



Agenda  
Village of Glen Ellyn  
Recreation Commission Meeting  
Friday, August 22, 2025  
7:00 AM  
Village Links  
Ed Posh Boardroom

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

- A. Call To Order**
- B. Public Comment**
- C. Approval of Minutes**
  - 1) Minutes - July 25, 2025
- D. Standing Reports**
  - 1) Financial - Noel Allen
  - 2) Manager's Report
    - a. Golf - Mike Campbell
    - b. Reserve 22 - Noel Allen
    - c. Grounds - Andrew Cross
  - 3) Trustee Liaison - Steve Thompson
- E. Old Business**
- F. New Business**
  - 1) Golf Cart Fleet Replacement
- G. Next Meeting - September 26, 2025**
- H. Adjournment**



Minutes  
 Village of Glen Ellyn  
 Recreation Commission  
 Regular Meeting  
 July 25, 2025  
 7:00 AM  
 Village Links/Reserve 22

**Board or Commission:** Recreation  
**Meeting:** Regular  
**Quorum:** Yes

**Date:** July 25, 2025  
**Called to Order:** 7:00 a.m.  
**Adjourned:** 7:52 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
<b>Also Present:</b>		
Mike Campbell	Director of Golf	
Andrew Cross	Golf Course Superintendent	
Jon Satinover	Food & Beverage Director	Remote participation
Steve Thompson	Village Trustee	
Elisa Pollina	Recording Secretary	
<b>Public</b>		
Tom Manak	Glen Ellyn Resident	
Matt Jones	Glen Ellyn Resident	

**A. CALL TO ORDER/ROLL CALL**

The July 25, 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. PUBLIC COMMENT – None**

**C. APPROVAL OF MINUTES FROM June 27, 2025**

APPROVAL OF MINUTES FROM June 27, 2025 MEETING

MOTION BY: Commissioner Quoss

SECONDED BY: Commissioner Coldiron

RESULT: Unanimous

**D. STANDING REPORTS**

1. Financial – *Andrew Cross* – Superintendent Cross reported that June was another strong month, generating over \$1 million in total revenue. Golf rounds were up 1%, green fees increased by 5%, driving range activity rose 7%, and pro shop sales also saw gains. These contributed to a 4% increase in overall golf revenues for the month and a 1% increase year-to-date. Restaurant revenues remained flat. Cash reserves are slightly down from last year due to capital equipment purchases, though most major expenditures have been completed. Golf cart rentals were down due to rain.

2. Manager's Report

**A. Golf** – *Mike Campbell* – Director Campbell provided an update, noting there was one fewer golf outing this year compared to last, yet rounds were still up by 84. Commissioner Quoss asked how payments are accounted for when customers pay upfront for the year. Campbell explained these are recorded as deferred pay. Trustee Thompson asked whether the course is maxing out golf outings and where most outings stand in terms of participation. Campbell responded that most outings operate at about 60% capacity, with the average outing consisting of approximately 80 players. He added that scheduling buffers are built in to ensure regular golfers can still be accommodated.

**B. Reserve 22** – *Jon Satinover* – Satinover provided several updates, noting the restaurant is performing well overall. Although June revenues were slightly lower, cost management remains strong. Salaries are down by over \$12,000 due to staffing adjustments. Currently, we are \$10,000 behind last year's profit. A recently hired sous chef did not work out, but a new candidate has accepted an offer and is expected to join the team soon. The carryout Order-and-Go program is gaining traction, aided by a 20% promotional offer. Additionally, 13 new TVs have been installed in the main dining area, including a 65" TV mounted on the stone wall.

**C. Grounds** – *Andrew Cross* – Superintendent Cross shared several updates. The golf course is in good condition, and yesterday's Illinois Open Qualifier was a success, with positive feedback despite a three-hour rain delay. While recent storms caused some bunker washouts, conditions have improved overall. Tree trimming efforts, primarily crown raising, have enhanced sightlines across the course. In June, a few minor irrigation leaks were addressed; the system is now 20 years old. Crews also sodded areas of the fairways, replacing soil with a sand/soil mix to improve drainage.

3. *Trustee Liaison* – *Steve Thompson* – Trustee Thompson provided several updates, noting that the Village Board voted Monday night on the Glenbard District 89/Glenbard West proposal, which generated significant controversy. The next steps are now in the hands of the school district. A vote on the Glenwood Crescent lot is scheduled for this coming Monday. The Event Park project, led by the Park District, will launch a capital campaign to address an \$800,000 funding gap, with demolition and grading expected to begin in August. A ribbon cutting was recently held for the Glenwood Station apartments, which are currently 70% leased, with full occupancy anticipated by August.

Additionally, a new meat market is opening at Five Corners, and a coffee shop will be opening soon in Glenwood Station.

**E. OLD BUSINESS**

1. *Pace of Play Data – Mike Campbell* - Campbell reported that the average round time for the 18-hole course this year is 4 hours and 7 minutes. He noted the team is pleased with this pace of play.

2. *Beverage Cart Weekend Starting Times – Mike Campbell* - Campbell shared that beverage cart service now begins one hour earlier on weekends, with three carts currently in operation. In response to Trustee Thompson's inquiry, he noted that the cost of the carts was \$21,000.

3. *Master Plan Update – Andrew Cross* - Cross mentioned that Noel Allen and Mark Franz met with Ed Stevens to discuss the logistics of the Master Plan.

**F. NEW BUSINESS – None**

**G. NEXT MEETING - August 22, 2025**

**H. ADJOURNMENT**

Commissioner Carter motioned and Commissioner Coldiron seconded to adjourn the meeting. The meeting was adjourned at 7:52 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 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Report  
Prepared By: Ann Pedersen, Noel Allen

**AGENDA ITEM (ID  
# 2025-569)**

**DOC ID: 2025-569**

## **Financial - Noel Allen**

### **Statement of the Issue:**

### **Analysis:**

### **Budget Impact:**

### **Contribution to Strategic Plan**

### **Action Requested:**

### **Attachments:**

1. Financial Statements - July 2025
2. Cash Balance Scenarios



**VILLAGE LINKS / RESERVE 22**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
 As of July 31, 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	\$ 722,410	\$ 742,717	\$ (20,306)	-3%	\$ 2,721,461	\$ 2,692,912	\$ 28,548	1%
5520	Reserve 22 Revenues	3,748,450	401,396	429,481	(28,085)	-7%	1,910,159	1,976,644	(66,485)	-3%
<b>Total Revenues</b>		<b>\$ 8,139,550</b>	<b>\$ 1,123,806</b>	<b>\$ 1,172,197</b>	<b>\$ (48,391)</b>	<b>-4%</b>	<b>\$ 4,631,619</b>	<b>\$ 4,669,556</b>	<b>\$ (37,937)</b>	<b>-1%</b>
EXPENDITURES:										
55700	Administration	\$ 802,432	\$ 57,031	\$ 47,903	\$ 9,128	19%	\$ 462,071	\$ 355,244	\$ 106,827	30%
55710	Golf Course Maintenance	1,485,560	111,145	117,282	(6,137)	-5%	822,076	842,702	(20,626)	-2%
55720	Golf Services	1,111,406	131,067	114,494	16,574	14%	588,775	636,132	(47,357)	-7%
55730	Reserve 22	3,358,636	283,742	268,095	15,646	6%	1,824,951	1,837,951	(13,000)	-1%
55740	Stormwater Management	51,585	1,471	1,020	451	44%	40,500	8,576	31,924	372%
55750	Pro Shop Merchandise	175,053	8,803	28,268	(19,465)	-69%	96,835	103,900	(7,065)	-7%
55780	Motorized Carts	68,060	9,838	11,406	(1,568)	-14%	30,567	32,845	(2,279)	-7%
557X5	Mechanical Maintenance	417,756	30,250	29,393	857	3%	215,658	230,907	(15,249)	-7%
Total Operating Expenses		\$ 7,470,488	\$ 633,348	\$ 617,860	\$ 15,487	3%	\$ 4,081,433	\$ 4,048,257	\$ 33,176	1%
<b>Operating Income</b>		<b>\$ 669,062</b>	<b>\$ 490,458</b>	<b>\$ 554,337</b>	<b>\$ (63,878)</b>	<b>-12%</b>	<b>\$ 550,187</b>	<b>\$ 621,299</b>	<b>\$ (71,113)</b>	<b>-11%</b>
Debt Service		303,100	-	-	-	0%	36,550	40,950	(4,400)	-11%
Capital Expenditures		498,520	42,131	1,857	40,274	2169%	442,210	509,335	(67,125)	-13%
<b>CHANGE IN NET POSITION</b>		<b>\$ (132,558)</b>	<b>\$ 448,328</b>	<b>\$ 552,480</b>	<b>\$ (104,152)</b>	<b>-19%</b>	<b>\$ 71,427</b>	<b>\$ 71,014</b>	<b>\$ 412</b>	<b>1%</b>

**KEY METRICS**

	<u>Goal</u>							
Personnel Expenses as % of Sales	50%	37%	33%	4%	49%	48%	2%	
Cash Balance (End of Month, in \$000's)	\$ 1,860	\$ 2,568	\$ 2,864	\$ (296)				



RESERVE  
22  
TWENTY-TWO

VILLAGE LINKS  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
GOLF  
(Including Administration, Grounds, & Mechanical Maintenance)  
As of July 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE						
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF			
5500	<b>VILLAGE LINKS REVENUES:</b>												
440550	Green Fees	\$ 2,800,000	\$ 463,441	\$ 468,174	\$ (4,733)	-1%	\$ 1,677,551	\$ 1,665,007	\$ 12,544	1%			
440554	Pro Shop - Sales	200,000	31,364	37,557	(6,194)	-16%	126,924	126,934	(10)	0%			
440555	Motor Carts	650,000	109,527	120,515	(10,988)	-9%	370,191	384,550	(14,359)	-4%			
440556	Driving Range	500,000	93,436	87,223	6,213	7%	341,577	335,517	6,060	2%			
440557	Resident Cards	35,000	1,450	2,030	(580)	-29%	33,305	34,475	(1,170)	-3%			
460100	Investment Income	60,000	2,560	5,836	(3,276)	-56%	48,962	41,418	7,543	18%			
489000	Miscellaneous Revenue	146,100	20,934	21,369	(436)	-2%	123,416	105,111	18,306	17%			
489100	Miscellaneous - Over/Short	-	(301)	12	(313)	-2610%	(466)	(101)	(365)	362%			
	<b>Total Revenues</b>	<b>\$ 4,391,100</b>	<b>\$ 722,410</b>	<b>\$ 742,717</b>	<b>\$ (20,306)</b>	<b>-3%</b>	<b>\$ 2,721,461</b>	<b>\$ 2,692,912</b>	<b>\$ 28,548</b>	<b>1%</b>			
	<b>COST OF GOODS SOLD:</b>												
520945	Cost of Goods Sold - Pro Shop	\$ 140,000	\$ 5,917	\$ 25,160	\$ (19,243)	-76%	\$ 79,039	\$ 82,462	\$ (3,423)	-4%			
	<b>Total Cost of Goods Sold</b>	<b>\$ 140,000</b>	<b>\$ 5,917</b>	<b>\$ 25,160</b>	<b>\$ (19,243)</b>	<b>-76%</b>	<b>\$ 79,039</b>	<b>\$ 82,462</b>	<b>\$ (3,423)</b>	<b>-4%</b>			
	<b>Gross Profit</b>	<b>\$ 4,251,100</b>	<b>\$ 716,494</b>	<b>\$ 717,557</b>	<b>\$ (1,064)</b>	<b>0%</b>	<b>\$ 2,642,421</b>	<b>\$ 2,610,451</b>	<b>\$ 31,971</b>	<b>1%</b>			
	<b>OTHER OPERATING EXPENSES:</b>												
510100	Salaries - Pensionable	\$ 1,314,522	\$ 108,605	\$ 109,253	\$ (648)	-1%	\$ 738,977	\$ 742,644	\$ (3,667)	0%			
510120	Salaries - Non-Pensionable	488,163	77,481	70,442	7,039	10%	261,773	237,883	23,890	10%			
510200	Salaries - Overtime	23,500	5,611	1,864	3,747	201%	18,470	8,553	9,916	116%			
510400	FICA Taxes	139,705	14,456	13,668	788	6%	76,588	74,123	2,465	3%			
510500	IMRF	68,670	5,707	4,877	830	17%	38,289	33,050	5,239	16%			
590600	Health Insurance	146,100	11,552	11,072	480	4%	79,103	83,192	(4,090)	-5%			
52XXXX	Contractual Services	1,211,242	79,637	83,180	(3,543)	-4%	641,741	574,821	66,919	12%			
53XXXX	Commodities	579,950	40,640	30,249	10,391	34%	322,503	373,576	(51,073)	-14%			
	<b>Total Operating Expenses</b>	<b>\$ 3,971,852</b>	<b>\$ 343,689</b>	<b>\$ 324,606</b>	<b>\$ 19,083</b>	<b>6%</b>	<b>\$ 2,177,443</b>	<b>\$ 2,127,844</b>	<b>\$ 49,599</b>	<b>2%</b>			
	<b>Operating Income</b>	<b>\$ 279,248</b>	<b>\$ 372,804</b>	<b>\$ 392,951</b>	<b>\$ (20,147)</b>	<b>-5%</b>	<b>\$ 464,979</b>	<b>\$ 482,607</b>	<b>\$ (17,628)</b>	<b>-4%</b>			
	<b>Operating Income Percentage</b>	<b>6%</b>	<b>52%</b>	<b>53%</b>			<b>17%</b>	<b>18%</b>					

**KEY METRICS**

	Goal								
Rounds Played	80,000	14,308	15,116	(808)		49,819	52,353	(2,534)	
Revenue Per Round	\$ 54.89	\$ 50.49	\$ 49.13	\$ 1.36		\$ 54.63	\$ 51.44	\$ 3.19	
Resident Cards Sold	N/A	82	114	(32)		2,552	2,770	(218)	
Cost of Goods Sold % - Pro Shop	70%	19%	67%	-48%		62%	65%	-3%	
Personnel Expenses as % of Sales	50%	31%	28%	2%		45%	44%	1%	



RESERVE  
22  
TWENTY-TWO

VILLAGE LINKS  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
GOLF  
(Including Administration, Grounds, & Mechanical Maintenance)  
As of July 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE			
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
<b><u>MISCELLANEOUS REVENUE</u></b>										
<i>Miscellaneous Revenue includes the following items that don't fit into any of the major revenue categories:</i>										
	Adult & Junior Golf Lessons		\$ 12,296	\$ 11,624	\$ 672		\$ 57,467	\$ 57,424	\$ 43	
	Hand Cart Rentals		6,005	5,594	411		19,712	24,138	(4,426)	
	Equipment Sold at Auction		-	-	-		31,406	-	31,406	
	Golf Club Rentals		1,910	2,010	(100)		5,160	5,740	(580)	
	Locker Rentals		-	-	-		4,100	200	3,900	
	Illinois Sales Tax (1.75%)		192	607	(416)		1,942	2,297	(354)	
	Glen Ellyn Food & Beverage Tax (1%)		57	59	(2)		235	244	(8)	
	Tree Donation		-	-	-		1,000	250	750	
	Miscellaneous		474	1,475	(1,001)		2,394	14,819	(12,424)	
	<b>Total</b>	\$ 146,100	\$ 20,934	\$ 21,369	\$ (436)		\$ 123,416	\$ 105,111	\$ 18,306	



RESERVE  
22  
TWENTY-TWO

RESERVE 22  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
As of July 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE						
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF			
5520	<b>RESERVE 22 REVENUES:</b>												
441100	Food	\$ 2,111,500	\$ 208,235	\$ 222,203	\$ (13,968)	-6%	\$ 1,073,233	\$ 1,101,992	\$ (28,759)	-3%			
441101	Liquor	483,800	59,974	66,261	(6,287)	-9%	248,007	258,347	(10,340)	-4%			
441102	Beer	557,100	72,176	77,254	(5,078)	-7%	294,925	307,766	(12,841)	-4%			
441103	Wine	242,900	20,984	25,975	(4,991)	-19%	118,689	130,300	(11,611)	-9%			
441104	NA Beverages	121,500	21,444	19,989	1,455	7%	64,717	71,822	(7,104)	-10%			
441106	Room Charges	3,800	26	130	(104)	-80%	1,505	1,680	(175)	-10%			
441107	Service Charges	227,600	18,502	17,079	1,423	8%	108,496	104,170	4,325	4%			
489000	Miscellaneous Revenue	250	54	589	(535)	-91%	587	567	20	4%			
	<b>Total Revenues</b>	<b>\$ 3,748,450</b>	<b>\$ 401,396</b>	<b>\$ 429,481</b>	<b>\$ (28,085)</b>	<b>-7%</b>	<b>\$ 1,910,159</b>	<b>\$ 1,976,644</b>	<b>\$ (66,485)</b>	<b>-3%</b>			
55730	<b>COST OF GOODS SOLD:</b>												
530400	Cost of Goods Sold - Beer	\$ 144,850	\$ 8,992	\$ 4,336	\$ 4,657	107%	\$ 63,831	\$ 65,544	\$ (1,713)	-3%			
530401	Cost of Goods Sold - Wine	75,300	2,375	3,844	(1,469)	-38%	30,014	33,577	(3,563)	-11%			
530402	Cost of Goods Sold - Liquor	101,600	4,023	9,201	(5,178)	-56%	44,142	51,018	(6,877)	-13%			
530405	Cost of Goods Sold - NA Beverages	63,180	6,676	6,993	(317)	-5%	34,484	44,128	(9,644)	-22%			
530420	Cost of Goods Sold - Food	675,680	38,689	35,463	3,226	9%	330,560	355,586	(25,026)	-7%			
	<b>Total Cost of Goods Sold</b>	<b>\$ 1,060,610</b>	<b>\$ 60,755</b>	<b>\$ 59,836</b>	<b>\$ 919</b>	<b>2%</b>	<b>\$ 503,030</b>	<b>\$ 549,854</b>	<b>\$ (46,824)</b>	<b>-9%</b>			
	<b>Gross Profit</b>	<b>\$ 2,687,840</b>	<b>\$ 340,640</b>	<b>\$ 369,644</b>	<b>\$ (29,004)</b>	<b>-8%</b>	<b>\$ 1,407,128</b>	<b>\$ 1,426,789</b>	<b>\$ (19,661)</b>	<b>-1%</b>			
	<b>Gross Profit Percentage</b>	<b>72%</b>	<b>85%</b>	<b>86%</b>			<b>74%</b>	<b>72%</b>					
55730	<b>OTHER OPERATING EXPENSES:</b>												
510100	Salaries - Pensionable	\$ 838,556	\$ 88,342	\$ 75,529	\$ 12,812	17%	\$ 521,978	\$ 475,660	\$ 46,318	10%			
510120	Salaries - Non-Pensionable	749,543	72,469	74,418	(1,949)	-3%	380,627	415,521	(34,894)	-8%			
510200	Salaries - Overtime	7,500	539	484	55	11%	1,782	3,080	(1,297)	-42%			
510399	Tips Paid Through Payroll	-	(3,529)	(170)	(3,359)	1973%	283	(2,587)	2,870	-111%			
510400	FICA Taxes	153,178	15,834	15,193	642	4%	85,758	85,744	14	0%			
510500	IMRF	43,689	5,336	4,190	1,146	27%	31,847	26,602	5,244	20%			
590600	Health Insurance	85,500	8,953	6,482	2,471	38%	55,508	51,286	4,223	8%			
52XXXX	Contractual Services	227,560	22,480	20,190	2,290	11%	141,804	123,961	17,843	14%			
53XXXX	Commodities	192,500	12,563	11,944	619	5%	102,333	108,830	(6,497)	-6%			
	<b>Total Operating Expenses</b>	<b>\$ 2,298,026</b>	<b>\$ 222,986</b>	<b>\$ 208,259</b>	<b>\$ 14,727</b>	<b>7%</b>	<b>\$ 1,321,921</b>	<b>\$ 1,288,097</b>	<b>\$ 33,824</b>	<b>3%</b>			
	<b>Operating Income</b>	<b>\$ 389,814</b>	<b>\$ 117,654</b>	<b>\$ 161,385</b>	<b>\$ (43,731)</b>	<b>-27%</b>	<b>\$ 85,208</b>	<b>\$ 138,692</b>	<b>\$ (53,485)</b>	<b>-39%</b>			
	<b>Operating Income Percentage</b>	<b>10%</b>	<b>29%</b>	<b>38%</b>			<b>4%</b>	<b>7%</b>					

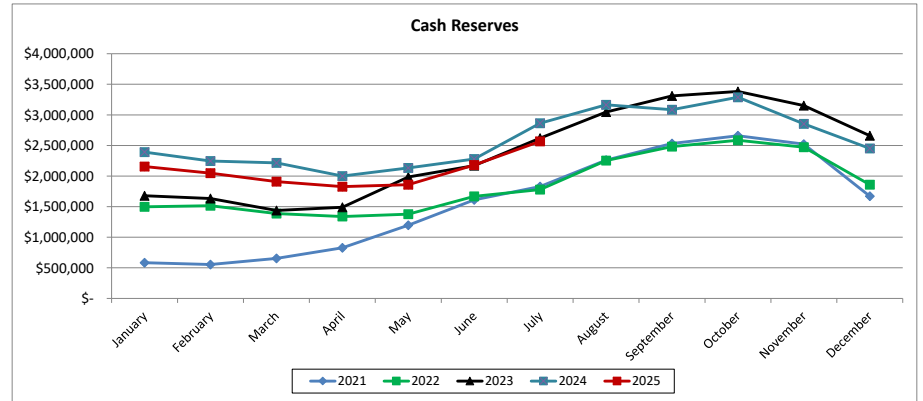
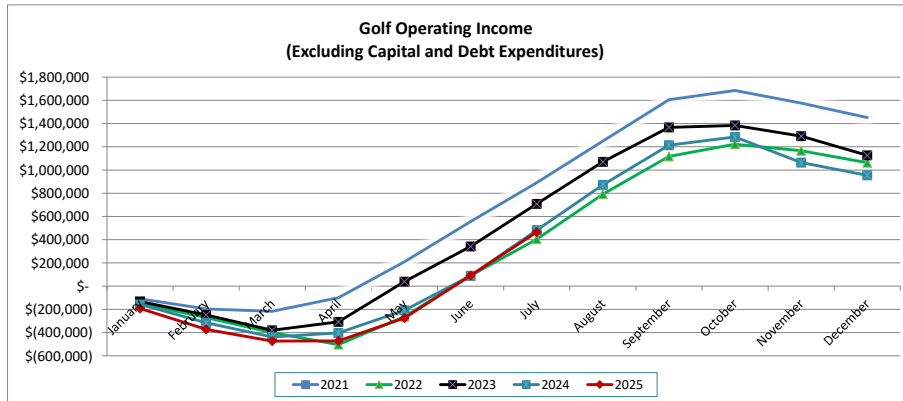
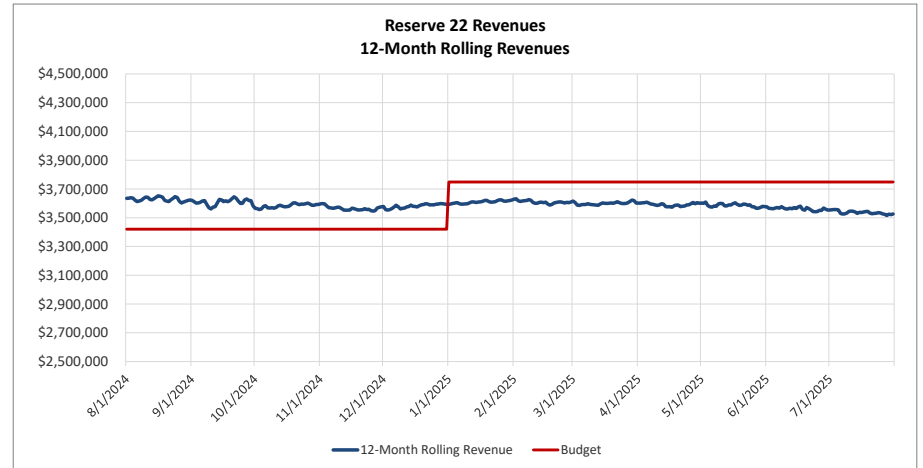
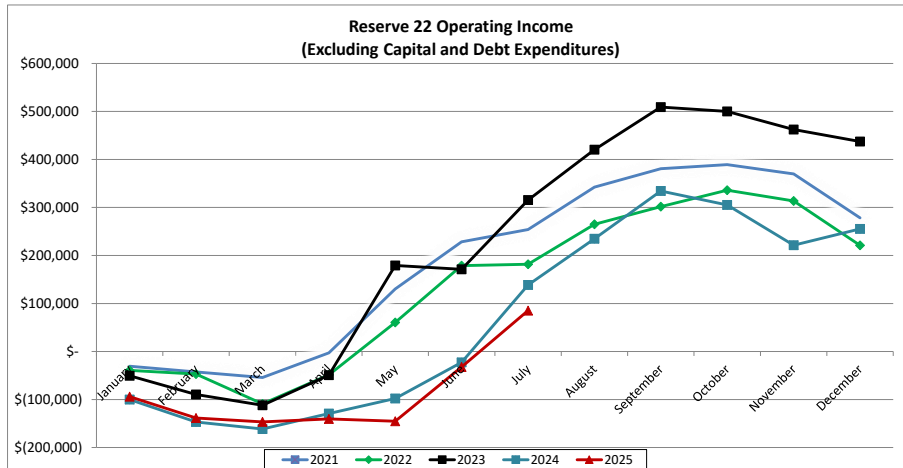
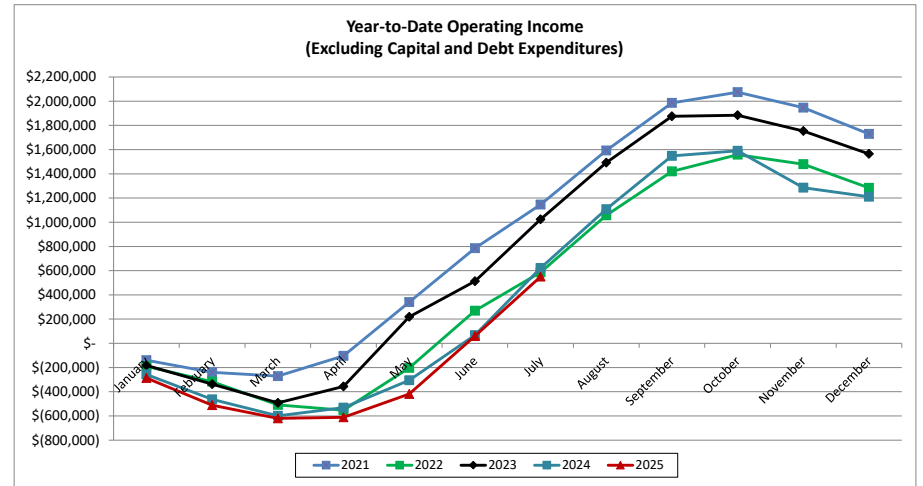
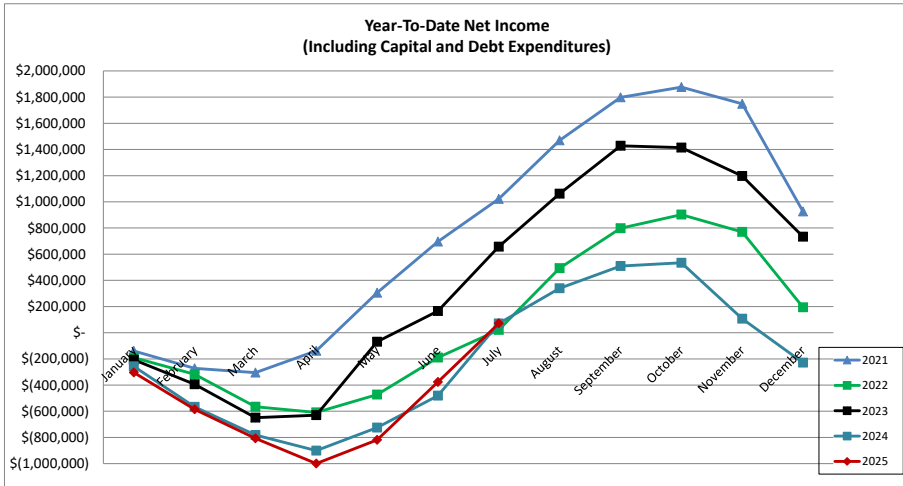


RESERVE  
22  
TWENTY-TWO

RESERVE 22  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION  
As of July 31, 2025

ORG/ OBJECT	DESCRIPTION	2025 BUDGET	MONTH				YEAR-TO-DATE				
			2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF	
<b>KEY METRICS</b>											
			<u>Goal</u>								
<i>Revenue Source:</i>											
	Restaurant & Bar	N/A	\$ 240,521	\$ 270,855	\$ (30,334)	-11%	\$ 1,113,831	\$ 1,187,525	\$ (73,694)	-6%	
	Banquets	N/A	93,761	90,252	3,510	4%	577,639	565,072	12,567	2%	
	Other	N/A	67,114	68,374	(1,260)	-2%	218,689	224,047	(5,358)	-2%	
	Total	\$ 3,748,450	\$ 401,396	\$ 429,481	\$ (28,085)	-7%	\$ 1,910,159	\$ 1,976,644	\$ (66,485)	-3%	
	Reserve 22 Revenues (Last 12 Months)	\$ 3,748,450					\$ 3,525,908	\$ 3,633,192	\$ (107,284)	-3%	
	Reserve 22 Expenses (Last 12 Months)	\$ 3,358,636					\$ 3,323,952	\$ 3,372,624	\$ (48,672)	-1%	
	# Guest Checks (Restaurant/Bar)	N/A	5,847	6,379	(532)		26,044	27,644	(1,600)		
	Revenue Per Guest Check	N/A	\$ 41.14	\$ 42.46	\$ (1.32)		\$ 42.77	\$ 42.96	\$ (0.19)		
	# Guests (Restaurant/Bar)	N/A	8,847	10,095	(1,248)		39,790	44,064	(4,274)		
	Average Guest Spend	N/A	\$ 27.19	\$ 26.83	\$ 0.36		\$ 27.99	\$ 26.95	\$ 1.04		
	Cost of Goods Sold %	28%	15%	14%	1%		26%	28%	-1%		
	<i>Cost of Goods Sold % (By Category):</i>										
	Cost of Goods Sold - Beer	26%	12%	6%	7%		22%	21%	0%		
	Cost of Goods Sold - Wine	31%	11%	15%	-3%		25%	26%	0%		
	Cost of Goods Sold - Liquor	21%	7%	14%	-7%		18%	20%	-2%		
	Cost of Goods Sold - NA Beverages	52%	31%	35%	-4%		53%	61%	-8%		
	Cost of Goods Sold - Food	32%	19%	16%	3%		31%	32%	-1%		
	Personnel Expenses as % of Revenues	50%	48%	41%	7%		56%	54%	3%		
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Revenues	78%	63%	55%	8%		83%	81%	1%		

Village Links / Reserve 22  
 Dashboard Financial Reports  
 As of July 31, 2025



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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	(100)	(63)	9	67	80	153	356	352	239	(97)	(42)	(689)
2016	(114)	(20)	41	(109)	206	296	186	237	160	36	(76)	(671)
2017	(114)	42	(218)	(57)	(11)	223	328	291	72	(69)	(151)	(681)
2018	(113)	(50)	(157)	(56)	216	153	291	92	165	(102)	(160)	(716)
2019	(144)	(53)	(138)	(136)	99	304	319	171	146	(64)	(148)	(680)
2020	(173)	(21)	(43)	(225)	69	516	237	500	214	(23)	(21)	(843)
2021	(135)	(26)	96	172	371	412	220	431	272	127	(137)	(852)
2022	(173)	19	(130)	(48)	40	289	111	474	228	105	(115)	(611)
2023	(181)	(45)	(196)	53	503	177	449	426	264	73	(231)	(492)
2024	(269)	(144)	(31)	(215)	133	145	584	301	(80)	204	(436)	(401)
2025	(296)	(110)	(138)	(81)	31	323	386					
Avg	(165)	(43)	(82)	(58)	158	272	315	328	168	19	(152)	(664)
Best	(100)	42	96	172	503	516	584	500	272	204	(21)	(401)
Worst	(296)	(144)	(218)	(225)	(11)	145	111	92	(80)	(102)	(436)	(852)

**NEXT 12 MONTH CASH BALANCE SCENARIOS**

	2025 Aug	2025 Sep	2025 Oct	2025 Nov	2025 Dec	2026 Jan	2026 Feb	2026 Mar	2026 Apr	2026 May	2026 Jun	2026 Jul
Avg	2,896	3,063	3,082	2,931	2,267	2,102	2,060	1,977	1,920	2,077	2,349	2,664
Best	3,068	3,340	3,544	3,523	3,122	3,022	3,064	3,160	3,332	3,835	4,351	4,935
Worst	2,660	2,580	2,478	2,042	1,190	894	750	533	307	296	441	552

July 2025 Cash On Hand                      2,568



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

Meeting 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Report  
Prepared By: Noel Allen

**AGENDA ITEM (ID # 2025-  
570)**

**DOC ID: 2025-570**

## **Manager's Report**

### **Statement of the Issue:**

### **Analysis:**

### **Budget Impact:**

### **Contribution to Strategic Plan**

### **Action Requested:**

### **Attachments:**

1. Manager's Report - July 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 JULY 2025

Submitted by Noel Allen, General Manager

July 2025 was warm, humid, and wet. Looking at July observations from O’Hare, average temperature was 77.5°F (2.1°F above normal), precipitation was 4.29” (0.58” above normal) although we received 6.92” locally. July was a decent month for golf revenue as carts were grounded five days on both the 18-Hole and 9-Hole courses (84% availability).

High Temperatures in July																				
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
100° days														1						
90° days	5	1	1	2	2	5	8	2		1	2		4	15	10	4			3	7
80° days	22	20	21	18	15	23	16	20	20	20	18		14	15	20	25	12	26	21	18
70° days	4	10	9	11	12	3	7	8	10	8	8		9		1	2	15	5	7	6
60° days					2			1	1	1	3		4				4			
50° days																				
40° days																				
30° days																				
Rain	6.9"	5.9"	6.2"	6.0"	1.9"	2.4"	5.5"	1.7"	4.4"	6.4"	2.5"	2.2"	2.4"	4.0"	5.8"	9.2"	1.9"	4.0"	3.4"	2.0"

### GOLF

**Rounds played** were down 5% for the month, and are down 5% for the year.

**Green Fee revenue** was down 1% for the month, and is up 1% for the year.

**Driving Range revenue** was up 7% for the month, and is up 2% for the year.

**Motor Car revenue** was down 9% for the month, and is down 4% for the year.

**Pro Shop sales** were down 16% for the month, and are flat for the year.

**Overall Golf revenues** were down 2% for the month, and are flat for the year.

<b>Golf Revenue - JULY</b>										
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Rounds	11,835	12,191	11,933	12,169	14,378	13,814	14,075	14,499	15,116	14,308
Green Fees	309,969	317,849	319,389	329,955	389,333	426,790	430,222	448,634	468,174	464,441
Driving Range	41,188	47,538	50,378	49,505	63,411	84,464	89,406	80,205	87,223	93,436
Pro Shop	21,903	26,049	24,517	23,907	26,276	29,966	30,312	32,861	37,557	31,364
Carts	82,628	89,841	94,449	101,459	114,592	120,653	107,655	113,509	120,515	109,527
Resident Cards	2,500	2,000	2,900	1,990	2,690	1,430	2,340	2,010	2,030	1,450
Miscellaneous	10,126	10,842	9,819	14,845	13,655	12,661	21,810	23,644	20,703	20,685
<b>Total Revenue</b>	<b>468,315</b>	<b>494,119</b>	<b>501,452</b>	<b>521,660</b>	<b>611,000</b>	<b>675,965</b>	<b>681,744</b>	<b>704,989</b>	<b>736,202</b>	<b>720,902</b>
<i>Driving Range Revenues in July were the highest in the past 10 years</i>										

Unfortunately, hot and humid weather during the 2<sup>nd</sup> half of July negatively affected all areas of golf. Total golf revenues were down \$15K or 2% mostly in Motor Carts and Pro Shop. The weather as measured by golf playable hours this July was 5% below a normal year, and 9% worse than last year. Rounds played were down 5% this month while total capacity rounds were down 9%, so utilization was actually up despite the poorer weather which means demand for golf remains strong. Carts were affected due to weather five times this month compared to three days last July. Year-to-date rounds of golf are down 2,534 or 5% now. As a reminder, we opened 17 days later in 2025 which netted 2,165 less rounds to begin our season. Total golf revenues for the year are now up \$2.7K driven by price increases to green fees and driving range.

The junior championship was held this month with only 21 players participating, down six players from last year and significantly down over the last 10 years.

The Village Links Amateur Championship concluded in July and crowned four champions in four flights. Each champion and their spouse or significant other were treated to a Champion's Dinner at Reserve 22 which presented each player with their award. This is the 2<sup>nd</sup> year we have included a Champion's Dinner.

The annual Couples Championship was also held in July with seven couples competing for gross and net prizes. All couples were treated to an awards dinner as well. Last year only two couples participated. We hope to continue to grow this event again next year.

The Village Links hosted one of the seven Illinois PGA Illinois Open Qualifiers this year, the first qualifying event we have hosted since 2019 when we hosted the US Mid Am Qualifying. Forty-six players competed for eight spots in this year's Illinois Open to be held in early August at Kemper Lakes. Former Village Links regular and now Orlando, FL resident, Andy Pope, shot a 3-under par 69 to earn a spot.

Golf staff also executed seven shotgun start golf outings in July, three more than in 2024.

## RESERVE 22

Reserve 22 - JULY				Year to Date		
	2024	2025	+/-	2024	2025	+/-
Restaurant & Bar	271,432	240,563	-11.4%	1,188,761	1,115,059	-6.2%
Banquets	77,318	79,735	3.1%	486,969	494,531	1.6%
Beverage Cart	27,844	25,347	-9.0%	82,714	77,965	-5.7%
Halfway House	28,115	30,157	7.3%	100,233	99,940	-0.3%
Golf Express	11,838	11,568	-2.3%	40,544	40,234	-0.8%
Service Fee	12,934	14,027	8.4%	78,102	83,107	6.4%
<b>Total Reserve 22</b>	<b>429,481</b>	<b>401,396</b>	<b>-6.5%</b>	<b>1,977,323</b>	<b>1,910,836</b>	<b>-3.4%</b>

Total Reserve 22 revenues were again down this month with restaurant, bar and concessions down 11.4% and banquets and outings up 3.1%. Continued hot and rainy conditions curbed patio sales which affects normal diners to R22 as well as golfers that dine on the day they play. Reserve 22 management team is discussing potential restaurant promotions to help boost sales should we see continued weakness. Beverage carts sales were down due to wetter than normal conditions which prevented golf carts on two more days than in 2024 which also explains why HWH sales increased as golfers had to use the HWH exclusively on five days in July 2025.

The rooftop AC unit for the Blue Heron North was finally installed in early July. It brought needed relief to guests and staff. Plans to replace the Dining Room and Bar unit are in place for early 2026 to avoid another failure. The Blue Heron South unit is currently scheduled for replacement in 2027.

In July 2025, we hosted 30 events across all spaces – a decrease of six events compared to July 2024. Our banquet sales team met again in July for the 3<sup>rd</sup> to summarize progress on new sales initiatives and create additional action steps and analysis tools. Our new referral program attracted our first new event for next year.

July saw growth, although slow, for our new carryout program, launched in June. A first-time buyer promotion was added, and we are hoping this will increase sales in this area.

Reserve 22 continued to operate all of July without a full-time Sous Chef which challenged the back of the house, especially as some part-time staff were out on vacation. Fortunately, our new Sous Chef Juan Reyes will be joining our team on August 18. We also received some sad news as Director of Food & Beverage, Jon Satinover, resigned to take a similar position at Glen Oak Country Club. We thank Jon for his leadership in growing Reserve 22, and for developing such a great team. He will be missed. We have already begun the search to replace the Director of Food & Beverage and hope to fill the role by the end of this month or early September.

## KEY METRICS

	January	February	March	April	May	June	July	August	September	October	November	December
<b>Rounds</b>	0.0%	0.3%	2.2%	5.7%	12.7%	16.8%	17.7%	17.3%	13.9%	8.7%	4.2%	0.4%
<b>Green Fee</b>	0.0%	0.1%	1.6%	5.5%	12.9%	16.4%	17.2%	17.0%	15.1%	7.9%	3.4%	2.8%
<b>Carts</b>	0.0%	0.1%	1.2%	4.3%	10.8%	17.1%	18.4%	19.0%	15.8%	9.1%	4.0%	0.1%
<b>Driving Range</b>	0.0%	0.6%	3.4%	7.3%	12.1%	16.5%	18.3%	17.5%	13.6%	7.3%	2.9%	0.3%
<b>Pro Shop</b>	0.4%	1.3%	4.2%	6.4%	10.3%	17.1%	16.1%	15.9%	12.9%	10.1%	3.4%	1.8%
<b>Food</b>	2.5%	3.3%	4.0%	5.6%	10.5%	14.6%	13.6%	13.9%	12.8%	8.2%	5.1%	6.0%
<b>Total</b>	1.1%	1.8%	3.1%	5.6%	11.5%	15.6%	15.7%	15.6%	13.9%	8.0%	4.1%	3.8%
<b>Targets</b>												
	January	February	March	April	May	June	July	August	September	October	November	December
<b>Rounds</b>	22	236	1,742	4,533	10,147	13,454	14,173	13,866	11,140	6,950	3,388	349
<b>Green Fee</b>	46	4,175	45,495	154,289	362,445	459,018	480,829	477,224	423,434	220,235	95,666	77,144
<b>Carts</b>	-5	735	7,499	28,001	70,349	111,408	119,565	123,756	102,710	58,921	26,241	820
<b>Driving Range</b>	229	3,186	17,148	36,635	60,297	82,531	91,709	87,740	67,991	36,391	14,654	1,489
<b>Pro Shop</b>	793	2,511	8,479	12,757	20,691	34,228	32,271	31,746	25,804	20,178	6,874	3,667
<b>Food</b>	94,438	122,559	151,211	209,584	391,970	546,285	508,935	519,234	481,517	306,248	189,753	226,716
<b>Total</b>	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
<b>Actuals</b>												
	January	February	March	April	May	June	July	August	September	October	November	December
<b>Rounds</b>	38	86	2,421	6,176	12,520	14,270	14,308					
<b>Green Fee</b>	179	403	62,813	207,854	445,247	497,614	464,441					
<b>Carts</b>	0	0	10,520	36,984	97,801	115,359	109,527					
<b>Driving Range</b>	270	1,073	20,902	48,603	87,096	90,196	93,436					
<b>Pro Shop</b>	1,431	1,569	9,942	15,533	31,606	35,480	31,364					
<b>Food</b>	105,266	118,302	186,672	217,451	425,797	455,952	401,396					
<b>Total</b>	108,494	147,641	306,133	540,707	1,105,624	1,217,201	1,121,967					
<b>+/- Targets Month</b>												
	January	February	March	April	May	June	July	August	September	October	November	December
<b>Rounds</b>	16	-150	679	1,643	2,373	816	135	-13,866	-11,140	-6,950	-3,388	-349
<b>Green Fee</b>	133	-3,772	17,318	53,565	82,802	38,596	-16,388	-477,224	-423,434	-220,235	-95,666	-77,144
<b>Carts</b>	5	-735	3,020	8,983	27,452	3,951	-10,038	-123,756	-102,710	-58,921	-26,241	-820
<b>Driving Range</b>	41	-2,113	3,755	11,969	26,799	7,666	1,727	-87,740	-67,991	-36,391	-14,654	-1,489
<b>Pro Shop</b>	638	-942	1,463	2,776	10,914	1,252	-908	-31,746	-25,804	-20,178	-6,874	-3,667
<b>Food</b>	10,829	-4,257	35,461	7,867	33,827	-90,333	-107,539	-519,234	-481,517	-306,248	-189,753	-226,716
<b>Total</b>	18,912	-2,512	54,734	83,050	165,708	-55,229	-155,372	-1,273,657	-1,131,307	-653,622	-336,437	-306,051
<b>+/- Targets YTD</b>												
	January	February	March	April	May	June	July	August	September	October	November	December
<b>Rounds</b>	16	-134	545	2,189	4,561	5,377	5,512	-8,353	-19,493	-26,444	-29,832	-30,181
<b>Green Fee</b>	133	-3,639	13,679	67,244	150,047	188,642	172,254	-304,970	-728,404	-948,639	-1,044,305	-1,121,449
<b>Carts</b>	5	-731	2,290	11,273	38,725	42,676	32,638	-91,117	-193,827	-252,748	-278,989	-279,809
<b>Driving Range</b>	41	-2,072	1,683	13,651	40,450	48,116	49,843	-37,897	-105,888	-142,279	-156,934	-158,423
<b>Pro Shop</b>	638	-304	1,159	3,935	14,850	16,101	15,193	-16,552	-42,356	-62,535	-69,409	-73,076
<b>Food</b>	10,829	6,571	42,032	49,900	83,727	-6,606	-114,145	-633,379	-1,114,897	-1,421,145	-1,610,897	-1,837,613
<b>Total</b>	18,912	16,399	71,134	154,184	319,892	264,664	109,291	-1,164,366	-2,295,673	-2,949,295	-3,285,733	-3,591,783

Year-to-date comparisons to targeted budget numbers retreated this month in almost all categories and most notably in Food and total revenues. Last year through July, total revenues were \$577,452 ahead of our target with this year now coming in at \$109,291 ahead of target. Last year Food Revenue was ahead of target by \$109K, and this year we are trailing target by \$114K. We are still hopeful to hit our targets at the end of the year.

We are now heading into the last of our traditionally busiest months, and to the busiest outing month of September.

**Breaking down some comparative metrics:**

July 2025 GPH **down** 9% from July 2024 and **down** 5% from a "normal" year

July 2025 YTD GPH **up** 3% from July 2024 YTD and **up** 1% from a "normal" year

June 2025 Golf Datatech Chicagoland rounds played **up** 1.1%

June 2025 Village Links rounds played **up** 1% - *normally we are stronger than the Chicagoland metric*

YTD through June 2025 Golf Datatech Chicagoland rounds played **down** 0.2%

YTD through June 2025 Village Links rounds played **down** 5% - *normally we are stronger than the Chicagoland metric but we opened for the season 17 days later in 2025 and many courses were not as aggressive as we were in 2024*

2025 YTD total revenue \$109,291 **over** YTD budget target (2024 June YTD total revenue was over YTD budget target by \$577,452. (**Note:** 2025 targets were increased by \$783,150)

Golf cars grounded 5 days in July 2025 and 3 days in July 2024

July 2025 R22 restaurant and bar sales **down** 11.4%

YTD 2025 R22 restaurant and bar sales **down** 6.2%

July 2025 R22 banquet sales **up** 3.1%

YTD 2025 R22 banquet sales **up** 1.6%

July 2025 R22 Total Revenues **down** 6.5%

YTD 2025 R22 Total Revenues **down** 3.4%

## **GOLF COURSE AND GROUNDS**

July was a tough month for the grounds team as we came off a cool dry June right into a hot, muggy, and wet July. The weather dictated increased spending in labor mostly pushing bunkers back up after heavy rain events. This process is not an easy one as it requires multiple steps: Hand shoveling of any soil/mud, pushing the sand back into place, followed up with a final rake. The bunkers then need to be fully raked again the next day after everything has mostly dried. On July 24, we received almost 2" of rain, which took 3.5 days to get the bunkers fully back into shape.

Tree trimming throughout the golf course also took up much of the staff's time. We have raised the crowns on holes 7 through 18. Pond trimming also continued as a further effort to control weeds.

The golf course received rave reviews from contestants and spectators during the Illinois Open Qualifier held at the Village Links on July 24.

### **Grounds**

1. Greens have remained firm, in spite of increased rainfall and humidity
2. Bunkers raked daily
3. Filling of Tee Divots Daily
4. 3 Irrigation repairs
5. Bunkers pushed 4 times
6. Panfish inspections ongoing
7. Branch clean-up after storms
8. Green Banks & Rough sprayed for grubs, weeds, and fertilized
9. Continued tree trimming throughout the golf course
10. Suppling lots of produce (herbs mostly) from Greenhouse
11. Sprinklers, Drains, & Valve Boxes Trimmed
12. Marking Collars to help with consistent width
13. Seeded bare collar spots
14. Hand watering of Greens, Collars, and Tees as needed
15. Continued mowing of natives, to aid in weed control
16. Tee Divots filled daily

### **Mechanical and Building Maintenance**

1. 25 pieces of equipment were repaired and/or serviced
2. Door repair in Attic above Blue Heron
3. Toilet clogs cleared at Halfway (full shutdown)
4. HVAC Roof Top Unit replaced for Blue Heron North
5. HVAC Inspections begun throughout property



New patriotic flags were purchased to use on special holidays like Memorial Day, July 4<sup>th</sup>, Labor Day and few others.



A mink was spotted on the property hunting for food.



Fairway mowers early in the morning.



A crane removes our old rooftop AC unit.



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

Meeting 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Report  
Prepared By: Mike Campbell

**AGENDA ITEM (ID # 2025-  
668)**

**DOC ID: 2025-668**

## **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 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Report  
Prepared By: Noel Allen

**AGENDA ITEM (ID # 2025-  
669)**

**DOC ID: 2025-669**

## **b. Reserve 22 - Noel Allen**

### **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 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Report  
Prepared By: Andrew Cross

**AGENDA ITEM (ID # 2025-  
670)**

**DOC ID: 2025-670**

### **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 8/22/2025 7:00 AM  
Department: Village Links  
Department Head: Noel Allen  
Category: Discussion Item  
Prepared By: Steve Thompson

**AGENDA ITEM (ID  
# 2025-571)**

**DOC ID: 2025-571**

## **Trustee Liaison - Steve Thompson**

### **Statement of the Issue:**

### **Analysis:**

### **Budget Impact:**

### **Contribution to Strategic Plan**

### **Action Requested:**

### **Attachments:**