

LEISURE SERVICES

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Winston-Salem

RECREATION AND PARKS

MISSION STATEMENT

The mission of the Recreation and Parks Department is to enhance the quality of life for the citizens of Winston-Salem by providing a variety of indoor/outdoor leisure and cultural activities through professionally trained staff in facilities that are physically attractive, conveniently located, accessible, safe, and well maintained.

PROGRAM DESCRIPTIONS

Recreation Centers

- Supervises year-round activities at 17 community and neighborhood recreation centers
- Provides activities such as arts and crafts, dance, sports, and games
- Provides summer camps at five centers
- Provides sports camps at three centers
- Provides maintenance and repairs of facilities

Athletics

- Organizes, plans, schedules, and administers adult sports leagues and tournaments for various sports which include: soccer, softball, golf, volleyball, flag football, and dodgeball
- Serves more than 11,000 participants annually
- Responsible for the preparation and day-to-day care of athletic fields

Joe White Tennis Center

- Provides 20 lighted tennis courts, 14 clay and six hard courts, year round
- Offers clinics, monthly instructional programs, tournament play and programs for special populations

Parks Maintenance

- Maintains 77 parks, 49 playgrounds, 9 greenways (16 miles), 54 shelters and 43 soccer fields covering approximately 3,450 acres

Golf Courses

- Operates two, city-owned, 18-hole golf courses, Winston Lake and Reynolds Park (Winston Lake is city-operated and Reynolds Park is under contract management)
- Provides golf lessons and tournaments
- Provides summer camps and Earnest Morris, Jr. Golf Program
- Provides home for First Tee of the Triad at Winston Lake Golf Course

Pools

- Provides organized and supervised swimming opportunities at eight city-owned swimming pools
- Serves an average of 80,000 participants annually
- Provides maintenance and repairs of pool facilities

Salem Lake and Winston Lake Parks

- Operates Salem Lake, a 1,465 acre park with a 365-acre lake, which is open to both pier and boat anglers and has a gravel trail measuring 6.94 miles for annual races, horseback riders, walkers and nature enthusiasts
- Operates Winston Lake, a 467 acre park with a 20-acre lake that includes facilities such as sports fields, picnic shelters and playgrounds

Special Populations

- Offers community-wide and neighborhood special events for seniors and persons with disabilities, which include Spring Prom, Fair Night, Senior Fishing Festival and City-wide Senior Bingo
- Offers on-going community-wide and neighborhood programs for seniors and persons with disabilities which include wheelchair basketball, Winners on Wheels, gardening and nature, blind bowling, ceramics, sittercise, crocheting and leisure education
- Administrates the day-to-day operations of Special Olympics Forsyth County which includes training and competition for 13 different Olympic-type sports for persons with intellectual disabilities
- Administrates the day-to-day operation of Piedmont Plus Senior Games which includes sports competition in 35 different athletic events as well as the arts---literary, performing and visual

Historic Bethabara Park

- Provides specialized recreational and educational opportunities in cultural and natural history in North Carolina
- Educates visitors on the history of Forsyth County with tours and over 18 annual special events
- Coordinates maintenance and improvements of the park's buildings and grounds

Recreation Administration

- Provides direction and supervision for all Recreation and Parks programs

RECREATION AND PARKS

PROGRAM DESCRIPTIONS-Continued

- Prepares and coordinates departmental preparation of annual budget and capital improvement program
- Provides clerical, accounting and administrative support to the entire department
- Provides community education, including video production, website design and publishing of newsletters and brochures
- Coordinates the reservations of city-operated picnic shelters and other park facilities

EXPENDITURES BY PROGRAM	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
General Fund				
Recreation Administration	\$733,494	\$853,020	\$766,430	-10.2%
Recreation Centers	3,118,067	3,365,070	3,592,170	6.7%
Athletics	825,680	932,790	930,580	-0.2%
Joe White Tennis Center	44,002	44,200	44,700	1.1%
Parks Maintenance	1,805,337	1,698,950	1,878,080	10.5%
Golf Courses	660,944	710,620	735,600	3.5%
Lakes	204,375	229,060	211,410	-7.7%
Historic Bethabara	411,721	457,680	441,060	-3.6%
Aquatics	488,796	502,050	520,350	3.6%
Special Populations	530,518	641,350	657,510	2.5%
Total General Fund Expenditures by Program	\$8,822,934	\$9,434,790	\$9,777,890	3.6%
Grants Fund				
Recreation Center Grants	\$39,105	\$0	\$0	N/A
Senior Citizen Services	9,817	0	0	N/A
Miscellaneous Grants	11,170	0	0	N/A
Winston Lake Junior Golf	8,339	0	0	N/A
Therapeutic Recreation Programs	1,520	0	0	N/A
Recreation Weed and Seed 2002	367	0	0	N/A
Total Grants Fund Expenditures	\$70,319	\$0	\$0	N/A
Total Expenditures by Program	\$8,893,252	\$9,434,790	\$9,777,890	3.6%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness/Citizen Service Satisfaction			
Obtain 90% overall patron satisfaction with City Pools ¹	90.7%	90.0%	90.0%
Obtain 90% patron satisfaction with City Athletic Leagues ¹	100.0%	95.0%	95.0%
Obtain 90% overall patron satisfaction with Recreation Center Experience ¹	91.3%	90.0%	90.0%
Obtain 95% patron satisfaction with Recreation Center Programming ¹	100.0%	95.0%	95.0%
Obtain 90% patron satisfaction with City Golf Courses ¹	88.9%	95.0%	95.0%
Obtain 95% patron satisfaction for Appearance of City Parks ¹	92.7%	95.0%	95.2%
Obtain 95% overall patron satisfaction with City Parks ¹	93.0%	95.0%	96.0%
Obtain 97% overall patron satisfaction with Greenways/Strollways ¹	96.7%	97.8%	98.0%

RECREATION AND PARKS

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Obtain 95% patron satisfaction with Joe White Tennis Center ¹	90.9%	90.0%	95.0%
Recover at least 14% of Recreation and Parks Department expenditures through service fees	16%	14%	14%
Workload			
Picnic Shelter Reservations	1,114	1,175	1,175
WePLAY Tabloids Distributed	124,000	128,000	128,000
Swimming Pool Attendance	76,117	75,000	75,000
Golf Rounds Played at Winston Lake	17,030	18,000	18,000
Park Reservations (Corpening Plaza, Winston Square, and Grace Court)	212	200	200

1- Satisfied means a rating of "Very Good" (A), or "Good" (B) in City-administered citizen satisfaction surveys.

EXPENDITURES BY TYPE	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
General Fund				
Personnel Expense	\$5,589,151	\$6,069,050	\$6,406,910	5.6%
Supplies and Services	3,058,875	3,084,480	3,060,590	-0.8%
Capital Outlay	5,385	29,800	5,200	-82.6%
Equipment Leasing Expense	169,523	251,460	305,190	21.4%
Total General Fund Expenditures by Type	\$8,822,934	\$9,434,790	\$9,777,890	3.6%
Grants Fund				
Supplies and Services	\$70,319	\$0	\$0	N/A
Total Grants Fund Expenditures by Type	\$70,319	\$0	\$0	N/A
Total Expenditures by Type	\$8,893,253	\$9,434,790	\$9,777,890	3.6%
RESOURCES BY TYPE				
General Fund				
Service Charges	\$119,998	\$73,090	\$75,650	3.5%
Admission Fees	160,567	154,500	155,500	0.6%
Entry Fees	119,938	115,000	129,000	12.2%
Equipment Use Fees	131,986	152,000	152,000	0%
Facility Use Fees	291,705	285,800	291,300	1.9%
Other Charges for Service	206,663	195,000	200,000	2.6%
Charges to Forsyth County	197,209	220,340	218,680	-0.8%
Rentals	138,338	146,500	154,100	5.2%
Miscellaneous	37,615	500	500	0%
Concessions	666	1,500	1,500	0%
Other General Fund Revenues	7,418,249	8,090,560	8,407,310	3.9%
Total General Fund Resources by Type	\$8,822,934	\$9,434,790	\$9,777,890	3.6%

RECREATION AND PARKS

RESOURCES BY TYPE - Continued	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Grants Fund				
Contributions	\$67,550	\$0	\$0	N/A
Other Revenues	2,769	0	0	N/A
Total Grants Fund Resources by Type	\$70,319	\$0	\$0	N/A
Total Resources by Type	\$8,893,253	\$9,434,790	\$9,777,890	3.6%
Positions				Change
Full-Time	115	112	108	-4
Part-Time (FTE's)	73.609	75.239	75.239	0

BUDGET HIGHLIGHTS

Recreation Centers

- Recreation Centers expenditures are increased by 6.7% as a result of salary adjustments for the one-third position classification study and related benefits (\$160,000), as well as funds for replacing bleachers (\$24,000).

Parks Maintenance

- Parks Maintenance expenditures are increased by 10.5% as a result of the internal transfer of one light equipment operator position from Athletics, as well as funding for the full-year of salaries and benefits of a buildings supervisor position added during FY 07-08, as well as funds for replacing the electrical system at Corpening Plaza (\$12,000).

Equipment Leasing Expenses (+21.4%)

- Retired debt on previously approved equipment leasing expenses decreased only \$12,900 year-to-year as a result of budget constraints five years ago when many capital outlay purchases were frozen. The net increase in equipment leasing payments of \$53,730 for FY 08-09 includes funding for major pool repairs (\$10,000), Corpening Plaza electrical upgrade (\$12,000), tennis court resurfacing funds (\$10,000), recreation center bleacher replacements (\$24,000), Winston Lake Golf trap raker replacement (\$3,000), Winston Lake Golf spray unit replacement (\$4,300), and Winston Lake Golf tractor replacement (\$3,330).

Personnel

- The number of full-time positions in FY 08-09 decreases as four positions are transferred to City Link, effective July 1, 2008 (-\$131,030).
- Part-time expenses are increased (+\$31,310) as a result of budgeting for a \$9 minimum hourly (flat) rate for part-time, benefitted recreation staff.

UNFUNDED REQUESTS

Additional funds for: playground and bleacher replacements, tennis court and pool repairs and Corpening Plaza renovations	\$150,000
Greenway maintenance crew and vehicle	112,800
Summer youth program (recreation centers)	25,000
Ballfield scoreboards (4) at Washington Park	23,200
Full-time custodian for recreation warehouse	22,960
Comprehensive recreation and parks needs assessment	20,000
WePlay publication enhancements	8,000
Full-time assistant supervisor at Historic Bethabara	6,650
Miscellaneous equipment, supplies and new vehicle requests	27,000
Additional training and travel requests	2,000

VEGETATION MANAGEMENT

MISSION STATEMENT

The mission of the Vegetation Management Division of Recreation and Parks is to contribute to a safe and visually appealing urban environment by involving and educating citizens and by effectively and efficiently managing and enhancing the City of Winston-Salem’s vegetative assets growing in parks, athletic fields and rights-of-way.

PROGRAM DESCRIPTIONS

Administration

- Maintains all personnel and cost accounting records
- Responsible for oversight and payment of all utilities and building-related expenses

Grounds Maintenance

- Mows and maintains all city and state rights-of-way within the city limits, with the exception of Interstate 40
- Maintains vegetation at three landfills, and 250 miles of water and sewer utility easements for the City/County Utilities Division
- Mows and maintains all turf within city parks, as well as other city properties
- Mows and maintains athletic fields, including Bowman Gray Stadium, to accepted recreational specifications

Landscape Maintenance

- Designs, installs, and maintains landscaped areas within all city and state rights-of-way, except Interstate 40

- Plants and maintains all landscaped areas in all city parks
- Maintains areas of landscaping within the downtown Winston-Salem area
- Responsible for a city-wide herbicidal spray program
- Plants and maintains all flowerbeds on city property

Urban Forestry

- Manages the urban forestry program, which coordinates Community Roots Day and enforces city ordinances and policies related to trees within the city
- Maintains, removes, and plants trees along all rights-of-way, parks, and city-owned property
- Responsible for removal of storm damaged trees, and removing downed trees from city rights of way

Keep Winston-Salem Beautiful

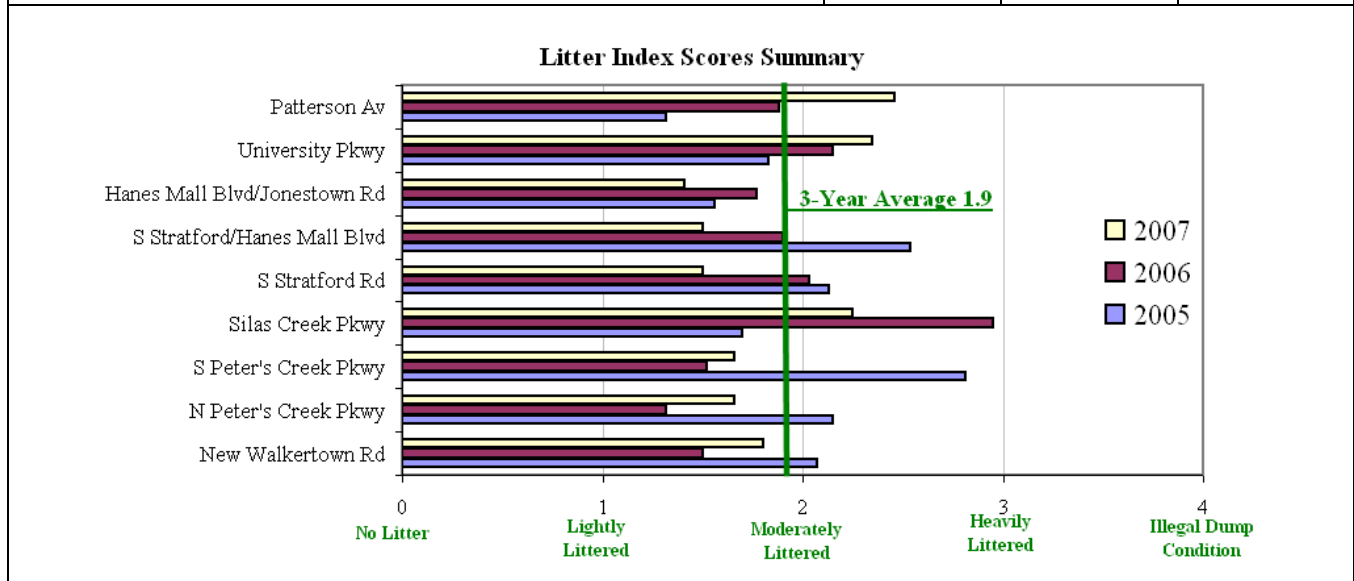
- Coordinates environmental programs that promote recycling and citizen education concerning litter, debris, and the improper disposal of solid waste

	Actual	Amended	Adopted	Percent
EXPENDITURES BY PROGRAM	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>Change</u>
Vegetation Management Administration	\$397,427	\$467,550	\$431,510	-7.7%
Grounds Maintenance	1,951,776	2,056,020	2,139,370	4.1%
Landscape Maintenance	1,560,458	1,722,970	1,740,720	1.0%
Urban Forestry	722,195	823,980	846,840	2.8%
<i>Keep Winston-Salem Beautiful</i>	119,928	113,720	116,490	2.4%
Total Expenditures by Program	\$4,751,785	\$5,184,240	\$5,274,930	1.7%

VEGETATION MANAGEMENT

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness			
Complete 95% of mowing cycles on time during the mowing season	95%	95%	95%
Complete 95% of athletic field mowing cycles on time during the mowing season	98%	97%	97%
Keep 95% of landscaped beds weed-free	97%	95%	95%
Achieve a 95% tree survival rate after one year after planting	93%	95%	85%
Remove 90% of hazardous trees within 3 weeks of identification	90%	90%	90%
Eliminate 95% of sight distance problems within one week of identification	95%	95%	95%
Workload			
Cubic yards of mulch applied	9,177	6,000	6,000
Number of annuals planted	82,802	60,000	60,000
Gallons of herbicide applied	103,547	60,000	60,000
Number of trees planted	630	700	700
Number of hazardous trees removed	517	500	500



VEGETATION MANAGEMENT

EXPENDITURES BY TYPE	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Personnel Expense	\$2,854,376	\$3,079,460	\$3,102,480	0.7%
Supplies and Services	1,689,826	1,721,520	1,797,780	4.4%
Capital Outlay	38,400	10,000	6,500	-35.0%
Equipment Leasing Expense	169,183	373,260	368,170	-1.4%
Total Expenditures by Type	\$4,751,785	\$5,184,240	\$5,274,930	1.7%

RESOURCES BY TYPE

Service Charges	\$333,267	\$215,440	\$239,500	11.2%
N.C. Department of Transportation	80,000	80,000	80,000	0%
Other General Fund Revenues	4,338,518	4,888,800	4,955,430	1.4%
Total Resources by Type	\$4,751,785	\$5,184,240	\$5,274,930	1.7%

Positions

				Change
Full-Time	71	71	70	-1
Part-Time (FTE's)	13.88	12.88	12.88	0

BUDGET HIGHLIGHTS

- One senior accounting clerk position is transferred to City Link, effective July 1, 2008 (-\$34,500).
- Equipment leasing expenditures are increased a net of \$33,710 and include the following replacements: one mowing tractor (+\$13,000), two crew cab trucks (+\$12,800), one one-half ton pick-up truck (+\$3,400), one utility body truck (+\$8,000), one tandem dump truck (+\$20,000), one mowing boom (+\$9,000), and one sloopmower (+\$26,000).

UNFUNDED REQUESTS

Increased litter collection	\$225,550
Grassy curb line spraying	70,000
Anti-littering marketing campaign	5,000
Maintenance and mowing equipment replacements:	
-Mowing tractors (2)	26,000
-Crew cab trucks (2)	12,800
-Loader tractor (1)	12,000
-Mower with integral bagger (1)	2,400

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

MISSION STATEMENT

The mission of the M.C. Benton, Jr. Convention and Civic Center is to provide a state-of-the-art, professionally managed convention and civic facility to attract out-of-town visitors that will provide economic benefits to the community and to enhance the social well-being of our citizens by providing a facility for social, educational, fraternal, and entertainment activities and events.

PROGRAM DESCRIPTIONS

Convention Center Operations

- Under a contract with Noble Investments, LLC, operates a 90,000-square foot public assembly facility that hosts conventions, meetings, banquets, and trade shows
- Provides event set-up, housekeeping, equipment maintenance, purchasing, and administration of contractual agreements

Sales and Marketing

- Works with the Convention and Visitors Bureau and hotel sales staffs to:
 - Develop sales proposals
 - Present bids to prospective clients
 - Develop sales strategies and marketing plans

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness			
Percent of available days that are booked	75%	73%	85%
Actual operating loss as a percent of budgeted loss	100%	76%	75%
Workload			
Total number of events	300	340	321
Total usage days	273	265	311
Total attendance	88,295	85,285	86,182
Available days for bookings	365	365	365

EXPENDITURES BY TYPE	Actual <u>FY 06-07</u>	Amended <u>FY 07-08</u>	Adopted <u>FY 08-09</u>	Percent <u>Change</u>
Supplies and Services	\$768,999	\$658,220	\$665,030	1.0%
Subtotal	\$768,999	\$658,220	\$665,030	1.0%
Debt and Lease Expense	\$8,162	\$7,770	\$960	-87.6%
Total Expenditures by Type	\$777,161	\$665,990	\$665,990	0%

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

RESOURCES BY TYPE	Actual	Amended	Adopted	Percent
	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>Change</u>
Reimbursement	\$111,171	\$0	\$0	N/A
Transfer from Occupancy Tax Fund	250,000	250,000	250,000	0%
Transfer from General Fund	415,990	415,990	415,990	0%
Total Resources by Type	\$777,161	\$665,990	\$665,990	0%

BUDGET HIGHLIGHTS

- In March 2004, the City Council approved entering into a 15-year agreement with Noble Management Group to manage the convention center. Noble Management Group took over the day-to-day operations of the convention center on July 1, 2004. Under the agreement, the city will continue to be responsible for covering all operating losses for the convention center. Of the \$665,990 budgeted for FY 08-09, \$500,800 is the amount projected by city staff to cover operating losses. The remaining city expenditures include \$140,000 for Noble’s management fee, \$22,230 for property insurance, \$2,000 for repairs by the Property Maintenance Division, and \$960 for capital lease payments for equipment. The budget for the management fee reflects an increase of \$10,000 based on the agreement with the city.

FY 07-08 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the Convention Center Fund.

	Budgeted	Estimated
	<u>FY 07-08</u>	<u>FY 07-08</u>
Operating Income (Loss)	(\$506,450)	(\$345,527)
Non-Operating Expenses		
Management Fee	\$130,000	\$130,000
Audit Fees	0	27,500
Liability Insurance	19,770	21,416
Equipment Lease Expenses	7,770	7,760
Miscellaneous Expenses	2,000	2,000
Balance Before Transfers	(665,990)	(534,203)
Transfer from Occupancy Tax Fund	250,000	250,000
Transfer from General Fund	415,990	284,203
Net Loss	<u>\$0</u>	<u>\$0</u>

Note: Debt service on funds borrowed for renovations at the M.C. Benton, Jr. Convention Center is not included in the budget information above. The FY 08-09 debt service payment is included in the debt service fund budget.

FAIR

MISSION STATEMENT

The mission of the Fair is to plan, promote, and produce the annual Dixie Classic Fair and to enhance the quality of life of citizens by providing year-round facilities for agricultural, fraternal, educational, social, and entertainment activities and events without taxpayer expense.

PROGRAM DESCRIPTIONS

Fair Administration

- Plans, promotes, and produces the annual Dixie Classic Fair

Farmers Market

- Operates a year-round Farmers Market at the Fairgrounds (each Saturday, all year)

Downtown Farmers Market

- Manages a seasonal farmers market at the corner of Sixth Street and Cherry Street in downtown Winston-Salem (Tuesdays and Thursdays, from May to September)

EXPENDITURES BY PROGRAM	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Fair Administration	\$2,601,252	\$2,733,390	\$2,877,200	5.3%
Farmers Market	11,363	18,580	15,570	-16.2%
Downtown Farmers Market	8,309	11,020	11,020	0%
Total Expenditures by Program	\$2,620,924	\$2,762,990	\$2,903,790	5.1%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness			
Operating revenue to operating expense ratio	1.43	1.46	1.34
Efficiency			
Revenue per attendee (total attendance)	\$7.22	\$7.18	\$7.20
Cost per attendee (total attendance)	\$5.01	\$5.50	\$5.10
Workload			
Total attendance	316,682	371,219	334,000
Total paid attendance	186,350	223,565	203,000
Number of exhibits entered	24,833	20,872	21,000

EXPENDITURES BY TYPE	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Personnel Expense	\$521,180	\$409,170	\$563,790	37.8%
Supplies and Services	1,085,286	1,126,340	1,236,000	9.7%
Subtotal	\$1,606,465	\$1,535,510	\$1,799,790	17.2%

FAIR

	Actual	Amended	Adopted	Percent
EXPENDITURES BY TYPE-Continued	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>Change</u>
Capital Outlay	\$0	\$17,500	\$17,500	0%
Debt and Lease Expense	489,275	480,760	464,740	-3.3%
Transfer to LJVM Coliseum Fund	525,184	729,220	621,760	-14.7%
Total Expenditures by Type	\$2,620,924	\$2,762,990	\$2,903,790	5.1%
RESOURCES BY TYPE				
Fair Admissions	\$1,141,868	\$1,215,000	\$1,300,000	7.0%
Farmers Market	13,441	14,500	14,500	0%
Other Fairgrounds Revenue	1,105,116	972,450	1,066,150	9.6%
Parking Services	27,619	25,000	26,000	4.0%
Entry Fees	9,184	8,000	8,500	6.3%
Miscellaneous Sales and Services	1,152	1,000	1,000	0%
Miscellaneous Revenues	1,245	1,500	1,500	0%
Interest Income	188,010	0	0	N/A
Fund Balance Appropriation	133,289	525,540	486,140	-7.5%
Total Resources by Type	\$2,620,924	\$2,762,990	\$2,903,790	5.1%
Positions				Change
Full-Time	3.5	3.5	3.5	0
Part-Time (Person Weeks)	405	405	405	0

BUDGET HIGHLIGHTS

- The adopted FY 08-09 budget represents the fourth year of the merger between the LJVM Coliseum Complex and the fairgrounds. The costs included in the fair budget only relate to the direct costs of operating the Dixie Classic Fair in October. Expenditures related to the annual operation and maintenance of the fairgrounds facilities are accounted for in the LJVM Coliseum Complex budget. The fair fund transfers resources to cover a portion of these costs based on the amount of revenue generated by the Dixie Classic Fair. For FY 08-09, this transfer is budgeted to cover 75% of these costs, a decrease of \$107,460, or 14.7%, from FY 07-08.
- Personnel services expenditures are increased by \$154,620, or 37.8%, primarily due to the allocation of full-time and part-time staff based on actual work assignments. The adopted budget does not include additional full-time positions.
- Supplies and services expenditures are increased \$109,660, or 9.7%, primarily due to increases for printing services (+\$49,500), information systems charges (+\$26,820), fair attractions (+\$16,000), and advertising (+\$9,500). The increase in printing services would cover the production of 6,000 cookbooks that would be sold for \$15 each. Estimated revenues include \$36,000 from the sale of 2,400 cookbooks.

FAIR

BUDGET HIGHLIGHTS - Continued

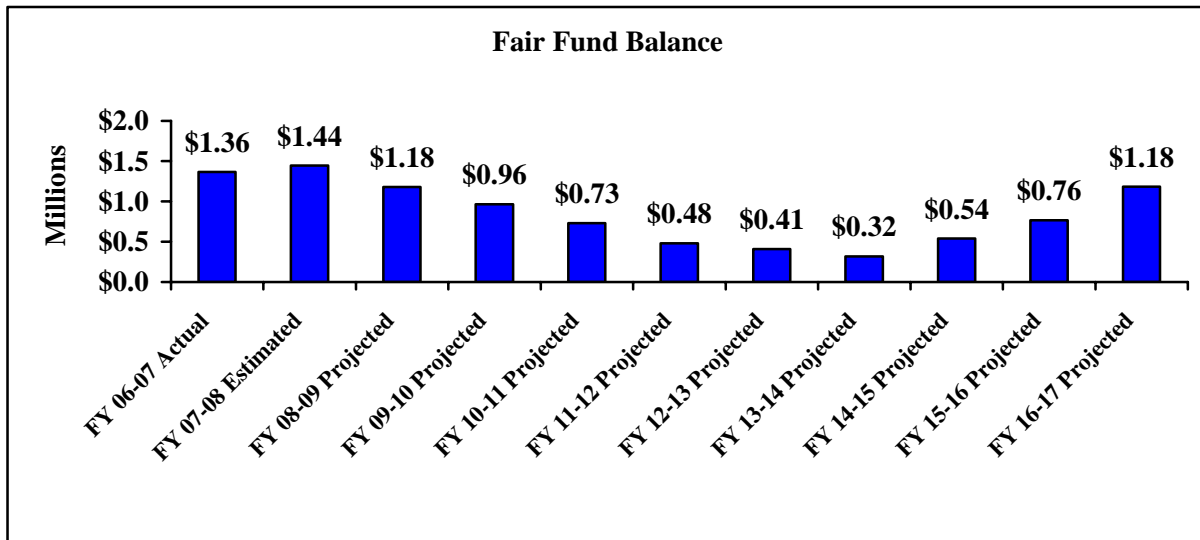
- Overall, operating revenues are increased by \$180,200, or 8.1%, primarily due to a \$1 increase in adult admission, from \$7 to \$8 (+\$85,000). The Fair Commission approved the increase on November 7, 2007. Other revenue increases include proceeds from cookbook sales (+\$36,000), the Fair’s share of ride ticket sales (+\$35,000), and the rental of concession space (+\$12,750).

FY 07-08 Year-End Outlook

- The following table provides estimated FY 07-08 year-end revenues and expenditures for the fair fund.

	Budgeted FY 07-08	Estimated FY 07-08
Operating Revenues	\$2,237,450	\$2,662,025
Operating Expenditures	1,553,010	1,656,495
Operating Income	\$684,440	\$1,005,530
Investment Income	\$0	\$150,183
Debt and Lease Expenses	(480,760)	(482,088)
Transfer to LJVM Coliseum Fund	(729,220)	(595,509)
Net Loss	<u>(\$525,540)</u>	<u>\$78,116</u>

- The following chart provides a projection of the fund balance for the fair fund. In FY 13-14, the fair fund will make the final payments on long-term capital leases, for a savings of \$322,830 in FY 14-15. As a result, the fund balance will begin to grow, creating reserves that could be used for future capital improvements.



WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

MISSION STATEMENT

The mission of the Winston-Salem Entertainment-Sports Complex is to provide premier public assembly facilities, which offer entertainment, sporting and civic events, conventions, and trade shows for the citizens of Winston-Salem, Forsyth County, the Piedmont Triad, and northwest North Carolina.

PROGRAM DESCRIPTIONS

Lawrence Joel Veterans Memorial Coliseum Complex

- Operates a 14,500-seat Coliseum for concerts, family shows, basketball games, and other events
- Operates a 3,600-seat Annex for ice hockey, basketball games, public ice skating, and trade shows
- Maintains all public access and production areas in a suitable manner, including scheduling set-up and service of each event to maximize patron/spectator satisfaction and to utilize facilities to capacity
- Manages contracted catering services for the Winston-Salem Entertainment-Sports Complex and other outside customers. Also manages contracted concessions and catering services at six city-wide locations including LJVM Coliseum, Coliseum Annex, Bowman Gray Stadium, Fairgrounds, Winston Lake Golf Course, and Bolton Pool.

- Administers vending contracts for Polo, Parkland, Kimberly Park, Happy Hills, Reynolds Park, Mineral Springs, and Sprague Street pools and various city office locations including City Hall, the Bryce A. Stuart Municipal Building, the Public Safety Building, and City Yard

Non-Fair Events at Fairgrounds

- Provides year-round facilities such as the Education Building, Home and Garden Building, midway, and fairgrounds for event rentals

Ernie Shore Field

- Provides a baseball field for professional, semi-professional, and amateur baseball. The city is scheduled to sell this facility in September 2008.

Bowman Gray Stadium

- Operates a 17,500-seat stadium with a quarter mile asphalt race track equipped to handle spectator events, including auto racing, football games, band competitions, concerts, and other mass spectator events

EXPENDITURES BY PROGRAM	Actual	Amended	Adopted	Percent
	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>Change</u>
LJVM Coliseum	\$4,497,471	\$4,493,250	\$4,557,240	1.4%
Fair	700,245	875,830	839,480	-4.2%
Bowman Gray Stadium	211,262	346,760	430,050	24.0%
Ernie Shore Field	106,146	104,760	54,790	-47.7%
Total Expenditures by Program	\$5,515,123	\$5,820,600	\$5,881,560	1.0%

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness			
% of available days that are booked	71%	46%	48%
% of operating expenses covered by revenues	79%	79%	78%
Efficiency			
Attendees per event (booking)	7,257	10,063	10,342
Revenue per attendee	\$3.09	\$3.03	\$3.28
Workload			
Total bookings	169	122	113
Total usage days	772	501	523
Total attendance	1,226,507	1,227,678	1,168,677
Available days for bookings (3 buildings at 365 days per year)	1,095	1,095	1,095

* These measures apply to the Coliseum Complex, which includes the Arena, Annex, and Education Building.

	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
EXPENDITURES BY TYPE				
Personnel Expense	\$2,519,938	\$2,720,440	\$2,675,970	-1.6%
Supplies and Services	2,595,033	2,579,600	2,751,250	6.7%
Subtotal	\$5,114,971	\$5,300,040	\$5,427,220	2.4%
Debt and Lease Expense	\$329,205	\$442,780	\$414,010	-6.5%
Transfer to LJVM Coliseum Fund	66,640	77,780	40,330	-48.1%
Transfer to Bowman Gray Stadium Fund	4,306	0	0	N/A
Total Expenditures by Type	\$5,515,123	\$5,820,600	\$5,881,560	1.0%

RESOURCES BY TYPE

LJVM Coliseum

Parking Services	\$955,385	\$1,123,700	\$1,097,640	-2.3%
Concessions/Catering	599,564	539,570	574,780	6.5%
Equipment Use Fees	44,716	34,830	34,830	0%
Facility Use Fees	112,134	130,600	152,720	16.9%
Admissions Fees	50,301	53,240	55,900	5.0%
Fairgrounds (Non-Fair Events)	315,789	242,420	240,470	-0.8%
Video-Board Advertising	195,000	201,120	187,070	-7.0%
Other Charges for Service	279,484	286,650	286,700	0%
Rentals	802,322	763,400	862,900	13.0%
Miscellaneous Revenues	435,964	342,070	344,740	0.8%
Transfer from General Fund	665,233	694,480	746,880	8.0%
Transfer from Occupancy Fund	150,000	150,000	150,000	0%
Transfer from Bowman Gray Stadium Fund	0	22,210	9,810	-55.8%

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

RESOURCES BY TYPE - Continued	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Transfer from Ernie Shore Field Fund	\$66,640	\$55,570	\$30,520	-45.1%
Transfer from Fair Fund	525,184	729,220	621,760	-14.7%
Subtotal	\$5,197,716	\$5,369,080	\$5,396,720	0.5%
Bowman Gray Stadium				
Parking Services	\$0	\$36,000	\$10,720	-70.2%
Concessions	101,423	132,900	130,270	-2.0%
Equipment Use Fees	406	500	750	50.0%
Video Board Advertising	0	54,760	55,180	0.8%
Winston-Salem State University	0	0	100,380	N/A
Other Charges for Service	14,581	7,000	8,750	25.0%
Rentals	77,902	93,000	105,500	13.4%
Miscellaneous Sales and Services	12,644	22,600	18,500	-18.1%
Transfer from LJVM Coliseum Fund	4,306	0	0	N/A
Subtotal	\$211,262	\$346,760	\$430,050	24.0%
Ernie Shore Field				
Parking Services	\$49,375	\$46,000	\$21,860	-52.5%
Concessions	56,770	58,760	32,930	-44.0%
Rentals	1	0	0	N/A
Subtotal	\$106,146	\$104,760	\$54,790	-47.7%
Total Resources by Category	\$5,515,123	\$5,820,600	\$5,881,560	1.0%
Positions				Change
Full-Time	38.5	36.5	36.5	0
Part-Time (FTE's)	38.9	38.9	39.8	+0.9

BUDGET HIGHLIGHTS

- The adopted FY 08-09 budget for the Winston-Salem Entertainment-Sports Complex is increased \$60,960, or 1.0%. Operating revenues for the Complex are increased \$153,470, or 3.7%. However, transfers from Ernie Shore Field, Bowman Gray Stadium, and the fairgrounds are decreased \$144,910. The city is scheduled to sell Ernie Shore Field to Wake Forest University in September 2008, so no revenue will be generated for the 2009 baseball season (-\$25,050). The reduced transfer from Bowman Gray Stadium is due to the city's share of the operating costs for the new field house (-\$12,400). The Complex's fairgrounds budget is decreased \$36,350, or 4.2%, primarily due to the allocation of Complex staff to this budget. This allocation is based on the actual amount of staff time used to maintain fairgrounds facilities. Under the cost-sharing arrangement, the transfer from the fair fund is based on an allocation between fair and non-fair events of 75% and 25%, respectively. With a lower fairgrounds budget, the transfer is decreased \$107,460.

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

BUDGET HIGHLIGHTS - Continued

As a result of these reduced transfers, general fund support for the Complex is increased \$52,400, or 8%. The transfer shown for FY 07-08 is an amended budget that was reduced as a result of transferring a position to City Link. The original transfer totaled \$725,130. Compared to the original FY 07-08 budget, the FY 08-09 transfer increases \$21,750, or 3%.

LJVM Coliseum

- The adopted budget for the Coliseum is increased \$63,990, or 1.4%. Personnel services include a net increase in part-time costs based on projected staffing levels for next year (+\$24,150). Supplies and services include increases for supplies to support professional ice hockey at the Annex (+\$33,530), radio maintenance (+\$18,670), traffic control (+\$16,650), and the city's indirect cost allocation (+\$15,300). These increases are partially offset by reductions in landscape maintenance costs (-\$10,690) and small equipment purchases (-\$10,000).
- Based on the Coliseum Complex's event forecast for FY 08-09, revenues reflect a net increase of \$120,150, or 3.2%, due to projected increases in rental revenue (+\$99,500), concession revenue (+\$35,210), and facility use fees (+\$22,120). These increases are partially offset by decreases in parking revenues (-\$26,060) and video board advertising (-\$14,050).
- On April 21, 2008, the Public Assembly Facilities Commission approved adjustments to the Complex's rental rates and fees. The proposal included an increase in the hourly rental rate for ice skating and adjustments in fees for equipment and staffing. The new rates will be effective July 1, 2008.

Bowman Gray Stadium

- The adopted FY 08-09 budget for Bowman Gray Stadium reflects a net increase of \$83,290, or 24%, primarily due to the opening of the new field house (+\$65,500) and parking for Winston-Salem State University football (+\$20,000). Under the operating agreement with Winston-Salem State University, the university will pay 91.5% of the operating costs of the new field house. For FY 08-09, the estimated payment totals \$100,380.

Ernie Shore Field

- The adopted FY 08-09 budget for Ernie Shore Field is decreased \$49,970, or 47.7%, due to the anticipated sale to Wake Forest University in September 2008.

FY 07-08 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the LJVM Coliseum Fund. This outlook does not include estimated revenues and expenditures for Bowman Gray Stadium, Ernie Shore Field, and Coliseum Promotions.

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

BUDGET HIGHLIGHTS - Continued

	Budgeted FY 07-08	Estimated FY 07-08
Operating Revenues	\$3,717,600	\$3,878,592
Operating Expenditures	4,941,300	4,938,870
Operating Loss	(\$1,223,700)	(\$1,060,278)
Debt and Lease Expenses	(\$383,430)	(\$383,430)
Transfer to Bowman Gray Stadium	0	(2,749)
Transfer from Bowman Gray Stadium	22,210	0
Transfer from Ernie Shore Field	55,570	71,351
Transfer from Occupancy Tax Fund	75,000	75,000
Transfer from Fair Fund	729,220	595,509
Transfer from General Fund	725,130	704,597
Net Loss	<u>\$0</u>	<u>\$0</u>

Note: Debt service on funds borrowed for renovations at the LJVM Coliseum and Annex is not included in the budget information above. The FY 08-09 debt service payment is included in the debt service fund budget.

LEISURE SERVICES NON-DEPARTMENTAL

Listed below are the appropriations related to leisure services that are not included in any of the departmental budgets in this section of the document.

	<u>Actual</u> <u>FY 06-07</u>	<u>Amended</u> <u>FY 07-08</u>	<u>Adopted</u> <u>FY 08-09</u>	<u>Percent</u> <u>Change</u>
General Fund Transfers				
To LJVM Coliseum Fund	\$665,233	\$694,480	\$746,880	7.5%
To Convention Center Fund	415,990	415,990	415,990	0%
To Capital Projects Fund	21,920	0	0	N/A
Subtotal	\$1,103,143	\$1,110,470	\$1,162,870	4.7%
Occupancy Tax				
Mid-Eastern Athletic Association	\$0	\$0	\$25,000	N/A
N.C. High School Athletic Association	0	0	50,000	N/A
Sports Commission	50,000	0	0	N/A
"The Drop" Events	0	25,000	0	-100.0%
Contingency	0	50,000	0	-100.0%
Transfers				
To LJVM Coliseum Marketing	75,000	75,000	75,000	0%
To LJVM Coliseum Co-Promotions	75,000	75,000	75,000	0%
To Convention Center Fund	250,000	250,000	250,000	0%
Subtotal	\$450,000	\$475,000	\$475,000	0%
Total Expenditures	\$1,553,143	\$1,585,470	\$1,637,870	3.3%
Resources				
General Fund Resources	\$1,103,143	\$1,110,470	\$1,162,870	4.7%
Occupancy Tax Revenue	527,549	450,000	475,000	5.6%
Occupancy Tax Interest Income	10,555	0	0	N/A
Occupancy Tax Fund Balance Appropriation	0	25,000	0	-100.0%
Total Resources	\$1,641,247	\$1,585,470	\$1,637,870	3.3%
Addition to Occupancy Tax Fund Balance	\$88,104	\$0	\$0	N/A

LEISURE SERVICES CAPITAL PROJECTS

Listed below are the adopted capital appropriations for leisure services related funds and entities.

EXPENDITURES

<u>Project Title</u>	<u>Adopted FY 08-09</u>
Recreation and Parks:	
Recreation Facilities/Parks Renovations and Expansions:	
Playground Renovations	\$120,000
Tennis Court Resurfacing	50,000
Swimming Pool Repairs	50,000
Recreation Center Bleacher Replacements	120,000
Corpening Plaza Renovations	60,000
Greenways and Trails:	
Brushy Fork Greenway-Phase III	\$600,000
Muddy Creek Greenway-Phase III	56,400
Other Greenway Development and Repairs	88,600
Public Facilities:	
Bowman Gray Stadium Concession Stand Renovation	\$100,000
Total Expenditures	\$1,245,000
FUNDING SOURCES	
Intergovernmental:	
State of North Carolina	\$600,000
Reserves:	
Capital Projects Reserves	\$120,000
Other:	
North Carolina Municipal Leasing Corporation	\$245,000
Motor Vehicle Privilege Tax	280,000
Total Funding Sources	\$1,245,000



Winston-Salem