



TOWN OF BREWSTER GOLF COMMISSION

1000 Freemans Way
(508) 896-1716
golfcommission@brewster-ma.gov
www.CaptainsGolfCourse.com



GOLF COMMISSION MEETING AGENDA 2198 Main Street December 12, 2023 at 4:00 PM

Golf Commission

Andrea Johnson
Chair

John Kissida
Vice Chair

Rob David

Jim Juras

Anne O'Connell

Jay Paggi

David Valcourt

Town Employees

Jay Packett
Director of
Operations

Colin Walsh
Course
Superintendent

This meeting will be conducted in person at the time and location identified 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/hearing 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, which includes an applicant and its representatives, should make plans for in-person vs. virtual attendance accordingly.

Members of the public who wish to access the meeting may do so in the following manner:

Phone: Call (305) 224-1968 US or (309) 205-3325 US. Webinar ID:881 4407 8985 Passcode: 049087

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

Zoom Webinar: <https://us02web.zoom.us/j/88144078985?pwd=M05KQnNsRlRlQT2FzZEpkSFZDWUVOZZ09>
Passcode: 490087

To request to speak: Tap Zoom "Raise Hand", 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 accessing the meeting remotely, as noted above. 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).

Please note that for any item listed in this section the Select Board may take officials action including votes.

1. Call to Order
2. Declaration of a Quorum
3. Meeting Participation Statement
4. **Recording 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.
5. FY 25 – 29 Financial Forecast Presentation – Peter Lombardi, Donna Kalinick, Mimi Bernardo and Jay Packett
6. Discussion and vote on recommendations for daily fee, cart fee and range fee increases - Andrea Johnson
7. Update on Business Manager position - Jay Packett
8. Monthly Financials presented – Jay Packett
9. Updates on course conditions, winter projects, and staffing - Colin Walsh
10. Questions and Comments from Associations and Liaisons
11. Public Comment
12. Review and Approve Minutes: 11/14
13. Future Agenda Items and Meetings (1/9 & 1/23)
14. Matters Not Reasonably Anticipated by the Chair
15. Adjournment

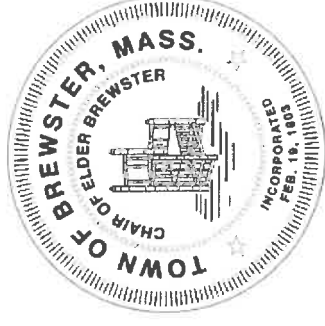
Date Posted:

Date Revised:

Received by Town Clerk:



CAPTAINS GOLF COURSE FINANCIAL FORECAST



FISCAL YEARS 2025-2029

Peter Lombardi, Town Manager
Mimi Bernardo, Finance Director
Donna Kalinick, Assistant Town Manager
Jay Packett, Director of Golf

Town of Brewster, Massachusetts
December 12, 2023

Background

- Golf Department transitioned to a fully self-funded Enterprise Fund as of July 1, 2022 (FY23)
- Finance Team, Golf Director, and Golf Commission created a 10-Year Capital Plan and 5-Year Financial Forecast for the Golf Department in FY24
- Starting in 2023, rate setting is based on the annually updated Financial Forecast and long-term Capital Plan to ensure future year projected revenues align with estimated expenses and to create consistency in annual rate increases

Budget Presentation Award

- Brewster Finance Team received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for our FY24 budget
- Award represents a significant achievement by the Town - it reflects the commitment of the Select Board and staff to meeting the highest principles of governmental budgeting
- Finance Team had to satisfy nationally recognized guidelines for effective budget presentation
- These guidelines are designed to assess how well an organization's budget serves as:
 - a policy document
 - a financial plan
 - an operations guide
 - a communications device

Overview of FY24 Budget

- Total FY24 Budgeted Expenses increased by 8% over FY23 (including \$350k transfer to Capital Stabilization), based on a variety of budgetary pressures
- Personnel expenses increased by about 12%, including the new full-time Business Manager position.
- Indirect charges were reviewed and fully accounted for, increasing by 3%, with \$211,619 being transferred to the General Fund to cover these overhead expenses
- Golf Department pays for its share of OPEB, Retirement, Health Insurance and related benefits (fully self-supporting)

Overview of FY24 Budget (cont'd)

- Significant deferred capital continued to be addressed, as the new Capital Stabilization Fund balance was increased to \$750k to start FY24
 - \$350k was appropriated at Fall 2023 Town Meeting to help pay for a portion of the clubhouse windows and doors project
 - Current Golf Capital Stabilization Fund balance is \$424,374
- Membership fees were increased on April 1, 2023 (4% average increase) - rates were set based on FY24-FY28 Forecast
- Timing of rate increases should help maintain healthy Retained Earning balances
- Actual revenues continue to exceed projections (\$723k in FY23)

FY25-29 Budget Forecast: Revenue Assumptions

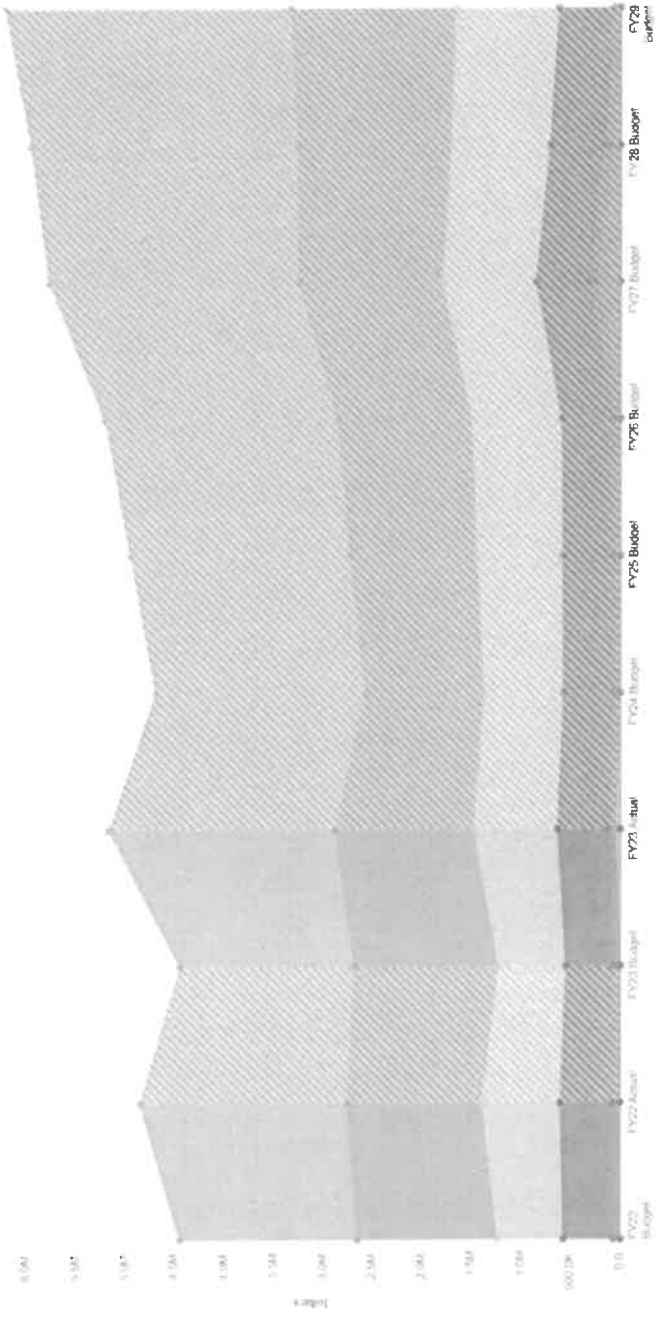
- Revenues were calculated to offset any future deficits, resulting in the following recommended rate increases:
 - FY25 5% (includes 50% of 25 new non-members)
 - FY26 6%
 - FY27 7%
 - FY28 7%
 - FY29 7%
- Proposed rate increases are exactly in line with last year's forecast except that FY28 is now set to increase by 7% instead of 5% (largely due to higher capital costs)
- Assumes overall membership totals remain relatively constant (except for adding new non-members in FY25)

FY25-29 Budget Forecast: Revenue Assumptions (cont'd)

- Cart Rates increase 8+% in FY25, then 5% in FY26+
- Capital Stabilization funds are assumed to help cover the debt payments in FY27 (\$250k) and FY28 (\$100k) to smooth rate increases and avoid deficits
- Solar Revenues
 - \$20+k to General Fund for Energy Manager
 - \$70+k balance to Golf Department
- Restaurant Revenues - \$50k

Golf Financial Forecast FY25-29 - Revenues

Visualization



- Set Large to Small
- Greens Fees
 - Memberships
 - Carts
 - Other Golf Revenue
 - Departmental Revenue
 - Transfers from Other Funds
 - Earnings on Investment
 - Misc Revenue
 - Misc Non- Recurring

Fiscal Year

	FY22 Budget	FY22 Actual	FY23 Budget	FY23 Actual	FY24 Budget	FY24 Actual	FY25 Budget	FY25 Actual	FY26 Budget	FY26 Actual	FY27 Budget	FY27 Actual	FY28 Budget	FY28 Actual	FY29 Budget
Collapse All															
▶ Greens Fees	\$ 1,800,000	\$ 2,088,792	\$ 1,773,000	\$ 2,281,912	\$ 2,127,754	\$ 2,232,419	\$ 2,364,020	\$ 2,526,512	\$ 2,700,318	\$ 2,868,230	\$ 3,050,000	\$ 3,240,000	\$ 3,430,000	\$ 3,620,000	\$ 3,810,000
▶ Memberships	1,420,327	1,365,506	1,459,100	1,405,511	1,203,566	1,282,837	1,359,800	1,454,997	1,556,849	1,665,930	1,777,000	1,890,000	2,005,000	2,120,000	2,235,000
▶ Carts	860,273	788,984	877,690	849,228	798,024	861,468	904,338	949,348	994,604	1,040,219	1,086,000	1,132,000	1,178,000	1,224,000	1,270,000
▶ Other Golf Revenue	499,500	520,140	472,020	488,865	501,941	510,941	520,201	529,806	539,159	548,984	558,000	567,000	576,000	585,000	594,000
▶ Pro Shop Sales	300,000	298,841	300,000	287,358	273,770	279,248	284,831	290,528	296,339	302,266	308,000	313,750	319,500	325,250	331,000
▶ Range Fees	157,500	173,763	130,020	183,381	178,171	181,735	185,370	189,078	192,860	196,718	200,500	204,250	208,000	211,750	215,500
▶ Restaurant Rental Fees	12,000	25,000	42,000	30,603	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
▶ Tournament Entry Fees	0	28,863	0	33,740	0	0	0	0	0	0	0	0	0	0	0
▶ Gift Certificate Revenue - Fee	0	12,874	0	6,803	0	0	0	0	0	0	0	0	0	0	0
▶ Credit Book Transactions	0	-17,121	0	-23,059	0	0	0	0	0	0	0	0	0	0	0
▶ Departmental Revenue	72,517	72,517	71,000	82,577	68,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000
▶ Transfers from Other Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
▶ Earnings on Investment	0	0	0	44,913	0	0	0	0	0	0	0	0	0	0	0
▶ Misc Revenue	0	10,160	0	2,888	0	0	0	0	0	0	0	0	0	0	0
▶ Misc Non- Recurring	0	0	0	423	0	0	0	0	0	0	0	0	0	0	0
Total	\$ 4,452,617	\$ 4,857,079	\$ 4,452,800	\$ 5,176,256	\$ 4,700,285	\$ 4,956,705	\$ 5,219,368	\$ 5,781,463	\$ 6,216,263	\$ 6,693,970	\$ 7,171,463	\$ 7,646,263	\$ 8,121,000	\$ 8,595,750	\$ 9,070,500

Revenue Forecast by Department - Golf Properties Fees and Expenses by Department - 2023 - 2029 Created with OpenGov

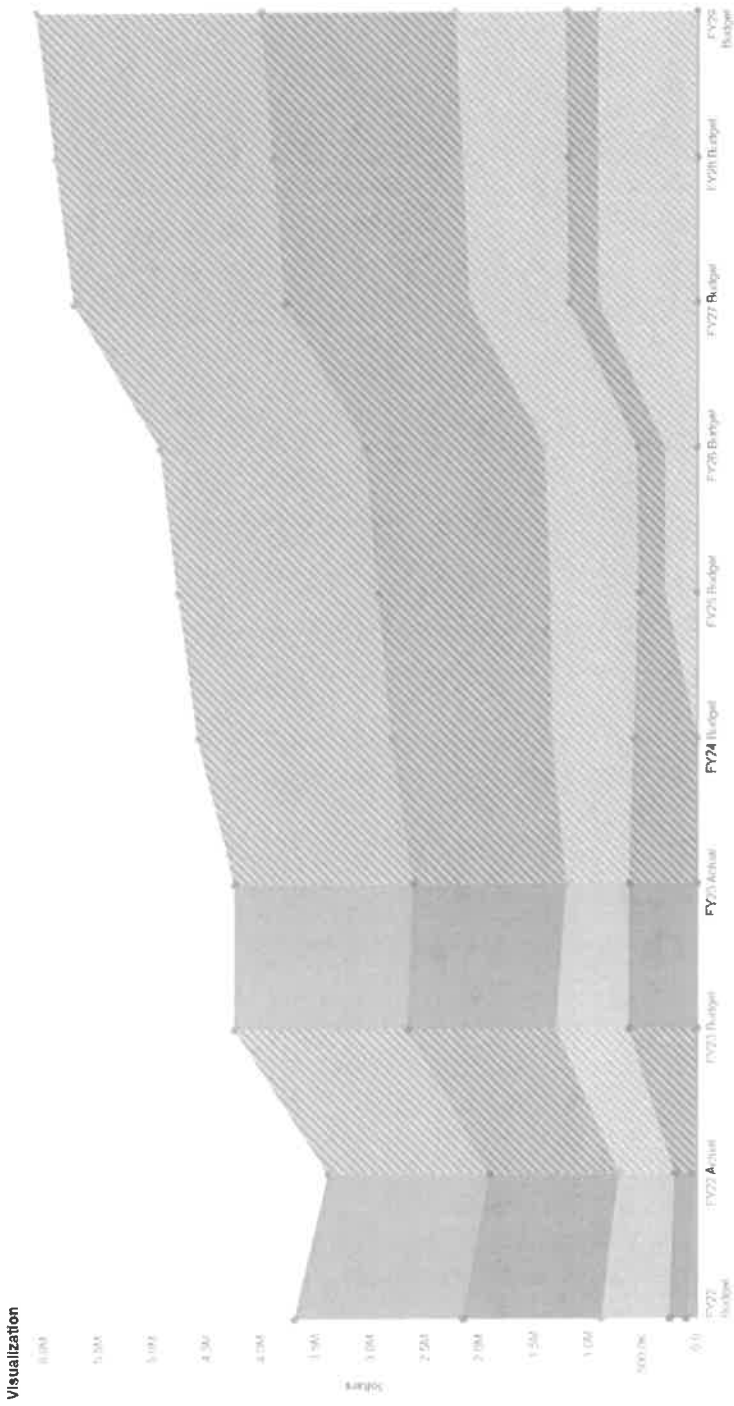
FY25-29 Budget Forecast: Expense Assumptions

- FY24 Expenses were reviewed by line item and adjusted based on current conditions – increasing by about 4.6% on average, including select targeted increases for items such as electricity, fuel and some materials that are particularly volatile right now and other anticipated expense drivers (eg. 20% increase in cart lease payments in 2nd half of FY25)
- Consistent with the General Fund Financial Forecast, the following assumptions were applied to major cost drivers:
 - Personnel 2.5% COLA, plus contractual steps in FY25-29
 - Pension 11% (FY25), 10% (FY26-27), & 9% (FY28-29)
 - Health Insurance 4% in FY25-FY29
 - Indirects 5% in FY25-29
- No staffing changes proposed in FY25–29

Golf Financial Forecast FY25-29 - Expenses



- Sort Large to Small
- Salaries & Wages
 - Expenses
 - Employee Benefits
 - Transfers to Other Funds
 - Debt
 - Capital Expenses



	FY22 Actual	FY23 Actual	FY23 Budget	FY24 Actual	FY24 Budget	FY25 Actual	FY25 Budget	FY26 Actual	FY26 Budget	FY27 Actual	FY27 Budget	FY28 Actual	FY28 Budget	FY29 Actual	FY29 Budget
Salaries & Wages	\$ 1,542,718	\$ 1,475,959	\$ 1,598,892	\$ 1,642,161	\$ 1,791,756	\$ 1,847,588	\$ 1,896,271	\$ 1,858,982	\$ 1,896,271	\$ 1,858,982	\$ 1,896,271	\$ 1,858,982	\$ 1,896,271	\$ 1,858,982	\$ 1,896,271
Expenses	1,264,684	1,187,801	1,346,996	1,395,181	1,457,538	1,576,008	1,631,830	1,679,988	1,631,830	1,679,988	1,631,830	1,679,988	1,631,830	1,679,988	1,631,830
Employee Benefits	841,821	523,977	681,899	590,231	768,559	814,684	863,875	916,611	863,875	916,611	863,875	916,611	863,875	916,611	863,875
Transfers to Other Funds	150,324	150,324	628,356	628,356	502,619	243,200	254,310	265,976	254,310	265,976	254,310	265,976	254,310	265,976	254,310
Transfer to General Fund	129,324	129,324	205,356	205,356	211,619	222,200	233,310	244,076	233,310	244,076	233,310	244,076	233,310	244,076	233,310
Transfer to General Stabilization	0	0	-400,000	400,000	350,000	9	0	0	0	0	0	0	0	0	0
Transfer to OPEB Trust	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenses	100,000	50,373	0	0	0	300,000	925,000	925,000	300,000	925,000	925,000	925,000	925,000	925,000	925,000
Total	\$ 3,699,337	\$ 3,388,435	\$ 4,254,133	\$ 4,253,928	\$ 4,598,474	\$ 4,769,470	\$ 4,948,086	\$ 5,748,567	\$ 4,948,086	\$ 5,748,567	\$ 4,948,086	\$ 5,748,567	\$ 4,948,086	\$ 5,748,567	\$ 4,948,086

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FY25-29 Forecast: Capital Debt Assumptions

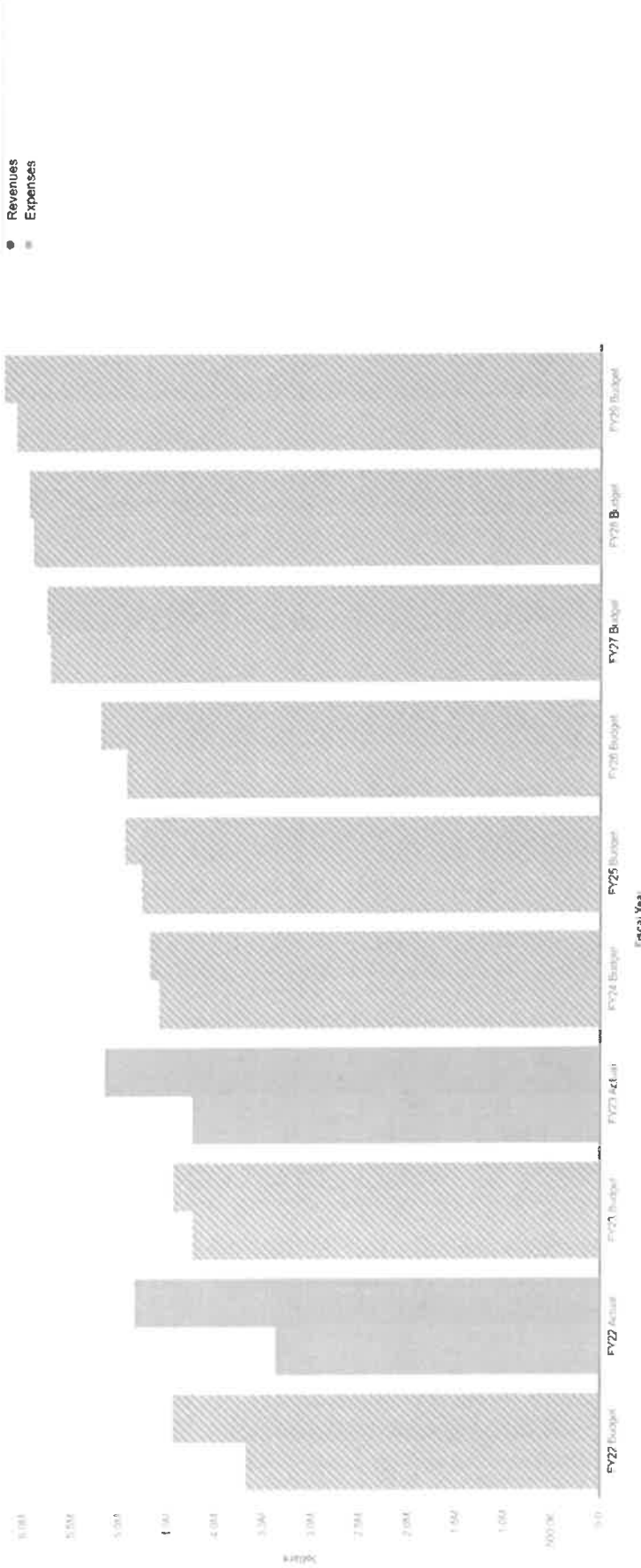
- Golf Irrigation Project: \$8.5M in Long Term Debt with 4% interest (20-year loan)
 - Debt payments of \$625k to start in FY27
- Maintenance Building Project: \$4M in Long Term Debt with 4% interest rate (20-year loan)
 - Debt payments of \$325k to start in FY25

FY25-29 Budget Forecast Implications

- Estimated FY25 Golf revenue totals:
\$4,958,705
- Projected FY25 Golf Fund operating appropriations:
\$4,783,470
- Estimated available FY25 capacity:
\$175,235 (3.7% of annual operating budget)
- Annual rate increases must be 5+% for the Enterprise Fund to remain solvent in FY25+

Golf Financial Forecast FY25-29 - Overview

Visualization



	FY22 Actual	FY22 Budget	FY23 Actual	FY23 Budget	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	FY29 Budget
Revenues	\$ 4,857,079	\$ 4,452,800	\$ 5,176,256	\$ 4,958,705	\$ 4,700,285	\$ 5,219,368	\$ 5,781,483	\$ 5,993,970	\$ 6,218,263	
Expenses	\$ 1,468,864	\$ 753,270	\$ 4,253,928	\$ 168,867	\$ 4,598,474	\$ 4,949,086	\$ 5,740,567	\$ 5,916,837	\$ 6,092,295	
Revenue Less Expenses	\$ 3,388,215	\$ 3,699,530	\$ 922,328	\$ 1,789,838	\$ 101,811	\$ 270,282	\$ 34,886	\$ 47,133	\$ 125,968	

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FY25-29 Capital & Reserves

- Retained Earnings Balance as of July 1, 2023: \$2,105,819
- \$1.7M was authorized for capital at Fall 2023 Town Meeting
- Current Retained Earning Balance after FY24 capital:\$755,819
- 10 Year Capital Improvement Plan assumes about \$1.3M in annual capital expenses
- Starting in FY27, debt payments for two major capital projects account for about 75% of all annual capital investment
- Based on forecast year-end totals, reserves may not be able to cover additional capital needs - revenues, expenses (operating & capital), and reserve balances all need to be monitored closely in FY25+
- Town's Free Cash/Financial Reserves Policy recommends 5-7% of operating budget annually be put aside with no less than 2-2.5% remaining after capital expenses paid out

<i>Capital Needs:</i>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>
Equipment Replacement	\$ 350,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 350,000
Pump House Feasibility	\$ 100,000				
Irrigation System - All Holes				\$ 625,000	\$ 625,000
Irrigation System Construction Management				\$ 100,000	\$ 100,000
Maintenance Building Design	\$ 400,000				
Maintenance Facility Upgrades		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Maintenance Facility Construction Management		\$ 175,000			
Cart Barn Painting		\$ 15,000			
Main Course Irrigation Well Reconditioning	\$ 100,000				
Driving Range Well Reconditioning					\$ 50,000
Sink Hole Repair				\$ 20,000	
Cart Path Improvements			\$ 120,000		
Tee Box Improvements	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Clubhouse Painting		\$ 50,000			
Clubhouse Roof Replacement			\$ 125,000		
Pro Shop Furnishings		\$ 25,000			
Clubhouse Window & Door Replacement					
Additional Costs Windows and Doors	\$ 700,000				
Kitchen Equipment Replacement	\$ 15,000	\$ 15,000	\$ 15,000		
Clubhouse Surroundings Improvements & Theme Enhancements		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Driving Range Improvements	\$ 15,000		\$ 75,000		
Total Planned Capital Improvements	\$ 1,700,000	\$ 1,010,000	\$ 1,065,000	\$ 1,475,000	\$ 1,435,000

Questions & Answers

CAPTAINS GOLF COURSE - RATES

GREEN FEES:

	2024	2023
	Rates	Rates
January 1st thru March 29th		
Everyday - 18 hole green fee	\$ 47.00	\$ 47.00
After 1:00 p.m. everyday - twilight green fee	\$ 31.00	\$ 31.00
Back 9 everyday - available for the 1st hour and a half	\$ 31.00	\$ 31.00
Junior green fee (under 18 years old) - after 1:00 p.m.	\$ 5.00	\$ 5.00
March 30th thru April 21st		
Friday thru Sunday - 18 hole green fee	\$ 65.00	\$ 62.00
Monday thru Thursday - 18 hole green fee	\$ 55.00	\$ 52.00
After 1:00 p.m. everyday - 18 hole green fee	\$ 55.00	\$ 52.00
After 3:00 p.m. everyday - twilight green fee	\$ 38.00	\$ 36.00
Back 9 everyday - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
April 22nd thru May 27th		
Friday thru Sunday - 18 hole green fee (and Memorial Day)	\$ 84.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 pm	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 44.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 44.00	\$ 42.00
Monday thru Thursday - 18 hole green fee (except Memorial Day)	\$ 65.00	\$ 62.00
Monday thru Thursday after 1:00 p.m.	\$ 55.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
May 28th thru June 28th		
Friday thru Sunday - 18 hole green fee	\$ 84.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 p.m.	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 44.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 44.00	\$ 42.00
Monday thru Thursday - 18 hole green fee	\$ 65.00	\$ 62.00
Monday thru Thursday 1:00 pm to 3:00 pm	\$ 55.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
June 29th thru September 2nd		
18 hole green fee - everyday before 9:00 a.m.	\$ 90.00	\$ 85.00
18 hole green fee - everyday 9:00 a.m. - 2:00 p.m.	\$ 82.00	\$ 78.00
18 hole green fee - everyday 2:00 p.m. - 4:00 p.m.	\$ 60.00	\$ 57.00
After 4:00 p.m. everyday - twilight green fee	\$ 44.00	\$ 42.00
Back 9 everyday except Thursday - available for the 1st hr and a half	\$ 44.00	\$ 42.00
Junior green fee (under 18 years old) - after 5:00 p.m.	\$ 5.00	\$ 5.00
September 3rd thru October 14th		
Friday thru Sunday - 18 hole green fee (and Columbus Day)	\$ 84.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 p.m.	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 44.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 44.00	\$ 42.00
Monday thru Thursday - 18 hole green fee (except Columbus Day)	\$ 65.00	\$ 62.00
Monday thru Thursday 1:00 pm to 3:00 pm	\$ 55.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00

October 15th thru October 27th		
Friday thru Sunday - 18 hole green fee	\$ 65.00	\$ 62.00
Monday thru Thursday - 18 hole green fee	\$ 55.00	\$ 52.00
After 1:00 p.m. everyday - 18 hole green fee	\$ 38.00	\$ 36.00
Back 9 everyday - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 2:00 p.m.	\$ 5.00	\$ 5.00
October 28th thru December 31st		
Everyday - 18 hole green fee	\$ 50.00	\$ 47.00
After 1:00 p.m. everyday - twilight green fee	\$ 33.00	\$ 31.00
Back 9 everyday - available for the 1st hour and a half	\$ 33.00	\$ 31.00
Junior green fee (under 18 years old) - after 1:00 p.m.	\$ 5.00	\$ 5.00
RIDING CARTS		
Daily Fee Player 18 Hole Cart - single rider	\$ 25.00	\$ 23.00
Daily Fee Player 9 Hole Cart - single rider	\$ 15.00	\$ 14.00
Annual Fee Player 18 Hole Cart - single rider	\$ 20.00	\$ 18.00
Annual Fee Player 9 Hole Cart - single rider	\$ 10.00	\$ 10.00
PULL CARTS		
18 holes	\$ 8.00	\$ 5.00
9 holes	\$ 5.00	\$ 3.00
DRIVING RANGE		
Warm-up bucket (15 balls)	\$ 3.00	\$ 3.00
Small bucket (35 balls)	\$ 6.00	\$ 6.00
Large bucket (70 balls)	\$ 10.00	\$ 10.00
Debit card (5 small buckets)	\$ 22.00	\$ 22.00
Debit card (\$100 worth of range balls)	\$ 60.00	\$ 60.00
Debit card (\$200 worth of range balls)	\$ 100.00	\$ 100.00
Junior bucket (16 yrs. & under - limit 1 bucket per junior)	\$ 2.00	\$ 2.00
RENTAL CLUBS		
ANNUAL FEE PLAYER PASSES		
Brewster Adult Resident and/or Real Estate Taxpayer categories:		
<i>Early Start</i> - may play anytime/any day	\$ 1,365.00	\$ 1,300.00
<i>Morning</i> - may play after 9:00 a.m. in prime season/anytime in non-prime season (see app.)	\$ 1,040.00	\$ 990.00
<i>Twilight</i> - may play beginning one hour prior to the start of the Twilight green fee rate	\$ 570.00	\$ 540.00
Brewster Resident Collegiate (19 - 25 years old)	\$ 475.00	\$ 450.00
Brewster Resident - Junior (12 - 18 years old)	\$ 215.00	\$ 204.00
Non-Resident Categories		
Charter Non-Resident (Renewals only)	\$ 1,895.00	\$ 1,805.00
Non-Residents - Individual	\$ 2,275.00	\$ 2,165.00
Non-Residents - Twilight	\$ 840.00	\$ 800.00
Non-Residents - Collegiate (19 - 25 years old)	\$ 685.00	\$ 650.00
Jr. Non-Resident (12 - 18 years old)	\$ 305.00	\$ 292.00
RATES ARE SUBJECT TO CHANGE WITHOUT NOTICE		

	# AFP 2023	Rate 2023	Revenue	2% increase	3% Increase	4% increase	5% Increase
Residents							
Early	323	1300	\$ 419,900.00	1325	1340	1350	1365
Morning	295	990	\$ 292,050.00	1010	1020	1030	1040
Twilight	128	540	\$ 69,120.00	550	555	560	570
College	20	450	\$ 9,000.00	460	465	470	475
Junior	18	204	\$ 3,672.00	210	210	215	215
Total	784		\$ 793,742.00				
Non Res							
Early	264	2165	\$ 571,560.00	2210	2230	2250	2275
Twilight	95	800	\$ 76,000.00	815	825	830	840
College	15	650	\$ 9,750.00	665	670	675	685
Junior	3	292	\$ 876.00	300	300	305	305
Total	377		\$ 658,186.00				
Total AFP	1161		\$ 1,451,928.00				
Residents - Less 5%							
Early	307	1300	\$ 399,100.00	\$ 406,775.00	\$ 411,380.00	\$ 414,450.00	\$ 419,055.00
Morning	280	990	\$ 277,200.00	\$ 282,800.00	\$ 285,600.00	\$ 288,400.00	\$ 291,200.00
Twilight	122	540	\$ 65,880.00	\$ 67,100.00	\$ 67,710.00	\$ 68,320.00	\$ 69,540.00
College	19	450	\$ 8,550.00	\$ 8,740.00	\$ 8,835.00	\$ 8,930.00	\$ 9,025.00
Junior	17	204	\$ 3,468.00	\$ 3,570.00	\$ 3,570.00	\$ 3,655.00	\$ 3,655.00
Total	745		\$ 754,198.00	\$ 768,985.00	\$ 777,095.00	\$ 783,755.00	\$ 792,475.00
Non Res - Less 5%							
Early	264	2165	\$ 571,560.00	\$ 583,440.00	\$ 588,720.00	\$ 594,000.00	\$ 600,600.00
Twilight	102	800	\$ 81,600.00	\$ 83,130.00	\$ 84,150.00	\$ 84,660.00	\$ 85,680.00
College	14	650	\$ 9,100.00	\$ 9,310.00	\$ 9,380.00	\$ 9,450.00	\$ 9,590.00
Junior	3	292	\$ 876.00	\$ 900.00	\$ 900.00	\$ 915.00	\$ 915.00
Total	383		\$ 663,136.00	\$ 676,780.00	\$ 683,150.00	\$ 689,025.00	\$ 696,785.00
Total	1128		\$ 1,417,334.00	\$ 1,445,765.00	\$ 1,460,245.00	\$ 1,472,780.00	\$ 1,489,260.00

CAPTAINS GOLF COURSE COMPARISON REPORT NOVEMBER

	<u>Nov-18</u>	<u>Nov-19</u>	<u>Nov-20</u>	<u>Nov-21</u>	<u>Nov-22</u>	<u>Nov-23</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RESIDENTS - Morning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RESIDENTS - Twilight	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENT TWILIGHT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AFP COLLEGIATE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AFP JUNIOR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ -
GREEN FEES:						
18 HOLE GREEN FEE	\$ 9,267.00	\$ 10,399.00	\$ 40,570.00	\$ 24,615.00	\$ 30,650.00	\$ 26,651.00
TWILIGHT GREEN FEES	\$ 2,618.00	\$ 4,003.00	\$ 8,708.00	\$ 7,168.00	\$ 6,430.00	\$ 8,937.00
BACK 9 GREEN FEES	\$ 815.00	\$ 921.00	\$ 3,010.00	\$ 2,378.00	\$ 4,190.00	\$ 1,514.00
ADVANCED RESERVATIONS	\$ 5,000.00	\$ 425.00	\$ 3,324.80	\$ 14,785.35	\$ 10,657.95	\$ 8,186.40
SUBTOTAL	\$ 17,700.00	\$ 15,748.00	\$ 55,612.80	\$ 48,946.35	\$ 51,927.95	\$ 45,288.40
CARTS:						
18 HOLE CART	\$ 7,643.72	\$ 8,706.94	\$ 24,017.51	\$ 21,042.28	\$ 22,609.43	\$ 17,850.39
9 HOLE CART	\$ 2,782.75	\$ 3,506.60	\$ 8,779.12	\$ 6,936.80	\$ 6,154.73	\$ 6,844.78
SUBTOTAL	\$ 10,426.47	\$ 12,213.54	\$ 32,796.63	\$ 27,979.08	\$ 28,764.16	\$ 24,695.17
DRIVING RANGE	\$ 1,798.00	\$ 2,376.00	\$ 8,416.00	\$ 4,413.00	\$ 2,892.00	\$ 4,145.00
PULL CARTS	\$ 249.51	\$ 110.10	\$ 315.27	\$ 24.48	\$ 110.07	\$ 237.44
SNACK BAR RENT	\$ 3,500.00	\$ 3,500.00	\$ -	\$ 2,500.00	\$ 1,500.00	\$ 19,500.00
GIFT CERTIFICATES	\$ 2,155.81	\$ 994.53	\$ 533.30	\$ 3,110.24	\$ 1,494.55	\$ 865.46
CREDIT BOOK	\$ (2,445.09)	\$ 1,100.77	\$ (587.85)	\$ 2,704.91	\$ (1,187.69)	\$ 231.70
PRO SHOP SALES	\$ 11,161.20	\$ 8,745.16	\$ 12,278.71	\$ 11,946.41	\$ 9,853.03	\$ 16,299.61
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 92.81	\$ -	\$ -
SUBTOTAL	\$ 16,419.43	\$ 16,826.56	\$ 20,955.43	\$ 24,791.85	\$ 14,661.96	\$ 41,279.21
TOTAL REVENUE	\$ 44,545.90	\$ 44,788.10	\$ 109,364.86	\$ 101,717.28	\$ 95,554.07	\$ 111,262.78

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH NOVEMBER (11 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	\$ 292,078.85	\$ 319,332.00	\$ 334,908.02	\$ 283,150.00	\$ 391,041.00	\$ 396,696.71
RESIDENTS - Morning	\$ 215,091.99	\$ 216,176.45	\$ 194,268.00	\$ 167,045.70	\$ 261,186.50	\$ 294,422.70
RESIDENTS - Twilight	\$ 45,537.00	\$ 52,520.33	\$ 65,166.00	\$ 52,651.00	\$ 68,424.80	\$ 69,746.00
CHARTER NON-RESIDENTS	\$ 6,895.00	\$ 7,240.00	\$ 6,080.00	\$ 7,600.00	\$ -	\$ -
NON-RESIDENTS	\$ 321,313.00	\$ 338,696.00	\$ 371,623.00	\$ 412,078.00	\$ 538,192.87	\$ 564,859.96
NON-RESIDENT TWILIGHT	\$ 42,579.00	\$ 43,799.00	\$ 70,105.00	\$ 73,048.00	\$ 81,951.00	\$ 73,340.00
COLLEGIATE	\$ 5,500.00	\$ 8,386.00	\$ 21,322.00	\$ 19,993.00	\$ 19,380.00	\$ 17,650.00
JUNIORS	\$ 3,730.00	\$ 4,830.00	\$ 6,456.00	\$ 5,464.00	\$ 3,917.00	\$ 4,956.00
SUBTOTAL	\$ 932,724.84	\$ 990,979.78	\$ 1,069,928.02	\$ 1,021,029.70	\$ 1,364,093.17	\$ 1,421,671.37
GREEN FEES:						
18 HOLE GREEN FEE	\$ 1,356,879.34	\$ 1,382,182.10	\$ 1,485,767.52	\$ 1,586,540.95	\$ 1,699,234.80	\$ 1,788,959.49
TWILIGHT GREEN FEES	\$ 152,975.20	\$ 167,910.30	\$ 223,345.88	\$ 219,383.89	\$ 231,023.48	\$ 410,665.19
BACK 9 GREEN FEES	\$ 71,778.04	\$ 82,959.95	\$ 97,857.95	\$ 151,269.25	\$ 231,004.14	\$ 62,348.00
ADVANCED RESERVATIONS	\$ 125,820.20	\$ 121,093.00	\$ 40,318.20	\$ 64,040.45	\$ 70,711.10	\$ 124,711.30
SUBTOTAL	\$ 1,707,452.78	\$ 1,754,145.35	\$ 1,847,289.55	\$ 2,021,234.54	\$ 2,231,973.52	\$ 2,386,683.98
CARTS:						
18 HOLE CART	\$ 524,898.85	\$ 503,235.06	\$ 522,393.34	\$ 628,999.18	\$ 642,662.73	\$ 689,389.71
9 HOLE CART	\$ 115,043.05	\$ 113,347.71	\$ 129,777.17	\$ 141,755.92	\$ 155,288.11	\$ 161,541.25
SUBTOTAL	\$ 639,941.90	\$ 616,582.77	\$ 652,170.51	\$ 770,755.10	\$ 797,950.84	\$ 850,930.96
DRIVING RANGE	\$ 122,758.80	\$ 136,190.00	\$ 145,406.00	\$ 165,819.00	\$ 162,453.50	\$ 169,527.00
PULL CARTS	\$ 8,312.05	\$ 7,709.03	\$ 8,401.63	\$ 5,253.72	\$ 5,907.73	\$ 7,116.59
SNACK BAR RENT	\$ 32,000.00	\$ 33,951.58	\$ 10,000.00	\$ 22,500.00	\$ 24,603.05	\$ 25,500.00
GIFT CERTIFICATES	\$ (15,272.95)	\$ (18,992.99)	\$ (19,407.68)	\$ (7,441.03)	\$ (14,631.69)	\$ (16,713.70)
CREDIT BOOK	\$ (813.46)	\$ 5,401.18	\$ 5,047.24	\$ 23,844.33	\$ 17,770.80	\$ 21,888.12
PRO SHOP SALES	\$ 274,388.99	\$ 263,336.48	\$ 187,201.63	\$ 263,055.17	\$ 287,110.34	\$ 345,749.54
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,940.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,117.00
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,223.27	\$ 8,089.65	\$ 4,155.75
SUBTOTAL	\$ 421,373.43	\$ 427,595.28	\$ 336,648.82	\$ 479,254.46	\$ 491,303.38	\$ 642,280.30
TOTAL REVENUE	\$ 3,701,492.95	\$ 3,789,303.18	\$ 3,906,036.90	\$ 4,292,273.80	\$ 4,885,320.91	\$ 5,301,566.61

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH NOVEMBER (5 months)

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 17,980.00	\$ 12,671.00	\$ 23,112.00	\$ 7,371.00	\$ 480.00	\$ 2,850.00
RESIDENTS - Morning	\$ (795.00)	\$ 3,340.00	\$ (793.00)	\$ 3,390.00	\$ 3,280.00	\$ 2,970.00
RESIDENTS - Twilight	\$ 4,487.00	\$ 5,432.00	\$ 6,362.00	\$ 2,808.00	\$ 5,748.40	\$ 1,080.00
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 9,165.00	\$ 10,454.00	\$ 24,600.00	\$ 2,804.00	\$ 2,080.00	\$ 6,495.00
NON-RESIDENT TWILIGHT	\$ 2,154.00	\$ 3,108.00	\$ 6,764.00	\$ 2,800.00	\$ 2,310.00	\$ 2,136.00
COLLEGIATE	\$ 740.00	\$ 945.00	\$ 1,221.00	\$ 1,221.00	\$ 450.00	\$ 450.00
JUNIORS	\$ 1,085.00	\$ 388.00	\$ 496.00	\$ 584.00	\$ -	\$ 496.00
SUBTOTAL	\$ 34,816.00	\$ 36,338.00	\$ 61,762.00	\$ 20,978.00	\$ 14,348.40	\$ 16,477.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 994,736.34	\$ 1,027,814.58	\$ 1,305,898.58	\$ 1,141,134.49	\$ 1,208,508.56	\$ 1,265,378.99
TWILIGHT GREEN FEES	\$ 109,239.20	\$ 114,739.00	\$ 173,574.88	\$ 147,425.89	\$ 152,118.50	\$ 291,626.15
BACK 9 GREEN FEES	\$ 57,614.04	\$ 67,424.00	\$ 82,820.95	\$ 116,261.25	\$ 177,410.01	\$ 28,232.00
ADVANCED RESERVATIONS	\$ 53,587.00	\$ 52,210.40	\$ 26,115.80	\$ 34,354.25	\$ 47,005.55	\$ 83,874.55
SUBTOTAL	\$ 1,215,176.58	\$ 1,262,187.98	\$ 1,588,410.21	\$ 1,439,175.88	\$ 1,585,040.62	\$ 1,669,111.69
CARTS:						
18 HOLE CART	\$ 356,686.03	\$ 353,733.94	\$ 457,260.43	\$ 439,332.91	\$ 447,562.86	\$ 457,010.90
9 HOLE CART	\$ 83,721.38	\$ 88,132.75	\$ 107,554.60	\$ 96,430.10	\$ 110,594.18	\$ 107,374.23
SUBTOTAL	\$ 440,407.41	\$ 441,866.69	\$ 564,815.03	\$ 535,763.01	\$ 558,157.04	\$ 564,385.13
DRIVING RANGE	\$ 81,463.00	\$ 84,814.00	\$ 120,166.00	\$ 103,183.00	\$ 94,367.50	\$ 102,830.00
PULL CARTS	\$ 5,970.82	\$ 5,369.79	\$ 6,614.71	\$ 3,218.78	\$ 4,444.84	\$ 5,075.06
SNACK BAR RENT	\$ 23,500.00	\$ 23,500.00	\$ 10,000.00	\$ 22,500.00	\$ 24,603.05	\$ 19,500.00
GIFT CERTIFICATES	\$ (15,714.03)	\$ (15,153.77)	\$ (13,923.40)	\$ (8,853.05)	\$ (12,237.56)	\$ (13,217.88)
CREDIT BOOK	\$ (3,864.62)	\$ 3,676.17	\$ 5,564.11	\$ 19,458.84	\$ 14,310.74	\$ 10,511.89
PRO SHOP SALES	\$ 170,163.21	\$ 159,951.97	\$ 148,025.93	\$ 163,468.97	\$ 161,293.35	\$ 225,479.04
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,480.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,223.27	\$ 4,298.56	\$ 3,340.10
SUBTOTAL	\$ 261,518.38	\$ 262,158.16	\$ 276,447.35	\$ 309,199.81	\$ 291,080.48	\$ 355,998.21
TOTAL REVENUE	\$ 1,951,918.37	\$ 2,002,550.83	\$ 2,491,434.59	\$ 2,305,116.70	\$ 2,448,626.54	\$ 2,605,972.03

MONTH: Nov-23

DATE	DAY	GUEST PLAY							MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
		18	B-9	TW-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TW-LT	TOT-MBR		
1	WED	-	-	1	-	-	-	1	22	1	9	32	33	Partly Cloudy, Cool, 45 deg
2	THU	12	5	13	4	2	-	36	71	19	-	90	126	Windy, Cold, 47 deg
3	FRI	44	5	19	19	4	-	91	106	24	36	166	257	Sunny, 50 deg
4	SAT	122	1	36	-	7	-	166	100	17	32	149	315	Sunny, Nice, 62 deg
5	SUN	44	-	21	-	1	80	146	65	18	25	108	254	Sunny, 60 deg
6	MON	14	4	2	-	8	-	28	122	6	3	131	159	Cloudy, 50 deg
7	TUE	12	-	12	-	3	-	27	27	31	-	58	85	Rainy, 55 deg
8	WED	18	-	3	-	-	-	21	33	27	5	65	86	Sunny, Windy, 45 deg
9	THU	2	-	-	-	-	-	2	32	1	-	33	35	Rain, 45 deg
10	FRI	32	3	21	-	7	-	63	85	26	41	152	215	Cloudy, 50 deg
11	SAT	32	3	30	-	6	107	178	125	-	38	163	341	Sunny, Windy, Cool, 48 deg
12	SUN	13	6	5	-	-	-	24	49	12	10	71	95	Sunny, Cold, 45 deg
13	MON	7	-	5	-	-	-	12	68	-	13	81	93	Cold, 45 deg
14	TUE	5	-	5	-	6	-	16	31	3	22	56	72	Cloudy, Cold, 44 deg
15	WED	4	1	10	10	-	-	25	50	-	58	108	133	Sunny, Nice, 50 deg
16	THU	26	-	19	-	1	-	46	83	34	-	117	163	Sunny, Nice, 60 deg
17	FRI	60	-	20	3	2	-	85	126	8	63	197	282	Sunny, 61 deg
18	SAT	16	-	7	-	1	-	24	31	8	9	48	72	Misty, 55 deg
19	SUN	39	-	17	-	8	-	64	93	7	26	126	190	Sunny, 50 deg
20	MON	6	-	1	-	-	-	7	62	-	5	67	74	Sunny, Cold, 40 deg
21	TUE	5	-	13	-	4	-	22	34	4	17	55	77	Sunny, Cold, 42 deg
22	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
23	THU	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Thanksgiving
24	FRI	64	6	39	-	2	-	111	64	18	30	112	223	Sunny, Cool, 45 deg
25	SAT	3	-	5	-	-	-	8	6	-	6	12	20	Sunny, Windy, Cold, 34 deg
26	SUN	18	3	10	-	4	-	35	86	5	21	112	147	Sunny, Cool, 45 deg
27	MON	1	-	7	-	-	-	8	58	11	31	100	108	Sunny, 52 deg
28	TUE	3	-	1	-	-	-	4	23	-	2	25	29	Cold, Windy, 36 deg
29	WED	-	-	-	-	-	-	-	13	8	-	21	21	Sunny, Cold, 38 deg
30	THU	25	3	1	-	5	-	34	67	1	14	82	116	Sunny, 49 deg
TOTALS		627	40	323	36	71	187	1,284	1,732	289	516	2,537	3,821	2 Days Closed
Nov-22		663	193	187	6	81	124	1,254	1,996	524	279	2,799	4,053	1 Day Closed
Nov-21		701	71	267	21	23	172	1,255	2,201	579	437	3,217	4,472	
Nov-20		1,160	114	405	0	52	0	1,721	3,000	383	736	4,119	5,840	
Nov-19		313	43	152	-	53	75	636	1,461	207	286	1,954	2,590	
Nov-18		237	41	151	-	88	12	529	1,241	212	182	1,635	2,164	
Nov-17		430	36	155	4	73	43	741	1,598	536	229	2,363	3,104	
Nov-16		451	43	106	2	99	42	743	1,625	456	178	2,259	3,002	
Nov-15		534	52	171	14	126	-	897	1,661	243	416	2,320	3,217	
Nov-14		289	9	161	2	81	119	661	1,321	196	131	1,648	2,309	
Nov-13		295	23	228	10	84	53	693	1,386	188	99	1,673	2,366	
Nov-12		385	45	235	2	128	45	640	1,503	299	268	2,070	2,910	
Nov-11		546	35	287	36	112	-	1,016	1,881	381	311	2,573	3,589	
Nov-10		280	19	165	-	73	-	547	1,504	270	207	1,981	2,528	
Nov-09		369	12	205	22	79	-	687	1,970	293	301	2,564	3,251	
Nov-08		346	27	157	21	82	-	633	1,455	204	307	1,966	2,599	
Nov-07		277	36	140	10	54	40	557	1,317	324	183	1,824	2,381	
Nov-06		646	60	317	5	114	43	1,185	2,116	367	279	2,762	3,947	
Nov-05		599	81	234	47	103	170	1,234	1,916	459	355	2,730	3,964	
Nov-04		469	54	152	36	102	4	817	1,710	323	272	2,305	3,122	
Nov-03		504	73	132	35	66	69	879	1,802	265	213	2,280	3,159	
Nov-02		369	80	101	11	63	146	770	1,693	309	156	2,158	2,928	
Nov-01		429	55	288	118	68	150	1,128	2,339	294	125	2,758	3,886	
Nov-00		373	13	85	166	69	22	728	1,686	124	124	1,934	2,662	

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	1,099	213	263	371	111	2,057	2,302	730	433	3,465	5,522	63%
May	2,495	361	254	1,004	1,217	5,331	3,307	1,086	864	5,257	10,588	50%
June	3,974	180	100	1,816	329	6,399	3,687	462	1,926	6,075	12,474	49%
July	6,228	96	115	3,209	204	9,852	4,472	455	2,325	7,252	17,104	42%
August	5,309	20	176	2,777	218	8,500	4,230	541	1,965	6,736	15,236	44%
September	3,272	257	110	1,242	253	5,134	3,003	311	1,450	4,764	9,898	48%
October	2,239	141	96	1,092	973	4,541	3,063	559	1,207	4,829	9,370	52%
November	627	36	40	323	258	1,284	1,732	289	516	2,537	3,821	62%
December	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
TOTALS	25,849	1,304	1,437	12,062	3,615	44,267	29,043	5,315	11,074	45,432	89,699	51%
2022	25,465	1,650	6,471	6,867	2,760	43,213	30,465	8,671	7,407	46,543	89,756	52%
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 November 14th, 2023

Commissioners Present: Andrea Johnson (Chair), John Kissida (Vice Chair), Rob David, Jim Juras, Anne O'Connell, Jay Paggi, and David Valcourt.

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Susan Olin (9-Holers Association)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7774?site=1>

Andrea Johnson read the meeting participation statement and called the meeting to order at 4:00 p.m.

Declaration of a Quorum – Seven Commissioners present which constitutes a quorum.

Public Comment – No public comment

Superintendent's Report (Colin Walsh) - Colin Walsh began by noting the onset of fall weather. He highlighted improvements in course conditions, mentioning the occasional frost delays and the need for caution during those times. The mowing of the golf courses had reduced, and the focus shifted to leaf cleanup, acknowledging the extended period for this task. Colin Walsh detailed ongoing projects, including bunker rebuilds on par threes and drainage work on hole 10 Port. He commended the maintenance team for their efforts, citing the effectiveness of the recently acquired Kubota backhoe.

Updates on specific projects included a sinkhole repair on seven port and upcoming repairs to the cart paths. Colin Walsh mentioned the irrigation system blowout was rescheduled post-Thanksgiving, delayed due to compressor issues. He touched on safety and pesticide training programs, emphasizing the commitment to staying updated on regulations.

Colin Walsh provided information on the Request for Proposal (RFP) for the well project and the finalized maintenance building study report, signaling progress on these fronts. A new piece of capital equipment, a rough mower, had arrived after a two-year wait, replacing a well-worn unit. Colin Walsh acknowledged the positive impact of such additions on staff morale.

In personnel updates, Colin Walsh reported on seasonal staff finishing their tenure and upcoming layoffs, along with the retirement of Jerry Hough, expressing gratitude for Hough's over 10 years of dedicated service.

Director of Operations Report (Jay Packett) – Jay Packett started his financial report with an overview of the Budget Status through October. He pointed out that the current budget used was at 46%, exceeding last year's 40%. Notable increases were observed in diesel fuel and credit card expenses. Jay Packett expressed concern over the latter, as the budget couldn't be adjusted, and an increase in credit card transactions has incurred higher expenses.

Jay Packett then provided a summary of the financial performance for October 2023. Increases were observed in pro shop sales, greens fees, and carts, contributing to an overall surplus of approximately \$49,000. Pro shop sales played a significant role, rising by nearly \$10,000. Jay Packett was optimistic about maintaining positive trends.

Calendar year statistics were presented, showcasing substantial gains in membership revenue, greens fees, carts, and pro shop income. The overall surplus compared to the same period in 2022 amounted to \$400,000.

Moving to fiscal year totals, Jay Packett pointed out a surplus of about \$90,000 in memberships. Greens fees and carts also demonstrated noteworthy increases, resulting in a grand total surplus of almost \$142,000. Despite October's operating expenses exceeding projections due to pre-ordered maintenance supplies, Packett emphasized an overall fiscal year projected surplus of \$268,000.

The financial report concluded with Jay Packett noting a successful October in terms of play totals, with 9,307 rounds recorded—the second highest ever. Calendar year play totals reflected a substantial lead of 1,882 rounds compared to the same period in 2022. Jay Packett attributed these positive trends to the efforts of Colin Walsh and his team, expressing gratitude for their consistent hard work. Jay Packett then asked for any questions and comments on the financial data presented.

Anne O'Connell raised concerns about the high percentage of credit card usage, prompting discussions about potential surcharges or incorporating fees into the overall cost structure. John Kissida and Rob Davis shared insights on existing precedents and alternative approaches, suggesting potential discounts for cash payments. Packett committed to exploring these options in collaboration with the town treasurer and the finance team.

Business Manager Update – Jay Packett provided an update, stating that second-round interviews for the position were conducted with three candidates. The panel, consisting of himself, Peter, Donna, Mimi, and Susan (HR director), participated in the interviews. Following the meetings, they engaged in a discussion, and it was revealed that there would be further communication with the candidates during the week. While details were limited at the moment, Jay Packett expressed hope to share more information in the next meeting, indicating ongoing progress in the hiring process.

Calendar of Events - Jay Packett presented the golf course's 2024 calendar events, highlighting key activities and tournaments scheduled throughout the year. The presentation covered adjustments like an earlier opening due to aeration considerations, hosting US Junior amateur qualifiers, and significant events in each month. A request to host an event for Women's Week on October 14th generated concerns among the commission members regarding it being Columbus Day weekend. The Women's Week golf tournament is part of the annual Women's Week festivities in Provincetown, scheduled for October 12th to 20th, 2024. The event aims to attract around 100 to 110 participants. The organizer specifically requested hosting the golf tournament on October 14th, coinciding with Columbus Day. Despite an

expressed preference for an alternative date, the organizer cited scheduling constraints. The decision was made to not host the tournament. The calendar discussion involved considerations for the schedule, potential adjustments, and the general approval of the presented calendar. Jay Packett presented the 2024 calendar events for the golf course. Notable points include:

March 30: Opened 36 holes earlier than usual due to the calendar structure, starting aeration on April 1.

April: Aeration scheduled for the second week.

May 4th: Annual Martha White Tournament.

June: Consideration for hosting US Junior amateur qualifiers on June 17.

July: No association play in the first week, couples' championship on the 13th, and parent-child event on the 21st.

August: Club Championship spans two weekends, 17th-18th being the busiest.

September: CUDA Cancer Fundraiser on the day after Labor Day, Nine-Holer's Association Invitational on the 5th, and Captain's Invitational on the 7th-8th.

October: Various charity events, with Columbus Day affecting the schedule. Member-Member moved to the weekend of the 26th-27th.

November: Course closures for maintenance starting from the 4th, one course closed Monday-Thursday, both open Friday-Sunday.

Discussion and possible vote on 2024 daily fees, cart fees and range fees (Andrea Johnson) – The Commission discussed tee time percentages. The current setup, with 50% members and 50% daily fee players on the member course and 25% members and 75% daily fee players on the second course, was considered effective. Jay Packett and the commission agreed on maintaining this ratio. A motion for the recommendation to keep the current tee time percentages was approved and would be presented to the Select Board for approval. Anne O'Connell then presented non-resident waitlist data, noting a decrease in non-resident members from 386 to 377. Despite this, she suggested allowing up to 25 new non-resident members for the next golf season. Discussions ensued regarding the decrease in non-resident memberships, strategies for handling unresponsive individuals on the waitlist, and potential adjustments to non-resident fees. Dave Valcourt proposed setting a target membership number around 1150 as a compromise for AFPs and daily fee players. The commission agreed to decide on non-resident memberships by the first meeting in February, with a motion to allow up to 25 new non-residents for the 2024 season being approved.

Discussion of 2024 Membership rates (Andrea Johnson) - The focus then shifted to daily fees, with Anne O'Connell expressing reluctance due to the absence of an updated financial forecast. Jay Packett shared information about a meeting to update the five-year financial forecast for the golf course. John Kissida emphasized the importance of additional information, specifically average rounds played per category and cart usage percentages. The discussion touched upon the potential impact of fee increases on membership and the need for careful consideration to avoid discouraging golfers. Jay Packett provided insights into the rates charged by other courses in the area based on his research. The conversation delved into the need for revenue generation and the necessity of a balanced approach. John Kissida suggested gathering more data, such as the average number of rounds per category and cart usage percentages, to make informed decisions. Dave Valcourt advocated for a fiscally responsible approach, considering deferred maintenance, capital improvements, and the goal of having 20% of the budget as retained earnings. Andrea Johnson referred to Peter Lombardi's recommendation for a minimum 5% annual increase over the next five years. Dave Valcourt emphasized the importance of informing and explaining the decisions to the membership. The discussion expanded to projections of cost increases and the need for transparency in the budgeting process. Colin Walsh highlighted that significant capital items were included in the capital plan and Anne O'Connell acknowledged that as an enterprise fund, they had met the expectation by the State of retained earnings. The discussion concluded on potential adjustments to fee structures based on peak play times and the consideration of weekdays. John Kissida proposed

exploring ways to increase revenue during high-demand periods. The meeting was then quickly shifted to approval of a minutes as time was running short.

Strategic Planning Updates (Commission) - None

Questions and Comments from Associations and Liaisons: None

Review and approve minutes (10/10 & 10/24) – Both 10/10 and 10/24 minutes approved with amendments.

Future Agenda Items and Meetings (11/28 & 12/12) –Speaking on the maintenance building study was added to the future agenda for meeting on 11/28.

Matters not anticipated by the Chair: - Andrea Johnson acknowledged the new requirement for more detailed agendas. She expressed that she had been informed the day before that stating "department heads giving us an update" would no longer suffice. Instead, detailed information had to be provided. Andrea Johnson mentioned the potential loss of the ability to provide general strategic planning updates. She indicated that she would be reaching out to request detailed information when seeking agenda items. The emphasis was on creating specific and informative agendas so that anyone looking at them would have a clear understanding of the topics to be discussed. Andrea Johnson also clarified that if a matter wasn't on the agenda, it couldn't be discussed during the meeting.

A motion to adjourn was made - Motion was approved and the meeting was adjourned.