

MEETING NOTICE
TOWN OF BREWSTER
GOLF COMMISSION

Golfcommission@Brewster-ma.gov

Location: 2198 Main Street

Date: April 25, 2023

Time: 4:00 PM



This meeting will be conducted in person at the time and location noted above. This means that at least a quorum of the members of the public body will attend the meeting in person and members of the public are welcome to attend in person as well. As a courtesy only, access to the meeting is also being provided via remote means in accordance with applicable law. Please note that while an option for remote attendance and/or participation is being provided as a courtesy to the public, the meeting will not be suspended or terminated if technological problems interrupt the virtual broadcast or affect remote attendance or participation, unless otherwise required by law. Members of the public with particular interest in any specific item on this agenda should make plans for in-person vs. virtual attendance accordingly. Members of the public who wish to access the meeting remotely may do so in the manner shown on our posted agenda.

Meetings may be joined by:

1. **Phone:** +1 312 626 6799 or +1 929 436 2866

Webinar ID: 881 4407 8985

Passcode: 049087

To request to speak: Press *9 and wait to be recognized.

2. **Zoom Webinar:**

<https://us02web.zoom.us/j/88144078985?pwd=M05KQnNsRlRlQT2FzZEpkSFZDWUVOZz09>

Passcode: 049087

To request to speak: Tap Zoom "Raise Hand" button, then wait to be recognized.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting may do so by attending the meeting in person or by accessing the meeting remotely.

Additionally, the meeting will be broadcast live, in real time, via **Live broadcast** (Brewster Government TV Channel 18), **Livestream** (livestream.brewster-ma.gov), or **Video recording** (tv.brewster-ma.gov).

Jay Packett
Director of Operations
Colin Walsh
Course Superintendent

Golf Commission

Anne O'Connell
Chair

Andrea Johnson
Vice Chair

Rob David

John Kissida

Wyn Morton

David Valcourt

The Captains Golf Course
1000 Freemans Way
Brewster, MA 02631
(508) 896-1716

www.CaptainsGolfCourse.com

AGENDA

- Call to Order
- Declaration of a Quorum
- Meeting Participation Statement
 - *As required by the Open Meeting Law, we are informing you that the Town will be video and audio taping as well as broadcasting this public meeting. In addition, if anyone else intends to either video or audio tape this meeting they are required to inform the chair.*
- Public Comment
- Superintendent's Report
- Director's Report
 - Update FY23 HVAC Project
 - Course Operations Questions and Concerns
- Strategic Planning Updates (Commission)
- Questions and Comments from Associations and Liaisons
- Review and approve minutes
 - 3/28
- Future Agenda Items and Meetings (5/9; **Room B**)
- Matters not anticipated by the Chair
- Adjourn

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 3/31/23

	FY 2023					FY 2022			
	Expended thru March	Budget	Balance	% of Budget Spent		Expended thru March	Budget	Balance	% of Budget Spent
WAGES					WAGES				
Full-time Wages	\$ 730,528.64	\$ 1,001,971.00	\$ 271,442.36	72.9%	Full-time Wages	\$ 606,781.50	\$ 890,037.00	\$ 283,255.50	68.2%
Part-time Wages	\$ 343,521.30	\$ 518,540.00	\$ 175,018.70	66.2%	Part-time Wages	\$ 327,606.26	\$ 579,478.00	\$ 251,871.74	56.5%
Overtime	\$ 43,021.62	\$ 61,184.00	\$ 18,162.38	70.3%	Overtime	\$ 37,916.61	\$ 50,000.00	\$ 12,083.39	75.8%
Longevity	\$ 4,731.00	\$ 15,197.00	\$ 10,466.00	31.1%	Longevity	\$ 2,815.50	\$ 16,560.00	\$ 13,744.50	17.0%
	\$ -	\$ -	\$ -		Contractual Obligations	\$ 6,500.00	\$ 6,643.00	\$ 143.00	97.8%
	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	
SUBTOTAL	\$ 1,121,802.56	\$ 1,596,892.00	\$ 475,089.44	70.2%	SUBTOTAL	\$ 981,619.87	\$ 1,542,718.00	\$ 561,098.13	63.6%
GENERAL EXPENSES					GENERAL EXPENSES				
Oil/Grease	\$ 3,744.92	\$ 3,200.00	\$ (544.92)	117.0%	Oil/Grease	\$ 2,818.94	\$ 3,000.00	\$ 181.06	94.0%
Diesel Fuel	\$ 13,233.40	\$ 10,500.00	\$ (2,733.40)	126.0%	Diesel Fuel	\$ 7,559.06	\$ 10,000.00	\$ 2,440.94	75.6%
Heating	\$ 12,476.77	\$ 14,000.00	\$ 1,523.23	89.1%	Heating	\$ 9,212.29	\$ 14,000.00	\$ 4,787.71	65.8%
Gasoline	\$ 9,074.76	\$ 9,000.00	\$ (74.76)	100.8%	Gasoline	\$ 8,070.55	\$ 8,500.00	\$ 429.45	94.9%
Electricity	\$ 39,033.06	\$ 48,760.00	\$ 9,726.94	80.1%	Electricity	\$ 37,738.80	\$ 46,000.00	\$ 8,261.20	82.0%
Electricity-Irrigation Pump	\$ 16,739.98	\$ 23,320.00	\$ 6,580.02	71.8%	Electricity-Irrigation Pump	\$ 11,927.14	\$ 22,000.00	\$ 10,072.86	54.2%
R&M Equipment	\$ 82,660.42	\$ 88,000.00	\$ 5,339.58	93.9%	R&M Equipment	\$ 69,579.20	\$ 80,000.00	\$ 10,420.80	87.0%
R&M Irrigation	\$ 36,648.14	\$ 37,000.00	\$ 351.86	99.0%	R&M Irrigation	\$ 18,647.94	\$ 35,000.00	\$ 16,352.06	53.3%
Professional/Technical	\$ 12,170.13	\$ 4,500.00	\$ (7,670.13)	270.4%	Professional/Technical	\$ 9,407.80	\$ 4,500.00	\$ (4,907.80)	209.1%
OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%	OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 1,064.44	\$ 1,600.00	\$ 535.56	66.5%	Phones	\$ 1,013.47	\$ 1,600.00	\$ 586.53	63.3%
Alarm	\$ 3,057.31	\$ 2,200.00	\$ (857.31)	139.0%	Alarm	\$ 3,105.40	\$ 2,200.00	\$ (905.40)	141.2%
Office Supplies	\$ 5,351.03	\$ 9,500.00	\$ 4,148.97	56.3%	Office Supplies	\$ 6,035.35	\$ 9,500.00	\$ 3,464.65	63.5%
Score Cards	\$ 2,985.00	\$ 5,000.00	\$ 2,015.00	59.7%	Score Cards	\$ 3,045.37	\$ 4,000.00	\$ 954.63	76.1%
Maintenance Supplies	\$ 21,490.70	\$ 12,000.00	\$ (9,490.70)	179.1%	Maintenance Supplies	\$ 10,775.15	\$ 12,000.00	\$ 1,224.85	89.8%
Range Supplies	\$ 5,411.62	\$ 13,000.00	\$ 7,588.38	41.6%	Range Supplies	\$ 3,370.67	\$ 13,000.00	\$ 9,629.33	25.9%
Computer Supplies	\$ 7,896.46	\$ 8,000.00	\$ 103.54	98.7%	Computer Supplies	\$ 6,176.21	\$ 8,000.00	\$ 1,823.79	77.2%
Custodial Supplies	\$ 10,220.69	\$ 22,000.00	\$ 11,779.31	46.5%	Custodial Supplies	\$ 18,160.40	\$ 20,000.00	\$ 1,839.60	90.8%
Rubbish Removal/Sanitation	\$ 12,027.36	\$ 20,000.00	\$ 7,972.64	60.1%	Rubbish Removal/Sanitation	\$ 18,828.97	\$ 26,000.00	\$ 7,171.03	72.4%
Seed & Sod	\$ 20,053.00	\$ 29,000.00	\$ 8,947.00	69.1%	Seed & Sod	\$ 9,988.42	\$ 25,000.00	\$ 15,011.58	40.0%
Tee & Green	\$ 12,766.20	\$ 12,000.00	\$ (766.20)	106.4%	Tee & Green	\$ 5,690.09	\$ 12,000.00	\$ 6,309.91	47.4%
Landscaping	\$ 3,170.56	\$ 5,000.00	\$ 1,829.44	63.4%	Landscaping	\$ 1,500.00	\$ 5,000.00	\$ 3,500.00	30.0%
Topsoil & Sand	\$ 18,178.02	\$ 31,500.00	\$ 13,321.98	57.7%	Topsoil & Sand	\$ 19,401.70	\$ 30,000.00	\$ 10,598.30	64.7%
Fertilizer	\$ 79,604.75	\$ 96,000.00	\$ 16,395.25	82.9%	Fertilizer	\$ 29,827.60	\$ 80,000.00	\$ 50,172.40	37.3%
Fungicide	\$ 138,627.37	\$ 126,000.00	\$ (12,627.37)	110.0%	Fungicide	\$ 129,716.67	\$ 120,000.00	\$ (9,716.67)	108.1%
Insecticides	\$ -	\$ 16,000.00	\$ 16,000.00	0.0%	Insecticides	\$ 3,219.69	\$ 15,000.00	\$ 11,780.31	21.5%
Misc. Wetting Agents/Lime	\$ 47,829.86	\$ 58,000.00	\$ 10,170.14	82.5%	Misc. Wetting Agents/Lime	\$ 48,090.00	\$ 55,000.00	\$ 6,910.00	87.4%
Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%	Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%
Clubhouse Furn./Repair	\$ 36,623.79	\$ 50,000.00	\$ 13,376.21	73.2%	Clubhouse Furn./Repair	\$ 15,898.00	\$ 35,000.00	\$ 19,102.00	45.4%
Credit Card Expense	\$ 59,356.59	\$ 75,000.00	\$ 15,643.41	79.1%	Credit Card Expense	\$ 52,857.16	\$ 57,000.00	\$ 4,142.84	92.7%
Environmental Monitoring	\$ 2,119.19	\$ 3,000.00	\$ 880.81	70.6%	Environmental Monitoring	\$ 2,983.57	\$ 3,000.00	\$ 16.43	99.5%
Safety Clothing Allowance	\$ 3,244.70	\$ 9,000.00	\$ 5,755.30	36.1%	Safety Clothing Allowance	\$ 4,084.93	\$ 9,000.00	\$ 4,915.07	45.4%
Mileage-Maintenance	\$ 88.45	\$ 450.00	\$ 361.55	19.7%	Mileage-Maintenance	\$ -	\$ 450.00	\$ 450.00	0.0%
Meetings/Travel	\$ 1,060.00	\$ 2,500.00	\$ 1,440.00	42.4%	Meetings/Travel	\$ 130.00	\$ 2,500.00	\$ 2,370.00	5.2%
Dues and Subscriptions	\$ 4,208.00	\$ 4,100.00	\$ (108.00)	102.6%	Dues and Subscriptions	\$ 3,569.99	\$ 4,100.00	\$ 530.01	87.1%
Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%	Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%
Advertising/Promotions	\$ 21,731.84	\$ 50,000.00	\$ 28,268.16	43.5%	Advertising/Promotions	\$ 19,271.90	\$ 50,000.00	\$ 30,728.10	38.5%
CVEC Administration Charges	\$ 2,734.38	\$ 4,688.00	\$ 1,953.62	58.3%		\$ -	\$ -	\$ -	
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	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	
SUBTOTAL	\$ 820,682.89	\$ 1,021,318.00	\$ 200,635.11	80.4%	SUBTOTAL	\$ 665,702.43	\$ 939,850.00	\$ 274,147.57	70.8%
Other Expenses:					Other Expenses:				
Transfer to Trust	\$ -	\$ 21,000.00	\$ 21,000.00	0%	Transfer to Trust	\$ 21,000.00	\$ 21,000.00	\$ -	100%
Pro Shop Purchases	\$ 117,868.54	\$ 230,000.00	\$ 112,131.46	51%	Pro Shop Purchases	\$ 79,917.81	\$ 230,000.00	\$ 150,082.19	35%
Capital	\$ -	\$ -	\$ -		Capital	\$ 17,595.00	\$ 100,000.00	\$ 82,405.00	18%
Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%	Indirect Costs	\$ 129,324.00	\$ 129,324.00	\$ -	100%
Life Insurance	\$ 511.64	\$ 671.00	\$ 159.36	76%	Life Insurance	\$ 400.26	\$ 652.00	\$ 251.74	61%
Unemployment	\$ 26,767.76	\$ 55,080.00	\$ 28,312.24	49%	Unemployment	\$ 11,442.92	\$ 54,000.00	\$ 42,557.08	21%
Health Insurance	\$ 222,420.25	\$ 343,608.00	\$ 121,187.75	65%	Health Insurance	\$ 151,919.90	\$ 298,518.00	\$ 146,598.10	51%
Medicare	\$ 15,351.26	\$ 23,976.00	\$ 8,624.74	64%	Medicare	\$ 11,260.88	\$ 22,151.00	\$ 10,890.12	51%
Compensated Absences	\$ 21,547.75	\$ 20,000.00	\$ (1,547.75)	108%	Compensated Absences	\$ 1,193.00	\$ 15,000.00	\$ 13,807.00	8%
Workers Compensation	\$ 10,605.00	\$ 16,480.00	\$ 5,875.00	64%	Workers Compensation	\$ 9,646.00	\$ 16,000.00	\$ 6,354.00	60%
General Liability Insurance	\$ 68,262.24	\$ 81,198.00	\$ 12,935.76	84%	General Liability Insurance	\$ 70,511.92	\$ 78,834.00	\$ 8,322.08	89%
Retirement/Pension Exp.	\$ 238,554.00	\$ 238,554.00	\$ -	100%	Retirement/Pension Exp.	\$ 251,300.00	\$ 251,300.00	\$ -	100%
Transfer to General Stabilization	\$ 400,000.00	\$ 400,000.00	\$ -	100%	Encumbrances	\$ 6,237.30	\$ 6,237.30	\$ -	100%
SUBTOTAL	\$ 927,244.44	\$ 1,635,923.00	\$ 308,678.56	57%	SUBTOTAL	\$ 761,748.99	\$ 1,223,016.30	\$ 461,267.31	62%
GRAND TOTAL	\$ 2,869,729.89	\$ 4,254,133.00	\$ 984,403.11	67%	GRAND TOTAL	\$ 2,409,071.29	\$ 3,705,584.30	\$ 1,296,513.01	65%
FY23 Capital	\$ 12,507.53	\$ 730,000.00	\$ 717,492.47	2%					
FY22 Capital	\$ 192,666.88	\$ 982,000.00	\$ 789,333.12	20%					

CAPITAL SPENDING

FISCAL YEAR 2022

	Allocated	Expended	Remaining
Tree work and Grinding	\$ 35,000.00	\$ 16,488.00	\$ 18,512.00
HVAC/Boiler upgrades	\$ 265,000.00	\$ 230,573.60	\$ 34,426.40
Pump house protection	\$ 10,000.00	\$ 3,356.25	\$ 6,643.75
Clubhouse/Pavilion carpeting	\$ 25,000.00	\$ 15,735.60	\$ 9,264.40
Clubhouse window and door replacement	\$ 280,000.00	\$ 15,049.70	\$ 264,950.30
Maintenance facility study	\$ 20,000.00	\$ -	\$ 20,000.00
Sink hole repairs	\$ 40,000.00	\$ 6,003.24	\$ 33,996.76
Maintenance equipment replacement	\$ 232,000.00	\$ 19,943.48	\$ 212,056.52
Kitchen equipment replacement	\$ 25,000.00	\$ 12,560.20	\$ 12,439.80
Driving range equipment/balls	\$ 20,000.00	\$ 10,514.19	\$ 9,485.81
Rental clubs/pushcarts	\$ 30,000.00	\$ 6,509.40	\$ 23,490.60
TOTAL	\$ 982,000.00	\$ 336,733.66	\$ 645,266.34

FISCAL YEAR 2023

	Allocated	Expended	Remaining
Sink hole repairs	\$ 20,000.00	\$ -	\$ 20,000.00
Cart path improvements	\$ 120,000.00	\$ 6,507.53	\$ 113,492.47
Forward tees	\$ 15,000.00	\$ -	\$ 15,000.00
HVAC/Boiler upgrades	\$ 75,000.00	\$ -	\$ 75,000.00
Clubhouse surrounds	\$ 30,000.00	\$ -	\$ 30,000.00
Kitchen equipment	\$ 15,000.00	\$ -	\$ 15,000.00
Maintenance equipment replacement	\$ 380,000.00	\$ 6,000.00	\$ 374,000.00
Irrigation replacement design	\$ 75,000.00	\$ -	\$ 75,000.00
TOTAL	\$ 730,000.00	\$ 12,507.53	\$ 717,492.47

CAPTAINS GOLF COURSE COMPARISON REPORT

MARCH

	<u>Mar-18</u>	<u>Mar-19</u>	<u>Mar-20</u>	<u>Mar-21</u>	<u>Mar-22</u>	<u>Mar-23</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 100,912.00	\$ 128,693.00	\$ 25,272.00	\$ 128,115.00	\$ 258,683.00	\$ 220,771.00
RESIDENTS - Morning	\$ 69,736.00	\$ 75,868.00	\$ 26,298.00	\$ 66,551.70	\$ 130,952.00	\$ 149,620.40
RESIDENTS - Twilight	\$ 7,650.00	\$ 11,596.00	\$ 2,340.00	\$ 17,316.00	\$ 19,760.00	\$ 19,960.00
CHARTER NON-RESIDENTS	\$ 4,137.00	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 5,205.00	\$ 3,610.00
NON-RESIDENTS	\$ 115,450.00	\$ 133,151.00	\$ 15,768.00	\$ 189,211.00	\$ 355,700.60	\$ 354,694.96
NON-RESIDENT TWILIGHT	\$ 6,770.00	\$ 8,004.00	\$ 1,400.00	\$ 29,179.00	\$ 48,071.00	\$ 37,600.00
AFP COLLEGIATE	\$ 2,170.00	\$ 3,054.00	\$ -	\$ 3,612.00	\$ 4,630.00	\$ 3,750.00
AFP JUNIOR	\$ 820.00	\$ 472.00	\$ -	\$ 816.00	\$ 1,265.00	\$ 1,312.00
SUBTOTAL	\$ 307,645.00	\$ 365,182.00	\$ 71,078.00	\$ 440,880.70	\$ 824,266.60	\$ 791,318.36
GREEN FEES:						
18 HOLE GREEN FEE	\$ 8,849.00	\$ 6,981.00	\$ 2,829.00	\$ 9,258.00	\$ 11,495.00	\$ 10,270.00
TWILIGHT GREEN FEES	\$ 1,575.00	\$ 3,391.00	\$ 2,058.00	\$ 4,917.00	\$ 3,835.00	\$ 2,475.00
BACK 9 GREEN FEES	\$ 182.00	\$ 182.00	\$ 428.00	\$ 2,071.00	\$ 1,830.00	\$ 3,645.00
ADVANCED RESERVATIONS	\$ 2,800.00	\$ 200.00	\$ 100.00	\$ 3,128.00	\$ 2,490.00	\$ 200.00
SUBTOTAL	\$ 13,406.00	\$ 10,754.00	\$ 5,415.00	\$ 19,374.00	\$ 19,650.00	\$ 16,590.00
CARTS:						
18 HOLE CART	\$ 2,625.60	\$ 3,833.08	\$ 2,005.56	\$ 7,793.12	\$ 7,273.76	\$ 6,994.96
9 HOLE CART	\$ 595.65	\$ 1,749.41	\$ 1,286.31	\$ 4,314.09	\$ 2,426.15	\$ 3,660.64
SUBTOTAL	\$ 3,221.25	\$ 5,582.49	\$ 3,291.87	\$ 12,107.21	\$ 9,699.91	\$ 10,655.60
DRIVING RANGE	\$ 1,657.00	\$ 3,683.00	\$ 2,025.00	\$ 2,774.00	\$ 7,146.00	\$ 6,294.00
PULL CARTS	\$ 71.52	\$ 170.43	\$ 68.67	\$ 125.10	\$ -	\$ 93.18
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ (392.00)	\$ (2,137.00)	\$ (635.10)	\$ (1,773.00)	\$ (4,486.68)	\$ (1,340.65)
CREDIT BOOK	\$ (367.93)	\$ (68.84)	\$ (32.17)	\$ (9.50)	\$ (775.62)	\$ (322.49)
PRO SHOP SALES	\$ 9,976.28	\$ 12,389.91	\$ 3,065.56	\$ 15,774.64	\$ 22,330.48	\$ 7,538.86
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	\$ 10,944.87	\$ 14,037.50	\$ 4,491.96	\$ 16,891.24	\$ 24,214.18	\$ 12,262.90
TOTAL REVENUE	\$ 335,217.12	\$ 395,555.99	\$ 84,276.83	\$ 489,253.15	\$ 877,830.69	\$ 830,826.86

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH MARCH (3 months)

	<u>YEAR 2018</u>	<u>YEAR 2019</u>	<u>YEAR 2020</u>	<u>YEAR 2021</u>	<u>YEAR 2022</u>	<u>YEAR 2023</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 136,247.00	\$ 154,771.00	\$ 246,562.02	\$ 171,288.00	\$ 272,236.00	\$ 249,321.00
RESIDENTS - Morning	\$ 79,033.00	\$ 84,777.45	\$ 122,871.00	\$ 83,214.70	\$ 139,356.00	\$ 168,430.40
RESIDENTS - Twilight	\$ 8,925.00	\$ 12,042.00	\$ 18,864.00	\$ 18,720.00	\$ 19,760.00	\$ 21,040.00
CHARTER NON-RESIDENTS	\$ 5,516.00	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 5,205.00	\$ -
NON-RESIDENTS	\$ 155,200.00	\$ 169,869.00	\$ 230,894.00	\$ 250,531.00	\$ 376,500.60	\$ 424,974.96
NON-RESIDENT TWILIGHT	\$ 9,310.00	\$ 8,004.00	\$ 24,910.00	\$ 32,448.00	\$ 48,071.00	\$ 42,144.00
COLLEGIATE	\$ 2,170.00	\$ 3,442.00	\$ 1,183.00	\$ 4,833.00	\$ 4,630.00	\$ 3,750.00
JUNIORS	\$ 1,005.00	\$ 472.00	\$ 776.00	\$ 1,292.00	\$ 1,265.00	\$ 1,312.00
SUBTOTAL	\$ 397,406.00	\$ 437,721.45	\$ 646,060.02	\$ 568,406.70	\$ 867,023.60	\$ 910,972.36
GREEN FEES:						
18 HOLE GREEN FEE	\$ 17,652.00	\$ 11,905.00	\$ 12,755.00	\$ 16,163.00	\$ 19,990.00	\$ 21,745.00
TWILIGHT GREEN FEES	\$ 4,107.00	\$ 4,610.00	\$ 5,665.00	\$ 7,722.00	\$ 5,895.00	\$ 5,660.00
BACK 9 GREEN FEES	\$ 260.00	\$ 182.00	\$ 470.00	\$ 3,865.00	\$ 3,595.00	\$ 8,200.00
ADVANCED RESERVATIONS	\$ 4,100.00	\$ 1,900.00	\$ 10,692.20	\$ 6,850.00	\$ 3,290.00	\$ 21,113.45
SUBTOTAL	\$ 26,119.00	\$ 18,597.00	\$ 29,582.20	\$ 34,600.00	\$ 32,770.00	\$ 56,718.45
CARTS:						
18 HOLE CART	\$ 6,332.64	\$ 6,161.32	\$ 8,122.47	\$ 11,747.07	\$ 9,894.08	\$ 17,913.67
9 HOLE CART	\$ 1,843.43	\$ 2,749.77	\$ 4,057.60	\$ 6,546.63	\$ 3,943.27	\$ 8,194.83
SUBTOTAL	\$ 8,176.07	\$ 8,911.09	\$ 12,180.07	\$ 18,293.70	\$ 13,837.35	\$ 26,108.50
DRIVING RANGE	\$ 4,348.00	\$ 5,169.00	\$ 5,229.00	\$ 2,774.00	\$ 8,939.00	\$ 10,839.00
PULL CARTS	\$ 203.28	\$ 285.24	\$ 153.36	\$ 275.65	\$ -	\$ 173.16
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ 1,136.41	\$ (820.90)	\$ (4,192.73)	\$ 484.00	\$ (2,715.68)	\$ (834.36)
CREDIT BOOK	\$ (750.12)	\$ (378.13)	\$ (520.59)	\$ (25.10)	\$ (1,167.48)	\$ (877.91)
PRO SHOP SALES	\$ 15,118.03	\$ 16,248.10	\$ 16,693.83	\$ 17,409.42	\$ 25,264.15	\$ 13,727.45
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ 8.00	\$ 287.15
SUBTOTAL	\$ 20,055.60	\$ 20,503.31	\$ 17,362.87	\$ 20,917.97	\$ 30,327.99	\$ 23,314.49
TOTAL REVENUE	\$ 451,756.67	\$ 485,732.85	\$ 705,185.16	\$ 642,218.37	\$ 943,958.94	\$ 1,017,113.80

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH MARCH (9 months)

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 146,233.00	\$ 172,751.00	\$ 259,233.02	\$ 194,400.00	\$ 279,607.00	\$ 249,801.00
RESIDENTS - Morning	\$ 82,125.00	\$ 83,982.45	\$ 126,211.00	\$ 82,421.70	\$ 143,623.00	\$ 171,710.40
RESIDENTS - Twilight	\$ 12,208.00	\$ 16,529.00	\$ 24,296.00	\$ 25,416.00	\$ 22,568.00	\$ 26,988.40
CHARTER NON-RESIDENTS	\$ 5,516.00	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 26,005.00	\$ -
NON-RESIDENTS	\$ 162,580.00	\$ 179,034.00	\$ 241,348.00	\$ 275,131.00	\$ 358,504.60	\$ 427,054.96
NON-RESIDENT TWILIGHT	\$ 11,291.00	\$ 10,158.00	\$ 28,018.00	\$ 39,484.00	\$ 50,871.00	\$ 44,454.00
COLLEGIATE	\$ 2,685.00	\$ 4,182.00	\$ 2,128.00	\$ 6,054.00	\$ 5,851.00	\$ 4,200.00
JUNIORS	\$ 1,725.00	\$ 1,557.00	\$ 1,164.00	\$ 1,516.00	\$ 1,849.00	\$ 1,312.00
SUBTOTAL	\$ 424,363.00	\$ 472,537.45	\$ 682,398.02	\$ 630,502.70	\$ 888,878.60	\$ 925,520.76
GREEN FEES:						
18 HOLE GREEN FEE	\$ 970,548.55	\$ 1,010,025.34	\$ 1,045,402.58	\$ 1,332,424.58	\$ 1,170,145.49	\$ 1,237,201.56
TWILIGHT GREEN FEES	\$ 114,190.00	\$ 116,006.20	\$ 122,058.00	\$ 184,607.88	\$ 157,021.89	\$ 158,468.50
BACK 9 GREEN FEES	\$ 49,039.20	\$ 57,989.04	\$ 68,312.00	\$ 88,488.95	\$ 121,346.25	\$ 188,195.01
ADVANCED RESERVATIONS	\$ 75,796.28	\$ 55,487.00	\$ 64,748.60	\$ 33,953.80	\$ 37,644.25	\$ 68,319.00
SUBTOTAL	\$ 1,209,574.03	\$ 1,239,507.58	\$ 1,300,521.18	\$ 1,639,475.21	\$ 1,486,157.88	\$ 1,652,184.07
CARTS:						
18 HOLE CART	\$ 356,703.67	\$ 365,384.71	\$ 364,332.37	\$ 473,937.52	\$ 454,720.58	\$ 469,190.51
9 HOLE CART	\$ 78,116.66	\$ 87,704.83	\$ 93,124.74	\$ 116,707.10	\$ 103,652.27	\$ 120,938.53
SUBTOTAL	\$ 434,820.33	\$ 453,089.54	\$ 457,457.11	\$ 590,644.62	\$ 558,372.85	\$ 590,129.04
DRIVING RANGE	\$ 87,511.00	\$ 87,651.00	\$ 91,326.00	\$ 123,140.00	\$ 114,616.00	\$ 108,616.50
PULL CARTS	\$ 6,558.68	\$ 6,313.45	\$ 5,564.55	\$ 7,027.73	\$ 3,218.78	\$ 4,659.40
SNACK BAR RENT	\$ 34,000.00	\$ 26,500.00	\$ 28,202.16	\$ 10,000.00	\$ 25,000.00	\$ 24,603.05
GIFT CERTIFICATES	\$ (1,742.52)	\$ (4,506.54)	\$ (3,151.91)	\$ 7,117.60	\$ 12,802.14	\$ 9,130.06
CREDIT BOOK	\$ 5,563.09	\$ (4,965.77)	\$ 2,028.40	\$ 4,985.20	\$ 16,936.55	\$ 12,182.38
PRO SHOP SALES	\$ 174,714.65	\$ 192,813.61	\$ 186,066.00	\$ 172,436.51	\$ 198,101.34	\$ 182,148.19
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ 6,231.27	\$ 4,585.71
SUBTOTAL	\$ 306,604.90	\$ 303,805.75	\$ 310,035.20	\$ 324,707.04	\$ 376,906.08	\$ 345,925.29
TOTAL REVENUE	\$ 2,375,362.26	\$ 2,468,940.32	\$ 2,750,411.51	\$ 3,185,329.57	\$ 3,310,315.41	\$ 3,513,759.16

FY 2023 Projections by month

REVENUES:	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Season Passes	\$ 12,000	\$ 6,000	\$ 3,886	\$ -	\$ -	\$ -	\$ -	\$ 248,047	\$ 554,458	\$ 393,957	\$ 189,683	\$ 51,069	\$ 1,459,100
Green Fees	\$ 449,961	\$ 449,961	\$ 262,477	\$ 168,735	\$ 56,245	\$ 18,748	\$ 18,748	\$ 18,748	\$ 37,497	\$ 56,245	\$ 112,490	\$ 224,980	\$ 1,874,837
Cart Fees	\$ 150,082	\$ 157,229	\$ 107,202	\$ 78,614	\$ 28,587	\$ 7,147	\$ 5,003	\$ 3,573	\$ 5,717	\$ 28,587	\$ 57,174	\$ 85,761	\$ 714,677
Driving Range	\$ 24,929	\$ 32,719	\$ 21,813	\$ 15,580	\$ 6,232	\$ 1,558	\$ 3,116	\$ 3,116	\$ 3,116	\$ 12,464	\$ 14,022	\$ 17,138	\$ 155,804
Pro Shop Revenues	\$ 47,000	\$ 46,000	\$ 30,000	\$ 25,000	\$ 15,000	\$ 5,000	\$ 10,000	\$ 2,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 45,000	\$ 300,000
Restaurant Rent	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,000	\$ -	\$ -	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 42,000
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,517	\$ -	\$ 72,517
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 688,972	\$ 696,909	\$ 430,377	\$ 292,930	\$ 108,564	\$ 34,453	\$ 36,867	\$ 275,485	\$ 623,288	\$ 521,254	\$ 480,887	\$ 428,949	\$ 4,618,935
EXPENSES:													
Wages	\$ 154,899	\$ 154,899	\$ 138,930	\$ 121,364	\$ 111,782	\$ 102,201	\$ 105,395	\$ 79,845	\$ 108,589	\$ 118,170	\$ 151,705	\$ 249,115	\$ 1,596,892
Operating Expenses	\$ 134,505	\$ 129,449	\$ 105,177	\$ 59,668	\$ 53,600	\$ 36,407	\$ 36,407	\$ 45,509	\$ 71,804	\$ 107,200	\$ 111,245	\$ 120,347	\$ 1,011,318
Pro Shop Purchases	\$ 25,300	\$ 23,000	\$ 16,100	\$ 10,350	\$ 4,600	\$ 5,750	\$ -	\$ -	\$ -	\$ 39,100	\$ 52,900	\$ 52,900	\$ 230,000
Life Insurance	\$ 671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 671
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,080	\$ -	\$ -	\$ 55,080
Health Insurance	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 343,548
Medicare	\$ 23,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,976
Compensated Absences	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Workers Compensation	\$ 16,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,480
Retirement/Pension	\$ 238,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,554
Liability & Property Insurance	\$ 81,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 79,437
Transfer to Trust	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
Contractual Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ 214,006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 214,006
Transfer to Capital Stabilization	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 1,359,219	\$ 335,976	\$ 288,836	\$ 220,011	\$ 207,811	\$ 182,188	\$ 179,631	\$ 163,183	\$ 218,221	\$ 302,179	\$ 344,479	\$ 450,991	\$ 4,250,962
SURPLUS/(DEFICIT)	\$ (670,247)	\$ 360,932	\$ 141,542	\$ 72,920	\$ (99,247)	\$ (147,734)	\$ (142,764)	\$ 112,302	\$ 405,067	\$ 219,075	\$ 136,408	\$ (22,042)	\$ 367,973

REVENUES:	ACTUAL JUL	ACTUAL AUG	PROJECTED ACTUAL	ACTUAL OCT	ACTUAL NOV	ACTUAL DEC	ACTUAL JAN	ACTUAL FEB	ACTUAL MAR	PROJECTED APR	PROJECTED MAY	PROJECTED JUN	TOTALS
Season Passes	\$ 11,760	\$ 1,040	\$ 868	\$ 480	\$ 200	\$ 200	\$ -	\$ 119,654	\$ 791,318	\$ -	\$ -	\$ -	\$ 925,521
Green Fees	\$ 570,713	\$ 525,489	\$ 282,925	\$ 153,986	\$ 51,928	\$ 10,425	\$ 29,833	\$ 10,295	\$ 16,590	\$ -	\$ -	\$ -	\$ 1,652,184
Cart Fees	\$ 189,156	\$ 172,527	\$ 108,149	\$ 63,896	\$ 28,874	\$ 5,905	\$ 9,671	\$ 5,862	\$ 10,656	\$ -	\$ -	\$ -	\$ 594,695
Driving Range	\$ 38,823	\$ 29,933	\$ 14,676	\$ 8,044	\$ 2,892	\$ 3,410	\$ 1,852	\$ 2,693	\$ 6,294	\$ -	\$ -	\$ -	\$ 108,617
Pro Shop Revenues	\$ 53,722	\$ 50,051	\$ 25,524	\$ 22,143	\$ 9,853	\$ 7,127	\$ 3,667	\$ 2,522	\$ 7,539	\$ -	\$ -	\$ -	\$ 182,148
Restaurant Rent	\$ 5,000	\$ -	\$ -	\$ 18,103	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,603
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 1,936	\$ (338)	\$ 1,657	\$ 1,043	\$ -	\$ -	\$ -	\$ 287	\$ -	\$ -	\$ -	\$ -	\$ 4,586
Gift Certificates	\$ (5,971)	\$ (4,086)	\$ (1,126)	\$ (2,550)	\$ 1,495	\$ 22,202	\$ 213	\$ 293	\$ (1,341)	\$ -	\$ -	\$ -	\$ 9,130
Credit Book	\$ 2,515	\$ 5,806	\$ 4,697	\$ 2,480	\$ (1,188)	\$ (1,250)	\$ (630)	\$ 75	\$ (322)	\$ -	\$ -	\$ -	\$ 12,182
TOTAL REVENUES	\$ 867,655	\$ 780,421	\$ 437,371	\$ 267,625	\$ 95,554	\$ 48,019	\$ 44,607	\$ 141,680	\$ 890,734	\$ -	\$ -	\$ -	\$ 3,513,666
EXPENSES:													
Wages	\$ 129,686	\$ 163,498	\$ 156,236	\$ 144,965	\$ 133,749	\$ 148,356	\$ 81,297	\$ 80,664	\$ 83,352	\$ -	\$ -	\$ -	\$ 1,121,803
Operating Expenses	\$ 58,451	\$ 129,019	\$ 100,166	\$ 94,397	\$ 71,942	\$ 158,586	\$ 73,771	\$ 42,189	\$ 92,161	\$ -	\$ -	\$ -	\$ 820,683
Pro Shop Purchases	\$ 21,367	\$ 23,719	\$ 24,557	\$ 13,367	\$ 4,301	\$ 11,735	\$ 3,292	\$ 8,580	\$ 6,950	\$ -	\$ -	\$ -	\$ 117,868
Life Insurance	\$ 56	\$ 56	\$ 112	\$ -	\$ 53	\$ 46	\$ 50	\$ 43	\$ 96	\$ -	\$ -	\$ -	\$ 511
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,631	\$ 3,598	\$ 12,185	\$ 9,354	\$ -	\$ -	\$ -	\$ 26,768
Health Insurance	\$ 21,337	\$ 24,929	\$ 23,133	\$ 46,266	\$ -	\$ 22,835	\$ 42,302	\$ -	\$ 41,619	\$ -	\$ -	\$ -	\$ 222,420
Medicare	\$ -	\$ -	\$ -	\$ 6,503	\$ -	\$ 5,796	\$ -	\$ -	\$ 3,052	\$ -	\$ -	\$ -	\$ 15,351
Compensated Absences	\$ 2,308	\$ 3,000	\$ -	\$ -	\$ 16,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,548
Workers Compensation	\$ 10,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,605
Retirement/Pension	\$ 238,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,554
Liability & Property Insurance	\$ 68,262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,262
Transfer to Trust	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ -	\$ 205,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205,356
Transfer to Capital Stabilization	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 950,626	\$ 549,576	\$ 304,204	\$ 305,497	\$ 226,284	\$ 348,987	\$ 204,310	\$ 143,661	\$ 236,584	\$ -	\$ -	\$ -	\$ 3,269,729
SURPLUS/(DEFICIT)	\$ (82,972)	\$ 230,845	\$ 133,167	\$ (37,872)	\$ (130,730)	\$ (300,968)	\$ (159,704)	\$ (1,981)	\$ 594,150	\$ -	\$ -	\$ -	\$ 243,937

MONTH: Mar-23

DATE	DAY	GUEST PLAY							MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
		18	B-9	TWI-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TWI-LT	TOT-MBR		
1	WED	10	1	-		2		13	57	14	3	74	87	Sunny, 45 deg
2	THU	-	2	2		-		4	4	2	-	6	10	Rainy, 40 deg
3	FRI	4	2	1				7	49	23	2	74	81	Partly Sunny, 43 deg
4	SAT							-				-	-	Closed, Rain
5	SUN	17		2				19	53	9	6	68	87	Cloudy, 42 deg
6	MON	13	1			1		15	56	12	2	70	85	Windy, 43 deg
7	TUE		2	1				3	12	2		14	17	Cold, Windy, 40 deg
8	WED							-	21	5	-	26	26	Cold, Windy, 37 deg
9	THU	3	4	1		2		10	23	8	8	39	49	Sunny, Windy, 42 deg
10	FRI	18	3	3				24	98	20	8	126	150	Sunny, 44 deg
11	SAT							-	7			7	7	Rainy, 41 deg
12	SUN	10		4				14	45	13	8	66	80	Cloudy, 38 deg
13	MON		1	6				7	39	9	2	50	57	Cloudy, 40 deg
14	TUE							-				-	-	Closed, Rain, Nor'easter
15	WED							-				-	-	Closed, Rain, Nor'easter
16	THU	8	10					18	48	12	4	64	82	Sunny, 48 deg
17	FRI	18	6	9				33	79	24	3	106	139	Cloudy, 43 deg
18	SAT	17	13	8		4		42	37	25	4	66	108	Overcast, 45 deg
19	SUN	2	7	3				12	42	2	1	45	57	Sunny, Cold, 38 deg
20	MON	1	9	4				14	44	5	2	51	65	Sunny, 42 deg
21	TUE	13	5	4				22	77	19	20	116	138	Sunny, 60 deg
22	WED	8	6	7		1		22	91	32	13	136	158	Cool, Breezy, 45 deg
23	THU	1	4	2		1		8	20	6	5	31	39	Overcast, Rainy, 50 deg
24	FRI	27	10	13				50	64	40	9	113	163	Overcast, 50 deg
25	SAT	35	11					46	26	13		39	85	PM Rain, Cool, 43 deg
26	SUN	32	15	14		1		62	77	26	14	117	179	Sunny, 55 deg
27	MON	15	6	5				26	92	28	10	130	156	Sunny, 50 deg
28	TUE		1					1	24			24	25	Rainy, Cloudy, 40 deg
29	WED	7	2	5		1		15	73	22	12	107	122	Nice, 48 deg
30	THU	2	2					4	19			19	23	Sunny, Windy, Cold, 37 deg
31	FRI	7	5	5				17	79	14	13	106	123	Partly Sunny, 41 deg
TOTALS		268	128	99	-	13	-	508	1,356	385	149	1,890	2,398	Closed 3 Days
March-22		294	72	146	6	12	-	530	1,318	313	263	1,894	2,424	Closed 6 Days
March-21		261	59	243	-	44	-	607	1,977	310	723	3,010	3,617	Closed 2 days
March-20		81	18	92	-	28	-	219	582	44	157	783	1,002	Closed 18 days-2-Snow/16-COVID
March-19		183	5	157	2	23	-	370	747	100	153	1,000	1,370	Closed 12 days
March-18		209	7	84	-	6	-	306	412	62	88	562	868	Closed 19 days
March-17		108	14	56	6	12	-	196	594	155	79	828	1,024	Closed 6 days
March-16		139	15	115	8	41	-	318	964	209	331	1,504	1,822	Closed 4 days
March-15		-	-	-	-	-	-	-	-	-	-	-	-	Closed 31 days
March-14		84	2	67	7	7	-	167	361	89	120	570	737	Closed 16 days
March-13		323	23	220	-	31	-	597	702	177	196	1,075	1,672	Closed 6 days
March-12		243	14	233	34	30	-	554	1,166	384	201	1,751	2,305	Closed 2 days
March-11		579	10	248	12	31	-	880	934	218	208	1,360	2,240	Closed 1 day
March-10		196	10	190	18	14	-	428	654	34	185	873	1,301	Closed 12 days
March-09		233	19	213	30	34	-	529	906	52	181	1,139	1,668	Closed 9 days
March-08		214	20	159	53	24	-	470	645	97	261	1,003	1,473	Closed 2 days
March-07		369	15	194	66	31	-	675	916	113	253	1,282	1,957	Closed 6 days
March-06		236	36	157	40	55	-	524	794	91	175	1,060	1,584	Closed 10 days
March-05		149	7	39	19	35	-	249	288	53	41	382	631	Closed 26 days
March-04		163	16	62	32	25	2	300	691	80	74	845	1,145	Closed 18 days
March-03		289	50	108	142	12	3	604	553	47	99	699	1,303	Closed 23 days
March-02		445	30	313	95	51	-	934	1,205	100	284	1,589	2,523	Closed 3 days
March-01		440	19	113	137	31	-	740	721	10	26	757	1,497	Closed 13 days
March-00		516	83	63	162	-	-	824	1,214	119	48	1,381	2,205	Closed 5 days

CALENDAR YEAR 2023 PLAY TOTALS

	GUEST PLAY						MEMBER PLAY				TOTAL PLAY	Member Play %
	18 hole green	Prepays	Back 9 w/mbr	Twilight green	Misc.	Guest Play	18 hole play	Back 9 play	Twilight play	Member Play	Monthly Totals	
January	152	-	95	53	15	315	1,100	285	138	1,523	1,838	83%
February	186	-	60	76	24	346	791	212	101	1,104	1,450	76%
March	268	-	128	99	13	508	1,356	385	149	1,890	2,398	79%
April	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
May	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
June	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
July	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
August	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
September	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
October	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
November	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
December	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
TOTALS	606	-	283	228	52	1,169	3,247	882	388	4,517	5,686	79%
2022	25,465	1,650	6,471	6,867	2,760	43,213	30,465	8,671	7,407	46,543	89,756	
2021	26,122	1,201	3,939	8,265	1,376	40,903	34,259	7,995	10,569	52,823	93,726	56%
2020	23,830	531	2,503	8,682	564	36,110	3,240	4,728	11,480	48,648	84,758	57%
2019	22,138	1,769	2,344	6,082	2,591	34,924	26,234	5,425	6,833	38,492	73,416	52%
2018	22,289	1,888	2,032	6,112	3,932	36,253	25,608	6,171	6,363	38,142	74,395	51%
2017	21,905	1,907	1,825	6,534	2,926	35,097	26,477	6,426	5,477	38,380	73,477	52%
2016	23,902	2,357	1,809	6,595	4,206	38,869	27,309	7,663	5,577	40,549	79,418	51%
2015	25,318	2,216	1,174	6,117	3,435	38,260	24,845	5,605	5,502	35,952	74,212	48%
2014	23,422	2,405	929	5,885	3,867	36,508	26,145	5,975	3,932	36,052	72,560	50%
2013	23,220	2,438	1,138	6,311	3,799	36,906	25,748	6,108	3,769	35,625	72,531	49%
2012	23,523	2,636	1,231	6,161	3,618	37,169	28,694	7,121	2,963	38,778	75,947	51%
2011	23,723	3,242	843	5,128	3,449	36,385	28,422	6,854	2,678	37,954	74,339	51%
2010	20,652	3,180	878	6,594	4,457	35,761	27,379	6,782	3,442	37,603	73,364	51%
2009	22,986	3,517	2,089	5,011	5,218	38,821	26,929	6,107	3,160	36,196	75,017	48%
2008	23,524	4,582	1,204	5,837	5,816	40,963	25,997	6,959	5,918	38,874	79,837	49%
2007	24,113	4,858	1,177	6,544	6,577	43,269	29,758	7,470	3,353	40,581	83,850	48%
2006	22,099	7,080	1,485	5,828	6,962	43,454	31,342	7,376	3,654	42,372	85,826	49%
2005	16,577	11,948	2,162	4,601	6,404	41,692	28,879	7,270	4,869	41,018	82,710	50%
2004	16,731	12,074	1,858	4,602	5,472	40,737	30,078	7,250	4,212	41,540	82,277	50%
2003	17,168	12,342	1,912	4,371	5,397	41,190	28,837	6,065	3,800	38,702	79,892	48%
2002	17,705	15,353	1,953	5,482	4,487	44,980	30,641	7,111	3,205	40,957	85,937	48%
2001	13,280	21,699	1,943	5,034	4,070	46,026	30,163	7,039	1,837	39,039	85,065	46%
2000	14,082	18,987	1,779	3,480	2,382	40,710	28,967	4,375	2,879	36,221	76,931	47%



TOWN OF BREWSTER
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GOLF COMMISSION
Minutes of March 28th, 2023

Commissioners Present: Anne O’Connell (Chair), Andrea Johnson (Vice-Chair), John Kissida, Jeff Odell, and David Valcourt.

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent,) Rob Harris (CCMGA) Bill Meehan (Finance Committee Liaison)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/6448?channel=1>

Chairperson Anne O’Connell called the meeting to order at 4:00 p.m.

Declaration of a Quorum – Five Golf Commissioners present and accounted for which constitutes a quorum.

Public Comment – No public comments.

Superintendent’s Report - Colin Walsh, discussed various updates related to the maintenance of the golf course. All the union staff are back in place, and seasonal hires are starting to return. The team is working on cleaning up the Starboard side of the golf course in preparation for opening this Saturday. They are also preparing for aeration, which will involve aerating 20 acres of fairways, 7.3 acres of tees, and 3.5 acres of greens in two to two and a half days. Mr. Kurt Raver is conducting a maintenance facility study, and the irrigation system is being charged. They also hired a tree service company to thin up trees and improve their health. The team widened the 14th forward tees and will lay 1100 square feet of bent grass sod and 3100 square feet of bluegrass sod on Thursday and Friday. They filled a sinkhole and are planning to pave the cart path around the back of the pro shop, first tee on the Starboard, first tee on the Port, second hole on the Starboard, and the entire length of the car path from the tee to past the green on number five Starboard. The morale of the staff is good, and they are looking forward to a great season.

Director’s Report – Jay Packett provided a financial update on the Captains Golf Course. The budget status review showed that they are on par with the previous year's budget, but there are some looming pricey projects. In February, the golf course made \$3,000 more than the previous year, with memberships being the main driver behind the increase. The fiscal year revenue is over \$250,000 higher than the previous year, again due to memberships and greens fees. The projections provided did not paint the truest picture, but March membership revenues are already over \$609,000, which will help the bottom

line for FY 23. The month of February was their best February in over five years, despite being closed for 10 days due to a brutal cold snap. Play totals for the year so far show that 76% of February play was by members, while January was 83%. Jay Packett anticipates that number dropping slightly in the coming months. Overall, the financial update was positive, and Jay Packett will keep a tight watch on the budget as they move forward. Discussion continued the topic about the financial status of the golf course. It was noted that fiscal years 2020 and 2021 should be discounted when comparing the current month's numbers to previous years, as they were unusual due to early enrollment and the COVID-19 pandemic, respectively. Despite this, there was some concern about the negative bottom line projections for the current fiscal year. The course's revenues were higher than the previous year, but expenses were slightly higher as well due to the need for additional staff during busy periods. Some expenses had exceeded their budgets, but the professional technical line item was the most significant due to proactive and reactive expenses such as pest control and deep tine aerification. The Golf Commission agreed to re-evaluate the numbers in two weeks.

Jay Packett continued to discuss several ongoing projects related to the golf course. He mentioned that the restaurant is set to open on April 6 and that work is being done to prepare the loading dock area. There is a delay in getting the required material from Home Depot, and if it is not resolved soon, they will consider other options. The men's bathroom is also being worked on, and a countertop company has been hired to lay laminate, which will be installed next Monday, causing temporary closure of the men's room. The gutters near the service entrance door behind the bar were damaged due to a major ice damage last winter, and Lou Moreno will be fixing it. Lastly, the wood section on the deck area of the restaurant needs to be replaced and Lou Moreno has already picked up the supplies for the repair. Jay also mentioned the bulkhead, they do have it and it needs to be attached to the building, but is awaiting the required material, which will take a few more weeks. Jay has informed Sean Sullivan (Freeman's Grill) of this and emphasized the need to resolve it soon.

Jay Packett noted Peggy McAvoy from Friends of the Captains sent an email update. With the key points being that they are running a birdhouse contest on the golf course where people can win prizes by taking a picture of a bird on one of their new birdhouses and sending it to the Friends. The Friends are organizing a driving range ball popping party on April 26 at 3 PM. Tools will be provided, but people can also bring their own three-pronged or two-pronged tools and staff will be on site to help pick up and wash the balls. They will also hold a closest-to-the-pin contest on both golf courses with prizes for first and second place, and a random pick for anyone who lands on the green. The Friends have adopted two planting areas on the golf course and are looking for volunteers. They are also searching for someone to help as a tournament director for their annual golf tournament in September. Jay Packett also noted that the article capital item regarding windows and doors is a placeholder for now until the general bid opening on April 29th at 11 o'clock. From there, a decision will be made on the total price.

Update FY23 HVAC Project (Jeff Odell) - Jeff Odell noted there is a delay in the shipment of a supplemental air component for the HVAC project, which is causing concern because the kitchen had to close during high season due to heat. The component was supposed to ship on April 16th, but as of April 24th, it was still in production. The decision needs to be made about whether to wait for it to arrive and shut down the kitchen again in the shoulder season, or to wait until after the busy season and shut down in the winter. A shutdown is expected to take about three days to a week. The project had a four-day shutdown due to a water sprinkler pipe in the way of one of the components, which was resolved. Sean Sullivan prefers to lose business in the winter rather than shutting down once the kitchen is open. However, if the component arrives in the next few days, they will have to decide whether to wait until after Freeman's function scheduled for April 10th or to proceed with the installation. Discussion followed regarding the decision to close during the late fall and early winter months when there is less. The alternative is to shut down once the business is already open, which is difficult due to the planning required and the potential impact on staff and food inventory. However, the decision is not final, and if

there is a need to change it, there will be further discussions. The conversation continued about supply chain issues and who is responsible for delays and associated costs. John Kissida raised concerns about warranty and responsibility for the HVAC system. There is mention of an email confirmation from the engineering firm and HVAC company that the system will function without fault.

Discussion on Project Manager position included in proposed FY24 Golf Department Budget (John Kissida)

John Kissida requested to discuss the project manager position, which has been included in the proposed FY 24 budget that was approved by the Select Board. However, John Kissida expressed concerns about the lack of discussion surrounding the position, including the project description and the fact that the Commission never voted for the position. He also questioned the necessity of a full-time position for a project that is several years away and suggested a temporary or part-time position instead. The budget for the position is \$100,000.

Jay Packett discussed the new position. He believes that the position will be more of a business manager role than a project manager role, and that the individual will have many responsibilities beyond dealing with capital projects. They will attend meetings, deal with contracts, and handle administrative tasks such as payroll and bill processing. This person will be on site, which will increase efficiency and productivity. Jay Packett is 100% in favor of this position and believes it will make everyone's job easier. There have been minor discussions about the position's future, but nothing is set in stone. Donna Kalinick will still oversee this individual for certain things. The discussion about the position was ongoing. Concern is about the cost of the position, which is \$100,000, and that the commission doesn't fully understand the job duties. There are worries about the possibility of creating a bottleneck and that the administration's costs have already increased significantly. There is also a discussion about indirect costs and how they will affect the commission's finances in the future. Members of the Golf Commission discussed their concerns about the lack of detailed information about the position and its budget. They also discussed whether they could make a recommendation. They agreed to put a motion on the agenda for the next meeting to discuss the issue further. They also talked about the benefits of the position, including the medical benefits and the fact that the individual would be certified in procurement. They suggested that they would need more information to make an informed decision and that they didn't want to divide the commission over the issue.

Other Strategic Planning Updates (Commission)

John Kissida - John Kissida met with Friends of Captains to discuss projects on the golf course. Several people stepped up to take on these projects, as there will be a whole bunch of new areas on the golf course that will need assistance with the changes by the Starter Shed. John Kissida also mentioned the possibility of engraved pavers as a way to raise funds for the golf course. He noted Colin has done an amazing job on the cart paths, but they took more time than anticipated due to the county contract. However, they have some great areas that will be a significant improvement. John Kissida has been providing technical assistance on this front and thanks Colin and friends for their efforts to beautify captains. Jeff Odell echoed these comments.

Questions and Comments from Associations and Liaisons –

Bill Meehan liaison to the finance committee and expressed concern about the lack of consensus among the commissioners regarding the project management position budget line item. He urged the commission

to reach a consensus before the town meeting and offer their assistance if needed.

Review and Approve Minutes (2/28) - Approved with amendments.

Future Agenda Items and Meetings (4/11) - Anne O'Connell noted the golf commissioners had previously agreed to hold monthly meetings but after hearing today's discussion, they have decided to have both meetings in April, one to focus on the finance team and the other to address regular matters. The first meeting was already scheduled for the 11th, and the second one will be added on the 25th. They also requested membership numbers and asked for any additional agenda items that were not already discussed.

Matters not anticipated by the Chair: Jay Packett spoke about sinkholes in the car park and the DPW's efforts to fix them. The asphalt was torn up, and material was laid down to create a two and a half-inch lip. Jay Packett talked of plans for the other sinkholes and expressed gratitude for the DPW's efforts, which made the car park safer, and highlighted the importance of one department helping another in Brewster.

A motion to adjourn was made by Anne O'Connell - Motion was approved.