



# *Town of Natick*

FY 2012 Preliminary Budget

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## **Section XI: Sassamon Trace Golf Course Enterprise Fund**

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# *Town of Natick*

FY 2012 Preliminary Budget

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# Town of Natick

Home of Champions

Denotes change since 1/1 -

Department: **Sassamon Trace**

Enterprise Fund

## Appropriation Summary

### Sassamon Trace Golf Course Enterprise Fund

#### Operations

	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
<b>Salaries</b>						
Personnel Services	138,231	129,639	144,294	140,000	-4,294	-3.0%
<b>Total Salaries</b>	<b>138,231</b>	<b>129,639</b>	<b>144,294</b>	<b>140,000</b>	<b>-4,294</b>	<b>-3.0%</b>
<b>Operating Expenses</b>						
Club House Expense	330,384	340,289	358,098	356,010	-2,088	-0.6%
Supplies - Club House	22,686	25,788	20,655	21,700	1,045	5.1%
Other Facility Expense	1,977	600	7,000	7,000	0	0.0%
Golf Cart Expense	7,257	21,295	22,795	22,821	26	0.1%
Course Maintenance Expense	69,746	38,444	49,450	46,600	-2,850	-5.8%
<b>Total Operating Expenses</b>	<b>432,049</b>	<b>426,417</b>	<b>457,998</b>	<b>454,131</b>	<b>-3,867</b>	<b>-0.8%</b>
<b>Total Operations</b>	<b>570,281</b>	<b>556,056</b>	<b>602,292</b>	<b>594,131</b>	<b>-8,161</b>	<b>-1.35%</b>

#### Reserves

	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
<b>Reserve Fund</b>						
Reserve for Appropriation	0	0	0	0	0	#DIV/0!
<b>Total Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Total Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>

#### Employee Benefits

	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
<b>Employee Benefits</b>						
Other Personal Services	18,100	13,369	13,276	13,262	-14	-0.1%
Other Charges & Expenditures	12,000	11,291	11,799	12,331	532	4.5%
<b>Total Employee Benefits</b>	<b>30,100</b>	<b>24,660</b>	<b>25,075</b>	<b>25,593</b>	<b>518</b>	<b>2.1%</b>
<b>Total Employee Benefits</b>	<b>30,100</b>	<b>24,660</b>	<b>25,075</b>	<b>25,593</b>	<b>518</b>	<b>2.1%</b>

#### Debt Service

	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
<b>Debt Service</b>						
Principal	195,930	195,931	195,931	195,931	0	0.0%
Interest	125,358	116,856	108,224	99,402	-8,822	-8.2%
<b>Total Debt Service</b>	<b>321,288</b>	<b>312,787</b>	<b>304,155</b>	<b>295,333</b>	<b>-8,822</b>	<b>-2.9%</b>
<b>Total Debt Service</b>	<b>321,288</b>	<b>312,787</b>	<b>304,155</b>	<b>295,333</b>	<b>-8,822</b>	<b>-2.9%</b>

**Golf Course**

**921,669**

**893,503**

**931,522**

**915,057**

**-16,465**

**-1.77%**



# *Town of Natick*

Home of Champions

Department: Sassamon Trace

Enterprise Fund

## Mission:

To provide an affordable, quality golf experience for the residents of Natick and surrounding communities by providing well maintained facilities, instructional programs, tournaments and leagues



## Goals:

To position Sassamon Trace as the best golf value in the MetroWest area

To grow business by creating attractive memberships and organized league play

To continue our participation in growth of the game initiatives developed by the Professional Golfers Association and the National Golf Course Owners Association

To continue to identify other potential non-golf revenue streams

To work with the Supporters of Sassamon Trace to raise revenue for course improvements

## Budget Overview:

### **I. Main Purpose of the Department**

The main purpose of this department is to provide leisure golf opportunities, instruction, merchandise, organized league and tournament play all at reasonable fees on a well maintained golf course.

### **II. Recent Developments**

The 2010 golf season got off to an early start with the golf course opening on March 2, the earliest opening ever. While most golf courses were closed, Sassamon Trace reaped the rewards of the early season golfers. Play continued at a brisk pace through the end of June. July proved to be one of the hottest on record resulting in a 10% reduction in play for the month. August and the fall months were as expected and thanks to the early head start on the season green fee revenue was up 4% compared to the 2009 golf season.

### **III. Current Challenges**

The biggest challenge to this budget will be to bring Season Ticket sales back to FY10 levels. Although Adult and Senior Season Ticket sales have remained flat, it is the Junior Season Ticket sales that have fallen sharply. The Golf Committee and golf course management will work together to create more options to increase Junior Season Ticket sales.

A cost savings measure in the spring of 2009 eliminated two full time benefited positions which included the golf course assistant manager. In addition, the entire pay plan was adjusted downward. This left the golf course manager as the only full time employee while the balance of the staff is part time working 19 hours per week or less. It has become difficult to find qualified personnel that can work on a seasonal



# *Town of Natick*

Home of Champions

Department: Sassamon Trace

Enterprise Fund

## **Budget Overview:**

### **IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact**

The Supporters of Sassamon Trace Corporation in cooperation with Alex Dowse completed an alternate irrigation water supply for the golf course in November of 2010. The system has been tested and preliminary results look promising. This water supply has the potential to save tens of thousands of dollars annually in the irrigation budget. Mr. Dowse is providing the water at no charge and the Supporters Association provided the funds to install the infrastructure to deliver the water to the irrigation pond. The FY12 budget does provide for \$25,000 in irrigation expenses which is more than a 50% reduction than in past years. A complete irrigation season will be needed to evaluate the full potential of the project.

### **V. On the Horizon**

During this budget year a decision will be made whether to purchase, extend or roll over into a new golf car lease. The facility currently leases 27 Yamaha golf cars from New England Golf Cars at a cost of \$16,800 per year for 3 years. This decision will be based on the condition of the golf cars in the spring of 2012, the buyout price and the rollover cost of a new fleet. It is also possible that the fleet will be replaced in increments over a three year period.

Another project on the horizon is the installation of golf car paths on holes 2,4 and 9. Currently, during periods of wet turf conditions, golf cars may not be used. The installation of golf car paths would allow management to restrict the use of golf cars to the paths only thus allowing the use of the cars earlier in the spring and during periods of very wet weather resulting in additional revenue.

The current turf maintenance contract with Sterling Golf Management will expire in December of 2012. Golf course management will explore whether or not to go out to bid for a new maintenance contract or explore other options. Golf course management meets annually with other municipalities to share information and this will be a topic for discussion.

Finding qualified personnel for the golf staff is always a priority. Each year brings a different set of circumstances due to the seasonal nature of the business. A goal of management is create a full time year round position for a golf professional. This position would spend 8 months in the golf operation and 4 months in another capacity within the town. Management will continually monitor the landscape until the right situation presents itself.

And finally, a project that would greatly enhance the golfers experience is a food and beverage operation (potentially including the sale of alcohol) located on top of the landfill behind the existing 9th green. This outlet will be operational during the peak business months of June, July and August and would be a valuable tool in attracting leagues to the course.

Over the last 10 years, golf course management has been very resourceful in correcting many shortcomings of the golf course construction project. Many projects such as the construction of the new clubhouse and maintenance building have been done very efficiently at low cost. Other projects such as the new irrigation supply, landscaping and asphalt have been completed without town funding. Now that much of the infrastructure is complete, it is time to look forward to the long term plan knowing that management understands the financial situation of the golf course and will act in a fiscally responsible manner.



# Town of Natick

Home of Champions

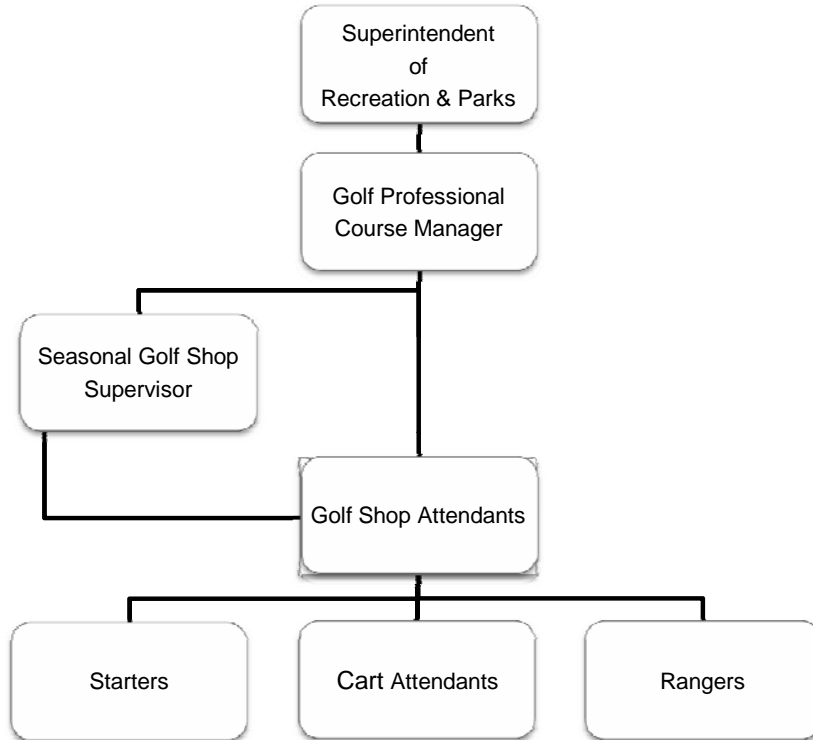
Department: Sassamon Trace      Enterprise Fund

Staffing	2008	2009	2010	2011	2012
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.6	0.6	0	0	0
Seasonal golf shop supervisor	0	0.6	0.06	0.06	0.06
golf shop attendants	1.5	1.2	2.24	2.24	2.24
Rangers/starters/cart attendants	1.3	1.3	1.0	1.0	1.0
<b>Total FTE</b>	<b>4.4</b>	<b>4.7</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>

**Total FT/PT**      **2FT/ 15PT**      **3FT/13PT**      **1FT/17PT**      **1FT/17PT**      **1FT/17PT**

**Notes**

**Organization Chart**



Performance Indicators	2008	2009	2010	2011	2012
Number of Rounds Played	28,752	27,314	30,548	28,441	29,100
Number of Season Pass Holders	184	186	163	162	173
Number of Senior Pass Holders	72	73	77	75	74
Number of Junior Pass Holders	44	50	25	25	35
Green Fee Revenue	\$ 386,080	\$ 333,839	\$ 364,693	\$ 356,257	\$ 357,635
Cart Fee Revenue	\$ 61,088	\$ 57,441	\$ 64,182	\$ 65,184	\$ 65,980
Season Ticket Revenue	\$ 85,233	\$ 83,772	\$ 78,568	\$ 78,193	\$ 80,000
Golf Instruction Revenue	\$ 11,105	\$ 9,229	\$ 8,422	\$ 9,417	\$ 9,500



# Town of Natick

Home of Champions

Denotes change since 1/1 -

Department: **Sassamon Trace**

Enterprise Fund

## Operations

	2009	2010	2011	2012	2011 vs. 2012	
	Actual	Actual	Appropriated	Preliminary	\$	%
Salaries Management	\$ 61,764	61,527	61,764	63,120	1,356	2.2%
Salaries Operational Staff	\$ 12,828	0	5,274	5,180	-94	-1.8%
Salaries Part-time Operational	\$ 35,382	34,653	52,972	52,925	-47	-0.1%
Salaries Golf Support	\$ 28,258	33,459	24,284	18,775	-5,509	-22.7%
<b>Personnel Services</b>	<b>138,231</b>	<b>129,639</b>	<b>144,294</b>	<b>140,000</b>	<b>-4,294</b>	<b>-3.0%</b>
Utilities - Electric	\$ 10,863	11,413	18,650	17,750	-900	-4.8%
Building Lease/Repairs	\$ 30,586	31,174	30,640	19,720	-10,920	-35.6%
Lease Payment Land	\$ 55,716	58,016	60,544	62,646	2,102	3.5%
Management Contract Grounds	\$ 218,400	224,664	231,404	238,344	6,940	3.0%
Communication Telephone	\$ 2,794	2,547	2,940	3,000	60	2.0%
Dues/Subscriptions	\$ 150	782	1,000	1,000	0	0.0%
Advertising/Promotion	\$ 1,012	1,840	3,500	3,500	0	0.0%
Bank & Credit Card Fees	\$ 9,237	9,087	7,420	8,900	1,480	19.9%
Software Maintenance	\$ 1,625	765	2,000	1,150	-850	-42.5%
<b>Club House Expense</b>	<b>330,384</b>	<b>340,289</b>	<b>358,098</b>	<b>356,010</b>	<b>-2,088</b>	<b>-0.6%</b>
Supplies - Club House	\$ 2,145	1,872	2,300	1,950	-350	-15.2%
Merchandise Pro Shop	\$ 19,928	23,779	17,355	18,750	1,395	8.0%
Custodial Supplies	\$ 614	137	1,000	1,000	0	0.0%
<b>Supplies - Club House</b>	<b>22,686</b>	<b>25,788</b>	<b>20,655</b>	<b>21,700</b>	<b>1,045</b>	<b>5.1%</b>
Insurance	\$ -	0	5,000	5,000	0	0.0%
Facility Upgrades	\$ 1,977	600	2,000	2,000	0	0.0%
<b>Other Facility Expense</b>	<b>1,977</b>	<b>600</b>	<b>7,000</b>	<b>7,000</b>	<b>0</b>	<b>0.0%</b>
Golf Cart Repairs	\$ 3,339	17,080	17,830	17,830	0	0.0%
Golf Use Sales Tax (ALL)	\$ 3,918	4,215	4,965	4,991	26	0.5%
<b>Golf Cart Expense</b>	<b>7,257</b>	<b>21,295</b>	<b>22,795</b>	<b>22,821</b>	<b>26</b>	<b>0.1%</b>
Utilities - Water	\$ 54,280	21,305	29,500	25,500	-4,000	-13.6%
Environmental Monitoring	\$ 8,866	7,854	8,000	8,000	0	0.0%
Irrigation Electricity	\$ 4,093	6,335	7,450	8,600	1,150	15.4%
Phragmites Control	\$ 2,500	2,700	2,700	2,700	0	0.0%
Course Supplies	\$ 8	249	1,800	1,800	0	0.0%
<b>Course Maintenance Expense</b>	<b>\$ 69,746</b>	<b>\$ 38,444</b>	<b>\$ 49,450</b>	<b>\$ 46,600</b>	<b>-2,850</b>	<b>-5.8%</b>
<b>Total Operating Expenses</b>	<b>\$ 570,281</b>	<b>\$ 556,056</b>	<b>\$ 602,292</b>	<b>\$ 594,131</b>	<b>-8,161</b>	<b>-1.4%</b>



# Town of Natick

Home of Champions

Denotes change since 1/1 -

Department: Sassamon Trace

Enterprise Fund

Reserve Fund						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
Reserve for Appropriation	\$ -	0	0	0	0	#DIV/0!
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
<b>Total Reserve Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>

Employee Benefits						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
FICA Medicare	\$ 2,004	1,851	2,092	2,030	-62	-3.0%
Group Insurance Health	\$ 12,723	7,207	8,184	<b>7,032</b>	-1,152	-14.1%
Unemployment	\$ 3,373	4,311	3,000	4,200	1,200	40.0%
<b>Other Personal Services</b>	<b>18,100</b>	<b>13,369</b>	<b>13,276</b>	<b>13,262</b>	<b>(14)</b>	<b>-0.1%</b>
Retirement	\$ 12,000	11,291	11,799	12,331	532	4.5%
<b>Other Charges &amp; Expenditures</b>	<b>12,000</b>	<b>11,291</b>	<b>11,799</b>	<b>12,331</b>	<b>532</b>	<b>4.5%</b>
<b>Total Employee Benefits</b>	<b>30,100</b>	<b>24,660</b>	<b>25,075</b>	<b>25,593</b>	<b>518</b>	<b>2.1%</b>

Debt Service						
	2009 Actual	2010 Actual	2011 Appropriated	2012 Preliminary	2011 vs. 2012	
					\$	%
2002 Golf Course	\$ 150,000	150,000	150,000	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	\$ 36,528	36,528	36,528	36,528	0	0.0%
2007 Golf Course (Landfill Portion)	\$ 9,402	9,403	9,403	9,403	0	0.0%
<b>Principal</b>	<b>195,930</b>	<b>195,931</b>	<b>195,931</b>	<b>195,931</b>	<b>0</b>	<b>0.0%</b>
2002 Golf Course	\$ 99,315	92,940	86,490	79,890	-6,600	-7.6%
2002 Golf Course (Landfill Portion)	\$ 20,718	19,020	17,285	15,518	-1,767	-10.2%
2007 Golf Course (Landfill Portion)	\$ 5,325	4,896	4,449	3,994	-455	-10.2%
<b>Interest</b>	<b>125,358</b>	<b>116,856</b>	<b>108,224</b>	<b>99,402</b>	<b>-8,822</b>	<b>-8.2%</b>
<b>Total Debt Service</b>	<b>321,288</b>	<b>312,787</b>	<b>304,155</b>	<b>295,333</b>	<b>-8,822</b>	<b>-2.9%</b>

<b>Total All Sassamon Trace</b>	<b>921,669</b>	<b>893,503</b>	<b>931,522</b>	<b>915,057</b>	<b>-16,465</b>	<b>-1.8%</b>
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# Town of Natick

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

## **Operational Expenses**

### **Personnel Services:**

**Salaries Management** - This line item contains a full-time Manager for the Sassamon Trace Golf Course Operation.

**Salaries Operational Staff**- This line item represents the salary paid to the Recreation Department's Program Coordinator that fills in one day per week to cover the Golf Manager on his day off.

**Salaries Part-Time Operational Staff** - This line item represents seasonal part-time Club House Attendants that service customers within the golf shop. This staff also provides league administration and golf instruction.

**Salaries Golf Support** - This line item represents the seasonal part-time Rangers/Starters that service and monitor golfers on the course. This account also represents seasonal part-time Golf Car Attendants that maintain and clean golf carts, keep the trailer area clean and assist the rangers on the Course when needed.

### **Club House Expenses:**

**Advertisement/Promotion** - This fund covers the costs for promotion of course through discount coupons and newspapers. All legal notices, printed materials and postage costs are covered under this account.

**Bank & Credit Card fees** - This line item represents the costs to the Town of Natick for being able to process credit cards from Sassamon Trace customers.

**Communications and Telephone**- Account covers the 4 line phone system, internet and cable service. The Manager's cell phone is also part of this account.

**Dues, Subscriptions & Travel** - Covers the PGA Membership dues for Golf Professional/Manager along with Massachusetts Golf Association Membership for Sassamon Trace. Also included is mileage funds for manager.

**Merchandise Pro-Shop** - This account represents the following costs at the Pro-Shop.

- Merchandise
- Food & Beverage
- Handicap System (Called GHIN)
- Cost of Rental Clubs and Pull Carts

**Golf Use Sales tax**- This represents the Massachusetts 6.25% sales tax on all eligible food, beverage and merchandise sales. It also includes the tax for all rental equipment (golf cars, pull carts and clubs)

**Software Maintenance** - This account provides funds for computer software, hardware, security and license fees.

**Office Supplies** - This represents the cost for pencils, gift certificates, postage, general office supplies and equipment supplies.

**Electricity** - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.

**Custodial Supplies** - This account covers cleaning supplies, paper goods and custodian supplies.

### **Golf Course Expenses:**

**Course Supplies** - This represents various items that are needed on the course for the convenience of the golfers. Replacement netting for the golf practice net is also included in this section.

**Irrigation/Electricity** - This represents the electrical cost for the operation of the irrigation system.

**Repairs & Building Leases** - This section represents the lease of the 60' x 24' clubhouse. This account also includes the rental of a port-a-potty and clubhouse security system. The fixed yearly maintenance cost for our irrigation computer system is also included in this section.

**Irrigation/Water** - This line item represents the cost for the Town of Natick water and sewer that the course must pay for.

**Lease Payments/Land** -This line item represents the current lease payment to Alex Dowse for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.

**Maintenance Contract** - This represents the payments to Sterling Golf Management for Turf Maintenance of the Golf Course.

**Environmental Monitoring** - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform as per order of conditions through the Sherborn Conservation Commission.

**Phragmite Control** - This line item represents the second year of a two-year agreement of the Contract with Lycotte Environmental.

**Insurance**- This account represents the amount of recommended general liability insurance that is under the town's insurance for covering unforeseen occurrences at Sassamon Trace during the year.



# *Town of Natick*

Home of Champions

Department: Sassamon Trace

Line-Item Detail

Narrative:

### **Operations (con't)**

Golf Carts - This line item represents the third of a three year lease agreement for 27 golf carts. Retained earnings in the amount of \$6,000/yr. will be needed to be assessed against this three year lease agreement. A small remaining amount of money is also in this account for minor repairs to the golf cart fleet.

Facility Upgrades - This account represents renovations to the Course that are not the responsibility of Sterling Golf Management. The work for this year would include the completion of paving the parking lot with asphalt as needed and cart path maintenance.

### **Reserve Fund**

Employee Benefits - Pays for the health care and retirement assessment costs of the Golf Course Manager. Money is also appropriated for unemployment costs along with funds for Medicare assessments for non-benefited employees.

Debt Service - Pays for principal and interest on the golf course development.

## Sassamon Trace Golf Course Revenue/Expenditure Summary - Forecast

	FY09	FY10	FY11	FY 12	FY 13	FY 14
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
<b>Revenue</b>						
Golf Course Revenue	\$ 530,040	\$ 561,918	\$ 540,600	\$ 551,400	\$ 562,400	\$ 573,648
Retained Earnings*	\$ 59,232	\$ 41,430	\$ 56,421	\$ 44,263	\$ 36,824	\$ 38,906
<b>Total Revenue</b>	<b>\$ 589,272</b>	<b>\$ 603,348</b>	<b>\$ 597,021</b>	<b>\$ 595,663</b>	<b>\$ 599,224</b>	<b>\$ 612,554</b>
<b>Expenses</b>						
Personnel Services						
Staffing	\$ 138,231	\$ 129,639	\$ 144,294	\$ 140,000	144,900	149,972
Expenses						
Maint. Contract	\$ 218,400	\$ 224,664	\$ 231,404	\$ 238,344	245,500	245,501
Water/Sewer	\$ 54,280	\$ 21,305	\$ 29,500	\$ 25,500	25,500	25,500
Building leases	\$ 30,589	\$ 31,174	\$ 30,640	\$ 19,720	5,000	5,000
Electricity/heat	\$ 14,956	\$ 17,749	\$ 26,100	\$ 26,350	27,141	27,955
Merchandise/food	\$ 19,278	\$ 23,779	\$ 17,355	\$ 18,750	19,313	19,892
Environmental	\$ 8,866	\$ 7,854	\$ 8,000	\$ 8,000	8,240	8,487
Land Lease	\$ 55,716	\$ 58,016	\$ 60,544	\$ 62,966	66,114	69,420
Golf cart repairs	\$ 3,339	\$ 17,080	\$ 17,830	\$ 17,830	19,613	19,613
Other misc. costs	\$ 26,619	\$ 24,796	\$ 36,624	\$ 36,671	37,771	38,904
Operations	\$ 570,274	\$ 556,056	\$ 602,291	\$ 594,131	599,091	610,244
Fringe benefits	\$ 30,100	\$ 24,660	\$ 25,075	\$ 26,199	23,819	26,201
Debt and Interest	\$ 321,288	\$ 312,787	\$ 304,155	\$ 295,333	286,314	276,110
<b>Total Expense</b>	<b>\$ 921,662</b>	<b>\$ 893,503</b>	<b>\$ 931,521</b>	<b>\$ 915,663</b>	<b>909,224</b>	<b>912,554</b>
Appropriated Subsidy	\$ 355,000	\$ 355,006	\$ 334,500	\$ 320,000	\$ 310,000	\$ 300,000
<b>Year-End Balance</b>	<b>\$ 22,610</b>	<b>\$ 64,851</b>	<b>\$ -</b>			

**Notes:**

**Golf Course Certified Retained Earnings History & Spenddown proposal**

<b>FY2006</b>	\$ 51,191
<b>FY2007</b>	\$ 90,917
<b>FY2008</b>	\$ 103,010
<b>FY2009</b>	\$ 97,364
<b>FY2010</b>	\$ 83,126
<b>FY2011</b>	\$ 111,897

**FY 2011 Certified Retained Earnings Spenddown Proposal**

<b>Beginning</b>	<b>\$ 111,897</b>
Less FY 2012 Oper. Subsidy	\$ (44,263)
<b>Remaining Proposed Balance</b>	<b>\$ 67,634</b>



# Town of Natick

## Personnel Staffing Sheets

Department **Sassamon Trace Golf Course**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Begin Step Amt.	End Step	End Step Amt.	Pro-Rata Step	COLA	End Step [(I+L)*M]	Other Comp.	Total FY 2012 [N+O]
<b>Department</b>			<b>Sassamon Trace Golf Course</b>	<b>Munis Dept. #</b>		<b>60</b>							@ 52 weeks		@ 52.2 weeks
<b>Salaries Management</b>				<b>MUNIS Code</b>			<b>5111</b>								
42337	Meagher	Peter	3/5/2004	1.0	Manager	Per. Bd.	D9-4	61,527	D9-4	61,527		2%	62,757		63,120
<b>Sub-total Salaries Management</b>															<b>63,120</b>
<b>Salaries Operational Staff</b>				<b>MUNIS Code</b>											
	Marshall	Jon			GC-4		140.00	37.00		5,180					5,180
<b>Sub-total Salaries Management</b>															<b>5,180</b>
<b>Operational Staff - PT 5123 (Club House Attendants)</b>						<b>Hours</b>		<b>Rate</b>		<b>5123</b>					
42358	Sur	Stephen			GC-4		358.00	13.00		4,654					4,654
42935	Rae	Bill			GC-4		247.00	13.00		3,211					3,211
43439	Carlson	Cheryl			GC-3		349.00	11.00		3,839					3,839
42377	Paoletti	Paul			GC-3		473.00	11.00		5,203					5,203
42374	Fruneaux	Marco			GC-3		707.00	11.00		7,777					7,777
42690	Fiorentino	Greg			GC-3		582.00	11.00		6,402					6,402
42103	Fleming	Brian			GC-3		306.00	11.00		3,366					3,366
43457	Thompson	Neil			GC-3		213.00	11.00		2,343					2,343
43671	Bogle	Kerry			GC-3		455.00	10.00		4,550					4,550
43704	Surface	Paul			GC-3		127.00	10.00		1,270					1,270
43921	Stubblefield	Matthew			GC-3		257.00	10.00		2,570					2,570
43438	Davidson	Eric			GC-3		278.00	9.00		2,502					2,502
43713	Sur	Anthony			GC-3		265.00	9.50		2,518					2,518
	Administrator	League			GC-3		144.00	10.00		1,440					1,440
	Instructor	Golf			GC-3		64.00	20.00		1,280					1,280
<b>Total Operational Staff PT</b>							<b>4,800</b>			<b>52,925</b>					<b>52,925</b>
<b>Support Staff PT - 5125 (Rangers-Starter &amp; Cart Attendants)</b>						<b>Hours</b>		<b>Rate</b>							
42389	Keniry	Robert			GC-2		771.00	10.00		7,710					7,710
42372	Sheinfeld	Robert			GC-2		502.00	10.00		5,020					5,020
42393	Tomasetti	James			GC-2		72.00	10.00		720					720
42357	Filledes	Tassos			GC-2		231.00	10.00		2,310					2,310
	Bardellini	Francis			GC-2		33.00	9.00		297					297
43815	Kileen	Matthew			GC-1		111.00	9.00		999					999
43905	Worthington	Carter			GC-1		191.00	9.00		1,719					1,719
<b>Total Support Staff PT</b>							<b>2,050</b>			<b>18,775</b>					<b>18,775</b>
<b>Total Department</b>							<b>6,850</b>								<b>140,000</b>