

**AMENDED MEETING NOTICE
TOWN OF BREWSTER**

GOLF COMMISSION
Golfcommission@Brewster-ma.gov

Location: 2198 Main Street

Date: Sept. 12, 2023

Time: 4:00 PM



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/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 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=M05KQnNsRlRlQT2FzZEpkSFZDWUVOZz09>

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.

Please note that for any item listed on this agenda, the Golf Commission may take official action including votes.

Jay Packett
Director of Operations
Colin Walsh
Course Superintendent

Golf Commission

Andrea Johnson
Chair

John Kissida
Vice Chair

Rob David

Anne O'Connell

Jay Paggi

David Valcourt

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

www.CaptainsGolfCourse.com

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 (Colin Walsh)
- Director's Report (Jay Packett)
- Course Operations Questions and Concerns
 - Seasonal Memberships
 - #8 Port gravel – local rule
 - New Staff Member Update
- Capital Planning Update (Anne O'Connell)
- SOC input (Dave Valcourt)
- Strategic Planning Updates (Commission)
- Questions and Comments from Associations and Liaisons
- Review and approve minutes
- 8/8; 8/22
- Future Agenda Items and Meetings (9/26; 10/10)
- Matters not anticipated by the Chair
- Adjourn

Date Posted:

Date Revised:

Received by Town Clerk:

CAPTAINS GOLF COURSE COMPARISON REPORT AUGUST

	<u>Aug-18</u>	<u>Aug-19</u>	<u>Aug-20</u>	<u>Aug-21</u>	<u>Aug-22</u>	<u>Aug-23</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 2,093.00	\$ 2,963.00	\$ 3,015.00	\$ 1,053.00	\$ -	\$ -
RESIDENTS - Morning	\$ 795.00	\$ (1,670.00)	\$ -	\$ -	\$ -	\$ 990.00
RESIDENTS - Twilight	\$ 447.00	\$ 636.00	\$ 501.00	\$ 468.00	\$ 1,040.00	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 1,596.00	\$ 1,676.00	\$ 5,280.00	\$ 1,752.00	\$ -	\$ -
NON-RESIDENT TWILIGHT	\$ -	\$ 1,036.00	\$ 544.00	\$ 700.00	\$ -	\$ 800.00
AFP COLLEGIATE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450.00
AFP JUNIOR	\$ -	\$ -	\$ -	\$ 292.00	\$ -	\$ -
SUBTOTAL	\$ 4,931.00	\$ 4,641.00	\$ 9,340.00	\$ 4,265.00	\$ 1,040.00	\$ 2,240.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 329,551.84	\$ 347,989.06	\$ 431,403.00	\$ 380,293.60	\$ 399,120.00	\$ 405,317.20
TWILIGHT GREEN FEES	\$ 34,837.60	\$ 35,531.00	\$ 53,405.00	\$ 43,981.00	\$ 43,079.00	\$ 94,025.15
BACK 9 GREEN FEES	\$ 19,488.03	\$ 28,448.00	\$ 29,303.00	\$ 39,539.00	\$ 63,327.00	\$ 8,197.00
ADVANCED RESERVATIONS	\$ 3,772.00	\$ 13,946.00	\$ 530.00	\$ 814.00	\$ 19,963.20	\$ 36,788.60
SUBTOTAL	\$ 387,649.47	\$ 425,914.06	\$ 514,641.00	\$ 464,627.60	\$ 525,489.20	\$ 544,327.95
CARTS:						
18 HOLE CART	\$ 105,298.60	\$ 107,406.70	\$ 134,592.00	\$ 131,916.26	\$ 137,649.67	\$ 135,575.16
9 HOLE CART	\$ 28,133.33	\$ 28,588.08	\$ 32,041.84	\$ 29,267.72	\$ 33,306.27	\$ 32,108.67
SUBTOTAL	\$ 133,431.93	\$ 135,994.78	\$ 166,633.84	\$ 161,183.98	\$ 170,955.94	\$ 167,683.83
DRIVING RANGE	\$ 27,241.00	\$ 27,898.00	\$ 27,873.00	\$ 38,958.00	\$ 29,932.50	\$ 32,688.00
PULL CARTS	\$ 1,994.64	\$ 1,749.99	\$ 2,492.46	\$ 1,340.31	\$ 1,570.60	\$ 1,703.67
SNACK BAR RENT	\$ 2,086.86	\$ 2,041.98	\$ 2,013.21	\$ 1,253.55	\$ -	\$ -
GIFT CERTIFICATES	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ (4,085.87)	\$ (2,355.57)
CREDIT BOOK	\$ (8,111.76)	\$ (6,220.89)	\$ (4,850.60)	\$ (3,991.25)	\$ 5,805.77	\$ 5,691.42
PRO SHOP SALES	\$ 8,744.96	\$ 9,250.31	\$ 3,634.22	\$ 7,409.43	\$ 50,050.76	\$ 64,117.48
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ 45,824.85	\$ 47,751.96	\$ 42,213.32	\$ 46,107.19	\$ (337.59)	\$ 55.00
SUBTOTAL	\$ 82,780.55	\$ 87,471.35	\$ 78,375.61	\$ 96,077.23	\$ 82,936.17	\$ 104,000.00
TOTAL REVENUE	\$ 608,792.95	\$ 654,021.19	\$ 768,990.45	\$ 726,153.81	\$ 780,421.31	\$ 818,251.78

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH AUGUST (8 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	\$ 274,098.85	\$ 306,661.00	\$ 424,830.02	\$ 283,150.00	\$ 390,561.00	\$ 395,146.71
RESIDENTS - Morning	\$ 216,681.99	\$ 212,836.45	\$ 233,513.00	\$ 167,045.70	\$ 261,186.50	\$ 294,422.70
RESIDENTS - Twilight	\$ 41,475.00	\$ 47,088.33	\$ 69,717.00	\$ 52,651.00	\$ 67,356.40	\$ 69,746.00
CHARTER NON-RESIDENTS	\$ 6,895.00	\$ 7,240.00	\$ 6,080.00	\$ 7,600.00	\$ -	\$ -
NON-RESIDENTS	\$ 312,148.00	\$ 328,242.00	\$ 452,858.00	\$ 409,274.00	\$ 538,192.87	\$ 560,529.96
NON-RESIDENT TWILIGHT	\$ 40,425.00	\$ 40,691.00	\$ 77,390.00	\$ 71,648.00	\$ 81,951.00	\$ 72,804.00
COLLEGIATE	\$ 4,760.00	\$ 7,441.00	\$ 21,710.00	\$ 19,993.00	\$ 19,380.00	\$ 17,650.00
JUNIORS	\$ 2,910.00	\$ 4,442.00	\$ 6,844.00	\$ 5,464.00	\$ 3,917.00	\$ 4,956.00
SUBTOTAL	\$ 899,393.84	\$ 954,641.78	\$ 1,292,942.02	\$ 1,016,825.70	\$ 1,362,544.77	\$ 1,415,255.37
GREEN FEES:						
18 HOLE GREEN FEE	\$ 375,542.00	\$ 354,367.52	\$ 1,048,056.86	\$ 1,249,470.04	\$ 1,339,260.24	\$ 1,411,132.75
TWILIGHT GREEN FEES	\$ 45,351.00	\$ 53,171.30	\$ 156,488.99	\$ 166,732.20	\$ 174,772.98	\$ 317,961.19
BACK 9 GREEN FEES	\$ 14,364.00	\$ 15,535.95	\$ 71,766.00	\$ 111,424.00	\$ 183,059.14	\$ 50,457.00
ADVANCED RESERVATIONS	\$ 72,233.20	\$ 68,882.60	\$ 22,901.40	\$ 36,663.90	\$ 46,042.75	\$ 80,205.35
SUBTOTAL	\$ 507,490.20	\$ 491,957.37	\$ 1,299,213.25	\$ 1,564,290.14	\$ 1,743,135.11	\$ 1,859,756.29
CARTS:						
18 HOLE CART	\$ 172,373.08	\$ 149,501.12	\$ 333,685.29	\$ 466,741.83	\$ 483,762.24	\$ 520,301.10
9 HOLE CART	\$ 31,996.30	\$ 25,214.96	\$ 83,909.36	\$ 105,686.64	\$ 114,611.75	\$ 122,081.02
SUBTOTAL	\$ 204,369.38	\$ 174,716.08	\$ 417,594.65	\$ 572,428.47	\$ 598,373.99	\$ 642,382.12
DRIVING RANGE	\$ 41,995.80	\$ 51,376.00	\$ 95,227.00	\$ 130,423.00	\$ 136,841.50	\$ 140,755.00
PULL CARTS	\$ 2,387.34	\$ 2,339.24	\$ 6,292.59	\$ 4,628.80	\$ 4,565.68	\$ 5,586.09
SNACK BAR RENT	\$ 8,500.00	\$ 10,451.58	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	\$ 6,000.00
GIFT CERTIFICATES	\$ 107.08	\$ (3,839.22)	\$ (15,657.64)	\$ (8,723.24)	\$ (12,450.77)	\$ (14,928.98)
CREDIT BOOK	\$ 3,151.16	\$ 1,725.01	\$ 2,855.81	\$ 14,212.54	\$ 11,780.99	\$ 17,536.73
PRO SHOP SALES	\$ 105,836.05	\$ 103,384.51	\$ 119,932.82	\$ 202,994.27	\$ 229,589.65	\$ 258,473.72
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,560.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,117.00
MISC. SALES	\$ -	\$ -	\$ -	\$ -	\$ 5,389.50	\$ 4,140.75
SUBTOTAL	\$ 161,977.43	\$ 165,437.12	\$ 218,650.58	\$ 353,535.37	\$ 380,716.55	\$ 502,240.31
TOTAL REVENUE	\$ 1,773,230.85	\$ 1,786,752.35	\$ 3,228,400.50	\$ 3,507,079.68	\$ 4,084,770.42	\$ 4,419,634.09

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH AUGUST (2 months)

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 12,598.00	\$ 5,972.00	\$ 12,392.00	\$ 7,371.00	\$ -	\$ 1,300.00
RESIDENTS - Morning	\$ (795.00)	\$ 3,340.00	\$ (793.00)	\$ 3,390.00	\$ 3,280.00	\$ 2,970.00
RESIDENTS - Twilight	\$ 2,997.00	\$ 1,974.00	\$ 2,885.00	\$ 2,808.00	\$ 4,680.00	\$ 1,080.00
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 4,776.00	\$ 6,683.00	\$ 14,040.00	\$ -	\$ 2,080.00	\$ 2,165.00
NON-RESIDENT TWILIGHT	\$ 1,905.00	\$ 1,036.00	\$ 894.00	\$ 1,400.00	\$ 2,310.00	\$ 1,600.00
COLLEGIATE	\$ 740.00	\$ 945.00	\$ 1,221.00	\$ 1,221.00	\$ 450.00	\$ 450.00
JUNIORS	\$ 1,085.00	\$ 388.00	\$ 496.00	\$ 584.00	\$ -	\$ 496.00
SUBTOTAL	\$ 23,306.00	\$ 20,338.00	\$ 31,135.00	\$ 16,774.00	\$ 12,800.00	\$ 10,061.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 722,806.81	\$ 745,041.93	\$ 868,187.92	\$ 804,063.58	\$ 848,532.00	\$ 887,552.25
TWILIGHT GREEN FEES	\$ 72,375.20	\$ 81,431.00	\$ 106,717.99	\$ 94,774.20	\$ 95,868.00	\$ 198,922.15
BACK 9 GREEN FEES	\$ 44,641.04	\$ 55,514.00	\$ 56,729.00	\$ 76,416.00	\$ 129,465.01	\$ 16,341.00
ADVANCED RESERVATIONS	\$ 18,656.50	\$ 21,673.60	\$ 8,699.20	\$ 6,977.70	\$ 22,337.20	\$ 39,368.60
SUBTOTAL	\$ 858,479.55	\$ 903,660.53	\$ 1,040,334.11	\$ 982,231.48	\$ 1,096,202.21	\$ 1,142,184.00
CARTS:						
18 HOLE CART	\$ 233,501.18	\$ 234,432.80	\$ 268,552.38	\$ 277,075.56	\$ 288,662.37	\$ 287,922.29
9 HOLE CART	\$ 56,919.72	\$ 60,032.66	\$ 61,686.79	\$ 60,360.82	\$ 69,917.82	\$ 67,914.00
SUBTOTAL	\$ 290,420.90	\$ 294,465.46	\$ 330,239.17	\$ 337,436.38	\$ 358,580.19	\$ 355,836.29
DRIVING RANGE	\$ 56,262.00	\$ 62,219.00	\$ 69,987.00	\$ 67,787.00	\$ 68,755.50	\$ 74,058.00
PULL CARTS	\$ 4,127.61	\$ 3,791.97	\$ 4,505.67	\$ 2,593.86	\$ 3,102.79	\$ 3,544.56
SNACK BAR RENT	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	\$ -
GIFT CERTIFICATES	\$ (15,097.46)	\$ (13,162.72)	\$ (10,173.36)	\$ (10,135.26)	\$ (10,056.64)	\$ (11,433.16)
CREDIT BOOK	\$ 8,489.20	\$ 8,828.23	\$ 3,372.68	\$ 9,827.05	\$ 8,320.93	\$ 6,160.50
PRO SHOP SALES	\$ 103,599.86	\$ 100,923.61	\$ 80,757.12	\$ 103,408.07	\$ 103,772.66	\$ 138,203.22
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ 15,347.00	\$ -	\$ -	\$ 1,598.41	\$ 3,325.10
SUBTOTAL	\$ 167,381.21	\$ 187,947.09	\$ 158,449.11	\$ 183,480.72	\$ 180,493.65	\$ 215,958.22
TOTAL REVENUE	\$ 1,339,587.66	\$ 1,406,411.08	\$ 1,560,157.39	\$ 1,519,922.58	\$ 1,648,076.05	\$ 1,724,039.51

CAPTAIN'S GOLF FY24-33 CAPITAL IMPROVEMENT PLAN

Capital Needs:	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	Comments
Equipment Replacement	\$ 350,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 350,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	Coin to send details on equipment replacement; check with legal on warranty article/commentary language specificity
Pump House Feasibility	\$ 100,000										
Irrigation Design (Scope of Work)											
Irrigation System - All Holes		\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	\$ 625,000	Updated to reflect \$8.5M project cost, including \$2M for major pump house upgrade, 4% interest @ 20 years @ level debt
Maintenance Building Study	\$ 400,000										
Maintenance Building Design		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	Verified as of 08.23; ~10% of construction costs
Maintenance Facility Upgrades		\$ 175,000									Updated to reflect \$4M total project cost including new fuel & chemical storage facilities; 4% interest @ 20 years @ level debt
Maintenance Facility Construction Management		\$ 15,000									
Cart Barn Painting	\$ 100,000										Includes \$15k for specks
Mash Course Irrigation Well Reconditioning											
Drinking Range Well Reconditioning											
Stock Hole Repair				\$ 20,000							
Cart Path Improvements				\$ 320,000							
Tee Box Improvements	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000							Including forward fees
Reel Forward Fees											Additions per MGR & USGA (~12-15k per tee box); Golf Commission & Ladies Assoc to discuss
Reel Forward Fees			\$ 50,000								Pay to confirm
Restaurant HVAC (1, 2b, and 3)											
Additional Costs Restaurant HVAC (2a, 4, and 5)											
Clubhouse Roof Replacement			\$ 125,000								Roof inspection completed in Jan 2022 (2nd of 3 costing scenarios) - Jay to confirm; may need more funding for specks
Clubhouse Restroom Upgrades						\$ 100,000					
New Satellite Restrooms								\$ 150,000		\$ 150,000	
Pro Shop Furnishings			\$ 25,000								
Clubhouse Window & Door Replacement											
Additional Costs Windows and Doors	\$ 700,000										First 2 bid results have been \$1.4M; \$269k available from prior appropriations; need to check whether designer selection is needed
Kitchen Equipment Replacement	\$ 15,000	\$ 15,000	\$ 15,000								
Clubhouse Surroundings Improvements & Theme Enhancements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000							Checking with Eversource (month) regarding telephone pole availability for bollards (20)
Water Diversion/Pump House Protection											
Parking Lot Resurfacing	\$ 15,000							\$ 150,000			
Drinking Range Improvements											
Total Planned Capital Improvements	\$ 1,700,000	\$ 1,010,000	\$ 1,465,000	\$ 1,475,000	\$ 1,485,000	\$ 1,375,000	\$ 1,325,000	\$ 1,375,000	\$ 1,375,000	\$ 1,225,000	\$40k to re-sod tee box plus new all-season turf mats plus building repairs; need to add \$50k to FY25 Golf Dept operating budget for driving range balls, etc.

5 Year Avg (FY24-29) \$ 1,337,000

Current Reserve Balances:
 FY23 Retained Earnings \$2,105,810
 Capital Stab Balance \$785,888

Proposed FY24 Capital Appropriations
 FY23 Retained Earnings \$1,900,000
 Capital Stab Balance \$400,000

Projected Year-End Reserve Balances:
 Retained Earnings \$495,810
 Capital Stab Balance \$385,888

- Miscellaneous
 1. Pro Shop HVAC - potential Green Communities funded project
 2. Clubhouse side deck



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

GOLF COMMISSION
Minutes of August 8th, 2023

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), Rob Harris (CCMGA), and Bill Meehan (Liaison to Finance Team)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7630?site=1>

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

Declaration of a Quorum – There were 6 golf commissioners present declaring a quorum.

Public Comment: None

Superintendent’s Report including water usage: Colin Walsh provided an update on the recent weather conditions and their impact on the golf course. He mentioned that they received about two and a half inches of rain within an hour and a half, causing flooding around the pump house. Despite this, he assured that it shouldn’t lead to any significant issues, and they should be able to restart the pumps the following day. The rain, though sudden, will benefit the dry fairways. Colin explained that the course had a reduced pumping capacity due to equipment limitations, with only about 43% of the regular pumping power, resulting in longer watering times in the evenings. He also mentioned that a new pump had arrived, which would be installed soon, improving irrigation capabilities. Colin discussed safety training plans, including hazardous communication plan retraining, respirator training for pesticide applicators, emergency action plan training, and personal protective equipment (PPE) training. The golf course had utilized about 29.7 million gallons out of the 50.1-million-gallon allotment from the Department of Environmental Protection. He acknowledged that the recent rain could help with water conservation. Andrea Johnson raised concerns about potential damage due to the heavy rain, but Colin explained that the combination of intense rainfall and dry fairway conditions might have prevented more serious issues this time compared to previous incidents.

Colin Walsh also provided an update on the preliminary proposal for the Maintenance Building Project. The estimated total cost for the project is \$4.2 million, including a new building, renovations to the current building, and minor changes to the cold storage building. The primary focus of the project is to

improve efficiency by consolidating operations into one location. Colin acknowledged that the cost was higher than anticipated due to factors like materials, labor, engineering, and prevailing wage. John Kissida emphasized the effort put into the project, highlighting the importance of the new facilities for fueling, pesticide storage, equipment washing, and septic systems, all of which have environmental considerations. Dave Valcourt stressed the need to invest in proper maintenance facilities for the equipment purchased, ensuring effective long-term operation. Andrea Johnson raised a question about the fate of the old facilities, and Anne O'Connell inquired about the expected lifespan of the new building, to which Colin mentioned that it's designed to last at least as long as the current facility.

Swim Lane Discussion Andrea/Dave: Dave Valcourt introduced the concept of "swim lanes" within the commission, established in 2019 for improved organization and communication. Swim lanes assign each commissioner a specific area of expertise to address questions and concerns from members. The assignments are dynamic and can change over time. Swim lane owners gather information from golf staff, collaborate with town personnel, and bring issues to the commission for discussion. Their role is to inform, not speak on behalf of the commission. Dave encouraged revisiting and reassigning swim lanes to re-energize this approach and enhance commission effectiveness.

Andrea Johnson discussed the ongoing capital projects and the need to assign commissioners to specific areas. She listed various projects and assigned commissioners to oversee them, such as irrigation system, maintenance building design, HVAC upgrades, kitchen equipment replacement, clubhouse painting, sinkhole repairs, and more. Some projects were still without an assigned commissioner, and they discussed potential reassignments. Anne O'Connell mentioned the importance of the website and communication management. It was discussed who would be responsible for drafting and finalizing the communications. Anne O'Connell emphasized the combined effort of commissioners, Jay Packett, and Jen (Social Media Manager) to handle communication, including the annual report for the town and website updates. They also discussed involving the incoming seventh commissioner in these efforts. Andrea Johnson mentioned her plan to consolidate the information about commissioner assignments, and Anne O'Connell noted that they have an updated list of capital projects. They aimed to finalize commissioner assignments in the coming month.

Discussion and possible vote on proposed revisions to Town Bylaw; Chapter 6; Article V; Sub-Sections 6.5-6.10 - Anne:

Andrea Johnson asked about the process of getting the bylaw revision onto the town warrant. Anne O'Connell explained that they need a document everyone agrees on. Once finalized, it goes to the Town Manager and then to the Town Council for approval. It eventually goes to the Select Board and Finance Committee for review. The target date for completing this process is the end of September. John Kissida suggested that Dave Valcourt start by explaining the background and how they arrived at this point. Dave Valcourt discussed the origins of the proposed bylaw revision, which stemmed from a previous meeting where he was tasked with addressing the Commission's handbook. He highlighted the importance of the bylaws, which serve as the foundation for the Commission's operations. He referred to paragraph 6.6-6 of the bylaws, which outlines the purpose of the Golf Commission. This paragraph originally contained principles related to operating the golf course to cover its expenses and return a reasonable profit to the town while making it available to residents. Dave Valcourt mentioned that during the last meeting, they worked on modifying the wording of these principles to reflect the change in the golf course's operation as an enterprise fund, which necessitates adherence to Massachusetts state law. He outlined the revision which stated that the golf course should be operated and maintained to be self-sufficient, eliminating the concept of returning a reasonable profit to the town. This change reflected the golf course's new financial model. Discussion followed. During the discussion, Anne O'Connell highlighted the changes she made to the proposed bylaw, specifically addressing the golf course's operation as an enterprise fund and its availability to residents and the public. Dave Valcourt suggested finalizing the language and distributing a clean copy of the proposal for the next meeting. Anne O'Connell agreed, adding that the golf commission

should take a vote after having the revised language. Dave Valcourt recommended moving forward with the proposed paragraph B, which outlines the golf commission's responsibilities for establishing plans, policies, and operational processes for the golf course. This includes matters related to eligibility, hours of operation, tee time allocation, annual calendar development, website publicity, and communications with golf associations. John Kissida brought up two additional points for consideration. First, he suggested the commission provide input on the performance reviews of key staff, including the Director of Operations, superintendent, and golf pros. Second, he proposed that the commission be involved in providing input for the new RFP for Freeman's Grill operations, which will be up for renewal in the future. Dave Whitney noted that reviews of key staff are now handled by the human resources department and town management and suggested that such a provision in the bylaws would likely face resistance. He also mentioned that including such provisions in a bylaw might not be practical. The discussion also touched on the issue of tee time allocation. Rob Harris, a golf course member, expressed concerns about non-elected bodies making decisions without recourse for members. There was a suggestion to remove the phrase "tee time allocation" and find different language that would encompass the concept without specifying the allocation method. In conclusion, the commission agreed to finalize the language and distribute a clean copy of the proposed bylaw for the next meeting.

Update on Capital Planning Meeting - Anne, Dave, John

During the meeting, several key decisions and discussions were made regarding the capital plan for the golf course. Anne O'Connell highlighted that many existing estimates for major projects were underestimated due to rising costs and delayed timelines. Windows and doors, initially estimated at \$340,000, are now projected to cost double that amount. The maintenance building and irrigation replacement costs have also increased significantly. Dave Valcourt pointed out changes in the capital plan, including combining the pump station and irrigation system projects and delaying certain items like clubhouse painting, pro shop furnishings, and driving range improvements. John Kissida emphasized the need to address the urgent risk posed by the irrigation system. Concerns were raised about potential failures and the impact on the golf course's viability. The importance of conducting a comprehensive study on irrigation system options was stressed, with the intention to allocate funds for the study and prioritize it for completion within the year. Rob Harris underscored the urgency of addressing irrigation system risks and advocated for prioritizing this project to avoid potential catastrophic outcomes. The consensus was to proceed with a detailed study on irrigation system options and costs. The importance of ensuring the pump station's integrity, as well as addressing other projects like the maintenance building and clubhouse painting, was emphasized. The commission expressed a willingness to allocate necessary funds and engage experts to thoroughly assess the situation. Additionally, Anne O'Connell suggested exploring options to protect the pump station and assessing the overall system's vulnerabilities in the face of climate-related challenges. In summary the discussion was centered on the urgency of addressing the irrigation system's risks and exploring solutions to ensure the golf course's long-term viability. The commission agreed on the need for an in-depth study, increased funding, and prioritization of critical projects.

Questions and Comments from Associations and Liaisons: None

Future Agenda Items and Meetings (7/11): Regular business meeting planned.

Matters not anticipated by the Chair: None

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



TOWN OF BREWSTER
Brewster, Massachusetts 02631
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GOLF COMMISSION
Minutes of August 22nd, 2023

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

Others Present: Peter Lombardi (Town Manager), Jay Packett (Director of Operations), Colin Walsh (Superintendent), Rob Harris (CCMGA), Terry Ivester (Ladies 18 Holers), Susan Olin (Ladies 9 Holers), Dave Whitney (Liaison to Select Board) and Bill Meehan (Liaison to Finance Team)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7647?site=1>

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

Declaration of a Quorum – a quorum was declared.

Discussion and possible vote on proposed revisions to Town Bylaw; Chapter 6; Article V; Sub-Sections 6.5-6.10 -- Anne O'Connell and Dave Valcourt:

The discussion during the meeting focused on proposed modifications to the golf commission bylaw. Peter Lombardi, Town Manager, outlined his rationale for these changes. He mentioned the need to update the existing bylaw, which contains outdated language from the 1990s.

Peter Lombardi noted that the recent approval of the town charter by the state legislature necessitated aligning town bylaws with the charter. The charter serves as the town's governing document, and discrepancies between the bylaws and the charter should be resolved. He emphasized the importance of ensuring consistency between these two documents to avoid confusion.

Peter Lombardi suggested several changes to the golf commission bylaw:

1. Removal of sections 6.7 (removal of commission members), 6.8 (required reports), and 6.9 (audit) as these matters are already addressed in the town charter.
2. Adjustment of language in section 6.5 to remove the specific numerical reference to a policy number since policies are regularly updated.

3. Simplification of language in section 6.6a (defining the purpose of the golf commission) by avoiding naming specific principles.
4. Elimination of language in section 6.6b that refers to the golf commission's involvement in daily routine operational processes, as this conflicts with the town charter that assigns such operations to the Town Manager.
5. Suggestion to include some of the content from the golf commission draft into the golf commission handbook, instead of explicitly in the bylaws, to maintain alignment with the town charter.
6. Exclusion of language referring to the golf commission's involvement in operational details like hours of operation, block time, calendar development, website, publicity, and RFPs. These matters are considered administrative and operational responsibilities that should not be codified in the bylaws.
7. Clarification that the golf commission's role in reviewing and refining the long-term capital plan should not be explicitly mentioned in the bylaws but can be addressed through existing administrative processes.
8. Acknowledgment that the Town Manager, as the chief procurement officer, is responsible for RFPs, rather than specifying the golf commission's role in the bylaws.

Peter Lombardi proposed a revised version of the bylaw that maintains the golf commission's responsibilities for long-term planning, financial recommendations, and specific areas where the Select Board should have the opportunity to vote on policy changes. He also emphasized ongoing collaboration between the Town manager, Select Board, and golf commission in budget and capital plan development.

Overall, Peter Lombardi highlighted the need to align the golf commission bylaw with the town charter, maintain clarity, and avoid duplicating language that is already covered in the charter.

Discussion on the topic followed: John Kissida commented on the importance of clear language in the bylaw, preferring "will" over "may" to indicate a stronger connection. Rob Harris provided historical context about the handbook, explaining that he had retyped it and had not revised it in 2010. He highlighted that the handbook had been originally written in 1986 when the golf department's structure was different. Bill Meehan, the Finance Committee's liaison to the golf commission, emphasized the importance of adhering to the town charter's delineation of authority and supported Peter's approach to the bylaw.

The Golf Commission members expressed a collective understanding that while there would always be open communication between the town and the golf commission, clarity regarding roles and authority was essential. Dave Valcourt summarized that the proposed revisions would be better suited for the handbook rather than the bylaw.

Peter Lombardi clarified that he didn't disagree with the proposed revisions but believed they belonged in the handbook. He emphasized that the town charter and bylaws provided the framework for roles and responsibilities.

The discussion concluded with members agreeing to the revisions being placed in the handbook and showing overall support for Peter's approach to align the bylaw with the town charter. They also approved the motion.

Public Comment: None.

Superintendent's Report – Colin Walsh: Colin Walsh mentioned that the pump damaged by lightning had been repaired and was back to full capacity. Despite recently being almost five inches of rain, the course had recovered well. The Club Championship had gone smoothly, with no adverse effects from the flooding. Colin Walsh explained that they would continue to aerate and seed dry areas on the course. He spoke about where golf carts should travel, with the consensus being that keeping them mostly on the fairways was better for the course, especially with the bank grass handling cart traffic well. The fairways were recovering, and they planned to thatch and seed some areas. Colin Walsh additionally mentioned safety training and inspections by the Department of Labor to ensure compliance with safety standards. The team had been working on this and would conduct in-house training for the staff. He also highlighted ongoing work in cleaning up underbrush and detailed maintenance tasks like edging sprinkler heads and preparing for aeration. Aeration was scheduled to begin on the 11th, starting with greens, tees, fairways, and roughs in that order. Colin praised the maintenance team's performance despite being short-staffed.

Director's Report – Jay Packett:

○ **Course Operations and Concerns**

Jay Packett provided a financial update for the golf course. He mentioned that although it was still early in the fiscal year, the budget was in line with the previous year, and wages were slightly lower. He highlighted the positive financial performance in July, with higher greens fees, cart rentals, and pro shop sales. Total revenue for the year was significantly ahead of the previous year, demonstrating strong performance. Jay also discussed the increased number of rounds played, with July falling just short of the record set in the previous year. He commended the staff for their hard work in managing the increased play and noted the challenges it posed in terms of course maintenance. Finally, Jay reviewed the financial projections based on a five-year forecast, emphasizing the importance of maintaining strong revenue numbers moving forward for future capital projects. There was a brief discussion about some discrepancies in the reporting of back-nine greens fees versus Twilight greens fees but clarified that the overall revenue numbers were accurate.

- **Memorial Bench Request** - Motion was unanimously approved to bring the request to the Select Board.

○ **Possible change to clock**

Jay Packett discussed a proposed revision to a project involving a clock donated by the Friends of Captains Golf Course. The existing clock was different from what had been anticipated and had experienced some issues. The Friends of Captains Golf Course wanted to replace it with a new clock that had a smooth hand movement. Jay presented pictures of the new clock design.

The proposal involved removing the existing clock and replacing it with the new one. The Friends of Captains Golf Course would handle the installation and related expenses.

There was a brief discussion about the placement of the existing clock, in which the post might be moved to the side of the seventh fairway on the starboard course. The idea was to use it to signal players to clear the way, but specifics were not discussed. The size of the existing clock was not mentioned, but it was noted that the new clock would likely be larger.

The commission voted to approve the proposal to replace the clock, with Jay Packett taking it to the Select Board for further consideration. Additionally, Jay mentioned the installation of new signs around the golf course, which had been completed successfully.

Jay Packett discussed an event request for October 16th from the Harbor Church in Hyannis, who wanted to hold an annual fundraising event at the golf course. The day in question, a Monday, was currently

available for scheduling. The event would have an 8:30 AM shotgun start, and while they expected many participants, they were flexible and could adjust to a smaller field if necessary. Jay mentioned that Mondays in October are not typically high revenue days for the golf course, so hosting this event would provide guaranteed income, benefiting both the course and the restaurant. The commission approved the request for the event, and a vote was taken in favor of it.

Jay Packett provided an update on the recruitment process for the Business Manager position. He mentioned that there was a stack of resumes, and the deadline for applications was approaching. Donna Kalanick is also involved in the selection process.

John Kissida had raised concerns about the transparency of the hiring process, particularly the timing of when the Commission was made aware of the job posting. He believed that the Commission should have had access to this information earlier. Jay Packett took responsibility for the decision to wait until the job posting went public before sharing it with the Commission. He felt that it was important for the town to publish it first but acknowledged the concern raised by John Kissida.

Update on Pump House Protection – Jay Paggi, John Kissida: The discussion then focused on the Pump Protection Study and irrigation system. John Kissida discussed the need for an engineering study to assess the condition of the water source and supply for the irrigation system. He emphasized that this was a critical component of the system and that the study should be carried out while the irrigation system was not in use. Jay Packett suggested that the study should have two parts: one when the well is not in use, and one when it's in use. The primary objective is to determine if two specific wells, referred to as well one and well two, can still be used. The initial steps involve inspecting the wells, including pulling out the motor and pumps. This initial assessment is critical in understanding the structural integrity and condition of the wells. If they are found to be sound and the screens intact, the next phase involves a specific capacity test, where pumps are used to stress the wells. The goal is to compare this test's results to historical data from when the wells were drilled 1985 or 1997. A positive outcome from this assessment would mean that the wells can be used, albeit potentially needing some rehabilitation. However, if the wells are deemed unsalvageable, the alternative would be relocating them, a process that would involve various challenges and permitting issues. Overall the study would help determine if the existing wells could be utilized or if they needed to be relocated, which would involve permitting and other challenges. John Kissida also highlighted the importance of getting the study done as soon as possible to avoid potential delays. He had suggested aiming for town meeting approval of a warrant article for funding that year and getting the study underway shortly after the beginning of the year. The discussion touched on the complexity of the irrigation system and its significant financial implications. The goal was to have a clear understanding of the situation before proceeding with any major changes. Finally, there was mention of revisiting the Horsley Witten report, which had been based on a 25-year storm event, and the need to consider more restrictive recurrence intervals for the pump station protection given the changing climate.

Other Strategic Planning Updates (Commission)

John Kissida and Colin Walsh have made progress on the first tee area project with the help of The Friends who have offered \$5,000 towards the project's cost. John has put together a list of potential plant materials after discussing it with Colin. Colin will gather cost estimates for these plant options. They plan to assess which plants they can afford with the available funds. Additionally, they will consider scheduling the project for either this fall or the following spring, depending on staffing and availability. Overall, the project is advancing to the next phase.

Anne O'Connell reported on her involvement in monitoring developments related to water resources. During a recent Select Board meeting, a presentation on new Title Five and watershed regulations was given by Mark Nelson from Horsley Witten. He emphasized the significance of the work done by Colin Walsh and his team. Following the meeting, Anne emailed the Town Administration noting that future

communication should highlight Colin's vital role. Peter Lombard (Town Administrator) responded by acknowledging that Colin and his team's efforts in reducing fertilizer application without affecting play have greatly impacted nitrogen mitigation requirements in the Pleasant Bay watershed, resulting in significant cost savings for the town and residents. Colin is commended for the positive publicity he has generated.

State of the Captains ideas – Dave Valcourt

Dave Valcourt discusses the "State of the Captains" (SOC) communication, clarifying that it's the Commission's way to interact with members. It's not meant to replace Jay Packett's periodic emails but serves as an avenue to address member concerns and provide updates. The previous SOC was well-received, so it's time for a new edition. Dave notes that the timing is suitable as the fiscal year just ended, and they've experienced the busiest golf season. Swim lanes, or areas of responsibility, were discussed at a previous meeting. Each swim lane holder should review information since the last SOC, assess FY 23 performance, and discuss what's coming in FY 24. Dave asks commissioners to send their input to him and Andrea by the next commission meeting on September 12. After receiving input, Dave will draft the SOC, get Andrea's approval, and aim to publish it by the end of September, keeping members informed about developments and encouraging ownership of their golf course.

Andrea Johnson made a note about the first annual volunteer fair organized by the Town Hall. Representatives from various commissions, committees, and boards are invited to attend this fair on September 30th at the Bay property between 10 AM and 2 PM. The golf commission will be represented by one of its members.

Questions and Comments from Associations and Liaisons: Terry Ivester reported on the Women's 18 Hole Association's annual member-member event. She highlighted the exceptional course conditions. Terry also mentioned that the association's tournaments are dedicated to supporting charities or nonprofits and that the recent event collected personal hygiene items for the Family Pantry of Cape Cod. She went on to discuss upcoming tournaments, such as the member-guest event supporting the Center for Coastal Studies in Provincetown and the September CUDA Solheim Cup benefiting the outpatient programs of the CUDA Women's Health Center. Terry Ivester expressed gratitude for the opportunity to host these events and praised the Freeman's Grill staff for their excellent work with menus and presentation. Terry also touched on an email from one of the association's members regarding the ranking of a particular hole on the course, hole 16 of Starboard. The concern was about the ranking, especially when women play against men and have to give them strokes due to the hole's ranking. Jay Packett discussed the email received regarding the ranking of handicap holes and the potential need for re-ranking. He mentioned speaking with Keith Gagnon, the former head director of ratings for Mass Golf, who is making inquiries regarding the last course rating. Typically, a full course rating is needed to re-rank handicap holes, and it's recommended every 10 years. Jay explained that they are not at the point of re-rating yet but are exploring options. Typically there's a wait of six to eight months to get in the queue for re-rating, which could potentially lead to a best-case scenario of spring 2024, or possibly after Labor Day 2024. Jay Packett emphasized their willingness to go through the process to see where it might lead.

John Kissida discussed the Forward Tee program. Originally, they planned to implement this program during the past winter, but due to extensive work on cart paths, it got delayed. John emphasized that if they are considering a course re-rating, it's essential to include these new tees as part of the process to avoid investing in them separately later. Jay Packett supported this idea, noting that introducing new tees in stages could complicate matters, especially as they order scorecards in bulk. Colin Walsh highlighted the positive impact of the new tees, such as the one on hole number six on the port side, which has improved the comfort of teeing off. Andrea Johnson thanked Terry for her input and the discussion concluded with appreciation for the ongoing improvements to the course.

Future Agenda Items and Meetings (9/12, 9/26)

The minutes for meeting 7-11-23 were approved with amendments.

Andrea Johnson scheduled future agenda items for the next two meetings. The meeting on September 12th will be a business meeting, featuring a report from the Capital Planning Committee, along with a capital planning update. On September 26th, they will discuss the SOC (State of the Captains) document and discuss the scope of the future RFP.

Matters not anticipated by the Chair: - None

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