

# **SASSAMON TRACE**

## **GOLF COURSE**

Report  
of  
Golf Course Review Committee

October 14, 2003

Prepared by:

Golf Course Review Committee  
John Ciccariello - Vice Chairman, Board of Selectmen  
Barbara Chinetti - Golf Course Oversight Committee  
Gail Kaprielian - Vice Chairman, Finance Committee

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October 14, 2003'

Board of Selectmen  
Town of Natick  
33 East Central St.  
Natick, MA 01760

Dear Board Members,

The Report contained herein has been prepared by the Golf Course Review Committee, an ad-hoc Committee established by the Natick Board of Selectmen to review the past and current operations of the Sassamon Trace Golf Course.

The Committee established by the Board of Selectmen included the following members:

Composition

- 1 Member Board of Selectmen - John Ciccariello, Vice Chairman
- 1 Member of Golf Advisory Board - Barbara Chinetti
- 1 Member of Finance Committee - Gail Kaprielian, Vice Chairman

As required by the charge set forth by the BOS, the Committee reviewed the past and present history of the Golf Course Project.

The review conducted by the Committee included the following tasks:

1. Review of Town of Natick Golf Course Facility Study prepared by Golf Resource Associates - March 1996.
2. Review of Golf Facility Study Sassamon Trace Golf Course Natick, MA prepared by John LaPoint - Golf Facilities Consultant - August 31, 2001 (Draft Copy).
3. Review of Natick Board of Selectmen Meetings from February 28, 1991 through April 7, 2003.
4. Review of Town Meeting Actions relative to the Golf Course Project and Landfill Closure.
5. Review of Chapter 164 of the Acts of 1998 by Mass. Senate and House of Representatives approved July 3, 1998.

6. Review of available architectural, engineering and consultant's service contracts.
7. Review of available construction contracts.
8. Review of Sterling Management contract and the RFP process for management services.
9. Review of the lease agreement with Dowse Orchards.
10. Review of a Citizen's Report Sassamon Trace Golf Course April 7, 2003.
11. Conducted interviews with Town of Natick staff.
  - 1) Robert Palmer - Finance Director
  - 2) Ruth Cashman - Comptroller
  - 3) Charles Sisitsky - Director, Dept. of Public Works
  - 4) John Craig - Dept. of Public Works
12. Conducted an interview with Paul Cohen former Deputy Administrator and Acting Town Administrator for the Town of Natick.
13. Met and discussed the Golf Course Project with the Golf Course Advisory Committee.
14. Coordinated Committee's efforts with Melanson, Heath & Company P.C. Audit Form retained by the Board of Selectman.

Due to the Golf Course Project being developed over the top of the Natick Landfill Closure Capping, the Committee has included in the report our findings on both the Landfill Closure and Jennings Pond Projects, as each impacted the Final Golf Course Project.

The Board of Selectman, in reviewing the report, should be aware that during the course of this review, the Golf Course Review Committee was unable to obtain numerous documents relative to construction contracts, consulting service agreements, construction change orders, purchase orders and similar type documents.

Simply stated, the Town's record keeping of documents related to these projects was inefficient and lacking.

The Report is respectfully submitted by:

John Ciccariello  
Barbara Chinetti  
Gail Kaprielian

## Golf Course Review Committee

This is an ad-hoc Committee established by the Board of Selectmen to review the past and current operations of the Golf Course.

### Composition:

- 1 Member of Board of Selectmen
- 1 Member of Finance Committee
- 1 Member of Golf Advisory Board

### Staff:

Town Administrator  
Finance Director  
Comptroller  
Recreation Director  
Public Works Director  
Others as needed

**Charge:** To review the history of the Golf Course from its inception. The Committee will also have the use of an independent auditor to assist in reviewing financial performance. The review will include but not be limited to the following areas:

- **Construction history**
  - Financial performance
  - Contract award and compliance
  - Town meeting actions
- **Operational History**
  - Financial performance
  - Contract award and compliance
  - Town Meeting actions
- **Other Relevant Data**
  - Construction cost projections
  - Operational revenue and expenditure projections
  - Cost accounting for life of project
  -
- **Future Considerations**
  - Course of Action when current management contract expires (12/31/03)
  - Likely financial performance in near term (next 1-5 years)

The Committee will report their findings to the Board of Selectmen, Finance Committee and Town Meeting (Fall 2003).