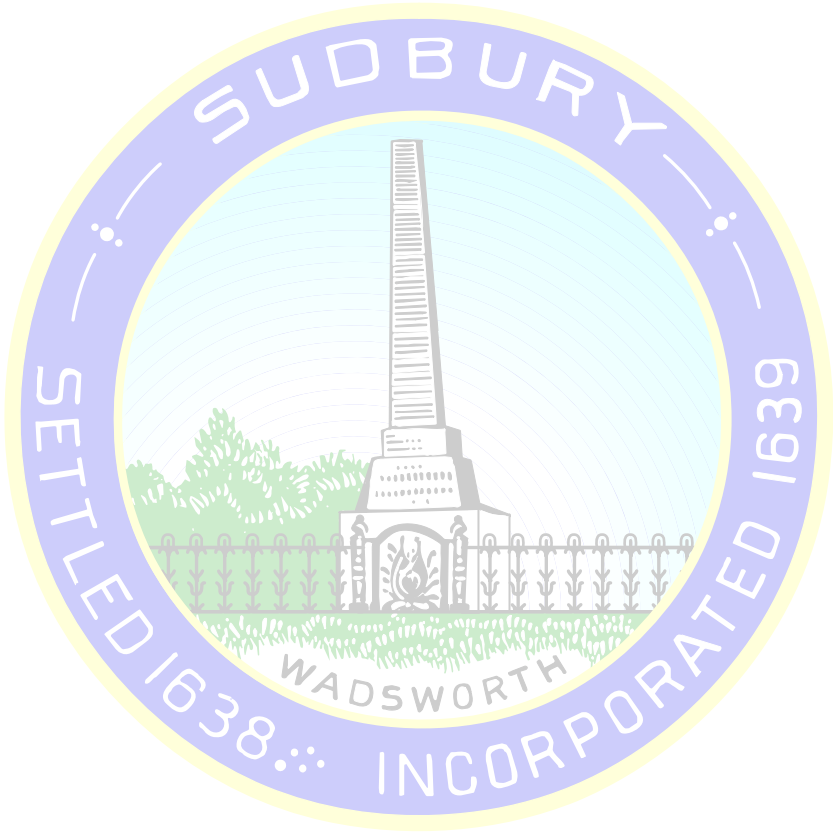


# Section Six

# ENTERPRISE FUNDS



# ENTERPRISE FUNDS



|                               | Appropriated<br>FY06 | Appropriated<br>FY07 | Level<br>Services<br>FY08 | Dept<br>Request<br>FY08 | Town Mgr<br>3% Budget<br>FY08 | Town Mgr<br>Request<br>FY08 |
|-------------------------------|----------------------|----------------------|---------------------------|-------------------------|-------------------------------|-----------------------------|
| <b>ENTERPRISE FUNDS</b>       |                      |                      |                           |                         |                               |                             |
| Transfer Station              | 399,843              | 267,803              | 271,574                   | 271,574                 | 271,574                       | 271,574                     |
| Atkinson Pool                 | 426,212              | 436,713              | 457,842                   | 457,842                 | 457,842                       | 457,842                     |
| <b>Total Enterprise Funds</b> | <b>826,055</b>       | <b>704,516</b>       | <b>729,416</b>            | <b>729,416</b>          | <b>729,416</b>                | <b>729,416</b>              |

## **ENTERPRISE FUNDS: Solid Waste/Transfer Station**

### **DESCRIPTION OF SERVICES**

The Town of Sudbury does not offer curbside solid waste pickup, but rather operates a Transfer Station/Recycling Center at the site of the former Sand Hill Sanitary Landfill located at 20 Boston Post Road. The Transfer Station is the receiving point for approximately one fourth of the town's residential waste, which is then hauled by the Town to a transfer station in Hudson. Private contractors hired by residents pick up and haul the remaining residential waste. The Transfer Station also operates an extensive recycling center for glass, plastic paper, CRT's, tires and oil. To cover the costs of operations, residents who wish to use the Transfer Station are charged an annual fee for a sticker, plus through a "pay as you throw" system residents pay for each bag of waste they bring to the facility. The bags are purchased at a number of retail locations in Sudbury. This "pay as you throw" encourages recycling and allocates the true cost of waste handling to the users with the greater volume of waste produced.

### **STAFFING**

There are two employees regularly assigned to the Transfer Station operations.

### **BUDGET ISSUES**

The solid waste disposal enterprise fund pays all its direct and indirect costs, and is not subsidized by the tax levy. This enterprise fund remains self-supporting.

|   | Appropriated<br>FY06 | Appropriated<br>FY07 | Level<br>Services<br>FY08 | Dept<br>Request<br>FY08 | Town Mgr<br>3% Budget<br>FY08 | Town Mgr<br>Request<br>FY08 |
|---|----------------------|----------------------|---------------------------|-------------------------|-------------------------------|-----------------------------|
| <b>TRANSFER STATION ENTERPRISE FUND</b> |                      |                      |                           |                         |                               |                             |
| Non-Clerical                            | 83,979               | 88,217               | 89,491                    | 89,491                  | 89,491                        | 89,491                      |
| Overtime                                | 7,000                | 7,000                | 7,000                     | 7,000                   | 7,000                         | 7,000                       |
| Clerical                                | 7,342                | 7,629                | 7,251                     | 7,251                   | 7,251                         | 7,251                       |
| <b>Sub Total: Personal Services</b>     | <b>98,321</b>        | <b>102,846</b>       | <b>103,742</b>            | <b>103,742</b>          | <b>103,742</b>                | <b>103,742</b>              |
| General Expense                         | 23,095               | 23,095               | 24,732                    | 24,732                  | 24,732                        | 24,732                      |
| Maintenance                             | 32,862               | 32,862               | 34,100                    | 34,100                  | 34,100                        | 34,100                      |
| Hauling & Disposal                      | 87,000               | 89,000               | 89,000                    | 89,000                  | 89,000                        | 89,000                      |
| Hazardous Waste                         | -                    | -                    | -                         | -                       | -                             | -                           |
| Resource Recovery                       | 18,565               | 20,000               | 20,000                    | 20,000                  | 20,000                        | 20,000                      |
| <b>Sub Total: Expenses</b>              | <b>161,522</b>       | <b>164,957</b>       | <b>167,832</b>            | <b>167,832</b>          | <b>167,832</b>                | <b>167,832</b>              |
| Capital Expense                         | 140,000              | -                    | -                         | -                       | -                             | -                           |
| <b>Sub Total: Capital Expenses</b>      | <b>140,000</b>       | <b>-</b>             | <b>-</b>                  | <b>-</b>                | <b>-</b>                      | <b>-</b>                    |
| <b>Sub Total: Direct Costs</b>          | <b>399,843</b>       | <b>267,803</b>       | <b>271,574</b>            | <b>271,574</b>          | <b>271,574</b>                | <b>271,574</b>              |
| <b>(Appropriated)</b>                   | -                    | -                    | 211                       | 211                     |                               |                             |
| INDIRECT COSTS: (Not Appropriated)      |                      |                      |                           |                         |                               |                             |
| Benefits/Insurance                      | 18,793               | 24,000               | 30,912                    | 30,912                  | 30,912                        | 30,912                      |
| <b>Sub Total: Indirect Costs</b>        | <b>18,793</b>        | <b>24,000</b>        | <b>30,912</b>             | <b>30,912</b>           | <b>30,912</b>                 | <b>30,912</b>               |
| <b>Total: Solid Waste</b>               | <b>418,636</b>       | <b>291,803</b>       | <b>302,486</b>            | <b>302,486</b>          | <b>302,486</b>                | <b>302,486</b>              |
| SOLID WASTE RECEIPTS                    | 278,636              | 291,803              | 302,486                   | 302,486                 | 302,486                       | 302,486                     |
| RETAIN. EARNINGS USED                   | 140,000              | -                    |                           |                         |                               |                             |
| Total Revenue                           | 418,636              | 291,803              | 302,486                   | 302,486                 | 302,486                       | 302,486                     |
| Surplus/Deficit                         | -                    | -                    | (0)                       | (0)                     | (0)                           | (0)                         |

## **MISSION OF THE OFFICE**

The Mission of The Sudbury Atkinson Pool is to provide aquatic activities, leisure services to the public. To enhance the quality of life for the Town of Sudbury residents by providing clean, safe and attractive aquatic facility that promote a strong sense of community.

## **DESCRIPTION OF SERVICES**

The Atkinson Pool is a Town owned year round indoor aquatic facility, which opened in January 1988. There is an eight-lane 25-yard pool and a separate dive well with two one-meter boards. The pool offers a variety of aquatic programs and events throughout the year. Programs include swim lessons (ages 3 through adult), parent and child classes, spring board diving lessons, aquatic exercise, deep water workout, masters swimming, family swimming, lap swimming, adult and youth SCUBA lessons, first aid and CPR, Lifeguard Training and Water Safety Instructor classes. The pool also hosts a number of swim teams, including the Sudbury Youth Swim Team, The Lincoln Sudbury Regional High School Swim Team, and several area high schools swimming and diving teams.

## **STAFFING**

The department consists of a full-time aquatic director two full-time aquatic supervisor's, a head lifeguard and many aquatic staff, mostly part-time, who are paid out of enterprise fund.

## **FY08 GOALS AND INITIATIVES**

- Update the Maintenance Plan for the Atkinson pool for next 5 years
- Completion of the capital project for FY07-FY08
- Continue efforts to bring financial stability and predictability to the Atkinson Pool

## **FY07 MAJOR INITIATIVES AND ACCOMPLISHMENTS**

- Continue efforts to bring financial stability and predictability to the Atkinson Pool
- Installed Dive well heater & pump
- Installed lap pool pump
- New Scoreboard
- Locker room Maintenance
  - New tiles
  - Painting
  - New showers
  - lighting

**PERFORMANCE/WORKLOAD INDICATORS**

| <b>Indicator</b>                 | <b>FY05</b>   | <b>FY06</b>   |
|----------------------------------|---------------|---------------|
| <b>Atkinson Pool Memberships</b> | <b>1,073</b>  | <b>1,045</b>  |
| <b>Atkinson Pool Members</b>     | <b>2,075</b>  | <b>2,038</b>  |
| <b>Pool Attendance</b>           | <b>78,079</b> | <b>83,789</b> |

**BUDGET ISSUES**

Atkinson Pool operates as an Enterprise Fund under Massachusetts General Law Chapter 44 Section 53F ½. The proposed FY'08 budget for Atkinson Pool does address the need to adequately staff the pool and provide a safe and enjoyable experience for the increase in the number of facility users. A review of the current staffing and hours of operation as well as the increase in utility rates has resulted in the department request budget for FY'08. As an Enterprise Fund, there is a present demand to seek revenue sources and minimize cost to break even. Over the past several years, we have implemented many new ways to increase revenues, including increasing programming opportunities, cooperative program offerings with area Park and Recreation Departments, restructuring birthday party rentals, and increasing rental opportunities for swim teams.

|  | Appropriated<br>FY06 | Appropriated<br>FY07 | Level<br>Services<br>FY08 | Dept<br>Request<br>FY08 | Town Mgr<br>3% Budget<br>FY08 | Town Mgr<br>Request<br>FY08 |
|--|----------------------|----------------------|---------------------------|-------------------------|-------------------------------|-----------------------------|
| <b>POOL ENTERPRISE FUND</b>                |                      |                      |                           |                         |                               |                             |
| Non-Clerical                               | 124,150              | 126,979              | 136,262                   | 136,262                 | 136,262                       | 136,262                     |
| Head Lifeguards                            | 32,057               | 32,338               | 33,803                    | 33,803                  | 33,803                        | 33,803                      |
| Overtime                                   | 1,100                | 1,100                | 1,133                     | 1,133                   | 1,133                         | 1,133                       |
| Clerical                                   | 15,012               | 15,822               | 16,947                    | 16,947                  | 16,947                        | 16,947                      |
| Part Time Supervisors                      | 7,856                | 7,856                | 8,092                     | 8,092                   | 8,092                         | 8,092                       |
| Receptionists                              | 17,430               | 23,636               | 24,345                    | 24,345                  | 24,345                        | 24,345                      |
| WSI Lifeguards                             | 68,732               | 63,732               | 65,644                    | 65,644                  | 65,644                        | 65,644                      |
| Instructors                                | 11,875               | 12,250               | 12,618                    | 12,618                  | 12,618                        | 12,618                      |
| <b>Sub Total: Personal Services</b>        | <b>278,212</b>       | <b>283,713</b>       | <b>298,842</b>            | <b>298,842</b>          | <b>298,842</b>                | <b>298,842</b>              |
| General Expense                            | 10,000               | 10,000               | 10,000                    | 10,000                  | 10,000                        | 10,000                      |
| Utilities                                  | 84,000               | 89,000               | 92,000                    | 92,000                  | 92,000                        | 92,000                      |
| Maintenance                                | 45,000               | 45,000               | 45,000                    | 45,000                  | 45,000                        | 45,000                      |
| Programs                                   | 3,000                | 3,000                | 6,000                     | 6,000                   | 6,000                         | 6,000                       |
| Equipment                                  | 6,000                | 6,000                | 6,000                     | 6,000                   | 6,000                         | 6,000                       |
| <b>Sub Total: Expenses</b>                 | <b>148,000</b>       | <b>153,000</b>       | <b>159,000</b>            | <b>159,000</b>          | <b>159,000</b>                | <b>159,000</b>              |
| Building improvements                      | 0                    | 0                    | 0                         | 0                       | 0                             | 0                           |
| <b>Sub Total: Capital Expenses</b>         | <b>0</b>             | <b>0</b>             | <b>0</b>                  | <b>0</b>                | <b>0</b>                      | <b>0</b>                    |
| <b>Total: Pool Enterprise Direct Costs</b> | <b>426,212</b>       | <b>436,713</b>       | <b>457,842</b>            | <b>457,842</b>          | <b>457,842</b>                | <b>457,842</b>              |
| (Appropriated)                             | 0                    | 0                    | 8,704                     | 8,704                   |                               |                             |
| INDIRECT COSTS: (Not Appropriated)         |                      |                      |                           |                         |                               |                             |
| Insurance & Benefits                       | 58,434               | 48,615               | 62,198                    | 62,198                  | 62,198                        | 62,198                      |
| <b>Sub Total: Indirect Costs</b>           | <b>58,434</b>        | <b>48,615</b>        | <b>62,198</b>             | <b>62,198</b>           | <b>62,198</b>                 | <b>62,198</b>               |
| <b>Total: Pool Enterprise</b>              | <b>484,646</b>       | <b>485,328</b>       | <b>520,040</b>            | <b>520,040</b>          | <b>520,040</b>                | <b>520,040</b>              |
| POOL ENTER. RECEIPTS                       | 426,212              | 430,000              | 440,000                   | 440,000                 | 440,000                       | 440,000                     |
| Tax Levy                                   | 58,434               | 48,615               | 62,198                    | 62,198                  | 62,198                        | 62,198                      |
| RETAIN. EARNINGS USED                      | 0                    | 6,713                | 17,842                    | 17,842                  | 17,842                        | 17,842                      |
| Surplus (Deficit)                          | 0                    | 0                    | 0                         | 0                       | 0                             | 0                           |

