



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, March 28, 2025
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 - February 28, 2025
- D. Standing Reports**
 - 1) Financial - Noel Allen
 - 2) Manager's Report
 - a. Golf - Mike Campbell
 - b. Reserve 22 - Jon Satinover
 - c. Grounds - Andrew Cross
 - 3) Trustee Liaison - Steve Thompson
- E. 2025 Golf Operations Presentation**
 - 1) 2025 Golf Operations Presentation - Mike Campbell
- F. Old Business**
 - 1) Master Plan Funding Ideas
- G. New Business**
- H. Next Meeting - April 25, 2025**
- I. Adjournment**



Minutes
 Village of Glen Ellyn
 Recreation Commission
 Regular Meeting
 February 28, 2025
 7:00 AM
 Village Links/Reserve 22

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Date: February 28, 2025
Called to Order: 7:00 a.m.
Adjourned: 7:55 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present
Nancy Carter	Commissioner	Present
Tony Coconate	Commissioner	Present
Scott Coldiron	Commissioner	Present
James Ozog	Commissioner	Present
Rick Quoss	Commissioner	Present
Tom Slowinski	Commissioner	Absent
Also Present:		
Noel Allen	General Manager / Staff Liaison	
Mike Campbell	Director of Golf	
Andrew Cross	Golf Course Superintendent	
Jon Satinover	Food & Beverage Director	
Public		

A. CALL TO ORDER/ROLL CALL

The February 28, 2025 meeting of the Recreation Commission was called to order at 7:00 a.m. at the Village Links of Glen Ellyn; 485 Winchell Way; Glen Ellyn, Illinois by Chairperson Scott.

B. APPROVAL OF MINUTES FROM JANUARY 31, 2025

APPROVAL OF MINUTES FROM JANUARY 31, 2025 MEETING

MOTION BY: Commissioner Coconate

SECONDED BY: Commissioner Ozog

RESULT: Unanimous

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

1. Financial – *Noel Allen* – Manager Allen provided several financial updates, noting that the village has received emails regarding pricing policies for specific groups. Public comments on this topic are anticipated, and some community members may attend future meetings to discuss their concerns. Allen reminded the commission that discounts for certain groups had already been reviewed and discussed.

Allen also outlined a change to the meeting format, stating that he will continue providing overall financial updates, while each division head will share updates for their respective areas.

On the financial front, revenues were up by \$36,000, with the restaurant contributing 40% of that increase. Golf revenue saw a slight boost in January, driven by driving range sales and winter golf program registrations.

Expenses, however, were higher than anticipated. Despite receiving three \$9,000 credits from Tagmarshal, the village incurred several one-off expenses:

- \$20,000 for consulting fees from Greg Martin
- \$12,000 for the conversion from Google to the Village's Outlook email server, which took effect in 2025
- \$16,000 for software expenses and grounds crew equipment refurbishment

Cash reserves currently stand at \$2.1 million, down by \$296,000. Allen noted that various financial scenarios are being modeled — average, best, and worst case. In an average scenario, year-end cash reserves would reach \$2.3 million, while the worst-case scenario would result in a \$195,000 balance. Despite some challenges, the village remains in a stable financial position.

The 2025 budget is expected to show a slight loss. Additionally, February's financials will likely appear unfavorable compared to last year due to the earlier opening date of February 23 in 2024.

2. Manager's Report

A. Golf – Mike Campbell – Director Campbell noted that January is typically a slower month, but registration for VIP and Resident Cards has begun. January and February are also significant months for receiving merchandise.

Campbell and Vince attended the PGA show — the first time in 20 years — which provided valuable learning opportunities and networking. They discovered many new and exciting developments in the golf industry.

In January, the team focused on preparing outing contracts and completed the installation of hallway TVs for advertising purposes. Changes are also being made to the deposit structure for new outings. Previously, a flat \$500 deposit was required across the board, but moving forward, deposits will be scaled based on the size of the outing,

ranging from \$1,000 to \$2,000. This change was prompted by a no-show outing last year, which resulted in a \$25,000 revenue loss.

The team is excited for the upcoming season and anticipates opening within the next 1–2 weeks.

B. Reserve 22 – *Jon Satinover* – Director Satinover reported that sales are trending upward, with banquet sales up 40% and February continuing that positive trend. The primary concern at the moment is the cost of goods sold, which the team is closely monitoring.

Several projects and improvements are underway at the restaurant. Centerpieces have been updated, and a new banquet menu was introduced on February 1. A 22% service fee was implemented to cover tips and Liz's commission. January was an eventful month, featuring four successful Elsa-themed events and a well-received chili cook-off.

On January 28, an all-staff meeting focused on team building and a variety of topics, making it a productive and engaging session. Currently, the team is finalizing the menu for the halfway house and golf season. Kim will take over liquor, beer, and wine orders moving forward. Seasonal hiring will begin more aggressively in April, with the new restaurant menu set to roll out on April 1.

Preparations are already underway for St. Patrick's Day and Easter. To minimize last-minute cancellations, this year's Easter reservations will require a \$10 per person deposit.

The team has also made strides in improving carryout service, introducing two new types of carryout containers and updated bags. In response to Commissioner Quoss's inquiry about managing food costs, Satinover explained that the chef remains mindful of spending, consistently watching for price increases and adjusting product mix when needed — even considering menu changes if costs rise too high.

Additionally, Manager Allen shared that the carpet in the boardroom and banquet room has been replaced. A restaurant refresh, approved by Mark Franz, will begin in the coming weeks.

C. Grounds – Andrew Cross – Golf Course Superintendent Cross provided an overview of the grounds crew's activities and ongoing projects. In January, the team focused on monitoring weather conditions and handling snow removal. When there were no major events, snow was left on the parking lot to melt naturally, avoiding large mounds of snow. The crew also removed 25–30 trees, most of which were in declining health. Additionally, the holiday lights were taken down and replaced with a winter wonderland display in the bar area.

Regarding capital projects, most budgeted items have already arrived, with significantly reduced lead times — now just a few months compared to the year-long waits experienced previously. The most significant purchase was a new skid steer valued at \$120,000, which is expected to serve the team for the next 20 years.

On staffing, interviews are underway to bring in additional seasonal workers, though many from last year's team will be returning. The transition from Google to Outlook has

been completed and the grounds department is also implementing new task-tracking software, which will help monitor labor more efficiently.

Cross highlighted their attendance at the GCSA tradeshow, which provided valuable educational opportunities, particularly around the growing trend of robotics in mowing and grounds management. The team is collaborating with Jon on several projects, including office reorganizations following Jeff's departure. The breakroom and meeting room have also been refreshed with new tables, chairs, and a fresh coat of paint, making the space more inviting and functional.

Finally, Cross shared progress on training initiatives and a newly drafted mission statement, vision, and values — developed in collaboration with Manager Allen. This effort aims to provide staff with a clear, shared focus and a sense of direction moving forward.

3. Trustee Liaison – Steve Thompson – No report

E. OLD BUSINESS

1. *Master Plan Update* – Manager Allen provided an update on the master plan, noting that Greg Martin shared the final concept verification report, which initially proposed a four-phased approach. Staff felt this approach was overwhelming, with the primary concern being the significant disruption it would cause to golfers. In response, they requested a simplified two-phase approach — one focused on a 9-hole course and the other on the 18-hole course — and Greg Martin revised the plan accordingly.

Allen asked the Recreation Commission (RC) to review the updated plan and come back next month with their questions and feedback. The proposed plan is a \$12 million investment, and Greg Martin has provided his recommended next steps, including detailed drawings, construction documents, and permitting.

Staff believes the two-phase approach is manageable, starting with the 9-hole course. Although this would mean losing some play in the fall and spring, the 27-hole capacity during summer would remain intact. However, funding the \$12 million project will require borrowing, and Martin's recommended next steps for the project won't begin right away unless permits remain valid in perpetuity.

For now, the team will enter a waiting phase, focusing on building cash reserves and waiting for current debt to resolve before taking on new obligations. If the next few years are particularly strong financially, there's a possibility of funding Phase 1 from reserves. In the meantime, course weaknesses have been addressed, and a solid plan is in place.

Andrew Cross suggested holding off on some capital expenditures to further strengthen reserves and improve the financial position. Chairperson Scott inquired about the village's stance on fundraising efforts, proposing creative ideas like naming bunkers after donors.

Manager Allen requested the Recreation Commission bring funding suggestions to the next meeting, which he will present to Mark Franz. This topic will be added to next month's agenda for further discussion.

F. NEW BUSINESS - None

G. NEXT MEETING - March 28, 2025

H. ADJOURNMENT

Commissioner Ozog motioned and Commissioner Quoss seconded to adjourn the meeting. The meeting was adjourned at 7:55 a.m.

Submitted by Elisa Pollina, Recording Secretary

Reviewed by Noel Allen, Staff Liaison



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Ann Pedersen, Noel Allen

**AGENDA ITEM (ID
2025-93)**

DOC ID: 2025-93

Financial - Noel Allen

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Village Links - Financial Statements - February 2025
2. Cash Balance Scenarios



VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
 As of February 28, 2025

ORG	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE			
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
REVENUES:										
5500	Village Links Revenues	\$ 4,391,100	\$ 36,581	\$ 73,331	\$ (36,750)	-50%	\$ 50,181	\$ 81,190	\$ (31,009)	-38%
5520	Reserve 22 Revenues	3,748,450	118,302	131,585	(13,284)	-10%	223,361	206,142	17,219	8%
	Total Revenues	\$ 8,139,550	\$ 154,883	\$ 204,917	\$ (50,034)	-24%	\$ 273,542	\$ 287,332	\$ (13,790)	-5%
EXPENDITURES:										
55700	Administration	\$ 802,432	\$ 84,892	\$ 48,510	\$ 36,382	75%	\$ 159,391	\$ 100,852	\$ 58,538	58%
55710	Golf Course Maintenance	1,452,748	68,510	57,761	10,748	19%	138,695	98,833	39,862	40%
55720	Golf Services	1,111,406	43,535	71,912	(28,377)	-39%	80,533	114,238	(33,704)	-30%
55730	Reserve 22	3,358,636	162,725	178,221	(15,496)	-9%	361,919	353,076	8,843	3%
55740	Stormwater Management	51,585	1,319	456	863	189%	2,652	936	1,715	183%
55750	Pro Shop Merchandise	175,053	(8,509)	4,912	(13,421)	-273%	(4,781)	(144)	(4,637)	3231%
55780	Motorized Carts	68,060	-	-	-	0%	-	-	-	0%
557X5	Mechanical Maintenance	417,756	26,288	48,864	(22,576)	-46%	46,068	82,145	(36,077)	-44%
	Total Operating Expenses	\$ 7,437,676	\$ 378,759	\$ 410,636	\$ (31,876)	-8%	\$ 784,476	\$ 749,936	\$ 34,540	5%
	Operating Income (Loss)	\$ 701,874	\$ (223,877)	\$ (205,719)	\$ (18,158)	9%	\$ (510,934)	\$ (462,605)	\$ (48,330)	10%
	Debt Service	303,100	-	-	-	0%	-	-	-	0%
	Capital Expenditures	460,100	57,848	104,019	(46,172)	-44%	74,228	104,019	(29,791)	-29%
	CHANGE IN NET POSITION	\$ (61,326)	\$ (281,724)	\$ (309,739)	\$ 28,014	-9%	\$ (585,162)	\$ (566,624)	\$ (18,538)	3%

KEY METRICS

	<u>Goal</u>							
Personnel Expenses as % of Sales	50%	159%	107%	53%	175%	152%	23%	
Cash Balance (End of Month, in \$000's)	\$ 1,860	\$ 2,047	\$ 2,247	\$ (200)				

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE						
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF			
5500	VILLAGE LINKS REVENUES:												
440550	Green Fees	\$ 2,800,000	\$ 403	\$ 20,627	\$ (20,224)	-98%	\$ 582	\$ 20,398	\$ (19,816)	-97%			
440554	Pro Shop - Sales	200,000	1,569	2,389	(820)	-34%	3,000	2,745	255	9%			
440555	Motor Carts	650,000	-	3,993	(3,993)	-100%	-	3,993	(3,993)	-100%			
440556	Driving Range	500,000	1,073	10,622	(9,549)	-90%	1,343	10,749	(9,406)	-88%			
440557	Resident Cards	35,000	5,895	9,620	(3,725)	-39%	7,400	10,180	(2,780)	-27%			
460100	Investment Income	60,000	7,110	6,010	1,101	18%	14,115	12,644	1,471	12%			
489000	Miscellaneous Revenue	146,100	20,517	20,022	495	2%	23,720	20,428	3,292	16%			
489100	Miscellaneous - Over/Short	-	14	48	(34)	-72%	20	53	(33)	-62%			
	Total Revenues	\$ 4,391,100	\$ 36,581	\$ 73,331	\$ (36,750)	-50%	\$ 50,181	\$ 81,190	\$ (31,009)	-38%			
	COST OF GOODS SOLD:												
520945	Cost of Goods Sold - Pro Shop	\$ 140,000	\$ (10,802)	\$ 2,802	\$ (13,604)	-486%	\$ (9,315)	\$ (5,087)	\$ (4,228)	83%			
	Total Cost of Goods Sold	\$ 140,000	\$ (10,802)	\$ 2,802	\$ (13,604)	-486%	\$ (9,315)	\$ (5,087)	\$ (4,228)	83%			
	Gross Profit	\$ 4,251,100	\$ 47,383	\$ 70,529	\$ (23,146)	-33%	\$ 59,496	\$ 86,278	\$ (26,781)	-31%			
	OTHER OPERATING EXPENSES:												
510100	Salaries - Pensionable	\$ 1,314,522	\$ 109,631	\$ 81,341	\$ 28,290	35%	\$ 197,235	\$ 166,257	\$ 30,978	19%			
510120	Salaries - Non-Pensionable	488,163	209	1,306	(1,097)	-84%	379	1,813	(1,435)	-79%			
510200	Salaries - Overtime	23,500	256	-	256	0%	320	-	320	0%			
510400	FICA Taxes	139,705	8,336	6,213	2,122	34%	14,842	12,526	2,316	18%			
510500	IMRF	68,670	5,580	3,561	2,019	57%	10,003	7,285	2,718	37%			
590600	Health Insurance	146,100	11,072	11,095	(23)	0%	22,145	22,191	(46)	0%			
52XXXX	Contractual Services	1,178,430	82,735	92,240	(9,505)	-10%	173,755	151,537	22,218	15%			
53XXXX	Commodities	579,950	9,017	33,856	(24,839)	-73%	13,195	40,339	(27,144)	-67%			
	Total Operating Expenses	\$ 3,939,040	\$ 226,836	\$ 229,613	\$ (2,777)	-1%	\$ 431,873	\$ 401,948	\$ 29,925	7%			
	Operating Income (Loss)	\$ 312,060	\$ (179,453)	\$ (159,084)	\$ (20,369)	13%	\$ (372,377)	\$ (315,671)	\$ (56,706)	18%			
	Operating Income (Loss) Percentage	7%	-491%	-217%			-742%	-389%					

KEY METRICS

	Goal						
Rounds Played	80,000	86	1,017	(931)	124	1,034	(910)
Revenue Per Round	\$ 54.89	\$ 425.36	\$ 72.11	\$ 353.26	\$ 404.69	\$ 78.52	\$ 326.17
Resident Cards Sold	N/A	614	1,009	(395)	768	1,066	(298)
Cost of Goods Sold % - Pro Shop	70%	-688%	117%	-806%	-311%	-185%	-125%
Personnel Expenses as % of Sales	50%	369%	141%	228%	488%	259%	229%



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of February 28, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE			
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
<u>MISCELLANEOUS REVENUE</u>										
<i>Miscellaneous Revenue includes the following items that don't fit into any of the major revenue categories:</i>										
	Adult & Junior Golf Lessons		\$ 18,726	\$ 18,991	\$ (265)		\$ 18,726	\$ 18,991	\$ (265)	
	Hand Cart Rentals		30	596	(566)		60	601	(541)	
	Golf Club Rentals		-	30	(30)		-	30	(30)	
	Locker Rentals		1,200	300	900		2,000	300	1,700	
	Illinois Sales Tax (1.75%)		117	95	22		487	456	32	
	Glen Ellyn Food & Beverage Tax (1%)		14	10	4		55	50	5	
	Tree Donation		500	-	500		500	-	500	
	Miscellaneous		(70)	-	(70)		1,892	-	1,892	
	Total	\$ 146,100	\$ 20,517	\$ 20,022	\$ 495		\$ 23,720	\$ 20,428	\$ 3,292	



RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE					
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF		
5520	RESERVE 22 REVENUES:											
441100	Food	\$ 2,111,500	\$ 77,825	\$ 84,705	\$ (6,879)	-8%	\$ 146,958	\$ 134,417	\$ 12,541	9%		
441101	Liquor	483,800	10,231	13,595	(3,364)	-25%	19,400	19,816	(416)	-2%		
441102	Beer	557,100	8,411	9,792	(1,381)	-14%	15,198	14,906	292	2%		
441103	Wine	242,900	10,703	11,487	(784)	-7%	21,586	18,238	3,348	18%		
441104	NA Beverages	121,500	1,490	2,325	(835)	-36%	3,298	3,795	(497)	-13%		
441106	Room Charges	3,800	-	-	-	0%	60	68	(8)	-12%		
441107	Service Charges	227,600	9,195	9,750	(555)	-6%	16,414	14,970	1,444	10%		
489000	Miscellaneous Revenue	250	446	(68)	515	-753%	446	(68)	515	-753%		
	Total Revenues	\$ 3,748,450	\$ 118,302	\$ 131,585	\$ (13,284)	-10%	\$ 223,361	\$ 206,142	\$ 17,219	8%		
55730	COST OF GOODS SOLD:											
530400	Cost of Goods Sold - Beer	\$ 144,850	\$ 2,645	\$ 102	\$ 2,543	2485%	\$ 5,829	\$ 2,576	\$ 3,252	126%		
530401	Cost of Goods Sold - Wine	75,300	2,955	6,381	(3,426)	-54%	6,777	9,490	(2,713)	-29%		
530402	Cost of Goods Sold - Liquor	101,600	5,136	1,365	3,771	276%	6,170	2,784	3,386	122%		
530405	Cost of Goods Sold - NA Beverages	63,180	34	2,496	(2,462)	-99%	956	4,029	(3,073)	-76%		
530420	Cost of Goods Sold - Food	675,680	18,347	24,023	(5,676)	-24%	45,938	40,001	5,937	15%		
	Total Cost of Goods Sold	\$ 1,060,610	\$ 29,117	\$ 34,368	\$ (5,251)	-15%	\$ 65,670	\$ 58,880	\$ 6,789	12%		
	Gross Profit	\$ 2,687,840	\$ 89,184	\$ 97,218	\$ (8,033)	-8%	\$ 157,691	\$ 147,261	\$ 10,430	7%		
	Gross Profit Percentage	72%	75%	74%			71%	71%				
55730	OTHER OPERATING EXPENSES:											
510100	Salaries - Pensionable	\$ 838,556	\$ 67,929	\$ 61,970	\$ 5,959	10%	\$ 132,770	\$ 120,895	\$ 11,875	10%		
510120	Salaries - Non-Pensionable	749,543	25,061	34,749	(9,688)	-28%	62,516	69,938	(7,423)	-11%		
510200	Salaries - Overtime	7,500	-	39	(39)	-100%	-	79	(79)	-100%		
510399	Tips Paid Through Payroll	-	(1,055)	(1,535)	481	-31%	7,196	3,573	3,623	101%		
510400	FICA Taxes	153,178	7,882	8,259	(377)	-5%	17,286	16,524	762	5%		
510500	IMRF	43,689	3,860	3,301	559	17%	7,819	6,432	1,387	22%		
590600	Health Insurance	85,500	7,162	7,068	94	1%	14,325	14,137	188	1%		
52XXXX	Contractual Services	227,560	15,416	13,464	1,952	14%	35,286	33,428	1,858	6%		
53XXXX	Commodities	192,500	7,352	16,537	(9,186)	-56%	19,052	29,189	(10,137)	-35%		
	Total Operating Expenses	\$ 2,298,026	\$ 133,608	\$ 143,853	\$ (10,245)	-7%	\$ 296,249	\$ 294,195	\$ 2,054	1%		
	Operating Income (Loss)	\$ 389,814	\$ (44,423)	\$ (46,635)	\$ 2,212	-5%	\$ (138,558)	\$ (146,934)	\$ 8,376	-6%		
	Operating Income (Loss) Percentage	10%	-38%	-35%			-62%	-71%				

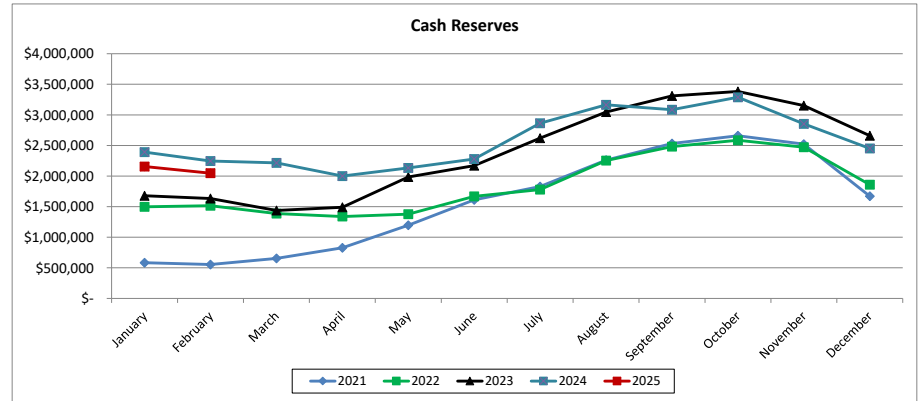
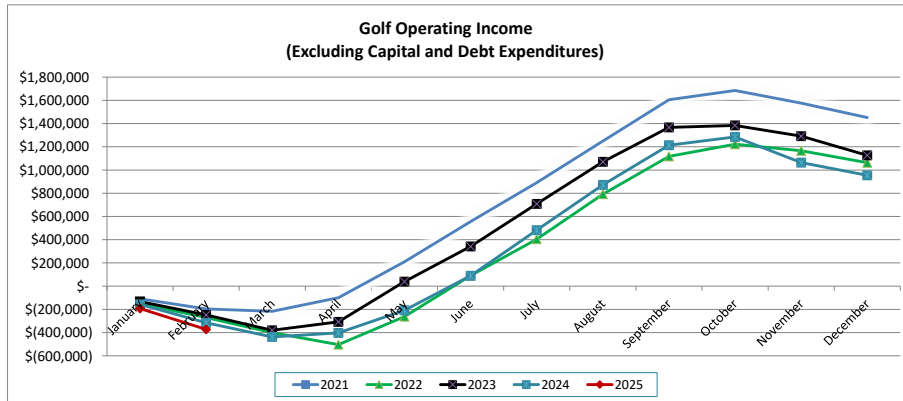
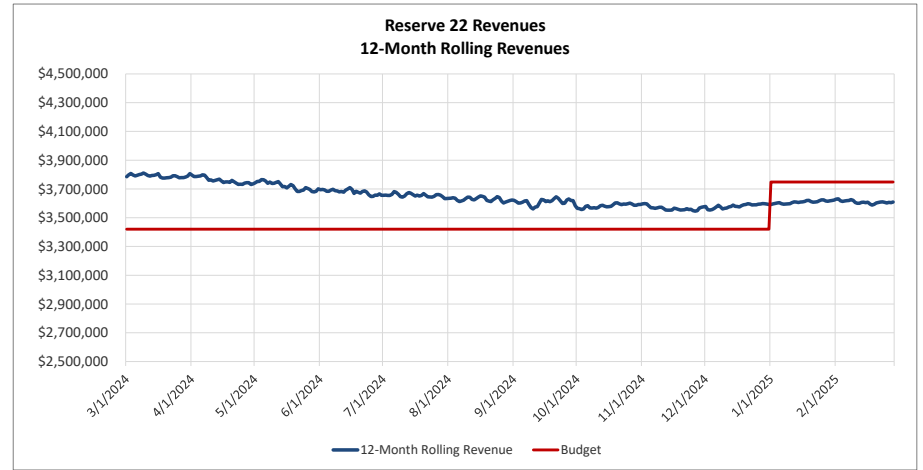
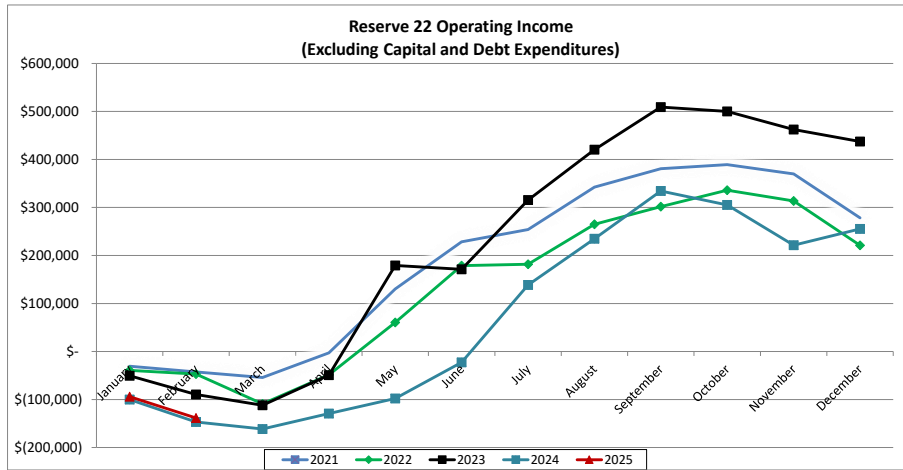
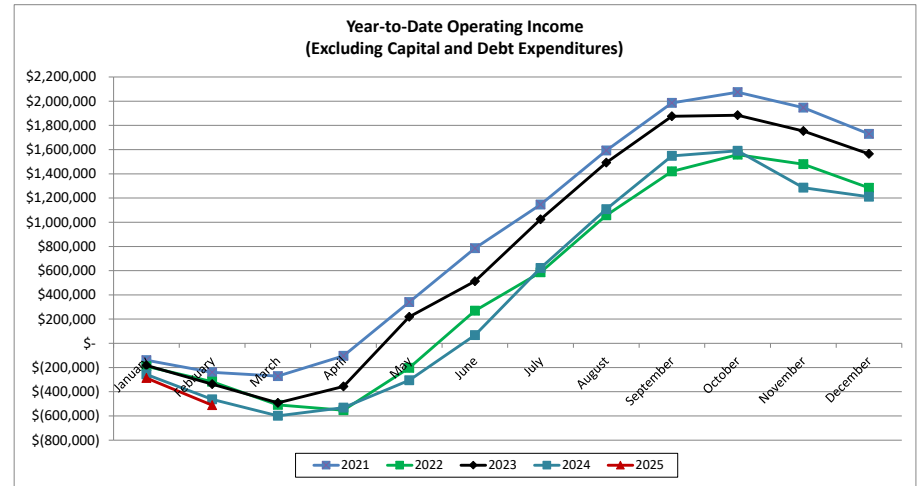
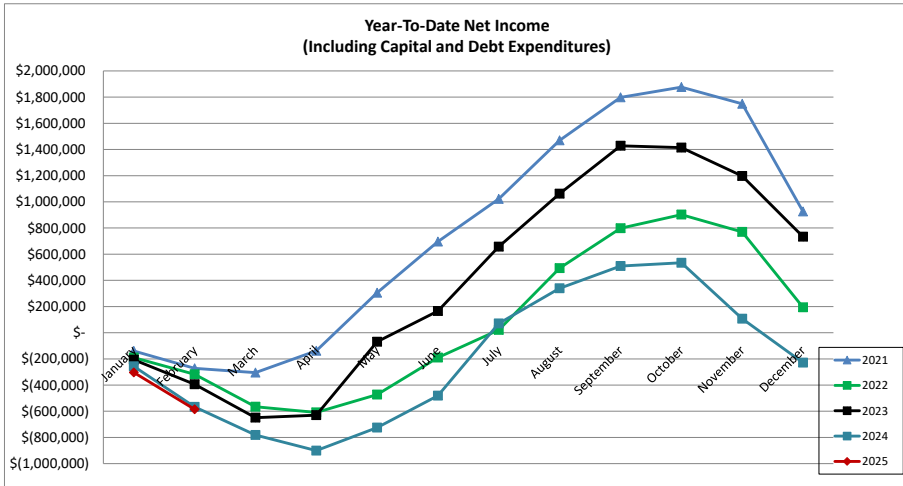


RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of February 28, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE				
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF	
KEY METRICS											
			<u>Goal</u>								
<i>Revenue Source:</i>											
	Restaurant/Bar	N/A	\$ 65,642	\$ 78,292	\$ (12,650)	-16%	\$ 128,857	\$ 123,305	\$ 5,552	5%	
	Banquets	N/A	52,190	51,637	553	1%	94,023	81,181	12,842	16%	
	Other	N/A	469	1,656	(1,187)	-72%	481	1,656	(1,175)	-71%	
	<i>Total</i>	\$ 3,748,450	\$ 118,302	\$ 131,585	\$ (13,284)	-10%	\$ 223,361	\$ 206,142	\$ 17,219	8%	
	Reserve 22 Revenues (Last 12 Months)	\$ 3,748,450					\$ 3,609,613	\$ 3,781,072	\$ (171,460)	-5%	
	Reserve 22 Expenses (Last 12 Months)	\$ 3,358,636					\$ 3,345,795	\$ 3,401,148	\$ (55,353)	-2%	
	# Guest Checks (Restaurant/Bar)	N/A	1,331	1,753	(422)		2,647	2,840	(193)		
	Revenue Per Guest Check	N/A	\$ 49.32	\$ 44.66	\$ 4.66		\$ 48.68	\$ 43.42	\$ 5.26		
	# Guests (Restaurant/Bar)	N/A	2,073	2,839	(766)		4,116	4,520	(404)		
	Average Guest Spend	N/A	\$ 31.67	\$ 27.58	\$ 4.09		\$ 31.31	\$ 27.28	\$ 4.03		
	Cost of Goods Sold %	28%	25%	26%	-2%		29%	29%	1%		
	<i>Cost of Goods Sold % (By Category):</i>										
	Cost of Goods Sold - Beer	26%	31%	1%	30%		38%	17%	21%		
	Cost of Goods Sold - Wine	31%	28%	56%	-28%		31%	52%	-21%		
	Cost of Goods Sold - Liquor	21%	50%	10%	40%		32%	14%	18%		
	Cost of Goods Sold - NA Beverages	52%	2%	107%	-105%		29%	106%	-77%		
	Cost of Goods Sold - Food	32%	24%	28%	-5%		31%	30%	2%		
	Personnel Expenses as % of Sales	50%	95%	88%	7%		105%	111%	-6%		
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	78%	119%	114%	5%		134%	139%	-5%		

Village Links / Reserve 22
 Dashboard Financial Reports
 As of February 28, 2025



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	(436)	(401)
2025	(296)	(110)										
Avg	(160)	(62)	(77)	(46)	167	243	277	315	165	18	(151)	(664)
Best	(100)	42	96	172	503	516	449	500	272	204	(21)	(401)
Worst	(296)	(270)	(218)	(225)	(11)	30	111	92	(80)	(102)	(436)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	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>	2025 <u>OCT</u>	2025 <u>NOV</u>	2025 <u>DEC</u>	2026 <u>JAN</u>
Avg	2,047	1,970	1,924	2,091	2,335	2,611	2,927	3,092	3,110	2,959	2,295	2,135
Best	2,047	2,143	2,239	2,411	2,914	3,430	3,879	4,379	4,651	4,855	4,834	4,433
Worst	2,047	1,829	1,604	1,593	1,623	1,734	1,826	1,746	1,644	1,208	356	60

actual



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Noel Allen, Mike Campbell, Jon Satinover,
Andrew Cross

**AGENDA ITEM (ID
2025-94)**

DOC ID: 2025-94

Manager's Report

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Manager's Report - February 2025



VILLAGE LINKS
G L E N E L L Y N

RESERVE
— 22
TWENTY-TWO

“Committed to Excellence since 1967”

Manager’s Report for FEBRUARY 2025

Submitted by Noel Allen, General Manager

February 2025 featured below average temperatures and snow, the overall winter (Dec-Feb) was cold and dry. Looking at February observations from O’Hare, the average temperature was 27.2°F (12.2°F below 2024, 1.6°F below normal). Precipitation was 0.52” (1.45” below normal) and snowfall was 4.9” (5.8” below normal). The winter of 2024-2025 had a total of 11.9” of snow (17.7” below normal), making it the lowest since 1937 (10th least snowy on record).

High Temperatures In February																				
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
70° days		1																		
60° days		3						3	6	2							1			
50° days	3	8	8	4	1	1		4	5	2			1	2	3		5			1
40° days	5	12	6	6	4	6	8	6	6	7	1	3	4	11	2	2	4	3	4	10
30° days	9	4	8	6	7	15	8	6	8	11	7	3	15	14	13	17	7	12	9	13
20° days	8	1	3	10	3	6	10	8	3	4	7	13	7	2	7	9	9	10	5	2
10° days	2		1	2	8	1	2	1		3	10	8	1		2		2	4	8	1
0° days	1				5						1	1			1				2	1
Rain	.52*		3.8*	2.1*		0.5*	0.5*	2.9*	1.3*	1.1*	0*	1.5*	1.9*	0.3*	0.4*		3.1*	1.5*	1.0*	1.5*
Snow	4.9*	1.2*	3.7*		16*		13*	20.3*	0*	3*	6*	20*	10*	4*	28*	16*	5*	25*	18*	1*

GOLF

Rounds played were down 92% for the month, and are down 88% for the year.

Green Fee revenue was down 98% for the month, and is down 97% for the year.

Driving Range revenue was down 90% for the month, and is down 88% for the year.

Motor Car revenue was \$0.00 for the month, and is \$0.00 for the year.

Pro Shop sales were down 34% for the month, and are up 9% for the year.

Overall Golf revenues were down 56% for the month, and are down 51% for the year.

Golf Revenue February										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rounds	209	1,479	104	7	69	3	0	211	1,017	86
Green Fees	931	28,456	1,279	33	303	15	0	986	20,627	403
Driving Range	2,354	7,819	726	20	922	522	387	3,466	10,622	1,073
Pro Shop	5,424	5,390	2,157	1,767	2,746	2,205	1,258	3,584	2,389	1,569
Carts	0	10,448	0	0	0	0	0	0	3,993	0
Resident Cards	6,445	8,550	5,850	6,775	5,355	5,675	5,295	6,650	9,620	5,895
Miscellaneous	5,476	7,404	12,082	10,098	10,823	14,268	16,050	22,577	19,917	20,386
Total Revenue	20,630	68,066	22,095	18,693	20,149	22,685	22,990	37,263	67,168	29,326

February results look disastrous after such an amazing February last year, but actually it was pretty typical. Golf registrations for resident and VIP cards were significantly down because we had not yet opened the golf courses, however junior camps and junior league registrations were up and permanent tee time registrations were tracking similarly to last year. The golf division had some major changes due to the retirement of long-time staff member Jeff Vesevick. Jeff Vesevick began in 1995 as the Director of Golf and was promoted to General Manager in 2014. Current Director of Golf, Noel Allen, interviewed and was promoted to General Manager. Mike Campbell interviewed and was promoted to Director of Golf and Vince Crovetti interviewed and was promoted to Head Golf Professional. Interviews for the 1st Assistant Golf Professional began in March and seasonal onboarding was a major focus in February with about 50 rehires completed. Golf staff was also busy receiving much of the spring and summer merchandise to sell in the golf shop, and booking outings and groups which takes careful coordination.

RESERVE 22

Reserve 22 - FEBRUARY				Year to Date		
	2024	2025	+/-	2024	2025	+/-
Restaurant & Bar	78,543	66,089	-15.9%	123,916	129,511	4.5%
Banquets	44,640	45,140	1.1%	70,150	81,480	16.2%
Beverage Cart	6	0	-100.0%	6	0	-100.0%
Halfway House	1,263	0	-100.0%	1,263	0	-100.0%
Golf Express	455	23	-95.0%	455	35	-92.4%
Service Fee	6,998	7,051	0.8%	11,031	12,543	13.7%
Total Reserve 22	131,904	118,302	-10.3%	206,821	223,568	8.1%

With golf activity significantly down from last February, Reserve 22 performed strongly in February with overall revenues 2nd highest in its 12 full-year history, and our best start year to date. The Winter Wonderland theme continued through the end of the month and was taken down in anticipation of the beginning of the golf season.

The banquet team remained fairly busy and saw a minor increase in sales. There were 26 events in all our spaces in 2025, up 4 events from 2024. R22 staff continued working on concession menus, St. Patrick's Day specials, and Easter Brunch planning. The bar area was re-organized and the addition of a dishwasher should increase efficiency which will translate to better guest service and higher sales. New patio furniture was ordered and should arrive in March. Research continued to develop an improved carryout program for golfers and regular diners using the Village Links smartphone app. Upgraded food containers will improve the quality as it is transported to its final destination.

KEY METRICS

	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	0.0%	0.3%	2.2%	5.7%	12.7%	16.8%	17.7%	17.3%	13.9%	8.7%	4.2%	0.4%
Green Fee	0.0%	0.1%	1.6%	5.5%	12.9%	16.4%	17.2%	17.0%	15.1%	7.9%	3.4%	2.8%
Carts	0.0%	0.1%	1.2%	4.3%	10.8%	17.1%	18.4%	19.0%	15.8%	9.1%	4.0%	0.1%
Driving Range	0.0%	0.6%	3.4%	7.3%	12.1%	16.5%	18.3%	17.5%	13.6%	7.3%	2.9%	0.3%
Pro Shop	0.4%	1.3%	4.2%	6.4%	10.3%	17.1%	16.1%	15.9%	12.9%	10.1%	3.4%	1.8%
Food	2.5%	3.3%	4.0%	5.6%	10.5%	14.6%	13.6%	13.9%	12.8%	8.2%	5.1%	6.0%
Total	1.1%	1.8%	3.1%	5.6%	11.5%	15.6%	15.7%	15.6%	13.9%	8.0%	4.1%	3.8%
Targets												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	22	236	1,742	4,533	10,147	13,454	14,173	13,866	11,140	6,950	3,388	349
Green Fee	46	4,175	45,495	154,289	362,445	459,018	480,829	477,224	423,434	220,235	95,666	77,144
Carts	-5	735	7,499	28,001	70,349	111,408	119,565	123,756	102,710	58,921	26,241	820
Driving Range	229	3,186	17,148	36,635	60,297	82,531	91,709	87,740	67,991	36,391	14,654	1,489
Pro Shop	793	2,511	8,479	12,757	20,691	34,228	32,271	31,746	25,804	20,178	6,874	3,667
Food	94,438	122,559	151,211	209,584	391,970	546,285	508,935	519,234	481,517	306,248	189,753	226,716
Total	89,583	150,154	251,398	457,657	939,916	1,272,429	1,277,339	1,273,657	1,131,307	653,622	336,437	306,051
Actuals												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	38	86										
Green Fee	179	403										
Carts	0	0										
Driving Range	270	1,073										
Pro Shop	1,431	1,569										
Food	105,266	118,302										
Total	108,494	147,641										
+/- Targets Month												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-150	-1,742	-4,533	-10,147	-13,454	-14,173	-13,866	-11,140	-6,950	-3,388	-349
Green Fee	133	-3,772	-45,495	-154,289	-362,445	-459,018	-480,829	-477,224	-423,434	-220,235	-95,666	-77,144
Carts	5	-735	-7,499	-28,001	-70,349	-111,408	-119,565	-123,756	-102,710	-58,921	-26,241	-820
Driving Range	41	-2,113	-17,148	-36,635	-60,297	-82,531	-91,709	-87,740	-67,991	-36,391	-14,654	-1,489
Pro Shop	638	-942	-8,479	-12,757	-20,691	-34,228	-32,271	-31,746	-25,804	-20,178	-6,874	-3,667
Food	10,829	-4,257	-151,211	-209,584	-391,970	-546,285	-508,935	-519,234	-481,517	-306,248	-189,753	-226,716
Total	18,912	-2,512	-251,398	-457,657	-939,916	-1,272,429	-1,277,339	-1,273,657	-1,131,307	-653,622	-336,437	-306,051
+/- Targets YTD												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-134	-1,876	-6,408	-16,556	-30,010	-44,183	-58,048	-69,188	-76,139	-79,527	-79,876
Green Fee	133	-3,639	-49,133	-203,423	-565,867	-1,024,886	-1,505,715	-1,982,939	-2,406,373	-2,626,607	-2,722,274	-2,799,418
Carts	5	-731	-8,230	-36,231	-106,580	-217,988	-337,552	-461,308	-564,018	-622,939	-649,180	-650,000
Driving Range	41	-2,072	-19,220	-55,855	-116,152	-198,683	-290,391	-378,132	-446,122	-482,514	-497,168	-498,657
Pro Shop	638	-304	-8,783	-21,540	-42,231	-76,460	-108,731	-140,477	-166,281	-186,459	-193,333	-197,000
Food	10,829	6,571	-144,640	-354,224	-746,194	-1,292,479	-1,801,414	-2,320,648	-2,802,165	-3,108,413	-3,298,166	-3,524,882
Total	18,912	16,399	-234,999	-692,655	-1,632,571	-2,905,001	-4,182,339	-5,455,997	-6,587,304	-7,240,926	-7,577,363	-7,883,414

As one might guess looking at golf revenues, our weather as measured by golf playable hours this February was down 100% from last year and is down about the same from a normal year. Despite golf revenues being down over \$37,000 from last February, we only missed our target revenue by \$7,500 this month. We are also watching golf utilization rates in the southern states which continue to remain similar or slightly up, as reported by Pellucid, Inc., a golf industry data analysis company we use.

Total revenue year-to-date comparisons to **targeted budget numbers** is still positive, even with an increased total revenue budget of \$783,150.

We anticipate the golf course will open in early to mid-March!

Breaking down some comparative metrics:

February 2025 GPH down 100% from February 2024 and down slightly less from a "normal" year

February 2025 YTD GPH down 100% from February 2024 YTD and down about the same from a "normal" year

January 2025 Golf Datatech Chicagoland rounds played up 11.2%

January 2025 Village Links rounds played up 124% - *normally we are stronger than the Chicagoland metric*

YTD through January 2025 Golf Datatech Chicagoland rounds played up 11.2%

YTD through January 2025 Village Links rounds played up 124% - again, *normally we are stronger than the Chicagoland metric*

2025 YTD total revenue \$16,399 **over** YTD budget target (2024 February YTD total revenue was over YTD budget target by \$56,689. (2025 targets were increased by \$783,150)

Golf cars grounded 28 days in February 2025 and 29 days in February 2024

February 2025 R22 restaurant and bar sales down 16%

YTD 2025 R22 restaurant and bar sales up 5%

February 2025 R22 banquet sales up 1%

YTD 2025 R22 banquet sales up 16%

GOLF COURSE AND GROUNDS

The Grounds Crew finished working on most of our winter tasks and shifted to preparation of opening the course.

Grounds

1. Monitoring weather for any adverse effects of greens
2. Snow removal as required
3. Working on course accessory upgrades and repairs
4. Continuing to review practices and plan for year ahead
5. New labor board and tracking software
6. Continued removal of dead, dying, or potentially dangerous trees
7. Finalizing hiring plans for seasonal staff
8. Continuing with Master Plan process
9. Tropical plants continue to be monitored, cleaned, and watered in the basement
10. Panfish and Lambert Lake garbage picked up as needed
11. Trash removal along Lambert and Taft roads
12. New Teleskid from JCB arrived (see below)
13. Coordinating deliveries of course supplies and new capital



Mechanical and Building Maintenance

1. 15 pieces of equipment were repaired and/or serviced
2. Started golf cart service
3. Monitoring of clubhouse for service needs
4. Coordinated install of new bar dishwasher and necessary plumbing
5. Frozen pipe repair in Blue Heron South
6. Hanging of plaques and trophies in the golf shop hallway
7. Installed new lighting in Kitchen
8. Installed new lighting in GM's office and Director of F&B's office
9. Networking install to banquet desk in F&B upstairs office



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Mike Campbell

**AGENDA ITEM (ID
2025-190)**

DOC ID: 2025-190

a. Golf - Mike Campbell

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Jon Satinover

**AGENDA ITEM (ID
2025-191)**

DOC ID: 2025-191

b. Reserve 22 - Jon Satinover

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Andrew Cross

**AGENDA ITEM (ID
2025-192)**

DOC ID: 2025-192

c. Grounds - Andrew Cross

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:



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

Meeting 3/28/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Steve Thompson

**AGENDA ITEM (ID
2025-96)**

DOC ID: 2025-96

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

Village Links Golf 2025

NEW LEADERSHIP WITH NEW IDEAS

Popular!



Golf's renewed popularity does not seem to be waning as we feared it may. Our current 5 year average rounds is up 22% from 5 years ago, and 5 year average green fees are up 43% from 5 years ago



While Golf Capacity Rounds were up approximately 6% over a "normal" year, our rounds played were up approximately 15% over a "normal" year



With good weather, we have been able to achieve numbers not thought possible since before 2001



Rounds & Green Fees – Budgeted vs. Actuals

2020 – 2024

The Fickle Hand

Mother Nature – Friend or Foe?

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

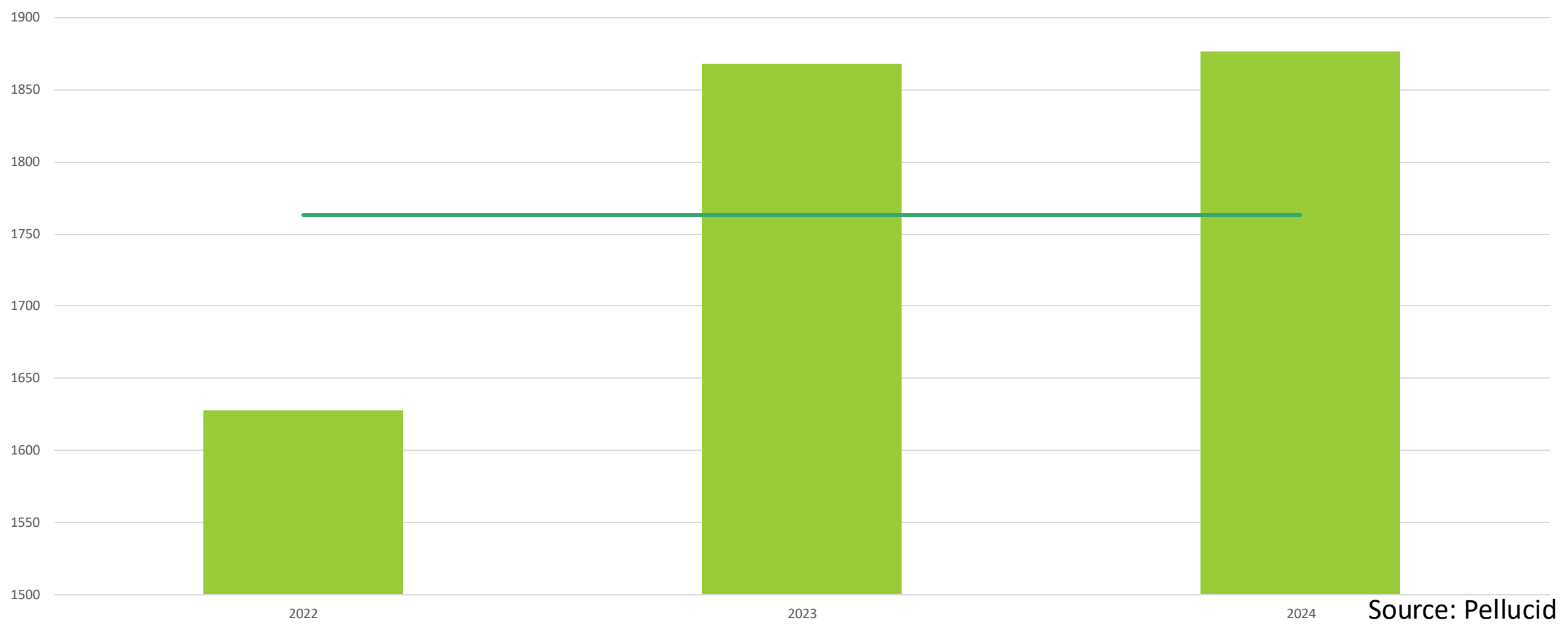
In 2023, Golf Playable Hours (GPH) were up 15% off the previous year, and about 6% above historical averages. Results for Golf Capacity Rounds (GSD) were similar

In 2024, GPH was up 1% on the prior year, and about 6% above historical averages. GSD was up similarly

Despite overall good results, Tuesday suffered a large decline in capacity, being significantly below 2023

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

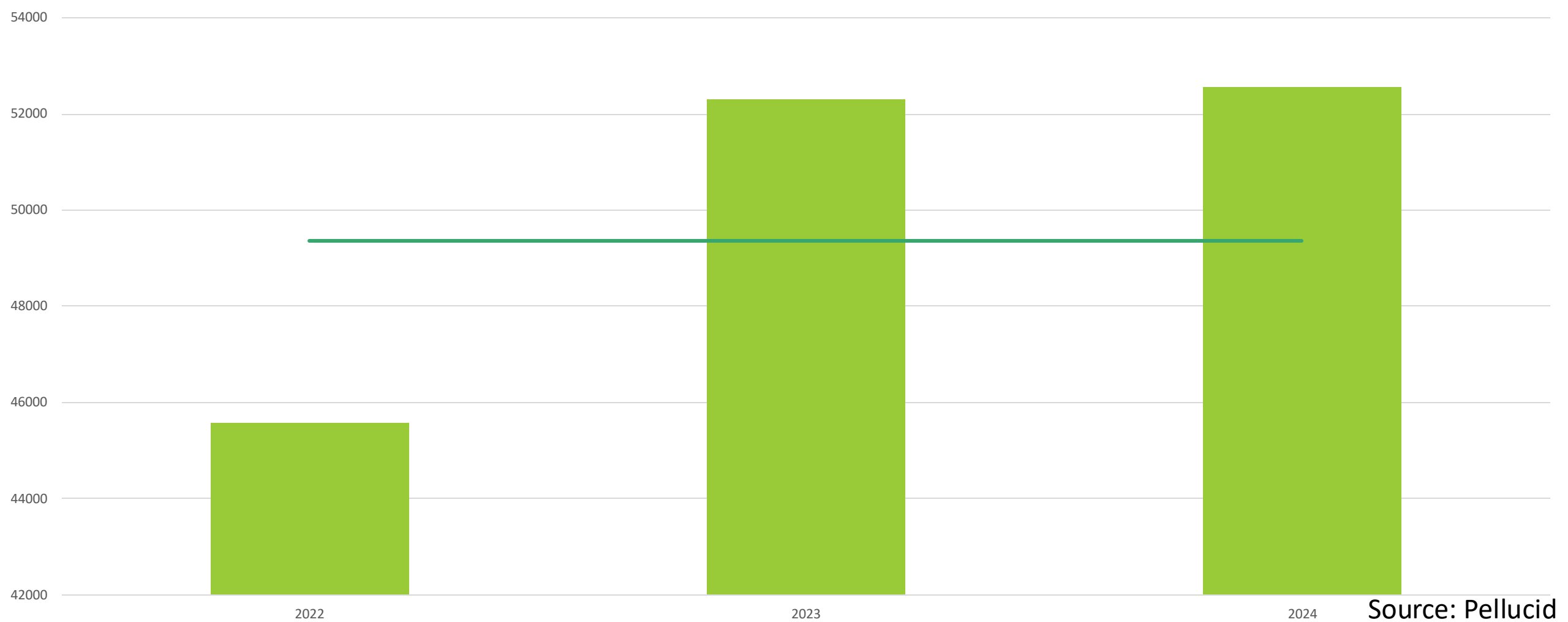
Because we cannot influence the weather in any way, this results in a large external variable operating as a headwind at times or a tailwind at other times



Source: Pellucid

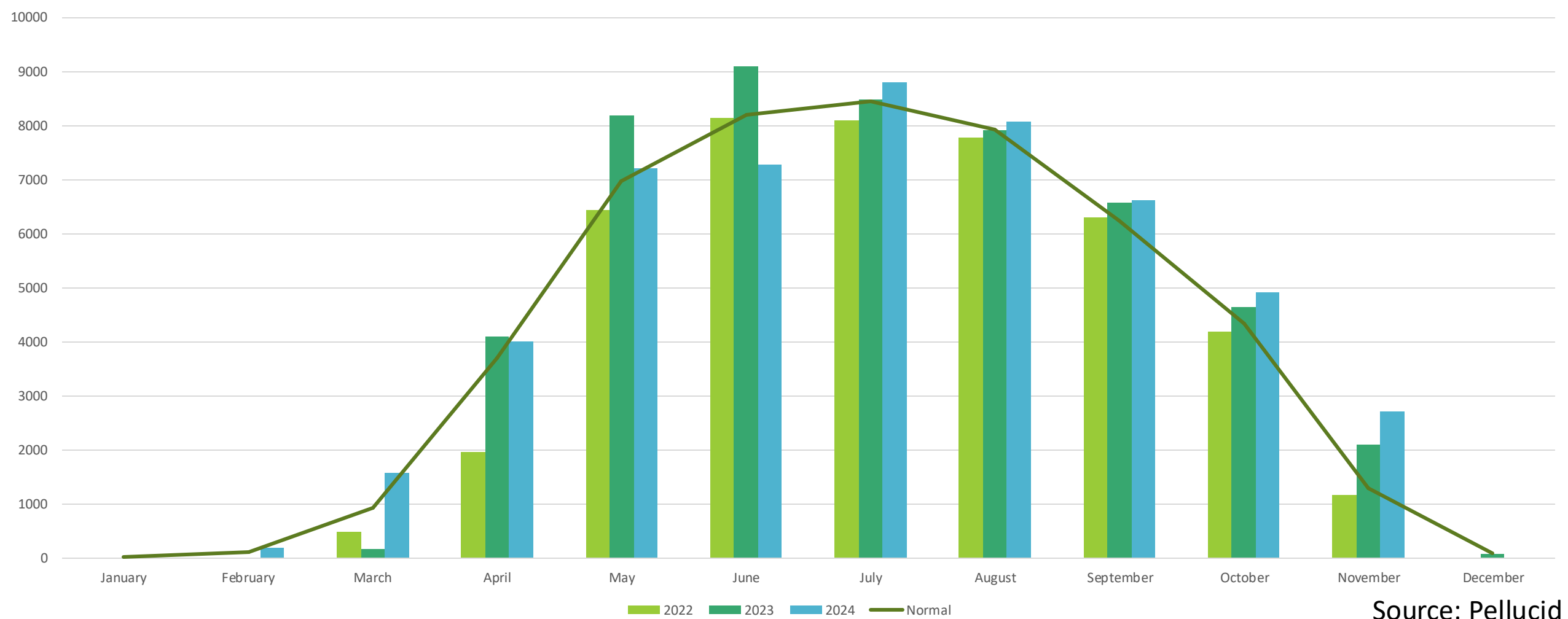
Golf Playable Hours per Year vs Normal

2022 – 2024



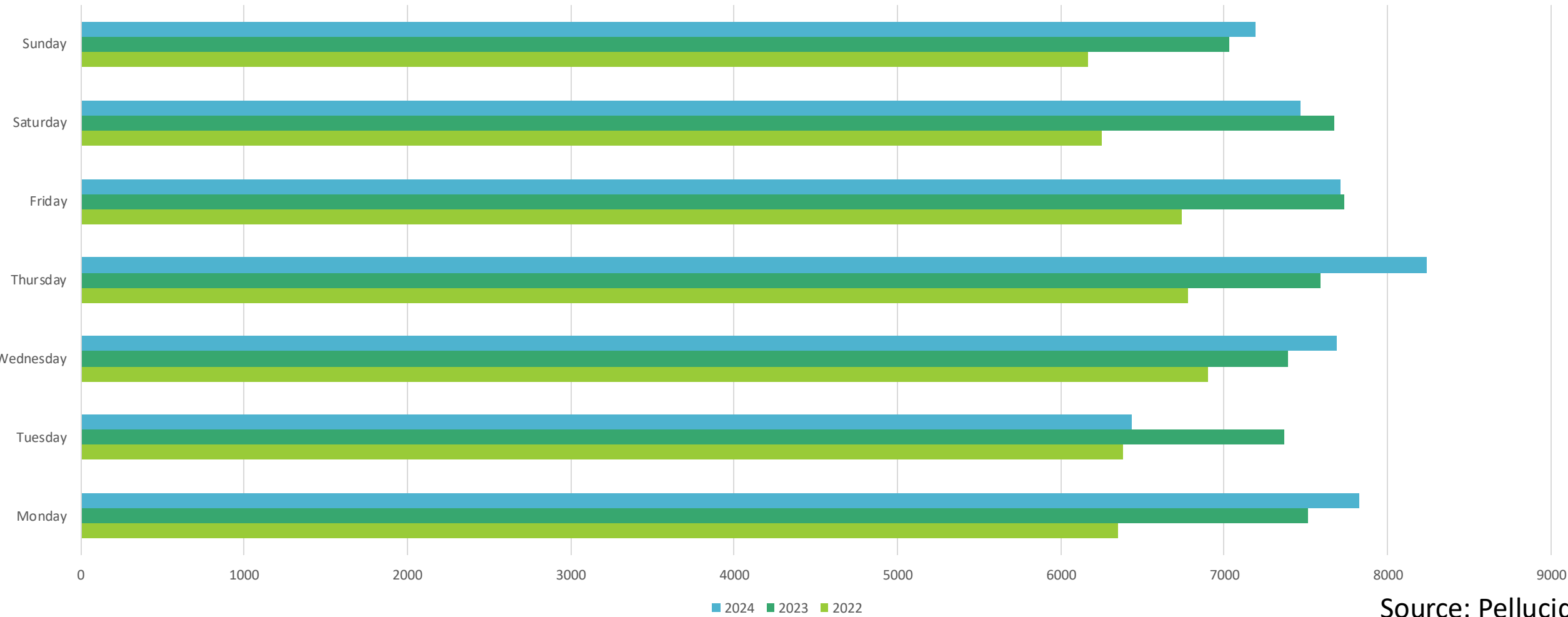
Golf Capacity Rounds per Year vs Normal

2022 – 2024



Golf Capacity Rounds per Month vs Normal

2022 – 2024



Source: Pellucid

Golf Capacity Rounds by Day

2022 – 2024

The More Things Change...

2025 represents the most significant change that the Village Links Golf Division has faced in several years

Director of Golf Noel Allen has been promoted to General Manager, and will be less involved in the day-to-day operations of the Golf Division

Head Golf Professional Michael Campbell has been promoted to Director of Golf, and will be bringing a special focus on upping our customer service

1st Assistant Golf Professional Vince Crovetti has been promoted to Head Golf Professional, and will be focusing on building up the professional staff to improve our instruction abilities

Newly hired 1st Assistant Golf Professional Joey Gavac will be bringing a diversity of experience to the Village Links as we further develop his abilities as a golf professional

...The More They Stay The Same

The Village Links will continue to deliver a superior product and stellar service to our many thousands of customers

We remain committed to Excellence in Public Golf, as we have since 1967

The “Country Club feel” that many of our customers express remains our goal as we deliver top-notch customer service

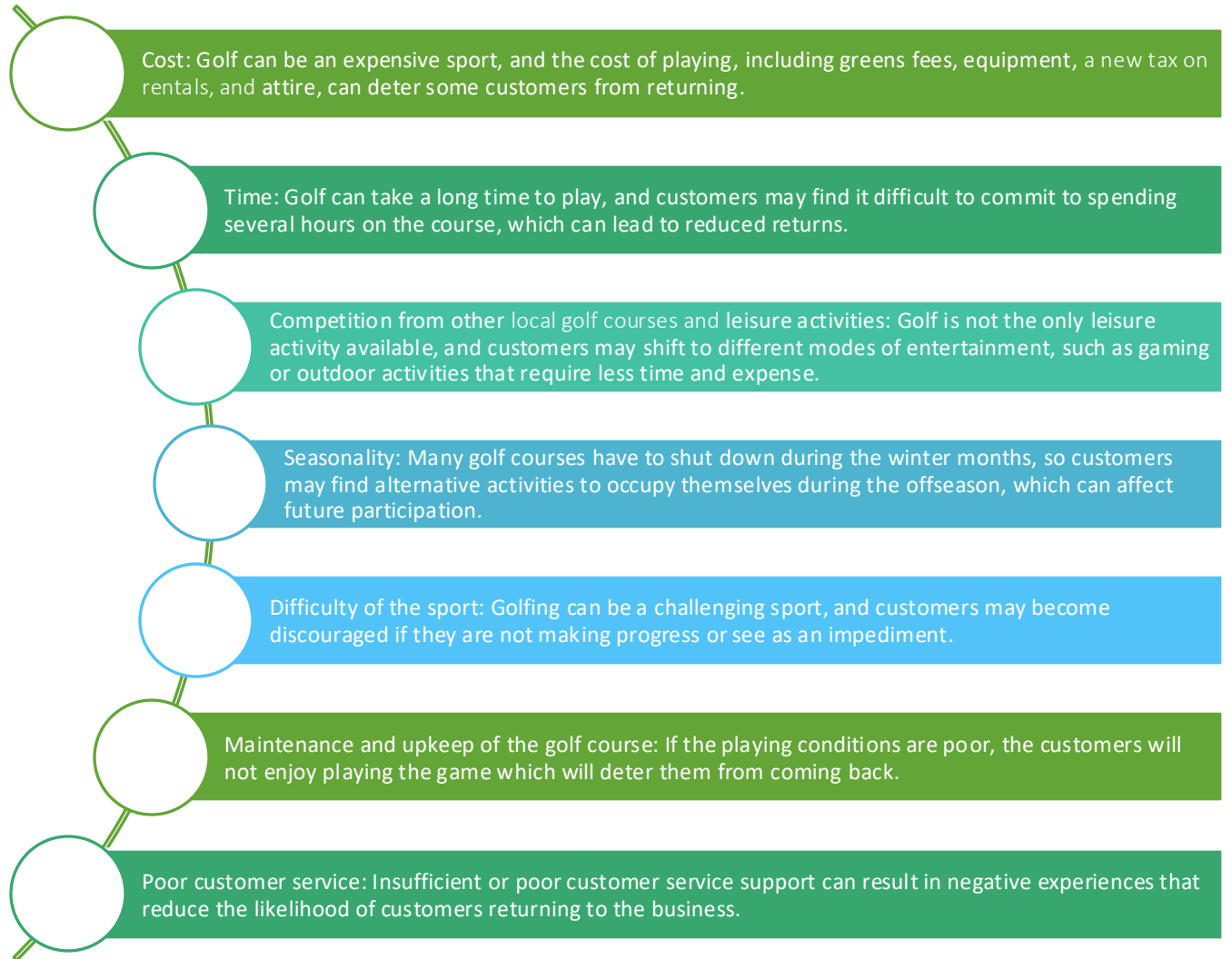
Whether it is your first round here, or your fiftieth, our mission is to make you feel taken care of

As demonstrated by our ratings and reviews, we are succeeding at showing our customers a good time

Still, we must be vigilant to ensure there is no erosion in the customer base, which is why retention remains our big picture objective

Retention, Retention, Retention

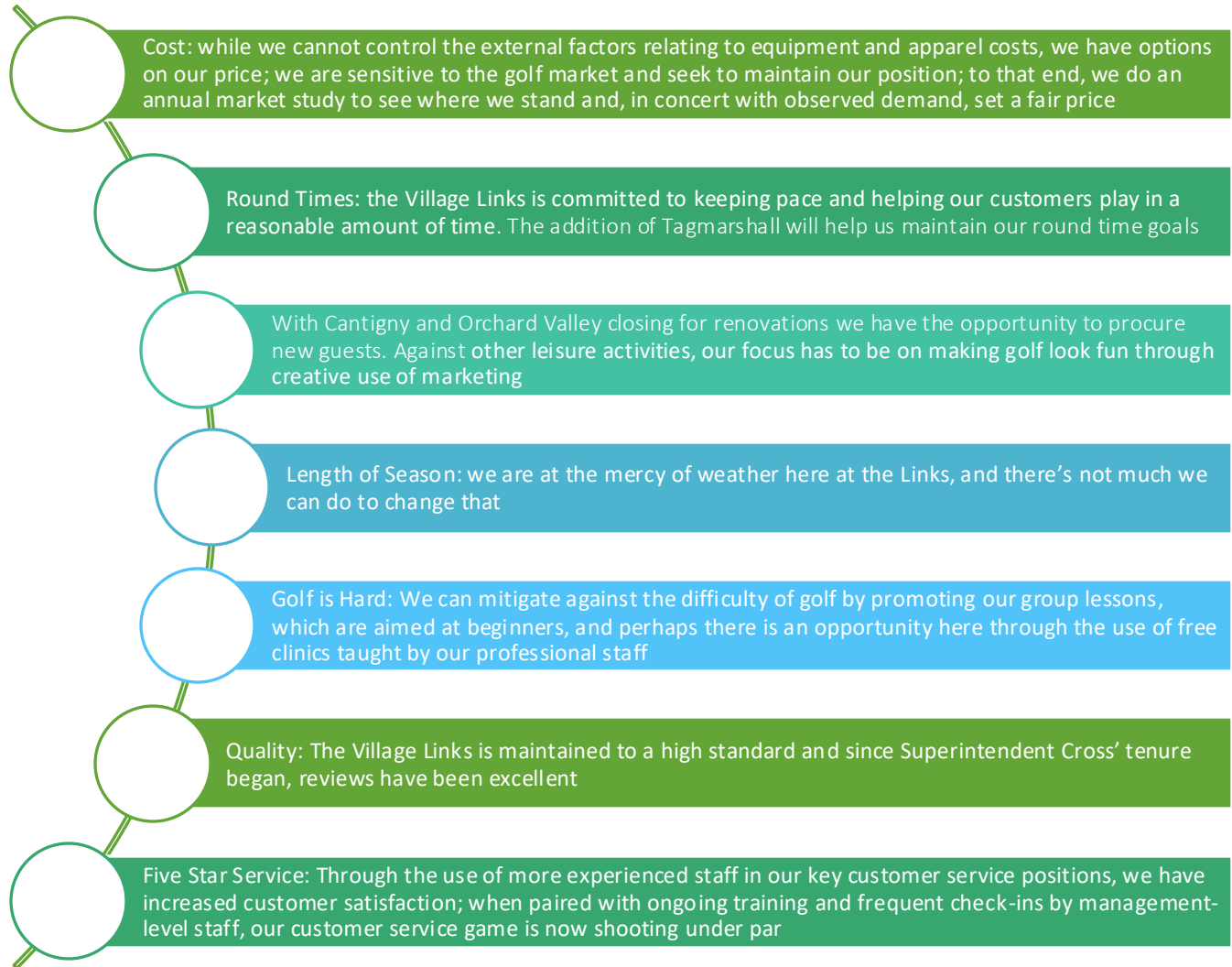
There are several challenges in the golf business that relate to customer retention.



Addressing the Challenges

Overall, Customer retention is important in the golf business as keeping customers optimizes revenue and profitability.

Retaining customers and keeping them satisfied involves understanding and addressing the challenges they face when participating in the sport.



The Defector

Rather than focusing on acquiring new customers, which is hard, we will look to getting back customers that we have lost

Research shows that the 3 biggest causes of players quitting golf are

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

Social networking – not having connections that keep you playing

Restrictions – golf has a lot of “don’ts” that can be difficult to accept for new players

Skill level – golf is a difficult game, and even a small increase in playing ability translates into large increases in enjoyability



Year-to-Date

2025 is a return to form compared to last year, with an opening day on 3/12 and rounds close to the 5 year average.

Early Spring in Chicagoland continues to frustrate, with rainy and wet conditions persisting, in addition to wild variations in temperature.

While nice to get revenue, first quarter results tend not to be predictive or a leading indicator for remainder of the year results.

We remain cautiously optimistic.



Technology Partners

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

Club Prophet Systems

1-2-1 Marketing

Gallus Golf

Golf Genius

Tagmarshal

Earth Networks

Hot Schedules

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

Installation of new main floor network hardware to remove obstacles to further expansion

New large iPad for the ranger to use with Tagmarshal

Security system upgrade and replacement
TBD

Future Tech Improvements

Golf Genius will now automatically post scores to GHIN rather than requiring manual intervention, saving time and ensuring scores are posted and not forgotten

Tagmarshal has been upgraded to a new major version, which we are told will help with many of the issues we experienced last year with implementing the system

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

Staffing



The hiring program in place the last few years continues to pay dividends, with record numbers of returning staff and a growing bench of experienced employees working the Cashier and Helper position



We have switched from dedicated Supervisors to training interested employees that meet our standards as Supervisors; though done more out of necessity due to challenges hiring golf professionals, this experiment has turned out well for us

Onboarding



The Village has reduced the number of forms needed for returning staff to fill out, simplifying the rehire process



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



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

Training

Training materials are constantly being reviewed and assessed to find any areas where improvements can be made

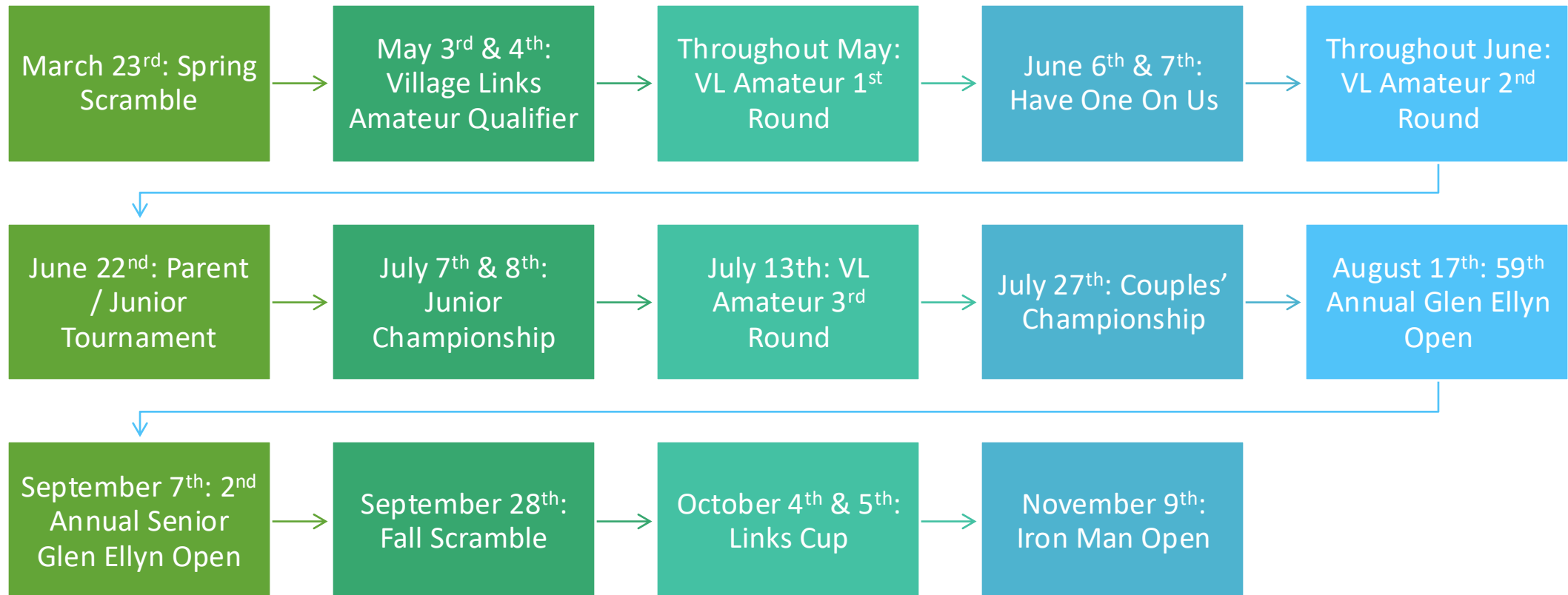


Have shared responsibility for annual sexual harassment and diversity, equity, and inclusion training with HR



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

2025 Tournament Schedule



Leagues

3 in house leagues

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

9 guest leagues


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

Outings

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



Having the optimal number of outings is a delicate balancing act as we try to provide opportunities for this profitable segment of our business without alienating our core players or eroding our brand by creating a perception that it is hard to get a good tee time because we are always hosting an outing



We have several policies in place during the summer season that help put a limit on outings, such as no morning shotguns on weekends to allow for the Permanent Times to play, no more than two Friday shotguns a month, and requiring a minimum group size of 40 to even consider doing a shotgun

Junior Program

Same offerings as last year – All Day and Half Day Junior Camps, Summer Junior League, and Fall Junior League

Camp program in its eighth year, remains broadly popular and is a key to developing our future customers and future success

Summer Junior League continues to run exclusively by us rather than partnering with PGA, offers great opportunity for fun, competitive atmosphere for young golfers

Fall Junior League is similar format and maintained popularity



Adult Program



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

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

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

Challenges & Opportunities

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

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

Bad weather can make or break our profitability

We must tightly control our large ticket expenses to keep reserves high in case of revenue shortfalls

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

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