



MOORE COUNTY BOARD OF COMMISSIONERS

TUESDAY, SEPTEMBER 20, 2016

REGULAR MEETING

The Moore County Board of Commissioners met for a Regular Meeting at 5:30 p.m., Tuesday, September 20, 2016 in the Commissioners' Meeting Room on the second floor of the Historic Courthouse in Carthage, North Carolina.

Commissioners Present: Chairman Nick Picerno, Vice Chairman Randy Saunders, Jerry Daeke, Catherine Graham, Otis Ritter

Commissioners Absent: None

Chairman Picerno called the meeting to order at 5:30 p.m. Reverend Rick Martindale of Carthage Presbyterian Church provided the invocation and Public Safety Director Bryan Phillips led the Pledge of Allegiance.

The Chairman asked whether any commissioner had a conflict of interest concerning agenda items the Board would discuss during the meeting and no conflicts were stated.

PUBLIC COMMENT PERIOD

There were no speakers.

ADDITIONAL AGENDA

Upon motion made by Chairman Picerno, seconded by Commissioner Graham, the Board voted 5-0 to add to the agenda consideration of a resolution accepting the high bid for the Bengston property.

PRESENTATIONS

Moore County Library Strategic Plan

Dr. Anthony Chow, consultant for development of a comprehensive three-year plan to guide the Sandhills Regional Library System in fulfilling the needs of patrons, presented a summary of the strategic plan for Moore County. Discussion followed regarding how Moore County's priorities and poverty, dropout rates, etc. in comparison to surrounding counties in the region. Chairman Picerno thanked Dr. Chow for his presentation, which is hereby incorporated as a part of these minutes by attachment as Appendix A.

Limited Obligation Bonds and USDA Refunding

County Manager Wayne Vest introduced Mitch Brigulio and Ted Cole with Davenport and Company, the County's financial advisors, to present information related to a bond refunding opportunity for the 2010 Limited Obligation Bonds and the USDA East Moore Water District loans 2003, 2008A, and 2008B. Mr. Brigulio presented the information, providing details for potential savings using bank loan for the LOBs only, public sale for the LOBs only, and public sale for the LOBs and USDA, and he answered the Board's related questions. The presentation is hereby incorporated as a part of these minutes by attachment as Appendix B.

CONSENT AGENDA

Upon motion made by Vice Chairman Saunders, seconded by Commissioner Graham, the Board voted 5-0 to approve the following consent agenda items:

Minutes: September 6, 2016 Regular Meeting and Closed Session

Minutes: September 8, 2016 Special Meeting

Tax Releases/Refunds – August 2016

Williams Sand and Clay, LLC Board Order

HCE Moore II Solar Collector Facility Board Order

Globe Communications Contract Amendment # 3

Legislative Goals

Moore County Schools Digital Learning Invoices

Partners in Progress FY17 Funding Agreement

Carolina Meter and Supply Sole Source

The tax releases/refunds resolutions, Williams Sand and Clay Board Order, and HCE Moore II Solar Board Order are hereby incorporated as a part of these minutes by attachment as Appendices C, D, and E, respectively.

PUBLIC HEARINGS

Call to Public Hearing – Limited Obligation Bonds and USDA Refunding

In follow-up to the earlier presentation on the LOBs and USDA refunding, County Manager Wayne Vest requested the Board call a public hearing pursuant to N.C.G.S. 160A-20(g). A resolution regarding the same was introduced by Chief Financial Officer Caroline Xiong. Upon motion made by Vice Chairman Saunders, seconded by Commissioner Graham, the Board voted 5-0 to adopt the resolution calling a public hearing in connection with the County's consideration of the issuance of limited obligation bonds of the County in an amount not to exceed \$33,000,000 in order to refund certain existing limited obligation bonds and to acquire refunding bonds of the East Moore Water District. The resolution is hereby incorporated as a part of these minutes by attachment as Appendix F. Vice Chairman Saunders then made a motion, seconded by Commissioner Graham, to proceed with the 2010 Limited Obligation Bond and East Moore Water District USDA refunding using a negotiated sale approach, to allow Moore County's financial advisor, Davenport and Company, to assist with the development of the request for proposals (RFP) for selecting the underwriting firm(s), and to allow Davenport and Company to select the most qualified firm(s) from the submitted proposals. Vice Chairman Saunders discussed the change in basis points since information on this refunding opportunity was first presented to the Board at a September 8, 2016 work session and asked if the Board could be updated again in two weeks. Mr. Brigulio confirmed an update would be provided and that Davenport would provide staff with updates along the way. The motion carried 5-0.

NEW BUSINESS

Sheriff's Office:

Request for Approval of Contract with Stanley Convergent Security Solutions

Sheriff Neil Godfrey requested the Board's approval of a contract with Stanley Convergent Security Solutions to provide and program twenty-two additional cameras within the booking area and inmate housing areas of the Rick Rhyne Public Safety Center. Upon motion made by Commissioner Graham, seconded by Vice Chairman Saunders, the Board voted 5-0 to approve the sole source contract with Stanley Convergent Security Solutions, Inc. for the purchase and programming of twenty-two (22) cameras for the Rick Rhyne Public Safety Center and to authorize Chairman Nick Picerno to sign the contract pending the final approval by County Attorney Misty Leland and the pre-audit by Finance Director Caroline Xiong.

Request for Approval of Contract with NMS Labs for Forensic Drug Analysis and DNA Testing

Sheriff Godfrey asked the Board to approve a contract and sole source justification with NMS Labs to provide forensic drug analysis and DNA testing for criminal investigations. He reviewed that the Sheriff's Office had relied on the NC State Crime Lab for this analysis and testing for several years. However, there was a significant backlog in the State Crime Lab which had resulted in delayed arrests and prosecution and in some cases the backlog had even resulted in cases being dismissed. While the backlog had been somewhat reduced, it was still an issue and so the Sheriff contracted with NMS Labs the previous year, enabling his office to prosecute criminal cases in a timely manner. Upon motion made by Commissioner Graham, seconded by Commissioner Ritter, the Board voted 5-0 to approve the sole source contract with NMS Labs for providing forensic drug analysis and DNA testing for the Sheriff's Office and to authorize the County Manager to sign the contract.

Human Resources:

Request for Approval of Employee Health Improvement Incentive Plan

Human Resources Director Denise Brook requested the Board's approval to award a bonus of \$250 to each County employee meeting criteria in the Employee Health Improvement Incentive Plan for waist circumference. Ms. Brook reviewed that in December 2013, the Board approved the Health Improvement Incentive Plan. Employees participating in the plan's biometric screening, consisting of a blood draw, blood pressure reading, and measurement of height/weight receive a \$15.00 bi-weekly discount on the medical coverage premium. Ms. Brook proposed that beginning with the biometric screening in the spring of 2017, employees participating in the incentive plan would have body measurements taken including a baseline reading for waist circumference. In the spring of 2018, employees meeting the moderate control of a waist circumference of <40" for males and <35" for females, or showing a 5% improvement in waist circumference or weight, would receive a \$250 cash bonus. Staff projected that approximately 60% of the employee population participating in the plan would meet the criteria which would incur an expense of \$88,000.

Commissioner Graham asked whether this proposal had been researched by Legal and wondered whether it could be perceived as discriminatory. Ms. Brook confirmed the recommendation had been approved by Legal and she clarified that it was a reward, not a penalty. Further discussion ensued amongst the Board including how to accommodate transgendered or pregnant individuals. Chairman Picerno said he agreed with the concept but feared the County could end up in a legal battle. Commissioners Graham and Ritter concurred. Vice

Chairman Saunders discussed the self-insurance being a significant part of the County's budget and the value of considering things to improve that, but indicated his agreement that this particular proposal could be troublesome down the road. County Manager Wayne Vest reviewed that the County was currently doing some level of biometric screening with participants getting a discount on their health insurance. He said Ms. Brook was bringing this item forward as follow-up to the original discussions on the screening program and that it was an effort to ensure the County's self-insurance was sustainable. Upon motion made by Chairman Picerno, seconded by Commissioner Ritter, the Board voted 5-0 to not go forward with this (bonus incentive for waist circumference as proposed).

Planning:

Request for Approval of Revised Assistance Policy under the 2015 Urgent Repair Program

Planning Director Debra Ensminger asked the Board to approve an update to the 2015 Urgent Repair Program Assistance Policy, which would bring the policy within the North Carolina Housing Finance Agency's standards. Upon motion made by Commissioner Ritter, seconded by Commissioner Daeke, the Board voted 5-0 to allow the Chairman to execute the revised Assistance Policy related to the 2015 Urgent Repair Program.

Public Safety:

Request for Approval of EMS Physical Agility Testing Standards

Public Safety Director Bryan Phillips requested the Board's approval of EMS physical agility testing standards for new applicants and current EMS employees. Commissioner Ritter inquired regarding who set the standards and Mr. Phillips said they were based on standards used by Nash and Mecklenburg Counties by a private company. Commissioner Ritter asked whether the testing could be considered discriminatory and Mr. Phillips said no as it was job specific, and he said it had been reviewed and approved by the Human Resources and Legal Departments. Vice Chairman Saunders said he thought this was a great idea and appeared reasonable. Upon motion made by Vice Chairman Saunders, seconded by Commissioner Ritter, the Board voted 5-0 to approve the Moore County EMS physical agility testing. The test as presented to the commissioners is hereby incorporated as a part of these minutes by attachment as Appendix G.

Request for Approval of Radio Communications Contracts

Mr. Phillips asked the Board to approve contracts with Radio Communications Company for eligible and non-eligible expenditures related to the maintenance and operations of equipment for the 911 Center. One contract would be for \$35,000 for 911 eligible expenditures and the other for \$30,000 for 911 non-eligible expenditures. Chairman Picerno asked how the 911 Board could determine that tower maintenance was not 911 specific. Mr. Phillips said they put out the rules and they were non-negotiable. Chairman Picerno asked if that board was elected or appointed and Mr. Phillips said he did not know but would find out. Vice Chairman Saunders if there would be any financial change and Mr. Phillips said no. Upon motion made by Vice Chairman Saunders, seconded by Commissioner Daeke, the Board voted 5-0 to approve the 911 non-eligible contract with Radio Communications Company, including the sole source, for the amount not to exceed \$30,000 and authorize the Chairman to execute and sign all necessary documents. Upon motion made by Vice Chairman Saunders, seconded by Commissioner Daeke, the Board voted 5-0 to approve the 911 eligible contract with Radio Communications Company, including the sole source, for the amount not to exceed \$35,000 and authorize the Chairman to execute and sign all necessary documents.

Request for Approval to Apply for NC 911 Board Grant

Mr. Phillips asked the Board to approve acceptance of \$586,404 from the NC 911 Board competitive grant for the implementation of the back-up 911 center and Location Prime Alert System. The Board discussed the determination of the award of these funds by a non-elected, non-accountable board. Mr. Phillips shared information on the source of funding and then discussed requirements for the facility, which would have to be operational by June 30, 2017. There was further discussion amongst commissioners. Chairman Picerno made a motion, seconded by Commissioner Graham, to accept the 2017 PSAP grant for \$586,404 for implementation of the back-up 911 center and implement the Location Prime Alert System to enhance the level of service provided by Moore County Communications and authorize the Chairman to execute and sign all necessary documents upon legal and financial approvals. Chairman Picerno read an excerpt of the letter from the State regarding acceptance of the award, expressing discontent. The motion to accept the funds carried 5-0.

Administration:

Request for Addition of Capital Projects Manager Position

County Manager Wayne Vest requested the Board's approval of the addition of a Capital Project Manager position. He reviewed that large capital projects require a considerable amount of development and oversight to ensure completion in a timely and cost effective manner. He said the current fiscal year 2017 budget did not include funding for this position. Upon motion made by Commissioner Graham, seconded by Vice Chairman Saunders, the Board voted 5-0 to approve the addition of Capital Project Manager, grade 128 to the County of Moore Position Classification and Pay Plan. Upon motion made by Commissioner Ritter, seconded by Commissioner Graham, the Board voted 5-0 to approve the addition of one full time position to the FY 2017 Position Authorization Document.

Consideration of Bids for Seven Lakes Well Lots

Mr. Vest informed the Board that bids had been received for six abandoned well site lots owned by the County in Seven Lakes. He reviewed that at the Board's August 16, 2016 regular meeting, it was reported that a single bid had been received for six abandoned well sites owned by the County within the Seven Lakes West Landowners boundaries. The SLWLA submitted a bid for \$30,000. However, per legal guidance, the Board directed Mr. Vest to inform the bidder that the properties should be bid individually to maintain the competitiveness of the process. The County subsequently received from the SLWLA individual bids for the same six lots, with the total amount bid price as \$19,000, versus the \$30,000 received as a single bid. Chairman Picerno inquired whether the Board could initiate the upset bid process for one of the lots but renegotiate the others and this was confirmed. Upon motion made by Chairman Picerno, seconded by Commissioner Graham, the Board voted 5-0 to initiate the upset bid process on Lot 9A and go back and renegotiate the others.

Acceptance of Bid for Bengston Property

Mr. Vest presented for the Board's consideration a resolution accepting the high (and only) bid of \$350,000 for the Bengston property by Mr. Jonathan Gregory Martin. Upon motion made by Commissioner Ritter, seconded by Commissioner Daeke, the Board voted 5-0 to adopt the resolution accepting the high bid of \$350,000 and authorize the Chairman to sign all necessary documents. The resolution is hereby incorporated as a part of these minutes by attachment as Appendix H.

APPOINTMENTS

Town of Aberdeen Planning Board ETJ

Upon motion made by Vice Chairman Saunders, seconded by Commissioner Graham, the Board voted 5-0 to appoint Heidi Whitescarver as an ETJ member of the Town of Aberdeen Planning Board for a term commencing retroactively to June 30, 2016 and expiring June 30, 2019.

MANAGER'S REPORT

County Manager Wayne Vest reported that the County's fuel supply was being monitored as a result of a recent shortage (due to a pipeline leak in Alabama).

COMMISSIONERS' COMMENTS

Commissioner Ritter asked County Manager Wayne Vest to collect some information from Moore County Partners in Progress including a presentation recently made to prospective business people and who was included in that meeting and how many town council meetings PIP Executive Director Pat Corso had attended and where. Commissioner Ritter expressed his concern that PIP was not doing enough to address the needs of the northern portion of the County, nor those of Vass and Cameron. He said the development of the whole county was important. He also addressed a new study PIP proposed to be completed by a consultant out of Lee County and expressed his dissatisfaction with this decision to consult with someone outside Moore County.

Commissioner Graham thanked attendees of the meeting for being present and invited them to come back.

Vice Chairman Saunders shared that as he left the Board at the end of the year he would miss the inspiring intelligence of Mitch Brigulio and Ted Cole with the County's financial advisors, Davenport and Company.

Chairman Picerno discussed the County's public/private relationship with Partners in Progress, saying certain information kept private should be public because of the use of public funds. He indicated he understood the organization's mission and thought it was a good one, but said the issue he had was with the way the Partners Board operated. He shared that letters he had received regarding the PIP funding agreement did not influence his decision not to make an issue of it because he had not read them, thinking they were personal mail since they were not addressed to him as a commissioner. Chairman Picerno said his problem was with the compensation of the director of the organization as it was not in line with positions such as the County Manager, County Attorney, Sheriff, and Public Safety Director. He said that going forward, one of the tasks of the new Board of Commissioners should be to rein that (salary) in.

Chairman Picerno also commented on the State Crime Lab delays as discussed by the Sheriff earlier in the meeting, saying that what the Sheriff had shared was not consistent with claims made by the State Attorney General. He also lamented the lack of response from the Attorney General's Office regarding the County's inquiry into high gas prices relative to other areas. He said the County had been trying to get answers on that issue for two and a half years.

CLOSED SESSION

Upon motion made by Commissioner Graham, seconded by Vice Chairman Saunders, the Board voted 5-0 to enter into closed session pursuant to N.C.G.S. 143-318.11(a)(3) and (a)(4).

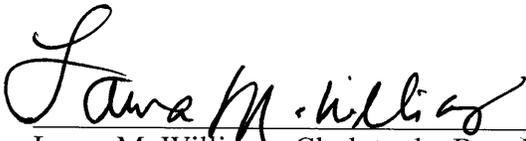
The Board reported no action upon returning from closed session. Upon motion made by Vice Chairman Saunders, seconded by Commissioner Graham, the Board voted 5-0 to come out of closed and seal the minutes.

ADJOURNMENT

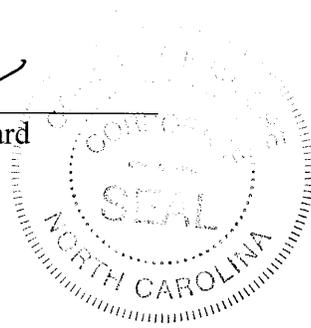
There being no further business, upon motion made by Vice Chairman Saunders, seconded by Commissioner Graham, the Board voted 5-0 to adjourn the September 20, 2016 regular meeting of the Moore County Board of Commissioners at 7:23 p.m.



Nick J. Picerno, Chairman



Laura M. Williams, Clerk to the Board



Appendix A
9.20.2016



Moore County Public Library Strategic Plan

2016 to 2020



"Promoting literacy & lifelong learning to the Sandhills."

August 11, 2016

Jesse Gibson, Sandhills Regional Library System Director

Alice Thomas, Moore County Public Library Director

Dr. Anthony Chow, State Library Consultant

Acknowledgements

We would like to give Special Thanks to:

➤ Members of the Moore County Public Library Community Steering Committee

- Amber McKinney
- Ann Stephens
- Clare Ruggles
- Dr. Patty Buelt
- Faye Dasen
- Harrison Mabry
- Jerry Daeke
- Joan Ciminera
- Ken Byrd
- Martha Ferguson
- Nakia Williams
- Nancy Wienstroth
- Lori Paulus
- Priscilla Williams
- Rachel Brower
- Rose Highland-Sharpe
- Terry Reynolds
- Vince Long
- Yvonne Blake



- Moore County leadership, community, and patrons who participated in our year-long study.
- The Institute of Museum and Library Services (IMLS), the Library Services and Technology Act (LSTA), and the State Library of North Carolina for funding this project.
- Strategic Performance Systems, LLC and Dr. Anthony Chow for leading the needs assessment and strategic planning process.

Moore County Public Library Strategic Plan - Draft 2016 to 2020

Moore County Needs Assessment Executive Summary

Funded by the State Library of North Carolina through a federal Library Services and Technology Act grant, a comprehensive strategic planning process took place over an 11-month process from June 2015 to May 2016 of all five counties that make up the Sandhill Regional Library System (SRLS). A total of 436 Moore County residents participated in the needs assessment study using a broad spectrum of data collection methods: interviews (n=8), focus groups and community forums (n=7, n=26), and survey participants (n=64, n=338).

Interviews were conducted with community leaders from across the County including the County Manager, the Mayor and Town Manager of Aberdeen, the Mayor of Pinebluff, the Town Manager of Carthage, the Mayor of Robbins, and the Interim Associate Superintendent and instructional specialist in charge of all school librarians at Moore County Schools. A total of 402 Moore County residents participated in the library needs assessment survey. A random sample of 1,000 county residents received a 6.4% response rate or a total of 64 responses – 18% of these respondents reported either not using the Library at all or using exclusively Southern Pines or Pinehurst municipal libraries.

Moore County Changes and Priorities

According to County leadership, two of the County's highest priorities are supporting schools (both public and community college) and overall public safety. The overall quality of life of residents is also a major priority. Libraries can help by partnering more closely with schools to support and provide additional opportunities for county residents and to offer services and programs that contribute to the overall quality of life. This includes getting broadband connectivity to all areas of the county, which will support the school's increasing use of technology.



Aberdeen has doubled in population size over the past 15 years and wants its own library branch and already has the blue prints for it (12,000 square foot facility) while maintaining the original branch as a historic site. Pinebluff wants to embrace its existing role as a bedroom community by providing quality

services to families that will add to the overall town’s quality of life. It’s building is getting old and could possibly be expanded so it could deliver more services to more patrons (e.g. increased story times); it could use an additional staff member as well. It’s priorities over the next few years include outreach, tutoring, providing more story times and other children and youth services and programming, and also providing for its increasing senior population as well.

Carthage is also experiencing an influx of military families, many of which have kids. There is a general sense that a number in their town does not have access to technology. It’s priorities over the next few years is to become more fiscally solvent, establish a stronger Community pride, and increase overall community support for the Library (e.g. volunteers, donations, programs, etc.).

Moore County Schools is focused on technology, in particular their 1:1 initiative and providing e-books to all students. They would like



to more closely partner with the Library for help with additional resources and support in areas they may not be very strong in (e.g. ESL, special needs like visually impaired) or are recurring like Battle of the Books (BoB). They would also like to see some kind of library card drive to make it easier for their students to get a public library card. The School district’s priorities are e-books, offline use outside of school (e.g. libraries can support their

students when schools are closed), and Wi-Fi hotspots and connectivity in areas that currently do not have it or students cannot afford it.

Below Average in Funding and Staffing Compared to Other Library Regional Systems

For 2014-2015, the Region was **below average** in comparison to the other 11 library regions in significant funding and staffing areas including – **deficits in local income per capita** (\$8.35 to \$12.73 per person), **deficits in state aid per capita** (\$2.36 to \$3.98 per person), **deficits in total income per capita** (\$11.66 to \$19.80 per person), and **deficits in FTE per 25k population** (4.93 staff to 8.27 staff). All five counties reflected similar deficits in funding and staffing at the local level – Anson County had an \$8.05 local allocation per capita and 6.61 staff per 25k, Hoke County had an \$6.21 local allocation per capita and 4.9 staff per 25k, Montgomery had a region leading \$10.41 local allocation per capita (still below the statewide region average of \$12.73) and 6.29 staff per 25k, **Moore had a region low \$5.88 local allocation per capita and region low 2.95 staff per 25k (note: Southern Pines municipal library is one**

reason for this), and Richmond had an 9.60 local allocation per capita and 6.59 staff per 25k. All five counties were significantly below the overall statewide regional average of \$12.73 local per capita and 8.27 staff per 25k (see State Library 2014-2015 statistical report Tables 4 and 5).

Sandhill Regional Library System in 2014-2015 **had the second lowest FTE (4.93) per 25k out of North Carolina’s 12 regional library systems** (Pettigrew is lower at 4.57) which is almost half the regional average of 8.27. It is the sixth lowest out of all library systems in North Carolina factoring in both county and municipal libraries as well. SRLS is also the sixth lowest among library regions in terms of % ALA MLIS staff and the fourth highest in terms of “other” paid staff. In contrast to Moore County’s library staffing, Southern Pines is 19.96 per 25k population which is almost four times SRLS’ 4.93 FTE rate and eight times the County’s 2.95 FTE.



At the same time, however, the County has grown by 24% in population over the past 14 years. This has led to a dramatic 42% increase in registered library patrons from 2004-2014, which has exacerbated Moore County’s deficits in terms of library staffing – at 2.95 FTE per 25k in population, it is tied for last place with Rutherford County for the lowest FTE in the State and the lowest in the entire SRLS library region behind Anson (6.61), Hoke (4.91), Montgomery (6.29), and Richmond (6.59) counties.

Public Libraries as Anchor Institutions and National Trends

Overall library budgets nationwide are relatively static. There is a clear ongoing shift, however, on how public libraries are being used – less emphasis on print circulation (although still a core service) and increases in emphasizing digital literacy (beyond just providing computers and free Internet), innovative programming for all ages, e-books (and diverse collections), and maker-spaces or other innovation and creation spaces (ALA, 2015).

Nationally, patrons appear to be asking public libraries to focus more on educational programs, print AND digital books, databases, meeting spaces, and instruction on how to use new technologies. The role of public libraries are expanding and shifting but it is still considered vital by most Americans as, “...more than two-thirds of Americans agree that libraries are important because they improve the quality of life in a community, promote literacy and reading, and provide many people with a chance to succeed” (ALA, 2015, pg.10).

The role of libraries in supporting and nurturing a vibrant economy has also become more recognized. It is now considered an ***anchor institution*** - nonprofit organizations that play an integral role in the local economy. According to ALA (2015), “Today, it is recognized that community anchors include libraries, museums, faith-based institutions, community foundations, municipal entities, and other nonprofit

organizations. In addition to the economic benefits, **the mission of anchor institutions includes creating a more democratic, just, and equitable society**¹.

Four Big Regional Trends

Overall usage of the Region’s traditional library services are clearly in decline and are being replaced by other patron demands. The data supports four clear growth trends in patron usage across the Region – **increases in children’s book circulation, e-book circulation, and program and meeting attendance**. In addition, **significant decreases in computer usage** suggest the paradigm has shifted and the need is no longer as great for computer usage and Internet access. These four trends suggest how the Region’s



patrons are using its resources and services and are consistent with statewide trends - an emphasis on increasing resources in the three growing areas and a change in strategy in terms of meeting the continued demand for technology services should be

considered (less but higher quality technology, different types of technology, technology access, technology for check-out, and training/digital literacy).

Moore County Library Trends and Patron Priorities

In Moore County, four of its five libraries have only one librarian and two of the five are only open 20 hours a week (Aberdeen and Pinebluff). Cluster maps of registered users have identified **a major gap in the western part of the county in the Seven Lakes/West End region**, which suggests a potentially underserved area. A review of usage statistics over a 10 year period from 2004-2014 suggests similar trends to the Region and the State with increases in registered users but **decreases in traditional usage** statistics including library visits, print circulation, non-print circulation, use of computers, and total circulation. Patrons, however, have been **increasing their use** of children’s books, attending programs, and use of e-books.

¹American Library Association. The State of America’s Libraries 2015: A Report from the American Library Association. Kathy S. Rosa, ed. 2015. <http://www.ala.org/americas-libraries>

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis suggests that the **Moore County Libraries’ greatest strengths** include its relationships with the community, children and youth services and programming, customer service and a good, diverse collection and technology. **Primary weaknesses** include a need for some improvements to the physical facilities, making sure there is a current level of funding based on the growth of the County, ensuring staff are well trained, is a modern and welcoming environment, and that children’s services and programs and technology in general are kept up-to-date; there is no courier service, janitorial service, no circulation manager, no children and youth librarian, no digital librarian, and four libraries are understaffed with only one librarian. Furthermore, there is only **one accredited MLIS degreed professional librarian** for the entire County and lack of building space and aging buildings and interior furnishings are also an issue. Communication with the Region is another issue as there are unclear channels of communication and a lack of perceived openness.

Primary opportunities include making libraries more inviting to teens, an increased focus on adult literacy and programming, and a stronger emphasis on technology in general – training, more modern technology, and better connectivity. Improvements in the volunteer program and also a streamlined registration process are also high priority. In addition, the Region does not have an HR department and there are some concerns. Primary threats include safety as four librarians are by themselves within their respective branches. In addition, it is unclear whether County leadership truly understands how important library services are to the general well-being of the community. Lastly, while children and youth services and



programming are clearly the most popular, there is not one librarian whose task it is to plan and deliver these services (e.g. partner with the schools and the community, collection development, programming, etc.).

An ideal Moore County Library would be well lit, spacious, and centrally located. There would be designated areas for different patron groups (e.g. preK, children, young adult, technology users, etc.), lots of different resources in different mediums (e.g. books and e-books, movies both DVD and

streaming, newspapers, etc.). This ideal library would also have an outside park, tutoring and meeting areas, an historic feeling along with food and drink. It would look a lot like a Barnes and Noble.

Libraries do have a strong role in the County in terms of the economy. Libraries should closely complement education and should also be a draw for other people to visit the County. A library is a must for quality of life - if they put a considerable investment into it that says something about the overall commitment to knowledge, information, and free access to all citizens. A strong library also attracts new families who look at having a library as an asset and truly represents the needs of the community with pride and integrity.

The keys to ensuring the future relevance of the Library is to catch the children early by ensure they have and are utilizing library services and reading programs that draw them in at a very early age. Literacy at as early of an age as possible to the broadest number of people is the goal. These skills feed into the overall development of a child and person as schools are not year around but libraries are. If



Moore County wants to be seen as a vibrant community its libraries need to look inviting and vibrant as well.

A total of 405 Moore County residents participated in the Library survey. The random sample of 1,000 county residents received a 6.4% response rate or a total of 64 responses – 18% of these respondents reported either not using the Library at all or using exclusively Southern Pines or Pinehurst municipal libraries. For the

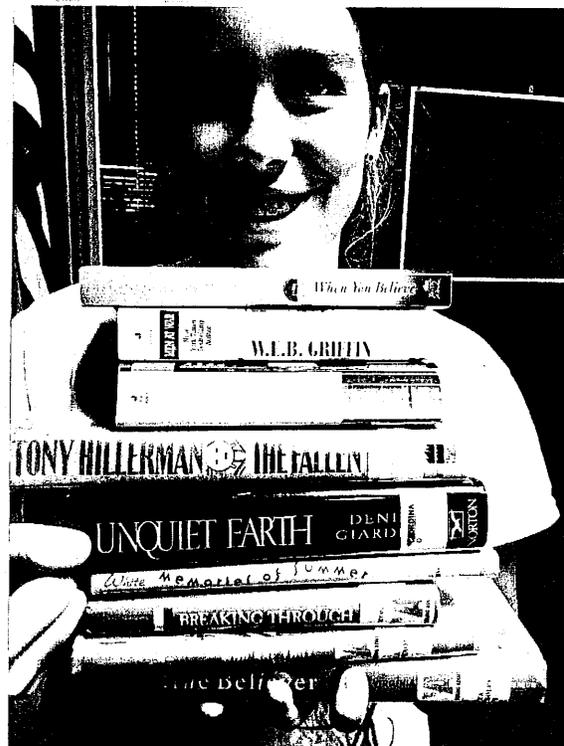
overall sample, **the top three reasons for not using the Library** were: Its locations were not convenient (39%), they used the Internet (33%), and/or they purchased their materials (33%). Forty-seven percent said they would use the Library if it was more convenient and another 40% were unsure. Preferred days and times included later evening hours, close locations, and increased weekend hours.

The three most important programs or services the Library should provide are: books (print, e-books, or audio books), programs for children and youth, and access to technology (computers, Internet, Wi-Fi). The overall daily information priorities of overall survey participants (n=342) included a top five of Email, Local News, Weather, Community Events, and National News. Overall, the top five entertainment priorities were Email, Leisure Reading, Local News, Exercising, and National News. In terms of overall

library priorities over the past 12 months, patrons most valued a top five of Checking-out Printed Books, Library Staff Customer Service, Library Website, Wi-Fi, and Library as a Place to Work or Study.

Patrons were overall most satisfied with the Library’s Customer Service, Books and Resources, as a Quiet Place to Read, Study, or Work, Location, and its Book Mobile. In terms of Library Roles, patrons were most satisfied with the Library as a Place that Provides Materials for Personal Enjoyment, Supporting School Students, Supporting Early Childhood Education, Technology, and Supporting Adult and Lifelong Learning. They are mostly satisfied that the Library provides an Enjoyable Atmosphere, Convenient Locations, Sufficient Technology, and it Has What They Need.

In terms of Future or Extended Services, patrons would like to see in priority order Wireless hotspots in Communities without Wireless Access, Expanded Website Services, Programs for the Military, Technology Programs, Book Clubs, and Programs on Exercise and Healthy Living. **Patrons would most prefer to use the Library** on weekday afternoons (12-5, 51%), Saturday afternoons (12-5, 45%), Weekday Evenings (5-10, 38%), Saturday mornings (8-12, 36%), and Sunday afternoon (12-5, 30%). In terms of Sunday hours, 55% said no and 45% would like to see limited hours. **In terms of travel time and proximity to the library patrons use**, 85% are within 20 minutes of the primary branch they use - 28% are 5-10 minutes away, 22% are within 5 minutes or less, 21% are 10-15 minutes away, and another 14% are within 15-20 minutes. People that use their respective library branches live close by.



The staff of Moore County Libraries would like to see a much closer relationship with the schools, more staff, and a larger collection development budget. They would like to see more reading options and diversity in terms of mediums in which to access these books (print, e-books, audio, large print, etc.). There is a definite desire to see a new main library branch built in Carthage as well as some expanded evening and weekend hours.

Major Findings and Recommendations

Based on a broad study of Moore County leaders and community members, this study finds the following:

1. **The County’s population and demand for library services has grown** significantly over the past 14 years.

2. **The Library's staffing levels need to increase** as it is currently tied for last as the lowest library staffing in the State. It is also the lowest in the Region as well.
3. **The greatest Strengths** are its excellent customer service, relationships with the community, children and youth's services, strong collection, and its technology.
4. **The major Weaknesses** are funding and staffing, aging buildings and interior furnishings, and poor communication with the Region.
5. **The major Opportunities** are to make the Library more welcoming and inviting, improvements in its physical facilities, increased programming in children's and adult literacy and services, stronger emphasis in enhancing technology resources and services, improved staff training, improving its volunteer program and overall community involvement, increased marketing, and expanded hours.
6. **Major Threats** include the safety of the librarians (four branches only have one librarian), increased communication and collaboration with County leadership about how libraries are value-added, and designated librarians for essential services (e.g. children and youth, circulation management, and digital access and services).
7. **The Library needs to support the County's priorities** which include schools at all levels, lifelong learning, quality of life, and being a vibrant community.
8. **There is a current gap in library services** in the western part of the County.
9. **The three main reasons why people do not use the Library** are locations were not convenient, they used the Internet, and they purchased their materials.
10. **Eighty-seven percent of those who did not use the Library might consider using it with** increased convenience of locations and/or services they would want to use.
11. **The three most important library services** to survey participants were books in all formats, programs for children and youth, and access to technology.
12. **The top five information sources** were email, local news, weather, community events, and national news.



- 13. **The top five entertainment preferences** were email, leisure reading, local news, exercising, and national news.
- 14. **The most important library services** were checking-out printed books, customer service, website, Wi-Fi, and the library as a place to work or study.
- 15. **The Community was most satisfied** with the Library as a place with materials for personal enjoyment, supports school children, supports early childhood education, has robust technology, and supports adult and life-long learning across the lifespan.
- 16. **Most preferred future or extended services** are wireless hotspots in areas without coverage, expanded website services, programs for the military, programs for technology, book clubs, and programs focusing on exercise and healthy living.
- 17. Eighty-five percent of all patrons are within 20 minutes for the branch that they use.

Based on these major findings, the following recommendations are suggested for consideration:

1. **Increase library staff:** add part-time staff to libraries with only one full-time librarian, add a children and youth librarian, add a digital librarian, and add a collection development/circulation librarian.
 - 2. **Increase children and youth, collection development, and technology budgets** to ensure modern, up-to-date, and evolving children and youth services and resources, book collections in different formats, and access to technology are available to all County residents.
 - 3. **Collaborate with Schools and State and Federal programs to make wireless hotspots available** in rural areas either through satellite technology branches or physical hotspots available for check-out.
4. **Collaborate with Schools to ensure easily accessible public library membership and quality school library collections** are available to all public school students, especially elementary school students.
5. **Consider a bond referendum to build new libraries in Carthage and Seven Lakes/West End.**



6. Collaborate with the Friends of the Libraries and private community funding to **update physical facilities and internal furnishings in all libraries.**
7. Collaborate with the Friends of the Libraries to **explore offering coffee, juice, and snacks at all libraries.**
8. **Consider adjusting library hours to afternoons, evenings, and weekends; explore Sunday hours.**
9. **Increase marketing of library resources and services** (especially digital services) to County residents
10. **Regularly meet with County leadership** – County Manager, County Commission, and County Superintendent every six months to discuss aligned priorities and educate about library



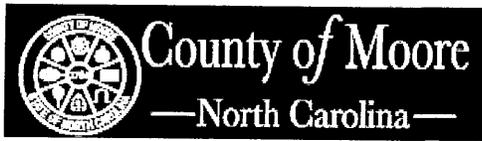
resources and services as appropriate.

11. **Enhance access to resources and services (both physical and digital) in the areas of email, local news, weather, community events, national news, and exercise and healthy living** (cannot assume all county residents have quality access to these areas).

12. **Expand services and resources to provide wireless**

connectivity to rural areas, a more robust website and web-based services (e.g. catalog search, requesting and renewing items, database access and relevant subscriptions, wireless printing, and access to other digital services such as e-books, audio books, music, videos, etc.), and **programs specifically targeting military, technology, and exercise and healthy living.**

13. **Improve organizational excellence:** regular staff meetings, enhanced training (especially in technology), and clear policies and procedures.



In response to a comprehensive needs assessment and planning process, the following five-year strategic plan has been created:

Vision

Promoting literacy & lifelong learning to the Sandhills.

Mission

Connecting libraries, citizens, and resources through collaboration, technology, and teamwork.

VALUES

1. Trust and Respect
2. Teamwork
3. Professionalism
4. Passion for Excellence
5. Adaptability

COMPETENCIES

1. High Quality Children's Programs
2. Strong Partnerships and Collaboration
3. Effective Programming and Resources for all Ages
4. World Class Customer Service
5. Technology
6. Well-Designed Facilities

High Priority Goals

Goal 1: Welcoming and Modern Facilities

Goal 2: State-of-the-Art Technology

Goal 3: Organizational Excellence

Goal 4: High Quality Collection/Programs

Goal 5: Funding and Staffing Meets or Exceeds SRLS and State Regional Library Averages

Goal 1: Welcoming and Modern Facilities

- 1.1 Library as “Economic Anchor” for community: welcoming and modern
- 1.2 Explore funding for renovated/new facilities
- 1.3 Explore offering coffee, juice, and snacks at all libraries by spring 2017
- 1.4 Create news and reading areas at all libraries by fall 2016



Goal 2: State-of-the-Art Technology

- 2.1 Improve website by 2018
- 2.2 Online payments/donations by 2017
- 2.3 Robust public use technology and programming



Goal 3: Organizational Excellence

3.1 High quality staff training/development

3.2 Start branding and marketing campaign by 2016

3.3 Satellite branches that serve as technology centers and wireless hotspots by spring 2018



Goal 4: High Quality Collection/Programs

- 4.1 Partner with local schools by 2017
- 4.2 Increase programming for all ages
- 4.3 Long term collection development plan by 2017



Goal 5: Funding and staffing meets or exceeds SRLS or state regional library averages by 2020

- 5.1 Town of Carthage starts paying \$4,500 annual fee by 2017
- 5.2 Increase full time personnel of 2.95 staff per 25k population to meet or exceed SRLS average of 4.93 by 2017.
- 5.3 Increase full time personnel of 4.93 per 25k by three full-time positions and one part-time position to meet or exceed state's regional average of 8.27 by 2020.
- 5.4 Citizens meet with county manager and speak about library needs at the county commissioner meetings – public comment period – in 2016.
- 5.5 Increase local funding per capita of \$5.88 each year until it meets or exceeds SRLS 2015 average of \$8.35 by 2020.
- 5.6 Region allocates funding to hire grant writer by 2018



High Priority Goals, Objectives, and Activities

Goal 1: Welcoming and Modern Facilities

1.1 Library as “Economic Anchor” for community: welcoming and modern

- 1.1.1 Increase curb appeal by fall 2016
- 1.1.2 Grant writer or friends’ groups approach corporate sponsors for help improve facilities by 2017.
 - 1.1.2.1 Form committee to come up with a list of potential business/sponsors by 2016
- 1.1.3 Stop patrons from defecting to SP library by 2017
 - 1.1.3.1 Develop plan by fall 2016

1.2 Explore funding for renovated/new facilities

- 1.2.1 Modernize Carthage Library by 2018 – 2019
- 1.2.2 Continue supporting the Friends of the Aberdeen Library in their efforts to fund, build, and sustain a new branch library for the Aberdeen area.
- 1.2.3 Establish brick and mortar location at West End - 10,000 to 25,000 square foot facility by 2020
 - 1.2.3.1 Develop advocates among county commissioners by 2016
 - 1.2.3.1.1 Meet with social or community organizations in Seven Lakes/West End in 2016
 - 1.2.3.1.2 Encourage/support/guide Seven Lakes/West End grassroots group for new branch by 2017.
 - 1.2.3.1.3 Taylortown area, part time work week by 2018 using existing facility
 - 1.2.3.1.4 Seven Lakes/West End Branch development open by fall 2019.
 - 1.2.3.1.4.1 Seek corporate partnership/sponsorship (ongoing)
 - 1.2.3.1.5 Raise awareness and funds in community (ongoing)

1.3 Explore offering coffee, juice, and snacks at all libraries by spring 2017

- 1.3.1 Partner with Friends to help fund by fall 2016
- 1.3.2 Increase janitorial services at each branch by spring 2017

1.4 Create news and reading areas at all libraries by fall 2016

- 1.4.1 Purchase new reading chairs by fall 2016
- 1.4.2 Provide mounted TV for news and weather by fall 2016
- 1.4.3 Provide print newspapers and magazines by fall 2016
- 1.4.4 Tether iPads to tables for online reading by spring 2017

Goal 2: State-of-the-Art Technology

2.1 Improve website by 2018

- 2.1.1 Assign librarian to oversee website by 2017
- 2.1.2 Work with Region to enhance web-based services
- 2.1.3 Work with County for web development support

2.2 Ongoing discussions with County regarding:

- 2.2.1 Online payments/donations by 2017
- 2.2.2 A coordinated approach to all media by 2017

2.3 Updated printers and scanners by 2017

- 2.3.1 Updated printers and scanners at all branches by 2017
- 2.3.2 Wireless printing by fall 2017

2.4 Robust public use technology and programming

- 2.4.1 Improving public use technology by upgrading and/or replacing existing technology by 2016
 - 2.4.1.1 No computer older than three years and out-of-warranty by spring 2017
- 2.4.2 Increased network speed and updated computers/accessories by Dec. 2016
 - 2.4.2.1 Fiber-optic connection by spring 2017
 - 2.4.2.2 All computers able to stream video/audio without slowing down the network by fall 2016
 - 2.4.2.3 All computers will have a webcam and headsets with a microphone by fall 2016
- 2.4.3 Provide staff training by fall 2016.
- 2.4.4 Explore viability of device check out by 2018
 - 2.4.4.1 Adding new formats i.e. Tablets, iPads, laptops, etc.
 - 2.4.4.2 Hotspots, devices, and digital literacy training.
- 2.4.5 Offer new technology/digital literacy course to public each quarter by spring 2017
- 2.4.6 New digital librarian begins technology training and digital device training series by 2018
- 2.4.7 Advocate for funding to purchase more technology gadgets for patrons in the next three years
 - 2.4.7.1 iPads by 2016
 - 2.4.7.2 3-D printer by 2017
 - 2.4.7.3 Maker Space by 2017

Goal 3: Organizational Excellence

3.1 High quality staff training/development

- 3.1.1 Hold regular staff meetings by fall 2016
 - 3.1.1.1 Establish plan by summer 2016
- 3.1.2 Revise policies and procedures by fall 2016
 - 3.1.2.1 Identify list of regional policies and procedures that need to be refined by summer 2016
 - 3.1.2.2 Identify list of county policies and procedures that need to be refined by summer 2016
- 3.1.3 Offer incentives to staff to continue their education and training to better serve patrons by fall 2017
 - 3.1.3.1 Develop plan by fall 2016
- 3.1.4 County needs to add Professional Librarian job description to their Position Classification and Pay Plan in 2016.
 - 3.1.4.1 Director discuss with HR department summer 2016
- 3.1.5 More staff training so staff can plan and produce high quality programs and have better understanding of technology.
 - 3.1.5.1 Develop plan with Region by fall 2016
- 3.1.6 Focus on security concerns with HR and County Manager
 - 3.1.6.1 Create list of concerns and potential solutions by fall 2016
- 3.1.7 Utilize volunteers
 - 3.1.7.1 Develop volunteer program process with Region by fall 2016

3.2 Develop a Moore County Library mobile app

- 3.2.1 Work with County and Region by fall 2016
- 3.2.2 Working mobile app by fall 2017

3.3 Start branding and marketing campaign by 2016

- 3.3.1 Tech, newspaper, website, app
- 3.3.2 Robust marketing, partnership and outreach
- 3.3.3 Increase advertising for programming
- 3.3.4 Develop Marketing Plan
- 3.3.5 Have active social media presence
 - 3.3.5.1 Organize team of library staff to keep social media active
 - 3.3.5.2 Facebook by fall 2016
 - 3.3.5.3 Twitter by fall 2016
 - 3.3.5.4 YouTube by fall 2016
 - 3.3.5.5 Instagram by spring 2017

3.4 Adjust library hours at all libraries by fall 2016

- 3.4.1 Shift existing hours to 10 a.m. – 7 p.m., M – F for Carthage, Robbins, and Vass by fall 2016
- 3.4.2 Shift existing hours to 3-7 p.m., M-F for Aberdeen and Pinebluff by fall 2016
- 3.4.3 Shift existing Saturday hours to 12-4 for Carthage, Robbins, and Vass by fall 2016
- 3.4.4 Test Saturday hours at Aberdeen and Pinebluff from 12-4 by spring 2017
- 3.4.5 Test Sunday hours from 2pm – 6pm at Carthage by fall 2016

3.5 Satellite branches that serve as technology centers and wireless hotspots by spring 2018

- 3.5.1 Partner with County and school system to establish plan by fall 2016
 - 3.5.1.1 Identify locations in areas of the County without coverage and/or are high need by spring 2017
 - 3.5.1.2 Determine preliminary budget for one or two pilot locations by spring 2017

- 3.5.2 Identify staffing model by fall 2016
- 3.5.3 Identify technology infrastructure needed by fall 2016

Goal 4: High Quality Collection/Programs

4.1 Partner with local schools by 2017

- 4.1.1 Identify library staff to serve as k-12 liaison by summer 2016
- 4.1.2 Establish registration drive and set k-12 registration goals by summer 2016
- 4.1.3 Establish formal/collaboration partnership with Moore County schools to augment curriculum priorities.
- 4.1.4 Develop plan to maintain quality book collections at school libraries to promote student literacy.
- 4.1.5 Develop a plan to place free library houses in high need areas emphasizing children and youth books
 - 4.1.5.1 Seek community sponsors (e.g. Civitans, Lions Club, etc.)

4.2 Increase programming for all ages

- 4.2.1 Adult programing opportunities – Gardening, Knitting, Makerspace, exercise, cooking, bee-keeping, art
- 4.2.2 Develop partnerships with businesses and community organizations for specific programs.
- 4.2.3 Increase programs for teens and children by 2018.

4.3 Long term collection development plan by 2017

- 4.3.1 Execute collection development plan by 2018
- 4.3.2 Continue growing high quality collection and programs for all ages each year.

Goal 5: Funding and staffing meets or exceeds SRLS or state regional library averages by 2020

5.1 Town of Carthage starts paying \$4500 annual fee by 2017

- 5.1.1 County Manager and Library Director approaches town manager by 2016

5.2 Increase full time personnel of 2.95 staff per 25k population to meet or exceed SRLS average of 4.93 by 2017

- 5.2.1 FTE per 25k personnel deficit is 1.98 FTE
 - 5.2.1.1 Add four part-time staff to assist smaller libraries by 2016
 - 5.2.1.2 Establish fulltime professional (with MLIS degree) children and youth services librarian by 2017
 - 5.2.1.3 Establish one part-time tech position by 2016-2017
 - 5.2.1.4 Establish digital services librarian by 2017 – 2018

5.3 Increase full time personnel of 4.93 per 25k by three full-time positions and one part-time position to meet or exceed state’s regional average of 8.27 by 2020.

- 5.3.1 Assistant to director by 2018 for grant writing.
- 5.3.2 Establish adult services professional librarian by 2019
- 5.3.3 Establish outreach professional librarian by 2020

5.4 Citizens meet with county manager and speak about library needs at the county commissioner meetings – public comment period – in 2016.

5.5 Increase local funding per capita of \$5.88 each year until it meets or exceeds SRLS 2015 average of \$8.35 by 2020.

- 5.5.1 Local funding per capita deficit is \$2.47 so increase should be \$.49 per year for five years until 2020 (total increase of \$233,049.44)
 - 5.5.1.1 Increase local per capita funding by \$.49 by 2016, which is a total increase of \$46,609.89 (\$.43 x 94,352 residents based on July 2015 census)
 - 5.5.1.2 Increase local per capita funding by \$.49 by 2017, which is a total increase of \$46,609.89 (\$.43 x 94,352 residents based on July 2015 census)
 - 5.5.1.3 Increase local per capita funding by \$.49 by 2018, which is a total increase of \$46,609.89 (\$.43 x 94,352 residents based on July 2015 census)
 - 5.5.1.4 Increase local per capita funding by \$.49 by 2019, which is a total increase of \$46,609.89 (\$.43 x 94,352 residents based on July 2015 census)
 - 5.5.1.5 Increase local per capita funding by \$.49 by 2020, which is a total increase of \$46,609.89 (\$.43 x 94,352 residents based on July 2015 census)
- 5.5.2 Apply for leadership, tech and other grant opportunities by 2016-2017
- 5.5.3 Increase collection and tech budgets by 2017 – 2018
- 5.5.4 Prioritize grant writing - Ongoing
- 5.5.5 Continue to seek community support - Ongoing
- 5.5.6 Establish corporate partnerships/sponsorships by end of 2016.
 - 5.5.6.1 Wall of honor for donors every year.
- 5.5.7 Increase support from Moore County and individual municipalities.
- 5.5.8 Increase community support through county and city organizations.

5.6 Region allocates funding to hire grant writer by 2018

- 5.6.1 Work with Region to seek grant writing support by 2017

Appendix B
9/20/2016

Limited Obligation Bonds & USDA Refunding Summary

Moore County, North Carolina



September 20, 2016

DAVENPORT & COMPANY
Member NYSE | FINRA | SIPC

Refinancing of 2010 LOBs

Direct Bank Loan – Preliminary and Subject to Change



Summary of Refunding Results

Bonds Refunded	
Par Refunded	\$ 18,130,000
Coupon	3.625% - 5.000%
Call Date	6/1/2020
Call Price	100.00%
Maturities Refunded	6/1/21 - 6/1/31
Refunding Bonds	
Bond Par Amount	\$ 20,554,000
Final Maturity	6/1/2031
True Interest Cost	2.300%
All-In TIC	2.397%

Savings	
Gross Savings	\$ 1,050,815
Net PV Savings	\$ 902,739
Net PV Savings %	4.979%
Average Annual Savings	\$ 70,054

Negative Arbitrage	
Arbitrage Yield	2.300%
Escrow Yield	0.960%
Negative Arbitrage	\$ 861,790

Year	Annual Savings		Annual Savings
	Net Prior Bond Debt Service	Net Refunding Debt Service	
6/30/2017	416,931	377,987	38,945
6/30/2018	833,863	762,062	71,801
6/30/2019	833,863	761,323	72,540
6/30/2020	833,863	761,446	72,417
6/30/2021	2,658,863	2,586,408	72,455
6/30/2022	2,587,613	2,515,234	72,379
6/30/2023	2,515,363	2,443,566	71,797
6/30/2024	2,442,113	2,369,427	72,686
6/30/2025	2,377,863	2,305,886	71,977
6/30/2026	2,321,263	2,248,713	72,550
6/30/2027	2,271,119	2,198,770	72,349
6/30/2028	1,430,250	1,357,896	72,354
6/30/2029	1,396,000	1,324,284	71,716
6/30/2030	1,365,500	1,292,787	72,713
6/30/2031	1,333,500	1,261,359	72,141

Total	\$ 25,617,963	\$ 24,567,148	\$ 1,050,815
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Notes;

- Savings net of Fixed Cost of Issuance of \$150,000.
- Interest rates are preliminary and subject to change.
- Assumes a closing date of 12/15/2016.

Refinancing of 2010 LOBs

Sensitivity Analysis – Direct Bank Loan



A	B	C	D	E	F	G	H
	Current Market 12/15/2016 Closing	Current Market +10bps 12/15/2016 Closing	Current Market -10bps 12/15/2016 Closing	Current Market 6/1/2017 Closing	Current Market 6/1/2018 Closing	Current Market 6/1/2019 Closing	Current Market 6/1/2020 Closing
1 Gross Savings	\$ 1,050,815	\$ 866,682	\$ 1,233,902	\$ 1,169,997	\$ 1,454,199	\$ 1,785,293	\$ 2,185,339
2 Net Present Value Savings	\$ 902,739	\$ 742,164	\$ 1,064,873	\$ 1,007,068	\$ 1,259,428	\$ 1,557,586	\$ 1,922,291
3 % Net Present Value Savings	4.98%	4.09%	5.87%	5.55%	6.95%	8.59%	10.60%
4 Negative Arbitrage	\$ 861,790	\$ 924,338	\$ 799,002	\$ 777,818	\$ 570,216	\$ 317,852	\$ -
5 Breakeven Interest Rate	n/a	n/a	n/a	+7bps	+27bps	+58bps	+110bps

Preliminary and subject to change

Note: Municipal market interest rates are assumed to increase or decrease from the current market as shown. For purposes of this analysis, escrow yields are based upon current market SLGS.

Refinancing of 2010 LOBs

Public Sale – Estimated Savings Subject to Market Movement



Summary of Refunding Results

Bonds Refunded	
Par Refunded	\$ 18,130,000
Coupon	3.625% - 5.000%
Call Date	6/1/2020
Call Price	100.00%
Maturities Refunded	6/1/21 - 6/1/31
Refunding Bonds	
Bond Par Amount	\$ 17,075,000
Final Maturity	6/1/2031
True Interest Cost	2.203%
All-In TIC	2.350%

Savings	
Gross Savings	\$ 1,197,752
Net PV Savings	\$ 1,003,643
Net PV Savings %	5.536%
Average Annual Savings	\$ 79,850

Negative Arbitrage

Arbitrage Yield	1.997%
Escrow Yield	0.960%
Negative Arbitrage	\$ 671,071

Year	Annual Savings	
	Net Prior Bond Debt Service	Net Refunding Debt Service

Year	Net Prior Bond Debt Service	Net Refunding Debt Service	Annual Savings
6/30/2017	416,931	382,861	34,071
6/30/2018	833,863	830,300	3,563
6/30/2019	833,863	830,300	3,563
6/30/2020	833,863	830,300	3,563
6/30/2021	2,658,863	2,555,300	103,563
6/30/2022	2,587,613	2,484,050	103,563
6/30/2023	2,515,363	2,412,050	103,313
6/30/2024	2,442,113	2,339,300	102,813
6/30/2025	2,377,863	2,270,800	107,063
6/30/2026	2,321,263	2,216,300	104,963
6/30/2027	2,271,119	2,165,050	106,069
6/30/2028	1,430,250	1,326,800	103,450
6/30/2029	1,396,000	1,290,800	105,200
6/30/2030	1,365,500	1,258,800	106,700
6/30/2031	1,333,500	1,227,200	106,300

Total	\$ 25,617,963	\$ 24,420,211	\$ 1,197,752
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The County would need to receive approximately a 2.06% interest rate from a bank in order to achieve the same gross savings as the current market public sale.

Notes;

- Savings net of Fixed Cost of Issuance of \$225,000 and Underwriter's Discount of \$110,020.
- Interest rates as of 9/13/16 are preliminary and subject to change.
- Assumes a closing date of 12/15/2016.

Refunding of 2010 LOBs, 2003, 2008A, & 2008B USDA

Current Market Rates – Public Sale



Summary of Refunding Results

1	Bonds Refunded	2010 - LOBs	2003 USDA	2008A USDA	2008B USDA	Total
2	Par Refunded	\$ 18,130,000	\$ 1,498,500	\$ 4,631,000	\$ 2,466,000	\$ 26,725,500
3	Coupon	3.625% - 5.000%	4.500%	4.500%	4.125%	N/A
4	Call Date	6/1/2020	Current	Current	Current	N/A
5	Call Price	100.00%	100.00%	100.00%	100.00%	N/A
6	Maturities Refunded	6/1/21 - 6/1/31	6/1/17 - 6/1/42	6/1/17 - 6/1/48	6/1/17 - 6/1/48	N/A
7						
8	Refunding Bonds					
9	Bond Par Amount	\$ 17,045,000	\$ 1,370,000	\$ 4,280,000	\$ 2,270,000	\$ 24,965,000
10	Final Maturity	6/1/2031	6/1/2042	6/1/2046	6/1/2046	6/1/2046
11	True Interest Cost	2.203%	3.015%	3.178%	3.183%	2.607%
12	All-In TIC	2.325%	3.106%	3.259%	3.264%	2.712%
13						
14	Savings					
15	Gross Savings	\$ 1,239,694	\$ 348,673	\$ 1,402,027	\$ 558,062	\$ 3,548,455
16	Net PV Savings	\$ 1,023,330	\$ 260,256	\$ 909,838	\$ 341,132	\$ 2,534,554
17	Net PV Savings %	5.644%	17.368%	19.647%	13.833%	9.484%
18	Average Annual Savings	\$ 82,646	\$ 13,410	\$ 43,813	\$ 17,439	\$ 110,889
19						
20	Negative Arbitrage					
21	Arbitrage Yield	2.196%	2.196%	2.196%	2.196%	2.196%
22	Escrow Yield	0.960%	0.000%	0.000%	0.000%	0.960%
23	Negative Arbitrage	\$ 796,464	\$ -	\$ -	\$ -	\$ 796,464

Notes:

- Savings net of Fixed Cost of Issuance of \$275,000 and Underwriter's Discount of \$160,858.
- Interest rates as of 9/13/2016 are preliminary and subject to change.
- Assumes a closing date of 12/15/2016.

Refunding of 2010 LOBs, 2003, 2008A, & 2008B USDA

Current Market Rates – Public Sale



Year	Annual Savings				Total
	2010 - LOBs	2003 USDA	2008A USDA	2008B USDA	
6/30/2017	34,762	8,488	16,917	12,401	72,568
6/30/2018	5,063	13,920	30,145	7,864	56,991
6/30/2019	5,063	14,790	33,110	9,414	62,376
6/30/2020	5,063	11,393	30,645	11,281	58,381
6/30/2021	110,063	12,955	30,045	8,466	161,529
6/30/2022	109,813	14,950	33,515	10,819	169,096
6/30/2023	109,313	11,355	32,850	8,089	161,606
6/30/2024	108,563	13,443	32,255	10,526	164,786
6/30/2025	107,563	15,440	32,730	7,881	163,614
6/30/2026	105,463	12,348	32,230	10,404	160,444
6/30/2027	106,569	14,915	32,800	7,844	162,128
6/30/2028	108,950	11,870	33,395	11,451	165,666
6/30/2029	110,450	14,485	34,015	8,935	167,885
6/30/2030	106,700	12,488	29,660	12,586	161,434
6/30/2031	106,300	14,555	30,280	10,464	161,599
6/30/2032	-	11,510	30,830	12,418	54,758
6/30/2033	-	14,053	31,310	10,289	55,651
6/30/2034	-	11,460	31,720	8,236	51,416
6/30/2035	-	14,433	33,060	12,260	59,753
6/30/2036	-	11,748	34,285	10,119	56,151
6/30/2037	-	14,628	30,395	8,054	53,076
6/30/2038	-	12,350	32,590	12,065	57,005
6/30/2039	-	16,640	29,625	10,911	57,176
6/30/2040	-	15,730	31,700	9,793	57,223
6/30/2041	-	14,820	34,615	8,709	58,144
6/30/2042	-	13,910	32,325	12,660	58,895
6/30/2043	-	-	31,030	11,446	42,476
6/30/2044	-	-	29,710	11,268	40,978
6/30/2045	-	-	33,390	11,083	44,473
6/30/2046	-	-	31,870	8,891	40,761
6/30/2047	-	-	235,350	133,776	369,126
6/30/2048	-	-	223,630	117,661	341,291
Total	\$ 1,239,694	\$ 348,673	\$ 1,402,027	\$ 558,062	\$ 3,548,455

Notes:

- Savings net of Fixed Cost of Issuance of \$275,000 and Underwriter's Discount of \$160,858.
- Interest rates as of 9/13/2016 are preliminary and subject to change.
- Assumes a closing date of 12/15/2016.

Summary of Historical Refunding Analyses

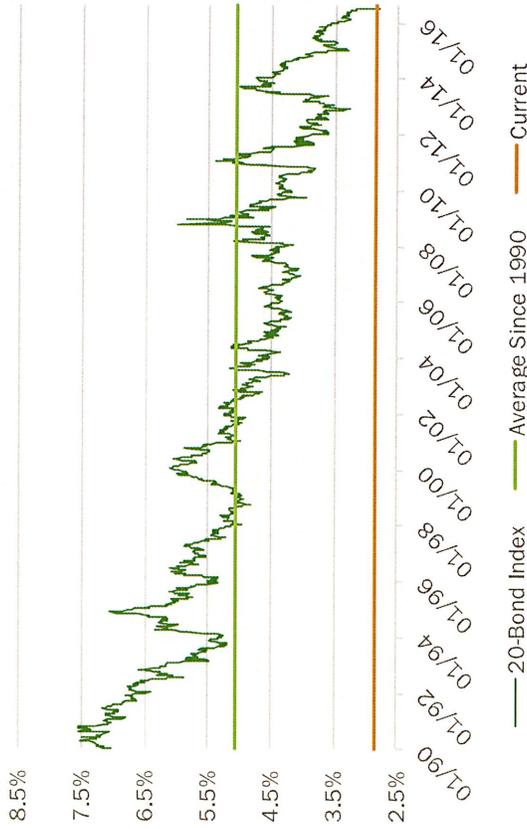


A	B	C	D	E	F	G	H	I	J	K	L
	Savings			NPV		Par Refunded	Refunded Bonds	Original Interest	Refunding Par	Refunding Bonds	Refunding
	Gross Savings	Average Annual Savings	NPV Savings	Savings %	Negative Arbitrage		Maturities Refunded	Rates	Amount	Maturity	TIC Rate
1	September 8th										
2	2010 LOBs - Bank Deal	\$68,537	\$883,242	4.87%	\$881,287	\$18,130,000	6/1/21 - 6/1/31	3.625% - 5.000%	\$20,573,000	6/1/2031	2.30%
3	2010 LOBs - Public Sale	\$95,825	\$1,221,039	6.74%	\$595,430	\$18,130,000	6/1/21 - 6/1/31	3.625% - 5.000%	\$16,910,000	6/1/2031	2.06%
4	2010 LOBs / USDAs	\$123,214	\$2,910,248	10.89%	\$721,029	\$26,725,500	n/a	n/a	\$24,715,000	6/1/2046	2.49%
5	2010 LOBs	\$98,828	\$1,238,374	6.83%	\$721,029	\$18,130,000	3.625% - 5.000%	6/1/21 - 6/1/31	\$16,880,000	6/1/2031	2.06%
6	2003 USDA	\$14,390	\$285,216	19.03%	\$0	\$1,498,500	4.50%	6/1/17 - 6/1/42	\$1,355,000	6/1/2042	2.91%
7	2008A USDA	\$46,478	\$999,939	21.59%	\$0	\$4,631,000	4.50%	6/1/17 - 6/1/48	\$4,230,000	6/1/2046	3.08%
8	2008B USDA	\$18,719	\$386,719	15.68%	\$0	\$2,466,000	4.13%	6/1/17 - 6/1/48	\$2,250,000	6/1/2046	3.09%
9											
10	September 20th										
11	2010 LOBs - Bank Deal	\$70,054	\$902,739	4.98%	\$861,790	\$18,130,000	6/1/21 - 6/1/31	3.625% - 5.000%	\$20,554,000	6/1/2031	2.30%
12	2010 LOBs - Public Sale	\$79,850	\$1,003,643	5.54%	\$671,071	\$18,130,000	6/1/21 - 6/1/31	3.625% - 5.000%	\$17,075,000	6/1/2031	2.20%
13	2010 LOBs / USDAs	\$110,889	\$2,534,554	9.48%	\$796,464	\$26,725,500	n/a	n/a	\$24,965,000	6/1/2046	2.61%
14	2010 LOBs	\$82,646	\$1,023,330	5.64%	\$796,464	\$18,130,000	3.625% - 5.000%	6/1/21 - 6/1/31	\$17,045,000	6/1/2031	2.20%
15	2003 USDA	\$13,410	\$260,256	17.37%	\$0	\$1,498,500	4.50%	6/1/17 - 6/1/42	\$1,370,000	6/1/2042	3.02%
16	2008A USDA	\$43,813	\$909,838	19.65%	\$0	\$4,631,000	4.50%	6/1/17 - 6/1/48	\$4,280,000	6/1/2046	3.18%
17	2008B USDA	\$17,439	\$341,132	13.83%	\$0	\$2,466,000	4.13%	6/1/17 - 6/1/48	\$2,270,000	6/1/2046	3.18%

Interest Rate Overview



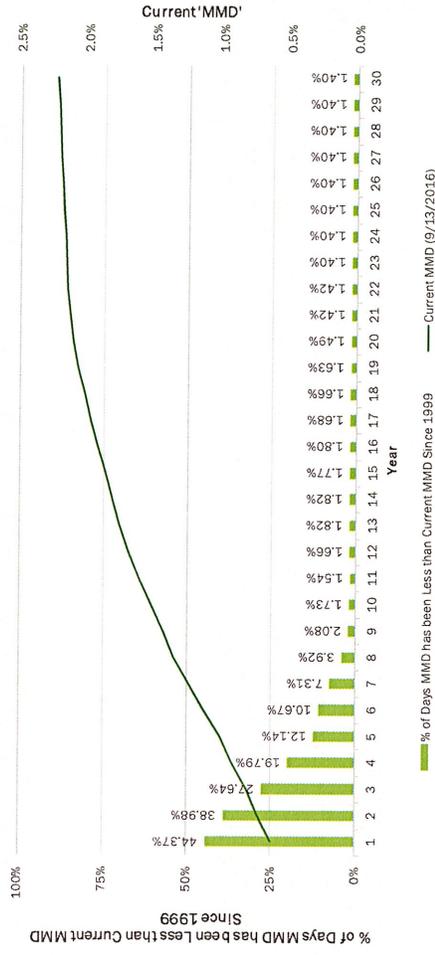
20 Bond Index



- High: 7.56%
- Low: 2.80%
- Average: 5.06%
- Current: 2.84%

Note: The 20-Bond Index consists of 20 general obligation bonds that mature in 20 years. The average rating of the 20 bonds is roughly equivalent to Moody's Investors Service's Aa2 rating and Standard & Poor's Corp.'s AA.

Historical MMD Trends Since 1999



- The Municipal Market Data Daily Rate Publication (MMD) is the benchmark for 'AAA' municipal yields with rates published for years 1-30.
- The current MMD, shown in the green line on the chart above, is at or near the historical lows since 1999.
- The green bars in the chart above demonstrate the percentage of days since 1999 that the MMD has been below current levels.



Appendix A

Savings by Maturity

Savings by Maturity

Refunding of 2010 LOBs – Direct Bank Loan



Maturity	Par Amount	Refunded	NPV Savings	NPV % Savings
6/1/2021	\$	1,825,000	\$ (57,814)	-3.168%
6/1/2022	\$	1,845,000	\$ (14,228)	-0.771%
6/1/2023	\$	1,865,000	\$ 29,306	1.571%
6/1/2024	\$	1,885,000	\$ 72,778	3.861%
6/1/2025	\$	1,915,000	\$ 35,536	1.856%
6/1/2026	\$	1,935,000	\$ 25,888	1.338%
6/1/2027	\$	1,955,000	\$ 46,665	2.387%
6/1/2028	\$	1,185,000	\$ 148,279	12.513%
6/1/2029	\$	1,210,000	\$ 176,118	14.555%
6/1/2030	\$	1,240,000	\$ 205,234	16.551%
6/1/2031	\$	1,270,000	\$ 234,976	18.502%
Total	\$	18,130,000	\$ 902,739	4.979%

Savings by Maturity

Refunding of 2010 LOBs – Public Sale



Maturity	Par Amount	Refunded	NPV Savings	NPV % Savings
6/1/2021	\$	1,825,000	\$ (718)	-0.039%
6/1/2022	\$	1,845,000	\$ 47,045	2.550%
6/1/2023	\$	1,865,000	\$ 91,690	4.916%
6/1/2024	\$	1,885,000	\$ 130,985	6.949%
6/1/2025	\$	1,915,000	\$ 82,756	4.321%
6/1/2026	\$	1,935,000	\$ 61,598	3.183%
6/1/2027	\$	1,955,000	\$ 64,326	3.290%
6/1/2028	\$	1,185,000	\$ 130,971	11.052%
6/1/2029	\$	1,210,000	\$ 127,673	10.551%
6/1/2030	\$	1,240,000	\$ 129,606	10.452%
6/1/2031	\$	1,270,000	\$ 137,711	10.843%
Total	\$	18,130,000	\$ 1,003,643	5.536%

Savings by Maturity

Refunding of 2010 LOBs, 2003, 2008A, & 2008B USDA – Public Sale



Maturity	2010 LOBs			2003 USDA			2008A USDA			2008B USDA			Total		
	Par Amount Refunded	NPV Savings	NPV % Savings	Par Amount Refunded	NPV Savings	NPV % Savings	Par Amount Refunded	NPV Savings	NPV % Savings	Par Amount Refunded	NPV Savings	NPV % Savings	Par Amount Refunded	NPV Savings	NPV % Savings
6/1/2017	\$ -	\$ -	0.000%	\$ 32,500	\$ 62	0.190%	\$ 70,000	\$ (263)	-0.376%	\$ 39,000	\$ (74)	-0.190%	\$ 141,500	\$ (275)	-0.195%
6/1/2018	-	-	0.000%	34,000	434	1.276%	73,000	3,488	4.779%	40,000	1,153	2.883%	147,000	5,076	3.453%
6/1/2019	-	-	0.000%	35,500	1,537	4.330%	77,000	5,975	7.760%	42,000	1,335	3.178%	154,500	8,848	5.727%
6/1/2020	-	-	0.000%	37,500	3,557	9.484%	80,000	8,523	10.654%	44,000	3,505	7.966%	161,500	15,585	9.650%
6/1/2021	1,825,000	4,788	0.262%	39,000	4,614	11.830%	84,000	11,927	14.199%	46,000	4,746	10.318%	1,994,000	26,075	1.308%
6/1/2022	1,845,000	51,723	2.803%	41,000	4,616	11.259%	87,000	13,949	16.033%	48,000	5,706	11.888%	2,021,000	75,994	3.760%
6/1/2023	1,865,000	93,838	5.032%	42,500	6,839	16.091%	91,000	16,166	17.764%	50,000	8,119	16.238%	2,048,500	124,961	6.100%
6/1/2024	1,885,000	133,442	7.079%	44,500	7,653	17.198%	95,000	18,479	19.451%	52,000	10,224	18.934%	2,076,500	168,502	8.115%
6/1/2025	1,915,000	86,021	4.492%	46,500	8,593	18.479%	100,000	20,456	20.456%	54,000	10,224	18.934%	2,115,500	125,294	5.923%
6/1/2026	1,935,000	63,514	3.282%	48,500	10,719	22.101%	104,000	22,353	21.493%	56,000	10,955	19.562%	2,143,500	107,541	5.017%
6/1/2027	1,955,000	65,729	3.362%	51,000	10,615	20.814%	109,000	24,271	22.267%	58,000	12,137	20.926%	2,173,000	112,753	5.189%
6/1/2028	1,185,000	130,686	11.028%	53,000	11,465	21.632%	114,000	23,951	21.010%	61,000	11,140	18.262%	1,413,000	177,242	12.544%
6/1/2029	1,210,000	126,959	10.492%	55,500	11,595	20.891%	119,000	23,790	19.992%	63,000	11,050	17.540%	1,447,500	173,393	11.979%
6/1/2030	1,240,000	129,398	10.435%	58,500	11,941	20.412%	124,000	24,853	20.042%	66,000	10,134	15.354%	1,488,500	176,325	11.846%
6/1/2031	1,270,000	137,233	10.806%	61,000	12,602	20.659%	130,000	25,776	19.827%	69,000	10,068	14.591%	1,530,000	185,679	12.136%
6/1/2032	-	-	0.000%	63,500	12,710	20.016%	136,000	26,579	19.543%	71,000	10,171	14.326%	270,500	49,460	18.285%
6/1/2033	-	-	0.000%	66,500	12,852	19.327%	142,000	26,510	18.669%	74,000	9,984	13.492%	282,500	49,346	17.468%
6/1/2034	-	-	0.000%	69,500	13,071	18.807%	148,000	27,719	18.729%	77,000	9,704	12.603%	294,500	50,494	17.146%
6/1/2035	-	-	0.000%	73,000	13,522	18.523%	155,000	29,070	18.755%	81,000	10,522	12.990%	309,000	53,114	17.189%
6/1/2036	-	-	0.000%	76,000	13,306	17.508%	162,000	29,836	18.417%	84,000	10,243	12.193%	322,000	53,384	16.579%
6/1/2037	-	-	0.000%	79,500	14,388	18.098%	169,000	30,112	17.818%	87,000	9,454	10.867%	335,500	53,954	16.082%
6/1/2038	-	-	0.000%	78,000	14,163	18.158%	177,000	32,534	18.344%	91,000	10,733	11.562%	346,000	57,430	16.598%
6/1/2039	-	-	0.000%	78,000	14,481	18.565%	185,000	33,936	18.344%	95,000	10,983	11.562%	358,000	59,400	16.592%
6/1/2040	-	-	0.000%	78,000	14,845	19.032%	193,000	36,506	18.915%	99,000	11,216	11.329%	370,000	62,567	16.910%
6/1/2041	-	-	0.000%	78,000	15,202	19.490%	202,000	38,358	18.989%	103,000	11,430	11.097%	383,000	64,990	16.969%
6/1/2042	-	-	0.000%	78,000	14,876	19.071%	211,000	38,470	18.232%	107,000	10,484	9.799%	396,000	63,830	16.119%
6/1/2043	-	-	0.000%	-	-	0.000%	216,000	39,919	18.481%	111,000	11,998	10.809%	327,000	51,917	15.877%
6/1/2044	-	-	0.000%	-	-	0.000%	216,000	40,546	18.771%	116,000	12,541	10.811%	332,000	53,087	15.990%
6/1/2045	-	-	0.000%	-	-	0.000%	216,000	41,159	19.055%	121,000	13,089	10.817%	337,000	54,248	16.097%
6/1/2046	-	-	0.000%	-	-	0.000%	216,000	41,807	19.355%	124,000	12,837	10.352%	340,000	54,644	16.072%
6/1/2047	-	-	0.000%	-	-	0.000%	216,000	75,586	34.994%	124,000	34,293	27.656%	340,000	109,879	32.317%
6/1/2048	-	-	0.000%	-	-	0.000%	214,000	77,497	36.214%	113,000	32,322	28.603%	327,000	109,819	33.584%
Total	\$ 18,130,000	\$ 1,023,330	5.644%	\$ 1,498,500	\$ 260,256	17.368%	\$ 4,631,000	\$ 909,838	19.647%	\$ 2,466,000	\$ 341,132	13.833%	\$ 26,725,500	\$ 2,534,554	9.484%

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DAVENPORT & COMPANY

September 20, 2016

Moore County, NC

12

Appendix C
9-20-2016

**RESOLUTION AUTHORIZING AND APPROVING
(CURRENT) RELEASES AND REFUNDS BY THE
TAX ADMINISTRATOR**

WHEREAS, Gary E. Briggs, Moore County Tax Administrator, has certified a list comprised of various county taxes illegally levied and assessed, the amount certified as being in excess of the amount legally due by the taxpayer and therefore should be released or refunded in accordance with General Statute 105-381.

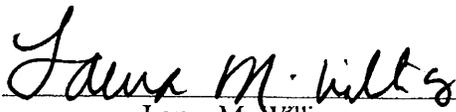
BE IT RESOLVED by the Board of Commissioners of Moore County that the taxpayers shown on said list of releases and refunds submitted by Gary E. Briggs, Tax Administrator, are hereby granted such tax release or refund of the county taxes shown and the County Finance Director is directed to make said refunds.

Adopted this the 20 day of September, 2016.

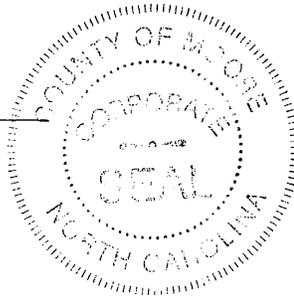


Nicholas J. Picerno, Chairman

ATTEST:



Laura M. Williams
Clerk to the Board



**RESOLUTION AUTHORIZING AND APPROVING
(DELINQUENT) RELEASES AND REFUNDS BY THE
TAX ADMINISTRATOR**

WHEREAS, Gary E. Briggs, Moore County Tax Administrator, has certified a list comprised of delinquent taxes illegally due by the taxpayer and therefore should be released or refunded in accordance with General Statute 105-381.

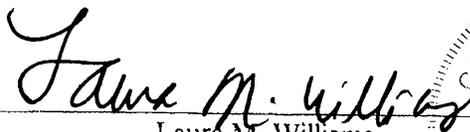
BE IT RESOLVED by the Board of Commissioners of Moore County that the taxpayers shown on said list of releases and refunds submitted by Gary E. Briggs, Tax Administrator, are hereby granted such tax release or refund of the county taxes shown and the County Finance Director is directed to make said refunds.

Adopted this the 20 day of September, 2016.

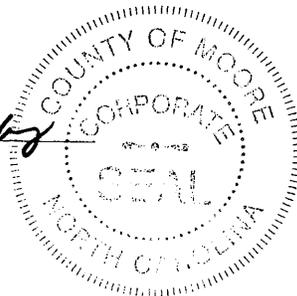


Nicholas J. Picerno, Chairman

ATTEST:



Laura M. Williams
Clerk to the Board



REAL ESTATE / PERSONAL PROPERTY / MOTOR VEHICLE

RELEASES

OVER - \$100

August-16

<u>BILL YEAR</u>	<u>BILL NUMBER</u>	<u>NAME</u>	<u>REASON</u>	<u>AMOUNT</u>
2016	4	CNC7, LLC	PERSONAL PROPERTY LISTED TIMELY	\$146.42
2016	7724	EHLER, RYAN R	MILITARY	\$311.03
2016	52406	FERRELL, WILLIAM KYLE	PERSONAL PROPERTY LISTED IN ERROR	\$262.75
2016	294	GOLDEN CORRAL OF SO PINES	PERSONAL PROPERTY LISTED TIMELY	\$338.74
2016	824	HARRIS TEETER INC	PERSONAL PROPERTY LISTED TIMELY	\$1,223.37
2016	4917	HARRIS TEETER INC	PERSONAL PROPERTY LISTED TIMELY	\$2,016.32
2016	2547	HICKORY TAVERN	PERSONAL PROPERTY LISTED TIMELY	\$596.18
2016	4840	KANE, ALAN	PERSONAL PROPERTY NOT LOCATED IN MOORE COUNTY	\$1,334.00
2016	6911	KIBBY, AARON J & LAURA E	MILITARY	\$110.62
2016	879	STERLING TRANSPORT CO INC	PERSONAL PROPERTY VALUED INCORRECTLY	\$1,918.59
2016	6426	WELL AIR INC	PERSONAL PROPERTY NOT LOCATED IN MOORE COUNTY	\$24,360.00
TOTAL				\$32,618.02

**VTS/MUNIS MOTOR VEHICLES
RELIEF - REFUNDS
OVER - \$100
August-16**

<u>Bill Year</u>	<u>Bill Number</u>	<u>Customer Name</u>	<u>Reason</u>	<u>Refund Amount</u>
2015	VTS - 0027562669	AKERLUND, THOMAS C & MARY K	MILITARY	\$149.56
2015	VTS - 0018658559	BISHOP, BRUCE ADAMS	SUBMITTED TAG TO DMV	\$115.35
2015	VTS - 0015917927	GOODWIN, LESTER MCGEE JR	SUBMITTED TAG TO DMV	\$101.91
2015	VTS - 0030292676	HARMON, JOHN D	SUBMITTED TAG TO DMV	\$165.41
2012	67465	JUNIPER STORAGE, LLC	BUILDING LISTED ON INCORRECT PARCEL	\$333.60
2013	31040	JUNIPER STORAGE, LLC	BUILDING LISTED ON INCORRECT PARCEL	\$333.60
2014	68084	JUNIPER STORAGE, LLC	BUILDING LISTED ON INCORRECT PARCEL	\$333.60
2015	31694	JUNIPER STORAGE, LLC	BUILDING LISTED ON INCORRECT PARCEL	\$466.24
2015	VTS - 0005284643	KERNAN, WILLIAM FRANK	SUBMITTED TAG TO DMV	\$107.60
2015	VTS - 0019899463	LOWRY, ROBERT ARDELL	SUBMITTED TAG TO DMV	\$124.83
2016	VTS - 0033044895	LUCKIE, JOHN E	MILITARY	\$226.46
2015	VTS - 0030400949	MCCAMMON, KATHRYN MARIE	SUBMITTED TAG TO DMV	\$115.44
2014	VTS - 0025154687	VIEN, RICHARD M	MILITARY	\$303.43
2015	VTS - 0025154687	VIEN, RICHARD M	MILITARY	\$224.20
2015	VTS - 0032704786	WASHINGTON, RAYMOND GROSS JR	SUBMITTED TAG TO DMV	\$186.36
TOTAL				\$3,287.59

Appendix D
9-20-2016

STATE OF NORTH CAROLINA

BEFORE THE MOORE COUNTY

COUNTY OF MOORE

BOARD OF COMMISSIONERS

FILE NO.: _____

Applicant: Williams Sand and Clay, LLC)

ORDER OF FINDINGS OF FACT AND)

ParID # 00013401)

CONCLUSIONS IN SUPPORT OF)

GRANTING A CONDITIONAL USE)

PERMIT)

THIS CAUSE, being heard by the Moore County Board of Commissioners on September 6, 2016 at 5:30 p.m. in the Historic Courthouse, 2nd Floor Meeting Room, Carthage, NC for a hearing on Williams Sand and Clay, LLC's application for a Conditional Use Permit. It appearing that the Moore County Board of Commissioners has proper jurisdiction over the parties and subject matter and that the parties are properly before the Moore County Board of Commissioners. After reviewing the documents of record and hearing from all parties and witnesses, the Board of Commissioners by sufficient evidence, based on the standards and *Unified Development Ordinance of Moore County, NC* enters the following order.

FINDINGS OF FACT

1. That all parties were notified of the hearing.
2. That all witnesses were sworn and testified.
3. That the applicant requests to construct a Sand Mining Facility on the property as illustrated on the approved site plan.
4. That the property is zoned Rural Agricultural (RA) and allows the proposed use upon issuance of a Conditional Use Permit.
5. That the proposed site details are as follows:

Zoning	Rural Agricultural (RA)
Acreage	Approximately 660 acres
Watershed	WS-III-BW
Highway Corridor Overlay	Rural Highway Corridor Overlay District
Floodplain	No
Historical Use	Vacant

6. That the applicant agreed to the conditions below at public hearing of even date herewith:
- a. Williams Sand and Clay will abide by the Moore County Specific Use Standards Article 9.4.5 for Mining and Quarrying as shown on the following page in Figure 1.1.
 - b. Business hours of operation will be: 6:00 AM – 5:30 PM during normal workweeks and occasionally on Saturday (no Sunday work). Holidays will be observed as well.
 - c. A NCDOT entrance permit will be obtained within the next 4-6 weeks.
 - d. A physical barrier to traffic and illicit entry onto the site will be constructed along NC HWY 211. Once digging activities commence, any overburden will be used to construct and maintain berms along the NC HWY 211 entrance to a minimum height of six feet.
 - e. Applicant will conduct sediment and erosion control measures throughout the life of the mine and post closure, to maintain a clean driveway and entrance area onto NC HWY 211.
 - f. Per the NC Department of Environmental Quality, high fencing is not required since there are no adjacent residential dwellings. However, Williams Sand and Clay will maintain silt fencing, as well as ditches, berms, and gates as necessary to control access to the site.
 - g. No fuel, fuel oil, or other hazardous materials will be used or stored on-site.
 - h. The total initial phase will impact (excavate) approximately 22 acres. Subsequent planned phases are shown on the Site Map.
 - i. No permanent structures will be erected on-site.
 - j. At minimum a vegetated seventy five foot buffer will be maintained along NC HWY 211.
 - k. Staff recommends the additional condition, as agreed upon by the applicant, that should the Zoning Administrator, Building Inspector, Environmental Health, the Fire Marshal, or NCDOT identify minor changes staff shall be authorized to accept such minor modifications to site plan as necessary.

CONCLUSIONS OF LAW

Based on the foregoing Findings of Fact the Moore County Board of Commissioners makes the following Conclusions with respect to the requested conditional use:

1. The use will not materially endanger the public health or safety if located where proposed and developed according to plan;
2. The use meets all required conditions and specifications;
3. The use will not substantially injure the value of adjoining or abutting property unless the use is a public necessity;
4. The location and character of the use, if developed according to the plan as submitted and approved, will be in harmony with the area in which it is to be located and will be in general conformity with the approved Moore County Land Use Plan.

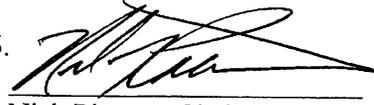
IT IS THEREFORE ORDERED, ADJUDGED AND DECREED:

The Conditional Use Permit request of Williams Sand and Clay, LLC is hereby GRANTED for the reasons stated above. The Conditional Use Permit shall expire five (5) years from the date of issuance unless the proposed development is pursued as set forth in the Moore County Unified

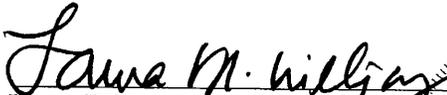
Development Ordinance. Continued compliance with the original site plan and this permit issued by the Board shall entitle applicants to the continued use of the property.

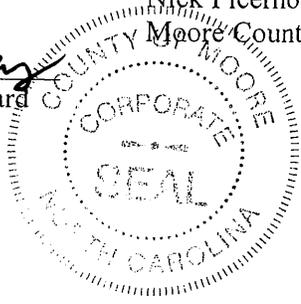
A copy of these FINDINGS AND CONCLUSIONS shall be filed with the Clerk of the County of Moore, and a copy of such orders shall be served by certified mail, return receipt to the applicant Williams Sand and Clay, LLC and shall be served by means of certified mail, return receipt requested upon any person specifically requesting service of the same.

So ORDERED this the 20th day of September, 2016.



Nick Picerno, Chair
Moore County Board of Commissioners

Attest: 
Laura Williams, Clerk to the Board



Appendix E
9/20/2016

STATE OF NORTH CAROLINA

COUNTY OF MOORE

Applicant: HCE Moore II, LLC

ParID # 00005347

BEFORE THE MOORE COUNTY

BOARD OF COMMISSIONERS

FILE NO.: _____

) ORDER OF FINDINGS OF FACT AND
) CONCLUSIONS IN SUPPORT OF
) GRANTING A CONDITIONAL USE
) PERMIT

THIS CAUSE, being heard by the Moore County Board of Commissioners on August 16, 2016 at 5:30 p.m. in the Historic Courthouse, 2nd Floor Meeting Room, Carthage, NC at a hearing on HCE Moore II, LLC's application for a Conditional Use Permit. It appearing that the Moore County Board of Commissioners has proper jurisdiction over the parties and subject matter and that the parties are properly before the Moore County Board of Commissioners. After reviewing the documents of record and hearing from all parties and witnesses, the Board of Commissioners by sufficient evidence, based on the standards and *Unified Development Ordinance of Moore County, NC* enters the following order.

FINDINGS OF FACT

1. That all parties were notified of the hearing; and
2. The Applicant company is HCE Moore II, LLC, herein "Applicant;" and
3. The Property Owner is William Richard Presley (herein "Mr. Presley"). He owns approximately 127 acre Parcel (ParID00005347) located at 415 Stage Road. Mr. Presley was present but did not testify at the hearing; and
4. The Applicant is requesting to construct a Commercial Solar Collector Facility on approximately 27.5 acres of Mr. Presley's land under a lease agreement.
5. The Applicant proposes to construct 22,554 of solar panels in its Commercial Solar Collector Facility on Mr. Presley's land; and
6. The Opponents to the Commercial Solar Collector Facility are Harry and Sara Webster, (herein the "Websters") who are adjacent land owners to this proposed Commercial Solar Collector Facility. Both Harry and Sara Webster were present and testified at the hearing.

7. That all witnesses were sworn and testified, and both the Applicant and the Websters have offered several experts who testified at the hearing which lasted over three hours.
8. The Opponents Websters and their expert witnesses presented evidence to the Moore County Board of Commissioners regarding the proposed Commercial Solar Collector Facility; and
9. The Applicant offered expert testimony to the Moore County Board of Commissioners regarding the proposed Commercial Solar Collector Facility; and
10. That the applicant requested to construct a Commercial Solar Collector Facility on the property as illustrated on the site plan.
11. Expert testimony was presented that there is a potential for herbicide runoff from the Commercial Solar Collector Facility to the Websters' farmland and pond. The Websters' testified that they sell crops at the local farmer's market and they market their crops as, and maintain their farm, free from herbicides. There was no competent evidence presented which shows that herbicides will never be used to kill and/or control growth of the weeds and grass at the Commercial Solar Collector Facility. Herbicide runoff will materially endanger the public health or safety by contaminating the Websters' farmland and pond; and
12. The evidence showed that the location and use of the Commercial Solar Collector Facility is not in harmony with the area in which it is to be located and will not be in general conformity with the approved Moore County Land Use Plan. The area includes Stage Road, across 24/27, down Lynch Road, across Union Church Road. The area is residential agricultural and there's no solar facility in the area. The land in this area is farmed for agricultural use and the Websters and Mr. Pressley farm their land for agricultural uses.
13. The Moore County Land Use Plan Goal 1 (page 5) is to Preserve and Protect the Ambiance and Heritage of the County of Moore (inclusive or areas around municipalities). The Recommendations under Goal 1 includes:
 - *Encourage the conservation of farmland for farming and forestland for forestry.*
 - *Continue to encourage agriculture and agri-business throughout Moore County.*
 - *Preserve large tracts of prime agricultural land to ensure that farming remains a viable part of the local economy.*
 - *Encourage and support development and land use principles by ensuring Moore County's cultural, economic and natural resources are factored equally.*
 - *Preserve and maintain the rural character of Moore County, including historic sites and structures, crossroad communities, and other physical features that reflect the County's heritage.*
 - *Support and promote local businesses.*
 - *Discourage undesirable or unattractive land uses, especially within high visibility areas.*

14. The Moore County Land Use Plan holds under Recommendation 3:4, Action 3.4.4., (Page 77), Plan for the development of alternative energy systems that minimize the adverse impacts to prime agricultural lands and public water supply watersheds. The elevation drop of 64 feet on the Presley property – the site of the proposed Commercial Solar Collector Facility - toward the pond which eventually supplies water with which the Websters’ irrigate the crops they grow on their land, will cause an accelerated run off of the herbicides utilized to maintain the weed growth underneath the solar panels onto the Websters’ prime agricultural property contaminating the Websters’ farmland and pond.
15. The Moore County Land Use Plan holds under Goal 1: Preserve and Protect the Ambiance and Heritage of the County of Moore Recommendation 1:1 (Page 73), Encourage the conservation of farmland for farming and forestland for forestry. The surrounding area consists of agricultural land and single family residences and no Commercial Solar Collector Facility within the area.
16. The Moore County Land Use Plan holds under Recommendation 1:2 (Page 73), Continue to encourage agriculture and agri-businesses throughout Moore County. Action 1.2.1. Continue current support of operating environments for agriculture. Action 1.2.2. Continue to support the development and accessibility to local and adjacent markets for agricultural products. The Websters’ adjoining property owners of the proposed Commercial Solar Collector Facility, sell their crops at the local farmer’s market and must ensure their crops are free from herbicides. There was no competent evidence presented which shows that herbicides will never be used to kill and/or control growth of the weeds and grass. The Websters’ operate an agri-business in Moore County supplying the local farmers market with crops free from herbicides.
17. The Moore County Land Use Plan holds under Recommendation 1:3 (Page 74), Preserve large tracts of prime agricultural land to ensure that farming remains a viable part of the local economy. Mr. Presley and the Websters’ own large tracts of prime agricultural land.
18. The Moore County Land Use Plan holds under Recommendation 1:4 (Page 74), Preserve regional agricultural and farmland as a source of healthy, local fruits and vegetables, and other food crops. The Websters’ operate an agri-business supplying local farmers market with crops that are free from herbicides.
19. The Moore County Land Use Plan holds under Recommendation 1:8 (Page 75), Discourage undesirable or unattractive land uses, especially within high visibility areas. The Websters’ testified that their crops are grown right next door to the proposed property. At certain areas of their land and, if they are in the upstairs bedroom, they can look down over the trees and the unattractive land use Commercial Solar Collector Facility will be all they see all year long do to the 64 feet elevation differential – i.e., the 22,554 solar panels are proposed to be erected a hillside facing the Webster property and sloping from a higher elevation downwards toward the Webster property. Moreover, the “Commercial Solar Collector Facility” will be seen in additional areas of the Webster’s land, when the leaves fall in the fall, and 22,554 panels will be seen and will diminish their enjoyment of the rural agricultural

character of their land. The Websters' stated that if they would have known of the proposed Commercial Solar Collector Facility, they would not have purchased their land, which they purchased to enjoy their beautiful scenery and to farm.

20. That the property is zoned Rural Agricultural (RA) and allows the proposed use upon issuance of a **Conditional Use Permit**.

21. That the proposed site details are as follows:

Zoning	Rural Agricultural (RA)
Acreage	27.5 acres
Watershed	WS-III-BW Little River (Intake No. 2)
Highway Corridor Overlay	No
Floodplain	No
Historical Use	Undeveloped – Farmland

22. That the applicant agreed to the conditions below at public hearing of even date herewith:

- a. Preserve the 100 foot wide front vegetative buffer, as illustrated on the site plan.
- b. The building and 2 barns will be removed prior to the issuance of a certificate of occupancy for the operation of a Solar Collector Facility.
- a. Should the Zoning Administrator, Building Inspector, Environmental Health, the Fire Marshal, or NCDOT identify minor changes staff shall be authorized to accept such minor modifications to site plan, as necessary.

CONCLUSIONS OF LAW

Based on the foregoing Findings of Fact the Moore County Board of Commissioners makes the following Conclusions with respect to the requested conditional use:

1. The use **will** materially endanger the public health or safety if located where proposed and developed according to plan; and
2. The use does **not** meet all required conditions and specifications of the Unified Development Ordinance; and
3. The use will **not** substantially injure the value of adjoining or abutting property unless the use is a public necessity; and
4. The location and character of the use, if developed according to the plan as submitted and approved, will **not** be in harmony with the area in which it is to be located and will **not** be in general conformity with the approved Moore County Land Use Plan.

IT IS THEREFORE ORDERED, ADJUDGED AND DECREED:

The Conditional Use Permit request of HCE Moore II, LLC is hereby **DENIED** for the reasons stated above.

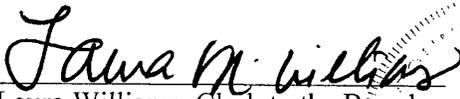
A copy of these FINDINGS AND CONCLUSIONS shall be filed with the Clerk of the County of Moore, and a copy of such order shall be served by certified mail, return receipt to the applicant HCE Moore II, LLC and shall be served by means of certified mail, return receipt requested upon any person specifically requesting service of the same.

So ORDERED this the 20th day of September, 2016.



Nick Picerno, Chairman
Moore County Board of Commissioners

Attest:


Laura Williams, Clerk to the Board

Appendix F
9-20-2016

The Board of Commissioners of the County of Moore, North Carolina, held a regular meeting in the in the Commissioners' Meeting Room, Second Floor of the Historic Courthouse located at 1 Courthouse Square in Carthage, North Carolina, the regular place of meeting, at 5:30 p.m., on September 20, 2016.

Present: Chairman Nick Picerno, presiding, and Commissioners ~~Randy Saunders,~~
~~Jerry Daeke, Catherine Graham, Otis Ritter~~
Absent: _____

Also Present: Wayne Vest, County Manager; Caroline Xiong, Chief Financial Officer;
Laura Williams, Clerk to the Board; _____

* * * * *

Caroline Xiong, CFO introduced the following resolution the title of which was read and copies of which had been distributed to each Commissioner:

RESOLUTION CALLING A PUBLIC HEARING IN CONNECTION WITH THE COUNTY'S CONSIDERATION OF THE ISSUANCE OF LIMITED OBLIGATION BONDS OF THE COUNTY IN AN AMOUNT NOT TO EXCEED \$33,000,000 IN ORDER TO REFUND CERTAIN EXISTING LIMITED OBLIGATION BONDS AND TO AQUIRE REFUNDING BONDS OF THE EAST MOORE WATER DISTRICT

BE IT RESOLVED by the Board of Commissioners (the "Board of Commissioners") of the County of Moore, North Carolina (the "County") as follows:

Section 1. The Board of Commissioners does hereby find and determine as follows:

(a) The County has previously entered into a Trust Agreement, dated as of October 1, 2010 (the "Trust Agreement"), between the County and U.S. Bank National Association, as trustee, pursuant to which the County issued its Limited Obligation Bonds, Series 2010 now outstanding in the principal amount of \$27,005,000 (the "2010 Limited Obligation Bonds") to finance a new County public safety complex and certain utility improvements for the County, together with related costs.

(b) Based upon an economic analysis by Davenport and Company, financial advisor to the County, under current market conditions the County may be able to realize significant debt service savings by refunding all or some portion of the 2010 Limited Obligation Bonds. To carry out such refunding, the County would issue its Limited Obligation Bonds pursuant to the Trust Agreement and a Second Supplemental Trust Agreement between the County and U.S. Bank National Association, supplementing the Trust Agreement to provide funds to refund such 2010 Limited Obligation Bonds.

(c) Pursuant to Article 6 of Chapter 162A of the General Statutes of North Carolina, as amended (the "District Act"), the County has created a water district within the County known as

East Moore Water District (the "District") as a municipal corporation and body corporate and politic under the laws of the State of North Carolina authorized by the laws of the State, including, without limitation, The Local Government Bond Act, Article 4 of Chapter 159 of the General Statutes of North Carolina, as amended (the "General Obligation Bonds Act") to authorize and issue general obligation bonds to finance the cost of water utility improvements in the District.

(d) The District has heretofore authorized and issued its general obligation bonds (the "Refunded District Bonds") in order to finance water system improvements, and the Refunded District Bonds bear interest at a rate that is higher than the interest rates available in the current financial markets and the District can realize significant interest savings from refunding the Refunded District Bonds.

(e) Pursuant to Section 160A-20 of the General Statutes of North Carolina (as amended, the "Act"), the County may finance the purchase of real or personal property by contracts that create a security interest in the property so acquired to secure repayment of the moneys advanced or made available for such purchase. The County has determined to consider a plan of finance under which (1) the District will authorize and issue general obligation refunding bonds (the "District Refunding Bonds") to refund the Refunded District Bonds, such District Refunding Bonds to be purchased by the County, and (2) the County will, pursuant to the Second Supplemental Trust Agreement issue additional Limited Obligation Bonds to provide funds to the County for the purpose of financing the purchase of the District Refunding Bonds and (3) the County will pledge the District Refunding Bonds, the property acquired in the financing, to secure payment of the Limited Obligation Bonds.

(f) The Board has determined to call a public hearing to receive public input on the issuance of Limited Obligation Bonds in an amount not to exceed \$33,000,000 for the purpose of refunding a portion of the 2010 Limited Obligation Bonds and facilitating the issuance by the District of the District Refunding Bonds through the purchase thereof by the County from the proceeds of such Limited Obligation Bonds.

Section 2. A public hearing on the issuance of Limited Obligation Bonds in an amount not to exceed \$33,000,000 for the purpose of (1) refunding a portion of the 2010 Limited Obligation Bonds and (2) purchasing the District Refunding Bonds under the plan of finance described above is hereby scheduled for the regular meeting of the Board at 5:30 on October 4, 2016. The Clerk to the Board is hereby directed to cause notice of such public hearing to be published at the times and in the places as may be required by law for such public hearing.

Section 3. This resolution shall take effect immediately upon its passage.

Upon motion of Commissioner Saunders, the foregoing resolution entitled "RESOLUTION CALLING A PUBLIC HEARING IN CONNECTION WITH THE COUNTY'S CONSIDERATION OF THE ISSUANCE OF LIMITED OBLIGATION BONDS OF THE COUNTY IN ORDER TO REFUND CERTAIN EXISTING LIMITED OBLIGATION BONDS AND TO ACQUIRE REFUNDING BONDS OF THE EAST MOORE WATER DISTRICT" was passed by the following vote:

Ayes: 5

Noes: 0

* * * * *

I, Laura Williams, Clerk to the Board of Commissioners for the County of Moore, North Carolina, DO HEREBY CERTIFY that the foregoing is a true copy of so much of the proceedings of said Board at a regular meeting held on September 20, 2016 as relates in any way to the passage of the foregoing resolution providing for the issuance of limited obligation bond refunding bonds of said County.

I HEREBY FURTHER CERTIFY that notice of said meeting was duly given in accordance with G.S. § 143-318.12.

WITNESS my hand and the corporate seal of said County, this 20th day of September, 2016.

Laura M. Williams
Clerk to the Board



Appendix G 9-20-2016

 <p>MOORE COUNTY PUBLIC SAFETY</p>	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

Purpose

To maximize productivity of our service to the community.

To promote an optimum level of health and fitness for each employee, thereby reducing injuries and illness and promoting a more productive and enjoyable life for EMS employees.

To be used as part of the employee selection process, annual evaluation and return to duty.

Definition

Department-wide mandatory physical agility test designed to simulate the critical physical tasks performed by Paramedics and EMT's during actual emergency situations.

Program:

Current Employees:

Twelve months following the adoption of the EMSPAT, current employees will be required to participate in the agility test. After the initial implementation, the agility test will be conducted on an annual basis. Employees with health conditions restricting them from completing the agility test will require a doctor's note indicating the specific restriction. If a restriction exists that prevents the employee from participating in the agility test which simulates the critical physical tasks performed by paramedics and EMTs during actual emergency situations, he/she will be considered unfit for duty and will be placed on the appropriate leave.

Applicants:

Agility testing is part of the pre-employment testing. Applicants must provide a Medical Clearance form and sign an Applicant Waiver of Claim of Injury form prior to the testing. Applicants who agree to this testing do so with the full understanding that the County of Moore is not responsible for any injury that might be sustained during the test.

Testing Procedures – Current employees and applicants:

The agility test consists of nine events performed continuously. The agility test will be timed from the participant's instruction to begin until completing the final event. In addition, Event #8 (Chest compressions) is timed separately.

Failure to complete either Event #8 in a designated time of 2 minutes and 15 seconds or to complete the entire agility test in a time of 6 minutes or less will result in test failure.

Applicants will have two attempts at passing the agility test. If the applicant fails the test after a 2nd attempt, he/she is disqualified from hiring eligibility until the next testing period.

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

Current employees who fail the agility test will be tested again in 90 days. A current employee who is unable to pass the 2nd agility test which simulates the critical physical tasks performed by paramedics and EMTs during actual emergency situations, will be considered unfit for duty and will be placed on the appropriate leave.

All participants will be required to wear rubber-soled shoes with no open heel or exposed toes, a comfortable exercise type shirt and long pants while participating in the agility test. Watches, bracelets, necklaces and any loose fitting jewelry will not be permitted.

During the course of the test, participants may not run at any time (the penalty for running will be to return to the start of the event where the running occurred).

During the course of the test, the lead examiner will give ongoing instructions to lead participants through the course. After reviewing this form, participants will have the opportunity to ask questions for clarification of directions.

Event #1: Truck Exit

The purpose of this event is to simulate the participant's ability to exit the emergency vehicle and proceed quickly and safely to the rear of the vehicle.

Participants will begin from a seated position in the driver's seat of an "Ambulance". The seatbelt and shoulder harness will be connected and the door will be closed, but not locked. Time will begin at the instruction of "Go". The participant must unbuckle the seatbelt, open the door, step out of the truck and advance to the rear of the truck (the rear doors will be open).

Failure:

- Tripping or falling
- Inability to complete event

Event #2: Stretcher Lift Simulation

The purpose of this event is to simulate the participant's ability to remove a stretcher from the rear of the ambulance and place on a surface above his/her shoulders.

Participants will lift the 85-pound curl bar from its start position inside the back end of the truck. Participants will then walk backwards six feet while holding the curl bar, turn 90 degrees to the right and place the curl bar on top of the stair platform.

Failures:

- Dropping curl bar
- Inability to complete event
- 3 warnings of safety concerns

Participants will then walk to the stretcher for the next event.

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

Event #3: Stretcher Push/Pull

The purpose of this event is to simulate moving a patient on a stretcher over difficult terrain. The event assesses the applicant's aerobic capacity, upper and lower body muscular strength and endurance, grip endurance and balance.

Participants will push or pull the stretcher a total of 100 feet (50 feet up, 50 feet back) along a carpeted course with 2 x 4's placed under the carpet every ten feet. While pushing or pulling the stretcher, the participants must keep both hands on the stretcher handles. If the stretcher is moved with only one hand the event must be restarted.

Failures:

- Dropping or tipping the stretcher
- Inability to complete event
- 3 warnings of safety concerns

Participants will then walk to the stair platform for the next event.

Event #4: Stretcher Stair Carry

The purpose of this event is to simulate the participant's ability of climbing stairs while carrying approximately 85 pounds. This event challenges the participant's aerobic capacity, upper body muscular strength and endurance, lower body muscular strength and endurance, grip endurance and balance.

The participant will lift the curl bar from the stair platform and walk to the front of stairs. At the base of the stairs, the participant will turn facing away from the stairs and then walk backward up the stairs until reaching the platform. Then they will turn 180 degrees, walk backward down the stairs to the floor, walk to the side of stairs and return the curl bar to the stair platform.

Failures:

- Dropping stretcher or allowing stretcher to tilt
- 3 warnings for safety concerns
- Inability to complete event

Participants will then walk to the equipment lift station for the next event.

Event #5: Equipment Lift and Carry

The purpose of this event and event #6 is to simulate carrying essential medical equipment to the patient's side. The event will assess the participant's ability to lift using proper body mechanics, as well as challenge the participant's upper body muscular strength and endurance, lower body muscular strength and endurance, grip endurance and balance.

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

The participant will lift four items from the table and place them on the floor in their designated areas and then continue with Event #6.

Event #6: Equipment Transfer

The participant will lift four items from the floor and carry and place them in their secondary areas.

Failures:

- Dropping equipment
- Inability to complete event
- 3 warnings of safety concerns

The participant will then continue to Event #7.

Event #7: Patient Drag

Participants will stand at the head end of a 150-pound simulated patient. The patient is mounted on a litter with two wheels at the foot end. The participant will lift the head of the litter off of the floor, drag 10 feet to a traffic cone, turn 180 degrees around the cone, and continue dragging until the entire litter crosses the start line.

Failures:

- Dropping or tipping the stretcher
- Inability to complete event
- 3 warnings of safety concerns

The participant will then walk to the chest compressions station.

Event #8: Chest Compressions

Participants will perform 200 correct chest compressions on a CPR mannequin. The compressions must be completed in a time of two minutes and fifteen seconds or less or the test will be terminated.

Failures:

- Inability to complete event

Participants will then walk to the stretcher.

Event #9: Stretcher Push/Pull

The purpose of this event is to simulate moving a patient on a stretcher over difficult terrain. The event assesses the applicant's aerobic capacity, upper and lower body muscular strength and endurance, grip endurance and balance.

Participants will push or pull the stretcher a total of 100 feet (50 feet up, 50 feet back) along a carpeted course with 2 x 4's placed under the carpet every ten feet. While pushing or pulling the stretcher, the participants must

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

keep both hands on the stretcher handles. If the stretcher is moved with only one hand the event must be restarted.

Failures:

- Dropping stretcher or allowing stretcher to tilt
- 3 warnings for safety concerns
- Inability to complete event

Participants will then walk to the stair platform for the next event.

Event #10: Truck Climb

The purpose of this event is to simulate moving a patient into the back of the ambulance and returning to the “captains” seat in the vehicle safely and quickly.

The participant will pick up the curl bar from the stair platform and return it to the back of the truck. He/she will then walk to the side door and climb into the truck (the side door will be open). When the candidate sits in the “captain’s seat”, time is stopped.

Failures:

- Dropping the curl bar
- Inability to complete event
- 3 warnings for safety concerns

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

I, (print name) _____, have read the test directions for participating in the EMS Physical Ability Test administered by the Moore County EMS. I understand these directions as they have been explained and have been given an opportunity to ask for clarification of any directions.

Signature _____

Date _____

	Moore County Public Safety	EMS Division
	EMS Physical Agility Test EMSPAT	Article 17.100.017
Standard Operating Guidelines		

**Medical Clearance Form (Applicant)
To Participate in a Medic Physical Ability Test
In Consideration for Employment**

Patient Last Name (Print) First Name MI

To the examining physician

In order to assure candidates for the position of EMT or Paramedic are able to adequately perform the critical tasks associated with the job, it is policy of Moore County EMS that candidates must participate in and pass a job simulation physical ability test (see attached description of test).

By signing below, you are indicating that (1) you are familiar with the medical history and current condition of the patient named above, and (2) that in your opinion, the patient should be able to participate in the described test without foreseeable medical danger to himself/herself.

Physician Signature

Physician Name (Print or Stamp)

Address

Date of Examination

Note to Applicant: Bring this completed form with you on your test date. You will not be able to participate if this form has not been completed.

Appendix H
9/20/2016

**RESOLUTION ACCEPTING HIGH BID FOR
THE "BENGSTON PROPERTY" ALSO KNOWN AS THE "THOMAS LAND"**

WHEREAS, the County of Moore owns certain real property with a physical address of 1947 Flowers Rd., Eagle Springs, NC; and

WHEREAS, the property is referred to by the County as the "Bengston Property," has a description with the Moore County Tax Department as the "Thomas Land," and is identified by Parcel ID/LRK #00014734; and

WHEREAS, the Board of Commissioners received an offer from Mr. Jonathan Gregory Martin in the amount of \$350,000.00 for the property described above; and

WHEREAS, the County then followed the North Carolina General Statutes with regards to the upset bid process and received no further offers.

NOW, THEREFORE, the Board of Commissioners of the County of Moore resolve that the high bid made by Mr. Jonathan Gregory Martin is hereby accepted for the parcel of property described above and the Chairman shall execute the documents necessary to transfer title of the property in accordance with the conditions previously specified.

Adopted September 20, 2016.

COUNTY OF MOORE



Nick J. Picerno, Chairman
Moore County Board of Commissioners

ATTEST:



Laura M. Williams, Clerk to the Board

