



**TOWN OF BREWSTER
GOLF COMMISSION**

1000 Freemans Way
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www.CaptainsGolfCourse.com



**REVISED GOLF COMMISSION MEETING AGENDA
2198 Main Street
April 23, 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=M05KQnNsRlRlOTZlZzEpkSFZDWUVOZZ09>
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. Handbook - Anne O'Connell
7. Chelsea points - John Kissida
8. Update on Facilities Manager winter projects - Jay Packett
9. Commission Calendar - Andrea Johnson
10. Discussion and possible vote on new signage funding - Jay Packett
11. Capital planning including scheduling and potential impacts - Jay Paggi
12. Discuss Key shop staff attending Commission meetings to provide updates on projects
13. Commissioner updates as needed.
14. Questions and Comments from Associations and Liaisons
15. Future Agenda Items and Meetings (5/14 & 5/21 if needed)
16. Matters Not Reasonably Anticipated by the Chair
17. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

TOWN OF BREWSTER

Captains Golf Course



Brewster Golf Commission

Brewster, Massachusetts

Table of Contents

POLICIES	
A. Organization of the Golf Commission	3
B. Function of the Golf Commission.....	5
C. Communications.....	5
D. Fees.....	5
Appendix 1: Town Code (Golf Commission)	8
Appendix 2: Enterprise Fund/Golf Capital Stabilization Fund.....	9

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 Town Hall and on the calendar on the Town's website.
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 must 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 overarching role of the Golf Commission is to support the Director of Operations, the Course Superintendent, the Select Board and the Town Manager in the successful management of Captains Golf Course as an Enterprise Fund.

In fulfilling this role, the Commission shall be responsible for:

1. Annual review of rules governing eligibility for annual playing privileges. Recommending any changes to same to Select Board for approval.
2. Recommending all annual membership fees, daily fees, cart rental fees, driving range fees, off-season fees and others as may be appropriate to the Select Board for approval.
3. Ongoing review of budget revenues and expenditures so that critical deviations can be addressed.
4. 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.
5. 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.
6. As requested, providing input on annual development of Golf Department's budget to Director of Operations.
7. As requested, providing input on annual update of capital plan.
8. Providing input to the Director of Operations on maintenance of a continuous five (5) year revenue generation plan.
9. Providing input and assistance, as appropriate, to the Director of Golf Operations, Course Superintendent, Business Manager and Town Procurement Officer on golf department RFPs and purchases.
10. Establishing procedures, which allow for communication with the Commission and review of all correspondence.
11. As needed, review of block times and preparation of recommendation to Select Board for any changes determined to be needed.
12. As requested, assist Director of Operations, Human Resources and Town Manager in interviews and hiring of key golf staff.

13. As requested, provide input to Human Resources and Town Manager on performance reviews for key golf staff.
14. 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.
15. Providing opportunities for GROUPS/OUTINGS and approving all tournaments and outings. Periodic review of outing rates and revising rates, as appropriate.
16. Assisting the Director of Operations, as required, in the review of membership issues. Approval of all refunds/credits as described in detail in the Rules and Information Guide available on the Captains website.
17. Developing and establishing appropriate rules of play and conduct.
18. Granting exceptions to all policies, regulations, and procedures.
19. Defining all pertinent terminology used in this handbook and in the 'Rules and Information Guide'.
20. 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

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.

*Comments taken directly from 5/14/22 Town Meeting warrant.

** National Golf Foundation Report was completed during the latter part of 2021.

Tee Time Access at The Captains

Our membership is very important to us. As members, you are all the stakeholders in maintaining the viability of the golf courses we all love. Having a mechanism for balancing the access to tee times in an equitable manner is what ensures our financial viability.

We realize that it is every member's expectation that they will have access to acceptable tee times in their tier of membership. The balance between attempting to book a desired tee time and actually getting that time, or something reasonably close, is the challenge. By providing tee times for daily-fee players, as well as members, the Chelsea Point System addresses this challenge in the most equitable manner, while maintaining the financial viability of The Captains.

Prior to 2020, there were a substantial number of unused tee times. The avid golfer was able to access these unused times at 8:00 pm the night before, which kept everyone happy. A global pandemic created unprecedented demand for golf, and the pool of unused tee times dried up. Whether this demand continues remains to be seen as we transition to a "new normal" in a post-vaccine world.

THE CHELSEA POINTS SYSTEM EXPLAINED

As a member, you will receive points each time your request is placed on the tee sheet, and when you play.

The Chelsea Point System works to balance membership play by ensuring equity in tee time assignments for members. Members who play infrequently are able to get their desired tee times, while high-volume players get tee times when excess availability exists.

Requests

When making a request, Chelsea takes into consideration your points and your partners' points from a rolling 12-day aggregate. This means that the total number of points between you and your playing partners determines whether your request for a tee time gets placed or put onto overflow. The more playing points you have, the lower chance you have of getting a tee time than that of a group with fewer points.

Points

Every member will receive the following for points play:

- Back-Nine Play 1/2 point
- Request Placement 1 point
- Request Placement After 12 pm 1/2 point
- End of Day Play 1 point
- Back-Nine Play 1/2 point
- Play After 12:00 pm 1/2 point
- Guest of Member Placement 1 point
- Guest of Member Play 1 point
- League Play 2 points
- No Shows 5 penalty points

Changes to Placement

Because of the nature of the Chelsea Point System, and to be fair to all members, editing of tee-time requests is not permitted once they have been placed on the tee sheet. To edit a tee-time request, you must call the Pro Shop and speak with a member of the management team. If it is determined that the request system was not used in accordance with its intention, to ensure a tee time, you may be assessed extra points/greens fees.

In order to maximize your chances of getting a tee time, the widest possible window of time should be utilized. Even in pre-COVID days, entering a narrow window of time, such 9:00 – 10:00 am, often meant not getting a tee time at all. The current volume of play has exacerbated this.

Once a tee time is placed and an email is sent to the players, adjustments can be made online with the confirmation number until the day of play. On the day of play, you need to call the pro shop to make any

2024

JANUARY

Golf Operating Budget; Fees and Tee time recommendations to SB

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10 Biz Meeting 4pm Town Hall	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Non Biz Meeting 4pm Town Hall	25	26	27	28
29	30	31	1	2	3	4

2024

FEBRUARY

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14 Biz Meetin 4pm Town Hall	15	16	17	18
19	20	21	22	23	24	25
26	27	28 Non Biz Meeting 4pm Town Hall	29	1	2	3

FY Golf budget and Spring capital requests finalized for TM. State of Captains. Commission Calendar.

2024

MARCH

S	M	T	W	T	F	S
26	27	28	29	1	2	3
4	5	6	7	8	9	10
11	12	13 Biz Meeting 4pm Town Hall	14	15	16	17
18	19	20	21	22	23	24
25	26	27 Non Biz Meeting 4pm Town Hall	28	29	30	31

2024

APRIL

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10 Biz Meeting 4pm Town Hall	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Non Biz Meeting 4pm Town Hall	25	26	27	28
29	30	1	2	3	4	5

Spring Town Meeting

2024

MAY

S	M	T	W	T	F	S
29	30	1	2	3	4	5
6	7	8	9	10	11	12 Spring Town Meeting 1pm Stony Brook
13	14	15 Biz Meeting 4pm Town Hall	16	17	18	19
20	21	22 Non Biz Meeting 4pm Town Hall	23	24	25	26
27	28	29 Town Election	30	31	1	2

2024

JUNE

State of the Captains.

S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12 Biz Meeting 4pm Town Hall	13	14	15	16
17	18	19	20	21	22	23
24	25	26 Non Biz Meeting 4pm Town Hall	27	28	29	30
1 Fiscal Year End	2	3	4	5	6	7

2024 JULY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10 Biz Meeting 4pm Town Hall	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Non Biz Meeting 4pm Town Hall	25	26	27	28
29	30	31	1	2	3	4

2024

Update 10-year Capital Plan. Off-season Membership.

AUGUST

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14 Biz Meeting 4pm Town Hall	15	16	17	18
19	20	21	22	23	24	25
26	27	28 Non Biz Meeting 4pm Town Hall	29	30	31	1

2024

SEPTEMBER

State of the Captains.

S	S	S	S	S	S	S	S	S	S
2	3	4	5	6	7	8	15	22	29
9	10	11	12	13	14	15	22	29	6
16	17	18	19	20	21	22	29	6	13
23	24	25	26	27	28	29	6	13	20
30	1	2	3	4	5	6	13	20	27

4
Biz Meeting
4pm Town
Hall

18
Non Biz
Meeting 4pm
Town Hall

Update 5 year Golf Operating Forecast.

2024

OCTOBER

S	M	T	W	T	F	S
30	1	2	3	4	5	6
7	8	9 Biz Meeting 4pm Town Hall	10	11	12	13
14	15	16	17	18	19	20
21	22	23 Non Biz Meeting 4pm Town Hall	24	25	26	27
28	29	30	31	1	2	3

2024

NOVEMBER

Rate and fee hikes. Membership caps (AFP and Non-Res). Tee Time percentage.

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13 Biz Meeting 4pm Town Hall	14	15	16	17
18	19	20	21	22	23	24
25	26	27 Non Biz Meeting 4pm Town Hall	28	29	30	1

2024

DECEMBER

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4 Biz Meeting 4pm Town Hall	5	6	7	8
9	10	11	12	13	14	15
16	17	18 Non Biz Meeting 4pm Town Hall	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

Capital Plan/Scheduling/Potential Impacts

* The Golf Commission has developed a 10 Year Capital Improvement Plan. This is a very fluid document, and is reviewed on a regular basis, and revised, as necessary.

* There are 2 Projects that make up about 90% of this Plan. They are the Maintenance Building and the Irrigation System.

* The execution of these Projects requires the coordination of efforts of many Offices/Boards within the Town. Because of this, it has become clear that these projects will take a significant amount of time to complete. These tasks include the preparation of RFP (s) and eventual selection for Professional Services, the preparation of the necessary Bid Documents, including Plans and Specifications, the numerous required steps to procure long term financing, in the form of a Bond for this work, advertising and collecting bids for the projects, awarding the work to the lowest responsible bidder, and the construction of the project, including oversight of the work from the Town and the chosen Consultant.

* Looking at the above, and the complexity of these Projects, it will take a certain amount of time to coordinate efforts between all parties involved. This statement is not being made to point a finger at any Department, Board, etc., but to acknowledge the reality of the amount of effort that will be required to complete these very important and complex Projects.

Because of the length of time it will take to complete and coordinate these 2 projects, it is wise to look at, and acknowledge the potential impacts associated with this length of time. The 2 major potential impacts are:

* The amount of time the Golf Course will be without the benefit of these improvements. For the Maintenance Building and associated work, the Golf Staff will not benefit by the higher degree of efficiency of operations, resulting in additional time and labor to complete necessary tasks. For the Irrigation System, the amount of time required will increase the potential of a malfunction of the existing older system and continue the inefficiencies of the existing system. This could run from a very simple repair of a component of the existing system, to a larger breakdown that impacts the ability of the Staff to supply and deliver the necessary amount of water to the Course on a daily basis.

* The second impact of this amount of time required to complete these projects, is the potential for an increase of the Costs associated with the work. This could be related to the costs of the materials for the project, or the required Labor necessary to complete the work. These are very difficult to predict and are affected by a number of different factors.

In summary, it has become clear that the amount of time necessary to complete these 2 Projects is significant. The reality of the impacts of this time needs to be acknowledged and understood. The importance of the coordination between Town Staff, Boards, and the Golf Course needs to be accomplished in the most efficient manner possible to minimize the potential of a significant negative impact.