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Executive Summary:

Arrowhead Golf Club's 27 championship holes of golf are perfectly set on 221 prime acres along with a driving range and 50,000 square foot clubhouse complete with full restaurant and bar as well as event and corporate meeting space.

Staff is dedicated in maintaining the facility at a level that "wows" guests. Guests will find staff attentive in updating offerings, refreshing older events and developing new opportunities for people to enjoy everything Arrowhead has to offer. The 2017 addition of a new seating area outside the pro shop provides golfers and nongolfers alike, an additional area to spend time outdoors while enjoying a beverage and/or time with friends. This new space also provides an opportunity for private rental as well. The project was completed entirely by Arrowhead's talented Grounds Maintenance Team and highlights the dedication to excellence and fiscal responsibility shared by the entire staff at Arrowhead.

Arrowhead Restaurant offers seasonal menu entrée choices in addition to its regular menu choices. Craft beer and wine options from near and far ensure guests enjoy returning time and time again. Live Music on first Friday nights each month, Kids Eat Free every Wednesday, scratch-made menu presentations for Mardi Gras, Oktoberfest, Cinco de Mayo, St. Paddy's Day, and bi-weekly Menu Specials are among many avenues Arrowhead staff invites new guests and welcomes the return of their regular guests.

Arrowhead's Event staff continues to bring innovative options to food and tableware presentation at birthdays, wedding and baby showers to business meetings and fundraisers. Brides will find Arrowhead's annual wedding showcase a showstopper of endless opportunities for their magical day.

Staff is proud to provide the following glimpse of achievements and dreams for Arrowhead Golf, Events, Restaurant and Bar.



ARROWHEAD GOLF CLUB



Bridge on 15, Circa 1940



Clubhouse, Circa 1940

History, A Tradition Rebuilt

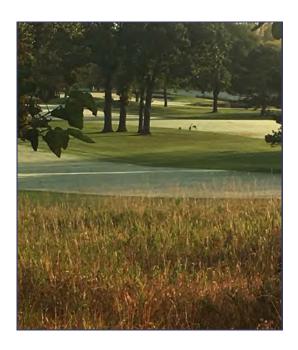
In the 1920s, Ralph Weimer and his family built the 18-hole Antlers Club using horse drawn plows and other tools available to farmers at that time. The tees and greens were constructed first followed by ponds and bunkers. One of the ponds surrounded a green, and when viewed from the air, resembled a pair of antlers and the head of a deer or elk. This green and the remnants of the antlers are visible in old photographs of the golf course. In 1929, the club was renamed Arrowhead Golf Club for the many Native American artifacts found on the site during construction. In 1967, the West Course was added to bring the number of holes to the current total of 27.

The Wheaton Park District purchased the course in 1982 from the Jansen family to "preserve 221 acres of open space and to serve as a major recreational area for the community." Shortly thereafter, architect Ken Killian was hired to redesign the golf course. By the fall of 1988, construction had started on a section of the East Course and by 1990 the first phase had been completed and the driving range was opened. Construction continued for another 11 years as the East Course was

finished a couple of years later followed by the South Course. A new maintenance facility and golf cart storage garage opened in the spring of 2001, and when the West Course opened in July of that year, the golf course renovation was complete.

Design and development for the new clubhouse began in 2003 after PHN was selected as the architect for the project. Groundbreaking took place in the late fall of 2004 and the 50,000 square foot clubhouse opened on May 25, 2006. The clubhouse now houses the Arrowhead Restaurant and Bar, event and meeting space capable of accommodating up to 275 guests, a golf shop, locker rooms, an indoor teaching facility and storage for up to 40 golf carts.

An outdoor wedding site was added in the spring of 2010 with a new halfway house opening later that same year. In the fall of 2010, a golf course renovation project was started. Over the next three fall seasons, the bunkers on all 27 holes were renovated with major design changes made to a few holes. The project was completed in the fall of 2013 with the completion of the West course which opened for play in the spring of 2013.





The driving range was built as part of the initial golf course renovation and opened in 1990. Virtually no its 10th anniversary in May 2016. work had been done in this area in the 25 years that followed and it had fallen into a state of disrepair.

fall of 2014 that saw the replacement of asphalt with ilar color palate and while the replacement is not a glarcolored concrete and the old vinyl dividers with new ing change, it maintains the first class appearance of the rubber coated steel. A ramp was added to make the area facility. The new patio filled a need expressed by numeraccessible for all patrons, small Bent grass chipping are- ous people for a casual outdoor space to enjoy time with as were added around the green and simple irrigation friends after a round of golf. It also serves as a location was added to properly irrigate the area. The project was for gathering before golf outings and gives another place completed in the spring of 2015 when Pergola struc- that can be available for rental. tures, benches and new landscaping were installed.

stroom facility between the South and East courses as place where neighbors meet and families gather to celewe continue to make additions to improve the guest brate weddings and special occasions. experience. This project included the addition of new cart paths that will allow patrons and staff to access the restrooms and move more freely between the two courses.

An expanded parking lot to accommodate more guests and a restroom trailer on the West golf course were completed in 2016.

The rebuilt Arrowhead clubhouse celebrated

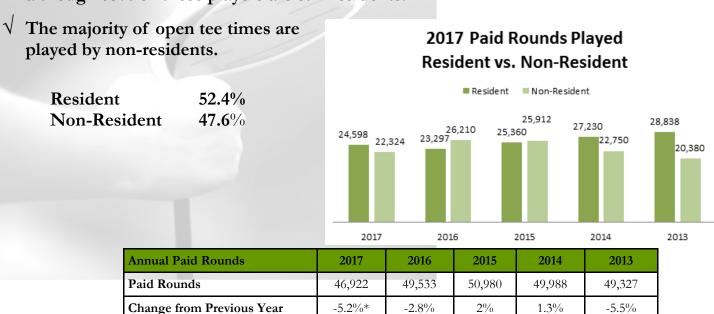
Projects continued in Spring 2017 with replacement of carpet in most public areas of the clubhouse and the addition of a new patio area outside the pro A driving range renovation was undertaken in shop in the summer. The new carpeting maintains a sim-

The community has been a strong supporter in In 2015, there was an addition of a new re- the success of Arrowhead Golf Club as it has become a

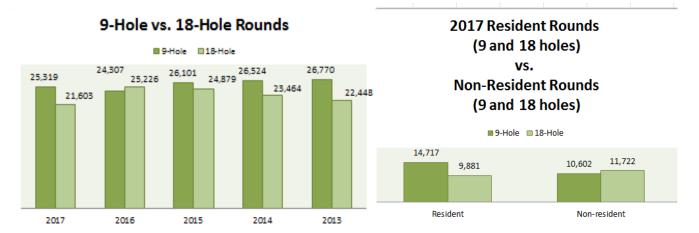


ANNUAL PAID GOLF ROUNDS

- √ Once again, resident rounds made up the majority of our play in 2017 after a couple
 of years of non-resident rounds leading the way. The decrease in non-resident play
 can be attributable to the cancellation of the Costco promotion after statistics
 revealed that discounted rounds were taking away from full-priced, popular weekend
 and holiday tee times.
- √ Non-resident participation in league play and permanent tee times increased although 75% of these players are still residents.

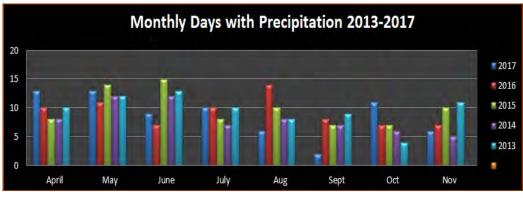


*Decrease in overall 2017 annual paid rounds was the direct result of a record setting, rain filled spring and fall. April 2017 rounds were down more than 2,000 as April 2017 proved to be the ninth wettest April on record. The vast majority of lost rounds were recorded in October and November 2017 when the second wettest October on record caused the course to close for 8 consecutive days. After November 3, only one day's sales brought more than 50 golf rounds. The course officially closed November 22, 2017,



Discontinuing the Costco promotion accounted for the loss of almost 4,300 18-hole rounds in 2017. This affected the 18-hole round totals as well as the non-resident and overall totals. However, making prime spots available for higher fee players helped revenues to rise slightly over last year.

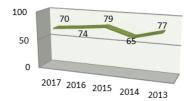
METEOROLOGICAL CONDITIONS 2017



Arrowhead golf course averaged 73 days of meaningful precipitation over the past five years (2013-2017).

(.04" or more)

Total Days Precipitation 2013-2017



Days Closed Due to Weather:

Days where the course was closed (less than 37 rounds played, as defined by the National Golf Foundation) were up significantly in 2017. There were six such days in 2017 during the prime months of May through September as compared to the five year average of three. This may not appear significant initially but accounts for roughly 1,000 lost rounds and more than \$30,000 in lost revenue.

Meteorological Conditions for 2017:

Timing of precipitation and forecast can have an impact on rounds played as can temperature and wind speed. In our experience, precipitation of .04" has resulted in negative impact on rounds played on any given day.

January: Less than .5 inches of snow fell during the entire month: the lowest total in 117 years.

February: Temperatures averaged almost 10 degrees above normal as the month finished as the third warmest February

on record and a six day stretch of temperatures of 60 degrees or above set a record for the month.

March: Eleven sunless days during the month was the second highest total on record.

April: The seventh warmest and ninth wettest April on record with over six inches of rain failing the last four days.

May: Rain fell on 15 of the 31 days during the month.

June: A very warm month registering as one of the warmest 12 percent on records.

July: The sixth wettest July on record with rain impacting play on 10 days...

August: The coolest August since 2009 and less than half the normal precipitation: a very nice month of golf.

September: Longest late season heat wave in history with seven consecutive days of high temperatures at or above 92

degrees. It was also the fourth driest Septembers on record.

October: Second wettest on record with three times the normal amount of precipitation. Estimates for our immediate

area put the totals even higher at four to six times normal. The single largest October rainfall event on record occurred on the 14th and 15th with approximately 9 inches falling causing the course to close for 8 days.

November: Only two of the first 21 days saw temperatures reach the average high for the day. After November 3, only one day saw rounds of 50 or more. The course closed officially November 22

day saw rounds of 50 or more. The course closed officially November 22.

December: A warm start gave way to bitter cold as temperatures averaged below normal with less than half the usual

snowfall.

For the first time ever in Chicago weather history, there were no snowfalls of one inch or more during all of January and February.

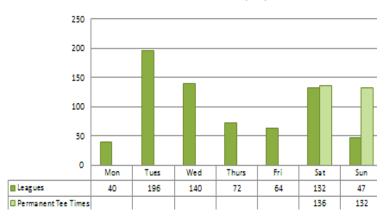
The first four months of 2017 all averaged above normal temperatures.

Meteorological spring (March, April, May) saw rainfall totals significantly above average with an excess of over 4 inches (43%) falling during the time period.

WEEKLY GROUPS

Number of Players in Leagues and Permanent Tee Times by Day of Week

- √ There are 10 leagues that play weekday mornings versus 9 leagues played in 2016. A new senior group plays Monday mornings and are an offshoot of the regular Wednesday group looking to increase fun and comradery amongst participants.
- √ There are 8 leagues that play weekday afternoons.

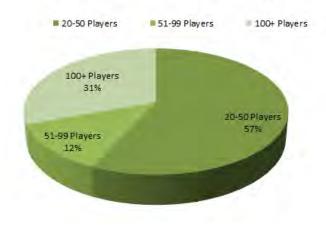


√ The Couples League plays Saturday afternoons and had 66 couples participate in 2017 versus 59 couples in 2016. The majority are Wheaton residents but the number of non-residents continues to grow as more learn about the group.



GOLF OUTINGS

Number of Golf Outings 2017







- V Outings are considered to be an organized event of 20 or more players utilizing a food package or arranging plans through the restaurant for pre/post golf meals.
- V Arrowhead hosted 72 golf outings in 2017 versus 74 outings in 2016. Forty one of these had fewer than forty players with many of these being less formal events in the restaurant. Nine were mid-sized groups of 40-100 players and 22 were large groups of over 100 versus 19 large groups in 2016. All of the mid and large sized groups had food and beverage packages booked through the banquet and events department.
- V Of the 22 large groups, 13 were fundraisers and 9 were corporate or association events. Five of these groups were new to Arrowhead in 2017.

Golf Lesson Hours 2017

GOLF LESSONS



The Adult Group lesson program was modified to allow time on the course during the last session, but emphasized more targeted instruction over a shorter period of time to fit better with busy schedules.

548.5 golf lesson hours were taught in 2017. This total includes 252 hours of instruction available to participants in the PGA Junior Golf League.

PGA JUNIOR GOLF LEAGUE



Arrowhead's PGA Junior Golf League is a family oriented golf league in which boys and girls under the age of 13 compete in a 6 week long team vs. team summer golf program. The team scramble format encourages juniors to communicate with their teammates and help them with each shot; whether that is assisting with lining up a putt or raking a bunker after it's been used. The PGA Junior Golf League is designed to better socialize the game for the next generation of golfers. Parents are encouraged to participate as well. Parents are welcome to walk with the juniors, help with golf etiquette, or simply just be a spectator.

The PGA Junior Golf League has exploded in growth since its inception in 2011. One of the primary goals of the PGA of America is to help grow interest and participation in the game of golf, and the PGA Junior Golf League is a great example. With the support of the PGA of America, the PGA Junior Golf League stands as one of the premier new opportunities in youth sports.



Arrowhead's Junior League continued to see strong participation with 47 juniors participating in the program in 2017. Each child had access to individual instruction, three team practices and an exhibition match on top of regular competitions. Each team is captained by a PGA Professional who mentors the juniors throughout the course of the season. An All-Star team was created at the end of the season to compete against neighboring leagues for the chance to advance to the National Championship. The 2017 All-Star team advanced through the first round of playoffs. Arrowhead's professional staff hosted an end of season barbeque that included hot dogs, chips and cookies on the new patio and a three-hole miniature golf course on the putting green.

Merchandise Sales

	2017 Gross Sales	2016 Gross Sales	2017 Profit Margin	2016 Profit Margin	2017 Profit Dollars	2016 Profit Dollars
Hard Goods	\$6,246	\$12,603	43.8%	33%	\$2,736	\$4,107
Golf Balls	\$57,927	\$52,190	31.1%	25%	\$18,007	\$12,862
Soft Goods	\$76,977	\$82,072	43.6%	42%	\$33,537	\$34,390
Total Sales	\$141,150	\$146,865	38.5%	36%	\$54,280*	\$51,359*

[√] Soft goods consist of wearables while hard goods are equipment.



^{*}Not included above is an additional \$33,588 received as part of the lease agreement with Pelican Golf.

SPECIAL EVENTS AND TOURNAMENTS











for the enjoyment of our regular customers and other guests.

"Leap into Golf" - More than 60 women joined the golf staff February 27 for this annual event intended to bring ladies to the course and get them excited for the upcoming season. The evening included a chocolate tasting and seminar, complimentary wine, exercise tips from staff at Parks Plus Fitness, Q&A with the golf pros and a number of raffle prizes.

Men's Night Out—March 6th, 25 men came out for the inaugural men's event loosely modeled after the traditional women's night. The evening featured beer tasting from Revolution Brewing and a short presentation on World of Beer, a lawn care seminar and Q&A with Justin Kirtland, Superintendent of Grounds, and a presentation on the proposed rule changes announced by USGA.

Antlers Club—This group was formed to reward our most loyal event participants with an extra level of competition and fun. A season-long putting contest along with a number of Par 3 tournaments let members compete for prizes and socialize with other avid players. The only requirement for membership was participation in at least three of our special events from the year before.

Demo Day—The largest Demo Day ever held at Arrowhead took place April 15th in conjunction with Arrowhead partners from Pelican Golf. More than 250 attended the event to test and see equipment from Titleist, Wilson, Callaway, Taylor Made, Ping, Cobra, Mizuno, Odyssey, Srixon and Adidas. Revolution Brewing was again on-site with four of their products and clinics were hosted every hour by the professional staff.

Staff runs a number of special events throughout the year Kickoff Classic—A new format for this event allowed two person teams to compete in a fun "shamble" event at 50% of their full handicap the week before our permanent tee time season kicked off. Thirty six players took part in 2017, the largest turn out in eight years.

> Club Championship—This is a 36-hole event played over two days the weekend after Labor Day. This year, 39 participants took part as champions were crowned in gross and net division in regular and senior age brackets.

> Three Person Scramble—This event has become Arrowhead's most popular event and pits three person teams against each other in a handicapped event that allows everyone to be competitive. The eighth rendition of the event had to be rescheduled after rain forced cancellation of the original date. Even so, 45 players took part in the tournament.

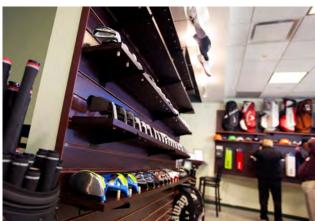
> Brutal Cup—This 27-hole event pitting two randomly drawn teams against each other lived up to the billing this year as cool temperatures and heavy rains forced the cancellation of the tournament. All participants came to the course early and attempted to play through the rain but conditions deteriorated to the point where the only logical place to enjoy the day was at the bar.

> CanHead Cup—This Ryder Cup style event consists of a team from Arrowhead competing against a team from Cantigny. Each facility played host to 18-holes with competitors enjoying a meal together after each round. The team from Arrowhead won the cup for the second year in a row and Chef Alan continued to dominate in the food category.

Pelican Golf









2017 marked the second year of Arrowhead's partnership with Pelican Golf. Pelican Golf leases space from Arrowhead in a once non-revenue producing, underutilized room in the lower level. For years, this area had only been used occasionally to teach golf lessons during the winter months. The partnership between Arrowhead and Pelican Golf brought a new amenity to Arrowhead in the form of a state-of-the-art club fitting service offering technology matching or exceeding that of any other retailer in the area.

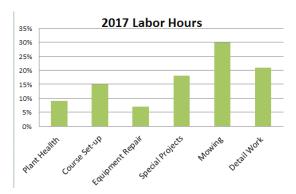
Arrowhead expanded the partnership in 2017 by inviting Pelican Golf to place clubs and shoes in Arrowhead's pro shop, enhancing Pelican's sales opportunities. Displaying an expanded variety of clubs in a portion of the pro shop allowed golfers to see the many brand options available and raised awareness of the variety and quality of hard goods now available at Arrowhead thru Pelican Golf. Pelican Golf's golf shoe display offered an expanded selection to choose from and helped Arrowhead move out of what was once an unprofitable product segment.

A mutually advantageous event came April 15, 2017 when more than 250 members of the general public registered for the largest Demo Day event held at Arrowhead. Representatives from Adidas, Callaway, Cleveland, Cobra, Mizuno, Odyssey, Ping, Srixon, Taylor Made, Titleist and Wilson were on hand to invite guests to test their equipment.

Monthly revenue from this lease agreement includes a small percentage of gross sales brought more than \$33,500 to Arrowhead's 2017 golf revenue.

Arrowhead golf staff look forward to continuing this partnership in the future thereby offering guests one of the best municipal golf experiences in the western suburbs and beyond.

GOLF COURSE MAINTENANCE



	Golf Maintenance Overtime
2017	\$4,840
2016	\$7,298
2015	\$5,304
2014	\$5,728
2013	\$5,913

	Chemicals and Fertilizers
2017	\$161,713
2016	\$151,269
2015	\$143,204
2014	\$147,203
2013	\$140,460

Greens are mowed daily, tees, fairways, approaches and collars are mowed three days per week, rough is a daily task, banks are mowed twice per week and the range, entrance and the Off the Street Club are mowed weekly.

Course set-up tasks are generally done daily and include changing cups, moving tee markers, collecting trash, raking bunkers and dragging fairways to remove dew.

Detail work includes filling divots on tees and in fairways, trimming around sprinkler heads, yardage markers, trimming around trees and walls, edging bunkers, bunker repair, leaf and debris removal, spreading clippings, maintenance of clubhouse landscape, blowing cart paths and parking lot.

Plant health involves the application of chemicals and fertilizer as well as hand watering. Staff continues to use generic chemicals in an attempt to conserve resources whenever possible without jeopardizing plant health.

Equipment maintenance is the backbone of any operation. Equipment is of no use to the staff when it is not in top working condition. Blade sharpening, engine maintenance and all repairs are done in house. We employ a full-time mechanic who is responsible for maintaining all equipment and golf carts.

Special projects are those tasks that are not part of the weekly routine. Some of these items are one-time fixes while others occur occasionally throughout the year. These tasks include: irrigation repairs, tree trimming, drainage work, tee construction, bunker face repair, stone work, sod replacement, sanding and painting.

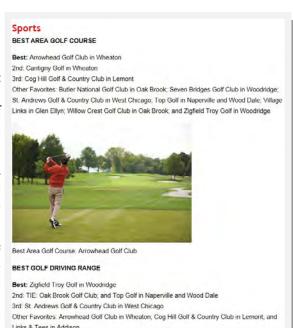
Staff continues to work toward limiting overtime whenever possible. There are times when weather conditions, like the two flood events we had this year, and special projects such as the new patio, make it difficult to avoid, but minimizing the impact on the bottom line is always a priority.

PROJECTS

Arrowhead was once again names "Best in the West" in the West Suburban Living magazine reader's choice poll. Being recognized as the favorite public golf course in the western suburbs by the people who play golf is a testament to the quality of the course and service that is provided by all levels of staff and is something staff is very proud of.

New tee time reservation software was instituted through a partnership with GolfNow. This new system allows golfers to easily make tee time on-line or using an App and lets us adjust prices on the fly to maximize utilization during slower times.

A new fleet of Yamaha golf cars delivered in December will be available for use as the course opens for the 2018 season. Product research started early in 2017 and ended with the purchase of cars that will feature significant upgrades from previous models. These include cosmetic features such as hubcaps and a new color, player comfort items such as USB ports, club covers, quieter engines and new GPS units and mechanical upgrades including fuel injection and independent suspension.



14

PROJECTS CONTINUED

The replacement and addition of equipment is essential to our ability to maintain the property and provide our customers with the best possible playing experience. 2017 saw us replace a pickup truck, a rough mower and two utility vehicles as well as HVAC units in the maintenance building.

Drainage projects were completed on #1-West and #13, 15 and 16 East course. These projects were completed almost entirely in-house and allowed for substantial improvement to course drainage and playability in these areas.

We continue to address deteriorating **cart path issues** with the inclusion of funds in the annual budget to repair the areas most in need. This project was started in 2014 and will continue until all areas meet the high standards that are expected.

The middle tee on #9 South was rebuilt to address a standing water issue that plagued the area for years. Renovation of the back tee on #9West



started late in the year with the goal of enhancing sightlines and improving playability. An arrangement was made with the DuPage County Forest Preserve to get fill at no charge, saving us more than \$9,000.



A **new patio** was built outside the pro shop behind the Half-way House trailer to give customers another outdoor seating option at Arrowhead. The patio was designed and built entirely in-house at a signif-

icant savings from the initial estimate received from a contractor. This is an area that will be enjoyed for years to come and will provide another potential rental space for the facility

The entire banquet hall was repainted by the building maintenance

team with work completed over a period of time so as not to impact events. At the same time, all public areas of the clubhouse were re-carpeted with the exception of the pro shop. The installation was coordinated by staff to minimize impact to our guests.

Wood floors were buffed and sealed in the Champions Room, restaurant, and on the banquet dance floor at various times throughout the year. These jobs are done by Arrowhead staff at a significant savings.

A walk-in cooler in the kitchen was shut down for a few days and over-hauled. The work included replacing the floor with a **new non-skid surface** as well as installing all new compressors, hinges and gaskets. Again, all work was done in-house.







Golf Course Renovations	2017	2016	2015	2014	2013	TOTAL
Renovation Expenses	\$57,909	\$109,315	\$128,504	\$156,562	\$31,251	\$425,632
Capital Equipment Purchase	\$135,970*	\$120,967	\$103,402	\$213,326	\$45,685	\$962,350

^{*}New golf cart purchase is not included in Capital Equipment Purchase.

GREEN TEAM

Wheaton Park District 's Green Team proudly educates throughout the district and community to preserve the environment through green living.

Working closely with SCARCE (School and Community Assistance for Recycling and Composting), the Green Team anticipates receiving SCARCE's accredited Water Quality flag through their submission of data regarding continued water savings accomplished in park district water retention and detention areas at Northside Park, Rathje, Elliot



Lake, and Arrowhead along with others.

One of the largest land areas within the Park District, Arrowhead has dialed in water savings and gained natural habitats by incorporating more natural landscaping. Although the golfer may see these areas as staff's challenge to the novice golfer, these areas more than add beauty to the golf course and ultimately create more eco-friendly environments.

In 2016, Arrowhead staff proposed a 26% increase of natural area land acreage to be implemented in 2017 and has recently proposed another 21% increase of natural area from 2017 to 2018. Recent increases in natural area eliminated the need for some irrigation heads all together. In turn, limiting sprinkler head water coverage from 360° to 180° and even 90° has saved pump run time, wear on irrigation pipe and nozzles, labor, and overall water usage. The test plot example of #5 South Blue, White, and Red tee area and surrounding rough area, saved approximately 2,023 gallons every water cycle event. Arrowhead staff and Green Team members will continue making water usage one of its top priorities in conservation.

When planning new landscape areas such as the beautification of the Butterfield Road entrance, the patio outside the pro shop, and driving range, staff and Green Team members chose to support these areas through drip irrigation. Drip irrigation allows water to be applied right into the soil profile versus less efficient methods associated with wind or evapotranspiration. Drip irrigation uses 2 gallons per hour instead of using approximately 1,320 gallons per hour in sprinkling. Wherever applicable, this technology will be used.



Arrowhead staff and Green Team members will continue the use of organic fertilizers on surfaces including fairways and vow to monitor plant nutrition, water efficiency, rooting, and disease and pest suppression as benefits increase even further.

Use of Organic Fertilizer Materials				
	Proposed Actual			
2017	40%	49%		
2016	26%	38%		



GOLF LABOR COMPARISON

Part-Time Golf Labor Hours 2017



Pro Shop Wage Comparison					
	PT Wages	FT Wages			
2017	\$150,352	\$150,206			
2016	\$159,566	\$147,602			
2015	\$165,466	\$138,167			
2014	\$186,865	\$126,400			
2013	\$176,797	\$122,321			

<u>Pro shop</u> staff is responsible for taking tee times, checking in guests, assisting with merchandise sales and display and a wide variety of other tasks that help our customers enjoy their time at Arrowhead.

<u>Starters</u> are responsible for making sure that players have paid before being directed to the proper tee. They make sure the tee time schedule is maintained, that players are paired together when appropriate and that daily rules for play are explained.

<u>Rangers</u> are responsible for making sure that play proceeds at an acceptable pace, players are following the rules of play for the day as well as observing the commonly accepted rules of golf etiquette. They are also responsible for filling water jugs on the golf course.

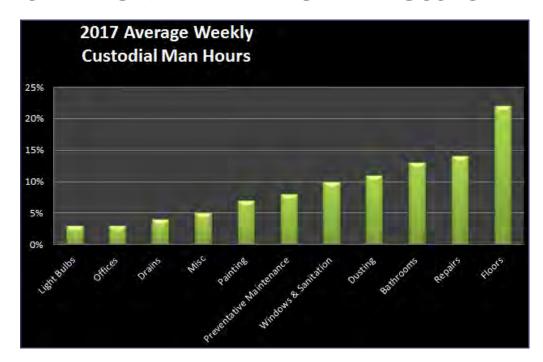
<u>Cart attendants</u> are responsible for keeping a clean supply of carts available for our guests at all times. They pick the driving range, clean range balls and maintain the tee line.

Golf Wage Comparison:

Full-time golf staff continue to cover and support Pro Shop shifts as well as join as cart attendants during golf outings in order to keep part-time wages within budget.



BUILDING MAINTENANCE AND CUSTODIAL SERVICES



- Floors include sweeping, mopping, vacuuming and polishing of all stairs and floors throughout the building.
- V Bathrooms include cleaning and restocking supplies of the nine bathrooms in the clubhouse. These are checked regularly throughout the day by custodial staff and in the evenings by housemen and restaurant staff.
- Windows are cleaned on a regular basis. Windows on public access doors are cleaned every day and other windows are cleaned on a rotating schedule based on location. Door knobs throughout the building are also sanitized as part of this task.
- V Dusting is done every day as part of routine cleaning. Picture frames, furniture, display cases and light fixtures are part of the rotation.
- V Painting is done on a regular basis to touch-up damage done during the normal course of business. Minor drywall repair is included.
- $\sqrt{}$ Light bulbs are checked daily and replaced as needed.
- $\sqrt{}$ Drains are sanitized and flushed on a regular basis to maintain freshness and to ensure that they stay open.
- m V Offices are checked regularly for trash and other minor cleaning and repairs.
- V Preventative maintenance takes place on an almost daily basis. Work is routinely done on kitchen equipment and HVAC units in order to keep these vital pieces of the operation in top condition.
- Miscellaneous tasks are often part of an employee's workday when another employee or guest requires assistance with something. This includes snow removal in the winter months and assistance with equipment repairs throughout the year.

GOLF MARKETING

The 2017 golf season spanned from March through November and hosted thousands of golf rounds, driving range participants and pro shop customers.

Each year, marketing initiatives focus on boasting about our three 9 hole golf course layout, the pristine course conditions, our events and tournaments, pro shop offerings and club fitting and training through Pelican Golf.

We promote through the following print publications and websites:

Golf Chicago Magazine
Chicago District Golf Association (CDGA) & cdga.com
Golf Time Magazine & golftimemagazine.com
Park District Program Guide
Arrowheadgolfclub.org
Golftrips.com
Golfcourseonline.com
Golfnow.com
Discoverdupage.com

Email marketing was promoted through distribution of a monthly eblast throughout the entire year. Facebook and Instagram posts, text messaging, Use of GPS screens and the multi-media screens were utilized to promote tournaments, leagues, lessons, events and special offers.

Special offers and incentives included:

Early spring season \$10 off 18 holes with cart

Sunday special – children play for \$1 with paying adult

Senior Special

Fall Special featuring free riding cart with 9 or 18 hole round

Signage and collateral material included:

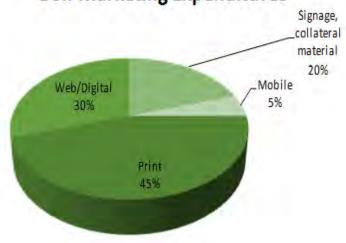
A-frame signage displayed at facility, in the pro shop and near Halfway House trailer

Road side banners at Butterfield Road entrance

Table top signage displayed at the pro shop counter

Atrium banners in the Community Center

Golf Marketing Expenditures



Golf Marketing

Print & Web Ads



27 Holes

Driving Range Performance Center Lessons & Leagues

Restaurant & Bar





- driving range, putting green,
- and chipping green.

 * Lessons and Performance
- Restaurant & Bar open for
- Weddings, social events, and









- Surrounded by forest preserve
- Newly renovated lighted driving range, putting green and chipping green
- *Restaurant & Bar open for lunch and dinner
- Wieddings, social events, and oustorn golf outrigs
- *Professional club fitting onsite by Pelican Golf

S Arrowhead Golf Club I arrowheadgelfclub.org





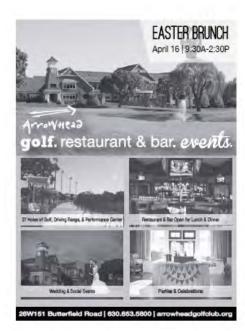
- Newly renovated lighted driving range, putting green, and
- chipping green.
- ·Lessons and Performance Center
- •Restaurant & Bar open for lunch and dinne Weddings, social events, and custom golf outings

26W151 Butterfield Road | Wheaton, IL 60189 | 630.653.5800 arrowheadgolfclub.org



Golf Marketing

Print & Web Ads





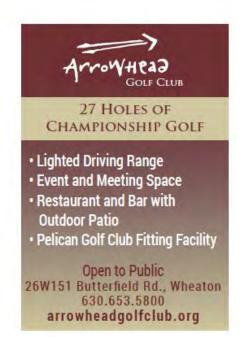
arrowheadgolfclub.org

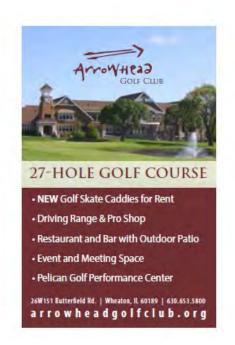


- ·Surrounded by forest preserve
- Newly renovated lighted driving range, putting green and chipping green
- Restaurant & Bar open for lunch and dinner
- Weddings, social events, and custom golf outings
- · Professional club fitting onsite by Pelican Golf

26W151 Butterfield Road | Wheaton, IL 60189 | 630.653.5800







Golf Marketing

Signage





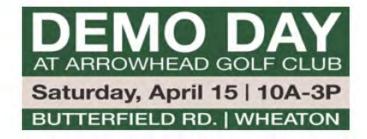


Prizes and Awards - Winner will be paid out with merchandise only gift cards. Pick up your entry form in



Golf | Restaurant & Bar Weddings | Events

arrowheadgolfclub.org



the Pro Shop.

Pelican Golf Indoor League



Sign up at 630.517.8480

Golf Marketing

Coupons/Incentives/Promos









Golf Marketing

Eblasts & Social Media









Golf Marketing

Eblasts & Social Media









Arrowhead Restaurant and Bar





Many hands and hearts work together to present guests a **superior dining experience** at Arrowhead's Restaurant and Bar. From one's first experience at the hostess stand, to plate presentation from the kitchen, to excellent table service, guests are welcomed to enjoy a varied menu selection from appetizers and sandwiches to the popular Saturday prime rib dinner.

Guests continue to return for Chef Alan Pirhofer's seasonal Mardi Gras menu including YaYa Gumbo, Etouffe or Redfish, to name a few. Oktoberfest Schweinsaxe (ginormous port shank) or Chef's 27-ingredient mole sauce for Cinco de Mayo Chicken Oaxaqueno or St. Patrick's Day Irish Nachos continue to bring food enthusiasts and their friends to Arrowhead to celebrate. Sales of Chef's creative bi-weekly Specials increased 17% over 2016 and often dominate the overall sales.

Arrowhead's bar has become renown for its **craft beer** and ales, some from nearby and others from far and wide and still others difficult to find. Draft beer sales ran at 52% of overall adult beverage sales in 2017. Arrowhead held its 4th successful annual *Straight From the Tap* event in January 2017.

Live music in the bar on first Fridays of each month presented music from Motown to country to jazz to please all music taste.

Wednesday **Kids Eat Free** and free photos with Santa were a sample of reasons that families make Arrowhead their place to gather for family celebrations.

Restaurant Menu Sales

2,034 Prime Rib Dinners were served in 2017 as compared to 1,544 sold in 2016.

Daily Specials saw an increase of 17% in 2017 selling 3,220 more orders than 2016.

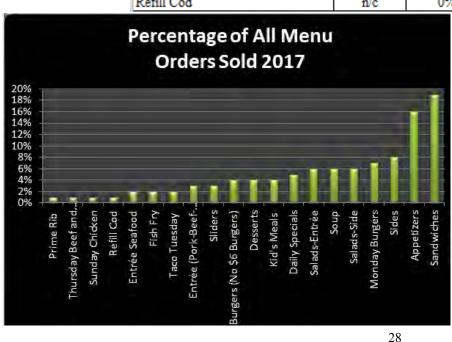
Orders Sold in 2017 = 150,654

Dollars Sold in 2017 = \$1,648,992

Orders Sold in 2016 = 145,425

Dollars Sold in 2016 = \$1,603,252

	Dollars Sold	Dollars Sold	Orders Sold	All Orders Sold
Wings	\$2,005	0%	401	<1%
a la carte Breakfast	\$5,449	0%	735	<1%
Sunday Chicken	\$19,479	1%	1,582	1%
Thursday Beef and Shrimp	\$20,511	1%	1,372	1%
Taco Tuesday	\$24,080	1%	2,408	2%
Sides	\$25,878	2%	11,872	8%
Desserts	\$26,005	2%	5,860	4%
Soup	\$29,223	2%	8,506	6%
Kid's Meals	\$37,360	2%	5,947	4%
Prime Rib	\$45,053	3%	2,034	1%
Fish Fry	\$51,880	3%	3,719	2%
Sliders	\$55,918	3%	4,972	3%
Monday Burgers	\$58,950	4%	9,825	7%
Burgers (No \$6 Burgers)	\$63,804	4%	6,569	4%
Entrée Seafood	\$64,226	4%	2,605	2%
Salads-Side	\$65,555	4%	8,506	6%
Entrée (Pork-Beef-Poultry)	\$89,819	5%	4,319	3%
Daily Specials	\$106,231	6%	7,273	5%
Salads-Entrée	\$116,286	7%	8,512	6%
Appetizers	\$257,132	16%	23,543	16%
Sandwiches	\$484,148	29%	28,254	19%
Totals	\$1,648,992	100%	150,654	100%
Refill Cod	n/c	0%	840	1%





Beverage Sales



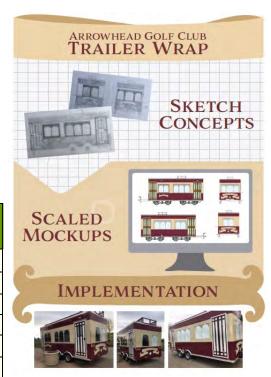
2017 Alcohol Sales	Number Sold	Dollars Sold	Percentage of Dollars Sold
Draft Beer	80,003	\$386,667	39%
Liquor	29,100	\$244,768	25%
Wine by the Glass	24,696	\$214,663	22%
Beer-Bottle	19,800	\$95,349	10%
Wine by the Bottle	1,462	\$40,688	4%
TOTALS	155,061	\$982,135	100%

HALFWAY HOUSE EXPRESS TROLLEY AND BEVERAGE CART SALES

Both the Halfway House Express Trolley and Beverage Cart are welcomed sites to golfers and guests alike for refreshments. The trolley continues to be an oasis to refresh or review golf scores. It also serves as a resting area for parents with children taking lessons or neighbors simply enjoying the views.

Staff began work to replace the existing trolley with a larger, better designed model that will premier when the golf course opens in Spring 2018. Staff has taken great efforts in the detail of the San Francisco styled trolley. The interior will provide improved work space to better serve Arrowhead golfers and guests.

	Number Sold	Dollars Sold	Percentage of Dollars Sold
Non-Alcohol Beverage	15,517	\$38,943	15%
Food Sales	13,590	\$43,987	16%
Liquor	6,550	\$42,519	16%
Beer, Domestic/Craft	31,937	\$142,616	53%
Sundries (aspirin/lotion)	66	\$192	<1%
TOTALS	67,660	\$268,257	100%



RESTAURANT EVENTS











Valentine's Day menu featured King and Queen cut Prime Rib dinners with complimentary champagne toasts.

Mardi Gras is one of the most sough after menus showing off Chef Alan's passion for Creole food; Ya Ya Gumbo and Po' Boys at lunch and Shrimp and Grits or Chicken Rochambeau at dinner.

St. Patrick's Day is a week long celebration with a menu featuring Corned Beef and Cabbage, Shepherds Pie and Irish Nachos as well as \$3.17 pints of Guinness and Jameson drinks.

Cinco de Mayo is an authentic Mexican celebration at Arrowhead featuring Chef's hand-crafted 27 ingredient Mole sauce as well as ceviche and steak burrito. \$4 Corona and Corona Light and \$5 Margaritas were also offered.

Father's Day 2017 set a record in the restaurant as staff served over 160 people with as Southern BBQ buffet in addition to the everyday

Fish Fry Friday continues to be well attended and especially popular during Lent when more than 150 orders are sent to the kitchen on a Friday night.

\$6 Burger Mondays brought sales of 9,825 burgers in 2017. This continues to be a consistent and popular day.

Oktoberfest is incredibly popular as Chef's menu offers authentic and delicious German-Bavarian food. Offered from mid-September thru early October, this menu is easily the favorite menu from year to year and offers potato pancakes, schnitzel-wich, pork shank and Rhine-style trout. During this 2 week celebration, Oktoberfest style beers from 23 different breweries are offered.

Pumpkins & Pancakes Brunch's inaugural event was Saturday, October 21st where families were invited to a pancake brunch where they decorated pumpkins to take home. This brand new event drew 75 guests.

New Year's Eve presents King and Queen cut Prime Rib along with complimentary champagne toast.

Live Music on the first Friday of the month brought several different themes to the bar in 2017. Country, Motown, 80s to name a few. Guests enjoyed the music and complimentary late night snacks were served at 10:30 p.m.

Chef's Specials brought an increase of 17% in order over 2016. this menu released on a bi-weekly basis gives the Chefs an opportunity to show their skills in presenting creative and tasty dishes.

Movie Night on the golf range was scheduled for an evening in August 2017 and more than 400 guests enrolled to enjoy the movie, Moana, with their family although the weather did not cooperate when a menacing storm caused the event to be cancelled. Plans are to reschedule the event in 2018.

Paint Night offered wine and painting classes in the first quarter of 2017 with classes capping out at 25 people. Classes were well attended and will continue in 2018.

Lucky Lunch Box offered lunch guests dining with us from January through March ,an opportunity to enter a raffle for free prizes.

Ugly Sweater Night, December 1, brought a jovial group to the bar. Participants showed off their best "ugly" seasonal sweater in friendly competition for prizes..





ARROWHEAD FOOD SUPPLY BID

Staff has become more aggressive in requesting fixed priced bids in the annual food bid process as considerable savings had been noticed and charted. The chart below is a sample of fixed pricing comparisons for several line items. Fixed pricing is the price vendors quoted in accepted bids and this price did not waver during the 12 month period although the reader can see that available commodity pricing out in the market had increased substantially in many line items. It is estimated that the bid process saves \$40,000-\$60,000 annually.

<u>PRODUCT</u>	FIXED PRICE	COMMODITY PRICE 2016-2017											
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	AVERAGE
BREAD													
Buttery Dinner Roll, hinged 3"round butter roll w/sheen on top	1.83	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02
PAPER DISPOSABLE													
Film, PVC Roll, 200'x13"	16.00	18.89	18.89	18.89	18.89	18.89	18.89	19.54	19.54	19.54	19.54	19.54	19.18
MEAT													
Bacon, Layflt 14/18 GF Applewood Smoked	3.99	4.02	4.02	4.02	4.20	4.20	4.20	4.16	4.16	4.16	4.16	4.16	4.11
Beef, Cert. Angus, Choice Ribeye Lip On, Bnls, Fresh	8.44	8.72	8.72	8.54	8.54	8.54	8.54	8.54	8.54	8.54	8.63	8.63	8.59
Beef, Ground Patties, Certified Angus, 80z, 80/20, Fresh	3.86	3.90	3.90	3.90	3.74	3.74	3.74	3.90	3.90	3.90	3.90	3.78	3.84
Beef, Tenderloin Medallions, Choice or higher, Fresh 2 oz. Cryo	9.49	11.73	11.73	11.73	11.73	11.73	11.91	11.91	11.91	11.91	11.91	11.91	11.83
Beef Filet, 8 oz	27.49	30.55	30.55	30.55	30.55	29.50	29.50	29.50	29.50	28.70	28.70	28.70	29.66
SMALLWARES													
Glass, Wine #3783, Libby	3.19	3.26	3.26	3.26	3.26	3.26	3.26	3.26	3.26	3.3	3.26	3.26	3.26
Glass, Mixing Beverage, 12 oz, Libby	2.53	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.65	2.6	2.61	2.61	2.63
PRODUCE													
Avocado, Hass, Ripe	0.85	.85	0.85	1.15	1.20	2.05	2.05	2.05	1.70	1.75	1.20	1.05	1.44
DRY GOODS													
Oil, Olive Bland 75/25	9.13	9.80	9.80	9.80	10.15	10.15	10.15	10.15	10.15	10.63	10.63	10.63	10.18
Sugar, Granulated, Extra	0.58	0.74	0.74	0.74	0.65	0.65	0.65	0.60	0.60	0.60	0.60	0.60	.66
Shortening, Canola Creamy	0.64	0.75	0.75	0.75	0.84	0.84	0.84	0.84	0.84	0.84	0.84	0.84	.81
BEVERAGES													
Coffee, Liquid Colombian Douwebert	54.04	55.34	55.34	55.34	55.34	55.34	55.34	55.34	55.34	55.34	55.34	55.34	55.34

FOOD & BEVERAGE WAGE COMPARISON

	204=	2046	2045	2014	2042
Sales (Food & Beverage Only)*	2017	2016	2015	2014	2013
Restaurant Food & Beverage Sales Banquet Food & Beverage Sales	2,616,425 2,459,490	\$2,891,868. \$2,080,858	\$2,902,748 \$2,140,222	\$2,529,460 \$2,141,030	\$2,259,477 \$2,137,027
Total Food & Beverage Sales	5,075,915	\$4,972,726	\$5,042,970	\$4,670,490	\$4,396,504
*excludes premium service, room charges, addl. service fees, etc.	3,073,713	ψ4,772,720	Ψ5,042,570	ψ1,070,170	ψ1,570,501
Banquet		2016	2015	2014	2013
Banquet Servers	\$97,313	\$93,783	\$89,058	\$93,024	\$87,528
Banquet Bartenders	\$4,806	\$6,279	\$9,257	\$10,715	\$8,026
Sales Asst.	\$32,438	\$31,874	\$37,630	\$86,174	\$72,108
Houseman	\$50,406	\$52,591	\$41,497	\$51,537	\$43,950
Total Banquet Part-Time Labor	\$184,968	\$184,527	\$177,442	\$241,451	\$211,612
Part-Time Bqts Labor % from Total Bqts F & B Sales	7.52%	8.87%	8.29%	11.28%	9.90%
Banquet Full-Time Labor Salaries*	\$284,333	\$275,260	\$239,938	\$181,266	\$178,433
Full-Time Bqts Labor Salaries % from Total Bqts F & B Sales	11.56%	13.23%	11.21%	8.47%	8.35%
*Includes F & B Director (Salary split equally Bqts & Rest)					
Restaurant Front House		2016	2015	2014	2013
Restaurant Servers	\$114,610	\$117,725	\$103,924	\$120,644	\$126,198
Restaurant Bartenders	\$14,200	\$15,484	\$20,520	\$27,728	\$30,129
Restaurant Host/Hostess	\$31,540	\$42,339	\$38,316	\$39,982	\$34,669
Restaurant Busser/Runner	\$59,792	\$66,623	\$62,384	\$64,558	\$60,105
Restaurant Office	\$15,181	\$16,678	\$15,780	\$14,197	\$14,295
Total Restaurant Part-Time Labor	\$235,323	\$258,850	\$240,924	\$267,109	\$265,396
Part-Time Restaurant Labor % from Total Rest F&B Sales	8.99%	8.95%	8.30%	10.56%	11.75%
Restaurant Full-Time Labor Salaries*	\$212,527	\$173,151	\$155,592	\$148,752	\$147,668
Full-Time Rest Labor Salaries % from Total Rest F & B Sales	4.19%	5.99%	5.36%	5.88%	6.54%
*Includes F & B Director (Salary split equally Bqts. & Rest)	112570	2.5570	0.0074	2.0074	0.0170
includes 1 & Director (balary spire equally bets. & rest)					
Kitchen		2016	2015	2014	2013
Dishwasher (includes Contractual fees, see below*)	\$238,900*	\$216,922	\$170,505	\$183,186	\$146,838
Line Cooks	\$391,545	\$303,000	\$288,812	\$296,964	\$293,147
Prep Cooks	\$25,842	\$24,861	\$51,931	\$66,566	\$57,318
Total Part-Time Kitchen Labor	\$656,287	\$544,783	\$511,248	\$546,716	\$497,303
Part-Time Kitchen Labor % from Total F & B Sales	12.93%	10.96%	10.14%	11.71%	11.31%
Kitchen Full-Time Labor Salaries	\$282,003	\$264,845	\$238,895	\$186,976	\$158,965
Full-time Kitchen Labor % from Total F & B Sales	5.55%	5.33%	4.74%	4.00%	3.62%
and record place in the record of the record	2.2270	3.0070			2.02/0
Overall Part-Time Labor	\$1,076,578	\$988,160	\$929,614	\$1,055,276	\$974,311
Part-Time Labor % from Total F & B Sales	21.21%	19.87%	18.43%	22.59%	22.16%
Overall Full Time Labor	\$778,863	\$713,256	\$634,425	\$516,994	\$485,066
Overall Full-Time Labor % from Total F & B Sales	15.34%	14.34%	12.58%	11.07%	11.03%

^{*\$57,100} was paid in 2017 to All Team, a contractual provider of restaurant kitchen help. In this case, dishwashers specifically.

Restaurant Marketing

Print & Web Ads

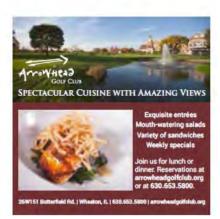












Restaurant Marketing

Signage



SPRING INTO MARCH

Live music by The Messengers March 3 St. Patrick's Day Menu March 11-17 March Madness March 16-April 3

arrowheadgolfclub.org | T Arrowhead Golf Club



















Restaurant Marketing

Signage



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Reservations at arrowheadgolfclub.org

Mother's Day Brunch















Restaurant Marketing

Eblasts & Facebook Headers











Restaurant Marketing

Eblasts & Facebook Headers



It's Mardi Gras time at Arrownead. Special Minns February 17 - 28. View metics.















Restaurant Marketing

Coupons/Incentives







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Restaurant Marketing

Coupons/Incentives









BANQUETS AND EVENTS

Arrowhead Event Staff strives to make every event, wedding or corporate,

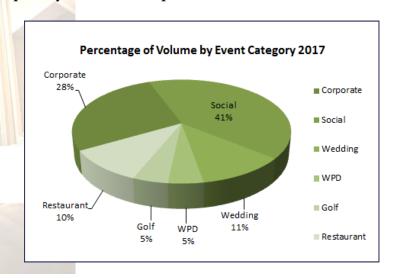
a perfect expression of the client's intention.

Weddings are the event many clients dream of and plan for months or years ahead. Brides at Arrowhead are staff's only focus on their magical day as there is only one wedding, your wedding, per evening. Staff works closely with brides to develop the client's vision of their special day and ensures that plan comes to fruition under Arrowhead's care.

Corporate meetings, seminars, dinner events or fundraisers are nothing new to Arrowhead's professional staff. Arrowhead staff is knowledgeable in caring for the client's needs and wants.

In 2017, Arrowhead hosted an average of 2 banquet events per day or 15 events per week

versus 2 banquet events per day and 14 events per week in 2016.



2017 Events Categorized by Type and Volume:

	Corporate	Social	Wedding	WPD	Golf	Restaurant	Monthly Totals
Jan	15	21	1	3	0	4	44
Feb	19	17	1	4	0	3	44
Mar	19	25	6	3	0	8	61
Apr	12	29	6	4	0	6	57
May	19	38	7	2	3	8	77
June	18	30	12	2	11	7	80
July	18	35	12	1	4	3	73
Aug	24	32	8	1	5	9	79
Sep	16	12	14	4	9	9	64
Oct	15	22	8	3	2	6	56
Nov	17	15	7	5	0	4	48
Dec	17	37	4	2	0	12	72
Totals	209	313	86	34	34	79	755

WEDDING EVENTS

Popular Wedding Menu Selections 2017

The average wedding cost at Arrowhead Golf Club was \$19,699 in 2017

versus \$19,780 in 2016.

The 2017 average wedding hosted 150 wedding guests versus 148 guests in 2016.



In 2017, Banquets and Events service and bartender staff served 12,739 wedding guests

versus 11,533 wedding guests in 2016

Most bridal couples chose *Arrowhead's Exclusive* package because it is the most inclusive event arrangement. It includes a full 4-course dinner with wine, 4-hour open bar, butler passed appetizers, champagne toast, wedding cake and floor length ivory linen. The only outside shopping for the bridal couple is a DJ, florist and photographer.



A Fresh Look

Arrowhead's banquet area with new carpet installation and banquet chair purchase. Wheaton Park District Parks and Planning staff assisted in a bid process to purchase carpeting throughout Arrowhead's event areas. Event staff expressed ideas to the carpet designer and, as a result, studied numerous carpet design options. The color palate remains similar to previous carpeting and continues to compliment wall colors but the upgrade is obvious. Sweeping lines in the event gathering room blend flawlessly with visual motifs and designer patterns throughout the ballrooms and hallways. In addition, neutral toned banquet chairs in the popular chiavari-style are now available to Arrowhead's event client.



WEDDING CEREMONY SITE



More couples choose to hold their wedding ceremony and reception at one location (per theweddingreport.com).

Arrowhead Golf Club offers exquisite options for on-site wedding ceremonies, inside the ballroom or gathering room as well as tucked in South Golf Course.

The restaurant bar serves as a respite for wedding guests between outdoor ceremony and reception and helps boost restaurant bar sales.

OUTDOOR CEREMONY

 Outdoor wedding ceremonies in 2017 numbered 27 and brought a gross revenue of \$32,500; a 12% increase over 2016.

INDOOR CEREMONY

▼ Indoor wedding ceremonies in 2017 numbered
18 and brought a gross revenue of
\$13,850; an 18% increase
over 2016.

WEDDING INDUSTRY TRENDS IN 2017

Sweet & Salty Late Night Munchies

The popular late night munchies are not going anywhere. Almost every wedding at Arrowhead included a late night snack for their guests to enjoy. The couples choose more creative late night snacks to match the couple's personality. Born and raised in Chicago? How about a Chicago Style hot dog station! Perhaps their first date was getting gelato — why not enjoy a traditional Italian Gelato Trolley! In 2018, we expect the late night snack to increase with more personalization, interactive stations, and dramatic effects.





His & Hers Cocktails

Wedding couples look for a way to personalize their event. This is a great way to bring in both the bride and groom's personalities. Maybe it's a martini for the bride and a Jack and Coke for the groom. Add a cute sign to the bar for the "Mr. & Mrs. Signature Cocktail" and you're done!

The Rise of the Falling Guest List



The lower guest count trend has continued from 2016 into 2017. Couples are more focused on

ALL the pretty details; big or small. They are able to celebrate the evening with a smaller, close group of guests and 'Wow' them with dramatic décor, detailed centerpieces and table décor, late night snacks, sweet tables, etc. We expect smaller guest counts in 2018 as couples are marrying at an older age and paying for a larger portion on their own.



Saying "I do"

Ceremonies onsite are increasing every year at Arrowhead. Couples like the idea of being at one location for the entire event for ease of photos and transportation. Arrowhead has an outdoor ceremony location surrounded by vibrant colored flowers and a beautiful indoor ceremony location with a jaw dropping vaulted ceiling. For couples who love the outdoors, Arrowhead has added an outdoor cocktail

location for the guests to enjoy drinks and appetizers while the couple takes photos.



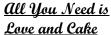
<u>The Light</u> and Drape Effect

Hanging lights and drapes from the ceiling or as a back drop was a "must have" on every couples list to create a romantic atmosphere in their room while showing off a "wow" affect to the guests.



Big Bang Theory

Firework shows will always be on the wish list. Due to budget, more couples opted to have sparkler photos with their bridal party. These mock "exit photos" are more intimate for the wedding couple and create awesome memories.



Couples are breaking away from the traditional wedding cake and moving towards towers of cupcakes or bundtinis! It is common to have a small top



tier to cut for photos, but they turn the cupcakes or bundtinis into a huge sweet table with other sweet tooth goodness.

King's Table

With the increase in size for wedding parties we have seen different head table layouts – U shape, feasting table, king's table.



Couples are getting away from traditional place cards and using a seating chart – vinyl on a mirror, poster board in a frame, or attached to a champagne glass.





WEDDING INDUSTRY TRENDS FOR 2018

Buh-bye to sequins!

These days, couples want their wedding not only to feel personal, but also very comfortable, even cozy, for their guests. It's not just about providing a visual experience but also a tactile one. In addition to being oh-so soft to the touch, velvet evokes warmth and luxury-perfect for a winter wedding (and beyond).

Deep, Rich Hues and Black Accents

Light and airy colors, including blush, mint and peach have been popular for a while (and not just for a spring wedding!) When it comes to 2018 wedding ideas, we're going to see color palettes begin to deepen. Richer, more dramatic hues like burgundy will appear in floral arrangements, and edgy black accents will make an appearance as well. In terms of metallic, golf and copper have been in-demand for a while n ow and while that likely won't change, we'll start to see more silver and chrome.

Drip Cakes and Doughnuts

This is a bit of a holdover from 2017, but we imagine that drip cakes will still be big in 2018—they pair quite well with the relaxed, Bohemian look. We probably won't see as many naked cakes in 2018 but

cakes with a thin layer of buttercream (the semi-naked look) will still make many an appearance at wedding receptions. And don't worry, the doughnut trend won't be going anywhere, though couples may take more creative twists on desserts with ice cream, dessert cocktails

and more.

The Cascading Bouquet

A decade ago, bouquets were petite and sweet. For 2018, wedding trends, the bigger the bouquet, the better. While cascading bouquets may evoke images of Princess Diana's massive arrangement, we're talking a more modern look hereand an opportunity for your florist to mix lots of favorite blooms in an array of hues, as well as all that greenery that will still be on-trend for 2018.

Rustic goes Boho with Macramé and Crystals

Going off the whole Bohemian, new-age trend, it's not surprising that macramé and crystals are a big part of 2018 wedding reception trends. Expect to see macramé table runners, bouquet wraps, chair décor and more. We'll also see crystals scattered on tablescapes the way that typewriters and other knickknacks were present at vintage wedding in years past. Stone elements like marble that were popular in 2017 will remain big in 2018 as well.



BANQUET HOSTED EVENTS

Easter, Mother's Day and Thanksgiving Day

Banquet staff hosted three large 2017 facility holiday brunches:

Easter Sunday, April 16
Mother's Day, May 14 and
Thanksgiving Day, November 23

Pricing: \$44.95 per adult, \$21.95 per child (5-12 yrs. old) and no charge for children under 5.

Breakfast Station	Seafood Station	Salad Station S	avory Station	Carving	Kid's Station D	essert Station
Eggs Benedict	Shrimp Cocktai	il Asparagus	Penne Pasta	Leg of La	mb Ckn Tenders	Mini desserts
Scrambled Egg	s Smoked Salmo	n Cold pasta	Meatballs	Ham	Mac'n Cheese	Cheese Cake
Sausage	Pastrami Salmo	on Potato salad	To <mark>rtell</mark> ini <mark>Alfr</mark> e	<mark>edo Turk</mark> ey	Mini corn dogs	Choc Cake
Bacon	Crab Cakes	Garden salad	Chicken		Tator Tots	Carrot Cake
Hash Browns	Sushi	Spring greens	Green beans	S		Build your own
Blueberry Blint	z BBQ Bass	Romaine	Carrots			parfait
Waffles		Asstd. dressing	s Potatoes			
Cheese display		The second	Gravy			
Fresh fruit						



generating a net profit totaling \$12,821

553 Mother's Day guests were served, generating a net profit totaling \$9,303.

409 Thanksgiving guests were served,

generating a net profit totaling \$6,509.



Breads

Made-to-order omelets

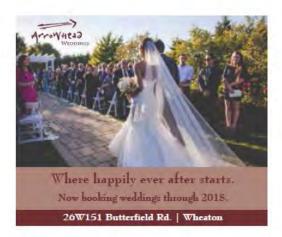




Event Marketing

Print & Web Ads

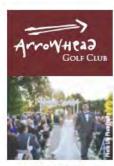












At Arrowhead Golf Club, your story is special.

Experience your first dance beneath the vaulted ceiling in our grand ballroom. Tie the knot at our outdoor ceremony site. The next chapter of your story is up to you.

From first date to engagement, no relationship is the same.

No wedding should be, either.







Butterfield Rd. | Wheaton, IL 630.653.5802 arrowheadgolfclub.org







Event Marketing

Print & Web Ads



















Event Marketing

Signage





Eblasts & Social Media















one couple so the focus is on you and your guests Speciacular Golf Course Views Quests up to 275 Indeor & Outdoor Ceremonies Private Balconies & Verandos



Weddings & Social Events

Corporate Meetings

Restaurant Reservations
Submit an Event Inquiry
Book a Tee Time



a Search ..





Instagram



An Exclusive Golf Club Feel

From the first blossoms of spring to the last leaves of autumn, the beautiful and meticulously manicured 27-hole course is picturesque in all seasons.

Arrowhead Restaurant and Bar features fresh and handcrafted American fare with a unique touch, and our extensive craft beer and wine menu perfectly complements the innovative cuisine. Additionally, Arrowhead's stunning clubhouse and grounds are the perfect setting for your casual or elegant event.



Tweets & replies Media Arrowhead Golf Club PArrowheadGC - 31 Mar 2017

Lall 27 holes! Shake off the rust and book your tee time club.org, or call 630,653,5800

thi Or

















Arrowhead Golf Club

FACILITY MARKETING

Arrowhead Golf Club has a reputation in the community for being the place-to-go for golf, dining and events. The community contributes in making Arrowhead their place-to-be and shares in the pride of what Arrowhead represents to the area.

Marketing efforts always concentrate on maintaining its **strong brand image** among the competition. In 2017, the Marketing Team established clear guidelines to Arrowhead's branding. Approved logo, font and color tones, etc. have been established that provide direction and motivation to staff and lend a competitive edge in marketing, easy introduction of new events and menus, and enhance Arrowhead's image.

Arrowhead's website was redesigned in 2017 in a WordPress format. Updated event photos, menus, golf rates and golf scorecard are all easily accessed from mobile devices that have become indispensable to business today. The enhanced website is easy for visitors to navigate and share any post they come across on Arrowhead's website. When posts are shared, it boosts credibility and popularity of Arrowhead's brand. Analytics report daily statics about traffic, number of daily visitors of each.

The following pages will list highlights of marketing initiatives and projects that were undertaken in 2017.

Marketing Overview

RESTAURANT, BAR AND EVENTS

Print Advertising

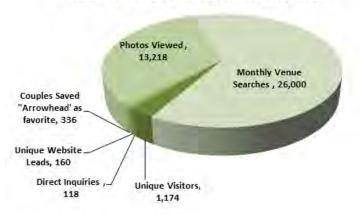
Print advertising includes local and regional publications such as Suburban Life Newspaper, West Suburban Living Magazine, Naperville Magazine, Danada Life Magazine and Inside Wheaton Magazine. In addition, we promote our facility through local directories such as Du-Page Convention & Visitors Bureau Visitors Guide, Naperville Chamber, and Wheaton Chamber. Wedding specific publications include Chicago Bride, The Knot, Wedding Wire, Chicago Style Weddings, Wedding Resource, GLG, and Here Comes the Guide.

Website Advertising

Website advertising plays a large part in our marketing success. Web advertising includes paid listings on Yelp.com, and Uniquevenues.com. In addition, unpaid listings include events.com, foodio54.com, gatheringguide.com, googlemaps.com, superpages.com, hereschicago.com, manta.com, and eventective.com.

Arrowhead's presence on many event websites and directories provide us with direct leads coming straight to our site or through email. Below is an example of the

Leads from Weddingwire.com-2017



number of leads that are generated through Weddingwire.com.

Eventective

Through YELP.com, Arrowhead received 7,831 user views. 1,896 leads from users that either clicked through to the website, retrieved directions to the facility or placed a call to Arrowhead. Over half of all users came from mobile devices. This was slightly up from 7,466 in 2016 but the number of reviews that guests posted increased for a total of 128. Below is an example of a few of those reviews:

Lauren R. / Naperville

For our wedding...So glad we picked the right place for our wedding! The food was sensational and our guests just kept talking about how good it was. They said they couldn't believe how great the food and staff was. We had a wedding with over 200 guests and we didn't hear 1 person have a complaint about the venue. Alexis was AMAZING to work with, the entire time, and she was so great about getting back to me whenever I had questions. She was flexible and made the whole process so much less stressful. Alexis truly made our wedding a night we will never forget. We wouldn't have changed a thing!

Anthony P / Wheaton

Perfect location for golf, lunch, dinner, watching the games on multiple TVs. Clubhouse better than many private clubs. Pro shop, training, party rooms and great banquet hall for weddings etc. Had my wedding there.

Kim / Lombard

My family made Easter reservations for the first time at this place. Food was amazing! Had everything from sushi to an omelets station to breakfast items and meats. I cannot remember our servers name but she was so nice!! Everything was so great we made reservations for Mother's Day brunch too

E-mail Marketing

Eblasts continue to prove very valuable. They are scheduled on a monthly basis to our subscribers and provide a link to the website which includes registration or direct contact information. A total of 54 eblasts were distributed to our database with an open rate of 27%.

New in 2016 was the addition of Eventbrite.com for event registration. Eventbrite's platform is very user-friendly as registration links can be placed directly from our website, eblasts and social media posts. It also provides guest lists that include email addresses that can be added to our database.

Social Media

Arrowhead has added 2 Instagram accounts: Golf with 142 followers and Weddings with 339 followers. Facebook is utilized to promote restaurant specials, weddings & social events and general facility announcements. In addition, we were able to boost specific posts at a minimal cost to increase the number of people that the message will reach.

Other social media platforms include Twitter and Pinterest. To date, there are 2,492 followers in total.

Marketing Overview

RESTAURANT, BAR AND EVENTS

On-site marketing

Up-to-date signage is displayed and rotated on a regular basis. This includes banners at the entrance off of Butterfield Road, metal frames at the pro shop and restaurant entrances as well as signage inside the facility and table tents on the restaurant tables and bar area. New easel posters are utilized to promote upcoming specials and events and are changed out on a regular basis. In addition, bounce-back coupons and incentives are passed out to cross country skiers, golf league participants, permanent tee players and seniors and restaurant patrons.

School/Community Outreach

Arrowhead continues to be a destination for school and community groups. During football season, we provide light snack bars for fans after local high school games. In addition, we advertise in their directories, sport and choir programs, discount cards and participate in local fundraisers. We generously provide foursomes of golf and discounts to other community groups such as Rotary Club, Kiwanis, local school PTAs, and many others.

Product

Arrowhead Restaurant and Bar presents a lunch and dinner menu offering a wide range of favorites like burgers, sandwiches, homemade soups and entrees. The menu is refreshed twice a year in the spring and fall/winter which includes seasonal favorites.

To accompany the unique menu offerings, Arrowhead offers a vast selection of wines and craft beer specials. Happy Hour specials ran from January through March. Lunch is served daily from 11am to 4pm and dinner from 4pm to 9:30pm on weekdays and 10:30pm on weekends. An Al-a-carte breakfast menu is available on Saturdays and Sundays from May through October.

Price

The menu is priced in line with other competing restaurants. Appetizers or starters range from \$9 to \$13, sandwiches from \$10 to \$15 and entrees \$16 to \$26. Beers range from \$4 to \$12, wine by the glass from \$8 to \$12 and well alcohol drinks are \$5.50.

Place

Arrowhead is located in south Wheaton and within the boundaries of DuPage County. It is close to Danada Square East and West and Town Square shopping centers and in close proximity to the I-88 corridor.

Promotion

Arrowhead Restaurant and Bar has implemented many successful promotions and special menus for various holidays. These include:

- Happy Hour Specials (January March)
- Lucky Lunch Box Giveaway (January March)
- Straight from the Tap (January)
- Superbowl Sunday (February)
- Scotch/Whiskey Dinner (February)
- Mardi Gras (March)
- St. Patrick's Day (March)
- Easter Brunch (April)
- Mother's Day Brunch (May)
- Father's Day Buffet (June)
- NFL Sunday Specials (September January)
- Oktoberfest (September)
- Thanksgiving Dinner (November)
- Ugly Sweater Night (December)
- New Year's Eve Dinner
- Weekly Specials, like Monday \$6 Burgers, Fish Fry Fridays, Kids Eat Free on Wednesdays

Online Request Forms

These online request forms are available on the wedding and events website pages. These are utilized to secure event requests and to allow us to capture vital information about how and where our customers heard about us. In 2017, there were 835 inquires.

Mobile Text Campaign

In 2017, we adjusted the incentive for the mobile text campaign to be more in-line with other competing restaurants. When a patron signs up to be a mobile subscriber, they automatically receive a free appetizer.

In 2017, we distributed a total of 16 mobile text campaigns that recruited a total of 752 subscribed customers. These campaigns included offerings for restaurant such as half-price appetizers during Blackhawks games, Free Appetizer with purchase of 2 entrees, \$5.00 off a purchase of \$25 or more, \$10.00 off a purchase of \$50.00 or more, free dessert with the purchase of two entrees, general event announcements.

Touch screens displayed at the restaurant entrance had a total of 61 people that, through their interaction with the screen, clicked through to the Arrowhead website

Marketing Overview

RESTAURANT, BAR AND EVENTS

. Website Traffic and Statistics

In 2017, Arrowheadgolfclub.org had more than 266,826 page views. The following is a recap showing the pages most viewed on the site. 68% were viewed from a desktop computer, 18% from a mobile phone and 14% from a tablet.

Top website referrals include;

The Knot

Facebook
Yelp
Inet (WPD intranet)
Constant Contact
Search.sfinity.com (homescreen)
Here Comes the Guide

In 2017, Arrowhead's website was redesigned and moved to a WordPress format. Arrowheadgolfclub.org saw 330,289 page views; an increase of 63,000 over 2016.

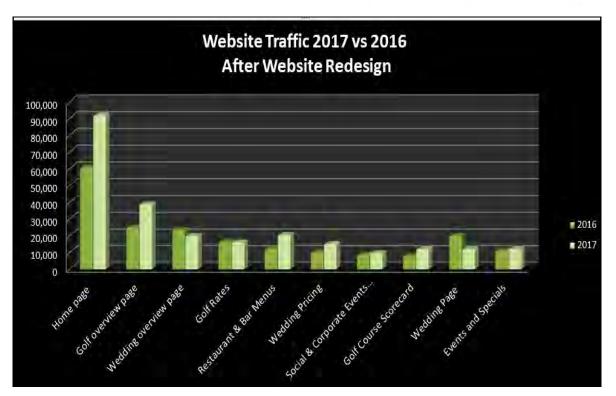
Organic Search 80,304 Direct to site , 30,363

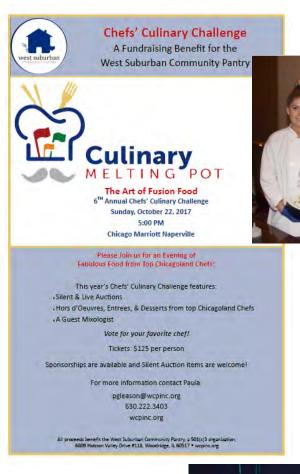
Top 10 Website Traffic Sources

Referral 5.985











ARROWHEAD GIVES BACK



Arrowhead's Executive Chef Alan
Pirhofer participated in West Suburban
Community Pantry's 6th Annual Chefs'
Culinary Challenge Sunday, October 22, 2017
at Chicago Marriott Naperville. More than 200 guests
were served gastronomic food items as funds were
raised to provide food for the hungry and resources to
empower persons to improve their quality of life.

The event's theme was "Culinary Melting Pot/the Art of Fusion Food" where Chef Alan prepared:

Sticky Chinese Pork Belly (Char Siu)
Brabant Potatoes (Louisiana Fries)
Creole Asparagus
Asian Micro Greens



Northeastern Illinois Agency on Aging held their **26th Annual Meals on Wheels** Celebrity Chef Brunch November 5, 2017 at Drury Lane. Arrowhead's Executive Chef Alan Pirhofer participated once again in serving dinner to more than 500 guests. Meals on Wheels supplies meals to older adults in need during the Holidays. Meals on Wheels is not funded during the holidays due in part to the state budget condition so this groups rallies to raise the funds needed to feed people in need. This year's fundraiser is especially critical as the organization strives to keep seniors safe in their homes assured of at least one nutritious meal a day, every day. Funds are raised to provide our at-risk seniors with the most basic of needs – one nutritious meal a day, every day.

Chef Alan and his team prepared and served:

Crispy Cider Pork Belly Apple Brandy Sauce Creamy Polenta Micro Greens

ARROWHEAD GIVES BACK -2017

Gift Certificates

In conjunction with Wheaton Park District's Executive Director's office, Arrowhead Restaurant donated golf gift certificates in 2017 to many local causes, most of whom are listed below:

Addison Park District
Aldo Sulli fundraiser
Alex's Lemonade Stand
Animal Rescue Foundation

Arbor View PTC
Avon 39 for breast cancer
Bartlett Park District
Becky's Warriors
Benedictine Police

Bloomingdale Chamber of Commerce

Bombshell Bullies
Bower Elementary
Briar Glen Elementary
Bunkers In Baghdad
Carol Stream Chamber
Carol Stream Rotary

Carol Stream Travel Softball Assoc.

CASA of DuPage Casino Night Catholic Charities

CHAD

Channahon Park District

Chicago Marriott Clare Woods Academy College of DuPage

Comprehensive Land Procurement

Connection of Friends
Conservation Foundation

Cosley Classic
Deerfield Park District
DeKalb park district

Donka

DuPage Convalescent Center DuPage County 4H Foundation

DuPage Foundation
DuPage Medical Group

DuPage Pads

DuPage Symphony Orchestra

Edward Foundation Elmhurst Park district

ESSE

Evangelical child and Family agency Executive Directors Luncheon Family Shelter Services First United Methodist Church Franklin Middle School

Franklin Middle School Band

Geneva Park Foundation Glen Ellyn rotary Glenbard South HS Glenview Park District Goombay Bash H Foundation

Hands of Hope Hospice Hanover Park Park Foundation Hoffman Estates Park District

IAPD golf outing

Inspire Dreams Foundation

IPRF

Jean Schlinkman - Rotary
Jeff Barton Memorial
Jefferson Preschool
Johnson Elementary School

Johnson Elementary School
Juvenile Diabetes Foundation
Kane County Chief Association

Kiwanis

Knights of Columbus

Lee Wulff Chapter of Trout Unlimited

Lions Club

Lions Club Christmas Lisle Park District Longfellow School

Longfellow Cubs Scout Pack #163

Longfellow Elementary Lowell Elementary Madison Elementary

Marianjoy Markland

Mary Lubko Center GALA

Meals on Wheels

Metropolitan Family Services

Midwest Shelter for Homeless Veterans

Milton Township

Misericordia - Daniel Kollker Mundelein Park District

Mutual Ground Food for thought

NAMI

New 200 Foundation Northern IL Food Bank Northwestern Medicine

NWCSRA On Par

Oswego Land Park District Palatine Park District

Park District of Highland Park

Paul Fabri Memorial golf classic

Pelican Golf

Peoples Resource Center Pleasant Hill Elementary

Rally for the Cure - Jeanne Wasser

Ronald McDonald House Rotary Christmas Inn Sandburg Elementary

Schaumburg Park Foundation

Schaumburg Rotary
Sharing Connections
SIU golf fundraiser

Spectrios

St. Francis HS for Spring Fundraiser St. James the Apostle (Sheri Rovansek)

St. Joan of Arc

St. John the Baptist Church

St. Michaels

St. Michaels - Trivia night

Synapse House

Teen Parent Connection

The Cradle

Tinley Park Park District

TriCity Services

Trinity Episcopal Church VFW Judd Kendall Post Waukegan Park District WDSRA - Red Black Bash

WDSRA Charlie Long golf outing

We Grow Dreams

West Chicago Park District

West Suburban Community Pantry West Suburban Humane Society Westin (gift card exchange)

Wheaton Chamber (best of Wheaton)
Wheaton Junior Woman's Club
Wheaton Municipal Band

Wheaton VFW

Whittier

Wiesbrook Elementary -fun fair

Winfield Park District

WSSR

WWS High School

WWS HS - band fundraiser WWSHS - Orchestra fundraiser

YMCA

ARROWHEAD GIVES BACK TO THE COMMUNITY

Arrowhead Golf Club had the ability to donate both time and space to the Wheaton Park District and its' affiliates. The following chart gives insight to the groups that benefited from the golf club in 2016.

Breakdown of Space Donated to WPD and Affiliates 2017	VALUE OF SPACE Represents the minimum cost for an outside group to rent the space.	COST TO ARROWHEAD Includes set up, labor, linen and food & beverage fees.
ADMINISTRATION Events hosted by Wheaton Park District internally such as meetings.	\$8,362	\$2,508
COMMUNITY Space given to groups such as WWSHS or Chamber.	\$3,552	\$284
RECREATION Space for Wheaton Rams Football and Cheerleading as well as Wheaton Youth Baseball meetings.	\$17,581	\$1,230
Total Donation from Arrowhead Golf Club	\$29,495	\$4,022

Arrowhead Golf Club was able to work with groups directly and indirectly involved with Wheaton Park District and the community to help make their fundraisers and events more successful. The following chart gives insight to groups who received discounted pricing on behalf of the golf club. "Discount/Donation" represents the retail value of the event, less the cost to the group.

2017 DISCOUNT/DONATION GIVE Represents the retail value of the event less the cost	
ADMINISTRATION Includes Wheaton Park District Appreciation Mixer, Leisure Center, and other use of space by Wheaton Park District	\$56,929
COMMUNITY Includes Wheaton Park District affiliates such as Wheaton Chamber, WWSHS, WDSRA	\$6,299
COSLEY FOUNDATION Includes events such as the Cosley Golf Outing, Paws for Breakfast, and other special meetings and events.	\$27,403
RECREATION Sports and Rec Meetings, Holiday Party and other special events.	\$16,351
Total Donation from Arrowhead Golf Club	\$106,982

Wheaton High Schools

The boy's and girl's teams from Wheaton Warrenville South and Wheaton North use Arrowhead as their home courses.

The rounds and greens fee numbers shown below include the free rounds that are donated for matches and practice during the season.

All greens fee figures are based on the 9-hole Junior Resident rate of \$16.50.

Players are given a small bucket of balls before playing a round of golf.



High School Golf 2017	WWSHS	WNHS	TOTAL
Rounds	432	434	866
Green Fees	\$7,560	\$7,595	\$15,155
Range Balls	\$2,160	\$2,170	\$4,330
Total	\$9,720	\$9,765	\$19,485



ARROWHEAD GIVES BACK TO THE COMMUNITY

Employing Wheaton Residents

Arrowhead acknowledges that the secret to our success is the support of our Wheaton resident staff. The chart below represents the total wages paid to Arrowhead Golf Club employees who reside in Wheaton.

Area of Employment	Total 2016 Wages, by Area, to Wheaton Residents
Administrative	\$ 256,891
Golf Maintenance	\$ 138,728
Golf (Pro Shop, Ranger, Starter)	\$ 149,345
Kitchen	\$ 128,855
Restaurant	\$ 225,964
Beverage Cart	\$ 12,699
Banquet	\$ 85,868
Custodian	\$ 18,894
TOTAL	\$ 1,017,244

Fundraising for Cosley Zoo and Wheaton Park District

<u>PAWS for Breakfast</u> is held to kick off Cosley Zoo's Run for the Animal's 5 and 10K run. The breakfast is provided by Arrowhead and consists of eggs, hash browns, pancakes, sausage, orange juice, milk and coffee. Arrowhead's vendors graciously provide the menu ingredients as a donation.

A total of 350 PAWS breakfasts were served in 2017.

<u>Cosley Classic Golf Outing 2016</u> and its 185 golfers, sponsors silent auction, gimmick holes, raffle and mulligans raised more than \$38,645 to benefit Cosley Foundation. Arrowhead provided the entire golf course to participants. Lunch and dinner for the golfers and dinner guests were provided through Arrowhead vendor food donations.

440 steaks were grilled-to-order and served within 20 minutes.

ARROWHEAD GIVES BACK—2017 TOTAL VALUE

Donated Meeting Space	\$ 29,495
Discounts to WPD and Affiliates (Cosley shown separately)	\$ 79,579
Wheaton Warrenville So and Wheaton No. High School Golf Teams	\$19,485
Cosley Foundation Fund Raising	\$27,403
Employment	\$1,017,244
TOTAL Value Arrowhead Gives Back	\$1,173,206

TRAINING

Banquets and Events

Office Personnel

- Staff is trained on (1.) Harassment/sexual harassment (2.) diversity in the workplace (3.) Slips and Falls (4.) Irate customers (5.) Workplace violence
- ♦ Staff has taken the CPR Certification class offered through the park district.
- ♦ Staff review storm and emergency procedures and evacuation training.
- ♦ Staff is Basset certified and has earned their food handler certificate.

Service, Bartender & Housemen Staff

- Staff is trained on (1.) Harassment/sexual harassment (2.) diversity in the workplace (3.) Slips and Falls (4.) Irate customers (5.) Workplace violence
- All leadership staff has taken the CPR Certification class offered through the park district.
- ♦ Staff reviews storm and emergency procedures and evacuation training.
- ♦ Staff is Basset certified and has earned their food handler certificate.
- Staff meetings take place just prior to the day's event. These meetings cover client specifications, special diet information, specific details and guest accommodations. The meeting content always includes reminders of service regulations and the re-examination of events passed and what can be done to improve them.
- ♦ Staff is consistently trained to impart the importance of safety/sanitation procedures to be followed daily.
- ♦ All full-time office staff attended and successfully graduated from Leadership Academy.

Restaurant Front House

- Each department continues implementation of their training upon hiring. The manuals follow detailed parameters of jobs and detailed steps of service by position. These were augmented with informational appendices with narrative, charts, pictures, etc. to aid each employee in their understanding of the job.
- ♦ Staff is trained on (1.) Harassment/sexual harassment (2.) diversity in the workplace (3.) Slips and Falls (4.) Irate customers (5.) Workplace violence
- ♦ Training outlines were created to detail the objectives of each stage of training by shift. Daily quizzes as well as a comprehensive final exam are part of the training regimen.
- ♦ All new hires receive an orientation regarding Wheaton Park District and general Arrowhead policies.
- Pre-shift meetings are held with staff daily. Sanitation, policies, procedures, and areas that need improvement are discussed.
- Daily pre-shift meetings are held to review issues of the day such as safety, Wheaton Park District events and promotions at Arrowhead.
- Management participates in weekly meetings to review procedures and policies of the department and sales initiatives.
- ♦ Trainings are also held to test and train on new food and beverage items throughout the year.

Restaurant Kitchen Training

- ♦ Training in the kitchen is an ongoing, daily process.
- ♦ Staff is trained on (1.) Harassment/sexual harassment (2.) diversity in the workplace (3.) Slips and Falls (4.) Irate customers (5.) Workplace violence
- ♦ Kitchen pre-shift meetings are held with staff daily. Sanitation, policies, procedures, and areas that need improvement are discussed.
- ♦ New methods and techniques are explained and demonstrated to staff.
- ♦ Specials and/or new menu item cooking procedures are demonstrated to all kitchen staff.
- ♦ Specials are discussed and tasted with both service staff and kitchen prior to service.
- Daily check of product by culinary management assures quality and determines areas that require additional training.
- ♦ Cross-training kitchen staff at different stations allows for flexibility in scheduling.
- ♦ Trained staff and implemented new station quality line check forms
- ♦ Trained staff and implemented new opening, closing and temperature checklists
- ♦ Annual group training: harassment, kitchen safety, food safety and storage.



Training

Golf

In-service training has always been an important part of what we do at Arrowhead. In 2016, staff ensured that all employees received relevant training at least once a quarter. Training is done using videos and printed materials obtained through PDRMA and are followed up with discussion and demonstration where appropriate.

Employees are trained in groups based on the area in which they work so not all topics are covered with every employee.

Topics included:

Spring

- ♦ Employee Orientation
- ♦ Break Policy and Log
- ♦ Harassment Training
- ♦ Machine Safety
- ♦ Emergency Situations and Procedures (on course injuries to guest and staff and weather)
- ♦ Customer Service
- ♦ Conflict Resolution

Summer

- ♦ Heat Safety and Hydration
- ♦ Golf Course Etiquette
- ♦ Sanitation

Late Summer/Early Fall

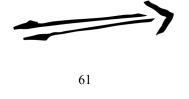
- ♦ End of the year paperwork for early departures
- ♦ Back Safety & Lifting
- ♦ Customer Service

Late Fall/Early Winter

- ♦ End of year paperwork/winter work
- ♦ Safety
- ♦ Snow Removal
- ♦ Customer Service
- ♦ Ski Shop

Winter

- ♦ Custodial Safety
- ♦ CPR



FINANCIAL REPORT ARROWHEAD GOLF CLUB 2017 YEAR-TO-YEAR COMPARISON

		2017	2016	2015	2014	Average
Adminis	stration					_
	Revenue	\$54,107	\$40,540	\$11,164	\$42,432	\$37,061
	Expense	(\$943,906)	(\$969,811)	(\$940,075)	(\$835,306)	(\$922,275)
	Net	(\$889,709)	(\$929,271)	(\$928,911)	(\$792,874)	(\$885,214)
Parks N	Aaintenance					
	Expense	(\$23,416)	(\$12,492)	(\$32,333)	\$23,110)	(\$22,838)
	Net	(\$23,416)	(\$12,492)	(\$32,333)	(\$23,110)	(\$22,838)
Pro Sh	op & Golf Fee	es.				
110 511	Revenue	\$2,277,230	\$2,236,854	\$2,278,998	\$2,203,872	\$2,246,238
	Expense	(\$1,008,951)	(\$652,881)	(\$653,708)	(\$664,459)	(\$745,000)
	Net	\$1,258,278	\$1,583,973	\$1,623,290	\$1,539,412	\$1,501,239
Golf M	Laintenance					
Gon IV	Revenue	\$1,375	\$6,000	\$12,869	\$175,000	\$48,811
	Expense	(\$1,089,198)	(\$1,001,980)	(\$928,337)	(\$903,339)	(\$980,714)
	Net	(\$1,087,823)	(\$995,980)	(\$915,468)	(\$728,339)	(\$931,903)
	1100	(\$1,007,025)	(4775,700)	(\$715,100)	(4/20,557)	(\$751,705)
Food &	& Beverage					
	Revenue	\$5,359,400	\$5,426,437	\$5,331,871	\$5,371,765	\$5,369,868
	Expense	(\$4,449,087)	(\$4,372,487)	(\$4,243,681)	(\$4,203,728)`	(\$4,317,246)
	Net	\$900,312	\$1,053,949	\$1,088,191	\$1,168,037	\$1,052,622
Cross (Country Ski					
	Revenue		\$2,877	\$7,543	\$26,314	\$12,245
	Expense	(\$837)	(\$1,006)	(\$8,228)	(\$8,440)	(\$4,628)
	Net	(\$827)	\$1,871	(\$685)	\$17,874	\$4,556
A	LL					
	Revenues	7,692,112	7,712,708	7,640,445	7,819,383	7,714,223
	Expenses	7,515,395	7,010,657	6,806,362	6,638,382	6,992,701
	Net	\$176,717	\$702,051	\$834,083	\$1,181,001	\$718,463

Skate Caddies \$20,700**

Banquet Chair Purchase \$23,500**

Golf Cart Purchase \$343,000 *

Net 2017 \$563,917

Figures for 2017 above include Period 13 entries but do not includ $\bf \hat{2}$ apital expenditures, all depreciation, taxes and principal and interest in the Administrative Department.

^{**} One time purchases included in expenses but not capitalized.

^{*}New fleet of golf carts was purchased in December 2017 to avoid a depreciated value on our golf cart trade-in if purchased/trade-in was made in March 2018 as originally scheduled.

FINANCIAL REPORT ARROWHEAD GOLF CLUB MONTHLY REVENUE/EXPENSE 2017

		01-Jan	02-Feb	03-Mar	04-Apr	05-May	unf-90	07-Jul	08-Aug	09-Sep	10-0ct	11-Nov	12-Dec (Grand Total
_	000-Administration													
	4-Revenues 5-Expenses	\$4,483 (\$49,054)	\$901 (\$95,734)	\$1,503 (\$97,383)	\$1,917 (\$62,425)	\$5,242 (\$74,783)	(\$1,319) (\$88,650)	\$4,809 (\$73,787)	\$2,092 \$11,297 (\$74,688) (\$115,615)	\$11,297 (\$115,615)	\$4,769 (\$56,316) (\$4,769 \$3,375 \$9,426 (\$56,316) (\$78,544) (\$109,408)	\$9,426	\$54,107 \$943,906)
_	000-Administration Total	(\$44,571)	(\$94,833) (\$95,	(\$95,880)	(\$60,509) (\$69,542)		(\$96,,68\$)	(\$68,978)	(\$72,595) (\$104,318)	(\$104,318)	(\$51,547) (:	(\$51,547) (\$75,169)) (\$99,982)		(\$889,798)
	101-Parks Maintenance													
	5-Expenses 101-Parks Maintenance Total	(\$1,339) (\$1,339)	(\$1,131)) (\$1,131)	(\$2,467) (\$2,467)	(\$1,132) (\$1,132)	(\$7,757) (\$7,757)	(\$1,940) (\$1,940)	(\$1,131) (\$1,131)	(\$1,132) (\$1,132)	(\$2,484) (\$2,484)	(\$1,186) (\$1,186)	(\$1,142) (\$1,142)	(\$2,469) (\$2,469)	(\$23,416) (\$23,416)
_	601-Golf Maintenance													
	4-Revenues												\$1,375	\$1,375
	5-Expenses	(\$40,181)	(\$40,181) (\$41,597) (\$112,	(\$112,107)	,107) (\$81,190)) (\$152,445) (\$115,923)	\$152,445)	(\$115,923)	(\$87,275)	(\$96,546)	(\$96,546) (\$137,454)	(\$70,002) (\$62,309)) (\$95,265)	(\$99,265) (\$1,089,198)
-	601-Golf Maintenance Total	(\$40,181)	(\$41,597) (\$112,	(\$112,107)	(\$81,190)	\$152,445)	\$115,923	(\$87,275)	(\$96,546) (\$137,454)	(\$137,454)	(\$70,002) (\$62,309)) (068'26\$)	(\$97,890) (\$1,087,823)
63	611-Pro Shop/Golf Fees													
	4-Revenues	\$15,738)	\$66,870	\$66,870 \$192,334)	\$226,595	\$251,320	\$316,983	\$359,162	\$351,623	\$305,361	\$154,444	\$30,100	\$7,500	\$2,267,230
	5-Expenses		(\$30,423)) (\$92,512))	(\$92,512))	(\$48,576))						(\$74,850)) (:	(\$74,850)) (\$36,417)) (\$380,260) (\$1,008,951)	\$380,260) (\$1,008,951)
-	611-Pro Shop/Golf Fees Total	\$13,348	\$36,448	\$99,822	\$178,020	\$176,646	\$253,508	\$307,248	\$251,783	\$241,448	\$79,594	(\$6,318) (\$372,760)		\$1,258,278
_	612-Food and Beverage													
	4-Revenues	\$216,307	\$223,318	\$361,473	\$413,264	\$533,884	\$635,433	\$633,557	\$567,996	\$590,613	\$464,301	\$352,989	\$349,819	\$5,349,400
_	5-Expenses 612-Food and Beverage Total	(\$192,013) \$24,294	(\$192,013) (\$277,980) (\$429, \$24,294 (\$54,662) (\$68,	.552)	(\$300,704) (\$369,118) \$112,560 \$164,766)		(\$446,751) (\$414,605) \$188,682 \$218,952	(\$414,605) (\$218,952	(\$406,345) (\$510,177) \$161,651 \$80,436	(\$510,177) (\$80,436	(\$323,602)(\$357,861) (\$469,485) (\$4,449,087) \$140,699 (\$4,872) (\$119,666) \$900,312	\$357,861) (\$469,485) (\$4,872) (\$119,666)	\$469,485) (\$119,666)	\$4,449,087) \$900,312
-	613-Cross Country Skiing													
	4-Revenues													
	5-Expenses	(\$620)	(\$20)	(\$20)	(\$20)	(\$21)	(\$21)	(\$21)	(\$21)	(\$21)	(\$612)	\$20)	(\$20)	\$837)
-	613-Cross Country Skiing Total	(\$620)	(\$20)	(\$20)	(\$20)	(\$21)	(\$21)	(\$21)	(\$21)	(\$21)	(\$612)	(\$20)	(\$20)	(\$837)
		(\$40,060)	(\$40 060) (\$155 705) (\$178	(6178 721)	\$147.720	¢111 6/17	¢224 239	302 8365	\$244.140	\$77.067	\$1900 905	\$66 946(\$149 830) (\$602 787)	(207 202)	217 3713
		(coo'cte)	(00,0000)	(10,10,110)	(111)	,,,,,,,,,	, test,	001/0000	011,112,	100'111	יוסדייסיי	Golf Car	Golf Cart Purchase	

2017



Arrowhead Golf Club 26W151 West Butterfield Road Wheaton, IL 60189 630-653-5800

