



Agenda
Village of Glen Ellyn
Recreation Commission Meeting
Friday, October 31, 2025
7:00 AM
Village Links
Ed Posh Boardroom

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

- A. Call To Order**
- B. Public Comment**
- C. Approval of Minutes**
 - 1) Minutes - September 26, 2025
- D. Standing Reports**
 - 1) Financial - Noel Allen
 - 2) Manager's Report
 - a. Golf - Mike Campbell
 - b. Reserve 22 - David Manseau
 - c. Grounds - Andrew Cross
 - 3) Trustee Liaison - Steve Thompson
- E. Old Business**
- F. New Business**
 - 1) 2026 Rate Proposal
- G. Next Meeting - November 21, 2025**
- H. Adjourn**

Civility Pledge - In the interest of civility, I pledge to promote civility by listening, being respectful of others, acknowledging that we are striving to support and improve our community, and understanding that we each may have different ideas for achieving that objective.



Minutes
 Village of Glen Ellyn
 Recreation Commission
 Regular Meeting
 September 26, 2025
 7:00 AM
 Village Links/Reserve 22

Board or Commission: Recreation
Meeting: Regular
Quorum: Yes

Date: September 26, 2025
Called to Order: 7:00 a.m.
Adjourned: 8:21 a.m.

MEMBER ATTENDANCE:

Carol Scott	Chairperson	Present
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:		
Noel Allen	General Manager	
Andrew Cross	Golf Course Superintendent	
Mike Campbell	Director of Golf	
Steve Thompson	Village Trustee	
David Manseau	Director of Food & Beverage	
Elisa Pollina	Recording Secretary	

A. CALL TO ORDER/ROLL CALL

The September 26, 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 August 22, 2025

APPROVAL OF MINUTES FROM August 22, 2025 MEETING
MOTION BY: Commissioner Carter
SECONDED BY: Commissioner Slowinski
RESULT: Unanimous

D. STANDING REPORTS

1. Financial – Noel Allen – Manager Allen provided several updates. He reported that five golf carts were stolen during the early morning hours of September 19. A police report was filed, and Tagmarshal was contacted to review the GPS tracking data. It was determined that the carts were taken shortly after midnight, the GPS systems were disabled, and by 2:00 a.m. the carts had been loaded onto a truck. Police were able to briefly track the vehicle, which was last located in Michigan, but ultimately lost it. While police believe they know the individuals involved, there is not enough evidence to pursue prosecution, and the carts will not be recovered. An insurance claim will be filed, and the theft will affect the fleet replacement schedule. In response, off-hours GPS geo-fencing has now been enabled on all carts to provide immediate notifications if carts are turned on after hours.

On the financial side, August was a strong month, marking the best in history for revenue records. Total revenues were up 3% compared to the prior year, with golf revenues increasing by 6% and food revenues declining by 2%. Operating expenses rose by 7%, driven primarily by administrative costs. At Reserve 22, the cost of goods sold increased, though some of this is attributable to timing and is expected to even out by year-end. Operating profit for August was \$465,000, and net profit was \$452,000.

Year-to-date, total revenues remain down overall, though golf continues to perform strongly while food service lags, with fewer patrons staying to dine after golfing. Most capital expenditures have been executed, with the exception of security cameras. While \$60,000 was originally budgeted for this project, the recent theft incident has prompted staff to recommend to the Village Board the installation of a full-coverage security system at an estimated cost of \$110,000. The added investment is expected to provide stronger deterrence against theft. In addition, \$100,000 still needs to be transferred to the Park District for Panfish Park.

2. Manager's Report

A. Golf – Mike Campbell – Director Campbell provided an update on golf operations, reporting that the Club Championship Glen Ellyn Open took place with 152 players participating and received excellent feedback. The Couples Championship, however, was more challenging, with only seven couples participating, compared to a high of ten couples in past few years. To encourage participation, staff tried offering a dinner option, though results were limited.

Campbell noted that August is typically a month when seasonal staff departures require additional hiring, but this year several retirees have filled those needs, and many student employees chose not to leave for college, allowing them to stay on staff. Golf activity remained strong, with 15,116 rounds played in August, which is 383 more than the prior year. Preparations are now underway for September, which is expected to be heavy with outings.

Commissioner Slowinski asked about Senior Open participation, to which Campbell reported there were 60 players. Slowinski suggested offering a Super Senior Open for older participants, and Campbell agreed to look into that possibility.

B. Reserve 22 – Noel Allen – Manager Allen reported that sales over the past seven months have been down, with revenues not meeting target projections. While performance is about the same as last year, the lack of growth is concerning, and the focus moving forward will be on becoming more sales-oriented. August results were mixed: although it was not a terrible month, rainy days and a slowdown in events contributed to a 1.8% decline. A total of 33 events were hosted in 2025, five fewer than the prior year. Allen noted that other restaurants in the area appear to be experiencing similar challenges. He also reported that the recently launched after-golf food pickup app did not perform as expected, so negotiations were made to cancel the program. On a positive note, the sous chef position has been filled, which has eased pressure on Chef Tom.

Allen then introduced the new Food and Beverage Director, David Manseau. Manseau shared his background, noting more than 20 years of leadership experience in Chicago's hospitality industry. Most recently, he was tapped to lead the relaunch of Tavern on Rush Steakhouse and has also worked with Atomic Hospitality, Butler Hospitality, Portillo's, and Lettuce Entertain You. His career includes building and leading teams ranging from 75 to 400 employees, with extensive operational experience in multi-unit and high-volume environments. Manseau explained that he was drawn to this role by the unique opportunity to integrate food and beverage with golf operations and expand his experience in that space. He has previously served as Director of Operations overseeing 54 F&B outlets in Chicago hotels and currently resides in the city.

Since joining in August, Manseau has been in an observation phase, holding meetings with team members and cross-functional partners. He plans to introduce action steps in October to evaluate what is working well and what needs improvement. While food revenues were slightly up in August, they remain down 2% for the year. Manseau emphasized the need to leverage OpenTable data more effectively. Currently, walk-ins are not tracked, though he estimates the number is several hundred higher than reported. OpenTable feedback stands at 4.5 out of 5.0, which is considered strong, as anything above 4.2–4.4 is good, and 4.6–4.7 would place the restaurant in the top 5% nationally. He intends to conduct a deeper review of guest comments, respond consistently to feedback, and identify opportunities for improvement. He expressed enthusiasm for the role and looks forward to contributing to future growth and success.

C. Grounds – Andrew Cross - Superintendent Cross provided several updates, noting that August was a particularly challenging month due to weather conditions. It began hot and dry, then turned hot and wet, which limited mowing. Bunker maintenance was especially demanding, as bunkers had to be pushed three times in August; a process that takes multiple days each time.

Some fairway areas developed thin spots that dry out quickly, but September seeding is already beginning to take hold. Pond treatments were also started, with three completed so far showing strong results. The team used an outside service for these treatments and will likely engage the same provider again next year.

Staffing remains stable despite two seasonal staff departures. Several high school employees chose not to attend college and stayed on, while retirees continue to provide support. Additional drainage was added at the practice bunker, and new lighting fixtures

were installed in the banquet facility.

3. Trustee Liaison – Steve Thompson – Trustee Thompson provided several updates. The village expects to announce Trustee Szymanski's replacement on October 6. The former US Bank building has been demolished to prepare the site for the future event park. Parking will be maintained, and part of the building area will be filled in and sodded.

Work is also underway at the Crescent and Prospect parking lot, where the asphalt will be removed and replaced. In addition, the village has begun budget discussions, with the tax levy expected to remain unchanged.

E. OLD BUSINESS

1. CDGA – Playing Conditions Calculation Response - Manager Allen provided an update on the handicap auto-adjustment for playing conditions. The criteria are applied automatically, and scores must be posted by midnight. A minimum of eight scores is required for the adjustment to take effect.
2. Golf Cart Fleet Replacement – Manager Allen reported the recommendation for the new golf cart fleet, which was approved by the RC last month, was presented to the Village Board and initially met with resistance. Some board members, referencing the Pale Blue Dot sustainability initiative introduced by the Environmental Commission, expressed interest in transitioning to electric carts. Allen explained that such a change would require constructing a new facility and increasing the fleet size to accommodate charging needs. As a result, the board requested a study on the matter. Allen recommended moving forward with the current plan while a deeper review is conducted. Ultimately, the recommendation passed, allowing the purchase of the new fleet. In addition, a new sticker design has been created for all carts, and Allen shared samples with the RC.

Trustee Thompson noted that the Village is placing a greater emphasis on sustainability, with increased scrutiny and upcoming audits. He suggested that the golf course and Reserve 22 document their current sustainability efforts and environmental initiatives, such as recycling programs, tree preservation, and other related practices.

F. NEW BUSINESS

1. 2026 Annual Budget – Manager Allen reported that the 2026 budget recommendation has been submitted to the Finance Department. He summarized that 2025 had been projected to end with a profit of \$60,000. With the addition of the upgraded security system, now estimated at \$110,000, the projection anticipates a slight profit. For 2026, the budget projects a profit of \$50,000, which accounts for the purchase of the new golf cart fleet. Discussions regarding rate adjustments will be presented to the RC next month for review.

G. NEXT MEETING - October 31, 2025

H. ADJOURNMENT

Commissioner Slowinski motioned and Commissioner Carter seconded to adjourn the meeting. The meeting was adjourned at 8:21 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 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Ann Pedersen, Noel Allen

**AGENDA ITEM (ID
2025-575)**

DOC ID: 2025-575

Financial - Noel Allen

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

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



VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
 As of September 30, 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	\$ 694,354	\$ 628,245	\$ 66,109	11%	\$ 4,210,600	\$ 4,074,263	\$ 136,337	3%
5520	Reserve 22 Revenues	3,748,450	394,524	423,738	(29,214)	-7%	2,746,975	2,851,794	(104,819)	-4%
	Total Revenues	\$ 8,139,550	\$ 1,088,879	\$ 1,051,984	\$ 36,895	4%	\$ 6,957,575	\$ 6,926,057	\$ 31,518	0%
EXPENDITURES:										
55700	Administration	\$ 802,432	\$ 57,078	\$ 48,107	\$ 8,971	19%	\$ 576,684	\$ 451,805	\$ 124,880	28%
55710	Golf Course Maintenance	1,485,560	106,298	94,056	12,242	13%	1,042,445	1,055,838	(13,394)	-1%
55720	Golf Services	1,111,406	116,607	95,798	20,809	22%	821,652	851,864	(30,212)	-4%
55730	Reserve 22	3,358,636	346,486	324,176	22,309	7%	2,564,419	2,517,472	46,946	2%
55740	Stormwater Management	51,585	1,419	1,101	318	29%	43,344	11,006	32,338	294%
55750	Pro Shop Merchandise	175,053	43,368	20,883	22,485	108%	175,428	153,772	21,656	14%
55780	Motorized Carts	68,060	8,357	8,412	(55)	-1%	49,480	53,007	(3,527)	-7%
557X5	Mechanical Maintenance	417,756	29,696	19,045	10,651	56%	288,811	283,196	5,616	2%
	Total Operating Expenses	\$ 7,470,488	\$ 709,310	\$ 611,580	\$ 97,730	16%	\$ 5,562,262	\$ 5,377,960	\$ 184,303	3%
	Operating Income	\$ 669,062	\$ 379,569	\$ 440,404	\$ (60,835)	-14%	\$ 1,395,312	\$ 1,548,097	\$ (152,785)	-10%
	Debt Service	303,100	-	-	-	0%	36,550	40,950	(4,400)	-11%
	Capital Expenditures	498,520	-	269,436	(269,436)	-100%	455,445	997,158	(541,713)	-54%
	CHANGE IN NET POSITION	\$ (132,558)	\$ 379,569	\$ 170,968	\$ 208,601	122%	\$ 903,318	\$ 509,989	\$ 393,328	77%

KEY METRICS

	<u>Goal</u>						
Personnel Expenses as % of Sales	50%	32%	33%	0%	44%	43%	1%
Cash Balance (End of Month, in \$000's)	\$ 1,860	\$ 3,317	\$ 3,085	\$ 232			



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of September 30, 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	\$ 453,666	\$ 421,647	\$ 32,019	8%	\$ 2,651,092	\$ 2,574,882	\$ 76,209	3%			
440554	Pro Shop - Sales	200,000	29,698	24,066	5,632	23%	190,997	182,237	8,759	5%			
440555	Motor Carts	650,000	107,383	101,292	6,091	6%	594,016	614,576	(20,560)	-3%			
440556	Driving Range	500,000	76,576	63,464	13,112	21%	520,228	485,008	35,220	7%			
440557	Resident Cards	35,000	410	100	310	310%	34,555	35,315	(760)	-2%			
460100	Investment Income	60,000	14,013	6,631	7,383	111%	70,407	53,888	16,520	31%			
489000	Miscellaneous Revenue	146,100	12,486	11,001	1,485	14%	149,776	128,466	21,310	17%			
489100	Miscellaneous - Over/Short	-	122	45	77	172%	(471)	(110)	(361)	330%			
	Total Revenues	\$ 4,391,100	\$ 694,354	\$ 628,245	\$ 66,109	11%	\$ 4,210,600	\$ 4,074,263	\$ 136,337	3%			
	COST OF GOODS SOLD:												
520945	Cost of Goods Sold - Pro Shop	\$ 140,000	\$ 40,890	\$ 17,722	\$ 23,168	131%	\$ 152,201	\$ 126,061	\$ 26,140	21%			
	Total Cost of Goods Sold	\$ 140,000	\$ 40,890	\$ 17,722	\$ 23,168	131%	\$ 152,201	\$ 126,061	\$ 26,140	21%			
	Gross Profit	\$ 4,251,100	\$ 653,465	\$ 610,524	\$ 42,941	7%	\$ 4,058,399	\$ 3,948,202	\$ 110,197	3%			
	OTHER OPERATING EXPENSES:												
510100	Salaries - Pensionable	\$ 1,314,522	\$ 106,988	\$ 102,769	\$ 4,220	4%	\$ 955,325	\$ 952,043	\$ 3,283	0%			
510120	Salaries - Non-Pensionable	488,163	52,827	49,519	3,308	7%	387,901	359,249	28,652	8%			
510200	Salaries - Overtime	23,500	3,621	2,963	658	22%	26,630	14,266	12,364	87%			
510400	FICA Taxes	139,705	12,294	11,655	639	5%	102,997	99,420	3,577	4%			
510500	IMRF	68,670	5,559	4,669	890	19%	49,624	42,512	7,111	17%			
590600	Health Insurance	146,100	11,552	11,072	480	4%	102,208	105,337	(3,130)	-3%			
52XXXX	Contractual Services	1,211,242	95,991	74,741	21,250	28%	843,627	760,008	83,618	11%			
53XXXX	Commodities	579,950	33,102	12,294	20,808	169%	377,331	401,590	(24,260)	-6%			
	Total Operating Expenses	\$ 3,971,852	\$ 321,934	\$ 269,681	\$ 52,253	19%	\$ 2,845,643	\$ 2,734,427	\$ 111,216	4%			
	Operating Income	\$ 279,248	\$ 331,530	\$ 340,842	\$ (9,312)	-3%	\$ 1,212,757	\$ 1,213,776	\$ (1,019)	0%			
	Operating Income Percentage	6%	48%	54%			29%	30%					

KEY METRICS

	Goal	2025	2024	DIFF	% DIFF	2025	2024	DIFF	% DIFF
Rounds Played	80,000	12,275	11,551	724		77,210	78,637	(1,427)	
Revenue Per Round	\$ 54.89	\$ 56.57	\$ 54.39	\$ 2.18		\$ 54.53	\$ 51.81	\$ 2.72	
Resident Cards Sold	N/A	22	6	16		2,619	2,814	(195)	
Cost of Goods Sold % - Pro Shop	70%	138%	74%	64%		80%	69%	11%	
Personnel Expenses as % of Sales	50%	28%	29%	-1%		39%	39%	0%	



RESERVE
22
TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of September 30, 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		\$ 848	\$ 1,561	\$ (713)		\$ 64,732	\$ 63,731	\$ 1,001	
	Hand Cart Rentals		2,163	2,896	(733)		26,837	31,423	(4,586)	
	Equipment Sold at Auction		-	-	-		31,406	-	31,406	
	Golf Club Rentals		1,490	1,630	(140)		8,640	9,710	(1,070)	
	Locker Rentals		-	-	-		4,100	200	3,900	
	Illinois Sales Tax (1.75%)		789	627	161		3,165	3,496	(331)	
	Glen Ellyn Food & Beverage Tax (1%)		61	62	(1)		347	363	(16)	
	Tree Donation		-	-	-		1,000	500	500	
	Misc. Outings		5,340	-	5,340		5,340	-	5,340	
	Miscellaneous		1,796	4,225	(2,429)		4,210	19,044	(14,834)	
	Total	\$ 146,100	\$ 12,486	\$ 11,001	\$ 1,485		\$ 149,776	\$ 128,466	\$ 21,310	



RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of September 30, 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	\$ 209,143	\$ 222,836	\$ (13,693)	-6%	\$ 1,520,484	\$ 1,556,904	\$ (36,420)	-2%		
441101	Liquor	483,800	59,338	64,124	(4,786)	-7%	369,119	388,963	(19,843)	-5%		
441102	Beer	557,100	68,176	70,195	(2,019)	-3%	441,371	462,365	(20,994)	-5%		
441103	Wine	242,900	19,035	24,969	(5,935)	-24%	162,534	183,743	(21,209)	-12%		
441104	NA Beverages	121,500	14,010	13,615	395	3%	98,127	104,864	(6,736)	-6%		
441106	Room Charges	3,800	-	-	-	0%	1,790	2,180	(390)	-18%		
441107	Service Charges	227,600	24,399	27,930	(3,532)	-13%	152,538	152,139	399	0%		
489000	Miscellaneous Revenue	250	424	69	355	510%	1,011	637	374	59%		
	Total Revenues	\$ 3,748,450	\$ 394,524	\$ 423,738	\$ (29,214)	-7%	\$ 2,746,975	\$ 2,851,794	\$ (104,819)	-4%		
55730	COST OF GOODS SOLD:											
530400	Cost of Goods Sold - Beer	\$ 144,850	\$ 17,627	\$ 16,546	\$ 1,081	7%	\$ 105,595	\$ 106,936	\$ (1,341)	-1%		
530401	Cost of Goods Sold - Wine	75,300	5,261	6,696	(1,435)	-21%	44,828	51,495	(6,666)	-13%		
530402	Cost of Goods Sold - Liquor	101,600	14,130	14,747	(617)	-4%	81,961	82,493	(532)	-1%		
530405	Cost of Goods Sold - NA Beverages	63,180	13,070	10,484	2,586	25%	58,778	65,451	(6,673)	-10%		
530420	Cost of Goods Sold - Food	675,680	89,912	81,750	8,162	10%	512,780	507,857	4,923	1%		
	Total Cost of Goods Sold	\$ 1,060,610	\$ 139,999	\$ 130,222	\$ 9,777	8%	\$ 803,942	\$ 814,231	\$ (10,289)	-1%		
	Gross Profit	\$ 2,687,840	\$ 254,525	\$ 293,516	\$ (38,991)	-13%	\$ 1,943,032	\$ 2,037,563	\$ (94,530)	-5%		
	Gross Profit Percentage	72%	65%	69%			71%	71%				
55730	OTHER OPERATING EXPENSES:											
510100	Salaries - Pensionable	\$ 838,556	\$ 65,353	\$ 67,576	\$ (2,223)	-3%	\$ 672,909	\$ 616,891	\$ 56,018	9%		
510120	Salaries - Non-Pensionable	749,543	65,276	67,057	(1,781)	-3%	518,786	559,563	(40,777)	-7%		
510200	Salaries - Overtime	7,500	1,147	685	462	67%	3,786	4,240	(454)	-11%		
510399	Tips Paid Through Payroll	-	783	1,919	(1,135)	-59%	(3,502)	(6,231)	2,729	-44%		
510400	FICA Taxes	153,178	13,460	14,048	(589)	-4%	115,140	115,061	80	0%		
510500	IMRF	43,689	4,690	3,872	818	21%	41,698	34,547	7,150	21%		
590600	Health Insurance	85,500	8,308	6,482	1,826	28%	72,770	64,250	8,520	13%		
52XXXX	Contractual Services	227,560	29,232	17,357	11,875	68%	193,572	173,400	20,172	12%		
53XXXX	Commodities	192,500	18,238	14,959	3,279	22%	145,318	141,522	3,797	3%		
	Total Operating Expenses	\$ 2,298,026	\$ 206,487	\$ 193,954	\$ 12,533	6%	\$ 1,760,477	\$ 1,703,241	\$ 57,235	3%		
	Operating Income	\$ 389,814	\$ 48,038	\$ 99,562	\$ (51,523)	-52%	\$ 182,556	\$ 334,322	\$ (151,766)	-45%		
	Operating Income Percentage	10%	12%	23%			7%	12%				

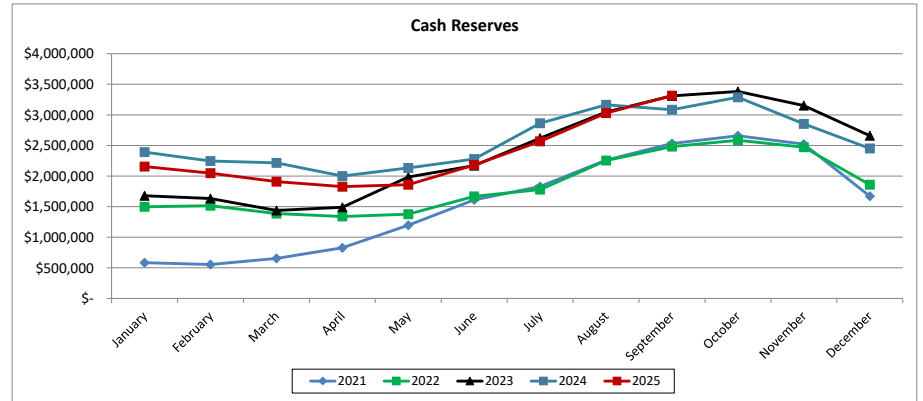
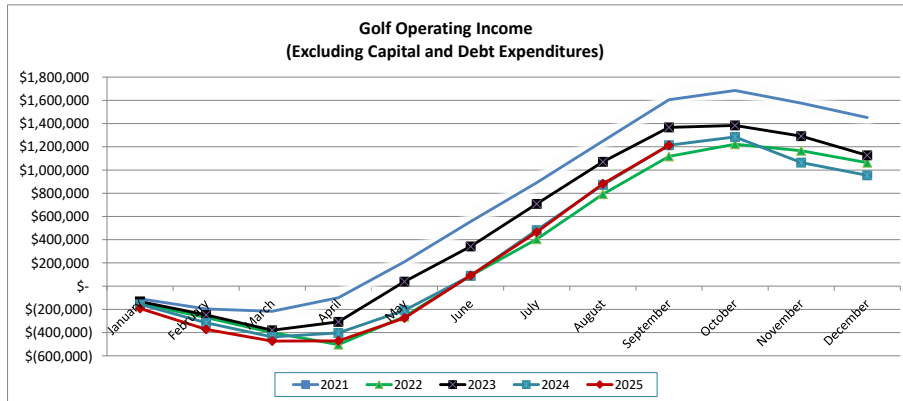
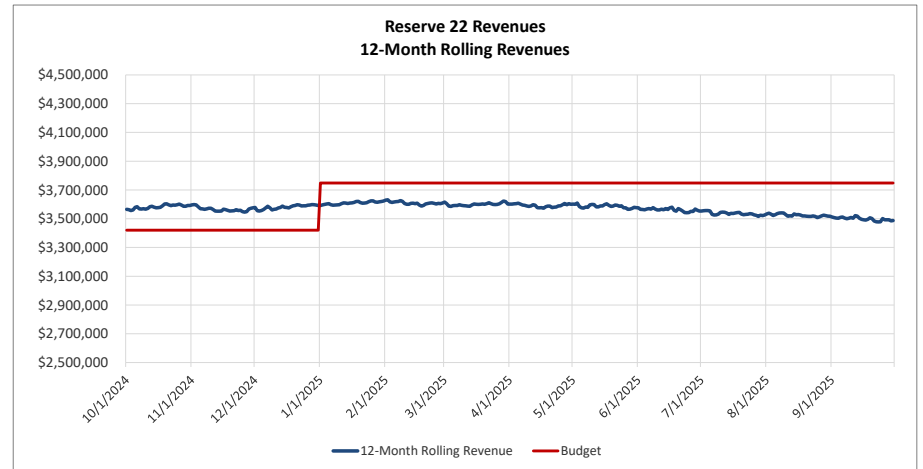
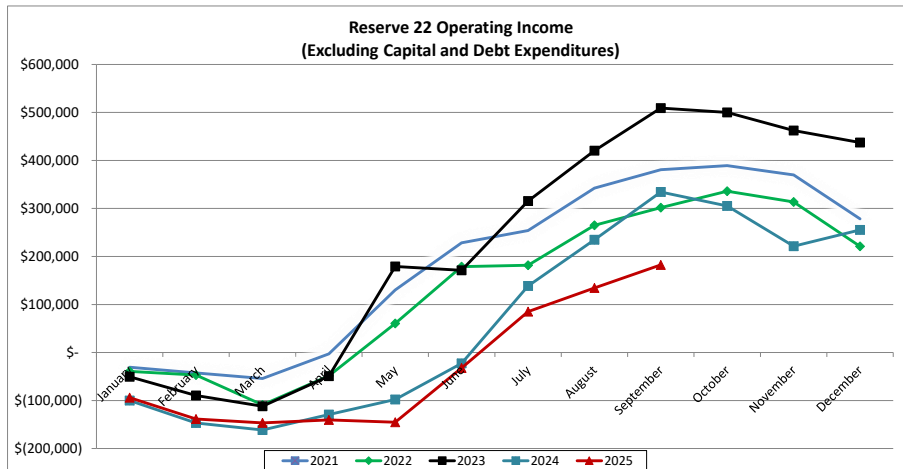
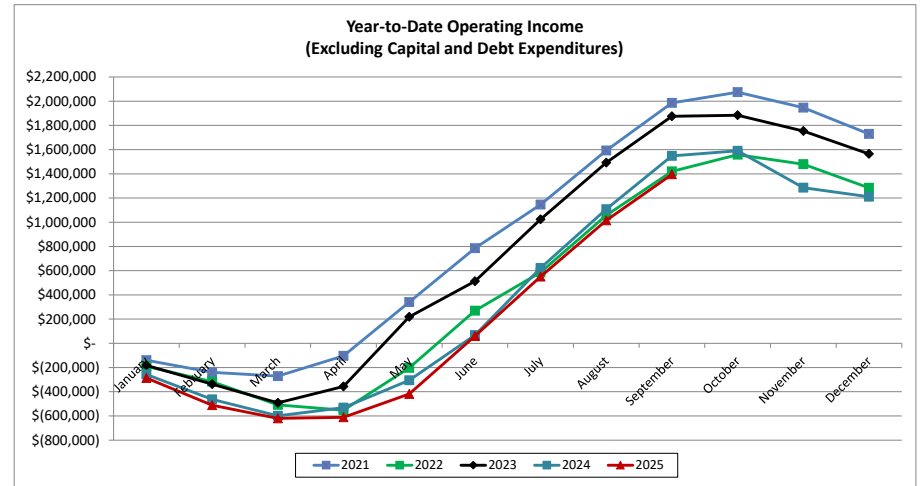
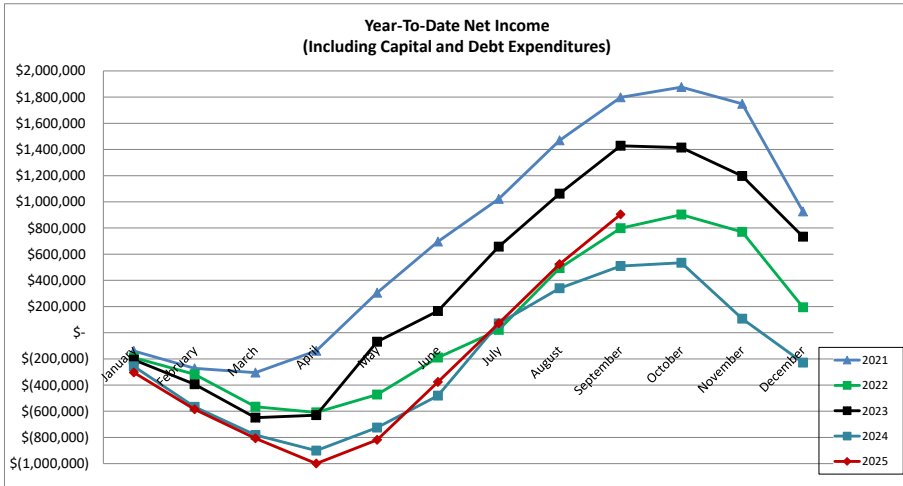


RESERVE
22
TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of September 30, 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	\$ 208,599	\$ 213,584	\$ (4,985)	-2%	\$ 1,591,487	\$ 1,672,604	\$ (81,118)	-5%	
	Banquets	N/A	128,247	155,547	(27,300)	-18%	808,369	825,081	(16,712)	-2%	
	Other	N/A	57,678	54,608	3,070	6%	347,119	354,109	(6,990)	-2%	
	Total	\$ 3,748,450	\$ 394,524	\$ 423,738	\$ (29,214)	-7%	\$ 2,746,975	\$ 2,851,794	\$ (104,819)	-4%	
	Reserve 22 Revenues (Last 12 Months)	\$ 3,748,450					\$ 3,487,574	\$ 3,583,872	\$ (96,298)	-3%	
	Reserve 22 Expenses (Last 12 Months)	\$ 3,358,636					\$ 3,383,898	\$ 3,321,397	\$ 62,501	2%	
	# Guest Checks (Restaurant/Bar)	N/A	5,215	5,061	154		37,719	39,091	(1,372)		
	Revenue Per Guest Check	N/A	\$ 40.00	\$ 42.20	\$ (2.20)		\$ 42.19	\$ 42.79	\$ (0.59)		
	# Guests (Restaurant/Bar)	N/A	8,024	8,009	15		57,613	61,772	(4,159)		
	Average Guest Spend	N/A	\$ 26.00	\$ 26.67	\$ (0.67)		\$ 27.62	\$ 27.08	\$ 0.55		
	Cost of Goods Sold %	28%	35%	31%	5%		29%	29%	1%		
	<i>Cost of Goods Sold % (By Category):</i>										
	Cost of Goods Sold - Beer	26%	26%	24%	2%		24%	23%	1%		
	Cost of Goods Sold - Wine	31%	28%	27%	1%		28%	28%	0%		
	Cost of Goods Sold - Liquor	21%	24%	23%	1%		22%	21%	1%		
	Cost of Goods Sold - NA Beverages	52%	93%	77%	16%		60%	62%	-3%		
	Cost of Goods Sold - Food	32%	43%	37%	6%		34%	33%	1%		
	Personnel Expenses as % of Revenues	50%	40%	38%	2%		52%	49%	3%		
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Revenues	78%	76%	68%	7%		81%	77%	4%		

Village Links / Reserve 22
 Dashboard Financial Reports
 As of September 30, 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	461	288			
Avg	(165)	(43)	(82)	(58)	158	272	315	340	179	19	(152)	(664)
Best	(100)	42	96	172	503	516	584	500	288	204	(21)	(401)
Worst	(296)	(144)	(218)	(225)	(11)	145	111	92	(80)	(102)	(436)	(852)

NEXT 12 MONTH CASH BALANCE SCENARIOS

	2025 Oct	2025 Nov	2025 Dec	2026 Jan	2026 Feb	2026 Mar	2026 Apr	2026 May	2026 Jun	2026 Jul	2026 Aug	2026 Sep
Avg	3,336	3,184	2,521	2,356	2,313	2,231	2,173	2,331	2,603	2,918	3,257	3,436
Best	3,521	3,500	3,099	2,999	3,041	3,137	3,309	3,812	4,328	4,912	5,412	5,700
Worst	3,215	2,779	1,927	1,631	1,487	1,270	1,044	1,033	1,178	1,289	1,381	1,301

September 2025 Cash On Hand 3,317



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

Meeting 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Noel Allen

**AGENDA ITEM (ID # 2025-
576)**

DOC ID: 2025-576

Manager's Report

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

Action Requested:

Attachments:

1. Manager's Report - September 2025



“Committed to Excellence since 1967”

Manager’s Report for SEPTEMBER 2025

Submitted by Noel Allen, General Manager

September 2025 had above normal temperatures and well below normal precipitation. Looking at September observations from O’Hare, the average temperature was 69.3°F (3.0°F above normal), precipitation was 0.49” (2.7” below normal) which is tied for 7th driest. September was again a fantastic month for golf revenue as carts were not grounded on either the 18-Hole and 9-Hole Course (100% availability rate). DuPage County was in Moderate Drought status for most of the month.

High Temperatures/Precipitation in September																					
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	
100° days																					
90° days			1				1	3	7	1	1		2	1	2			2	3		
80° days	15	14	8	14	15	5	8	11	5	12	11	6	7	6	3	8	7	7	14	4	
70° days	10	12	16	6	12	15	15	6	12	12	13	14	12	14	7	15	17	13	9	14	
60° days	5	4	5	9	3	8	6	7	6	4	5	5	8	6	13	5	5	7	4	10	
50° days				1		2		3		1		5	1	3	5	2	1	1		2	
40° days																					
Rain	0.5"	1.0"	3.4"	2.2"	1.2"	2.9"	7.6"	2.8"	0.5"	1.9"	3.8"	2.4"	1.8"	1.8"	3.4"	2.1"	3.4"	10.9"	0.9"	5.5"	

GOLF

Rounds played were up 6% for the month, and are down 2% for the year.

Green Fee revenue was up 8% for the month, and is up 3% for the year.

Driving Range revenue was up 21% for the month, and is up 7% for the year.

Motor Car revenue was up 6% for the month, and is down 3% for the year.

Pro Shop sales were up 10% for the month, and are up 2% for the year.

Overall Golf revenues were up 5% for the month, and are up 1% for the year.

Golf Revenue - SEPTEMBER										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rounds	9,216	9,620	8,849	8,460	11,723	11,415	11,109	10,601	11,551	12,275
Green Fees	245,672	254,974	249,558	244,080	343,264	376,962	375,778	388,347	421,647	453,666
Driving Range	29,124	30,957	30,528	32,156	56,129	60,650	57,870	57,638	63,464	76,576
Pro Shop	23,782	28,518	20,830	21,070	24,337	19,239	27,917	29,956	24,066	29,698
Carts	76,637	80,935	81,638	65,907	92,895	104,460	100,230	97,350	101,292	107,383
Resident Cards	300	300	150	140	500	200	330	190	100	410
Miscellaneous	5,686	6,782	5,741	5,073	26,112	3,103	6,179	20,394	10,312	11,222
Total Revenue	381,201	402,465	388,444	368,426	543,236	564,615	571,440	599,734	620,881	678,955

Golf Revenues were the highest in the last 10 years

The weather as measured by golf playable hours this September was 4% better than last year, and 8% better than a normal year. Mother Nature continued providing tailwinds with better conditions on Friday, Saturday and Sunday's where demand is at the highest. With rounds played up 6% this month and capacity rounds up only 4%, utilization again increased slightly this month. Rounds played for September topped 12K, something not seen since 2014 which was the year we re-opened after a full renovation and a surge in interest, and before that in 1999 at the end of the peak of the golf industry where we were teeing off eight groups per hour, as opposed to our six groups per hour now. Carts were not affected due to weather this month compared to one day last September. Year-to-date rounds of golf are now down 1,427 or 2% and YTD total golf revenues are now up \$101K driven by price increases to green fees and driving range.

Golf staff held the 2nd Annual Senior Glen Ellyn Open, which determines the Senior Men's & Women's Club Champions at the Village Links. This year, 70 men and 10 women competed for the title with John Hafner claiming the men's division with a score of 5 under par 67. Mary Ellen Martin won the women's division with a score of 80. This year's participation was down possibly due to the 50-year-old age requirement, making it more difficult for higher aged seniors to compete. At last month's Recreation Commission meeting, there was talk of a Super Senior division that could possibly increase participation.

High School golf dominated afternoon play on the 9-hole course and trickled on to the 18-hole course as well. As a reminder, Village Links provides heavily discounted green fees and driving range fees, as well as advanced reservations, in order to help facilitate the condensed fall schedule.

September is usually the peak outing season with golf staff executing 13 shotgun start golf outings during the month, one more than in 2024.

RESERVE 22

Reserve 22 - SEPTEMBER				Year to Date		
	2024	2025	+/-	2024	2025	+/-
Restaurant & Bar	213,653	208,556	-2.4%	1,673,909	1,592,672	-4.9%
Banquets	133,846	108,783	-18.7%	709,729	690,630	-2.7%
Beverage Cart	22,604	26,920	19.1%	139,487	131,049	-6.0%
Halfway House	22,491	22,129	-1.6%	151,916	154,435	1.7%
Golf Express	9,444	8,671	-8.2%	62,080	61,129	-1.5%
Service Fee	21,701	19,464	-10.3%	115,352	117,738	2.1%
Total Reserve 22	423,738	394,524	-6.9%	2,852,473	2,747,652	-3.7%

Reserve 22 revenues were down again this month with restaurant, bar, and concessions down 2.4% and banquets and outings down 18.7%. Despite being down, this month’s total revenues were the 3rd highest since R22 opened and were down only \$29K from last year, and \$68K short of our record setting September in 2023.

Reserve 22’s management team welcomed a new Director of Food & Beverage, David Manseau. David began in early September and has been getting acclimated to our facilities, observing operations, and meeting with the entire staff. David brings with him a wealth of experience in many types of restaurant models and will be putting together a strategic plan to increase sales, enhance operations as well as the guest experience, and increase efficiencies and ultimately R22 profitability.

In September 2025, we hosted 24 events across all spaces – a decrease of nine events compared to September 2024. Our banquet sales team did not meet again in September. Our next meeting will be in October to continue discussing new strategies and explore ideas from David, who has had extensive experience in banquets in his past career.

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	2,421	6,176	12,520	14,270	14,308	15,116	12,275			
Green Fee	179	403	62,813	207,854	445,247	497,614	464,441	519,875	453,666			
Carts	0	0	10,520	36,984	97,801	115,359	109,527	116,442	107,383			
Driving Range	270	1,073	20,902	48,603	87,096	90,196	93,436	102,075	76,576			
Pro Shop	1,431	1,569	9,942	15,533	31,606	35,480	31,364	34,374	29,698			
Food	105,266	118,302	186,672	217,451	425,797	455,952	401,396	442,292	394,524			
Total	108,494	147,641	306,133	540,707	1,105,624	1,217,201	1,121,967	1,229,227	1,073,601			
+/- Targets Month												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-150	679	1,643	2,373	816	135	1,250	1,135	-6,950	-3,388	-349
Green Fee	133	-3,772	17,318	53,565	82,802	38,596	-16,388	42,651	30,232	-220,235	-95,666	-77,144
Carts	5	-735	3,020	8,983	27,452	3,951	-10,038	-7,313	4,673	-58,921	-26,241	-820
Driving Range	41	-2,113	3,755	11,969	26,799	7,666	1,727	14,335	8,585	-36,391	-14,654	-1,489
Pro Shop	638	-942	1,463	2,776	10,914	1,252	-908	2,629	3,893	-20,178	-6,874	-3,667
Food	10,829	-4,257	35,461	7,867	33,827	-90,333	-107,539	-76,942	-86,993	-306,248	-189,753	-226,716
Total	18,912	-2,512	54,734	83,050	165,708	-55,229	-155,372	-44,431	-57,706	-653,622	-336,437	-306,051
+/- Targets YTD												
	January	February	March	April	May	June	July	August	September	October	November	December
Rounds	16	-134	545	2,189	4,561	5,377	5,512	6,763	7,898	947	-2,441	-2,790
Green Fee	133	-3,639	13,679	67,244	150,047	188,642	172,254	214,905	245,137	24,902	-70,764	-147,908
Carts	5	-731	2,290	11,273	38,725	42,676	32,638	25,325	29,998	-28,922	-55,164	-55,984
Driving Range	41	-2,072	1,683	13,651	40,450	48,116	49,843	64,177	72,762	36,371	21,717	20,228
Pro Shop	638	-304	1,159	3,935	14,850	16,101	15,193	17,822	21,716	1,537	-5,336	-9,003
Food	10,829	6,571	42,032	49,900	83,727	-6,606	-114,145	-191,088	-278,081	-584,329	-774,082	-1,000,798
Total	18,912	16,399	71,134	154,184	319,892	264,664	109,291	64,861	7,154	-646,468	-982,905	-1,288,956

Year-to-date comparisons to targeted budget numbers were again mixed, with gains in all golf categories but missing in food and total revenues. Last year through September, total revenues were \$635,925 ahead of our target with this year now coming in at only \$7,154 ahead of target. Last year Food Revenue was ahead of target by \$70K, and this year we are trailing target by \$278K.

Unfortunately, the majority of the golf season is now finished. Green aeration, cooler temperatures and shorter days will severely slow golf activity. Forecasts, however, are for a warmer and drier than usual fall, followed by a La Nina weather pattern that may extend the golf season. Planning is well underway for the holiday season, including the holiday pop-up bar and Winter Wonderland themes that have increased business during the slower months where golf does not support the restaurant.

Breaking down some comparative metrics:

September 2025 GPH **up** 4% from September 2024 and **up** 8% from a "normal" year

September 2025 YTD GPH **up** 3% from September 2024 YTD and **up** 2% from a "normal" year

August 2025 Golf Datatech Chicagoland rounds played **up** 5.2%

August 2025 Village Links rounds played **up** 3% - *normally we are stronger than the Chicagoland metric. Village Links golf courses are at very high utilization which may explain why we are not comparing as well.*

YTD through August 2025 Golf Datatech Chicagoland rounds played **up** 1.2%

YTD through August 2025 Village Links rounds played **down** 2% - *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 \$7,154 **over** YTD budget target (2024 September YTD total revenue was over YTD budget target by \$635,925. **(Note:** 2025 targets were increased by \$783,150)

Golf carts grounded 0 days in September 2025 and 1 day in September 2024

September 2025 R22 restaurant and bar sales **down** 2.4%

YTD 2025 R22 restaurant and bar sales **down** 4.9%

September 2025 R22 banquet sales **down** 18.7%

YTD 2025 R22 banquet sales **down** 2.7%

September 2025 R22 Total Revenues **down** 6.9%

YTD 2025 R22 Total Revenues **down** 3.7%

GOLF COURSE AND GROUNDS

September was another busy month that was accompanied by moderate drought. While great for creating firm conditions and making sure carts are running uninterrupted, it poses challenges for recovery. In mid-late August the golf course experienced some minor turf loss in fairways due to heavy rains and hot temperatures. This month we were able to successfully seed into fairway spots with our new Tractor and Seeder purchased this spring, and in areas where we were able to keep cart traffic off entirely, we had very good germination and lateral growth of the existing turf. We will attempt to overseed and fertilize into the remaining thin spots this fall, as well as focus attention onto thin areas of the rough. Our crews also cleared overgrowth along the fence line on Winchell Way to the delight of our neighbors that live along Lowden Avenue, and also continued tree trimming and began swapping out summer annual flowers for fall plantings.

Grounds

1. Greens remain firm and true
2. Continuing tree trimming
3. Bunkers raked near daily
4. Filled All Tee Divots
5. 10 Irrigation repairs (small repairs)
6. Lake Lambert trash removal and mowing
7. Finalizing plans for Greens Aeration
8. Fall Flowers installed
9. Continued trimming trees on the course
10. Pond treatments began on 14, 16, 18, entrance with fantastic results
11. Played Cog Hill #4 with Asst Golf Pro and 2 Rec Commissioners

Mechanical and Building Maintenance

1. Shop cleanup and reorganization as time allows
2. 25 pieces of equipment were repaired and/or serviced
3. Toilets repaired
4. HVAC filters changed and Thermostats changed out
5. Moved Server from Director of Golf Office to North Side office
6. Sinks cleared of clogs
7. Toured entire facility and operation with New F&B Director



Reseeding the 8th tee (9-hole course) tee which is used as a sod nursery.



Newly seeded bare rough areas have begun to fill in.



Newly seeded fairway areas have begun to fill in.



Results of pond treatments have been positive.



Flowers flourishing on the 14th tee box.



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

Meeting 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Mike Campbell

**AGENDA ITEM (ID # 2025-
907)**

DOC ID: 2025-907

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 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: David Manseau

**AGENDA ITEM (ID # 2025-
908)**

DOC ID: 2025-908

b. Reserve 22 - David Manseau

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 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Report
Prepared By: Andrew Cross

**AGENDA ITEM (ID # 2025-
909)**

DOC ID: 2025-909

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 10/31/2025 7:00 AM
Department: Village Links
Department Head: Noel Allen
Category: Discussion Item
Prepared By: Steve Thompson

**AGENDA ITEM (ID
2025-577)**

DOC ID: 2025-577

Trustee Liaison - Steve Thompson

Statement of the Issue:

Analysis:

Budget Impact:

Contribution to Strategic Plan

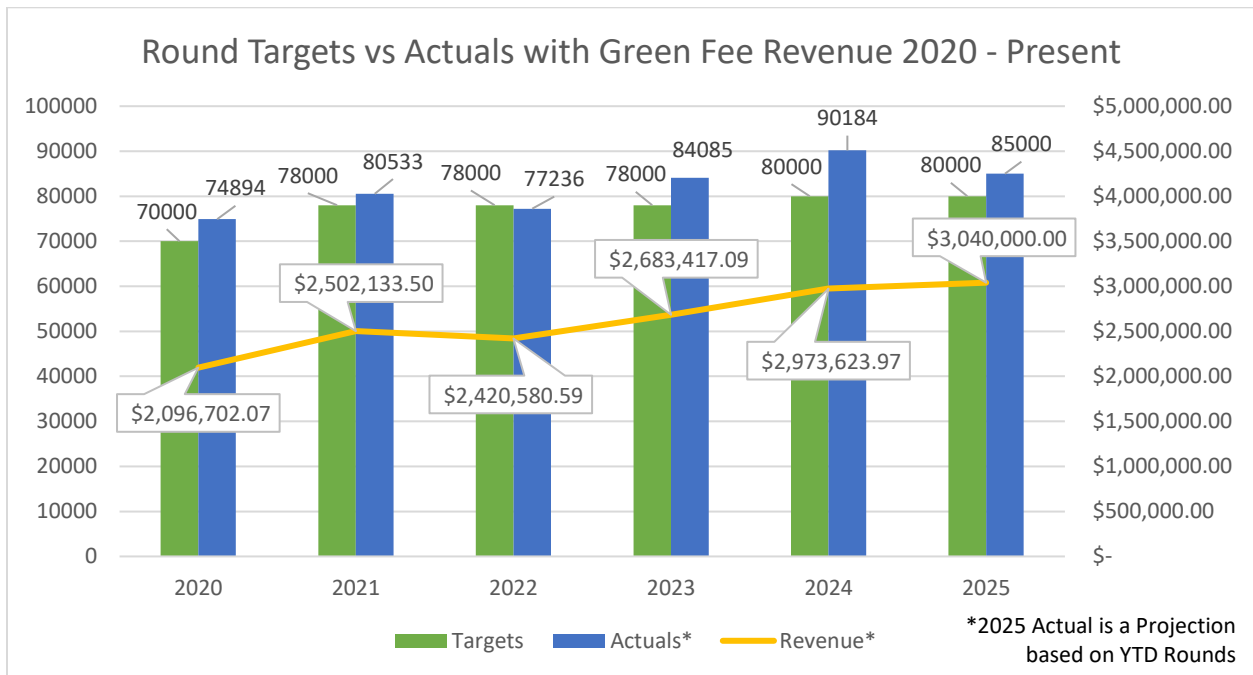
Action Requested:

Attachments:

2026 Rate Proposal

Village Links of Glen Ellyn

Total yearly rounds played will be down slightly from 2024, mainly because a mild winter allowed the course to open about a month earlier 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, a new opportunity we are trialing, as well as the results of our annual rate study, and our recommendation for rates in 2026.

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 2026. 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.

Third-party Bookings

Late this summer, we reached an agreement with GolfNow to grant them access to our tee sheet as a third-party booking engine. For background, in the past when considering partnering with GolfNow, the terms offered little benefit for us. With changes in the golf landscape, GolfNow has been offering a different style of partnership that makes tee times available only 24 hours in advance through their online booking engine. Traditionally, these tee times may or may not have been booked through our own booking engine, but by opening them up to a bigger audience we increase the chances for them to be reserved. GolfNow gets paid through a barter for one foursome per day that is paid directly to them by the customer. All bookings (except for the GolfNow barter times) are for non-resident green fees and get paid directly to us when they arrive at the course. We now have a stable integration up and running, and we are evaluating whether this new tool has helped us fill “last minute” unused tee times more efficiently than our own direct booking.

2025 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 55, with three of the courses closing within the last 5 years, one closed for renovations through 2026, and one reopening. The total number of courses offering 9-holes is 35 with only 29 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 \$87.00 Village Links is the 10th most expensive course, flat from last year. The median fee is \$67.00, up \$2.50 from last year. The average fee is \$73.94, up \$2.67 from last year.

18-Hole Course with Cart Weekend

At \$99.00 Village Links is the 15th most expensive course, up from 16th last year. The median fee is \$84.00, up \$2.00 from last year. The average fee is \$94.25, up \$3.43 from last year.

9-Hole Course with Cart Weekday

At \$39.00 Village Links is the 18th most expensive course, up from 19th last year. The median fee is \$39.00, flat from last year. The average fee is \$40.31, up \$1.58 from last year.

9-Hole Course with Cart Weekend

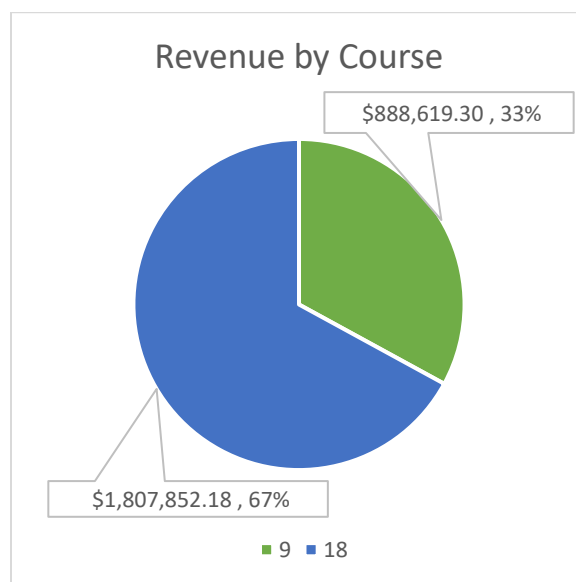
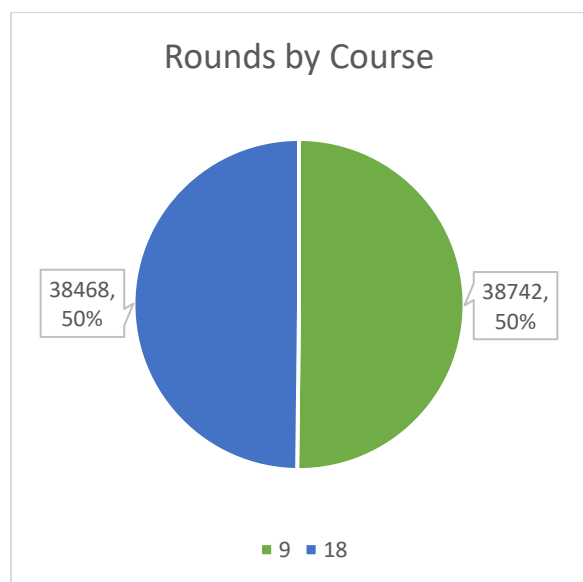
At \$47.00 Village Links is the 14th most expensive course, flat from last year. The median fee is \$47.00, up \$3.00 from last year. The average fee is \$45.95, up \$1.65 from last year.

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.

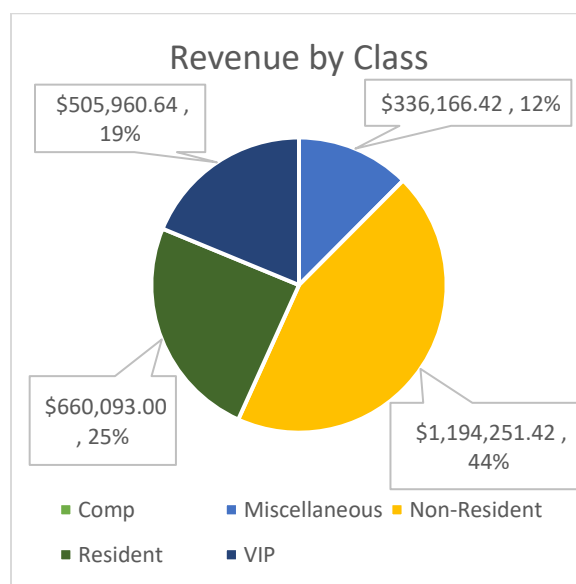
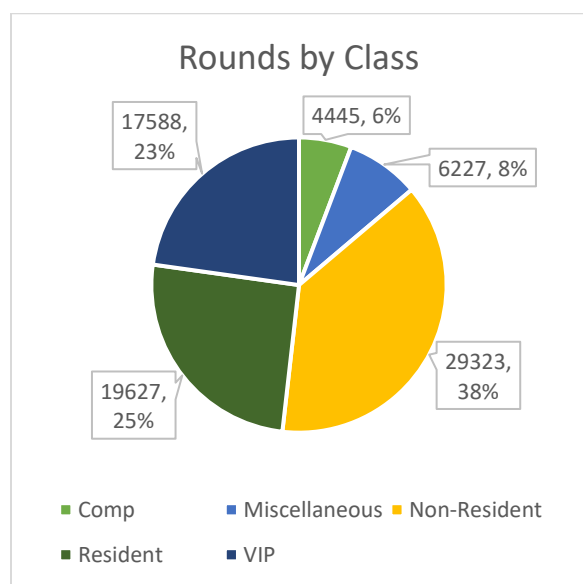
¹ See Appendix A for full Rate Study results.

2025 Green Fee Sales Analysis – Through September 30

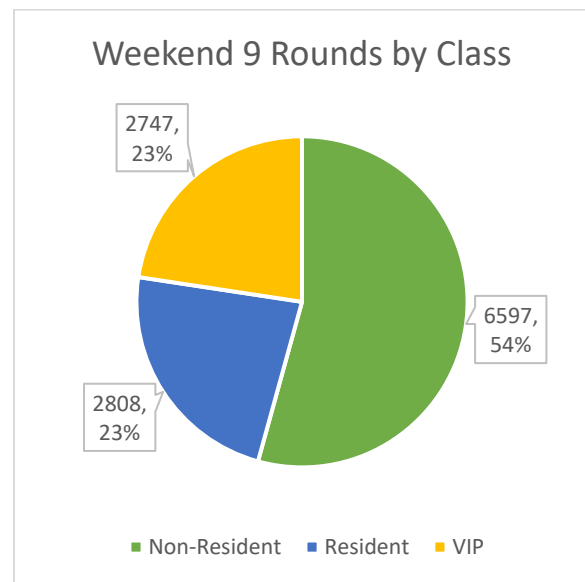
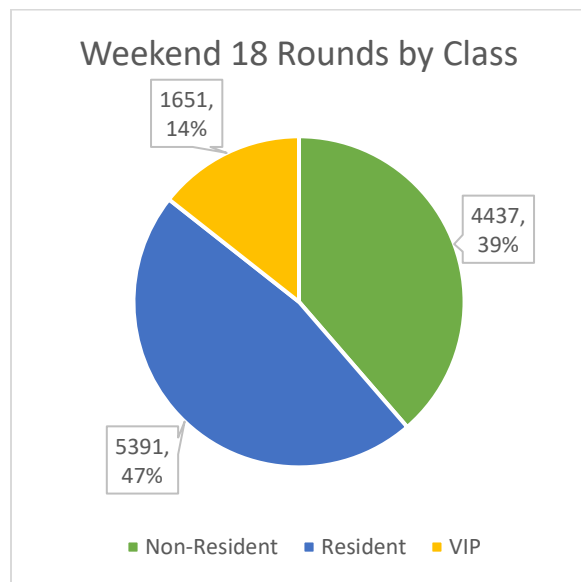
Rounds played were 77,210, down 1,427 or 2% from 2024. The decrease in play is mostly due to a mild winter allowing the course to open 1 month earlier than normal in 2024, as well as 2% better than average year to date weather as determined by Pellucid’s golf playable hours, which is down 1% from last year. Despite the decline in rounds played, green fees and driving range revenues are at record levels due to last year’s rate increases. Motor carts are down this year due to wetter conditions that have lowered overall availability. 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 \$2,652,091.68, up \$77,209.23 or 3%. Green fee revenue on the 18-hole course was \$1,807,852.18 and \$888,619.30 on the 9-hole course.



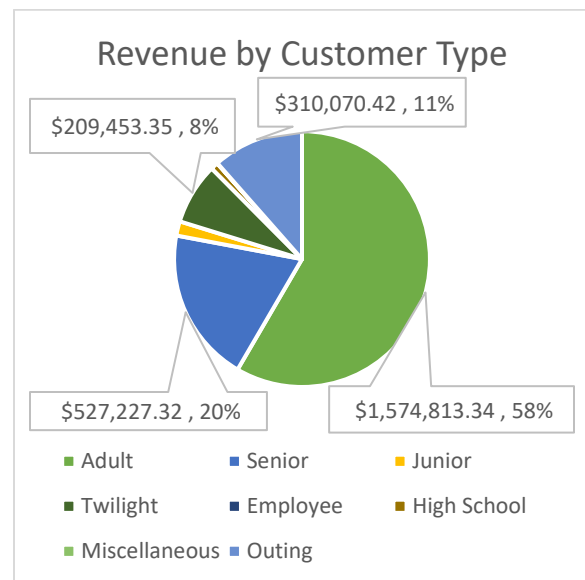
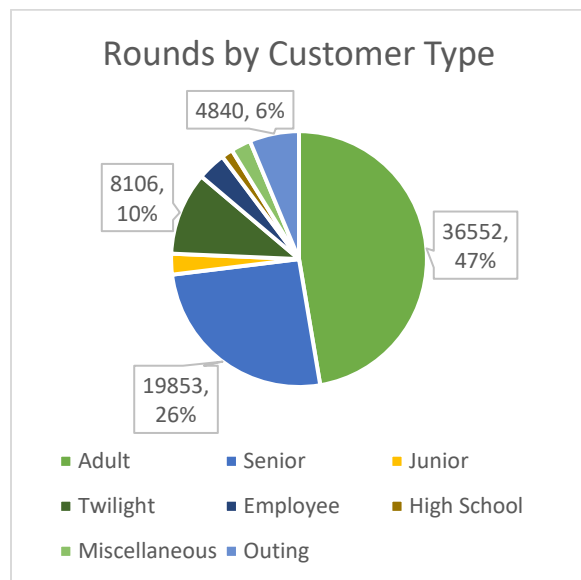
Rounds played continue to be more influenced by non-resident and VIP golfers at 69% of total play. Total green fee revenue from non-resident and VIP play represents 75%.



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.

2026 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 3.4% or \$184,302. Our increase in expenses is lower than 2023 to 2024, but is still modestly higher. Also, in line with operating costs going up, our minimum target balance in the Recreation Fund will also be rising. This is a significant headwind as we seek to save upwards of \$300,000 a year towards the Master Plan. For 2026 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.

New Proportional Rate Structure

In the past, many of our rates have been set more on feel than any data-based approach. We have therefore implemented a new fee structure based on customer class and type:

- VIP is a 20% discount
- Resident is a 25% discount
- Juniors and Seniors get an additional 20% off their rate

Now, we will have more predictable discounted green fees that will always tie directly to the market rate.

Revenue Projections

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

- **Worst** is 74,894 rounds from 2020
- **Average** is the 5-year average of rounds played from 2020 to 2024 of 81,386
- **Target** represents our budget target for rounds in 2026 of 85,000
- **Best** is 90,184 rounds from 2024

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 (74,894)	Average (81,386)	Target (85,000)	Best (90,184)
Model A	\$ 2,585,162.08	\$ 2,812,780.32	\$ 2,939,362.33	\$ 3,121,185.10
Model B	\$ 2,674,316.60	\$ 2,909,656.53	\$ 3,040,532.43	\$ 3,228,539.53
Model C	\$ 2,693,303.07	\$ 2,930,288.31	\$ 3,062,079.50	\$ 3,251,401.28
Model D	\$ 2,623,807.70	\$ 2,854,769.16	\$ 2,983,209.30	\$ 3,167,718.97

Model A

Model A represents no change in green fees or service charges from 2025.³

² See Appendix B for detailed round and revenue projections using each model

³ See Appendix C for full User Fee Schedule – Model A

Model B

Model B represents increases in green fees of about \$1.00 across the board and uses a new proportional rate structure.⁴

Model C

Model C increases green fees more aggressively than Model B, also using a new proportional rate structure, representing about a \$2.00 increase on weekends and a \$1.00 increase on weekdays.⁵

Model D

Model D represents no change in the rack rate, but does implement the new proportional rate structure.⁶

Recommendation

The Golf Division staff recommends that the board approve the rate increase described in Model C for the following reasons:

- Highest probability to achieve budgeted target revenue of \$3.1M if we hit budgeted target rounds of 85K
- Although cooling off, higher than normal inflation continues to be a challenge, and the reality is that there is a new price level
- Cost of labor increasing, though less than in the past with minimum wage increases ending
- **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 \$3.1M in 2026 with no rate increase, we will have to play over 90,000 annual rounds of golf, which would be at or near our highest level in the last five seasons. 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 3.4% through September, which increased our costs over \$184,000. Raising rates using Model C will raise green fee revenues only about \$123,000.

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. This year marked the last year of Illinois minimum wage increases. However, all full time and regular part time staff will still be receiving annual merit increases. Total payroll costs, including FICA and IMRF, are budgeted to increase by \$196,000 or 5% in 2026.

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

⁴ See Appendix D for full User Fee Schedule – Model B

⁵ See Appendix E for full User Fee Schedule – Model C

⁶ See Appendix F for full User Fee Schedule – Model D

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.

For the past several seasons, local competitors have had similar increases to their rates. We anticipate this to continue. Model C will keep us in our desired market position.

Finally, golf demand continues to be at 20-year highs. However, weather (being our largest uncontrollable variable) may not be as conducive to golf as these past few years, where it was above average. This means there is a possibility to see a decline in rounds from 2025. 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	2025 18 With Cart	2024 18 With Cart	Change in Price	Change in Rank
Glen Club	\$ 205.00	\$ 200.00	\$ 5.00	-
Cog Hill #4	\$ 149.00	\$ 145.00	\$ 4.00	-
Cantigny	\$ 119.00	\$ 111.00	\$ 8.00	1
Bolingbrook	\$ 115.00	\$ 115.00	\$ -	(1)
Mistwood	\$ 105.00	\$ 99.00	\$ 6.00	-
Oak Meadows (Preserve)	\$ 95.00	\$ 95.00	\$ -	-
Seven Bridges	\$ 94.00	\$ 92.00	\$ 2.00	-
Arrowhead	\$ 89.00	\$ 89.00	\$ -	-
Pine Meadow	\$ 89.00	\$ 80.00	\$ 9.00	5
Village Links	\$ 87.00	\$ 85.00	\$ 2.00	-
Harborside Int'l	\$ 86.00	\$ 89.00	\$ (3.00)	(3)
Ravisloe	\$ 85.00	\$ 80.00	\$ 5.00	1
Prairie Landing	\$ 85.00	\$ 85.00	\$ -	(2)
Willow Crest	\$ 82.00	\$ 80.00	\$ 2.00	(1)
Cog Hill #2	\$ 80.00	\$ 80.00	\$ -	(2)
Ruffled Feathers	\$ 79.95	\$ 80.99	\$ (1.04)	(4)
Bowes Creek	\$ 79.00	\$ 79.00	\$ -	-
Makray Memorial	\$ 78.00	\$ 75.00	\$ 3.00	-
Winnetka	\$ 77.00	\$ 75.00	\$ 2.00	(1)
Oak Brook	\$ 75.00	\$ 75.00	\$ -	(2)
Silver Lake	\$ 75.00	\$ 68.00	\$ 7.00	4
Glencoe	\$ 73.00	\$ 70.00	\$ 3.00	(1)
Schaumburg Golf Club	\$ 72.00	\$ 70.00	\$ 2.00	(2)
Highlands of Elgin	\$ 70.00	\$ 70.00	\$ -	(3)
Doral Eaglewood	\$ 69.00	\$ 65.00	\$ 4.00	1
Klein Creek	\$ 69.00	\$ 67.00	\$ 2.00	-
Mt. Prospect	\$ 68.00	\$ 64.00	\$ 4.00	2
Springbrook	\$ 67.00	\$ 65.00	\$ 2.00	(2)
Arboretum	\$ 65.00	\$ 60.00	\$ 5.00	1
Maple Meadows	\$ 65.00	\$ 65.00	\$ -	(3)
Bridges of Poplar Creek	\$ 64.00	\$ 60.00	\$ 4.00	(1)
Fox Bend	\$ 62.00	\$ 59.00	\$ 3.00	2
Settler's Hill	\$ 61.00	\$ 55.00	\$ 6.00	7
Fox Lake	\$ 60.00	\$ 57.00	\$ 3.00	5
Bittersweet	\$ 60.00	\$ 52.00	\$ 8.00	15
Cog Hill #3	\$ 60.00	\$ 59.00	\$ 1.00	-
Cog Hill #1	\$ 60.00	\$ 59.00	\$ 1.00	-
Balmoral Woods	\$ 59.00	\$ 55.00	\$ 4.00	2

Weekday	2025 18 With Cart	2024 18 With Cart	Change in Price	Change in Rank
Old Orchard	\$ 59.00	\$ 59.00	\$ -	(4)
Naperbrook	\$ 59.00	\$ 59.00	\$ -	(4)
Bartlett Hills	\$ 59.00	\$ 60.00	\$ (1.00)	(8)
Blackberry Oaks	\$ 59.00	\$ 54.00	\$ 5.00	8
Fox Run Golf Links	\$ 58.00	\$ 55.00	\$ 3.00	(3)
Highland Woods	\$ 57.00	\$ 55.00	\$ 2.00	(4)
Hilldale	\$ 57.00	\$ 55.00	\$ 2.00	(4)
St. Andrews	\$ 56.00	\$ 53.00	\$ 3.00	1
Bloomingtondale	\$ 55.50	\$ 53.00	\$ 2.50	-
Carillon	\$ 55.00	\$ 49.00	\$ 6.00	5
Golf Club of Illinois	\$ 55.00	\$ 52.00	\$ 3.00	1
Tanna Farms	\$ 55.00	\$ 60.00	\$ (5.00)	(18)
White Pines	\$ 54.00	\$ 55.00	\$ (1.00)	(11)
George W. Dunne National	\$ 53.00	\$ 50.00	\$ 3.00	(1)
Mill Creek	\$ 52.00	\$ 50.00	\$ 2.00	(2)
Carriage Greens	\$ 46.00	\$ 42.00	\$ 4.00	1
Tamarack	\$ 44.00	\$ 45.00	\$ (1.00)	(1)

Weekend 18 Holes

Weekend	2025 18 With Cart	2024 18 With Cart	Change in Price	Change in Rank
Glen Club	\$250.00	\$235.00	\$15.00	-
Cog Hill #4	\$206.00	\$204.00	\$2.00	-
Cantigny	\$150.00	\$140.00	\$10.00	-
Harborside Int'l	\$136.00	\$129.00	\$7.00	1
Bolingbrook	\$135.00	\$135.00	\$-	(1)
Mistwood	\$130.00	\$124.00	\$6.00	1
Oak Meadows (Preserve)	\$125.00	\$125.00	\$-	(1)
Seven Bridges	\$121.00	\$120.00	\$1.00	-
Ravisloe	\$120.00	\$110.00	\$10.00	1
Prairie Landing	\$115.00	\$115.00	\$-	(1)
Ruffled Feathers	\$112.95	\$109.99	\$2.96	-
Bowes Creek	\$109.00	\$109.00	\$-	-
Pine Meadow	\$106.00	\$96.00	\$10.00	2
Makray Memorial	\$102.00	\$99.00	\$3.00	(1)
Schaumburg Golf Club	\$99.00	\$94.00	\$5.00	2
Arrowhead	\$99.00	\$99.00	\$-	(2)
Village Links	\$99.00	\$95.00	\$4.00	1
Cog Hill #2	\$96.00	\$92.00	\$4.00	-
Mt. Prospect	\$90.00	\$82.00	\$8.00	8
Winnetka	\$89.00	\$87.00	\$2.00	-
St. Andrews	\$89.00	\$83.00	\$6.00	6
Klein Creek	\$89.00	\$89.00	\$-	(1)
Oak Brook	\$87.00	\$87.00	\$-	(3)

Weekend	2025 18 With Cart	2024 18 With Cart	Change in Price	Change in Rank
Willow Crest	\$86.00	\$85.00	\$1.00	(2)
Maple Meadows	\$85.00	\$85.00	\$-	(3)
Silver Lake	\$85.00	\$78.00	\$7.00	8
Old Orchard	\$85.00	\$85.00	\$-	(3)
Cog Hill #1	\$84.00	\$82.00	\$2.00	(1)
Cog Hill #3	\$84.00	\$82.00	\$2.00	(1)
Highlands of Elgin	\$84.00	\$84.00	\$-	(3)
Glencoe	\$82.00	\$79.00	\$3.00	(1)
Bridges of Poplar Creek	\$82.00	\$79.00	\$3.00	(1)
Arboretum	\$80.00	\$79.00	\$1.00	(3)
Carriage Greens	\$80.00	\$68.00	\$12.00	14
George W. Dunne National	\$79.00	\$76.00	\$3.00	(1)
Bartlett Hills	\$79.00	\$75.00	\$4.00	-
Doral Eaglewood	\$79.00	\$75.00	\$4.00	-
Blackberry Oaks	\$79.00	\$72.00	\$7.00	7
Fox Bend	\$78.00	\$73.00	\$5.00	1
Springbrook	\$77.00	\$75.00	\$2.00	(5)
Bittersweet	\$77.00	\$72.00	\$5.00	2
White Pines	\$76.00	\$69.00	\$7.00	2
Hilldale	\$75.00	\$75.00	\$-	(8)
Fox Run Golf Links	\$72.00	\$69.00	\$3.00	-
Settler's Hill	\$71.00	\$65.00	\$6.00	5
Bloomingtondale	\$70.00	\$67.00	\$3.00	3
Fox Lake	\$70.00	\$65.00	\$5.00	4
Balmoral Woods	\$69.00	\$75.00	\$(6.00)	(13)
Naperbrook	\$69.00	\$69.00	\$-	(4)
Tamarack	\$69.00	\$73.00	\$(4.00)	(8)
Golf Club of Illinois	\$67.00	\$65.00	\$2.00	(1)
Carillon	\$65.00	\$65.00	\$-	(2)
Highland Woods	\$65.00	\$63.00	\$2.00	2
Mill Creek	\$63.00	\$60.00	\$3.00	1
Tanna Farms	\$63.00	\$68.00	\$(5.00)	(7)

Weekday 9 Holes

Weekday	2025 9 With Cart	2024 9 With Cart	Change in Price	Change in Rank
Oak Meadows (Preserve)	\$ 57.00	\$ 57.00	\$ -	-
Cantigny	\$ 55.00	\$ 51.00	\$ 4.00	-
Glencoe	\$ 50.50	\$ 48.00	\$ 2.50	1
Mistwood	\$ 50.00	\$ 50.00	\$ -	(1)
Pine Meadow	\$ 49.00	\$ 48.00	\$ 1.00	(1)
Fox Bend	\$ 48.00	\$ 45.00	\$ 3.00	1
Settler's Hill	\$ 47.00	\$ 40.00	\$ 7.00	7
Oak Brook	\$ 46.50	\$ 46.50	\$ -	(2)
Schaumburg Golf Club	\$ 44.50	\$ 42.50	\$ 2.00	-

Weekday	2025 9 With Cart	2024 9 With Cart	Change in Price	Change in Rank
Arrowhead	\$ 44.50	\$ 44.50	\$ -	(1)
Doral Eaglewood	\$ 44.00	\$ 42.00	\$ 2.00	(1)
Makray Memorial	\$ 42.00	\$ 40.00	\$ 2.00	2
Maple Meadows	\$ 42.00	\$ 42.00	\$ -	(2)
Highlands of Elgin	\$ 41.00	\$ 41.00	\$ -	(2)
Arboretum	\$ 40.00	\$ -	\$ 40.00	20
Old Orchard	\$ 40.00	\$ 40.00	\$ -	(1)
Mill Creek	\$ 40.00	\$ 38.00	\$ 2.00	4
Klein Creek	\$ 39.00	\$ 39.00	\$ -	(1)
Springbrook	\$ 39.00	\$ 39.00	\$ -	(1)
Mt. Prospect	\$ 39.00	\$ 37.00	\$ 2.00	5
Village Links	\$ 39.00	\$ 38.00	\$ 1.00	1
Bowes Creek	\$ 38.00	\$ 38.00	\$ -	(3)
Winnetka	\$ 38.00	\$ 35.00	\$ 3.00	2
Naperbrook	\$ 38.00	\$ 38.00	\$ -	(3)
Tanna Farms	\$ 37.00	\$ 35.00	\$ 2.00	(1)
White Pines	\$ 36.00	\$ 35.00	\$ 1.00	(2)
Carillon	\$ 35.00	\$ 30.00	\$ 5.00	3
Silver Lake	\$ 35.00	\$ 41.00	\$ (6.00)	(15)
Fox Lake	\$ 35.00	\$ 32.00	\$ 3.00	-
Bloomingtondale	\$ 34.00	\$ 32.00	\$ 2.00	(3)
Bittersweet	\$ 32.00	\$ 28.00	\$ 4.00	1
Fox Run Golf Links	\$ 32.00	\$ 31.00	\$ 1.00	(2)
Golf Club of Illinois	\$ 30.00	\$ 29.00	\$ 1.00	(2)
Highland Woods	\$ 28.00	\$ 22.00	\$ 6.00	-
St. Andrews	\$ 26.00	\$ 26.00	\$ -	(2)

Weekend 9 Holes

Weekend	2025 9 With Cart	2024 9 With Cart	Change in Price	Change in Rank
Oak Meadows (Preserve)	\$ 67.00	\$ 67.00	\$ -	-
Cantigny	\$ 65.00	\$ 62.00	\$ 3.00	-
Fox Bend	\$ 56.00	\$ 52.00	\$ 4.00	2
Bowes Creek	\$ 55.00	\$ 55.00	\$ -	(1)
Mistwood	\$ 55.00	\$ 55.00	\$ -	(1)
Doral Eaglewood	\$ 55.00	\$ 51.00	\$ 4.00	2
Schaumburg Golf Club	\$ 53.50	\$ 50.50	\$ 3.00	1
Klein Creek	\$ 53.00	\$ -	\$ 53.00	20
Pine Meadow	\$ 52.00	\$ 48.00	\$ 4.00	2
Highlands of Elgin	\$ 51.00	\$ 51.00	\$ -	(4)
Oak Brook	\$ 49.50	\$ 49.50	\$ -	(2)
Arrowhead	\$ 49.50	\$ 49.50	\$ -	(2)

Weekend	2025 9 With Cart	2024 9 With Cart	Change in Price	Change in Rank
Maple Meadows	\$ 48.00	\$ 48.00	\$ -	(2)
Mt. Prospect	\$ 47.00	\$ 43.00	\$ 4.00	1
Village Links	\$ 47.00	\$ 45.00	\$ 2.00	-
Winnetka	\$ 46.00	\$ 38.00	\$ 8.00	3
Springbrook	\$ 43.00	\$ 43.00	\$ -	(2)
Naperbrook	\$ 42.00	\$ 42.00	\$ -	(1)
Makray Memorial	\$ 42.00	\$ -	\$ 42.00	10
White Pines	\$ 41.00	\$ 40.00	\$ 1.00	(2)
Fox Run Golf Links	\$ 38.00	\$ 37.00	\$ 1.00	(1)
Bittersweet	\$ 38.00	\$ 35.00	\$ 3.00	1
Bloomingtondale	\$ 37.00	\$ 33.00	\$ 4.00	2
Fox Lake	\$ 37.00	\$ 35.00	\$ 2.00	(1)
Golf Club of Illinois	\$ 36.00	\$ 36.00	\$ -	(4)
Carillon	\$ 35.00	\$ 35.00	\$ -	(4)
Silver Lake	\$ 35.00	\$ 46.00	\$ (11.00)	(13)
Highland Woods	\$ 30.00	\$ 27.00	\$ 3.00	(1)
St. Andrews	\$ 29.00	\$ 29.00	\$ -	(3)

Appendix B – Round & Revenue Projections

Rate	5YA Pct	Worst	Average	Target	Best
18 Weekend Non-Res Adult	4.64%	3474	3775	3942	4183
18 Weekend Non-Res Twilight	1.79%	1342	1458	1523	1615
18 Weekend VIP Adult	1.64%	1228	1334	1393	1478
18 Weekend VIP Twilight	0.27%	202	219	229	243
18 Weekend Resident Adult	6.58%	4927	5354	5592	5933
18 Weekend Resident Twilight	0.53%	400	435	454	482
18 Weekday Non-Res Adult	6.18%	4631	5033	5256	5577
18 Weekday Non-Res Senior	3.90%	2925	3178	3319	3522
18 Weekday Non-Res Junior	0.22%	168	183	191	203
18 Weekday Non-Res Twilight	1.88%	1409	1532	1600	1697
18 Weekday VIP Adult	0.95%	710	771	806	855
18 Weekday VIP Senior	2.77%	2078	2258	2358	2502
18 Weekday VIP Junior	0.00%	3	3	3	4
18 Weekday VIP Twilight	2.01%	1504	1634	1707	1811
18 Weekday Resident Adult	2.59%	1940	2108	2202	2336
18 Weekday Resident Senior	2.93%	2197	2387	2493	2645
18 Weekday Resident Junior	0.19%	139	151	157	167
18 Weekday Resident Twilight	1.86%	1393	1513	1581	1677
18 Miscellaneous Comp Employee	1.95%	1461	1588	1658	1759
18 Miscellaneous Comp Miscellaneous	1.84%	1382	1501	1568	1664
18 Miscellaneous Miscellaneous High School	0.21%	160	174	181	192
18 Miscellaneous Miscellaneous Outing	4.47%	3348	3639	3800	4032
9 Weekend Non-Res Adult	8.27%	6197	6734	7033	7462
9 Weekend Non-Res Twilight	0.26%	198	215	225	239
9 Weekend VIP Adult	3.54%	2648	2878	3006	3189
9 Weekend VIP Twilight	0.02%	13	14	15	16
9 Weekend Resident Adult	3.51%	2629	2857	2983	3165
9 Weekend Resident Twilight	0.10%	76	83	86	92
9 Weekday Non-Res Adult	8.23%	6167	6702	7000	7427
9 Weekday Non-Res Senior	3.33%	2492	2708	2828	3000
9 Weekday Non-Res Junior	0.80%	600	652	681	722
9 Weekday Non-Res Twilight	1.14%	852	926	967	1026
9 Weekday VIP Adult	2.86%	2145	2331	2435	2583
9 Weekday VIP Senior	5.40%	4044	4395	4590	4870
9 Weekday VIP Junior	0.03%	20	22	23	25
9 Weekday VIP Twilight	0.10%	78	85	88	94
9 Weekday Resident Adult	3.54%	2654	2884	3012	3196
9 Weekday Resident Senior	4.91%	3678	3997	4174	4429
9 Weekday Resident Junior	0.84%	630	684	715	758
9 Weekday Resident Twilight	0.53%	395	430	449	476
9 Miscellaneous Comp Employee	0.82%	615	668	698	741
9 Miscellaneous Comp Miscellaneous	0.16%	122	132	138	147
9 Miscellaneous Miscellaneous High School	0.90%	677	736	768	815
9 Miscellaneous Miscellaneous Outing	0.55%	411	447	467	495
9 Miscellaneous Miscellaneous Miscellaneous	0.71%	532	578	603	640
Total	100.00%	74894	81386	84997	90184

Rate	Model A	Worst A	Average A	Target A	Best A
18 Weekend Non-Res Adult	\$ 78.00	\$ 270,972.00	\$ 294,450.00	\$ 307,476.00	\$ 326,274.00
18 Weekend Non-Res Twilight	\$ 39.00	\$ 52,338.00	\$ 56,862.00	\$ 59,397.00	\$ 62,985.00
18 Weekend VIP Adult	\$ 62.40	\$ 76,627.20	\$ 83,241.60	\$ 86,923.20	\$ 92,227.20
18 Weekend VIP Twilight	\$ 31.20	\$ 6,302.40	\$ 6,832.80	\$ 7,144.80	\$ 7,581.60
18 Weekend Resident Adult	\$ 60.00	\$ 295,620.00	\$ 321,240.00	\$ 335,520.00	\$ 355,980.00
18 Weekend Resident Twilight	\$ 30.00	\$ 12,000.00	\$ 13,050.00	\$ 13,620.00	\$ 14,460.00
18 Weekday Non-Res Adult	\$ 66.00	\$ 305,646.00	\$ 332,178.00	\$ 346,896.00	\$ 368,082.00
18 Weekday Non-Res Senior	\$ 45.00	\$ 131,625.00	\$ 143,010.00	\$ 149,355.00	\$ 158,490.00
18 Weekday Non-Res Junior	\$ 45.00	\$ 7,560.00	\$ 8,235.00	\$ 8,595.00	\$ 9,135.00
18 Weekday Non-Res Twilight	\$ 33.00	\$ 46,497.00	\$ 50,556.00	\$ 52,800.00	\$ 56,001.00
18 Weekday VIP Adult	\$ 52.80	\$ 37,488.00	\$ 40,708.80	\$ 42,556.80	\$ 45,144.00
18 Weekday VIP Senior	\$ 36.00	\$ 74,808.00	\$ 81,288.00	\$ 84,888.00	\$ 90,072.00
18 Weekday VIP Junior	\$ 36.00	\$ 108.00	\$ 108.00	\$ 108.00	\$ 144.00
18 Weekday VIP Twilight	\$ 26.40	\$ 39,705.60	\$ 43,137.60	\$ 45,064.80	\$ 47,810.40
18 Weekday Resident Adult	\$ 46.00	\$ 89,240.00	\$ 96,968.00	\$ 101,292.00	\$ 107,456.00
18 Weekday Resident Senior	\$ 36.00	\$ 79,092.00	\$ 85,932.00	\$ 89,748.00	\$ 95,220.00
18 Weekday Resident Junior	\$ 36.00	\$ 5,004.00	\$ 5,436.00	\$ 5,652.00	\$ 6,012.00
18 Weekday Resident Twilight	\$ 23.00	\$ 32,039.00	\$ 34,799.00	\$ 36,363.00	\$ 38,571.00
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 36.00	\$ 5,760.00	\$ 6,264.00	\$ 6,516.00	\$ 6,912.00
18 Miscellaneous Miscellaneous Outing	\$ 70.00	\$ 234,360.00	\$ 254,730.00	\$ 266,000.00	\$ 282,240.00
9 Weekend Non-Res Adult	\$ 35.00	\$ 216,895.00	\$ 235,690.00	\$ 246,155.00	\$ 261,170.00
9 Weekend Non-Res Twilight	\$ 17.50	\$ 3,465.00	\$ 3,762.50	\$ 3,937.50	\$ 4,182.50
9 Weekend VIP Adult	\$ 28.00	\$ 74,144.00	\$ 80,584.00	\$ 84,168.00	\$ 89,292.00
9 Weekend VIP Twilight	\$ 14.00	\$ 182.00	\$ 196.00	\$ 210.00	\$ 224.00
9 Weekend Resident Adult	\$ 26.00	\$ 68,354.00	\$ 74,282.00	\$ 77,558.00	\$ 82,290.00
9 Weekend Resident Twilight	\$ 13.00	\$ 988.00	\$ 1,079.00	\$ 1,118.00	\$ 1,196.00
9 Weekday Non-Res Adult	\$ 27.00	\$ 166,509.00	\$ 180,954.00	\$ 189,000.00	\$ 200,529.00
9 Weekday Non-Res Senior	\$ 22.00	\$ 54,824.00	\$ 59,576.00	\$ 62,216.00	\$ 66,000.00
9 Weekday Non-Res Junior	\$ 22.00	\$ 13,200.00	\$ 14,344.00	\$ 14,982.00	\$ 15,884.00
9 Weekday Non-Res Twilight	\$ 13.50	\$ 11,502.00	\$ 12,501.00	\$ 13,054.50	\$ 13,851.00
9 Weekday VIP Adult	\$ 21.60	\$ 46,332.00	\$ 50,349.60	\$ 52,596.00	\$ 55,792.80
9 Weekday VIP Senior	\$ 17.60	\$ 71,174.40	\$ 77,352.00	\$ 80,784.00	\$ 85,712.00
9 Weekday VIP Junior	\$ 17.60	\$ 352.00	\$ 387.20	\$ 404.80	\$ 440.00
9 Weekday VIP Twilight	\$ 10.80	\$ 842.40	\$ 918.00	\$ 950.40	\$ 1,015.20
9 Weekday Resident Adult	\$ 21.00	\$ 55,734.00	\$ 60,564.00	\$ 63,252.00	\$ 67,116.00
9 Weekday Resident Senior	\$ 17.00	\$ 62,526.00	\$ 67,949.00	\$ 70,958.00	\$ 75,293.00
9 Weekday Resident Junior	\$ 17.00	\$ 10,710.00	\$ 11,628.00	\$ 12,155.00	\$ 12,886.00
9 Weekday Resident Twilight	\$ 10.50	\$ 4,147.50	\$ 4,515.00	\$ 4,714.50	\$ 4,998.00
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 17.00	\$ 11,509.00	\$ 12,512.00	\$ 13,056.00	\$ 13,855.00
9 Miscellaneous Miscellaneous Outing	\$ 35.00	\$ 14,385.00	\$ 15,645.00	\$ 16,345.00	\$ 17,325.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,394.00	\$ 2,601.00	\$ 2,713.50	\$ 2,880.00
Total		\$ 2,692,961.50	\$ 2,926,416.10	\$ 3,056,243.80	\$ 3,242,728.70
5YA Rainchecks Issued		\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)
Including Rainchecks and Off-Season Discounting		\$ 2,585,162.08	\$ 2,812,780.32	\$ 2,939,362.33	\$ 3,121,185.10

Rate	Model B	Worst B	Average B	Target B	Best B
18 Weekend Non-Res Adult	\$ 79.00	\$ 274,446.00	\$ 298,225.00	\$ 311,418.00	\$ 330,457.00
18 Weekend Non-Res Twilight	\$ 39.50	\$ 53,009.00	\$ 57,591.00	\$ 60,158.50	\$ 63,792.50
18 Weekend VIP Adult	\$ 63.20	\$ 77,609.60	\$ 84,308.80	\$ 88,037.60	\$ 93,409.60
18 Weekend VIP Twilight	\$ 31.60	\$ 6,383.20	\$ 6,920.40	\$ 7,236.40	\$ 7,678.80
18 Weekend Resident Adult	\$ 59.25	\$ 291,924.75	\$ 317,224.50	\$ 331,326.00	\$ 351,530.25
18 Weekend Resident Twilight	\$ 29.63	\$ 11,850.00	\$ 12,886.88	\$ 13,449.75	\$ 14,279.25
18 Weekday Non-Res Adult	\$ 67.00	\$ 310,277.00	\$ 337,211.00	\$ 352,152.00	\$ 373,659.00
18 Weekday Non-Res Senior	\$ 53.60	\$ 156,780.00	\$ 170,340.80	\$ 177,898.40	\$ 188,779.20
18 Weekday Non-Res Junior	\$ 53.60	\$ 9,004.80	\$ 9,808.80	\$ 10,237.60	\$ 10,880.80
18 Weekday Non-Res Twilight	\$ 33.50	\$ 47,201.50	\$ 51,322.00	\$ 53,600.00	\$ 56,849.50
18 Weekday VIP Adult	\$ 53.60	\$ 38,056.00	\$ 41,325.60	\$ 43,201.60	\$ 45,828.00
18 Weekday VIP Senior	\$ 42.88	\$ 89,104.64	\$ 96,823.04	\$ 101,111.04	\$ 107,285.76
18 Weekday VIP Junior	\$ 42.88	\$ 128.64	\$ 128.64	\$ 128.64	\$ 171.52
18 Weekday VIP Twilight	\$ 26.80	\$ 40,307.20	\$ 43,791.20	\$ 45,747.60	\$ 48,534.80
18 Weekday Resident Adult	\$ 50.25	\$ 97,485.00	\$ 105,927.00	\$ 110,650.50	\$ 117,384.00
18 Weekday Resident Senior	\$ 40.20	\$ 88,319.40	\$ 95,957.40	\$ 100,218.60	\$ 106,329.00
18 Weekday Resident Junior	\$ 40.20	\$ 5,587.80	\$ 6,070.20	\$ 6,311.40	\$ 6,713.40
18 Weekday Resident Twilight	\$ 25.13	\$ 34,999.13	\$ 38,014.13	\$ 39,722.63	\$ 42,134.63
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 40.20	\$ 6,432.00	\$ 6,994.80	\$ 7,276.20	\$ 7,718.40
18 Miscellaneous Miscellaneous Outing	\$ 70.00	\$ 234,360.00	\$ 254,730.00	\$ 266,000.00	\$ 282,240.00
9 Weekend Non-Res Adult	\$ 36.00	\$ 223,092.00	\$ 242,424.00	\$ 253,188.00	\$ 268,632.00
9 Weekend Non-Res Twilight	\$ 18.00	\$ 3,564.00	\$ 3,870.00	\$ 4,050.00	\$ 4,302.00
9 Weekend VIP Adult	\$ 28.80	\$ 76,262.40	\$ 82,886.40	\$ 86,572.80	\$ 91,843.20
9 Weekend VIP Twilight	\$ 14.40	\$ 187.20	\$ 201.60	\$ 216.00	\$ 230.40
9 Weekend Resident Adult	\$ 27.00	\$ 70,983.00	\$ 77,139.00	\$ 80,541.00	\$ 85,455.00
9 Weekend Resident Twilight	\$ 13.50	\$ 1,026.00	\$ 1,120.50	\$ 1,161.00	\$ 1,242.00
9 Weekday Non-Res Adult	\$ 28.00	\$ 172,676.00	\$ 187,656.00	\$ 196,000.00	\$ 207,956.00
9 Weekday Non-Res Senior	\$ 22.40	\$ 55,820.80	\$ 60,659.20	\$ 63,347.20	\$ 67,200.00
9 Weekday Non-Res Junior	\$ 22.40	\$ 13,440.00	\$ 14,604.80	\$ 15,254.40	\$ 16,172.80
9 Weekday Non-Res Twilight	\$ 14.00	\$ 11,928.00	\$ 12,964.00	\$ 13,538.00	\$ 14,364.00
9 Weekday VIP Adult	\$ 22.40	\$ 48,048.00	\$ 52,214.40	\$ 54,544.00	\$ 57,859.20
9 Weekday VIP Senior	\$ 17.92	\$ 72,468.48	\$ 78,758.40	\$ 82,252.80	\$ 87,270.40
9 Weekday VIP Junior	\$ 17.92	\$ 358.40	\$ 394.24	\$ 412.16	\$ 448.00
9 Weekday VIP Twilight	\$ 11.20	\$ 873.60	\$ 952.00	\$ 985.60	\$ 1,052.80
9 Weekday Resident Adult	\$ 21.00	\$ 55,734.00	\$ 60,564.00	\$ 63,252.00	\$ 67,116.00
9 Weekday Resident Senior	\$ 16.80	\$ 61,790.40	\$ 67,149.60	\$ 70,123.20	\$ 74,407.20
9 Weekday Resident Junior	\$ 16.80	\$ 10,584.00	\$ 11,491.20	\$ 12,012.00	\$ 12,734.40
9 Weekday Resident Twilight	\$ 10.50	\$ 4,147.50	\$ 4,515.00	\$ 4,714.50	\$ 4,998.00
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 16.80	\$ 11,373.60	\$ 12,364.80	\$ 12,902.40	\$ 13,692.00
9 Miscellaneous Miscellaneous Outing	\$ 35.00	\$ 14,385.00	\$ 15,645.00	\$ 16,345.00	\$ 17,325.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,394.00	\$ 2,601.00	\$ 2,713.50	\$ 2,880.00
Total		\$ 2,784,402.04	\$ 3,025,776.32	\$ 3,160,008.02	\$ 3,352,835.81
5YA Rainchecks Issued		\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)
Including Rainchecks and Off-Season Discounting		\$ 2,674,316.60	\$ 2,909,656.53	\$ 3,040,532.43	\$ 3,228,539.53

Rate	Model C	Worst C	Average C	Target C	Best C
18 Weekend Non-Res Adult	\$ 80.00	\$ 277,920.00	\$ 302,000.00	\$ 315,360.00	\$ 334,640.00
18 Weekend Non-Res Twilight	\$ 40.00	\$ 53,680.00	\$ 58,320.00	\$ 60,920.00	\$ 64,600.00
18 Weekend VIP Adult	\$ 64.00	\$ 78,592.00	\$ 85,376.00	\$ 89,152.00	\$ 94,592.00
18 Weekend VIP Twilight	\$ 32.00	\$ 6,464.00	\$ 7,008.00	\$ 7,328.00	\$ 7,776.00
18 Weekend Resident Adult	\$ 60.00	\$ 295,620.00	\$ 321,240.00	\$ 335,520.00	\$ 355,980.00
18 Weekend Resident Twilight	\$ 30.00	\$ 12,000.00	\$ 13,050.00	\$ 13,620.00	\$ 14,460.00
18 Weekday Non-Res Adult	\$ 67.00	\$ 310,277.00	\$ 337,211.00	\$ 352,152.00	\$ 373,659.00
18 Weekday Non-Res Senior	\$ 53.60	\$ 156,780.00	\$ 170,340.80	\$ 177,898.40	\$ 188,779.20
18 Weekday Non-Res Junior	\$ 53.60	\$ 9,004.80	\$ 9,808.80	\$ 10,237.60	\$ 10,880.80
18 Weekday Non-Res Twilight	\$ 33.50	\$ 47,201.50	\$ 51,322.00	\$ 53,600.00	\$ 56,849.50
18 Weekday VIP Adult	\$ 53.60	\$ 38,056.00	\$ 41,325.60	\$ 43,201.60	\$ 45,828.00
18 Weekday VIP Senior	\$ 42.88	\$ 89,104.64	\$ 96,823.04	\$ 101,111.04	\$ 107,285.76
18 Weekday VIP Junior	\$ 42.88	\$ 128.64	\$ 128.64	\$ 128.64	\$ 171.52
18 Weekday VIP Twilight	\$ 26.80	\$ 40,307.20	\$ 43,791.20	\$ 45,747.60	\$ 48,534.80
18 Weekday Resident Adult	\$ 50.25	\$ 97,485.00	\$ 105,927.00	\$ 110,650.50	\$ 117,384.00
18 Weekday Resident Senior	\$ 40.20	\$ 88,319.40	\$ 95,957.40	\$ 100,218.60	\$ 106,329.00
18 Weekday Resident Junior	\$ 40.20	\$ 5,587.80	\$ 6,070.20	\$ 6,311.40	\$ 6,713.40
18 Weekday Resident Twilight	\$ 25.13	\$ 34,999.13	\$ 38,014.13	\$ 39,722.63	\$ 42,134.63
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 40.20	\$ 6,432.00	\$ 6,994.80	\$ 7,276.20	\$ 7,718.40
18 Miscellaneous Miscellaneous Outing	\$ 70.00	\$ 234,360.00	\$ 254,730.00	\$ 266,000.00	\$ 282,240.00
9 Weekend Non-Res Adult	\$ 37.00	\$ 229,289.00	\$ 249,158.00	\$ 260,221.00	\$ 276,094.00
9 Weekend Non-Res Twilight	\$ 18.50	\$ 3,663.00	\$ 3,977.50	\$ 4,162.50	\$ 4,421.50
9 Weekend VIP Adult	\$ 29.60	\$ 78,380.80	\$ 85,188.80	\$ 88,977.60	\$ 94,394.40
9 Weekend VIP Twilight	\$ 14.80	\$ 192.40	\$ 207.20	\$ 222.00	\$ 236.80
9 Weekend Resident Adult	\$ 27.75	\$ 72,954.75	\$ 79,281.75	\$ 82,778.25	\$ 87,828.75
9 Weekend Resident Twilight	\$ 13.88	\$ 1,054.50	\$ 1,151.63	\$ 1,193.25	\$ 1,276.50
9 Weekday Non-Res Adult	\$ 28.00	\$ 172,676.00	\$ 187,656.00	\$ 196,000.00	\$ 207,956.00
9 Weekday Non-Res Senior	\$ 22.40	\$ 55,820.80	\$ 60,659.20	\$ 63,347.20	\$ 67,200.00
9 Weekday Non-Res Junior	\$ 22.40	\$ 13,440.00	\$ 14,604.80	\$ 15,254.40	\$ 16,172.80
9 Weekday Non-Res Twilight	\$ 14.00	\$ 11,928.00	\$ 12,964.00	\$ 13,538.00	\$ 14,364.00
9 Weekday VIP Adult	\$ 22.40	\$ 48,048.00	\$ 52,214.40	\$ 54,544.00	\$ 57,859.20
9 Weekday VIP Senior	\$ 17.92	\$ 72,468.48	\$ 78,758.40	\$ 82,252.80	\$ 87,270.40
9 Weekday VIP Junior	\$ 17.92	\$ 358.40	\$ 394.24	\$ 412.16	\$ 448.00
9 Weekday VIP Twilight	\$ 11.20	\$ 873.60	\$ 952.00	\$ 985.60	\$ 1,052.80
9 Weekday Resident Adult	\$ 21.00	\$ 55,734.00	\$ 60,564.00	\$ 63,252.00	\$ 67,116.00
9 Weekday Resident Senior	\$ 16.80	\$ 61,790.40	\$ 67,149.60	\$ 70,123.20	\$ 74,407.20
9 Weekday Resident Junior	\$ 16.80	\$ 10,584.00	\$ 11,491.20	\$ 12,012.00	\$ 12,734.40
9 Weekday Resident Twilight	\$ 10.50	\$ 4,147.50	\$ 4,515.00	\$ 4,714.50	\$ 4,998.00
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 16.80	\$ 11,373.60	\$ 12,364.80	\$ 12,902.40	\$ 13,692.00
9 Miscellaneous Miscellaneous Outing	\$ 35.00	\$ 14,385.00	\$ 15,645.00	\$ 16,345.00	\$ 17,325.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,394.00	\$ 2,601.00	\$ 2,713.50	\$ 2,880.00
Total		\$ 2,803,875.34	\$ 3,046,937.12	\$ 3,182,107.57	\$ 3,376,283.76
5YA Rainchecks Issued		\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)
Including Rainchecks and Off-Season Discounting		\$ 2,693,303.07	\$ 2,930,288.31	\$ 3,062,079.50	\$ 3,251,401.28

Rate	Model D	Worst D	Average D	Target D	Best D
18 Weekend Non-Res Adult	\$ 78.00	\$ 270,972.00	\$ 294,450.00	\$ 307,476.00	\$ 326,274.00
18 Weekend Non-Res Twilight	\$ 39.00	\$ 52,338.00	\$ 56,862.00	\$ 59,397.00	\$ 62,985.00
18 Weekend VIP Adult	\$ 62.40	\$ 76,627.20	\$ 83,241.60	\$ 86,923.20	\$ 92,227.20
18 Weekend VIP Twilight	\$ 31.20	\$ 6,302.40	\$ 6,832.80	\$ 7,144.80	\$ 7,581.60
18 Weekend Resident Adult	\$ 58.50	\$ 288,229.50	\$ 313,209.00	\$ 327,132.00	\$ 347,080.50
18 Weekend Resident Twilight	\$ 29.25	\$ 11,700.00	\$ 12,723.75	\$ 13,279.50	\$ 14,098.50
18 Weekday Non-Res Adult	\$ 66.00	\$ 305,646.00	\$ 332,178.00	\$ 346,896.00	\$ 368,082.00
18 Weekday Non-Res Senior	\$ 52.80	\$ 154,440.00	\$ 167,798.40	\$ 175,243.20	\$ 185,961.60
18 Weekday Non-Res Junior	\$ 52.80	\$ 8,870.40	\$ 9,662.40	\$ 10,084.80	\$ 10,718.40
18 Weekday Non-Res Twilight	\$ 33.00	\$ 46,497.00	\$ 50,556.00	\$ 52,800.00	\$ 56,001.00
18 Weekday VIP Adult	\$ 52.80	\$ 37,488.00	\$ 40,708.80	\$ 42,556.80	\$ 45,144.00
18 Weekday VIP Senior	\$ 42.24	\$ 87,774.72	\$ 95,377.92	\$ 99,601.92	\$ 105,684.48
18 Weekday VIP Junior	\$ 42.24	\$ 126.72	\$ 126.72	\$ 126.72	\$ 168.96
18 Weekday VIP Twilight	\$ 26.40	\$ 39,705.60	\$ 43,137.60	\$ 45,064.80	\$ 47,810.40
18 Weekday Resident Adult	\$ 49.50	\$ 96,030.00	\$ 104,346.00	\$ 108,999.00	\$ 115,632.00
18 Weekday Resident Senior	\$ 39.60	\$ 87,001.20	\$ 94,525.20	\$ 98,722.80	\$ 104,742.00
18 Weekday Resident Junior	\$ 39.60	\$ 5,504.40	\$ 5,979.60	\$ 6,217.20	\$ 6,613.20
18 Weekday Resident Twilight	\$ 24.75	\$ 34,476.75	\$ 37,446.75	\$ 39,129.75	\$ 41,505.75
18 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
18 Miscellaneous Miscellaneous High School	\$ 39.60	\$ 6,336.00	\$ 6,890.40	\$ 7,167.60	\$ 7,603.20
18 Miscellaneous Miscellaneous Outing	\$ 70.00	\$ 234,360.00	\$ 254,730.00	\$ 266,000.00	\$ 282,240.00
9 Weekend Non-Res Adult	\$ 35.00	\$ 216,895.00	\$ 235,690.00	\$ 246,155.00	\$ 261,170.00
9 Weekend Non-Res Twilight	\$ 17.50	\$ 3,465.00	\$ 3,762.50	\$ 3,937.50	\$ 4,182.50
9 Weekend VIP Adult	\$ 28.00	\$ 74,144.00	\$ 80,584.00	\$ 84,168.00	\$ 89,292.00
9 Weekend VIP Twilight	\$ 14.00	\$ 182.00	\$ 196.00	\$ 210.00	\$ 224.00
9 Weekend Resident Adult	\$ 26.25	\$ 69,011.25	\$ 74,996.25	\$ 78,303.75	\$ 83,081.25
9 Weekend Resident Twilight	\$ 13.13	\$ 997.50	\$ 1,089.38	\$ 1,128.75	\$ 1,207.50
9 Weekday Non-Res Adult	\$ 27.00	\$ 166,509.00	\$ 180,954.00	\$ 189,000.00	\$ 200,529.00
9 Weekday Non-Res Senior	\$ 21.60	\$ 53,827.20	\$ 58,492.80	\$ 61,084.80	\$ 64,800.00
9 Weekday Non-Res Junior	\$ 21.60	\$ 12,960.00	\$ 14,083.20	\$ 14,709.60	\$ 15,595.20
9 Weekday Non-Res Twilight	\$ 13.50	\$ 11,502.00	\$ 12,501.00	\$ 13,054.50	\$ 13,851.00
9 Weekday VIP Adult	\$ 21.60	\$ 46,332.00	\$ 50,349.60	\$ 52,596.00	\$ 55,792.80
9 Weekday VIP Senior	\$ 17.28	\$ 69,880.32	\$ 75,945.60	\$ 79,315.20	\$ 84,153.60
9 Weekday VIP Junior	\$ 17.28	\$ 345.60	\$ 380.16	\$ 397.44	\$ 432.00
9 Weekday VIP Twilight	\$ 10.80	\$ 842.40	\$ 918.00	\$ 950.40	\$ 1,015.20
9 Weekday Resident Adult	\$ 20.25	\$ 53,743.50	\$ 58,401.00	\$ 60,993.00	\$ 64,719.00
9 Weekday Resident Senior	\$ 16.20	\$ 59,583.60	\$ 64,751.40	\$ 67,618.80	\$ 71,749.80
9 Weekday Resident Junior	\$ 16.20	\$ 10,206.00	\$ 11,080.80	\$ 11,583.00	\$ 12,279.60
9 Weekday Resident Twilight	\$ 10.13	\$ 3,999.38	\$ 4,353.75	\$ 4,546.13	\$ 4,819.50
9 Miscellaneous Comp Employee	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Comp Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
9 Miscellaneous Miscellaneous High School	\$ 16.20	\$ 10,967.40	\$ 11,923.20	\$ 12,441.60	\$ 13,203.00
9 Miscellaneous Miscellaneous Outing	\$ 35.00	\$ 14,385.00	\$ 15,645.00	\$ 16,345.00	\$ 17,325.00
9 Miscellaneous Miscellaneous Miscellaneous	\$ 4.50	\$ 2,394.00	\$ 2,601.00	\$ 2,713.50	\$ 2,880.00
Total		\$ 2,732,598.04	\$ 2,969,481.58	\$ 3,101,215.06	\$ 3,290,455.74
5YA Rainchecks Issued		\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)	\$ (40,475.38)
Including Rainchecks and Off-Season Discounting		\$ 2,623,807.70	\$ 2,854,769.16	\$ 2,983,209.30	\$ 3,167,718.97

Appendix C – User Fee Schedule – Model A

2026 VILLAGE LINKS USER FEES			
FEE SCHEDULE WORKSHEET - MODEL A			
18 HOLE GREEN FEES			
WEEKENDS	2025	2026	% incr.
NR 18 Holes	\$78.00	\$ 78.00	0.0%
NR 18 Holes Combo	\$74.00	\$ 74.00	0.0%
VIP 18 Holes	\$62.40	\$ 62.40	0.0%
VIP 18 Holes Combo	\$59.20	\$ 59.20	0.0%
R 18 Holes	\$60.00	\$ 60.00	0.0%
R 18 Holes Combo	\$56.00	\$ 56.00	0.0%
R 18 Holes Multi Play	\$56.00	\$ 56.00	0.0%
NR 18 Holes After 3:30 PM	\$39.00	\$ 39.00	0.0%
VIP 18 Holes After 3:30 PM	\$31.20	\$ 31.20	0.0%
R 18 Holes After 3:30 PM	\$30.00	\$ 30.00	0.0%
WEEKDAYS			
NR 18 Holes	\$66.00	\$ 66.00	0.0%
NR 18 Holes Senior/Junior	\$45.00	\$ 45.00	0.0%
VIP 18 Holes	\$52.80	\$ 52.80	0.0%
VIP 18 Holes Senior/Junior	\$36.00	\$ 36.00	0.0%
R 18 Holes	\$46.00	\$ 46.00	0.0%
R 18 Holes Multi Play	\$42.00	\$ 42.00	0.0%
R 18 Holes Senior Junior	\$36.00	\$ 36.00	0.0%
R 18 Holes Senior Junior Multi Play	\$34.00	\$ 34.00	0.0%
NR 18 Holes After 3:30 PM	\$33.00	\$ 33.00	0.0%
VIP 18 Holes After 3:30 PM	\$26.40	\$ 26.40	0.0%
R 18 Holes After 3:30 PM	\$23.00	\$ 23.00	0.0%
MISCELLANEOUS			
School Team 18	\$36.00	\$ 36.00	0.0%
9 HOLE GREEN FEES			
WEEKENDS			
NR 9 Holes	\$35.00	\$ 35.00	0.0%
VIP 9 Holes	\$28.00	\$ 28.00	0.0%
R 9 Holes	\$26.00	\$ 26.00	0.0%
NR 9 Holes After 6:30 PM	\$17.50	\$ 17.50	0.0%
VIP 9 Holes After 6:30 PM	\$14.00	\$ 14.00	0.0%
R 9 Holes After 6:30 PM	\$13.00	\$ 13.00	0.0%
WEEKDAYS			
NR 9 Holes	\$27.00	\$ 27.00	0.0%
NR 9 Holes Senior/Junior	\$22.00	\$ 22.00	0.0%
VIP 9 Holes	\$21.60	\$ 21.60	0.0%
VIP 9 Holes Senior/Junior	\$17.60	\$ 17.60	0.0%
R 9 Holes	\$21.00	\$ 21.00	0.0%
R 9 Hole Senior/Junior	\$17.00	\$ 17.00	0.0%
NR 9 Holes After 6:30 PM	\$13.50	\$ 13.50	0.0%
VIP 9 Holes After 6:30 PM	\$10.80	\$ 10.80	0.0%
R 9 Holes After 6:30 PM	\$10.50	\$ 10.50	0.0%
MISCELLANEOUS			
School Team 9	\$17.00	\$ 17.00	0.0%
MISCELLANEOUS FEES			
MOTORIZED CARTS	2025	2026	% incr.
18 Holes	\$ 21.00	\$ 23.00	9.5%
9 Holes	\$ 12.00	\$ 13.00	8.3%
Back 9	\$ 12.00	\$ 13.00	8.3%
HAND CARTS			
18 Holes	\$ 9.00	\$ 9.00	0.0%
9 Holes	\$ 5.00	\$ 5.00	0.0%
DRIVING RANGE			
Small	\$ 9.00	\$ 9.00	0.0%
Medium	\$ 12.00	\$ 12.00	0.0%
Large	\$ 15.00	\$ 15.00	0.0%
Jumbo	\$ 26.00	\$ 26.00	0.0%
15 Bucket Card	\$165.00	\$165.00	0.0%
LOCKERS			
Full Season	\$150.00	\$150.00	0.0%
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%
CLUB RENTAL			
18 Holes	\$ 50.00	\$ 50.00	0.0%
9 Holes	\$ 30.00	\$ 30.00	0.0%
NOTES			
<i>No green fee rate change from 2025</i>			
<i>Use daily deals to manage price if rounds decline</i>			
<i>Many courses use dynamic price now</i>			
<i>Increase in cart fees due to new carts with upgraded features</i>			

Appendix D – User Fee Schedule – Model B

2026 VILLAGE LINKS USER FEES				2026 VILLAGE LINKS USER FEES			
FEE SCHEDULE WORKSHEET - MODEL B				FEE SCHEDULE WORKSHEET - MODEL B			
18 HOLE GREEN FEES				MISCELLANEOUS FEES			
WEEKENDS	2025	2026	% incr.	MOTORIZED CARTS	2025	2026	% incr.
NR 18 Holes	\$78.00	\$79.00	1.3%	18 Holes	\$ 21.00	\$ 23.00	9.5%
NR 18 Holes Combo	\$74.00	\$75.50	2.0%	9 Holes	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes	\$62.40	\$63.20	1.3%	Back 9	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes Combo	\$59.20	\$60.40	2.0%	HAND CARTS			
R 18 Holes	\$60.00	\$59.25	-1.3%	18 Holes	\$ 9.00	\$ 9.00	0.0%
R 18 Holes Combo	\$56.00	\$56.63	1.1%	9 Holes	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Multi Play	\$56.00	\$55.25	-1.3%	DRIVING RANGE			
NR 18 Holes After 3:30 PM	\$39.00	\$39.50	1.3%	Small	\$ 9.00	\$ 9.00	0.0%
VIP 18 Holes After 3:30 PM	\$31.20	\$31.60	1.3%	Medium	\$ 12.00	\$ 12.00	0.0%
R 18 Holes After 3:30 PM	\$30.00	\$29.63	-1.3%	Large	\$ 15.00	\$ 15.00	0.0%
WEEKDAYS				Jumbo	\$ 26.00	\$ 26.00	0.0%
NR 18 Holes	\$66.00	\$67.00	1.5%	15 Bucket Card	\$165.00	\$165.00	0.0%
NR 18 Holes Senior/Junior	\$45.00	\$53.60	19.1%	LOCKERS			
VIP 18 Holes	\$52.80	\$53.60	1.5%	Full Season	\$150.00	\$150.00	0.0%
VIP 18 Holes Senior/Junior	\$36.00	\$42.88	19.1%	RESIDENT CARDS			
R 18 Holes	\$46.00	\$50.25	9.2%	Adult	\$ 10.00	\$ 10.00	0.0%
R 18 Holes Multi Play	\$42.00	\$46.25	10.1%	(after March 15)	\$ 20.00	\$ 20.00	0.0%
R 18 Holes Senior Junior	\$36.00	\$40.20	11.7%	Junior	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Senior Junior Multi Play	\$34.00	\$38.20	12.4%	(after March 15)	\$ 10.00	\$ 10.00	0.0%
NR 18 Holes After 3:30 PM	\$33.00	\$33.50	1.5%	MISCELLANEOUS			
VIP 18 Holes After 3:30 PM	\$26.40	\$26.80	1.5%	PT Registration Fee	\$ 25.00	\$ 25.00	0.0%
R 18 Holes After 3:30 PM	\$23.00	\$25.13	9.2%	CLUB RENTAL			
MISCELLANEOUS				18 Holes	\$ 50.00	\$ 50.00	0.0%
School Team 18	\$36.00	\$40.20	11.7%	9 Holes	\$ 30.00	\$ 30.00	0.0%
9 HOLE GREEN FEES				NOTES			
WEEKENDS				<i>\$1 Rack rate increase across the board</i> <i>Use daily deals to manage price if rounds decline</i> <i>Many courses use dynamic price now</i> <i>Increase in cart fees due to new carts with upgraded features</i> <i>Using new proportional rate system:</i> <i>VIP - 20% off</i> <i>Resident - 25% off</i> <i>Senior/Junior - 20% off</i> <i>VIP Senior/Junior - 36% off</i> <i>Resident Senior/Junior - 40% off</i> <i>Multiplay - Reg \$4 off, Sr/Jr \$2 off</i> <i>Twilight - 50% off</i>			
NR 9 Holes	\$35.00	\$36.00	2.9%				
VIP 9 Holes	\$28.00	\$28.80	2.9%				
R 9 Holes	\$26.00	\$27.00	3.8%				
NR 9 Holes After 6:30 PM	\$17.50	\$18.00	2.9%				
VIP 9 Holes After 6:30 PM	\$14.00	\$14.40	2.9%				
R 9 Holes After 6:30 PM	\$13.00	\$13.50	3.8%				
WEEKDAYS							
NR 9 Holes	\$27.00	\$28.00	3.7%				
NR 9 Holes Senior/Junior	\$22.00	\$22.40	1.8%				
VIP 9 Holes	\$21.60	\$22.40	3.7%				
VIP 9 Holes Senior/Junior	\$17.60	\$17.92	1.8%				
R 9 Holes	\$21.00	\$21.00	0.0%				
R 9 Hole Senior/Junior	\$17.00	\$16.80	-1.2%				
NR 9 Holes After 6:30 PM	\$13.50	\$14.00	3.7%				
VIP 9 Holes After 6:30 PM	\$10.80	\$11.20	3.7%				
R 9 Holes After 6:30 PM	\$10.50	\$10.50	0.0%				
MISCELLANEOUS							
School Team 9	\$17.00	\$16.80	-1.2%				

Appendix E – User Fee Schedule – Model C

2026 VILLAGE LINKS USER FEES				2026 VILLAGE LINKS USER FEES			
FEE SCHEDULE WORKSHEET - MODEL C				FEE SCHEDULE WORKSHEET - MODEL C			
18 HOLE GREEN FEES				MISCELLANEOUS FEES			
WEEKENDS	2025	2026	% incr.	MOTORIZED CARTS	2025	2026	% incr.
NR 18 Holes	\$78.00	\$80.00	2.6%	18 Holes	\$ 21.00	\$ 23.00	9.5%
NR 18 Holes Combo	\$74.00	\$77.00	4.1%	9 Holes	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes	\$62.40	\$64.00	2.6%	Back 9	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes Combo	\$59.20	\$61.60	4.1%	HAND CARTS			
R 18 Holes	\$60.00	\$60.00	0.0%	18 Holes	\$ 9.00	\$ 9.00	0.0%
R 18 Holes Combo	\$56.00	\$57.75	3.1%	9 Holes	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Multi Play	\$56.00	\$56.00	0.0%	DRIVING RANGE			
NR 18 Holes After 3:30 PM	\$39.00	\$40.00	2.6%	Small	\$ 9.00	\$ 9.00	0.0%
VIP 18 Holes After 3:30 PM	\$31.20	\$32.00	2.6%	Medium	\$ 12.00	\$ 12.00	0.0%
R 18 Holes After 3:30 PM	\$30.00	\$30.00	0.0%	Large	\$ 15.00	\$ 15.00	0.0%
WEEKDAYS				Jumbo	\$ 26.00	\$ 26.00	0.0%
NR 18 Holes	\$66.00	\$67.00	1.5%	15 Bucket Card	\$165.00	\$165.00	0.0%
NR 18 Holes Senior/Junior	\$45.00	\$53.60	19.1%	LOCKERS			
VIP 18 Holes	\$52.80	\$53.60	1.5%	Full Season	\$150.00	\$150.00	0.0%
VIP 18 Holes Senior/Junior	\$36.00	\$42.88	19.1%	RESIDENT CARDS			
R 18 Holes	\$46.00	\$50.25	9.2%	Adult	\$ 10.00	\$ 10.00	0.0%
R 18 Holes Multi Play	\$42.00	\$46.25	10.1%	(after March 15)	\$ 20.00	\$ 20.00	0.0%
R 18 Holes Senior Junior	\$36.00	\$40.20	11.7%	Junior	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Senior Junior Multi Play	\$34.00	\$38.20	12.4%	(after March 15)	\$ 10.00	\$ 10.00	0.0%
NR 18 Holes After 3:30 PM	\$33.00	\$33.50	1.5%	MISCELLANEOUS			
VIP 18 Holes After 3:30 PM	\$26.40	\$26.80	1.5%	PT Registration Fee	\$ 25.00	\$ 25.00	0.0%
R 18 Holes After 3:30 PM	\$23.00	\$25.13	9.2%	CLUB RENTAL			
MISCELLANEOUS				18 Holes	\$ 50.00	\$ 50.00	0.0%
School Team 18	\$36.00	\$40.20	11.7%	9 Holes	\$ 30.00	\$ 30.00	0.0%
9 HOLE GREEN FEES				NOTES			
WEEKENDS				<i>\$2 Rack rate increase WE, \$1 increase WD</i> <i>Use daily deals to manage price if rounds decline</i> <i>Many courses use dynamic price now</i> <i>Increase in cart fees due to new carts with upgraded features</i> <i>Using new proportional rate system:</i> <i>VIP - 20% off</i> <i>Resident - 25% off</i> <i>Senior/Junior - 20% off</i> <i>VIP Senior/Junior - 36% off</i> <i>Resident Senior/Junior - 40% off</i> <i>Multiplay - Reg \$4 off, Sr/Jr \$2 off</i> <i>Twilight - 50% off</i>			
NR 9 Holes	\$35.00	\$37.00	5.7%				
VIP 9 Holes	\$28.00	\$29.60	5.7%				
R 9 Holes	\$26.00	\$27.75	6.7%				
NR 9 Holes After 6:30 PM	\$17.50	\$18.50	5.7%				
VIP 9 Holes After 6:30 PM	\$14.00	\$14.80	5.7%				
R 9 Holes After 6:30 PM	\$13.00	\$13.88	6.7%				
WEEKDAYS							
NR 9 Holes	\$27.00	\$28.00	3.7%				
NR 9 Holes Senior/Junior	\$22.00	\$22.40	1.8%				
VIP 9 Holes	\$21.60	\$22.40	3.7%				
VIP 9 Holes Senior/Junior	\$17.60	\$17.92	1.8%				
R 9 Holes	\$21.00	\$21.00	0.0%				
R 9 Hole Senior/Junior	\$17.00	\$16.80	-1.2%				
NR 9 Holes After 6:30 PM	\$13.50	\$14.00	3.7%				
VIP 9 Holes After 6:30 PM	\$10.80	\$11.20	3.7%				
R 9 Holes After 6:30 PM	\$10.50	\$10.50	0.0%				
MISCELLANEOUS							
School Team 9	\$17.00	\$16.80	-1.2%				

Appendix F – User Fee Schedule – Model D

2026 VILLAGE LINKS USER FEES				2026 VILLAGE LINKS USER FEES			
FEE SCHEDULE WORKSHEET - MODEL D				FEE SCHEDULE WORKSHEET - MODEL D			
18 HOLE GREEN FEES				MISCELLANEOUS FEES			
WEEKENDS	2025	2026	% incr.	MOTORIZED CARTS	2025	2026	% incr.
NR 18 Holes	\$78.00	\$78.00	0.0%	18 Holes	\$ 21.00	\$ 23.00	9.5%
NR 18 Holes Combo	\$74.00	\$74.00	0.0%	9 Holes	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes	\$62.40	\$62.40	0.0%	Back 9	\$ 12.00	\$ 13.00	8.3%
VIP 18 Holes Combo	\$59.20	\$59.20	0.0%	HAND CARTS			
R 18 Holes	\$60.00	\$58.50	-2.5%	18 Holes	\$ 9.00	\$ 9.00	0.0%
R 18 Holes Combo	\$56.00	\$55.50	-0.9%	9 Holes	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Multi Play	\$56.00	\$54.50	-2.7%	DRIVING RANGE			
NR 18 Holes After 3:30 PM	\$39.00	\$39.00	0.0%	Small	\$ 9.00	\$ 9.00	0.0%
VIP 18 Holes After 3:30 PM	\$31.20	\$31.20	0.0%	Medium	\$ 12.00	\$ 12.00	0.0%
R 18 Holes After 3:30 PM	\$30.00	\$29.25	-2.5%	Large	\$ 15.00	\$ 15.00	0.0%
WEEKDAYS				Jumbo	\$ 26.00	\$ 26.00	0.0%
NR 18 Holes	\$66.00	\$66.00	0.0%	15 Bucket Card	\$165.00	\$165.00	0.0%
NR 18 Holes Senior/Junior	\$45.00	\$52.80	17.3%	LOCKERS			
VIP 18 Holes	\$52.80	\$52.80	0.0%	Full Season	\$150.00	\$150.00	0.0%
VIP 18 Holes Senior/Junior	\$36.00	\$42.24	17.3%	RESIDENT CARDS			
R 18 Holes	\$46.00	\$49.50	7.6%	Adult	\$ 10.00	\$ 10.00	0.0%
R 18 Holes Multi Play	\$42.00	\$45.50	8.3%	(after March 15)	\$ 20.00	\$ 20.00	0.0%
R 18 Holes Senior Junior	\$36.00	\$39.60	10.0%	Junior	\$ 5.00	\$ 5.00	0.0%
R 18 Holes Senior Junior Multi Play	\$34.00	\$37.60	10.6%	(after March 15)	\$ 10.00	\$ 10.00	0.0%
NR 18 Holes After 3:30 PM	\$33.00	\$33.00	0.0%	MISCELLANEOUS			
VIP 18 Holes After 3:30 PM	\$26.40	\$26.40	0.0%	PT Registration Fee	\$ 25.00	\$ 25.00	0.0%
R 18 Holes After 3:30 PM	\$23.00	\$24.75	7.6%	CLUB RENTAL			
MISCELLANEOUS				18 Holes	\$ 50.00	\$ 50.00	0.0%
School Team 18	\$36.00	\$39.60	10.0%	9 Holes	\$ 30.00	\$ 30.00	0.0%
9 HOLE GREEN FEES				NOTES			
WEEKENDS				<i>No rack rate increase</i>			
NR 9 Holes	\$35.00	\$35.00	0.0%	<i>Use daily deals to manage price if rounds decline</i>			
VIP 9 Holes	\$28.00	\$28.00	0.0%	<i>Many courses use dynamic price now</i>			
R 9 Holes	\$26.00	\$26.25	1.0%	<i>Increase in cart fees due to new carts with upgraded features</i>			
NR 9 Holes After 6:30 PM	\$17.50	\$17.50	0.0%	<i>Using new proportional rate system:</i>			
VIP 9 Holes After 6:30 PM	\$14.00	\$14.00	0.0%	<i>VIP - 20% off</i>			
R 9 Holes After 6:30 PM	\$13.00	\$13.13	1.0%	<i>Resident - 25% off</i>			
WEEKDAYS				<i>Senior/Junior - 20% off</i>			
NR 9 Holes	\$27.00	\$27.00	0.0%	<i>VIP Senior/Junior - 36% off</i>			
NR 9 Holes Senior/Junior	\$22.00	\$21.60	-1.8%	<i>Resident Senior/Junior - 40% off</i>			
VIP 9 Holes	\$21.60	\$21.60	0.0%	<i>Multiplay - Reg \$4 off, Sr/Jr \$2 off</i>			
VIP 9 Holes Senior/Junior	\$17.60	\$17.28	-1.8%	<i>Twilight - 50% off</i>			
R 9 Holes	\$21.00	\$20.25	-3.6%				
R 9 Hole Senior/Junior	\$17.00	\$16.20	-4.7%				
NR 9 Holes After 6:30 PM	\$13.50	\$13.50	0.0%				
VIP 9 Holes After 6:30 PM	\$10.80	\$10.80	0.0%				
R 9 Holes After 6:30 PM	\$10.50	\$10.13	-3.6%				
MISCELLANEOUS							
School Team 9	\$17.00	\$16.20	-4.7%				