



TOWN OF BREWSTER GOLF COMMISSION

1000 Freemans Way
(508) 896-1716

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www.CaptainsGolfCourse.com



GOLF COMMISSION MEETING AGENDA

2198 Main Street

April 9, 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=M05KQnNsRlRlOTZlZzZEpkSFZDWUVOZZ09>
Passcode: 049087

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. Public Comment
6. Director of Operations update on financials, member enrollment, windows/doors project, Freeman's opening (HVAC), senior department assistant - Jay Packett
7. Update on course conditions, projects, and staffing - Colin Walsh
8. Handbook - Anne O'Connell
9. Questions and Comments from Associations and Liaisons
10. Review and Approve Minutes: 3/12/24 and 3/26/24
11. Future Agenda Items and Meetings (4/23& 5/14)
12. Matters Not Reasonably Anticipated by the Chair
13. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 03/31/24

FY 2024					FY 2023				
	Expended thru March	Budget	Balance	% of Budget Spent		Expended thru March	Budget	Balance	% of Budget Spent
WAGES					WAGES				
Full-time Wages	\$ 750,001.11	\$ 1,132,652.00	\$ 382,650.89	66.2%	Full-time Wages	\$ 730,528.64	\$ 1,001,971.00	\$ 271,442.36	72.9%
Part-time Wages	\$ 338,739.08	\$ 570,394.00	\$ 231,654.92	59.4%	Part-time Wages	\$ 343,521.30	\$ 518,540.00	\$ 175,018.70	66.2%
Overtime	\$ 43,931.84	\$ 67,302.00	\$ 23,370.16	65.3%	Overtime	\$ 43,021.62	\$ 61,184.00	\$ 18,162.38	70.3%
Longevity	\$ 3,295.44	\$ 14,170.00	\$ 10,874.56	23.3%	Longevity	\$ 4,731.00	\$ 15,197.00	\$ 10,466.00	31.1%
Contractual Obligations	\$ -	\$ 7,240.00	\$ 7,240.00	0.0%	Contractual Obligations	\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
SUBTOTAL	\$ 1,135,967.47	\$ 1,791,758.00	\$ 655,790.53	63.4%	SUBTOTAL	\$ 1,121,802.56	\$ 1,596,892.00	\$ 475,089.44	70.2%
GENERAL EXPENSES					GENERAL EXPENSES				
Oil/Grease	\$ 3,082.91	\$ 3,500.00	\$ 417.09	88.1%	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	\$ 13,930.49	\$ 16,000.00	\$ 2,069.51	87.1%	Heating	\$ 12,476.77	\$ 14,000.00	\$ 1,523.23	89.1%
Gasoline	\$ 8,951.05	\$ 13,000.00	\$ 4,048.95	68.9%	Gasoline	\$ 9,074.76	\$ 9,000.00	\$ (74.76)	100.8%
Electricity	\$ 35,411.28	\$ 50,000.00	\$ 14,588.72	70.8%	Electricity	\$ 39,033.06	\$ 48,760.00	\$ 9,726.94	80.1%
Electricity-Irrigation Pump	\$ 11,773.56	\$ 25,000.00	\$ 13,226.44	47.1%	Electricity-Irrigation Pump	\$ 16,739.98	\$ 23,320.00	\$ 6,580.02	71.8%
R&M Equipment	\$ 73,811.80	\$ 95,000.00	\$ 21,188.20	77.7%	R&M Equipment	\$ 82,660.42	\$ 88,000.00	\$ 5,339.58	93.9%
R&M Irrigation	\$ 22,335.93	\$ 40,000.00	\$ 17,664.07	55.8%	R&M Irrigation	\$ 36,648.14	\$ 37,000.00	\$ 351.86	99.0%
Professional/Technical	\$ 9,285.67	\$ 8,500.00	\$ (785.67)	109.2%	Professional/Technical	\$ 12,170.13	\$ 4,500.00	\$ (7,670.13)	270.4%
OSHA Training	\$ 1,250.95	\$ 2,500.00	\$ 1,249.05	50.0%	OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 1,044.84	\$ 1,600.00	\$ 555.16	65.3%	Phones	\$ 1,064.44	\$ 1,600.00	\$ 535.56	66.5%
Alarm	\$ 1,945.00	\$ 2,200.00	\$ 255.00	88.4%	Alarm	\$ 3,057.31	\$ 2,200.00	\$ (857.31)	139.0%
Office Supplies	\$ 2,059.15	\$ 10,000.00	\$ 7,940.85	20.6%	Office Supplies	\$ 5,351.03	\$ 9,500.00	\$ 4,148.97	56.3%
Score Cards	\$ 2,985.00	\$ 6,000.00	\$ 3,015.00	49.8%	Score Cards	\$ 2,985.00	\$ 5,000.00	\$ 2,015.00	59.7%
Maintenance Supplies	\$ 12,693.10	\$ 15,000.00	\$ 2,306.90	84.6%	Maintenance Supplies	\$ 21,490.70	\$ 12,000.00	\$ (9,490.70)	179.1%
Range Supplies	\$ 5,570.52	\$ 13,000.00	\$ 7,429.48	42.9%	Range Supplies	\$ 5,411.62	\$ 13,000.00	\$ 7,588.38	41.6%
Computer Supplies	\$ 7,386.36	\$ 8,500.00	\$ 1,113.64	86.9%	Computer Supplies	\$ 7,896.46	\$ 8,000.00	\$ 103.54	98.7%
Custodial Supplies	\$ 11,263.61	\$ 25,000.00	\$ 13,736.39	45.1%	Custodial Supplies	\$ 10,220.69	\$ 22,000.00	\$ 11,779.31	46.5%
Rubbish Removal/Sanitation	\$ 18,104.12	\$ 35,000.00	\$ 16,895.88	51.7%	Rubbish Removal/Sanitation	\$ 12,027.36	\$ 20,000.00	\$ 7,972.64	60.1%
Seed & Sod	\$ 6,969.00	\$ 35,000.00	\$ 28,031.00	19.9%	Seed & Sod	\$ 20,053.00	\$ 29,000.00	\$ 8,947.00	69.1%
Tee & Green	\$ 14,621.97	\$ 13,000.00	\$ (1,621.97)	112.5%	Tee & Green	\$ 12,766.20	\$ 12,000.00	\$ (766.20)	106.4%
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	\$ 18,178.02	\$ 31,500.00	\$ 13,321.98	57.7%
Fertilizer	\$ 52,895.00	\$ 100,000.00	\$ 47,305.00	52.7%	Fertilizer	\$ 79,604.75	\$ 96,000.00	\$ 16,395.25	82.9%
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	\$ 41,497.01	\$ 60,000.00	\$ 18,502.99	69.2%	Misc. Wetting Agents/Lime	\$ 47,829.86	\$ 58,000.00	\$ 10,170.14	82.5%
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	\$ 22,658.20	\$ 51,000.00	\$ 28,341.80	44.4%	Clubhouse Furn./Repair	\$ 36,623.79	\$ 50,000.00	\$ 13,376.21	73.2%
Credit Card Expense	\$ 96,964.81	\$ 85,000.00	\$ (11,964.81)	114.1%	Credit Card Expense	\$ 59,356.59	\$ 75,000.00	\$ 15,643.41	79.1%
Environmental Monitoring	\$ 426.08	\$ 3,500.00	\$ 3,073.92	12.2%	Environmental Monitoring	\$ 2,119.19	\$ 3,000.00	\$ 880.81	70.6%
Safety Clothing Allowance	\$ 5,319.83	\$ 10,000.00	\$ 4,680.17	53.2%	Safety Clothing Allowance	\$ 3,244.70	\$ 9,000.00	\$ 5,755.30	36.1%
Mileage-Maintenance	\$ 390.44	\$ 450.00	\$ 59.56	86.8%	Mileage-Maintenance	\$ 88.45	\$ 450.00	\$ 361.55	19.7%
Meetings/Travel	\$ 2,061.62	\$ 2,500.00	\$ 438.38	82.5%	Meetings/Travel	\$ 1,060.00	\$ 2,500.00	\$ 1,440.00	42.4%
Dues and Subscriptions	\$ 5,581.43	\$ 4,100.00	\$ (1,481.43)	136.1%	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	\$ 29,866.44	\$ 50,000.00	\$ 20,133.56	59.7%	Advertising/Promotions	\$ 21,731.84	\$ 50,000.00	\$ 28,268.16	43.5%
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%
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SUBTOTAL	\$ 764,641.68	\$ 1,119,538.00	\$ 354,896.32	68.3%	SUBTOTAL	\$ 820,682.89	\$ 1,021,318.00	\$ 200,635.11	80.4%
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	\$ 218,819.31	\$ 240,000.00	\$ 21,180.69	91%	Pro Shop Purchases	\$ 117,868.54	\$ 230,000.00	\$ 112,131.46	51%
Capital	\$ -	\$ -	\$ -	-	Capital	\$ -	\$ -	\$ -	-
Indirect Costs	\$ 211,619.00	\$ 211,619.00	\$ -	100%	Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%
Life Insurance	\$ 462.77	\$ 712.00	\$ 249.23	65%	Life Insurance	\$ 511.64	\$ 671.00	\$ 159.36	76%
Unemployment	\$ 19,073.00	\$ 50,000.00	\$ 30,927.00	38%	Unemployment	\$ 26,767.76	\$ 55,080.00	\$ 28,312.24	49%
Health Insurance	\$ 203,061.00	\$ 373,092.00	\$ 170,031.00	54%	Health Insurance	\$ 222,420.25	\$ 343,608.00	\$ 121,187.75	65%
Medicare	\$ 12,328.26	\$ 26,050.00	\$ 13,721.74	47%	Medicare	\$ 15,351.26	\$ 23,976.00	\$ 8,624.74	64%
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	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	#DIV/0!
Transfer to Capital Stabilization	\$ 350,000.00	\$ 350,000.00	\$ -	100%	Transfer to Capital Stabilization	\$ 400,000.00	\$ 400,000.00	\$ -	100%
SUBTOTAL	\$ 1,425,187.97	\$ 1,687,178.00	\$ 261,990.03	84%	SUBTOTAL	\$ 1,327,244.44	\$ 1,635,923.00	\$ 308,678.56	81%
GRAND TOTAL	\$ 3,325,797.12	\$ 4,598,474.00	\$ 1,272,676.88	72%	GRAND TOTAL	\$ 3,269,729.89	\$ 4,254,133.00	\$ 984,403.11	77%

CAPTAINS GOLF COURSE COMPARISON REPORT MARCH

	<u>Mar-19</u>	<u>Mar-20</u>	<u>Mar-21</u>	<u>Mar-22</u>	<u>Mar-23</u>	<u>Mar-24</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 128,693.00	\$ 25,272.00	\$ 128,115.00	\$ 258,683.00	\$ 220,771.00	\$ 240,915.00
RESIDENTS - Morning	\$ 75,868.00	\$ 26,298.00	\$ 66,551.70	\$ 130,952.00	\$ 149,620.40	\$ 161,125.50
RESIDENTS - Twilight	\$ 11,596.00	\$ 2,340.00	\$ 17,316.00	\$ 19,760.00	\$ 19,960.00	\$ 28,625.00
CHARTER NON-RESIDENTS	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 5,205.00	\$ 3,610.00	\$ 5,745.00
NON-RESIDENTS	\$ 133,151.00	\$ 15,768.00	\$ 189,211.00	\$ 355,700.60	\$ 354,694.96	\$ 400,329.65
NON-RESIDENT TWILIGHT	\$ 8,004.00	\$ 1,400.00	\$ 29,179.00	\$ 48,071.00	\$ 37,600.00	\$ 46,221.95
AFP COLLEGIATE	\$ 3,054.00	\$ -	\$ 3,612.00	\$ 4,630.00	\$ 3,750.00	\$ 1,950.00
AFP JUNIOR	\$ 472.00	\$ -	\$ 816.00	\$ 1,265.00	\$ 1,312.00	\$ 1,000.00
SUBTOTAL	\$ 365,182.00	\$ 71,078.00	\$ 440,880.70	\$ 824,266.60	\$ 791,318.36	\$ 885,912.10
GREEN FEES:						
18 HOLE GREEN FEE	\$ 6,981.00	\$ 2,829.00	\$ 9,258.00	\$ 11,495.00	\$ 10,270.00	\$ 13,024.00
TWILIGHT GREEN FEES	\$ 3,391.00	\$ 2,058.00	\$ 4,917.00	\$ 3,835.00	\$ 2,475.00	\$ 6,419.00
BACK 9 GREEN FEES	\$ 182.00	\$ 428.00	\$ 2,071.00	\$ 1,830.00	\$ 3,645.00	\$ 1,725.00
ADVANCED RESERVATIONS	\$ 200.00	\$ 100.00	\$ 3,128.00	\$ 2,490.00	\$ 200.00	\$ 675.00
SUBTOTAL	\$ 10,754.00	\$ 5,415.00	\$ 19,374.00	\$ 19,650.00	\$ 16,590.00	\$ 21,843.00
CARTS:						
18 HOLE CART	\$ 3,833.08	\$ 2,005.56	\$ 7,793.12	\$ 7,273.76	\$ 6,994.96	\$ 6,293.93
9 HOLE CART	\$ 1,749.41	\$ 1,286.31	\$ 4,314.09	\$ 2,426.15	\$ 3,660.64	\$ 2,969.46
SUBTOTAL	\$ 5,582.49	\$ 3,291.87	\$ 12,107.21	\$ 9,699.91	\$ 10,655.60	\$ 9,263.39
DRIVING RANGE	\$ 3,683.00	\$ 2,025.00	\$ 2,774.00	\$ 7,146.00	\$ 6,294.00	\$ 5,411.00
PULL CARTS	\$ 170.43	\$ 68.67	\$ 125.10	\$ -	\$ 93.18	\$ 210.87
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ (2,137.00)	\$ (635.10)	\$ (1,773.00)	\$ (4,486.68)	\$ (1,340.65)	\$ (3,533.29)
CREDIT BOOK	\$ (68.84)	\$ (32.17)	\$ (9.50)	\$ (775.62)	\$ (322.49)	\$ (1,593.88)
PRO SHOP SALES	\$ 12,389.91	\$ 3,065.56	\$ 15,774.64	\$ 22,330.48	\$ 7,538.86	\$ 9,534.40
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000.00
SUBTOTAL	\$ 14,037.50	\$ 4,491.96	\$ 16,891.24	\$ 24,214.18	\$ 12,262.90	\$ 29,029.10
TOTAL REVENUE	\$ 395,555.99	\$ 84,276.83	\$ 489,253.15	\$ 877,830.69	\$ 830,826.86	\$ 946,047.59

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH MARCH (3 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	\$ 154,771.00	\$ 246,562.02	\$ 171,288.00	\$ 272,236.00	\$ 249,321.00	\$ 242,215.00
RESIDENTS - Morning	\$ 84,777.45	\$ 122,871.00	\$ 83,214.70	\$ 139,356.00	\$ 168,430.40	\$ 161,125.50
RESIDENTS - Twilight	\$ 12,042.00	\$ 18,864.00	\$ 18,720.00	\$ 19,760.00	\$ 21,040.00	\$ 28,625.00
CHARTER NON-RESIDENTS	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 5,205.00	\$ -	\$ 5,745.00
NON-RESIDENTS	\$ 169,869.00	\$ 230,894.00	\$ 250,531.00	\$ 376,500.60	\$ 424,974.96	\$ 400,329.65
NON-RESIDENT TWILIGHT	\$ 8,004.00	\$ 24,910.00	\$ 32,448.00	\$ 48,071.00	\$ 42,144.00	\$ 46,221.95
COLLEGIATE	\$ 3,442.00	\$ 1,183.00	\$ 4,833.00	\$ 4,630.00	\$ 3,750.00	\$ 1,950.00
JUNIORS	\$ 472.00	\$ 776.00	\$ 1,292.00	\$ 1,265.00	\$ 1,312.00	\$ 1,000.00
SUBTOTAL	\$ 437,721.45	\$ 646,060.02	\$ 568,406.70	\$ 867,023.60	\$ 910,972.36	\$ 887,212.10
GREEN FEES:						
18 HOLE GREEN FEE	\$ 11,905.00	\$ 12,755.00	\$ 16,163.00	\$ 19,990.00	\$ 21,745.00	\$ 19,482.00
TWILIGHT GREEN FEES	\$ 4,610.00	\$ 5,665.00	\$ 7,722.00	\$ 5,895.00	\$ 5,660.00	\$ 9,119.00
BACK 9 GREEN FEES	\$ 182.00	\$ 470.00	\$ 3,865.00	\$ 3,595.00	\$ 8,200.00	\$ 2,196.00
ADVANCED RESERVATIONS	\$ 1,900.00	\$ 10,692.20	\$ 6,850.00	\$ 3,290.00	\$ 21,113.45	\$ 975.00
SUBTOTAL	\$ 18,597.00	\$ 29,582.20	\$ 34,600.00	\$ 32,770.00	\$ 56,718.45	\$ 31,772.00
CARTS:						
18 HOLE CART	\$ 6,161.32	\$ 8,122.47	\$ 11,747.07	\$ 9,894.08	\$ 17,913.67	\$ 9,281.23
9 HOLE CART	\$ 2,749.77	\$ 4,057.60	\$ 6,546.63	\$ 3,943.27	\$ 8,194.83	\$ 5,088.28
SUBTOTAL	\$ 8,911.09	\$ 12,180.07	\$ 18,293.70	\$ 13,837.35	\$ 26,108.50	\$ 14,369.51
DRIVING RANGE	\$ 5,169.00	\$ 5,229.00	\$ 2,774.00	\$ 8,939.00	\$ 10,839.00	\$ 7,144.00
PULL CARTS	\$ 285.24	\$ 153.36	\$ 275.65	\$ -	\$ 173.16	\$ 236.28
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ (820.90)	\$ (4,192.73)	\$ 484.00	\$ (2,715.68)	\$ (834.36)	\$ 151.33
CREDIT BOOK	\$ (378.13)	\$ (520.59)	\$ (25.10)	\$ (1,167.48)	\$ (877.91)	\$ (1,929.60)
PRO SHOP SALES	\$ 16,248.10	\$ 16,693.83	\$ 17,409.42	\$ 25,264.15	\$ 13,727.45	\$ 16,934.75
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 8.00	\$ 287.15	\$ 21,915.00
SUBTOTAL	\$ 20,503.31	\$ 17,362.87	\$ 20,917.97	\$ 30,327.99	\$ 23,314.49	\$ 44,451.76
TOTAL REVENUE	\$ 485,732.85	\$ 705,185.16	\$ 642,218.37	\$ 943,958.94	\$ 1,017,113.80	\$ 977,805.37

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH MARCH (9 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	\$ 172,751.00	\$ 259,233.02	\$ 194,400.00	\$ 279,607.00	\$ 249,801.00	\$ 246,365.00
RESIDENTS - Morning	\$ 83,982.45	\$ 126,211.00	\$ 82,421.70	\$ 143,623.00	\$ 171,710.40	\$ 164,095.50
RESIDENTS - Twilight	\$ 16,529.00	\$ 24,296.00	\$ 25,416.00	\$ 22,568.00	\$ 26,988.40	\$ 29,705.00
CHARTER NON-RESIDENTS	\$ 4,344.00	\$ -	\$ 6,080.00	\$ 26,005.00	\$ -	\$ 7,910.00
NON-RESIDENTS	\$ 179,034.00	\$ 241,348.00	\$ 275,131.00	\$ 358,504.60	\$ 427,054.96	\$ 404,659.65
NON-RESIDENT TWILIGHT	\$ 10,158.00	\$ 28,018.00	\$ 39,484.00	\$ 50,871.00	\$ 44,454.00	\$ 48,357.95
COLLEGIATE	\$ 4,182.00	\$ 2,128.00	\$ 6,054.00	\$ 5,851.00	\$ 4,200.00	\$ 2,400.00
JUNIORS	\$ 1,557.00	\$ 1,164.00	\$ 1,516.00	\$ 1,849.00	\$ 1,312.00	\$ 1,496.00
SUBTOTAL	\$ 472,537.45	\$ 682,398.02	\$ 630,502.70	\$ 888,878.60	\$ 925,520.76	\$ 904,989.10
GREEN FEES:						
18 HOLE GREEN FEE	\$ 1,010,025.34	\$ 1,045,402.58	\$ 1,332,424.58	\$ 1,170,145.49	\$ 1,237,201.56	\$ 1,302,792.99
TWILIGHT GREEN FEES	\$ 116,006.20	\$ 122,058.00	\$ 184,607.88	\$ 157,021.89	\$ 158,468.50	\$ 307,968.15
BACK 9 GREEN FEES	\$ 57,989.04	\$ 68,312.00	\$ 88,488.95	\$ 121,346.25	\$ 188,195.01	\$ 32,023.00
ADVANCED RESERVATIONS	\$ 55,487.00	\$ 64,748.60	\$ 33,953.80	\$ 37,644.25	\$ 68,319.00	\$ 85,449.55
SUBTOTAL	\$ 1,239,507.58	\$ 1,300,521.18	\$ 1,639,475.21	\$ 1,486,157.88	\$ 1,652,184.07	\$ 1,728,233.69
CARTS:						
18 HOLE CART	\$ 365,384.71	\$ 364,332.37	\$ 473,937.52	\$ 454,720.58	\$ 469,190.51	\$ 476,087.43
9 HOLE CART	\$ 87,704.83	\$ 93,124.74	\$ 116,707.10	\$ 103,652.27	\$ 120,938.53	\$ 117,618.16
SUBTOTAL	\$ 453,089.54	\$ 457,457.11	\$ 590,644.62	\$ 558,372.85	\$ 590,129.04	\$ 593,705.59
DRIVING RANGE	\$ 87,651.00	\$ 91,326.00	\$ 123,140.00	\$ 114,616.00	\$ 108,616.50	\$ 113,772.00
PULL CARTS	\$ 6,313.45	\$ 5,564.55	\$ 7,027.73	\$ 3,218.78	\$ 4,659.40	\$ 5,428.01
SNACK BAR RENT	\$ 26,500.00	\$ 28,202.16	\$ 10,000.00	\$ 25,000.00	\$ 24,603.05	\$ 35,500.00
GIFT CERTIFICATES	\$ (4,506.54)	\$ (3,151.91)	\$ 7,117.60	\$ 12,802.14	\$ 9,130.06	\$ 12,709.18
CREDIT BOOK	\$ (4,965.77)	\$ 2,028.40	\$ 4,985.20	\$ 16,936.55	\$ 12,182.38	\$ 4,830.56
PRO SHOP SALES	\$ 192,813.61	\$ 186,066.00	\$ 172,436.51	\$ 198,101.34	\$ 182,148.19	\$ 263,822.57
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,480.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,231.27	\$ 4,585.71	\$ 28,170.10
SUBTOTAL	\$ 303,805.75	\$ 310,035.20	\$ 324,707.04	\$ 376,906.08	\$ 345,925.29	\$ 466,712.42
TOTAL REVENUE	\$ 2,468,940.32	\$ 2,750,411.51	\$ 3,185,329.57	\$ 3,310,315.41	\$ 3,513,759.16	\$ 3,693,640.80

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	\$ 19,589	\$ 19,589	\$ 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	ACTUAL MAR	PROJECTED APR	PROJECTED MAY	PROJECTED JUN	TOTALS
Season Passes	\$ 7,821	\$ 2,240	\$ 3,201	\$ 3,215	\$ -	\$ -	\$ -	\$ 1,300	\$ 885,912	\$ -	\$ -	\$ -	\$ 903,689
Green Fees	\$ 597,856	\$ 544,328	\$ 290,237	\$ 191,402	\$ 45,288	\$ 17,421	\$ 3,058	\$ 6,871	\$ 21,843	\$ -	\$ -	\$ -	\$ 1,718,305
Cart Fees	\$ 189,993	\$ 169,388	\$ 104,856	\$ 80,290	\$ 24,933	\$ 9,936	\$ 1,941	\$ 3,185	\$ 9,474	\$ -	\$ -	\$ -	\$ 593,996
Driving Range	\$ 41,370	\$ 32,688	\$ 14,808	\$ 9,819	\$ 4,145	\$ 2,065	\$ 420	\$ 1,319	\$ 5,411	\$ -	\$ -	\$ -	\$ 112,045
Pro Shop Revenues	\$ 74,086	\$ 64,117	\$ 39,702	\$ 31,274	\$ 16,300	\$ 14,008	\$ 5,381	\$ 2,019	\$ 9,534	\$ -	\$ -	\$ -	\$ 256,422
Restaurant Rent	\$ -	\$ -	\$ -	\$ -	\$ 19,500	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,500
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 3,270	\$ 2,155	\$ 15	\$ 380	\$ -	\$ -	\$ -	\$ 2,915	\$ 18,000	\$ -	\$ -	\$ -	\$ 27,735
Gift Certificates	\$ (3,078)	\$ (2,356)	\$ 88	\$ (2,738)	\$ 865	\$ 22,091	\$ 3,055	\$ 630	\$ (3,533)	\$ -	\$ -	\$ -	\$ 9,025
Credit Book	\$ 469	\$ 5,681	\$ 1,265	\$ 2,855	\$ 232	\$ (3,416)	\$ (183)	\$ (153)	\$ (1,594)	\$ -	\$ -	\$ -	\$ 5,166
TOTAL REVENUES	\$ 905,788	\$ 818,252	\$ 454,173	\$ 316,497	\$ 111,263	\$ 78,106	\$ 13,672	\$ 18,086	\$ 946,048	\$ -	\$ -	\$ -	\$ 3,661,883
EXPENSES:													
Wages	\$ 127,877	\$ 164,274	\$ 157,194	\$ 145,423	\$ 188,454	\$ 100,449	\$ 84,837	\$ 82,851	\$ 84,509	\$ -	\$ -	\$ -	\$ 1,135,967
Operating Expenses	\$ 53,472	\$ 101,993	\$ 110,768	\$ 115,269	\$ 30,249	\$ 187,587	\$ 46,510	\$ 40,947	\$ 78,698	\$ -	\$ -	\$ -	\$ 765,494
Pro Shop Purchases	\$ 12,475	\$ 21,136	\$ 36,360	\$ 18,697	\$ 13,532	\$ 43,781	\$ 1,158	\$ 14,087	\$ 57,593	\$ -	\$ -	\$ -	\$ 218,819
Life Insurance	\$ 58	\$ 53	\$ 58	\$ 63	\$ 50	\$ 53	\$ 53	\$ 43	\$ 49	\$ -	\$ -	\$ -	\$ 463
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 598	\$ 2,846	\$ 8,127	\$ 7,562	\$ -	\$ -	\$ -	\$ 19,073
Health Insurance	\$ 23,705	\$ 23,705	\$ 22,308	\$ 23,007	\$ 23,007	\$ 45,387	\$ -	\$ 20,972	\$ 20,972	\$ -	\$ -	\$ -	\$ 203,061
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	\$ 378,683	\$ 323,458	\$ 265,001	\$ 383,516	\$ 135,403	\$ 167,027	\$ 249,376	\$ -	\$ -	\$ -	\$ 3,326,649
SURPLUS/(DEFICIT)	\$ 308,383	\$ (60,528)	\$ 127,489	\$ (6,962)	\$ (153,739)	\$ (305,409)	\$ (121,732)	\$ (148,941)	\$ 696,672	\$ -	\$ -	\$ -	\$ 335,234

MONTH: Mar-24

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	FRI	1	-	1	-	-	-	2	51	-	5	56	58	Cloudy, 41 deg
2	SAT	35	-	1	-	1	-	37	37	7	24	68	105	Cludy, Rain PM, 47 deg
3	SUN	6	-	16	-	-	-	22	41	6	26	73	95	Drizzle, 45 deg
4	MON	4	-	6	-	-	-	10	52	-	9	61	71	Rainy, 43 deg
5	TUE	-	-	-	-	-	-	-	22	-	-	22	22	Misty, 43 deg
6	WED	11	-	8	-	-	-	19	48	-	8	56	75	Cloudy, PM Rain 48 deg
7	THU	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
8	FRI	-	1	3	-	-	-	4	32	-	6	38	42	Cloudy, 42 deg
9	SAT	18	7	6	-	4	-	35	48	-	28	76	111	Cloudy, 43 deg
10	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
11	MON	-	-	3	-	-	-	3	14	-	3	17	20	Cold, Windy, 36 deg
12	TUE	10	-	13	-	-	-	23	27	17	-	44	67	Sunny, Windy, 43 deg
13	WED	16	-	10	-	-	-	26	72	5	28	105	131	Sunny, 52 deg
14	THU	25	2	16	-	5	-	48	72	2	27	101	149	Sunny, Nice, 48 deg
15	FRI	9	1	8	-	-	-	18	46	-	8	54	72	Partly Sunny, 52 deg
16	SAT	35	7	21	-	8	-	71	36	-	60	96	167	Sun, Nice, 50 deg
17	SUN	24	-	21	-	1	-	46	26	-	40	66	112	Rain AM, SUN PM, 52 deg
18	MON	8	-	13	-	-	-	21	71	6	19	96	117	Overcast, 48 deg
19	TUE	6	-	3	-	-	-	9	20	9	-	29	38	Sunny, 42 deg
20	WED	12	-	14	-	-	-	28	66	-	38	104	130	Sunny, Windy, 47 deg
21	THU	2	-	-	-	-	-	2	2	-	-	2	4	Sun, Cold, 38 deg
22	FRI	30	4	1	-	-	-	35	36	-	13	49	84	Sunny, 42 deg
23	SAT	10	7	1	-	-	-	18	21	7	4	32	50	Rainy, 49 deg
24	SUN	-	-	-	-	-	-	-	15	-	7	22	22	Cold, Windy, 34 deg
25	MON	-	-	1	-	1	-	2	25	-	8	33	35	Windy, 36 deg
26	TUE	-	-	2	-	-	-	2	7	-	-	7	9	Rainy, Windy, 38 deg
27	WED	6	-	8	-	-	-	14	65	-	25	90	104	Heavy Mist, 47 deg
28	THU	-	-	2	-	-	-	2	1	-	-	1	3	Rain, 45 deg
29	FRI	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
30	SAT	35	14	19	-	1	-	69	92	8	22	122	191	Sunny, 52 deg
31	SUN	7	13	9	-	2	-	31	39	2	24	65	96	Sunny, 51 deg, Easter
TOTALS		310	56	206	-	23	-	595	1,084	69	432	1,585	2,180	Closed 3 Days
March-23		268	128	99	-	13	-	508	1,356	385	149	1,890	2,398	Closed 3 Days
March-22		294	72	146	6	12	-	530	1,318	313	263	1,894	2,424	Closed 6 Days
March-21		261	59	243	-	44	-	607	1,977	310	723	3,010	3,617	Closed 2 days
March-20		81	18	92	-	28	-	219	582	44	157	783	1,002	Closed 18 days-2-Snow/16-COVID
March-19		183	5	157	2	23	-	370	747	100	153	1,000	1,370	Closed 12 days
March-18		209	7	84	-	6	-	306	412	62	88	562	868	Closed 19 days
March-17		108	14	56	6	12	-	196	594	155	79	828	1,024	Closed 6 days
March-16		139	15	115	8	41	-	318	964	209	331	1,504	1,822	Closed 4 days
March-15		-	-	-	-	-	-	-	-	-	-	-	-	Closed 31 days
March-14		84	2	67	7	7	-	167	361	89	120	570	737	Closed 16 days
March-13		323	23	220	-	31	-	597	702	177	196	1,075	1,672	Closed 6 days
March-12		243	14	233	34	30	-	554	1,166	384	201	1,751	2,305	Closed 2 days
March-11		579	10	248	12	31	-	880	934	218	208	1,360	2,240	Closed 1 day
March-10		196	10	190	18	14	-	428	654	34	185	873	1,301	Closed 12 days
March-09		233	19	213	30	34	-	529	906	52	181	1,139	1,668	Closed 9 days
March-08		214	20	159	53	24	-	470	645	97	261	1,003	1,473	Closed 2 days
March-07		369	15	194	66	31	-	675	916	113	253	1,282	1,957	Closed 6 days
March-06		236	36	157	40	55	-	524	794	91	175	1,060	1,584	Closed 10 days
March-05		149	7	39	19	35	-	249	288	53	41	382	631	Closed 26 days
March-04		163	16	62	32	25	2	300	691	80	74	845	1,145	Closed 18 days
March-03		289	50	108	142	12	3	604	553	47	99	699	1,303	Closed 23 days
March-02		445	30	313	95	51	-	934	1,205	100	284	1,589	2,523	Closed 3 days
March-01		440	19	113	137	31	-	740	721	10	26	757	1,497	Closed 13 days
March-00		516	83	63	162	-	-	824	1,214	119	48	1,381	2,205	Closed 5 days

CALENDAR YEAR 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	310	-	56	206	23	595	1,084	69	432	1,585	2,180	73%
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	489	-	63	304	55	911	2,015	144	724	2,883	3,794	76%
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%



Town of Brewster

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Brewster, MA 02631-1898
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Office of:
Town Manager
Select Board

MEMORANDUM

TO: Jay Packett & Colin Walsh, Golf Commission
FROM: Donna J. Kalinick, Assistant Town Manager & Peter Lombardi, Town Manager
RE: Maintenance Building
DATE: April 4, 2024

Overview:

The current maintenance facility at the golf course is from 1987/1999. The Town authorized funding for a building study through a capital article. A request for quotes was issued and the Town awarded a contract to Catalyst Architects. The study was completed and delivered to the Golf Commission in March 2024. The Town authorized funding for design at the November 2023 town meeting. The next step in the process is to hire an Owner Project Manager (OPM). The Town is subject to the provisions of MA Chapter 149 and the Designer Selection Laws Chapter 7C which requires an Owner Project Manager for projects estimated to cost 1.5 million dollars or more. After the selection of an OPM, the Town would then go through the process of Designer Selection with the assistance of the OPM. I have attached the Designing and Constructing Public Facilities Manual that is issued by the Inspector General's office. The legal requirements for both processes are defined in this manual. The selection of the OPM follows the same process as designer selection, a qualifications-based selection (QBS). The QBS is very specific and defined. The Town will need to create a scope of work for the OPM, decide if the fee is to be set or negotiated, create a designer selection committee, and issue a request for proposals (RFP). We expect this process to take approximately 4 to 6 months.

Timeline:

- 1- April 2024- Memo regarding process and draft timeline to Golf Commission
- 2- May 2024- Procurement officer to meet with Golf Commission
- 3- June/July 2024- Develop scope for OPM services, decision regarding set fee or negotiated fee, require Clerk of the Works or not

- 4- July 2024- Create Designer Selection Committee- recommend Director of Golf, Golf Superintendent, Town Manager and 2 members of the Golf Commission with Business Manager for administrative support
- 5- August 2024- Advertise (Central Register, Local Paper, Website) and Issue RFP, site visit for potential proposers (RFP to be open for a minimum of 4 weeks)
- 6- September/October 2024- Open proposals, conduct interviews with proposers, choose OPM, contract with OPM by 11/1/24
- 7- November 2024- OPM to provide town with timeline for Designer Services Selection

After choosing an OPM, the schedule for Designer Services Selection will be determined and the rest of the timeline for the project can be drafted out. The OPM will assist with the drafting of the Scope of Services for the Designer Select Process (QBS).

TOWN OF BREWSTER

Captains Golf Course



Brewster Golf Commission

Brewster, Massachusetts

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POLICIES

Organization of the Golf Commission

1. The Golf Commission (hereafter called the Commission), comprised of seven (7) Commissioners, shall elect the following officers for a term of one (1) year:
 - Chairperson
 - Vice Chairperson
2. Within the Commission, the following practices shall be observed:
 - The Chair of the Commission speaks for the Commission only when addressing the general public.
 - The Chair of the Commission has no more power than the rest of the Commission.
 - All matters brought to the Commission for action shall be decided by a majority vote.
3. The Commission shall hold regular meetings and generally on the second and fourth Tuesday of each month. Meeting date and times shall be legally posted at the Town Hall.
4. At meetings, classified as ‘Business Meetings’, the Commission agenda shall include the following:
 - Call to Order
 - Declaration of a Quorum
 - Meeting Participation Statement
 - Recording Statement
 - Public Comment
 - Course Superintendent’s Report including all matters related to course conditions and updates on maintenance projects and staffing issues, if any.
 - Director of Operations’ report including monthly financial reports and any other golf operation issues requiring input/vote from the Commission.
 - Updates, if any, from individual commissioners regarding matters pertaining to golf course operations.
 - Questions and Comments from Association representatives and Select Board and Finance Committee liaisons.
 - Minutes from prior meeting(s)
 - Future Agenda Items and Meetings
 - Topics the Chair did not reasonably anticipate
 - Adjournment
5. At meetings not classified as ‘Business Meetings’, the Chair (or their designated representative) shall prepare an agenda that includes issues identified as requiring discussion and possible votes by the Commission. This will be done based on discussions at prior meetings and with input solicited from other commissioners.

6. In compliance with Brewster policy, any Commission member missing three (3) consecutive meetings without being excused by the Chair must resign from the Brewster Golf Commission.
7. Commissioners should be familiar with the *State's Open Meeting Law and Conflict of Interest Law*. The Town Clerk will advise each commissioner how to access the on-line training courses regarding these laws on the Commonwealth of MA website and it is the responsibility of each commissioner to successfully complete each course and maintain a current certificate of compliance.

Function of the Golf Commission

The Commission, in fulfilling its purpose, shall be responsible for:

1. Annual review of rules governing eligibility for annual playing privileges. Recommending any changes to same to the Select Board for approval.
2. Recommending all annual membership fees, daily fees, cart rental fees, driving range fees, and others as may be appropriate to the Select Board for approval.
3. Annual review of method for allotting daily playing time. If, as a result of ongoing monitoring of tee sheets, there is a consensus that a change should be made, preparation of recommendation to Select Board for approval.
4. Assisting the Director of Operations and the Course Superintendent in developing and maintaining a continuous 5 and 10 year plan which includes projects, capital improvements, equipment replacement, course improvements.
5. As requested, providing input on the Golf Department's budget and capital plan to the Town Manager.
6. Providing input to the Director of Operations on maintenance of a continuous five (5) year revenue generation plan.
7. Providing input and assistance, as appropriate, to the Director of Golf Operations, Golf Course Superintendent, Business Manager and Town Procurement Officer on golf department RFPs and purchases.
8. Establishing procedures, which allow for communication with the Commission and review of all correspondence.
9. As needed, review of block times and preparing recommendation to Select Board for any changes determined to be needed.
10. As requested, assist Director of Operations, Human Resources and Town Manager in interviews and hiring of key golf staff.
11. As requested, provide input to Human Resources and Town Manager on performance reviews for key golf staff.
12. As requested, provide input and assistance in selection of vendor to operate golf course restaurant and banquet facility. Provide input, as appropriate, on lease agreement.
13. Providing opportunities for GROUPS/OUTINGS and approving all tournaments and outings.

14. Assisting the Director of Operations, as required, in the review of membership issues.
15. Developing and establishing appropriate rules of play and conduct.
16. Granting exceptions to all policies, regulations, and procedures.
17. Defining all pertinent terminology used in this handbook and in the 'Rules and Information Guide'.
18. Developing a yearly calendar by March 1.

Communication

The Commission welcomes input from the community.

1. The Commission meets usually on the second and fourth Tuesday of each month. The agenda for all meetings is posted at Town Hall.
2. Meetings are normally held at Town Hall.
3. Concerned individuals may bring business to the attention of the Commission by use of the Commission mailbox or by attendance at a Commission meeting. All written communications shall be clearly written and signed.
4. Matters to be placed on the agenda must be submitted in writing, signed by the individual(s) concerned, and addressed to the Commission mailbox.
5. Such requests must be made at least one (1) week prior to a regular Commission meeting.

Fees

Annually, the Commission shall present to the Select Board its recommendation regarding the fees and charges for The Captains Golf Course. These fees and charges shall include (but not be limited to) annual and daily fees for playing privileges and various charges for the use of riding and pull carts as well as the use of range balls.

Appendix 1: Town Bylaw (Golf Commission)

Chapter 6: Boards, Commission and Authorities

Article V: Golf Commission Adopted STM 11/13/2023

§ 6-5. Appointment; terms.

The Select Board shall appoint a Golf Commission of seven members to serve as the policy-making board of the Captains Golf Course. Each member shall be appointed for a staggered term of three years. Reappointment at the end of a term shall be determined by the Select Board. All vacancies shall be filled by the Select Board. The Select Board may appoint a member to serve the unexpired term of a former member. All appointments will be made in accordance with the Town Charter and relevant Select Board policies.

§ 6-6. Purpose.

- A. In fulfilling its responsibility to the Town of Brewster, the Select Board, and the Town Manager, the Golf Commission shall be guided by the following principles:
- (1) The Captains Golf Course facility shall be operated as an Enterprise Fund in accordance with MGL Chapter 44, Section 53F1/2.
 - (2) The golf course shall be operated and maintained as a recreational facility available to the residents of the Town as well as to the general public.
- B. The Golf Commission, in coordination with the Town Manager, the Golf Operations Director, and the Course Superintendent, shall be responsible establishing near and long-term plans, policies and strategies for the golf course. The Golf Commission may provide recommendations on financial matters to the Town Manager and Select Board as appropriate. The Select Board shall vote to approve any proposed changes to fees, limitations on membership, and/or allocation of tee times. The Town Manager may consult with the Golf Commission in the preparation and development of the Golf Department's budget and capital plan.

Appendix 2: Enterprise Fund/Golf Capital Stabilization Fund

At the 5/14/2022 Special Town Meeting, the following warrant article was approved:

GOLF DEPARTMENT ENTERPRISE FUND

ARTICLE NO. 3: To see if the Town will vote to accept the provision of G.L. Ch. 44 Section 53F½ in order to establish a Golf Department Enterprise Fund for fiscal year commencing on July 1, 2022, and to transfer any funds remaining in the Golf Department Reserve Fund as of June 30, 2022, or to take any other action relative thereto.

Or to take any other action relative thereto.

COMMENT

While Brewster Golf Department revenues and expenses have always been accounted for separate from the General Fund, acceptance of this local option formally establishes the Golf Department as an enterprise fund. Enterprise fund accounting provides more flexibility and transparency than the current enabling statute for our Golf Department. It clearly identifies the total cost of providing this service and helps determine if the rates charged are sufficient to cover the cost, providing useful management information and data tracking for more informative decision making. The National Golf Foundation recently completed a comprehensive analysis of operations, finances, and capital needs for the Captains Golf course. The Golf Commission and Town staff have further refined projections based on their findings and recommendations.

Enterprise fund accounting allows payments for indirect costs to flow from the enterprise to the General Fund to reimburse the Town for the associated costs of Town employees working on enterprise activities. Also, surpluses remain in the fund and may be used to pay operating, capital, or debt service costs associated with the operation. Additionally, investment income earned by the particular enterprise fund is retained within the fund to finance anticipated projects. The MA Department of Revenue's Division of Local Services recommended making this change in their 2019 Financial Management Review.

At the 5/14/2022 Annual Town Meeting, the following warrant article was approved:

GOLF CAPITAL STABILIZATION FUND

ARTICLE NO. 7: To see if the Town will vote to accept the provisions of G.L. c. 40, §5B for the purpose of establishing a Golf Course Capital Improvement and Maintenance Stabilization Fund; and to see if the Town will transfer from available funds a sum of money for said stabilization fund, or take any other action relative thereto.

COMMENT

With several major capital projects anticipated in the next few years at the Captains, this new capital stabilization fund would allow the Town to direct a portion of anticipated Golf revenues to help pay for some of these future projects without issuing debt. For FY23, a \$400,000 appropriation is included in the proposed

Appendix 2: Enterprise Fund/Golf Capital Stabilization Fund

FY23 Golf Department budget that would transfer those funds to this new account.

Future expenditures from this new Golf Capital Stabilization Fund will require a 2/3 vote by Town Meeting. The Town currently plans to consistently make substantial contributions to this new fund in the next few years to help mitigate the cost impacts of several large capital projects to avoid the need of major fee increases.

Appendix 3: Legal Opinions

Full texts of these rulings are available from the Director of Operations Need to confirm that Jay knows where all of these documents are.

1. *Re: John McMullen's Golf Membership, 09/07/1989*
2. *Re: Residency Requirement for membership, 06/20/1994*
3. *Re: John Brown's Membership Status, 08/11/1994*
4. *Re: Seasonal Resident, 05/08/1995*
5. *Re: Golf Course Shoes, 10/31/1997*
6. *Re: AFP Applications, 01/25/1999*
7. *Re: AFP Applications, 01/24/2000*
8. *Re: John Brown's Application for Membership, 05/12/2000*
9. *Re: John Brown's Application for Membership, 09/25/2000*
10. *Re: Associations Use of Minimum Handicap Requirements, 2009*

Requirement:

Provide a succinct statement to be included in the Captains' Commissioner Handbook that prescribes the golf commission's responsibilities regarding operation of Captains as a Brewster Enterprise Fund.

To be successful and in compliance with MGL and Brewster Town guidance Captains Golf Course Facility Enterprise Fund will:

- operate IAW MGL Chapter 44, Section 53F1/2.
- Creates a separate accounting and financial reporting mechanism for municipal services (golf) for which a fee is charged in exchange for goods or services.
- Demonstrate total cost of service provided to public by consolidating direct and indirect costs.
- Be a self-supporting mechanism that ties spending to a specific purpose, enabling Brewster to operate transparently regarding Captains' revenues and expenditures.

Brewster's Town Charter does not specifically address enterprise funds or Captains' golf commission; however, Massachusetts state guidance is provided in MGL Chapter 44 (Municipal Finance), Section 53 (Enterprise Funds).

Recommendation for handbook

Special Town Meeting, 13 Nov 2023, amended Brewster General Bylaws Article V (Golf Commission) to provide intent guidance and direct coordination responsibilities to the golf commission.

Chapter 6, Paragraphs A and B of Section 6-6 (Golf Commission Purpose) assign the golf commission responsibility to support the Town of Brewster, the Select Board, and the Town Manager in the successful management of Captains Golf Course Facility as an enterprise fund in compliance with MGL Chapter 44, Section 53F1/2.

I believe that we should discuss/list examples of how the commission will fulfill this responsibility:

- Continuously monitoring budget expenditures and revenues at business meetings to determine whether we are on plan or require adjustment recommendations.
- Compliance with MGL guidance listed as bullets above, to include retained earnings.
- Consider adjustment recommendations (fees; tee times; membership, capital plan execution) to SB and Town Manager when indications that Captains execution of FY budget is not on plan.
- ???



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

GOLF COMMISSION
Minutes of March 12th, 2024

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Rob Harris (CCMGA)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7929?site=1>

Anne O'Connell read the meeting participation statement and called the meeting to order at 4:00 p.m.

Declaration of a Quorum – 4 Commissioners present and 2 remote which constitutes a quorum.

Public Comment: Anne O'Connell read an email from Ross Gorman on behalf of the Friends organization. The email highlighted a new yardage marker installed by the Friends on Port #3. This marker provides accurate yardage for walkers, eliminating the need to carry multiple clubs up the hill to the tee.

Update on Business Manager position (Jay Packett) - Jay Packett announced that they have hired Jon Mohan as the new business manager. Jon Mohan has been with them for two years as an administrative assistant. His first day in the new role will be Monday, March 18. Jay congratulated Jon on his new position and noted that they will now need to hire someone to fill his previous role.

Review Financials (Jay Packett) – Jay Packett provided an overview of the financials and a budget update as of February. Total budget expenditures are slightly lower compared to last year. Two items, oil and grease, and scorecards, have been processed but not yet reflected in the expenditure. Memberships were lower due to weather conditions, but there's a positive outlook for the fiscal year overall. Despite challenges, they are ahead in greens fees and miscellaneous income compared to last year. Monthly play totals were affected by closures. In February, the golf course recorded 903 rounds of golf played overall. Despite being closed for 16 days during the month, this number is not significantly lower compared to the same period in previous years. Calendar year totals are difficult to predict at this point, with expectations to see increased numbers in the coming months. Jay Packett welcomed questions and comments. Anne O'Connell suggested considering starting to accept memberships earlier in the year, possibly as early as January, to address the drop-off in membership from the previous year. Jay Packett

acknowledged the idea and he's open to starting earlier. He noted that there are logistical considerations such as updating the website and coordinating with the online banking system that take time but expressed willingness to discuss starting memberships earlier next year.

Update on Course Operations (Jay Packett) - Jay Packett provided an update on course operations, starting with the non-resident waiting list. Currently, there are 289 people on the list, including the next 25 to be admitted this year. He noted the high demand to play at the course and attributed it to the overall experience offered. Additionally, he reported on membership sign-ups, with a total of \$226,003 received in person and online within seven days of opening memberships. Jay mentioned that the memberships are coming in quickly, with a higher proportion likely being from residents. Anne O'Connell expressed the importance of considering membership satisfaction alongside financial aspects, particularly regarding the balance of tee times. Jay Packett acknowledged the significance of monitoring new memberships versus renewals and promised to provide updated information on membership numbers soon. They agreed that having this information by the first meeting in May would be beneficial, considering the return of members from the south or west. Overall, they were content with the current progress of memberships.

Updates on course conditions, winter projects, and staffing (Colin Walsh) - Colin Walsh delivered an update on golf course maintenance operations, including staffing and upcoming projects. He highlighted the return of 40-week and 32-week union staff members and mentioned plans to hire seasonal employees for day-to-day course setup tasks. Additionally, Colin outlined the schedule for aeration, noting that smaller tine sizes will be used for quicker healing. He also discussed turf management practices to ensure smooth greens.

On the project front, Colin reported that a contractor had been selected for the number two port well redevelopment project, with a bid of approximately \$45,000, significantly below other bids. He also provided updates on the cart path project, mentioning a revised paving date of March 25, and the sourcing supply RFP, pending approval from the town manager's office.

Furthermore, Colin discussed plans to enhance the area around the starter shack by installing a clock and plantings in collaboration with the Friends of the Captains. Throughout his update, Colin expressed confidence in the progress made and optimism for the upcoming season.

Updates on Maintenance Building (John Kissida) - John Kissida provided an update on the progress of the golf course maintenance building project. He mentioned that Kurt's presentation at the last meeting provided valuable insights into the project, but the next crucial step is to assemble the Request for Proposals (RFP). John explained the importance of obtaining sample RFPs from other projects, especially those involving reconstruction similar to theirs. He emphasized the need to gather information on various aspects of the project, including maintenance building, fueling facility, and chemical storage facility. Despite facing challenges in finding RFPs for new maintenance buildings, John highlighted the importance of networking within golf associations and reaching out to organizations like the National Golf Foundation for assistance. John Kissida underscored the significance of casting a wide net to gather relevant information and resources for the project. Anne O'Connell thanked John for his update.

Review Capital Projects and timing (Anne O'Connell) - Anne O'Connell opened the floor for questions or comments on the capital projects and timing chart provided by Jay Packett. She began by addressing specific items on the chart, including tree work and grinding, carpeting, maintenance equipment, HVAC system, windows and doors, and the water source RFP. Colin provided insights into the tree work and grinding allocation, mentioning ongoing needs for aerial pruning. Jay elaborated on budget allocations for various projects, such as carpet improvements and HVAC system upgrades. The discussion also touched on upcoming walkthroughs for window and door replacements. Anne expressed satisfaction with the funding for capital projects and inquired about rental clubs, to which Jay provided

updates. The meeting concluded with an update on the water source RFP status and potential impacts on the schedule.

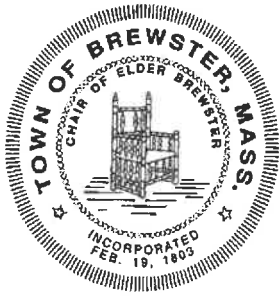
Questions and Comments from Associations and Liaisons: - None.

Review and approve minutes (2/27/24) - Approved Unanimously.

Future Agenda Items and Meetings (3/26 & 4/9) - Anne O'Connell suggested reviewing the handbook at the March 26th meeting.

Matters not anticipated by the Chair: - Anne O'Connell inquired about the status of opening Freeman's, and Jay Packett responded that it was dependent on the weather forecast for the week and the finalization of the HVAC system. Jay estimated that Freeman's could potentially open by the 20th or 21st of the month. Jay Packett hoped to provide a positive update on Freeman's operational status at the next meeting on the 26th. Rob Harris reported that although Max and Sean are ready to open Freeman's, they are waiting for the building to be completed before opening. If the building is not finished by Friday of the current week, they will not open the following week either. Anne O'Connell added that Freeman's Grill had opened a second restaurant, Navillus in Orleans.

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



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

GOLF COMMISSION
Minutes of March 26th, 2024

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Dave Whitney, Liaison to the Selectboard, Michael Moore (CCMGA-Remote)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7960?site=1>

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

Declaration of a Quorum – 6 Commissioners present and 1 remote which constitutes a quorum.

Public Comment: None.

Possible Home Rule Petition - Pesticides - (Colin Walsh & Jay Packett) - Colin Walsh presented on behalf of the golf course, discussing their environmental stewardship practices, technological advancements, and opposition to certain regulations. Colin Walsh highlighted their efforts in reducing water usage, implementing nutrient management plans, and adopting safer pesticide practices. The presentation emphasized the importance of precise fertilization, reducing synthetic chemical use, and promoting biodiversity on the golf course. Colin Walsh also mentioned the financial benefits of their practices, including cost savings and efficiency gains. Anne O'Connell and other members expressed appreciation for the presentation and discussed potential avenues for further communication with the membership. Overall, the discussion underscored the golf course's commitment to sustainability and environmental responsibility.

Handbook (Anne O'Connell) - Anne O'Connell led the discussion on the contents of the handbook related to their responsibilities and procedures. A summary of the key points discussed:

Handbook Review: The Commission reviewed sections of the handbook, providing feedback and suggesting clarifications or changes where necessary.

Policy Clarity: Focused on ensuring clarity in policies and procedures, particularly regarding meeting organization, reporting terminology, and compliance with state regulations.

Membership Eligibility and Fees: Discussions revolved around clarifying recommendations for membership eligibility, fees, and the handling of non-resident memberships.

Long-term Planning: The commission discussed the importance of maintaining continuous five and ten-year plans in collaboration with the town manager's office to align with overall strategic goals.
Procurement and Hiring: The Commission considered their role in providing input on procurement and assisting in hiring key staff, ensuring alignment with town policies and procedures.
Enterprise Fund Oversight: Discussion occurred about the commission's involvement in overseeing the golf course's enterprise fund and ensuring fiscal responsibility.

Overall, the conversation reflected a collaborative effort to review and refine the handbook to accurately represent the commission's roles, responsibilities, and procedures, while also ensuring alignment with town policies and goals.

Dave Valcourt emphasized the importance of clearly defining the commission's role and responsibilities within the town's bylaws and charter. He highlighted that while financial authority lay with the town manager, the commission's role was advisory, focusing on monitoring financial health and offering recommendations. Dave expressed disappointment with certain aspects of the bylaws, particularly regarding day-to-day operations, but acknowledged the need to abide by them. He stressed the importance of outlining the commission's responsibilities in the handbook to ensure clarity for future members. Anne O'Connell agreed to clean up the handbook and addressed the need to clarify certain sections. John Kissida suggested seeking legal guidance on the relevance of certain appendices. Dave Valcourt further discussed the process of revising the handbook and expressed the commission's commitment to its responsibilities despite feeling undervalued in some areas.

Discuss the need for immediate communication with AFP's regarding fee hikes and spring course conditions (Dave Valcourt) - Dave Valcourt recounted a recent golf outing where he met a former commissioner who expressed dissatisfaction with the 6% increase in fees, questioning its benefits to the players' experiences. He highlighted the need for better communication with members to address such concerns. Dave Valcourt suggested attending members' meetings and utilizing visual aids like sandwich boards to communicate improvements made on the course. Anne O'Connell and Jay Paggi discussed alternative communication methods such as social media and emphasized the importance of highlighting ongoing projects and long-term plans. John Kissida emphasized the need to educate members on the long-term benefits of the budget allocation, including infrastructure projects like irrigation and maintenance building's. The group agreed to work with Jen (Social Media) to improve communication and visibility of course improvements.

Questions and Comments from Associations and Liaisons: - Mike Moore (CCMGA) began by acknowledging the challenges of communication based on his 30 years of experience in HR. He highlighted the importance of proactive communication, especially regarding the recent 6% increase in fees. Mike Moore stressed the need for clear and concise communication about the reasons behind such decisions, including financial and strategic drivers. He expressed excitement about upcoming events and initiatives aimed at enhancing the social and educational aspects of CCMGA. Mike also mentioned ongoing collaboration with Keith Gagnon and the continued involvement of Rob Harris in supporting the commission's efforts. He concluded by thanking everyone for listening.

Noted that Freemans Grill opened up last Thursday on a limited schedule, Thursday through Sunday.

Future Agenda Items and Meetings (4/9 & 4/23) - None.

Matters not anticipated by the Chair: - John Kissida mentioned that in the previous meeting, he had discussed Request for Proposals (RFPs) and was able to obtain a couple of sample RFPs to serve as a starting point. He also mentioned speaking with Jon Mohan, the new business manager and will begin working with him. Despite the existing logjam in getting RFPs through, John emphasized the importance

of initiating the design phase promptly, as it typically takes six to 12 months, followed by a bidding and construction process spanning a couple of years. Additionally, John noted that there was no mention of Freeman's Grill in the handbook and suggested adding it to clarify any associated responsibilities.

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