



TOWN OF BREWSTER GOLF COMMISSION

1000 Freemans Way
(508) 896-1716

golfcommission@brewster-ma.gov
www.CaptainsGolfCourse.com



GOLF COMMISSION MEETING AGENDA

2198 Main Street

January 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=M05KQnNsRlRlQTZlZzEpkSFZDWUVOZZ09>
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. Discussion and vote on recommendation for Annual Fee Player rates - Andrea Johnson
7. Update on Business Manager position - Jay Packett
8. Monthly Financials and 2025 Budget presented - Jay Packett
9. Updates on course conditions, winter projects, and staffing - Colin Walsh
10. Credit Card Fees - Anne O'Connell
11. Event Pricing - Andrea Johnson
12. Captain's portion of Town Report
13. Update on Water Source RFP - Jay Paggi
14. Questions and Comments from Associations and Liaisons
15. Review and Approve Minutes: 12/12/23
16. Future Agenda Items and Meetings (1/23 & 2/13)
17. Matters Not Reasonably Anticipated by the Chair
18. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 12/31/23

| | FY 2024 | | | | | FY 2023 | | | |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------|-----------------------------------|------------------------|------------------------|------------------------|-------------------|
| | Expended thru December | Budget | Balance | % of Budget Spent | | Expended thru December | Budget | Balance | % of Budget Spent |
| WAGES | | | | | WAGES | | | | |
| Full-time Wages | \$ 506,757.50 | \$ 1,132,652.00 | \$ 625,894.50 | 44.7% | Full-time Wages | \$ 495,708.97 | \$ 1,001,971.00 | \$ 506,262.03 | 49.5% |
| Part-time Wages | \$ 331,081.55 | \$ 570,394.00 | \$ 239,312.45 | 58.0% | Part-time Wages | \$ 335,555.29 | \$ 518,540.00 | \$ 182,984.71 | 64.7% |
| Overtime | \$ 42,635.66 | \$ 67,302.00 | \$ 24,666.34 | 63.3% | Overtime | \$ 42,144.69 | \$ 61,184.00 | \$ 19,039.31 | 68.9% |
| 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 | \$ 883,770.15 | \$ 1,781,758.00 | \$ 907,987.85 | 49.3% | SUBTOTAL | \$ 876,489.95 | \$ 1,596,892.00 | \$ 720,402.05 | 54.9% |
| GENERAL EXPENSES | | | | | GENERAL EXPENSES | | | | |
| Oil/Grease | \$ - | \$ 3,500.00 | \$ 3,500.00 | 0.0% | Oil/Grease | \$ 3,294.98 | \$ 3,200.00 | \$ (94.98) | 103.0% |
| Diesel Fuel | \$ 11,718.31 | \$ 12,500.00 | \$ 781.69 | 93.7% | Diesel Fuel | \$ 13,233.40 | \$ 10,500.00 | \$ (2,733.40) | 126.0% |
| Heating | \$ 4,276.03 | \$ 16,000.00 | \$ 11,723.97 | 26.7% | Heating | \$ 5,752.75 | \$ 14,000.00 | \$ 8,247.25 | 41.1% |
| Gasoline | \$ 7,584.43 | \$ 13,000.00 | \$ 5,415.57 | 58.3% | Gasoline | \$ 7,985.55 | \$ 9,000.00 | \$ 1,014.45 | 88.7% |
| Electricity | \$ 26,994.96 | \$ 50,000.00 | \$ 23,005.04 | 54.0% | Electricity | \$ 32,090.70 | \$ 48,760.00 | \$ 16,669.30 | 65.8% |
| Electricity-Irrigation Pump | \$ 8,974.73 | \$ 25,000.00 | \$ 16,025.27 | 35.9% | Electricity-Irrigation Pump | \$ 15,119.30 | \$ 23,320.00 | \$ 8,200.70 | 64.8% |
| R&M Equipment | \$ 47,640.97 | \$ 95,000.00 | \$ 47,359.03 | 50.1% | R&M Equipment | \$ 51,462.23 | \$ 88,000.00 | \$ 36,537.77 | 58.5% |
| R&M Irrigation | \$ 20,551.42 | \$ 40,000.00 | \$ 19,448.58 | 51.4% | R&M Irrigation | \$ 18,557.96 | \$ 37,000.00 | \$ 18,442.04 | 50.2% |
| Professional/Technical | \$ 6,948.08 | \$ 8,500.00 | \$ 1,551.92 | 81.7% | Professional/Technical | \$ 6,297.63 | \$ 4,500.00 | \$ (1,797.63) | 139.9% |
| OSHA Training | \$ - | \$ 2,500.00 | \$ 2,500.00 | 0.0% | OSHA Training | \$ - | \$ 2,500.00 | \$ 2,500.00 | 0.0% |
| Phones | \$ 585.94 | \$ 1,600.00 | \$ 1,014.06 | 36.6% | Phones | \$ 715.65 | \$ 1,600.00 | \$ 884.35 | 44.7% |
| Alarm | \$ 1,495.00 | \$ 2,200.00 | \$ 705.00 | 68.0% | Alarm | \$ 3,057.31 | \$ 2,200.00 | \$ (857.31) | 139.0% |
| Office Supplies | \$ 898.95 | \$ 10,000.00 | \$ 9,101.05 | 9.0% | Office Supplies | \$ 4,548.26 | \$ 9,500.00 | \$ 4,951.74 | 47.9% |
| 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 | \$ 8,464.10 | \$ 15,000.00 | \$ 6,535.90 | 56.4% | Maintenance Supplies | \$ 16,341.56 | \$ 12,000.00 | \$ (4,341.56) | 136.2% |
| Range Supplies | \$ 3,480.58 | \$ 13,000.00 | \$ 9,519.42 | 26.8% | Range Supplies | \$ 3,343.92 | \$ 13,000.00 | \$ 9,656.08 | 25.7% |
| Computer Supplies | \$ 4,589.86 | \$ 8,500.00 | \$ 3,910.14 | 54.0% | Computer Supplies | \$ 5,106.41 | \$ 8,000.00 | \$ 2,893.59 | 63.8% |
| Custodial Supplies | \$ 9,999.69 | \$ 25,000.00 | \$ 15,000.31 | 40.0% | Custodial Supplies | \$ 8,137.74 | \$ 22,000.00 | \$ 13,862.26 | 37.0% |
| Rubbish Removal/Sanitation | \$ 17,109.44 | \$ 35,000.00 | \$ 17,890.56 | 48.9% | Rubbish Removal/Sanitation | \$ 11,073.54 | \$ 20,000.00 | \$ 8,926.46 | 55.4% |
| Seed & Sod | \$ 6,969.00 | \$ 35,000.00 | \$ 28,031.00 | 19.9% | Seed & Sod | \$ 14,938.00 | \$ 29,000.00 | \$ 14,062.00 | 51.5% |
| Tee & Green | \$ 1,249.17 | \$ 13,000.00 | \$ 11,750.83 | 9.6% | 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 | \$ 9,878.93 | \$ 40,000.00 | \$ 30,121.07 | 24.7% | Topsoil & Sand | \$ 16,343.75 | \$ 31,500.00 | \$ 15,156.25 | 51.9% |
| 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 | \$ 95,170.25 | \$ 126,000.00 | \$ 30,829.75 | 75.5% |
| 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 | \$ 3,650.23 | \$ 60,000.00 | \$ 56,349.77 | 6.1% | 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 | \$ 11,847.16 | \$ 51,000.00 | \$ 39,152.84 | 23.2% | Clubhouse Furn./Repair | \$ 28,642.83 | \$ 50,000.00 | \$ 21,357.17 | 57.3% |
| Credit Card Expense | \$ 93,275.98 | \$ 85,000.00 | \$ (8,275.98) | 109.7% | Credit Card Expense | \$ 56,213.02 | \$ 75,000.00 | \$ 18,786.98 | 75.0% |
| 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 | \$ 3,883.15 | \$ 10,000.00 | \$ 6,116.85 | 38.8% | Safety Clothing Allowance | \$ 1,725.31 | \$ 9,000.00 | \$ 7,274.69 | 19.2% |
| Mileage-Maintenance | \$ 280.34 | \$ 450.00 | \$ 169.66 | 62.3% | Mileage-Maintenance | \$ - | \$ 450.00 | \$ 450.00 | 0.0% |
| Meetings/Travel | \$ 1,111.62 | \$ 2,500.00 | \$ 1,388.38 | 44.5% | Meetings/Travel | \$ - | \$ 2,500.00 | \$ 2,500.00 | 0.0% |
| Dues and Subscriptions | \$ 4,616.43 | \$ 4,100.00 | \$ (516.43) | 112.6% | Dues and Subscriptions | \$ 3,310.00 | \$ 4,100.00 | \$ 790.00 | 80.7% |
| Clothing Allowance-Admin | \$ - | \$ 4,000.00 | \$ 4,000.00 | 0.0% | Clothing Allowance-Admin | \$ - | \$ 4,000.00 | \$ 4,000.00 | 0.0% |
| Advertising/Promotions | \$ 18,935.96 | \$ 50,000.00 | \$ 31,064.04 | 37.9% | Advertising/Promotions | \$ 11,439.86 | \$ 50,000.00 | \$ 38,560.14 | 22.9% |
| CVEC Administration Charges | \$ 1,562.50 | \$ 4,688.00 | \$ 3,125.50 | 33.3% | CVEC Administration Charges | \$ 1,562.50 | \$ 4,688.00 | \$ 3,125.50 | 33.3% |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| | \$ - | \$ - | \$ - | - | | \$ - | \$ - | \$ - | - |
| SUBTOTAL | \$ 599,339.62 | \$ 1,119,536.00 | \$ 520,198.38 | 53.5% | SUBTOTAL | \$ 612,561.46 | \$ 1,021,318.00 | \$ 408,756.54 | 60.0% |
| 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 | \$ 145,981.78 | \$ 240,000.00 | \$ 94,018.22 | 61% | Pro Shop Purchases | \$ 99,046.33 | \$ 230,000.00 | \$ 130,953.67 | 43% |
| Capital | \$ - | \$ - | \$ - | - | Capital | \$ - | \$ - | \$ - | - |
| Indirect Costs | \$ 211,619.00 | \$ 211,619.00 | \$ - | 100% | Indirect Costs | \$ 205,356.00 | \$ 205,356.00 | \$ - | 100% |
| Life Insurance | \$ 323.54 | \$ 712.00 | \$ 388.46 | 45% | Life Insurance | \$ 322.78 | \$ 671.00 | \$ 348.22 | 48% |
| Unemployment | \$ 538.00 | \$ 50,000.00 | \$ 49,462.00 | 1% | Unemployment | \$ 1,631.00 | \$ 55,080.00 | \$ 53,449.00 | 3% |
| Health Insurance | \$ 161,117.50 | \$ 373,092.00 | \$ 211,974.50 | 43% | Health Insurance | \$ 138,499.00 | \$ 343,608.00 | \$ 205,109.00 | 40% |
| 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 | \$ 13,317.00 | \$ - | \$ (13,317.00) | #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 | \$ 1,305,049.71 | \$ 1,687,178.00 | \$ 382,128.29 | 77% | SUBTOTAL | \$ 1,196,123.39 | \$ 1,635,923.00 | \$ 439,799.61 | 73% |
| GRAND TOTAL | \$ 2,788,159.48 | \$ 4,598,474.00 | \$ 1,810,314.52 | 61% | GRAND TOTAL | \$ 2,685,174.80 | \$ 4,264,133.00 | \$ 1,568,958.20 | 63% |

CAPTAINS GOLF COURSE COMPARISON REPORT DECEMBER

| | <u>Dec-18</u> | <u>Dec-19</u> | <u>Dec-20</u> | <u>Dec-21</u> | <u>Dec-22</u> | <u>Dec-23</u> |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | | | |
| MEMBERSHIPS: | | | | | | |
| RESIDENTS - Early | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| RESIDENTS - Morning | \$ - | \$ - | \$ - | \$ 877.00 | \$ - | \$ - |
| RESIDENTS - Twilight | \$ - | \$ - | \$ 334.00 | \$ - | \$ 200.00 | \$ - |
| CHARTER NON-RESIDENTS | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| NON-RESIDENTS | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| NON-RESIDENT TWILIGHT | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| AFP COLLEGIATE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| AFP JUNIOR | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| SUBTOTAL | \$ - | \$ - | \$ 334.00 | \$ 877.00 | \$ 200.00 | \$ - |
| GREEN FEES: | | | | | | |
| 18 HOLE GREEN FEE | \$ 3,384.00 | \$ 4,833.00 | \$ 10,363.00 | \$ 9,021.00 | \$ 6,950.00 | \$ 11,474.00 |
| TWILIGHT GREEN FEES | \$ 2,157.00 | \$ 1,654.00 | \$ 3,311.00 | \$ 3,701.00 | \$ 690.00 | \$ 4,523.00 |
| BACK 9 GREEN FEES | \$ 193.00 | \$ 418.00 | \$ 1,803.00 | \$ 1,490.00 | \$ 2,585.00 | \$ 1,124.00 |
| ADVANCED RESERVATIONS | \$ - | \$ 1,846.00 | \$ 888.00 | \$ - | \$ 200.00 | \$ 300.00 |
| SUBTOTAL | \$ 5,734.00 | \$ 8,751.00 | \$ 16,365.00 | \$ 14,212.00 | \$ 10,425.00 | \$ 17,421.00 |
| CARTS: | | | | | | |
| 18 HOLE CART | \$ 2,537.36 | \$ 2,475.96 | \$ 4,930.02 | \$ 5,493.59 | \$ 3,713.98 | \$ 6,808.00 |
| 9 HOLE CART | \$ 1,233.68 | \$ 934.39 | \$ 2,605.87 | \$ 3,278.90 | \$ 2,149.52 | \$ 3,036.83 |
| SUBTOTAL | \$ 3,771.04 | \$ 3,410.35 | \$ 7,535.89 | \$ 8,772.49 | \$ 5,863.50 | \$ 9,844.83 |
| DRIVING RANGE | \$ 1,019.00 | \$ 1,283.00 | \$ 200.00 | \$ 2,494.00 | \$ 3,410.00 | \$ 2,065.00 |
| PULL CARTS | \$ 57.39 | \$ 41.40 | \$ 137.37 | \$ - | \$ 41.40 | \$ 91.26 |
| SNACK BAR RENT | \$ 3,000.00 | \$ 4,702.16 | \$ - | \$ 2,500.00 | \$ - | \$ 16,000.00 |
| GIFT CERTIFICATES | \$ 12,028.39 | \$ 16,194.59 | \$ 20,557.00 | \$ 24,370.87 | \$ 22,201.98 | \$ 22,091.11 |
| CREDIT BOOK | \$ (723.02) | \$ (1,127.18) | \$ (553.81) | \$ (1,354.81) | \$ (1,250.45) | \$ (3,416.01) |
| PRO SHOP SALES | \$ 6,402.30 | \$ 9,420.20 | \$ 3,361.16 | \$ 9,368.22 | \$ 7,127.39 | \$ 14,008.43 |
| HANDICAP REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| SOLAR REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| MISC. SALES | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| SUBTOTAL | \$ 21,784.06 | \$ 30,514.17 | \$ 23,701.72 | \$ 37,378.28 | \$ 31,530.32 | \$ 50,839.79 |
| TOTAL REVENUE | \$ 31,289.10 | \$ 42,675.52 | \$ 47,936.61 | \$ 61,239.77 | \$ 48,018.82 | \$ 78,105.62 |

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH DECEMBER (12 months)

| | <u>YEAR 2018</u> | <u>YEAR 2019</u> | <u>YEAR 2020</u> | <u>YEAR 2021</u> | <u>YEAR 2022</u> | <u>YEAR 2023</u> |
|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| REVENUE | | | | | | |
| MEMBERSHIPS: | | | | | | |
| RESIDENTS - Early | \$ 292,078.85 | \$ 319,332.00 | \$ 334,908.02 | \$ 283,150.00 | \$ 391,041.00 | \$ 396,696.71 |
| RESIDENTS - Morning | \$ 215,091.99 | \$ 216,176.45 | \$ 194,268.00 | \$ 167,922.70 | \$ 261,186.50 | \$ 294,422.70 |
| RESIDENTS - Twilight | \$ 45,537.00 | \$ 52,520.33 | \$ 65,166.00 | \$ 52,651.00 | \$ 68,624.80 | \$ 69,746.00 |
| CHARTER NON-RESIDENTS | \$ 6,895.00 | \$ 7,240.00 | \$ 6,414.00 | \$ 7,600.00 | \$ - | \$ - |
| NON-RESIDENTS | \$ 321,313.00 | \$ 338,696.00 | \$ 371,623.00 | \$ 412,078.00 | \$ 538,192.87 | \$ 564,859.96 |
| NON-RESIDENT TWILIGHT | \$ 42,579.00 | \$ 43,799.00 | \$ 70,105.00 | \$ 73,048.00 | \$ 81,951.00 | \$ 73,340.00 |
| COLLEGIATE | \$ 5,500.00 | \$ 8,386.00 | \$ 21,322.00 | \$ 19,993.00 | \$ 19,380.00 | \$ 17,650.00 |
| JUNIORS | \$ 3,730.00 | \$ 4,830.00 | \$ 6,456.00 | \$ 5,464.00 | \$ 3,917.00 | \$ 4,956.00 |
| SUBTOTAL | \$ 932,724.84 | \$ 990,979.78 | \$ 1,070,262.02 | \$ 1,021,906.70 | \$ 1,364,293.17 | \$ 1,421,671.37 |
| GREEN FEES: | | | | | | |
| 18 HOLE GREEN FEE | \$ 1,360,263.34 | \$ 1,387,015.10 | \$ 1,496,130.52 | \$ 1,595,561.95 | \$ 1,706,184.80 | \$ 1,800,433.49 |
| TWILIGHT GREEN FEES | \$ 155,132.20 | \$ 169,564.30 | \$ 226,656.88 | \$ 223,084.89 | \$ 231,713.48 | \$ 415,188.19 |
| BACK 9 GREEN FEES | \$ 71,971.04 | \$ 83,377.95 | \$ 99,660.95 | \$ 152,759.25 | \$ 233,589.14 | \$ 63,472.00 |
| ADVANCED RESERVATIONS | \$ 125,820.20 | \$ 122,939.00 | \$ 41,206.20 | \$ 64,040.45 | \$ 70,911.10 | \$ 125,011.30 |
| SUBTOTAL | \$ 1,713,186.78 | \$ 1,762,896.35 | \$ 1,863,654.55 | \$ 2,035,446.54 | \$ 2,242,398.52 | \$ 2,404,104.98 |
| CARTS: | | | | | | |
| 18 HOLE CART | \$ 527,436.21 | \$ 505,711.02 | \$ 527,323.36 | \$ 634,492.77 | \$ 646,376.71 | \$ 696,197.71 |
| 9 HOLE CART | \$ 116,276.73 | \$ 114,282.10 | \$ 132,383.04 | \$ 145,034.82 | \$ 157,437.63 | \$ 164,578.08 |
| SUBTOTAL | \$ 643,712.94 | \$ 619,993.12 | \$ 659,706.40 | \$ 779,527.59 | \$ 803,814.34 | \$ 860,775.79 |
| DRIVING RANGE | \$ 123,777.80 | \$ 137,473.00 | \$ 145,606.00 | \$ 168,313.00 | \$ 165,863.50 | \$ 171,592.00 |
| PULL CARTS | \$ 8,369.44 | \$ 7,750.43 | \$ 8,539.00 | \$ 5,253.72 | \$ 5,949.13 | \$ 7,207.85 |
| SNACK BAR RENT | \$ 35,000.00 | \$ 38,653.74 | \$ 10,000.00 | \$ 25,000.00 | \$ 24,603.05 | \$ 41,500.00 |
| GIFT CERTIFICATES | \$ (3,244.56) | \$ (2,798.40) | \$ 1,149.32 | \$ 16,929.84 | \$ 7,570.29 | \$ 5,377.41 |
| CREDIT BOOK | \$ (1,536.48) | \$ 4,274.00 | \$ 4,493.43 | \$ 22,489.52 | \$ 16,520.35 | \$ 18,472.11 |
| PRO SHOP SALES | \$ 280,791.29 | \$ 272,756.68 | \$ 190,562.79 | \$ 272,423.39 | \$ 294,237.73 | \$ 359,757.97 |
| HANDICAP REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 12,940.00 |
| SOLAR REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 72,117.00 |
| MISC. SALES | \$ - | \$ - | \$ - | \$ 6,223.27 | \$ 8,089.65 | \$ 4,155.75 |
| SUBTOTAL | \$ 443,157.49 | \$ 458,109.45 | \$ 360,350.54 | \$ 516,632.74 | \$ 522,833.70 | \$ 693,120.09 |
| TOTAL REVENUE | \$ 3,732,782.05 | \$ 3,831,978.70 | \$ 3,953,973.51 | \$ 4,353,513.57 | \$ 4,933,339.73 | \$ 5,379,672.23 |

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH DECEMBER (6 months)

| | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> |
|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| REVENUE | | | | | | |
| MEMBERSHIPS: | | | | | | |
| RESIDENTS - Early | \$ 17,980.00 | \$ 12,671.00 | \$ 23,112.00 | \$ 7,371.00 | \$ 480.00 | \$ 2,850.00 |
| RESIDENTS - Morning | \$ (795.00) | \$ 3,340.00 | \$ (793.00) | \$ 4,267.00 | \$ 3,280.00 | \$ 2,970.00 |
| RESIDENTS - Twilight | \$ 4,487.00 | \$ 5,432.00 | \$ 6,696.00 | \$ 2,808.00 | \$ 5,948.40 | \$ 1,080.00 |
| CHARTER NON-RESIDENTS | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| NON-RESIDENTS | \$ 9,165.00 | \$ 10,454.00 | \$ 24,600.00 | \$ 2,804.00 | \$ 2,080.00 | \$ 6,495.00 |
| NON-RESIDENT TWILIGHT | \$ 2,154.00 | \$ 3,108.00 | \$ 6,764.00 | \$ 2,800.00 | \$ 2,310.00 | \$ 2,136.00 |
| COLLEGIATE | \$ 740.00 | \$ 945.00 | \$ 1,221.00 | \$ 1,221.00 | \$ 450.00 | \$ 450.00 |
| JUNIORS | \$ 1,085.00 | \$ 388.00 | \$ 496.00 | \$ 584.00 | \$ - | \$ 496.00 |
| SUBTOTAL | \$ 34,816.00 | \$ 36,338.00 | \$ 62,096.00 | \$ 21,855.00 | \$ 14,548.40 | \$ 16,477.00 |
| GREEN FEES: | | | | | | |
| 18 HOLE GREEN FEE | \$ 998,120.34 | \$ 1,032,647.58 | \$ 1,316,261.58 | \$ 1,150,155.49 | \$ 1,215,456.56 | \$ 1,276,852.99 |
| TWILIGHT GREEN FEES | \$ 111,396.20 | \$ 116,393.00 | \$ 176,885.88 | \$ 151,126.89 | \$ 152,808.50 | \$ 296,149.15 |
| BACK 9 GREEN FEES | \$ 57,807.04 | \$ 67,842.00 | \$ 84,623.95 | \$ 117,751.25 | \$ 179,995.01 | \$ 29,356.00 |
| ADVANCED RESERVATIONS | \$ 53,587.00 | \$ 54,056.40 | \$ 27,003.80 | \$ 34,354.25 | \$ 47,205.55 | \$ 84,174.55 |
| SUBTOTAL | \$ 1,220,910.58 | \$ 1,270,938.98 | \$ 1,604,775.21 | \$ 1,453,387.88 | \$ 1,595,465.62 | \$ 1,686,532.69 |
| CARTS: | | | | | | |
| 18 HOLE CART | \$ 359,223.39 | \$ 356,209.90 | \$ 462,190.45 | \$ 444,826.50 | \$ 451,276.84 | \$ 463,818.90 |
| 9 HOLE CART | \$ 84,955.06 | \$ 89,067.14 | \$ 110,160.47 | \$ 99,709.00 | \$ 112,743.70 | \$ 110,411.06 |
| SUBTOTAL | \$ 444,178.45 | \$ 445,277.04 | \$ 572,350.92 | \$ 544,535.50 | \$ 564,020.54 | \$ 574,229.96 |
| DRIVING RANGE | \$ 82,482.00 | \$ 86,097.00 | \$ 120,366.00 | \$ 105,677.00 | \$ 97,777.50 | \$ 104,895.00 |
| PULL CARTS | \$ 6,028.21 | \$ 5,411.19 | \$ 6,752.08 | \$ 3,218.78 | \$ 4,486.24 | \$ 5,166.32 |
| SNACK BAR RENT | \$ 26,500.00 | \$ 28,202.16 | \$ 10,000.00 | \$ 25,000.00 | \$ 24,603.05 | \$ 35,500.00 |
| GIFT CERTIFICATES | \$ (3,685.64) | \$ 1,040.82 | \$ 6,633.60 | \$ 15,517.82 | \$ 9,964.42 | \$ 8,873.23 |
| CREDIT BOOK | \$ 4,587.64 | \$ 2,548.99 | \$ 5,010.30 | \$ 18,104.03 | \$ 13,060.29 | \$ 7,095.88 |
| PRO SHOP SALES | \$ 176,565.51 | \$ 169,372.17 | \$ 151,387.09 | \$ 172,837.19 | \$ 168,420.74 | \$ 239,487.47 |
| HANDICAP REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,480.00 |
| SOLAR REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| MISC. SALES | \$ - | \$ - | \$ - | \$ 6,223.27 | \$ 4,298.56 | \$ 3,340.10 |
| SUBTOTAL | \$ 292,477.72 | \$ 292,672.33 | \$ 300,149.07 | \$ 346,578.09 | \$ 322,610.80 | \$ 406,838.00 |
| TOTAL REVENUE | \$ 1,992,382.75 | \$ 2,046,226.35 | \$ 2,539,371.20 | \$ 2,366,356.47 | \$ 2,496,645.36 | \$ 2,684,077.65 |

MONTH: Dec-23

| GUEST PLAY | | | | | | | | | | MEMBER PLAY | | | | GRAND | COMMENTS/WEATHER |
|--------------------|-----|------------|-----------|------------|-----------|-----------|----------|------------|--------------|-------------|------------|--------------|--------------|------------------------|------------------|
| DATE | DAY | 18 | B-9 | TWI-LT | PP | COMP | OTHER | TOT-GST | 18 | B-9 | TWI-LT | TOT-MBR | TOTALS | | |
| 1 | FRI | 13 | 3 | 10 | - | 7 | - | 33 | 92 | 28 | 35 | 155 | 188 | Sunny, 52 deg | |
| 2 | SAT | 24 | 2 | 8 | - | 1 | - | 35 | 73 | 10 | 36 | 119 | 154 | Cloudy, 51 deg | |
| 3 | SUN | - | - | 2 | - | - | - | 2 | 7 | 1 | - | 8 | 10 | Rain, 45 deg | |
| 4 | MON | 13 | - | 5 | - | 1 | - | 19 | 76 | - | 41 | 117 | 136 | Sunny, 50 deg | |
| 5 | TUE | 1 | - | 4 | - | 1 | - | 6 | 25 | - | - | 25 | 31 | Rainy, Cold, 40 deg | |
| 6 | WED | 1 | - | - | - | - | - | 1 | 15 | 5 | - | 20 | 21 | Flurries, Cold, 31 deg | |
| 7 | THU | - | - | - | - | - | - | - | 12 | - | 1 | 13 | 13 | Cold, 30 deg | |
| 8 | FRI | 13 | 1 | 7 | - | - | - | 21 | 40 | - | 24 | 64 | 85 | Chilly, 41 deg | |
| 9 | SAT | 36 | 8 | 15 | - | 3 | - | 62 | 92 | - | 37 | 129 | 191 | Sunny, 45 deg | |
| 10 | SUN | 17 | 9 | 10 | - | 2 | - | 38 | 73 | 13 | 31 | 117 | 155 | Sunny, Warm, 55 deg | |
| 11 | MON | - | - | - | - | - | - | - | - | - | - | - | - | Closed, Heavy Rain | |
| 12 | TUE | 4 | - | 1 | - | - | - | 5 | 36 | 11 | 5 | 52 | 57 | Sunny, Cold, 41 deg | |
| 13 | WED | 3 | 2 | 2 | - | - | - | 7 | 57 | 5 | 25 | 87 | 94 | Sunny, 42 deg | |
| 14 | THU | - | - | - | - | - | - | - | 4 | - | - | 4 | 4 | Sun, Cold, 33 deg | |
| 15 | FRI | 17 | 3 | 7 | - | 4 | - | 31 | 92 | - | 42 | 134 | 165 | Sunny, 48 deg | |
| 16 | SAT | 30 | 2 | 14 | - | 2 | - | 48 | 89 | 15 | 16 | 120 | 168 | Sunny, 49 deg | |
| 17 | SUN | 11 | 3 | 4 | - | 5 | - | 23 | 83 | 9 | 15 | 107 | 130 | Cloudy, Warm, 51 deg | |
| 18 | MON | - | - | - | - | - | - | - | - | - | - | - | - | Closed, Rain, Wind | |
| 19 | TUE | 1 | - | 5 | - | 8 | - | 14 | 35 | 2 | 10 | 47 | 61 | Sunny, Windy, 43 deg | |
| 20 | WED | 1 | - | 1 | - | - | - | 2 | 39 | 11 | - | 50 | 52 | Cold, Windy, 40 deg | |
| 21 | THU | 2 | - | - | - | - | - | 2 | 6 | 3 | 1 | 10 | 12 | Cold, 32 deg | |
| 22 | FRI | 9 | - | 1 | - | - | - | 10 | 28 | 4 | - | 32 | 42 | Sunny, Cold, 38 deg | |
| 23 | SAT | 1 | - | 5 | - | - | - | 6 | - | - | - | - | 6 | Cold, Frost until 1:00 | |
| 24 | SUN | 6 | - | 3 | - | 4 | - | 13 | 38 | - | 9 | 47 | 60 | Cloudy, 45 deg | |
| 25 | MON | - | - | - | - | - | - | - | - | - | - | - | - | Closed, Christmas | |
| 26 | TUE | 35 | - | 14 | - | 1 | - | 50 | 60 | - | 32 | 92 | 142 | Foggy, 48 deg | |
| 27 | WED | 12 | - | 14 | - | 2 | - | 28 | 45 | - | 29 | 74 | 102 | Foggy, Warm, 49 deg | |
| 28 | THU | - | - | - | - | - | - | - | - | - | - | - | - | Closed, Rain, 50 deg | |
| 29 | FRI | 12 | 2 | 5 | - | 2 | - | 21 | 44 | - | 7 | 51 | 72 | Cloudy, Mist, 45 deg | |
| 30 | SAT | 35 | 1 | 29 | - | 1 | - | 66 | 77 | - | 24 | 101 | 167 | Cloudy, Cool, 44 deg | |
| 31 | SUN | 9 | 9 | 10 | - | 1 | - | 29 | 41 | 13 | 6 | 60 | 89 | Cloudy, Cold, 41 deg | |
| TOTALS | | 306 | 45 | 176 | - | 45 | - | 572 | 1,279 | 130 | 426 | 1,835 | 2,407 | 4 Days Closed | |
| <i>December-22</i> | | <i>185</i> | <i>77</i> | <i>46</i> | <i>-</i> | <i>11</i> | <i>-</i> | <i>319</i> | <i>1,027</i> | <i>233</i> | <i>128</i> | <i>1,388</i> | <i>1,707</i> | <i>9 Days Closed</i> | |
| <i>December-21</i> | | <i>289</i> | <i>56</i> | <i>151</i> | <i>-</i> | <i>5</i> | <i>-</i> | <i>501</i> | <i>1,643</i> | <i>345</i> | <i>324</i> | <i>2,312</i> | <i>2,813</i> | <i>1 Day Closed</i> | |
| <i>December-20</i> | | <i>299</i> | <i>55</i> | <i>155</i> | <i>-</i> | <i>19</i> | <i>-</i> | <i>528</i> | <i>1,371</i> | <i>290</i> | <i>376</i> | <i>2,037</i> | <i>2,565</i> | <i>8 Days Closed</i> | |
| <i>December-19</i> | | <i>137</i> | <i>15</i> | <i>71</i> | <i>-</i> | <i>24</i> | <i>-</i> | <i>247</i> | <i>648</i> | <i>59</i> | <i>116</i> | <i>823</i> | <i>1,070</i> | | |
| <i>December-18</i> | | <i>96</i> | <i>12</i> | <i>88</i> | <i>-</i> | <i>17</i> | <i>-</i> | <i>213</i> | <i>867</i> | <i>121</i> | <i>141</i> | <i>1,129</i> | <i>1,342</i> | | |
| <i>December-17</i> | | <i>51</i> | <i>4</i> | <i>42</i> | <i>-</i> | <i>3</i> | <i>-</i> | <i>100</i> | <i>603</i> | <i>127</i> | <i>69</i> | <i>799</i> | <i>899</i> | | |
| <i>December-16</i> | | <i>94</i> | <i>6</i> | <i>56</i> | <i>-</i> | <i>34</i> | <i>-</i> | <i>190</i> | <i>792</i> | <i>187</i> | <i>81</i> | <i>1,060</i> | <i>1,250</i> | | |
| <i>December-15</i> | | <i>187</i> | <i>33</i> | <i>117</i> | <i>-</i> | <i>40</i> | <i>-</i> | <i>377</i> | <i>1,246</i> | <i>192</i> | <i>275</i> | <i>1,713</i> | <i>2,090</i> | | |
| <i>December-14</i> | | <i>97</i> | <i>6</i> | <i>86</i> | <i>-</i> | <i>14</i> | <i>-</i> | <i>203</i> | <i>888</i> | <i>129</i> | <i>73</i> | <i>1,090</i> | <i>1,293</i> | | |
| <i>December-13</i> | | <i>102</i> | <i>-</i> | <i>56</i> | <i>-</i> | <i>16</i> | <i>-</i> | <i>174</i> | <i>699</i> | <i>169</i> | <i>67</i> | <i>935</i> | <i>1,109</i> | | |
| <i>December-12</i> | | <i>71</i> | <i>38</i> | <i>85</i> | <i>-</i> | <i>35</i> | <i>-</i> | <i>229</i> | <i>834</i> | <i>212</i> | <i>121</i> | <i>1,167</i> | <i>1,396</i> | | |
| <i>December-11</i> | | <i>132</i> | <i>23</i> | <i>124</i> | <i>-</i> | <i>25</i> | <i>-</i> | <i>304</i> | <i>997</i> | <i>215</i> | <i>138</i> | <i>1,350</i> | <i>1,654</i> | | |
| <i>December-10</i> | | <i>34</i> | <i>-</i> | <i>27</i> | <i>-</i> | <i>43</i> | <i>-</i> | <i>104</i> | <i>481</i> | <i>82</i> | <i>68</i> | <i>631</i> | <i>735</i> | | |
| <i>December-09</i> | | <i>42</i> | <i>1</i> | <i>27</i> | <i>1</i> | <i>51</i> | <i>-</i> | <i>122</i> | <i>547</i> | <i>83</i> | <i>64</i> | <i>694</i> | <i>816</i> | | |
| <i>December-08</i> | | <i>110</i> | <i>2</i> | <i>98</i> | <i>-</i> | <i>55</i> | <i>-</i> | <i>265</i> | <i>657</i> | <i>27</i> | <i>153</i> | <i>837</i> | <i>1,102</i> | | |
| <i>December-07</i> | | <i>140</i> | <i>12</i> | <i>65</i> | <i>-</i> | <i>37</i> | <i>-</i> | <i>254</i> | <i>402</i> | <i>72</i> | <i>107</i> | <i>581</i> | <i>835</i> | | |
| <i>December-06</i> | | <i>265</i> | <i>49</i> | <i>123</i> | <i>-</i> | <i>33</i> | <i>-</i> | <i>470</i> | <i>969</i> | <i>246</i> | <i>235</i> | <i>1,450</i> | <i>1,920</i> | | |
| <i>December-05</i> | | <i>94</i> | <i>10</i> | <i>74</i> | <i>-</i> | <i>14</i> | <i>-</i> | <i>192</i> | <i>409</i> | <i>33</i> | <i>120</i> | <i>562</i> | <i>754</i> | | |
| <i>December-04</i> | | <i>87</i> | <i>28</i> | <i>50</i> | <i>-</i> | <i>13</i> | <i>9</i> | <i>187</i> | <i>585</i> | <i>109</i> | <i>213</i> | <i>907</i> | <i>1,094</i> | | |
| <i>December-03</i> | | <i>254</i> | <i>33</i> | <i>65</i> | <i>-</i> | <i>29</i> | <i>-</i> | <i>381</i> | <i>668</i> | <i>69</i> | <i>161</i> | <i>898</i> | <i>1,279</i> | | |
| <i>December-02</i> | | <i>59</i> | <i>19</i> | <i>33</i> | <i>-</i> | <i>12</i> | <i>-</i> | <i>123</i> | <i>316</i> | <i>18</i> | <i>72</i> | <i>406</i> | <i>529</i> | | |
| <i>December-01</i> | | <i>243</i> | <i>17</i> | <i>178</i> | <i>-</i> | <i>31</i> | <i>-</i> | <i>469</i> | <i>1,210</i> | <i>110</i> | <i>154</i> | <i>1,474</i> | <i>1,943</i> | | |
| <i>December-00</i> | | <i>59</i> | <i>-</i> | <i>27</i> | <i>40</i> | <i>11</i> | <i>2</i> | <i>139</i> | <i>506</i> | <i>5</i> | <i>1</i> | <i>512</i> | <i>651</i> | | |

CALENDAR YEAR 2023 PLAY TOTALS

| | GUEST PLAY | | | | | | MEMBER PLAY | | | | TOTAL 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 | Member Play % |
| January | 152 | - | 95 | 53 | 15 | 315 | 1,100 | 285 | 138 | 1,523 | 1,838 | 83% |
| February | 186 | - | 60 | 76 | 24 | 346 | 791 | 212 | 101 | 1,104 | 1,450 | 76% |
| March | 268 | - | 128 | 99 | 13 | 508 | 1,356 | 385 | 149 | 1,890 | 2,398 | 79% |
| April | 1,099 | 213 | 263 | 371 | 111 | 2,057 | 2,302 | 730 | 433 | 3,465 | 5,522 | 63% |
| May | 2,495 | 361 | 254 | 1,004 | 1,217 | 5,331 | 3,307 | 1,086 | 864 | 5,257 | 10,588 | 50% |
| June | 3,974 | 180 | 100 | 1,816 | 329 | 6,399 | 3,687 | 462 | 1,926 | 6,075 | 12,474 | 49% |
| July | 6,228 | 96 | 115 | 3,209 | 204 | 9,852 | 4,472 | 455 | 2,325 | 7,252 | 17,104 | 42% |
| August | 5,309 | 20 | 176 | 2,777 | 218 | 8,500 | 4,230 | 541 | 1,965 | 6,736 | 15,236 | 44% |
| September | 3,272 | 257 | 110 | 1,242 | 253 | 5,134 | 3,003 | 311 | 1,450 | 4,764 | 9,898 | 48% |
| October | 2,239 | 141 | 96 | 1,092 | 973 | 4,541 | 3,063 | 559 | 1,207 | 4,829 | 9,370 | 52% |
| November | 627 | 36 | 40 | 323 | 258 | 1,284 | 1,732 | 289 | 516 | 2,537 | 3,821 | 66% |
| December | 306 | - | 45 | 176 | 45 | 572 | 1,279 | 130 | 426 | 1,835 | 2,407 | 76% |
| TOTALS | 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% |

GOLF DEPARTMENT - DRAFT FY 2025 BUDGET Revised 01/05/24

| | EXPENDED FY2020 | EXPENDED FY2021 | EXPENDED FY2022 | EXPENDED FY2023 | | REQUESTED FY2024 | REQUESTED FY2025 | FY24/FY25 DIFFERENCE | |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|---------------------|------------------------|-------------------------|---------------|
| WAGES | | | | | WAGES | | | | |
| Full-time Maintenance | \$ 588,859 | \$578,912.82 | \$ 873,876.90 | \$1,007,977.72 | Full-Time Wages | \$ 1,132,652.00 | \$ 1,191,740.00 | \$ 59,088 | 5.22% |
| Part-time Maintenance | \$ 221,794 | \$266,414.68 | \$ 523,288.77 | \$ 551,373.03 | Part-Time Wages | \$ 208,288.00 | \$ 197,930.00 | \$ (10,358) | -4.97% |
| Full-time Administrative | \$ 253,962 | \$264,596.17 | \$ - | \$ - | Part-Time Seasonal | \$ 362,106.00 | \$ 372,106.00 | \$ 10,000 | 2.76% |
| Part-time Administrative | \$ 161,572 | \$225,930.09 | \$ - | \$ - | Overtime | \$ 67,302.00 | \$ 70,668.00 | \$ 3,366 | 5.00% |
| Overtime | \$ 41,237 | \$ 59,763.88 | \$ 57,683.38 | \$ 67,612.79 | Longevity | \$ 14,170.00 | \$ 13,848.00 | \$ (322) | -2.27% |
| Longevity | \$ 17,299 | \$ 19,236.16 | \$ 14,610.00 | \$ 15,197.00 | Contractual Obligations | \$ - | \$ - | \$ - | #DIV/0! |
| Contractual Obligations | \$ - | \$ 22,351.99 | \$ 6,500.00 | \$ - | | \$ - | \$ - | \$ - | |
| SUBTOTAL | \$ 1,284,724 | \$ 1,437,206 | \$ 1,475,959 | \$ 1,642,161 | | \$ 1,784,518 | \$ 1,846,292.00 | \$ 61,774 | 3.46% |
| GENERAL EXPENSES | | | | | GENERAL EXPENSES | | | | |
| Clothing-Maintenance | \$ 8,766 | \$ 7,780 | \$ 10,004 | \$ 8,124 | Oil/Grease | \$ 3,500.00 | \$ 6,000.00 | \$ 2,500.00 | 71.43% |
| Clothing-Administrative | \$ - | \$ 1,500 | \$ - | \$ - | Diesel Fuel | \$ 12,500.00 | \$ 20,000.00 | \$ 7,500.00 | 60.00% |
| Oil/Grease-Maintenance | \$ 2,628 | \$ 1,555 | \$ 2,819 | \$ 5,752 | Heating | \$ 16,000.00 | \$ 17,600.00 | \$ 1,600.00 | 10.00% |
| Diesel Fuel | \$ 12,493 | \$ 8,268 | \$ 12,299 | \$ 19,282 | Gasoline | \$ 13,000.00 | \$ 14,300.00 | \$ 1,300.00 | 10.00% |
| Heating-Maintenance | \$ 2,440 | \$ 2,419 | \$ 14,487 | \$ 15,494 | Electricity | \$ 50,000.00 | \$ 62,500.00 | \$ 12,500.00 | 25.00% |
| Heating-Clubhouse | \$ 9,048 | \$ 9,689 | \$ - | \$ - | Electricity-Irrigation Pump | \$ 25,000.00 | \$ 31,250.00 | \$ 6,250.00 | 25.00% |
| Gasoline-Maintenance | \$ 10,112 | \$ 5,793 | \$ 12,319 | \$ 13,057 | R&M Equipment | \$ 95,000.00 | \$ 105,000.00 | \$ 10,000.00 | 10.53% |
| Electricity-Maintenance | \$ 4,905 | \$ 5,186 | \$ 48,717 | \$ 48,376 | R&M Irrigation | \$ 40,000.00 | \$ 45,000.00 | \$ 5,000.00 | 12.50% |
| Electricity-Clubhouse | \$ 31,131 | \$ 32,493 | \$ - | \$ - | Professional/Technical | \$ 8,500.00 | \$ 10,000.00 | \$ 1,500.00 | 17.65% |
| Electricity-Irrigation | \$ 19,152 | \$ 23,086 | \$ 16,391 | \$ 24,149 | OSHA Training | \$ 2,500.00 | \$ 2,500.00 | \$ - | 0.00% |
| Electricity-Driving Range | \$ 3,439 | \$ 2,943 | \$ - | \$ - | Phones | \$ 1,600.00 | \$ 2,000.00 | \$ 400.00 | 25.00% |
| R & M Equipment | \$ 71,672 | \$ 73,507 | \$ 81,363 | \$ 98,799 | Alarm | \$ 2,200.00 | \$ 3,000.00 | \$ 800.00 | 36.36% |
| R & M Irrigation | \$ 19,388 | \$ 42,728 | \$ 31,956 | \$ 45,882 | Office Supplies | \$ 10,000.00 | \$ 10,000.00 | \$ - | 0.00% |
| Professional/Technical | \$ 5,083 | \$ 6,066 | \$ 13,004 | \$ 13,069 | Score Cards | \$ 6,000.00 | \$ 6,000.00 | \$ - | 0.00% |
| Phone-Maintenance | \$ 630 | \$ 628 | \$ 1,474 | \$ 1,421 | Maintenance Supplies | \$ 15,000.00 | \$ 20,000.00 | \$ 5,000.00 | 33.33% |
| Phone-Clubhouse | \$ 911 | \$ 910 | \$ - | \$ - | Range Supplies | \$ 13,000.00 | \$ 15,000.00 | \$ 2,000.00 | 15.38% |
| Alarm-Maintenance | \$ 963 | \$ 963 | \$ 3,297 | \$ 4,175 | Computer Supplies | \$ 8,500.00 | \$ 8,500.00 | \$ - | 0.00% |
| Alarm-Clubhouse | \$ 672 | \$ 1,267 | \$ - | \$ - | Custodial Supplies | \$ 25,000.00 | \$ 27,000.00 | \$ 2,000.00 | 8.00% |
| Office Supplies-Admin. | \$ 10,087 | \$ 9,885 | \$ 9,382 | \$ 7,224 | Rubbish Removal/Sanitation | \$ 35,000.00 | \$ 36,750.00 | \$ 1,750.00 | 5.00% |
| Score Cards | \$ 1,610 | \$ 3,518 | \$ 3,260 | \$ 2,985 | Seed & Sod | \$ 35,000.00 | \$ 40,000.00 | \$ 5,000.00 | 14.29% |
| Maintenance Supplies | \$ 7,698 | \$ 16,694 | \$ 15,221 | \$ 25,016 | Tee & Green | \$ 13,000.00 | \$ 15,000.00 | \$ 2,000.00 | 15.38% |
| Range Supplies | \$ 6,292 | \$ 6,303 | \$ 5,315 | \$ 4,875 | Landscaping | \$ 8,000.00 | \$ 8,000.00 | \$ - | 0.00% |
| Computer Services | \$ 7,648 | \$ 6,681 | \$ 8,017 | \$ 9,808 | Topsoil & Sand | \$ 40,000.00 | \$ 45,000.00 | \$ 5,000.00 | 12.50% |
| Office Supplies-Maint. | \$ 693 | \$ 1,625 | \$ - | \$ - | Fertilizer | \$ 100,000.00 | \$ 100,000.00 | \$ - | 0.00% |
| Custodial Supplies/Services | \$ 17,164 | \$ 27,685 | \$ 24,913 | \$ 14,583 | Fungicide | \$ 135,000.00 | \$ 140,000.00 | \$ 5,000.00 | 3.70% |
| Rubbish Removal/Sanit. | \$ 19,778 | \$ 25,690 | \$ 25,487 | \$ 19,657 | Insecticides | \$ 20,000.00 | \$ 21,000.00 | \$ 1,000.00 | 5.00% |
| Seed & Sod | \$ 17,618 | \$ 19,889 | \$ 20,966 | \$ 26,271 | Misc. Wetting Agents/Lime | \$ 60,000.00 | \$ 65,000.00 | \$ 5,000.00 | 8.33% |
| Tee & Green | \$ 2,292 | \$ 6,416 | \$ 11,003 | \$ 13,037 | Cart Lease | \$ 111,000.00 | \$ 122,100.00 | \$ 11,100.00 | 10.00% |
| Landscaping | \$ 907 | \$ 315 | \$ 3,343 | \$ 5,980 | Buildings R&M | \$ 51,000.00 | \$ 55,000.00 | \$ 4,000.00 | 7.84% |
| Topsoil & Sand | \$ 25,064 | \$ 30,078 | \$ 43,884 | \$ 34,362 | Credit Card Expense | \$ 85,000.00 | \$ 100,000.00 | \$ 15,000.00 | 17.65% |
| Fertilizer | \$ 65,762 | \$ 72,840 | \$ 69,792 | \$ 92,554 | Environmental Monitoring | \$ 3,500.00 | \$ 3,500.00 | \$ - | 0.00% |
| Fungicide | \$ 21,640 | \$ 113,501 | \$ 126,177 | \$ 138,627 | Safety Clothing Allowance | \$ 10,000.00 | \$ 10,000.00 | \$ - | 0.00% |
| Insecticides | \$ 2,580 | \$ 14,420 | \$ 19,019 | \$ 10,790 | Mileage-Maintenance | \$ 450.00 | \$ 450.00 | \$ - | 0.00% |
| Misc. Wetting Agents/Lime | \$ 62,709 | \$ 49,663 | \$ 48,090 | \$ 47,830 | Meetings/Travel | \$ 2,500.00 | \$ 2,500.00 | \$ - | 0.00% |
| Riding Cart Lease | \$ 118,271 | \$ 111,000 | \$ 111,000 | \$ 111,000 | Dues and Subscriptions | \$ 4,100.00 | \$ 5,000.00 | \$ 900.00 | 21.95% |
| Clubhouse Furnish/Repair | \$ 30,979 | \$ 55,325 | \$ 23,463 | \$ 46,147 | Clothing Allowance-Admin | \$ 4,000.00 | \$ 5,000.00 | \$ 1,000.00 | 25.00% |
| Credit Card Expense | \$ 56,231 | \$ 77,069 | \$ 75,458 | \$ 96,742 | Advertising/Promotions | \$ 50,000.00 | \$ 50,000.00 | \$ - | 0.00% |
| In State Travel-Maint. | \$ 702 | \$ - | \$ - | \$ 88 | CVEC Administrative Fees | \$ 4,688.00 | \$ 4,688.00 | \$ - | 0.00% |
| Meetings/Travel-Maint. | \$ 252 | \$ - | \$ 130 | \$ 1,060 | | \$ - | \$ - | \$ - | |
| Meetings/Travel-Admin. | \$ 124 | \$ - | \$ - | \$ - | | \$ - | \$ - | \$ - | |
| Dues Subscrip-Maint. | \$ 205 | \$ 1,295 | \$ 3,570 | \$ 4,961 | | \$ - | \$ - | \$ - | |
| Dues Subscrip-Admin. | \$ 2,270 | \$ 2,270 | \$ - | \$ - | | \$ - | \$ - | \$ - | |
| Adverts/Markt/Promo | \$ 19,554 | \$ 23,646 | \$ 28,307 | \$ 30,851 | | \$ - | \$ - | \$ - | |
| OSHA Training | \$ - | \$ - | \$ 663 | \$ 1,659 | | \$ - | \$ - | \$ - | |
| CVEC Charges | \$ - | \$ - | \$ - | \$ 4,688 | | \$ - | \$ - | \$ - | |
| Environmental Monitoring | \$ - | \$ 971 | \$ 3,410 | \$ 2,119 | | \$ - | \$ - | \$ - | |
| TOTAL OPERATING EXP. | \$ 701,565 | \$ 903,558 | \$ 927,997 | \$ 1,050,492 | | \$ 1,119,538 | \$ 1,234,638 | \$ 115,100.00 | 10.28% |
| PRO SHOP PURCHASES | | \$ 189,018 | \$ 169,753 | \$ 265,713 | | | | | |
| FRINGE BENEFITS | | | | | OTHER EXPENSES | | | | |
| Life Insurance | \$ - | \$ 531 | \$ 542 | \$ 617 | Transfer to Trust | \$ 21,000.00 | \$ 21,000.00 | \$ - | 0.00% |
| Unemployment | \$ - | \$ - | \$ 37,592 | \$ 37,255 | Pro Shop Purchases | \$ 240,000.00 | \$ 244,800.00 | \$ 4,800 | 2.00% |
| Health Insurance | \$ 225,288 | \$ 212,782 | \$ 268,091 | \$ 268,091 | Transfer to Capital Fund | \$ 350,000.00 | \$ 300,000.00 | \$ (50,000) | -14.29% |
| Medicare Tax | \$ 18,212 | \$ 20,567 | \$ 21,783 | \$ 21,783 | Indirect Costs | \$ 211,619.00 | \$ 222,200.00 | \$ 10,581 | 5.00% |
| Retirement/Pension | \$ 240,553 | \$ 251,300 | \$ 238,554 | \$ 238,554 | Life Insurance | \$ 712.00 | \$ 750.00 | \$ 38 | 5.34% |
| TOTAL FRINGE BENEFITS | \$ 484,583 | \$ 522,784 | \$ 566,300 | \$ 566,300 | Unemployment | \$ 50,000.00 | \$ 50,000.00 | \$ - | 0.00% |
| CAPITAL | \$ 45,547 | \$ 123,954 | \$ - | \$ - | Health Insurance | \$ 373,092.00 | \$ 367,174.00 | \$ (5,918) | -1.59% |
| WORKERS COMPENSATION | \$ 11,439 | \$ 9,646 | \$ 10,605 | \$ 10,605 | Medicare | \$ 26,050.00 | \$ 26,571.00 | \$ 521 | 2.00% |
| PROPERTY INSURANCE | \$ 71,827 | \$ 77,123 | \$ 68,370 | \$ 68,370 | Compensated Absences | \$ 20,000.00 | \$ 20,000.00 | \$ - | 0.00% |
| OPEB | \$ 17,277 | \$ 21,000 | \$ 21,000 | \$ 21,000 | Workers Compensation | \$ 16,000.00 | \$ 16,800.00 | \$ 800 | 5.00% |
| ENCUMBRANCES | \$ - | \$ 10,728 | \$ - | \$ - | General Liability Insurance | \$ 82,000.00 | \$ 86,100.00 | \$ 4,100 | 5.00% |
| COMPENSATED ABSENCES | \$ - | \$ 1,193 | \$ 23,931 | \$ 23,931 | Retirement/Pension Exp. | \$ 296,705.00 | \$ 301,937.00 | \$ 5,232 | 1.76% |
| TRANSFER TO GEN. STAB | \$ - | \$ - | \$ 400,000 | \$ 400,000 | SUBTOTAL | \$ 1,687,178 | \$ 1,657,332.00 | \$ (29,846) | -1.77% |
| INDIRECT COSTS | \$ - | \$ - | \$ 205,356 | \$ 205,356 | | | | | |
| EXPENSE BUDGET TOTAL | \$ 1,838,217 | \$ 1,993,503 | \$ 2,611,767 | \$ 2,611,767 | | \$ 2,806,716 | \$ 2,891,970.00 | \$ 85,254 | 3.04% |
| TOT. WAGE & EXP. BUDGET | \$ 3,275,422 | \$ 3,469,462 | \$ 4,253,928 | \$ 4,253,928 | | \$ 4,591,234 | \$ 4,738,262.00 | \$ 147,028 | 3.20% |



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

GOLF COMMISSION
Minutes of December 12th, 2023

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Peter Lombardi (Town Administrator), Donna Kalinick (Asst. Town Administrator), Mimi Bernardo (Town Accountant), Dave Whitney (Selectboard Liaison), Bill Meehan (Finance Liaison) and Terry Ivester (Women's 18-Hole Assoc.)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7803?site=1>

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

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

Public Comment: None.

FY 25-29 Financial Forecast Presentation (Peter Lombardi, Donna Kalinick, Mimi Bernardo, and Jay Packett) - The meeting began with Peter Lombardi expressing gratitude for the opportunity to present the second annual five-year financial forecast for the golf department. Peter highlighted the importance of the forecast in understanding the financial implications of decisions over the medium and long term. He acknowledged that the Town had achieved the goal of winning the Distinguished Budget Presentation Award for the fiscal 24 Town operating budget presented by The Government Finance Officers Association.

Mimi Bernardo presented a recap of fiscal year 24, discussing the golf department's operating budget, expenses, and revenues. She emphasized the strategic approach to rate increases and membership fees based on forecasts. Peter addressed rate recommendations for fiscal years 25 to 29, noting the importance of maintaining annual increases of at least 5%. They also discussed proposed increases in golf cart rates.

Donna Kalinick delved into the expense side, detailing a 4.6% average increase in overall expenses. Key drivers included a 55% increase in electricity costs and a 20% rise in golf cart lease payments. Personnel and indirect cost increases were aligned with an assumed 5% annual growth.

Mimi presented debt details for the golf irrigation and maintenance building projects, with projected payments starting in fiscal years 27 and 25, respectively. Peter Lombardi highlighted the need for realistic assumptions and acknowledged the conservative timeline for project completion.

Donna Kalinick discussed retained earnings, noting the impact of the FY 24 capital plan on the balance. The 10-year capital improvement plan was updated, assuming \$1.3 million in annual capital expenses. They emphasized the need to monitor the golf course's financial performance, considering the town's free cash and financial reserves policy.

The presentation concluded with a five-year outlook, focusing on fiscal years 25 to 29, outlining debt payments, capital projects, and potential challenges. The team expressed gratitude and opened the floor for questions and discussions.

The discussion revolved around various financial aspects and projections for a golf course. Anne O'Connell raised questions about the revenue status compared to the previous year, prompting Mimi Bernardo to commit to providing that information later. Mimi acknowledged the variable nature of expenses and revenues, considering factors such as weather.

Jay Packett and Peter Lombardi shared the current revenue status, indicating an increase compared to the previous year. Anne O'Connell acknowledged the positive trend but emphasized the need to stay vigilant. Rob David raised questions about expense increases and rate recommendations for future fiscal years.

Peter Lombardi explained the 8% proposed increase in fiscal 25, anticipating a 20% expense increase due to a new lease agreement. John Kissida expressed gratitude for the detailed information and discussed concerns about avoiding past financial challenges. Mimi reassured him about the cost-effectiveness of their current structure.

Dave Valcourt discussed the satisfaction with the golf course's improved facilities, attributing it to past financial decisions. He also raised concerns about potential weather-related disruptions and asked about insurance coverage. Peter Lombardi explained the lack of specific insurance for such events and the possible measures to address revenue shortfalls. Jay Packett proposed rate increases above the initially suggested 5% and 6% for fiscal years 25 and 26, advocating for a more cautious approach. Peter Lombardi explained the legal constraints on charging more than the services provided but discussed the possibility of appropriations to the capital stabilization fund. Dave Valcourt inquired about the course's preparedness for unforeseen events, drawing on the experience of past disruptions like Hurricane Bob in 1990. The conversation touched upon the financial impact of natural disasters and the town's potential support in such cases. Anne O'Connell praised the financial team for their work and expressed gratitude for the transparency in financial reporting. Andrea Johnson and others echoed the appreciation for the detailed financial insights provided. The discussion concluded with appreciation for the financial team's efforts in providing valuable information.

Discussion and vote on recommendations for daily fee, cart fee and range fee increases (Andrea Johnson) - Jay Packett presented a proposal to increase daily fees for golf carts from 5% to 8%. He explained that the current rates, shown in the far-right column of a spreadsheet, would remain unchanged from January 1 through March 29, 2024. Jay emphasized that the 8% increase in cart fees is minimal in terms of actual dollars and justified it by comparing with surrounding golf courses, where they align closely. Anne O'Connell questioned why there wasn't an increase in cart rates for nine holes. Jay Packett explained that the 8% increase results in only an 80-cent difference, and it's more convenient for handling transactions with whole-dollar amounts. Regarding the driving range fees, Jay Packett mentioned a proposed 2% increase but noted that it would only raise the fee from \$3 to \$3.20. He expressed satisfaction with the performance of the driving range, indicating positive financial reports. The

discussion continued with Jay Paggi suggesting a potential increase beyond 5% due to the superior quality of the golfing experience provided. However, Jay Packett and others expressed caution, preferring to assess the impact of the proposed increases before making further adjustments. John Kissida proposed examining rate structures on specific dates, suggesting potential shifts around Memorial Day and Labor Day to optimize revenue. Jay Packett explained the historical rationale for the current rate structures, particularly post-Labor Day. The Golf Commission approved the proposed daily fee increases, with Anne O'Connell making a motion to approve the rates for daily fee players, carts, and the driving range as distributed by Jay Packett. It was approved unanimously.

Update on Business Manager Position (Jay Packett) - Jay Packett conveyed that an individual had accepted an offer for the business manager position and was undergoing pre-employment paperwork. The individual's expected start date was January 2, and the initial weeks would involve familiarization with the town's operations, staff, and training on various software. Anne O'Connell raised a question about the location of the business manager's office, specifically whether it would affect the availability of the conference room. Jay Packett confirmed that the conference room would be the new office space, and Anne inquired if it would still be available for other uses. Jay clarified that he planned to inform the ladies associations and Mahjong groups individually about the unavailability of the conference room. The discussion concluded with a clear understanding that the conference room would no longer be available for general use.

Monthly Financials (Jay Packett) - Jay Packett shifted the discussion to the financial aspect, presenting the budget status. He highlighted that they were slightly higher than the previous year, attributing the increase to payroll hitting three times in November. Despite this, he expressed overall comfort, noting lower general expenses compared to the same period last year. Moving on to the comparison reports, Jay reported being \$16,000 ahead year over year in November. He explained the decrease in greens fees due to unfavorable weather conditions during the month. However, he emphasized the positive impact on driving range revenue, which was busier than ever. The calendar year comparison report indicated a substantial increase in revenue, with \$460,000 ahead of the previous year through November. Jay expressed satisfaction with the pro shop's performance, up \$59,000 from last year. For the fiscal year, Jay reported being \$157,000 ahead, with memberships, greens fees, and cart fees contributing to the positive trend. Despite a deficit in November, the overall projection showed over \$200,000 in retained earnings at the end of the fiscal year. Jay provided details on the number of rounds played, highlighting 3,821 rounds in November, affected by suboptimal weather conditions. However, the cumulative rounds for 2023 were expected to reach around 92,000, surpassing initial expectations. Dave Valcourt shared insights into the value of the golf course product, noting the balance between daily fee players and members. He expressed satisfaction with the current equilibrium, where daily fee players were not deterred by revenue increases. Jay Packett acknowledged the collaborative effort in creating the financial forecast, praising the teamwork of Peter, Donna, Mimi, Colin, and himself. He highlighted the consistency in percentage increases from the previous year's predictions.

Update on course conditions, winter projects, and staffing (Colin Walsh) - Colin Walsh provided a brief update on the current status of the golf course as it transitioned into winter mode. He mentioned the recent cleanup efforts and shared updates on various ongoing projects. Colin reported that an order for new fairway mowers and a sand machine for sand trap maintenance had been placed, replacing 15-year-old equipment. RFPs were out for the redevelopment of well number two, and the hiring of an engineer for the project was in progress. Additionally, a source and supply study had been sent to irrigation consultants, with potential interest from firms, including one already working on a similar project at a golf club on the Cape. He highlighted completed in-house projects, including the rebuilding of seven bunkers, with positive feedback on their improved playability. Tree work had begun to address high limbs, and irrigation blowouts were complete, with ongoing repairs. Lime application to adjust the soil pH was in

progress, and preventive measures for snow mold were being implemented. Colin mentioned ongoing equipment maintenance, with the final layoffs scheduled for the end of December. The winter crew would consist of eight members, and Colin emphasized the misconception that they don't stay busy during the winter. During the discussion, Andrea Johnson complimented the improved appearance of the bunkers and inquired about the changes made. Colin explained the extensive rebuilding process, including reshaping and resodding the faces, making them more enjoyable to play. John Kissida and Dave Valcourt shared additional positive updates, including being added to a wholesale plant list and collaborating with Friends of Captains for planting projects. Dave Valcourt suggested showcasing the maintenance team's work on the website to highlight their efforts and provide exposure. The conversation also touched on future agenda items, including a presentation by Catalyst on the maintenance building study results. Andrea Johnson expressed gratitude for the agenda updates and looked forward to upcoming information.

Questions and Comments from Associations and Liaisons: - None.

Review and approve minutes (11/14) - Approved with amendments.

Future Agenda Items and Meetings (1/9 & 1/23) - Andrea Johnson mentioned the upcoming meeting on January 9 with credit card issues, membership rate the topic of Chelsea point being on the agenda for 1/9 and architects for 1/23. Jay Paggi noted he will provide an update on the water source and supply RFP.

Matters not anticipated by the Chair: - Jay Packett discussed a request for an event on Friday, October 4, which is not Columbus Day weekend but the weekend before. The event is organized by a local family in memory of their child, who passed away in an accident. The proposal raised considerations about potential revenue loss, but Jay Packett explained that having a captive audience of players could compensate for it. The board discussed the possibility of adjusting the format of the shotgun if the number of players decreased. A motion to approve the proposed October 4 tournament was made, seconded, and approved.

John Kissida raised the question of revisiting tournament and group rate changes considering the fee increases being considered. Jay Packett explained that the current rates had been adjusted from a lower amount and suggested that it might be worthwhile to explore changes. Anne O'Connell inquired about the rationale behind the existing rate, and Jay Packett expressed the intention to investigate comparable rates from other sources. John Kissida emphasized the importance of reviewing all aspects, including tournament rates, during the fee increase discussions.

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