



# TOWN OF BREWSTER GOLF COMMISSION

1000 Freemans Way  
(508) 896-1716

[golfcommission@brewster-ma.gov](mailto:golfcommission@brewster-ma.gov)  
[www.CaptainsGolfCourse.com](http://www.CaptainsGolfCourse.com)



## GOLF COMMISSION MEETING AGENDA 2198 Main Street February 13, 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=M05KQnNsRlRlQTZlZzZEpkSFZDWUVOZZ09>  
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](http://livestream.brewster-ma.gov)), or **Video recording** ([tv.brewster-ma.gov](http://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. Presentation Maintenance Building Design Report – Kurt Raber of Catalyst Architecture
7. Update on Business Manager position - Jay Packett
8. Monthly Financials - Jay Packett
9. Memorial Bench request - Jay Packett
10. Possible Men's Team - Jay Packett
11. Updates on course conditions, winter projects, and staffing - Colin Walsh
12. Handbook - Anne O'Connell
13. Update on Water Source RFP - Jay Paggi
14. Questions and Comments from Associations and Liaisons
15. Review and Approve Minutes: 1/9/24
16. Future Agenda Items and Meetings (2/27 & 3/12)
17. Matters Not Reasonably Anticipated by the Chair
18. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 01/31/24									
	FY 2024					FY 2023			
	Expended thru	Budget	Balance	% of Budget Spent		Expended thru	Budget	Balance	% of Budget Spent
	January					January			
<b>WAGES</b>					<b>WAGES</b>				
Full-time Wages	\$ 587,838.70	\$ 1,132,652.00	\$ 544,813.30	51.9%	Full-time Wages	\$ 574,007.11	\$ 1,001,971.00	\$ 427,963.89	57.3%
Part-time Wages	\$ 334,837.20	\$ 570,394.00	\$ 235,556.80	58.7%	Part-time Wages	\$ 338,424.92	\$ 518,540.00	\$ 180,115.08	65.3%
Overtime	\$ 42,635.66	\$ 67,302.00	\$ 24,666.34	63.3%	Overtime	\$ 42,274.07	\$ 61,184.00	\$ 18,909.93	69.1%
Longevity	\$ 3,295.44	\$ 14,170.00	\$ 10,874.56	23.3%	Longevity	\$ 3,081.00	\$ 15,197.00	\$ 12,116.00	20.3%
Contractual Obligations	\$ -	\$ 7,240.00	\$ 7,240.00	0.0%	Contractual Obligations	\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
<b>SUBTOTAL</b>	<b>\$ 968,607.00</b>	<b>\$ 1,791,758.00</b>	<b>\$ 823,151.00</b>	<b>54.1%</b>	<b>SUBTOTAL</b>	<b>\$ 957,787.10</b>	<b>\$ 1,596,892.00</b>	<b>\$ 639,104.90</b>	<b>60.0%</b>
<b>GENERAL EXPENSES</b>					<b>GENERAL EXPENSES</b>				
Oil/Grease	\$ -	\$ 3,500.00	\$ 3,500.00	0.0%	Oil/Grease	\$ 3,744.92	\$ 3,200.00	\$ (544.92)	117.0%
Diesel Fuel	\$ 13,671.45	\$ 12,500.00	\$ (1,171.45)	109.4%	Diesel Fuel	\$ 13,233.40	\$ 10,500.00	\$ (2,733.40)	126.0%
Heating	\$ 6,366.06	\$ 16,000.00	\$ 9,633.94	39.8%	Heating	\$ 6,721.54	\$ 14,000.00	\$ 7,278.46	48.0%
Gasoline	\$ 8,951.05	\$ 13,000.00	\$ 4,048.95	68.9%	Gasoline	\$ 7,985.55	\$ 9,000.00	\$ 1,014.45	88.7%
Electricity	\$ 29,358.77	\$ 50,000.00	\$ 20,641.23	58.7%	Electricity	\$ 34,302.63	\$ 48,760.00	\$ 14,457.37	70.3%
Electricity-Irrigation Pump	\$ 9,618.12	\$ 25,000.00	\$ 15,381.88	38.5%	Electricity-Irrigation Pump	\$ 15,686.41	\$ 23,320.00	\$ 7,633.59	67.3%
R&M Equipment	\$ 55,656.02	\$ 95,000.00	\$ 39,343.98	58.6%	R&M Equipment	\$ 60,534.31	\$ 88,000.00	\$ 27,465.69	68.8%
R&M Irrigation	\$ 20,989.28	\$ 40,000.00	\$ 19,010.72	52.5%	R&M Irrigation	\$ 22,104.96	\$ 37,000.00	\$ 14,895.04	59.7%
Professional/Technical	\$ 8,225.68	\$ 8,500.00	\$ 274.32	96.8%	Professional/Technical	\$ 10,384.13	\$ 4,500.00	\$ (5,884.13)	230.8%
OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%	OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 700.03	\$ 1,600.00	\$ 899.97	43.8%	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	\$ 916.06	\$ 10,000.00	\$ 9,083.94	9.2%	Office Supplies	\$ 4,625.88	\$ 9,500.00	\$ 4,874.12	48.7%
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	\$ 9,295.80	\$ 15,000.00	\$ 5,704.20	62.0%	Maintenance Supplies	\$ 18,007.33	\$ 12,000.00	\$ (6,007.33)	150.1%
Range Supplies	\$ 3,480.58	\$ 13,000.00	\$ 9,519.42	26.8%	Range Supplies	\$ 3,653.92	\$ 13,000.00	\$ 9,346.08	28.1%
Computer Supplies	\$ 5,236.62	\$ 8,500.00	\$ 3,263.38	61.6%	Computer Supplies	\$ 6,026.36	\$ 8,000.00	\$ 1,973.64	75.3%
Custodial Supplies	\$ 10,814.13	\$ 25,000.00	\$ 14,185.87	43.3%	Custodial Supplies	\$ 8,252.82	\$ 22,000.00	\$ 13,747.18	37.5%
Rubbish Removal/Sanitation	\$ 17,402.90	\$ 35,000.00	\$ 17,597.10	49.7%	Rubbish Removal/Sanitation	\$ 11,403.24	\$ 20,000.00	\$ 8,596.76	57.0%
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	\$ 15,861.11	\$ 40,000.00	\$ 24,138.89	39.7%	Topsoil & Sand	\$ 17,458.02	\$ 31,500.00	\$ 14,041.98	55.4%
Fertilizer	\$ 50,295.00	\$ 100,000.00	\$ 49,705.00	50.3%	Fertilizer	\$ 48,492.25	\$ 96,000.00	\$ 47,507.75	50.5%
Fungicide	\$ 133,122.46	\$ 135,000.00	\$ 1,877.54	98.6%	Fungicide	\$ 138,627.37	\$ 126,000.00	\$ (12,627.37)	110.0%
Insecticides	\$ 1,092.37	\$ 20,000.00	\$ 18,907.63	5.5%	Insecticides	\$ -	\$ 16,000.00	\$ 16,000.00	0.0%
Misc. Wetting Agents/Lime	\$ 14,960.23	\$ 60,000.00	\$ 45,039.77	24.9%	Misc. Wetting Agents/Lime	\$ 46,756.13	\$ 58,000.00	\$ 11,243.87	80.6%
Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%	Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%
Clubhouse Furn./Repair	\$ 16,161.79	\$ 51,000.00	\$ 34,838.21	31.7%	Clubhouse Furn./Repair	\$ 29,150.42	\$ 50,000.00	\$ 20,849.58	58.3%
Credit Card Expense	\$ 95,410.80	\$ 85,000.00	\$ (10,410.80)	112.2%	Credit Card Expense	\$ 57,566.60	\$ 75,000.00	\$ 17,433.40	76.8%
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	\$ 4,505.08	\$ 10,000.00	\$ 5,494.92	45.1%	Safety Clothing Allowance	\$ 2,593.23	\$ 9,000.00	\$ 6,406.77	28.8%
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	\$ 4,716.43	\$ 4,100.00	\$ (616.43)	115.0%	Dues and Subscriptions	\$ 3,913.00	\$ 4,100.00	\$ 187.00	95.4%
Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%	Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%
Advertising/Promotions	\$ 19,335.96	\$ 50,000.00	\$ 30,664.04	38.7%	Advertising/Promotions	\$ 12,204.86	\$ 50,000.00	\$ 37,795.14	24.4%
CVEC Administration Charges	\$ 2,343.75	\$ 4,688.00	\$ 2,344.25	50.0%	CVEC Administration Charges	\$ 2,343.75	\$ 4,688.00	\$ 2,344.25	50.0%
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	\$ -	\$ -	\$ -	-		\$ -	\$ -	\$ -	-
<b>SUBTOTAL</b>	<b>\$ 645,849.49</b>	<b>\$ 1,119,538.00</b>	<b>\$ 473,688.51</b>	<b>57.7%</b>	<b>SUBTOTAL</b>	<b>\$ 686,332.66</b>	<b>\$ 1,021,318.00</b>	<b>\$ 334,985.34</b>	<b>67.2%</b>
<b>Other Expenses:</b>					<b>Other Expenses:</b>				
Transfer to Trust	\$ 21,000.00	\$ 21,000.00	\$ -	100%	Transfer to Trust	\$ -	\$ 21,000.00	\$ 21,000.00	0%
Pro Shop Purchases	\$ 147,139.40	\$ 240,000.00	\$ 92,860.60	61%	Pro Shop Purchases	\$ 102,338.50	\$ 230,000.00	\$ 127,661.50	44%
Capital	\$ -	\$ -	\$ -	-	Capital	\$ -	\$ -	\$ -	-
Indirect Costs	\$ 211,619.00	\$ 211,619.00	\$ -	100%	Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%
Life Insurance	\$ 376.39	\$ 712.00	\$ 335.61	53%	Life Insurance	\$ 372.41	\$ 671.00	\$ 298.59	56%
Unemployment	\$ 3,384.00	\$ 50,000.00	\$ 46,616.00	7%	Unemployment	\$ 5,228.76	\$ 55,080.00	\$ 49,851.24	9%
Health Insurance	\$ 161,117.50	\$ 373,092.00	\$ 211,974.50	43%	Health Insurance	\$ 180,801.25	\$ 343,608.00	\$ 162,806.75	53%
Medicare	\$ 12,328.26	\$ 26,050.00	\$ 13,721.74	47%	Medicare	\$ 12,299.29	\$ 23,976.00	\$ 11,676.71	51%
Compensated Absences	\$ 8,858.20	\$ 20,000.00	\$ 11,141.80	44%	Compensated Absences	\$ 21,547.75	\$ 20,000.00	\$ (1,547.75)	108%
Workers Compensation	\$ 12,875.00	\$ 16,000.00	\$ 3,125.00	80%	Workers Compensation	\$ 10,605.00	\$ 16,480.00	\$ 5,875.00	64%
General Liability Insurance	\$ 70,386.77	\$ 82,000.00	\$ 11,613.23	86%	General Liability Insurance	\$ 68,262.24	\$ 81,198.00	\$ 12,935.76	84%
Retirement/Pension Exp.	\$ 296,704.66	\$ 296,705.00	\$ 0.34	100%	Retirement/Pension Exp.	\$ 238,554.00	\$ 238,554.00	\$ -	100%
Insurance Claims	\$ 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%
<b>SUBTOTAL</b>	<b>\$ 1,309,106.18</b>	<b>\$ 1,687,178.00</b>	<b>\$ 378,071.82</b>	<b>78%</b>	<b>SUBTOTAL</b>	<b>\$ 1,245,365.20</b>	<b>\$ 1,635,923.00</b>	<b>\$ 390,557.80</b>	<b>76%</b>
<b>GRAND TOTAL</b>	<b>\$ 2,923,562.67</b>	<b>\$ 4,598,474.00</b>	<b>\$ 1,674,911.33</b>	<b>64%</b>	<b>GRAND TOTAL</b>	<b>\$ 2,889,484.96</b>	<b>\$ 4,254,133.00</b>	<b>\$ 1,364,648.04</b>	<b>68%</b>

## CAPTAINS GOLF COURSE COMPARISON REPORT JANUARY

	<u>Jan-19</u>	<u>Jan-20</u>	<u>Jan-21</u>	<u>Jan-22</u>	<u>Jan-23</u>	<u>Jan-24</u>
<b>REVENUE</b>						
<b>MEMBERSHIPS:</b>						
RESIDENTS - Early	\$ 10,030.00	\$ 201,291.02	\$ 2,106.00	\$ -	\$ -	\$ -
RESIDENTS - Morning	\$ 1,670.00	\$ 77,865.00	\$ -	\$ -	\$ -	\$ -
RESIDENTS - Twilight	\$ 446.00	\$ 14,272.00	\$ -	\$ -	\$ -	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 18,359.00	\$ 175,826.00	\$ 1,752.00	\$ -	\$ -	\$ -
NON-RESIDENT TWILIGHT	\$ -	\$ 18,742.00	\$ 272.00	\$ -	\$ -	\$ -
AFP COLLEGIATE	\$ -	\$ 776.00	\$ -	\$ -	\$ -	\$ -
AFP JUNIOR	\$ -	\$ 776.00	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTAL</b>	<b>\$ 30,505.00</b>	<b>\$ 489,548.02</b>	<b>\$ 4,130.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GREEN FEES:</b>						
18 HOLE GREEN FEE	\$ 1,651.00	\$ 4,612.00	\$ 4,659.00	\$ 1,345.00	\$ 5,245.00	\$ 1,599.00
TWILIGHT GREEN FEES	\$ 639.00	\$ 1,728.00	\$ 1,984.00	\$ 310.00	\$ 1,415.00	\$ 1,225.00
BACK 9 GREEN FEES	\$ -	\$ 42.00	\$ 1,253.00	\$ 520.00	\$ 2,460.00	\$ 134.00
ADVANCED RESERVATIONS	\$ 200.00	\$ 5,206.00	\$ 3,822.00	\$ 300.00	\$ 20,713.45	\$ 100.00
<b>SUBTOTAL</b>	<b>\$ 2,490.00</b>	<b>\$ 11,588.00</b>	<b>\$ 11,718.00</b>	<b>\$ 2,475.00</b>	<b>\$ 29,833.45</b>	<b>\$ 3,058.00</b>
<b>CARTS:</b>						
18 HOLE CART	\$ 380.24	\$ 3,223.97	\$ 3,280.07	\$ 577.86	\$ 7,170.85	\$ 961.86
9 HOLE CART	\$ 378.33	\$ 1,374.83	\$ 1,686.83	\$ 444.20	\$ 2,469.37	\$ 959.31
<b>SUBTOTAL</b>	<b>\$ 758.57</b>	<b>\$ 4,598.80</b>	<b>\$ 4,966.90</b>	<b>\$ 1,022.06</b>	<b>\$ 9,640.22</b>	<b>\$ 1,921.17</b>
DRIVING RANGE	\$ 623.00	\$ 1,284.00	\$ -	\$ 1,229.00	\$ 1,852.00	\$ 420.00
PULL CARTS	\$ 97.89	\$ 27.30	\$ 126.07	\$ -	\$ 31.05	\$ 19.77
SNACK BAR RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ 104.30	\$ (1,288.20)	\$ 1,473.00	\$ 2,425.00	\$ 213.05	\$ 3,054.75
CREDIT BOOK	\$ (196.60)	\$ (212.07)	\$ (15.60)	\$ (245.14)	\$ (630.30)	\$ (183.13)
PRO SHOP SALES	\$ 2,249.77	\$ 9,526.01	\$ 1,340.08	\$ 672.88	\$ 3,667.03	\$ 5,381.00
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTAL</b>	<b>\$ 2,878.36</b>	<b>\$ 9,337.04</b>	<b>\$ 2,923.55</b>	<b>\$ 4,081.74</b>	<b>\$ 5,132.83</b>	<b>\$ 8,692.39</b>
<b>TOTAL REVENUE</b>	<b>\$ 36,631.93</b>	<b>\$ 515,071.86</b>	<b>\$ 23,738.45</b>	<b>\$ 7,578.80</b>	<b>\$ 44,606.50</b>	<b>\$ 13,671.56</b>

# CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH JANUARY ( 7 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>
<b>REVENUE</b>						
<b>MEMBERSHIPS:</b>						
RESIDENTS - Early	\$ 28,010.00	\$ 213,962.02	\$ 25,218.00	\$ 7,371.00	\$ 480.00	\$ 2,850.00
RESIDENTS - Morning	\$ 875.00	\$ 81,205.00	\$ (793.00)	\$ 4,267.00	\$ 3,280.00	\$ 2,970.00
RESIDENTS - Twilight	\$ 4,933.00	\$ 19,704.00	\$ 6,696.00	\$ 2,808.00	\$ 5,948.40	\$ 1,080.00
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 27,524.00	\$ 186,280.00	\$ 26,352.00	\$ 2,804.00	\$ 2,080.00	\$ 6,495.00
NON-RESIDENT TWILIGHT	\$ 2,154.00	\$ 21,850.00	\$ 7,036.00	\$ 2,800.00	\$ 2,310.00	\$ 2,136.00
COLLEGIATE	\$ 740.00	\$ 1,721.00	\$ 1,221.00	\$ 1,221.00	\$ 450.00	\$ 450.00
JUNIORS	\$ 1,085.00	\$ 1,164.00	\$ 496.00	\$ 584.00	\$ -	\$ 496.00
<b>SUBTOTAL</b>	<b>\$ 65,321.00</b>	<b>\$ 525,886.02</b>	<b>\$ 66,226.00</b>	<b>\$ 21,855.00</b>	<b>\$ 14,548.40</b>	<b>\$ 16,477.00</b>
<b>GREEN FEES:</b>						
18 HOLE GREEN FEE	\$ 999,771.34	\$ 1,037,259.58	\$ 1,320,920.58	\$ 1,151,500.49	\$ 1,220,701.56	\$ 1,276,852.99
TWILIGHT GREEN FEES	\$ 112,035.20	\$ 118,121.00	\$ 178,869.88	\$ 151,436.89	\$ 154,223.50	\$ 296,149.15
BACK 9 GREEN FEES	\$ 57,807.04	\$ 67,884.00	\$ 85,876.95	\$ 118,271.25	\$ 182,455.01	\$ 29,356.00
ADVANCED RESERVATIONS	\$ 53,787.00	\$ 59,262.40	\$ 30,825.80	\$ 34,654.25	\$ 67,919.00	\$ 84,174.55
<b>SUBTOTAL</b>	<b>\$ 1,223,400.58</b>	<b>\$ 1,282,526.98</b>	<b>\$ 1,616,493.21</b>	<b>\$ 1,455,862.88</b>	<b>\$ 1,625,299.07</b>	<b>\$ 1,686,532.69</b>
<b>CARTS:</b>						
18 HOLE CART	\$ 359,603.63	\$ 359,433.87	\$ 465,470.52	\$ 445,404.36	\$ 458,447.69	\$ 463,818.90
9 HOLE CART	\$ 85,333.39	\$ 90,441.97	\$ 111,847.30	\$ 100,153.20	\$ 115,213.07	\$ 110,411.06
<b>SUBTOTAL</b>	<b>\$ 444,937.02</b>	<b>\$ 449,875.84</b>	<b>\$ 577,317.82</b>	<b>\$ 545,557.56</b>	<b>\$ 573,660.76</b>	<b>\$ 574,229.96</b>
DRIVING RANGE	\$ 83,105.00	\$ 87,381.00	\$ 120,366.00	\$ 106,906.00	\$ 99,629.50	\$ 104,895.00
PULL CARTS	\$ 6,126.10	\$ 5,438.49	\$ 6,878.15	\$ 3,218.78	\$ 4,517.29	\$ 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	\$ (3,581.34)	\$ (247.38)	\$ 8,106.60	\$ 17,942.82	\$ 10,177.47	\$ 8,873.23
CREDIT BOOK	\$ (4,784.24)	\$ 2,336.92	\$ 4,994.70	\$ 17,858.89	\$ 12,429.99	\$ 7,095.88
PRO SHOP SALES	\$ 178,815.28	\$ 178,898.18	\$ 152,727.17	\$ 173,510.07	\$ 172,087.77	\$ 239,487.47
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,480.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,223.27	\$ 4,298.56	\$ 3,340.10
<b>SUBTOTAL</b>	<b>\$ 286,180.80</b>	<b>\$ 302,009.37</b>	<b>\$ 303,072.62</b>	<b>\$ 350,659.83</b>	<b>\$ 327,743.63</b>	<b>\$ 406,838.00</b>
<b>TOTAL REVENUE</b>	<b>\$ 2,019,839.40</b>	<b>\$ 2,560,298.21</b>	<b>\$ 2,563,109.65</b>	<b>\$ 2,373,935.27</b>	<b>\$ 2,541,251.86</b>	<b>\$ 2,684,077.65</b>



**MONTH: Jan-24**

		GUEST PLAY							MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
DATE	DAY	18	B-9	TWL-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TWL-LT	TOT-MBR		
1	MON	3	2	3	-	-	-	8	30	6	10	46	54	Sunny, Cold, 41 deg
2	TUE	-	-	1	-	-	-	1	1	7	-	8	9	Cold, Frost until 1PM, 34 deg
3	WED	1	-	8	-	-	-	9	48	1	19	68	77	Sunny, Cold, 38 deg
4	THU	3	-	2	-	-	-	5	31	-	9	40	45	Cold, 39 deg
5	FRI	-	-	-	-	-	-	-	12	-	-	12	12	Cold, 33 deg
6	SAT	-	2	-	-	-	-	2	31	-	11	42	44	Cold, 37 deg
7	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain, Snow, 30 deg
8	MON	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
9	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
10	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
11	THU	2	1	2	-	-	-	5	37	-	38	75	80	Overcast, 45 deg
12	FRI	20	-	10	-	6	-	36	90	28	-	118	154	Sunny, 45 deg
13	SAT	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
14	SUN	2	-	4	-	3	-	9	23	-	12	35	44	Sunny, Cold, 41 deg
15	MON	2	-	-	-	-	-	2	5	1	8	14	16	Cold, 30 deg
16	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow, Rain
17	WED	-	-	-	-	-	-	-	1	-	-	1	1	Cold, Ice, 30 deg
18	THU	-	-	-	-	-	-	-	4	-	1	5	5	Frozen, 25 deg
19	FRI	1	-	-	-	-	-	1	18	-	1	19	20	Cold, Flurries, 33 deg
20	SAT	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
21	SUN	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
22	MON	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
23	TUE	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
24	WED	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
25	THU	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Rain
26	FRI	1	-	-	-	-	-	1	-	-	-	-	1	Rain, Cold, 38 deg
27	SAT	14	-	4	-	3	-	21	72	29	-	101	122	Cloudy, Wet, 40 deg
28	SUN	-	-	-	-	-	-	-	2	-	-	2	2	Rain, Chilly, 42 deg
29	MON	-	-	-	-	-	-	-	-	-	-	-	-	Closed, Snow
30	TUE	-	-	-	-	-	-	-	2	-	-	2	2	Cold, 25 deg
31	WED	1	-	-	-	-	-	1	20	-	2	22	23	Cloudy, Cold, 38 deg
<b>TOTALS</b>		<b>50</b>	<b>5</b>	<b>34</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>101</b>	<b>427</b>	<b>72</b>	<b>111</b>	<b>610</b>	<b>711</b>	<b>15 Days Closed</b>
<b>January-23</b>		<b>152</b>	<b>53</b>	<b>95</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>315</b>	<b>1,100</b>	<b>285</b>	<b>138</b>	<b>1,523</b>	<b>1,838</b>	<b>7 Days Closed</b>
<b>January-22</b>		<b>40</b>	<b>21</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>508</b>	<b>70</b>	<b>73</b>	<b>651</b>	<b>731</b>	<b>13 Days Closed</b>
<b>January-21</b>		<b>133</b>	<b>49</b>	<b>93</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>288</b>	<b>1,417</b>	<b>184</b>	<b>340</b>	<b>1,941</b>	<b>2,229</b>	<b>6 Days Closed</b>
<b>January-20</b>		<b>135</b>	<b>-</b>	<b>69</b>	<b>-</b>	<b>32</b>	<b>2</b>	<b>238</b>	<b>835</b>	<b>59</b>	<b>190</b>	<b>1,084</b>	<b>1,322</b>	
<b>January-19</b>		<b>49</b>	<b>3</b>	<b>30</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>94</b>	<b>497</b>	<b>60</b>	<b>87</b>	<b>644</b>	<b>738</b>	
<b>January-18</b>		<b>84</b>	<b>6</b>	<b>22</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>116</b>	<b>247</b>	<b>34</b>	<b>41</b>	<b>322</b>	<b>438</b>	
<b>January-17</b>		<b>74</b>	<b>7</b>	<b>43</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>135</b>	<b>673</b>	<b>113</b>	<b>64</b>	<b>850</b>	<b>985</b>	
<b>January-16</b>		<b>44</b>	<b>2</b>	<b>26</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>76</b>	<b>317</b>	<b>33</b>	<b>73</b>	<b>423</b>	<b>499</b>	
<b>January-15</b>		<b>49</b>	<b>7</b>	<b>13</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>70</b>	<b>285</b>	<b>49</b>	<b>17</b>	<b>351</b>	<b>421</b>	
<b>January-14</b>		<b>45</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>74</b>	<b>264</b>	<b>68</b>	<b>47</b>	<b>379</b>	<b>453</b>	
<b>January-13</b>		<b>89</b>	<b>3</b>	<b>43</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>146</b>	<b>286</b>	<b>56</b>	<b>72</b>	<b>414</b>	<b>560</b>	
<b>January-12</b>		<b>159</b>	<b>1</b>	<b>103</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>296</b>	<b>766</b>	<b>154</b>	<b>128</b>	<b>1,048</b>	<b>1,344</b>	
<b>January-11</b>		<b>36</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>64</b>	<b>104</b>	<b>17</b>	<b>20</b>	<b>141</b>	<b>205</b>	
<b>January-10</b>		<b>64</b>	<b>1</b>	<b>25</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>99</b>	<b>309</b>	<b>-</b>	<b>39</b>	<b>348</b>	<b>447</b>	
<b>January-09</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>January-08</b>		<b>115</b>	<b>8</b>	<b>61</b>	<b>-</b>	<b>16</b>	<b>-</b>	<b>200</b>	<b>499</b>	<b>59</b>	<b>131</b>	<b>689</b>	<b>889</b>	
<b>January-07</b>		<b>133</b>	<b>18</b>	<b>68</b>	<b>32</b>	<b>7</b>	<b>-</b>	<b>258</b>	<b>555</b>	<b>115</b>	<b>151</b>	<b>821</b>	<b>1,079</b>	
<b>January-06</b>		<b>306</b>	<b>46</b>	<b>113</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>490</b>	<b>1,015</b>	<b>85</b>	<b>238</b>	<b>1,338</b>	<b>1,828</b>	
<b>January-05</b>		<b>56</b>	<b>10</b>	<b>20</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>87</b>	<b>221</b>	<b>26</b>	<b>52</b>	<b>299</b>	<b>386</b>	
<b>January-04</b>		<b>71</b>	<b>17</b>	<b>26</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>120</b>	<b>175</b>	<b>13</b>	<b>20</b>	<b>208</b>	<b>328</b>	
<b>January-03</b>		<b>44</b>	<b>4</b>	<b>19</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>74</b>	<b>139</b>	<b>6</b>	<b>29</b>	<b>174</b>	<b>248</b>	
<b>January-02</b>		<b>148</b>	<b>3</b>	<b>101</b>	<b>4</b>	<b>19</b>	<b>-</b>	<b>275</b>	<b>657</b>	<b>47</b>	<b>115</b>	<b>819</b>	<b>1,094</b>	
<b>January-01</b>		<b>56</b>	<b>12</b>	<b>5</b>	<b>9</b>	<b>10</b>	<b>-</b>	<b>92</b>	<b>191</b>	<b>1</b>	<b>4</b>	<b>196</b>	<b>288</b>	
<b>January-00</b>		<b>243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>250</b>	<b>581</b>	<b>15</b>	<b>14</b>	<b>610</b>	<b>860</b>	

## 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	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
March	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
April	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
May	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
June	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
July	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
August	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
September	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
October	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
November	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
December	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
<b>TOTALS</b>	<b>50</b>	<b>-</b>	<b>5</b>	<b>34</b>	<b>12</b>	<b>101</b>	<b>427</b>	<b>72</b>	<b>111</b>	<b>610</b>	<b>711</b>	<b>86%</b>
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

## 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:
  - a) Chairperson
  - b) Vice Chairperson
2. Within the Commission, the following practices shall be observed:
  - a) The Chair of the Commission speaks for the Commission only when addressing the general public.
  - b) The Chair of the Commission has no more power than the rest of the Commission.
  - c) All matters brought to the Commission for action shall be decided by a majority vote.
3. At all meetings, the agenda below shall be used by the Commission:
  - a) Call to Order
  - b) Public Comment
  - c) Correspondence and Suggestion Box
  - d) Reports-Course Superintendent, Director of Operations, committees, etc.
  - e) Agenda Items from prior meeting
  - f) Action Items
  - g) Future Agenda Items
  - h) Minutes from prior meeting(s)
  - i) Topics the Chair did not reasonably anticipate
  - j) Adjournment
4. The Commission shall hold regular meetings and generally on the second Tuesday of each month. Meeting date and times shall be legally posted at the Town Hall.
5. 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.
6. 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.

## **Function of the Golf Commission**

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

1. Recommending eligibility for annual playing privileges.
2. Recommending all annual fees, daily fees, cart rental fees, driving range fees, and others as may be appropriate.
3. Reviewing the daily hours that the course shall be open for play.
4. Determining methods of allotting daily playing times.
5. Assisting the Director of Operations in developing and maintaining a continuous 5 and 10 year plan which includes projects, capital improvements, equipment replacement, course improvements and presenting it to the Board of Selectmen, the Finance Committee, and, as appropriate, the Capital Planning Committee.
6. Assisting the Director of Operations in developing and maintaining a continuous five (5) year revenue generation plan with the Director of Operations.
7. Making every effort to return a reasonable profit to the Town of Brewster.
8. Establishing procedures, which allow for communication with the Commission and reviewing all suggestions and comments
9. Providing opportunities for GROUPS/OUTINGS and approving all tournaments and outings.
10. Assisting the Director of Operations, as required, in the review of membership issues.
11. Developing and establishing appropriate rules of play and conduct.
12. Granting exceptions to all policies, regulations, and procedures.
13. Defining all pertinent terminology used in this handbook and in the 'Rules and Information Guide'.
14. Developing a yearly calendar by March 1.

## **Communication**

The Commission welcomes input from the community.

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

## **Fees**

Annually, the Commission shall present to the Board of Selectmen 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 Code (Golf Commission)

### Code of the Town of Brewster, Massachusetts, v29 [07/15/2009]

#### Chapter 6: Boards, Commission and Authorities

#### Article V: Golf Commission

##### **§ 6-5. Appointment; terms.**

The Board of Selectmen 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 Selectmen. All vacancies shall be filled by the Board of Selectmen. The Board of Selectmen may appoint a member to serve the unexpired term of a former member.

##### **§ 6-6. Purpose.**

A. In fulfilling its responsibility to the Town of Brewster, the Board of Selectmen, the Town Administrator and the Golf Commission shall be guided by two basic principles, as follows:

- (1) The golf course shall be operated and maintained so as to pay its expenses and return a reasonable profit to the town.
- (2) The golf course shall be operated and maintained as a facility available to the residents of the town.

B. The Golf Commission shall be responsible for the preparation of near and long-term plans, policies and strategies, including, but not limited to, eligibility for use, fees, hours of operation, block-time approval and liaison with various golf associations and other golf course users. Any changes in policies, regulations, procedures or operations that would alter these principles or change their stated priority shall be approved by the Board of Selectmen.

##### **§ 6-7. Removal.**

Members of the Golf Commission may be removed by the Board of Selectmen for reasonable and good cause.

§

##### **§ 6-9. Audit.**

The Golf Department will be subject to an audit in the same manner as other boards, committees, commissions and departments and shall respond appropriately to its recommendations.

##### **§ 6-10. Appointment.**

The Director of Operations of the golf course, appointed by the Board of Selectmen pursuant to the provisions of Chapter 5, Art. I, § 5-3C of the Brewster Town Code, may enter into an employment contract for a period of up to three years.

## Appendix 2: Town Code (Reserved Account)

### **Brewster Code**

#### **Article 31**

#### **Golf Commission**

(Adopted 5/10/1993, ATMA.31)

To see if the Town will vote to authorize the Board of Selectmen to create a Golf Course Receipts Reserved for Appropriation Account, as authorized under Massachusetts General Laws, Chapter 40, Section 5F, and to further authorize the Board of Selectmen to transfer into this account all monies generated by riding and pull cart rentals, or to take any other action relative thereto.

*Adopted unanimously*

## Appendix 3: Legal Opinions

Full texts of these rulings are available from the Director of Operations

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*

## GOLF COMMISSION BYLAW

### § 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.



## **Function of the Golf Commission**

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

1. Recommending eligibility for annual playing privileges.
  2. Recommending all annual fees, daily fees, cart rental fees, driving range fees, and others as may be appropriate.
  3. Reviewing the daily hours that the course shall be open for play.
  4. Determining methods of allotting daily playing times.
  5. Assisting the Director of Operations in developing and maintaining a continuous 5 and 10 year plan which includes projects, capital improvements, equipment replacement, course improvements and presenting it to the Board of Selectmen, the Finance Committee, and, as appropriate, the Capital Planning Committee.
  6. Assisting the Director of Operations in developing and maintaining a continuous five (5) year revenue generation plan with the Director of Operations.
  7. Making every effort to return a reasonable profit to the Town of Brewster.
  8. Establishing procedures, which allow for communication with the Commission and reviewing all suggestions and comments
  9. Providing opportunities for GROUPS/OUTINGS and approving all tournaments and outings.
  10. Assisting the Director of Operations, as required, in the review of membership issues.
  11. Developing and establishing appropriate rules of play and conduct.
  12. Granting exceptions to all policies, regulations, and procedures.
  13. Defining all pertinent terminology used in this handbook and in the 'Rules and Information Guide'.
  14. Developing a yearly calendar by March 1.
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## **B. Function of the Golf Commission**

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

1. Determining eligibility for annual playing privileges.
2. Setting all annual fees, daily fees, cart rental fees, driving range fees, and others as may be appropriate.
3. Determining the daily hours and months of the year that the course shall be open for play.
4. Determining methods of allotting daily playing times.
5. Assisting the Director of Operations in developing and maintaining a continuous 5 and 10 year plan which includes projects, capital improvements, equipment replacement, course expansion and presenting it to the Board of Selectmen, the Finance Committee, and the residents of Brewster at the annual Town Meeting.
6. Developing and maintaining a continuous five (5) year revenue generation plan with the Director of Operations.
7. Making every effort to return a reasonable profit to the Town of Brewster.
8. Considering feelings, sentiments, and requests of the ANNUAL FEE PLAYERS (AFP).
9. Making provisions for DAILY FEE PLAYERS (DFP).
10. Establishing procedures, which allow for communication with the Commission.
11. Providing opportunities for GROUPS/OUTINGS and approving all tournaments and outings.
12. Holding membership in local and national organizations allied to the field of golf.
13. Assisting the Director of Operations, as required, in the review of membership applications.
14. Developing and establishing appropriate rules of play and conduct.
15. Granting exceptions to all policies, regulations, and procedures.
16. Defining all pertinent terminology used in this handbook.
17. Developing a yearly calendar by March 1.
18. Developing and maintaining coordination and cooperation with the Director of Operations.



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

**GOLF COMMISSION**  
**Minutes of January 9th, 2024**

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

**Others Present:** Jay Packett (Director of Operations), Colin Walsh (Superintendent), Terry Ivester (Women’s 18-Hole Assoc.), Mike Moore (CCMGA), and Susan Olin (Women’s 9-Hole Assoc.)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7835?site=1>

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

**Declaration of a Quorum** – Six Commissioners present which constitutes a quorum.

**Public Comment:** None.

**Discussion and vote on recommendation for Annual Fee Player rates (Andrea Johnson) –**

Jay Packett stated that it was determined that a 5% increase in membership would be necessary to meet revenue targets. He noted past increases in membership (4% last year) and forecasted a 5% increase for the current and next year. He emphasized the fluidity of the forecast and stated that discussions led to the decision on a 5% increase, deemed reasonable to sustain revenue and move forward with healthy retained earnings. Discussion followed.

Jay Paggi expressed discomfort with the narrow gap between earnings and expenses in the upcoming years due to uncertainties in the business environment and capital work bidding. He suggested considering a higher increase than the previously discussed 5% and proposed a 7.4% increase to ensure sufficient revenue to cover expenses, particularly emphasizing the need for buffer funds for future capital projects. Dave Valcourt presented an alternative perspective, emphasizing the importance of maintaining the status quo and evaluating specific revenue and expense figures rather than focusing solely on percentages. The discussion also touched upon concerns about potential member pushback and the impact on different membership categories. Mike Moore (CCMGA) emphasized the importance of transparency in decision-making, echoing the need for clear numerical justifications. Anne O’Connell expressed reluctance towards a substantial increase, suggesting a more moderate approach. John Kissida advocated for a balanced consideration of each individual membership category. A motion was made and passed to increase rates by 6% for annual fee players, excluding collegiate and juniors. Jay Packett will bring the decision to the Select Board.

**Update on Business Manager position (Jay Packett)** - Jay Packett reported that a hire had been made, with the start date initially set for January 2 but delayed due to unexpected personal matters. The new start date is January 16, with preparations already made for their arrival. Jay Packett expressed excitement about the new addition to the team and would reveal the name once everything is finalized.

**Monthly Financials and 2025 Budget Presented (Jay Packett)** – Jay Packett provided a financial update for December and projections for the FY 25 budget. In December, there was a notable increase in spending due to acquiring pre-order fungicide, totaling almost \$100,000. Despite this, the overall budget usage remained lower compared to the previous year. December saw record high revenues and play totals for December were impressive, with over 2,400 rounds played, marking the third-best December ever recorded. For the calendar year 2023, total play reached 92,106 rounds, the second highest ever. The strong revenue performance led to a significant surplus compared to the previous year, with \$446,000 ahead for calendar year 2023 and \$497,000 ahead for FY 24. Moving on to the FY 25 budget, Jay Packett discussed minor tweaks and adjustments, particularly in incidentals like Medicare and life insurance. Wages for salaried employees and part-time workers are set by the town, but increases were requested for part-time and overtime wages to ensure financial stability. Additionally, an increase in seasonal staff was hoped for to meet operational needs. Jay Packett then proceeded to discuss the general expenses, highlighting various line items experiencing increases, such as diesel fuel, gasoline, heating, and electricity. The increases are based on assumptions by the finance team, with placeholders set to accommodate potential fluctuations. Other expenses, like oil, grease, and equipment maintenance, are determined by historical spending data and consultations with vendors to anticipate necessary increases. Jay Packett emphasized the challenges posed by aging equipment, requiring higher costs for parts and maintenance to keep operations running smoothly. Despite these challenges, the current budget reflects a manageable 3.2% increase, which Jay and the town finance team find reasonable. Discussion followed: During the discussion, Dave Valcourt sought clarification on the budget increase from FY 24 to FY 25, which Jay Packett confirmed as 3.2%. Anne O'Connell expressed concern that the budget increase might not be sufficient, Jay Packett explained that the figure was determined after many discussions. Jay Packett noted the budget allocation for transferring funds to the capital stabilization fund could be adjusted if necessary. The conversation also touched upon the absence of a CVEC person and the potential impact of sharing the position with other towns. Jay Packett explained the ongoing process and negotiations regarding the CVEC position. The discussion concluded with Jay Packett providing updates on the golf cart lease and projected increases. Jay Packett noted the budget's submission to the town and anticipated further updates to come.

**Updates on course conditions, winter projects, and staffing (Colin Walsh) -**

Colin Walsh provided updates on the golf course. He explained the significant increase in the fungicide line item, clarifying that the funds were allocated for future product delivery rather than immediate usage. He discussed the current break in golfing activities due to weather conditions, anticipating a return to regular operations soon. He highlighted ongoing and upcoming projects, including redevelopment of well number two and drainage improvements on the golf course. Colin Walsh also praised the collaboration and hard work of the staff on various in-house projects, such as bunker renovations and tree work. He touched on equipment maintenance and staff training initiatives aimed at staying up to date with the latest technologies and educational resources. Colin Walsh concluded by mentioning the positive morale among the staff and inviting questions, comments, and suggestions from the commission.

**Credit Card Fees (Anne O'Connell)** - Anne O'Connell spoke on the issue of credit card fees, mentioning that Massachusetts, along with two other states, prohibits merchants from charging customers for credit card usage. Although the town charges convenience fees for online payments, golf course transactions cannot legally include such charges. Jay Packett clarified that the golf course is considered a retail operation, requiring it to budget for credit card fees. Despite hopes of charging for credit card use,

legal restrictions prevent this option. Discussion ensued about the significant portion of transactions conducted via credit cards, influenced by the shift towards cashless transactions during the pandemic. Anne O'Connell suggested contacting state representatives for potential legislative changes. The conversation concluded with the acknowledgment that discounting cash payments or implementing other strategies to avoid credit card fees are not feasible options.

**Update on Water Source RFP (Jay Paggi)** – Jay Paggi discussed the progress on the Request for Proposal (RFP) for the water source and supply project, indicating that a final draft had been completed in collaboration with Jay Packett and Colin Walsh. He offered copies of the final document for anyone interested and mentioned that it was currently with the town hall for review. Jay Packett added that Don had reviewed the RFP with a few minor adjustments needed before its release, likely at the beginning of the following week due to ongoing budget meetings. They emphasized the importance of this project for the golf course.

**Event Pricing (Andrea Johnson)** – Jay Packett discussed the current event pricing structure, noting that it had increased last year to \$65 for an AM shotgun and \$60 for a PM shotgun, including greens fees and carts. He reached out to other golf course directors on the Cape to compare pricing strategies and found a variety of approaches. Some courses had no set pricing, while others required minimum player numbers or charged additional fees for larger groups, resulting in prices over \$100 per person. Despite this, Jay felt that their current pricing was reasonable and contributed to the golf course's popularity as an event venue, particularly for charity fundraisers. He expressed reluctance to implement any further increases for the 2024 season but suggested revisiting the issue for the 2025 season, preferably earlier in the fall to provide clarity to prospective event organizers. Discussion followed on the handling of tournament greens fees and their current rates. Jay Packett mentioned that tournament greens fees are not broken out separately but are included in the daily reports under that category. He noted that most events are held on days when the course is not busy, such as weekdays in April, May, and June. Jay Packett mentioned considering a slight increase in morning shotgun rates while leaving afternoon rates unchanged to maintain consistency. An increase of \$5 was proposed for the AM Shotgun price, and the motion was seconded and passed. Jay Packett expressed that The Captain's will honor any previous commitments made regarding pricing for events.

**Questions and Comments from Associations and Liaisons:** Mike Moore, representing the CCMGA, expressed gratitude for the opportunity to provide feedback as the President of the CCMGA. He discussed various aspects such as course conditions, playability, pace of play, and member behavior. Mike Moore commended the diligent and accurate decision-making process based on numbers and data. He emphasized the importance of optics in marketing and communicating with members, citing positive feedback received from players in Mass Golf tournaments about the course. Mike also raised the question of daily fees in comparison to other courses in the area, suggesting potential adjustments to enhance the course's status as a destination. He proposed funneling his comments through Jay Packett for further discussion with the group and expressed appreciation for the opportunity to learn from the behind-the-scenes actions of the organization.

Andrea Johnson relayed a message from Ross Gorman, who couldn't attend the meeting. The Friends of Captains had a successful year, but their president, Peggy McElroy, resigned for personal reasons, though she remains on the board when time permits. Paulette, a new member, joined the group, and they're still seeking another board member. The annual golf tournament was canceled due to weather, but the Friends organized fun events throughout the year, including scholarships for high school players and funding for youth golf programs. They made improvements to the golf experience, such as adding range markers for the driving range. Additionally, they committed \$5,000 for new plantings and a new tower clock, scheduled for installation in mid-April. The Friends will plan social events for the upcoming season and invite membership renewals through their website.

**Review and approve minutes (12/12/23) - Approved with amendments.**

**Future Agenda Items and Meetings (2/13) -** Andrea Johnson discussed future agenda items for the February 13th meeting. It was decided not to hold a meeting on January 30th unless urgent matters arise, with a potential agenda item being Select Board's feedback on membership rates. John Kissida suggested a maintenance building presentation, which Colin Walsh confirmed could be arranged. Jay Paggi mentioned the responses for the RFP for the water source would likely be back by February 13th. They also discussed addressing member behavior issues on the course, such as disregarding tee markers, carts near greens, and other improper conduct, possibly through emails or communication efforts. Jay Packett noted that they will be creating instructional videos on course etiquette, like fixing ball marks and raking bunkers, with the suggestion to involve Colin in the videos alongside Pat Fannon.

**Matters not anticipated by the Chair: -** Jay Packett mentioned two upcoming events: a 12 Noon shotgun outing on Monday, June 10, for Colin Walsh and fellow Superintendents, and a 9:00 AM shotgun on Monday, September 30, for the Mid Cape Men's Club. The Mid Cape Men's Club had previously seen low attendance but has now partnered with the retired men's club, expecting higher turnout this year. Anne O'Connell moved for approval of both events, which was seconded, and all members voted in favor.

John Kissida brought up the need to develop a maintenance Request for Proposal (RFP) for the maintenance building. He mentioned that there is an RFP available from South Shore Country Club but lacks connections to obtain it. John requested assistance from the others to reach out and obtain a copy of the RFP. He expressed willingness to assist in putting together the scope associated with it. He suggested reaching out to sources such as the Superintendent's Association or the National Golf Foundation to obtain examples.

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