

Yarmouth Golf Enterprise Committee
Minutes of Meeting
January 20, 2022

Attending Committee Members: Ellen Chapman, Ted Deckel, Dick Donovan (a), Frank Fields, Jay Frapie, Andrew Laird, Doreen Levitan, Richard Simon and Bill West (a).

Attending from the Golf Department: Scott Gilmore, Dennis Hoye, Becky White

Attending from the Public: Bev Arnett

The hybrid in-person and Zoom GEC meeting was called to order in Conference Room B (Town Hall) at 3:00 PM.

1. As required by state open meeting law, a public notice was read and a rollcall vote was conducted to authorize use of the online meeting method. All members voted in the affirmative. The meeting was recorded and is available for viewing at <https://www.youtube.com/c/TownofYarmouthMassachusetts/videos>
2. The meeting opened with Chairperson Chapman reminding those attending in-person that face coverings/masks fully covering both nose and mouth were required during the entire meeting per the Board of Health. Alternate (a) members were advised they could not vote on any matters since all other members were at the meeting.
3. Chairperson Chapman thanked the public for attending, advised them the committee could not respond to their comments but hoped that their concerns would be addressed during the course of the meeting as the public must not interrupt the meeting when public comments close. No comments were offered and the meeting continued.
4. The minutes for the GEC's Dec 20th meeting were approved by unanimous roll call vote.
5. At its Dec 2021 meeting the GEC had been provided with a copy of the UMass-Boston Collins Center for Public Management proposal for the development of financial policies & procedures plus a procurement manual specific to Yarmouth's golf course operations. One of the Collins Center project managers, Heather Michaud, met the GEC via Zoom prior to today's meeting to share background on the Collins Center, an overview of the proposed multi-phase project and 'best practices' to ensure a successful project & subsequent implementation.

Due to ongoing Covid restrictions, she thought much of the initial project work would be done remotely and would be funneled through the town's designated 'Single Point of Contact' (SPOC). Once the town approves the proposal the respective working groups from the town and Collins Center will begin immediately with an expectation of a 6-10 month schedule to complete the project and start implementation. Heather stressed the importance of implementation accountability and training to ensure success, especially if

incumbent town employees need to change familiar legacy practices & processes.

Director Gilmore has been told he will be the town's SPOC for the project, the working group will include a member of the GEC and the Collins Center proposal is expected to be approved by the end of January 2022.

6. The scheduled approval of 2022 Golf Fees was removed from the agenda for January 25, 2022 Board of Selectmen meeting and is currently unscheduled. Bill Scott and Scott Gilmore are on-point to provide any more financial data the BoS requests.

The golf department provided the data on the 2022 Annual Fee holiday special that portends another strong revenue year after the proposed 2022 Golf Fee schedule is approved.

- 217 golfers renewed (2 Links upgrades) and 22 new golfers joined
- almost 30% of regular and senior golfers renewed
- over \$0.25m was banked, ~25% of the projected 2022 annual fees

Inflation volatility has increased and is projected to worsen for the upcoming season so the additional annual fees that would be generated by the proposed 2022 golf fee increase may only cover a small portion of extra operating costs.

7. Initial feedback from golfers regarding the Club Prophet tee time booking process during the first few weeks use has been encouraging with most able to navigate the system without assistance. The critical role of updating the 'buddy' list prior to booking a tee time was discussed. For example, if one was booking a tee time without everyone's name in the 'buddy' list and a 'guest' was added, a 'guest' fee would have to be paid. The importance of each person pre-loading a comprehensive buddy list will be stressed in upcoming newsletters and online training materials.

Reports of golfers not getting emailed newsletters persists. Creating a Club Prophet login should help reduce the delivery failure rate. Pro Shop staff and signage will encourage those who don't get regular emails to speak up!

8. At its Oct 2021 meeting the GEC reviewed data that showed relative to other nearby courses YG golf league participation & course support is high (2nd best of 5), has more (smaller) men's leagues and is unique in providing men's league block times on weekend summer mornings.

The golf department provided a 2022 league play proposal that retains the high level of support for golf leagues while mitigating operational issues. Specifically, 18 hole league block times would be shifted a few hours later in the morning (a plus for golfers who aren't 'early birds') and small legacy Sunday men's leagues

would be merged. Understanding 2022, like 2021, still has a high level of revenue uncertainty; the golf department believes its proposal strikes the right balance between league support, equitable play for non-league annual fee golfers, and generation of surpluses to fund maintenance & other capital items.

The GEC offered a number of suggestions on the wording of the proposal. The golf department will review the proposal with league leaders and could ask the GEC to endorse the proposal at its next meeting

9. Due to procurement questions as to whether existing town contracts with CDM Smith would allow them to apply for prerequisite state permits for overdue Links irrigation and bunker work, the Bayberry Hills Master Plan is in a holding pattern. The town's golf architect has completed most of the required documentation to move forward with the bid process following the formal town meeting approval of the capital funding for the project.

As noted in prior months, the Golf Department prefers the option to place a three season pavilion over a portion of the existing cart barn (which has a 34'x140' footprint) and there is preliminary validation the existing structure can support the load which may include secured storage space for ProShop and restaurant inventory. This aspect of the Bayberry Hills Master Plan would be deferred until 2023. While less than optimal, rental tents will be erected on the driving range as needed when hosting a large (200+ golfer) outing or fundraiser like the May 2021 Veteran's Top Shot Golf Invitational (<https://topshotinvitational.com/>).

10. The Director provided the committee with the December Munis reports. Daily fees for the first six months of the new fiscal year were \$1,464,615, 11% lower than last year's Covid record but 45% higher than pre-Covid levels. Based on historical trends, this indicates daily fees would be ~\$2.0-\$2.2m for the 2022 fiscal year, consistent with the 20 year capital plan framework projections.

The current full year 2022 run-rate for wages is \$1.2m, 25% below budget and slightly below prior fiscal year, a reflection of the extremely tight labor market, esp. for seasonal turf maintenance which can't be sustained without compromising future course conditions and fee revenues.

11. Potential items for the 2022 winter newsletter include:
 - links to online resources/hotline for CPS login/booking issues
 - CPS tips – pre-load buddy list (repeat several times)
 - recruiting for seasonal turf staff – please refer candidates
 - 2022 fee approval – new 'twilight pass' option!
 - new website popup with 'just in time' daily info
 - BR damage restoration and 15th hole tee box plan
 - 2022 cart GPS (valuable pace of play tool for both ProShop & rangers)
 - testing email receipt – check junk mail and 'black list' before calling
 - 2022 tournament schedule – how to activate/renew GHIN online

12. GEC concerns

- impact of delay in BoS vote on 2022 Golf Fee schedule esp. 'Twilight' rate
- slow pace of FT hires approved by Personnel (2+1 replacement)
- impact of CDM Smith procurement issue on Bayberry Hills Master Plan timing
- advance work for April 26th town meeting (budget, BH capital improvements)
- prompt town approval and support of the Collins Center proposal

13. The GEC will meet next on February 14th at Town Hall. Subject to confirmation of room availability, the meeting will start at 3PM. This may be a hybrid Zoom meeting depending on Board of Health advisories.

A motion to adjourn was accepted by unanimous rollcall vote about 5:00 PM.