



TOWN OF BREWSTER GOLF COMMISSION

1000 Freemans Way
(508) 896-1716

golfcommission@brewster-ma.gov

www.CaptainsGolfCourse.com



REVISED GOLF COMMISSION MEETING AGENDA

2198 Main Street

March 12, 2024 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=M05KOnNsRlRlOTZlZzEpkSFZDWUVOZZ09>
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 official 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. Public Comment
6. Update on Business Manager position - Jay Packett
7. Review Financials - Jay Packett
8. Update on Course Operations - Jay Packett
9. Updates on course conditions, winter projects, and staffing - Colin Walsh
10. Update on Maintenance Building - John Kissida
11. Review Capital Projects and timing - Anne O'Connell
12. Update on Water Source RFP - Jay Paggi
13. Questions and Comments from Associations and Liaisons
14. Review and Approve Minutes: 2/27/24
15. Future Agenda Items and Meetings (3/26 & 4/9)
16. Matters Not Reasonably Anticipated by the Chair
17. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 02/29/24

		FY 2024				FY 2023			
	Expended thru February	Budget	Balance	% of Budget Spent		Expended thru February	Budget	Balance	% of Budget Spent
WAGES					WAGES				
Full-time Wages	\$ 668,919.91	\$1,132,652.00	\$ 463,732.09	59.1%	Full-time Wages	\$ 652,696.06	\$ 1,001,971.00	\$ 349,274.94	65.1%
Part-time Wages	\$ 336,607.45	\$ 570,394.00	\$ 233,786.55	59.0%	Part-time Wages	\$ 340,373.30	\$ 518,540.00	\$ 178,166.70	65.8%
Overtime	\$ 42,635.66	\$ 67,302.00	\$ 24,666.34	63.3%	Overtime	\$ 42,300.60	\$ 61,184.00	\$ 18,883.40	69.1%
Longevity	\$ 3,295.44	\$ 14,170.00	\$ 10,874.56	23.3%	Longevity	\$ 3,081.00	\$ 15,197.00	\$ 12,116.00	20.3%
Contractual Obligations	\$ -	\$ 7,240.00	\$ 7,240.00	0.0%	Contractual Obligations	\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
SUBTOTAL	\$1,051,458.46	\$1,791,758.00	\$ 740,299.54	58.7%	SUBTOTAL	\$ 1,038,450.96	\$ 1,596,892.00	\$ 558,441.04	65.0%
GENERAL EXPENSES					GENERAL EXPENSES				
Oil/Grease	\$ -	\$ 3,500.00	\$ 3,500.00	0.0%	Oil/Grease	\$ 3,744.92	\$ 3,200.00	\$ (544.92)	117.0%
Diesel Fuel	\$ 13,671.45	\$ 12,500.00	\$ (1,171.45)	109.4%	Diesel Fuel	\$ 13,233.40	\$ 10,500.00	\$ (2,733.40)	126.0%
Heating	\$ 8,154.86	\$ 16,000.00	\$ 7,845.14	51.0%	Heating	\$ 7,964.36	\$ 14,000.00	\$ 6,035.64	55.9%
Gasoline	\$ 8,951.05	\$ 13,000.00	\$ 4,048.95	68.9%	Gasoline	\$ 7,985.55	\$ 9,000.00	\$ 1,014.45	88.7%
Electricity	\$ 32,501.45	\$ 50,000.00	\$ 17,498.55	65.0%	Electricity	\$ 36,694.90	\$ 48,760.00	\$ 12,065.10	75.3%
Electricity-Irrigation Pump	\$ 10,710.56	\$ 25,000.00	\$ 14,289.44	42.8%	Electricity-Irrigation Pump	\$ 16,255.20	\$ 23,320.00	\$ 7,064.80	69.7%
R&M Equipment	\$ 63,025.95	\$ 95,000.00	\$ 31,974.05	66.3%	R&M Equipment	\$ 79,554.30	\$ 88,000.00	\$ 8,445.70	90.4%
R&M Irrigation	\$ 22,335.93	\$ 40,000.00	\$ 17,664.07	55.8%	R&M Irrigation	\$ 24,940.12	\$ 37,000.00	\$ 12,059.88	67.4%
Professional/Technical	\$ 8,521.68	\$ 8,500.00	\$ (21.68)	100.3%	Professional/Technical	\$ 12,589.13	\$ 4,500.00	\$ (8,089.13)	279.8%
OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%	OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 814.30	\$ 1,600.00	\$ 785.70	50.9%	Phones	\$ 829.17	\$ 1,600.00	\$ 770.83	51.8%
Alarm	\$ 1,945.00	\$ 2,200.00	\$ 255.00	88.4%	Alarm	\$ 3,057.31	\$ 2,200.00	\$ (857.31)	139.0%
Office Supplies	\$ 953.26	\$ 10,000.00	\$ 9,046.74	9.5%	Office Supplies	\$ 4,902.32	\$ 9,500.00	\$ 4,597.68	51.6%
Score Cards	\$ -	\$ 6,000.00	\$ 6,000.00	0.0%	Score Cards	\$ 2,985.00	\$ 5,000.00	\$ 2,015.00	59.7%
Maintenance Supplies	\$ 10,761.26	\$ 15,000.00	\$ 4,238.74	71.7%	Maintenance Supplies	\$ 18,835.72	\$ 12,000.00	\$ (6,835.72)	157.0%
Range Supplies	\$ 5,074.87	\$ 13,000.00	\$ 7,925.13	39.0%	Range Supplies	\$ 5,411.62	\$ 13,000.00	\$ 7,588.38	41.6%
Computer Supplies	\$ 6,218.04	\$ 8,500.00	\$ 2,281.96	73.2%	Computer Supplies	\$ 7,028.76	\$ 8,000.00	\$ 971.24	87.9%
Custodial Supplies	\$ 11,033.16	\$ 25,000.00	\$ 13,966.84	44.1%	Custodial Supplies	\$ 9,854.14	\$ 22,000.00	\$ 12,145.86	44.8%
Rubbish Removal/Sanitation	\$ 17,743.82	\$ 35,000.00	\$ 17,256.18	50.7%	Rubbish Removal/Sanitation	\$ 11,715.30	\$ 20,000.00	\$ 8,284.70	58.6%
Seed & Sod	\$ 6,969.00	\$ 35,000.00	\$ 28,031.00	19.9%	Seed & Sod	\$ 14,938.00	\$ 29,000.00	\$ 14,062.00	51.6%
Tee & Green	\$ 6,039.57	\$ 13,000.00	\$ 6,960.43	46.5%	Tee & Green	\$ -	\$ 12,000.00	\$ 12,000.00	0.0%
Landscaping	\$ 1,830.75	\$ 8,000.00	\$ 6,169.25	22.9%	Landscaping	\$ 3,170.56	\$ 5,000.00	\$ 1,829.44	63.4%
Topsoil & Sand	\$ 16,253.11	\$ 40,000.00	\$ 23,746.89	40.6%	Topsoil & Sand	\$ 17,458.02	\$ 31,500.00	\$ 14,041.98	55.4%
Fertilizer	\$ 50,295.00	\$ 100,000.00	\$ 49,705.00	50.3%	Fertilizer	\$ 48,492.25	\$ 96,000.00	\$ 47,507.75	50.5%
Fungicide	\$ 133,122.46	\$ 135,000.00	\$ 1,877.54	98.6%	Fungicide	\$ 138,627.37	\$ 126,000.00	\$ (12,627.37)	110.0%
Insecticides	\$ 1,092.37	\$ 20,000.00	\$ 18,907.63	5.5%	Insecticides	\$ -	\$ 16,000.00	\$ 16,000.00	0.0%
Misc. Wetting Agents/Lime	\$ 14,960.23	\$ 60,000.00	\$ 45,039.77	24.9%	Misc. Wetting Agents/Lime	\$ 46,756.13	\$ 58,000.00	\$ 11,243.87	80.6%
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	\$ 19,781.92	\$ 51,000.00	\$ 31,218.08	38.8%	Clubhouse Furn./Repair	\$ 32,622.24	\$ 50,000.00	\$ 17,377.76	65.2%
Credit Card Expense	\$ 96,127.94	\$ 85,000.00	\$ (11,127.94)	113.1%	Credit Card Expense	\$ 58,451.26	\$ 75,000.00	\$ 16,548.74	77.9%
Environmental Monitoring	\$ 426.08	\$ 3,500.00	\$ 3,073.92	12.2%	Environmental Monitoring	\$ 1,693.11	\$ 3,000.00	\$ 1,306.89	56.4%
Safety Clothing Allowance	\$ 5,072.38	\$ 10,000.00	\$ 4,927.62	50.7%	Safety Clothing Allowance	\$ 2,893.23	\$ 9,000.00	\$ 6,106.77	32.1%
Mileage-Maintenance	\$ 280.34	\$ 450.00	\$ 169.66	62.3%	Mileage-Maintenance	\$ -	\$ 450.00	\$ 450.00	0.0%
Meetings/Travel	\$ 1,916.62	\$ 2,500.00	\$ 583.38	76.7%	Meetings/Travel	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Dues and Subscriptions	\$ 5,406.43	\$ 4,100.00	\$ (1,306.43)	131.9%	Dues and Subscriptions	\$ 4,208.00	\$ 4,100.00	\$ (108.00)	102.6%
Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%	Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%
Advertising/Promotions	\$ 27,218.94	\$ 50,000.00	\$ 22,781.06	54.4%	Advertising/Promotions	\$ 14,895.84	\$ 50,000.00	\$ 35,104.16	29.8%
CVEC Administration Charges	\$ 2,734.37	\$ 4,688.00	\$ 1,953.63	58.3%	CVEC Administration Charges	\$ 2,734.38	\$ 4,688.00	\$ 1,953.62	58.3%
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
SUBTOTAL	\$ 685,944.15	\$1,119,538.00	\$ 433,593.85	61.3%	SUBTOTAL	\$ 728,521.61	\$ 1,021,318.00	\$ 292,796.39	71.3%
Other Expenses:					Other Expenses:				
Transfer to Trust	\$ 21,000.00	\$ 21,000.00	\$ -	100%	Transfer to Trust	\$ -	\$ 21,000.00	\$ 21,000.00	0%
Pro Shop Purchases	\$ 161,226.78	\$ 240,000.00	\$ 78,773.22	67%	Pro Shop Purchases	\$ 110,919.04	\$ 230,000.00	\$ 119,080.96	48%
Capital	\$ -	\$ -	\$ -	-	Capital	\$ -	\$ -	\$ -	-
Indirect Costs	\$ 211,619.00	\$ 211,619.00	\$ -	100%	Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%
Life Insurance	\$ 419.58	\$ 712.00	\$ 292.42	59%	Life Insurance	\$ 415.60	\$ 671.00	\$ 255.40	62%
Unemployment	\$ 11,511.00	\$ 50,000.00	\$ 38,489.00	23%	Unemployment	\$ 17,413.76	\$ 55,080.00	\$ 37,666.24	32%
Health Insurance	\$ 182,089.25	\$ 373,092.00	\$ 191,002.75	49%	Health Insurance	\$ 180,801.25	\$ 343,608.00	\$ 162,806.75	53%
Medicare	\$ 12,328.26	\$ 26,050.00	\$ 13,721.74	47%	Medicare	\$ 12,299.29	\$ 23,976.00	\$ 11,676.71	51%
Compensated Absences	\$ 8,858.20	\$ 20,000.00	\$ 11,141.80	44%	Compensated Absences	\$ 21,547.75	\$ 20,000.00	\$ (1,547.75)	108%
Workers Compensation	\$ 12,875.00	\$ 16,000.00	\$ 3,125.00	80%	Workers Compensation	\$ 10,605.00	\$ 16,480.00	\$ 5,875.00	64%
General Liability Insurance	\$ 70,386.77	\$ 82,000.00	\$ 11,613.23	86%	General Liability Insurance	\$ 68,262.24	\$ 81,198.00	\$ 12,935.76	84%
Retirement/Pension Exp.	\$ 296,704.66	\$ 296,705.00	\$ 0.34	100%	Retirement/Pension Exp.	\$ 238,554.00	\$ 238,554.00	\$ -	100%
Insurance Claims	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
Transfer to Capital Stabilization	\$ 350,000.00	\$ 350,000.00	\$ -	100%	Transfer to Capital Stabilization	\$ 400,000.00	\$ 400,000.00	\$ -	100%
SUBTOTAL	\$1,339,018.50	\$1,687,178.00	\$ 348,159.50	79%	SUBTOTAL	\$ 1,266,173.93	\$ 1,635,923.00	\$ 369,749.07	77%
GRAND TOTAL	\$3,076,421.11	\$4,598,474.00	\$1,522,052.89	67%	GRAND TOTAL	\$ 3,033,146.50	\$ 4,254,133.00	\$ 1,220,986.50	71%

CAPTAINS GOLF COURSE COMPARISON REPORT FEBRUARY

	<u>Feb-19</u>	<u>Feb-20</u>	<u>Feb-21</u>	<u>Feb-22</u>	<u>Feb-23</u>	<u>Feb-24</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 16,048.00	\$ 19,999.00	\$ 41,067.00	\$ 13,553.00	\$ 28,550.00	\$ 1,300.00
RESIDENTS - Morning	\$ 7,239.45	\$ 18,708.00	\$ 16,663.00	\$ 8,404.00	\$ 18,810.00	\$ -
RESIDENTS - Twilight	\$ -	\$ 2,252.00	\$ 1,404.00	\$ -	\$ 1,080.00	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ 1,805.00	\$ -
NON-RESIDENTS	\$ 18,359.00	\$ 39,300.00	\$ 59,568.00	\$ 20,800.00	\$ 64,865.00	\$ -
NON-RESIDENT TWILIGHT	\$ -	\$ 4,768.00	\$ 3,269.00	\$ -	\$ 4,544.00	\$ -
AFP COLLEGIATE	\$ 388.00	\$ 407.00	\$ 1,221.00	\$ -	\$ -	\$ -
AFP JUNIOR	\$ -	\$ -	\$ 204.00	\$ -	\$ -	\$ -
SUBTOTAL	\$ 42,034.45	\$ 85,434.00	\$ 123,396.00	\$ 42,757.00	\$ 119,654.00	\$ 1,300.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 3,273.00	\$ 5,314.00	\$ 2,246.00	\$ 7,150.00	\$ 6,230.00	\$ 4,859.00
TWILIGHT GREEN FEES	\$ 580.00	\$ 1,879.00	\$ 821.00	\$ 1,750.00	\$ 1,770.00	\$ 1,475.00
BACK 9 GREEN FEES	\$ -	\$ -	\$ 541.00	\$ 1,245.00	\$ 2,095.00	\$ 337.00
ADVANCED RESERVATIONS	\$ 1,500.00	\$ 5,386.20	\$ -	\$ 500.00	\$ 200.00	\$ 200.00
SUBTOTAL	\$ 5,353.00	\$ 12,579.20	\$ 3,608.00	\$ 10,645.00	\$ 10,295.00	\$ 6,871.00
CARTS:						
18 HOLE CART	\$ 1,948.00	\$ 2,892.94	\$ 673.88	\$ 2,042.46	\$ 3,747.86	\$ 2,025.44
9 HOLE CART	\$ 622.03	\$ 1,396.46	\$ 545.71	\$ 1,072.92	\$ 2,064.82	\$ 1,159.51
SUBTOTAL	\$ 2,570.03	\$ 4,289.40	\$ 1,219.59	\$ 3,115.38	\$ 5,812.68	\$ 3,184.95
DRIVING RANGE	\$ 863.00	\$ 1,920.00	\$ -	\$ 564.00	\$ 2,693.00	\$ 1,313.00
PULL CARTS	\$ 16.92	\$ 57.39	\$ 24.48	\$ -	\$ 48.93	\$ 5.64
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ 1,211.80	\$ (2,269.43)	\$ 784.00	\$ (654.00)	\$ 293.24	\$ 629.87
CREDIT BOOK	\$ (112.69)	\$ (276.35)	\$ -	\$ (146.72)	\$ 74.88	\$ (152.59)
PRO SHOP SALES	\$ 1,608.42	\$ 4,102.26	\$ 294.70	\$ 2,260.79	\$ 2,521.56	\$ 2,019.35
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 8.00	\$ 287.15	\$ 2,915.00
SUBTOTAL	\$ 3,587.45	\$ 3,533.87	\$ 1,103.18	\$ 2,032.07	\$ 5,918.76	\$ 6,730.27
TOTAL REVENUE	\$ 53,544.93	\$ 105,836.47	\$ 129,326.77	\$ 58,549.45	\$ 141,680.44	\$ 18,086.22

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH FEBRUARY (2 months)

	<u>YEAR 2019</u>	<u>YEAR 2020</u>	<u>YEAR 2021</u>	<u>YEAR 2022</u>	<u>YEAR 2023</u>	<u>YEAR 2024</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 26,078.00	\$ 221,290.02	\$ 43,173.00	\$ 13,553.00	\$ 28,550.00	\$ 1,300.00
RESIDENTS - Morning	\$ 8,909.45	\$ 96,573.00	\$ 16,663.00	\$ 8,404.00	\$ 18,810.00	\$ -
RESIDENTS - Twilight	\$ 446.00	\$ 16,524.00	\$ 1,404.00	\$ -	\$ 1,080.00	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ 1,805.00	\$ -
NON-RESIDENTS	\$ 36,718.00	\$ 215,126.00	\$ 61,320.00	\$ 20,800.00	\$ 64,865.00	\$ -
NON-RESIDENT TWILIGHT	\$ -	\$ 23,510.00	\$ 3,269.00	\$ -	\$ 4,544.00	\$ -
COLLEGIATE	\$ 388.00	\$ 1,183.00	\$ 1,221.00	\$ -	\$ -	\$ -
JUNIORS	\$ -	\$ 776.00	\$ 476.00	\$ -	\$ -	\$ -
SUBTOTAL	\$ 72,539.45	\$ 574,982.02	\$ 127,526.00	\$ 42,757.00	\$ 119,654.00	\$ 1,300.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 4,924.00	\$ 9,926.00	\$ 6,905.00	\$ 8,495.00	\$ 11,475.00	\$ 6,458.00
TWILIGHT GREEN FEES	\$ 1,219.00	\$ 3,607.00	\$ 2,805.00	\$ 2,060.00	\$ 3,185.00	\$ 2,700.00
BACK 9 GREEN FEES	\$ -	\$ 42.00	\$ 1,794.00	\$ 1,765.00	\$ 4,555.00	\$ 471.00
ADVANCED RESERVATIONS	\$ 1,700.00	\$ 10,592.20	\$ 3,722.00	\$ 800.00	\$ 20,913.45	\$ 300.00
SUBTOTAL	\$ 7,843.00	\$ 24,167.20	\$ 15,226.00	\$ 13,120.00	\$ 40,128.45	\$ 9,929.00
CARTS:						
18 HOLE CART	\$ 2,328.24	\$ 6,116.91	\$ 3,953.95	\$ 2,620.32	\$ 10,918.71	\$ 2,987.30
9 HOLE CART	\$ 1,000.36	\$ 2,771.29	\$ 2,232.54	\$ 1,517.12	\$ 4,534.19	\$ 2,118.82
SUBTOTAL	\$ 3,328.60	\$ 8,888.20	\$ 6,186.49	\$ 4,137.44	\$ 15,452.90	\$ 5,106.12
DRIVING RANGE	\$ 1,486.00	\$ 3,204.00	\$ -	\$ 1,793.00	\$ 4,545.00	\$ 1,733.00
PULL CARTS	\$ 114.81	\$ 84.69	\$ 150.55	\$ -	\$ 79.98	\$ 25.41
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ 1,316.10	\$ (3,557.63)	\$ 2,257.00	\$ 1,771.00	\$ 506.29	\$ 3,684.62
CREDIT BOOK	\$ (309.29)	\$ (488.42)	\$ (15.60)	\$ (391.86)	\$ (555.42)	\$ (335.72)
PRO SHOP SALES	\$ 3,858.19	\$ 13,628.27	\$ 272,756.68	\$ 2,933.67	\$ 6,188.59	\$ 7,400.35
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 8.00	\$ 287.15	\$ 2,915.00
SUBTOTAL	\$ 6,465.81	\$ 12,870.91	\$ 275,148.63	\$ 6,113.81	\$ 11,051.59	\$ 15,422.66
TOTAL REVENUE	\$ 90,176.86	\$ 620,908.33	\$ 424,087.12	\$ 66,128.25	\$ 186,286.94	\$ 31,757.78

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH FEBRUARY (8 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	\$ 44,058.00	\$ 233,961.02	\$ 66,285.00	\$ 20,924.00	\$ 29,030.00	\$ 4,150.00
RESIDENTS - Morning	\$ 8,114.45	\$ 99,913.00	\$ 15,870.00	\$ 12,671.00	\$ 22,090.00	\$ 2,970.00
RESIDENTS - Twilight	\$ 4,933.00	\$ 21,956.00	\$ 8,100.00	\$ 2,808.00	\$ 7,028.40	\$ 1,080.00
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ 20,800.00	\$ 1,805.00	\$ -
NON-RESIDENTS	\$ 45,883.00	\$ 225,580.00	\$ 85,920.00	\$ 2,804.00	\$ 66,945.00	\$ 6,495.00
NON-RESIDENT TWILIGHT	\$ 2,154.00	\$ 26,618.00	\$ 10,305.00	\$ 2,800.00	\$ 6,854.00	\$ 2,136.00
COLLEGIATE	\$ 1,128.00	\$ 2,128.00	\$ 2,442.00	\$ 1,221.00	\$ 450.00	\$ 450.00
JUNIORS	\$ 1,085.00	\$ 1,164.00	\$ 700.00	\$ 584.00	\$ -	\$ 496.00
SUBTOTAL	\$ 107,355.45	\$ 611,320.02	\$ 189,622.00	\$ 64,612.00	\$ 134,202.40	\$ 17,777.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 1,003,044.34	\$ 1,042,573.58	\$ 1,323,166.58	\$ 1,158,650.49	\$ 1,226,931.56	\$ 1,283,310.99
TWILIGHT GREEN FEES	\$ 112,615.20	\$ 120,000.00	\$ 179,690.88	\$ 153,186.89	\$ 155,993.50	\$ 298,849.15
BACK 9 GREEN FEES	\$ 57,807.04	\$ 67,884.00	\$ 86,417.95	\$ 119,516.25	\$ 184,550.01	\$ 29,827.00
ADVANCED RESERVATIONS	\$ 55,287.00	\$ 64,648.00	\$ 30,825.80	\$ 35,154.25	\$ 68,119.00	\$ 84,474.55
SUBTOTAL	\$ 1,228,753.58	\$ 1,295,105.58	\$ 1,620,101.21	\$ 1,466,507.88	\$ 1,635,594.07	\$ 1,696,461.69
CARTS:						
18 HOLE CART	\$ 361,551.63	\$ 362,326.81	\$ 466,144.40	\$ 447,446.82	\$ 462,195.55	\$ 466,806.20
9 HOLE CART	\$ 85,955.42	\$ 91,838.43	\$ 112,393.01	\$ 101,226.12	\$ 117,277.89	\$ 112,529.88
SUBTOTAL	\$ 447,507.05	\$ 454,165.24	\$ 578,537.41	\$ 548,672.94	\$ 579,473.44	\$ 579,336.08
DRIVING RANGE	\$ 83,968.00	\$ 89,301.00	\$ 120,366.00	\$ 107,470.00	\$ 102,322.50	\$ 106,628.00
PULL CARTS	\$ 6,143.02	\$ 5,495.88	\$ 6,902.63	\$ 3,218.78	\$ 4,566.22	\$ 5,191.73
SNACK BAR RENT	\$ 26,500.00	\$ 28,202.16	\$ 10,000.00	\$ 25,000.00	\$ 24,603.05	\$ 35,500.00
GIFT CERTIFICATES	\$ (2,369.54)	\$ (2,516.81)	\$ 8,890.60	\$ 17,288.82	\$ 10,470.71	\$ 12,557.85
CREDIT BOOK	\$ (4,896.93)	\$ 2,060.57	\$ 4,994.70	\$ 17,712.17	\$ 12,504.87	\$ 6,760.16
PRO SHOP SALES	\$ 180,423.70	\$ 183,000.44	\$ 153,021.87	\$ 175,770.86	\$ 174,609.33	\$ 246,887.82
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,480.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,231.27	\$ 4,585.71	\$ 6,255.10
SUBTOTAL	\$ 289,768.25	\$ 305,543.24	\$ 304,175.80	\$ 352,691.90	\$ 333,662.39	\$ 422,260.66
TOTAL REVENUE	\$ 2,073,384.33	\$ 2,666,134.08	\$ 2,692,436.42	\$ 2,432,484.72	\$ 2,682,932.30	\$ 2,715,835.43

FY 2024 Projections by month

REVENUES:	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Season Passes	\$ 12,000	\$ 6,000	\$ 3,664	\$ -	\$ -	\$ -	\$ -	\$ 204,606	\$ 457,355	\$ 324,963	\$ 156,464	\$ 38,514	\$ 1,203,566
Green Fees	\$ 510,661	\$ 510,661	\$ 297,886	\$ 191,498	\$ 63,833	\$ 21,278	\$ 21,278	\$ 21,278	\$ 42,555	\$ 63,833	\$ 127,665	\$ 255,330	\$ 2,127,754
Cart Fees	\$ 167,585	\$ 175,565	\$ 119,704	\$ 87,783	\$ 31,921	\$ 7,980	\$ 5,586	\$ 3,990	\$ 6,384	\$ 31,921	\$ 63,842	\$ 95,763	\$ 798,024
Driving Range	\$ 28,507	\$ 37,416	\$ 24,944	\$ 17,817	\$ 7,127	\$ 1,782	\$ 3,563	\$ 3,563	\$ 14,254	\$ 16,035	\$ 19,599	\$ 178,171	\$ 178,171
Pro Shop Revenues	\$ 47,000	\$ 40,000	\$ 25,770	\$ 20,000	\$ 10,000	\$ 4,000	\$ 5,000	\$ 2,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 45,000	\$ 273,770
Restaurant Rent	\$ 8,000	\$ 8,000	\$ 6,000	\$ 4,000	\$ 2,500	\$ -	\$ -	\$ -	\$ 1,500	\$ 2,000	\$ 6,000	\$ 7,000	\$ 45,000
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,517	\$ -	\$ 72,517
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 773,753	\$ 777,642	\$ 477,967	\$ 321,098	\$ 115,380	\$ 35,039	\$ 35,427	\$ 235,437	\$ 531,358	\$ 461,970	\$ 472,523	\$ 461,206	\$ 4,698,802
EXPENSES:													
Wages	\$ 170,600	\$ 170,600	\$ 153,012	\$ 133,666	\$ 123,113	\$ 112,561	\$ 116,078	\$ 87,938	\$ 119,596	\$ 130,148	\$ 167,082	\$ 274,366	\$ 1,758,758
Operating Expenses	\$ 148,899	\$ 143,301	\$ 116,432	\$ 66,053	\$ 59,336	\$ 40,303	\$ 40,303	\$ 50,379	\$ 79,487	\$ 118,671	\$ 123,149	\$ 133,225	\$ 1,119,538
Pro Shop Purchases	\$ 26,400	\$ 24,000	\$ 16,800	\$ 10,800	\$ 4,800	\$ 6,000	\$ -	\$ -	\$ -	\$ 40,800	\$ 55,200	\$ 55,200	\$ 240,000
Life Insurance	\$ 712	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 712
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 7,000	\$ -	\$ -	\$ 50,000
Health Insurance	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 31,091	\$ 373,092
Medicare	\$ 26,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,050
Compensated Absences	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Workers Compensation	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000
Retirement/Pension	\$ 296,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296,705
Liability & Property Insurance	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,000
Transfer to Trust	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
Contractual Obligations	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000
Indirect Costs	\$ 211,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 211,619
Transfer to Capital Stabilization	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 1,434,075	\$ 368,991	\$ 317,335	\$ 241,609	\$ 225,340	\$ 198,955	\$ 196,472	\$ 178,408	\$ 239,174	\$ 327,710	\$ 376,522	\$ 493,882	\$ 4,598,474
SURPLUS/(DEFICIT)	\$ (660,322)	\$ 408,651	\$ 160,632	\$ 79,488	\$ (109,959)	\$ (163,915)	\$ (161,045)	\$ 57,029	\$ 292,184	\$ 134,260	\$ 96,001	\$ (32,676)	\$ 100,328

REVENUES:	ACTUAL JUL	ACTUAL AUG	ACTUAL SEP	ACTUAL OCT	ACTUAL NOV	ACTUAL DEC	ACTUAL JAN	ACTUAL FEB	PROJECTED MAR	PROJECTED APR	PROJECTED MAY	PROJECTED JUN	TOTALS
Season Passes	\$ 7,821	\$ 2,240	\$ 3,291	\$ 3,215	\$ -	\$ -	\$ -	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ 17,777
Green Fees	\$ 597,856	\$ 544,328	\$ 290,237	\$ 191,402	\$ 45,288	\$ 17,421	\$ 3,058	\$ 6,871	\$ -	\$ -	\$ -	\$ -	\$ 1,696,462
Cart Fees	\$ 189,993	\$ 169,388	\$ 104,856	\$ 80,290	\$ 24,933	\$ 9,936	\$ 1,941	\$ 3,185	\$ -	\$ -	\$ -	\$ -	\$ 584,522
Driving Range	\$ 41,370	\$ 32,688	\$ 14,808	\$ 9,819	\$ 4,145	\$ 2,065	\$ 420	\$ 1,319	\$ -	\$ -	\$ -	\$ -	\$ 106,634
Pro Shop Revenues	\$ 74,086	\$ 64,117	\$ 39,702	\$ 31,274	\$ 16,300	\$ 14,008	\$ 5,381	\$ 2,019	\$ -	\$ -	\$ -	\$ -	\$ 246,888
Restaurant Rent	\$ -	\$ -	\$ -	\$ -	\$ 19,500	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,500
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 3,270	\$ 2,155	\$ 15	\$ 380	\$ -	\$ -	\$ -	\$ 2,915	\$ -	\$ -	\$ -	\$ -	\$ 8,735
Gift Certificates	\$ (8,078)	\$ (2,356)	\$ 88	\$ (2,738)	\$ 865	\$ 22,091	\$ 3,055	\$ 630	\$ -	\$ -	\$ -	\$ -	\$ 12,558
Credit Book	\$ 469	\$ 5,691	\$ 1,265	\$ 2,855	\$ 232	\$ (3,416)	\$ (183)	\$ (153)	\$ -	\$ -	\$ -	\$ -	\$ 6,760
TOTAL REVENUES	\$ 906,788	\$ 818,252	\$ 454,173	\$ 316,497	\$ 111,263	\$ 78,106	\$ 13,672	\$ 16,086	\$ -	\$ -	\$ -	\$ -	\$ 2,715,835
EXPENSES:													
Wages	\$ 127,877	\$ 164,274	\$ 157,194	\$ 145,423	\$ 188,454	\$ 100,449	\$ 84,837	\$ 82,851	\$ -	\$ -	\$ -	\$ -	\$ 1,051,458
Operating Expenses	\$ 53,472	\$ 101,993	\$ 110,768	\$ 115,269	\$ 30,249	\$ 187,587	\$ 46,510	\$ 40,947	\$ -	\$ -	\$ -	\$ -	\$ 686,796
Pro Shop Purchases	\$ 12,475	\$ 21,136	\$ 36,360	\$ 18,697	\$ 13,532	\$ 43,781	\$ 1,158	\$ 14,087	\$ -	\$ -	\$ -	\$ -	\$ 161,227
Life Insurance	\$ 53	\$ 53	\$ 59	\$ 63	\$ 50	\$ 53	\$ 53	\$ 43	\$ -	\$ -	\$ -	\$ -	\$ 420
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 538	\$ 2,846	\$ 8,127	\$ -	\$ -	\$ -	\$ -	\$ 11,511
Health Insurance	\$ 23,705	\$ 23,705	\$ 22,308	\$ 23,007	\$ 23,007	\$ 45,387	\$ -	\$ 20,972	\$ -	\$ -	\$ -	\$ -	\$ 182,089
Medicare	\$ -	\$ -	\$ -	\$ -	\$ 6,609	\$ 5,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,328
Compensated Absences	\$ 1,308	\$ 6,000	\$ -	\$ -	\$ 1,550	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,858
Workers Compensation	\$ 11,324	\$ -	\$ -	\$ -	\$ 1,551	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,875
Retirement/Pension	\$ 296,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296,705
Liability & Property Insurance	\$ 70,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,387
Transfer to Trust	\$ -	\$ -	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
Indirect Costs	\$ -	\$ 211,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 211,619
Transfer to Capital Stabilization	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 597,404	\$ 878,780	\$ 326,683	\$ 323,459	\$ 265,001	\$ 383,515	\$ 135,403	\$ 167,027	\$ -	\$ -	\$ -	\$ -	\$ 3,077,273
SURPLUS/(DEFICIT)	\$ 308,383	\$ (60,528)	\$ 127,489	\$ (6,962)	\$ (153,739)	\$ (305,409)	\$ (121,732)	\$ (148,941)	\$ -	\$ -	\$ -	\$ -	\$ (361,437)

MONTH: Feb-24

DATE	DAY	GUEST PLAY							MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
		18	B-9	TWL-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TWL-LT	TOT-MBR		
1	THU	2	-	3	-	-	-	5	54	-	6	60	65	Cloudy, 42 deg
2	FRI	3	-	1	-	-	-	4	56	-	8	64	68	Cold, Windy, 42 deg
3	SAT	6	-	-	-	-	-	6	9	-	1	10	16	Cold, Flurries, 36 deg
4	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Cold, Windy, 38 deg
5	MON	-	-	-	-	-	-	-	10	-	-	10	10	Cold, Windy, 36 deg
6	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
7	WED	-	-	-	-	-	-	-	9	-	-	9	9	Snow Flurries, 38 deg
8	THU	11	-	2	-	2	-	15	40	3	11	54	69	Sunny, 40 deg
9	FRI	14	-	8	-	3	-	25	84	-	9	93	118	Sunny, 43 deg
10	SAT	47	2	23	-	4	-	76	74	-	56	130	206	Sun, Warm, 51 deg
11	SUN	31	-	13	-	10	-	54	67	-	44	111	165	Cloudy, 48 deg
12	MON	4	-	4	-	1	-	9	45	-	23	68	77	Sunny, 43 deg
13	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
14	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
15	THU	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
16	FRI	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
17	SAT	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
18	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
19	MON	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
20	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
21	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
22	THU	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
23	FRI	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
24	SAT	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
25	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
26	MON	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
27	TUE	11	-	10	-	-	-	21	54	-	21	75	96	Sunny, 51 deg
28	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
29	THU	-	-	-	-	-	-	-	2	-	2	4	4	Sunny, Cold, 35 deg
TOTALS		129	2	64	-	20	-	215	504	3	181	688	903	16 Days Closed
February-23		186	60	76	-	24	-	346	791	212	101	1,104	1,460	10 Days Closed
February-22		181	39	71	-	3	-	294	548	119	105	772	1,066	16 Days Closed
February-21		66	31	27	0	10	0	133	511	74	135	720	853	18 Days Closed
February-20		180	-	66	-	35	-	280	831	66	165	1062	1342	12 days closed
February-19		88	-	30	-	16	-	134	387	49	67	503	637	14 days closed
February-18		155	2	77	-	23	-	257	794	121	129	1,044	1,301	14 days closed
February-17		196	11	104	-	10	-	321	442	87	68	597	918	14 days closed
February-16		113	16	48	-	17	-	194	420	61	146	627	821	14 days closed
February-15		-	-	-	-	-	-	-	-	-	-	-	-	28 days closed
February-14		57	-	21	-	4	-	82	66	18	25	109	191	24 days closed
February-13		-	-	3	-	-	-	3	50	12	13	75	78	24 days closed
February-12		121	6	136	-	17	-	280	776	147	202	1,125	1,405	6 days closed
February-11		447	-	295	-	9	-	751	255	79	90	424	1,175	17 days closed
February-10		13	-	9	-	5	-	27	161	-	37	198	225	17 days closed
February-09		101	3	29	-	7	-	140	297	-	73	370	510	15 days closed
February-08		86	11	82	-	12	-	191	333	20	119	472	663	8 days closed
February-07		49	8	15	-	2	-	74	166	20	56	242	316	15 days closed
February-06		77	21	63	-	4	-	165	388	34	140	562	727	11 days closed
February-05		-	-	-	-	-	-	-	-	-	-	-	-	28 days closed
February-04		-	-	-	-	-	-	-	-	-	-	-	-	28 days closed
February-03		2	-	13	-	-	-	15	60	-	4	64	79	26 days closed
February-02		230	19	146	-	-	16	411	807	75	133	1,015	1,426	1 day closed
February-01		139	2	36	26	6	-	209	399	-	1	400	609	14 days closed
February-00		325	-	-	-	-	42	367	285	3	-	288	655	21 days closed

CALENDAR YEAR 2024 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	50	-	5	34	12	101	427	72	111	610	711	86%
February	129	-	2	64	20	215	504	3	181	688	903	76%
March	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
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	179	-	7	98	32	316	931	75	292	1,298	1,614	80%
2023	26,155	1,304	1,482	12,238	3,660	44,839	30,322	5,445	11,500	47,267	92,106	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%

CAPITAL SPENDING

FISCAL YEAR 2022

	Allocated	Expended	Remaining	Percentage Spent
Tree work and Grinding	\$ 35,000.00	\$ 27,988.00	\$ 7,012.00	79.97%
HVAC/Boiler upgrades	\$ 265,000.00	\$ 265,000.00	\$ -	100.00%
Pump house protection	\$ 10,000.00	\$ 10,000.00	\$ -	100.00%
Clubhouse/Pavilion carpeting	\$ 25,000.00	\$ 15,735.60	\$ 9,264.40	62.94%
Clubhouse window and door	\$ 280,000.00	\$ 16,050.00	\$ 263,950.00	5.73%
Maintenance facility study	\$ 20,000.00	\$ 19,527.35	\$ 472.65	97.64%
Sink hole repairs	\$ 40,000.00	\$ 5,433.93	\$ 34,566.07	13.58%
Maintenance equipment	\$ 232,000.00	\$ 197,908.47	\$ 34,091.53	85.31%
Kitchen equipment	\$ 25,000.00	\$ 25,000.00	\$ -	100.00%
Driving range equipment/balls	\$ 20,000.00	\$ 19,895.89	\$ 104.11	99.48%
Rental clubs/pushcarts	\$ 30,000.00	\$ 6,509.40	\$ 23,490.60	21.70%
TOTAL	\$ 982,000.00	\$ 609,048.64	\$ 372,951.36	62.02%

FISCAL YEAR 2023

	Allocated	Expended	Remaining	Percentage Spent
Sink hole repairs	\$ 20,000.00	\$ -	\$ 20,000.00	0.00%
Cart path improvements	\$ 120,000.00	\$ 85,667.80	\$ 34,332.20	71.39%
Forward tees	\$ 15,000.00	\$ 8,526.00	\$ 6,474.00	56.84%
HVAC/Boiler upgrades	\$ 75,000.00	\$ 18,091.10	\$ 56,908.90	24.12%
Clubhouse surrounds	\$ 30,000.00	\$ 1,751.30	\$ 28,248.70	5.84%
Kitchen equipment	\$ 15,000.00	\$ 5,394.55	\$ 9,605.45	35.96%
Maintenance equipment	\$ 380,000.00	\$ 359,020.38	\$ 20,979.62	94.48%
Irrigation replacement design	\$ 75,000.00	\$ -	\$ 75,000.00	0.00%
TOTAL	\$ 730,000.00	\$ 478,451.13	\$ 251,548.87	65.54%

FISCAL YEAR 2024

Irrigation Water Source & Supply	\$ 100,000.00	\$ -	\$ 100,000.00	0.00%
Pump Reconditioning	\$ 100,000.00	\$ -	\$ 100,000.00	0.00%
Tee Box Renovations	\$ 20,000.00	\$ -	\$ 20,000.00	0.00%
Driving Range Improvements	\$ 15,000.00	\$ -	\$ 15,000.00	0.00%
Windows and Doors	\$ 700,000.00	\$ -	\$ 700,000.00	0.00%
Rest. Equipment & Furnishings	\$ 15,000.00	\$ 3,729.80	\$ 11,270.20	24.87%
Equipment Replacement	\$ 350,000.00	\$ -	\$ 350,000.00	0.00%
Maintenance Building Design	\$ 400,000.00	\$ -	\$ 400,000.00	0.00%
TOTAL	\$ 1,700,000.00	\$ 3,729.80	\$ 1,696,270.20	0.22%
OVERALL TOTALS	\$ 3,412,000.00	\$ 1,091,229.57	\$ 2,320,770.43	31.98%



TOWN OF BREWSTER
Brewster, Massachusetts 02631
(508) 896-3701

GOLF COMMISSION
Minutes of February 27th, 2024

Commissioners Present: Andrea Johnson (Chair), Anne O’Connell, Rob David (Remote), Jim Juras, Jay Paggi, and David Valcourt.

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Candace White (Women’s 18-Hole Assoc.), Mike Moore - Remote (CCMGA), Ross Gorman – Remote (Friends of Captains), Kurt Raber (Vice President Catalyst Architecture), Rob Harris

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7908?site=1>

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

Declaration of a Quorum – 5 Commissioners present and one remote which constitutes a quorum.

Public Comment: Andrea recognized the 3 awards recently won by the Town of Brewster.

Update on Business Manager position (Jay Packett) - Jay Packett noted they have gone back out for candidates and will interview 2 candidates on March 7th.

Memorial Bench Request (Jay Packett) – Request for memorial bench for Port #10 Red Tee to memorialize a member’s wife who had recently passed. Jay Packett recommended the memorial bench and it was passed unanimously.

Possible Men’s Team (Jay Packett) - Mass Golf is looking to create a Men’s version of the Spring Team/Fall Cup. One day in June, July, August and September where Captains would host 24 golfers. Jay Packett recommended the approval of this Mass Golf endeavor. A motion was made to support the recommendation and it was approved unanimously.

Presentation of Maintenance Building Design Report (Kurt Raber Vice President of Catalyst Architecture) – Kurt Raber presented the Maintenance Building Design Report - The presentation begins at 9:45 in the online video (see web address above) and finishes his presentation for questions and comments at the 49:33 mark. Documents are also available from the meeting packet.

Comments and questions on presentation: Jay Packett expressed gratitude towards Colin and his team

for their efforts in getting the project underway, emphasizing the importance of preserving new capital equipment by housing it properly. He highlighted issues such as the current storage constraints and the need for a washdown area to minimize nitrogen use on the golf course, aligning with Brewster's green community initiatives.

Colin Walsh echoed these sentiments, emphasizing the importance of efficiency and cost savings through in-house tasks. He emphasized the need for a central command post to streamline operations and elevate the quality of the golf course. He also discussed the need for state-of-the-art storage facilities for chemicals and toxic materials, considering resilient finishes and lighting improvements for the new buildings. Concerns regarding risk management and contingency planning were also addressed, particularly regarding the removal of fuel tanks. In response to questions about the transition of fuel tanks, it was clarified that any remaining fuel in the current tanks would be drained before removal.

Anne O'Connell initiated a discussion about the next steps regarding the project. Kurt Raber emphasized the need to determine funding before proceeding with the design phase, suggesting that the town would need to decide whether to carry on with the project and then initiate a Request for Proposal (RFP) process for selecting a designer. This sentiment was echoed by Colin Walsh, who highlighted the importance of involving an Owner's Project Manager (OPM) early in the process to ensure smooth project management.

The discussion further delved into the timeline for various steps, including the preparation and selection of professional services through the RFP process. Rob Harris raised concerns about minimizing disruptions to golf course operations during construction, prompting Jay Packett and Colin Walsh to discuss phased construction plans to maintain services while upgrading facilities.

Concerns were also raised about the realistic timeframe for the project, with Anne O'Connell pointing out the complexity of the process and the need for efficient coordination with town offices. The discussion emphasized the importance of initiating the RFP process promptly to move the project forward.

In summary, the meeting focused on planning the next steps for the project, including funding, RFP preparation, and construction logistics, with a keen emphasis on minimizing disruptions and ensuring efficient project management.

Updates on course conditions, winter projects, and staffing (Colin Walsh) - Colin Walsh provided an update on the maintenance of the golf course. He praised the staff for their excellent work in maintaining and repairing equipment. Staff were also commended for their efforts in cleaning up the course in preparation for play. Colin Walsh mentioned upcoming training sessions for staff, including equipment and chainsaw training. He discussed plans for assembling the crew for the summer season and emphasized the importance of creating a positive work culture. Weather conditions, including significant rainfall in January and February, were noted, along with the impact on course conditions. Colin Walsh also provided updates on specific projects, including well redevelopment managed by Environmental Partners, and the cart path project planned for the sixth and seventh holes of the Port course. Miscellaneous projects such as drainage improvements and addressing a sinkhole on the ninth hole of the port course were also mentioned.

Jay Packett provided an update on the successful sale of surplus inventory, including three spray rigs and other outdated equipment, through GOV deals. The revenue generated from these sales will contribute to the department's retained earnings. Colin Walsh added that the revenue from the sale of surplus inventory would be recorded under the surplus inventory revenue line item. He emphasized the importance of utilizing this revenue for future investments and improvements.

Additionally, Colin Walsh mentioned meeting with the Friends of Captains to discuss potential projects in

the Starters area aimed at beautifying the place.

Anne O'Connell inquired about the timeline for the well improvements and how it might impact the opening of the second course. Colin clarified that historically, the second course typically opens around April 1st, although this year, it may be around March 29th. Jay Packett assured that they would communicate with the golfers about the project's importance and its impact on the course's condition through an email blast, working with Colin to craft appropriate messaging.

Handbook (Anne O'Connell) - Anne O'Connell outlined the contents of the packet, which included a marked-up draft of the current handbook, the golf commission bylaw approved at a previous town meeting, and a document detailing the prior functions of the golf commission handbook. Anne proposed dedicating a significant portion of the March 26th meeting to revising the handbook and ensuring that all members were comfortable with its content and format. She encouraged members to review materials from the August 22nd meeting, where discussions about the handbook took place. The members agreed to review the materials and prepare for further discussion at the upcoming meeting on March 26th. They emphasized the importance of addressing these issues promptly to ensure clarity and consistency in the golf commission's policies and procedures.

Update on Water Source RFP (Jay Paggi) – Jay Paggi provided an update on the Request for Proposal (RFP) process, stating that although the scope of work for the RFP was sent to the town offices two months ago on January 3rd, it has not yet been sent out. Colin Walsh and Jay Packett are working diligently to move the process forward as efficiently as possible.

Jay Paggi highlighted the opportune timing of the well rehabilitation work, noting that the data generated from this project will be valuable for the consultant chosen for the source supply work. By providing existing data from the well rehabilitation project, as well as from previous drainage studies, the consultant will have essential information to work with, potentially reducing the need for additional studies and saving time and resources.

Jay Packett expressed hope that by the next meeting in March, there would be progress to report on the RFP process. However, he acknowledged the challenges and delays caused by ongoing town budget discussions have slowed down the progress of the RFP.

Questions and Comments from Associations and Liaisons: Candace (18th Hole Women's Association) expressed their concern about finding a suitable location for their monthly meetings as the season begins as the conference room has been converted to an office.

Mike Moore (CCMGA) provided an update on a recent survey conducted among the golf league's 160+ members. The survey focused on workshops, social events, and website content. Members showed strong interest in monthly golf workshops covering rules, etiquette, skills improvement, and playability. They also expressed interest in bringing back nine-hole events with a social aspect and enhancing the league's website content. Mike plans to discuss the results with Jay Packett and present them to the board at their next meeting.

Ross Gorman (Friends of Captains) provided a brief update on the Friends of Captains Golf Course annual planning session. They discussed various ideas, including the installation of a clock expected around May 1st. Colin Walsh and John Kissida are working on a planting plan to make the clock base accessible and attractive. They have scheduled two dates for divot filling, before the superintendents tournament and at the end of the fall. The putting contest and tournament will also return, weather

permitting. Additionally, they plan to plant daffodils around tee boxes and expand garden areas on the course to enhance its appearance.

Review and approve minutes (1/9/24) - Approved with amendments.

Future Agenda Items and Meetings (3/12 & 3/26) - Anne O'Connell requested an update on the Capital Plan expenditures for the 3/12 meeting. Andrea Johnson highlighted the importance of discussing the RFP and maintenance design in the upcoming meeting. Andrea Johnson also mentioned that she would not be present in person on the 12th but will be remote, and someone else will need to chair the meeting. John Kissida will return on the 14th of March and will be present for the meeting on the 26th.

Matters not anticipated by the Chair: - Anne O'Connell commended Jay Packett for his presentation to the Select Board and Finance Committee on the budget, noting that he did a great job addressing questions.

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