



**TOWN OF BREWSTER
GOLF COMMISSION**
1000 Freemans Way
(508) 896-1716
golfcommission@brewster-ma.gov
www.CaptainsGolfCourse.com



GOLF COMMISSION MEETING AGENDA
2198 Main Street
November 14, 2023 at 4:00 PM

Golf Commission

- Andrea Johnson
Chair
- John Kissida
Vice Chair
- Rob David
- Jim Juras
- Anne O'Connell
- Jay Paggi
- David Valcourt

This meeting will be conducted in person at the time and location identified above. This means that at least a quorum of the members of the public body will attend the meeting in person and members of the public are welcome to attend in person as well. **As a courtesy only, access to the meeting is also being provided via remote means in accordance with applicable law. Please note that while an option for remote attendance and/or participation is being provided as a courtesy to the public, the meeting/hearing will not be suspended or terminated if technological problems interrupt the virtual broadcast or affect remote attendance or participation, unless otherwise required by law.** Members of the public with particular interest in any specific item on this agenda, which includes an applicant and its representatives, should make plans for in-person vs. virtual attendance accordingly.

Members of the public who wish to access the meeting may do so in the following manner:

Phone: Call (312) 626 6799 or (301) 715-8592. Webinar ID:890 9291 0526 Passcode: 509224
To request to speak: Press *9 and wait to be recognized.

Zoom Webinar: <https://us02web.zoom.us/j/89092910526?pwd=WHM2V3hrVklhSTloWWhVU09kanUzOT09>
Passcode: 509224

To request to speak: Tap Zoom "Raise Hand", then wait to be recognized.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting, may do so by accessing the meeting remotely, as noted above. Additionally, the meeting will be broadcast live, in real time, via **Live broadcast** (Brewster Government TV Channel 18), **Livestream** (livestream.brewster-ma.gov), or **Video recording** (tv.brewster-ma.gov).

Town Employees

- Jay Packett
Director of
Operations
- Colin Walsh
Course
Superintendent

Please note that for any item listed in this section the Select Board may take official action including votes.

1. Call to Order
2. Declaration of a Quorum
3. Meeting Participation Statement
4. Recording Statement: As required by the Open Meeting Law, we are informing you that the Town will be video and audio taping as well as broadcasting this public meeting. In addition, if anyone else intends to either video or audio tape this meeting they are required to inform the Chair.
5. Public Comment
6. Superintendents Report- Colin Walsh
7. Director of Golf Operations Report- Jay Packett
 - a. Business Manager Update
 - b. 2024 Calendar of Events
8. Discussion and possible vote on tee time percentage and memberships caps – Andrea Johnson
9. Discussion and possible vote on 2024 daily fees, cart fees and range fees - Andrea Johnson
10. Discussion of 2024 Membership rates – Andrea Johnson
11. Strategic Planning Updates
12. Questions and Comments from Associations and Liaisons
13. Review and Approve Minutes: 10/10 & 10/24
14. Future Agenda Items and Meetings (11/28 and 12/12)
15. Matters Not Reasonably Anticipated by the Chair
16. Adjournment

Date Posted:

Date Revised:

Received by Town Clerk:

BUDGET STATUS rev. 10/31/23

	FY 2024					FY 2023			
	Expended thru October	Budget	Balance	% of Budget Spent		Expended thru October	Budget	Balance	% of Budget Spent
WAGES					WAGES				
Full-time Wages	\$ 304,054.50	\$ 1,106,892.00	\$ 802,837.50	27.5%	Full-time Wages	\$ 301,533.94	\$ 1,001,971.00	\$ 700,437.06	30.1%
Part-time Wages	\$ 252,620.20	\$ 570,394.00	\$ 317,773.80	44.3%	Part-time Wages	\$ 255,871.83	\$ 518,540.00	\$ 262,668.17	49.3%
Overtime	\$ 35,192.59	\$ 67,302.00	\$ 32,109.41	52.3%	Overtime	\$ 33,898.79	\$ 61,184.00	\$ 27,285.21	55.4%
Longevity	\$ 3,000.00	\$ 14,170.00	\$ 11,170.00	21.2%	Longevity	\$ 3,081.00	\$ 15,197.00	\$ 12,116.00	20.3%
Contractual Obligations	\$ -	\$ 33,000.00	\$ 33,000.00		Contractual Obligations	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -	
SUBTOTAL	\$ 594,867.29	\$ 1,791,758.00	\$ 1,196,890.71	33.2%	SUBTOTAL	\$ 594,385.56	\$ 1,596,892.00	\$ 1,002,506.44	37.2%
GENERAL EXPENSES					GENERAL EXPENSES				
Oil/Grease	\$ -	\$ 3,500.00	\$ 3,500.00	0.0%	Oil/Grease	\$ 2,194.99	\$ 3,200.00	\$ 1,005.01	68.6%
Diesel Fuel	\$ 9,114.24	\$ 12,500.00	\$ 3,385.76	72.9%	Diesel Fuel	\$ 6,509.55	\$ 10,500.00	\$ 3,990.45	62.0%
Heating	\$ 2,639.12	\$ 16,000.00	\$ 13,360.88	16.5%	Heating	\$ 2,479.68	\$ 14,000.00	\$ 11,520.32	17.7%
Gasoline	\$ 5,876.22	\$ 13,000.00	\$ 7,123.78	45.2%	Gasoline	\$ 4,349.31	\$ 9,000.00	\$ 4,650.69	48.3%
Electricity	\$ 20,711.70	\$ 50,000.00	\$ 29,288.30	41.4%	Electricity	\$ 24,712.56	\$ 48,760.00	\$ 24,047.44	50.7%
Electricity-Irrigation Pump	\$ 7,937.73	\$ 25,000.00	\$ 17,062.27	31.8%	Electricity-Irrigation Pump	\$ 13,791.51	\$ 23,320.00	\$ 9,528.49	59.1%
R&M Equipment	\$ 28,350.90	\$ 95,000.00	\$ 66,649.10	29.8%	R&M Equipment	\$ 23,939.88	\$ 88,000.00	\$ 64,060.12	27.2%
R&M Irrigation	\$ 19,547.40	\$ 40,000.00	\$ 20,452.60	48.9%	R&M Irrigation	\$ 18,058.47	\$ 37,000.00	\$ 18,941.53	48.8%
Professional/Technical	\$ 1,705.08	\$ 8,500.00	\$ 6,794.92	20.1%	Professional/Technical	\$ 4,757.28	\$ 4,500.00	\$ (257.28)	105.7%
OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%	OSHA Training	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Phones	\$ 423.20	\$ 1,600.00	\$ 1,176.80	26.5%	Phones	\$ 365.22	\$ 1,600.00	\$ 1,234.78	22.8%
Alarm	\$ 1,320.00	\$ 2,200.00	\$ 880.00	60.0%	Alarm	\$ 2,121.31	\$ 2,200.00	\$ 78.69	96.4%
Office Supplies	\$ 907.63	\$ 10,000.00	\$ 9,092.37	9.1%	Office Supplies	\$ 3,733.73	\$ 9,500.00	\$ 5,766.27	39.3%
Score Cards	\$ -	\$ 6,000.00	\$ 6,000.00	0.0%	Score Cards	\$ 2,985.00	\$ 5,000.00	\$ 2,015.00	59.7%
Maintenance Supplies	\$ 4,563.84	\$ 15,000.00	\$ 10,436.16	30.4%	Maintenance Supplies	\$ 10,940.51	\$ 12,000.00	\$ 1,059.49	91.2%
Range Supplies	\$ 3,480.58	\$ 13,000.00	\$ 9,519.42	26.8%	Range Supplies	\$ 2,643.52	\$ 13,000.00	\$ 10,356.48	20.3%
Computer Supplies	\$ 2,832.08	\$ 8,500.00	\$ 5,667.92	33.3%	Computer Supplies	\$ 3,904.63	\$ 8,000.00	\$ 4,095.37	48.8%
Custodial Supplies	\$ 6,620.21	\$ 25,000.00	\$ 18,379.79	26.5%	Custodial Supplies	\$ 7,299.96	\$ 22,000.00	\$ 14,700.04	33.2%
Rubbish Removal/Sanitation	\$ 8,757.77	\$ 35,000.00	\$ 26,242.23	25.0%	Rubbish Removal/Sanitation	\$ 7,127.54	\$ 20,000.00	\$ 12,872.46	35.6%
Seed & Sod	\$ 3,741.00	\$ 35,000.00	\$ 31,259.00	10.7%	Seed & Sod	\$ 11,482.00	\$ 29,000.00	\$ 17,518.00	39.6%
Tee & Green	\$ 1,249.17	\$ 13,000.00	\$ 11,750.83	9.6%	Tee & Green	\$ -	\$ 12,000.00	\$ 12,000.00	0.0%
Landscaping	\$ -	\$ 8,000.00	\$ 8,000.00	0.0%	Landscaping	\$ 793.50	\$ 5,000.00	\$ 4,206.50	15.9%
Topsoil & Sand	\$ 9,878.93	\$ 40,000.00	\$ 30,121.07	24.7%	Topsoil & Sand	\$ 13,552.17	\$ 31,500.00	\$ 17,947.83	43.0%
Fertilizer	\$ 50,295.00	\$ 100,000.00	\$ 49,705.00	50.3%	Fertilizer	\$ 48,492.25	\$ 96,000.00	\$ 47,507.75	50.5%
Fungicide	\$ 3,180.00	\$ 135,000.00	\$ 131,820.00	2.4%	Fungicide	\$ 4,603.07	\$ 126,000.00	\$ 121,396.93	3.7%
Insecticides	\$ 1,092.37	\$ 20,000.00	\$ 18,907.63	5.5%	Insecticides	\$ -	\$ 16,000.00	\$ 16,000.00	0.0%
Misc. Wetting Agents/Lime	\$ 1,620.43	\$ 60,000.00	\$ 58,379.57	2.7%	Misc. Wetting Agents/Lime	\$ 1,015.00	\$ 58,000.00	\$ 56,985.00	1.8%
Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%	Cart Lease	\$ 74,000.00	\$ 111,000.00	\$ 37,000.00	66.7%
Clubhouse Furn./Repair	\$ 9,437.57	\$ 51,000.00	\$ 41,562.43	18.5%	Clubhouse Furn./Repair	\$ 23,642.93	\$ 50,000.00	\$ 26,357.07	47.3%
Credit Card Expense	\$ 78,860.70	\$ 85,000.00	\$ 6,139.30	92.8%	Credit Card Expense	\$ 48,310.07	\$ 75,000.00	\$ 26,689.93	64.4%
Environmental Monitoring	\$ 426.08	\$ 3,500.00	\$ 3,073.92	12.2%	Environmental Monitoring	\$ 426.08	\$ 3,000.00	\$ 2,573.92	14.2%
Safety Clothing Allowance	\$ 3,167.07	\$ 10,000.00	\$ 6,832.93	31.7%	Safety Clothing Allowance	\$ 1,375.52	\$ 9,000.00	\$ 7,624.48	15.3%
Mileage-Maintenance	\$ -	\$ 450.00	\$ 450.00	0.0%	Mileage-Maintenance	\$ -	\$ 450.00	\$ 450.00	0.0%
Meetings/Travel	\$ 75.00	\$ 2,500.00	\$ 2,425.00	3.0%	Meetings/Travel	\$ -	\$ 2,500.00	\$ 2,500.00	0.0%
Dues and Subscriptions	\$ 2,340.00	\$ 4,100.00	\$ 1,760.00	57.1%	Dues and Subscriptions	\$ 2,945.00	\$ 4,100.00	\$ 1,155.00	71.8%
Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%	Clothing Allowance-Admin	\$ -	\$ 4,000.00	\$ 4,000.00	0.0%
Advertising/Promotions	\$ 16,179.98	\$ 50,000.00	\$ 33,820.02	32.4%	Advertising/Promotions	\$ 8,308.88	\$ 50,000.00	\$ 41,691.12	16.6%
CVEC Administration Charges	\$ 1,171.88	\$ 4,688.00	\$ 3,516.12	25.0%	CVEC Administration Charges	\$ 1,171.88	\$ 4,688.00	\$ 3,516.12	25.0%
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SUBTOTAL	\$ 381,502.88	\$ 1,119,538.00	\$ 738,035.12	34.1%	SUBTOTAL	\$ 382,033.00	\$ 1,021,318.00	\$ 639,285.00	37.4%
Other Expenses:					Other Expenses:				
Transfer to Trust	\$ 21,000.00	\$ 21,000.00	\$ -	100%	Transfer to Trust	\$ -	\$ 21,000.00	\$ 21,000.00	0%
Pro Shop Purchases	\$ 88,668.43	\$ 240,000.00	\$ 151,331.57	37%	Pro Shop Purchases	\$ 83,010.00	\$ 230,000.00	\$ 146,990.00	36%
Capital	\$ -	\$ -	\$ -		Capital	\$ -	\$ -	\$ -	
Indirect Costs	\$ 211,619.00	\$ 211,619.00	\$ -	100%	Indirect Costs	\$ 205,356.00	\$ 205,356.00	\$ -	100%
Life Insurance	\$ 221.06	\$ 712.00	\$ 490.94	31%	Life Insurance	\$ 223.52	\$ 671.00	\$ 447.48	33%
Unemployment	\$ -	\$ 50,000.00	\$ 50,000.00	0%	Unemployment	\$ -	\$ 55,080.00	\$ 55,080.00	0%
Health Insurance	\$ 92,724.25	\$ 373,092.00	\$ 280,367.75	25%	Health Insurance	\$ 115,663.75	\$ 343,608.00	\$ 227,944.25	34%
Medicare	\$ -	\$ 26,050.00	\$ 26,050.00	0%	Medicare	\$ 6,502.90	\$ 23,976.00	\$ 17,473.10	27%
Compensated Absences	\$ 7,308.00	\$ 20,000.00	\$ 12,692.00	37%	Compensated Absences	\$ 5,308.00	\$ 20,000.00	\$ 14,692.00	27%
Workers Compensation	\$ 11,324.00	\$ 16,000.00	\$ 4,676.00	71%	Workers Compensation	\$ 10,605.00	\$ 16,480.00	\$ 5,875.00	64%
General Liability Insurance	\$ 70,386.77	\$ 82,000.00	\$ 11,613.23	86%	General Liability Insurance	\$ 68,262.24	\$ 81,198.00	\$ 12,935.76	84%
Retirement/Pension Exp.	\$ 296,704.66	\$ 296,705.00	\$ 0.34	100%	Retirement/Pension Exp.	\$ 238,554.00	\$ 238,554.00	\$ -	100%
Transfer to Capital Stabilization	\$ 350,000.00	\$ 350,000.00	\$ -	100%	Transfer to Capital Stabilization	\$ -	\$ 400,000.00	\$ 400,000.00	0%
SUBTOTAL	\$ 1,149,956.17	\$ 1,687,178.00	\$ 537,221.83	68%	SUBTOTAL	\$ 733,485.41	\$ 1,635,923.00	\$ 902,437.59	45%
GRAND TOTAL	\$ 2,126,326.34	\$ 4,598,474.00	\$ 2,472,147.66	46%	GRAND TOTAL	\$ 1,709,903.97	\$ 4,254,133.00	\$ 2,544,229.03	40%

CAPTAINS GOLF COURSE COMPARISON REPORT OCTOBER

	<u>Oct-18</u>	<u>Oct-19</u>	<u>Oct-20</u>	<u>Oct-21</u>	<u>Oct-22</u>	<u>Oct-23</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 598.00	\$ 638.00	\$ 2,345.00	\$ -	\$ 480.00	\$ 1,050.00
RESIDENTS - Morning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RESIDENTS - Twilight	\$ 149.00	\$ 636.00	\$ 167.00	\$ -	\$ -	\$ -
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 798.00	\$ -	\$ 2,200.00	\$ -	\$ -	\$ 2,165.00
NON-RESIDENT TWILIGHT	\$ -	\$ 518.00	\$ 272.00	\$ 1,400.00	\$ -	\$ -
AFP COLLEGIATE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AFP JUNIOR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	\$ 1,545.00	\$ 1,792.00	\$ 4,984.00	\$ 1,400.00	\$ 480.00	\$ 3,215.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 84,433.01	\$ 74,516.03	\$ 154,273.77	\$ 138,696.00	\$ 114,319.00	\$ 138,890.00
TWILIGHT GREEN FEES	\$ 13,641.00	\$ 10,929.00	\$ 26,114.00	\$ 19,877.69	\$ 20,616.50	\$ 37,551.00
BACK 9 GREEN FEES	\$ 3,762.00	\$ 2,990.00	\$ 6,324.95	\$ 9,435.25	\$ 14,165.00	\$ 5,603.00
ADVANCED RESERVATIONS	\$ 18,586.00	\$ 21,692.40	\$ 8,253.70	\$ 9,010.40	\$ 4,885.00	\$ 9,358.00
SUBTOTAL	\$ 120,422.01	\$ 110,127.43	\$ 194,966.42	\$ 177,019.34	\$ 153,985.50	\$ 191,402.00
CARTS:						
18 HOLE CART	\$ 40,345.39	\$ 36,273.26	\$ 71,025.37	\$ 62,784.71	\$ 50,271.28	\$ 64,718.67
9 HOLE CART	\$ 9,083.81	\$ 7,393.24	\$ 15,974.63	\$ 12,145.87	\$ 13,175.31	\$ 15,050.56
SUBTOTAL	\$ 49,429.20	\$ 43,666.50	\$ 87,000.00	\$ 74,930.58	\$ 63,446.59	\$ 79,769.23
DRIVING RANGE	\$ 8,491.00	\$ 5,995.00	\$ 15,337.00	\$ 11,920.00	\$ 8,044.00	\$ 9,819.00
PULL CARTS	\$ 621.34	\$ 503.76	\$ 674.79	\$ 124.29	\$ 449.01	\$ 521.25
SNACK BAR RENT	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 18,103.05	\$ -
GIFT CERTIFICATES	\$ (1,286.07)	\$ (1,617.95)	\$ (3,490.40)	\$ (1,889.76)	\$ (2,549.75)	\$ (2,738.27)
CREDIT BOOK	\$ (157.53)	\$ (1,538.75)	\$ 1,927.02	\$ 2,097.15	\$ 2,480.39	\$ 2,854.67
PRO SHOP SALES	\$ 21,471.82	\$ 18,683.82	\$ 26,325.45	\$ 17,917.11	\$ 22,143.30	\$ 31,274.23
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 380.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 625.96	\$ 1,043.01	\$ -
SUBTOTAL	\$ 34,140.56	\$ 27,025.88	\$ 40,773.86	\$ 35,794.75	\$ 49,713.01	\$ 42,110.88
TOTAL REVENUE	\$ 205,536.77	\$ 182,611.81	\$ 327,724.28	\$ 289,144.67	\$ 267,625.10	\$ 316,497.11

CAPTAINS GOLF COURSE COMPARISON REPORT

CALENDAR YEAR THROUGH OCTOBER (10 months)

	<u>YEAR 2018</u>	<u>YEAR 2019</u>	<u>YEAR 2020</u>	<u>YEAR 2021</u>	<u>YEAR 2022</u>	<u>YEAR 2023</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 292,078.85	\$ 319,332.00	\$ 334,908.02	\$ 283,150.00	\$ 391,041.00	\$ 396,696.71
RESIDENTS - Morning	\$ 215,091.99	\$ 216,176.45	\$ 194,268.00	\$ 167,045.70	\$ 261,186.50	\$ 294,422.70
RESIDENTS - Twilight	\$ 45,537.00	\$ 52,520.33	\$ 65,166.00	\$ 52,651.00	\$ 68,224.80	\$ 69,746.00
CHARTER NON-RESIDENTS	\$ 6,895.00	\$ 7,240.00	\$ 6,080.00	\$ 7,600.00	\$ -	\$ -
NON-RESIDENTS	\$ 321,313.00	\$ 338,696.00	\$ 371,623.00	\$ 412,078.00	\$ 538,192.67	\$ 564,859.96
NON-RESIDENT TWILIGHT	\$ 42,579.00	\$ 43,799.00	\$ 70,105.00	\$ 73,048.00	\$ 81,951.00	\$ 73,340.00
COLLEGIATE	\$ 5,500.00	\$ 8,386.00	\$ 21,322.00	\$ 19,993.00	\$ 19,380.00	\$ 17,650.00
JUNIORS	\$ 3,730.00	\$ 4,830.00	\$ 6,456.00	\$ 5,464.00	\$ 3,917.00	\$ 4,956.00
SUBTOTAL	\$ 932,724.84	\$ 990,979.78	\$ 1,069,928.02	\$ 1,021,029.70	\$ 1,363,893.17	\$ 1,421,671.37
GREEN FEES:						
18 HOLE GREEN FEE	\$ 1,347,612.34	\$ 1,371,783.10	\$ 1,445,197.52	\$ 1,561,925.95	\$ 1,668,584.80	\$ 1,762,308.49
TWILIGHT GREEN FEES	\$ 150,357.20	\$ 163,907.30	\$ 214,637.88	\$ 212,215.89	\$ 224,593.48	\$ 401,728.19
BACK 9 GREEN FEES	\$ 70,963.04	\$ 82,038.95	\$ 94,847.95	\$ 148,891.25	\$ 226,814.14	\$ 60,834.00
ADVANCED RESERVATIONS	\$ 120,820.20	\$ 120,668.00	\$ 36,993.40	\$ 49,255.10	\$ 60,053.15	\$ 116,524.90
SUBTOTAL	\$ 1,689,752.78	\$ 1,738,397.35	\$ 1,791,676.75	\$ 1,972,288.19	\$ 2,180,045.57	\$ 2,341,395.58
CARTS:						
18 HOLE CART	\$ 517,255.13	\$ 494,528.12	\$ 498,375.83	\$ 607,956.90	\$ 620,053.30	\$ 671,539.32
9 HOLE CART	\$ 112,260.30	\$ 109,841.11	\$ 120,998.05	\$ 134,819.12	\$ 149,133.38	\$ 154,696.47
SUBTOTAL	\$ 629,515.43	\$ 604,369.23	\$ 619,373.88	\$ 742,776.02	\$ 769,186.68	\$ 826,235.79
DRIVING RANGE	\$ 120,960.80	\$ 133,814.00	\$ 136,990.00	\$ 161,406.00	\$ 159,561.50	\$ 165,382.00
PULL CARTS	\$ 8,062.54	\$ 7,598.93	\$ 8,086.36	\$ 5,229.24	\$ 5,797.66	\$ 6,879.15
SNACK BAR RENT	\$ 28,500.00	\$ 30,451.58	\$ 10,000.00	\$ 20,000.00	\$ 23,103.05	\$ 6,000.00
GIFT CERTIFICATES	\$ (17,428.76)	\$ (19,987.52)	\$ (19,940.98)	\$ (10,551.27)	\$ (16,126.24)	\$ (17,579.16)
CREDIT BOOK	\$ 1,631.63	\$ 4,300.41	\$ 5,635.09	\$ 21,139.42	\$ 18,958.49	\$ 21,656.42
PRO SHOP SALES	\$ 263,227.79	\$ 254,591.32	\$ 174,922.92	\$ 251,108.76	\$ 277,257.31	\$ 329,449.93
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,940.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,117.00
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,130.46	\$ 8,089.65	\$ 4,155.75
SUBTOTAL	\$ 404,954.00	\$ 410,768.72	\$ 315,693.39	\$ 454,462.61	\$ 476,641.42	\$ 601,001.09
TOTAL REVENUE	\$ 3,656,947.05	\$ 3,744,515.08	\$ 3,796,672.04	\$ 4,190,556.52	\$ 4,789,766.84	\$ 5,190,303.83

CAPTAINS GOLF COURSE COMPARISON REPORT

FISCAL YEAR THROUGH OCTOBER (4 months)

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>
REVENUE						
MEMBERSHIPS:						
RESIDENTS - Early	\$ 17,980.00	\$ 12,671.00	\$ 23,112.00	\$ 7,371.00	\$ 480.00	\$ 2,850.00
RESIDENTS - Morning	\$ (795.00)	\$ 3,340.00	\$ (793.00)	\$ 3,390.00	\$ 3,280.00	\$ 2,970.00
RESIDENTS - Twilight	\$ 4,487.00	\$ 5,432.00	\$ 6,362.00	\$ 2,808.00	\$ 5,548.40	\$ 1,080.00
CHARTER NON-RESIDENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NON-RESIDENTS	\$ 9,165.00	\$ 10,454.00	\$ 24,600.00	\$ 2,804.00	\$ 2,080.00	\$ 6,495.00
NON-RESIDENT TWILIGHT	\$ 2,154.00	\$ 3,108.00	\$ 6,764.00	\$ 2,800.00	\$ 2,310.00	\$ 2,136.00
COLLEGIATE	\$ 740.00	\$ 945.00	\$ 1,221.00	\$ 1,221.00	\$ 450.00	\$ 450.00
JUNIORS	\$ 1,085.00	\$ 388.00	\$ 496.00	\$ 584.00	\$ -	\$ 496.00
SUBTOTAL	\$ 34,816.00	\$ 36,338.00	\$ 61,762.00	\$ 20,978.00	\$ 14,148.40	\$ 16,477.00
GREEN FEES:						
18 HOLE GREEN FEE	\$ 985,469.34	\$ 1,017,415.58	\$ 1,265,328.58	\$ 1,116,519.49	\$ 1,177,856.56	\$ 1,238,727.99
TWILIGHT GREEN FEES	\$ 106,621.20	\$ 110,736.00	\$ 164,866.88	\$ 140,257.89	\$ 145,688.50	\$ 282,689.15
BACK 9 GREEN FEES	\$ 56,799.04	\$ 66,503.00	\$ 79,810.95	\$ 113,883.25	\$ 173,220.01	\$ 25,718.00
ADVANCED RESERVATIONS	\$ 48,587.00	\$ 51,785.40	\$ 22,791.00	\$ 19,568.90	\$ 36,347.60	\$ 75,688.15
SUBTOTAL	\$ 1,197,476.58	\$ 1,246,439.98	\$ 1,532,797.41	\$ 1,390,229.53	\$ 1,533,112.67	\$ 1,623,823.29
CARTS:						
18 HOLE CART	\$ 349,042.31	\$ 345,027.00	\$ 433,242.92	\$ 418,290.63	\$ 424,953.43	\$ 439,160.51
9 HOLE CART	\$ 80,938.63	\$ 84,626.15	\$ 98,775.48	\$ 89,493.30	\$ 104,439.45	\$ 100,529.45
SUBTOTAL	\$ 429,980.94	\$ 429,653.15	\$ 532,018.40	\$ 507,783.93	\$ 529,392.88	\$ 539,689.96
DRIVING RANGE	\$ 79,665.00	\$ 82,438.00	\$ 111,750.00	\$ 98,770.00	\$ 91,475.50	\$ 98,685.00
PULL CARTS	\$ 5,721.31	\$ 5,259.69	\$ 6,299.44	\$ 3,194.30	\$ 4,334.77	\$ 4,837.62
SNACK BAR RENT	\$ 20,000.00	\$ 20,000.00	\$ 10,000.00	\$ 20,000.00	\$ 23,103.05	\$ -
GIFT CERTIFICATES	\$ (17,869.84)	\$ (16,148.30)	\$ (14,456.70)	\$ (11,963.29)	\$ (13,732.11)	\$ (14,083.34)
CREDIT BOOK	\$ (1,419.53)	\$ 2,575.40	\$ 6,151.96	\$ 16,753.93	\$ 15,498.43	\$ 10,280.19
PRO SHOP SALES	\$ 159,002.01	\$ 151,206.81	\$ 135,747.22	\$ 151,522.56	\$ 151,440.32	\$ 209,179.43
HANDICAP REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,480.00
SOLAR REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISC. SALES	\$ -	\$ -	\$ -	\$ 6,130.46	\$ 4,298.56	\$ 3,340.10
SUBTOTAL	\$ 245,098.95	\$ 245,331.60	\$ 255,491.92	\$ 284,407.96	\$ 276,418.52	\$ 314,719.00
TOTAL REVENUE	\$ 1,907,372.47	\$ 1,957,762.73	\$ 2,382,069.73	\$ 2,203,399.42	\$ 2,353,072.47	\$ 2,494,709.25

MONTH: Oct-23

DATE	DAY	GUEST PLAY								MEMBER PLAY				GRAND TOTALS	COMMENTS/WEATHER
		18	B-9	TWI-LT	PP	COMP	OTHER	TOT-GST	18	B-9	TWI-LT	TOT-MBR			
1	SUN	154	4	45	1	3	-	207	130	18	55	203	410	Sunny, 64 deg	
2	MON	50	3	35	3	3	66	160	128	7	34	169	329	Sunny, 65 deg	
3	TUE	85	-	34	5	4	-	128	104	-	81	185	313	Sunny, 72 deg	
4	WED	64	4	40	4	5	144	261	99	25	76	200	461	Sunny, Warm, 77 deg	
5	THU	66	8	89	-	5	71	239	88	24	55	167	406	Sunny, 70 deg	
6	FRI	182	6	58	-	2	-	248	137	48	33	218	466	Cloudy, 70 deg	
7	SAT	140	-	68	-	-	-	208	46	11	3	60	268	Rain, 65 deg	
8	SUN	163	9	56	11	2	-	241	135	24	48	207	448	Sunny, Windy, 64 deg	
9	MON	99	3	40	-	10	-	152	193	2	63	258	410	Cool, 62 deg	
10	TUE	82	-	8	-	6	-	96	92	7	31	130	226	Cloudy, 64 deg	
11	WED	68	-	35	-	8	-	111	132	29	53	214	325	Sunny, 65 deg	
12	THU	85	-	30	-	3	-	118	140	25	49	214	332	Sunny, Nice, 68 deg	
13	FRI	139	1	103	4	7	-	254	99	78	-	177	431	Sunny, Windy, 63 deg	
14	SAT	5	1	55	4	-	145	210	50	22	24	96	306	Sunny, Cool, 54 deg	
15	SUN	7	11	10	-	-	145	173	51	11	63	125	298	Overcast, Windy, 52 deg	
16	MON	34	-	8	13	2	120	177	89	27	27	143	320	Cloudy, 57 deg	
17	TUE	47	-	8	25	6	-	86	69	17	21	107	193	Rainy, 62 deg	
18	WED	51	-	28	24	10	-	113	112	15	54	181	294	Overcast, 62 deg	
19	THU	97	-	30	-	7	32	166	85	9	58	152	318	Sunny, 63 deg	
20	FRI	112	-	25	18	1	-	156	104	38	21	163	319	Partly Cloudy, 58 deg	
21	SAT	47	5	7	16	1	-	76	102	12	2	116	192	Rainy, Cool, 51 deg	
22	SUN	57	6	27	2	2	-	94	124	9	58	191	285	Cloudy, 68 deg	
23	MON	18	3	17	4	5	-	47	111	20	-	131	178	Windy, 58 deg	
24	TUE	57	-	14	-	10	-	81	90	3	23	116	197	Sunny, Nice, 60 deg	
25	WED	55	6	24	4	6	-	95	107	15	54	176	271	Sun, Wind, 69 deg	
26	THU	44	-	43	-	1	-	88	100	30	37	167	255	Sunny, 72 deg	
27	FRI	50	12	33	3	7	-	105	121	4	74	199	304	Rainy, 64 deg	
28	SAT	145	13	90	-	6	-	254	105	10	61	176	430	Perfect, Sun, 72 deg	
29	SUN	31	1	20	-	-	124	176	70	15	2	87	263	Rainy, 50 deg	
30	MON	1	-	1	-	-	-	2	4	-	3	7	9	Rain, 50 deg	
31	TUE	4	-	11	-	4	-	19	46	4	44	94	113	Sunny, Cool, 46 deg	
TOTALS		2,239	96	1,092	141	126	847	4,541	3,063	559	1,207	4,829	9,370	0 Days Closed	
October-22		1,675	402	601	135	116	609	3,538	2,752	970	472	4,194	7,732	2 Days Closed	
October-21		2,392	283	642	238	18	325	3,898	2,774	1,086	658	4,518	8,416		
October-20		2,722	160	1,011	88	61	-	4,042	4,025	662	1,435	6,122	10,164		
October-19		1,477	78	340	85	101	436	2,517	2,197	382	635	3,214	5,731		
October-18		1,579	101	521	130	166	552	3,049	2,351	559	590	3,500	6,549		
October-17		1,654	93	628	267	110	600	3,352	2,582	813	536	3,931	7,283		
October-16		1,714	57	460	315	131	758	3,435	2,438	663	467	3,568	7,003		
October-15		1,614	55	577	320	113	670	3,349	2,030	470	699	3,199	6,548		
October-14		1,649	38	538	408	133	722	3,488	2,406	487	430	3,323	6,811		
October-13		1,695	62	562	346	182	628	3,475	2,739	675	230	3,644	7,119		
October-12		1,734	106	459	287	163	326	3,075	2,343	624	171	3,138	6,213		
October-11		1,581	75	405	254	131	522	2,968	2,429	546	247	3,222	6,190		
October-10		1,429	32	423	455	187	622	3,148	2,752	586	142	3,480	6,628		
October-09		1,345	34	379	330	305	914	3,307	2,215	475	432	3,122	6,429		
October-08		1,627	51	413	445	225	1,073	3,834	2,581	588	361	3,530	7,364		
October-07		1,523	58	556	386	250	1,239	4,012	2,782	640	358	3,780	7,792		
October-06		1,596	116	543	548	191	1,461	4,455	2,933	657	504	4,094	8,549		
October-05		789	159	231	857	98	1,453	3,587	2,185	443	619	3,247	6,834		
October-04		1,094	150	283	1,188	159	1,496	4,370	2,897	669	386	3,952	8,322		
October-03		1,174	192	242	1,224	143	1,154	4,129	2,822	504	345	3,671	7,800		
October-02		1,286	157	293	1,455	166	805	4,162	2,745	501	322	3,568	7,730		
October-01		810	201	289	1,977	140	953	4,370	3,204	646	293	4,143	8,513		
October-00		770	146	158	2,253	144	788	4,259	2,758	428	214	3,400	7,659		

CALENDAR YEAR 2023 PLAY TOTALS

	GUEST PLAY						MEMBER PLAY				TOTAL PLAY	
	18 hole green	Prepays	Back 9 w/mbr	Twilight green	Misc.	Guest Play	18 hole play	Back 9 play	Twilight play	Member Play	Monthly Totals	Member Play %
January	152	-	95	53	15	315	1,100	285	138	1,523	1,838	83%
February	186	-	60	76	24	346	791	212	101	1,104	1,450	76%
March	268	-	128	99	13	508	1,356	385	149	1,890	2,398	79%
April	1,099	213	263	371	111	2,057	2,302	730	433	3,465	5,522	63%
May	2,495	361	254	1,004	1,217	5,331	3,307	1,086	864	5,257	10,588	50%
June	3,974	180	100	1,816	329	6,399	3,687	462	1,926	6,075	12,474	49%
July	6,228	96	115	3,209	204	9,852	4,472	455	2,325	7,252	17,104	42%
August	5,309	20	176	2,777	218	8,500	4,230	541	1,965	6,736	15,236	44%
September	3,272	257	110	1,242	253	5,134	3,003	311	1,450	4,764	9,898	48%
October	2,239	141	96	1,092	973	4,541	3,063	559	1,207	4,829	9,370	52%
November	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
December	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!
TOTALS	25,222	1,268	1,397	11,739	3,357	42,983	27,311	5,026	10,558	42,895	85,878	50%
2022	25,465	1,650	6,471	6,867	2,760	43,213	30,465	8,671	7,407	46,543	89,756	52%
2021	26,122	1,201	3,939	8,265	1,376	40,903	34,259	7,995	10,569	52,823	93,726	56%
2020	23,830	531	2,503	8,682	564	36,110	3,240	4,728	11,480	48,648	84,758	57%
2019	22,138	1,769	2,344	6,082	2,591	34,924	26,234	5,425	6,833	38,492	73,416	52%
2018	22,289	1,888	2,032	6,112	3,932	36,253	25,608	6,171	6,363	38,142	74,395	51%
2017	21,905	1,907	1,825	6,534	2,926	35,097	26,477	6,426	5,477	38,380	73,477	52%
2016	23,902	2,357	1,809	6,595	4,206	38,869	27,309	7,663	5,577	40,549	79,418	51%
2015	25,318	2,216	1,174	6,117	3,435	38,260	24,845	5,605	5,502	35,952	74,212	48%
2014	23,422	2,405	929	5,885	3,867	36,508	26,145	5,975	3,932	36,052	72,560	50%
2013	23,220	2,438	1,138	6,311	3,799	36,906	25,748	6,108	3,769	35,625	72,531	49%
2012	23,523	2,636	1,231	6,161	3,618	37,169	28,694	7,121	2,963	38,778	75,947	51%
2011	23,723	3,242	843	5,128	3,449	36,385	28,422	6,854	2,678	37,954	74,339	51%
2010	20,652	3,180	878	6,594	4,457	35,761	27,379	6,782	3,442	37,603	73,364	51%
2009	22,986	3,517	2,089	5,011	5,218	38,821	26,929	6,107	3,160	36,196	75,017	48%
2008	23,524	4,582	1,204	5,837	5,816	40,963	25,997	6,959	5,918	38,874	79,837	49%
2007	24,113	4,858	1,177	6,544	6,577	43,269	29,758	7,470	3,353	40,581	83,850	48%
2006	22,099	7,080	1,485	5,828	6,962	43,454	31,342	7,376	3,654	42,372	85,826	49%
2005	16,577	11,948	2,162	4,601	6,404	41,692	28,879	7,270	4,869	41,018	82,710	50%
2004	16,731	12,074	1,858	4,602	5,472	40,737	30,078	7,250	4,212	41,540	82,277	50%
2003	17,168	12,342	1,912	4,371	5,397	41,190	28,837	6,065	3,800	38,702	79,892	48%
2002	17,705	15,353	1,953	5,482	4,487	44,980	30,641	7,111	3,205	40,957	85,937	48%
2001	13,280	21,699	1,943	5,034	4,070	46,026	30,163	7,039	1,837	39,039	85,065	46%
2000	14,082	18,987	1,779	3,480	2,382	40,710	28,967	4,375	2,879	36,221	76,931	47%

January-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7
Happy New Year!						
8	9	10	11	12	13	14
15	16	17	18	19	20	21
Martin Luther King Day						
22	23	24	25	26	27	28
29	30	31				

February-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 Valentine's Day	15	16	17	18
19 President's Day	20	21	22	23	24	25
26	27	28	29			

March-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
				1	2	3
4	5	6	7	8	9	10 Change Clocks
11	12	13	14	15	16	17 St. Patrick's Day
18	19	20	21	22	23	24
25	26	27	28	29	30	31 Easter
					Open 36 Holes S-50	P-50

April-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7
P-50	P-50	P-50	P-50	P-50	P-50	S-50
8	9	10	11	12	13	14
Aerate Starboard	Aerate Starboard	Aerate Starboard CCMGA	Aerate Starboard	Aerate Starboard		
P-50	P-50	P-50	P-50	S-50	S-50	S-50
15	16	17	18	19	20	21
Aerate Port	Aerate Port	Aerate Port CCMGA NEPGA Jr. Tour Star 12:00 - 2:00 tee times S-50	Aerate Port	Aerate Port		
S-50	S-50	S-50	S-50	P-50	P-50	P-50
22	23	24	25	26	27	28
Patriot's Day		CCMGA	MassGolf Spring Team 8:30 SG Star			
P-50	P-50	P-50	P-50	P-50	P-50	S-50
29	30					
S-50	S-50					

May-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1 CCMGA 7:00 - 9:00	2 Women's 9 HI Assoc MassGolf Spring Team 8:30 SG Port	3	4 Martha White 8:00 SG Star	5
6 Retired Men's Club 8:30 SG Scramble 2:30 P - 50	7 Women's 18 HI Assoc. 7:00-9:00	8 CCMGA 7:00 - 9:00	9 Women's 9-HI Assoc.	10	11	12 Mother's Day
13 Scramble 2:30 P - 50	14 Women's 18-HI Assoc. 7:00 - 9:00	15 CCMGA 7:00 - 9:00 Women's 9/18 Scram. 2:00 SG 9his Port	16 Women's 9-HI Assoc.	17	18	19 S - 50
20 Scramble 2:30 P - 50	21 Women's 18-HI Assoc. 7:00 - 9:00	22 CCMGA 7:00 - 9:00	23 Women's 9-HI Assoc. O'Connell Cup	24	25	26 Member-Member 6:30 tee times 1&10 Match Play Star
27 Memorial Day S-50	28 Women's 18-HI Assoc. 7:00 - 9:00	29 CCMGA 7:00 - 9:00	30 Women's 9-HI Assoc. O'Connell Cup	31		

July-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7
No Scramble P-50	No Association Play P-50	No Association Play P-50	No Association Play Independence Day P-50			
8	9	10	11	12	13	14
Scramble 3:00 S-50	Women's 18-HI Assoc. 6:30 - 8:30 S-50	CCMGA 6:30 - 8:30 S-50	Women's 9-HI Assoc. S-50		Couples Championship 12:00 tee times Star S-50	
15	16	17	18	19	20	21
Scramble 3:00 P-50	Women's 18-HI Assoc. 6:30 - 8:30 P-50	CCMGA 6:30 - 8:30 P-50	Women's 9-HI Assoc. League Championship P-50			Parent-Child 12:00 Tee Times Both Courses S-50
22	23	24	25	26	27	28
Scramble 3:00 S-50	Women's 18-HI Assoc. 6:30 - 8:30 S-50	CCMGA 6:30 - 8:30 S-50	Women's 9-HI Assoc. League Championship S-50			
29	30	31				
Scramble 3:00 P-50	Women's 18-HI Assoc. 6:30 - 8:30 P-50	CCMGA 6:30 - 8:30 P-50				

September-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
2	3	4	5	6	7	8
Labor Day	Women's 18-HI Assoc. 8:30 SG Star - CUDA	CCMGA 7:00 - 9:00	Women's 9-HI Assoc. MassGolf Fall Cup 12:00 TT - Star	Women's 9-HI Assoc. 12:00 TT - Star	Captains Invitational 1:00 shotgun Star	Captains Invitational 8:30 shotgun Port
No Scramble						
S - 50	S - 50	S - 50	S - 50	S - 50	S - 50	P - 50
9	10	11	12	13	14	15
Aerify Star	Aerify Star Women's 18-HI Assoc.	CCMGA 7:00 - 9:00 Aerify Star	Women's 9-HI Assoc. Eastham Chamber 1:00 SG Port	Women's 9-HI Assoc.		Friends Of Captains PORT 1pm SG
Scramble 2:30						
P - 50	P - 50	P - 50	S - 50	S - 50	S - 50	P - 50
16	17	18	19	20	21	22
Aerify Port	Aerify Port Women's 18-HI Assoc.	CCMGA 7:30 - 9:30 Aerify Port	Women's 9-HI Assoc. MassGolf Fall Cup 12:00 TT - Star	Women's 9-HI Assoc.		
Scramble 2:30						
S - 50	S - 50	S - 50	P - 50	P - 50	P - 50	S - 50
23	24	25	26	27	28	29
Fertilize Starboard	Women's 18-HI Assoc. 7:30 - 9:30 Fertilize Port	CCMGA 8:30 SG Star	Women's 9-HI Assoc. 8:00 SG Star Annual Meeting			
Scramble 2:30						
P - 50	S - 50	S - 50	S - 50	S - 50	S - 50	P - 50
30						
P-50						

October-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1 Women's 18-HI Assoc. 7:30 - 9:30	2 Pals For Life 9:00 SG Star	3 Women's 9-HI Assoc.	4	5	6
7	8 Women's 18-HI Assoc. 7:30 - 9:30	9 CCMGA 8:00-10:00	10 Women's 9-HI Assoc. CCWGL 9:00 SG - Port	11	12	13
14	15 Women's 18-HI Assoc. 8:00 - 10:00 Mid Cape Men's Club 9:00 SG Port	16 CCMGA 8:00-10:00	17 Women's 9-HI Assoc.	18	19	20
21	22 Women's 18-HI Assoc. 8:00 - 10:00	23 CCMGA 8:00-10:00	24 Women's 9-HI Assoc. Cape Cod Mens's Club 8:30 SG Port	25	26	27
28	29 Women's 18-HI Assoc. 8:00 - 10:00 S - 50	30 CCMGA 8:00-10:00	31 Women's 9-HI Assoc.			

November-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
				1	2	3 Change Clocks Reggie Higgins Memorial 10:00 SG - 9 Holes S - 50
4	5	6	7	8	9	10
Starboard Closed	Starboard Closed	Starboard Closed	Starboard Closed	P - 50	P - 50	Commissioner's Cup 9:00 SG Star
11	12	13	14	15	16	17
Port Closed Veteran's Day	Port Closed	Port Closed	Port Closed	S - 50	S - 50	P - 50
18	19	20	21	22	23	24
Starboard Closed	Starboard Closed	Starboard Closed		P - 50	P - 50	S - 50
25	26	27	28	29	30	
Port Closed	Port Closed	Port Closed	Thanksgiving Course closed	S - 50	S - 50	P - 50

December-24

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
						1 Last Day for 36 Holes
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Merry Christmas Course Closed				
	New Year's Eve					

Non-Resident Waiting List Information

2023 start – 87

We allowed 25 new non-residents to join. We contacted 37 people to fill the 25 spots.

Current number on list - 210

CAPTAINS GOLF COURSE - RATES

GREEN FEES:

	2024 Rates	2023 Rates
January 1st thru March 29th		
Everyday - 18 hole green fee	\$ 47.00	\$ 47.00
After 1:00 p.m. everyday - twilight green fee	\$ 31.00	\$ 31.00
Back 9 everyday - available for the 1st hour and a half	\$ 31.00	\$ 31.00
Junior green fee (under 18 years old) - after 1:00 p.m.	\$ 5.00	\$ 5.00
March 30th thru April 21st		
Friday thru Sunday - 18 hole green fee	\$ 64.00	\$ 62.00
Monday thru Thursday - 18 hole green fee	\$ 54.00	\$ 52.00
After 1:00 p.m. everyday - 18 hole green fee	\$ 54.00	\$ 52.00
After 3:00 p.m. everyday - twilight green fee	\$ 38.00	\$ 36.00
Back 9 everyday - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
April 22nd thru May 27th		
Friday thru Sunday - 18 hole green fee (and Memorial Day)	\$ 82.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 pm	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 42.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 42.00	\$ 42.00
Monday thru Thursday - 18 hole green fee (except Memorial Day)	\$ 64.00	\$ 62.00
Monday thru Thursday after 1:00 p.m.	\$ 54.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
May 28th thru June 28th		
Friday thru Sunday - 18 hole green fee	\$ 82.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 p.m.	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 42.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 42.00	\$ 42.00
Monday thru Thursday - 18 hole green fee	\$ 64.00	\$ 62.00
Monday thru Thursday 1:00 pm to 3:00 pm	\$ 54.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00
June 29th thru September 2nd		
18 hole green fee - everyday before 9:00 a.m.	\$ 87.00	\$ 85.00
18 hole green fee - everyday 9:00 a.m. - 2:00 p.m.	\$ 80.00	\$ 78.00
18 hole green fee - everyday 2:00 p.m. - 4:00 p.m.	\$ 60.00	\$ 57.00
After 4:00 p.m. everyday - twilight green fee	\$ 42.00	\$ 42.00
Back 9 everyday except Thursday - available for the 1st hr and a half	\$ 42.00	\$ 42.00
Junior green fee (under 18 years old) - after 5:00 p.m.	\$ 5.00	\$ 5.00
September 3rd thru October 14th		
Friday thru Sunday - 18 hole green fee (and Columbus Day)	\$ 82.00	\$ 80.00
Friday thru Sunday 1:00 pm to 3:00 p.m.	\$ 60.00	\$ 57.00
Friday thru Sunday After 3:00 pm	\$ 42.00	\$ 42.00
Friday thru Sunday Back 9 - available for the 1st hour and a half	\$ 42.00	\$ 42.00
Monday thru Thursday - 18 hole green fee (except Columbus Day)	\$ 64.00	\$ 62.00
Monday thru Thursday 1:00 pm to 3:00 pm	\$ 54.00	\$ 52.00
Monday thru Thursday after 3:00 p.m.	\$ 38.00	\$ 36.00
Monday thru Wednesday Back 9 - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 4:00 p.m.	\$ 5.00	\$ 5.00

October 15th thru October 27th		
Friday thru Sunday - 18 hole green fee	\$ 64.00	\$ 62.00
Monday thru Thursday - 18 hole green fee	\$ 54.00	\$ 52.00
After 1:00 p.m. everyday - 18 hole green fee	\$ 38.00	\$ 36.00
Back 9 everyday - available for the 1st hour and a half	\$ 38.00	\$ 36.00
Junior green fee (under 18 years old) - after 2:00 p.m.	\$ 5.00	\$ 5.00
October 28th thru December 31st		
Everyday - 18 hole green fee	\$ 47.00	\$ 47.00
After 1:00 p.m. everyday - twilight green fee	\$ 31.00	\$ 31.00
Back 9 everyday - available for the 1st hour and a half	\$ 31.00	\$ 31.00
Junior green fee (under 18 years old) - after 1:00 p.m.	\$ 5.00	\$ 5.00
RIDING CARTS		
Daily Fee Player 18 Hole Cart - single rider	\$ 25.00	\$ 23.00
Daily Fee Player 9 Hole Cart - single rider	\$ 15.00	\$ 14.00
Annual Fee Player 18 Hole Cart - single rider	\$ 20.00	\$ 18.00
Annual Fee Player 9 Hole Cart - single rider	\$ 10.00	\$ 10.00
PULL CARTS		
18 holes	\$ 8.00	\$ 5.00
9 holes	\$ 5.00	\$ 3.00
DRIVING RANGE		
Warm-up bucket (15 balls)	\$ 3.00	\$ 3.00
Small bucket (35 balls)	\$ 6.00	\$ 6.00
Large bucket (70 balls)	\$ 10.00	\$ 10.00
Debit card (5 small buckets)	\$ 22.00	\$ 22.00
Debit card (\$100 worth of range balls)	\$ 60.00	\$ 60.00
Debit card (\$200 worth of range balls)	\$ 100.00	\$ 100.00
Junior bucket (16 yrs. & under - limit 1 bucket per junior)	\$ 2.00	\$ 2.00
RENTAL CLUBS	\$ 50.00	\$ 50.00
ANNUAL FEE PLAYER PASSES		
Brewster Adult Resident and/or Real Estate Taxpayer categories:		
<i>Early Start</i> - may play anytime/any day	\$ 1,300.00	\$ 1,300.00
<i>Morning</i> - may play after 9:00 a.m. in prime season/anytime in non-prime season (see app.)	\$ 990.00	\$ 990.00
<i>Twilight</i> - may play beginning one hour prior to the start of the Twilight green fee rate	\$ 540.00	\$ 540.00
Brewster Resident Collegiate (19 - 25 years old)	\$ 450.00	\$ 450.00
Brewster Resident - Junior (12 - 18 years old)	\$ 204.00	\$ 204.00
Non-Resident Categories		
Charter Non-Resident (Renewals only)	\$ 1,805.00	\$ 1,805.00
Non-Residents - Individual	\$ 2,165.00	\$ 2,165.00
Non-Residents - Twilight	\$ 800.00	\$ 800.00
Non-Residents - Collegiate (19 - 25 years old)	\$ 650.00	\$ 650.00
Jr. Non-Resident (12 - 18 years old)	\$ 292.00	\$ 292.00
RATES ARE SUBJECT TO CHANGE WITHOUT NOTICE		



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

GOLF COMMISSION
Minutes of October 10th, 2023

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

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), and Susan Olin (Women's 9-Hole Assoc.)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7721?site=1>

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

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

Public Comment: None.

Superintendent's Report (Colin Walsh) - Colin Walsh noted ongoing maintenance projects and upcoming tournament preparation. He provided an update on the course conditions, mentioning that the greens are healing and will be dropped in height to improve rollout. The course has been using less water due to the excessive rain, with a 12 million gallon reduction in irrigation usage so far. Colin Walsh discussed the implementation of GPS sprayers on the golf course, mentioning reductions in acreage sprayed and noticeable improvements in overspray and efficiency. He also provided updates on the rebuilding of starboard number six, which is now open for play, and mentions upcoming fall projects and cleanup.

Director of Operations Report (Jay Packett) - Jay Packett highlighted the savings from new spray rigs and fairway mowers, which are more efficient and require less maintenance. Dave Valcourt added that the new equipment provides a morale boost for staff who have been working with older equipment, and he looked forward to seeing the future benefits. Jay Packett praised Colin's crew for hard work during challenging weather conditions. Jay Packett went onto review Captains Course revenue and play totals. Jay Packett highlighted positive trends in membership and greens fees revenue, despite a slow start to the fiscal year. Proshop revenue is significantly higher than last year, with Keith Gagnon receiving credit for his contributions. Jay Packett noted that pro shop purchases were higher in September than expected, stating that special orders and backordered items arrived in September, leading to higher sales than expected. He provided a brief financial summary. Calendar year comparison revealed a \$351,000

increase in revenue, with membership revenues up \$55,000 and greens fees higher by \$124,000, attributed to a busy summer. For the fiscal year, membership remained similar, while greens fees increased by \$53,000, largely due to a busy July and August. The bottom line showed a \$93,000 increase, mainly driven by higher pro shop revenue. Weather impacted play totals in September, with 4 days significantly impacted by bad weather, resulting in the lowest number of rounds played since 2018. Nevertheless, they remained ahead of 2022 by around 220 rounds, with hopes for improved weather. Overall, it was noted that the number of rounds played was on an upward trajectory. Dave Valcourt requested specific membership numbers, such as resident and non-resident totals, to better understand the usage of the course. Jay Packett provided an update on the Business Manager position. They had reviewed all the applications and resumes and selected five candidates for interviews, which will take place next Thursday and Friday. If a candidate impresses during the initial interview, Peter Lombardi will participate in a second interview, particularly for a high-responsibility position, to assess their suitability.

State of the Captains - Final Draft Approval (Dave Valcourt) - Dave Valcourt highlighted changes made to the document, including revised statements and edits to the verbiage. Jay Packett noted some discrepancies in initial year financials. Dave Valcourt and Jay Packett discussed the FY 2024 budget, with Dave mentioning the link to the FY 23 budget on the town's website is not accurate and may cause confusion. Dave and Jay agreed to include the FY 2024 budget in the agenda packet, with Dave Valcourt mentioning the capital planning and pro shop sections need to be updated. Dave Valcourt provided updates including the arrival of new GPS sprayers and the addition of The State of Captain's to The Captain's website. Anne O'Connell and Andrea Johnson identified typos and clarified some points in the transcript. John Kissida highlights the importance of explaining financial information to avoid confusion. A motion to approve was made and seconded, all were in favor.

Pump House Protection: Technical edits made to the RFP for the irrigation water source/supply study (Jay Paggi) - Jay Paggi provided an update to the document received from Jay Packett on October 5, mentioning that they had reviewed it and made three small changes. The first change was in the second bullet of the scope, which pertained to raising the elevation of wells. The second change was a spelling correction. The third change involved emphasizing the importance of the final report in the last paragraph on page two. Jay Packett also clarified that the term "pressure maintenance well" was equivalent to the "jockey pump."

Divot/ball mark problem (Dave Valcourt) - Dave Valcourt reflected on the effort put into repairing divots and ball marks on the golf course, only to see it disrespected again soon after. Dave Valcourt emphasized the importance of golfers taking care of divots and fixing them during their round. Dave Valcourt suggested that enforcement of divot repair should come from within the golfing community, rather than from an outside authority. He cited the need for more signs and education to address the issue of poor divot repair. He noted that players disrespecting the course are leaving it in poor condition, which can negatively impact the experience for all players. Jay Packett is frustrated with individuals driving golf carts on both asphalt and grass, particularly near greens, and has sent emails on the issue. Jay Packett and Colin noted they will work together to address the problem, but there are other pressing issues for Colin's staff, such as preparing the courses for play in the morning. Jay Packett and Dave Valcourt discussed the issue of golf carts running out of divot fill on the course, leading to frustrated customers. It was noted that there are boxes with divot mix on the course that can fill empty bottles on the carts for golfers, but it was acknowledged that some may not be aware of this option. The idea of creating educational content for golfers, such as a blurb about when to replace divots and when to use mix without seed, and how to encourage golfers to replace their divots. Options for golfer's that walk the course were looked into as well. John Kissida noted that seed in divot mix can create problems for rough areas, and not having seed in the mix allows for more flexibility in repairing divots. Jay Packett followed up by emphasizing the importance of education and filling boxes to the best of their ability, with a focus on replacing divots. Jay Packett expressed frustration with golfers not following proper etiquette, including

leaving divots and ball marks unrepaired.

Strategic Planning Updates (Commission) - John Kissida and Jay Packett discussed the upcoming daffodil planting at Captains, with John Kissida mentioning they've been doing it for three or four years and will meet in advance to plan.

Andrea Johnson discussed the town's public engagement event, highlighting its success in attracting members of the public to learn about committees and commissions. Dave Whitely praised the event's initial success, noting that 45 committee members were present to explain their roles and attract interest from the public.

Questions and Comments from Associations and Liaisons: Susan Olin (President, Women's 9-Hole Association), provided a season wrap-up. They had 63 members, including seven new ones, and the season had excellent weather with minimal rainouts. They successfully held a charity event, "Rally for the Cure," raising over \$4,500 for the Breast Center in Hyannis. Additionally, they conducted a fundraiser for the Lower Cape Outreach, collecting \$250 in cash and non-perishable food items. Susan thanked Jay Packett and his staff, especially Patrick Fannon, who managed their tournaments, as well as the course crew for their efforts. Susan Olin also expressed gratitude to the Friends for their beautiful daffodils and birdhouses, and finally, she acknowledged the Golf Commission for their dedication to the course.

Review and approve minutes (9/12) - Minutes reviewed and approved with amendments.

Future Agenda Items and Meetings (10/24 & 11/14) - Dave Valcourt asked for the calendar to be placed on the future agenda items if possible. Andrea Johnson noted she would add it to the agenda and they would attempt to get to it at the next meeting.

Matters not anticipated by the Chair: - Jay Packett noted that last Friday, the town of Brewster hosted its annual end-of-year employee cookout and appreciation day at the Bay properties. The event featured food, music, and games, providing an opportunity for town employees to come together. This year, they introduced a recognition program for employees with service milestones. Notable honorees included Keith Gagnon (one year), Lou Moreno (1 year), Jeff Hemeon (15 years), Greg MacKinnon and Eric Schwebach (20 years), and Tom Flynn (30 years). Each recipient received certificates and free Brewster beach parking stickers for the 2024 season. The event was well-received, fostering a sense of community and continuity among the town's employees.

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



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

GOLF COMMISSION
Minutes of October 24th, 2023

Commissioners Present: Andrea Johnson (Chair), Rob Davis, Jim Juras, Anne O’Connell, Jay Paggi and David Valcourt.

Others Present: Jay Packett (Director of Operations), Colin Walsh (Superintendent), and Terry Ivester (Women’s 18-Hole Assoc.)

THIS MEETING WAS VIDEO RECORDED. The meeting may be viewed at: <https://reflect-brewster-ma.cablecast.tv/CablecastPublicSite/show/7741?site=1>

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

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

Public Comment: Peggy McEvoy - Friends of Captains - Stated she will be stepping down as President of The Friends and noted that at their recent annual meeting, they discussed various accomplishments and projects. The Friend’s are seeking volunteers for key roles, including a new President, an assistant clerk, and an at-large board member. They are organizing a daffodil planting event this Saturday and on November 11th, for Veterans Day, they’ll host a turkey shoot to support the Lower Cape Outreach Council and collect donations for the Cape and Islands Veterans Outreach Center.

Divot Repair Article (Jim Juras) - Andrea Johnson expressed appreciation for Jim's article on divot repair. She shared her idea of using stickers on bottles to denote seasonal divot repair guidelines. Anne suggested breaking down the article into three seasonal pieces and sending them as emails. Jay mentioned the challenge of placing stickers on bottles leased by the town and suggested exploring other options. Dave Valcourt emphasized the importance of addressing both ignorance and discipline regarding divot repair. Colin Walsh provided insights on the different approaches to divot repair and thanked those who do take care of the course. Andrea Johnson noted Colin's suggestion about addressing practice swing divots. The committee agreed to send out the divot repair guidelines in three seasonal pieces.

Commission Calendar (Andrea Johnson) - The discussion about the calendar included a focus on its format and content. Andrea Johnson initiated the conversation by seeking input for the calendar. They discussed various formatting ideas, such as organizing it by quarter for better clarity. Anne O’Connell expressed confusion regarding whether the focus was on format ideas or comments about the existing content. Andrea Johnson clarified that both were needed. Dave Valcourt emphasized the calendar's

purpose in informing their agendas and anticipating upcoming decisions. The conversation also touched on the timing of specific calendar items, with Jay Packett emphasizing the importance of setting fees by January 1st. Anne O'Connell pointed out that some items, like the spring golf operating budget, needed to be finalized sooner. Rob David suggested making new rates effective on April 1st instead of January 1st to allow more time for rate setting. Jay Packett stressed the need to have daily fee rates in place by January 1st for early bookings. Andrea acknowledged the need for changes to the calendar and agreed to work on it further. Jay Packett and Anne O'Connell offered to help refine the timing of items, and the discussion was expected to continue in the future.

Getting ready for upcoming fee, rate, cap, and tee time percentage discussions (Andrea Johnson & Jay Packett) - Andrea Johnson discussed the need to begin discussions on fees, including daily fee rates and cart fees. Jay Packett explained his process for proposing rate increases, and he mentioned the importance of keeping junior rates affordable. They also touched on the golf cart lease, which is in its third year of a five-year term, and the potential need for a new Request for Proposal (RFP) in 2024. It was agreed that Jay Packett would prepare a spreadsheet with proposed 2024 daily fee rates for the next meeting on November 14th. The possibility of discussing membership rates was also considered. They also talked about the challenges of creating the 2024 calendar, as it involves recurring events and may require adjustments. Jay Packett noted he would work on the calendar and provide updates as needed.

Strategic Planning Updates (Commission) - Andrea Johnson provided updates mentioning that John Kissida had discussed the daffodil planting locations and the maintenance building study. John Kissida also expected the final report for the maintenance building to be completed in November. Rob David brought up the need for new windows and the ongoing project for Town Hall. Jay Packett discussed plans for outreach to different companies to garner more interest and suggested that the additional funds would likely cover the project costs.

Rob David also inquired about the starter shed project and whether it could proceed as a winter project, to which Jay Packett confirmed its inclusion in the First Tee theme enhancement capital line item. The maintenance tasks for the starter shed, such as trim work and roof repairs, were being considered for the project, and Jay Packett was exploring options for the roof with potential contacts.

Questions and Comments from Associations and Liaisons: Terry Ivester of the Women's 18-Hole Association mentioned that Colin Walsh had provided valuable information about caring for the golf course, including proper riding cart use and divot management. Terry Ivester believed this information could be beneficial to members who may not be aware of it and expressed a desire to compile this information, incorporating Colin's notes and what was discussed during the meeting, to share with Jay Packett. Jay Packett welcomed the idea, and Terry Ivester agreed to proceed with it.

Review and approve minutes (9/26) - Minutes reviewed and approved with amendments.

Future Agenda Items and Meetings (11/14 & 11/28) - The Commission discussed future agenda items for the 14th of November. Anne O'Connell suggested identifying items that could be addressed quickly to avoid getting bogged down in discussions. Jay Packett agreed and proposed that the calendar and daily fees could be addressed early on. Membership fees would be discussed initially, with the need for information from other courses. The Commission also planned to discuss tee time percentages and non-resident caps. Dave Valcourt asked for factual estimates on operating costs, with Colin Walsh providing insights into the stability of various costs, such as fertilizer and petroleum-related products. Lastly they acknowledged the upcoming town meeting on the 13th with the Golf Commission meeting the following day.

Matters not anticipated by the Chair: - Rob Davis inquired about the feedback and status of a recent

event. Jay Packett shared that the NEIGA Tournament went very well, particularly noting the pace of play, which was under five hours on both days, despite challenging weather conditions on Sunday. The course conditions received positive comments, and the volunteers, coaches, parents, and players were all appreciative and friendly. Jay Packett mentioned that the event had been hosted at Captains for 23 years, with this year being the second time it was held on a weekend. The number of volunteers had been slightly down, and the possibility of opening up volunteer scheduling earlier was discussed.

Rob Davis also inquired about the increase in participation due to the event being moved to the weekend, and Jay Packett mentioned that the numbers were close to the previous year, although a few schools had to drop out. The impressive performance of the college golfers was also noted. There was a discussion about how the change in the schedule might have affected volunteer participation.

Andrea Johnson complimented Colin Walsh and his team for the excellent course conditions and the speed of the greens, and Colin Walsh acknowledged the hard work of his staff and the volunteers who contributed to the event's success. Jay Packett praised the dedication of the volunteers and the flexibility of the golf course staff in handling unexpected challenges, including weather-related adjustments.

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