

GOLF COURSE
SUMMARY OF BOARD OF SELECTMEN MEETINGS
from February 28, 1991 through April 7, 2003

KEY DATES IDENTIFIED

1. March 11, 1996: Then Town Administrator makes a presentation to the BOS concerning the development of a Golf Course.
 Advises Board a national organization has been commissioned to do a golf feasibility study.
 Mr. Conley began his presentation by noting that nothing was cast in stone and no action was being sought.
 Mr. Conley recommends the Town construct the Golf Course and bid out the management and operation.
 Numerous issues were discussed, including citizen comments.
 Mr. Conley pointed out that nothing will happen without Town Meeting action and **public hearings**.

 Mr. Moran, a BOS member voices concern of another major project. Mr. Dlott, a BOS member, said he thought it was important that the process followed here in terms of determining the recommended use be one that had **maximum citizen input** and not one that was a vote of the Board and put to Town Meeting. It should get in depth discussion.

2. September 9, 1996: Mr. Conley makes a presentation of Article 13 Golf Course and Other Recreational Facilities.
 1. 9 Hole Golf Course, 3 Cross Country Trails on landfill and property leased from Dowse family in Sherborn.
 2. Mr. Tata of Tata & Howard advises Board extensive testing had been done. A comprehensive site assessment with monitoring wells would be done.
 Mr. Tata notes 300 cu. ft. per month of methane gas would be generated and **warned** the Board there would be no project without gas collection. Approximate cost of Gas Collection and Flaring \$400,000.00.

 Mr. Conley noted the property could not be used for anything unless the gas was collected and flared.

 Mr. Tata advised Board it would cost \$50,000 - 80,000 per year to maintain the system.

Finance Director Robert Palmer advised the Board an independent analysis of market conditions had been done to see if there was a demand for a golf course and if it were economically feasible.

The study was done by Golf Research Associates and was done with the intent that the golf course would generate sufficient revenue to pay for not only its own construction costs, but to pay for the collection system. \$2.25 Million would be borrowed over 20 years - 5 year bond anticipation and 15 years in full debt service.

The facility will be self sufficient by year three.

Mr. Palmer noted that Golf Research had been asked to be conservative and included no revenue of liquor sales in their analysis. They also estimated expenses high because they wanted nothing left out.

The Board of Selectmen voted to support Article 13.

3. October 21, 1996: Fall Town Meeting Article 13 Home Rule Petition. Article 13 of Fall Town Meeting authorized a number of actions pertaining to the proposed Golf Course and recreation area at the Landfill, including the filing of a Home Rule Petition. The BOS voted to approve to have Palmer & Dodge prepare a Home Rule Petition.
4. December 15, 1997: Mr. Conley advised the Board the construction of the recreation facility will not wait until the capping is complete.

The recreation facility calls for a 9 hole golf course with walking trails with a public sledding operation on the western slope.
5. February 9, 1998: Golf Course Finance Director Robert Palmer provided an updated presentation on the project. Mr. Palmer advised the Board a comprehensive study had been done by Golf Resource Associates and updated. Home Rule petition legislation has been filed.

First couple of years the Town will actually be losing money, but by year three, the course was projected to have generated \$74,000.

Mr. Conley advised Board lease with Dowse had been settled but could not be signed until Home Rule Petition is signed. Lease will be paid by operating revenues.

Mr. Tata of Tata & Howard gave an update on the course layout and methane gas collection.

Paul McManus updated the Board on environmental issues.

In conclusion, Mr. Conley noted it (golf course) was a comprehensive plan that has looked at environmental concerns, **multiple recreational uses and financial considerations**. He advised that the Home Rule Petition got final approval in the Senate and was in the House.

6. July 6, 1998: Landfill/Jennings Pond/Golf Course

Mr. Conley gave an update and advised the BOS the Home Rule Petition had been signed by the Governor.

He also advised Board of funds available for all three projects:

Landfill	\$5,127,086
Golf Course	\$2,200,000
Jennings	\$ 90,000 from Conservation Fund

7. April 12, 1999: Town Administrators: Presentation on Golf Course

Mr. Conley reviewed the funding history for the golf course beginning with the October 1, 1996 Town Meeting which authorized a bond issue equaling \$2,200,000.00 for the construction of a golf course and other recreational and educational facilities on the closed Town landfill.

Mr. Conley noted John LaPointe, a golf facility consultant who did the original study, has now completed an update of that study. **The update shows a dramatic increase in the projected revenue from green fees.**

Mr. Conley laid out the new financial plan for the golf course. He stressed all numbers were conservative.

8. February 28, 2000: Golf Course Lease

Mr. Conley gave the Board an update on the Dowse property lease. Mr. Conley requested the Board's authorization for him to enter into a lease agreement with Dowse. Board voted to approve.

Golf Course Construction Award: Mr. Conley reported that bids had been opened on February 24, 2000. Five bids received.

Mr. Conley advised the Board it was the recommendation to reject the low bid and award to the second bidder, Supreme Industries Inc., in the amount of \$2,383,509.20. Board voted to award.

The Board also voted to advertise for the Golf Course Oversight Committee.

9. July 10, 2000: Confirmation of Town Administrator's Appointments to the Golf Course Oversight Committee.

Deputy Town Administrator Mr. Cohen advised that the Town Administrator had posted the vacancies for the Golf Course Oversight Committee.

Mr. Cohen noted under the provision of the Home Rule Charter, he (Mr. Cohen) had the authority to make temporary appointments until the Town Administrator acts to fill those.

Mr. Cohen had reviewed the proposed appointments with Mr. Conley. Mr. Conley informed Mr. Cohen of his intention to permanently appoint:

David P. Baier
Peter A. Garland
Barbara A. Chinetti
Michael Dank
Edward Salamoff

The Board vote was split 2 to 2.

10. September 25, 2000: Golf Course Management
RFP: Report to Golf Course Oversight Committee and Interview

Edward Salamoff, Chairman of the Golf Course Oversight Committee made a presentation concerning the RFP process to select a management firm.

It was the unanimous decision of the Committee that the Town of Natick hire Sterling Management.

Mr. Cohen advised the Board that based on the review of the minimum qualifications, Sterling was the only proposal that met the minimum requirements.

Looking at criteria, the Committee learned that Sterling was the only one that technically met the specifications.

Mr. Cohen was looking for the Board's approval to move forward to negotiate a three year contract which would come back to the Board for approval.

Board voted to authorize Mr. Cohen to negotiate with Sterling Golf Management for a three-year contract to manage the Golf Course.

11. December 11, 2000: Golf Course Contract

Mr. Cohen reported he had reached a contract agreement with Sterling Golf Management. The contract had been reviewed with Sterling and Town Counsel and the fee was well within the proposed budget of the golf course.

Contract January 1, 2001 through December 31, 2003.
Fees Approved

1.	Grow in period to Opening day	\$125,000.00
2.	Opening Day to 12/31/01	\$259,300.00
3.	Contract Period 1/1/02-12/31/02	\$429,050.00
4.	Contract Period 1/1/03-12/31/03	\$443,700.00

12. January 22, 2001: Golf Course Update

Ed Salamoff, Chairman of Golf Course Oversight Committee, provided the Board with an update on the course.

Mr. Salamoff advised the Board as follows:

1. GCOC had selected a name for the course - "Sassamon Trace".
2. Grow in season was moving along, anticipate opening course in August.
3. Proposed fee schedule.

Mr. Cohen reported on the status of construction, clubhouse, issues with soil conditions.

Board voted to approve the logo and Sassamon Trace Name.

13. May 7, 2001: Design Services

Mr. Cohen updated the Board on the following:

1. Golf Course Clubhouse - Due to soil conditions, foundations could cost \$100,000.00.
2. Maintenance Building - The thought was a pre-fabricated building.
3. Estimated Costs of Facilities - \$700,000.00.
4. Anticipated Designer Fees - \$70,000.00.
5. Recommend GCOC serve as the selection committee.
6. Mr. Cohen would analyze the funds available from the remainder of the construction money.

The Board voted to establish a five person committee to review the architect proposal for the design.

14. June 11, 2001: Recommendations of Golf Course Clubhouse Design Selection Committee.

Ed Salamoff, Chairman of GCOC and member of Design Selection Committee, reported six proposals received.

After interviewing firms, the recommendation is to retain Weaver Associates.

The Board voted to approve the rankings and authorize the administration to negotiate a contract with Weaver.

15. June 18, 2001: Award Contract - Golf Cart Lease

Mr. Salamoff noted RFP was put out to lease 30 cars. There were three responses, only one met the bid specs. The Board voted to award the contract to Club Car.

16. August 20, 2001: Article 34 Board inquiry to Mr. Cohen if he had arrived at a figure. (Golf Course Clubhouse and Maintenance Building)
Mr. Cohen answer figures not known.

17. September 10, 2001: Board was advised Course opened on September 1, 2001.
18. November 5, 2001: Golf Course Oversight Committee: Update Golf Course
- Dr. Salamoff gave an updated on the course conditions, rounds played, revenues for greens.
- Maintenance Building is out for bid.
- Committee is delighted with Sterling Management.
- Opening in the Committee, Mr. Garland has resigned.
- Revenue was way above and way ahead of what was expected, money is deposited into enterprise funds.
- Award Contract: Golf Course Architectural Services
- Mr. Cohen noted Weaver Associates had signed contract.
- Board voted to approve contract.
- Mr. Conley was requested to provide Board with the projected revenue vs. the realized revenue for the golf course.
19. February 11, 2002: Golf Course Maintenance Facility Contract
- Mr. Ciccariello, a Board member, advised the Board he had met with the Oversight Committee to review the maintenance building.
- He recommended rejecting all bids and re-bidding.
- Board voted to reject all bids.
20. March 18, 2002: Article 21 - Amend Golf Course Bond - Maintenance Facility
- Mr. Palmer advised Board there was roughly \$230,000 - \$240,000 remaining for the golf course maintenance facility. The building can probably be brought in around \$350,000. He recommended Financial Committee add in additional \$100,000 to bond authorization.

21. April 8, 2002: Treasurer/Collector Award of Bonds

Treasurer/Collector Robert Palmer reviewed results of April 2, 2002 bid results for general obligation bonds, which included \$2,975,000.00 for the Golf Course.

In refinancing the bonds and reducing permanent financing, the total debt service is \$4,649,722.

Original debt projection was \$6,336,746.00 for net savings to the Town of \$1,687,024.00.

Article 21 - Amend Golf Course Bond - Maintenance Building

Mr. Palmer reviewed the Article concerning the maintenance building. Approximate cost \$350,000 raised by using existing money remaining in the golf course bond, taking \$119,000 from artery funds for construction of the cap and an additional \$100,000.

Board voted to support Article 21.

22. July 22, 2002: Golf Course Oversight Committee: Sassamon Trace Updates

Dr. Edward Salamoff, Chairman of GCOC, updated the Board as follows:

1. Overall condition of course is very good.
2. Maintenance Building - Mr. Ciccariello and Building Committee have downsized building.
3. Concerning play, spring season got under way. Play did not take off as hoped.
4. Committee is doing more advertising.
5. Based on a review of the actual revenues and expenses for Fiscal 2002, the Golf Course generated sufficient revenues to meet expenses and generated a surplus of \$40,551.00. The revenue surplus was generated as a result of an appropriation from the Stabilization Fund of \$200,000 and reduced expenses from a short season.

Mr. Palmer advised the Board based on early projections there could be a revenue deficit of \$250,000.

Mr. Palmer's handout showed a \$300,000 difference between projection and revenue.

23. September 22, 2002: Update on Sassamon Trace Golf Course

Chairman of Golf Course Oversight Committee, Dr. Edward Salamoff provided update as follows:

In May, Committee embarked on advertising and promotional campaign. Level of play elevated.

Mr. Palmer updated the Board on revenues.

Maintenance Building - Mr. Palmer and Mr. Ciccariello and Mr. Lemnios, Town Administrator, met and are reviewing design and options.

24. April 7, 2003: Jeffrey Phillips presented a Citizen's Report: Sassamon Trace Golf Course

Mr. Phillips outlined major elements of his concerns in the report to the Board

Mr. Lemnios, Town Administrator, advised the Board that in early March when the Finance Committee took up the issue of the golf course, a commitment was made to do an audit on the golf course.

Based upon discussions which took place, the Board voted to form a subcommittee consisting of Mr. Ciccariello as the BOS member and one member from Finance Committee and Golf Course Oversight Committee.

The Board voted to request an independent audit.

February 28, 1991

Edward Milch questioned how rubbish pickup every other week would work and asked if the landfill would be open to the public.

In response, Mr. Conley advised that he had approached the Selectmen about 4-5 months ago suggesting that the landfill had to be closed based on final grade requirements and limited capacity.

April 11, 1991

Mr. Sisitsky reminded the Board that he and Mr. Russell had appeared before them (Selectmen) in the late summer with a request to close the landfill down completely.

May 6, 1991

LANDFILL DECISION

Mr. Sisitsky distributed a handout dealing with the town's curbside pickup noting that he was before the Board seeking the Board's ratification of the policy. Referring to the handout, Mr. Sisitsky noted that most was already in place and the others would be in place following the Board's favorable vote. He explained that the idea behind the policy was to close the landfill for depositing trash and maintain the area fully as a recycling center with any trash taken to Millbury.

Continuing, Mr. Sisitsky noted that the landfill had simply filled up and the town had to maintain space for emergency purposes, snow dump, stump dump and compost area. He cautioned that the longer the delay in closing the landfill, the worse the problem was going to be.

February 3, 1992

SUBCOMMITTEE REPORTS

a. National Guard - Speen Street

Mr. Moran noted that he had been pursuing the possibility of some type of in lieu of taxes arrangement with the National Guard Site on Speen Street. In talking with the DPW Director and the Business Advisory Group, one idea being bantered about was the possibility of Natick receiving some of the ground coming out of the central artery project and stockpiling the earth at the railroad spur along the track. Then with National Guard help in transporting, using the earth to cap the landfill. Capping the landfill was an expensive project and the savings to the town could be in excess of \$2 million. Mr. Moran noted that he would be willing to pursue this idea with the National Guard to see if they were willing to work with the town on the landfill capping project.

Mr. Conley concurred that capping the landfill was an enormous cost and noted that one thing that made it so expensive was that the specs for the clay that served as a liner were so stringent. There was a substantial amount of material coming out of the artery project that could very well be clay that would meet the specs. If that were the case (clay that met the specs), and there was the convenience of the rail yard and the National Guard used as a storage area, the potential savings were enormous.

Mr. Dlott noted that it was a great idea. Mr. Willens, however, noted that in correspondence in which it had been stated that the Harbor Tunnel could not guarantee that it would be clean fill. He would hate to see Natick become a dump site. He would favor the idea if there could be a way of completely controlling the materials coming. Mr. Conley found Mr. Willens' point to be a good one, and noted that it was not being suggested that the capping be done with any fill from the third harbor tunnel. The earth being talked about was from the artery. He also noted that before Natick would find the earth acceptable, it would be worthwhile to pay a testing site.

Mr. Moran stated that he would draft a letter to General Quigley.

June 15, 1992

National Guard Depot Update (DPW feasibility study)

Mr. Sisitsky explained that the town has had previous conversations relative to using the National Guard Depot to stock-pile fill material from the Central Artery Tunnel Project. He explained that on May 29, 1992, the Massachusetts Highway Department sent a letter to cities and towns within the Commonwealth of Massachusetts requesting expressions of interest for use of Central Artery Tunnel excavated soil as cover in lined landfills. Mr. Sisitsky stated that preliminary analysis indicates it may be suitable for landfill closure not capping, depending on the material. He said that we are still waiting to hear from them.

Mr. Sisitsky explained that it was hard to report to the Board this evening because there are still a number of unanswered questions. For example, we do not know when the fill will become available or the quality of the fill itself.

March 22, 1993

SUBCOMMITTEE REPORTS

a. Big Dig -Landfill

Mr. Moran reported on a meeting held last Friday in Boston attended by Peter Zuk, Project Director for the Big Dig, Representative Stoddart, Senator Magnani, Patrick Moynihan, Deputy Transportation Commissioner, Donald Tata, Natick's consultant, Mel Willens and himself as well as several other members of the project. The meeting concerned the

possibility of using (to cap the landfill) material coming out of the central artery and tunnel projects. The material was clay, but did contain salt and would only be brought to Natick if it met DEP standards.

Mr. Moran noted that the excavation was an \$80 million project and material could be coming out for as long as six years. Within two weeks a contractor was expected to be selected, and the Town would then go to the contractor and try to get the best deal for Natick. Mr. Moran noted that the clay was highly impervious and that Mr. Tata had said that he would very much like to use this material (to cap the landfill) if possible. Mr. Moran also noted that Natick needed 90,000 square yards which was 11,000 truck loads; however, Conrail was bidding for the contract so there may be the possibility of having it (clay) brought out by rail.

Mr. Willens pointed out that at this point nobody knew if the town would be able to take it (clay) as the toxicity may be too much. In addition, the cost may be just as much as going out and buying real clay. Mr. Moran agreed that the town would only want the clay if it were safe and the town could save a little money.

8/1/94

Capping of landfill and property use plan

Mr. Conley said he anticipated having the landfill fully capped in 199[sic]

9/20/94

AWARD CONTRACT SOLID WASTE RELOCATION

Mr. Sisitsky explained that the trash at the landfill needed to be moved away from the wetlands so that when the cap was done, the capping would not be in the wetlands.

As recommended by the consulting firm Tata & Howard, the Board unanimously voted to award the contract for solid waste relocation to the low bidder George R. Cairns & Sons, Inc. of 21 Old Ferry Road, Methuen in the amount of \$192,450.

October 2, 1995

TATA & HOWRAD: UPDATE CAPPING LANDFILL

Donald Tata of Tata & Howard gave an overview of what has been happening with capping the landfill. He noted that the landfill's use has been discontinued and the Town was working with DEP to close it out. Several submittals were required. A comprehensive site assessment and detailed assessment of ground water, gases, etc. was done on September 15th and the final design of the cap was now being worked on.

Mr. Tata noted this was a 34 acre landfill and the plan was to use clay from the Central Artery project. 110 cubic yards was asked for and Natick's stockpile was approved in

July 1994. Mr. Tata explained that the clay distribution from the central artery project was broken down into two phases. Phase I will be available from 1996-1999. Four contractors have been awarded the construction work and it was up to each city and town which has an approved stockpile to negotiate with the contractors to get the clay. Getting the clay would result in a \$500- 550,000 savings for Natick. Mr. Tata advised there have been discussions with all four contractors on Natick's behalf. The earliest Phase I clay will be available is March 1996 which will fit into the town's schedule; however, Phase I clay will be very competitive. The plan was to submit final design plans to the State in February 1996 with construction in October 1997. In addition Phase II clay will make available another 2.2 million cubic yards and Natick will submit an application for Phase II by the November 3rd due date.

Mr. Dlott inquired as to how the clay would get here and was told by Mr. Tata that (as part of the application) a very specific truck routing plan had to be submitted and that plan had been approved. Asked how long transport will take, Mr. Tata responded that it would be several months depending on the town's ability to accept and the contractor's accessibility.

Mr. Willens noted that a lot of towns didn't want this clay because of the toxicity. Mr. Tata responded there had been a lot of concerns early on because they didn't have complete testing, but testing has now been done. The state has negotiated an action level of different contaminants that can not be exceeded in order for towns to use. There are traces of toxins (in the clay), but it was naturally occurring.

Where the landfill was abutting the town's water supply, Mr. Willens questioned how the water will be protected against the toxins. Mr. Tata noted that the comprehensive site assessment assesses all risks. There will also be continuing monitoring of anything that leeches off that property. Natick was fairly clean for a landfill and monitoring will continue after the cap is in place. Mr. Willens asked about the protective system to prevent contamination and Mr. Tata responded that that clay was the protection. Mr. Tata added that clay will not be accepted if it exceeds the acceptable level.

Mr. Willens then asked if a contaminate was found at one test site if the Town will be the sole inheritant of the problem. Mr. Tata advised that if it falls under 21E, the legal interpretation was that every party who touched it during the process will be responsible. However, whether damages can be assessed was a legal question.

Mr. Moran pointed out that the aquifer flowed away from the town wells which Mr. Tata confirmed as being correct. Mr. Moran then noted that he thought this was a creative way to save \$1/2 million and felt the Board should go on record as being in favor of Phase I. He further pointed out the more flexible the town was in accepting the frequency of the trucks, etc., the more apt the town was to get the clay in Phase I. Mr.

Moran asked if there was enough room to store whatever (clay) they would give us and Mr. Tata indicated there was, noting that it was part of the plan.

UPDATE CAPPING THE LANDFILL

The Board returned to the topic of capping the landfill as Mr. Conley noted that during the landfill capping presentation, one item was forgotten.

Mr. Tata advised that a couple of years ago during the preliminary design of the cap he saw there was an area from which refuse could be relocated to the top of the landfill and, therefore, that area (from where the refuse was removed) would not have to be capped. The project was carried out last fall and winter. It saved the town a lot of money and allowed the town to not have to cap over some wetlands area. Mr. Tata noted the project required the joint effort of the Conservation Commission and the DPW.

March 11, 1996

UPDATE GOLF COURSE

Mr. Conley began his presentation by noting that nothing was cast in stone and no action was being sought that night. This was simply an update. With respect to the finances, Mr. Conley noted that a national organization had been commissioned who were experts in golf feasibility studies. They conducted a study of the revenue and expense possibilities relative to the golf course because he (Mr. Conley) wanted proof more than once that not only operating expenses but the development can be paid by revenue. The study was clear that the market is here. They project an ample market for all operating costs to be paid for by anticipated revenue and in addition ample revenue for capital costs. When the bond declines, a surplus will be produced. The source of funding would be the revenue generated by the facilities. That was what happened in places like Scituate.

In terms of reaching a point for a decision, the golf course was going along simultaneously with plans for capping the landfill and Mr. Conley said he thought the timing of everything had to be based on what time maximizes the chance of getting the clay. He was fairly optimistic that Natick would be one of the communities getting a priority (for the clay) and when that plan was finalized, he would be looking for a Town Meeting. He also noted the plan called for the collection of methane gas which will be piped to a location near the DPW and after a period of time, it could be used to provide energy for the DPW for about 10 years.

To Mr. Dlott's inquiry as to the possibility of pesticides used on the golf course leeching into Dug Pond, Mr. Conley noted this site doesn't leech into Dug Pond. Everything goes to the Charles River, but that was just as important to the Town. He noted that for years battles had taken place between the Audubon Society and the Golf

Association for what was used (in pesticides) and an agreement was reached as to what was safe and what was not. No substance can now be used on any golf course that isn't on the list.

Mr. Dlott then asked if the course would be run by the Town or a management firm. Mr. Conley explained that three different options had been looked at: 1) The town would construct and run the golf course; 2) The town would design and construct the course and bid out for private management and maintenance of the course; 3) The town would design the course and bid out the construction and management. He noted that the one chosen was the one in the middle. There was no way he wanted to add to the municipal employment and there were very capable, experienced people who can run it. It was Mr. Conley's recommendation the town construct it and then bid out the management because if construction was included in the bid, the contractor would have to be given 20 years and Mr. Conley preferred to have the flexibility of being able to change in 3 years if not satisfied. Mr. Conley noted this will have to go to Town Meeting,

Mr. Moran said he was amazed at this point in time that the Town might take on one more project. There was already the Library, police, Fire and Town Hall which he thought was a very aggressive schedule, and he (Mr. Moran) did not know how much time Mr. Conley had to devote to another project. Mr. Moran said he was concerned about how much time Mr. Conley and the staff would have to devote to a project such as this. If the Board was being asked to prioritize, Mr. Moran thought the projects already being taken on was aggressive enough. He added that this was not a negative for the golf course.

Mr. Conley pointed out that it (golf course) had to be looked at while dealing with the planning for the capping of the landfill and whether or not parts were delayed, the plan should be put together. Mr. Conley said he envisioned that once everything was approved, the construction management would be turned over to a private firm so there wouldn't be day-to-day involvement. The real concern was doing the planning simultaneously (with capping the landfill).

Mr. Moran reiterated that he was comfortable with what was now on the docket. Unless he heard other members say they wanted more time put into the golf course, Mr. Moran just wanted to get the landfill capped and keep in mind the potential use.

Jackie Boucher questioned where the funding was coming from for the planning and consultant work done to date. Mr. Conley advised there was one item contained in the bond issue relative to capping for plans for reuse. He noted that there had not been much spent. The study cost \$500 and the preliminary design cost \$1-2,000.

Ms. Boucher commented that although she appreciated the thought put into the planning of the golf course, she didn't see any comparable work going into any

alternatives. Another use would be to keep it as open space with nature trails. To her it seemed as though the golf course was almost becoming a done deal and she felt the town's people should have a say. This (golf course) was almost being railroaded through. She realized it was necessary to plan simultaneously with the capping of the landfill, but there were no alternatives being looked at.

Mr. Conley pointed out that nothing will happen without Town Meeting action and public hearings.

Ms. Boucher noted that state money was available for maintaining open space, and Mr. Conley countered that state money was also available for the golf course.

Ms. Boucher reiterated her concern that other options be explored. Mr. Dlott pointed out that it would be determined by Town Meeting, but Ms. Boucher thought Town Meeting needed another plan to chose and she didn't see that choice being offered. Mr. Dlott assured Ms. Boucher that the Board would be amenable to any other plan put forth.

Paul Peters noted that Natick was the only high school without a golf team and for his planning purposes he would like to see a golf team back at the school. He asked about a possible timetable for a golf course, and Mr. Conley responded that his guess would be that staff would be in a position to suggest a possible timetable by May of this year. To Mr. Peter's inquiry as to a possible opening time (of the golf course), Mr. Conley replied that in the best of all worlds probably the summer of 1997, but more likely spring of 1998. Mr. Peters added that he hoped whoever ran the course would place a high priority on use by the school golf teams. Mr. Conley acknowledged that everyone was very conscious of that.

Paul Sims referred to Mr. Conley's mention of \$3.4 million and Mr. Conley clarified that the \$3.4 million was for the capping of the landfill. Mr. Sims then asked about the difference in cost between capping and the golf course and was told by Mr. Conley that it was about \$1.5 million. Mr. Sims questioned taxpayers supporting the \$1.5 million, but Mr. Conley advised they wouldn't. The cost would be split over 20 years and paid for by revenue from the course. When Mr. Sims asked when the Town would start to realize an income, Mr. Conley's response was ten years.

Mr. Sims commented that he thought Mr. Moran had a valid point in the Town not undertaking a project such as this which was in some ways competing with some privately owned golf courses. Additionally, at some point this course could become a liability to the taxpayers and he questioned if this was something the taxpayers were willing to risk.

When asked by Mr. Sims if there had been an environmental impact report done, Mr. Conley said it wouldn't be done until it was further along in the planning. Mr. Sims

again expressed his concern with the risk of a possible liability and pointed out that just grassing it (landfill) over, there would be no maintenance or cost while construction of a golf course would be subject to area trends and social trends.

Mr. Conley replied that he had talked to the owners of privately owned courses that were open to the public who told him their demand was such that they couldn't accommodate the demand and this facility would not have a negative impact.

Mr. Dlott said he thought it was important that the process followed here in terms of determining the recommended use be one that had maximum citizen input and not one that was a vote of the Board and put to Town Meeting. In his opinion, it should get some in-depth discussion. Mr. Conley noted that he would suggest a process for the Board to follow.

July 22, 1996

ACTING TREASURER, AWARD OF BONDS

Robert Palmer, Acting Treasurer, reviewed the eight bids received for the \$3,570,000 in general obligation bonds bid on July 18, 1996. Mr. Palmer recommended awarding the bonds to the low bidder, Fidelity Capital Markets at a rate of 5.2549.

The \$3,570,000 was for the following purposes, Library \$2,814,028; Landfill \$500,000; Fire Truck \$255,972.

9/9/96

REVIEW FALL TOWN MEETING ARTICLES

Mr. Moran noted that Article 12 was kind of vague in that it only stated "what additional sum".

Mr. Conley pointed out that the additional amount to be sought for capping the landfill was analyzed under a number of options. One was for \$1,677,000.

A member of the audience asked if that amount included the methane collection, and Mr. Conley responded that it does not. When asked if there was an article which dealt with it (methane collection), Mr. Conley advised there were two possibilities -either Article 13 or if it was not wanted as part of the recreational facilities, Article 12 would legally permit it.

The same citizen questioned if Town Meeting had approved money to look into engineering plans for a golf course and was told by Mr. Conley that part of the money was engineering for the closure of the landfill. The total amount was \$13,000. When asked if that was how much Town Meeting appropriated, Mr. Conley responded that it was \$3 million. To an inquiry as to how much of the appropriation was spent to look at

alternatives, Mr. Conley stated that it went back to an advisory committee of about three years ago. Very little was spent. Asked if she could get a copy of the report from the Advisory Committee, Mr. Conley said, "yes".

The resident began to ask several other questions, but Mr. Conley noted he planned to make a whole presentation on the golf course.

Recycling Committee Co-Chairperson, Jackie Boucher, inquired as to how much wetland would be filled. Mr. Conley advised that of the 100 acres involved (with the golf course) there was about 3/4 acres. The Town's consultant Donald Tata of Tata & Howard clarified that 3/4 acre was for capping the landfill. The golf course was less than 1/4 acre. Ms. Boucher questioned if any replication was required and Mr. Tata responded that the replication of the 3/4 acre for capping the landfill was in the vicinity of the landfill.

Mr. Moran suggested there be no further questions until after the presentation.

9/9/96

Article 12

Joining Mr. Conley for the presentation was consultant Donald Tata of Tata & Howard who had done the analysis. Mr. Conley explained that Article 12 dealt with the landfill. The landfill has been closed for three years and the State was giving the Town until Spring to start construction for capping. Mr. Tata noted that approval had been given to relocate 2.4 acres of refuse which would save wetlands. Using clay from the Central Artery project had been discussed, but that was no longer being pursued. The reality of that has changed. The clay that has been showing up in communities was wet and in unacceptable condition. It was not free and had to be stock piled and spread on the site to let it dry which meant a tremendous impact to the cost. In their (Tata & Howard) estimation, using alternative material would be cheaper plus the alternative would save thousands of truck trips. There was an alternative design that will enhance the liner -using 6" of clay under the liner whether the clay came from the artery or elsewhere. The cost was estimated at \$1.67 million or \$1.04 million if just the polyethelene line was used. His recommendation was to approve the \$1.677 million over and above the a original bond authorization.

Mr. Moran inquired as to the problems with the Central Artery clay, and Mr. Tata responded that the clay moisture content was higher than optimum. The clay just couldn't be delivered to the site and used. It had to be spread and dried. Mr. Conley added that the trucking costs were much higher.

Mr. Moran asked if Mr. Tata's recommendation was to not use the artery clay at all, and Mr. Tata confirmed that as being correct. When asked if in place his suggestion was to use the high density polyethelen, Mr. Tata advised that he recommended using clay

plus polyethelene. The bid documents could call for 30,000 units of clay and it would be up to the contractor whether or not he wants to get the clay from the artery.

Mr. Moran said he didn't think the Town would be responsible for trucking costs, but Mr. Conley noted that it turned out that the Town was. Mr. Tata pointed out that the more significant cost was the onsite cost to get the clay ready.

Mr. Moran then inquired as to what other communities were using, and was told by Mr. Tata that Hingham found the high density polyethelene was cheaper. He explained that the polyethelene was just pulled up and unrolled. Clay doesn't do that and with clay there were a lot of testing requirements. The polyethelene was easier for the contractors which was why they charged less.

To Mr. Moran's comment that some big numbers were being talked about, Mr. Tata agreed but noted that it was not out of line with some done in the last couple of years. \$3 million had been budgeted with the hope and understanding of using the artery clay.

Mr. Moran asked if the Board would see this on the agenda before Town Meeting and Mr. Conley said, "yes".

As to the timing, Mr. Tata expected to begin April 1997 and completed in October 1998.

Article 13- Golf Course And Other Recreational Facilities

Mr. Conley noted that the number of uses for the re-use of the landfill was very thin and the current proposal was not uncommon to use it for recreational facilities. To highlight the current proposal, Mr. Conley referred to a diagram showing a 9 hole golf course with three cross country trails which would be constructed on property owned by Natick and some property leased from the Dowse family in Sherborn .

Mr. Tata gave a run through on the layout of the recreational facilities and the efforts made to deal with environmental issues. He referred to the easel with a diagram of the proposed facilities and noted that the entrance was off Route 2a where there would be a very modest building and parking would be in the extra section. Twenty-five acres would be leased from the Dowse family. Vernal pools would be created. The facilities would be constructed after the completion of the cap and the recreational uses could follow shortly thereafter.

Mr. Tata told the Board that extensive testing has been done and there would be a comprehensive site assessment with monitoring wells. Samples would be taken at the slope toward Sherborn and on the upgrade. To address the water quality and habitat a habitat study was done which found the existing habitat in the landfill very low value. It was estimated that 300 cubic feet per month of methane would be generated and Mr. Tata warned there would be no project without gas collection.

Mr. Conley clarified that unless the gas was collected and flared, the property could not be used for anything. Mr. Tata confirmed that as being corrected. Mr. Dlott noted that meant not just the golf course but even passive recreation. Mr. Tata acknowledged that as being correct, noting a venting system into the atmosphere would be a very toxic environment .

In response to a series of questions from Mr. Dlott, Mr. Tata advised that the gas (if not collected) would float quite some distance and an , impact assessment would have to be done. The cost of collection and flaring would be about \$400,000. That would be the cost regardless of use.

A member of the audience inquired as to the cost if the flaring was not done and there was just passive venting. Mr. Conley noted it would cost less than \$100,000 but again pointed out the property couldn't be used.

As to habitat, Mr. Tata noted that one of the most important was grass land which provides a transition zone for predator birds and animals. Under the proposed recreation area, the grass land would increase from 6,000 feet to 30-40,000 feet. The transition zone would increase to 15- 20 acres and the remaining forested wetland had a low habitat value. Two vernal pools would be created and that was a high habitat value. The survey concluded that the proposed facility enhanced the habitat value of the site. Mr. Tata stressed that it had to be made clear that the gas had to be collected and flared for any kind of recreation.

Mr. Willens noted that if the Town just put in the PCV pipe and vented it into the air, it could cause contamination in the general area and could cause serious problems.

Mr. Conley noted that the gas collection couldn't be done afterwards (the capping).

Mr. Moran inquired as to the period of time before the gas was exhausted and was told by Mr. Tata that it could go on for 50-100 years. Mr. Tata noted that one possible consideration was the potential to generate energy although he couldn't quantify until the landfill was capped. During the first year it will be reviewed and if the amount expected was generated the proposal was to run some lines to the DPW and possibly even to the high school.

A member of the audience questioned if the \$400,000 was a one time expense and Mr. Tata responded that there will be maintenance at the flaring station. Plus there was maintenance on the whole facility required by the state, but hopefully enough energy will be generated that the cost will be a wash. Ms. Boucher inquired as to the approximate cost of maintaining the station per year and was told by Mr. Tata it would be approximately \$50-80,000 per year. When Ms. Boucher inquired as to how the measurements were taken for gathering the methane, Mr. Tata responded it was based on studies because measurements can't be taken without capping first. Ms. Boucher

noted that passive venting could probably be put in which would not preclude recreational use. Mr. Tata said he did not expect to ever have the situation of putting in candy canes and allowing anybody up there. He suggested going out to Wayland to clearly see that no one was at it and no one would want to be near it. There was no question if passive venting were put in, people weren't: going on top of the landfill.

To Ms. Boucher's comment there were landfills that had passive venting, Mr. Tata thought they would have had to do it a lot differently than the Town had to do this landfill. Ms. Boucher referenced Saugus as a town designing passive venting and putting in trails so she felt it was possible. Mr. Tata responded that it might be in Ms. Boucher's mind but: not in his.

Mr. Conley asked if Wayland permitted the public to use the landfill, and Mr. Tata's response was, .no.. Ms. Boucher still thought: it was not a total impossibility that having that type of venting precluded anything else and Mr. Tata pointed out that everything was controlled with the state and he did not know how it could be done.

In regard to the entrance and exit on Route 27, Karl Schlemmer recalled the entrance/exit on Route 27 had been closed years ago because of the traffic and the interference with the wetlands and the road was busier ~, than 25, Years ago. Mr. Tata noted that would be evaluated as part of the design of that facility. Mr. Conley added that if the Town went forward, an Order of Conditions would be required from both Sherborn and the Natick Conservation Commissions.

Mr. Schlemmer then asked if the state had already approved this plan in principal. Mr. Tata said they had and noted the state strongly supported this project and liked flaring it and using it for recreation. When asked if he had any correspondence, Mr. Tata replied there had been several meetings with the state.

Co-chairman of the Recycling Committee, Denise Nelken expressed the opinion that the study was very cursory. Not enough details were given and she felt it would be appropriate for the Town to put aside some money to do a better study of the area. Mr. Conley asked if she was talking about the habitat study and Ms. Nelken said yes.

Ms. Boucher inquired as to where the runoff from the chemically treated area would go. Mr. Tata explained the nine hole facility would be an integrated pest management system the town was aware of what had to be done. There will be monitoring wells at the slopes and the application can be adjusted that way. Mr. Tata pointed out that a lot of study has to be done. Only conceptual viewpoint was being talked about at this time.

Ms. Boucher then inquired as to the affect the golf course would have on Indian Brook. Mr. Tata advised that Indian Brook was highly impacted now and the town was trying to improve that with the capping. The hope was to combine the project to benefit the environment. He pointed out that the golf course would be converting a farm into a

facility managed by Natick with pesticides no longer used. Ms. Boucher referred to the 100 year flood plain and the River Protection Act. Mr. Tata noted the River Protection bill just went in place in the last month or two and acknowledged there will be an impact that will have to be looked into. Mr. Conley added that it was not unusual for these types of facilities to be used for storage during floods.

Ms. Boucher questioned if the environmental notification form had been filed as yet with the State. Mr. Tata responded that the only permitting done was for the cap and the next Step for the capping was the Conservation Commission. Mr. Conley noted that he would never proceed until Town Meeting acts.

When asked by Ms. Boucher what he would do if the plan fell through because of permits, Mr. Conley responded that it would depend on the objection and where it was in the permitting process. He noted the Town could be forced into passive venting with no use or go ahead with flaring using tax revenue; however, a prediction couldn't be made now; Ms. Boucher expressed the opinion that an environmental impact study should be conducted prior to going to Town Meeting. In her opinion this was being pushed through with no public input. The financial and environmental impact was not known and she thought there was going to be a very long permitting process. If the work had to commence in April and be done in 1998., Ms. Boucher did not feel the permitting would be done by next April.

Ms. Boucher continued that she was very frustrated by the process. If there were three proposals and everyone voted in favor of the golf course, fine., but she thought the golf course was being presented in a rosy glow. The numbers can be turned in anyway you want.

Following-up on Mr. Conley's prior reference to an advisory committee, Mr. Schlemmer inquired as to report of the Committee. Mr. Conley advised it had been about three years ago and there was some reference in 1992 in the Open Space Plan.

Ms. Nelken questioned if the gas used for a fuel source could be done with either passive venting or flaring. Mr. Conley advised it could only come from the collected.

Finance Director Robert Palmer told the Board an independent analysis of market conditions had been done to see if there was demand for a golf course and if it were economically feasible. The study was done by Golf Research Associates and was done with the intent that the golf course would generate sufficient revenue to pay for not only its own construction costs but to pay for the collection system. \$2.25 million would be borrowed over 20 years -5 year in bond anticipation and 15 years in full debt service. For the short-term an interest rate of 4% was assumed and currently the Bond anticipation notes were 1/4% lower than that. Long-term assumed a 5.75% interest rate where we are

currently paying about 1/2% lower. The facility will be self-sufficient by year three. Over twenty years, the projection. was to produce over \$1.3 million in profit.

Mr. Palmer noted that Golf Research had been asked to be conservative and included no revenue for liquor sales in their analysis. They also estimated expenses high because they wanted to be sure nothing was left out.

Mr. Palmer went on to explain the market analysis, noting there were two different areas looked at. There was an area of potential course population and a core market area of a five mile radius. The potential was estimated in excess of 785,000 rounds. Currently 300,000 rounds were accommodated so there were 464,000 unserved rounds of golf. Within the core market there were no facilities at all which amounts to about 230,000 rounds and those people are going outside the area. Looking to the year 2001 with one other course built, there was still 220,000 rounds needed.

Mr. Moran questioned how much more the Town could bond considering what we had already. Mr. Palmer's response was, approximately \$60 million. When asked about the potential for sale, Mr. Palmer said selling it had not been looked at. He noted there were ongoing negotiations for a multi-year lease (for property in Sherborn) and look to have the option to buy, but there was no idea of selling (the golf course) .Mr. Moran commented that he thought Town Meeting should have a number of how much it might be worth down the road.

Mr. Dlott noted the Town would not operate the course, but would contract it out and Mr. Palmer confirmed that as being correct, adding that staff believed it would be better to use a professionally managed firm and that was factored into the figures. When asked by Mr. Schlemmer about any other comparisons with 9 hole courses, Mr. Palmer noted Millwood was a 14 hole course and Glen Ellen may add a 9 hole. To Mr. Schlemmer ' s inquiry as to how 9 hole courses do in comparison with 18 hole, Mr. Conley explained that an 18 hole course attracted a very different market. Courses like this will be very heavy family used. Mr. Palmer noted that within the greater Boston area about five courses had been looked including Woburn, Salem and Stoneham.

Mr. Willens asked Mr. Palmer how he could guarantee taxpayers the tax rate won't be upped for this facility. In response, Mr. Palmer noted that was why an analysis was done of the revenue generating potential and to see if there was sufficient demand. Golf Research, when doing their analysis, was told to be very conservative and to make sure management and other costs were considered. Mr. Palmer noted that was the only guarantee he could give. The interest was there and the estimates were conservative. Mr. Conley pointed out that Holliston hasn't added one penny to their tax rate.

Mr. Moran inquired as to ideas for how the revenue (generated from the golf course) would be used, but Mr. Conley noted it was a little early. He added that he just wanted to make sure it wouldn't affect the tax rate.

Given the time, Mr. Moran suggested the Board wait until the next meeting to take a position. Mr. Dlott, however, preferred to do it that night because the Finance Committee hearing was the next night. Mr. Willens saw no problem with it (golf course), commenting it was the best of all evils.

Mr. Moran asked if he was correct that this had to be started because of state requirements. Mr. Conley clarified that the cap had to start in the spring and the contours go under the cap. The cap couldn't be raised so if it (golf course) wasn't done now, it will never be done.

Mr. Schlemmer noticed the proposal included leasing property in Sherborn and asked what happens if Sherborn doesn't allow it. Mr. Conley responded that he didn't know, adding that at least that portion won't happen.

Mr. Willens moved that the Board support Article 13. Seconded by Mr. Dlott and unanimously voted.

When asked about the time-frame, Mr. Conley said he would guess completion and opening would be around 2000.

Speaking to the motion, Mr. Dlott explained that he was supporting the article for three reasons: 1) This was an amenity to improve the quality of life in Natick; 2) This was an open space use and would make a beautiful entrance into Natick; 3) It will make money. The feasibility study looked reasonable and it gives the Town an opportunity to add money to the general fund and pay for the methane collection.

10/21/96

FALL TOWN MEETING ARTICLE 13 HOME RULE PETITION

Article 13 of Fall Town Meeting authorized a number of actions pertaining to the proposed golf course and recreational area at the landfill; the filing of a Home Rule petition to permit temporary borrowing for five years, lease of land in Sherborn, a lease in excess of 3 years, expenditure of a bond issue in Sherborn. Ms. Challis explained that the Board's approval was being sought to have Palmer & Dodge prepare a home rule petition and file with the Legislature.

Mr. Dlott moved approval. Seconded by Mr. Willens and unanimously voted.

Mr. Willens expressed some concern with the length of the lease, but Mr. Dlott noted the legislation would only authorize the Board to enter into the lease up to 100 years, but the Board didn't have to do it.

2/4/97

FISCAL 1998 BUDGET

In response to Mr. Moran's assumption that Mr. Conley was looking for some direction from the Board of Selectmen, Mr. Conley stated not necessarily. Mr. Conley explained that he was going to layout a plan which may not be the Board's plan but he was trying to get a plan in place that people can criticize or come up with another. The Finance Committee hadn't been given a plan and needed something. One problem was determining tax policy. He noted the Town Administrator has no authority. That was the Board of Selectmen and other Boards, but he had to assume a tax policy in order to come up with a plan and then layout options to adjust it.

Mr. Conley referred to pages 7 & 8 of a memo to the Board and the Finance Committee which outlined tax levy projections, options for Fiscal 1998 budget and tax dollar impact. He pointed out that what was missing from the projections that had to be added was money for collective bargaining units that were not yet funded. The police have settled and those numbers were not in here. Five options were laid out ranging from a level tax rate with a \$3,000,000+ deficit to a tax rate of \$17.30 plus override or 8.8% increase. Mr. Conley noted the last option was a throwaway and never actually considered.

Mr. Conley then referred to Page 1 of the handout which listed potential budget reductions to attain a 2-1/2% or 5% tax increase. He noted those cuts were cuts beyond what was already made in the Town Administrator's recommendation. Mr. Conley further noted that working on the budget this weekend, he reached a conclusion that the cuts proposed here could result in serious service cuts and there had been no decision to cut " services. Therefore, the staff kept working to get at the same 5% level without these draconian cuts and came up with the plan being presented tonight. Mr. Conley emphasized that he was not thrusting this on the Board, but he had to get something out there.

Mr. Conley outlined his recommended balanced budget effective February 4, 1997. He noted that the state aid projection was raised \$200,000 since the bond plan was very healthy, particularly with the recent bids, he proposed taking \$100,000 out of the stabilization fund. He explained that one of the safeguards built into the bond plan was that no interest was counted for the stabilization fund and that was roughly \$100,000. He was now suggesting using the interest of \$100,000 to cover the first year debt service of capping the landfill for this year. An additional \$105,000 of tax levy growth was added to the original growth, and some estimated receipts were increased based on

and stored for a year. Now it was thought that the methane can be used immediately for either heating or providing electricity for the DPW. The collection of the gas and capping should take about 18 months for completion in July 1999 which was consistent with the orders of DEP.

In his memo Mr. Conley further advised that capping the landfill and collection of the methane gas would be bid prior to the completion of the contouring in order that the successful bidder on the capping project can start immediately when the contouring was complete. It was anticipated, therefore, that this part of the project will get underway in February 1998.

Regarding the construction of the recreation facility, Mr. Conley stated that it will not wait until the capping is complete. The schedule can be set up so that construction can begin in the section of the proposed golf course that's in Sherborn. Bidding the recreation facility construction prior to the completion of capping will allow construction to begin on the Dowse land while capping of the landfill is underway and will greatly accelerate the construction of the recreation facility. The recreational facility calls for a 9 hole golf course with walking trails with a public sledding operation on the western slope. It should be completed for use in 2000.

1/12/98

SELECTMEN ' S CONCERNS

a. Golf Course

Mr. Carr noted he had some questions concerning the golf course, and Mr. Conley suggested he do an update presentation at the next meeting.

2/9/98

GOLF COURSE

Finance Director Robert Palmer began the presentation by noting that he was here to do the financial piece and consultant Donald Tata was here to go over the aspect of design. For this evening, Mr. Palmer noted that he had jotted down some notes which he thought might be helpful and had made copies for the members of the Board.

When the golf course was conceived one of the first things completed was a comprehensive feasibility study. Looked at were the demographics, population, population trends, and what the growth might be. There were two areas of study -one a core area and one the general market area which was a 10 mile radius. It was found that there was a substantial need in terms of unserved desire for the golf course from people who want to play close to where they live but unable to do so because of a lack of facilities. A group was brought in called Golf Resource Associates, Inc. with 10-12 years of experience doing this type of study. In terms of their analysis, they (Golf

Resource Associates} looked at all public and privately held golf courses. They looked at all 9 hole courses in eastern Massachusetts. In their analysis, they determined that 15% of residents age twelve or older were considered potential users. Within the Natick market area 52,000 residents could potentially participate in golf with 42,000 residents participating at public golf facilities. There was an estimated demand within the area of 785,000 public golf rounds by 2001 and the existing facilities in that area could only accommodate 304,000 public rounds. It was also determined after looking at rounds of play at 9 hole courses that there could be 36,000 rounds played at the Natick facility which means that unserved public golf demand was substantially greater than the level .that could be accommodated by the Natick golf facility.

Mr. Palmer continued that Golf Research Associates based their projections in terms of 1994 for running the course and 1994 green fees. That was updated slightly in preparing for the approval of the course, but it was conservative and there has been discussion with John LaPoint, the principal consultant, about doing an update. Even with conservative revenue estimates, it appears the golf course will generate sufficient money to pay for the course, and \$450,000 worth of debt that would be related to the construction of the gas collection system. It (gas collection system) was not specifically part of the golf course, but part of the landfill authorization for debt.

Mr. Palmer noted there has been legislation filed that deals with the amount of time the Town has to repay the debt on the course. It (legislation) allows for up to five years worth of bond anticipate notes during which time the Town doesn't have to pay principal. Referring to a chart showing the calculations, Mr. Palmer pointed out that in the first year no revenue was generated. In the first four years, the course was being developed and this (legislation) would allow the town time to build up play and get some experience before taking on the cost of the principal. Based on Mr. LaPoint's recommendation, the town will decide if the repay should be extended from 20-30 years. They will have to look to see if what was saved in the beginning warrants extending the term by 10 years.

Using the chart analyzing the cost, Mr. Palmer noted that in the first couple of years the Town will actually be losing money, but by year three, the course was projected to have generated \$74,000. Over the first 20 years, the golf course will generate income over what it costs to build, maintain and run, and if the Town opts to go 30 years, that number increases to slightly less than \$2 million. Reserves for depreciation and leases in Sherborn have been considered and any contingency has been taken into account.

At the request of the Town Administrator, Mr. Palmer said he included in (" the packet an article written in late January in the "Globe" which talks about the need and desire to go to outside management (for the course). It listed many eastern Mass public courses and how much money was being returned to those communities. Mr. LaPoint has estimated a 65% cost to a 35% return, but in looking at these (in the article), they were

experience in the past six months interest on investments and excise taxes. \$292,446 was added to receipts.

May 8, 1997

General Obligation Bonds

Mr. Webb, the Town's Treasurer/Collector, read the letter to the Board explaining that bids were received for an issue of General Obligations Bonds in the amount of \$13,455,000.00. He said that the proceeds of the Bonds will be used to retire Bond Anticipation Notes originally issued beginning in September of 1994, renewed from time to time and now due on May 22, 1997. These Bonds include the Brown School project, Library remodeling, equipping the Fire and Police Stations, removing underground tank project, computer equipment purchasing, construction of water treatment facilities, the Lilja School project, capping the landfill and purchase of new voting machines.

Mr. Webb explained that the Town received three bids and the best bid offered was from Paine Webber at an interest rate of 5.3262.

12/15/97

LANDFILL CAPPING

Mr. Conley reviewed his memo to the Board dated December 16, 1997 which reviewed all aspects of the Natick Landfill, ie. Capping, methane gas collection system, recreation reuse and recycling.

The first topic was the contouring, capping and methane gas collection of the landfill. In his memo Mr. Conley advised that the landfill was currently being contoured with the free fill from the central artery. He noted that he had recently attended a Selectmen's meeting in Sherborn that resulted in a change of the truck route so approximately one half of the trucks go through Natick, and one half through Sherborn instead of all of them through Sherborn. Mr. Conley detailed the loop that was made by the trucks and assured the Board that it has been checked very closely and the trucking company has been adhering to those rules scrupulously. He noted that he saw three 18-wheelers going down Coolidge Street in Sherborn, but they were not trucks associated with the landfill capping. It was anticipated that this part of the project will be finished in 4-6 weeks from now.

Mr. Conley continued that there were 2 approaches to capping -one was to use pure clay and for that 24" of impermeable clay would have to be brought in. The second was a synthetic approach. The Town was doing a combination of the two. There will be 6" of clay and a plastic cover which will substantially reduce the number of trucks. Mr. Conley noted that he expected this to be underway in February. He also noted that originally it was thought that the methane would have to be piped in to a flaring station

generating a 40/50% (cost to return). The estimates of 65/35 seem to be well within the mark of what was being experienced.

Mr. McKinley questioned if the financials were in current dollars, and Mr. Palmer responded that the actual projections dealt with 1994 dollars which was slightly adjusted up to 1996 in preparing to do a Town Meeting presentation. It needs to be adjusted to bring the base number to late '99, but each of these years does have a 3% increase in the revenues.

To Mr. McKinley's inquiry if the 3% was to offset inflation or on the expectation of additional golfers, Mr. Palmer responded that it (projection) reaches a point of 36-37,000 rounds of golf in the first three years and then slightly higher. The bulk of the 3% was inflation rather than golf. He noted that the consultant stressed not to overplay the course. Sustaining rounds in the high 30's-40,000 was the optimum. Mr. McKinley asked if the operating surplus depended on a 3% inflation rate, and Mr. Palmer's response was, "yes".

Mr. Ball recalled that a number of years before tennis was extraordinarily popular and long-term projections made on tennis courts faltered when the popularity of tennis began to decrease. It struck him that 30 years was a long time to assume the popularity of golf and asked if "there had been any consideration given as to whether the projections over a 20 year period were reasonable. Mr. Palmer replied that from his discussions with Mr. LaPoint one thing he (Mr. LaPoint) has done was to look at how demand has grown vs the increase in available rounds. The other piece to that was to look at the demand as it exists and project over the next couple of years the demand. The demand would have to be cut in half before it fell below where the market would not support it. Popularity of golf may fall, but there was a vast number of unserved rounds now and that would have to fall by 1/2.

Mr. Carr inquired if the lease had been settled, and Mr. Conley advised that the answer was yes. The parties have come to terms, but it (lease) has not been signed because it cannot be signed before the home rule petition is signed. Mr. Carr questioned if it (lease) would come before the Board and again Mr. Conley's response was, "yes".

Mr. Carr then inquired as to what was covered by the Town Meeting appropriation, if it included the lease. Mr. Conley advised that it didn't include the lease. The lease will be paid by the operating revenues, not by the bond issue. Mr. Palmer added there was a provision of the legislation that allows for a portion of the proceeds of the bonds to pay costs such as interest up to lot of the borrowing and could be used for the lease.

In response to Mr. Carr's inquiry as to whether there had been any legal advice as to the risk the town was taking in this lease, Mr. Conley advised that the Town has had legal advice from town counsel and bond counsel. The Town was making a vast investment on this golf course and to have a lease which doesn't permit the Town to

control the land long-term would be a terrible risk; therefore, it was a 99 year lease -50 years initially and then 49 at the discretion of the lessee which was the Town.

Using a diagram, consultant Donald Tata reviewed the proposed layout of the course. He noted there were a lot of projects which tied into the proposed golf course. The first was a cap. The Town has received 35,00 yards of material from the artery project which allowed proceeding with final capping. The Town was working under a consent order from DEP and the plan was to get the bids out for the cap itself in the spring. The cap will take approximately 12 months depending on the contractor. The goal was to finish the cap and have the golf course under construction on the Sherborn side so when the cap was finished, construction would get started on the Natick side.

Mr. Tata noted there had been several alternative layouts as a result of some public citizen comments and environmental consideration. The entrance will be off Route 27. There will be a modest clubhouse and parking for 75 cars. All the holes on the landfill were essentially on the top. The total course has approximately 2,470 yards with a par 5 and 3 par 4. The clubhouse plan will be similar to Maplegate where people can buy their balls and have a snack. It won't be elaborate. Storage of the carts will be in a maintenance shed which will store the maintenance equipment. The plan was to finish the cap a year from the summer and have the golf course on line no later than a year from then.

Mr. Ball asked about the methane gas collection and Mr. Tata explained that it will be an active collection system. It is a big landfill and a (" lot of gas will be generated. Pipes will be beneath the cap and the potential has been estimated at 175 kilowatts. Unfortunately, estimation of gas from landfills was tough as it (gas) tends to increase and then over 15 years will dissipate. The hope was to pursue energy reuse with a possible situation where it was generating power and the town would be selling power from the grid. Mr. Tata noted that the idea of having it go directly to the DPW had been toyed with, but now he thought not. He would rather have it on the grid.

Mr. Carr questioned if there were plans to keep the recycling facility in that area, and Mr. Conley responded that there will be a partnership with the Recycling Committee. Mr. Conley noted that the steel shed which was currently there was quite dilapidated and may be moved back so that the equipment for golf course and the recycling center can go into one shed.

Mr. Tata added that if able to pull it off, the golf carts may be powered with energy generated from the landfill. Mr. Conley noted that an electric cart rather than gas was wanted so there would be no spillage.

To update the Board on the environmental concerns, Paul McManus was introduced. Mr. McManus is an environmental consultant with particular expertise in wetlands.

Regarding environmental controls, Mr. McManus noted that one of the first things done was to look at the overall plan. There were 3-1/2 holes on top, but the majority of the landfill will not be an active part of the golf course. Incorporated into the program was the plan

that that area (of landfill not used for the holes) will be managed as an 'old field'. In Massachusetts at this point there is very little land of that type and as a result there were a number of species of birds that were endangered and this was an issue the Mass Audubon was focusing on. The only management required was a restrictive mowing regime. This was very simple but in terms of rare species, it was very significant. In terms of the golf course, Mr. McManus noted work was being done with an expert from UMass Amherst on integrated pest management and a carefully laid out plan for dealing with pests.

Mr. McManus continued that also proposed was a zero emission recharged golf cart, and the parking lot has been designed for drainage control. Drainage will meet DEP standards. He pointed out that the methane gas that was now being generated was going into the atmosphere. In the best case the gas will be captured and used for electricity and in the worst case, it will be captured and burned off.

Mr. McManus noted that the wetlands on the site have been a major constraint and there has been a major effort made to work around them. Many areas of the course were being kept in their natural state to encourage people who are not golfers to get out and see the land. There is a large vernal pool and some other areas that were assumed to be vernal pools. He noted that the vast majority of the course was on the landfill or in Sherborn in an area beat up by agriculture. The end products from the leaf and chipping operation will be used to maintain the course and landscaping.

Mr. McKinley inquired if there was an order of conditions from Sherborn, and Mr. McManus advised there was not, adding that there have been informal discussions with both commissions and he was in the midst of finalizing a notice of intent. There has been some discussion about the possibility of a joint meeting. A lot of public participation was expected and the process was very close to starting. Mr. McKinley asked Mr. McManus when he expected it to be filed, and Mr. McManus responded that it would be within the next couple of weeks.

Mr. Ball stated that it was his understanding that with the nature of the cap, trees could not be planted. Mr. McManus confirmed that as I being correct. MY. McManus also confirmed as correct Mr. Ball's , statement that the entire area that contains the first 2-1/2 holes will be treeless. When asked if there will be trees outside that area, Mr. McManus referred to an area on the diagram where there will be trees.

In conclusion Mr. Conley noted it (golf course) was a comprehensive plan that has looked at environmental concerns, multiple recreational uses, and financial considerations. He also advised that the home rule petition got final approval in the

Senate last week and was in the House. There has been great cooperation from Sherborn, and he was very hopeful about the project.

7/6/98

LANDFILL/JENNINGS POND/GOLF COURSE

Referring to a memo to the Board, Mr. Conley noted the intent was to do two contracts for the Landfill capping/Jennings Pond/Golf Course. One for the dredging of Jennings Pond and the capping of the landfill. It was a requirement that the excavate from Jennings Pond go under the cap. The second contract was the construction of the golf course. The intent was to award the second contract before the capping was finished with the intent that the golf course construction could start in Sherborn while the capping took place and then could move on to the Natick piece when the capping was complete.

The memo included a table showing the funds that have been made available for all three projects. The appropriation was \$5,127,086 for capping plus \$2,200,000 for the golf course bond and \$90,000 from the Conservation Fund for Jennings Pond. To date \$1,483,~16 of the capping bond, \$100,000 of the golf course bond and \$20,000 from the Conservation Fund has been spent. That left a total of \$5,813,970 available for all three projects.

Mr. Conley reported that the home rule petition was signed by the Governor on Thursday of last week.

Mr. Conley continued that contained in the appropriation of the capping of the landfill was almost \$1/2 million for the methane gas collection. There was a dilemma in that construction prices were going up by the day and bids came in way over estimate. The staff was concerned with simply paying the higher amount if indeed the bids for the golf course come in similar to those of the capping, would the Town want to pay \$1/2 million on the collection system if it couldn't be used. He also noted that some of the quantities in the specs for the capping were over and above those required by DEP, and if those quantities were dropped back to the DEP quantities, it may lower the bid.

Mr. Conley suggested that it be re-bid including Jennings Pond, but also include the golf course at the same time. The value in doing that would be to provide some view of the cost of the golf course before making a final decision on the methane. It was also suggested that the quantities in the specs be lowered to minimum DEP requirements, and the Town would seek additional free material from the artery and some state funds.

In his memo, Mr. Conley suggested appropriating additional funds for Jennings Pond from the balance in the proceeds from the sale of the Middlesex Avenue garage (\$148,009.15). Mr. Carr said he thought that money was already earmarked for the telecommunications system, but Mr. Conley advised that it wasn't.

Mr. Ball recalled that the Town was receiving fill from the Big Dig, but not all of it had been received and inquired as to how much had been received. Mr. Conley advised that it was about 1/3 of what DEP authorized. The remaining amount was in the bid. When asked if there was still fill to be had, Mr. Conley advised there was and other contractors were successfully doing it.

Mr. McKinley moved to support re-bidding as suggested by Mr. Conley. Seconded by Mr. Willens and unanimously voted.

11/9/98

SPECIAL TOWN MEETING #3

Mr. Conley noted that a number of issues had been tabled at the Town Meeting in October. One was the bids for the landfill which are due on December 4th and there was some discuss on collective bargaining. December 8th is as late as the Board might dare to go {into the holiday season). Therefore, he would ask that the Board open the warrant for Special Town Meeting #3 on December 8, 1998 with the warrant closing on November 13, 1998. The warrant was being kept open a little longer because of the holiday.

Mr. Conley advised that he intended to place on the warrant all collective bargaining articles, an article relative to the landfill, and an article to accept a statute that would permit donations to relieve elderly tax payments. Mr. Ball inquired as to the possibility of a delay, but Mr. Conley pointed out that would move it closer to Christmas. Mr. Ball felt the public was going to learn of the correct date tomorrow and only have between tomorrow and Friday to submit an article. Mr. Conley reiterated that the only way to do it would be to move the meeting date deeper into December.

11/23/98

SPECIAL TOWN MEETING #3 WARRANT

Mr. Conley briefly reviewed the warrant for Special Town Meeting #3. He noted that the Personnel Board article was roughly the same cost as the unions.

Articles 5 and 6 were for amendments to the golf course bond and the bond for landfill capping. Mr. Conley noted that he did not know if additional action would be sought. Bids were due December 4.

12/16/98

LANDFILL/ JENNINGS POND CONTRACT

Mr. Cohen noted that action was being sought to get going on the dredging of Jennings Pond. Town Meeting voted the additional money for capping the landfill and the basic

gas collection system. Based on the vote of Town meeting, the low bidder was identified as Foster Wheeler.

Therefore, the request was for the Board to award the bid and authorize the Town Administrator to execute a contract after the official Meeting appeal period which is another week. Jennings Pond is critical, because it can be most effectively performed in the winter months.

Mr. Carr moved to authorize the Town Administrator to execute the contract for the landfill capping, Jennings Pond and basic gas collection system with the low bidder, Foster Wheeler Environmental Corporation in the amount of \$3,413,986.00. Seconded by Mr. Willens and unanimously voted.

April 12, 1999

TOWN ADMINISTRATOR: PRESENTATION ON GOLF COURSE

Mr. Conley reviewed a memo be had written to the Board dated April 8, 1999, noting that be had reviewed the memo with the Finance Committee last Thursday and received an unanimous vote from them.

In the preface, Mr. Conley reviewed the funding history for the golf course beginning with the October 1, 1996 Town Meeting which authorized a bond issue equaling \$2,200,000 for the construction of a golf course and other recreational and educational facilities on the closed Town landfill on Route 27 near the Sherborn border. At that same Town Meeting another article authorized a bond issue for the capping of the landfill including a methane gas collection and flaring system.

At the December 15, 1998 Town Meeting, it was reported that due to dramatic increases in construction costs, additional funds were needed to complete the landfill capping, methane gas collection and flaring system, and the golf course. The recommendation was made to Town Meeting that the additional funds for the capping of the landfill and a portion of the funds for the methane gas collection system be funded in order that the capping not be disturbed later to install the pipes for the methane gas system. Funds were not recommended at that time for the golf course construction because it was felt that the original financial feasibility study needed to be updated in order to be sure it was a self-supporting project.

John LaPoint, a golf facility consultant who did the original study, has now completed an update of that study. The update shows a dramatic increase in the projected revenue from greens fees.

Mr. Conley then laid out the new financial plan for the golf course. He stressed that all numbers were conservative.

- I. BOND AUTHORIZATION
\$2,975,000 Estimated Authorization Needed

\$2,200,000 Existing Authorization
\$ 775,000 Additional Authorization Requested

II. BOND TERMS

\$2,975,000 Estimated Cost of Construction
5 Temporary Debt Years
30 Permanent Debt Years
3.50% Estimated Temporary Rate
4.00% Estimated Interest Income Rate
5.00% Estimated Permanent Debt Rate

III. CAPITAL COSTS

\$2,500,000 Construction
\$ 375,000 Engineering & Contingency
\$ 100,000 Carts \$2,975,000

IV. CONSTRUCTION YEARS

Debt costs during construction:	Year 1 -\$52,063
	Year 2- \$104,125
Interest Income	Year 1 -\$29,750
	Year 2- \$29,750
Estimated Net Debt Cost	Year 1 -\$22,313
	Year 2- \$74,375
Cumulative Debt Costs	Year 1 -\$22,213
	Year 2- \$96,688

Mr. Conley explained that during the two construction years there will be no revenue from the facility, but there will be interest costs on the temporary borrowing. It is anticipated that approximately one half of the authorized debt, i.e. \$1487,500 will be borrowed in each year. The interest used on that is anticipated to be \$52,063, but since the unused proceeds of that borrowing gets reinvested per section two of this memorandum, \$29,750 is generated from this investment. The net debt used is \$22,313 in the first year and \$74,375 in the second year. The cumulative debt cost is \$96,688.

V. REVENUE PROJECTIONS FIRST YEAR OF OPERATIONS

\$480,464	Greens Fees
\$ 58,696	Carts
\$ 66,939	Sales
\$606,099	Total Revenue

VI. OPERATING COSTS FIRST YEAR

\$172,5.12	Operations
\$ 14,674	Cart Expense
\$ 182,250	Course Maintenance

\$ 91,062	Miscellaneous Overhead
\$460,497	Total Operating Costs

VII. DEBT FIRST YEAR

\$145,602	Available for Debt
\$104,125	Debt Needed
\$ 41,477	Estimated Surplus

VIII. TOWN PAY BACK

As shown in IV, the Town actually lends a total of \$96,688 to the golf course during the construction phase. The Town, however, is paid back these funds from golf course revenues in the second and third years of operation.

IX. LONG TERM FINANCIAL STATUS

After returning the temporary funds to the Town, the golf course is projected to produce a surplus every year. The surplus is available even after providing for depreciation.

X. METHANE GAS COLLECTION SYSTEM COSTS

Although a bond authorization of only \$2,975,000 (an increase of \$775,000) is being sought, even if \$3,500,000 was sought the golf course would be financially feasible and self-supporting.

In conclusion the memo state that the demand for a golf facility of the type proposed in Natick has escalated dramatically since the first presentation to Town Meeting. Even with the increased construction costs due to increased greens fees, the analysis shows an even healthier financial prospect than first projected.

Again it was stressed that the financial assumptions in the memorandum were extremely conservative. For instance 29,750 rounds of golf per season were assumed. A new golf course in Tewksbury of the same type proposed here sold in excess of 25,000 rounds of golf from July 1, 1998 to November 15, 1998. Tewksbury was now projecting their 1999 season will result in the sale of 40,000 rounds of golf. Greens fees for each 9 holes on the weekend were assumed to be \$.16 per round.. A very similar course owned by the Town of Lexington is now receiving \$20 per round on the weekends.

After the third year of operations when the Town has been fully refunded the temporary funds, the facility begins to generate substantial surplus. It is hoped that some of this surplus can be directed towards the debt costs for the capping of the landfill, thus freeing up tax levy capacity for other Town needs.

While state funds for assistance in constructing this facility are being applied for, the plan does not rely on the success of that endeavor.

Mr. Ball questioned how \$29,000 could be made in interest income in the second year when payments would be made to the vendors.. Mr. Copley explained that the authorized proposed is \$2,975,000. The Town would borrow 1/2 the first year, spend it in 1/.12 increments and invest the balance. At the end of the first year the second 1/2 would be borrowed.

Mr. Ball then inquired as to the life of a golf cart and was told by Mr. Conley that this type lasts for at least five years.

Mr. McKinley proposed using a mechanism to withdraw the bond on a monthly basis and avoid investing it at all. Mr. Conley acknowledged ; that was one way to do it, but there were two reasons why they were 'r looking at doing it the other way. The federal government permits a Town to do this. The Town would be investing it for more than. being paid in interest plus there were substantial costs involved in borrowing and going through a series of multiple borrowings rather than once a year could be costly.

With the school expansion and revenue demands, Mr. McKinley encouraged the Board's support. To him it was clear this was a moneymaker for the Town and could go a long way in offsetting the debt burden for the landfill and could free up the tax levy capacity to help with school related projects.

Mr. Willens inquired as to what this would cost the Natick taxpayer, and Mr. Conley responded that some funds that would have gone into the stabilization fund would be used. However, those funds will be paid back into the stabilization fund by the third year. The net is zero.

Mr. Carr inquired as to the status with Dowse (owner of property in Sherborn on which golf course will be built). Mr. Conley recalled that when the temporary lease was renewed he told the Board that he (Mr. Conley) would not seek another renewal (payment) of the temporary lease. That temporary lease ran out on March 31, 1999 and Dowse has I agreed to renew it without compensation to give the Town the r opportunity to go to Town Meeting.

Mr. Hughes asked about the approval process, and Mr. Conley advised that both Conservation Commissions (Sherborn and Natick) started this week to review drafts of the Order of Conditions. He (Mr. Conley) was not sure about MEPA. The Environmental Impact Notice has been prepared, but it was not known if anything additional was required. That would probably be known within one month.

Mr. McKinley moved that the Board recommend positive action on Town Meeting Article 13 to amend the golf course bond authorization. Seconded by Mr. Ball and unanimously voted.

2/28/00

GOLF COURSE LEASE

Mr. Conley noted that over a year ago a lease for the Dowse property had been successfully negotiated. It was put on hold for the permitting process, and now the Town has all the permits. There are no longer any appeals and no more permits to acquire. The negotiated lease was held further to make sure there was a construction bid that was within the Town Meeting appropriation. He noted that he could not ask the Board to commit to a long-time lease of land with which nothing could be done. Bids were received and the golf course is able to proceed.

Before the Board was a copy of the lease negotiated a year ago, and Mr. Conley advised that he met this morning with counsel for the property owner and it would be the same lease but instead of starting in January 1999 it would start in January 2000. It was a lease for 50 years.

Mr. Conley requested the Board's authorization for him to enter into a lease agreement with Dowse and Mr. Hughes moved approval. Seconded by Mr. Carr and unanimously voted.

Prior to the vote Mr. Ball raised some concern about committing the Town to a 50-year lease. If golf were to go out of style 25 years from now, the Town would be committed to that lease. Mr. Ball also pointed out that it was indexed at no less than 3% which meant at the end of the 50 years, the Town was paying no less than four times what it was paying now. Mr. Ball stated that he was a supporter of the golf course but the idea of 50 years for a sport that may go out of fashion coupled by the lease growing by factor of four gave him pause. He asked for Mr. Conley's reassurance.

Mr. Conley responded that he could make all kinds of pro statements on the market demand for golf facilities. The predictions of it dying in the 1980's didn't happen, and he thought the space demands will be greater and greater. People have commented that the only problem will be control of the demand. The Town is spending \$3 million and he (Mr. Conley) wouldn't want that kind of investment if the Town could lose the land in 5-10 years. He would only make that investment if he knew the Town would have the land for 50 years.

Mr. McKinley pointed out that the lease is tied to the CPI with a 3% minimum and 7% maximum. Every lease has some sort of escalating cost. Mr. Conley added that he thought putting a floor and a ceiling protects both sides.

Mr. Willens questioned if with the 50 years plus 49 (renewable) it (golf course) would ever stop, and Mr. Conley responded that the Board of Selectmen sitting this chair 50 years from now will have to make the decision whether it goes for another 49. Those numbers were chosen because DEM considers ownership at 99 years.

GOLF COURSE CONSTRUCTION: AWARD BID

Mr. Conley reported that bids had been opened on February 24, 2000. A total of five bids were received with three bids under the \$2.5 million needed to meet the appropriation. Those three were:

Argus Construction, Inc.	\$2,229,120.00
Supreme Industries, Inc.	\$2,383,509.20
R. Bates & Sons, Inc.	\$2,489,000.00

Mr. Conley advised that since last Thursday Cornish & Silva, the golf course architects on this project, have been researching the contractors relative to their qualifications and experience doing the job. There are a number of requirements that the low bidder doesn't meet, and the recommendation was to reject the low bid as not meeting the specification qualifications and awarding the contract to the second low bidder, Supreme Industries.

Mr. Carr asked if Mr. Conley felt there had been enough time to do the research (the bidders) .Mr. Conley responded that the firm being used knows these firms and they (Cornish & Silva) have been on the telephone checking and are comfortable with this recommendation. Mr. Carr commented that he would hate to see it rushed. Mr. Conley reiterated that he was comfortable the research had been done.

Mr. Hughes moved to award the contract for the construction of the golf course to the second low bidder, Supreme Industries, Inc. 494 Burlington Road, Harwinton, CT in the amount of \$2,383,509.20. Seconded by Mr. Carr and unanimously voted.

Mr. Hughes suggested that the Board advertise for the golf course advisory committee. Mr. Conley explained that the special act provides for a Golf Course Advisory Committee of five citizens appointed by the Town Administrator subject to confirmation by the Board of Selectmen. The Advisory Committee is to serve as a watch dog once there is a firm in place to manage and maintain the golf course to make sure that firm is living up to its contract.

Mr. McKinley commented that the advisory committee would monitor the quality of construction and then the management. Mr. Conley clarified that there was less monitoring the quality of construction, but if they were on board it would help. Mr. Willens proposed setting up a building advisory committee as he knew a lot of qualified people.

