

VILLAGE OF BARTLETT
VILLAGE HALL, 228 S. MAIN STREET
COMMITTEE AGENDA

March 3, 2026

The Committee meeting will start at 6:00pm. The Committee meeting will be recessed at 7:00pm for the regular Board meeting and will continue thereafter

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **TOWN HALL:** (Note: Three (3) minute time limit per person)
4. **STANDING COMMITTEE REPORTS:**
 - A. **PUBLIC WORKS AND GOLF COMMITTEE, CHAIRMAN DEYNE**
 1. Bartlett Hills Consultant
 - B. **FINANCE COMMITTEE, CHAIRMAN LAPORTE**
 1. Review Proposed Operating Budget 2026-27
5. **ADJOURNMENT**



Agenda Item Executive Summary

AGENDA ITEM: Bartlett Hills Consulting **BOARD OR COMMITTEE:** Committee

BUDGET IMPACT

Amount \$16,900-\$21,000 **Budgeted** \$

Fund: Golf Fund **Corresponding Activity Measure:**

EXECUTIVE SUMMARY

As discussed at the November 18, 2025 Board meeting, staff seeks to engage a hospitality consultant to evaluate food and beverage operations at Bartlett Hills Golf Course, including on-course service (midway and beverage cart), the bar/lounge, and weddings/banquets. The goal is to provide an operational assessment and establish a strategic pathway toward improved efficiency and a more positive cash flow.

Approximately five consultants were contacted. One requested an upfront per diem and was not pursued; another was unavailable due to scheduling constraints. Two firms submitted formal proposals for Board consideration: Holtzman Group Hospitality Experts and The Golf Consultants of San Diego.

Holtzman Group is an established leader in municipal golf consulting, with extensive experience nationwide and significant work in Illinois. Their proposal totals \$16,900. Golf Consultants, a newer firm with strong backgrounds in hospitality, business strategy, and marketing, submitted a \$21,000 proposal that includes a more detailed scope of deliverables.

ATTACHMENTS (PLEASE LIST)

Staff memo

Proposal from Holtzman Group

Proposal from Golf Consultants

RELATIONSHIP TO STRATEGIC PLAN GOAL

Strategic Plan Goal or Target: Yes No

Description:

ACTION REQUESTED

- For Discussion Only
- Resolution
- Ordinance
- Motion

Memorandum

To: Village President and Board of Trustees
CC: Paula Schumacher, Village Administrator
From: Scott Skrycki, Assistant Village Administrator
Date: February 17, 2026
Re: Food and Beverage Consultant

TOPIC

Engagement of a Hospitality Consultant for the Food and Beverage Division at Bartlett Hills Golf Course (Discussion occurred at November 18, 2025 Board meeting)

GOAL

To conduct an operational analysis of the food and beverage division at Bartlett Hills Golf Course, including on-course service (midway and beverage cart), the bar and lounge, and weddings/banquets. The selected consultant would also be expected to provide strategic recommendations and a pathway toward improved efficiency and long-term profitability.

DISCUSSION

Staff contacted approximately five hospitality consultants with experience in food and beverage operations within a golf course setting. One consultant requested an upfront per diem to visit the site, which staff did not pursue. Another consultant indicated their ownership team would be unavailable due to a full summer schedule during the 2026 season. Three additional consultants responded to the Village's inquiry; however, at the time of packet preparation, only two firms submitted formal proposals for staff and Board consideration.

The two respondents were **Holtzman Group Hospitality Experts** of Oklahoma and **The Golf Consultants**, based in San Diego, California.

Holtzman Group Hospitality Experts has an extensive portfolio, having completed over 1,000 projects at approximately 350 golf facilities nationwide. The firm has strong references and a demonstrated history of working with municipal golf operations. The firm's principal has also served as a guest speaker at multiple Illinois Parks and Recreation Association conferences.

The Golf Consultants is a newer firm; however, its principles bring significant experience in business development, marketing, website optimization, and hospitality operations. Their home course is *Torrey Pines Golf Course*, widely regarded as one of the top municipal golf courses in the United States and among the *top publicly owned courses globally*.

Key factors considered in evaluating both proposals include experience, execution strategy, deliverables, and cost. Holtzman Group Hospitality is widely recognized as an industry leader in municipal golf consulting and submitted the lowest proposal at \$16,900. The Golf Consultants submitted a proposal for \$21,000 and did offer a more detailed range of deliverables and analytical depth. Both proposals appear to demonstrate sound plans to move the food and beverage department into an even more positive trend going forward.

Both firms also identified the potential for a Phase II engagement; however, tonight's discussion should be based on phase I proposals.

NO OTHER CONSULTANTS?

While hospitality consultants are not uncommon, firms specializing in municipally owned food and beverage operations within a golf course are limited, particularly in this region. This is underscored by the fact that dozens of area golf courses had to seek out consulting services from Holtzman Group. Though based in Oklahoma, the group has completed more consulting work in Illinois than in any other state, and the principal's work includes a portfolio of dozens of public facilities. Their Illinois client base includes several nearby courses, some of which are very prestigious such as Arrowhead Golf Club, Bolingbrook Golf Club and *Cog Hill Golf & Country Club in Lemont*. Cog Hill is often regarded as the *most prestigious public course in Illinois*.

GOING FORWARD

Given the experience, lower cost, and comprehensive list of references, staff does make a *strong recommendation* in this case to go with one of the most experienced golf course food and beverage consultants in the region, which is the Holtzman Group.

Should the Board choose to move forward with a decision during the Committee of the Whole, the Administrator could sign a contract on the Village's behalf, pending review by the Village Attorney.

2602 W Tucson St Unit 828
Broken Arrow Ok 74011
Phone: 858-382-7323
E-Mail: mike@profitablefood.com

Holtzman Group
Hospitality Experts

Food and Beverage Partnership: Bartlett Hills Golf Club





Holtzman Group Hospitality Experts Partnership Proposal

2602 W Tucson St Unit 828
Broken Arrow, OK 74011

Mobile (858) 382-7323

Scott Skrycki
Bartlett Hills Golf Club
Bartlett, IL

Re: Proposal- Bartlett Hills Golf Club -

January 19, 2026

Dear Scott,

Thank you for taking the time to interview with me this past week. We are looking forward to assisting you in analyzing your food and beverage operation. On the afternoon of our final day we will be presenting a list of recommendations and ideas to help the golf food and beverage operation be more profitable.

There are a number of factors that make public golf course food service unique. HGHE's experience of 1000 projects and 350 golf course operations sets us apart from any other consulting firm.

Based upon our discussions during the interview phase last week, below is HGHE's proposal to analyze, and assist the city in taking the F&B operation from a 8 to a 9+.

These phases are:

Phase I : Operational analysis and 3-5 year food and beverage strategic plan (3 days)

Phase II: 6-8 week follow up Operations review with the F&B team (optional) (2 days)



Phase I: F&B Operations analysis /Strategic Planning: \$16,900

- Three Days Onsite Two Consultants

□ Analyze the current operations at all of the club food service outlets. Reviewing the current numbers prior to our arrival will be important. Once these operations are set up for success from the beginning, then we can help minimize the cost of the amenity.

—Observe the food operations over the three days to see the club in action. What are the current challenges? What is working well that we don't want to change? Observing the facilities during this visit will answer most of these questions

—Meet with the food and beverage team in 1 on 1 interviews to get their perspective and feedback on the challenges of the current operation. Their feedback is critical to the success of our consultation.

—Analyze the current dining room menus and based upon our experience, provide suggestions for increased efficiency and quality

—Meet with the city staff and F&B team to go through the potential menu options for all service areas.

—Examine the operations from the customer's perspective, and determine additional opportunities for increased sales and profits including banquet opportunities.

—Study the existing payroll and schedules and work through some specific solutions to reduce payroll costs without jeopardizing service speed or food quality.

—A wrap up meeting with the F&B team to discuss our observation and recommendations and set some goals with the team to complete our recommendations



**Phase II: Operations Review and P&L Management 6-8 weeks
later (optional)**

\$8,900

- Two Days Onsite Two Consultants

—An initial follow up meeting with the Food and Beverage team to review the initial report. Are there any other challenges? What would make your job easier?

—Develop additional recommendations for increasing revenues now that we have our costs in line from our previous consultation.

Please let me know if you have any questions. We can always add additional information you would like us to review.

Thank you Scott, we look forward to working with you and your team on this exciting project.

Sincerely,

Mike Holtzman
President/CEO
HGHE
858-382-7323



These fees include all the preliminary work and analysis, our time on site and a comprehensive follow-up report.

-100% of phase 1 (\$16,900) are due prior to our departure

-Travel expenses are billed separately and due before departure

Liability limitation for Phase 1-2:

BartlettHills Golf Club (BHGC) and Holtzman Group Hospitality Experts (**HGHE**) have discussed the risks, rewards and benefits of the project and HGHE's total fee for services. The risks have been allocated such that **BHGC** agrees that to the fullest extent permitted by law, HGHE's total liability to **BHGC** or owner/client for any and all injuries, claims, losses, expenses, damages, or claims expenses arising out of this agreement from any cause or causes shall not exceed the project fee. Such causes include but are not limited to HGHE's negligence, errors, omissions, strict liability, breach of contract or breach of warranty.

Michael Holtzman 01/19/26
Signature of HGHE Representative Date

Signature of **BHGC** Representative Date



TO: Scott Skrycki

REFERENCE: List of items needed to help complete the analysis

Here is the list of items that will help us tremendously to complete the preliminary work on the project. If you could include this information, along with any personal observations and goals for this project, we will be more than prepared to analyze your facility. Here is the list of items **(the bold print items below are most critical)**:

- **Menus and prices for all of the food and beverage operations**
- **A recent set of invoices and a set of invoices from 6 months ago. (3 each from your broadline and 1-2 from your others)**
- **Profit and Loss statements from 2023 and 2024 and 2025**
- Hours of operation at each dining facility, number of rounds for the last 2 years
- A breakdown of food and beverage sales for each area (dining, catering and events, bar sales)
- A current menu mix of the top selling items to the least selling items for 2024 and 2025.
- A staff schedule of hours from a slow time and a busy time for the front of the house and the back of the house.
- A list of specific objectives that you would like us to consider when we are analyzing this data.
- An organization chart and anything else that you feel would be beneficial to help with the analysis.

If we could get this information ready for us by the time we arrive that would be great. Again, if you have any other questions, please give me a call.

Sincerely,

Michael Holtzman

Michael Holtzman
Holtzman Group Hospitality Experts



List of Illinois Projects:

Bolingbrook Park District	Foothills Park & Rec	City of Gurnee
Schaumburg Park Dist.	Wheeling Park Dist.	Elk Grove Park Dist.
Elmhurst Park Dist.	City of Huntley	Munster Park Dist.
Waukegan Park Dist.	Palatine Park Dist.	City of Hastings
City of Dundee	City of Elgin	City of Dupage
City of Oviedo	Town of Gary	Town of Normal
City of Rockford	Oswegoland Park Dist.	Oak Brook Park Dist.
West Chicago Park Dist.	Champagne Park Dist.	Hoffman Estates
City of Lockport	Prairie Bluff Park Dist.	Muskogee Park Dist.
Glenview Park Dist.	City of Naperville	City of Deerfield
Arrowhead Golf Club	Cantigny Golf Club	Cog Hill Golf Club
Ditka Dome Project	Mistwood Golf Club	Chevy Chase GC



Proposal for
Bartlett Hills Golf Club
Food & Beverage Consulting Engagement

Prepared for:
Mr. Scott Skrycki
Assistant Village Administrator
Village of Bartlett, Illinois

February 2026



GOLF
CONSULTANTS

Golf Consultants
8525 Gibbs Drive - Suite 304
San Diego, CA 92123
golf-consultants.com

February 2026

Mr. Scott Skrycki
Assistant Village Administrator
Village of Bartlett
228 S. Main Street
Bartlett, IL 60103

Dear Scott,

Thank you for the opportunity to discuss Bartlett Hills Golf Club's food and beverage operations. Following our conversation, we are pleased to submit this proposal for a focused F&B assessment engagement designed to identify actionable opportunities to improve profitability and reduce the structural deficit in the Golf Fund.

We recognize that Bartlett Hills is not a struggling operation - it is an award-winning facility with a dedicated team that has achieved remarkable results, including seven consecutive Best of the Knot awards and record-setting midway/beverage cart revenue achieved in 2025/26. The challenge is that despite strong revenue growth, F&B operating costs have consistently outpaced income, creating a persistent gap that compounds the Golf Fund's broader financial constraints.

Our approach is deliberately phased. We propose an initial on-site diagnostic assessment that will give you - and the Village Board - a clear, data-driven picture of where the F&B operation stands, what's driving the deficit, and what specific levers exist to close it. Only after completing this assessment would we propose any implementation work, ensuring the Village invests further only when the path forward is clear.

We look forward to the opportunity to put our combined expertise in food and beverage operations, financial analysis, and golf course management to work for Bartlett Hills.

Sincerely,

Charles Oreve
Principal, Golf Consultants
808-344-5043
charles.oreve@golf-consultants.com

1. Understanding Your Situation

The Facility

Bartlett Hills Golf Club is an 18-hole municipal golf course purchased by the Village of Bartlett in 1978. The facility includes a full-service golf shop, Grille Room restaurant, lounge, banquet and meeting facilities, on-course midway, and beverage cart service. An average of 32,000+ rounds are played annually, and the course hosts approximately 45 weddings, 180 non-golf banquet functions, 40 golf outings, and 8 leagues per year.

Financial Landscape

Golf Fund Overview (FY 2025-26 Budget)

Metric	Amount
Total Golf Fund Revenue (operating)	\$3,412,500
Golf Course & Pro Shop Revenue	\$1,801,500
Food & Beverage Revenue	\$1,291,000
Total Golf Operating Expenses	\$3,266,927
Golf Course Operating Expense	\$1,795,581
F&B Operating Expense	\$1,348,096
F&B Deficit	-\$57,096

Source: Village of Bartlett FY 2025/26 Operating Budget

F&B Structural Deficit History

Fiscal Year	F&B Revenue	F&B Expense	Deficit	Margin
2021-22	\$954,548	\$1,113,576	-\$159,028	-16.7%
2022-23	\$1,076,651	\$1,269,389	-\$192,738	-17.9%
2023-24	\$1,167,802	\$1,268,383	-\$100,581	-8.6%
2024-25 (Est.)	\$1,200,000	\$1,307,490	-\$107,490	-8.9%
2025-26 (Budget)	\$1,291,000	\$1,348,096	-\$57,096	-4.4%

Source: Village of Bartlett FY 2025/26 Operating Budget

The deficit has narrowed from -17.9% in FY 2022-23 to a projected -4.4% in FY 2025-26, demonstrating that the team's efforts, including the new Casual Wedding Package and enhanced midway operations, are moving in the right direction. However, the gap remains, and the Golf Fund cannot sustain continued deficits given its broader financial position.

Fund Balance Constraints

- Projected ending cash balance is essentially zero
- The golf fund' projected transfers is ~\$3.643 million to other village funds, including a \$2.4M developer deposit loan for irrigation system replacement
- Fund balance is below the minimum 10% of operating expenditures required by village policy (\$314,368 minimum)
- All transfers to Central Services and Vehicle Replacement funds suspended since 2010.

Golf Consultants' Key Objective:

To help Bartlett Hills raise the Golf Fund balance to at least the minimum policy requirement (\$314,368) through targeted F&B profitability improvements, enhanced social media marketing, and strengthened community engagement initiatives. We understand the magnitude of this challenge and are fully confident our proven strategies can achieve this critical financial target.

F&B Revenue Composition

Revenue Stream	FY 2025-26 Budget	% of Total	Trend
Banquets/Weddings	\$890,000	68.9%	+3% YoY
Midway/Beverage Cart	\$230,000	17.8%	+15% YoY
Restaurant (Grille Room)	\$171,000	13.2%	+5% YoY
Total F&B	\$1,291,000	100%	+5% YoY

The midway/beverage cart segment is the fastest growing at 15% year-over-year, and FY 2024-25 is projected to be the highest revenue year ever in this category. Banquets remain the dominant revenue driver, supported by the facility's stellar wedding reputation.

What Bartlett Hills Golf Club Is Doing Right

Wedding Excellence: Best of the Knot award for 7 consecutive years, Knot Hall of Fame since 2021, plus Wedding Wire and Zola awards - placing the facility in the top 1% of reception venues nationwide.

Innovative Packages: The Casual Wedding Package and Ultimate Upgrade have been overwhelmingly successful with significantly increased profit margins; 28% of 2025 weddings are using the casual package.

Record Midway Revenue: New merchandising coolers, TV menu displays, and meal deal emphasis have driven midway revenue to record levels.

Community Integration: Strong relationships with Bartlett Chamber, Lions Club, Rotary Club, Special Olympics, and local high school golf programs.

New Events: Bourbon/Cigar Night and Super Bowl catering demonstrate innovative thinking.

Staff Quality: "Hospitable staff, Evan, and value for the money" are the top three responses in post-event surveys.

Key questions our assessment would investigate, and not limited to:

F&B Performance

- What is the restaurant's break-even point and is the current model sustainable?
- Where are the highest-impact opportunities for revenue enhancement or cost reduction?
- Who are the regular customers? How can Bartlett Hills better tailor to the customers?
- What are current customer satisfaction scores and online review ratings?
- What is the honest feedback on the F&B provided by the Grille, Midway and Banquets? (Quality, pricing, originality, consistency)
- What is the average customer complaint rate, and what are recurring themes?
- Which menu items have the highest and lowest contribution margins?
- How can technology improve ordering efficiency, particularly for midway and turn service?
- How frequently is menu engineering analysis conducted to optimize profitability?
- What is the inventory turnover rate, and are there slow-moving or overstocked items?
- Where are the bottlenecks in kitchen workflow during peak service periods?
- How does service speed compare to customer expectations and competitor standards?
- Are staff schedules optimized against actual customer traffic patterns?
- Are scheduling practices aligned with actual demand patterns to minimize overstaffing/understaffing?

Banquets & Weddings Performance

- What kind of events can be marketed to generate more revenue?
- Are there emerging trends / customer preferences Bartlett Hills is not currently addressing?
- Are there opportunities to enhance the customer journey from initial contact through post-event follow-up?
- What percentage of bookings convert from inquiry to confirmed reservation?
- How efficient is the prep-to-service workflow for banquet events?
- How does pricing and services compare to competitors within a 5-10 mile radius for similar offerings?

2. Why Golf Consultants

Our Team

Charles Oreve — Principal & F&B Specialist

Charles brings over two decades of experience in the sports industry and twelve years specifically in food and beverage operations. His expertise spans revenue optimization, guest engagement, marketing, and customer experience strategy. As an avid golfer with a 2.7 handicap index, he understands the golfer experience from both sides of the counter. Charles has built e-commerce solutions driving over 35,000 online food service orders and helped grow multiple restaurants over the years, including a sushi bar in Hawaii from a 5 table location to an additional 130 seats location.

Kevin Wan — Financial Analysis & Data Strategy

Kevin specializes in financial modeling, data analytics, and project management. His background includes venture capital and start-up advisory, bringing institutional-grade rigor to revenue analysis, cost structure evaluation, and profitability modeling. As founder of EagleLine, Kevin brought a patented golf product to market in Japan, demonstrating entrepreneurial execution and deep understanding of the golf industry from product development through international go-to-market strategy. His +2 handicap ensures he evaluates golf operations with both a player's perspective and a product innovator's insight into what enhances the on-course experience. Kevin holds a Master's degree in Business Analytics from Duke University Fuqua School of Business and a Bachelor's in Economics and Finance from Tsinghua University.

Rémy Arnaud — Operations & Process Optimization

Rémy brings over a decade of experience in advanced manufacturing and production processes in the golf industry. His engineering mindset, Master's degree in Mechanical Engineering and Lean Manufacturing Diploma from SDSU are applied to kitchen workflow analysis, service delivery optimization, and operational efficiency improvements. He can lead some lean management activities with your team, such as Gemba (walk the line), Value Stream Map and Kaizen. With a +1 handicap, he understands the on-course experience that drives midway and turn-service revenue.

What Sets Us Apart

Municipal Golf Expertise: Our home course is Torrey Pines, a municipally-owned facility in San Diego. We understand the approval processes, regulatory constraints, budget cycles, and political dynamics that come with public golf operations.

F&B-Specific Focus: Unlike general golf consultants, we have a deep operational experience in food and beverage - including menu development, cost analysis, pricing strategy, kitchen workflow audits, staff training, POS integration, and revenue growth strategies.

Financial Rigor: We bring expert financial rigor to identify exactly where money is being lost and where opportunities exist. Every recommendation is grounded in data and quantified for ROI to help Bartlett Hills Golf Club achieve its financial objectives.

Guest Experience Integration: We evaluate F&B not in isolation but as part of the total guest experience. Our Secret Golfer evaluations assess the entire customer journey from tee time booking through the 19th hole.



3. Proposed Engagement — Phased Approach

Phase 1: Diagnostic Assessment

Duration: 4 weeks

Investment: \$18,000 (60 hours at \$300/hr)

Travel: ~\$3,000 (2 consultants, 2 days on-site)

Total Phase 1 Investment: \$21,000

This focused assessment will deliver a clear, actionable picture of the F&B operation's strengths, weaknesses, and specific opportunities. It is designed to stand alone as a valuable deliverable - you will receive a comprehensive report with prioritized recommendations regardless of whether a Phase 2 engagement follows.

Pre-Visit Analysis (15 hours)

- Detailed review of Golf Fund financials, P&L statements, and budget data
- Menu analysis across all F&B operations (restaurant, banquet, midway)
- Competitive benchmarking against comparable municipal golf courses in the Chicago suburbs and nationally
- Preliminary identification of cost structure issues and revenue opportunities
- Review of current vendor contracts and procurement practices

On-Site Assessment (20 hours — 2 days)

- Facility walkthrough and operational observation across all F&B areas
- Interviews with F&B Manager, Event Coordinator, Head Cook, and key staff
- Kitchen workflow and service delivery observation during active operations
- Review of POS data, inventory systems, and ordering processes
- Assessment of banquet operations, event setup, and service execution
- Midway/beverage cart operations and on-course service evaluation
- Meeting with golf course management to understand cross-functional dynamics
- Stakeholder meeting with Assistant Village Administrator

Secret Golfer Visit (4 hours)

- Unannounced customer experience evaluation from a golfer's perspective
- Assessment of restaurant dining experience, on-course food availability, beverage cart service
- Documentation of ordering process, wait times, food quality, presentation, and value perception

Analysis & Report Development (15 hours)

- Integration of all pre-visit, on-site, and secret golfer findings
- Root cause analysis of the F&B structural deficit
- Benchmarking analysis vs. comparable municipal golf F&B operations
- Identification and prioritization of revenue enhancement and cost reduction opportunities
- Financial impact quantification for each recommendation
- Development of a prioritized action plan

Presentation (6 hours)

- Delivery of findings to Village Administration and Golf Course management
- Discussion of Phase 2 scope (if appropriate) based on findings
- 90-day quick-wins action plan for immediate implementation

Phase 1 Deliverables

- 1. F&B Diagnostic Report (15-20 pages):** Comprehensive analysis of current state including financial benchmarking, operational assessment, customer experience evaluation, and competitive positioning
- 2. Opportunity Matrix:** Prioritized list of improvement opportunities with estimated financial impact, implementation difficulty, and timeline
- 3. 90-Day Action Plan:** Immediate steps the team can take to begin addressing the deficit, including any “quick wins” identified during the assessment
- 4. Executive Presentation:** In-person presentation of findings and recommendations to Village Administration

Phase 2: Strategic Implementation Planning (Future — Scope TBD)

** Phase 2 would be proposed only after Phase 1 findings are complete and would be specifically scoped based on the opportunities identified.

Potential Phase 2 elements could include:

- Detailed 3-5 year strategic plan with financial projections
- Menu redesign and optimization with cost engineering
- Technology implementation planning (online ordering, POS optimization)
- Staffing model and scheduling optimization
- Banquet pricing and package restructuring
- Marketing and revenue enhancement programs
- Implementation support and ongoing advisory

Phase 2 scope and investment would be determined collaboratively based on Phase 1 findings and Village priorities. We would not propose any work that isn't justified by the data.

4. Investment Justification

Phase 1 Fee Structure

Component	Hours	Rate	Amount
Pre-Visit Analysis	15	\$300/hr	\$4,500
On-Site Assessment (2 days)	20	\$300/hr	\$6,000
Secret Golfer Visit	4	\$300/hr	\$1,200
Analysis & Report Development	15	\$300/hr	\$4,500
Presentation	6	\$300/hr	\$1,800
Professional Fees Subtotal	60		\$18,000
Travel Expenses (estimated)			\$3,000
Total Phase 1 Investment			\$21,000

Payment Terms

- 50% upon contract execution: \$10,500
- 50% upon delivery of final report and presentation: \$10,500

Return on Investment

The average annual F&B deficit over the past three fiscal years is approximately \$89,000, while the Golf Fund remains below the \$314,368 minimum balance required by village policy. If our Phase 1 assessment identifies opportunities to eliminate just 25% of this F&B deficit - approximately \$22,000 annually - the engagement pays for itself in Year 1.

Based on our experience with comparable municipal golf operations, we typically identify opportunities worth 5-15% of total F&B revenue, which at Bartlett Hills' scale (\$1.29M) represents \$65,000-\$194,000 in potential annual impact - enough to fully bridge the current fund balance gap and build a buffer for financial resilience.

5. Bartlett Hills' Strategic Alignment

Our engagement directly supports the short term and long term goals identified in the Village's 2025-26 Strategic Plan:

- **"Examine service delivery methods and approaches"** - Our operational assessment and Secret Golfer evaluation will identify service delivery improvements.
- **"Maintain checks and balances to ensure financial stewardship"** - Our assessment provides independent financial analysis of the F&B operation's cost structure and revenue optimization opportunities.
- **"Constantly review menu trends, competitors, and employee productivity along with food, liquor and supplies cost to maximize profitability"** - This is precisely the scope of our engagement, brought with an independent, national perspective.

6. About Golf Consultants

Golf Consultants is a specialized consulting firm dedicated to helping golf courses thrive. We combine decades of experience in marketing, golf operations, financial strategy, and food & beverage management to deliver innovative solutions that drive revenue and enhance the guest experience.

Our service areas include:

- **Food & Beverage Optimization:** Menu development, cost analysis, pricing strategy, kitchen efficiency, staff training, technology integration
- **Revenue-Driving Strategies:** Operational efficiency, cost control, marketing, membership growth, website development
- **Financial Analysis & Growth:** Revenue audits, P&L optimization, break-even analysis, pricing strategies, capital planning
- **Guest Experience:** Course experience enhancement, clubhouse operations, staff training, event coordination

We are based in San Diego, California, where our home course is Torrey Pines - a municipally-owned facility that gives us firsthand understanding of public golf operations.

7. Next Steps

- 1. Review:** Please review this proposal and share with the Village Administrator and any other relevant stakeholders
- 2. Questions:** We welcome any questions or requests for clarification - please contact Charles Oreve at 808-344-5043 or charles.oreve@golf-consultants.com
- 3. Budget Data:** Upon your agreement to proceed, we would request access to detailed P&L statements, POS data, current vendor contracts, and any internal F&B performance reports to begin our pre-visit analysis
- 4. Scheduling:** We are prepared to begin within 2 weeks of contract execution, with the on-site visit scheduled at a time that works for your team and ideally during an active banquet/event period



Golf Consultants
8525 Gibbs Drive - Suite 304 - San Diego, CA 92123
<https://golf-consultants.com>