

MINUTES OF RETREAT OF THE
CITY COUNCIL OF THE CITY OF SANFORD
SANFORD, NORTH CAROLINA

The City Council held its annual retreat at the Sanford Municipal Center in the West Conference Room in Sanford, North Carolina on Wednesday, May 1, 2013 at 8:30 A.M. The following people were present:

Mayor Cornelia Olive
Mayor Pro Tem Sam Gaskins
Council Member James G. Williams
Council Member Jimmy Haire
City Manager Hal Hegwer
City Clerk Bonnie D. White

Council Member Charles Taylor
Council Member L. I. "Poly" Cohen
Council Member Walter McNeil, Jr.
Council Member Rebecca Wyhof
City Attorney Susan Patterson

Mayor Olive called the meeting to order.

Division Commander/Fire Marshall Ken Cotten presented a powerpoint presentation on fees (Exhibit A) charged by the Fire Department. He said they have revisited their fee schedule and researched the fees charged by surrounding counties. They are proposing to increase and implement some fees they have not been charging. Regarding nuisance alarms, they would not charge them until the fourth alarm and that fee would be \$250; the 5th alarm and over would be \$500. They would not charge them if the alarm goes off from a storm. They do not try to fine the customer; they try to work with them and educate them.

Mr. Cotten presented a powerpoint presentation (Exhibit B) on the location of the fire stations and the response time from each location. He displayed a map of how the city has grown since 1975 to 2012. For a ten-year period from 2000 through 2009, they responded to 4,043 calls from Central Station; 3,292 calls from Station 2; and 676 calls from Station 3. From 2010 through 2012 they responded to 1,401 calls from Central Station; 1,295 calls from Station 2 and 305 calls from Station 3.

Mr. Cotten explained the response time from the three fire stations to the outlying areas of Sanford and the need of building additional fire stations in the future. He said that if Commerce Drive was extended to Lee Avenue and Winterlocken Drive to Owl's Nest Subdivision, the response time would be increased.

Mr. Cotten advised that he went to a Fire Marshall's meeting two weeks ago and was told that the state is looking at adjusting the ISO rating. The state would do our inspection. Currently, we are measured on the same scale as the county – 5 mile radius from each station. Under the new Standard 1710, the City would be inspected by response times from each station.

The meeting was recessed at 9:55 A.M. for a ten-minute break and reconvened at 10:15 A.M.

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Human Resources Director Christy Pickens explained that with Lee County changing the sales tax distribution method, she has put together a voluntary early retirement incentive program proposal (Exhibit C) to see if any employees would take advantage of it. She researched other municipalities to see what they offer. Some employees would have to be replaced and some would not; depending on the position. She stated that it would be strictly voluntary and no one would be coerced into retirement. The employee must apply by August 1, 2013 with a retirement effective date of October 1, 2013. Mrs. Pickens explained the qualifications based on years of service and the payment method.

Mr. Hegwer added that tenure is important; when you have an employee who has been here 25 years, they have background knowledge and that is important.

Some council members felt that they needed to add a column for employees with 30 years of service or more. Mrs. Pickens said that she will make an adjustment to the program package and it will need to go before Council for adoption.

Council Member Jimmy Haire passed out a sheet (Exhibit D) that was given to council members previously from the city manager regarding the impact on county residents within the City limits if the sales tax distribution method changed from per capita to ad valorem method. Mr. Haire referenced an article in the *Sanford Herald* about the City possibly raising taxes to cover the funds taken by Lee County.

Mr. Hegwer stated that we are in good financial shape; however, in working with the budget, there is very little room for anything new.

Mr. Taylor said that the longevity of this recession is deeper and we have to weather it just like everybody else. Mr. Haire said that to get the word out to the public on any changes being made, we can put notices in the water bills that go to the residents.

Mr. Hegwer presented Council with information on the golf course: Sales Detail by Department (Exhibit E); and proposed increase in golf fees (Exhibit F). Mr. Hegwer explained that before his time as city manager, the pro shop and concessions were part of the arrangement with the golf pro. The City made a change later where the golf pro worked as a manager only and did not receive revenues from the golf carts and concessions. Golf Pro/Manager David Von Canon receives the revenues from the private golf lessons. Mr. Hegwer stated that Mr. Von Canon is typically there from daylight to closing; he is there six days a week and is exempt. He tries to make sure everyone has a pleasurable experience at the course. Mr. Taylor said that there is no accountability.

Council Member Williams said that the City needs to step up to the plate and advertise the golf course. Mr. Haire added that golf has been on a downhill trend.

Council Member Charles Taylor said that our rounds of play are lower than Asheville's and they charge more to play and 99 percent of their rounds are riding.

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Asheville's green fees are 3 percent higher than Sanford's. He said that revenues generated by tournament fees are \$11,000. He said the numbers do not add up.

Mr. Taylor said that the state is looking at legislation to put all golf courses in the enterprise fund. He stated that if it is recreation, make it a walking golf course and treat it like a recreation.

Mr. Hegwer advised that he is proposing a tax rate of \$.57. He added that even if we get back what we lost to the County, we will not be able to do what Council wants to do long-term. You have a systemic problem. There is nothing in the forthcoming budget except for two items: (1) computers in the vehicles for code enforcement officers; and (2) software in the Fire Department. We do not have a way to generate more revenues.

Financial Services Director Melissa Cardinali advised that if we raise our tax rate to \$.57, we are in line with other counties of our population group. She said that Asheboro's rate is \$.55; Salisbury - \$.59; Thomasville - \$.56; Goldsboro - \$.65; and Mooresville - \$.58.

Council Member Williams stated that even if we increase the tax base, there will still be no room for growth.

Financial Services Director Melissa Cardinali stated that you might have some wiggle room at the end; however, these budgets are very tight. She is very concerned about the \$1.6 million we are losing.

Council Member McNeil, Jr. explained that in the past the County never raised taxes and then one year they raised them \$.12. You need to raise them gradually. He said that Council would be neglecting their duties if they do not maintain the services the residents have now.

Council Member Taylor said he wanted to see the value of the golf course. He would like to send out Request for Interests (RFI)s and see the City's leasing options. Asheville did this and received six to eight proposals. He felt we needed to look at leasing out some services such as the hybrid idea. Mr. Taylor would like to see who responds back from the RFIs. He said that Asheville charges \$900 for an individual membership rate; Sanford's is \$475. He felt our membership rates are too low. (See Exhibit G.)

Mr. Taylor said that he was told that a school in Cary could not find a golf course available in their town and they asked us to use our course, so we gave them ours. He felt we should charge fees for schools and people outside of Lee County; they should pay a higher rate than our schools are paying. He did not want to micro-manage the golf course and did not want to sell it; just look at the option of leasing it.

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Council Member Wyhof asked if we have a golf policy? Mr. Taylor replied that we do not and we are vulnerable.

Attorney Patterson stated that Mr. Von Canon probably charges all the schools the same rate.

Council Member Haire asked if we are going to put Vic Czar's presentation on the bond referendum. Mayor Olive stated that she has a problem with a tax increase without us doing more to cut back. Mr. Hegwer said if Council wants staff to cut back it will affect services and people. He said we could cut the awards ceremony for the employees and all travel. Mr. Hegwer said that Council can decide if you want to have customer service where they can walk in and pay their water bills or have it where you mail it in or pay it somewhere else.

Mr. Hegwer presented Council with some information (Exhibit H) requested by Mr. Taylor regarding putting mug shots of criminals on the website and television station. Mr. Taylor said he spoke with Lee County Sheriff Tracy Carter and Sheriff Carter said that some misdemeanors do not constitute getting photographed, such as petty theft.

Mr. Taylor brought up the golf course and contracting out some services. You may go through the exercise and it may not make any sense. He suggested sending out RFIs to lease the golf course and see what is available; package it together and see what we get back.

Mayor Olive asked for a consensus to send out RFIs. Council Members Charles Taylor, Rebecca Wyhof, Poly Cohen, Sam Gaskins and Jimmy Haire were in favor to do so. Council Members James Williams and Walter McNeil, Jr., were against it. Mr. Williams said he would like to hear from Golf Pro/Manager David Von Canon. Mr. Hegwer said that there are a lot of questions he cannot answer and David Von Canon can answer those questions. Mayor Olive stated that it would be fair to have Mr. Von Canon come before Council to speak because other department heads are given that opportunity.

The meeting was adjourned upon motion of Council Member James Williams; seconded by Council Member Charles Taylor; and unanimously passed.

Respectfully submitted,


Cornelia P. Olive, Mayor

ATTEST:


Bonnie D. White, City Clerk



SANFORD FIRE DEPARTMENT

POST OFFICE BOX 3729
SANFORD, NC 27331-3729
OFFICE: 919-775-8316
FAX: 919-775-7018

FEE SCHEDULE

Permits Any required permits listed in Section 105 of the NC Fire Prevention Code (Unless otherwise noted)	\$	50.00 each
Hazardous Materials As required by table 105.6.20 Of the NC Fire Prevention Code	\$	100.00 each
Routine Maintenance Inspections	\$	N/C
Fire Code Violations * *(No charge if violations have been corrected by the scheduled re-inspection date)	\$	75.00 each

Construction Reviews/Inspections

Plan Reviews **	\$	50.00 each plus \$ 0.02 per sq. ft.
Certificate of Occupancy	\$	N/C
Fire Protection Systems (New and Renovations)		
Sprinkler Systems **	\$	50.00 plus \$ 0.02 per sq. ft.
Standpipes **	\$	50.00 plus \$ 0.02 per sq. ft.
Fire Alarm Systems **	\$	50.00 plus \$ 0.02 per sq. ft.
Hood Systems **	\$	75.00.

Paint Booths **	\$	100.00
Other Extinguishing Systems **	\$	100.00
Re test	\$	100.00 each

*Fire Code violations are per each Code section that is not compliant. i.e. multiple exit signs out of service equals 1 violation, multiple fire protection systems out of service equals multiple violations.

**Construction permits for all Fire Protection systems shall be subject to the plan review fees noted above. All construction permits include first acceptance test as may be required. Re-test will be additional.

Permits will be renewed based upon the State mandated inspection schedule. All required permit fees are valid until change of occupancy use, ownership and/or tenant, or until revoked due to non-compliance.

Other Permits/Fees

Exhibits and Trade Shows	\$	25.00 each or \$ 250.00 annually
Liquid or Gas Fueled Vehicles/Equipment (In assembly buildings)	\$	25.00 each
Parking in Fire Lane	\$	50.00 each
Temporary Membrane Structures (Tents, Canopies and Air Supported Structures)	\$	50.00 each
Burning Permits (Land Clearing only)	\$	75.00 each
ABC Inspections	\$	100.00 each
Amusement Buildings	\$	100.00 each
Carnivals/Fairs	\$	100.00 each
Combustible Dust Producing Operations	\$	100.00 each
Covered Mall Buildings	\$	100.00 each
Explosives	\$	100.00 each
Fireworks Displays	\$	100.00 each Plus Stand by Personnel
Flammable/Combustible Liquids (Only mandated according to NC Fire Prevention Code)	\$	100.00 each
Fumigation/Insecticide/Fogging	\$	100.00 each
Private Fire Hydrant Removal	\$	100.00 each
Spraying/Dipping	\$	100.00 each
Tank Removal/Installation	\$	100.00 each
STANDBY PERSONNEL	\$	40.00 per hour per Firefighter plus
	\$	250.00 per engine

Minimum of 4 men Engine Company, billed for each hour or portion thereof.

Any work started prior to proper permits being issued is subject to 100% penalty. (Permit fees x 2)

FINES

Open Burning Without Permit	\$ 100.00	each
No Key Holder Response	\$ 100.00	each
Nuisance Alarms		
4th. Alarm***	\$ 250.00	
5th. Alarm and over***	\$ 500.00	each

*****3 Nuisance alarms per calendar year at no charge.**

Nuisance alarms = any alarm caused by mechanical failure, malfunction, or an alarm activated by a cause that cannot be determined. *Essentially, any alarm, which occurs as a result of a condition that is not normal, or the intended operation of the system.*

LIFE SAFETY VIOLATIONS

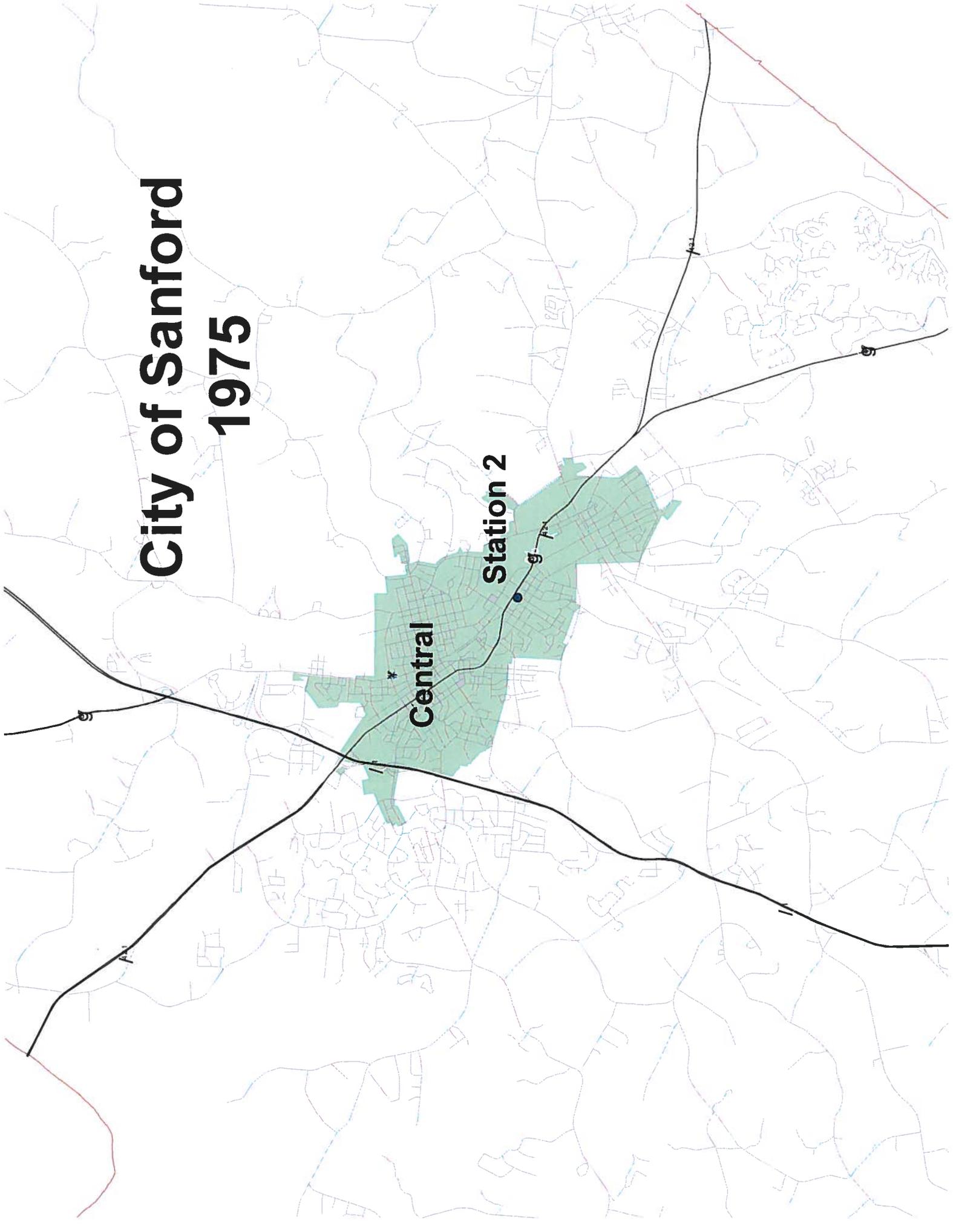
1ST. Offense	\$ 150.00
2nd. Offense	\$ 300.00
3rd. Offense	\$ 1,000.00

Life safety violations include any locked, blocked or otherwise impeded means of egress, any deficiencies or impairments, in any fire suppression, detection and or notification devices and or systems, or any other violation that in the opinion of the Fire Code Official may be harmful to any building occupants including but not limited to overcrowding.

City of Sanford Fire Calls 2013 - 05- 01

Retreat
5/1/13
Exhibit B

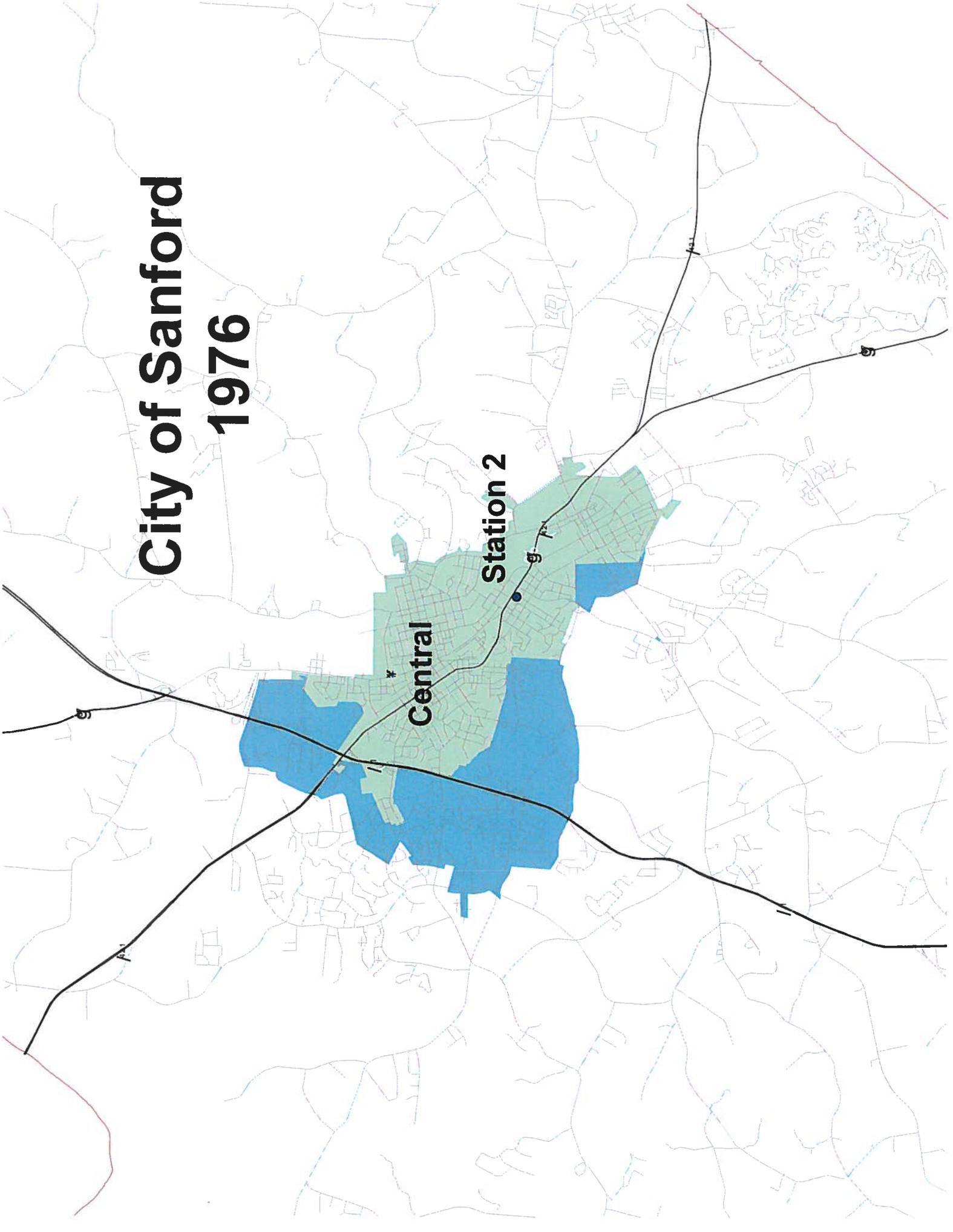
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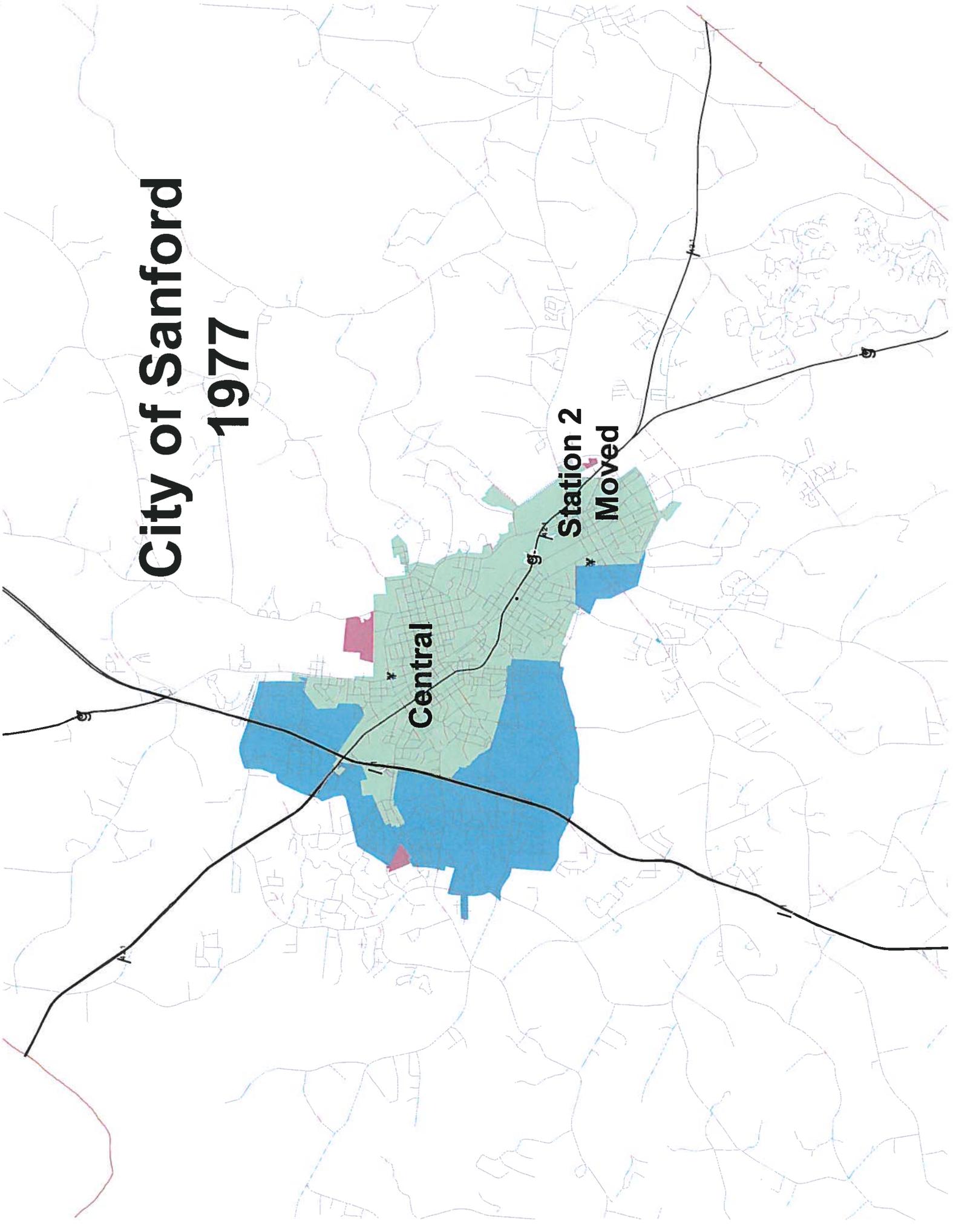
Central

Station 2

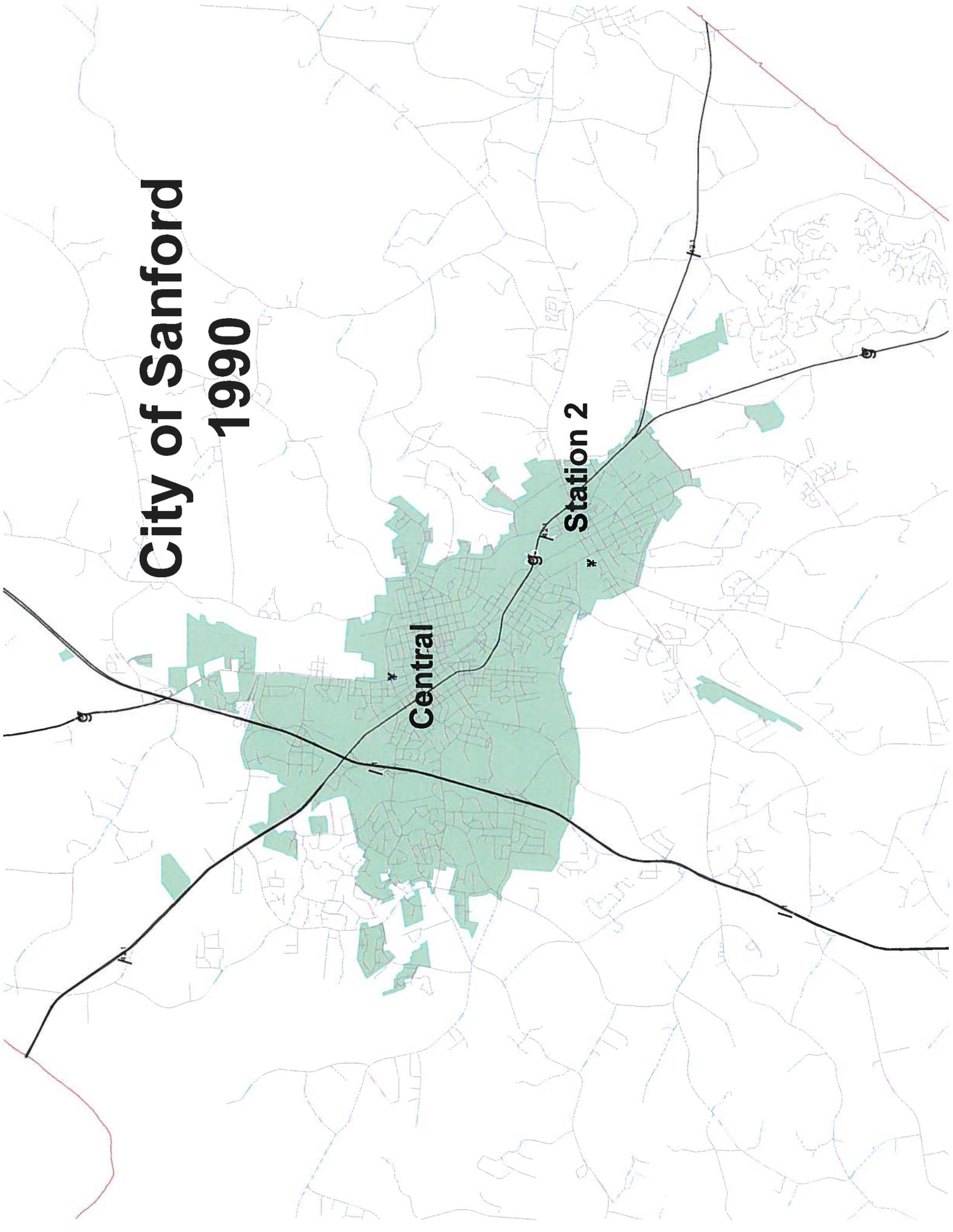
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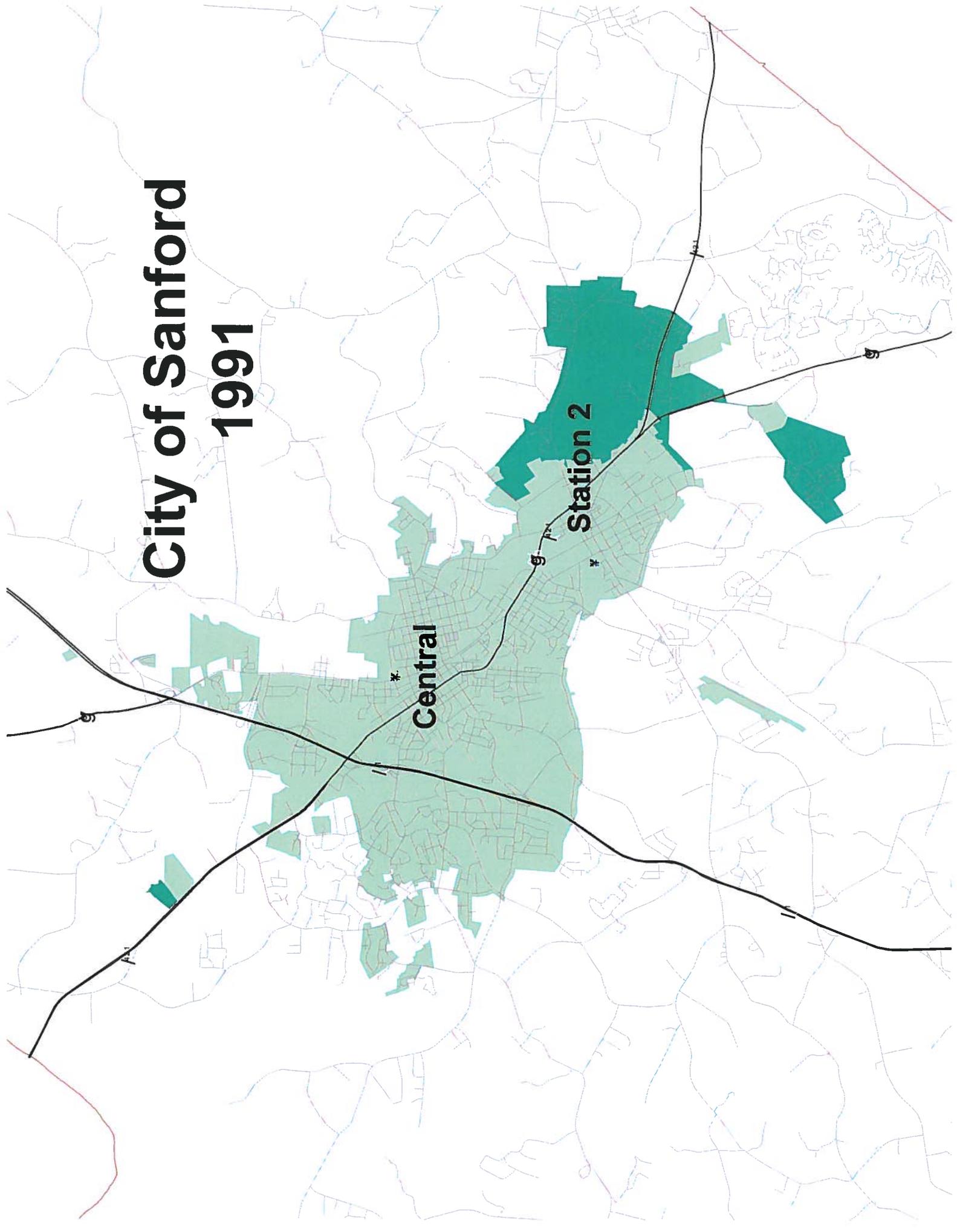
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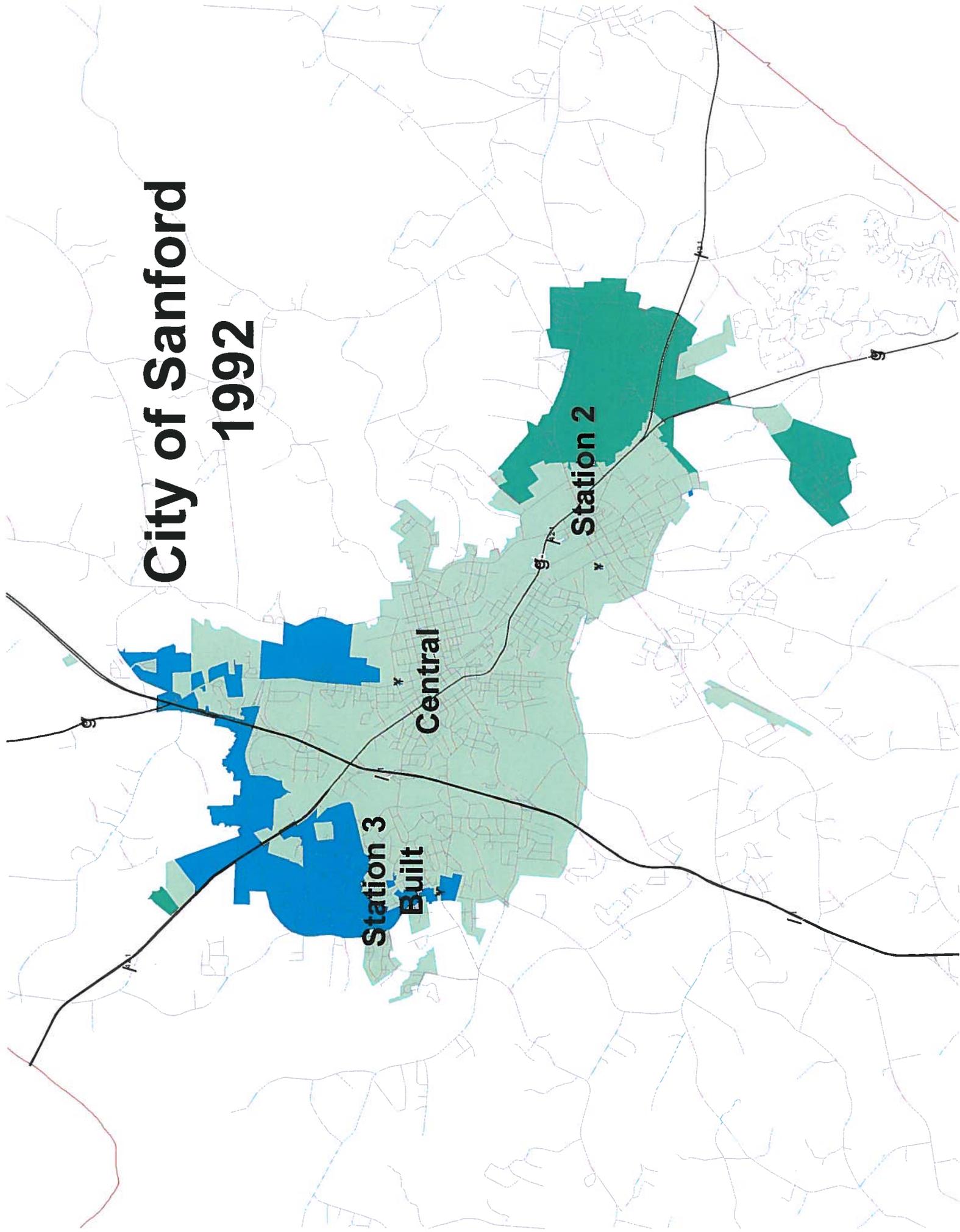
City of Sanford 1990



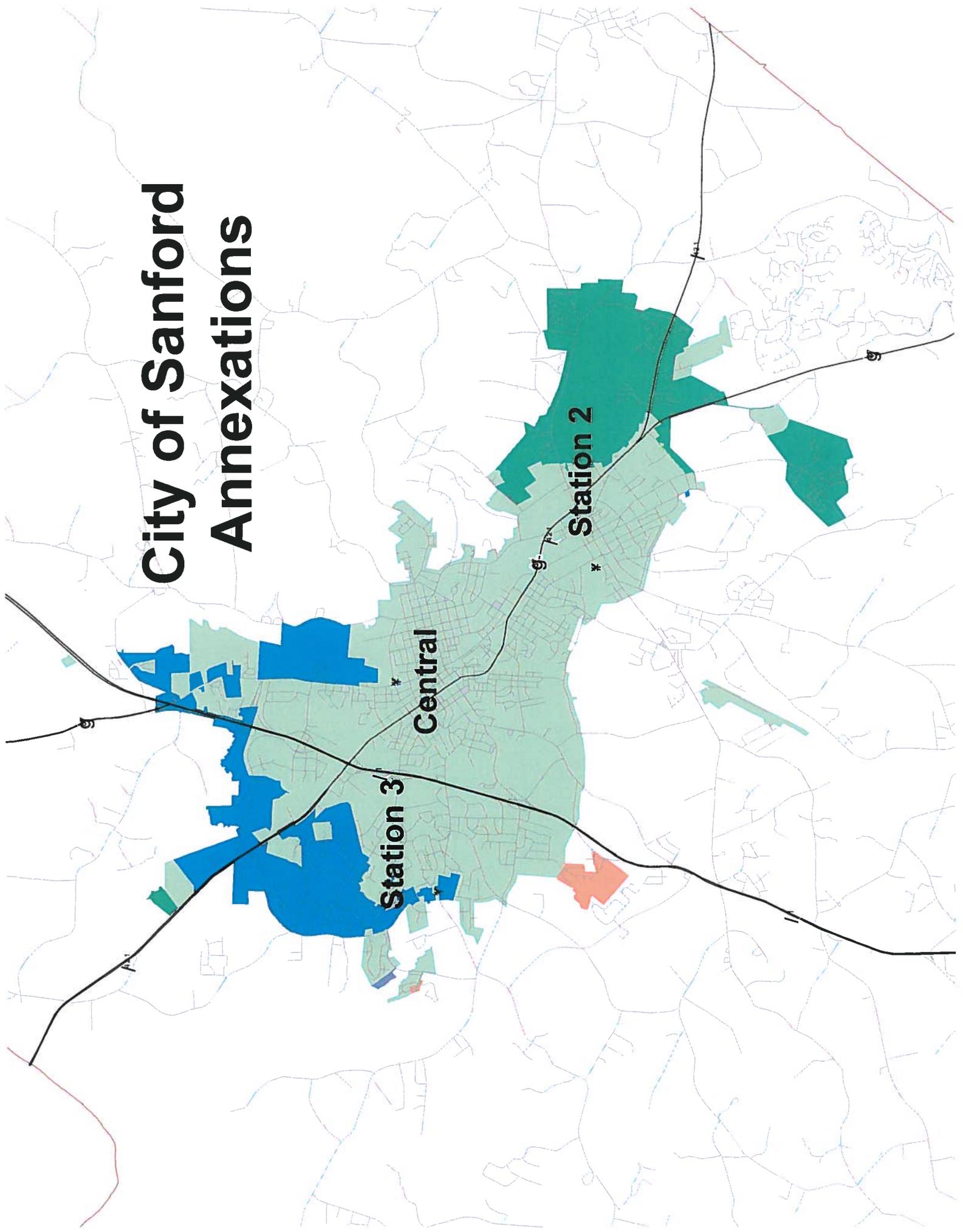
City of Sanford 1991



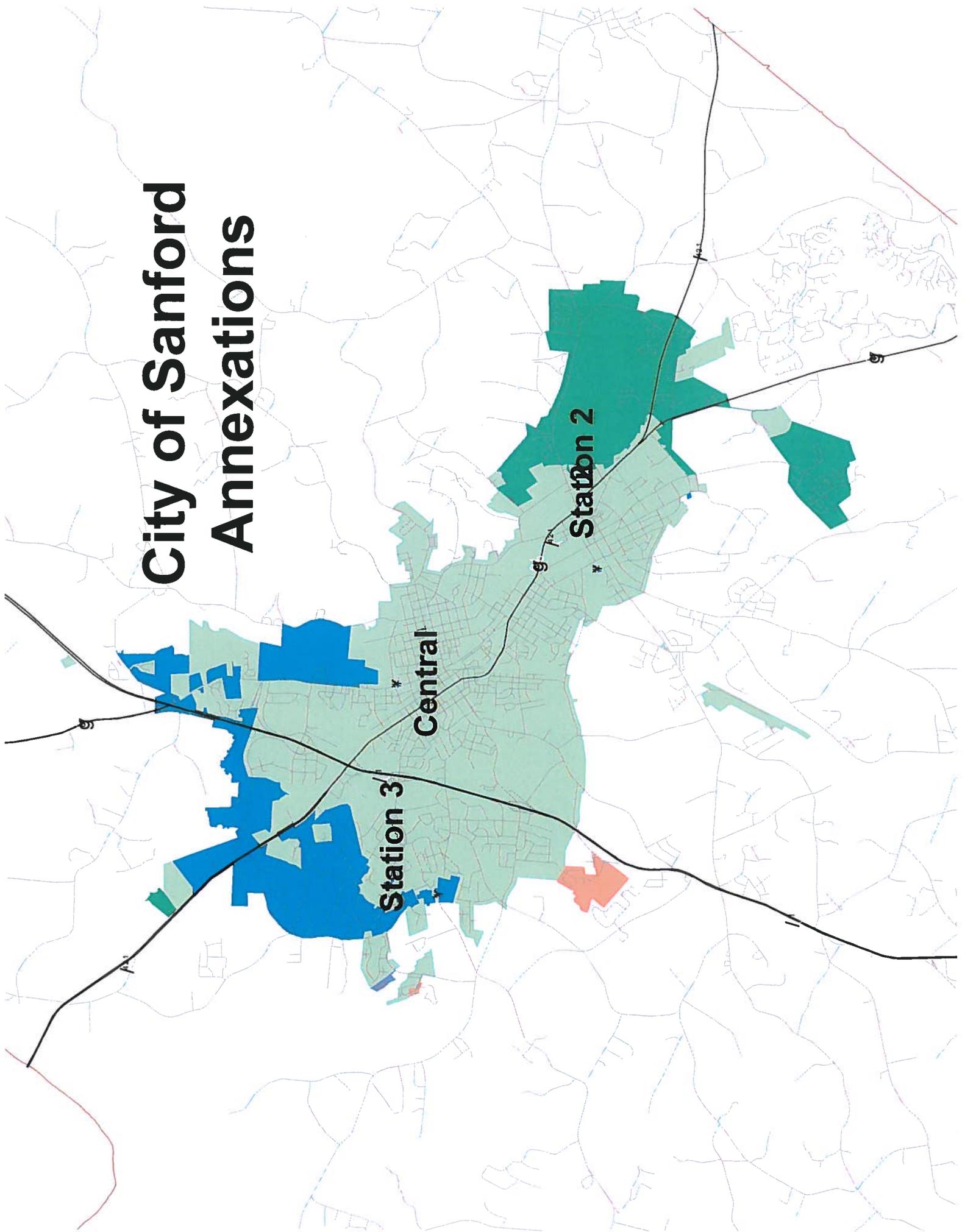
City of Sanford 1992



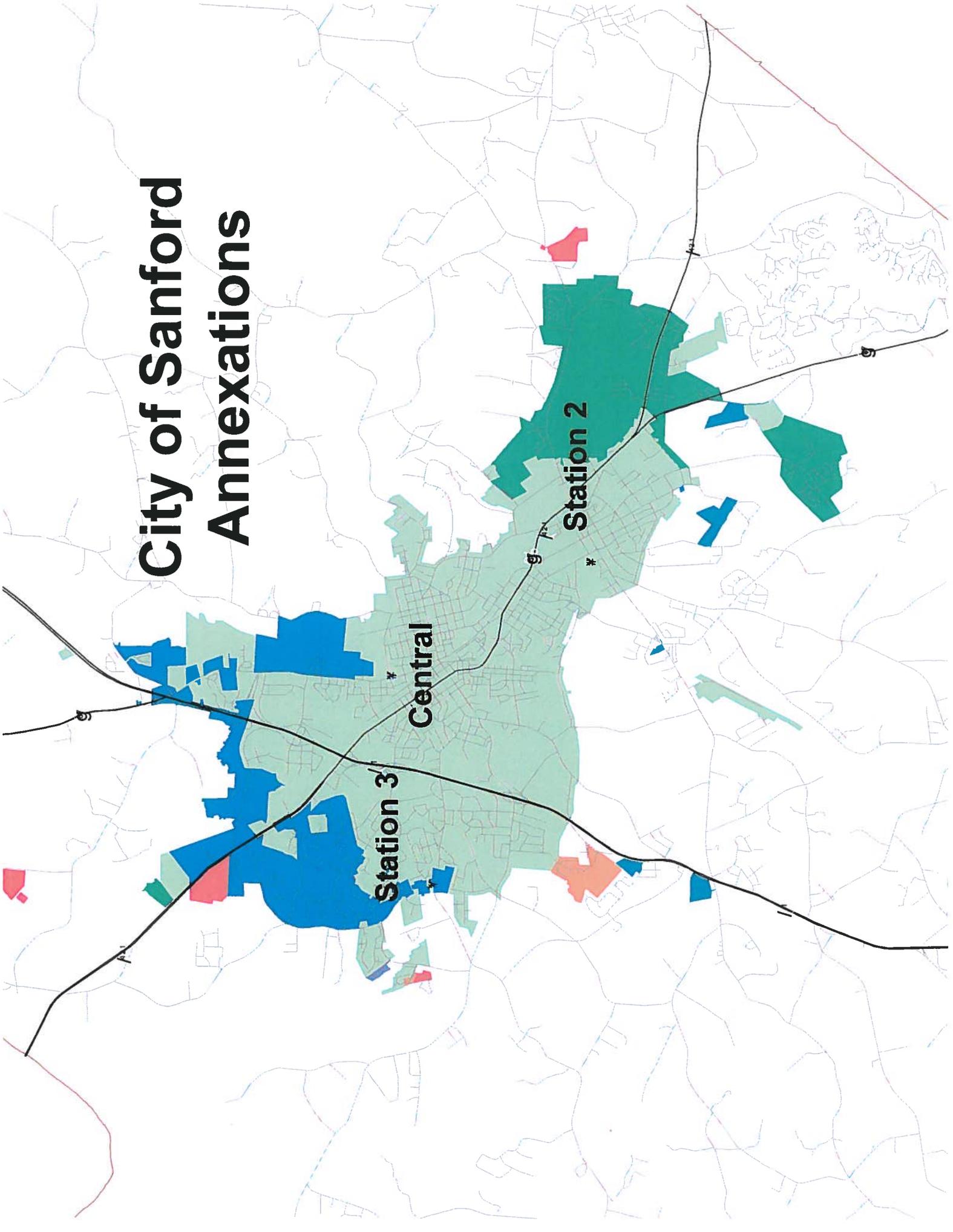
City of Sanford Annexations



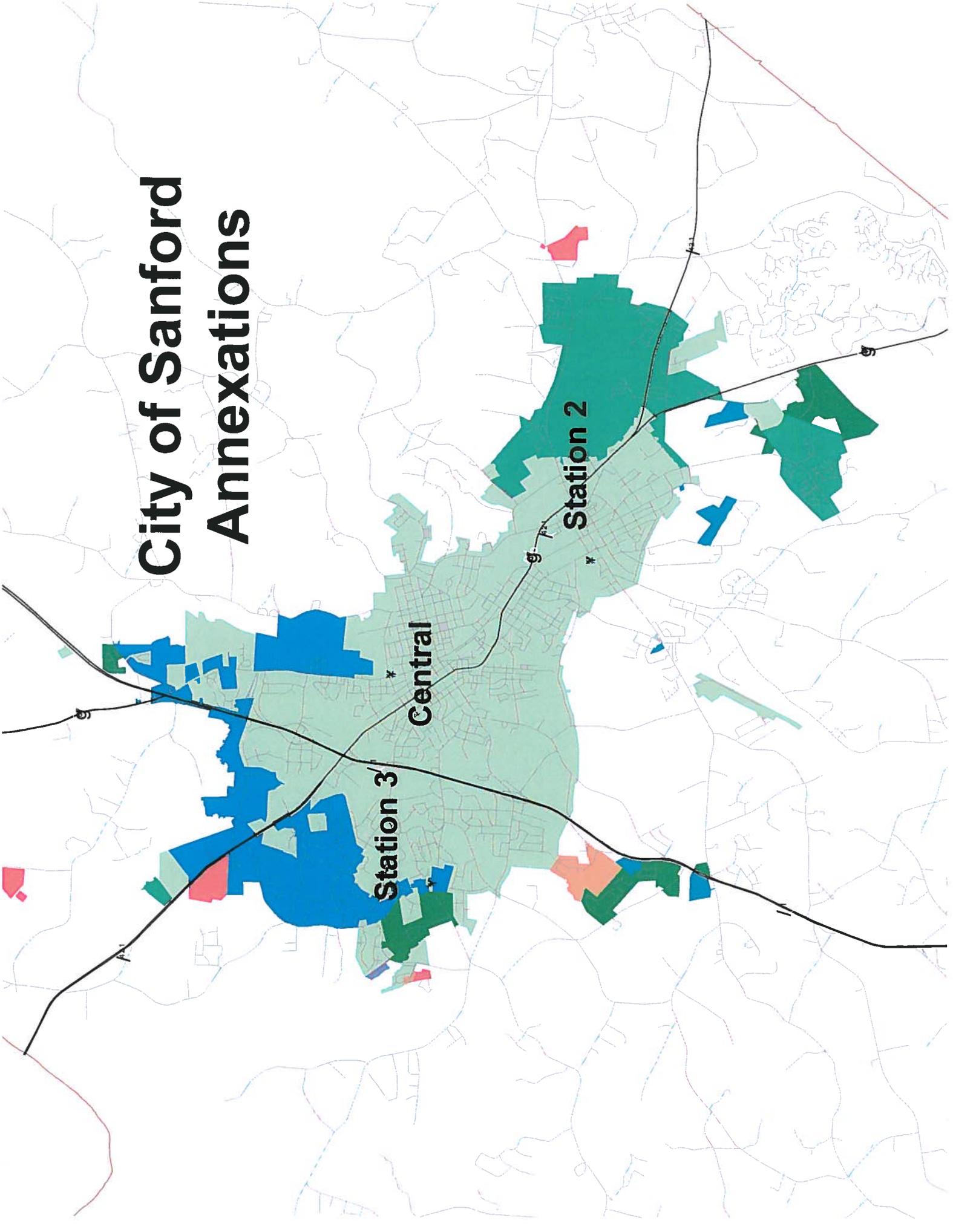
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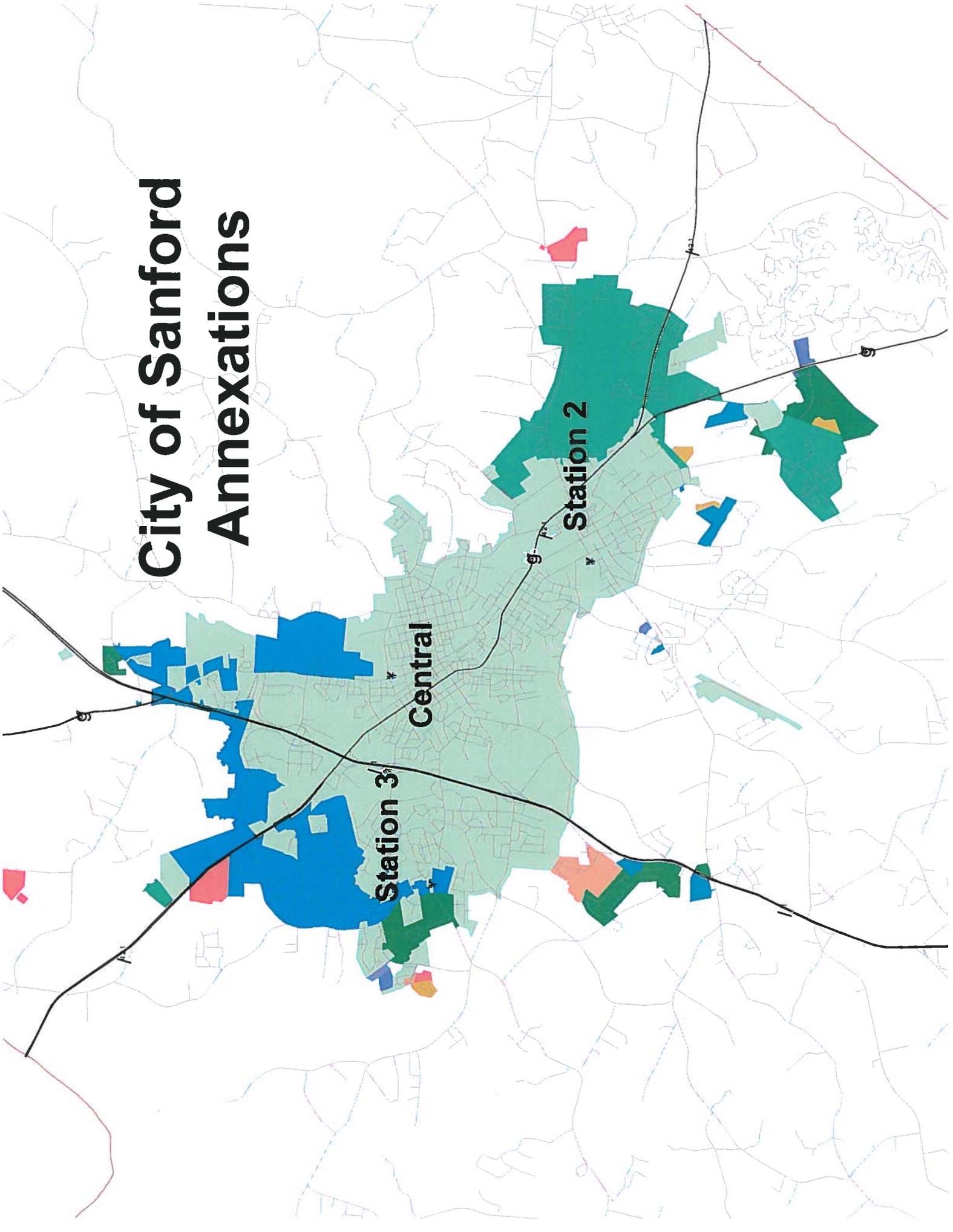
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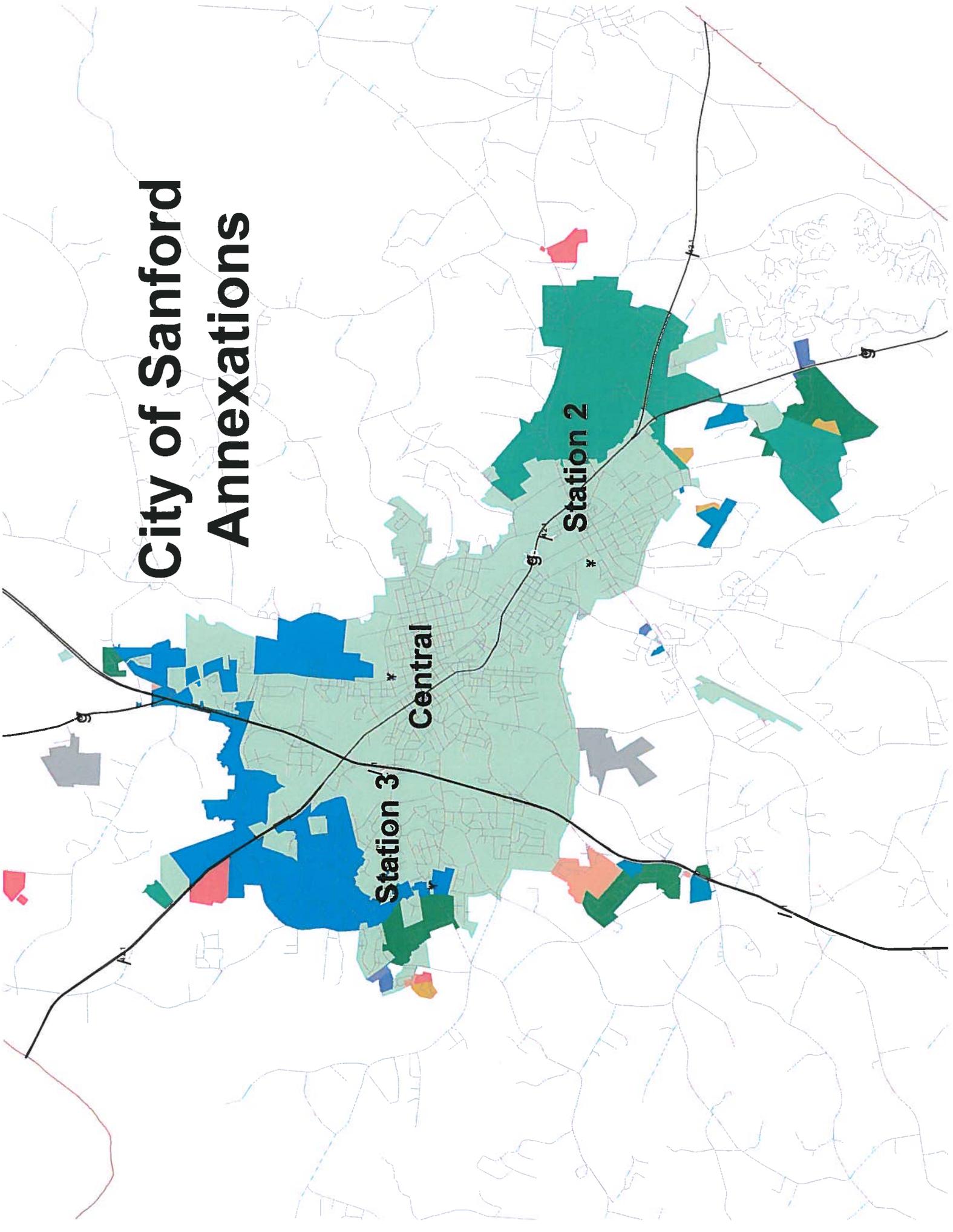
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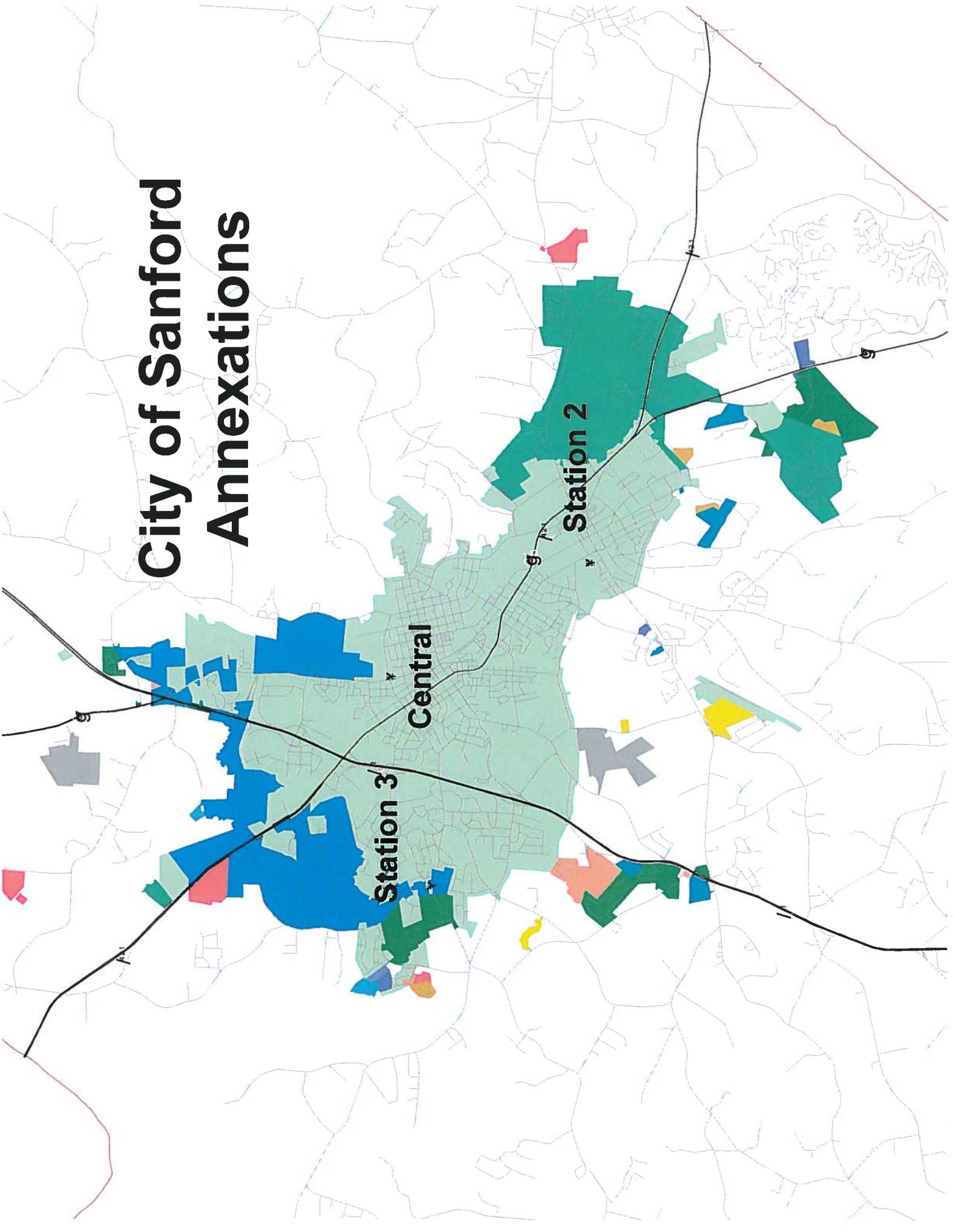
City of Sanford Annexations



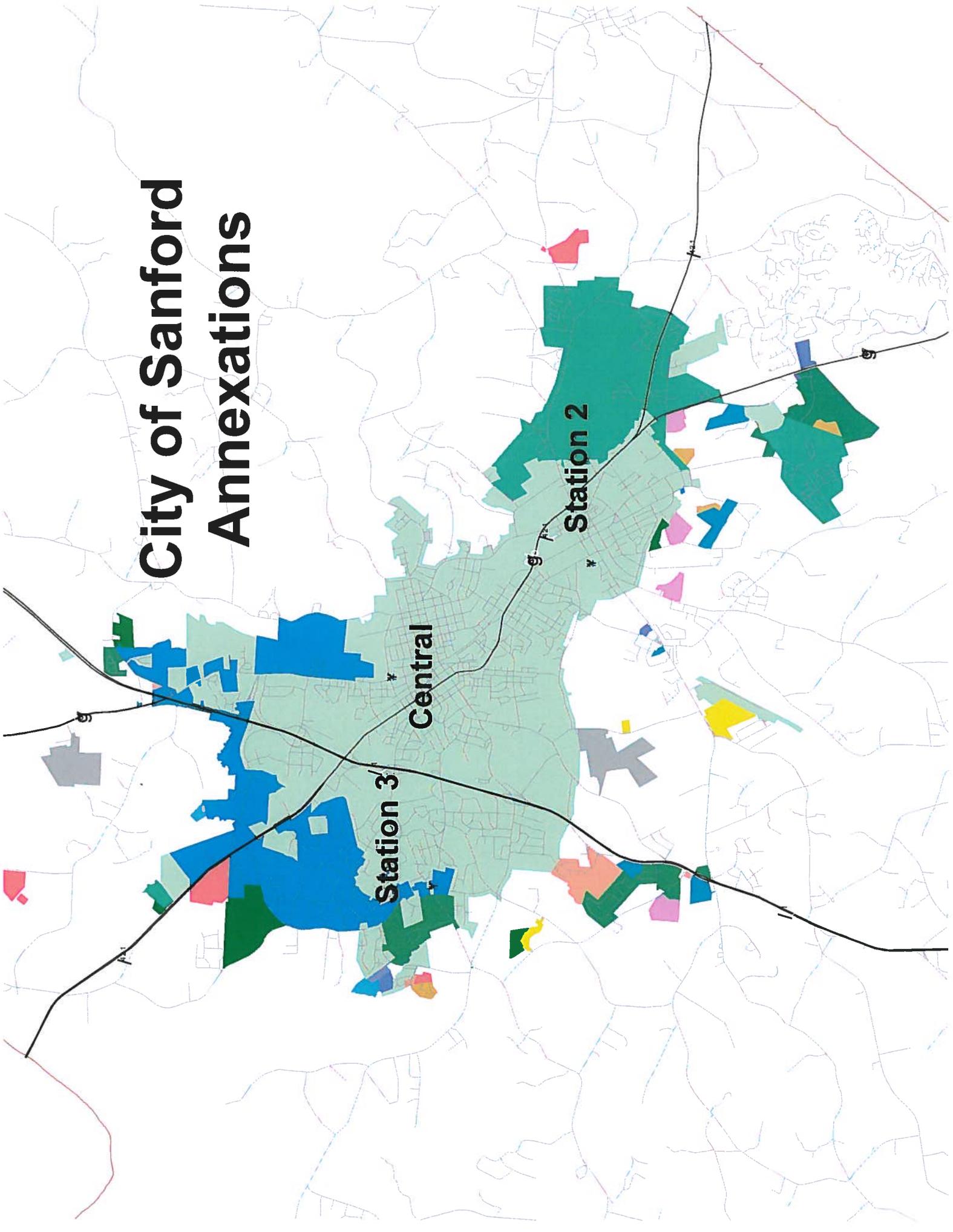
City of Sanford Annexations



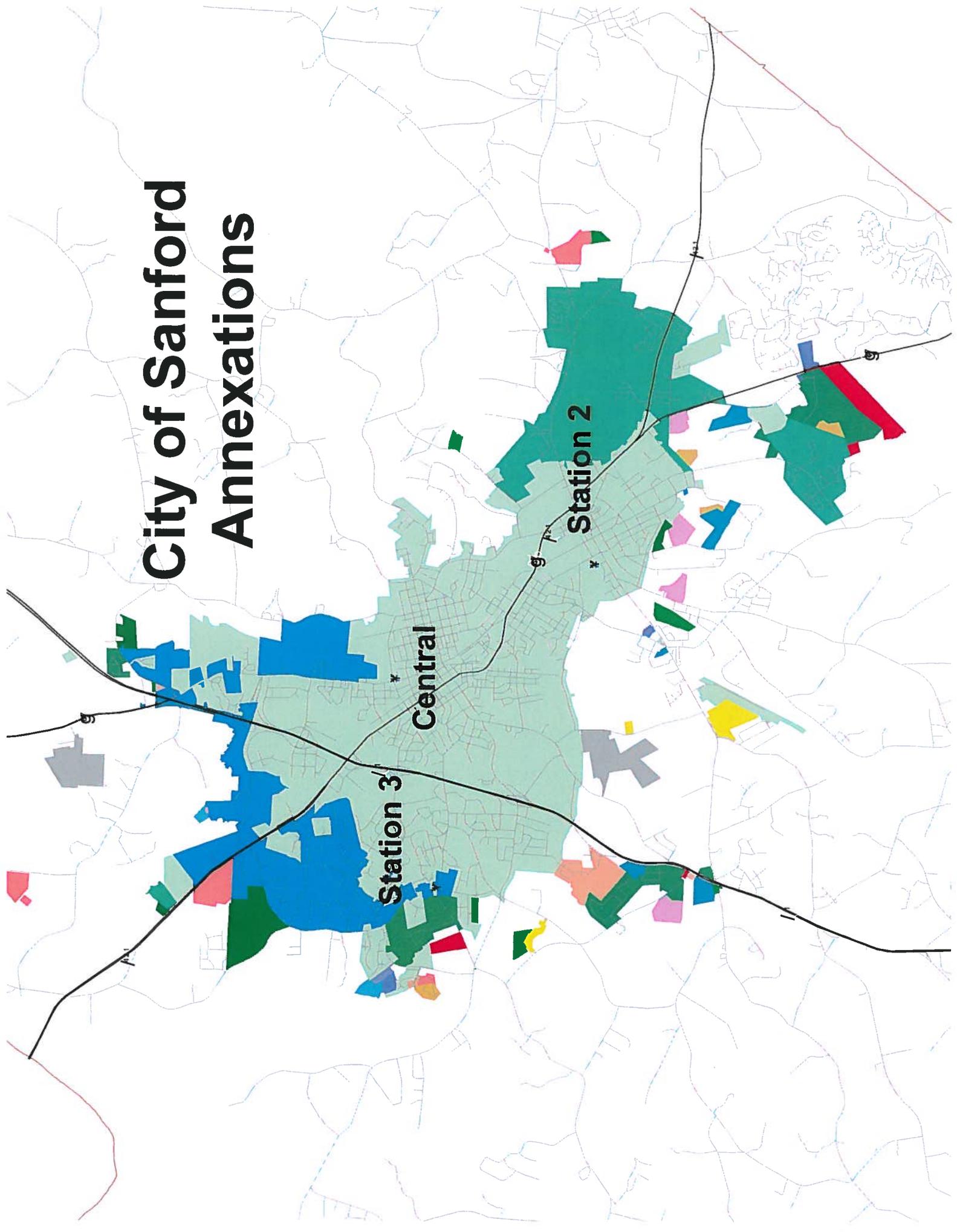
City of Sanford Annexations



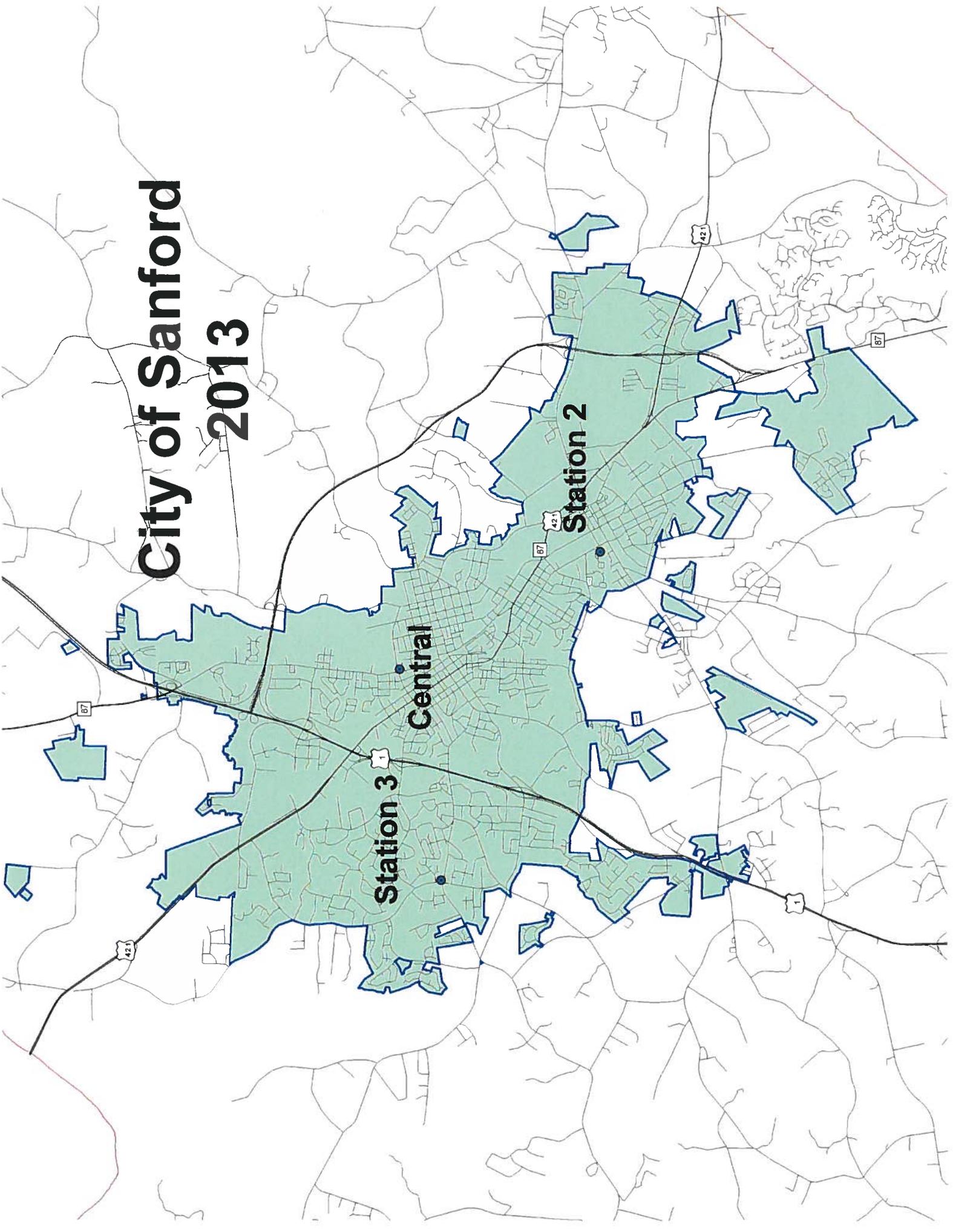
City of Sanford Annexations



City of Sanford Annexations



City of Sanford 2013

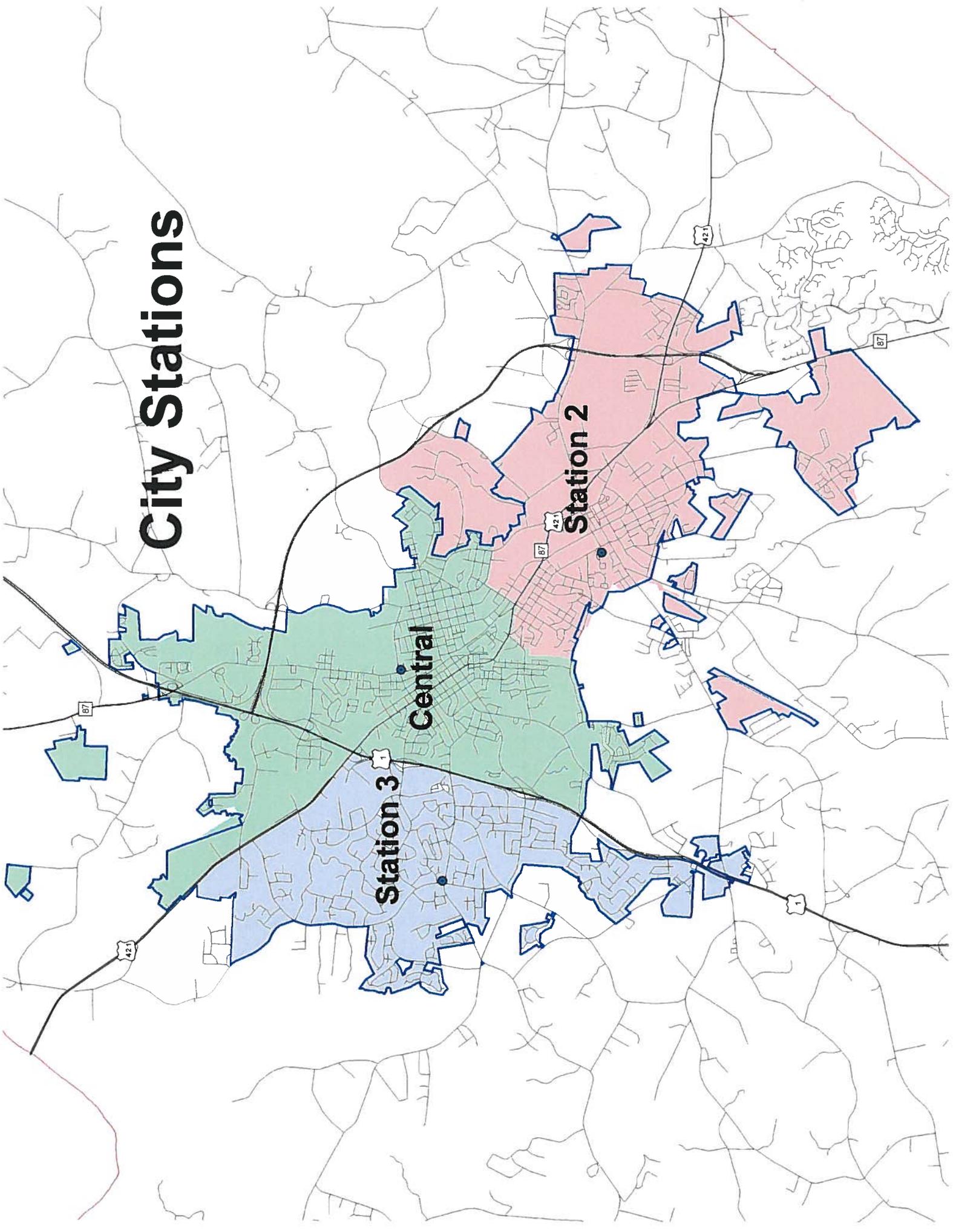


Station 3

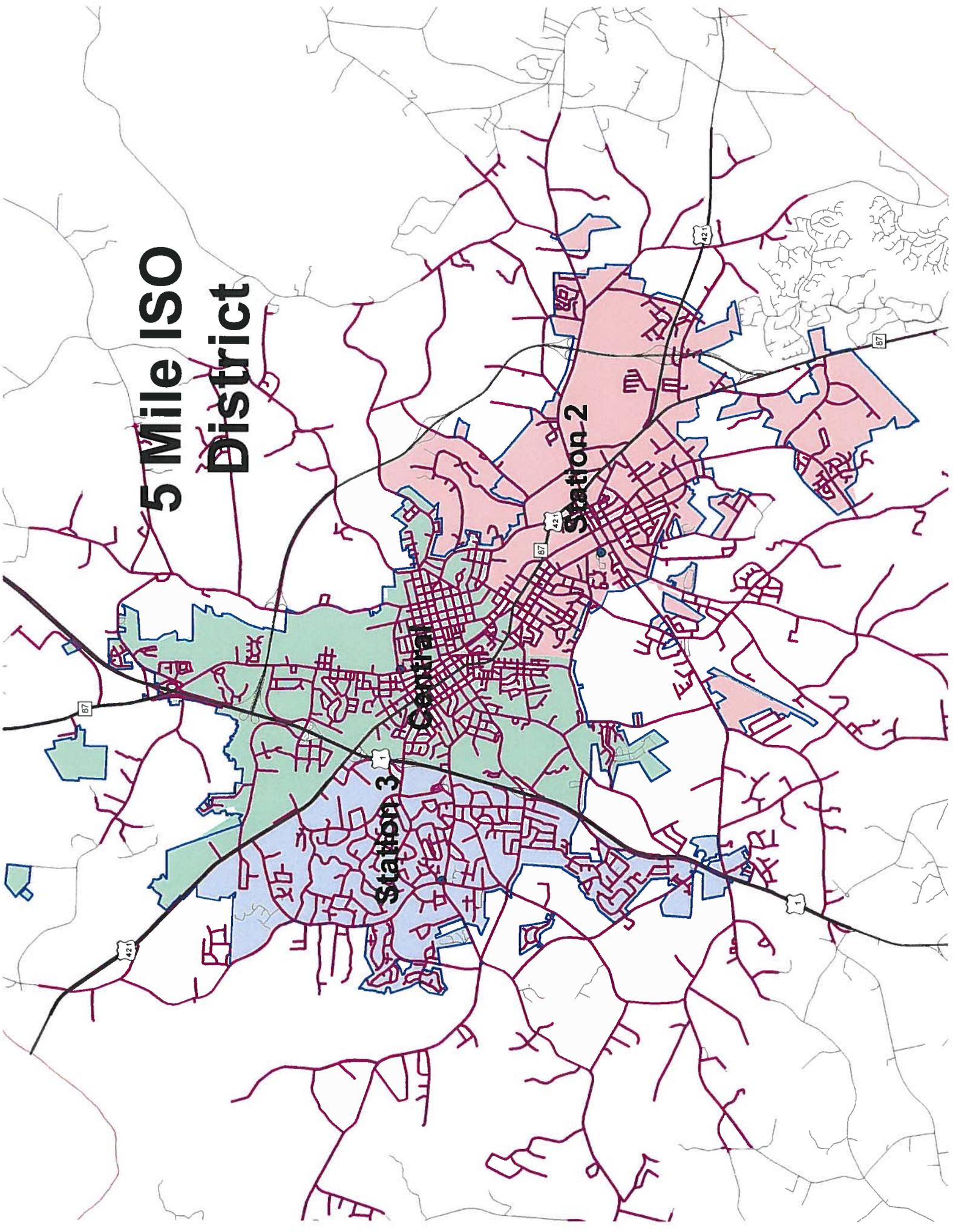
Central

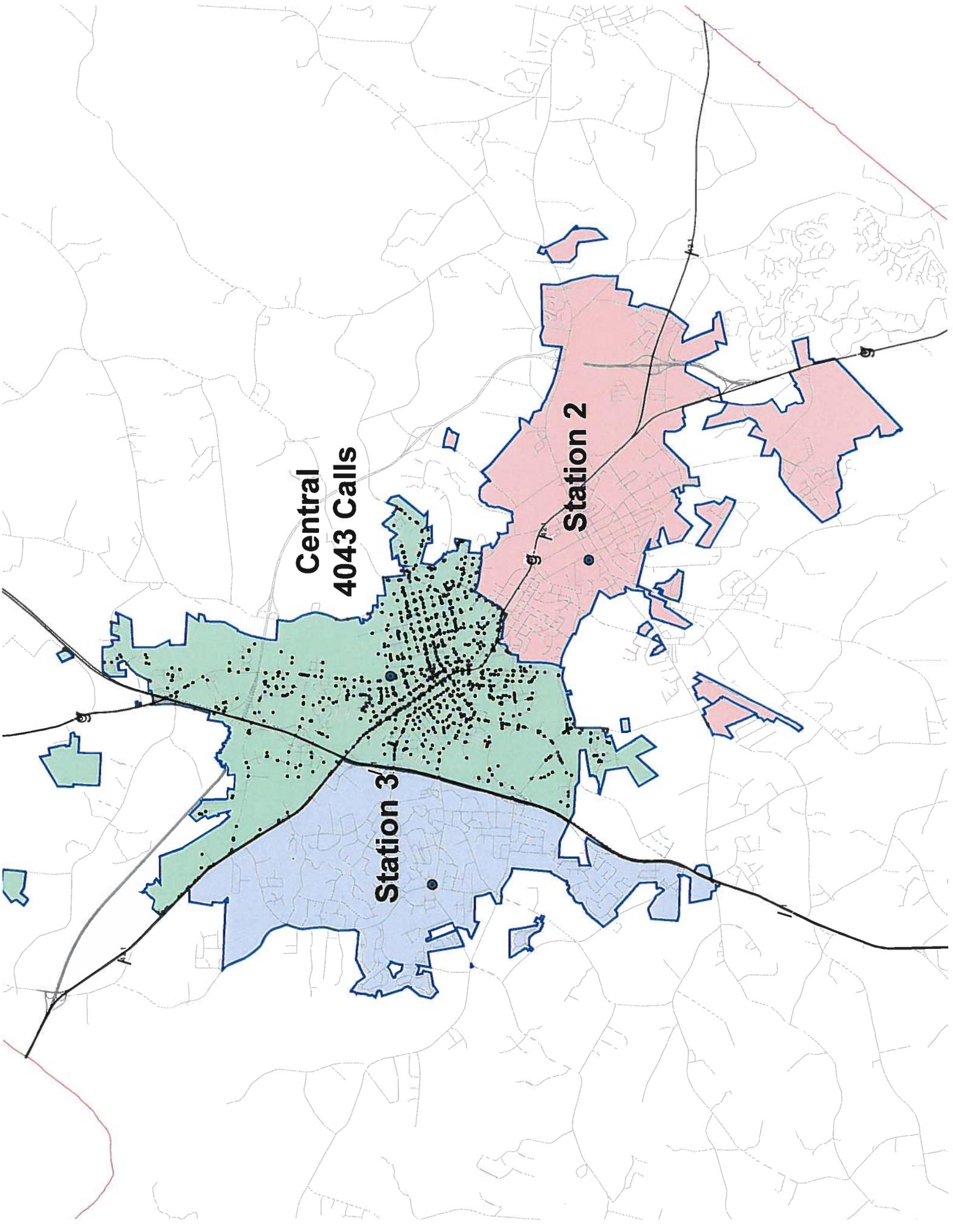
Station 2

City Stations



5 Mile ISO District

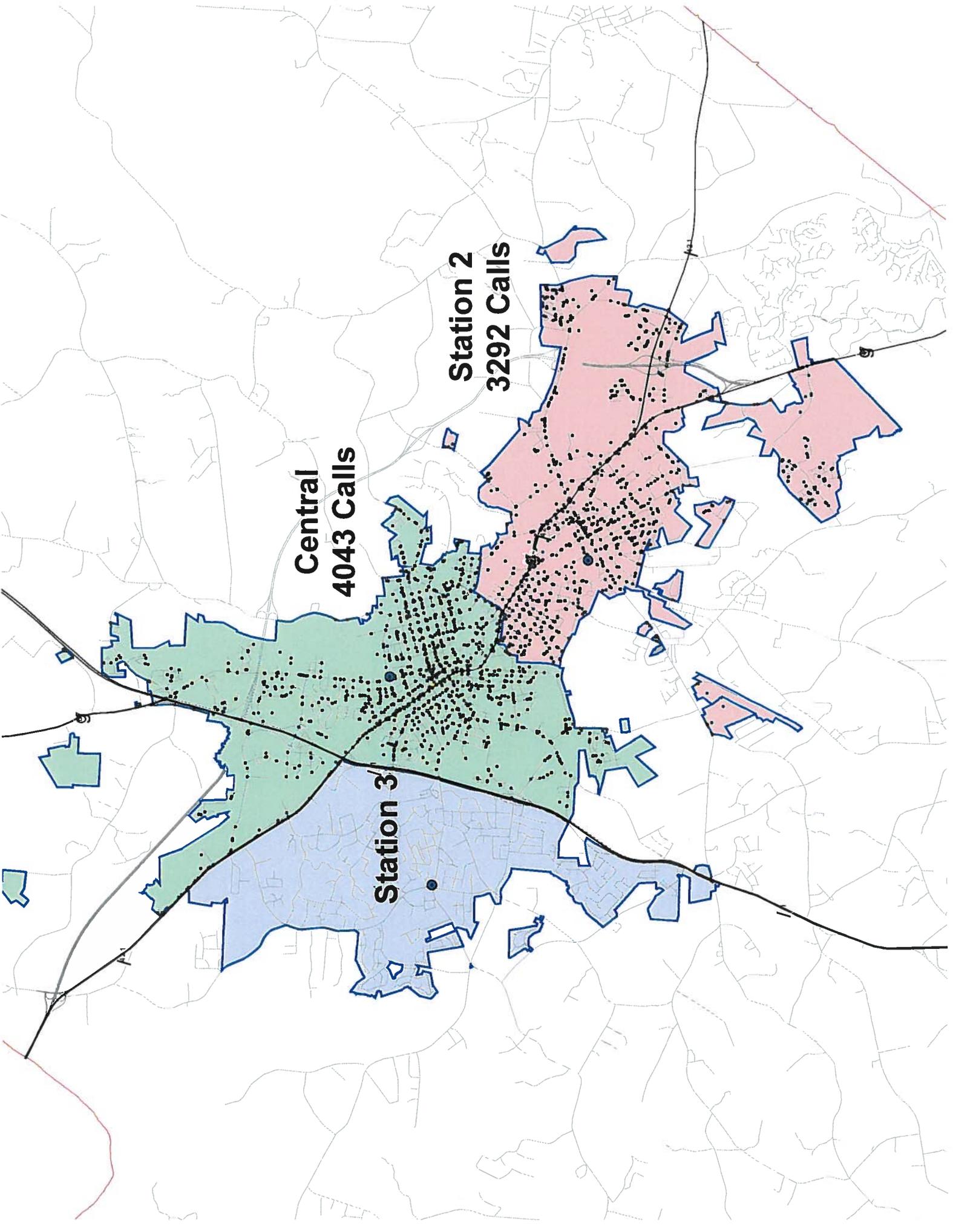




**Central
4043 Calls**

Station 2

Station 3



Central
4043 Calls

Station 2
3292 Calls

Station 3

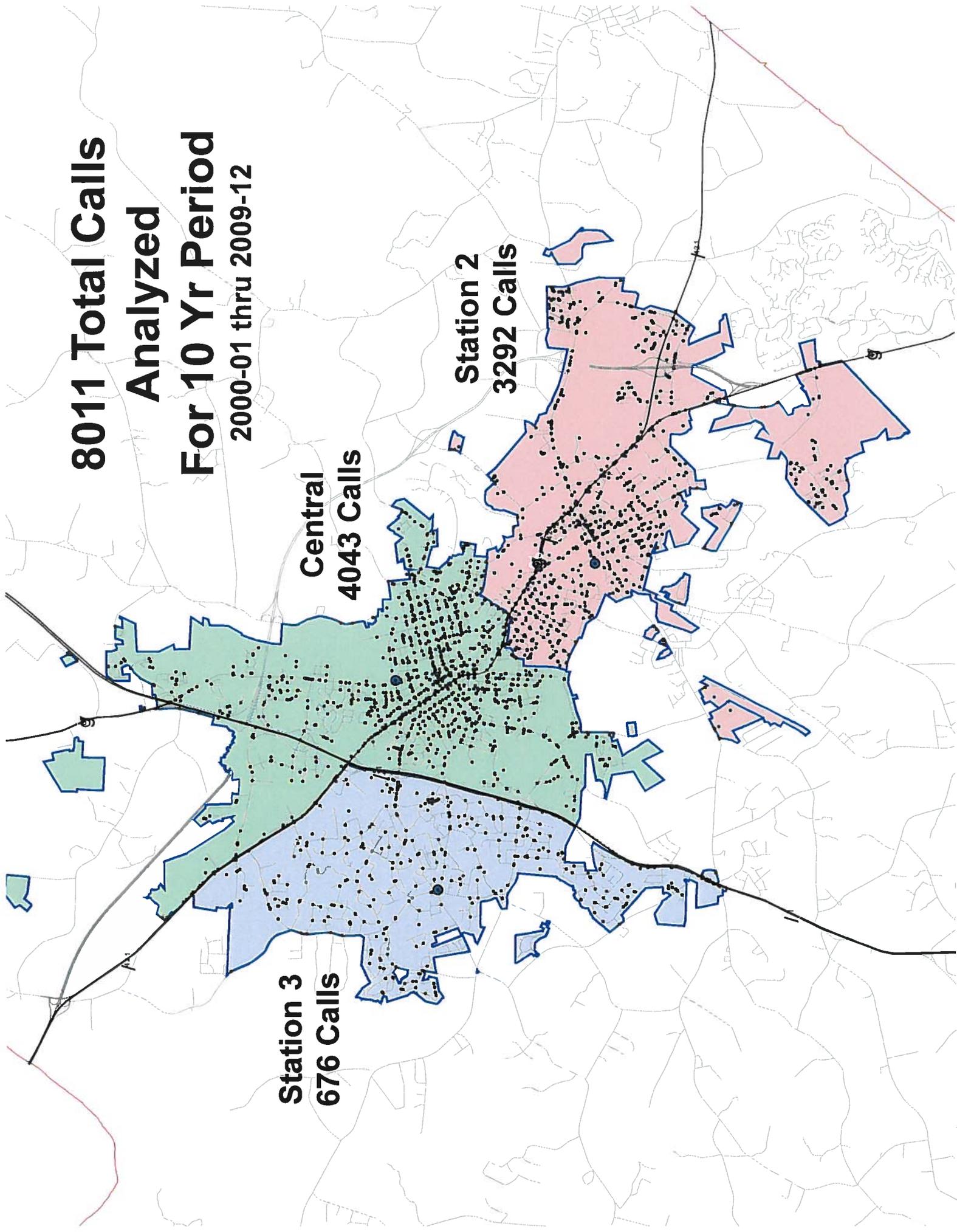


**8011 Total Calls
Analyzed
For 10 Yr Period
2000-01 thru 2009-12**

**Station 3
676 Calls**

**Central
4043 Calls**

**Station 2
3292 Calls**

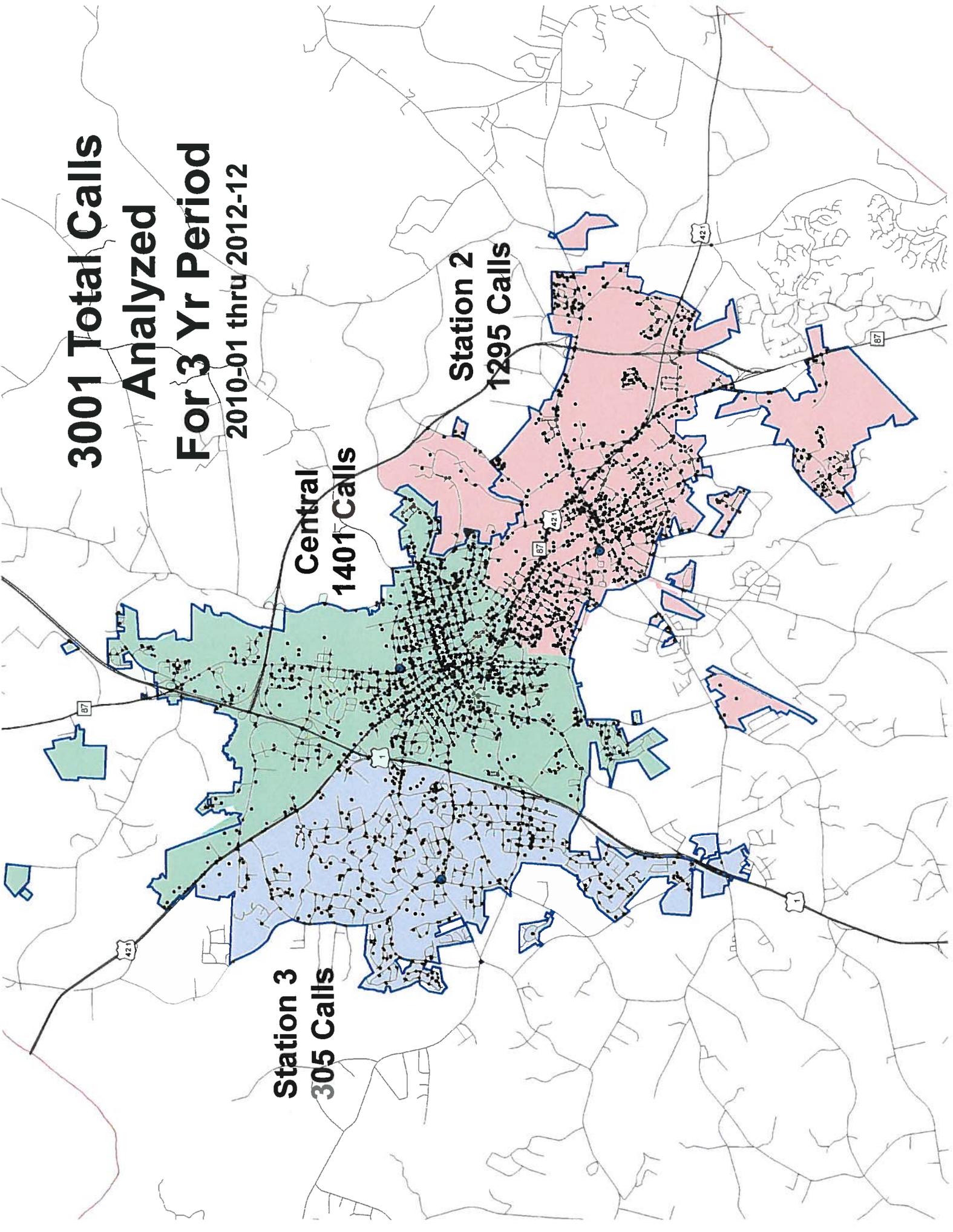


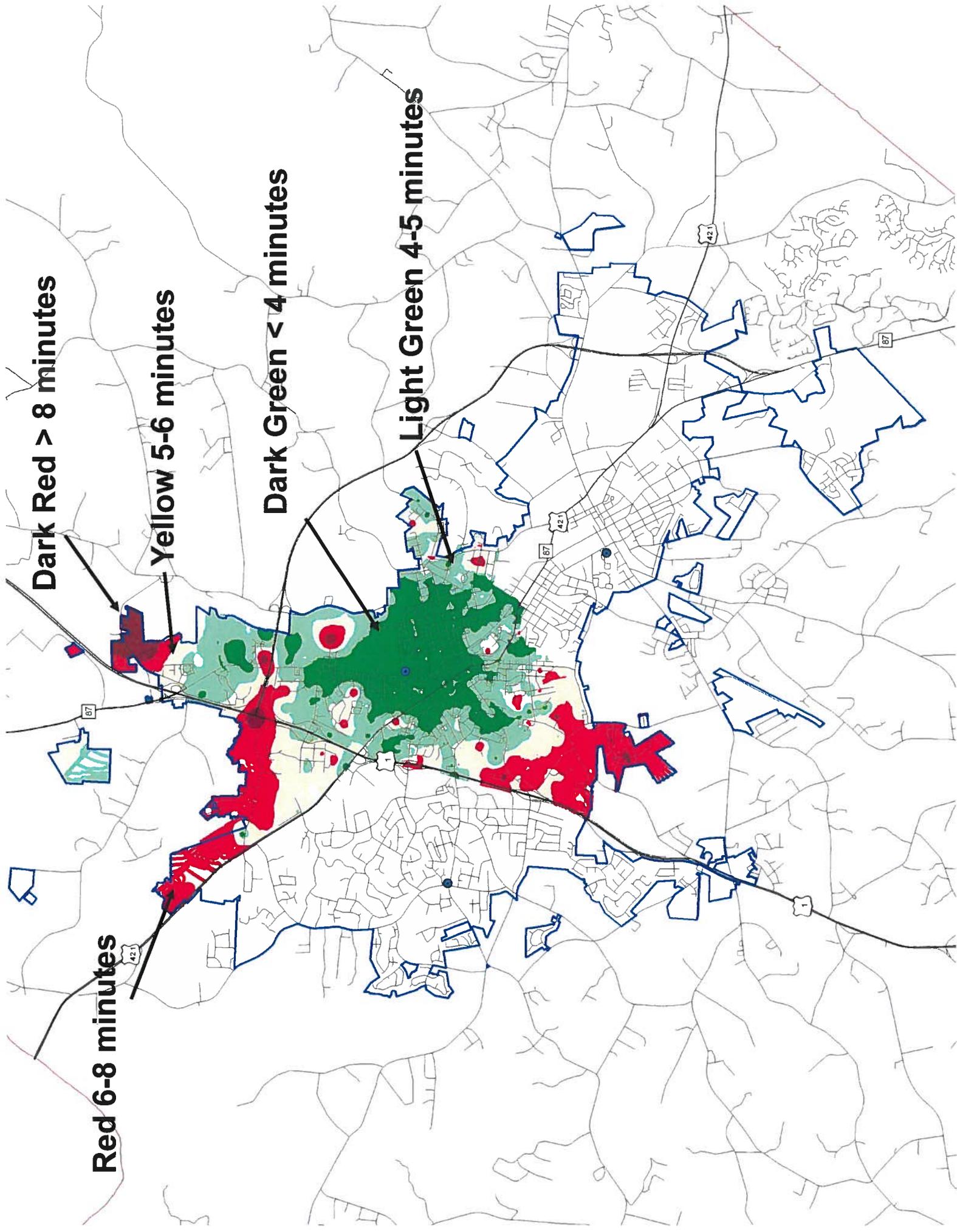
3001 Total Calls Analyzed For 3 Yr Period 2010-01 thru 2012-12

**Station 3
305 Calls**

**Central
1401 Calls**

**Station 2
1295 Calls**





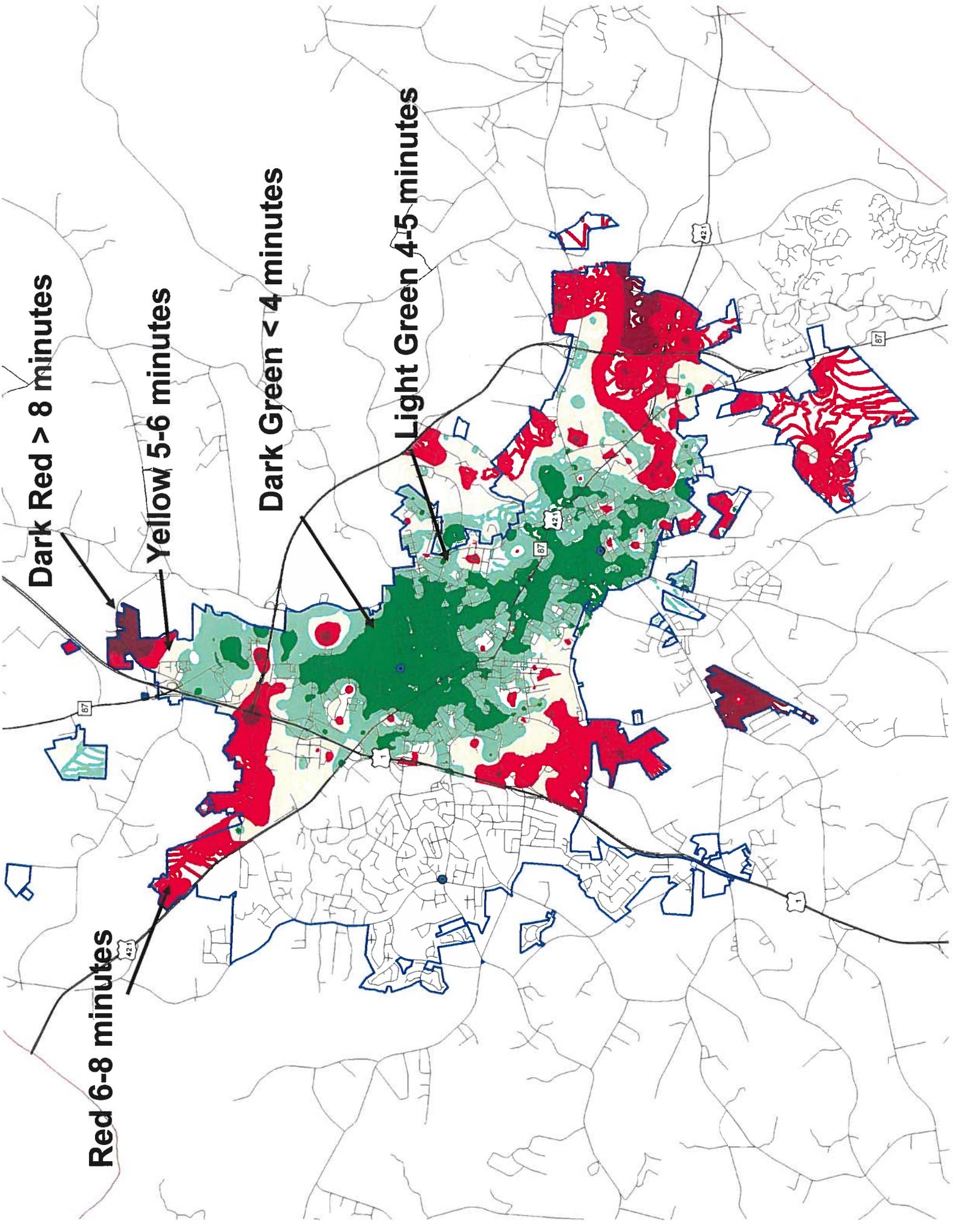
Dark Red > 8 minutes

Yellow 5-6 minutes

Dark Green < 4 minutes

Light Green 4-5 minutes

Red 6-8 minutes



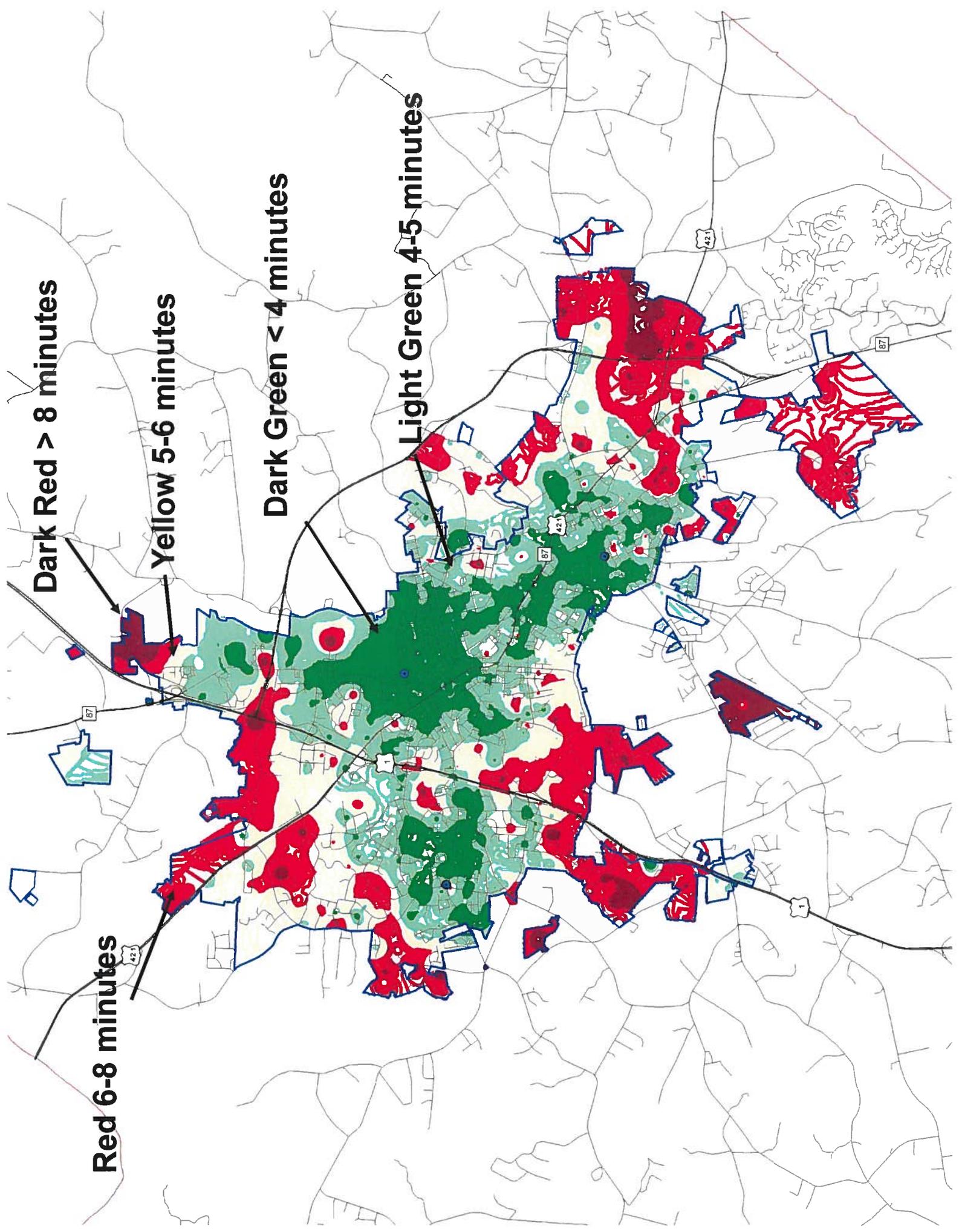
Dark Red > 8 minutes

Yellow 5-6 minutes

Dark Green < 4 minutes

Light Green 4-5 minutes

Red 6-8 minutes



Dark Red > 8 minutes

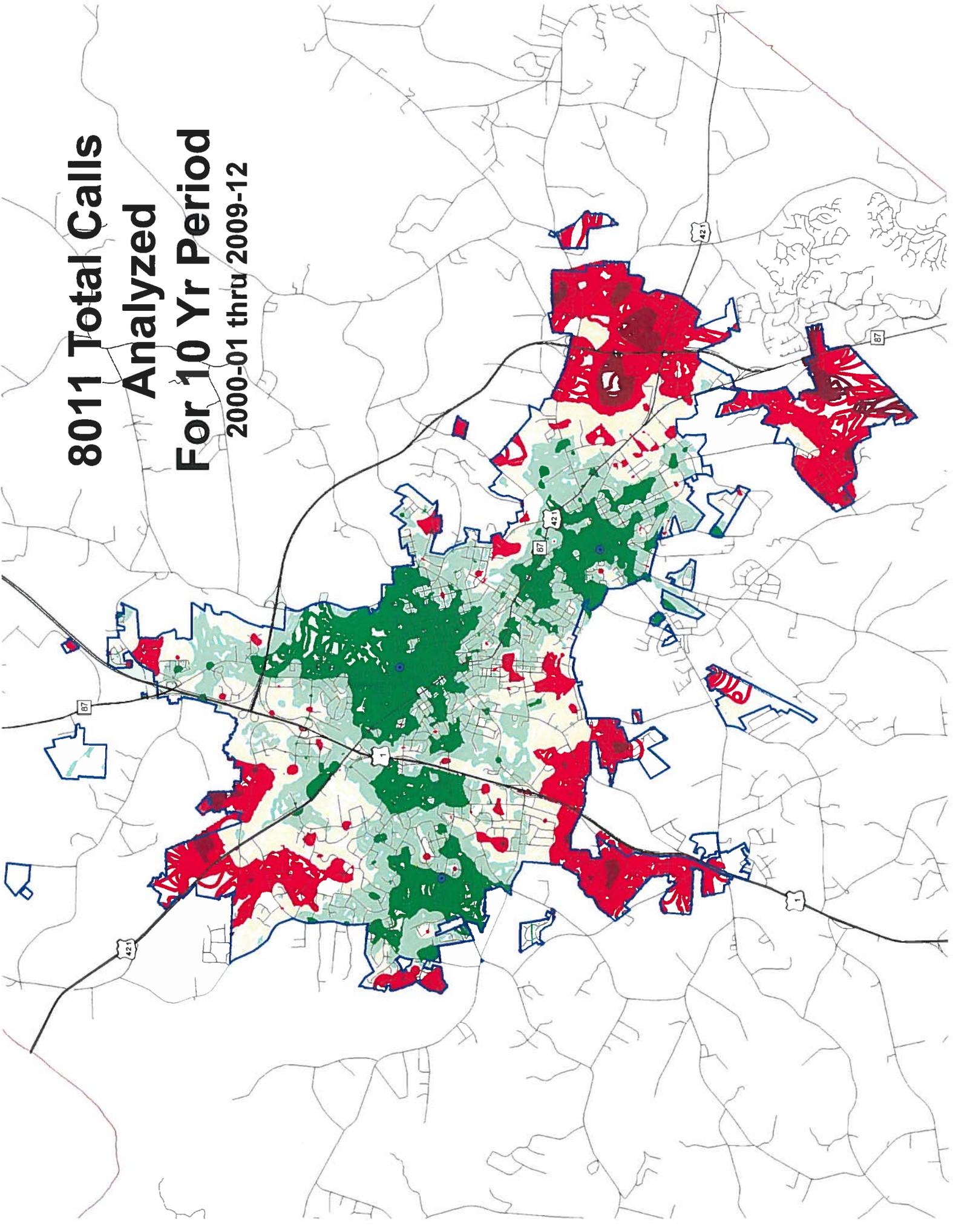
Yellow 5-6 minutes

Dark Green < 4 minutes

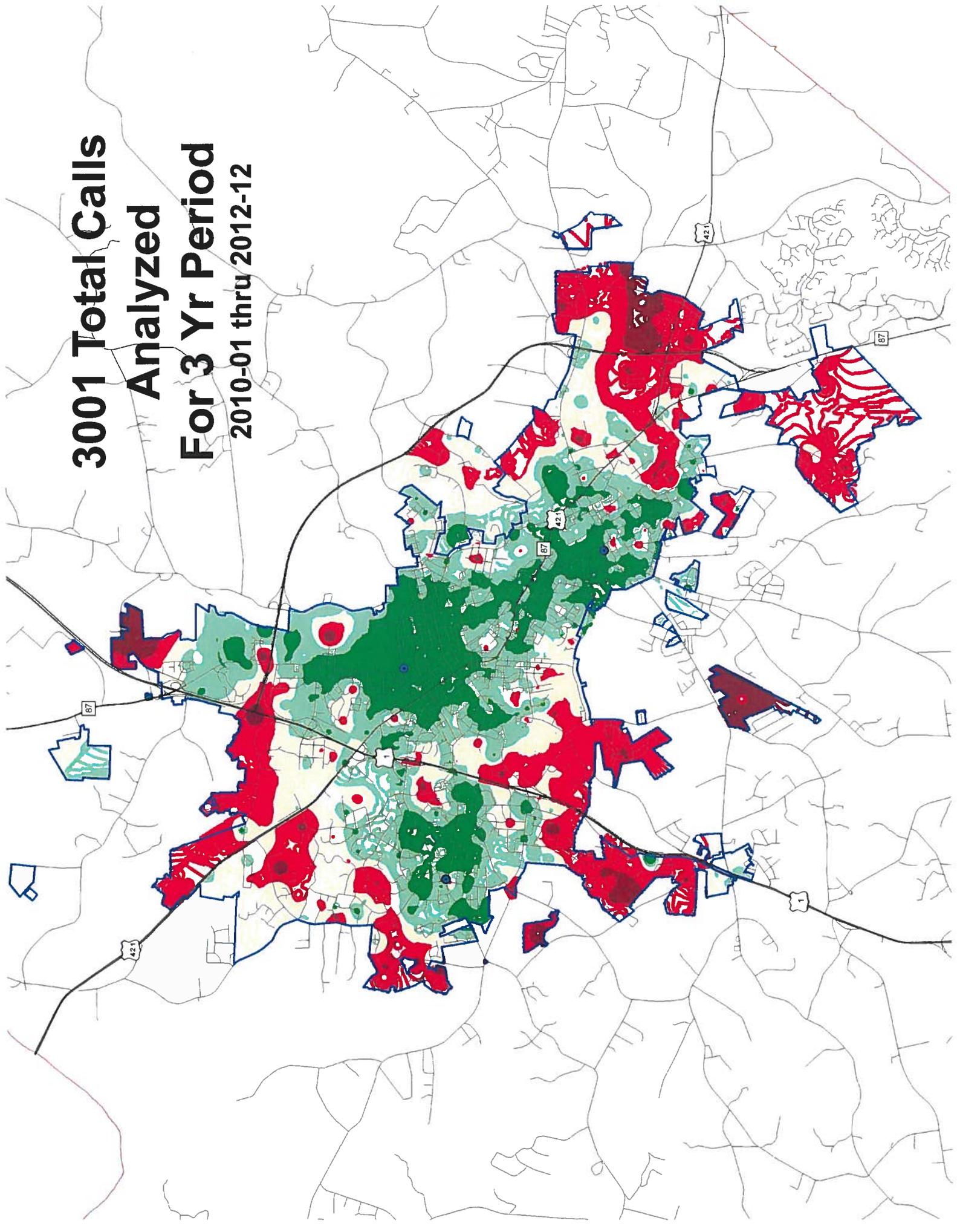
Light Green 4-5 minutes

Red 6-8 minutes

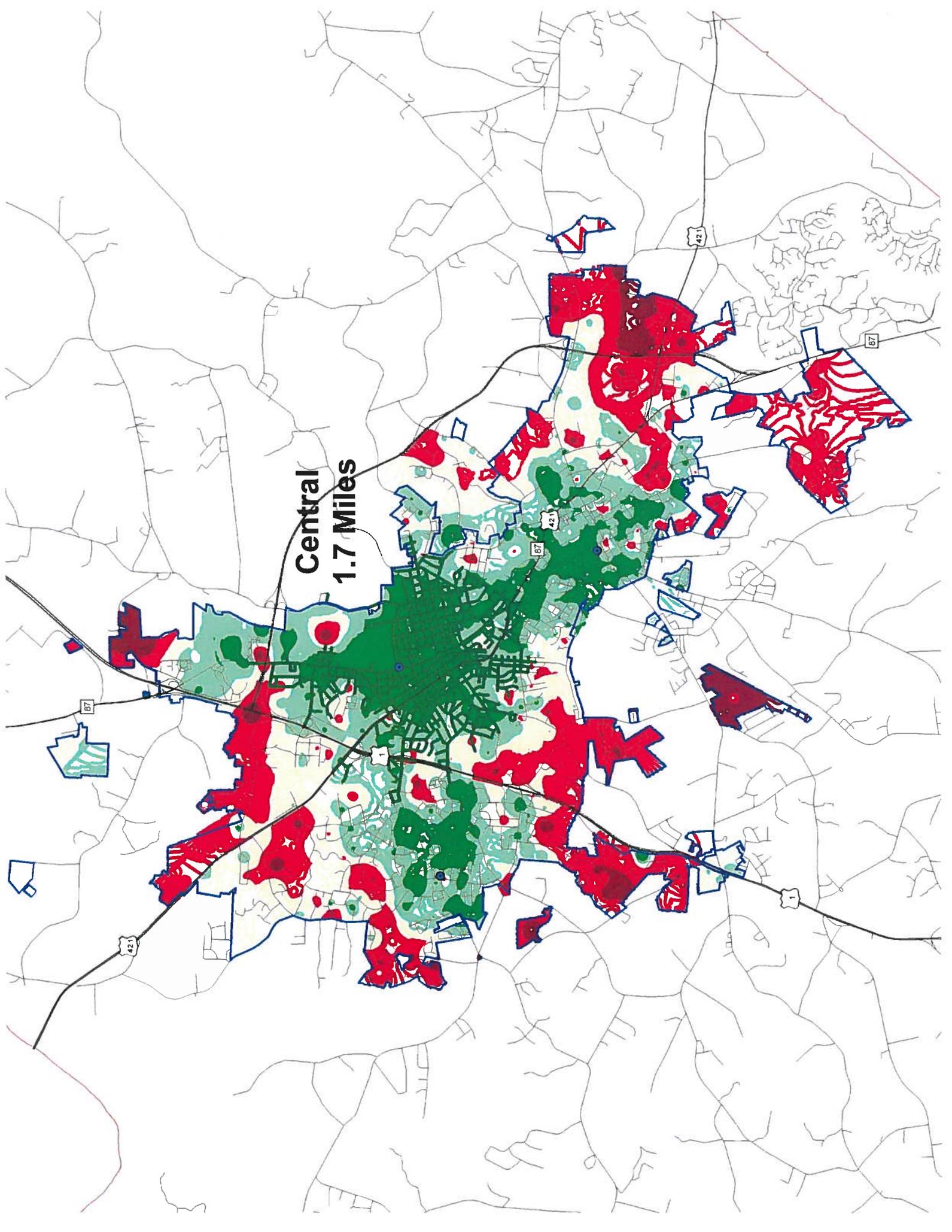
8011 Total Calls Analyzed For 10 Yr Period 2000-01 thru 2009-12

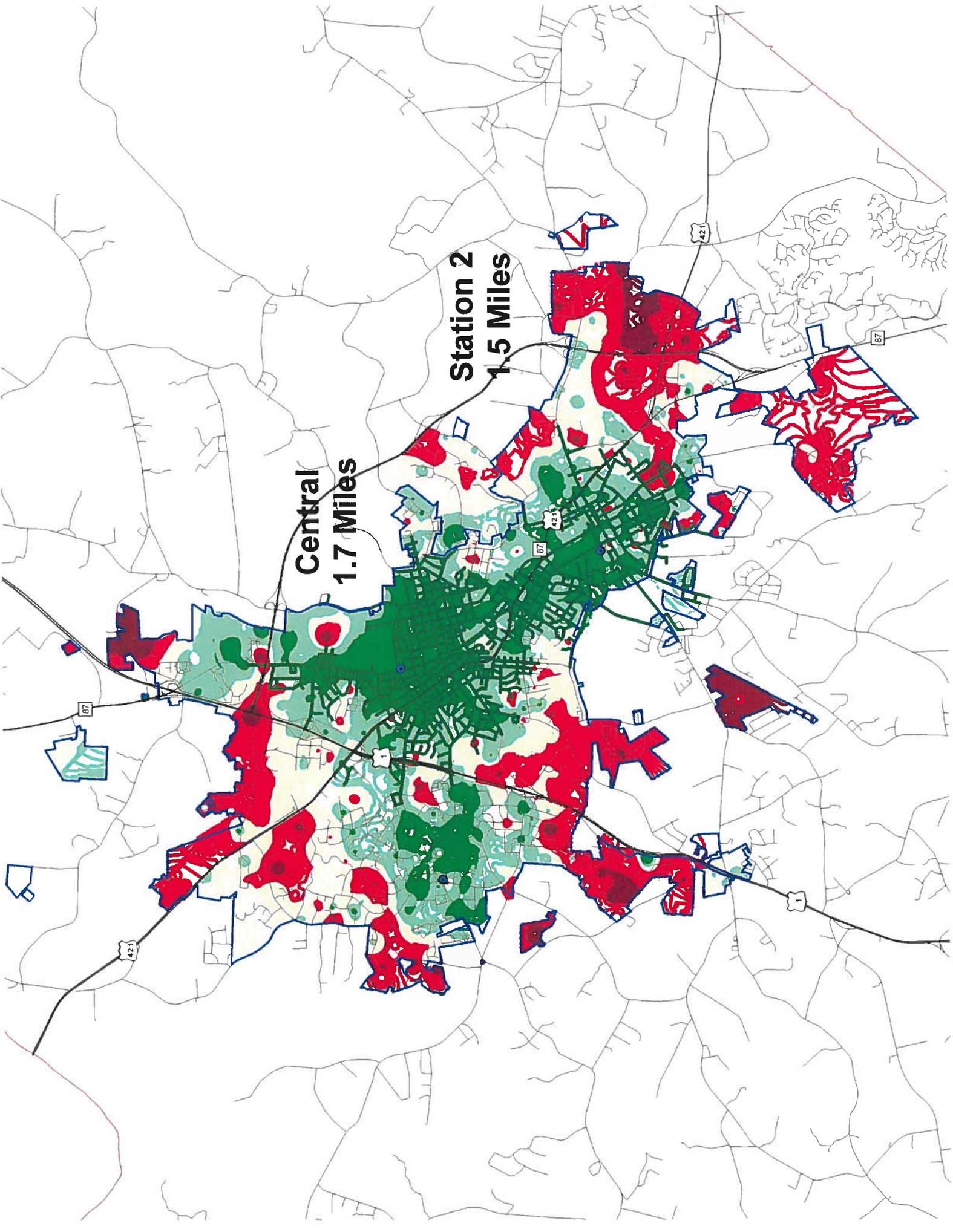


3001 Total Calls Analyzed For 3 Yr Period 2010-01 thru 2012-12



**Central
1.7 Miles**





Central
1.7 Miles

Station 2
1.5 Miles

421

87

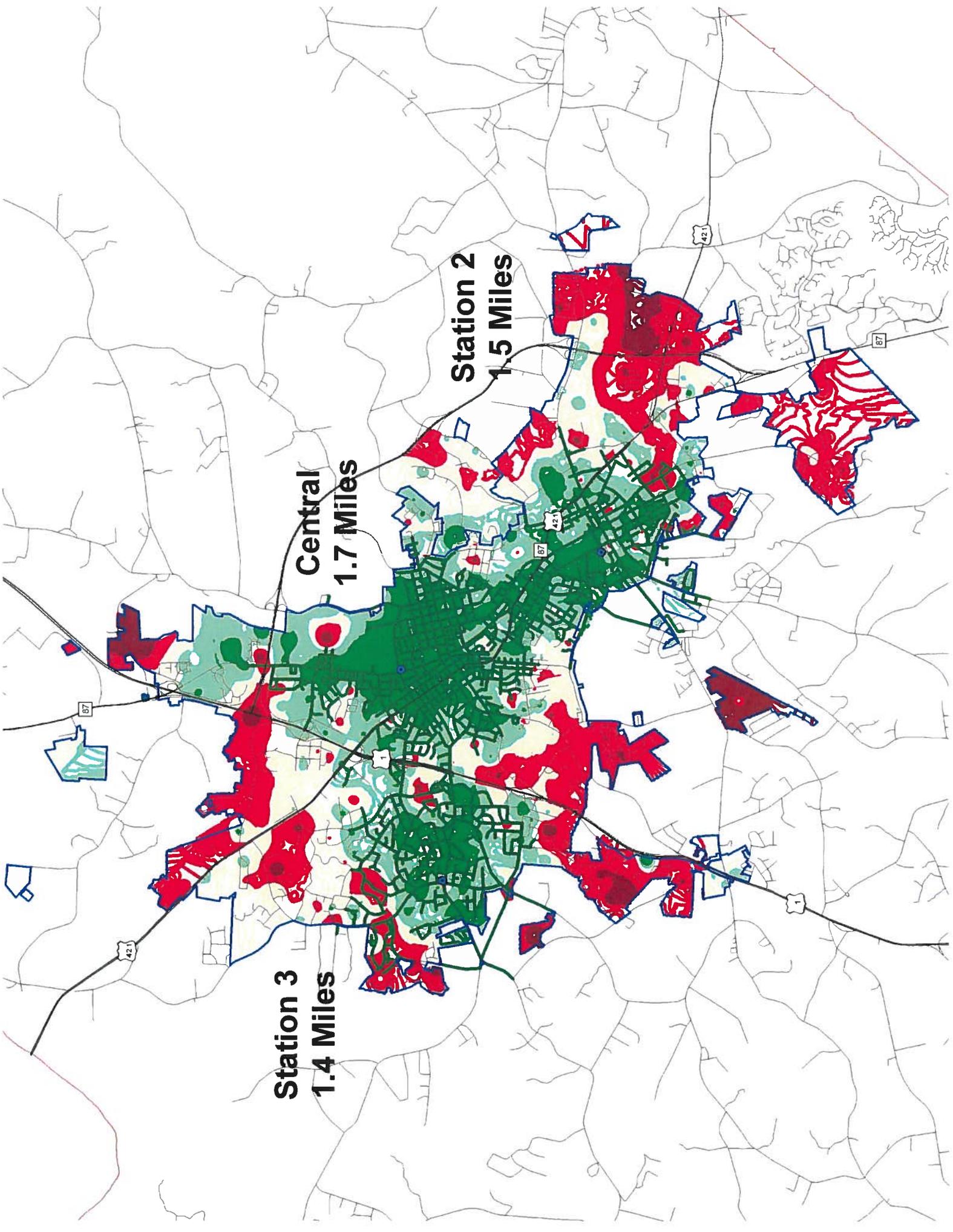
87

421

87

421

1



Station 3
1.4 Miles

Central
1.7 Miles

Station 2
1.5 Miles

8011 Total Calls For 10 Yr Period

2000-01 thru 2009-12

Central 4043 Calls (404 per yr)

<4 min	1985	69.9 %
4-5 min	840	
5-6 min	587	14.5 %
6-8 min	457	15.6 %
>8 min	174	

Station II 3292 Calls (329 per yr)

<4 min	1250	56.7 %
4-5 min	618	
5-6 min	491	14.9 %
6-8 min	601	28.4 %
>8 min	332	

Station III 676 Calls (68 per yr)

<4 min	232	51.3 %
4-5 min	115	
5-6 min	118	17.5 %
6-8 min	135	31.2 %
>8 min	76	

3001 Total Calls For 3 Yr Period

2010-01 thru 2012-12

Central 1401 Calls (467 per yr)

<4 min	673	70.5 %
4-5 min	315	
5-6 min	198	14.1 %
6-8 min	156	15.4 %
>8 min	59	

Station II 1295 Calls (432 per yr)

<4 min	474	53.7 %
4-5 min	222	
5-6 min	234	18.1 %
6-8 min	247	28.2 %
>8 min	118	

Station III 305 Calls (102 per yr)

<4 min	98	55.4%
4-5 min	71	
5-6 min	53	17.4%
6-8 min	54	27.2 %
>8 min	29	

Broadway Rd

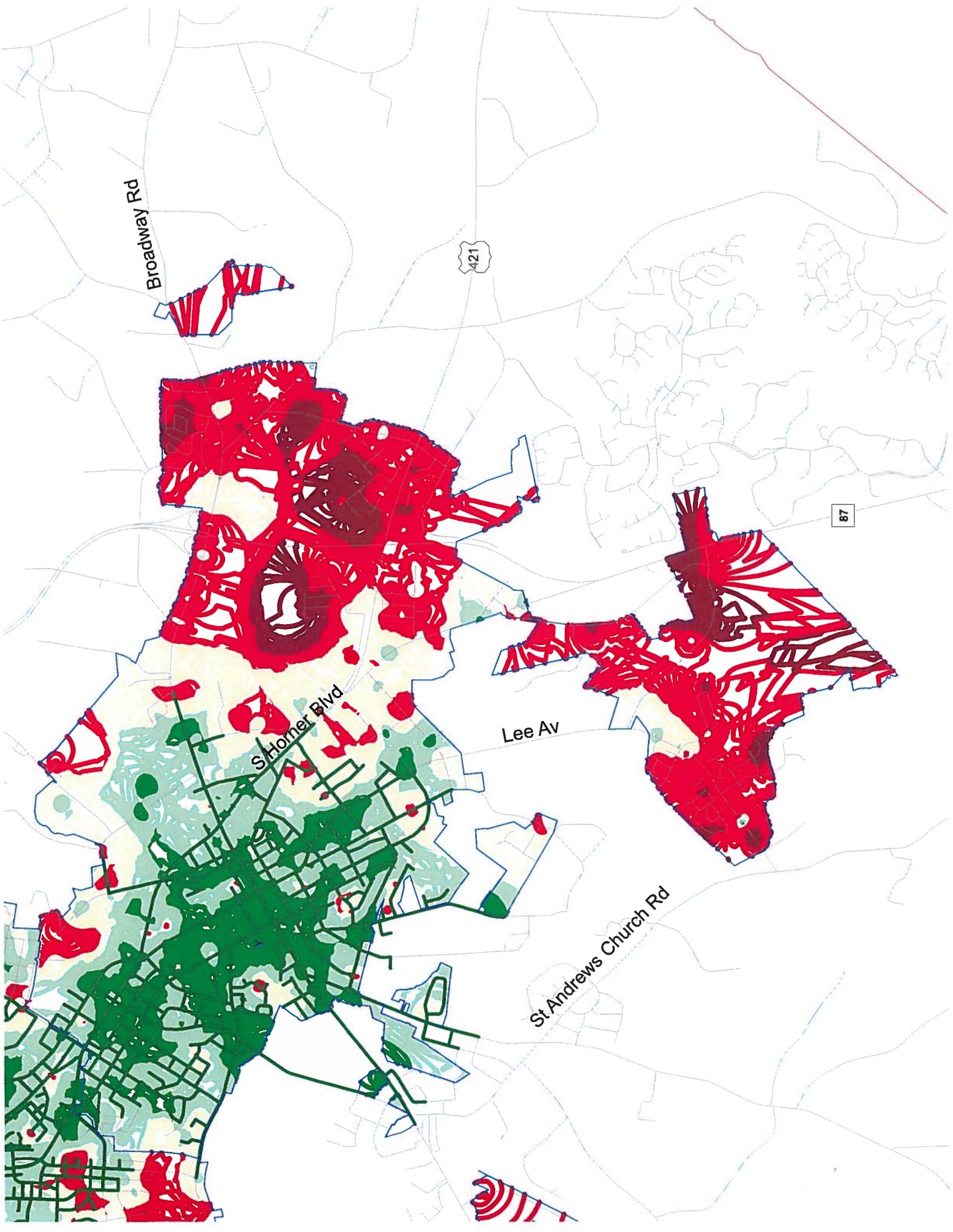
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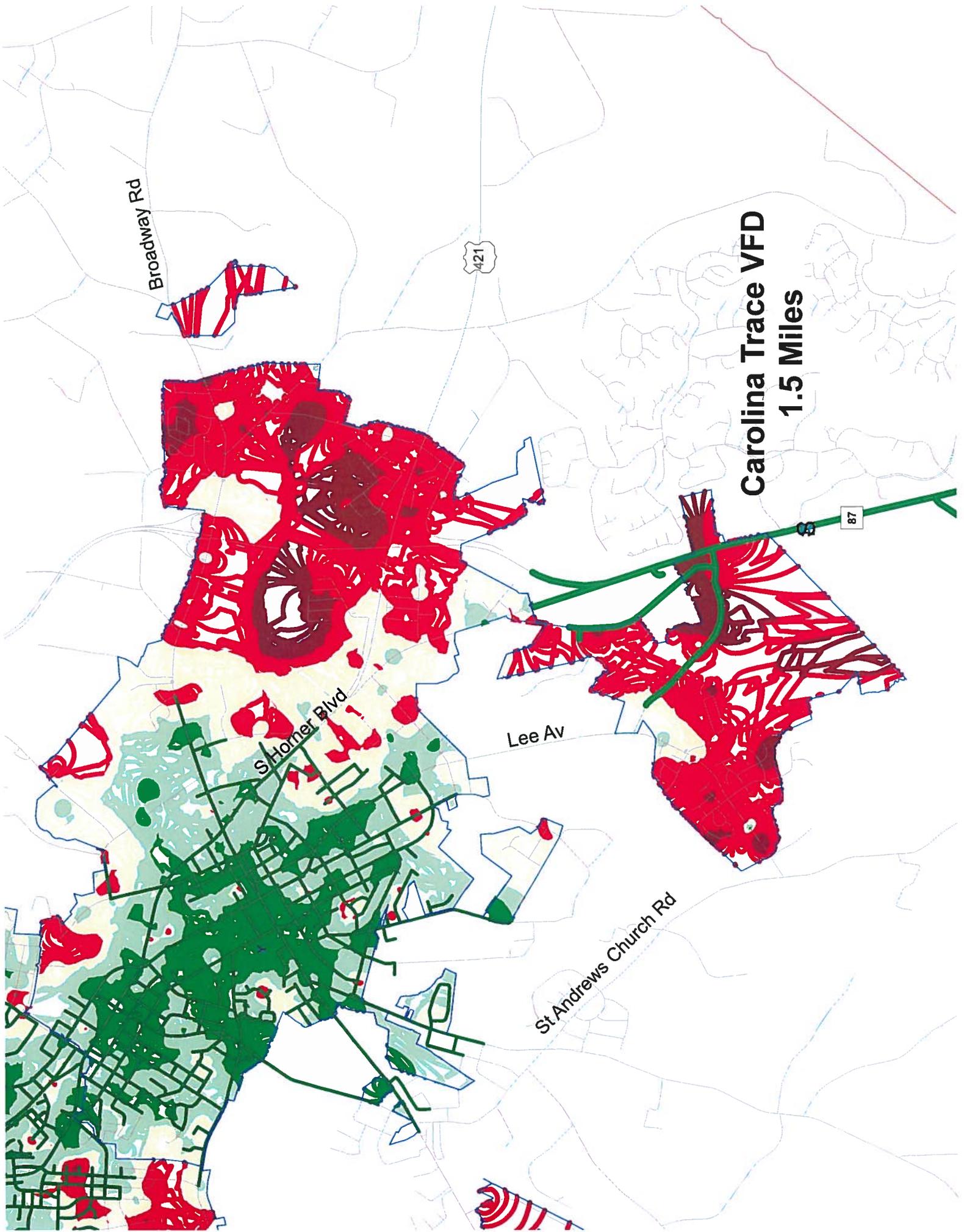
87

Shomer Blvd

Lee Av

St Andrews Church Rd





Broadway Rd

421

Carolina Trace VFD
1.5 Miles

87

S Horner Blvd

Lee Av

St Andrews Church Rd

Broadway Rd

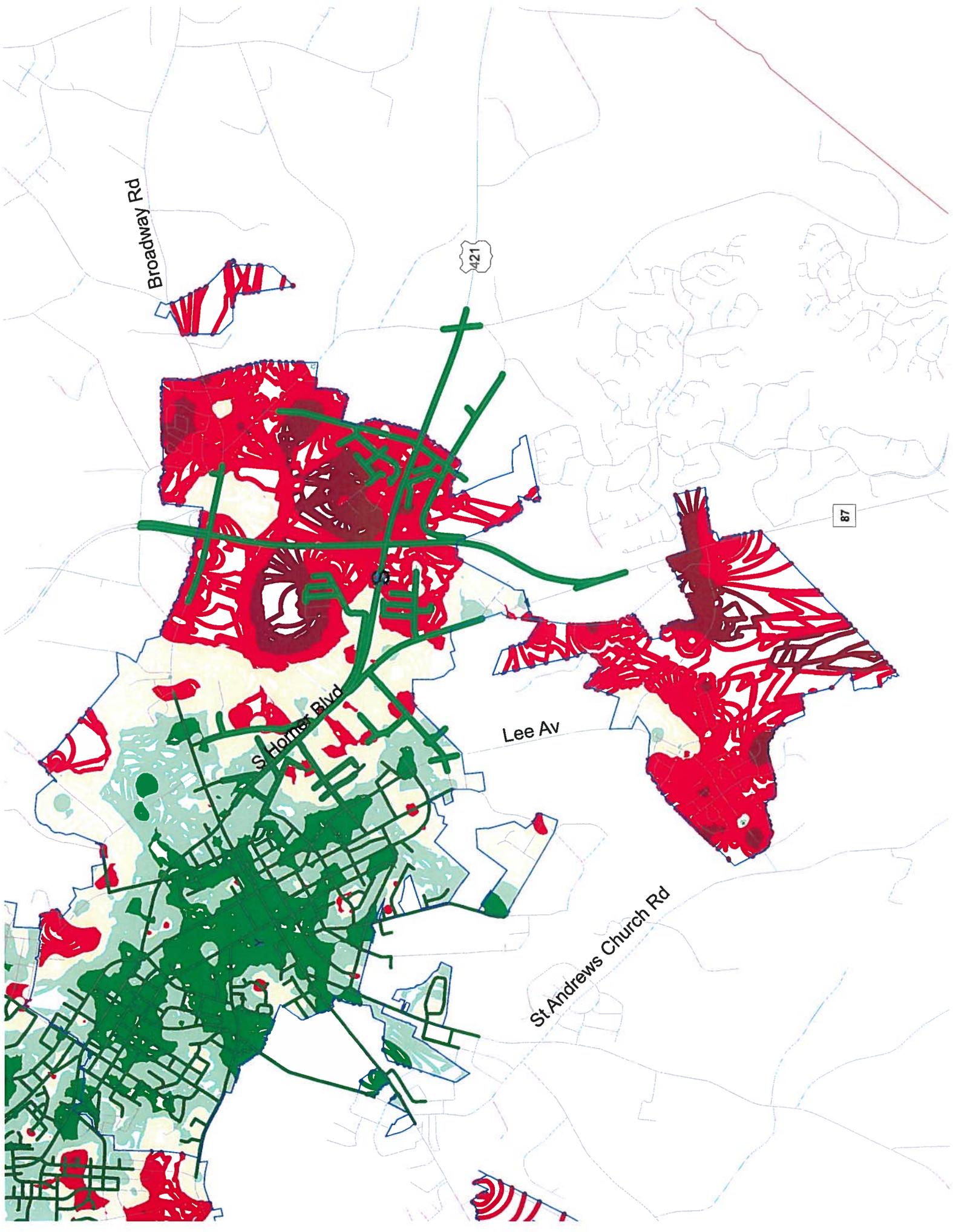
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87

S Horns Blvd

Lee Av

St Andrews Church Rd



Broadway Rd

421

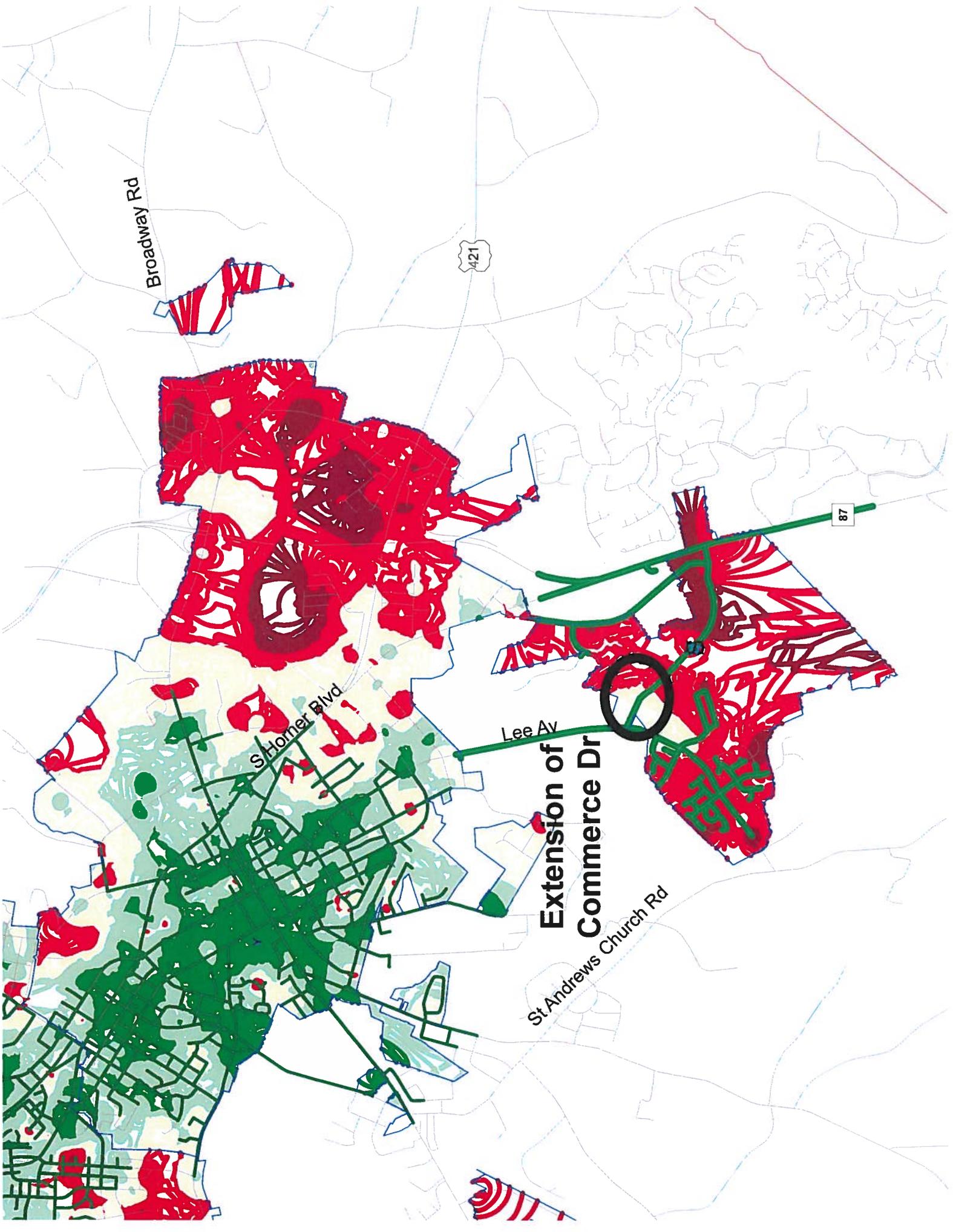
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S Homer Blvd

Lee Av

Extension of Commerce Dr

St Andrews Church Rd



Broadway Rd

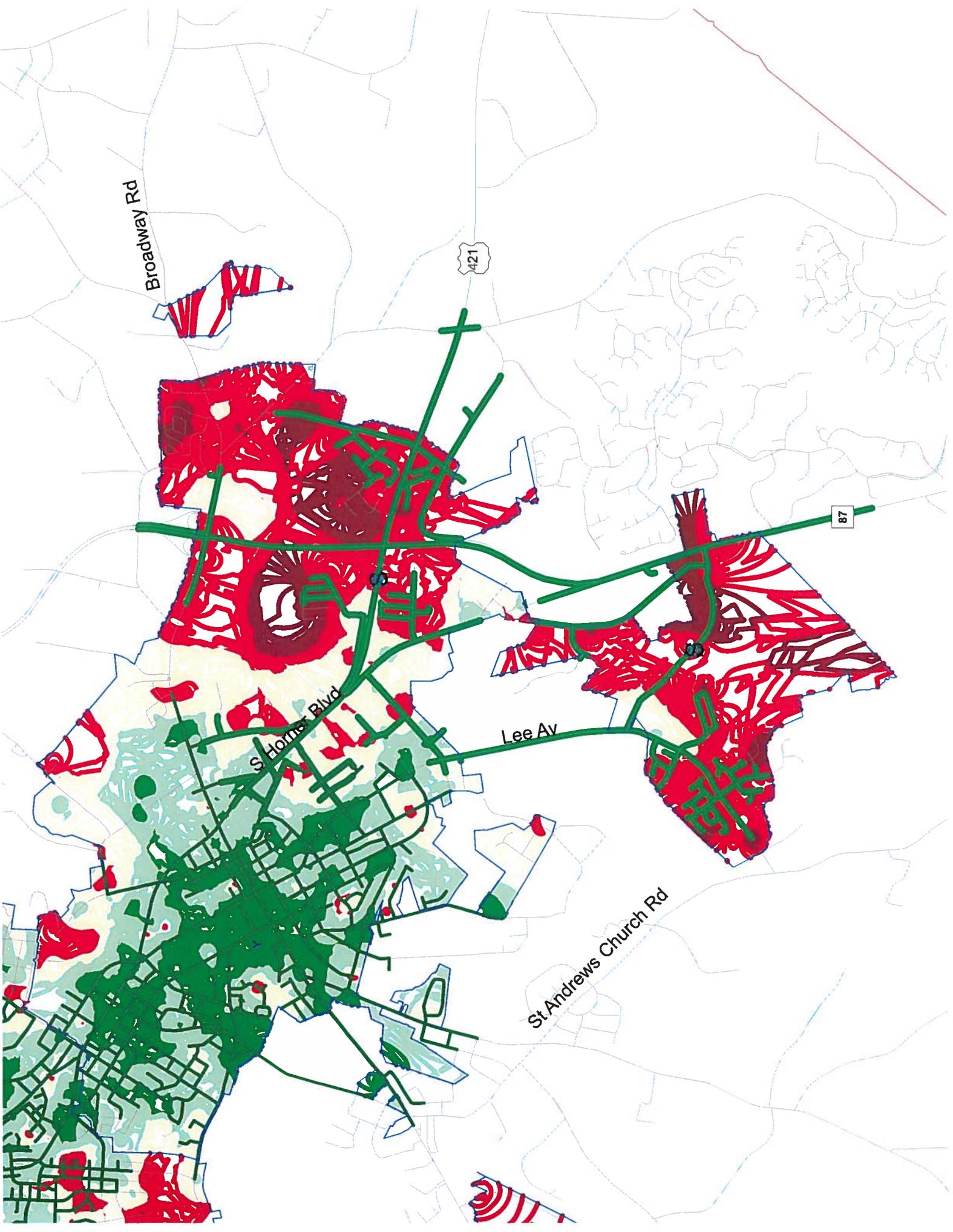
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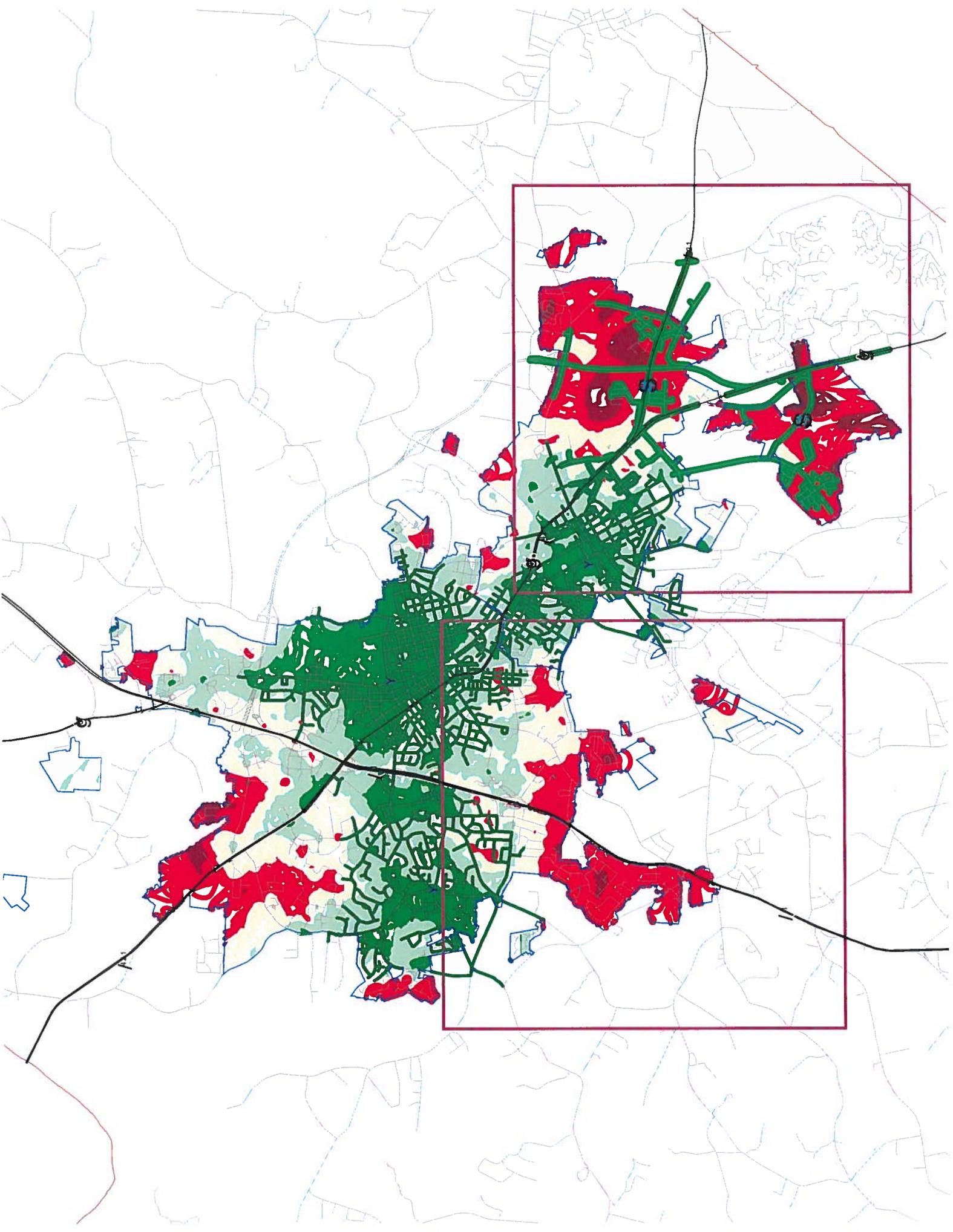
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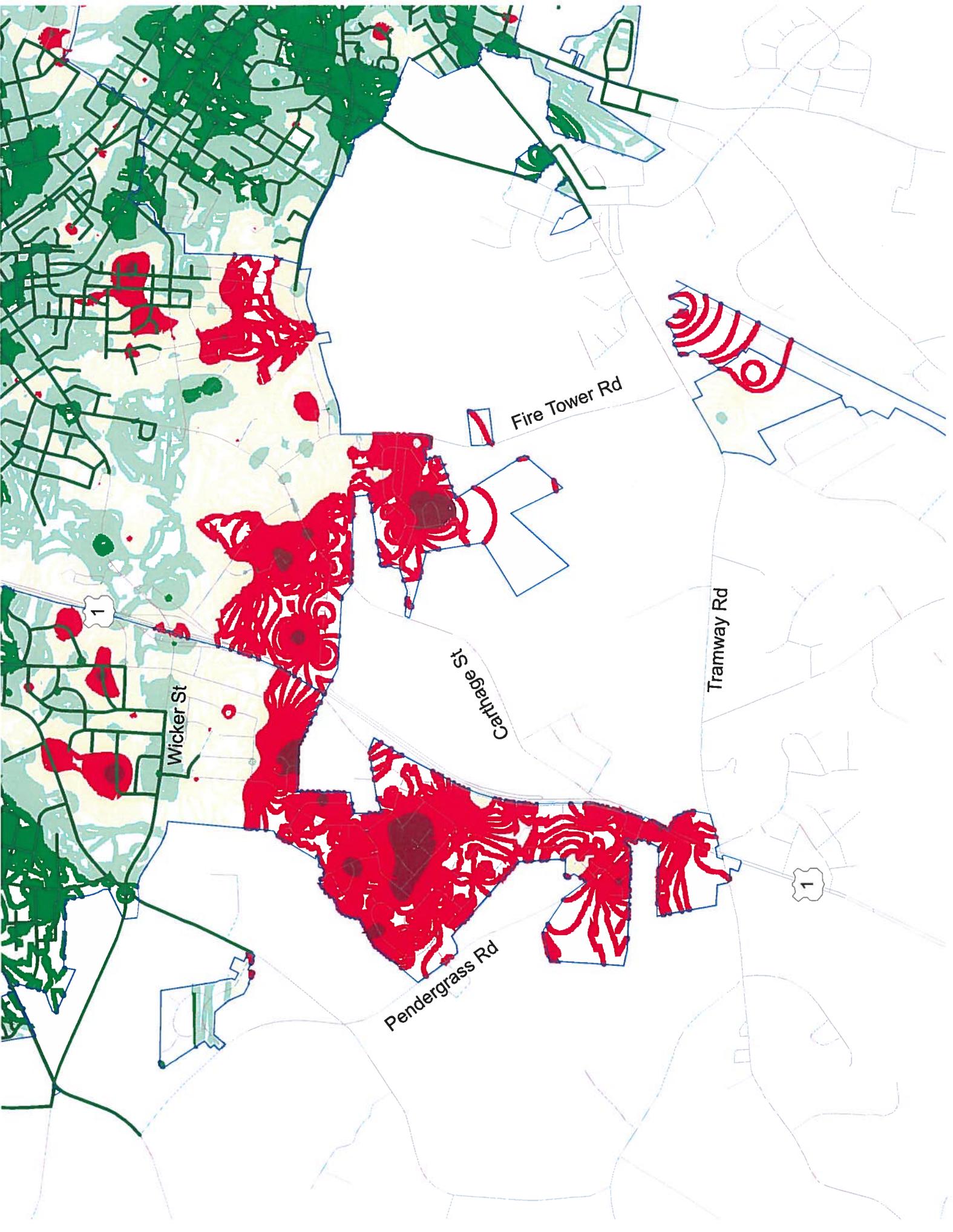
S. Homer Blvd

Lee Av

St Andrews Church Rd







Fire Tower Rd

Carriage St

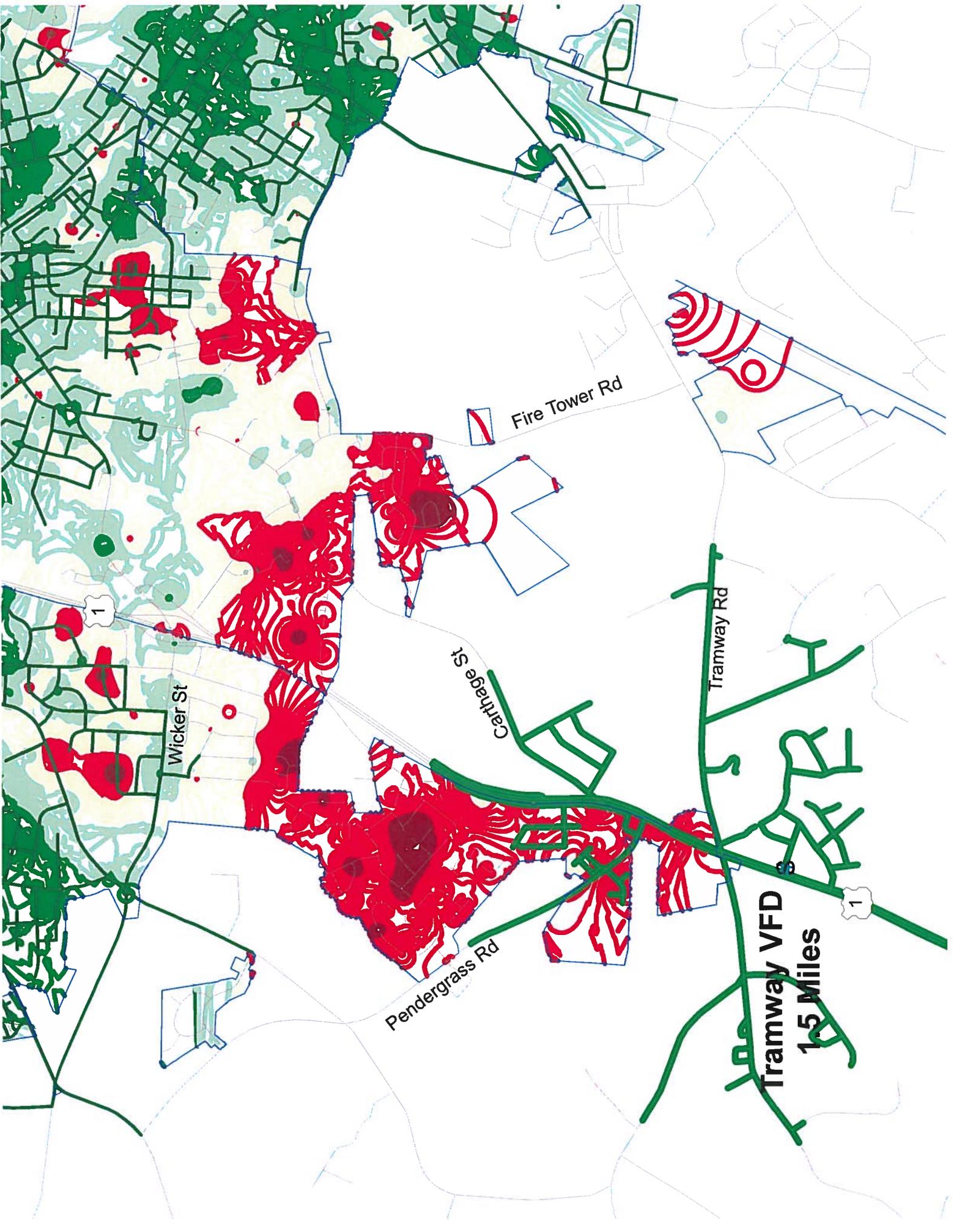
Tramway Rd

Pendergrass Rd

Wicker St

1

1



Fire Tower Rd

Carriage St

Wicker St

Pendergrass Rd

Tramway Rd

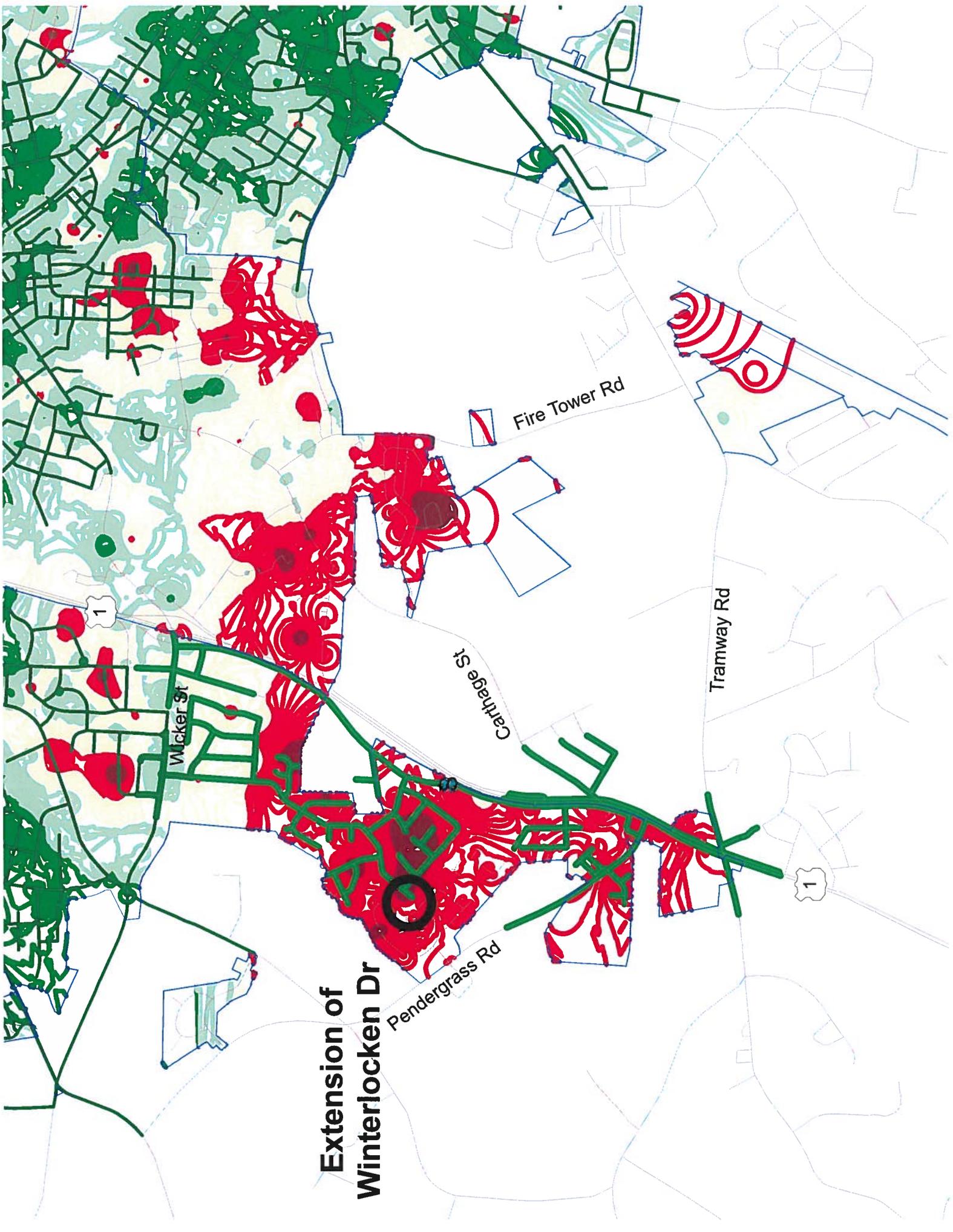
Tramway VFD
1.5 Miles

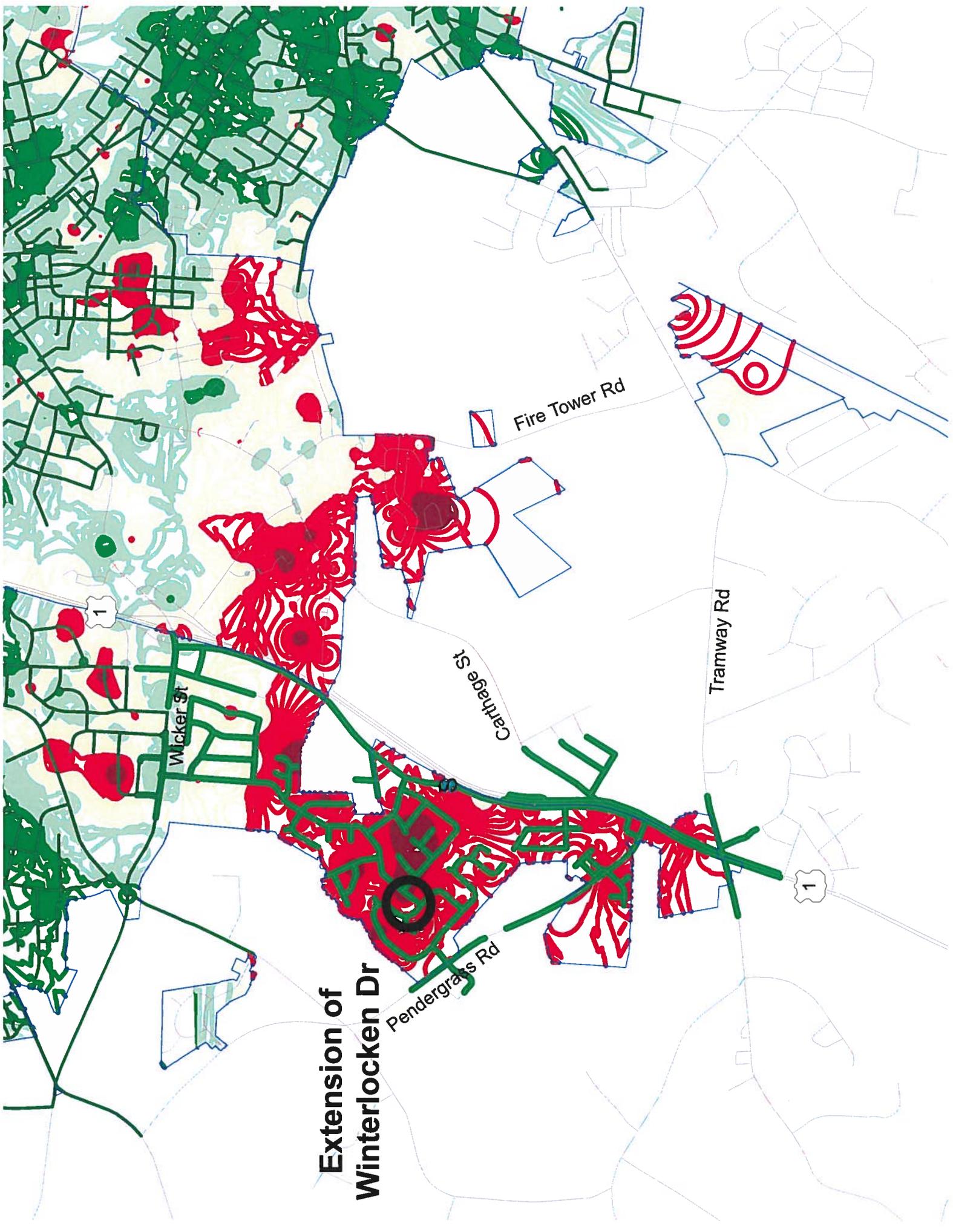
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Extension of Winterlocken Dr





Extension of Winterlocken Dr

Wicker St

Pendergraft's Rd

Carriage St

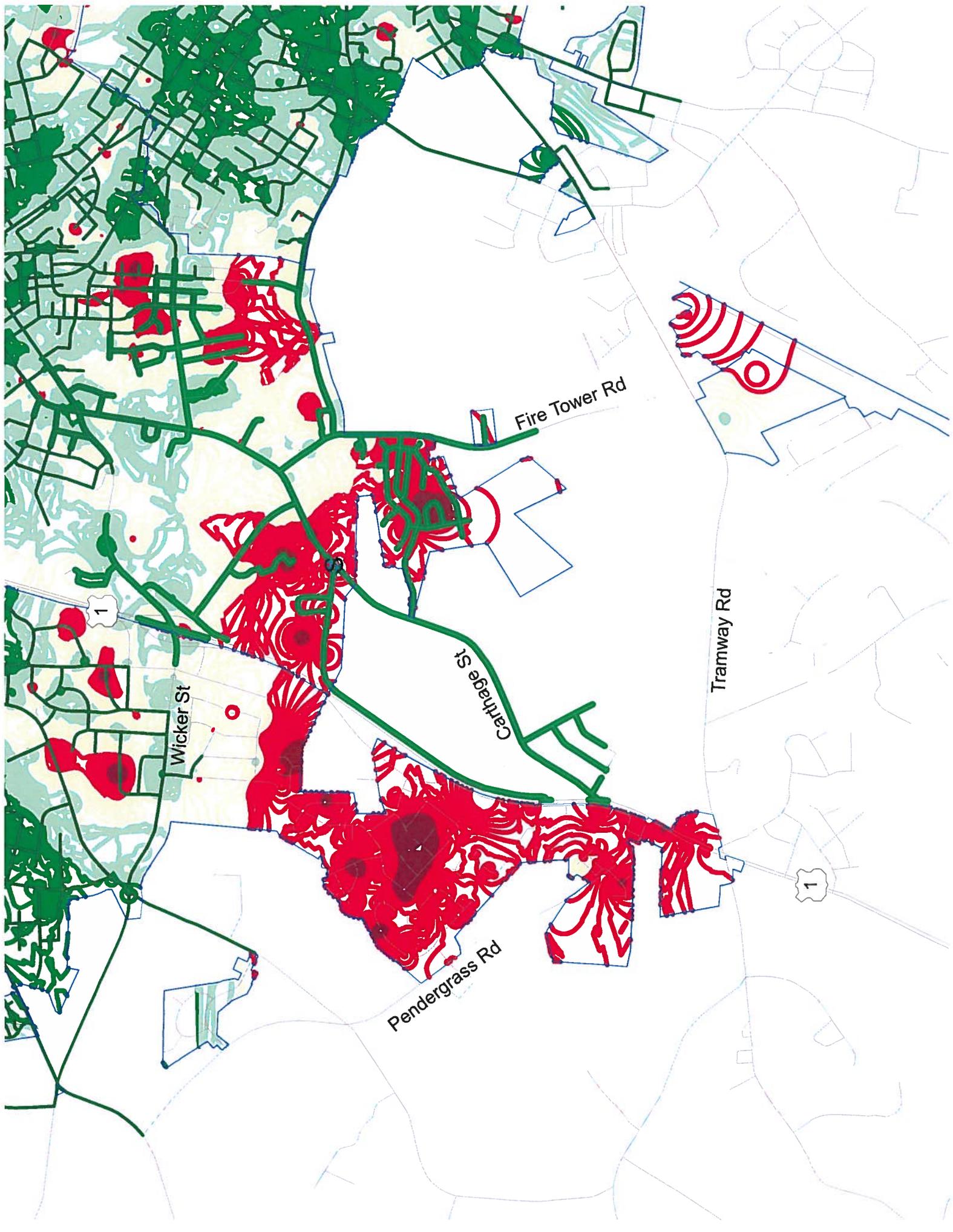
Fire Tower Rd

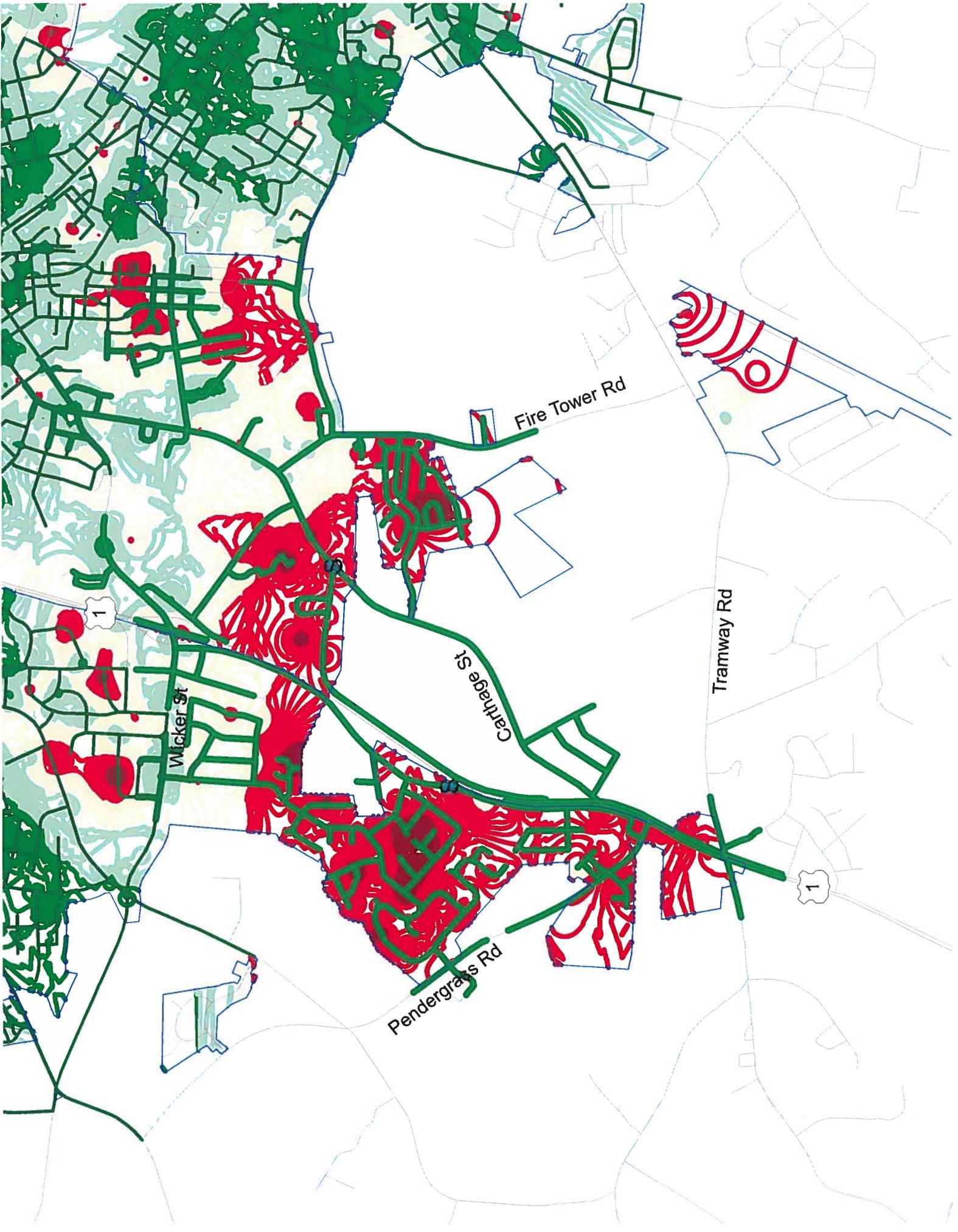
Tramway Rd

1

1







Fire Tower Rd

Carriage St

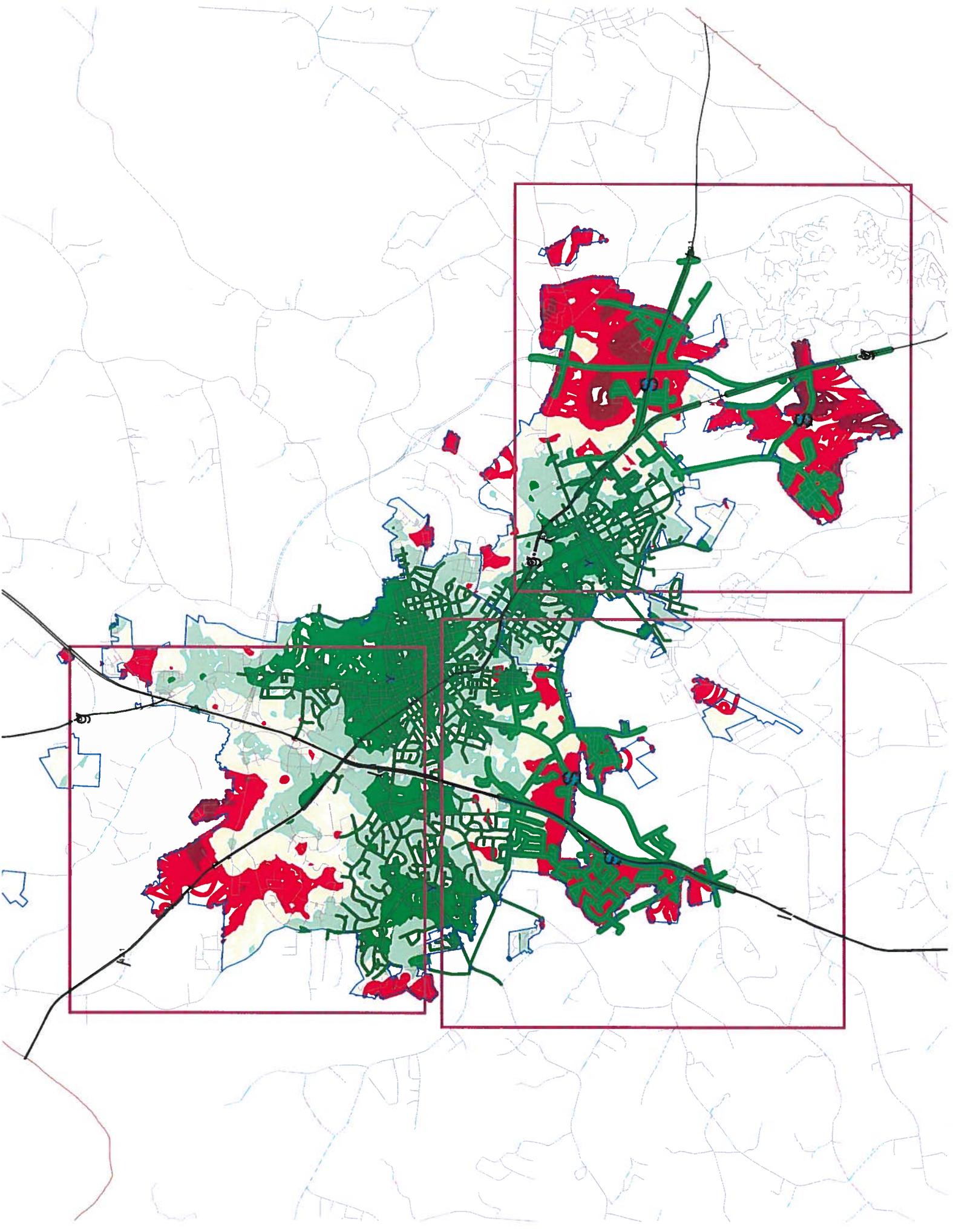
Pendergras Rd

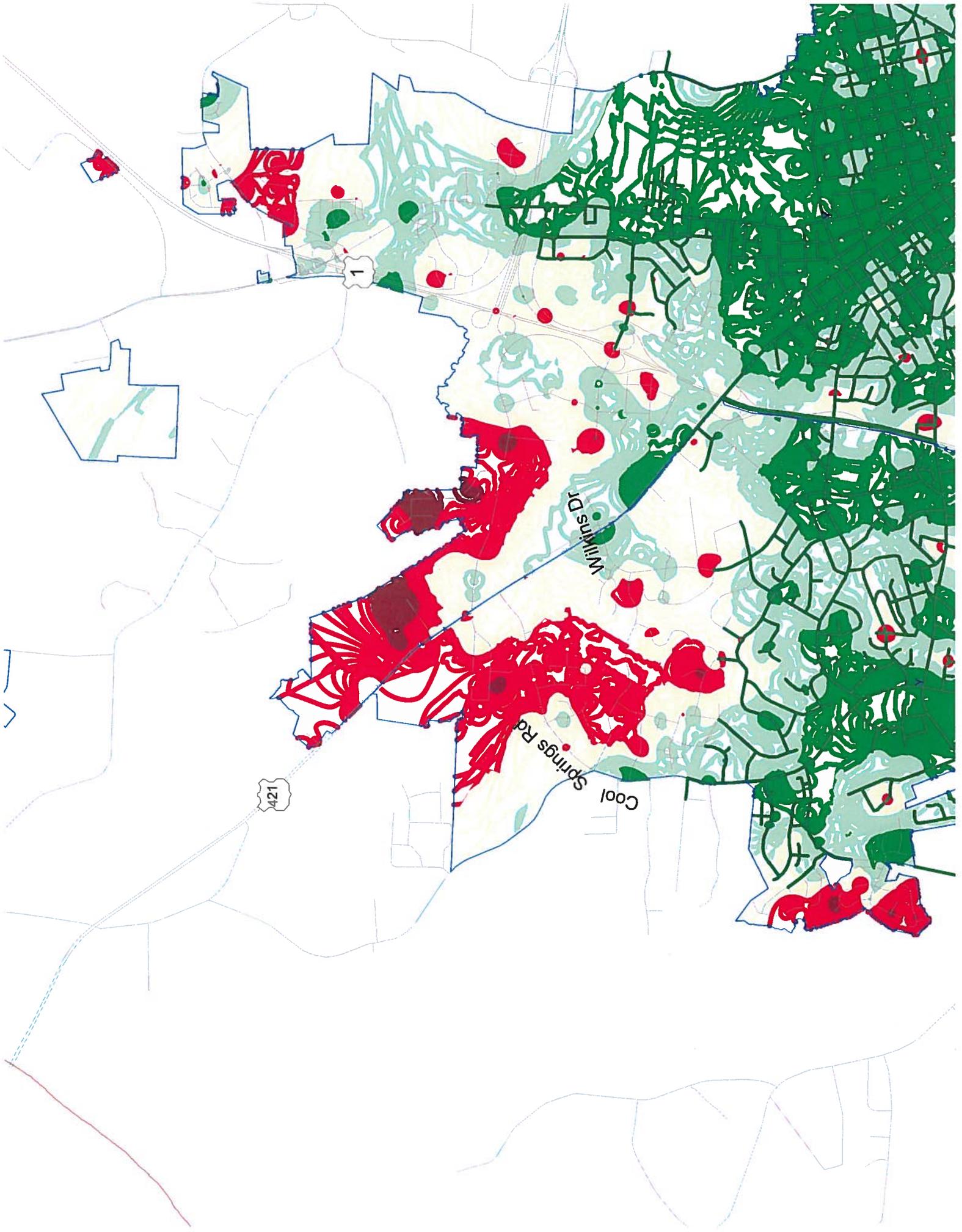
Wicker St

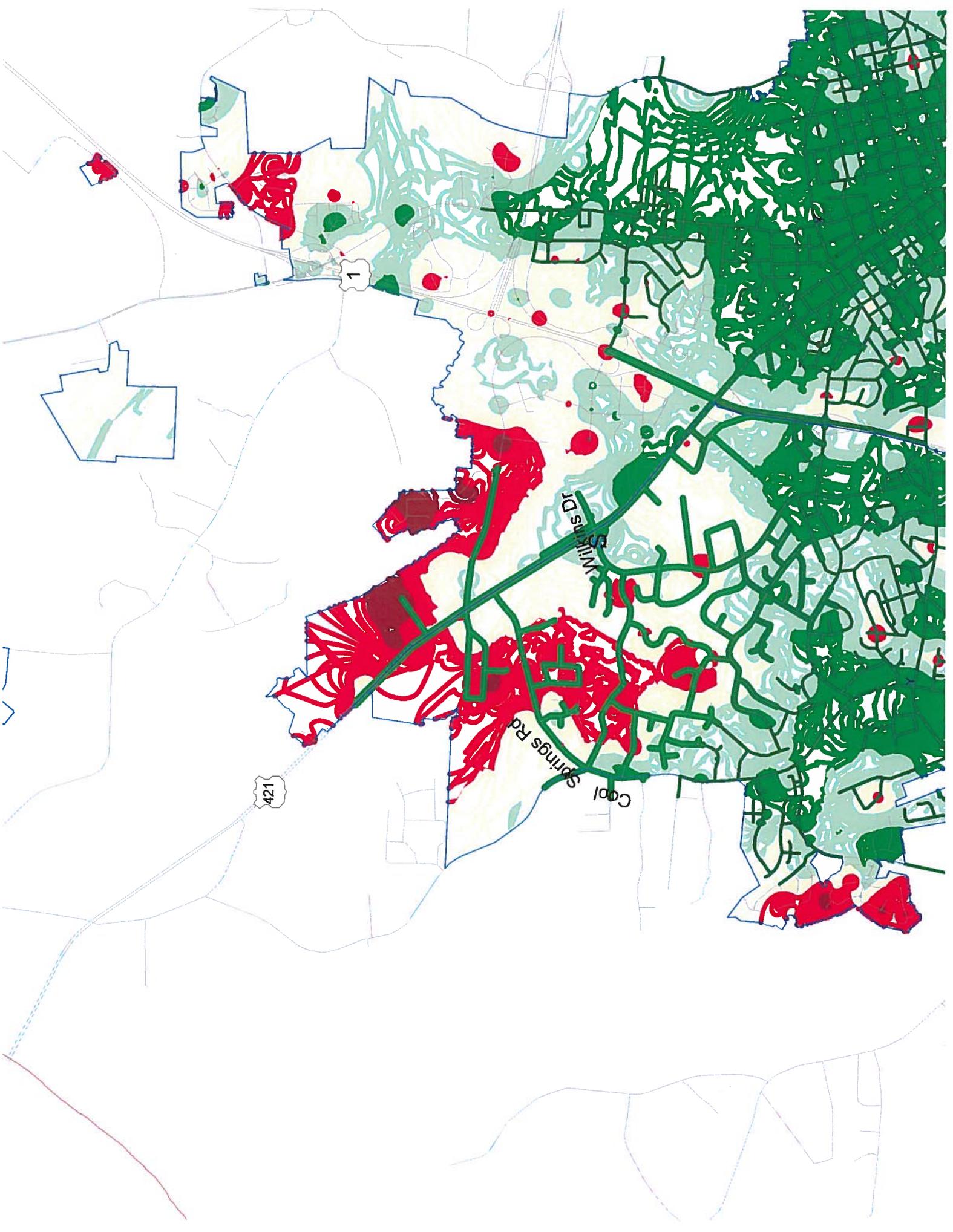
Tramway Rd

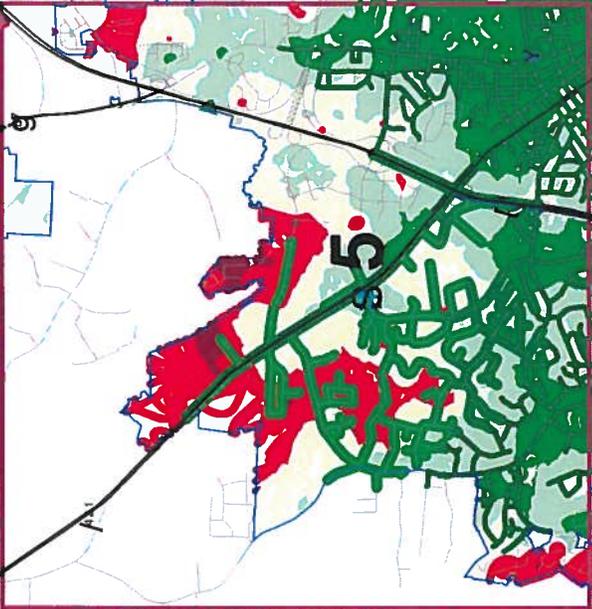
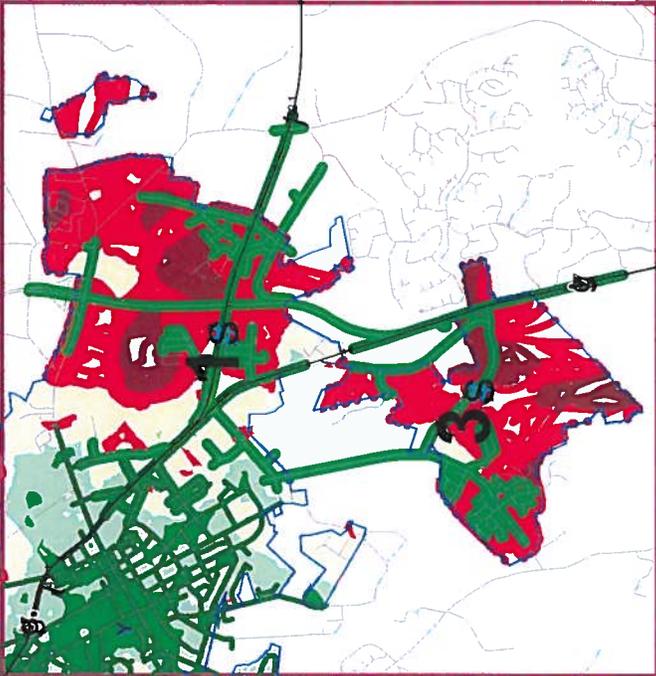
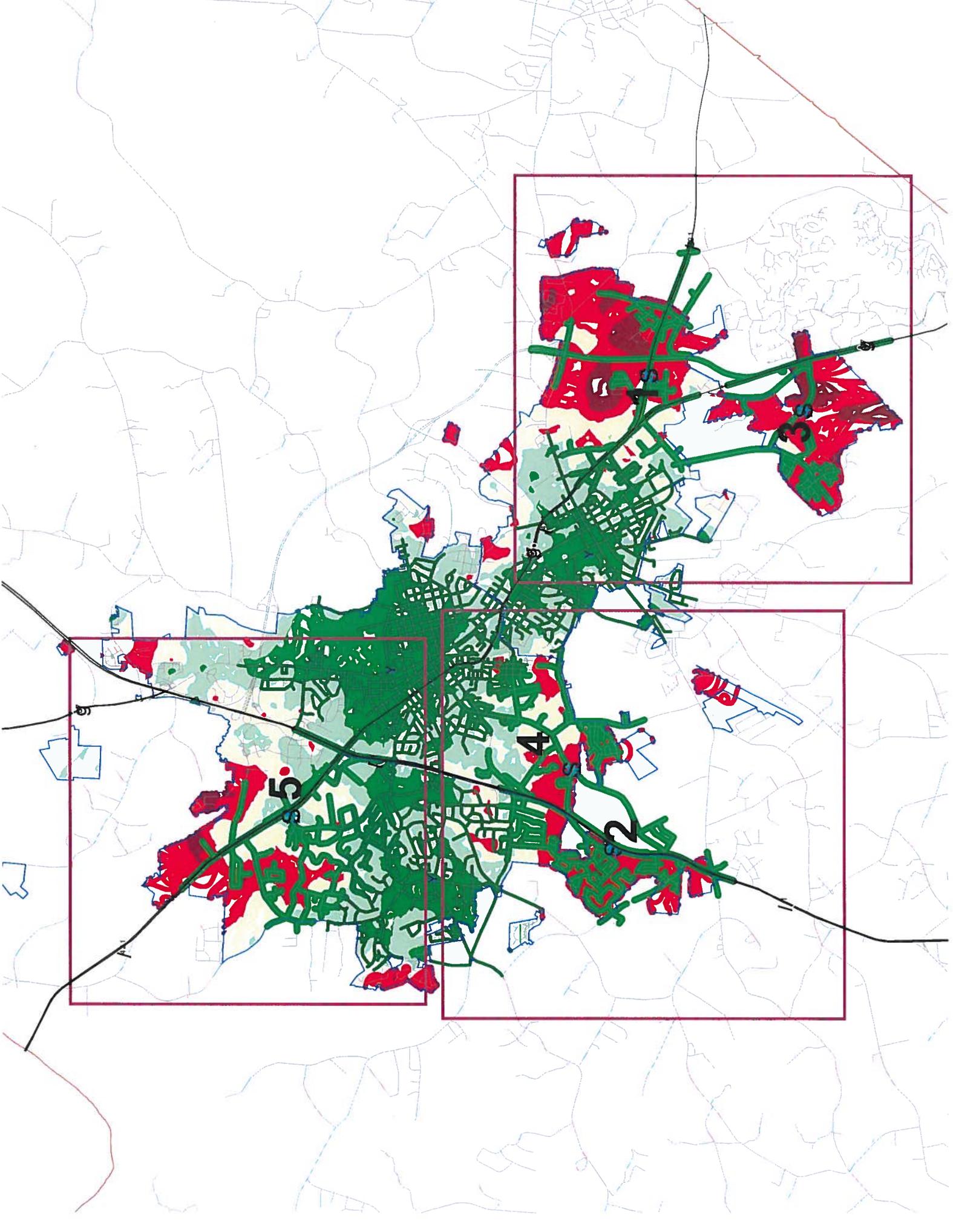
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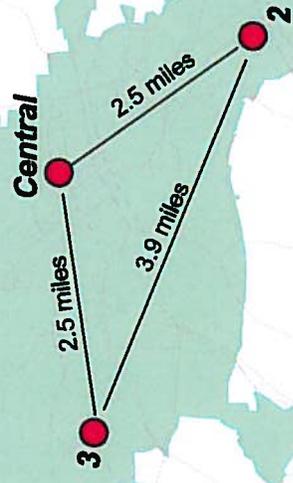








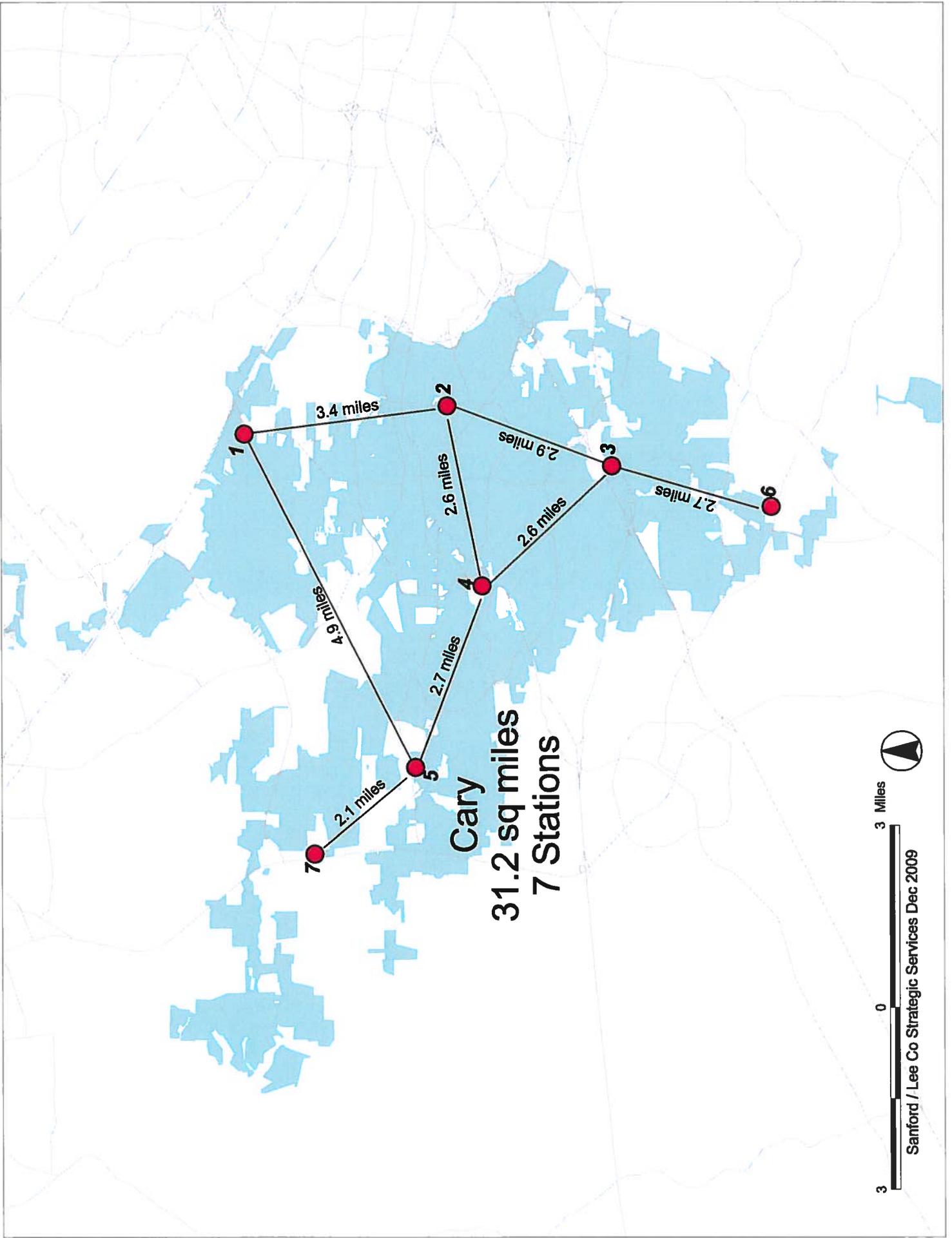
Sanford
26.8 sq miles
3 Stations



3 Miles



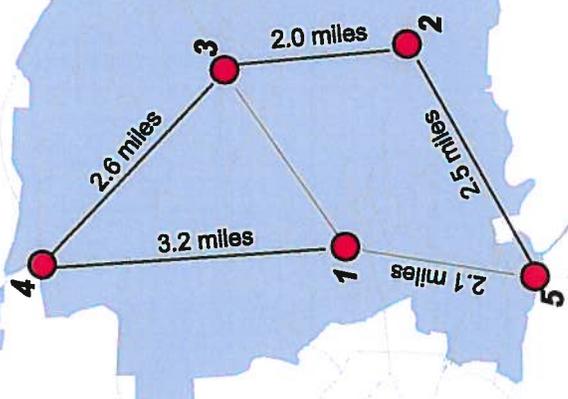
Sanford / Lee Co Strategic Services Dec 2009



Cary
31.2 sq miles
7 Stations



Chapel Hill
19.8 sq miles
5 Stations

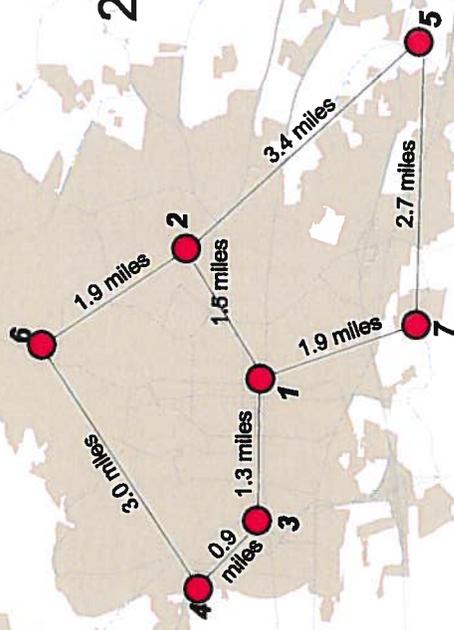


3 Miles

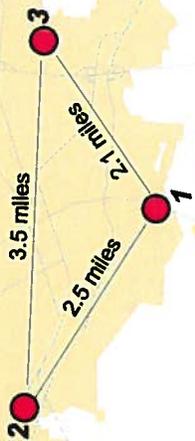


Sanford / Lee Co Strategic Services Dec 2009

Hickory
28.1 sq miles
7 Stations

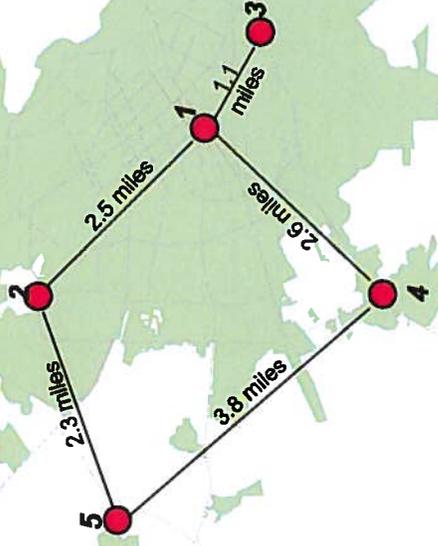


Statesville
23.5 sq miles
3 Stations



Sanford / Lee Co Strategic Services Dec 2009

Wilson
23.4 sq miles
5 Stations



3 Miles

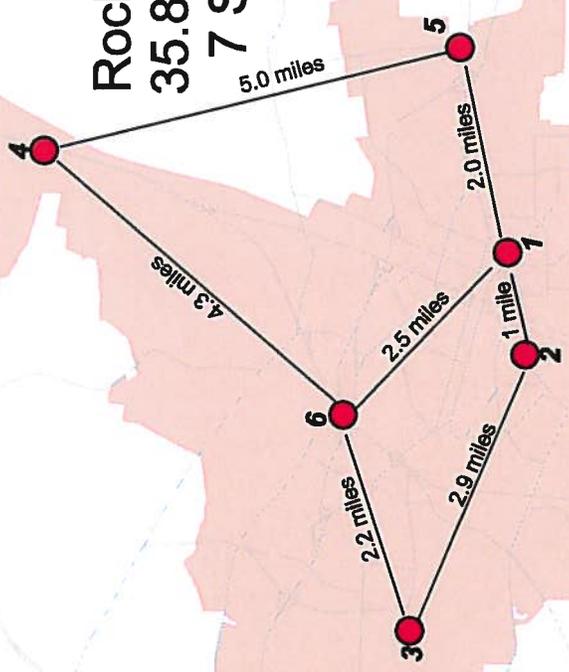


Sanford / Lee Co Strategic Services Dec 2009

Greenville
31.8 sq miles
6 Stations



Rocky Mount
35.8 sq miles
7 Stations



	Sq Miles	Fed 2008 Population	Fire Stations	Sq Mile / Station	Pop / Station
Sanford	26.8	29,284	3	8.93	9,761
Cary	31.2	129,545	7	4.46	18,506
Chapel Hill	19.8	52,542	5	3.96	10,508
Greenville	31.8	79,629	6	5.30	13,272
Hickory	28.1	41,305	7	4.01	5,901
Rocky Mount	35.8	57,010	7	5.11	8,144
Statesville	23.5	26,414	3	7.83	8,805
Wilson	23.4	48,433	5	4.68	9,687

Options for Funding Construction / Staffing of Fire Station #4

Prepared January 20, 2010

Option #1 - Pay cash for all capital

**Equivalent
Tax Rate**

Land	100,000	
Fire station construction / design	1,840,000	
Total	\$ 1,940,000	9.42

Year 1:

Personnel	748,500	
Outfitting add'l employees	55,000	
Equipment for station engine	500,000	
Operating expense	100,000	
Total	\$ 1,403,500	6.81

Annual cost year 2 and beyond:

Personnel	748,500	
Operating expense	100,000	
Total	\$ 848,500	4.12

Option #2 - Finance station / cash for all other		Equivalent Tax Rate
Land	\$ 100,000	0.49
Annual debt service payment (*)	\$ 229,690	1.12
Year 1:		
Personnel	748,500	
Outfitting add'l employees	55,000	
Equipment for station engine	500,000	
Operating expense	100,000	
Total	\$ 1,403,500	6.81
Annual cost year 2 and beyond:		
Personnel	748,500	
Operating expense	100,000	
Total	\$ 848,500	4.12

* Finance for 10 years at 4.25%. Could go 15 years depending on bank policy.

Funding Opportunity

- Safer Grant - (Staffing for Adequate Fire and Emergency Response)
- Department of Homeland Security, Federal Emergency Management (FEMA) and Grant Programs Directorate (GPD)
- The goal of the SAFER Grant is to enhance local fire department's abilities to comply with staffing, response, and operational standards established by National Fire Protection Association (NFPA) and the Occupational Safety and Health Administration (OSHA)

Grant Opportunity

- Eligible Expenses- Cost for salary and associated benefits(actual payroll expense) for the new fire fighter. (100% for each funded position)
- Application period will be Fall of 2010

2013 Voluntary Early Retirement Incentive Program Proposal

Council Retreat

Wednesday, May 1, 2013

Program Opportunities

- Creates opportunities to achieve efficiencies and increase effectiveness
- Creates opportunities for cost savings
- Eases an employee's transition into retirement

Proposed Early Retirement Incentive Guidelines

- Completely Voluntary
- Eligibility: meet the qualifications for service retirement (unreduced or reduced) under the NCLGERS by October 1, 2013
- Time Frame: must apply by August 1, 2013 with a retirement effective date of October 1, 2013
- Severance Payment Incentive:

<u>Years of Service</u>	<u>Payment</u>
<1 year	2 weeks
1, but less than 5 years	4 weeks
5, but less than 10 years	6 weeks
10, but less than 20 years	8 weeks
20 or more years	10 weeks

Retirement Eligibility Under the NCLGERS

Unreduced Benefit		Reduced Benefit	
Employees, excluding Law Enforcement Officers	Law Enforcement Officers (LEO)	Employees, excluding Law Enforcement Officers	Law Enforcement Officers (LEO)
Thirty (30) or more years of creditable service, regardless of age	Thirty (30) or more years of creditable service, regardless of age	At least age 50 with at least 20 years of creditable service	At least age 50 with 15 years of creditable service as an officer
At least age 60 with at least 25 years of creditable service	At least age 55 with 5 years of creditable service as an officer	At least age 60 (age 55 if a firefighter) with at least 5 years of creditable service	
At least age 65 with at least 5 years of creditable service			

Sick leave may be applied to creditable service in accordance with the provisions of the Local Governmental Employees' Retirement System. Every 20 days of sick leave = 1 month of service credit.

Facts and Figures

NCLGERS Unreduced Benefits Eligible Participants

- Number of Eligible Employees: *14
- Total Cost Severance Payment: \$171,700

NCLGERS Reduced Benefits Eligible Participants

- Number of Eligible Employees: *43
- Total Cost Severance Payment: \$375,073

*Numbers based on COS service assumptions as of 9/30/13. Eligibility may change due to unknowns – i.e. transfer of NCLGERS service from another local or state government employer; purchase of retirement system credit from military service, withdrawn service, interrupted service due to extended illness, etc.

Information Sessions

- Human Resources will offer several informational sessions in late May/early June for program eligible employees and their family members
- Attendance is highly recommended to receive information on related topics, including retirement system procedures and insurance
- One-on-one meetings will also be scheduled

Potential actions resulting from sales tax distribution method changed from per capita (number of citizens) to ad valorem (value of taxable property)	Impact on County Residents Within City Limits – (population 28,178)	Impact on County Residents Outside City Limits (population 28,673)
County reduces sales tax rate by 2 cents	Loss of revenue \$1,340,000 each year	Increase revenue \$1,340,000
City recoups lost revenue – raise taxes 6.3 cents	Property taxes decrease \$20 per \$100,000 value per year	Property taxes decrease \$20 per \$100,000 value per year
Eliminate 4 police officer positions	Property taxes increase \$63 per \$100,000 value per year; recoups all of sales tax loss	No impact
Eliminate bulk trash pickup	Save \$210,000, less coverage	No impact
Reduce leaf and limb pickup	Save \$260,000	Increase in waste station expenses
Reduction in 40 hour work week to 36 hour – non-public safety departments only [Close city hall and other offices ½ day each week.]	Save \$220,000	No impact
Reduce annual paving	Save \$527,275, less time available for planning consults, inspections, and paying bills. This doesn't include savings from utilities if offices are closed one-half day each week.	Less time available for planning consults, inspections, and paying bills
Increase residential sanitation fee by \$25	Save \$200,000	No impact
Raise golf fees and eliminate one position	Increase revenues \$215,000	No impact
Street lighting – revert to prior standards	Save \$100,000	Higher golf fees
	Less street lighting, save ongoing costs	

Sanford Golf Club

Sales Detail By Department

Retreat
5/1/13
Exhibit E

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
Department: Golf Course Revenue					
1299	Rental Clubs	10	\$50.00	\$0.00	100.00
Sub-Department: Green Fees					
Item Category: Weekday Fees					
1008	Wd 9 Gf	2,189	\$14,228.50	\$0.00	100.00
1137	Wd Industry Pro Gf	94	\$0.00	\$0.00	0.00
1165	Wd Promo Gf	31	\$317.75	\$0.00	100.00
1183	Wd Sr Green Fee	2,763	\$25,557.75	\$0.00	100.00
1217	Wd Member Gf	5,693	\$0.00	\$0.00	0.00
1219	Wd Afternoon Special Gf	632	\$5,846.00	\$0.00	100.00
1220	Wd 18 Gf	256	\$3,456.00	\$0.00	100.00
1222	Wd Green Fee With Cart	1,178	\$13,252.50	\$0.00	100.00
1223	Wd Jr Gf	302	\$1,812.00	\$0.00	100.00
1224	Wd Tournament Gf	156	\$1,444.56	\$0.00	100.00
1225	Wd Winter Gf	294	\$2,719.50	\$0.00	100.00
1235	Wd Employee Gf	274	\$0.00	\$0.00	0.00
1339	SCHOOL PLAYER	837	\$0.00	\$0.00	0.00
1368	City Tournament Players	24	\$0.00	\$0.00	0.00
1374	Cccc Tournament Green Fee	159	\$0.00	\$0.00	0.00
1523	Tyga Jr. Tournament Player	81	\$0.00	\$0.00	0.00
1556	Vfw Practice Round	50	\$0.00	\$0.00	0.00
1920	Wd Pro Am Gf	84	\$840.00	\$0.00	100.00
Weekday Fees Total:		15,097	\$69,474.56	\$0.00	100.00
Item Category: Weekend Fees					
1009	We 9 Gf	673	\$6,393.50	\$0.00	100.00
1178	We Smga Gf	160	\$1,841.60	\$0.00	100.00
1226	We Afternoon Special Gf	780	\$10,335.00	\$0.00	100.00
1227	We 18 Gf	1,941	\$30,085.50	\$0.00	100.00
1228	We Jr Gf	231	\$2,079.00	\$0.00	100.00
1229	We Tournament Gf	638	\$7,707.04	\$0.00	100.00
1230	We Winter Gf	448	\$6,003.20	\$0.00	100.00
1236	We Industry Pro Gf	26	\$0.00	\$0.00	0.00
1237	We Employee Gf	139	\$0.00	\$0.00	0.00
1238	We Member Gf	2,512	\$0.00	\$0.00	0.00
1315	We Afternoon Tourm	188	\$2,036.04	\$0.00	100.00
1845	Disc Tourm Gf	60	\$900.00	\$0.00	100.00
Weekend Fees Total:		7,796	\$67,380.88	\$0.00	100.00
Green Fees Total:		22,893	\$136,855.44	\$0.00	100.00
Sub-Department: Cart Fees					
Item Category: Cart Fees					
1002	Cart 18 We	1,934	\$24,407.08	\$0.00	100.00
1006	Cart 9 Member	1,178	\$7,704.12	\$0.00	100.00
1007	Cart 9	2,639	\$18,499.39	\$0.00	100.00
1010	Cart Afternoon Special	1,331	\$15,852.21	\$0.00	100.00
1130	Cart 18 Member	4,033	\$51,824.05	\$0.00	100.00
1134	Cart 18 Wd	1,569	\$18,686.79	\$0.00	100.00
1164	Cart Promo	31	\$369.21	\$0.00	100.00
1177	Cart Smga	246	\$2,988.90	\$0.00	100.00
1182	Cart Sr.	2,768	\$27,790.72	\$0.00	100.00
1215	Cart Tournament	1,247	\$14,564.96	\$0.00	100.00
1239	Cart 18 We Winter	451	\$6,151.64	\$0.00	100.00
1263	Cart Replay 18	43	\$582.65	\$0.00	100.00
1558	Vfw Cart Fee	50	\$642.50	\$0.00	100.00
1921	Cart Pro Am	84	\$785.40	\$0.00	100.00
Cart Fees Total:		17,604	\$190,849.62	\$0.00	100.00
Cart Fees Total:		17,604	\$190,849.62	\$0.00	100.00
Sub-Department: Driving Range					
Item Category: Range Fees					
1054	Driving Range Balls	5,982	\$14,955.00	\$0.00	100.00
1257	Driving Range High School	311	\$311.00	\$0.00	100.00
Range Fees Total:		6,293	\$15,266.00	\$0.00	100.00
Driving Range Total:		6,293	\$15,266.00	\$0.00	100.00
Sub-Department: Membership					
Item Category: Annual Green Fees					
1004	Membership 2 Person (city)	10	\$4,916.75	\$0.00	100.00
1051	Membership Corporate	26	\$10,395.00	\$0.00	100.00
1087	Membership Full Family (city)	3	\$1,760.00	\$0.00	100.00
1116	Membership Junior (city)	10	\$1,285.63	\$0.00	100.00

Sanford Golf Club

Sales Detail By Department

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
1173	Membership Single Ltd (city)	9	\$3,420.00	\$0.00	100.00
1174	Membership Single (city)	36	\$15,395.50	\$0.00	100.00
1322	Membership Corporate 2 Person	1	\$500.00	\$0.00	100.00
1326	Membership Corporate Full Family	6	\$3,300.00	\$0.00	100.00
1338	Membership Add On	6	\$383.33	\$0.00	100.00
1895	Membership Single (outside City)	25	\$10,568.00	\$0.00	100.00
1896	Membership 2 Person (outside City)	15	\$8,050.00	\$0.00	100.00
1897	Membership Full Family (outside City)	4	\$2,760.00	\$0.00	100.00
1898	Membership Single Ltd (outside City)	9	\$3,780.00	\$0.00	100.00
1899	Membership 2 Person Ltd (outside City)	1	\$540.00	\$0.00	100.00
1900	Membership Junior (outside City)	6	\$1,072.50	\$0.00	100.00
Annual Green Fees Total:		167	\$68,126.71	\$0.00	100.00
Item Category: Annual Prepaid					
1247	Membership 2 Person (city)- Prepaid	1	\$570.00	\$0.00	100.00
1251	Membership Junior (city) - Prepaid	2	\$330.00	\$0.00	100.00
1253	Membership Single (city) - Prepaid	1	\$450.00	\$0.00	100.00
1902	Membership 2 Person (outside City)-Prepaid	1	\$600.00	\$0.00	100.00
Annual Prepaid Total:		5	\$1,950.00	\$0.00	100.00
Membership Total:		172	\$70,076.71	\$0.00	100.00
Sub-Department: Accounting					
Item Category: Tournament Fees					
1021	Brick Capital Advertising Fee	8	\$600.00	\$0.00	100.00
1022	Brick Capital Tournament Fee	0	\$0.00	\$0.00	0.00
Tournament Fees Total:		8	\$600.00	\$0.00	100.00
Accounting Total:		8	\$600.00	\$0.00	100.00
Golf Course Revenue Total:		46,980	\$413,697.77	\$0.00	100.00
Department: Golf Shop Revenue					
1359	Club Repair	10	\$20.00	\$0.00	100.00
Sub-Department: Merchandise					
Item Category: Accessories					
1011	Arthritic Grip	1	\$4.95	\$3.59	27.56
1089	Golf Pride Putter Grip	1	\$8.00	\$6.84	14.44
1132	Mystic Umbrella	1	\$15.00	\$9.68	35.48
1149	Ping Grip	1	\$6.00	\$3.67	38.82
1169	Replacement Spikes	326	\$187.56	\$104.57	44.25
1199	Tees	632	\$442.19	\$172.02	61.10
1214	Tour Wrap Grip	168	\$914.78	\$633.84	30.71
1231	Winn Putter Grip	1	\$8.00	\$5.25	34.38
1276	Callaway Towel	4	\$79.96	\$51.53	35.56
1300	Maxx Sunglasses	18	\$347.15	\$171.34	50.65
1303	Lamkin Crossline Cord Grip*	1	\$8.33	\$7.64	8.25
1308	Tour Wrap Midsize Grip	49	\$291.03	\$219.09	24.72
1314	Golf Pride New Decade Grip	43	\$446.32	\$341.81	23.42
1320	Tour Velvet Grip	34	\$188.19	\$128.62	31.65
1337	Ping Players Towel	3	\$50.08	\$31.43	37.23
1387	Lamkin Crossline Grip	1	\$5.50	\$3.57	35.08
1437	Golf Pride Dd2	9	\$76.50	\$63.79	16.62
1440	Hot Hands	37	\$73.03	\$41.40	43.31
1448	Ping Putter Grip (regular)	5	\$34.25	\$24.48	28.54
1451	Graphite Butt Extensions	1	\$5.63	\$4.30	23.65
1452	Steel Butt Extensions	7	\$30.15	\$13.12	56.49
1503	Bubble Grip Taylor Made	2	\$11.00	\$8.07	26.66
1543	Golf Pride New Decade Midsize Grip	11	\$116.60	\$99.34	14.80
1598	Winn Medalist Putter Grip	17	\$191.90	\$133.20	30.59
1688	Titleist Umbrella	1	\$41.65	\$24.87	40.29
1726	Tour Velvet Cord Grip	2	\$18.88	\$15.13	19.88
1772	S G C Earbands	1	\$12.59	\$7.00	44.40
1888	Jumbo Putter Grip	1	\$17.99	\$11.82	34.29
1889	Fatso Slim Putter Grip	1	\$27.99	\$18.82	32.76
1907	Pistol Belly Putter Grip	1	\$26.09	\$21.95	15.87
1926	Ping Hat Clip	8	\$94.72	\$64.76	31.63
1927	Ping Divot Repair Tool	3	\$43.47	\$31.78	26.88
1928	Ping Tri-Fold Towel	5	\$74.95	\$40.47	46.00
Accessories Total:		1,396	\$3,900.43	\$2,518.78	35.42
Item Category: Bags					
1294	Ping Hooper Bag	1	\$159.00	\$121.67	23.48
1367	Ping Freestyle Bag	1	\$105.00	\$83.65	20.33

Sanford Golf Club

Sales Detail By Department

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
1668	Ping Golf Bag 4 Under	1	\$125.10	\$74.20	40.69
1759	Ping Traverse Bag	2	\$273.10	\$219.33	19.69
1768	Callaway Sport Cart Bag	1	\$144.83	\$106.10	26.74
1857	Callaway Razr Stand Bag	1	\$135.20	\$128.00	5.33
1862	Ping Bag 4 Series	2	\$259.93	\$195.33	24.85
1940	Ping Bag Dlx Black/silver	1	\$195.00	\$183.25	6.03
1978	Ping Pioneer Special Bag	1	\$79.60	\$0.01	99.99
1982	Titleist Custom Staff Bag	1	\$259.00	\$233.00	10.04
1984	Titleist Carry Bag	1	\$199.00	\$140.00	29.65
Bags Total:		13	\$1,934.76	\$1,484.54	23.27
Item Category: Balls					
1023	Bridgestone Tour	43	\$504.00	\$378.40	24.92
1120	Precept Lady Balls	2	\$12.00	\$8.83	26.38
1201	Titleist Dt Solo	10	\$67.90	\$40.71	40.04
1204	Titleist Pro V	514	\$6,299.54	\$4,838.40	23.19
1207	Top Flite 15 Ball	3	\$56.97	\$24.71	56.63
1258	Jar Balls	129	\$129.00	\$68.78	46.68
1277	Top Flite 6 Ball Pack	86	\$853.14	\$386.38	54.71
1333	Bridgestone E5 Ball	52	\$374.29	\$282.40	24.55
1334	Bridgestone E6 Ball	64	\$465.00	\$348.01	25.16
1458	Top Flite Gamer Golf Balls	37	\$212.25	\$135.18	36.31
1591	Bridgestone E7 Ball	30	\$216.25	\$163.25	24.51
1596	Callaway Logo Ball	230	\$460.00	\$246.12	46.49
1690	Titleist Pro V1x (lchs)	96	\$840.00	\$750.00	10.71
1715	Titleist Nxt Tour	108	\$864.26	\$683.76	20.89
1731	Lady Precept Ball (lchs)	72	\$331.20	\$242.10	26.90
1767	Precept Lady lq	37	\$264.00	\$110.78	58.04
1778	Callaway HX Diablo Tour Ball	35	\$266.00	\$153.31	42.36
1854	Callaway Hex Black Tour Ball	157	\$1,385.32	\$1,035.78	25.23
1858	Callaway Hex Chrome Ball	150	\$1,365.16	\$404.97	70.34
1922	Titleist Velocity Ball	83	\$638.68	\$451.94	29.24
1985	Callaway Hex Hot Ball	27	\$190.77	\$144.40	24.31
1986	Callaway Strata 15 Ball Pack	6	\$125.94	\$73.34	41.77
1987	Callaway Hex Warbird Ball	13	\$85.79	\$45.96	46.42
Balls Total:		1,984	\$16,007.46	\$11,017.52	31.17
Item Category: Clubs					
1041	Callaway Odyssey Xg#5 #73016652535	1	\$81.99	\$60.00	26.82
1138	Ping Tour Wedge	1	\$109.00	\$80.23	26.39
1188	Taylor Made Monza Corza	1	\$110.00	\$86.00	21.82
1189	Taylor Made R7 3 Wood	1	\$100.00	\$295.00	-195.00
1457	Top Flite Starter Set (women's)	1	\$195.00	\$1.00	99.49
1530	Callaway X 54 Degree Demo Wedge	1	\$65.00	\$48.40	25.54
1578	Ping Karsten Craze Putter	1	\$119.00	\$86.29	27.49
1579	Ping Karsten Zing Putter	1	\$95.04	\$68.29	28.15
1605	Callaway X-22 3-Pw Demos	1	\$210.00	\$199.00	5.24
1623	Callaway Diablo Driver	1	\$139.00	\$120.00	13.67
1629	Ping 50th Anniversary B60 Putter	2	\$199.47	\$154.02	22.79
1661	Ping G15 20 Deg Hybrid Demo	1	\$100.00	\$80.20	19.80
1693	Callaway Diablo Edge Tour Driver 9.5	0	\$0.99	\$0.00	100.00
1706	Callaway Diablo Edge Iron/hybrid Demo Set	1	\$235.00	\$199.00	15.32
1730	Titleist Vokey Wedge	2	\$226.10	\$183.60	18.80
1740	Ping K15 5 Wood	1	\$140.00	\$136.05	2.82
1753	Ping Scottsdale Anser 2 Putter	1	\$123.84	\$92.96	24.93
1756	Ping Scottsdale Tomcat Putter	1	\$123.84	\$86.10	30.47
1757	Ping Scottsdale Zb Putter	1	\$123.84	\$86.10	30.47
1783	Callaway Diablo Octane Tour Driver	1	\$169.99	\$211.47	-24.40
1784	Callaway Jaws Wedge	2	\$208.25	\$174.94	16.00
1786	Callaway Odyssey Divine Rossie 73035651532	1	\$134.83	\$96.47	28.45
1793	Ping Scottsdale Y Worry Putter	1	\$122.72	\$104.00	15.26
1804	Callaway Odyssey White Ice 2 73029342535	1	\$99.00	\$0.01	99.99
1823	Callaway Odyssey White Ice 9 (73029642535)	1	\$100.00	\$99.00	1.00
1831	Ping I15 23 Degree Demo	1	\$109.00	\$75.00	31.19
1837	Ping G-20 Driver 10.5	1	\$230.00	\$201.12	12.56
1848	TAYLOR MADE ROCKETBALLZ DEMO DRIVER	1	\$200.00	\$140.70	29.65
1849	Callaway Razr Fit Driver	1	\$269.99	\$224.73	16.77
1859	Callaway Razr X Black Driver	1	\$169.99	\$149.00	12.35
1864	Ping G20 3 Wood Reg Flex	1	\$179.10	\$141.57	20.95
1873	Ping G20 3 Wood Demo (set)	1	\$105.00	\$86.11	17.99
1893	Callaway Odyssey Metal X #7 (putter)	2	\$275.65	\$231.78	15.92

Sanford Golf Club

Sales Detail By Department

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
1908	Taylor Made Rbz 5 Wood	1	\$229.00	\$178.57	22.02
1911	Ping G-20 Uw	1	\$69.00	\$63.29	8.28
1912	Ping G-20 SW	1	\$69.00	\$63.29	8.28
1917	Callaway Odyssey White Ice 2-Ball Putter	1	\$134.10	\$113.16	15.61
1919	Scotty Cameron Big Sur Putter	1	\$239.00	\$190.52	20.28
1923	Taylor Made R11 3 Wood	1	\$199.00	\$149.99	24.63
1925	Titleist Scotty Cameron Go-Lo Putter	1	\$205.00	\$190.25	7.20
1929	Ping Anser Driver 9.5 Deg	1	\$359.10	\$265.51	26.06
1931	Ping Anser 3 Wood	1	\$224.10	\$165.64	26.09
1934	Ping Anser Hybrid 17 Deg	2	\$335.10	\$274.86	17.98
1935	Ping Anser Hybrid 20 Deg	1	\$129.00	\$109.82	14.87
1936	Ping Anser Hybrid 23 Deg	1	\$129.00	\$109.82	14.87
1937	Ping Anser Hybrid 27 Deg	1	\$129.01	\$115.86	10.19
1938	Ping I20 Hybrid 17 Deg	1	\$109.00	\$90.92	16.59
1939	Callaway Razr Fit 3 Wood	1	\$139.00	\$120.44	13.35
1942	Titleist D2 913 Driver	1	\$360.00	\$279.31	22.41
1943	Titleist D3 913 Driver	1	\$244.99	\$227.19	7.27
1974	Callaway Razr Fit Extreme 10.5 Driver	1	\$359.10	\$299.32	16.65
Clubs Total:		55	\$8,532.13	\$7,005.85	17.89
Item Category: Footwear					
1879	Foot-Joy Greenjoys #45402	1	\$64.99	\$41.26	36.52
1880	Foot-Joy Contour #54117	7	\$673.20	\$489.21	27.33
1883	A Game Shoes (galaxy)	1	\$65.55	\$42.00	35.93
1885	Foot-Joy Contour #54251	4	\$379.50	\$280.30	26.14
1909	Foot-Joy Icon Shoes #52031	1	\$169.00	\$148.37	12.21
1910	Foot-Joy Superlites Shoes #58158	1	\$71.10	\$61.68	13.25
1914	Foot-Joy Icon Shoes #52048	2	\$210.00	\$197.02	6.18
1918	Foot-Joy Contour #54212	1	\$99.00	\$75.18	24.06
1924	Foot-Joy Dryjoys #99058	1	\$139.00	\$100.38	27.78
1944	Foot-Joy Superlites #58166	1	\$80.10	\$66.68	16.75
1946	Foot-Joy Sport Shoes #53183	1	\$139.00	\$100.98	27.35
1947	Adidas Tour 360 Atv Shoes	2	\$299.98	\$213.72	28.76
1949	Foot-Joy Contour #54284 Shoes	1	\$89.10	\$75.18	15.62
1957	Foot-Joy Superlites #58141	1	\$89.00	\$66.68	25.08
1975	Foot-Joy Sport Shoes #53255	2	\$226.10	\$167.63	25.86
1976	Foot-Joy Contour Shoes #54043	2	\$193.05	\$145.63	24.56
Footwear Total:		29	\$2,987.67	\$2,271.90	23.96
Item Category: Gloves					
1115	Jr. Glove	10	\$105.60	\$56.09	46.88
1218	Weather-Sof Gloves	19	\$213.36	\$121.34	43.13
1234	Winter Gloves	9	\$184.24	\$114.12	38.06
1313	Top Flight Glove	60	\$474.60	\$251.08	47.10
1442	Ping Cart Gloves	2	\$45.60	\$41.28	9.48
1638	Titleist Perma-Soft Glove	6	\$96.00	\$60.42	37.06
1691	Callaway Tour Glove	202	\$2,520.01	\$1,135.62	54.94
1821	Titleist Players Glove	6	\$97.50	\$84.42	13.42
1948	Callaway Junior Glove	1	\$8.99	\$2.67	70.26
Gloves Total:		315	\$3,745.90	\$1,867.04	50.16
Item Category: Headwear					
1200	Titleist College Logo Hats	0	\$0.00	\$0.00	0.00
1285	Callaway Mesh Cap	0	\$0.00	\$0.00	0.00
1393	Ping Tour Unstructured Cap	5	\$86.40	\$64.74	25.07
1395	Ping Knit Hat (winter)	16	\$249.47	\$136.40	45.32
1470	Callaway Tour Cap	0	\$0.00	\$0.00	0.00
1602	Callaway Tour Chev Hat	13	\$226.80	\$145.01	36.06
1617	Ping Basic Cap (solid Color)	5	\$86.00	\$32.18	62.58
1712	Ping Pinstripe Cap	1	\$16.20	\$11.29	30.32
1773	Under Armour Hat	70	\$1,456.86	\$803.77	44.83
1825	Titleist Winter Hat	4	\$64.00	\$43.22	32.46
1933	Ping Structured Tour Cap	11	\$234.14	\$155.33	33.66
1941	Ping Flat Bill Cap	10	\$170.60	\$125.95	26.17
1962	Callaway Tour Performance Hat	4	\$75.97	\$55.33	27.17
1963	Callaway Fitted Mesh Hat	5	\$97.95	\$69.72	28.82
1964	Callaway Tour Sport Hat	1	\$19.99	\$1.25	93.76
1999	Titleist Baseball Logo Hat	4	\$112.97	\$63.78	43.54
Headwear Total:		149	\$2,897.35	\$1,707.96	41.05
Item Category: Mens Apparel					
1348	Greg Norman #gns7j304 Color 276	2	\$85.10	\$66.92	21.37

Sanford Golf Club

Sales Detail By Department

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
1565	Greg Norman Gnf8k969 Color 251	1	\$38.00	\$36.94	2.80
1566	Greg Norman Gns8j316 Color 001	1	\$41.40	\$35.58	14.07
1568	Greg Norman Gns8j316 Color 409	2	\$82.80	\$65.67	20.69
1571	Greg Norman Gns8j317 Color 409	1	\$35.40	\$30.34	14.29
1646	Under Armour (pullover)	16	\$1,006.03	\$539.46	46.38
1649	Under Armour (long Sleeve Mock)	10	\$518.85	\$267.95	48.36
1651	Under Armour (color Block Polo Shirt)	2	\$106.20	\$68.30	35.68
1657	Under Armour (shirt Solid Color)	25	\$1,044.23	\$616.87	40.93
1745	Under Armour (zipper Mock)	5	\$271.40	\$145.86	46.26
1746	Under Armour (fitted Mock)	2	\$90.10	\$66.58	26.11
1747	Under Armour Rain Jacket	2	\$203.98	\$106.62	47.73
1748	Under Armour Half Sleeve Rain Jacket	1	\$109.99	\$45.80	58.36
1749	Under Armour Short Sleeve Windshirt	2	\$151.98	\$60.10	60.45
1750	UNDER ARMOUR LONG SLEEVE WINDSHIRT	4	\$288.96	\$133.20	53.90
1751	Under Armour Long Sleeve Polo	2	\$94.99	\$46.60	50.94
1794	Ping Ace Shirt (10s1443)	6	\$291.55	\$121.37	58.37
1795	Ping Eagle Shirt (10f2381)	9	\$277.46	\$125.36	54.82
1796	Ping Muni Shirt (10f1540)	6	\$280.25	\$148.37	47.06
1797	Ping Pitch Shirt (11s1768)	2	\$112.10	\$49.46	55.88
1798	Ping Rainmaker Shirt (11s1235)	1	\$59.00	\$24.73	58.09
1877	Under Armour Shorts (solid)	3	\$132.30	\$89.06	32.69
1882	Foot-Joy Socks	11	\$73.50	\$35.24	52.06
1915	Foot-Joy Rainshirt #34790	1	\$83.00	\$75.82	8.65
1945	Foot-Joy 1/2 Zip Sweater	1	\$85.00	\$75.82	10.80
1958	Foot-Joy Shirt 21653	1	\$35.00	\$31.67	9.50
1959	Foot-Joy Shirt 21103	1	\$35.00	\$31.67	9.50
1960	Foot-Joy Shirt 20802	1	\$35.00	\$31.67	9.50
1961	Foot-Joy Dryjoy Tour Shirt	1	\$99.99	\$86.86	13.13
Mens Apparel Total:		122	\$5,768.56	\$3,259.88	43.49
Merchandise Total:		4,063	\$45,774.26	\$31,133.48	31.98
Golf Shop Revenue Total:		4,073	\$45,794.26	\$31,133.48	32.01
Department: Concession Revenue					
Sub-Department: Concessions					
Item Category: Food					
1024	Cakes	1,668	\$2,018.28	\$0.00	100.00
1043	Candy	1,395	\$1,311.30	\$0.00	100.00
1052	Crackers	2,614	\$1,829.80	\$0.00	100.00
1170	Sandwich	1,307	\$3,133.75	\$0.00	100.00
1635	Chips Lss	820	\$762.60	\$0.00	100.00
Food Total:		7,804	\$9,055.73	\$0.00	100.00
Item Category: Beer					
1019	Beer	3,123	\$5,840.01	\$0.00	100.00
Beer Total:		3,123	\$5,840.01	\$0.00	100.00
Item Category: Beverage					
1005	20 Oz. Drink	3,882	\$4,946.31	\$0.00	100.00
1020	Bottle Water	1,692	\$2,047.32	\$0.00	100.00
1046	Coffee/hot Chocolate	750	\$352.50	\$0.00	100.00
1053	Cup Of Ice	23	\$3.22	\$0.00	100.00
1123	Drink Large	2,032	\$1,910.08	\$0.00	100.00
1129	Drink Medium	534	\$421.86	\$0.00	100.00
1160	Powerade	2,265	\$3,372.99	\$0.00	100.00
1176	Drink Small	403	\$282.10	\$0.00	100.00
1973	Arnold Palmer Drink	4	\$7.48	\$0.00	100.00
Beverage Total:		11,585	\$13,343.86	\$0.00	100.00
Concessions Total:		22,512	\$28,239.60	\$0.00	100.00
Concession Revenue Total:		22,512	\$28,239.60	\$0.00	100.00
Department: Accounting					
Item Sub-Category: Credits 2012					
1853	Golf Shop Credits Redeemed 2012	455	(\$8,327.87)	\$0.00	0.00
Credits 2012 Total:		455	(\$8,327.87)	\$0.00	0.00
Item Category: Golf Shop Credits					
Item Sub-Category: Credits 2012					
1852	Golf Shop Credits Issued 2012	99	\$6,199.95	\$0.00	100.00
Credits 2012 Total:		99	\$6,199.95	\$0.00	100.00
Item Sub-Category: Credits 2013					
1979	Golf Shop Credits Issued 2013	52	\$1,950.00	\$0.00	100.00

Sanford Golf Club

Sales Detail By Department

From: Sunday, July 1, 2012

To: Sunday, April 28, 2013

Item #	Description	Qty	Sales	Cost	Margin %
1980	Golf Shop Credits Redeemed 2013	86	(\$571.39)	\$0.00	0.00
	Credits 2013 Total:	138	\$1,378.61	\$0.00	100.00
	Golf Shop Credits Total:	237	\$7,578.56	\$0.00	100.00
Sub-Department: Accounting					
Item Category: Gift Certificates					
1240	Gift Cert Issued	119	\$5,629.21	\$0.00	100.00
1241	Gift Cert Redeemed	178	(\$5,327.55)	\$0.00	0.00
	Gift Certificates Total:	297	\$301.66	\$0.00	100.00
Item Category: Rainchecks					
1244	Raincheck Redeemed	220	(\$2,508.21)	\$0.00	0.00
	Rainchecks Total:	220	(\$2,508.21)	\$0.00	0.00
	Accounting Total:	517	(\$2,206.55)	\$0.00	0.00
	Accounting Total:	1,209	(\$2,955.86)	\$0.00	0.00
	Grand Total:	74,774	\$484,775.77	\$31,133.48	93.58

Hal Hegwer

From: David Von Canon [david.voncanon@sanfordnc.net]
Sent: Monday, April 29, 2013 11:50 AM
To: hal.hegwer@sanfordnc.net
Subject: Golf Course Fee Structure (2013-2014)

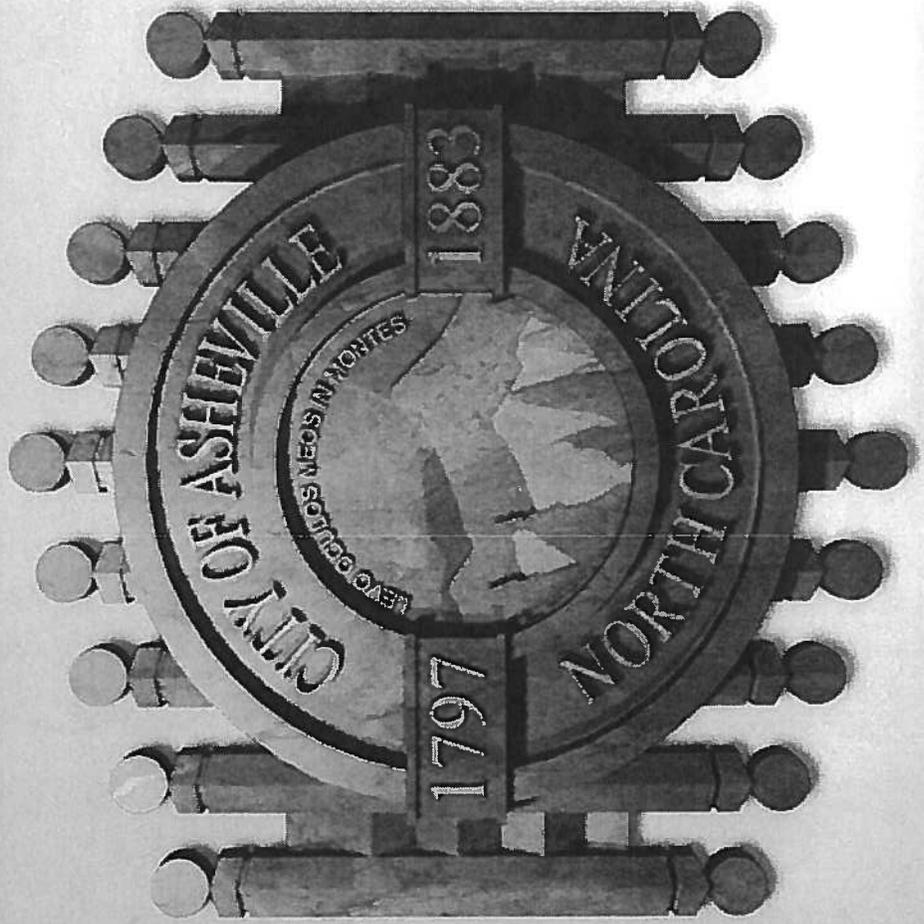
Mr. Hegwer,

In an effort to ease some of the budgetary issues the City of Sanford is facing, the golf course proposes a fee restructure. Assuming we don't lose play due to out-pricing our clientele, the course should see an increase in revenues. Also, the golf course is changing its hours of operation. During the months of May through September, the course will open at 7:00 daily and will remain open until dark. This will give us 30 additional minutes of play per day over that four month time frame. And lastly, due to our number of schools that use our facility in the Spring and Fall, management is proposing a nominal fee to be paid by the schools to use our facility during the teams' respective season. This would also mean that other schools will be charged a nominal fee when one of our local schools is hosting a match. You will have a rate sheet sent under separate cover.

Please feel free to call with any questions or concerns:

David Von Canon
PGA Professional
Golf Course Manager

City of Asheville
North Carolina



Current Golf Industry Trends



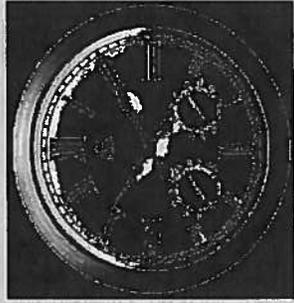
- **Golf is a Business**
- **Rounds are Down**
- **Revenue is Relatively Flat**
- **Operating Costs are Increasing**
- **Cash Flow is declining**
- **Competition is increasing**

Challenges Facing Municipalities



• Demands by Golfers

- ✓ Affordable Price Structure
- ✓ Accessibility
- ✓ Course Conditioning
- ✓ Variety of Programs



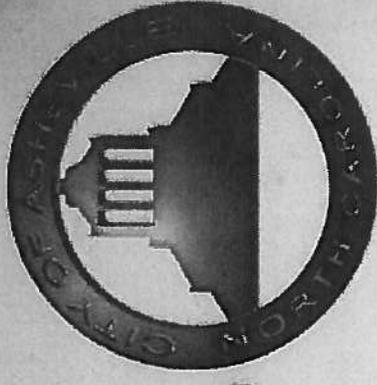
Challenges Facing Municipalities



• Pressure to Meet Financial Objectives

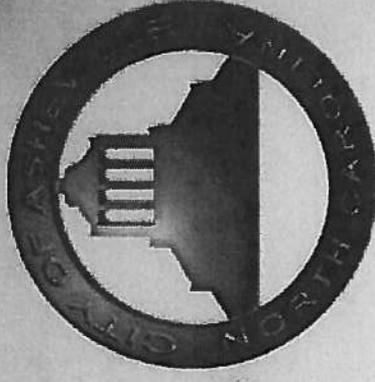
- ✓ Reduce/eliminate subsidies
- ✓ Reserves for repair & replacement
- ✓ Fund ongoing capital improvements
- ✓ Self Sufficient Operation
- ✓ Generate cash flow

Golf Market Impact on Municipalities



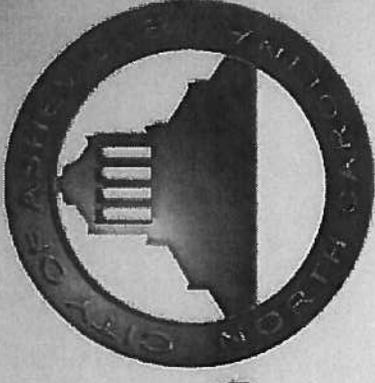
- **Increased subsidies**
- **Deferred capital improvements**
- **Less cash for other amenities and activities**

Typical Management Alternatives



- **Self-Operation**
- **Full-Service Management Contract**
- **Operating Lease**
- **Concession Agreements**

Self-Operation



- Greatest control over golf operations
- Control over all employees, maintenance, policies and procedures, hours of operation, fee schedules, and operating and capital budgets
- All revenues go to pay for operating and maintaining the facilities

Self-Operation

Advantages of Self-Operation

- Simplest option
- Direct Municipal control of the assets
- All revenues belong to the Municipality
- All workers are Municipal employees



Self-Operation



Disadvantages of Self-Operation

- Golf operation may experience fiscal loss and require subsidies from other departments
- Revenues may not cover rapidly increasing costs (particularly labor), especially when golf market is in decline
- Municipality may lack necessary expertise in managing golf facilities, especially in food and beverage area.

Self-Operation



- When revenues and/or operating/capital reserves are down, needed improvements may not be funded (or would at least be deferred)
- Becoming problematic due to increasing expenses and broader fiscal pressures
- Most frequently used model
- Enterprise Fund vs. General Fund Accounting
- Labor expenses and benefits tend to be most problematic

Full-Service Management Contract



- Municipality hires a firm that is charged with all management responsibility
- Municipality funds all capital improvements
- Management firm hires all employees

Full-Service Management Contract



Advantages of Management Contract

- Typically lower operating costs
- Reputable management company typically has experience and expertise in golf facility operations, maintenance, marketing and merchandising

Full-Service Management Contract



Advantages of Management Contract

- Municipality is removed from day-to-day operation in exchange for a payment of a pre-determined management fee (plus a percentage of gross revenues or some other formula); net revenues (if any) are retained by the municipality
- There may be purchasing efficiencies in the pro shop as well as the maintenance area, especially with larger companies

Full-Service Management Contract



Disadvantages of Management Contract

- Less control than with self-operation
- No guaranteed income for the municipality, but a guaranteed income for the management entity; **operating risk remains with the Municipality**
- Municipality responsible for capital improvements
- Municipality needs staff to devote some time to oversight of the golf operation and to ensure that the management company is complying with contract terms

Balance: Risk / Control / Reward



Full Service Management Agreement

- Municipality retains most control
- Term: 3 –10 years, plus extensions/renewals
- Municipality responsible for capital improvements
- Municipality owns economics and reaps rewards
- Risk lies with Municipality

Operating Lease



- Lessee hires and fires all employees and is responsible for the day-to-day operation
- Full economic risk of the operation is shifted from the municipality to the lessee
- Lessee is committed to pay the municipality a fixed rent, pay all operating expenses, supply equipment, and typically provide some capital investment
- Lessee receives most (if not all) of the revenue and pays the municipality either a flat payment or a percentage of revenue, or both

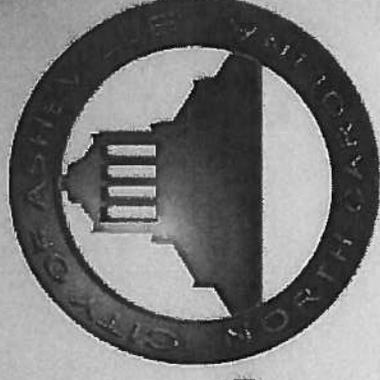
Operating Lease



Advantages of Operating Lease

- Shifts the burden of operational risk to the lessee
- Administrative overhead eliminated
- Municipality relieved of the day-to-day responsibility of maintaining and operating the facilities
- Lease terms could require (or at least incentivize) the lessee to make, or at least contribute to, needed capital improvements

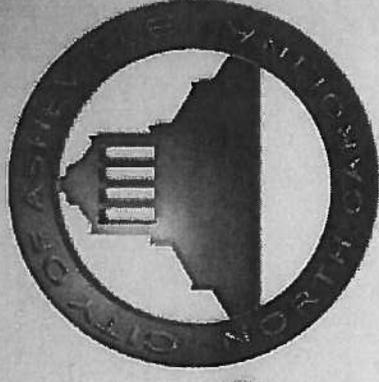
Operating Lease



Disadvantages of Operating Lease

- Least control over the golf course operation, especially pricing and quality
- May directly conflict with the objective of providing an affordable, enjoyable recreation activity for residents
- Could lead to public sector maintenance employees losing their positions

Operating Lease



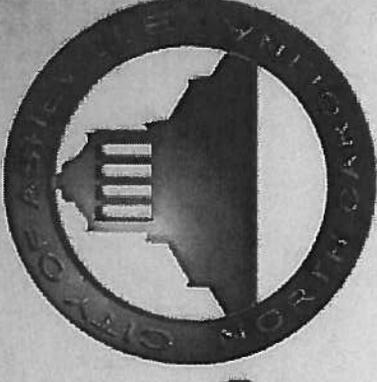
Disadvantages of Operating Lease

- Municipality would receive less of the upside revenue potential
- Leases typically for a long term, making it difficult to get out of the lease, if displeased with the lessee's operation
- Unexpected golf market downturns often lead to the lessee seeking to renegotiate terms

Balance: Risk / Control / Reward

Lease Agreement

- Operator given control of property
- Term: 10 –50 years
- Capital contribution impacts term
- Operator owns economics
- Risk lies with Operator
- Upside benefits reaped by Operator



Typical Management Alternatives



Policy questions

- What level of control does the City want over operations?
 - Includes fees, staffing, day-to-day management decisions, and quality of experience
- What level of financial risk is the City willing to accept for golf course operations?
- What level of capital investment is the City willing to make in the golf course?

*Handed
Out by
Jimmy Haire*

City manager: Proposed stadium sales 'about the money'

Bertrand M. Gutierrez/Winston-Salem Journal | Posted: Monday, April 29, 2013 7:35 pm

Ever since the city of Winston-Salem announced the proposed sales of Joel Coliseum to Wake Forest University and Bowman Gray Stadium to Winston-Salem State University, residents have been asking for reasons.

On Monday, City Manager Lee Garrity spelled it out.

"It's very simple. It's about the money," he said.

The comment came at the beginning of a public meeting of the Winston-Salem City Council's finance committee. Also at the meeting were about 50 people with opposing views about the proposed sales.

Martha Wood, a former mayor of Winston-Salem, urged the council to keep the stadium and coliseum, asking who would really benefit from the proposed sales. Wake Forest, she said, would be the "clear winner," the benefit to Winston-Salem State is "unclear, unsure and indefinite," and city residents stand to lose.

The name of Gray as well as the veterans' names at the coliseum must be preserved, she said.

Joel, a black U.S. Army medic and a Winston-Salem native, was awarded the Congressional Medal of Honor in 1967. Joel saved the lives of at least 13 paratroopers Nov. 8, 1965, during heavy fighting in Vietnam despite having been shot twice.

"Their stories are the souls of our community," Wood said.

Selling the coliseum and stadium would be worth about \$30 million over 20 years to the city, Garrity said. While the combined minimum asking price stands at \$15.1 million, the sales would also eliminate operating deficits; avoid repairs, improvements and maintenance; and increase the city's ability to borrow money.

Taxpayers lose about \$400,000 a year in operating deficits for the two facilities, according to city budgets.

Repairs, improvements and maintenance would cost about \$11 million — \$9.2 million for the coliseum and \$1.8 million for the stadium. And an additional \$5 million would be needed in anticipated future needs, officials said. By selling, the city would avoid incurring more debt to pay for these capital improvements.

City resident Wilma Pettyjohn, who spoke during the hourlong session, said she supports the

proposed sale of the coliseum because Wake Forest could do a better job of keeping it up.

“We have a good name to uphold,” she said. “We have to move forward.”

Some of the comments had racial undertones, some of the council members said after the residents spoke, alluding to comments made about preserving the Joel name. Taking his name off the stadium would be disrespectful, some residents said.

Some council members responded that the city has gone a long way to honor veterans and blacks, referring, for example, to the transportation center named after Clark Campbell, a black city employee for more than 40 years. Still, they supported the idea of maintaining some sort of honor to the Joel name and the other veterans.

“I do believe we have evolved, but we have responsibility to preserve the name,” Council Member Derwin Montgomery said. “To take it down would be a demotion.”

Settling debt-repayment costs would help clear the way for the city to borrow about \$10 million for other major projects, including those related to roads, sidewalks or other recreational facilities, officials said.

The minimum asking price for Joel Coliseum is \$8 million.

The proposed sale would not include the Annex. It includes the parking lots and a commitment by Wake Forest to invest \$10 million in improvements.

Key provisions of the proposed sale include the coliseum’s availability for public events. Among them are high school graduations and college commencement ceremonies; the Frank Spencer Basketball Tournament; holiday and benefit symphony concerts, Veterans Day and Memorial Day ceremonies; tourism-related events; and other events open to the public.

Another key provision would involve the Joel name. It would have a presence in the lobby and the plaza outside the coliseum, officials said.

Also, parking for the Dixie Classic Fair would be protected. Wake Forest would pay the city \$250,000 annually for parking rights.

The minimum price for Bowman Gray is \$7.1 million, including debt repayment for the field house.

The deal would include parking lots and Civitan Park. Key provisions include the honoring of the existing lease with the race promoter, Winston-Salem Speedway Inc., officials said.

The Bowman Gray name and presence would be maintained, officials said.

The stadium would continue to be available for public-purpose events, and public access would be maintained to Civitan Park and Salem Creek, officials said.

In the end, the finance committee voted to bring the item to another committee meeting — one with all the council members. City officials were planning that next meeting.

bgutierrez@wsjournal.com

(336) 727-7278

MUG SHOTS ON GOVERNMENT TV

Pros

- Can brand your city as tough on crime or effective at crime solving
- People can be alert to who the bad guys are.
- Posting the photos can bring traffic to your website or viewers to your channel, making it a great promotion tool for the other content in those places.

Cons

- Requires detailed communication from the police department (hi-res photos, arrest details, etc).
- Can brand your city or town as high crime.
- Can make your audience feel unsafe (looking at the bad guys all the time).

Other Cities' Decisions:

City of Raleigh

- Used to publish arrests and "most wanted" but stopped because that programming didn't fit with the city's re-branding campaign as a safe city.
- The programming was solely produced and managed by Raleigh PD. They submitted finished content to Raleigh's Television Network and City of Raleigh's website.

Cities of Wilmington, Charlotte, and Asheville

- Have never published mug shots on their city TV channels.
- Each publish a "most wanted" or "Crimestoppers" type section on their websites.
- Records are available to the public and to third party sites (e.g., www.mugshots.com)

City of Greenville

- Used to publish the city's "most wanted" on their TV channel (see attached).
- Program was ended because of the management required to alert the public information office when a criminal was caught. Therefore, they'd run the same content for months and it would be inaccurate.
- Never published mug shots or arrests, only photos of people the police were looking for.
- Reasoning for publishing "most wanted" rather than arrests was to encourage citizens to get involved in keeping the city safe. Their philosophy was "we're all in this together."

Examples of "Greenville's Most Wanted"



GREENVILLE'S
MOST WANTED

Alicia Whitfield

Wanted for:

Obtaining Property by False
Pretense

KNOW WHERE SHE MAY BE?
CALL THE TIPLINE: 758.7777



GREENVILLE'S
MOST WANTED

David Brian Green

Wanted for:

Common Law Robbery

KNOW WHERE HE MAY BE?
CALL THE TIPLINE: 758.7777



GREENVILLE'S
MOST WANTED

Gregory Milton Young

Wanted for:

Breaking and Entering
Obtaining Property by False
Pretense

Misdemeanor Larceny

KNOW WHERE HE MAY BE?
CALL THE TIPLINE: 758.7777