\$ 312,872.00	\$ 328,832.00
18 Weekend Resident Twilight	\$ 28.00	\$ 10,640.00	\$ 13,104.00	\$ 13,860.00	\$ 14,560.00
18 Weekday Non-Res Adult	\$ 64.00	\$ 296,128.00	\$ 364,864.00	\$ 385,984.00	\$ 405,696.00
18 Weekday Non-Res Senior	\$ 43.00	\$ 80,367.00	\$ 99,029.00	\$ 104,748.00	\$ 110,080.00
18 Weekday Non-Res Junior	\$ 43.00	\$ 3,741.00	\$ 4,601.00	\$ 4,859.00	\$ 5,117.00
18 Weekday Non-Res Twilight	\$ 32.00	\$ 39,776.00	\$ 48,992.00	\$ 51,840.00	\$ 54,464.00
18 Weekday VIP Adult	\$ 51.20	\$ 35,123.20	\$ 43,315.20	\$ 45,772.80	\$ 48,128.00
18 Weekday VIP Senior	\$ 34.40	\$ 50,086.40	\$ 61,713.60	\$ 65,256.80	\$ 68,593.60
18 Weekday VIP Junior	\$ 34.40	\$ 34.40	\$ 34.40	\$ 34.40	\$ 34.40
18 Weekday VIP Twilight	\$ 25.60	\$ 28,006.40	\$ 34,483.20	\$ 36,480.00	\$ 38,348.80
18 Weekday Resident Adult	\$ 44.00	\$ 77,132.00	\$ 95,040.00	\$ 100,540.00	\$ 105,644.00
18 Weekday Resident Senior	\$ 34.00	\$ 63,478.00	\$ 78,200.00	\$ 82,722.00	\$ 86,938.00
18 Weekday Resident Junior	\$ 34.00	\$ 3,740.00	\$ 4,624.00	\$ 4,862.00	\$ 5,134.00
18 Weekday Resident Twilight	\$ 22.00	\$ 29,788.00	\$ 36,718.00	\$ 38,830.00	\$ 40,810.00
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 34.00	\$ 3,876.00	\$ 4,760.00	\$ 5,032.00	\$ 5,304.00
18 Miscellaneous Miscellaneous Outing	\$ 67.43	\$ 197,300.18	\$ 243,085.15	\$ 257,178.02	\$ 270,326.87
9 Weekend Non-Res Adult	\$ 33.00	\$ 152,658.00	\$ 188,067.00	\$ 198,957.00	\$ 209,088.00
9 Weekend Non-Res Twilight	\$ 16.50	\$ 1,122.00	\$ 1,386.00	\$ 1,468.50	\$ 1,551.00
9 Weekend VIP Adult	\$ 26.40	\$ 56,179.20	\$ 69,220.80	\$ 73,233.60	\$ 76,956.00
9 Weekend VIP Twilight	\$ 13.20	\$ 52.80	\$ 66.00	\$ 79.20	\$ 79.20
9 Weekend Resident Adult	\$ 25.00	\$ 50,475.00	\$ 62,200.00	\$ 65,775.00	\$ 69,150.00
9 Weekend Resident Twilight	\$ 12.50	\$ 412.50	\$ 512.50	\$ 537.50	\$ 562.50
9 Weekday Non-Res Adult	\$ 26.00	\$ 159,302.00	\$ 196,248.00	\$ 207,610.00	\$ 218,192.00
9 Weekday Non-Res Senior	\$ 21.00	\$ 21,735.00	\$ 26,775.00	\$ 28,308.00	\$ 29,757.00
9 Weekday Non-Res Junior	\$ 21.00	\$ 7,203.00	\$ 8,883.00	\$ 9,387.00	\$ 9,870.00
9 Weekday Non-Res Twilight	\$ 13.00	\$ 10,374.00	\$ 12,779.00	\$ 13,520.00	\$ 14,209.00
9 Weekday VIP Adult	\$ 20.80	\$ 65,707.20	\$ 80,974.40	\$ 85,654.40	\$ 90,022.40
9 Weekday VIP Senior	\$ 16.80	\$ 28,644.00	\$ 35,296.80	\$ 37,346.40	\$ 39,244.80
9 Weekday VIP Junior	\$ 16.80	\$ 168.00	\$ 218.40	\$ 235.20	\$ 235.20
9 Weekday VIP Twilight	\$ 10.40	\$ 769.60	\$ 946.40	\$ 998.40	\$ 1,050.40
9 Weekday Resident Adult	\$ 20.50	\$ 46,781.00	\$ 57,646.00	\$ 60,987.50	\$ 64,103.50
9 Weekday Resident Senior	\$ 16.50	\$ 52,173.00	\$ 64,284.00	\$ 67,996.50	\$ 71,478.00
9 Weekday Resident Junior	\$ 16.50	\$ 9,256.50	\$ 11,401.50	\$ 12,061.50	\$ 12,672.00
9 Weekday Resident Twilight	\$ 10.25	\$ 4,048.75	\$ 4,991.75	\$ 5,278.75	\$ 5,545.25
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 16.50	\$ 10,642.50	\$ 13,101.00	\$ 13,860.00	\$ 14,569.50
9 Miscellaneous Miscellaneous Outing	\$ 33.16	\$ 9,682.72	\$ 11,937.60	\$ 12,633.96	\$ 13,264.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,367.00	\$ 2,916.00	\$ 3,087.00	\$ 3,244.50
Total		\$ 2,156,157.15	\$ 2,656,650.10	\$ 2,810,256.03	\$ 2,953,567.12
5YA Rainchecks Issued		\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)
Including Rainchecks and Off-Season Discounting		\$ 2,057,617.06	\$ 2,545,597.69	\$ 2,695,363.47	\$ 2,835,091.78

Rate	Model B	Worst B	Average B	Target B	Best B
18 Weekend Non-Res Adult	\$ 76.00	\$ 212,724.00	\$ 262,048.00	\$ 277,248.00	\$ 291,384.00
18 Weekend Non-Res Twilight	\$ 38.00	\$ 46,512.00	\$ 57,342.00	\$ 60,648.00	\$ 63,726.00
18 Weekend VIP Adult	\$ 60.80	\$ 51,923.20	\$ 64,022.40	\$ 67,731.20	\$ 71,136.00
18 Weekend VIP Twilight	\$ 30.40	\$ 4,256.00	\$ 5,259.20	\$ 5,563.20	\$ 5,836.80
18 Weekend Resident Adult	\$ 58.00	\$ 248,646.00	\$ 306,356.00	\$ 324,046.00	\$ 340,576.00
18 Weekend Resident Twilight	\$ 29.00	\$ 11,020.00	\$ 13,572.00	\$ 14,355.00	\$ 15,080.00
18 Weekday Non-Res Adult	\$ 66.00	\$ 305,382.00	\$ 376,266.00	\$ 398,046.00	\$ 418,374.00
18 Weekday Non-Res Senior	\$ 45.00	\$ 84,105.00	\$ 103,635.00	\$ 109,620.00	\$ 115,200.00
18 Weekday Non-Res Junior	\$ 45.00	\$ 3,915.00	\$ 4,815.00	\$ 5,085.00	\$ 5,355.00
18 Weekday Non-Res Twilight	\$ 33.00	\$ 41,019.00	\$ 50,523.00	\$ 53,460.00	\$ 56,166.00
18 Weekday VIP Adult	\$ 52.80	\$ 36,220.80	\$ 44,668.80	\$ 47,203.20	\$ 49,632.00
18 Weekday VIP Senior	\$ 36.00	\$ 52,416.00	\$ 64,584.00	\$ 68,292.00	\$ 71,784.00
18 Weekday VIP Junior	\$ 36.00	\$ 36.00	\$ 36.00	\$ 36.00	\$ 36.00
18 Weekday VIP Twilight	\$ 26.40	\$ 28,881.60	\$ 35,560.80	\$ 37,620.00	\$ 39,547.20
18 Weekday Resident Adult	\$ 46.00	\$ 80,638.00	\$ 99,360.00	\$ 105,110.00	\$ 110,446.00
18 Weekday Resident Senior	\$ 36.00	\$ 67,212.00	\$ 82,800.00	\$ 87,588.00	\$ 92,052.00
18 Weekday Resident Junior	\$ 36.00	\$ 3,960.00	\$ 4,896.00	\$ 5,148.00	\$ 5,436.00
18 Weekday Resident Twilight	\$ 23.00	\$ 31,142.00	\$ 38,387.00	\$ 40,595.00	\$ 42,665.00
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 36.00	\$ 4,104.00	\$ 5,040.00	\$ 5,328.00	\$ 5,616.00
18 Miscellaneous Miscellaneous Outing	\$ 68.98	\$ 201,835.48	\$ 248,672.90	\$ 263,089.72	\$ 276,540.82
9 Weekend Non-Res Adult	\$ 34.00	\$ 157,284.00	\$ 193,766.00	\$ 204,986.00	\$ 215,424.00
9 Weekend Non-Res Twilight	\$ 17.00	\$ 1,156.00	\$ 1,428.00	\$ 1,513.00	\$ 1,598.00
9 Weekend VIP Adult	\$ 27.20	\$ 57,881.60	\$ 71,318.40	\$ 75,452.80	\$ 79,288.00
9 Weekend VIP Twilight	\$ 13.60	\$ 54.40	\$ 68.00	\$ 81.60	\$ 81.60
9 Weekend Resident Adult	\$ 25.50	\$ 51,484.50	\$ 63,444.00	\$ 67,090.50	\$ 70,533.00
9 Weekend Resident Twilight	\$ 12.75	\$ 420.75	\$ 522.75	\$ 548.25	\$ 573.75
9 Weekday Non-Res Adult	\$ 27.00	\$ 165,429.00	\$ 203,796.00	\$ 215,595.00	\$ 226,584.00
9 Weekday Non-Res Senior	\$ 22.00	\$ 22,770.00	\$ 28,050.00	\$ 29,656.00	\$ 31,174.00
9 Weekday Non-Res Junior	\$ 22.00	\$ 7,546.00	\$ 9,306.00	\$ 9,834.00	\$ 10,340.00
9 Weekday Non-Res Twilight	\$ 13.50	\$ 10,773.00	\$ 13,270.50	\$ 14,040.00	\$ 14,755.50
9 Weekday VIP Adult	\$ 21.60	\$ 68,234.40	\$ 84,088.80	\$ 88,948.80	\$ 93,484.80
9 Weekday VIP Senior	\$ 17.80	\$ 30,349.00	\$ 37,397.80	\$ 39,569.40	\$ 41,580.80
9 Weekday VIP Junior	\$ 17.80	\$ 178.00	\$ 231.40	\$ 249.20	\$ 249.20
9 Weekday VIP Twilight	\$ 10.80	\$ 799.20	\$ 982.80	\$ 1,036.80	\$ 1,090.80
9 Weekday Resident Adult	\$ 21.00	\$ 47,922.00	\$ 59,052.00	\$ 62,475.00	\$ 65,667.00
9 Weekday Resident Senior	\$ 17.00	\$ 53,754.00	\$ 66,232.00	\$ 70,057.00	\$ 73,644.00
9 Weekday Resident Junior	\$ 17.00	\$ 9,537.00	\$ 11,747.00	\$ 12,427.00	\$ 13,056.00
9 Weekday Resident Twilight	\$ 10.50	\$ 4,147.50	\$ 5,113.50	\$ 5,407.50	\$ 5,680.50
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 17.00	\$ 10,965.00	\$ 13,498.00	\$ 14,280.00	\$ 15,011.00
9 Miscellaneous Miscellaneous Outing	\$ 33.34	\$ 9,735.28	\$ 12,002.40	\$ 12,702.54	\$ 13,336.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,367.00	\$ 2,916.00	\$ 3,087.00	\$ 3,244.50
Total		\$ 2,228,735.71	\$ 2,746,075.45	\$ 2,904,849.71	\$ 3,052,985.27
5YA Rainchecks Issued		\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)
Including Rainchecks and Off-Season Discounting		\$ 2,128,381.16	\$ 2,632,787.40	\$ 2,787,592.31	\$ 2,932,024.48

Rate	Model C	Worst C	Average C	Target C	Best C
18 Weekend Non-Res Adult	\$ 78.00	\$ 218,322.00	\$ 268,944.00	\$ 284,544.00	\$ 299,052.00
18 Weekend Non-Res Twilight	\$ 39.00	\$ 47,736.00	\$ 58,851.00	\$ 62,244.00	\$ 65,403.00
18 Weekend VIP Adult	\$ 62.40	\$ 53,289.60	\$ 65,707.20	\$ 69,513.60	\$ 73,008.00
18 Weekend VIP Twilight	\$ 31.20	\$ 4,368.00	\$ 5,397.60	\$ 5,709.60	\$ 5,990.40
18 Weekend Resident Adult	\$ 60.00	\$ 257,220.00	\$ 316,920.00	\$ 335,220.00	\$ 352,320.00
18 Weekend Resident Twilight	\$ 30.00	\$ 11,400.00	\$ 14,040.00	\$ 14,850.00	\$ 15,600.00
18 Weekday Non-Res Adult	\$ 66.00	\$ 305,382.00	\$ 376,266.00	\$ 398,046.00	\$ 418,374.00
18 Weekday Non-Res Senior	\$ 45.00	\$ 84,105.00	\$ 103,635.00	\$ 109,620.00	\$ 115,200.00
18 Weekday Non-Res Junior	\$ 45.00	\$ 3,915.00	\$ 4,815.00	\$ 5,085.00	\$ 5,355.00
18 Weekday Non-Res Twilight	\$ 33.00	\$ 41,019.00	\$ 50,523.00	\$ 53,460.00	\$ 56,166.00
18 Weekday VIP Adult	\$ 52.80	\$ 36,220.80	\$ 44,668.80	\$ 47,203.20	\$ 49,632.00
18 Weekday VIP Senior	\$ 36.00	\$ 52,416.00	\$ 64,584.00	\$ 68,292.00	\$ 71,784.00
18 Weekday VIP Junior	\$ 36.00	\$ 36.00	\$ 36.00	\$ 36.00	\$ 36.00
18 Weekday VIP Twilight	\$ 26.40	\$ 28,881.60	\$ 35,560.80	\$ 37,620.00	\$ 39,547.20
18 Weekday Resident Adult	\$ 46.00	\$ 80,638.00	\$ 99,360.00	\$ 105,110.00	\$ 110,446.00
18 Weekday Resident Senior	\$ 36.00	\$ 67,212.00	\$ 82,800.00	\$ 87,588.00	\$ 92,052.00
18 Weekday Resident Junior	\$ 36.00	\$ 3,960.00	\$ 4,896.00	\$ 5,148.00	\$ 5,436.00
18 Weekday Resident Twilight	\$ 23.00	\$ 31,142.00	\$ 38,387.00	\$ 40,595.00	\$ 42,665.00
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 36.00	\$ 4,104.00	\$ 5,040.00	\$ 5,328.00	\$ 5,616.00
18 Miscellaneous Miscellaneous Outing	\$ 67.43	\$ 197,300.18	\$ 243,085.15	\$ 257,178.02	\$ 270,326.87
9 Weekend Non-Res Adult	\$ 35.00	\$ 161,910.00	\$ 199,465.00	\$ 211,015.00	\$ 221,760.00
9 Weekend Non-Res Twilight	\$ 17.50	\$ 1,190.00	\$ 1,470.00	\$ 1,557.50	\$ 1,645.00
9 Weekend VIP Adult	\$ 28.00	\$ 59,584.00	\$ 73,416.00	\$ 77,672.00	\$ 81,620.00
9 Weekend VIP Twilight	\$ 14.00	\$ 56.00	\$ 70.00	\$ 84.00	\$ 84.00
9 Weekend Resident Adult	\$ 26.00	\$ 52,494.00	\$ 64,688.00	\$ 68,406.00	\$ 71,916.00
9 Weekend Resident Twilight	\$ 13.00	\$ 429.00	\$ 533.00	\$ 559.00	\$ 585.00
9 Weekday Non-Res Adult	\$ 27.00	\$ 165,429.00	\$ 203,796.00	\$ 215,595.00	\$ 226,584.00
9 Weekday Non-Res Senior	\$ 22.00	\$ 22,770.00	\$ 28,050.00	\$ 29,656.00	\$ 31,174.00
9 Weekday Non-Res Junior	\$ 22.00	\$ 7,546.00	\$ 9,306.00	\$ 9,834.00	\$ 10,340.00
9 Weekday Non-Res Twilight	\$ 13.50	\$ 10,773.00	\$ 13,270.50	\$ 14,040.00	\$ 14,755.50
9 Weekday VIP Adult	\$ 21.60	\$ 68,234.40	\$ 84,088.80	\$ 88,948.80	\$ 93,484.80
9 Weekday VIP Senior	\$ 17.60	\$ 30,008.00	\$ 36,977.60	\$ 39,124.80	\$ 41,113.60
9 Weekday VIP Junior	\$ 17.60	\$ 176.00	\$ 228.80	\$ 246.40	\$ 246.40
9 Weekday VIP Twilight	\$ 10.80	\$ 799.20	\$ 982.80	\$ 1,036.80	\$ 1,090.80
9 Weekday Resident Adult	\$ 21.00	\$ 47,922.00	\$ 59,052.00	\$ 62,475.00	\$ 65,667.00
9 Weekday Resident Senior	\$ 17.00	\$ 53,754.00	\$ 66,232.00	\$ 70,057.00	\$ 73,644.00
9 Weekday Resident Junior	\$ 17.00	\$ 9,537.00	\$ 11,747.00	\$ 12,427.00	\$ 13,056.00
9 Weekday Resident Twilight	\$ 10.50	\$ 4,147.50	\$ 5,113.50	\$ 5,407.50	\$ 5,680.50
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 17.00	\$ 10,965.00	\$ 13,498.00	\$ 14,280.00	\$ 15,011.00
9 Miscellaneous Miscellaneous Outing	\$ 33.16	\$ 9,682.72	\$ 11,937.60	\$ 12,633.96	\$ 13,264.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,367.00	\$ 2,916.00	\$ 3,087.00	\$ 3,244.50
Total		\$ 2,248,441.00	\$ 2,770,355.15	\$ 2,930,533.18	\$ 3,079,975.57
5YA Rainchecks Issued		\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)	\$ (44,636.16)
Including Rainchecks and Off-Season Discounting		\$ 2,147,593.82	\$ 2,656,460.11	\$ 2,812,633.69	\$ 2,958,340.02

Appendix C – User Fee Schedule – Model A

2025 VILLAGE LINKS USER FEES FEE SCHEDULE WORKSHEET - MODEL A							
18 HOLE GREEN FEES				MISCELLANEOUS FEES			
WEEKENDS	2024	2025	% incr.	MOTORIZED CARTS	2024	2025	% incr.
NR 18 Holes	\$74.00	\$74.00	0.0%	18 Holes	\$ 21.00	\$ 21.00	0.0%
NR 18 Holes Combo	\$70.00	\$70.00	0.0%	9 Holes	\$ 12.00	\$ 12.00	0.0%
VIP 18 Holes	\$59.20	\$59.20	0.0%	Back 9	\$ 12.00	\$ 12.00	0.0%
VIP 18 Holes Combo	\$56.00	\$56.00	0.0%	HAND CARTS			
R 18 Holes	\$56.00	\$56.00	0.0%	18 Holes	\$ 9.00	\$ 9.00	0.0%
R 18 Holes Combo	\$53.00	\$53.00	0.0%	9 Holes	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Multi Play	\$52.00	\$52.00	0.0%	DRIVING RANGE			
NR 18 Holes After 3:30 PM	\$37.00	\$37.00	0.0%	Small	\$ 8.00	\$ 9.00	12.5%
VIP 18 Holes After 3:30 PM	\$29.60	\$29.60	0.0%	Medium	\$ 11.00	\$ 12.00	9.1%
R 18 Holes After 3:30 PM	\$28.00	\$28.00	0.0%	Large	\$ 14.00	\$ 15.00	7.1%
WEEKDAYS				Jumbo	\$ 25.00	\$ 26.00	4.0%
NR 18 Holes	\$64.00	\$64.00	0.0%	15 Bucket Card	\$150.00	\$165.00	10.0%
NR 18 Holes Guest	\$45.00	\$45.00	0.0%	LOCKERS			
NR 18 Holes Senior/Junior	\$43.00	\$43.00	0.0%	Full Season	\$100.00	\$150.00	50.0%
VIP 18 Holes	\$51.20	\$51.20	0.0%	RESIDENT CARDS			
VIP 18 Holes Senior/Junior	\$34.40	\$34.40	0.0%	Adult	\$ 10.00	\$ 10.00	0.0%
R 18 Holes	\$44.00	\$44.00	0.0%	(after March 15)	\$ 20.00	\$ 20.00	0.0%
R 18 Holes Multi Play	\$40.00	\$40.00	0.0%	Junior	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Senior Junior	\$34.00	\$34.00	0.0%	(after March 15)	\$ 10.00	\$ 10.00	0.0%
R 18 Holes Senior Junior Multi Play	\$32.00	\$32.00	0.0%	MISCELLANEOUS			
NR 18 Holes After 3:30 PM	\$32.00	\$32.00	0.0%	PT Registration Fee	\$ 25.00	\$ 25.00	0.0%
VIP 18 Holes After 3:30 PM	\$25.60	\$25.60	0.0%	Handicap	-	-	Online
R 18 Holes After 3:30 PM	\$22.00	\$22.00	0.0%	CLUB RENTAL			
MISCELLANEOUS				18 Holes	\$ 50.00	\$ 50.00	0.0%
School Team 18	\$34.00	\$34.00	0.0%	9 Holes	\$ 30.00	\$ 30.00	0.0%
9 HOLE GREEN FEES				NOTES			
WEEKENDS				<i>No green fee rate change from 2024</i> <i>Use daily deals to manage price if rounds decline</i> <i>Many courses use dynamic price now</i>			
NR 9 Holes	\$33.00	\$33.00	0.0%				
VIP 9 Holes	\$26.40	\$26.40	0.0%				
R 9 Holes	\$25.00	\$25.00	0.0%				
NR 9 Holes After 6:30 PM	\$16.50	\$16.50	0.0%				
VIP 9 Holes After 6:30 PM	\$13.20	\$13.20	0.0%				
R 9 Holes After 6:30 PM	\$12.50	\$12.50	0.0%				
WEEKDAYS							
NR 9 Holes	\$26.00	\$26.00	0.0%				
NR 9 Holes Senior/Junior	\$21.00	\$21.00	0.0%				
VIP 9 Holes	\$20.80	\$20.80	0.0%				
VIP 9 Holes Senior/Junior	\$16.80	\$16.80	0.0%				
R 9 Holes	\$20.50	\$20.50	0.0%				
R 9 Hole Senior/Junior	\$16.50	\$16.50	0.0%				
NR 9 Holes After 6:30 PM	\$13.00	\$13.00	0.0%				
VIP 9 Holes After 6:30 PM	\$10.40	\$10.40	0.0%				
R 9 Holes After 6:30 PM	\$10.25	\$10.25	0.0%				
MISCELLANEOUS							
School Team 9	\$16.50	\$16.50	0.0%				

Appendix D – User Fee Schedule – Model B

2025 VILLAGE LINKS USER FEES FEE SCHEDULE WORKSHEET - MODEL B							
18 HOLE GREEN FEES				MISCELLANEOUS FEES			
WEEKENDS	2024	2025	% incr.	MOTORIZED CARTS	2024	2025	% incr.
NR 18 Holes	\$74.00	\$76.00	2.7%	18 Holes	\$ 21.00	\$ 21.00	0.0%
NR 18 Holes Combo	\$70.00	\$72.00	2.9%	9 Holes	\$ 12.00	\$ 12.00	0.0%
VIP 18 Holes	\$59.20	\$60.80	2.7%	Back 9	\$ 12.00	\$ 12.00	0.0%
VIP 18 Holes Combo	\$56.00	\$57.60	2.9%	HAND CARTS			
R 18 Holes	\$56.00	\$58.00	3.6%	18 Holes	\$ 9.00	\$ 9.00	0.0%
R 18 Holes Combo	\$53.00	\$54.50	2.8%	9 Holes	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Multi Play	\$52.00	\$54.00	3.8%	DRIVING RANGE			
NR 18 Holes After 3:30 PM	\$37.00	\$38.00	2.7%	Small	\$ 8.00	\$ 9.00	12.5%
VIP 18 Holes After 3:30 PM	\$29.60	\$30.40	2.7%	Medium	\$ 11.00	\$ 12.00	9.1%
R 18 Holes After 3:30 PM	\$28.00	\$29.00	3.6%	Large	\$ 14.00	\$ 15.00	7.1%
WEEKDAYS				Jumbo	\$ 25.00	\$ 26.00	4.0%
NR 18 Holes	\$64.00	\$66.00	3.1%	15 Bucket Card	\$150.00	\$165.00	10.0%
NR 18 Holes Guest	\$45.00	\$47.00	4.4%	LOCKERS			
NR 18 Holes Senior/Junior	\$43.00	\$45.00	4.7%	Full Season	\$100.00	\$150.00	50.0%
VIP 18 Holes	\$51.20	\$52.80	3.1%	RESIDENT CARDS			
VIP 18 Holes Senior/Junior	\$34.40	\$36.00	4.7%	Adult	\$ 10.00	\$ 10.00	0.0%
R 18 Holes	\$44.00	\$46.00	4.5%	(after March 15)	\$ 20.00	\$ 20.00	0.0%
R 18 Holes Multi Play	\$40.00	\$42.00	5.0%	Junior	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Senior Junior	\$34.00	\$36.00	5.9%	(after March 15)	\$ 10.00	\$ 10.00	0.0%
R 18 Holes Senior Junior Multi Play	\$32.00	\$34.00	6.3%	MISCELLANEOUS			
NR 18 Holes After 3:30 PM	\$32.00	\$33.00	3.1%	PT Registration Fee	\$ 25.00	\$ 25.00	0.0%
VIP 18 Holes After 3:30 PM	\$25.60	\$26.40	3.1%	Handicap	-	-	Online
R 18 Holes After 3:30 PM	\$22.00	\$23.00	4.5%	CLUB RENTAL			
MISCELLANEOUS				18 Holes	\$ 50.00	\$ 50.00	0.0%
School Team 18	\$34.00	\$36.00	5.9%	9 Holes	\$ 30.00	\$ 30.00	0.0%
9 HOLE GREEN FEES				NOTES			
WEEKENDS				Rate increase of \$2 for 18, \$1 for 9*			
NR 9 Holes	\$33.00	\$34.00	3.0%	Use daily deals to manage price if rounds decline			
VIP 9 Holes	\$26.40	\$27.20	3.0%	Many courses use dynamic price now			
R 9 Holes	\$25.00	\$25.50	2.0%				
NR 9 Holes After 6:30 PM	\$16.50	\$17.00	3.0%				
VIP 9 Holes After 6:30 PM	\$13.20	\$13.60	3.0%				
R 9 Holes After 6:30 PM	\$12.50	\$12.75	2.0%				
WEEKDAYS							
NR 9 Holes	\$26.00	\$27.00	3.8%				
NR 9 Holes Senior/Junior	\$21.00	\$22.00	4.8%				
VIP 9 Holes	\$20.80	\$21.60	3.8%				
VIP 9 Holes Senior/Junior	\$16.80	\$17.80	6.0%				
R 9 Holes	\$20.50	\$21.00	2.4%				
R 9 Hole Senior/Junior	\$16.50	\$17.00	3.0%				
NR 9 Holes After 6:30 PM	\$13.00	\$13.50	3.8%				
VIP 9 Holes After 6:30 PM	\$10.40	\$10.80	3.8%				
R 9 Holes After 6:30 PM	\$10.25	\$10.50	2.4%				
MISCELLANEOUS							
School Team 9	\$16.50	\$17.00	3.0%	*.50 increase for R9 and SR9 to maintain VIP proportions			

Appendix E – User Fee Schedule – Model C

2025 VILLAGE LINKS USER FEES				
FEE SCHEDULE WORKSHEET - MODEL C				
18 HOLE GREEN FEES				
WEEKENDS	2024	2025	% incr.	
NR 18 Holes	\$74.00	\$78.00	5.4%	
NR 18 Holes Combo	\$70.00	\$74.00	5.7%	
VIP 18 Holes	\$59.20	\$62.40	5.4%	
VIP 18 Holes Combo	\$56.00	\$59.20	5.7%	
R 18 Holes	\$56.00	\$60.00	7.1%	
R 18 Holes Combo	\$53.00	\$56.00	5.7%	
R 18 Holes Multi Play	\$52.00	\$56.00	7.7%	
NR 18 Holes After 3:30 PM	\$37.00	\$39.00	5.4%	
VIP 18 Holes After 3:30 PM	\$29.60	\$31.20	5.4%	
R 18 Holes After 3:30 PM	\$28.00	\$30.00	7.1%	
WEEKDAYS				
NR 18 Holes	\$64.00	\$66.00	3.1%	
NR 18 Holes Guest	\$45.00	\$47.00	4.4%	
NR 18 Holes Senior/Junior	\$43.00	\$45.00	4.7%	
VIP 18 Holes	\$51.20	\$52.80	3.1%	
VIP 18 Holes Senior/Junior	\$34.40	\$36.00	4.7%	
R 18 Holes	\$44.00	\$46.00	4.5%	
R 18 Holes Multi Play	\$40.00	\$42.00	5.0%	
R 18 Holes Senior Junior	\$34.00	\$36.00	5.9%	
R 18 Holes Senior Junior Multi Play	\$32.00	\$34.00	6.3%	
NR 18 Holes After 3:30 PM	\$32.00	\$33.00	3.1%	
VIP 18 Holes After 3:30 PM	\$25.60	\$26.40	3.1%	
R 18 Holes After 3:30 PM	\$22.00	\$23.00	4.5%	
MISCELLANEOUS				
School Team 18	\$34.00	\$36.00	5.9%	
9 HOLE GREEN FEES				
WEEKENDS				
NR 9 Holes	\$33.00	\$35.00	6.1%	
VIP 9 Holes	\$26.40	\$28.00	6.1%	
R 9 Holes	\$25.00	\$26.00	4.0%	
NR 9 Holes After 6:30 PM	\$16.50	\$17.50	6.1%	
VIP 9 Holes After 6:30 PM	\$13.20	\$14.00	6.1%	
R 9 Holes After 6:30 PM	\$12.50	\$13.00	4.0%	
WEEKDAYS				
NR 9 Holes	\$26.00	\$27.00	3.8%	
NR 9 Holes Senior/Junior	\$21.00	\$22.00	4.8%	
VIP 9 Holes	\$20.80	\$21.60	3.8%	
VIP 9 Holes Senior/Junior	\$16.80	\$17.60	4.8%	
R 9 Holes	\$20.50	\$21.00	2.4%	
R 9 Hole Senior/Junior	\$16.50	\$17.00	3.0%	
NR 9 Holes After 6:30 PM	\$13.00	\$13.50	3.8%	
VIP 9 Holes After 6:30 PM	\$10.40	\$10.80	3.8%	
R 9 Holes After 6:30 PM	\$10.25	\$10.50	2.4%	
MISCELLANEOUS				
School Team 9	\$16.50	\$17.00	3.0%	
MISCELLANEOUS FEES				
MOTORIZED CARTS	2024	2025	% 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	\$ 9.00	12.5%	
Medium	\$ 11.00	\$ 12.00	9.1%	
Large	\$ 14.00	\$ 15.00	7.1%	
Jumbo	\$ 25.00	\$ 26.00	4.0%	
15 Bucket Card	\$150.00	\$165.00	10.0%	
LOCKERS				
Full Season	\$100.00	\$150.00	50.0%	
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 weekday and \$4 for 18 weekend, \$1 for 9 weekday* and \$2 for 9 weekend**				
Use daily deals to manage price if rounds decline				
Many courses use dynamic price now				
* 50 ¢ increase for R9 and SR9 to maintain VIP proportions				
** \$1 increase for R9 and to maintain VIP proportions				