

MEETING NOTICE
TOWN OF BREWSTER
GOLF COMMISSION
Golfcommission@Brewster-ma.gov

Location: 2198 Main Street

Date: May 9, 2023

Time: 4:00 PM



BREWSTER Jay Packett
Director of Operations

Colin Walsh
Course Superintendent

Golf Commission

Anne O'Connell

Chair

Andrea Johnson

Vice Chair

Rob David

John Kissida

Wyn Morton

David Valcourt

The Captains Golf Course
1000 Freemans Way
Brewster, MA 02631
(508) 896-1716

www.CaptainsGolfCourse.com

This meeting will be conducted in person at the time and location noted 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 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 should make plans for in-person vs. virtual attendance accordingly. Members of the public who wish to access the meeting remotely may do so in the manner shown on our posted agenda.

Meetings may be joined by:

1. **Phone:** +1 312 626 6799 or +1 929 436 2866

Webinar ID: 881 4407 8985

Passcode: 049087

To request to speak: Press *9 and wait to be recognized.

2. **Zoom Webinar:**

<https://us02web.zoom.us/j/88144078985?pwd=M05KQnNsRlRQT2FzZEpkSFZDWUVO>

Zz09

Passcode: 049087

To request to speak: Tap Zoom "Raise Hand" button, 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 attending the meeting in person or by accessing the meeting remotely.

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).

AGENDA

- Call to Order
- Declaration of a Quorum
- Meeting Participation 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.*
- Public Comment
- Superintendent's Report
- Director's Report
 - Course Operations Questions and Concerns
- Strategic Planning Updates (Commission)
- Questions and Comments from Associations and Liaisons
- Review and approve minutes
 - 4/11
 - 4/25
- Future Agenda Items and Meetings (6/13)
- Matters not anticipated by the Chair
- Adjourn

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 4/30/23

	FY 2023				% of Budget Spent		FY 2022			
	Expended thru April	Budget	Balance				Expended thru April	Budget	Balance	% of Budget Spent
WAGES						WAGES				
Full-time Wages	\$ 807,659.84	\$ 1,001,971.00	\$ 194,311.16	80.6%		Full-time Wages	\$ 675,845.68	\$ 890,037.00	\$ 214,191.32	75.9%
Part-time Wages	\$ 375,956.12	\$ 518,540.00	\$ 142,583.88	72.5%		Part-time Wages	\$ 360,267.36	\$ 579,478.00	\$ 219,210.64	62.2%
Overtime	\$ 43,939.85	\$ 61,184.00	\$ 17,244.15	71.8%		Overtime	\$ 38,836.02	\$ 50,000.00	\$ 11,163.98	77.7%
Longevity	\$ 4,731.00	\$ 15,197.00	\$ 10,466.00	31.1%		Longevity	\$ 5,505.00	\$ 16,560.00	\$ 11,055.00	33.2%
	\$ -	\$ -	\$ -			Contractual Obligations	\$ 6,500.00	\$ 6,643.00	\$ 143.00	97.8%
	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -	
SUBTOTAL	\$ 1,232,286.81	\$ 1,596,892.00	\$ 364,605.19	77.2%		SUBTOTAL	\$ 1,086,954.06	\$ 1,542,718.00	\$ 455,763.94	70.5%
GENERAL EXPENSES						GENERAL EXPENSES				
Oil/Grease	\$ 3,802.42	\$ 3,200.00	\$ (602.42)	118.8%		Oil/Grease	\$ 2,818.94	\$ 3,000.00	\$ 181.06	94.0%
Diesel Fuel	\$ 15,089.48	\$ 10,500.00	\$ (4,589.48)	143.7%		Diesel Fuel	\$ 7,559.06	\$ 10,000.00	\$ 2,440.94	75.6%
Heating	\$ 13,003.92	\$ 14,000.00	\$ 996.08	92.9%		Heating	\$ 11,185.17	\$ 14,000.00	\$ 2,814.83	79.9%
Gasoline	\$ 9,074.76	\$ 9,000.00	\$ (74.76)	100.8%		Gasoline	\$ 8,070.55	\$ 8,500.00	\$ 429.45	94.9%
Electricity	\$ 41,419.95	\$ 48,760.00	\$ 7,340.05	84.9%		Electricity	\$ 39,761.72	\$ 46,000.00	\$ 6,238.28	86.4%
Electricity-Irrigation Pump	\$ 17,421.58	\$ 23,320.00	\$ 5,898.42	74.7%		Electricity-Irrigation Pump	\$ 12,712.28	\$ 22,000.00	\$ 9,287.72	57.8%
R&M Equipment	\$ 87,397.03	\$ 88,000.00	\$ 602.97	99.3%		R&M Equipment	\$ 74,675.08	\$ 80,000.00	\$ 5,324.92	93.3%
R&M Irrigation	\$ 39,540.83	\$ 37,000.00	\$ (2,540.83)	106.9%		R&M Irrigation	\$ 18,647.94	\$ 35,000.00	\$ 16,352.06	53.3%
Professional/Technical	\$ 11,925.13	\$ 4,500.00	\$ (7,425.13)	265.0%		Professional/Technical	\$ 11,794.80	\$ 4,500.00	\$ (7,294.80)	262.1%
OSHA Training	\$ 1,658.66	\$ 2,500.00	\$ 841.34	66.3%		OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 1,180.81	\$ 1,600.00	\$ 419.19	73.8%		Phones	\$ 1,129.30	\$ 1,600.00	\$ 470.70	70.6%
Alarm	\$ 3,787.34	\$ 2,200.00	\$ (1,587.34)	172.2%		Alarm	\$ 3,265.40	\$ 2,200.00	\$ (1,065.40)	148.4%
Office Supplies	\$ 5,686.38	\$ 9,500.00	\$ 3,813.62	59.9%		Office Supplies	\$ 7,504.19	\$ 9,500.00	\$ 1,995.81	79.0%
Score Cards	\$ 2,985.00	\$ 5,000.00	\$ 2,015.00	59.7%		Score Cards	\$ 3,045.37	\$ 4,000.00	\$ 954.63	76.1%
Maintenance Supplies	\$ 23,148.91	\$ 12,000.00	\$ (11,148.91)	192.9%		Maintenance Supplies	\$ 11,629.67	\$ 12,000.00	\$ 370.33	96.9%
Range Supplies	\$ 5,507.83	\$ 13,000.00	\$ 7,492.17	42.4%		Range Supplies	\$ 4,066.62	\$ 13,000.00	\$ 8,933.38	31.3%
Computer Supplies	\$ 8,380.46	\$ 8,000.00	\$ (380.46)	104.8%		Computer Supplies	\$ 6,784.56	\$ 8,000.00	\$ 1,215.44	84.8%
Custodial Supplies	\$ 10,512.18	\$ 22,000.00	\$ 11,487.82	47.8%		Custodial Supplies	\$ 18,270.40	\$ 20,000.00	\$ 1,729.60	91.4%
Rubbish Removal/Sanitation	\$ 12,357.06	\$ 20,000.00	\$ 7,642.94	61.8%		Rubbish Removal/Sanitation	\$ 19,134.32	\$ 26,000.00	\$ 6,865.68	73.6%
Seed & Sod	\$ 24,082.65	\$ 29,000.00	\$ 4,917.35	83.0%		Seed & Sod	\$ 13,490.92	\$ 25,000.00	\$ 11,509.08	54.0%
Tee & Green	\$ 12,766.20	\$ 12,000.00	\$ (766.20)	106.4%		Tee & Green	\$ 9,433.57	\$ 12,000.00	\$ 2,566.43	78.6%
Landscaping	\$ 3,170.56	\$ 5,000.00	\$ 1,829.44	63.4%		Landscaping	\$ 1,500.00	\$ 5,000.00	\$ 3,500.00	30.0%
Topsoil & Sand	\$ 19,499.31	\$ 31,500.00	\$ 12,000.69	61.9%		Topsoil & Sand	\$ 24,879.70	\$ 30,000.00	\$ 5,120.30	82.9%
Fertilizer	\$ 92,553.88	\$ 96,000.00	\$ 3,446.12	96.4%		Fertilizer	\$ 56,312.60	\$ 80,000.00	\$ 23,687.40	70.4%
Fungicide	\$ 138,627.37	\$ 126,000.00	\$ (12,627.37)	110.0%		Fungicide	\$ 129,716.67	\$ 120,000.00	\$ (9,716.67)	108.1%
Insecticides	\$ 2,514.92	\$ 16,000.00	\$ 13,485.08	15.7%		Insecticides	\$ 8,508.28	\$ 15,000.00	\$ 6,491.72	56.7%
Misc. Wetting Agents/Lime	\$ 47,829.86	\$ 58,000.00	\$ 10,170.14	82.5%		Misc. Wetting Agents/Lime	\$ 48,090.00	\$ 55,000.00	\$ 6,910.00	87.4%
Cart Lease	\$ 92,500.00	\$ 111,000.00	\$ 18,500.00	83.3%		Cart Lease	\$ 92,500.00	\$ 111,000.00	\$ 18,500.00	83.3%
Clubhouse Furn./Repair	\$ 41,038.65	\$ 50,000.00	\$ 8,961.35	82.1%		Clubhouse Furn./Repair	\$ 19,343.96	\$ 35,000.00	\$ 15,656.04	55.3%
Credit Card Expense	\$ 60,916.13	\$ 75,000.00	\$ 14,083.87	81.2%		Credit Card Expense	\$ 53,869.61	\$ 57,000.00	\$ 3,130.39	94.5%
Environmental Monitoring	\$ 2,119.19	\$ 3,000.00	\$ 880.81	70.6%		Environmental Monitoring	\$ 2,983.57	\$ 3,000.00	\$ 16.43	99.5%
Safety Clothing Allowance	\$ 4,875.13	\$ 9,000.00	\$ 4,124.87	54.2%		Safety Clothing Allowance	\$ 4,907.76	\$ 9,000.00	\$ 4,092.24	54.5%
Mileage-Maintenance	\$ 88.45	\$ 450.00	\$ 361.55	19.7%		Mileage-Maintenance	\$ -	\$ 450.00	\$ 450.00	0.0%
Meetings/Travel	\$ 1,060.00	\$ 2,500.00	\$ 1,440.00	42.4%		Meetings/Travel	\$ 130.00	\$ 2,500.00	\$ 2,370.00	5.2%
Dues and Subscriptions	\$ 4,208.00	\$ 4,100.00	\$ (108.00)	102.6%		Dues and Subscriptions	\$ 3,569.99	\$ 4,100.00	\$ 530.01	87.1%
Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%		Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%
Advertising/Promotions	\$ 23,486.84	\$ 50,000.00	\$ 26,513.16	47.0%		Advertising/Promotions	\$ 21,476.90	\$ 50,000.00	\$ 28,523.10	43.0%
CVCE Administration Charges	\$ 3,515.63	\$ 4,688.00	\$ 1,172.37	75.0%			\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -	
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SUBTOTAL	\$ 888,732.50	\$ 1,021,318.00	\$ 132,585.50	87.0%		SUBTOTAL	\$ 762,768.88	\$ 939,850.00	\$ 187,081.12	80.1%
Other Expenses:						Other Expenses:				
Transfer to Trust	\$ -	\$ 21,000.00	\$ 21,000.00	0%		Transfer to Trust	\$ 21,000.00	\$ 21,000.00	\$ -	100%
Pro Shop Purchases	\$ 152,715.39	\$ 230,000.00	\$ 77,284.61	66%		Pro Shop Purchases	\$ 108,792.14	\$ 230,000.00	\$ 121,207.86	47%
Capital	\$ -	\$ -	\$ -			Capital	\$ 19,065.00	\$ 100,000.00	\$ 80,935.00	19%
Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%		Indirect Costs	\$ 129,324.00	\$ 129,324.00	\$ -	100%
Life Insurance	\$ 511.64	\$ 671.00	\$ 159.36	76%		Life Insurance	\$ 436.82	\$ 652.00	\$ 215.18	67%
Unemployment	\$ 35,163.76	\$ 55,080.00	\$ 19,916.24	64%		Unemployment	\$ 35,168.17	\$ 54,000.00	\$ 18,831.83	65%
Health Insurance	\$ 245,255.50	\$ 343,608.00	\$ 98,352.50	71%		Health Insurance	\$ 191,380.90	\$ 298,518.00	\$ 107,137.10	64%
Medicare	\$ 15,351.26	\$ 23,976.00	\$ 8,624.74	64%		Medicare	\$ 14,103.90	\$ 22,151.00	\$ 8,047.10	64%
Compensated Absences	\$ 21,547.75	\$ 20,000.00	\$ (1,547.75)	108%		Compensated Absences	\$ 1,193.00	\$ 15,000.00	\$ 13,807.00	8%
Workers Compensation	\$ 10,605.00	\$ 16,480.00	\$ 5,875.00	64%		Workers Compensation	\$ 9,646.00	\$ 16,000.00	\$ 6,354.00	60%
General Liability Insurance	\$ 68,262.24	\$ 81,198.00	\$ 12,935.76	84%		General Liability Insurance	\$ 70,511.92	\$ 78,834.00	\$ 8,322.08	89%
Retirement/Pension Exp.	\$ 238,554.00	\$ 238,554.00	\$ -	100%		Retirement/Pension Exp.	\$ 251,300.00	\$ 251,300.00	\$ -	100%
Transfer to General Stabilization	\$ 400,000.00	\$ 400,000.00	\$ -	100%		Encumbrances	\$ 6,237.30	\$ 6,237.30	\$ -	100%
SUBTOTAL	\$ 993,322.54	\$ 1,635,923.00	\$ 242,600.46	61%		SUBTOTAL	\$ 858,159.15	\$ 1,223,016.30	\$ 364,857.15	70%
GRAND TOTAL	\$ 3,114,341.85	\$ 4,254,133.00	\$ 739,791.15	73%		GRAND TOTAL	\$ 2,697,882.09	\$ 3,705,584.30	\$ 1,007,702.21	73%
FY23 Capital	\$ 12,507.53	\$ 730,000.00	\$ 717,492.47	2%						
FY22 Capital	\$ 192,666.88	\$ 982,000.00	\$ 789,333.12	20%						

CAPTAINS GOLF COURSE COMPARISON REPORT APRIL

	<u>Apr-18</u>	<u>Apr-19</u>	<u>Apr-20</u>	<u>Apr-21</u>	<u>Apr-22</u>	<u>Apr-23</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 78,957.00	\$ 93,111.00	\$ 15,795.00	\$ 78,273.00	\$ 83,750.00	\$ 95,569.00
RESIDENTS - Morning	\$ 76,912.00	\$ 78,165.00	\$ 8,539.00	\$ 48,892.00	\$ 72,163.50	\$ 67,973.30
RESIDENTS - Twilight	\$ 16,117.00	\$ 14,534.33	\$ 468.00	\$ 16,695.00	\$ 25,236.40	\$ 25,666.00
CHARTER NON-RESIDENTS	\$ -	\$ 2,896.00	\$ 1,520.00	\$ 1,520.00	\$ 1,735.00	\$ 1,805.00
NON-RESIDENTS	\$ 106,006.00	\$ 85,119.00	\$ 8,760.00	\$ 102,790.00	\$ 92,063.60	\$ 71,325.00
NON-RESIDENT TWILIGHT	\$ 14,940.00	\$ 16,679.00	\$ -	\$ 27,300.00	\$ 22,330.00	\$ 20,800.00
AFP COLLEGIATE	\$ 370.00	\$ 2,109.00	\$ -	\$ 5,825.00	\$ 4,000.00	\$ 5,350.00
AFP JUNIOR	\$ 1,005.00	\$ 1,610.00	\$ -	\$ 2,392.00	\$ 1,836.00	\$ 2,536.00
SUBTOTAL	\$ 294,307.00	\$ 294,223.33	\$ 35,082.00	\$ 283,687.00	\$ 303,114.50	\$ 291,024.30
GREEN FEES:						
18 HOLE GREEN FEE	\$ 32,669.00	\$ 27,819.00	\$ -	\$ 58,418.00	\$ 60,578.44	\$ 60,471.00
TWILIGHT GREEN FEES	\$ 4,896.00	\$ 7,615.00	\$ -	\$ 10,297.00	\$ 10,640.00	\$ 8,491.00
BACK 9 GREEN FEES	\$ 1,703.00	\$ 1,097.00	\$ -	\$ 5,468.00	\$ 10,719.13	\$ 11,859.80
ADVANCED RESERVATIONS	\$ 5,852.20	\$ 10,233.90	\$ -	\$ 74.00	\$ 220.00	\$ 9,403.00
SUBTOTAL	\$ 45,120.20	\$ 46,764.90	\$ -	\$ 74,257.00	\$ 82,157.57	\$ 90,224.80
CARTS:						
18 HOLE CART	\$ 14,233.76	\$ 14,247.52	\$ -	\$ 27,472.89	\$ 26,540.99	\$ 29,889.70
9 HOLE CART	\$ 3,642.65	\$ 4,585.66	\$ -	\$ 7,237.55	\$ 7,496.92	\$ 8,753.37
SUBTOTAL	\$ 17,876.41	\$ 18,833.18	\$ -	\$ 34,710.44	\$ 34,037.91	\$ 38,643.07
DRIVING RANGE	\$ 7,384.00	\$ 8,765.00	\$ 221.00	\$ 15,808.00	\$ 15,628.00	\$ 12,989.00
PULL CARTS	\$ 379.44	\$ 295.52	\$ -	\$ 302.13	\$ 136.53	\$ 265.50
SNACK BAR RENT	\$ 1,500.00	\$ 1,701.58	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ (5,005.50)	\$ (2,373.51)	\$ (1,595.00)	\$ (2,273.22)	\$ (2,681.69)	\$ (3,090.36)
CREDIT BOOK	\$ 376.79	\$ (1,200.97)	\$ -	\$ 517.67	\$ (487.63)	\$ (738.15)
PRO SHOP SALES	\$ 21,040.36	\$ 16,940.29	\$ 880.00	\$ 19,130.00	\$ 26,258.10	\$ 21,194.34
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	\$ 25,675.09	\$ 24,127.91	\$ (494.00)	\$ 33,484.58	\$ 38,853.31	\$ 30,620.33
TOTAL REVENUE	\$ 382,978.70	\$ 383,949.32	\$ 34,588.00	\$ 426,139.02	\$ 458,163.29	\$ 450,512.50

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH APRIL (4 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	\$ 215,204.00	\$ 247,882.00	\$ 261,304.02	\$ 249,561.00	\$ 355,986.00	\$ 344,890.00
RESIDENTS - Morning	\$ 155,945.00	\$ 162,942.45	\$ 131,410.00	\$ 132,106.70	\$ 211,519.50	\$ 236,403.70
RESIDENTS - Twilight	\$ 25,042.00	\$ 26,576.33	\$ 19,332.00	\$ 35,415.00	\$ 44,996.40	\$ 46,706.00
CHARTER NON-RESIDENTS	\$ 5,516.00	\$ 7,240.00	\$ 1,520.00	\$ 7,600.00	\$ 6,940.00	\$ -
NON-RESIDENTS	\$ 261,206.00	\$ 254,988.00	\$ 239,654.00	\$ 353,321.00	\$ 468,564.20	\$ 498,104.96
NON-RESIDENT TWILIGHT	\$ 24,250.00	\$ 24,683.00	\$ 24,910.00	\$ 59,748.00	\$ 70,401.00	\$ 62,944.00
COLLEGIATE	\$ 2,540.00	\$ 5,551.00	\$ 1,183.00	\$ 10,658.00	\$ 8,630.00	\$ 9,100.00
JUNIORS	\$ 2,010.00	\$ 2,082.00	\$ 776.00	\$ 3,684.00	\$ 3,101.00	\$ 3,848.00
SUBTOTAL	\$ 691,713.00	\$ 731,944.78	\$ 680,089.02	\$ 852,093.70	\$ 1,170,138.10	\$ 1,201,996.66
GREEN FEES:						
18 HOLE GREEN FEE	\$ 50,321.00	\$ 39,724.00	\$ 12,755.00	\$ 74,581.00	\$ 80,568.44	\$ 82,216.00
TWILIGHT GREEN FEES	\$ 9,003.00	\$ 12,225.00	\$ 5,665.00	\$ 18,019.00	\$ 16,535.00	\$ 14,151.00
BACK 9 GREEN FEES	\$ 1,963.00	\$ 1,279.00	\$ 470.00	\$ 9,333.00	\$ 14,314.13	\$ 20,059.80
ADVANCED RESERVATIONS	\$ 9,952.20	\$ 12,133.90	\$ 10,692.20	\$ 6,924.00	\$ 3,510.00	\$ 30,516.45
SUBTOTAL	\$ 71,239.20	\$ 65,361.90	\$ 29,582.20	\$ 108,857.00	\$ 114,927.57	\$ 146,943.25
CARTS:						
18 HOLE CART	\$ 20,566.40	\$ 20,408.84	\$ 8,122.47	\$ 39,219.96	\$ 36,435.07	\$ 47,803.37
9 HOLE CART	\$ 5,486.08	\$ 7,335.43	\$ 4,057.60	\$ 13,784.18	\$ 11,440.19	\$ 16,948.20
SUBTOTAL	\$ 26,052.48	\$ 27,744.27	\$ 12,180.07	\$ 53,004.14	\$ 47,875.26	\$ 64,751.57
DRIVING RANGE	\$ 11,732.00	\$ 13,934.00	\$ 5,450.00	\$ 18,582.00	\$ 24,567.00	\$ 23,828.00
PULL CARTS	\$ 582.72	\$ 580.76	\$ 153.36	\$ 577.78	\$ 136.53	\$ 438.66
SNACK BAR RENT	\$ 1,500.00	\$ 1,701.58	\$ -	\$ -	\$ -	\$ -
GIFT CERTIFICATES	\$ (3,869.09)	\$ (3,194.41)	\$ (5,787.73)	\$ (1,789.22)	\$ (5,397.37)	\$ (3,924.72)
CREDIT BOOK	\$ (373.33)	\$ (1,579.10)	\$ (520.59)	\$ 492.57	\$ (1,655.11)	\$ (1,616.06)
PRO SHOP SALES	\$ 36,158.39	\$ 33,188.39	\$ 17,573.83	\$ 40,179.42	\$ 51,522.25	\$ 34,921.79
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ 8.00	\$ 287.15
SUBTOTAL	\$ 45,730.69	\$ 44,631.22	\$ 16,868.87	\$ 58,042.55	\$ 69,181.30	\$ 53,934.82
TOTAL REVENUE	\$ 834,735.37	\$ 869,682.17	\$ 738,720.16	\$ 1,071,997.39	\$ 1,402,122.23	\$ 1,467,626.30

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH APRIL (10 months)

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 225,190.00	\$ 265,862.00	\$ 275,028.02	\$ 272,673.00	\$ 363,357.00	\$ 345,370.00
RESIDENTS - Morning	\$ 159,037.00	\$ 162,147.45	\$ 134,750.00	\$ 131,313.70	\$ 215,786.50	\$ 239,683.70
RESIDENTS - Twilight	\$ 28,325.00	\$ 31,063.33	\$ 24,764.00	\$ 42,111.00	\$ 47,804.40	\$ 52,654.40
CHARTER NON-RESIDENTS	\$ 5,516.00	\$ 7,240.00	\$ 1,520.00	\$ 7,600.00	\$ 6,940.00	\$ -
NON-RESIDENTS	\$ 268,586.00	\$ 264,153.00	\$ 250,108.00	\$ 377,921.00	\$ 471,368.20	\$ 500,184.96
NON-RESIDENT TWILIGHT	\$ 26,231.00	\$ 26,837.00	\$ 28,018.00	\$ 66,784.00	\$ 73,201.00	\$ 65,254.00
COLLEGIATE	\$ 3,055.00	\$ 6,291.00	\$ 2,128.00	\$ 11,879.00	\$ 9,851.00	\$ 9,550.00
JUNIORS	\$ 2,730.00	\$ 3,167.00	\$ 1,164.00	\$ 3,908.00	\$ 3,685.00	\$ 3,848.00
SUBTOTAL	\$ 718,670.00	\$ 766,760.78	\$ 717,480.02	\$ 914,189.70	\$ 1,191,993.10	\$ 1,216,545.06
GREEN FEES:						
18 HOLE GREEN FEE	\$ 1,003,217.55	\$ 1,037,844.34	\$ 1,045,402.58	\$ 1,390,842.58	\$ 1,230,723.93	\$ 1,297,672.56
TWILIGHT GREEN FEES	\$ 119,086.00	\$ 123,621.20	\$ 122,058.00	\$ 194,904.88	\$ 167,661.89	\$ 166,959.50
BACK 9 GREEN FEES	\$ 50,742.20	\$ 59,086.04	\$ 68,312.00	\$ 93,953.95	\$ 132,065.38	\$ 200,054.81
ADVANCED RESERVATIONS	\$ 81,648.48	\$ 65,720.90	\$ 64,748.60	\$ 34,027.80	\$ 37,864.25	\$ 77,722.00
SUBTOTAL	\$ 1,254,694.23	\$ 1,286,272.48	\$ 1,300,521.18	\$ 1,713,729.21	\$ 1,568,315.45	\$ 1,742,408.87
CARTS:						
18 HOLE CART	\$ 370,937.43	\$ 379,632.23	\$ 364,332.37	\$ 501,410.41	\$ 481,261.57	\$ 499,080.21
9 HOLE CART	\$ 81,759.31	\$ 92,290.49	\$ 93,124.74	\$ 123,944.65	\$ 111,149.19	\$ 129,691.90
SUBTOTAL	\$ 452,696.74	\$ 471,922.72	\$ 457,457.11	\$ 625,355.06	\$ 592,410.76	\$ 628,772.11
DRIVING RANGE	\$ 94,895.00	\$ 96,416.00	\$ 91,547.00	\$ 138,948.00	\$ 130,244.00	\$ 121,605.50
PULL CARTS	\$ 6,938.12	\$ 6,608.97	\$ 5,564.55	\$ 7,329.86	\$ 3,355.31	\$ 4,924.90
SNACK BAR RENT	\$ 35,500.00	\$ 28,201.58	\$ 28,202.16	\$ 10,000.00	\$ 25,000.00	\$ 24,603.05
GIFT CERTIFICATES	\$ (6,748.02)	\$ (6,880.05)	\$ (4,746.91)	\$ 4,844.38	\$ 10,125.45	\$ 6,039.70
CREDIT BOOK	\$ 5,939.88	\$ (6,166.74)	\$ 2,028.40	\$ 5,502.87	\$ 16,448.92	\$ 11,444.23
PRO SHOP SALES	\$ 195,755.01	\$ 209,753.90	\$ 186,946.00	\$ 191,566.51	\$ 224,359.44	\$ 203,342.53
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ 6,231.27	\$ 4,585.71
SUBTOTAL	\$ 332,279.99	\$ 327,933.66	\$ 309,541.20	\$ 358,191.62	\$ 415,764.39	\$ 376,545.62
TOTAL REVENUE	\$ 2,758,340.96	\$ 2,852,889.64	\$ 2,784,999.51	\$ 3,611,465.59	\$ 3,768,483.70	\$ 3,964,271.66

FY 2023 Projections by month

REVENUES:	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Season Passes	\$ 12,000	\$ 6,000	\$ 3,886	\$ -	\$ -	\$ -	\$ -	\$ 248,047	\$ 554,458	\$ 393,957	\$ 189,683	\$ 51,069	\$ 1,459,100
Green Fees	\$ 449,961	\$ 449,961	\$ 262,477	\$ 168,735	\$ 56,245	\$ 18,748	\$ 18,748	\$ 18,748	\$ 37,497	\$ 56,245	\$ 112,490	\$ 224,980	\$ 1,874,837
Cart Fees	\$ 150,082	\$ 157,229	\$ 107,202	\$ 78,614	\$ 28,587	\$ 7,147	\$ 5,003	\$ 3,573	\$ 5,717	\$ 28,587	\$ 57,174	\$ 85,761	\$ 714,677
Driving Range	\$ 24,929	\$ 32,719	\$ 21,813	\$ 15,580	\$ 6,232	\$ 1,558	\$ 3,116	\$ 3,116	\$ 3,116	\$ 12,464	\$ 14,022	\$ 17,138	\$ 155,804
Pro Shop Revenues	\$ 47,000	\$ 46,000	\$ 30,000	\$ 25,000	\$ 15,000	\$ 5,000	\$ 10,000	\$ 2,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 45,000	\$ 300,000
Restaurant Rent	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,000	\$ -	\$ -	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 42,000
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,517
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 688,972	\$ 696,909	\$ 430,377	\$ 292,930	\$ 108,564	\$ 34,453	\$ 36,867	\$ 275,485	\$ 623,288	\$ 521,254	\$ 480,887	\$ 428,949	\$ 4,618,935
EXPENSES:													
Wages	\$ 154,899	\$ 154,899	\$ 138,930	\$ 121,364	\$ 111,782	\$ 102,201	\$ 105,395	\$ 79,845	\$ 108,589	\$ 118,170	\$ 151,705	\$ 249,115	\$ 1,596,892
Operating Expenses	\$ 134,505	\$ 129,449	\$ 105,177	\$ 59,668	\$ 53,600	\$ 36,407	\$ 36,407	\$ 45,509	\$ 71,804	\$ 107,200	\$ 111,245	\$ 120,347	\$ 1,011,318
Pro Shop Purchases	\$ 25,300	\$ 23,000	\$ 16,100	\$ 10,350	\$ 4,600	\$ 5,750	\$ -	\$ -	\$ -	\$ 39,100	\$ 52,900	\$ 52,900	\$ 230,000
Life Insurance	\$ 671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 671
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,080	\$ -	\$ -	\$ 55,080
Health Insurance	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 28,629	\$ 343,548
Medicare	\$ 23,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,976
Compensated Absences	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Workers Compensation	\$ 16,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,480
Retirement/Pension	\$ 238,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,554
Liability & Property Insurance	\$ 81,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 79,437
Transfer to Trust	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000
Contractual Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ 214,006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 214,006
Transfer to Capital Stabilization	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 1,359,219	\$ 335,976	\$ 288,836	\$ 220,011	\$ 207,811	\$ 182,188	\$ 179,631	\$ 163,183	\$ 218,221	\$ 302,179	\$ 344,479	\$ 450,991	\$ 4,250,962
SURPLUS/(DEFICIT)	\$ (670,247)	\$ 360,932	\$ 141,542	\$ 72,920	\$ (99,247)	\$ (147,734)	\$ (142,764)	\$ 112,302	\$ 405,067	\$ 219,075	\$ 136,408	\$ (22,042)	\$ 367,973

REVENUES:	ACTUAL JUL	ACTUAL AUG	PROJECTED ACTUAL	ACTUAL OCT	ACTUAL NOV	ACTUAL DEC	ACTUAL JAN	ACTUAL FEB	ACTUAL MAR	ACTUAL APR	PROJECTED MAY	PROJECTED JUN	TOTALS
Season Passes	\$ 11,760	\$ 1,040	\$ 888	\$ 480	\$ 200	\$ 290	\$ -	\$ 119,654	\$ 791,318	\$ 291,024	\$ -	\$ -	\$ 1,216,545
Green Fees	\$ 570,713	\$ 525,488	\$ 282,925	\$ 153,986	\$ 51,928	\$ 10,425	\$ 29,833	\$ 10,295	\$ 16,590	\$ 90,225	\$ -	\$ -	\$ 1,742,409
Cart Fees	\$ 189,156	\$ 172,527	\$ 108,149	\$ 63,896	\$ 29,874	\$ 5,905	\$ 9,671	\$ 5,862	\$ 10,656	\$ 38,643	\$ -	\$ -	\$ 633,338
Driving Range	\$ 38,823	\$ 29,933	\$ 14,676	\$ 8,044	\$ 2,892	\$ 3,410	\$ 1,852	\$ 2,693	\$ 6,294	\$ 12,989	\$ -	\$ -	\$ 121,606
Pro Shop Revenues	\$ 53,722	\$ 50,051	\$ 25,524	\$ 22,143	\$ 9,853	\$ 7,127	\$ 3,667	\$ 2,522	\$ 7,539	\$ 21,194	\$ -	\$ -	\$ 203,343
Restaurant Rent	\$ 5,000	\$ -	\$ -	\$ 18,103	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,603
Solar Array	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 1,936	\$ (338)	\$ 1,657	\$ 1,043	\$ -	\$ -	\$ -	\$ 287	\$ -	\$ -	\$ -	\$ -	\$ 4,586
Gift Certificates	\$ (5,971)	\$ (4,086)	\$ (1,126)	\$ (2,850)	\$ 1,495	\$ 22,202	\$ 213	\$ 293	\$ (1,341)	\$ (3,090)	\$ -	\$ -	\$ 6,400
Credit Book	\$ 2,515	\$ 5,806	\$ 4,697	\$ 2,480	\$ (1,188)	\$ (1,250)	\$ (630)	\$ 75	\$ (322)	\$ (738)	\$ -	\$ -	\$ 11,444
TOTAL REVENUES	\$ 862,656	\$ 780,471	\$ 437,371	\$ 257,625	\$ 95,554	\$ 48,019	\$ 44,607	\$ 141,680	\$ 830,734	\$ 450,247	\$ -	\$ -	\$ 3,963,913
EXPENSES:													
Wages	\$ 129,686	\$ 163,498	\$ 156,236	\$ 144,965	\$ 133,749	\$ 148,356	\$ 81,297	\$ 80,564	\$ 83,352	\$ 110,484	\$ -	\$ -	\$ 1,232,287
Operating Expenses	\$ 56,451	\$ 129,019	\$ 100,166	\$ 94,397	\$ 71,942	\$ 158,586	\$ 75,771	\$ 42,189	\$ 92,161	\$ 68,050	\$ -	\$ -	\$ 888,732
Pro Shop Purchases	\$ 21,867	\$ 23,719	\$ 24,557	\$ 13,387	\$ 4,301	\$ 11,735	\$ 3,292	\$ 8,580	\$ 6,950	\$ 34,847	\$ -	\$ -	\$ 152,715
Life Insurance	\$ 56	\$ 56	\$ 112	\$ -	\$ 53	\$ 46	\$ 50	\$ 43	\$ 96	\$ -	\$ -	\$ -	\$ 511
Unemployment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,631	\$ 3,998	\$ 12,185	\$ 9,354	\$ 8,396	\$ -	\$ -	\$ 35,164
Health Insurance	\$ 21,387	\$ 24,929	\$ 23,133	\$ 46,266	\$ -	\$ 22,895	\$ 42,302	\$ -	\$ 41,619	\$ 22,835	\$ -	\$ -	\$ 245,256
Medicare	\$ -	\$ -	\$ -	\$ 6,503	\$ -	\$ 5,796	\$ -	\$ -	\$ 3,052	\$ -	\$ -	\$ -	\$ 15,351
Compensated Absences	\$ 2,300	\$ 3,060	\$ -	\$ -	\$ 16,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,548
Workers Compensation	\$ 10,605	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,605
Retirement/Pension	\$ 238,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,554
Liability & Property Insurance	\$ 68,262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,262
Transfer to Trust	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ -	\$ 205,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205,356
Transfer to Capital Stabilization	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY23 Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 950,626	\$ 549,576	\$ 364,204	\$ 305,497	\$ 218,284	\$ 348,967	\$ 204,310	\$ 143,661	\$ 236,594	\$ 244,612	\$ -	\$ -	\$ 3,514,341
SURPLUS/(DEFICIT)	\$ (82,972)	\$ 230,845	\$ 133,167	\$ (47,872)	\$ (130,730)	\$ (300,968)	\$ (159,704)	\$ (1,981)	\$ 594,150	\$ 205,635	\$ -	\$ -	\$ 449,572

MONTH: Apr-23

DATE	DAY	GUEST PLAY							MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
		18	19	B-9	TWI-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TWI-LT		
1	SAT	19	-	-	-	-	-	19	3	-	1	4	23	Rain, 46 deg
2	SUN	27	10	22	-	-	2	61	68	11	7	86	147	Sunny, Windy, 44 deg
3	MON	12	2	6	-	-	-	20	88	11	9	108	128	Sunny, Windy, 44 deg
4	TUE	21	9	4	-	-	1	35	48	31	3	82	117	Nice, 55 deg
5	WED	6	1	1	-	-	-	8	34	23	-	57	65	Cold, Windy, 44 deg
6	THU	7	1	9	33	2	-	52	39	11	4	54	106	Cloudy, Misty, 51 deg
7	FRI	69	18	31	8	8	-	134	110	16	25	151	285	Partly Cloudy, Chilly, 51 deg
8	SAT	45	14	19	-	12	-	90	47	20	17	84	174	Sunny, Cool, 49 deg
9	SUN	23	1	15	-	5	-	44	61	9	7	77	121	Sunny, 46 deg, Easter
10	MON	10	-	17	-	8	-	35	72	8	22	102	137	Sunny, 57 deg
11	TUE	19	7	18	-	-	-	44	49	17	22	88	132	Sunny, 62 deg
12	WED	20	10	4	-	2	-	36	106	34	12	152	188	Sunny, 63 deg
13	THU	24	24	2	-	-	-	50	62	44	7	113	163	Sunny, 70 deg
14	FRI	85	16	24	1	7	-	133	169	28	66	263	396	Sunny, 72 deg
15	SAT	53	7	17	-	7	-	84	68	19	15	102	186	Decent, 66 deg
16	SUN	22	3	18	-	6	-	49	63	10	10	83	132	Cloudy, Foggy, 55 deg
17	MON	13	2	8	-	-	-	23	94	18	12	124	147	Cloudy, 50 deg
18	TUE	35	4	8	16	2	-	65	55	30	28	113	178	Windy, 55 deg
19	WED	25	14	5	-	17	-	61	102	58	9	169	230	Partly Cloudy, 53 deg
20	THU	19	21	5	-	5	-	50	65	62	5	132	182	Sunny, 53 deg
21	FRI	70	10	48	8	2	-	138	139	18	50	207	345	Sunny, Cool, 51 deg
22	SAT	116	12	31	17	5	-	181	105	17	29	151	332	Cloudy, Cool, 52 deg
23	SUN	12	1	3	-	1	-	17	50	6	6	62	79	Rainy, 50 deg
24	MON	26	6	3	4	2	-	41	134	25	8	167	208	Cloudy, 53 deg
25	TUE	68	7	-	-	-	-	75	49	44	4	97	172	Sunny, 55 deg
26	WED	42	13	8	2	4	-	89	116	57	11	184	253	Cloudy, Cool, 53 deg
27	THU	23	16	6	4	-	-	49	59	30	1	90	139	Overcast, 50 deg
28	FRI	77	21	7	44	8	-	157	117	50	25	192	349	Sunny, 57 deg
29	SAT	110	13	25	68	3	-	219	95	20	12	127	346	Cloudy, Cool, 50 deg
30	SUN	1	-	7	8	2	-	18	35	3	6	44	62	Rain, Wind, 55 deg
TOTALS		1,099	263	371	213	111	-	2,057	2,302	730	433	3,465	5,522	No Closed Days
April-22		1,109	302	408	284	32	58	2,193	2,372	471	630	3,473	5,666	No Closed Days
April-21		1,189	186	376	139	99	-	1,989	2,675	308	915	3,898	5,887	No Closed Days
April-20		-	-	-	-	-	-	-	-	-	-	-	-	30 days closed - Covid
April-19		607	38	307	197	78	25	1,252	1,577	240	380	2,197	3,449	10 days with rain
April-18		638	57	220	253	112	30	1,310	1,455	348	288	2,091	3,401	1 day closed
April-17		871	130	380	241	153	57	1,832	1,827	325	288	2,440	4,272	1 day closed
April-16		770	107	240	233	162	58	1,570	1,556	337	482	2,375	3,945	1 day closed
April-15		689	69	402	205	82	31	1,478	1,770	337	247	2,354	3,832	2 days closed
April-14		684	27	348	265	85	-	1,409	1,858	358	225	2,441	3,850	0 days closed
April-13		834	45	344	403	173	100	1,899	1,862	378	618	2,858	4,757	0 days closed
April-12		945	51	425	306	155	149	2,031	2,253	531	308	3,092	5,123	0 days closed
April-11		772	33	216	570	133	83	1,807	2,205	442	147	2,794	4,601	2 days closed
April-10		881	55	280	420	214	94	1,944	1,933	465	581	2,979	4,923	0 days closed
April-09		919	60	255	541	168	97	2,040	2,236	390	250	2,876	4,916	1 day closed
April-08		915	69	251	655	220	88	2,198	1,906	405	646	2,957	5,155	2 days closed
April-07		867	45	193	634	116	107	1,962	1,922	392	178	2,492	4,454	2 days closed
April-06		1,184	60	298	902	162	138	2,744	2,532	540	325	3,397	6,141	no closed days
April-05		696	137	171	959	160	126	2,249	2,444	539	447	3,430	5,679	1 closed day
April-04		857	50	220	1,034	112	198	2,471	2,625	414	170	3,209	5,680	3 closed days
April-03		690	83	164	822	166	121	2,046	2,122	328	427	2,877	4,923	4 closed days
April-02		822	106	265	1,809	94	184	3,280	2,568	498	385	3,451	6,731	1 closed day
April-01		924	77	287	2,237	151	104	3,780	2,394	434	222	3,050	6,830	4 closed days
April-00		679	107	134	1,884	-	49	2,853	2,636	284	177	3,097	5,950	

CALENDAR YEAR 2023 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	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	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
June	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
July	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
August	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
September	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
October	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
November	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
December	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
TOTALS	1,705	213	546	599	163	3,226	5,549	1,612	821	7,982	11,208	71%
2022	25,465	1,650	6,471	6,867	2,760	43,213	30,465	8,671	7,407	46,543	89,756	
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
Brewster, Massachusetts 02631
(508) 896-3701

GOLF COMMISSION
Minutes of April 11th, 2023

Commissioners Present: Anne O'Connell (Chair), Andrea Johnson (Vice-Chair), Rob David, Wyn Morton, Jeff Odell, John Kissida and David Valcourt.

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent,), Peter Lombardi (Town Manager), Mimi Bernardo (Finance Director), Donna Kalanick (Assistant Town Manager), Rob Harris (CCMGA), Susan Olin (Ladies Nine Holers), Peggy McEvoy (Friends of Captains)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/6468?channel=1>

Chairperson Anne O'Connell called the meeting to order at 4:00 p.m.

Declaration of a Quorum – 7 Golf Commissioners present and accounted for which constitutes a quorum.

Public Comment:

Peggy McEvoy (Friends of Captains) shared updates on various activities and events happening in their organization. The first event is a ball popping activity where volunteers will retrieve buried balls from the driving range. Participating in this event will give people a chance to attend a free clinic the following Wednesday. The Friends are also helping with gardens and new plantings around the starter shack and on hole 13 on port, and 11 on starboard. The bag drop will also be fixed by putting on a new top and new sides. The organization has joined the Chamber of Commerce and will be participating in the Brewster and Bloom event on May 7th. They are looking for volunteers to help with various tasks, including writing newsletters and taking registrations. Additionally, the organization is still looking for someone to help with their tournament in September.

Jay Packett noted that the ball popping excursion at the driving range is a past activity that has been done before, the Nauset golf team has done it in the past as a thank you for Captains hosting their season. The driving range has areas where the ball picker machine cannot reach and will miss some balls, which end up getting buried. In the past, this activity has yielded thousands of golf balls. Jay Packett expressed gratitude towards the Friends for their participation in the event.

Discussion with Town Manager and Finance Team regarding indirect costs and Discussion with Town Manager and Finance Team regarding proposed new position included in FY24 Golf Department Budget:

Peter Lombardi discusses the inclusion of a project manager/business manager position in the budget for the Golf Department in the coming year. The position is primarily for procurement and project management to handle the increasing workload in the department. Peter Lombardi explains that the Golf Department is part of a generally lean organization and that staffing levels have remained the same or decreased despite providing more services and programs. He mentions that the decision to add a new position was made based on discussions and analysis by the finance team. Peter Lombardi also notes that similar departments in the town have dedicated full-time assistant department heads, but the Golf Department does not. Peter Lombardi discusses the indirect costs related to this decision and mentions that Donna, who supports the Golf Department, devotes 25% of her time to the department. Peter Lombardi notes that the work still has to be done even if it means longer work hours for employees. He notes that Jay Packett, has taken only two vacation days in two years, which is not sustainable. Peter Lombardi acknowledged that their current charging system for different departments may not accurately reflect the actual time and work put in and hopes that hiring a new position will help reconcile and align indirect charges with actual time worked. They express confidence that the new position will lead to a better distribution of responsibilities and a more efficient system. They hope to hire someone for the new position and see how it will affect the allocation of responsibilities in real-time. Peter Lombardi concluded by saying that the decision to add a new position is not necessarily the perfect answer, but they hope it is a step in the right direction.

Anne O'Connell then opened the floor to any comments or questions by the Golf Commission and discussion followed:

During the discussion, there were concerns raised about the indirect costs and how they are computed. Additionally, there were concerns about the financial impact of adding a new person to the team and the potential decrease in revenues in the future. Dave Valcourt expressed their concerns about the potential impact on the enterprise fund and the need to be cautious in spending. Dave Valcourt requested more information to alleviate their concerns about the decision to hire a new person and how it would affect the enterprise fund. Peter Lombardi acknowledged that the addition of a new position may not be needed in the same form in five years, but it is necessary to address the current workload related to capital projects. Consultants are not a viable option due to cost. Peter Lombardi also mentioned that the current HVAC project has been time-consuming and larger projects require additional support.

John Kissida echoed many of Dave Valcourt's thoughts and acknowledged the need for a person to manage various projects in the town. However, John Kissida is concerned about the future budget and that the job description for the position has not been clear. He believes that project-specific delegation might be a better approach than hiring one person to wear many hats. John Kissida was concerned about the long-term nature of the maintenance building and irrigation projects, which are several years down the road, and feels that spending money on a new position to manage these projects seems premature. Peter Lombardi noted that the town recognizes that the workload is significant, and if they don't hire someone, the existing staff will be overburdened. The town intends to hire a construction firm to assist with larger projects, but they still need town staff to manage the oversight. The position is a personnel bylaw employee, which means that it is non-union, and the town has more discretion on adding or changing positions.

Donna Kalinick noted the importance of having someone with a specific skill set to manage ongoing contracts and projects for the golf course, such as the HVAC project and irrigation. The person responsible for these tasks will need to have expertise in procurement and overseeing contracts to ensure they are fulfilled properly. Donna, who is currently managing these tasks for all town departments, emphasizes the importance of having an extra set of eyes and ears to attend meetings and report back to her. Donna Kalinick praised the support and expertise provided by the town administrators and finance office. They agree that having someone with a specific skill set to manage ongoing contracts and projects will be a benefit to the golf course's overall operation.

Jeff Odell discussed various financial concerns related to the golf department and its budget. They suggest

that the town should credit indirect services that are being charged to the golf department. Jeff Odell expressed disagreement with the money being taken out of the solar project for the energy manager and suggested that it should be spread across the town as an indirect fee. They believe that the RFP procurement process should be contracted rather than hiring another town employee and emphasize the importance of the quality of the grounds crew's work in bringing in revenue for the golf course. Jeff Odell suggested that the new position should be contracted out, as it is not critical who drafts the contract, as long as it is compliant with procurement regulations and ultimately reviewed and signed off by the procurement officer.

Peter Lombardi noted that he disagreed with a lot of Jeff Odell's statements but did not wish to comment. Jay Packett noted he disagrees with Jeff's comment that the condition of the golf course is not part of town operations, saying that the town plays a large role in procuring the necessary supplies for the golf course such as seed, fertilizer, and fungicide. The speaker believes that the town has played an important role in making the golf course what it is and disagrees with Jeff's statement.

Rob David noted frustration with capacity limitations and sees the investment as a way to ensure successful projects. He believed that the proposed solution is a reasonable alternative for the short term but shared some concerns about the long-term needs. They strongly suggest considering this investment to move things along and ensure the success of the course.

Anne O'Connell noted she agrees with Rob David and Andrea Johnson that this is the best course of action for their projects to succeed, as they need more capacity. Anne O'Connell did also bring up the issue of indirect costs and requested that next year, the reason for any changes in the number be shared in writing with the Commission. Further discussion continued about the addition of a new position to help with the workload in the golf department. There was concern about the indirect costs and the lack of savings that the new position will bring. Jay Packett explained that salary increases, and cost-of-living adjustments are some of the drivers behind the increase in indirects each year. Donna mentions that her indirects are being calculated at 12.5% but are actually closer to 24% because of the time spent on budgeting, contractor oversight, and insurance for the whole town, including the Golf department. She suggests that the project manager position in their office could be eliminated with the addition of the new position. She also mentions that she is a finalist for the town manager position and that her experience and efficiency will be hard to be replicated by someone new. The group agrees that the indirects will need to be revisited in the next fiscal cycle, and they will see how the new position impacts the workload and efficiency in the golf department.

John Kissida stated that it would have been good to have a detailed definition of the proposed position since it has changed significantly during the process. John Kissida believes it's important to understand the reporting structure and where the person will be housed since there's limited space. The idea of a full-time commitment raises concerns, and they prefer the idea of a contract person who can be task-oriented and driven. John Kissida will investigate the job but cannot comment since they haven't seen the final contract.

Rob Harris encouraged the board to support the proposal, stating that they are all on the same team and that the issue is just an accounting matter. He shared his experience of eliminating indirect costs in the past and how it helped the golf course financially. He believes that the town is ultimately responsible for the golf course's financial stability and that supporting the proposal can help in the procurement process and make the golf course more profitable quickly. He praised the finance team for their work and urged the board to support the proposal. John Kissida appreciates the budget information provided but is worried about the increasing costs and the need for additional administrative positions, which may result in pricing the business out of the market. The speaker is concerned about the 5% increase per year required to maintain the business and believes that adding an extra \$100,000 for a consultant may not be financially viable. Peter Lombardi noted that hiring a consultant can be expensive, with hourly rates ranging from \$200 to \$300. The implication is that the \$100,000 being discussed could be easily spent on such services.

Bill Meehan noted he is neutral on whether the position should be created or not but trusts the judgment of the golf commission and the town's financial administration. He recognized the hard work and

forecasting that has been done to keep everyone informed. Bill Meehan ultimately trusts that the right person will be hired for the job and guide the difficult work ahead.

Brief update on Windows and Doors Project: Donna Kalanick gave an update on the Windows and Doors Project: Donna Kalanick had some negative news regarding the bids received for a construction project. In September 2022, four sub-filed sub bids were received, but the lowest bidder was disqualified due to missing documentation, and the next lowest bid was restricted to the general contractor. Only one general bid was received in the amount of \$1,033,000. Another bid process was initiated in February 2023, where three filed sub bids were received, but the lowest bidder was again restricted to the general contractor. Only one bid was received in the amount of \$1.2 million. The speaker reached out to a general contractor who estimated they would have bid in the range of \$750,000 to \$800,000. The bid was rejected, and the town will have to update the 10-year capital plan to revisit the project's approach and how to pay for it. Donna Kalanick mentioned that construction materials and construction costs are high, making the bidding process difficult. Donna Kalanick had to go out to bid three times in the past and will have to regroup on this project. Donna Kalanick noted in regard to the Maintenance Building Project that the cost of materials and lead times are still causing issues in the construction market, particularly in the vertical construction field. However, there may be some stabilization in the market by the time the maintenance building is ready for construction. In contrast, the irrigation project may have better luck finding contractors since there are fewer in that space.

Peter Lombardi noted in response to the previous comments about the market stabilization and lead times for construction materials. Peter Lombardi notes that the anticipated cost of the maintenance building has already been increased in the capital plan. They suggest that the cost of the windows and doors projects, while significant, may be only a fraction of the maintenance building cost. It is unlikely that there will be enough funds in the enterprise or capital stabilization fund to cover the costs, so short-term borrowing and debt issuance may be necessary, leading to a recalibration of the capital plan.

Authorization for Chair to send email to Select Board on behalf of Commission regarding meeting requirements:

Anne O'Connell thanked everyone for attending the meeting and acknowledged the difficult news about the cost of the windows and doors project. The next agenda item is withdrawn, and the final item is regarding the cancellation of a golf commission meeting due to lack of physical quorum. Anne O'Connell suggested that the Select Board should take another look at the physical quorum requirement since it may be an ongoing issue in the winter months and proposes that it is appropriate for boards to meet in person with the chairperson present but canceling meetings due to lack of physical quorum may not be necessary. Anne O'Connell noted that no one on the commission objects to the proposal to write a memo on this matter.

Peter Lombardi acknowledged that there have been challenges in implementing the expanded open meeting law provisions. One practical challenge is the potential difficulty of having only a few committee members present in a meeting with a large number of in-person attendees from the public. This sensitivity might not apply to the golf commission but could apply to other boards, especially regulatory boards. Peter Lombardi noted that it would be challenging to have different rules for different boards and committees, and balance needs to be struck for all.

Future Agenda Items and Meetings (4/25; Regular Business Meeting)

Matters not anticipated by the Chair: - None

A motion to adjourn was made by Anne O'Connell - Motion was approved.



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

GOLF COMMISSION
Minutes of April 25th, 2023

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent,), Rob Harris (CCMGA), Terry Ivester (Ladies 18 Holers), Susan Olin (Ladies 9 Holers), Peggy McEvoy (Friends of Captains)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7488?channel=1>

Chairperson Anne O’Connell called the meeting to order at 4:00 p.m.

Declaration of a Quorum – 6 Golf Commissioners present and accounted for which constitutes a quorum.

Public Comment: Peggy McEvoy (Friends of Captains) noted the “ball-popping” event at the range the next day with over 20 people attending. They also mention upcoming events on May 7th and May 18th, including a Brewster in Bloom celebration with a closest to the pin contest and a planned divot repair event.

Superintendent’s Report: Colin Walsh the speaker praised the weather conditions which have helped the golf course recover well from a recent aeration. The greens are smooth and will be regularly rolled to maintain their speed, and growth regulators will be used to control growth and maintain the greens. The speaker also mentions that the irrigation system is fully functional, but the jockey pump that handles smaller jobs has been giving some issues. On Thursday, a new jockey pump will be installed, along with paving work starting at the cart barn area and moving to the starboard first tee. Colin Walsh noted that there will be plenty of trucks and paving machines on the course, so golfers should be careful when playing. Colin Walsh noted the arrival of a new piece of equipment, a mower, that has been on order for 16 months from a company called Turf Products Corporation. They will be using this to replace a 37-year-old mower. Colin Walsh also mentions that they are preparing for the Mass Senior Four Ball Tournament in a month’s time and are short-staffed with seasonal workers. They are also looking forward to the month of May as it is a great month for grass maintenance. Overall, morale is high, and the team is excited about the upcoming events. John Kissida asked about divot boxes and Colin Walsh noted they will be out this week.

Director's Report: Jay Packet starts by praising Colin and his crew for their hard work in maintaining the property. The mower is being replaced after 16 months, and Jay Packett gives a shout out to Rob Campbell and the mechanic crew for keeping it running for 7 years. There will be paving work done around the first tee area, and the professional staff has come up with a plan to handle the inconvenience caused by the project. Lawrence Lynch, the paving company, will be on site around 6:30 am on Thursday, and Jay Packett, Pat Fannon, and Ed Beckler have gone over the plan and will communicate it to the clerks. The cost of the paving project is around \$65,000. Jay Packett acknowledged the hard work done by staff and contractors in preparation, which has saved money. Jay Packett also mentions other improvements being made, such as addressing sinkholes and adding parking spaces. They emphasize the importance of recognizing the team effort and getting a lot done with a modest amount of money.

Terry Ivester provided an update on the Spring Cup Golf Tournament starting on Thursday for four Thursdays in May. The Captain's Team of the Spring Cup will play with the Bay Cup, including Dennis Highlands, Duxbury Club, Pocasset, and Woods Hole. Terry Ivester mentions that the league play is starting on May 2.

Jay Packett presented a budget status update, stating that they are hanging close to where they were last year at 67% versus 65% for FY 2022. The biggest driver behind this is unanticipated costs for plumbing and work done to get the restaurant open. The part-time wages were significantly higher due to the mild winter, which led to the need for additional pro shop staff. The full-time wages and overtime expenses are set by Town Hall and should not go over. However, the wildcard is the part-time wages, and Jay Packett hopes not to overspend in that area. They are being more vigilant about spending and tracking invoices to avoid overspending. The capital spending in FY 22 was primarily for the HVAC project in the restaurant area, and they have spent \$230,000 of the \$265,000 allocated. They have \$75,000 remaining for FY 23. They spent \$2,000 on refurbishing the loading dock and the bulkhead, which is a short money expense, and they did not have to contract out for the work. In March, total revenue was behind compared to March of 2020 due to bad weather and closure for two days. However, looking at the calendar year and fiscal year, the revenue numbers for membership, greens fees, and cart fees are ahead. Overall, the total revenue for the calendar year is over \$73,000 ahead of where it was in 2022, and for the fiscal year, the total revenue is up by more than \$203,000. The increase in memberships and greens fees by 4% is the main driver behind the revenue increase. Miscellaneous items had a slight decrease in revenue. Jay Packett reports positive financial results for the current month and is confident that they will meet or exceed their overall projections for the fiscal year. Greens fees are at \$1.6 million, with a projection of just shy of \$1.9 million for the year. Membership revenue for April is just under \$250,000, with \$1.2 million in season passes for FY23. Non-resident membership revenue is currently \$285,089 short of the projection of \$1.459 million, but Jay Packett is optimistic that they will reach or exceed this number. March had the highest number of rounds since 2002, with just shy of 2400 rounds played. The speaker anticipates an increase in memberships as people return from southern states and good weather prevails. There is also an increase in bookings for groups and prepaid rounds from hotels. The speaker believes that they are trending in the right direction and expects play totals to continue to rise as the weather improves. Jay Packett provided an update on membership numbers, stating that as of the current date, there are 239 fewer members overall compared to 2022. However, the speaker anticipates members coming back from down south, and there have also been inquiries from new members moving into town. The non-resident waiting list currently has 15 people who have taken advantage of the 25 available slots, with four more expected to join in May. The speaker expects to fill all 25 slots soon. The non-resident wait list currently has just under 150 people. There were six unresponsive people on the waiting list, so Jon Mohan has begun reaching out to the remaining names. There are still some people adding their names to the waiting list.

-Course Operations and Concerns - John Kissida asked about the progress on pump station

protection and if there is a schedule for the work. He asked for an update on what has been done to date and when the work is expected to be completed.

Colin Walsh spoke about two projects: pump station protection and maintenance, and updates on the progress. They haven't spoken to Laura Kennedy from Horsley Witten recently, but she has been out to the site and they expect to receive something from her by the end of May. On the maintenance front, no payments have been made yet, and measurements have been taken, but there is no schedule for when to expect something. The speaker also mentions not hearing from Kurt regarding initial drawings but anticipates receiving some concepts soon.

Jay Packett noted that the HVAC project is fully operational and functioning. The new makeup air unit was delivered and will be housed for the summer months. That portion of the work is deferred until after the restaurant closes for the 2023 season. The makeup air unit currently in the ceiling has had a full look-over and the Performance Plumbing and Heating has zero reason to believe that it would not fully function for the entire year, tied in with the new system. The owner of the company was responsive and easy to work with. Sean from Freeman's Grill is aware of the plan moving forward and is okay with it, despite both parties wishing that the timing had been different. The new unit will be stored in cold storage off of Port number one green until the restaurant closes, and then it will be installed. Rob David asked if there is a contingency plan in case there is an issue with the new makeup air unit, and if they have discussed accelerating its installation? Jay Packett noted that if they decided to install the unit, it would take about 10 days to get it up and running, but they would need to get the company back on the project, which might be a challenge. However, they have no reason to believe that the current system will not work since the professionals have assured them that there should be no issues moving forward.

Anne O'Connell suggested that it would be a good idea to inform members about the four-ball competition and the course closure until 2 pm. Jay Packett noted that the courses would be closed for the entire day, and agreed that it was important to stress the importance of this to the golfers. Jay Packett will reach out to other municipalities to let them know about the closure and the reciprocal play schedule.

Strategic Planning Updates (Commission): - None

Questions and Comments from Associations and Liaisons: Rob Harris (CCMGA) provides an update on the CCMGA League, stating that they have a limit of 64 players each week, and this week reached their player limit and have a waiting list. They also mention membership numbers, which are currently at 79% of last year's numbers, with 25 new members and 116 returning members, bringing their return rate to 73%. There are still 46 members who have not renewed yet, which could potentially bring the total membership to 185. Rob Harris is happy with the league's success and hopes it continues.

Review and approve minutes:

- **3/28/23** -The 3/28/23 minutes were discussed and some revisions to reflect who was present and who spoke during the discussion of the business manager/project manager.

Anne O'Connell thanked Jeff Odell for his service on the golf commission and announced that the next meeting would be in Room B on May 9th. The 3/28 Minutes were approved with revisions.

Future Agenda Items and Meetings (5/9; Room B) - John Kissida asked about the driving range schedule - Jay Packett noted the driving range will be closed on Thursday mornings as it is a maintenance day. This past Thursday it may have run longer than the expected time of 10 am, the times are noted on their website and the rules and information guide. There were yardage markers installed during the maintenance day. Jay Packett noted the closure may have been unexpected for some, but it was a normal maintenance day, which will continue every Thursday moving forward.

Rob David asked if there has been any interest in the open position on the Golf Commissioners, to which it was mentioned that some applications have been received by the town manager's assistant. The applications will then go to Dave Whitney as the liaison.

Matters not anticipated by the Chair: - None

A motion to adjourn was made by Anne O'Connell - Motion was approved.