



MOORE COUNTY BOARD OF COMMISSIONERS

THURSDAY, JANUARY 7, 2016

SPECIAL MEETING

The Moore County Board of Commissioners met for a Special Meeting (“Winter Summit”) at 8:30 a.m., Thursday, January 7, 2016 in the Community Room on the second floor of the Rick Rhyne Public Safety Center, 302 S. McNeill St., 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 8:30 a.m. County Manager Wayne Vest provided the invocation and Vice Chairman Saunders led the Pledge of Allegiance.

OPENING REMARKS

Chairman Picerno shared that the Board had received the County’s Comprehensive Annual Financial Report for Fiscal Year 2015 during a regular meeting on January 5, 2016 and that the County’s financial status was very good even with three major capital projects being taken on, including renovations to the Court facility, renovations to the Currie Building, and the purchase of several vehicles for the Sheriff’s Office. Chairman Picerno noted that citizens were at the top of the County’s organizational chart and commissioners and staff were there to serve citizens. Chairman Picerno said that when he first joined the Board eight years earlier, the major headline in the newspaper was who would be chairman. He said this year, however, the selection of chairman barely made the news while how to improve the County’s situation regarding capital needs was the big headline, and he said this was the way it should be. Chairman Picerno said the Board had several tough issues to address, including how to fund the Schools’ capital needs as well as economic development considerations. He said he hoped at the end of the day the Board would have a good understanding of plans and priorities. Chairman Picerno then gave the floor to Manager Vest.

ECONOMIC DEVELOPMENT

Manager Vest recognized Caleb Miles, Executive Director for the Convention and Visitors’ Bureau (CVB), George Little, Chair of the CVB Board, and Pat Corso, Executive Director of

Moore County Partners in Progress to discuss a proposed sports complex and other economic development issues.

Mr. Little discussed strategies to build more products and generate more business in Moore County. He said areas like Myrtle Beach, South Carolina were finding immediate success with sporting venues/events and discussed how something similar could benefit Moore County. During the discussion, Mr. Little stated his support for raising the room occupancy tax in Moore County to 6%. He also discussed the County's growth and how much of the growth could be attributed to the military. He said the County was hosting more corporate events and government groups, had an active construction industry, had added several new restaurants and had more announcements forthcoming, including for a new hotel. Mr. Little then introduced Mr. Miles to present further information on the sports complex.

Mr. Miles provided a presentation, which is hereby incorporated as a part of these minutes by attachment as Appendix A. (Mr. Corso also commented during the presentation regarding talent recruitment and community development). Following the presentation, Commissioner Daeke asked whether the proposed sports complex would be outside town limits and whether there was intent to incorporate it into town limits. Mr. Miles confirmed that the subject property was currently outside town limits and would need water and sewer. He said, to his understanding, there was already an agreement between the towns of Aberdeen and Pinebluff regarding which parcels would be incorporated into which town. Chairman Picerno noted that the CVB Board did not have a unanimous vote regarding the recommendation for a sports complex and asked why two of the biggest players in such a venture would vote against it. Mr. Miles said it was very seldom that projects such as these passed unanimously. Mr. Little noted that the vote to start the CVB years before was not unanimous either. Chairman Picerno said he had brought up the vote only in the interest of transparency.

Chairman Picerno asked why funding for the sports complex was being laid at the public's feet when area hotels stood to benefit from it. Mr. Miles said it was difficult to put together and fund on the front end and most companies got involved in projects like these on a sponsorship level. He said projects such as this usually ran a deficit in the first five years but then made money. Chairman Picerno wondered if there was a mechanism to directly tax hotels and restaurants for the project, if they would still support it.

Vice Chairman Saunders said he heard there was another sports complex currently under construction in the area and he wondered if the CVB was too late with its proposal. Mr. Miles said that particular project was membership and sponsorship driven and was being built primarily for members. He said the complex proposed by the CVB was the only one that could produce the kind of revenues that had been discussed. Chairman Picerno said there would be further discussion in the near future and suggested scheduling another meeting.

Mr. Corso shared an update on economic development. He said Partners in Progress (PIP) did not want to compete with the Chamber of Commerce and that PIP's job was to recruit new businesses and retain existing ones. He said this was harder to do with limited funds and the lack of travel funds was especially a concern. Mr. Corso requested consideration for \$21,000 more annually than was currently being provided by the County, saying there had not been an increase

in funding since PIP began. Mr. Corso then discussed the County's average wage, workforce, and places for companies to locate. He said there was no problem with interest in Moore County, but there was a problem with the availability of product. He said overall, the County was doing great and was a desirable place to live, and areas of opportunity would be skilled labor and growth in manufacturing.

There was a break in the meeting from 10:15 a.m. to 10:40 a.m.

CITIZEN SERVICES

The following departments provided presentations on their services:

Aging (presentation by Terri Prots)
Transportation Services (presentation by Lydia Cleveland and Tawanna Williams)
Veterans (presentation by Jim Pedersen)
Animal Operations (presentation by Brenda Sears)

The presentations are hereby incorporated as a part of these minutes by attachment as Appendices B, C, D, and E, respectively. The Board congratulated each of these departments on their successes.

The Board took a break for lunch from 12:10 p.m. – 1:00 p.m. County Manager Wayne Vest asked the blessing. The meal was served in the training room on the first floor and was catered by Board of Elections Director Glenda Clendenin and staff.

Following lunch, all offered appreciation to Ms. Clendenin and staff.

ELECTIONS

Board of Elections Director Glenda Clendenin provided a presentation on issues regarding the 2016 elections. Discussion followed. A copy of the presentation is hereby incorporated as a part of these minutes by attachment as Appendix F. Ms. Clendenin shared that she was celebrating her 30th year of employment as the Elections Director and she noted the longevity of her staff as well. She expressed how honored she felt to serve in this capacity.

PROPERTY MANAGEMENT

Property Management Director Bobby Lake, joined by Sheriff Neil Godfrey, provided an update on research into County facilities security and reviewed responses received from various firms for improving security as well as recommendations from the Sheriff's office. It was determined that discussion would continue at a later date as more information was obtained.

Mr. Lake then provided an update on projects, beginning with renovations to the Currie Building, the location of the offices of the District Attorney. District Attorney Maureen Krueger was present to provide comment and said it was now a high functioning, professional building that was working perfectly. Commissioner Graham referenced an email she had recently

received from Ms. Krueger regarding a Grand Jury report and building safety and asked Ms. Krueger to confirm that her email was not in reference to the Currie Building. Ms. Krueger said the email regarded the Court facility and she shared areas of concern that Grand Jurors had pointed out in the report. She particularly noted their concern with the vulnerability of District Attorney employees walking back and forth between the Currie Building and the Court facility.

Mr. Lake and Sheriff Godfrey reviewed the Grand Jury report regarding renovations to the Court facility. Chairman Picerno inquired about the timeframe between the renovations completion date and the report being received. Commissioner Graham said the Courthouse Facilities Advisory Committee, which she chaired, would meet later in January and would report to the commissioners in February, which would be a better time for discussion. Vice Chairman Saunders said he wanted the commissioners to read the Chinn space study (2012) before that time as he personally had four pages of notes from that study on the Court facility alone. He questioned the amount of space recommended and Sheriff Godfrey said it was planned with anticipated growth over the next many years. Vice Chairman Saunders said he still had serious questions. Chairman Picerno said he hoped Commissioner Graham would take the Committee through the list of issues presented by the Grand Jury compared to what the County was able to accomplish through the renovations, and determine whether there were still deficiencies. He said the County did spend \$1.5 million on the facility based upon the Committee's recommendations, so he hoped there would be some return on that. Commissioner Graham said she would do that. Commissioner Ritter said the Committee signed off on the renovations and now there was a list of things that were not acceptable. He said he was an advocate for the Court system, but stressed the importance of understanding necessities versus niceties. Commissioner Graham said there was a committee in place to consider these issues, and it was premature to discuss space needs at this time since they were not at that point in discussion. She said the Grand Jury did provide some inside information that should not be disregarded because it was provided by independent citizens. Commissioner Graham said there were good decisions made regardless such as the addition of an elevator to the building, which would be of benefit no matter the use of the building. She said the Board did have to consider the future, though.

Mr. Lake continued his review of County facility projects. Information provided by Mr. Lake is hereby incorporated as a part of these minutes by attachment as Appendix G.

LEGISLATIVE UPDATES

NCACC

Manager Vest introduced staff from the North Carolina Association of County Commissioners (NCACC) present to provide legislative updates on budget/finance: Johanna Reese, Director of Government Relations; Cassandra Hoekstra, Legislative Counsel; Hugh Johnson, Government Relations Coordinator; and Amber Harris, Grassroots Coordinator. Ms. Reese, Ms. Hoekstra, and Mr. Johnson provided a presentation which is hereby incorporated as a part of these minutes by attachment as Appendix H. Following the presentation, Chairman Picerno thanked the NCACC for all the Association did on counties' behalf. Chairman Picerno noted that there were some holes in educational funding from the State and said he wanted the Association to help provide education on and illumination of those issues. He shared that the Association website

had recently been very helpful to him as he researched information on tax rates versus tax burden.

Tier System

Partners in Progress Executive Director Pat Corso provided an update on the status of the economic tier ranking system of counties in North Carolina. His summary of this issue was that everyone (including at State level) disliked the tier system, but no one had any idea of what could replace it. He indicated State committees studying this issue would meet again on February 4th. Chairman Picerno asked what the source of funding was for the tier system and Mr. Corso presumed the State's General Fund. Chairman Picerno said counties originally ranked as tier 1 were still tier 1, so the system was not working. He said he represented Moore County and did not like to see Moore's citizens' money taken from them and given to someone else. He said he would like to see economic development incentives eliminated altogether. Mr. Corso said he wished there would be an edict that there would be no more incentives, but said he had to get what he could get for Moore County and needed the Board's full support for that. The commissioners said he had their full support.

BUDGET/FINANCE

Finance Officer Caroline Xiong reviewed information on the County's revenues, expenditures, balances and projections. Tax Administrator Gary Briggs shared information on property taxes and discussed the impact of House Bill 168. Internal Auditor Tami Golden provided a sales tax update. Handouts shared related to these topics are hereby incorporated as a part of these minutes by attachment as Appendix I.

Manager Vest introduced Mitch Brigulio and Ted Cole with Davenport and Associates who provided a presentation on funding for Moore County Schools capital projects. The presentation is hereby incorporated as a part of these minutes by attachment as Appendix J. Discussion of the various options followed.

Manager Vest then reviewed information on a tax rate chart, hereby incorporated as a part of these minutes by attachment as Appendix K.

CLOSING COMMENTS/ADJOURNMENT

Chairman Picerno commended Manager Vest and staff for putting together information that provided much insight into the topics discussed during the meeting. Chairman Picerno congratulated Property Management Director Bobby Lake on getting recent renovations projects completed under budget. He said the buildings would be used for years to come even if not for their current purposes. He said the Budget Team would get to work on the FY 17 budget.

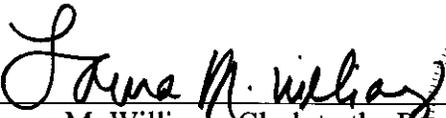
Commissioner Daeke said the presentations during the meeting had been great and said he appreciated the effort put forth. He said this was a good start to the new year. Commissioner Graham thanked Manager Vest and staff for all the information covered. She also thanked reporters from the Seven Lakes Times and The Pilot for covering the entire meeting.

She thanked commissioner candidates for being present also. Commissioner Graham said these were challenging times but also exciting times. She expressed appreciation for staff and she said the Board was striving to keep taxes low.

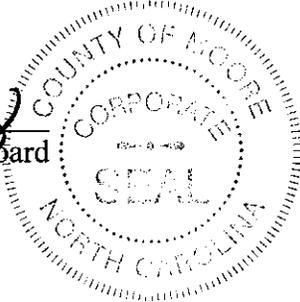
Upon motion made by Commissioner Graham, seconded by Commissioner Ritter, the Board voted 5-0 to adjourn the January 7, 2016 Special Meeting of the Moore County Board of Commissioners at 4:36 p.m.



Nick J. Picerno, Chairman



Laura M. Williams, Clerk to the Board





**Moore County Tourism
Strategic Investment Plan**

January 2016

Contents

1. Intro
2. Strategic Rationale/Partners/Research
3. Components
 - a. Expanded Partnership Marketing
 - b. Sports Tourism/Sports Complex
4. Funding/Implementation
5. Wrap Up



- ### Key Components
- Extensive research/studies have been a key component of CVB strategic plan for over 10 years
 - New Product Development Investment in a state-of-the-art Sports Complex in Aberdeen, NC, and upgraded indoor facility in Carthage, positively impacting all of Moore County
 - Expanded tourism outlook with marketing resources emphasizing golf market and new partnerships
 - Cement partnerships with PIP and municipalities for tourism development, economic development and talent recruitment.
 - Regain market share in an increasingly competitive tourism environment where currently we are being out-invested.

- ### Development Partners
- Convention & Visitors Bureau
 - Partners In Progress
 - Principle Municipalities
 - County of Moore
 - Parks & Recreation Dept
 - Aberdeen
 - Resorts, Hotels & Hospitality Suppliers
 - Land Owner, Ransdell Family
- 

- ### Convention & Visitors Bureau Profile
- Founded in 1987
 - Public Authority
 - Represents Moore County
 - 11th largest NC county in visitor spending
 - \$439M / Yr.
 - Tourism - 2nd largest employer
 - Brand Driven
 - Destination Marketing/Management Organization
 - www.homeofgolf.com
- 
- Brand Promise:**
For more than 100 years visitors have come to regard The Home of American Golf® as one of the premier golf and recreational destinations in the world. Our invitation: Visit The Home of American Golf® to relax, share, and celebrate our history, landmarks, culture, amenities and people. We promise to deliver an unforgettable experience, be it for golf vacations, leisure travel, or meetings/events.

- ### Partners In Progress Profile
- Incorporated in 2002
 - 501(c)(3) nonprofit
 - Operates as a public/private partnership
 - "One-Stop" resource for new, existing, relocating & expanding industries
 - Over 1,800 new jobs & \$57.3 million in investment
 - Moore Alive marketing initiative: www.moorealive.com
- 
- 
- As the economic development organization serving all of Moore County, our mission is to increase economic prosperity and improve the quality of life for Moore County's citizens through the creation of quality jobs and capital investment in our communities. We accomplish this through new business recruitment, existing industry retention & expansion, talent recruitment, entrepreneurial development, and agribusiness development.
- www.moorebusiness.org

- ### Community Development Rationale
- Demographic Shift
 - Skewing younger, Military, & less affluent retiree
 - Real estate- new and resale's average < \$300K
 - Need to "replace ourselves"
 - In-migration of Military families
 - Economic Growth
 - Talent Recruitment:
 - Creative retired - many following grandchildren
 - Military - alternative to Fayetteville (CO)
 - Relocates - could live anywhere- migrate from Southern Triangle, etc.
 - Our kids- returning home to raise their own families
 - New Sports Complex/Hillcrest Addition
 - Key piece of recruitment effort- family appeal
 - Urban asset in a rural location
- 

- ### Expanded Tourism Marketing Resources Rationale
- Destinations need to be revitalized based on life cycle position
 - Core Tourism Drivers need a promotion boost
 - Sports Tourism - adds a new dynamic growth sector to mix
 - Changing competitive landscape has impacted market share
 - Area hotels have capacity for demand growth
 - Average Occupancy is 54% - 56%
 - Positive community impact
 - Resource: Destination Next, DMAI/CVB Trade Kun and Research Foundation, 2014-15)
- 

Tourism's Competitive Marketplace

- Key Destination Competitive Features**
 - Access - Air, Interstate
 - Attractions/ Amenities
 - Urban vs. Resort Escape
 - Dining/Wine/Craft Beer
 - Meeting Facilities
 - Wedding/Reunions
 - Sports Tourism Venues
 - Art/Culture/History
 - Outdoor Adventure/Golf
 - Guided/Self Tours & Rides
 - Value/Price Perception
 - Brand Identity
- Competitive Set**
 - Golf/Leisure
 - Myrtle Beach
 - Outer Banks
 - Charleston
 - Williamsburg
 - Wilmington/Tar/Beach
 - NC Mountains
 - Weekend/Leisure Asheville
 - Rated #07 to #6 for a total annual budget of \$ 14M (2015)
 - Boone/Blowing Rock
 - New Bern
 - NC Urban Destinations



New Strategic Marketing Initiatives

- Expanded marketing resources w/ occupancy tax increase
- \$ 1.0M + Average annual increase in marketing budget
- Golf & sports tourism - core drivers
- Research driven
- Ad agency/creative service expertise
- Signature event support
- Develop criteria
- Major event housing for USGA events



Expanded Partnership Marketing

- Leverage these new marketing resources with VisitNC (State)
- Target Markets
- Beyond Building the Brand
- TV & Digital w/specific offers
- Regional Marketing
- The Uwharries/Central Park NC
- Community Marketing



Product Development Investment in Sports Tourism Rationale

Sports Tourism

- Fastest growing visitor segment
- Demographics
- "Helicopter parents" travel well
- Recession proof
- 53% of Gen Z - Team Sports
- Youth Sports - \$ 7.0B (Travel)
- Reflection of a community's values
- Instant competitive destination
- Outdoor & Indoor Venues



Ransdell Land for Outdoor Facility

- Family owned donated land
- Multiple "Master Plans"
- Developed a vision for a sports complex
- Hired MIA for design work
- Pitched concept in early 2014
- 60 acre land - 15/501 frontage
- Land option with PIP
- 2017 opening date
- Premium location
- Very accessible in/out via major corridor - US 15/501
- Open land for "ease of flow" and future planned growth
- Close proximity to Southern Moore County hospitality services
- Across from Legacy Lakes



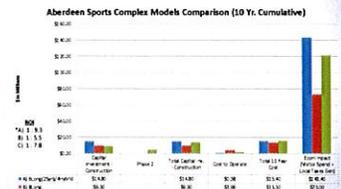
Feasibility Study

- CVB/PIP approached on feasibility study
- Meetings w/ municipalities
- Developed a partnership approach for study:
 - CVB/Aberdeen - funding (75%/25%)
 - PIP - Land Option
 - County/Municipalities/ Businesses - Support
 - Contractor: SFA selected via RFP
- 5 Criteria for Feasibility Study
 - Positive economic impact
 - Complement existing golf seasons, drive off-seasons
 - Match quality/reputation of destination brand/product
 - New assets enhance sports facilities access for visitors & locals
 - Must be optimized operationally to meet financial expectations



Aberdeen Sports Complex Model - Options

Aberdeen Sports Complex Models Comparison (10 Yr. Cumulative)



Model	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total 10 Yr. Cumulative
Model A	\$1.0M	\$10.0M									
Model B	\$0.8M	\$8.0M									
Model C	\$0.6M	\$6.0M									

Aberdeen Sports Complex Design Features (A)

- 6 Long Fields
 - 4 natural turf
 - 2 synthetic
 - Soccer, Lacrosse, Football, Rugby, Field Hockey, Band Competitions even Quidditch
- 4 Hybrid Diamonds
 - Outfields convert to Long Fields
 - Diamonds Baseball, Softball
- All Fields are lighted, complex is gated
- Parking, playgrounds, walking trail, restrooms, support facilities & amenities
- Key utilities nearby via Town of Aberdeen
- Footprint - 60 Acres, U.S. 15/501 frontage



Sports Complex Measurement "Scoreboard"

- Economic Impact**
 - Room Nights
 - Hotel room nights were calculated by the surveys and CVB room pick up
 - Visitor Spending
 - Estimated the total spending per person, per day
 - Participants
 - Represents total number of athletes, coaches, officials, and administrators.
- Spectators**
 - Number of tickets sold and/or estimated in attendance
 - Volunteers
 - Represented by the total volunteers recruited and assigned.
- Media Exposure**
 - Total of credentialled media members at each event
 - Television/Radio
 - Total figure is calculated by compiling time of total broadcast.
 - Print
 - Calculated by adding column inches of all print coverage
 - Website
 - Total number of hits or page views on rights holder, Complex or CVB website.



Sports Complex Impact (First 10 years)

- Visitor Spending/ Local Taxes Generated
 - \$146M
- ROI
 - For every \$1 invested a \$9.3 return
- Room Nights Generated
 - Over 272K
 - Equivalent to 1,200 rooms yearly occupied at current occupancy %
- Tourism Diversification
- Future Economic Impact Implications
- Local Access to Fields
- Tax Payers Savings from Sales Taxes Generated

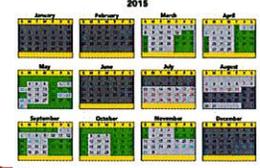


Seasonality - Black-out Dates

- Golf Courses/Resorts Input
- Impact of black out dates - reduced revenue of \$ 21M over first 10 years
- Protect key spring/fall weekends lodging dates
- Solution: black-out dates like convention centers use
 - 12 weekends
 - Rest fields w/ some local usage
- But is a necessary concession to assure seasonal golf integrity



Sample Seasonal Calendar



Sports Complex Investment Breakdown

Capital Cost		Operational Finances	
Land	\$1	Net Operating Income	
Hard Cost	\$4.87M	Cumulative 10 years	(\$ 074M)
Fields/Equip.	\$6.85M	Begins to pay deficit in year 5	
FFE	\$0.60M	Feasibility Study Pro forma goal to reduce total costs by 5-10%	
Soft Cost	\$1.76M		
Total	\$14.80M		

Sports Complex Capital Costs (%)



Hillcrest Park Indoor Facility Enhancement

"New Concept"

Enhance sports tourism plan by expanding initial plan from 2 to 4 indoor courts for local & tournament use.

Youth & adult tournament hosting prospects

- Basketball
- Volleyball
- Wrestling
- Indoor Soccer

Expands sports tourism footprint and economic opportunities for central/north Moore Co

Good fit - compliments Aberdeen Outdoor Sports Complex

Will build demand in low hotel occupancy seasons

Proposed TDA investment via room occupancy tax

\$ 200K/yr for 10 years

Construction/operations by Moore County Parks & Recreation Dept



Sports Tourism Success Stories

- Rocky Top Sports World, Gatlinburg, TN
 - Indoor/outdoor, opened in late 2014
 - Beating economic impact projections/bookings/room nights in Year 1
- N. Myrtle Beach, SC
 - Outdoor + park, opened in 2014, built on budget (\$ 17M)
 - Operated by City P&R Dept.
 - Event bookings ahead of plan budget
- Rocky Mount, NC
 - Outdoor + YMCA, opened in 2006, 140 acres, P&R Dept.
 - 6 flex, 5 diamonds, 8 long fields + other recreation amenities
 - Annual visitors spend of over \$ 9M
 - Success has led to plans for a \$ 40M indoor sports/event center
 - Currently proposing development of Indoor Sports Complex



Funding Resources For Sports Complex

Funding Sources for Enhanced Marketing & Sports Tourism

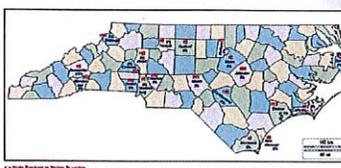
Goal: Find Balance in Funding Sources

- Room Occupancy Tax
- Grants
- Municipalities
- Corporate Sponsors
- Usage Fees (example Sandhills Patriots training)
- Amenity Fees/Leases
- Concessions/Other Revenues
- Private Donors



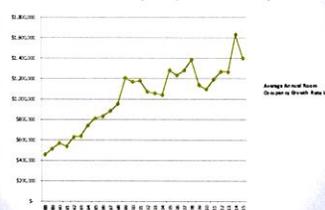
NC Room Occupancy Tax Percentage by County

Top 20 Counties in Annual Visitor Spending (2014)



Source: Moore County Parks & Recreation Dept. 2014

Moore County Room Occupancy Tax History



Average Annual Room Occupancy Tax Rate %

Room Occupancy Tax -an Improved Model

New Investment Formula
 Increase R.O.T. from 3 to 6%
 • 70% Tourism Promotion
 • 30% Product Development

House Bill 504
 • Sponsor: Rep. Boles, McNeill
 • Ratified NC Legislature - Sept '15
 • Maximum allowable product development - 33%

Note: Room Occupancy Tax is paid by visitors to Moore County who stay in a hotel. It is not paid by residents, and not to be confused with sales tax. Product Development can not exceed 33%. Budgeted funds not used for product development revert to tourism promotion at end of FY.

Room Occupancy Tax Proposed New Balanced Model

Current TDA Budget Allocation

Proposed TDA Budget Allocation

Legend:
 ■ Other (15%)
 ■ Other (15%)
 ■ Other (10%)
 ■ Marketing (30%)
 ■ Other (20%)

Financing Sports Complex

Construction Cost of \$ 14.8M paid with Room Occupancy Tax over 20 years

Structured Debt Scenario:

- Up front construction cost of \$ 14.8M*
- County has short term financing for Airport, SCC
- Request some support to reduce finance cost
- * Will continue to seek ways to reduce overall construction costs (5-10%)
- \$ 15M - estimated total project cost including financing
- Projected budget deficit through first 4 years covered by ROT.
- Initial complex ownership - County of Moore

Grants

- Initiated via Municipality Partners, Parks & Rec, PIP, etc.
- Matching Grants Funds
 - SO/50 PARTF (Parks & Recreation Trust Fund)
 - Stated 16 grant application NCOT (Trails)
- US Soccer
 - For lights (up to \$ 75K)
- USA Baseball
- NPSA (National Recreation & Park Assoc)
- Other Foundations

Municipalities

- Direct Annual Funding in exchange for use of complex
 - Town of Aberdeen
 - County of Moore
 - \$ 300K annual (combined)
 - Schools or other sports clubs may want access for partnership fee
- Product Development Financing (TIF)
 - Aberdeen District established in future
- Revenue Bonds Option
 - Unlikely until a development district can be created at or around the site
- Option: schools use of synthetic turf/fields, band practice

Corporate Sponsors

- Local Sponsors
 - Medical
 - Financial
 - Hospitality
 - IT
 - Real Estate
- Regional/National via Management Company
- Naming Rights
- Built into Pro forma forecast

Onsite Revenues

- Concessions
- Gate Fees
- Usage Fees
 - Event
 - Local training/games
- Room Rebates
- Amenities (lease income or revenue share)
- Other Corporate Partnership/Fee Options
 - Ex) First Health - Sports Performance Training

Risk/Reward & Contingencies

- Community Investment Mindset
 - Big picture, long range
 - Public & Private Investment
 - Visitor taxes invested 80/20 Ratio
 - Marketing/Product Development
 - ROI for County 9:1
- Key Factors
 - SFA plan built off a conservative pro forma model
 - Authority oversight of selected Management
 - Scale up/down options for operation & marketing costs

Governance

- Creation of a Regional Sports Authority via State Legislation
 - Requires Two Units of Local Government
 - Aberdeen
 - Moore County
 - Appointed Board of Directors
 - Recommendation (11 voting, 3 Ex-officio)
 - Financial and Operational Responsibility
 - Can elect to contract development & operational services
 - Use of Revenue Bonds is part of legislation (unlikely option initially)
 - Operate as a NC public authority subject to NC Local Govt. Commission oversight
 - Will develop policy for local use of fields/diamonds for training, games, etc.
 - Coordinate investment partnership for Hillcrest Indoor Facility with CVB

Adopted 2014, Chapter 788, Section 1331 and NC Statute for additional County/Regional Board for a Regional Sports Authority

Regional Sports Authority Board of Directors (Proposed) 9 Voting Members/4 Ex-officio

County Commissioner Representative*
Aberdeen Town Council Representative*
CIB Board Representative*
Moore County Largest Retail Representative*
Business Representative*
Third-Party Representative - property designated in Aberdeen II
Local/Regional Sports Management Representative*
Business/Tourism Representative*
Local/Regional Sports Marketing Representative*
County or Aberdeen Finance Representative, as a Retiree **
County or Town Parks & Recreational Representative, as a Retiree **
CIB, CSD, or other
P&I or other

*Three year terms, appointed in June for the fiscal year to follow, unless appointment is specific to job site (state that terms will be staggered)
Should serve a minimum of 2 consecutive three year terms, unless appointment above specifies otherwise

Appointed by:
Aberdeen Town Council
County of Moore Commissioners
CIB Board
** If organizational appointment rotates every 2 terms (30 years)

Key Event Owner Pre-Opening/Commitment & Partnership

Secured providing commitment for existing Annual Events Underpinning for complex
Letter of intent Commitment for 4th QUARTER annual events
Potential 4,000 room nights annually
100 teams each
National 3 Day events
Future Potential -
Additional 1st quarter (annual) events (semi)-New
Also leading commitments for Summer, late fall
Autumn events
Already secured event Room Nights total 13% of SFA 10 year projection
* Demonstrates Viability of Concept, Market Demand & Brand

Showcase Event
4th Quarter

Showcase Event
4th Quarter

1000000
Sports & Recreation

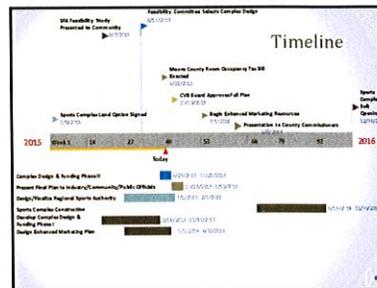
Event Showcase
4th Quarter

Traditional Tournament
1st Quarter



Supporting Documents

- CS&L Feasibility Study (2006)
- SFA Feasibility Study (September 2015)
- Sports Tourism PowerPoint Deck (SFA)
- 2014 House Bill 504 Room Occupancy Tax Legislation & Bill Review/Compliance
- Moore County Occupancy Tax History
- NC Bill 1184 ('89) Creation of Regional Sports Authority
- Aberdeen Sports Complex Conceptual Land Plan (MLA)
- Hillcrest Park Indoor Facility (TBO)



Consensus Building

- Feasibility Study/Documentation
- Public Meeting on SFA Presentation
- Local Media Coverage/Social Media/Website
- Presentations & Supporting Organizations
 - CVB
 - Partners In Progress
 - Area Hotels & Resorts
 - Municipalities
 - Chamber of Commerce
 - Realtors Association
 - Home Builders Association
 - Civic Groups
 - Local Sports/Athletic Associations
 - Others TBD

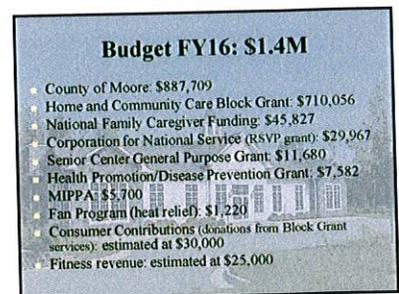
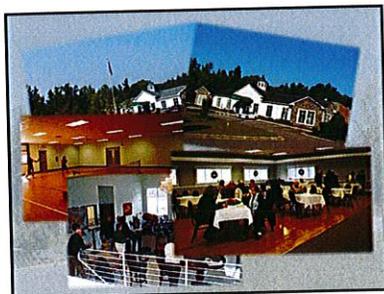
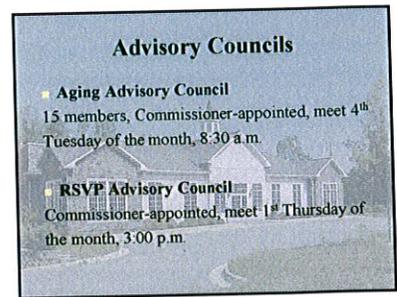
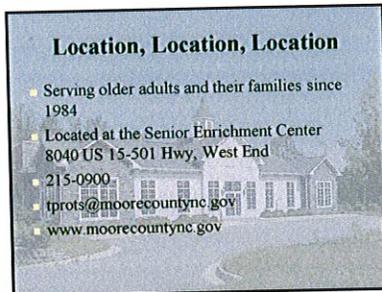
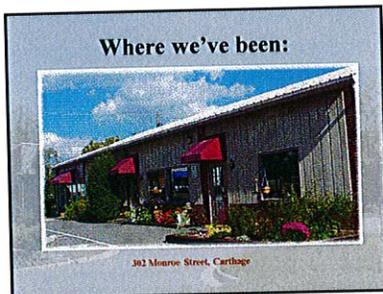
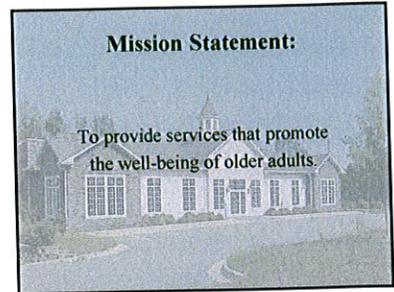
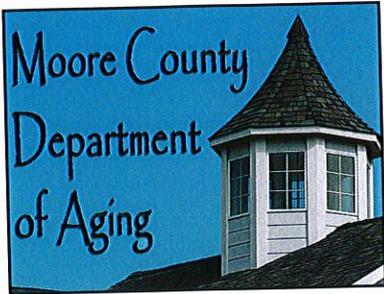
Summary

- Long Term Strategic Vision Approved by Tourism Development Authority
- Anchored in:
 - Strong ROI
 - Balanced approach
 - No risk / No reward
 - Supports Tourism & Moore County Residents
- An Investment in the Future that pays multiple dividends for all of Moore County

"You must play boldly to win."
-Arnold Palmer

Appendix B

1-11-2016



Services and Programs

- Senior Enrichment Center
- In Home Aide Program
- Nutrition Services
- Transportation
- Fitness
- RSVP (Retired and Senior Volunteer Program)
- Family Caregiver Program
- SHIIP (Senior Health Insurance Information Program)
- Information and Assistance
(Includes prescription drug and Medicare Part D information)
- Fan Program (Heat relief)

"Drop In" Activities

- Fitness Room
- Table Tennis
- Shuffleboard
- Caregiver Library/Resource Room
- Games, Puzzles
- Pool Table
- Walking track
- Cornhole
- Wii

Congregate Meals (Diner's Clubs)

- 2 locations: SEC and Robbins
- Open M-F, 8:30 a.m. – 12:30 p.m.
- Hot lunch, socialization, exercise, crafts, guest speakers, trips and more! Aging RN visits each site quarterly.
- Eligibility: Moore County resident, age 60+
- Consumer contribution basis
- Transportation available (currently wait-listed)

Senior Enrichment Center Center of Excellence since 2007

- Fitness Room
- Group Exercise Classes
- Dances (line, ballroom, square)
- Programs
- Walking track, shuffleboard
- Volunteer opportunities
- Hours of operation:
 - Mon/Wed/Fri: 7 a.m. – 12:30 p.m.
 - Tues/Thurs: 7 a.m. – 12:30 p.m.
 - Saturday: 8 a.m. – 12:30 p.m.



Fitness

- Fully trained staff
- Available to Moore County residents
- Transportation required



Home Delivered Meals

- HDM not the same as Meals On Wheels
- Moore County resident, age 60+, homebound, live within service area
(Carthage, Vass, Cameron, Robbins, West End/Seven Lakes, Taylortown, Eagle Springs, Whispering Pines)
- Consumer contribution basis

Weekly/Monthly Activities

- Canasta
- Cribbage
- Mah Jongg
- Cooking classes
- Knitting class
- Woodcarving
- Water color
- Line Dancing
- Piano

In-Home Aide Program

- Provide two levels of care:
 - Home management
 - Bathing assistance
- One RN, 10 CNAs
- FY 15: served 146 clients, 33 are considered economically needy and 45% age 85+
- Eligibility: Moore County resident, age 60+
- Consumer contribution basis

Transportation Services

- We contract with Moore County Transportation Services (MCTS)
- Two types of service: Medical (local and out of county) and Nutrition (to Diner's Clubs)
- FY 15: 122 clients
- Eligibility: Moore County resident, age 60+
- Consumer contribution basis
- Service currently has a waiting list

RSVP

- Retired and Senior Volunteer Program
- Stations include County government and 40 non-profits
- Eligibility: age 55+
- Contact Tommy Deese
- Benefits include:
 - Mileage reimbursement
 - Tax vouchers
 - Discount card to local businesses
 - Supplemental insurance
 - Membership to local credit union

Information & Assistance

- Provide resource information to anyone who inquires about services that pertain to older adults, local, state and national.
- Any staff person is capable of referrals
- Official I&A person is Yarona Thomas

Aging Department Publications

- Resource Guide for Older Adults, Information on local resources serving older adults
- The Point, monthly newsletter available by subscription for \$5 or you can find complimentary copies at the SEC and local libraries
- Volunteer Voice, RSVP's free newsletter
- Fact Sheet, highlights Department of Aging services and eligibility requirements
- Guide to Long Term Care Facilities in Moore County

Family Caregiver Program

- Training and educational sessions for caregivers and professionals
- In Home Respite program
- Video and book lending library
- Resource information available
- Contact Yarona Thomas for more information

Senior Arts and Crafts Fair

- First Saturday in November
- 9:00 a.m. – 3:00 p.m.
- Handmade items by vendors over age 50
- 62 vendors / 80 tables
- Jumpstart your Holiday shopping!!
 - Woodworks, quilts, cakes, candles, pottery, Jewelry, shawls, baskets, pillows, embroidery

Thank you!!



SHIP

- Senior Health Insurance Information Program
- Counselors trained by NC Dept. of Insurance
- Assist with Prescription insurance
- Lynne Dinn the local SE
- Moore Cou
- Year



Volunteer Opportunities

- Age 55+ can consult with RSVP regarding opportunities throughout the county
- Member of Aging or RSVP Advisory Council
- Instructor for classes: painting, basketweaving, scrapbooking, cooking, etc.
- Home Delivered Meal Drivers
 - These volunteers are critically needed. Our HDM program cannot exist without volunteers. If you have an hour to give each week or month, please contact Rhonda Priest.

Moore County Transportation Services

Planning and Transportation Department
1048 Carriage Oaks Drive
Carthage, NC 28327
910-947-3389

What We Do

Provide Transportation Services through the following areas;

Contract Services
Department of Aging
Department of Social Services
Kingswood Nursing Home
Monarch

Token Program (ROAP – Rural Operating Assistance Program)
\$4 each way for in county trips

\$ 7 each for out of county trips to Harnett, Hoke, Lee, Cumberland, Chatham, and Montgomery Counties

\$10 each way for out of county trips to Orange, Durham, and Wake Counties



We are proud to launch a NEW Transportation Line

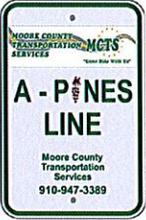
THE A-PINES

This NEW line will travel throughout Aberdeen & Southern Pines, stopping at Wal-Mart and Sandhills Community College

This is a demand service and is subject to service when a min. ride radius. Please call 910-947-3389 for more details.



FARE WILL BE \$1.00 For Each Pick-Up Location



MOORE COUNTY TRANSPORTATION SERVICES
A - PINES LINE
Moore County Transportation Services
910-947-3389

TRANSPORTATION VOUCHER

Good for A-Pines Line
Student Pass - Spring 2016

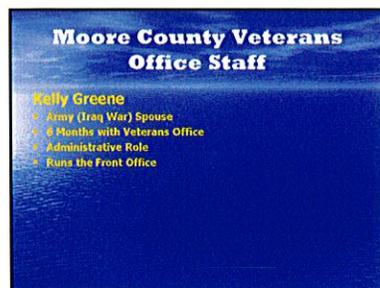
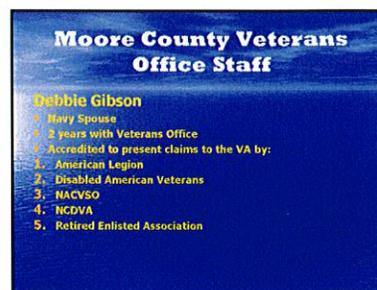
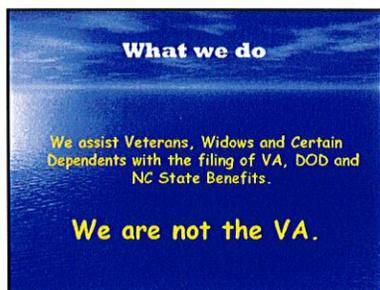
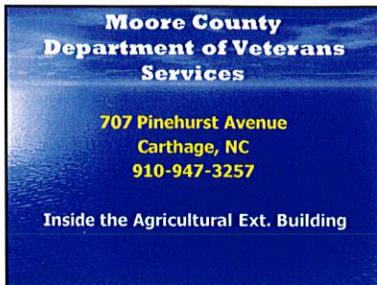
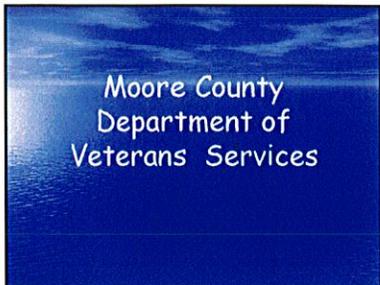
Each box (on the back) is good for one ride/one way on the A-Pine Line.



Accomplishments and Goals

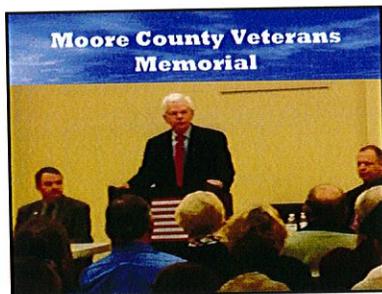
- Provided 36,806 trips during FY14-15
- Completed FY14-15 with a positive balance of \$15,360
- FY16 ROAP and FY 17 CTP grants increased in funding availability due to surpassing performance measures.
- Launched the A Pines Line
- ***
- Establish the A Pines Line
- Reduce expenses to decrease fees in the future.

Appendix D
F A - 2016



DOD Benefits

- Discharge Upgrades (rare)
- Corrections of Military Records
- Applying for CRSC (retirees)



VA Healthcare

Services Available:

- Outpatient
- Inpatient
- Prescription drugs
- Long term care
- Emergency

Enrollment is Based on Income or Service-Connected Disability.
Transportation is available by The DAV Volunteer Drivers.

Disability Compensation

Disability Compensation is a monetary benefit paid for a chronic injury or disability the veteran sustained while in service.

Disability Compensation

Can be rated from 0% to 100% in increments of ten percent.

- 10% = \$133.17 per month
- 50% = \$836.13 per month
- 100% = \$2,906.83 per month

Disability Compensation

Higher amounts are paid for dependents.

Special Monthly Compensation can be paid above the 100% amount for Veterans Catastrophically disabled.

Disability Compensation

There are four ways to accomplish service-connection for a disability claim.

- Direct
- Secondary
- Presumptive
- Aggravation

Disability Compensation

Direct

The claimed disability was directly caused by military service.

- Broke leg from parachute accident.
- Gunshot wound in Combat.
- Hearing loss from shooting artillery

Or if a condition simply manifests while service member is on active duty.

- Being diagnosed with Diabetes while on active duty.
- Being diagnosed with Bipolar Disorder while on active duty.

Disability Compensation

Secondary

When a Veteran develops a condition that is caused by an established service-connected condition

- Veteran is service-connected for hepatitis-C and subsequently develops cirrhosis of the liver
- Veteran is service-connected for diabetes and develops diabetic retinopathy (eyes), nephropathy (kidneys) and vascular dementia (brain).

Disability Compensation

Presumption

If a veteran was in a certain place, at a certain time and has a current specified illness; That illness will be presumed as service connected.

Disability Compensation

Gulf War Veterans - Presumption

chronic fatigue syndrome
fibromyalgia
irritable bowel syndrome

Desert Storm

Disability Compensation

Vietnam Veterans - Presumption

Leukemia	Respiratory Cancers
diabetes type 2	Soft Tissue Sarcoma
Lymphoma	
Ischemic Heart Disease	
Multiple Myeloma	
Parkinsons	
Prostate Cancer	

Disability Compensation

Aggravation

A disability that existed prior to the veteran's entrance into active duty
and
becomes permanently worse during service
(not as a result of the condition's natural progress).

Check List for Disability Compensation

List of Items to bring to Office.

1. Military discharge papers (DD-214 or separation Papers).
2. Marriage Certificate (Death Certificate or Divorce Decree if married previously).
3. Current Medical Evidence.

Non-Service Connected Pension

What is a "VA Pension"?

This is a low income program

Provides a Monetary Benefit for non-service connected disabled war time veterans

Veterans Pension

Is for War-time veterans only.
Must have at least 90 days active duty with at least 1 day during a war time period.
Veteran must be 65 years or older or Permanently & Totally Disabled.
Must Have Honorable service.
Income Thresholds - Household Income
• \$80,000.00 Asset limit (excludes home)

War Time Periods

- Gulf War: 8/2/1990 to ...
- Vietnam Era: 8/5/1964 through 5/7/1975 earlier date of 2/28/1961 for veterans who served in Vietnam.
- Korean Conflict: 6/27/1950 through 1/31/1955
- World War II: 12/7/1941 through 12/31/1946

Current Income Limits Veterans Pension

Single Veteran	MAPR
- Basic-----	\$12,256
- Housebound-----	\$14,978
- Aid and Attendance-----	\$20,447
Veteran with one dependent	
- Basic-----	\$16,051
- Housebound-----	\$18,773
- Aid and Attendance-----	\$24,239

Veterans Pension

Deductible Expenses from Income

- Medicare premiums
- Private Medical Insurance Premiums
- Un-reimbursed recurring Medical expenses
- Skilled Nursing
- Home health care expenses

Veterans Pension

Income for VA Purposes =
income – recurring non-reimbursed medical expenses

Veterans Pension

Example:
Single veteran in need of A&A with no dependents.

MAPR - \$20,447.00

Social Security	Nursing Home Cost	VA Income
\$20,447.00	- \$20,447.00	= \$0.00

Veteran will receive \$20,447.00/12 = \$1703.91 mo.

Death Pension - Widows Pension

- Widows or Dependent benefit.
- No disability requirement. Eligibility is based on income and assets only.
- Veteran must have been eligible.
 - Honorable war time service

Current MAPR for widows

- Basic Pension: \$8,219
- Housebound: \$10,046
- Aid and Attendance: \$13,138

Widows Pension

Example:
Widow 75 years old and housebound.

MAPR - \$10,046.00

Social Security	Medical Ins.	VA Income
\$8640.00	- \$3120.00	= \$5520.00

Widow will receive $\$4,526.00/12 = \377.16 mo.

Check List for Pension Benefits

List of Items to bring to Office.

1. Military discharge papers (DD-214)
2. Marriage Certificate (Death Certificate or Divorce Decree if married previously)
3. Death Certificate (If you are the surviving spouse)
4. Completed Nursing Home Form (21-0779) from nursing home or assisted living facility.
5. Completed 21-2680 (Aid and Attendance or Housebound physician's form)
6. List of income, net worth and out of pocket medical expenses.

DIC

Dependents Indemnity Compensation
Service-Connected Death or 100% P&T for Ten Years
Basic Monthly Rate = **\$1215**

Additional Allowances:
Add \$258 if at the time of the veteran's death, the veteran was 100% P&T for a continuous period of at least 8 years immediately preceding death AND the surviving spouse was married to the veteran for those same 8 years.

Add the following allowance for each dependent child under age 18:
Effective 12/1/12 **\$301** per child

If the surviving spouse is entitled to A&A, add **\$301**.
If the surviving spouse is entitled to Housebound, add **\$141**

Thank you

Welcome To Moore County Animal Center



MCAC MISSION STATEMENT

Moore County Animal Center provides temporary shelter for the county's unwanted and stray companion animals, promotes pet placement programs and education regarding pet responsibility, and enforces state and county animal law.



Who Are We?

A County-run animal shelter with 13 paid employees.

Three services working together

- Animal sheltering
- Field operations
- Community outreach

The Animal Center is deeply committed to providing the highest level of service to Moore County

The dedication of the Board of Commissioners and the County Manager to support Spay and Neuter is a key investment lowering the number of unwanted pets in our community



Moore County Animal Center Moore County Animal Center is an Open-Admission Shelter

What is the difference between a Limited-Admission Shelter and an Open-Admission Shelter?

- Limited-Admission Shelters accept only animals they have the space and/or desire to house.
- Open-Admission Shelters accepts ALL animals, even if they are sick, injured, older or aggressive.



As the only open-admission animal shelter in Moore County, we are the safety net for all local animals.

Our doors are always open to animals in need!



Shelter Statistics 2015



- Animals received **8019**
- Animals re-united **817**
- Animals transferred **838**
- Animals adopted **866**
- Animals euthanized **1085**
- Total live release **1744**
- Percent Live Release **80%**

Live Release

- Adoption
- Transport to Rescue
- Adoption Partners (Local Rescue Organizations)
- Return to Owner



Shelter Services

- Adoption counseling
- Resource List
- Lost pet return
- New Volunteer program
- Review of Health and Welfare
 - Scheduled exams and temperament testing
- New Adoption Partners
- Trap Loans
- NO adoption of unaltered adult pets




Shelter Services 2016

- Create new Public forums - free classes
- Program Coordinator to facilitate outreach
 - Building dog houses
 - Donation partners
 - Volunteer Newsletter
- Improved Web site
 - Fat wish list
 - Forms available online
- Investigate new cat area to better display adoptable cats




Animal Services in the field

Officers Investigate: Rabies Clinics are held every few weeks

- Cruelty/Neglect
- Dangerous animals
- Animal bites
- Nuisance domestic animals



Animal Services Duties

- Provide **consultants** with resources to aid in responsible pet care
- Confine bite dogs and cats for quarantine
- Prosecute cases in District Court
- Issue warnings, citations and special orders



Animal Services 2016

- Professional service through training
- Make use of available Technology
 - Mobile computers
 - Microchip scanners in each vehicle
- Animal Control Ordinance
 - Ordinance established in 2008 needs update



Volunteer Opportunities

- Dog Socializer
- Cat Socializer
- Special Events Staff
- Animal Foster Care
- Animal Transport
- Kennel Maintenance
- Customer Care Specialist



Volunteer Committees
 PET RESPONSIBILITY COMMITTEE
 (specializing in the education of local youth about responsible pet care)

Note: this committee works independently of the Animal Center

How can anyone Help?

- Donate Items
- Donate online, by mail or by phone to your fund of choice
 - Sinead Fund
 - Fix'm Fund
 - General Fund
- Wish List items are posted on the County web site



Community Outreach 2016

- Animal Operations Advisory Board new focus on Prevention
 - Neighborhood Cat Project
 - Pet Responsibility Committee
 - Dog Tags
 - Partnership with Sandhills Coalition to assist those in need



Wish List items are posted on the County web site

Make Adoption your Only Option!



Tell us your ideas because it takes a village!

At Your Service!




ANIMAL CENTER OF MOORE COUNTY
 Make Adoption Your Only Option



5235 Highway 15/501 Carthage, NC 28327



**THE 2016 ELECTIONS'
CHALLENGE**
**Moore County Board
of Elections**



THE VOTER
Providing a current Photo ID

Acceptable forms of ID:

- NC Drivers License/permit (may be expired up to 4 years)
- NC ID card (may be expired up to 4 years)
- US Passport/Passport Card (unexpired)
- Military ID card (unexpired, if there is an expiration date)
- Veteran's ID card (unexpired, if there is an expiration date)
- Certain Tribal Enrollment cards (certain requirements apply)



NC VOTER ID
BEFORE IN 2016, MOST VOTERS WILL NEED TO SHOW ACCEPTABLE PHOTO ID AT THE POLLS



WWW.VOTERID.NC.GOV



THE VOTER

Education ~ Educating the public, eligible voters, precinct workers on the new laws and processes is a major undertaking.

Obtaining the ID

- Information for Free NC Identification Card from the NC DMV.

Assistance in Securing Photo ID

- Assist voters in obtaining required documents such as a birth certificate, marriage license, etc. in order to obtain the State issued ID card.
- Also, the State Board of Elections is coordinating transportation for individuals that need that assistance.



NC VOTER ID
BEFORE IN 2016, MOST VOTERS WILL NEED TO SHOW ACCEPTABLE PHOTO ID AT THE POLLS



WWW.VOTERID.NC.GOV



THE VOTER

Give options if no Photo ID available

- Unable to obtain an Acceptable ID
 - Reasonable Impediment
- Vote Absentee Ballot by Mail
- Religious Objection to being Photographed
- New registered voters who are new residents
- Qualified Curbside Voters
- Over the Age of 70
- Forgot Your Acceptable Photo ID



THE PRECINCT OFFICIAL

- Staffing
 - minimum of 9 workers in each precinct
 - maximum of 20 in each precinct
- Training - 3 hours minimum per worker
- Compensation -
 - Cost of training to double and possibly triple
 - Cost of Election day to increase by 50 - 75%
 - One Stop Early voting cost to increase also by 75 - 100%



TECHNOLOGY

- E-Pollbooks
- Scanners to verify ID validity
- Current voting equipment
 - Must be replaced by 2018
 - State Board currently considering certification of 4 or 5 new voting systems



BUDGET

- Financial Impact
 - For our current year, primary costs are expected to be within what we budgeted due to the expectation of the Presidential Preference Primary being in March and the regular primaries being in May. One unexpected additional cost would be the laptops for E-pollbooks.
 - We may see some additional cost if a second primary is needed

COMMUNITY INVOLVEMENT



- Distribute informational materials
- Host Informational Events for the Public
- Connect with
 - Community leaders
 - Municipal Governments
 - Schools & Colleges
 - Special Interest Groups

ONE STOP CHALLENGES

LOCATIONS ~

Primary – 104 hours Carthage and West End

General – 260 hours
 Carthage (97 hrs), West End & beyond
 ♦ 97 hours represent seven 12-hour days plus one 5-hour Saturday
 ♦ 163 hours in additional locations

Staffing - Goal – No overtime pay

ONE STOP TURN-OUT

VOTER TURNOUT

2008



41.4% (45,436)
58.6% (64,124)

2012



41.4% (45,436)
58.6% (64,124)

2010 PRIMARY – OUR CHOICES

- US PRESIDENT 4 Democratic Candidates - 12 Republican Candidates
11 Libertarian Candidates
- US SENATE 4 Democratic Candidates - 4 Republican Candidates
- CONGRESS 2ND 5 Republican Candidates
- GOVERNOR 2 Democratic Candidates - 3 Republican Candidates
- LT GOVERNOR 4 Democratic Candidates - 2 Republican Candidates
- ATTORNEY GENERAL 2 Democratic Candidates - 2 Republican Candidates
- COMM. OF AGRICULTURE 2 Republican Candidates
- COMM. OF INSURANCE 2 Republican Candidates
- COMM. OF LABOR 2 Democratic Candidates
- SECRETARY OF STATE 2 Republican Candidates
- SUPER. OF PUBLIC INST. 2 Democratic Candidates - 3 Republican Candidates
- NC TREASURER 2 Republican Candidates
- NC HOUSE – DISTRICT 52 2 Republican Candidates
- COUNTY COMM. DIST IV 2 Republican Candidates

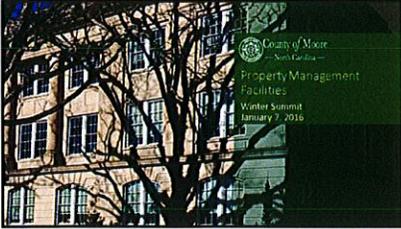
- Statewide Bond Referendum
- County Tax Question

*Alone we can do so little.
 Together we can do so much.*

Helen Keller

Appendix G

1-7-2016



Gathering Quotes/Recommendations

- Sheriff Godfrey – recommended review from Oct 19, 2015 BOC meeting
- Simplex Grinnell - Bruce Bennett, Keith Fuquay & Nick Senuta
- Far Ridgeline Engagements - Ed Christian, Manny Pardal and Jason Morton
- Securitas – Security Guard Company – Thomas Vidak

Simplex Grinnell

- 1st Meeting with Bruce Bennett and Keith Fuquay Nov 9, 2015
- Facilities walked through Historic Courthouse, Register of Deeds and Central Services
- E-mailed Floor plan drawings to Mr. Bruce Bennett to review
- 2nd Meeting Bruce Bennett and Nick Senuta walked thru Facility
- E-mailed Historic Courthouse Exterior Doors Type of Hardware
- 3rd Meeting walk thru looking installation process would be Dec. 17, 2015
- Received recommendations and cost Dec 31, 2015

Simplex Grinnell Recommendation

- Historic Courthouse - Card Reader and Cameras System \$49,993.00
- Historic Courthouse - Panic or Duress System \$25,591.00
- Register of Deeds - Security System \$8,781.00
- Central Services – Card Reader, Cameras Aiphone System \$24,427.00

Far Ridgeline Engagements

- 1st Meeting with Ed Christian and his Associates walked through the Historic Courthouse
- E-mailed Floor plan drawings Mr. Ed Christian
- 2nd Meeting walk thru several other County Bldgs. to give a recommendation
- Spoke with Ed Christian today 12-18-2015 will have a report soon
- Received Security Recommendation January 4, 2016

Far Ridgeline Engagements Recommendation

Public Access by Facility

8	5	6
1	2	4

1. Historic Courthouse - Card Reader and Cameras System \$49,993.00
 2. Historic Courthouse - Panic or Duress System \$25,591.00
 3. Register of Deeds - Security System \$8,781.00
 4. Central Services – Card Reader, Cameras Aiphone System \$24,427.00
 5. Historic Courthouse - Card Reader and Cameras System \$49,993.00
 6. Historic Courthouse - Panic or Duress System \$25,591.00

Securitas – Security Guard Company

- Meeting Dec 7 2015 with the County Manager and I
- Walked thru Historic Courthouse, Register of Deeds and Central Services
- Spoke with Thomas on 12-18-2015 will have recommendation soon

Security Guard Company Recommendation

- Pending recommendation

Existing Building Security

Building Name	Level	Item	Priority	Assigned To	Start Date	End Date	Status	Notes
Currie Building	1	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	2	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	3	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	4	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	5	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	6	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	7	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	8	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	9	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	10	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	11	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	12	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	13	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	14	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	15	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	16	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	17	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	18	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	19	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	20	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	21	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	22	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	23	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	24	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	25	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	26	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	27	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	28	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	29	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	30	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	31	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	32	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	33	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	34	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	35	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	36	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	37	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	38	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	39	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	40	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	41	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	42	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	43	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	44	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	45	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	46	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	47	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	48	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	49	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	
Currie Building	50	Security Cameras	High	John Smith	1/15/15	1/31/15	Completed	



- ### Currie Building
- Renovations are completed
 - Eliminated Lease of \$56,400
 - Eliminated Lease on Parking Lot \$1,800
 - Master Gardener/Property Mgmt. Landscaping Finish up this Spring
 - Skairway - Landings & Floor Upgrades
 - HVAC - Software upgrade to Monitor HVAC Computer Graphics
 - District Attorney has 2 more positions to be filled December or January
 - Offices will be on Level 2 of the Currie Building
 - Sandhills Community Action Program was occupying Level 2 before the renovations
 - Sandhills Community Action has moved to Southern Pines
 - Savings in Utilities of about \$16,500 in this year budget due to the renovations
 - District Attorney Maureen Kruger

- ### Court Facility
- Renovations are completed
 - Elimination of 2 Leases of \$36,871
 - Probation housed on Level 0 and Level 2
 - Clerk of Court Level 0 and Level 1
 - Renovated Clerk of Court office space for more private offices
 - Added a Hearing room Level 0
 - File room for Clerk and Juvenile records
 - Added a Custody Mediation Office
 - Court rooms 105 and 108
 - Added 4 Conference rooms Level 1
 - New Front Elevator & Lobby area
 - Fence Devices all over the facility
 - Secured District Court Judge areas (between Court room 105 & 108) and Secured door on Level 2
 - Parking Spaces Signage
 - Master Gardener/Property Mgmt. Landscaping to begin the 1st Plan in January 2016
 - HVAC System controls and boiler replaced
 - HVAC System - Test and Balance Air Flow to begin January 2016
 - Warranty Items we are working through
 - Savings in Utilities around \$10,000 due to the renovations

Currie Building / Courts Facility Renovations

Category	Original Estimate	Actual Cost	Variance	Notes
Currie Bldg	\$1,200,000	\$1,150,000	\$50,000	
Courts Facility	\$800,000	\$780,000	\$20,000	
Total	\$2,000,000	\$1,930,000	\$70,000	

- ### Facility Reports
- Grand Jury Report
 - Handout provided
 - Chinn Study Estimated Costs Table 5-3

- ### Other County Facility Building Improvements
- Public Utilities - New Roof, Reworked Gutter System & New Stucco
 - Senior Enrichment Center - New Roof System & HVAC System
 - Social Services - Water Proofing & Painting Block Walls
 - Health Department - Fire Alarm System & Key Pad Upgrades
 - Historic Courthouse - Sound System Upgrade
 - Property Management - Garage & Warehouse New Energy Lights
 - Agriculture Center & Health Dept. - SoftLED Lights Upgrades
 - Library - HVAC LS Fan System Replacement, Windows painted, New Carpet and New Effs around the Building
 - Child Support - Reception Area Renovations Pending
 - Animal Center Building 9 - Upgrade HVAC System Pending

**Moore County Courthouse Review
December 2015
By the Moore County Grand Jury**

Background

At the request of Judge James Webb, the Moore County Grand Jury conducted an inspection of the Moore County Courts Facility. The purpose of this inspection was to identify and document specific needs regarding any lack of space and inefficiencies found within the spaces, safety and health concerns, and overall functionality of the facility. Following is an analysis of findings for submission to the Moore County Courthouse Advisory Committee and County Commissioners.

Prior to the inspection, the Grand Jury was briefed by Judge Webb on the concerns regarding the courthouse and the work by the Courthouse Advisory Committee. Judge Webb provided two reports to the Grand Jury as reference; "A Comprehensive Space Needs Assessment of the Moore County Courthouse" prepared March 2010 by Solutions for Local Government, Inc., and "Space Needs Assessment and Comprehensive Facilities Master Plan" prepared September 2012 by Chinn Planning, Inc. It was noted the last inspection conducted by the Moore County Grand Jury was on January 22, 2014.

Inspection Process and Assessment Methodology

On December 7, 2015 from 1:00-3:30 p.m., the members of the Grand Jury inspected the courts facility with Susan Hicks, Clerk of Superior Courts, Maureen Krueger, District Attorney, and Rich Costonza, Attorney. Ms. Hicks provided a detailed description of all areas within the facility, the major functions of the courts, statistical data regarding past, present and future services and operational requirements. We discussed the issues and concerns of the conditions observed, space, safety, security, and design, as well as those not visible to the eye, staff attitude and atmosphere due to the workplace conditions, health risks, plumbing leaks (sewer lines), mold/mildew, and HVA/C. The members of the Grand Jury spoke to court officers, staff, and lawyers who were present throughout the various offices and spaces. The conversations were informative and provided personal insight and experiences not detailed in either of the official assessment reports.

Analysis and Findings

The current Moore County Courts Facility is not adequate to meet the current or future capacity requirements of the Court. Built in 1979, the original architectural design has undergone several renovations and upgrades in an effort to accommodate the growing needs and requirements. Based on historical and current population statistics, upward trending population changes have increased administrative, procedural and social changes impacting the current courthouse operations and are additionally limited by its current design. The Moore County Courts Facility is at maximum capacity and we recommend that change is required to enhance efficiency of the overall system. The courthouse facilities are thirty-six years standing, are

antiquated, and the original design and modifications are insufficient to accommodate the future capacity and increasing requirements in the courts.

The current considerations are to keep the old structure in use through some type of improvement project or replace the courthouse with a new purpose-designed facility. A significant aspect of an analysis of alternatives is whether the existing facility can meet court design guidelines and standards following the completion of recent renovations. The Grand Jury's consensus is that the current facility cannot meet the needs. Although some requirements can be omitted or scaled back, public safety, prisoner access and control, and functionality for court operations are critical factors that must be addressed and meet existing and projected future requirements. Considering the aforementioned factors and the recent renovation, the current courthouse design is deficient in certain aspects. For example, the lack of separation of public, private, and prisoner circulation is a prime example. For security and safety reasons, there must be disparate circulation systems that separate the public, judges and staff, and prisoners. More importantly, there is absolutely no flexibility and adaptability in the current space, building structural systems, and core designs for future requirements.

Upon the Grand Jury's observation and examination concerns were noted regarding the physical integrity, fire safety, the condition of the electrical, plumbing, and HVA/C systems, the number and types of spaces available, the flow and circulation systems (particularly the secure prisoner circulation), zoning separations, work adjacencies, the safety and security of the building (internal and external control measures), the ability to adapt to future growth and changes (none), and ability to incorporate and make use of new technologies (limited to none).

Top 10 Observations

1. There is limited or no controlled circulation. The courthouse is a busy center and should operate safely and efficiently in order to serve citizens who come to conduct their legal business. Circulation should be simple and direct, and users and visitors should be able to find their way easily throughout the courthouse. The current circulation system, due to limited space to conduct court business, does not provide separate and effective usability of movement for the public, court professionals (judiciary and staff), and in-custody persons. At times there can be unwanted cross traffic between the paths and awkward blockages to the movement within the circulation. Providing the necessary space required for controlled circulation is essential for both security and safety reasons as well as for the operational efficiency of the court.

2. The public circulation system provides unrestricted public access from the main building entrance to the various public and functional components of the building. This includes the main lobby, corridors, elevators, restrooms, waiting areas, court clerk counters and reception areas. It also includes access to the many court and ancillary offices. Users of the public circulation include courthouse staff, prosecutors, lawyers, police officers, witnesses, reporters, accused persons not in custody, members of the public present for family or civil cases, persons with business at the clerks' offices, and courtroom spectators. Public access should be clearly articulated and direct from the main building entrance to all public destinations within the

building. Public and staff access into the building should be through the main entrance monitored by security screening staff when the courts are operating.

3. There is no private circulation system with controlled access to authorized court staff. The general public can inadvertently access the restricted area through the elevator. The judiciary and authorized court staff does not have a private circulation system for access between judicial offices and courtrooms, and secure judicial parking. There is no private circulation when escorting witnesses and jurors to reach jury deliberation rooms. This capability gap within this aspect of circulation is a significant security vulnerability. The requirement to separate the judiciary from other courthouse users has both a security and a privacy component.

4. The entire prisoner handling component, including holding cells, control room (none), staff offices, and ancillary spaces require complete renovation. There is no lawyer/prisoner interview cubicle to allow lawyers' access to their clients during hearings and trials. Attorneys are limited to an open space to meet with their clients prior to court. Inmate holding area and cells are too small to accommodate the numbers of in-custody offenders awaiting court appearance. Control rooms and addition of space for all court areas would reduce the security and safety concerns, along with improving technology of the facility.

5. Traffic for public, private and prisoner circulation is not an efficient design that provides for efficient logistics, unobstructed sightlines, and adequate space for people passing abreast of each other. The location of court functions with high traffic volumes such as clerks and high volume courtroom are impacted due to noise, lack of privacy, and access to areas by those without a need.

6. The location of offices and functions within the courthouse does not promote the efficient and safe operations. High volume functions and activities that attract heavy foot traffic or outside visitors are spread throughout the facility. Trial courtrooms are not located away from the lobby and it was noted that noise and distractions are of concern. There is limited quiet and dignified space in which to conduct legal research, prepare for court, and allow for the sharing of appropriate administrative support functions and spaces.

7. Open access to the facility requires a safe and secure environment in which all those who come to the courthouse are free from fear and intimidation. Judges, employees, and the public users of the facility need to feel safety is a priority. A broad approach to court security should be adopted; one that assesses the likelihood of all potential threats and develops appropriate plans to protect people, property, and information. In today's environment the threat of terrorism is of natural concern, however, evidence details that most of the violence that occurs in the courthouse are case related. Statistically, more often from cases that are of family and domestic matters.

8. The goal of the courthouse security should be to protect persons, property and information. The courthouse should provide an environment in which the work of the courts can proceed in a safe and dignified manner while providing safeguards against any danger to the judiciary, the staff, and the public who are in court. The judiciary, court employees, victims and witnesses, accused and family members, attorneys, and member of the public should be able to

perform their duties and conduct their business without the fear of intimidation, harassment, or physical harm. The current physical structure, design and equipment do not provide for this because there lacks adequate space and separation.

9. Record keeping is central to the operations and functioning of the court. All information to include: land records, court orders, and other case and government records are all vital and must be safeguarded. Security should be achieved through a combination of architectural/physical, personnel and operations, and technological/equipment measures. Moore County is lacking the appropriate security features. There is limited separation of the public, judiciary and staff, and in-custody defendants.

10. List of most apparent features, deficiencies and vulnerabilities include:

- Numerous records and evidence rooms were crowded, disorganized, not secure from entry, and not climate controlled to store biological and other materials, including hazardous materials. Locations do not permit monitoring of public visitors when in the records rooms. Not staffed or set up to check records in/out upon request. Archiving system is lacking or non-existent.
- Ad hoc work spaces and storage created out of necessity. Areas contained open file boxes and supplies were found to be dual-purposed as break and meeting rooms;
- Several fire code concerns and possible violations. No fire-water (sprinkler) system installed and storage areas are not fire-proofed or vaulted to protect from damage or complete loss of records (assume this is not addressed by disaster preparedness using technological means);
- Numerous safety issues for flow of personnel and access to rooms. Workspaces open to the public. Limited to no privacy between office personnel and users of the services;
- Multiple points of public entry to the building without adequate security and surveillance;
- No clear separation of public, judicial/staff, and prisoner circulation systems;
- Use of in-custody holding areas not accessed by secure circulation;
- Does not have sufficient public waiting space to separate opposing parties, particularly in domestic cases;
- Lacks a jury assembly area, so prospective jurors assemble and wait in the open foyer and stairwell;
- Several blind areas and "dead-ends" within the building or places where people can hide;
- Limited access control systems to control entry to restricted areas of the building;
- No fences, walls, or other physical barriers to define the perimeter of the building and prevent attacks on the exterior of the building;
- No secure parking for the judiciary within the building with secure access to the building and the private circulation and current parking for all users of the facility is sporadic and located throughout Carthage;
- No video cameras used in prisoner holding areas to monitor prisoners and prisoner movement. No surveillance or video used to observe entrances to the building, particularly receiving docks and service entrances that may not have a permanent

security presence, to monitor public and private corridors and access to sensitive areas, as well as to monitor courtrooms;

- No building security control room for facility surveillance;
- Courthouse offices not equipped with intrusion and duress alarms;
- The Americans with Disabilities Act (ADA) requires that people with disabilities be afforded equal access to government buildings and services. Need to provide wheelchair access, ramps, and additional space in courtrooms and other spaces such as restrooms and offices;
- District Attorney offices are not located in the Courthouse.

Summary and Recommendations

The Moore County Courthouse is significantly lacking in security and previously noted features to current standards that demonstrate a state of disrepair. It is this Grand Jury's opinion that, in addition to security and circulation, the facility has severe functional and physical deficiencies that could potentially be disastrous. As a Grand Jury, we conclude that the conditions of the facility appear to be potentially hazardous. Specifically, where fire-systems are inadequate, criminal defendants walk down public hallways to get to courtrooms, overcrowded common areas, and insufficient storage and office space.

It is important that the public who uses the courthouses be assured that everything is being done that should be done to make them appropriate places to work in and for public to conduct their business in. There were clear signs of leaking pipes, peeling walls, degrading ceiling panels, and several safety issues identified in the official assessments which could bring about potential legal action. It would be advisable to have an evaluation and an Analysis of Alternatives performed by an independent agency to identify a recommended course of action. However, information about the courthouse collected through the previous site visits and inspections contained in two separate reports provide a clear and complete assessment of building conditions and necessary improvements.

As previously stated, this Grand Jury recommends that the Courthouse Advisory Committee and Moore County Commissioners consider an independent Analysis of Alternatives that includes replacing the current facility and consolidate operations in a modern, secure facility to handle all case types and court operations, as well as parking for judges, support staff, visitors, and jurors within the scope of evaluation.

Jennifer A. Bray

Jennifer A. Bray
Grand Jury Foreperson



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General Court of Justice

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JAMES M. (JIM) WEBB
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January 22, 2014

The Honorable Michael E. Beale
Emergency Superior Court Judge
193 Lakeside Dr
Rockingham, NC 28379

Dear Judge Beale:

Per your request, the Moore County Grand Jury conducted an inspection of the Moore County Courts Facility and enclosed for your consideration is a copy of the written report.

Yours truly,

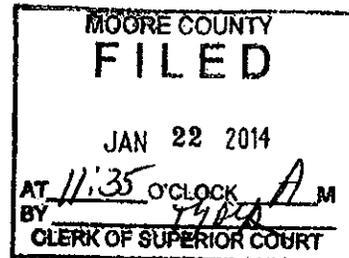
A handwritten signature in black ink, appearing to be "Jim Webb", written over a large, stylized loop.

James M. Webb
Senior Resident Superior Court Judge
Judicial District 19-D

Enclosure as stated

cc: Chair, Moore County Board of Commissioners, Larry Caddell
Vice Chair, Commissioner Jimmy Melton
Commissioner Nick Picerno
Commissioner Randy Saunders
Commissioner Otis Ritter
Moore County Manager Wayne Vest
Chief District Court Judge Jayrene R. Maness
Sheriff Neil Godfrey
District Attorney Maureen H. Krueger
Clerk of Court Susan Hicks

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Moore County Courthouse Review

January 2014

**By The Moore County Grand Jury
Serving the term July 2013 – June 2014**

- A. Background and Objective

- B. Process Used

- C. Analysis and Findings

- D. Recommendations

A. Background and Objective

On Dec. 9, 2013, Judge James Webb requested that the Grand Jury perform an analysis of the Moore County Courthouse and provide a written report to him as soon as possible. The judge briefly described the courthouse situation and the work by the Moore County Project Advisory Committee. He also explained the cost of the work previously done by consultants on this topic. Copies of two reports were provided to the Grand Jury; "A Comprehensive Space Needs Assessment of the Moore County Courthouse" done in March 2010 by Solutions for Local Government, and "Space Needs Assessment and Comprehensive Facilities Master Plan" done in September 2012 by Chinn Planning, Inc.

The objective of the Grand Jury analysis would be to provide further input to the Courthouse Advisory Committee. It was agreed that the report be finished by the Grand Jury meeting date in February.

B. Process Used

- The Judge informed the Grand Jury to talk to whomever we deemed warranted in the Courthouse during the short time available and specifically noted meeting with the Clerk of Superior Courts and The District Attorney.
- On December 10, 2013 the Grand Jury met, on its own time, with Susan Hicks, Clerk of Superior Courts, for approximately two hours. She provided a detailed tour of the facility and grounds. We observed what was pointed out as well as what was not. We were able to ask questions and take notes. During this time we also spoke to several court officers, obtaining their input. Susan was informative and had an upbeat attitude throughout the tour.
- On January 6, 2014 the Grand Jury met with District Attorney Maureen Krueger during the regularly scheduled Grand Jury meeting.
- During December the Grand Jury reviewed the reports from the consultants, compared thoughts and provided input to the final report.
- Telephone conversations were held with both one former and one current Moore County Commissioner.
- The Grand Jury visited the new Public Safety building in October which gave us a good perspective on security, technology and space considerations of a modern, up-to-date facility should have.

It also made us aware of the enormous expense, time and difficulty involved with building a new facility.

- A letter dated Nov. 4, 2013 was reviewed from the Human Resources Division of the N.C. Administrative Office to Judge Webb regarding the ADA as it applies to the courthouse.

C. Analysis & Findings

The courthouse was built in 1979 and has undergone several renovations in 34 years. How the condition and use of courthouse got to this point is not our concern. Instead, we focused on what is now needed for it to be an effective facility for Moore County going forward. The report done in 2010, A Comprehensive Space Needs Assessment of the Moore County Courthouse, identified 104 items that need corrected or improved. The following is a list of the most apparent Grand Jury observations.

- The Grand Jury room and three small rooms now dedicated as waiting rooms are not a good use of space for working or speaking to a group. A larger Grand Jury room and one large waiting room would be more functional.
- Seating behind the jury in superior court room now is blocked for security reasons. This seating should be removed completely and the unsafe step up into the jury box eliminated.
- The courtroom has bad acoustics, creating the need for repeating questions, answers and directives. A previous fix has improved the situation, but acoustics remain far from acceptable.
- There are only two security officers per courtroom. They are stretched to provide adequate security to workers, the public and the juries in and around courtrooms.
- The District Attorney has huge concerns regarding the security of the building. Victims, witnesses, defendants and the public are all mixed together causing opportunities for problems. The DA and staff are across the street in a separate building and should have meeting rooms in the courthouse to confidentially talk to individuals.
- The facility is not accessible to the public or employees that are covered under the Americans with Disability Act. Entrances,

elevators, restrooms, the vaults, jury rooms, and office spaces, are not in compliance.

- The single small elevator is a security risk for county workers, the public, victims, witnesses and prisoners, who share it on a daily basis.
- The district judge area is not secured from the public from parking area to courtroom.
- The parking area is inadequate, requiring those who work at and visit to park all over Carthage, raising more security issues. No exterior video cameras to provide security to county employees and jurists.
- Wasted space is noticeable everywhere; the lobby, the stairwell that isn't used (locked), the waiting area and courtroom entrance.
- Family court needs conference rooms for private consultation. The clerk area is not secured from the public; anyone can walk into a few sensitive areas.
- The jury room for civil court (courtroom 105), is too small to function properly.
- Security of cash received by the clerk of court for costs is weak on all aspects, especially for the people handling it.
- There is no privacy in the estates office area. Again, private consultation is called for.
- Two county records vaults are full and messy. Public access is permitted with no process for check-in or check-out of records. Perhaps most startling of all, there is no fire suppression system in these areas.
- The spiral staircase linking the two vault areas is not used because it is unsafe. More wasted space.
- The break room for the Clerk of Courts workers is inadequate.
- The criminal court area work area has computer servers and telecommunications equipment that anyone can access. This is a huge security concern to the operation of the building and must be secured in a separate room.
- The former Sheriff's Department area on the ground floor sits unused. The Clerk of Superior Courts has a proposal to use the space, but no cost estimate and no planned time frame to occupy it.
- The Probation Department is scattered through several Carthage buildings and needs to be consolidated in the same area.

- The evidence room lacks security and needs to be brought up to current standards for handling biological and other materials, including those that are hazardous.
- The backup generator outside is not secured, and there are no vehicle barriers on the front exterior of the building. More security risks.
- There is no video camera surveillance at key entrances and key points inside the building.

D. Recommendations

In light of all the study, analysis and suggestion done prior to this report by the Courthouse Committee and consultants, we find it difficult to come up with anything new. For most Moore County citizens, the shortfalls of the current courthouse are not easy to discern while our first-look findings seem to predict an accident or crime in waiting.

The first time that the framework of the facility leads to a breakdown in security, someone gets injured or is attacked, the building shuts down at a critical time, or a person covered under the ADA files a lawsuit, problems with the courthouse will become apparent and very public. Personally and politically, this will be bad for all involved.

We do not have cost estimates for recommendations that follow, and we understand there are competing projects for the limited funding available. We urge all involved to do what is right for the people of Moore County and not fight for individual agendas and political gain.

- Use the former Sheriff's Department office area as soon as possible, but only as a short-term fix. There are renovation costs, but many space and security issues can be resolved short term to drastically improve the building. Offer any remaining are to the Das office. Do not drag this out, make someone accountable and put a deadline on it.
- Rather than renovate the existing 34 year-old building – which would be costly, difficult and may have limited success, it seems wisest at this point to develop plans for a new courthouse. Where and how is not a part of this report, but it must be a priority over a new administrative office being proposed.

- Make sure those who work in the courthouse building are consulted and have the opportunity to provide input. They will know what will work best, more so than consultants. Also, look at what has been done in neighboring counties to design an efficient and secure courthouse.

Michael V. Amel - Grand Jury Foreman

Courthouse Space Requirements

The projected space requirement for Court functions is 111,260 BGSF. The current Court Facility building is 48,200 BGSF, which leaves a shortfall of approximately 63,000 BGSF. The assessment of the existing Court Facility building indicated a number of problems with long term use of the facility for court, including problems with circulation, security, site limitations including inadequate area for future expansion, handicap access, and inadequate square footage to meet long term space requirements. Although the building is not capable of accommodating either the current or projected needs of the Court, it is structurally sound and can be considered for other County uses.

The projected space requirement for a new Judicial Center can be reduced by locating only the Intake function of Probation and Parole with other court functions, and locating the remaining office and support space for Probation and Parole at a site other than the court facility. A court building is expensive to construct, and space that is needed for Probation and Parole can be located in less costly office space. In addition, the parking demand and client access requirements can be reduced without diminishing court process and functions. A total of 105,000 BGSF would be required to meet the long term space needs of all court functions if only the Intake component of Probation and Parole were included in a new Judicial Center.

SHORT TERM RECOMMENDATIONS

When the Sheriff's Department vacates the Court Facility and relocates to the new Public Safety building approximately 7,600 square feet of usable space will be available in the existing Court Facility. All of the court functions are inadequately sized and configured in the existing Court Facility. The space made available when the Sheriff's Department vacates the building is not adequate to address the short term or long term needs of any of the components of the Courts currently located in the building.

The recommendation for the vacated space in the Court Facility is to do a minimal renovation and relocate the District Attorney's office into the space. This would eliminate the lease the County is currently paying for the District Attorney's space, which is approximately \$100,000 per year. The leased space is approximately 6,800 square feet, so the vacated space will be adequate to house the District Attorney's office at least in the short term. In addition, the move to the current Court Facility would only be required until a new Judicial Center is constructed at which time the District Attorney's office would relocate to the new building.

When the Public Safety functions move out of the Currie building and relocate to the new Public Safety building, 4,520 square feet of usable square feet will be available. The other tenants currently in the Currie building are Juvenile Justice, SCAP, and Guardian Ad Litem.

In order to eliminate the lease the County is currently paying for Probation and Parole space, the Consultant recommends that the Department of Probation and Parole move to the Currie building, with the exception of the Intake function which is currently located in the Court Facility. In order for this to occur, the Guardian Ad Litem, Department of Juvenile Justice and SCAP would have to vacate the building. The Property Management Annex building is currently not occupied and is recommended to be the short term and long term location for Juvenile Justice and SCAP. The two offices associated with the Guardian Ad Litem could relocate to the vacated space in the Court Facility building in space adjacent to the District Attorney's office.

These near term recommendations could be accomplished within a year, and would eliminate lease payments for Probation and Parole and the District Attorney's office that the County is currently paying.

An alternative short term solution would be to relocate the Clerk of Court from the current first floor location to the area vacated by the Sheriff's Department. The Guardian Ad Litem could also relocate to this area. The roughly 5,000 DGSF vacated by the Clerk of Court on the first floor could be renovated for a new courtroom and court support space. This would mean that the \$100,000 annual lease payment for the District Attorney's office would continue. This alternative option allows the County to delay a decision to construct a new Judicial Center. The down side of this option is that a new Judicial Center will be necessary in the future, and the money spent on renovating the existing court facility to do a temporary "fix" by moving the Clerk of Court and adding one courtroom does not address all of the functional and space problems associated with existing Court facility. The County would end up spending this money for a temporary fix, and then spend money to develop the appropriate space for a new Judicial Center.

LONG TERM VISION

The long term vision for collocating various functions of government for Moore County is shown below.

1. Downtown Location:
 - Public Safety
 - Courts
 - County Administration
2. Carriage Oaks:
 - Human Services
 - Department of Social Services, Child Support, Youth Services, Wellness Works, and Veterans Services
 - No Future Expansion Required at Carriage Oaks
3. County Annex:
 - County Support Functions
 - Board of Elections, Cooperative Extension, Soil-Water Conservation, Sandhills Community Action, Property Management, Health Department, and Department of Juvenile Justice.
 - Future Expansion As Needed

This vision for the future grouping and location of government services is based on an understanding of government operations and services that need to be collocated; projection of future space requirements; assessment of existing facilities and their long term use potential, and the site and area needed for parking. Based on this vision, long term recommendations for meeting the space needs of county functions are presented below.

LONG TERM RECOMMENDATIONS

1. **Construct New Judicial Center**
 - a. Current Court Facility is not adequate to meet the long term space needs of the Court
 - b. 105,000 Building Gross Feet is required (assumes only Probation Intake located in new building)
 - c. Site location for New Judicial Center should be in close proximity to Public Safety building
2. **Renovate Existing Court Facility for County Administration facility**
 - a. Extensive building renovation would result in 37,200 DGSF of available space
 - b. The 2009 design included 37,730 NSF of space for County Administration functions
 - c. Some reductions in programmed areas (office size) will reduce space requirements
 - d. Meeting space in the existing Historic Courthouse could still be utilized to offset any space shortfall in the Court Facility when it becomes a County Administration facility (directly adjacent buildings)
3. **SCAP and Juvenile Justice vacate Currie Building and Move to Property Management Annex**
 - a. Existing Facility is 3,650 DGSF
 - b. Space projected for these Departments is 5,000 DGSF
 - c. Space requirements can be reduced by sharing waiting, counter, conference, break area, restrooms that were included in each space allocation table
 - d. Building can also be expanded if necessary
4. **Probation and Parole (excluding Intake) Relocates to Currie Building**
 - a. Existing Facility is 8,790 DGSF
 - b. Space projected for Probation and Parole (excluding Intake) is 7,000 DGSF
5. **Youth Services, Child Support and Veterans Services Move to Carriage Oaks and Wellness Works and Department of Social Services Remain at Current Location at Carriage Oaks**
 - a. Existing Facility is 7,700 DGSF
 - b. Space projected for these Departments is 8,100 DGSF
 - c. Carriage Oaks becomes County social service "campus" for the County
 - d. These moves can't take place until Planning and Environmental Health move out of Carriage Oaks to the Administration building (Renovated Court Facility)
 - e. No additional land will be needed for government functions at the Carriage Oaks location
6. **Transportation Remains at Ayers Building**
7. **Day Reporting Stays at Current Location**
 - a. Program expansion available if the program is renewed
 - b. Mixing of youth and adult population problem solved by relocating Youth Service
8. **Expand Surface Parking at Senior Center for up to 100 spaces**
9. **Historic Courthouse Vacated when Existing Court Facility Renovation Is Complete**
 - a. Optional Uses for Historic Courthouse-Historical Society or Museum offices, Non-Profit Agency office space, conference center, Keep Moore Beautiful/Drug Free Moore

- b. Commissioners large meeting room in Historic Courthouse continues to be used as large meeting room, which would reduce the amount of space required in renovated Courthouse building for County Administration

10. Construct New Parks and Recreation Administration Building

- a. Locate at County Park
- b. 2,800 Building Gross Square Feet required

11. Renovation/Expansion at Health Center

- a. Eliminate trailer, renovate and expand existing building for Public Health Preparedness
- b. Determine SF for expansion after renovation plan is developed

12. Construct New Library Facility

- a. Relocate to allow site to be used for parking for Court and County Administration
- b. Assumes 60,000 stacks and audiovisual materials
- c. 16,200 BGSF required

Table 6-2 presents a summary of the recommended location for each of the Departments listed above. A new Judicial Center should be located in proximity to the Public Safety building and County Administration will be consolidated at the renovated Courthouse building.

**Table 6-2
RECOMMENDATIONS BY DEPARTMENT
Moore County Space Needs Assessment and Comprehensive Facilities Master Plan**

DEPARTMENTS	Current DGSF	2035 DGSF	Recommended Location
1. Animal Control/Shelter	6,715	6,716	stay in current location
2. Board of Elections	4,815	5,089	stay in current location
3. Child Support	3,130	3,899	move to Carriage Oaks
4. Youth Services	600	1,413	move to Carriage Oaks
5. Wellness Works	1,800	1,313	stay at Carriage Oaks
6. Veterans Service	880	1,493	move to Carriage Oaks
7. Soil-Water Conservation/USDA	4,320	2,518	stay in current location
8. Sandhills Community Action Program	2,600	3,165	move to Property Management Annex
9. Register of Deeds	9,650	7,242	stay in current location
10. Public Works/Utilities	8,120	6,400	stay in current location
11. Property Management/Fleet Maintenance	19,450	22,260	stay in current location
12. Parks & Recreation	1,500	2,361	new Administration Building at Park
13. Library - Main Branch	6,900	13,384	new building
14. Keep Moore Beautiful/Drug Free Moore	600	916	stay in current location or move to Historic Courthouse
15. Health Department - Clinic and Administration	13,500	17,664	Renovation/Expansion (Eliminate Trailer)
16. Department of Aging	22,390	17,085	stay in current location; expand paved parking area
17. Department of Juvenile Justice	1,310	1,843	move to Property Management Annex
18. Day Reporting	600	1,750	stay in current location
19. Cooperative Extension (includes mtg room)	9,525	10,074	stay in current location
20. Department of Social Services	28,500	29,295	stay in current location at Carriage Oaks
21. Department of Social Services - Transportation	1,420	1,875	stay in Ayers Building
TOTAL DEPARTMENTAL GROSS SQUARE FEET	146,425	167,737	

Note: Health Dept. SF excludes trailer

ESTIMATED COSTS

Table 6-3 presents a cost estimate for each of the recommendations outlined above.

Estimated costs for construction have been developed for each project. Renovation costs include demolition, interior construction, plumbing, mechanical and electrical system improvements plus handicap accessibility improvements. New construction costs include site development, structure, exterior envelope, interior construction, plumbing, mechanical and electrical systems plus contingency. Parking lot costs include grading, drainage, paving, striping, landscaping, lighting, curb and gutter.

Project Budget includes the construction cost plus project related costs such as professional fees, expenses, and FF+E (furniture & equipment). The Project Budget for each project is determined by multiplying the estimated construction cost times a Factor, which varies from 1.1 to 1.2 depending on the extent anticipated for each project.

Table 6-3 Projected Cost for Master Plan Recommendations Moore County Space Needs Assessment and Comprehensive Facilities Master Plan						
Project	Area	\$/sf	Construction	Factor	Project Budget	Remarks
Court Facility Renovation I (Sheriff) - DA & GAL	7,600	\$ 30	\$ 228,000	1.15	\$ 262,200	minimal demo & upfit - 4 year use
New Judicial Center	105,000	\$ 200	\$ 21,000,000	1.20	\$ 25,200,000	new building/site development/FF+E
Court Facility Renovation II - County Administration	48,200	\$ 85	\$ 4,097,000	1.20	\$ 4,916,400	demolupfit/ADA/MEPFP/FF+E
Property Management Annex Renovation - SCAP & DJJ	4,200	\$ 50	\$ 210,000	1.15	\$ 241,500	demolupfit/site work
Currie Building Renovation - Probation/Parole	13,440	\$ 85	\$ 1,142,400	1.15	\$ 1,313,760	demolupfit/ADA/MEPFP/exterior
Carriage Oaks Renovation - Youth/Child Support/Veterans	5,900	\$ 50	\$ 295,000	1.15	\$ 339,250	demolupfit
Ayers Renovation - Transportation	1,960	\$ 50	\$ 98,000	1.15	\$ 112,700	demolupfit
Historic Courthouse Renovation	31,200	\$ 75	\$ 2,340,000	1.15	\$ 2,691,000	minimal demo/ADA/MEPFP
New Parks & Recreation Administration Building	2,800	\$ 120	\$ 336,000	1.20	\$ 403,200	new building/FF+E
Health Center Expansion	5,000	\$ 175	\$ 875,000	1.15	\$ 1,006,250	new addition
New Library	16,000	\$ 145	\$ 2,320,000	1.20	\$ 2,784,000	new building/site development/FF+E
Central Services - Demolish	5,830	\$ 5	\$ 29,150	1.10	\$ 32,065	site can provide 80 parking spaces
Child Support - Demolish	3,710	\$ 5	\$ 18,550	1.10	\$ 20,405	site can provide 80 parking spaces
New 160 Space Parking Lot			\$ 320,000	1.10	\$ 352,000	curb, gutter, landscape, lighting, storm water
Library - Demolish	7,735	\$ 8	\$ 61,880	1.10	\$ 68,068	site can provide 120 parking spaces
New 120 Space Parking Lot			\$ 240,000	1.10	\$ 264,000	curb, gutter, landscape, lighting, storm water
New 100 space parking lot at Senior Center			\$ 400,000	1.10	\$ 440,000	curb, gutter, landscape, lighting, storm water
TOTAL			\$ 34,010,980		\$ 40,446,798	

IMPLEMENTATION SCHEDULE

Figure 6-1 illustrates the sequencing necessary to implement all of the recommendations presented in this report over a 10 to 12 year timeframe.

Timeframes include planning, programming, design, bidding, construction and occupancy. Where there is a critical path sequence, arrows show when the completion of one project leads to the initiation of the next project. Projects that are neither on a critical path nor inter-related with other projects are shown on the timeline based on priority or urgency of need.

**Figure 6-1
Moore County Comprehensive Facilities Master
Plan Recommendations – Project Sequencing**

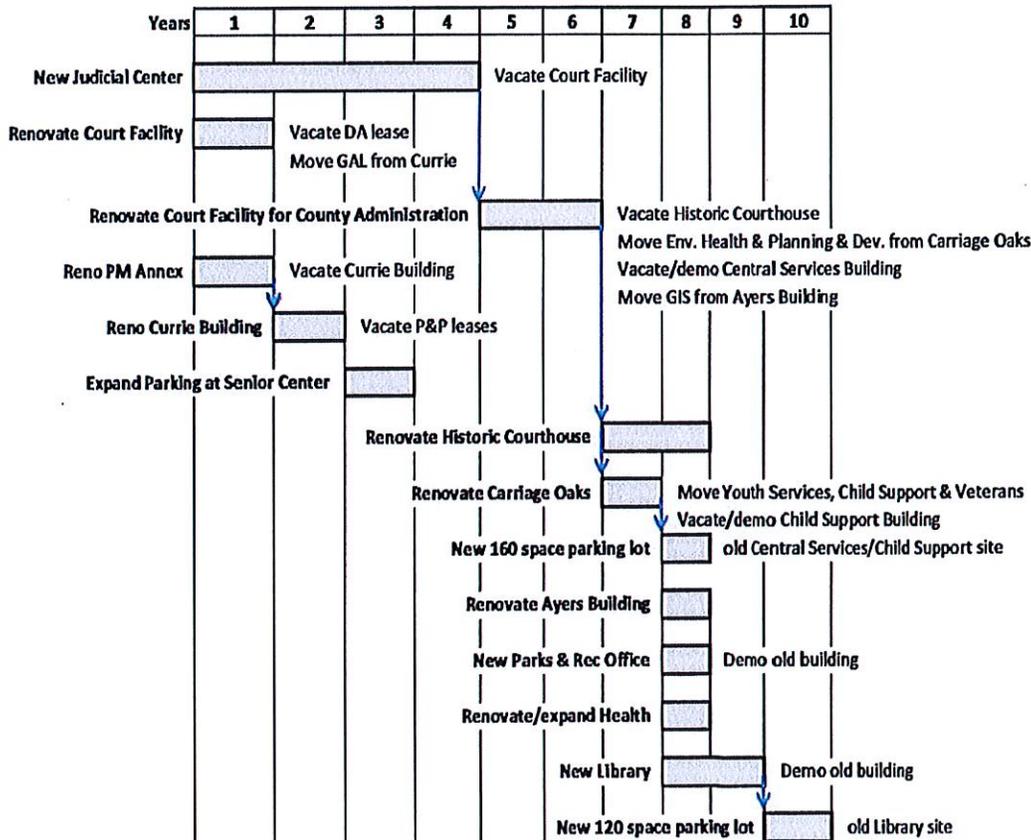
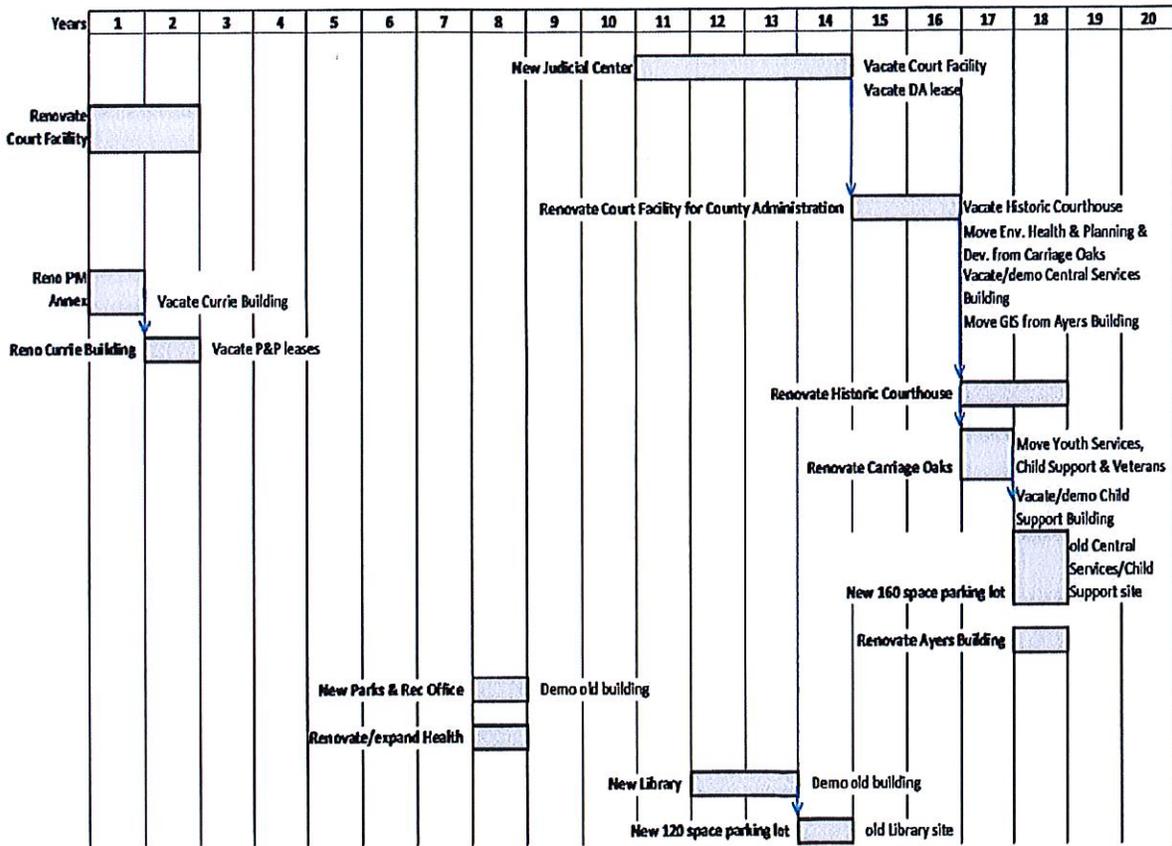


Figure 6-2 illustrates the sequencing for completing the long term recommendations over a 20 to 22 year timeframe versus a 10 to 12 year time frame shown in Figure 6-1. This assumes implementation of the alternative short term recommendation to move the Clerk of Court into the space vacated by the Sheriff, and renovation of the existing Clerk of Court space to develop one additional courtroom in the existing court facility. The sequencing shown in Figure 6-2 still calls for the development of a new Judicial Center in Moore County, but the planning for a new facility is delayed by ten years.

Figure 6-2
Moore County Comprehensive Facilities Master Plan
Alternate Recommendations – Project Sequencing





Moore County Winter Summit

Jan. 7, 2016

Johanna Reese, Director of Government Relations
Casandra Hoekstra, Legislative Counsel
Hugh Johnson, Government Relations Coordinator

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100 Counties
One State



Overview

- Legislature adjourned 2015 Session early morning of Wednesday, Sept. 30
- Session was driven by several major issues:
 - State Budget
 - Sales Tax Reform
 - Economic Development
 - Medicaid Reform
- Set to return on Wednesday, April 25, for 2016 "Short Session"

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One State



Priority Goals

- HH-1: Support state's continued funding of Medicaid and efforts to provide healthcare access for all citizens
- PE-1: Restore statutory allocation of 40% of the net lottery proceeds for county school capital needs
- PE-4: Repeal the statutory provision specifically authorizing local school boards to sue county boards of commissioners over education funding
- GG-1: Oppose shifts of state transportation responsibilities to counties
- TF-1: Oppose unfunded mandates to counties

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One State



Budget

Health and Human Services

- Increases autopsy fees from \$1,250 to \$1,750 and medical examiner fees from \$100 to \$200 (earlier version had increases to \$2,800 and \$250)
- Non-parent relative income is no longer subject to formulas for child care subsidies reducing barriers to receiving subsidies (HH-12)
- Increases foster care age to 21 and provides \$16 million to raise this age while funding initiatives for children transitioning from foster care

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Budget

Education

- Funds teacher assistant positions at the current level
- Eliminates flexibility of LEAs to use these funds for other purposes
- Restores state funding for drivers education programs in FY2015-16
- Provides that civil fines and forfeitures will be used to support these programs in FY2016-17
- Authorizes the SBOE to consolidate LEAs in contiguous counties

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100 Counties
One State



Budget

Public Safety

- Appropriates \$22.5M recurring to fund the SMCPC
- Program previously supported by a fund generated from a district court fee and a fine on certain motor vehicle violations
- Establishes \$5M reserve over the biennium to provide matching grants to local and county law enforcement agencies to purchase body cameras
- Requires recipient agencies to provide \$2 of local funds for every \$1 of grant funds received

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100 Counties
One State



Budget

Transportation (GG-3)

- DMV fees increased and Highway Fund transfers eliminated to raise an additional \$400M for transportation infrastructure by FY 2017
- Increases amount of motor fuels taxes into dredging fund from 1/6 of 1% to 1%
- Receipts from boat fees and direct appropriation adds to dredging fund

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Budget

Economic Development

- \$30M to Film & Entertainment Grant Fund annually
- Reinstates Historic Preservation Tax Credit
- CDBG both years -- \$15.7M for economic development & \$26.7 for infrastructure
- \$5.25M additional to Once NC Small Business Fund

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Budget

Sales Tax Changes

- Expands sales tax to repair, maintenance and installation services on motor vehicles and tangible personal property
- Combines this with \$17.6M from state sales taxes
- Distributes total to 79 counties
- Counties may use for economic development, public education and community colleges

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Finance Issues

H168 Builders inventory

- Exempts improvements to property from taxation if for sale

H943 Connect NC Bond Act

- \$2 billion bond referendum authorized for March 2016 primary election
- Includes \$350 million across all community colleges and \$309.5 million for water infrastructure
- NCACC Board voting whether to endorse next week

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Finance Issues

Economic Development (TF-2) and Local Option Revenue Sources (TF-4)

- H117 (NC Competes Act) increases JDIG to \$20 million until 2019, special additional funds for "high-yield projects," and amends One NC Fund local match to help poorer communities

S605 Various Changes to the Revenue Laws

- Expands Article 43 from transit to educational uses and increases Article 46 from ¼ cent to ½ cent, all by referendum
- Would satisfy TF-4; passed House 103-6 on Monday; Senate refused to consider

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Looking to 2016

NCACC Agenda

- All goals remain, but narrower focus
- What's eligible?
- Legislative Goals Committee adopted proposal in December, board considers next week

Proposed Agenda

- PE-4 School Board Lawsuits
- TF-4 Local Revenue Options
- GG-2 Broadband Access

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Appendix I
1-7-2016

Revenues Report by Fund as of December 31, 2015

JND	ACCOUNT DESCRIPTION		ORIGINAL ESTIM REV	REVISED ESTIM REV	ACTUAL YTD REVENUE	REMAINING REVENUE	% COLL
	<u>General Fund</u>						
100	100 GENERAL	Annual	89,993,188	93,278,485	58,800,950.67	34,477,534	63.0
	<u>Special Revenue Funds</u>						
200	200 PUBLIC SAFETY/EMS	Annual	6,432,470	6,472,470	3,129,520.01	3,342,950	48.4
210	210 E911 EMERGENCY TELEPHONE	Annual	413,395	413,395	172,247.95	241,147	41.7
211	211 RP FIRE DISTRICTS	Annual	0	0	9.56	10	100.0
212	212 MV FIRE DISTRICTS	Annual	0	89,094	7.53	89,086	0.0
215	215 FIRE PROTECTION SVC DISTRI	Annual	3,331,664	3,331,664	2,706,670.75	624,993	81.2
220	220 SOIL AND WATER CONSERVATIO	Annual	21,918	23,440	17,245.20	6,195	73.6
222	222 2015 DIXIE SOFTBALL WORLD	Multi-year	110,000	110,000	48,104.33	61,896	43.7
230	230 TRANSPORTATION SERVICES	Annual	1,062,386	1,062,386	602,617.67	459,768	56.7
240	240 MULTI-YEAR GRANTS	Multi-year	2,209,492	4,157,010	2,913,198.65	1,243,812	70.1
			13,581,325	15,659,459	9,589,603	6,069,857	
	<u>Governmental Capital Project Funds</u>						
250	250 CAPITAL RESERVE FOR GOV PR	Multi-year	11,355,182	51,282,093	49,293,127.56	1,988,965	96.1
251	251 CAPITAL RESERVE FUND FOR D	Multi-year	6,248,783	6,248,783	6,248,783.00	0	100.0
252	252 CAPITAL RESERVE FUND FOR E	Multi-year	4,570,598	6,757,415	6,757,415.00	0	100.0
253	253 CAP RES FOR CAP PROJ SCC	Multi-year	454,079	454,079	454,079.00	0	100.0
254	254 CAP RES DEBT SERVICE SCC	Multi-year	47,964	47,964	140,218.00	92,254	292.3
400	400 COMMUNITY DEV BLOCK GRANT	Multi-year	2,850,000	310,000	293,053.09	16,947	94.5
430	430 COUNTY FACILITIES EXPANSIO	Multi-year	36,048,948	38,533,557	38,560,353.27	26,796	100.1
431	431 EMERGENCY COMM NARROW BAND	Multi-year	4,680,641	4,680,641	4,680,641.00	0	100.0
450	450 AIRPORT COUNTY CAPITAL PRO	Multi-year	12,100,039	4,022,059	3,650,032.23	372,027	90.8
470	470 SCHOOLS ADM/LOTTERY	Multi-year	4,424,070	8,196,978	8,146,592.15	50,386	99.4
480	480 2008 LOCAL EDUCATIONAL BON	Multi-year	70,647,861	71,616,201	71,633,097.71	16,897	100.0
490	490 LOCAL EDUCATIONAL BONDS	Multi-year	62,729,393	62,824,880	62,824,881.30	1	100.0
			216,157,558	254,974,650	252,682,273	2,292,377	
	<u>Enterprise Operating Funds</u>						
600	600 WATER POLLUTION CONTROL PL	Annual	4,340,898	4,386,961	2,478,413.26	1,908,548	56.5
610	610 PUBLIC UTILITIES WATER & S	Annual	9,478,646	11,653,070	5,186,770.12	6,466,300	44.5
620	620 EAST MOORE WATER DISTRICT	Annual	1,557,900	1,557,900	877,807.26	680,093	56.3
			15,377,444	17,597,931	8,542,991	9,054,940	
	<u>Enterprise Capital Project Funds</u>						
440	440 ARRA - CAPITAL PROJECTS	Multi-year	4,669,294	0	0.00	0	0.0
441	441 2010 LOB PUBLIC UTILITIES	Multi-year	9,246,869	9,379,980	9,380,293.30	313	100.0
442	442 MIDLAND ROAD WATERLINE UPG	Multi-year	724,800	724,800	722,713.57	2,086	99.7
443	443 VASS WASTEWATER SYSTEM IMP	Multi-year	2,274,898	2,274,898	2,173,626.75	101,271	95.5
444	444 LIFT STATION 3-4 REPLACEME	Multi-year	1,022,000	1,137,000	936,727.12	200,273	82.4
445	445 INTERCEPTOR SEWER REHAB	Multi-year	1,349,511	1,349,511	1,125,427.47	224,084	83.4
446	446 EDGEWOOD TERRACE WATER MAI	Multi-year	83,126	83,126	80,813.00	2,313	97.2
447	447 2013 WATER SOURCES PROJECT	Multi-year	10,838,925	8,145,733	5,321,163.55	2,824,569	65.3
448	448 PUBLIC WORKS CAPITAL PROJE	Multi-year	688,634	688,634	688,634.00	0	100.0
601	601 WPCP CAPITAL PROJECT FUND	Multi-year	32,964,000	25,447,000	25,864,642.71	417,643	101.6
			63,862,057	49,230,682	46,294,041	2,936,641	
	<u>Internal Service Fund</u>						
810	810 RISK MANAGEMENT	Annual	8,541,217	8,541,217	4,085,168.44	4,456,049	47.8
	<u>Agency Funds</u>						
700	700 RP MUNICIPAL TAX	N/A	0	0	21,104,057.18	21,104,057	100.0
710	710 MV MUNICIPAL TAX	N/A	0	0	689,652.20	689,652	100.0
730	730 DSS/SHERIFF TRUST	N/A	0	0	2,210,705.00	2,210,705	100.0
			0	0	24,004,414	24,004,414	
	<u>Component Units</u>						
260	260 CONVENTION & VISITORS BURE	Annual	1,494,570	1,494,570	666,876.47	827,694	44.6
640	640 AIRPORT AUTHORITY	Annual	3,883,142	3,883,142	1,284,650.65	2,598,491	33.1
460	460 AIRPORT CAPITAL PROJECTS	Multi-year	1,089,140	260,156	0.00	260,156	0.0
			6,466,852	5,637,868	1,951,527.12	3,686,341	
	Revenue Total		413,979,641	444,920,292	405,950,968.56	38,969,324	91.2

Expenditures Report by Fund as of December 31, 2015

ND	ACCOUNT DESCRIPTION		ORIGINAL APPROP	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED
	<u>General Fund</u>							
100	100 GENERAL	Annual	89,993,188	93,278,485	42,772,266.30	2,830,810.94	47,675,408	48.90
	<u>Special Revenue Funds</u>							
200	200 PUBLIC SAFETY/EMS	Annual	6,432,470	6,472,470	3,092,589.85	417,430.71	2,962,449	54.20
210	210 E911 EMERGENCY TELEPHONE	Annual	413,395	413,395	108,963.95	46,622.34	257,809	37.60
212	212 MV FIRE DISTRICTS	Annual	0	89,094	89,089.61	0.00	4	100.00
215	215 FIRE PROTECTION SVC DISTRI	Annual	3,331,664	3,331,664	1,640,396.00	0.00	1,691,268	49.20
220	220 SOIL AND WATER CONSERVATIO	Annual	21,918	23,440	7,608.63	0.00	15,831	32.50
222	222 2015 DIXIE SOFTBALL WORLD	Multi-year	110,000	110,000	43,113.38	0.00	66,887	39.20
230	230 TRANSPORTATION SERVICES	Annual	1,062,386	1,062,386	512,377.46	8,965.95	541,043	49.10
240	240 MULTI-YEAR GRANTS	Multi-year	2,410,897	4,157,010	2,773,759.68	58,022.36	1,325,228	68.10
			13,782,730	15,659,459	8,267,899	531,041	6,860,520	
	<u>Governmental Capital Project Funds</u>							
250	250 CAPITAL RESERVE FOR GOV PR	Multi-year	30,019,579	51,282,093	30,566,264.00	0.00	20,715,829	59.60
251	251 CAPITAL RESERVE FUND FOR D	Multi-year	8,048,783	6,248,783	6,248,783.00	0.00	0	100.00
252	252 CAPITAL RESERVE FUND FOR E	Multi-year	7,264,046	6,757,415	6,757,415.00	0.00	0	100.00
253	253 CAP RES FOR CAP PROJ SCC	Multi-year	454,079	454,079	0.00	0.00	454,079	0.00
254	254 CAP RES DEBT SERVICE SCC	Multi-year	47,964	47,964	0.00	0.00	47,964	0.00
400	400 COMMUNITY DEV BLOCK GRANT	Multi-year	1,710,000	310,000	268,786.14	0.00	41,214	86.70
430	430 COUNTY FACILITIES EXPANSIO	Multi-year	36,598,477	38,533,557	38,275,209.37	117,009.30	141,338	99.60
431	431 EMERGENCY COMM NARROW BAND	Multi-year	4,653,436	4,680,641	3,984,800.55	327,513.50	368,327	92.10
450	450 AIRPORT COUNTY CAPITAL PRO	Multi-year	15,788,917	4,022,059	3,527,833.97	210,411.37	283,814	92.90
470	470 SCHOOLS ADM/LOTTERY	Multi-year	5,086,704	8,196,978	8,141,848.36	0.00	55,130	99.30
480	480 2008 LOCAL EDUCATIONAL BON	Multi-year	89,029,624	71,616,201	67,325,477.42	3,200.00	4,287,524	94.00
490	490 LOCAL EDUCATIONAL BONDS	Multi-year	62,853,938	62,824,880	62,742,146.94	2,725.00	80,008	99.90
			261,555,547	254,974,650	227,838,565	660,859	26,475,226	
	<u>Enterprise Operating Funds</u>							
600	600 WATER POLLUTION CONTROL PL	Annual	4,340,898	4,386,961	1,290,934.48	542,749.16	2,553,277	41.80
610	610 PUBLIC UTILITIES WATER & S	Annual	9,478,646	11,653,070	5,889,580.44	1,001,219.96	4,762,270	59.10
620	620 EAST MOORE WATER DISTRICT	Annual	1,557,900	1,557,900	436,922.91	0.00	1,120,977	28.00
			15,377,444	17,597,931	7,617,438	1,543,969	8,436,524	
	<u>Enterprise Capital Project Funds</u>							
440	440 ARRA - CAPITAL PROJECTS	Multi-year	3,241,688	0	0.00	0.00	0	0.00
441	441 2010 LOB PUBLIC UTILITIES	Multi-year	8,046,869	9,379,980	2,338,923.43	780.00	7,040,277	24.90
442	442 MIDLAND ROAD WATERLINE UPG	Multi-year	724,800	724,800	0.00	0.00	724,800	0.00
443	443 VASS WASTEWATER SYSTEM IMP	Multi-year	2,274,898	2,274,898	1,560.00	0.00	2,273,338	0.10
444	444 LIFT STATION 3-4 REPLACEME	Multi-year	1,000,000	1,137,000	50,557.92	0.00	1,086,442	4.40
445	445 INTERCEPTOR SEWER REHAB	Multi-year	1,349,511	1,349,511	0.00	0.00	1,349,511	0.00
446	446 EDGEWOOD TERRACE WATER MAI	Multi-year	83,126	83,126	0.00	0.00	83,126	0.00
447	447 2013 WATER SOURCES PROJECT	Multi-year	10,838,925	8,145,733	2,716,648.80	2,682,826.98	2,746,257	66.30
448	448 PUBLIC WORKS CAPITAL PROJE	Multi-year	688,634	688,634	72,379.00	5,500.00	610,755	11.30
601	601 WPCP CAPITAL PROJECT FUND	Multi-year	32,964,000	25,447,000	11,596.00	5,038.28	25,430,366	0.10
			61,212,451	49,230,682	5,191,665	2,694,145	41,344,872	
	<u>Internal Service Fund</u>							
810	810 RISK MANAGEMENT	Annual	8,541,217	8,541,217	4,304,057.77	764,541.86	3,472,617	59.30
	<u>Agency Funds</u>							
700	700 RP MUNICIPAL TAX	N/A	0	0	17,820,450.62	0.00	17,820,451	100.00
710	710 MV MUNICIPAL TAX	N/A	0	0	697,324.59	0.00	697,325	100.00
730	730 DSS/SHERIFF TRUST	N/A	0	2,084,204	2,205,760.04	0.00	121,556	105.80
			0	2,084,204	20,723,535	0	18,639,331	
	<u>Component Units</u>							
260	260 CONVENTION & VISITORS BURE	Annual	1,494,570	1,494,570	725,823.94	393,990.72	374,755	74.90
640	640 AIRPORT AUTHORITY	Annual	3,883,142	3,883,142	1,243,672.68	110,303.68	2,529,166	34.90
460	460 AIRPORT CAPITAL PROJECTS	Multi-year	715,156	260,156	0.00	0.00	260,156	0.00
			6,092,868	5,637,868	1,969,497	504,294	3,164,077	
	Expense Total		456,555,445	447,004,496	318,684,922.23	9,529,662.11	118,789,912	73.40

FY15 Audited Cash & Total Fund Balances as of June 30, 2015		
Fund	Cash	Total Fund Balance
100-General	\$23,912,635	\$25,485,736
200-EMS	\$1,681,772	\$1,924,461
210-E911	\$978,496	\$1,003,900
230-MCTS	\$4,624	\$102,299
260-CVB	\$388,824	\$422,114
600-WPCP	\$1,256,144	\$16,341,419
610-Utilities	\$3,278,316	\$21,414,569
620-EMWD	\$482,202	\$2,204,150
640-Airport	\$1,469,158	\$1,834,741
810-Risk	\$1,826,391	\$1,274,749
250-CR Proj	\$20,156,219	\$20,156,219
253-CR SCC Proj	\$454,079	\$454,079
254-CR SCC Debt	\$47,964	\$47,964

To Transfer \$3,467,462 out to Cap Res for 15% Fiscal Policy
Appropriated \$833,355 for FY16

FY16 trans to CR \$14,407

Cash Transfer out to HC project \$1,630,000 = \$1,648,316, FY16 trans to CR \$265,433
FY16 Trans to CR \$10,074

Less Airport Hangar Debt Pmt \$1,229,355 = \$18,926,864 +\$3,259,413=\$22,186,277
Plus \$208,048 from GF transfer = \$662,127
Plus \$92,254 from GF transfer for debt reduction=\$140,218

County Of Moore
Budget - Historical Comparison
SALES TAX REVENUES

	FY11/12 ACTUALS	FY12/13 ACTUALS	FY13/14 ACTUALS	FY14/15 BUDGET	FY14/15 ACTUALS	FY15/16 BUDGET	FY15/16 ACTUALS (Jul-Sept 2015)	Projected 12 Mos FY16
GENERAL FUND								
10033100 30250 ARTICLE 39-LOCAL SALES TAX	\$5,575,774	\$5,890,894	\$6,348,916	\$6,296,508	\$6,365,440	\$6,320,000	\$1,656,755	\$6,627,020
10033100 30251 ARTICLE 40-COUNTY (70%)	\$2,609,285	\$2,679,638	\$2,802,868	\$2,698,800	\$3,070,767	\$3,015,000	\$805,526	\$3,222,103
10033100 30252 ARTICLE 42-COUNTY (40%)	\$1,408,631	\$1,483,160	\$1,586,823	\$1,505,619	\$1,646,399	\$1,630,000	\$430,656	\$1,722,626
10033096 30254 ARTICLE 40-SCHOOLS (30%)	\$1,118,265	\$1,148,417	\$1,201,229	\$1,189,900	\$1,316,043	\$1,290,000	\$345,225	\$1,380,901
10033096 30255 ARTICLE 42-SCHOOLS (60%)	\$2,112,946	\$2,224,740	\$2,380,234	\$2,250,000	\$2,469,599	\$2,445,000	\$645,985	\$2,583,939
10033100 30253 OldArt 44/MEDICAID HOLD HARMLESS	\$1,113,090	\$1,023,291	\$1,198,399	\$1,000,000	\$1,412,421	\$1,000,000	\$107	\$1,000,000
SALES TAX TOTALS	\$13,937,991	\$14,450,140	\$15,518,469	\$14,940,827	\$16,280,668	\$15,700,000	\$3,884,254	\$16,536,589

June 2014
 US Mens Open
 US Womens Open

Appendix J
1-7-2016

School Capital Planning Analysis

Moore County, North Carolina



January 7, 2016

DAVENPORT & COMPANY
Member NYSE | FINRA | SIPC

School Capital Projects Requested



A	B	C	D	E	F	G	H
Project Priority	Estimated Project Construction Budget	Furniture and Equipment	Contingency	Total Construction Costs (B+C+D)	Architect & Engineering Costs ¹	Total Site Acquisition Costs ¹	Total Project Cost/Budget (E+F+G)
1	Advanced Career Center	\$4,145,434	\$892,610	\$30,646,273	\$1,846,500	\$520,600	\$33,013,373
2	New Area I K-5 Elementary School - UPDATED	\$2,456,197	\$801,081	\$27,503,782	\$1,272,000	\$430,600	\$29,206,382
3	New Area III K-5 Elementary School (AB)	\$2,145,447	\$769,949	\$26,434,899	\$1,250,000	\$246,000	\$27,930,899
4	New Area III Elementary School (SP)	\$2,145,447	\$781,403	\$26,828,164	\$1,272,000	\$1,070,600	\$29,170,764
Total	\$97,275,550	\$10,892,525	\$3,245,042	\$111,413,117	\$5,640,500	\$2,267,800	\$119,321,417

¹ Architect & Engineering Costs and Site Acquisition Costs are assumed to be funded from existing school reserves.

Note: Proposed budgets do not include possible increases due to inflation for those projects completed later in the plan.

Source: Moore County Schools

Potential School Capital Funding Sources

Overview

■ The following sources of funds have been identified as potential funding sources for School capital projects. Actual availability of these funds is subject to discussion and approval by the County Board and School Board.

- 1) Decline in Existing School Debt Service.
- 2) County Capital Reserve Fund Balance.
- 3) Potential Article 46 Quarter Cent Sales Tax (requires voter approval).
- 4) Remaining 2009A General Obligation Public Improvement Bond proceeds available for School capital expenditures.
- 5) North Carolina Education Lottery County Distribution – Accumulated Unallocated Fund Balance.
- 6) North Carolina Education Lottery County Distribution – Annual Distributions.
- 7) Unassigned School Fund Balance.
- 8) Annual School operational savings due to School scheduling modifications.
- 9) Potential operational savings from the replacement of existing School facilities.
- 10) Proceeds from the disposition of existing School facilities.

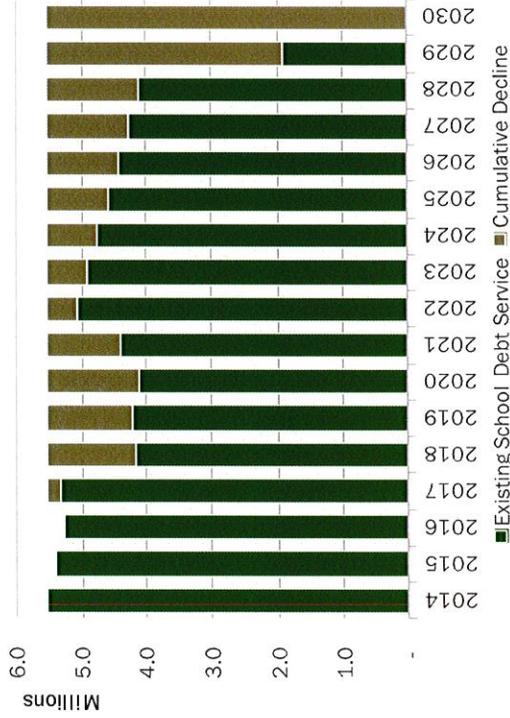


Potential School Capital Funding Sources

County Resources



Decline in Existing School Debt Service (from FY 2014)



Decline in Debt Service		
FY	Existing School Debt Service	Cumulative Decline
Total	72,379,163	
2014	5,533,171	n/a
2015	5,393,955	n/a*
2016	5,263,063	n/a*
2017	5,324,877	208,294
2018	4,146,631	1,386,540
2019	4,217,840	1,315,331
2020	4,097,895	1,435,276
2021	4,392,411	1,140,760
2022	5,072,507	460,664
2023	4,912,661	620,510
2024	4,750,001	783,170
2025	4,584,254	948,917
2026	4,420,701	1,112,470
2027	4,259,021	1,274,150
2028	4,095,337	1,437,834
2029	1,914,839	3,618,332
2030	-	5,533,171

County Capital Reserve Fund Balance

FY 2016 Estimated Capital Reserve Fund Balance Available	Amount
1 Fiscal Year 2015 Estimated Balance	\$ 20,156,219
2 Less: Airport Hangar Debt Payoff	(1,229,355)
3 Adjusted FY 2015 Balance	18,926,864
4	
5 Plus: FY 2015 Estimated Transfer	3,000,000
6 Equals: Estimated Available Capital Reserve	\$ 21,926,864

* In FY 2015 and 2016, the County provided the declines in debt service to the schools for use in other areas. Beginning in FY 2017, these funds will be made available for debt service.

Potential School Capital Funding Sources

County Resources



Article 46 Sales Tax Overview

- The County is considering the implementation of an additional Quarter Cent Sales Tax as outlined under Chapter 105 Article 46 of the North Carolina General Statutes (“Article 46 Sales Tax”).
 - In order to implement the Article 46 Sales Tax, a Countywide referendum must be held and approved by a majority of the citizens.
 - The County is considering conducting this referendum in March 2016. If approved, the first full Fiscal Year of Article 46 Sales Tax Collections would be realized in FY 2017.
- County Staff has estimated that the Article 46 Sales Tax may generate up to \$2.2 million for FY 2017.
 - For FY 2018 and beyond, a 2.00% annual growth rate is assumed.

Potential Article 46 Sales Tax Proceeds

Fiscal Year	Article 46 Quarter Cent Sales Tax ¹
2016	\$ -
2017	2,200,000
2018	2,244,000
2019	2,288,880
2020	2,334,658
2021	2,381,351
2022	2,428,978
2023	2,477,557
2024	2,527,108
2025	2,577,651
2026	2,629,204
2027	2,681,788
2028	2,735,423
2029	2,790,132
2030	2,845,935
2031	2,902,853
2032	2,960,910
2033	3,020,129
2034	3,080,531
2035	3,142,142
2036	3,204,985

¹ Assumes 2% growth annually.

Potential School Capital Funding Sources

School Resources



- Remaining 2009A General Obligation Public Improvement Bond proceeds.
 - In May 2009, the County issued \$29,500,000 of General Obligation Public Improvement Bonds. As of December 2015, there was a balance of \$4,196,794 remaining. Of the \$4,196,794, \$592,263 of which is available for land acquisition / architect / design costs, but no bond dollars are available for debt service.
- North Carolina Education Lottery County Distributions.
 - County Lottery distributions are restricted for School capital expenditures (or associated Debt Service).
 - As of December, there was \$1,151,269 of unallocated lottery distribution available.
 - In FY 2015, the County received an annual distribution of \$878,445.
 - Current and future lottery funds are available for land acquisition / architect / design costs, but no dollars are available for debt service.
- Available School Fund Balance.
 - As of FY 2014, the School unassigned fund balance was \$4,756,526.
 - For purposes of this analysis, it is assumed that no funds are available to be contributed.
- Potential operational savings due to School scheduling modifications are not included in this analysis.
- Replacement of existing School facilities.
 - As part of the School capital funding program, the County is considering two new facilities that will not replace existing facilities. Additionally two replacement facilities will be built which will allow four existing facilities to be taken off-line.
 - The net operational impact of the projects has not been determined but will be in the coming months. However, a net increase is expected.
 - The four facilities that would be replaced could be sold and the proceeds used to offset School capital costs.
 - The annual operational savings / costs generated and potential sale proceeds are unknown at this time. The savings, costs, and sale proceeds would not be realized until the existing Schools are replaced.



Available School Capital Funding Sources

- Based upon discussions with County Staff, the following funding sources have been identified as available for the potential school capital projects under consideration:

A	B	C	D	E	F	G	H	I	J	K	L	M
Fiscal Year	Decline in school Debt Service	County Capital Reserve Fund Adjusted FY 2015 Balance	Annual Transfer	Potential Article 46 Quarter Cent Sales Tax ¹	Remaining 2009A GO Bond proceeds	Lottery Fund Balance	Annual Lottery Distributions	Unassigned School Fund Balance	Operational savings due to School scheduling modifications	Operational savings from new School facilities	Proceeds from the sale of School facilities	Total
2016	n/a	\$ 18,926,864	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	21,926,864
2017	208,294	-	2,000,000	2,200,000	-	-	-	-	-	-	-	4,408,294
2018	1,386,540	-	2,000,000	2,244,000	-	-	-	-	-	-	-	5,630,540
2019	1,315,331	-	2,000,000	2,288,880	-	-	-	-	-	-	-	5,604,211
2020	1,435,276	-	2,000,000	2,334,658	-	-	-	-	-	-	-	5,769,934
2021	1,140,760	-	2,000,000	2,381,351	-	-	-	-	-	-	-	5,522,111
2022	460,664	-	2,000,000	2,428,978	-	-	-	-	-	-	-	4,889,642
2023	620,510	-	2,000,000	2,477,557	-	-	-	-	-	-	-	5,098,067
2024	783,170	-	2,000,000	2,527,108	-	-	-	-	-	-	-	5,310,279
2025	948,917	-	2,000,000	2,577,651	-	-	-	-	-	-	-	5,526,568
2026	1,112,470	-	2,000,000	2,629,204	-	-	-	-	-	-	-	5,741,674
2027	1,274,150	-	2,000,000	2,681,788	-	-	-	-	-	-	-	5,955,938
2028	1,437,834	-	2,000,000	2,735,423	-	-	-	-	-	-	-	6,173,258
2029	3,618,332	-	2,000,000	2,790,132	-	-	-	-	-	-	-	8,408,464
2030	5,533,171	-	2,000,000	2,845,955	-	-	-	-	-	-	-	10,379,106
2031	5,533,171	-	2,000,000	2,902,853	-	-	-	-	-	-	-	10,436,024
2032	5,533,171	-	2,000,000	2,960,910	-	-	-	-	-	-	-	10,494,081
2033	5,533,171	-	2,000,000	3,020,129	-	-	-	-	-	-	-	10,553,300
2034	5,533,171	-	2,000,000	3,080,531	-	-	-	-	-	-	-	10,613,702
2035	5,533,171	-	2,000,000	3,142,142	-	-	-	-	-	-	-	10,675,313
2036	5,533,171	-	2,000,000	3,204,985	-	-	-	-	-	-	-	10,738,156

¹ Assumes 2.0% growth annually.

School Capital Funding Cases



		Case 1: 10 Year Financing	Case 2: 15 Year Financing	Case 3: 20 Year Financing
Funding / Repayment Assumptions				
1	Decline in existing School Debt Service	Yes	Yes	Yes
2				
3	County Capital Reserve Fund Balance			
4	FY 2016 Estimated Capital Reserve Fund Balance Available	\$ 21,926,864	\$ 21,926,864	\$ 21,926,864
5	Annual Transfer (FY 2017 and Beyond)	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
6				
7	Potential Article 46 Quarter Cent Sales Tax			
8	Property Tax Reduction	No	No	No
9	School Percentage	100%	100%	100%
10	Annual Revenue (FY 2017)	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
11				
12	Remaining 2009A GO Bond proceeds	\$ -	\$ -	\$ -
13				
14	Lottery Fund Balance	\$ -	\$ -	\$ -
15				
16	Annual Lottery Distributions	\$ -	\$ -	\$ -
17				
18	Unassigned School Fund Balance Contribution	\$ -	\$ -	\$ -
19				
20	Operational savings due to School scheduling modifications	\$ -	\$ -	\$ -
21				
22	Operational savings from new School facilities	\$ -	\$ -	\$ -
23				
24	Proceeds from the sale of School facilities	\$ -	\$ -	\$ -
25				
Debt Assumptions				
26				
27	Term	10 Years	15 Years	20 Years
28				
29	Interest Rate ¹	2.50%	3.25%	4.25%
30				
31	Amortization	Level Debt Service ²	Level Principal	Level Principal

¹ Interest rates are preliminary and subject to change.

² Subject to review and discussion with LGC Staff.

School Capital Funding Scenarios



- For each of the Funding Cases, we have analyzed the following two Funding Scenarios:
 - Scenario A:
 - Issue debt to fund identified School projects (construction, furniture & equipment, and contingency) beginning in FY 2017 and funding one project each year through 2020.
 - Scenario B:
 - Cash fund all or a portion of the first identified School project in FY 2017 and issue debt to fund the remaining identified School projects (construction, furniture & equipment, and contingency) beginning in FY 2017 and funding one project each year through 2020.

- For purposes of this analysis, additional operating costs / savings have not been included in the cash flow model.



School Capital Funding Scenarios – 10 Year Summary

Fiscal Year	Case 1a		Case 1b		G	
	B	C	D	E		F
	Annual Capital	Cumulative Capital (FY 17-36)	Cumulative Surplus / (Deficit)	Annual Capital	Cumulative Capital (FY 17-36)	Cumulative Surplus / (Deficit)
1 2017	30,645,000	30,645,000	26,335,158	30,645,000	30,645,000	-
2 2018	27,505,000	58,150,000	28,464,238	27,505,000	58,150,000	5,138,103
3 2019	26,435,000	84,585,000	27,424,301	26,435,000	84,585,000	7,107,189
4 2020	26,830,000	111,415,000	23,529,657	26,830,000	111,415,000	6,221,568
5 2021	-	111,415,000	16,321,629	-	111,415,000	2,022,561
6 2022	-	111,415,000	8,481,130	-	111,415,000	(2,808,915)
7 2023	-	111,415,000	849,057	-	111,415,000	(7,431,965)
8 2024	-	111,415,000	(6,570,805)	-	111,415,000	(11,842,804)
9 2025	-	111,415,000	(13,774,377)	-	111,415,000	(16,037,354)
10 2026	-	111,415,000	(20,762,843)	-	111,415,000	(20,016,798)
11 2027	-	111,415,000	(27,537,045)	-	111,415,000	(23,781,977)
12 2028	-	111,415,000	(30,592,468)	-	111,415,000	(26,837,400)
13 2029	-	111,415,000	(28,269,997)	-	111,415,000	(24,514,929)
14 2030	-	111,415,000	(20,956,454)	-	111,415,000	(17,201,386)
15 2031	-	111,415,000	(10,520,429)	-	111,415,000	(6,765,362)
16 2032	-	111,415,000	(26,348)	-	111,415,000	3,728,720
17 2033	-	111,415,000	10,526,952	-	111,415,000	14,282,019
18 2034	-	111,415,000	21,140,654	-	111,415,000	24,895,721
19 2035	-	111,415,000	31,815,966	-	111,415,000	35,571,034
20 2036	-	111,415,000	42,554,122	-	111,415,000	46,309,190
21						
22 Total Cash Funding					26,335,158	
23						
24 Total Debt Funding		111,415,000			85,079,842	
25 Total Interest		15,886,401			12,131,333	
26 Total Debt Service		127,301,401			97,211,176	
27						
28 Potential Adjustments						
29 Additional Reserves Required		30,592,468			26,837,400	
30 Reduction in Project Cost Required		26,774,723 - 33,479,497			23,488,263 - 29,371,423	
31 Delay in Projects Required		3 Years (Project 3) 8 Years (Project 4)			1 Year (Project 3) 8 Years (Project 4)	
32						
33 Key Debt Ratios	Policy	Worst Shown	Years out of Compliance	Policy	Worst Shown	Years out of Compliance
34 10 Year Payout	55.00%	72.35%	0	55.00%	72.35%	0
35 Debt to AV	2.00%	1.30%	0	2.00%	1.12%	0
36 DS to Expenditures	15.00%	19.06%	8	15.00%	16.81%	7

School Capital Funding Scenarios – 15 Year Summary



Fiscal Year	Case 2a		Case 2b	
	Annual Capital	Cumulative Capital (FY 17-36)	Annual Capital	Cumulative Capital (FY 17-36)
1 2017	30,645,000	30,645,000	30,645,000	30,645,000
2 2018	27,505,000	58,150,000	27,505,000	58,150,000
3 2019	26,435,000	84,585,000	26,435,000	84,585,000
4 2020	26,830,000	111,415,000	26,830,000	111,415,000
5 2021	-	111,415,000	-	111,415,000
6 2022	-	111,415,000	-	111,415,000
7 2023	-	111,415,000	-	111,415,000
8 2024	-	111,415,000	-	111,415,000
9 2025	-	111,415,000	-	111,415,000
10 2026	-	111,415,000	-	111,415,000
11 2027	-	111,415,000	-	111,415,000
12 2028	-	111,415,000	-	111,415,000
13 2029	-	111,415,000	-	111,415,000
14 2030	-	111,415,000	-	111,415,000
15 2031	-	111,415,000	-	111,415,000
16 2032	-	111,415,000	-	111,415,000
17 2033	-	111,415,000	-	111,415,000
18 2034	-	111,415,000	-	111,415,000
19 2035	-	111,415,000	-	111,415,000
20 2036	-	111,415,000	-	111,415,000
21 Total Cash Funding				
22 Total Debt Funding				
23 Total Interest				
24 Total Debt Service				
25 Potential Adjustments				
26 Additional Reserves Required				
27 Reduction in Project Cost Required				
28 Delay in Projects Required				
29 Key Debt Ratios				
30 10 Year Payout				
31 Debt to AV				
32 DS to Expenditures				



School Capital Funding Scenarios – 20 Year Summary

Fiscal Year	Case 3a		Case 3b			
	Annual Capital	Cumulative Capital (FY 17-36)	Annual Capital	Cumulative Capital (FY 17-36)		
1 2017	30,645,000	30,645,000	30,645,000	30,645,000		
2 2018	27,505,000	58,150,000	27,505,000	58,150,000		
3 2019	26,435,000	84,585,000	26,435,000	84,585,000		
4 2020	26,830,000	111,415,000	26,830,000	111,415,000		
5 2021	-	111,415,000	-	111,415,000		
6 2022	-	111,415,000	-	111,415,000		
7 2023	-	111,415,000	-	111,415,000		
8 2024	-	111,415,000	-	111,415,000		
9 2025	-	111,415,000	-	111,415,000		
10 2026	-	111,415,000	-	111,415,000		
11 2027	-	111,415,000	-	111,415,000		
12 2028	-	111,415,000	-	111,415,000		
13 2029	-	111,415,000	-	111,415,000		
14 2030	-	111,415,000	-	111,415,000		
15 2031	-	111,415,000	-	111,415,000		
16 2032	-	111,415,000	-	111,415,000		
17 2033	-	111,415,000	-	111,415,000		
18 2034	-	111,415,000	-	111,415,000		
19 2035	-	111,415,000	-	111,415,000		
20 2036	-	111,415,000	-	111,415,000		
21						
22 Total Cash Funding		-		26,335,158		
23						
24 Total Debt Funding		111,415,000		85,079,842		
25 Total Interest		49,718,944		37,966,880		
26 Total Debt Service		161,133,944		123,046,722		
27						
28 Potential Adjustments						
29 Additional Reserves Required		1,096,910		3,713,966		
30 Reduction in Project Cost Required		1,217,942 - 1,611,917		4,200,086 - 5,778,058		
31 Delay in Projects Required		1 Year (Project 4)		2 Years (Project 4)		
32						
33 Key Debt Ratios	Policy	Worst Shown	Years out of Compliance	Policy	Worst Shown	Years out of Compliance
34 10 Year Payout	55.00%	67.45%	0	55.00%	69.44%	0
35 Debt to AV	2.00%	1.33%	0	2.00%	1.14%	0
36 DS to Expenditures	15.00%	16.79%	5	15.00%	15.06%	1



School Capital Funding Scenarios – Scenario A Comparisons

Fiscal Year	Case 1a - 10 Year Financing		Case 2a - 15 Year Financing		Case 3a - 20 Year Financing	
	Annual Capital	Cumulative Capital / (FY 17-36)	Annual Capital	Cumulative Capital / (FY 17-36)	Annual Capital	Cumulative Capital / (FY 17-36)
1 2017	30,645,000	26,335,158	30,645,000	26,335,158	30,645,000	26,335,158
2 2018	27,505,000	28,464,238	27,505,000	28,926,735	27,505,000	29,131,035
3 2019	26,435,000	27,424,301	26,435,000	28,830,801	26,435,000	29,421,491
4 2020	26,830,000	23,529,657	26,830,000	26,405,112	26,830,000	27,556,002
5 2021	-	16,321,629	-	21,254,226	-	23,140,658
6 2022	-	8,481,130	-	15,712,269	-	18,329,602
7 2023	-	849,057	-	10,620,137	-	13,963,727
8 2024	-	(6,570,805)	-	5,981,615	-	10,046,821
9 2025	-	(13,774,377)	-	1,800,782	-	6,582,962
10 2026	-	(20,762,843)	-	(1,923,546)	-	3,570,965
11 2027	-	(27,537,045)	-	(5,192,210)	-	1,009,989
12 2028	-	(30,592,468)	-	(8,002,155)	-	(1,096,910)
13 2029	-	(28,269,997)	-	(8,335,496)	-	(731,846)
14 2030	-	(20,956,454)	-	(6,456,795)	-	1,840,617
15 2031	-	(10,520,429)	-	(4,279,777)	-	4,706,755
16 2032	-	(26,348)	-	(1,803,302)	-	7,867,707
17 2033	-	10,526,952	-	3,016,790	-	11,324,634
18 2034	-	21,140,654	-	9,905,953	-	15,078,720
19 2035	-	31,815,966	-	18,734,467	-	19,131,174
20 2036	-	42,554,122	-	29,472,623	-	23,483,228
21						
22 Total Cash Funding						
23						
24 Total Debt Funding		111,415,000		111,415,000		111,415,000
25 Total Interest		15,886,401		28,967,900		49,718,944
26 Total Debt Service		127,301,401		140,382,900		161,133,944
27						
28 Potential Adjustments						
29 Additional Reserves		30,592,468		8,335,496		1,096,910
30 Reduction in Project Cost Required		26,774,723 - 33,479,497		8,235,494 - 10,921,959		1,217,942 - 1,611,917
31 Delay in Projects Required		3 Years (Project 3) 8 Years (Project 4)		4 Years (Project 4)		1 Year (Project 4)
32						
33 Key Debt Ratios	Policy	Worst Shown	Years out of Compliance	Worst Shown	Years out of Compliance	Worst Shown
34 10 Year Payout	55.00%	72.35%	0	72.35%	0	67.45%
35 Debt to AV	2.00%	1.30%	0	1.31%	0	1.33%
36 DS to Expenditures	15.00%	19.06%	8	17.35%	7	16.79%



School Capital Funding Scenarios – Scenario B Comparisons

Fiscal Year	Case 1b - 10 Year Financing		Case 2b - 15 Year Financing		Case 3b - 20 Year Financing	
	Annual Capital	Cumulative Capital (FY 17-36)	Annual Capital	Cumulative Capital (FY 17-36)	Annual Capital	Cumulative Capital (FY 17-36)
1 2017	30,645,000	-	30,645,000	-	30,645,000	-
2 2018	27,505,000	5,138,103	27,505,000	5,203,147	27,505,000	5,231,880
3 2019	26,435,000	7,107,189	26,435,000	7,661,724	26,435,000	7,902,376
4 2020	26,830,000	6,221,568	26,830,000	7,733,485	26,830,000	8,360,964
5 2021	-	2,022,561	-	5,022,990	-	6,213,735
6 2022	-	(2,808,915)	-	1,864,365	-	3,614,832
7 2023	-	(7,431,965)	-	(901,495)	-	1,405,149
8 2024	-	(11,842,804)	-	(3,270,803)	-	(411,528)
9 2025	-	(16,037,354)	-	(5,239,484)	-	(1,831,121)
10 2026	-	(20,016,798)	-	(6,808,717)	-	(2,854,813)
11 2027	-	(23,781,977)	-	(7,979,348)	-	(3,483,447)
12 2028	-	(26,837,400)	-	(8,748,318)	-	(3,713,966)
13 2029	-	(24,514,929)	-	(7,097,743)	-	(1,528,484)
14 2030	-	(17,201,386)	-	(3,292,187)	-	2,808,434
15 2031	-	(6,765,362)	-	754,628	-	7,383,065
16 2032	-	3,728,720	-	5,043,839	-	12,196,548
17 2033	-	14,282,019	-	9,863,931	-	17,250,044
18 2034	-	24,895,721	-	16,753,094	-	22,544,738
19 2035	-	35,571,034	-	25,581,608	-	28,081,836
20 2036	-	46,309,190	-	36,319,764	-	33,862,572
21						
22 Total Cash Funding	26,335,158		26,335,158		26,335,158	
23						
24 Total Debt Funding	85,079,842		85,079,842		85,079,842	
25 Total Interest	12,131,333		22,120,759		37,966,880	
26 Total Debt Service	97,211,176		107,200,601		123,046,722	
27						
28 Potential Adjustments						
29 Additional Reserves Required	26,837,400		8,748,318		3,713,966	
30 Reduction in Project Cost Required	23,488,263 - 29,371,423		9,410,220 - 12,301,152		4,200,086 - 5,778,058	
31 Delay in Projects Required	1 Year (Project 3) 8 Years (Project 4)		4 Years (Project 4)		2 Years (Project 4)	
32						
33 Key Debt Ratios	Policy	Worst Shown	Years out of Compliance	Policy	Worst Shown	Years out of Compliance
34 10 Year Payout	55.00%	72.35%	0	55.00%	69.44%	0
35 Debt to AV	2.00%	1.12%	0	2.00%	1.14%	0
36 DS to Expenditures	15.00%	16.81%	7	15.00%	15.06%	1

Observations



- The County will need to consider the timing of bidding and permitting for the proposed projects in conjunction with issuing debt to finance the projects.
- Project inflation costs should be considered in the capital planning process.
- Operating costs / savings should be considered in the capital planning process.
- Under the 10 year funding scenario, the County can fund 2 of the requested schools by FY 18 and all requested schools by FY 28.
- Should the County wish to lengthen the financing term for the school capital projects, the following can be accomplished:
 - 15 year funding scenario: fund 3 of the requested schools by FY 19 and all requested schools by FY 24.
 - 20 year funding scenario: fund 3 of the requested schools by FY 19 and all requested schools by FY 21.
- Lengthening the financing, while accelerating the funding of the requested schools, comes with increased interest expense.



Case Details



School Capital Funding Capacity – Case 1a (10 Year Financing)

10 Year Amortization & 2.50% Interest Rate – Issue Debt to Fund Identified School Projects

FY	Capital Reserve				Funds Available for School Capital		Operational savings due to		Annual Funds		Cumulative		Capital and Debt Service Requirements		Cash Flow Surplus (Deficit)		Assumed School Capital Funding		
	Decline in Total Debt Service	Balance and Transfer ¹	Potential Article 46 Quarter Cert Sales Tax ²	Remaining 2009A Go Bond Proceeds	Lottery Fund Distributions	Unassigned School Fund Balance	Unassigned School Fund Balance	School Scheduling Modifications	Available for Capital	Capital	Funds For Capital	Total Capital	Surplus/(Deficit) (Column 1 - Column 2)	Capital Reserve Utilized	Surplus/(Deficit) (Column 3 - Column 4)	Cash Capital	Debt Capital	Total Capital	Cumulative Capital
2014	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2015	-	21,926,864	-	-	-	-	-	-	21,926,864	21,926,864	-	-	21,926,864	-	-	-	-	-	21,926,864
2016	208,294	2,000,000	2,200,000	-	-	-	-	-	4,408,294	26,335,158	-	-	26,335,158	-	-	-	-	-	30,645,000
2017	1,386,940	2,000,000	2,244,000	-	-	-	-	-	5,630,540	31,965,698	-	-	31,965,698	-	-	-	-	-	27,606,000
2018	1,315,331	2,000,000	2,248,880	-	-	-	-	-	5,604,211	37,569,908	-	-	37,569,908	-	-	-	-	-	26,435,000
2019	1,435,276	2,000,000	2,334,858	-	-	-	-	-	5,769,334	43,339,242	-	-	43,339,242	-	-	-	-	-	26,830,000
2020	1,140,760	2,000,000	2,381,351	-	-	-	-	-	5,822,111	48,861,353	-	-	48,861,353	-	-	-	-	-	111,415,000
2021	460,664	2,000,000	2,428,978	-	-	-	-	-	4,889,642	53,751,995	-	-	53,751,995	-	-	-	-	-	111,415,000
2022	620,510	2,000,000	2,477,857	-	-	-	-	-	5,098,067	58,849,862	-	-	58,849,862	-	-	-	-	-	111,415,000
2023	783,170	2,000,000	2,527,108	-	-	-	-	-	5,310,279	64,159,940	-	-	64,159,940	-	-	-	-	-	111,415,000
2024	948,917	2,000,000	2,577,651	-	-	-	-	-	5,526,568	69,686,508	-	-	69,686,508	-	-	-	-	-	111,415,000
2025	1,112,470	2,000,000	2,629,204	-	-	-	-	-	5,741,674	75,428,182	-	-	75,428,182	-	-	-	-	-	111,415,000
2026	1,274,150	2,000,000	2,681,788	-	-	-	-	-	5,956,338	81,384,120	-	-	81,384,120	-	-	-	-	-	111,415,000
2027	1,437,834	2,000,000	2,735,423	-	-	-	-	-	6,173,268	87,557,378	-	-	87,557,378	-	-	-	-	-	111,415,000
2028	1,601,518	2,000,000	2,790,132	-	-	-	-	-	6,400,464	93,957,842	-	-	93,957,842	-	-	-	-	-	111,415,000
2029	1,770,202	2,000,000	2,846,936	-	-	-	-	-	6,638,399	100,596,238	-	-	100,596,238	-	-	-	-	-	111,415,000
2030	1,944,886	2,000,000	2,905,870	-	-	-	-	-	6,887,274	107,483,512	-	-	107,483,512	-	-	-	-	-	111,415,000
2031	2,125,570	2,000,000	2,967,902	-	-	-	-	-	7,147,176	114,630,688	-	-	114,630,688	-	-	-	-	-	111,415,000
2032	2,313,254	2,000,000	3,033,434	-	-	-	-	-	7,426,910	122,057,598	-	-	122,057,598	-	-	-	-	-	111,415,000
2033	2,507,938	2,000,000	3,103,566	-	-	-	-	-	7,727,476	129,785,074	-	-	129,785,074	-	-	-	-	-	111,415,000
2034	2,709,622	2,000,000	3,178,300	-	-	-	-	-	8,048,776	137,833,850	-	-	137,833,850	-	-	-	-	-	111,415,000
2035	2,918,306	2,000,000	3,257,634	-	-	-	-	-	8,398,110	146,231,960	-	-	146,231,960	-	-	-	-	-	111,415,000
2036	3,134,990	2,000,000	3,341,568	-	-	-	-	-	8,776,678	155,008,638	-	-	155,008,638	-	-	-	-	-	111,415,000
2037	3,359,674	2,000,000	3,430,102	-	-	-	-	-	9,183,780	164,191,818	-	-	164,191,818	-	-	-	-	-	111,415,000
2038	3,593,358	2,000,000	3,523,236	-	-	-	-	-	9,627,014	173,818,832	-	-	173,818,832	-	-	-	-	-	111,415,000
2039	3,836,042	2,000,000	3,621,870	-	-	-	-	-	10,106,248	183,925,080	-	-	183,925,080	-	-	-	-	-	111,415,000
2040	4,087,726	2,000,000	3,725,504	-	-	-	-	-	10,621,482	194,546,562	-	-	194,546,562	-	-	-	-	-	111,415,000
2041	4,348,410	2,000,000	3,834,138	-	-	-	-	-	11,172,716	205,719,278	-	-	205,719,278	-	-	-	-	-	111,415,000
2042	4,619,094	2,000,000	3,947,772	-	-	-	-	-	11,750,450	217,479,728	-	-	217,479,728	-	-	-	-	-	111,415,000
2043	4,899,778	2,000,000	4,065,406	-	-	-	-	-	12,365,884	229,885,612	-	-	229,885,612	-	-	-	-	-	111,415,000
2044	5,180,462	2,000,000	4,187,040	-	-	-	-	-	13,019,318	242,904,930	-	-	242,904,930	-	-	-	-	-	111,415,000
2045	5,471,146	2,000,000	4,312,674	-	-	-	-	-	13,713,752	256,618,682	-	-	256,618,682	-	-	-	-	-	111,415,000
2046	5,771,830	2,000,000	4,442,308	-	-	-	-	-	14,455,186	271,073,868	-	-	271,073,868	-	-	-	-	-	111,415,000
2047	6,082,514	2,000,000	4,576,942	-	-	-	-	-	15,245,620	286,319,488	-	-	286,319,488	-	-	-	-	-	111,415,000
2048	6,404,200	2,000,000	4,716,576	-	-	-	-	-	16,086,054	302,405,542	-	-	302,405,542	-	-	-	-	-	111,415,000
2049	6,736,886	2,000,000	4,861,210	-	-	-	-	-	16,977,488	319,383,020	-	-	319,383,020	-	-	-	-	-	111,415,000
2050	7,080,572	2,000,000	5,010,844	-	-	-	-	-	17,918,922	337,301,940	-	-	337,301,940	-	-	-	-	-	111,415,000
2051	7,435,258	2,000,000	5,164,478	-	-	-	-	-	18,911,356	356,173,296	-	-	356,173,296	-	-	-	-	-	111,415,000
2052	7,801,944	2,000,000	5,323,112	-	-	-	-	-	19,956,790	376,120,086	-	-	376,120,086	-	-	-	-	-	111,415,000
2053	8,180,630	2,000,000	5,486,746	-	-	-	-	-	21,056,224	397,176,310	-	-	397,176,310	-	-	-	-	-	111,415,000
2054	8,571,316	2,000,000	5,655,380	-	-	-	-	-	22,211,658	419,387,968	-	-	419,387,968	-	-	-	-	-	111,415,000
2055	8,974,002	2,000,000	5,829,014	-	-	-	-	-	23,423,092	442,861,060	-	-	442,861,060	-	-	-	-	-	111,415,000
2056	9,388,688	2,000,000	6,007,648	-	-	-	-	-	24,690,736	467,551,796	-	-	467,551,796	-	-	-	-	-	111,415,000
2057	9,815,374	2,000,000	6,191,282	-	-	-	-	-	26,025,470	493,577,266	-	-	493,577,266	-	-	-	-	-	111,415,000
2058	10,254,060	2,000,000	6,380,916	-	-	-	-	-	27,428,204	520,955,470	-	-	520,955,470	-	-	-	-	-	111,415,000
2059	10,704,746	2,000,000	6,576,550	-	-	-	-	-	28,899,938	559,855,402	-	-	559,855,402	-	-	-	-	-	111,415,000
2060	11,167,432	2,000,000	6,778,184	-	-	-	-	-	30,441,672	600,397,074	-	-	600,397,074	-	-	-	-	-	111,415,000
2061	11,642,118	2,000,000	6,984,818	-	-	-	-	-	32,055,406	642,652,480	-	-	642,652,480	-	-	-	-	-	111,415,000
2062	12,128,804	2,000,000	7,197,452	-	-	-	-	-	33,744,140	686,696,620	-	-	686,696,620	-	-	-	-	-	111,415,000
2063	12,626,490	2,000,000	7,417,086	-	-	-	-	-	35,519,874	732,616,494	-	-	732,616,494	-	-	-	-	-	111,415,000
2064	13,135,176	2,000,000	7,643,720	-	-	-	-	-	37,373,608	780,490,102	-	-	780,490,102	-	-	-	-	-	111,415,000
2065	13,654,862	2,000,000	7,877,354	-	-	-	-	-	39,307,342	830,197,444	-	-	830,197,444	-	-	-	-	-	111,415,000
2066	14,185,548	2,000,000	8,118,988	-	-	-	-	-	41,322,076	881,719,520	-	-	881,719,520	-	-	-	-	-	111,415,000
2067	14,727,234	2,000,000	8,368,622	-	-	-	-	-	43,418,810	934,638,330	-	-	934,638,330	-	-	-	-	-	111,415,000
2068	15,279,920	2,000,000	8,626,256	-	-	-	-	-	45,597,544	989,045,874	-	-	989,045,874	-	-	-	-	-	111,415,000
2069	15,842,606	2,000,000	8,891,890	-	-	-	-	-	47,859,278	1,045,045,152	-	-	1,045,045,152	-	-	-	-	-	111,415,000
2070	16,415,292	2,000,000	9,165,524	-	-	-	-	-	50,205,012	1,101,750,164	-	-	1,101,750,164	-	-	-	-	-	111,415,000
2071	17,007,978	2,000,000	9,447,158	-	-	-	-	-	52,636,746	1,169,186,910	-	-	1,169,186,910	-	-	-	-	-	111,415,000
2072	17,620,664	2,000,000	9,736,792	-	-	-	-	-	55,155,480	1,237,342,390	-	-	1,237,342,390	-	-	-	-	-	111,415,000
2073	18,253,350	2,000,000	10,034,426	-	-	-	-	-	57,764,214	1,306,106,604	-	-	1,306,106,604	-	-	-	-	-	111,415,000
2074	18,906,036	2,000,000	10,341,060	-	-	-	-	-	60,457,948	1,375,564,552	-	-	1,375,564,552	-	-	-	-	-	111,415,000
2075	19,578,722	2,000,000	10,655,694	-	-	-	-	-	63,236,682	1,445,701,234	-	-	1,445,701,234	-	-	-	-	-	111,415,000
2076	20,271,408	2,000,000	10,978,328	-	-	-	-	-	66,106,416	1,516,507,650	-	-	1,516,507,650	-	-	-	-	-	111,415,000
2077	20,984,094	2,000,000	11,309,962	-	-	-	-	-	69,063,150	1,588,874,800	-	-	1,588,874,800	-	-	-	-	-	111,415,000
2078	21,716,780	2,000,000	11,650,596	-	-	-	-	-	72,101,884	1,662,876,684	-	-	1,662,876,684	-	-	-	-	-	111,415,000
2079	22,469,466	2,000,000	12,001,230	-	-	-	-	-	75,226,618	1,738,403,302	-	-	1,738,403,302	-	-	-	-	-	111,415,000
2080	23,242,152	2,000,000	12,361,864	-	-	-	-	-	78,433										



School Capital Funding Capacity – Case 2a (15 Year Financing)

15 Year Amortization & 3.25% Interest Rate – Issue Debt to Fund Identified School Projects

A FY	B Decline in Total Debt Service	C Capital Reserve Transfer ¹	D Potential Article 46 Quarter Cent Sales Tax ²	E Remaining 2009A GO Bond Proceeds	F Remaining Lottery Fund Balance and Annual Distributions	G Unassigned School Fund Balance	H Operational savings due to School scheduling modifications	I Annual Funds Available for Capital	J Cumulative Funds Available for Capital	K Capital and Debt Service Requirements			M Total Capital	N Surplus/Deficit (Column I - Column M)	O Capital Reserve Utilized	P Cumulative Surplus/Deficit	Q Cash Capital	R Debt Capital	S Total Capital	T Cumulative Capital
										Cash Capital	Annual Debt Service	Surplus/Deficit (Column I - Column M)								
2014																				
2015		21,926,864						21,926,864	21,926,864											
2016		2,000,000	2,200,000					4,008,294	26,335,158											
2017	208,294	2,000,000	2,200,000					6,500,540	31,835,698											
2018	1,386,540	2,000,000	2,200,000					5,604,211	37,439,908											
2019	1,315,331	2,000,000	2,288,880					5,609,334	43,339,242											
2020	1,435,276	2,000,000	2,334,658					5,522,111	48,861,963											
2021	1,140,760	2,000,000	2,381,351					4,889,642	53,751,595											
2022	460,664	2,000,000	2,428,878					5,098,067	58,849,662											
2023	620,510	2,000,000	2,577,108					5,310,279	64,159,940											
2024	783,170	2,000,000	2,577,108					5,528,568	69,688,508											
2025	948,917	2,000,000	2,577,108					5,746,674	75,435,182											
2026	1,112,470	2,000,000	2,629,204					5,965,938	81,398,120											
2027	1,274,150	2,000,000	2,681,788					6,173,258	87,571,378											
2028	1,437,834	2,000,000	2,735,123					6,408,464	93,966,502											
2029	3,618,332	2,000,000	2,846,535					10,379,106	106,344,947											
2030	5,533,171	2,000,000	2,960,853					10,436,024	116,780,972											
2031	5,533,171	2,000,000	2,960,853					10,494,081	127,735,053											
2032	5,533,171	2,000,000	2,960,853					10,553,300	137,828,353											
2033	5,533,171	2,000,000	3,020,129					10,613,702	148,442,055											
2034	5,533,171	2,000,000	3,080,531					10,675,313	159,117,367											
2035	5,533,171	2,000,000	3,204,985					10,738,156	169,855,523											
2036	5,533,171	2,000,000	3,334,468					10,802,255	180,657,778											
2037	5,533,171	2,000,000	3,269,684					10,867,437	191,525,415											
2038	5,533,171	2,000,000	3,469,178					10,934,326	202,469,742											
2039	5,533,171	2,000,000	3,404,156					11,002,349	213,462,091											
2040	5,533,171	2,000,000	3,538,662					11,071,733	224,533,824											
2041	5,533,171	2,000,000	3,669,178					11,142,504	235,676,328											
2042	5,533,171	2,000,000	3,809,333					11,214,691	246,891,019											
2043	5,533,171	2,000,000	3,881,520					11,288,321	258,179,340											
2044	5,533,171	2,000,000	3,755,150					11,363,424	269,542,764											
2045	5,533,171	2,000,000	3,830,253					11,440,029	280,982,784											
2046	5,533,171	2,000,000	3,908,858					11,518,166	292,500,960											
2047	5,533,171	2,000,000	3,984,999					11,597,866	304,098,827											
2048	5,533,171	2,000,000	4,064,695					11,679,160	315,777,987											
2049	5,533,171	2,000,000	4,145,989					11,762,080	327,540,067											
2050	5,533,171	2,000,000	4,228,899					11,846,658	339,395,725											
2051	5,533,171	2,000,000	4,313,487					11,932,928	351,312,653											
2052	5,533,171	2,000,000	4,399,757					12,020,923	363,340,576											
2053	5,533,171	2,000,000	4,487,752					12,110,678	375,481,295											
2054	5,533,171	2,000,000	4,577,507					12,202,228	387,855,483											
2055	5,533,171	2,000,000	4,669,057					12,295,609	399,443,092											
2056	5,533,171	2,000,000	4,762,438					12,390,858	412,339,951											
2057	5,533,171	2,000,000	4,857,687					12,488,088	425,547,638											
2058	5,533,171	2,000,000	4,954,395					12,588,483	439,162,033											
2059	5,533,171	2,000,000	5,052,662					12,690,046	453,184,695											
2060	5,533,171	2,000,000	5,152,595					12,793,761	467,624,490											
2061	5,533,171	2,000,000	5,254,192					12,899,528	482,482,618											
2062	5,533,171	2,000,000	5,357,451					13,007,459	497,759,069											
2063	5,533,171	2,000,000	5,462,382					13,117,652	513,461,451											
2064	5,533,171	2,000,000	5,568,995					13,229,207	529,590,646											
2065	5,533,171	2,000,000	5,677,349					13,342,404	546,147,995											
2066	5,533,171	2,000,000	5,787,464					13,457,252	563,135,247											
2067	5,533,171	2,000,000	5,899,349					13,573,761	580,564,506											
2068	5,533,171	2,000,000	6,013,094					13,691,912	608,446,590											
2069	5,533,171	2,000,000	6,128,817					13,811,575	636,785,407											
2070	5,533,171	2,000,000	6,246,538					13,933,760	665,592,945											
2071	5,533,171	2,000,000	6,366,277					14,058,477	694,870,222											
2072	5,533,171	2,000,000	6,488,054					14,185,732	725,129,256											
2073	5,533,171	2,000,000	6,611,889					14,314,535	756,374,041											
2074	5,533,171	2,000,000	6,737,794					14,444,406	788,607,835											
2075	5,533,171	2,000,000	6,865,781					14,575,355	821,834,516											
2076	5,533,171	2,000,000	6,995,871					14,709,376	856,060,887											
2077	5,533,171	2,000,000	7,128,085					14,846,481	891,294,972											
2078	5,533,171	2,000,000	7,262,444					14,986,708	927,543,816											
2079	5,533,171	2,000,000	7,408,979					15,130,179	964,814,845											
2080	5,533,171	2,000,000	7,567,814					15,276,726	1,003,117,069											
2081	5,533,171	2,000,000	7,729,079					15,425,897	1,042,560,166											
2082	5,533,171	2,000,000	7,892,894					15,577,714	1,083,153,060											
2083	5,533,171	2,000,000	8,059,289					15,732,179	1,124,895,749											
2084	5,533,171	2,000,000	8,228,294					15,889,344	1,167,797,143											
2085	5,533,171	2,000,000	8,400,049					16,048,719	1,211,866,162											
2086	5,533,171	2,000,000	8,573,594					16,210,844	1,257,102,756											
2087	5,533,171	2,000,000	8,749,969					16,375,769	1,303,517,725											
2088	5,533,171	2,000,000	8,929,214					16,544,344	1,351,012,069											
2089	5,533,171	2,000,000	9,111,369					16,715,619	1,409,596,688											
2090	5,533,171	2,000,000	9,296,474					16,889,644	1,469,381,382											
2091	5,533,171	2,000,000	9,484,569					17,067,459	1,530,367,151											
2092	5,533,171	2,000,000	9,675,694					17,248,984	1,592,565,135											
2093	5,533,171	2,000,000	9,870,009					17,433,949	1,655,976,334											
2094	5,533,171	2,000,000	10,067,664					17,622,584	1,720,600,868											



School Capital Funding Capacity – Case 2b (15 Year Financing)

15 Year Amortization & 3.25% Interest Rate – Cash / Debt Fund Identified School Projects

FY	Funds Available for School Capital				Capital and Debt Service Requirements				Cash Flow Surplus (Deficit)				Assumed School Capital Funding						
	Decline in Total Debt Service	Capital Reserve Balance and Transfer ¹	Potential Arise 46 Quarter Cent Sales Tax ²	Remaining 2009A GO Bond Proceeds	Lottery Fund Balance and Annual Distributions	Unassigned School Fund Balance	Operational savings due to School scheduling modifications	Annual Funds Available for Capital	Cumulative Funds Available for Capital	Cash Capital	Annual Debt Service	Total Capital	Surplus/(Deficit) (Column 1 - Column 9)	Capital Reserve Utilized	Cumulative Surplus/(Deficit)	Cash Capital	Debt Capital	Total Capital	Cumulative Capital
2014																			
2015		21,926,864						21,926,864											
2016		208,294	2,000,000	2,200,000			4,408,294	26,335,158											
2017		1,385,540	2,000,000	2,244,000			5,630,540	31,965,698											
2018		1,315,331	2,000,000	2,288,880			5,604,211	37,569,908											
2019		1,435,276	2,000,000	2,334,658			5,769,934	43,339,842											
2020		1,460,664	2,000,000	2,381,351			5,842,015	49,181,857											
2021		1,477,834	2,000,000	2,428,978			5,926,812	55,108,669											
2022		1,487,834	2,000,000	2,477,108			6,014,940	61,123,609											
2023		1,491,332	2,000,000	2,527,651			6,107,983	67,231,592											
2024		1,493,171	2,000,000	2,579,853			6,206,024	73,437,616											
2025		1,493,171	2,000,000	2,634,466			6,309,636	79,747,252											
2026		1,491,332	2,000,000	2,692,853			6,418,185	86,165,437											
2027		1,487,834	2,000,000	2,753,424			6,536,258	92,701,695											
2028		1,482,540	2,000,000	2,816,531			6,664,071	99,365,766											
2029		1,475,540	2,000,000	2,882,384			6,801,924	106,167,690											
2030		1,467,000	2,000,000	2,950,999			6,950,923	113,118,613											
2031		1,457,000	2,000,000	3,022,853			7,111,776	120,230,389											
2032		1,445,500	2,000,000	3,098,910			7,284,410	127,514,799											
2033		1,432,500	2,000,000	3,179,331			7,468,741	134,973,540											
2034		1,418,000	2,000,000	3,264,658			7,664,659	142,618,199											
2035		1,402,000	2,000,000	3,355,150			7,872,159	150,450,358											
2036		1,383,500	2,000,000	3,450,985			8,091,144	158,571,502											
2037		1,362,500	2,000,000	3,562,084			8,331,128	167,002,630											
2038		1,339,000	2,000,000	3,688,466			8,592,594	175,745,034											
2039		1,313,000	2,000,000	3,830,178			8,875,772	184,820,806											
2040		1,284,000	2,000,000	3,987,662			9,180,434	194,241,340											
2041		1,252,000	2,000,000	4,161,333			9,507,767	204,039,097											
2042		1,217,000	2,000,000	4,351,520			9,858,287	214,216,817											
2043		1,179,000	2,000,000	4,558,540			10,336,827	224,785,364											
2044		1,138,000	2,000,000	4,783,500			10,952,327	235,237,691											
2045		1,093,000	2,000,000	5,027,500			11,714,827	246,572,518											
2046		1,044,000	2,000,000	5,291,500			12,626,327	258,898,845											
2047		990,000	2,000,000	5,575,500			13,696,827	272,215,672											
2048		932,000	2,000,000	5,879,500			14,935,327	286,551,000											
2049		870,000	2,000,000	6,193,500			16,353,827	301,904,827											
2050		804,000	2,000,000	6,527,500			17,962,327	318,377,154											
2051		734,000	2,000,000	6,881,500			19,760,827	335,937,981											
2052		660,000	2,000,000	7,256,500			21,749,327	354,687,308											
2053		583,000	2,000,000	7,652,500			23,926,827	374,614,135											
2054		503,000	2,000,000	8,069,500			26,303,327	395,717,462											
2055		420,000	2,000,000	8,507,500			28,890,827	418,108,289											
2056		334,000	2,000,000	8,966,500			31,689,327	441,797,616											
2057		246,000	2,000,000	9,446,500			34,699,827	466,497,443											
2058		157,000	2,000,000	9,947,500			37,921,327	492,418,770											
2059		68,000	2,000,000	10,470,500			41,364,827	519,583,597											
2060			2,000,000	11,026,500			45,031,327	548,615,000											
Total									138,535,759	107,200,601	26,335,158				278,804,192			111,415,000	

¹ Includes \$18,926,864 of Capital Reserve Balance and \$3,000,000 transferred in 2016. Assumes \$2,000,000 is transferred in FY 2017 and beyond.
² Total net sales tax after property tax reduction is shown. These funds may be shared between schools and county. Assumes 2.0% growth annually.

Note: Assumes proposed debt issues are amortized with a level principal structure over 15 years at a 3.25% interest rate.
 Source: LGC Bond Ledger and 2014 CAFR



School Capital Funding Capacity – Case 3a (20 Year Financing)

20 Year Amortization & 4.25% Interest Rate – Issue Debt to Fund Identified School Projects

A	B	C	D	E	F			H	I	J	K			M	N	O	P	Q	R	S	T
					Capital Reserve Transfers ¹	Potential Article 46 Quarter Cent Sales Tax ²	Remaining Lottery Fund Balance and Annual Distributions				Unassigned School Fund Balance	Operational savings due to School scheduling modifications	Annual Funds Available for Capital								
2014	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2015	-	21,926,864	-	-	-	-	-	-	-	21,926,864	-	-	-	-	-	-	-	-	-	-	-
2016	-	2,000,000	2,000,000	-	-	-	-	-	-	4,008,294	-	-	-	-	-	-	-	-	-	-	-
2017	208,294	2,000,000	2,204,000	-	-	-	-	-	-	6,930,540	-	-	-	-	-	-	-	-	-	-	-
2018	1,386,540	2,000,000	2,244,000	-	-	-	-	-	-	5,604,211	31,965,698	-	-	-	-	-	-	-	-	-	-
2019	1,315,331	2,000,000	2,288,880	-	-	-	-	-	-	5,694,211	37,669,908	2,834,663	2,834,663	5,313,754	290,456	29,421,491	27,585,002	27,585,000	26,435,000	26,435,000	84,586,000
2020	1,435,276	2,000,000	2,334,658	-	-	-	-	-	-	5,769,934	43,339,842	7,635,423	7,635,423	6,054,754	(1,865,489)	1,865,489	27,585,002	27,585,000	26,830,000	26,830,000	111,415,000
2021	1,140,760	2,000,000	2,381,351	-	-	-	-	-	-	5,522,111	48,861,963	9,937,455	9,937,455	5,140,658	(4,415,344)	4,415,344	23,140,658	23,140,658	26,830,000	26,830,000	111,415,000
2022	460,664	2,000,000	2,428,978	-	-	-	-	-	-	4,889,642	53,751,585	9,700,698	9,700,698	4,181,056	(4,811,056)	4,811,056	18,329,602	18,329,602	26,830,000	26,830,000	111,415,000
2023	620,510	2,000,000	2,477,857	-	-	-	-	-	-	4,988,067	58,849,662	9,463,941	9,463,941	(4,365,874)	(4,365,874)	4,365,874	13,963,727	13,963,727	26,830,000	26,830,000	111,415,000
2024	783,170	2,000,000	2,527,108	-	-	-	-	-	-	5,310,279	64,159,940	9,227,184	9,227,184	(3,916,906)	(3,916,906)	3,916,906	10,046,821	10,046,821	26,830,000	26,830,000	111,415,000
2025	948,917	2,000,000	2,577,651	-	-	-	-	-	-	5,528,568	69,686,508	8,990,428	8,990,428	(3,463,860)	(3,463,860)	3,463,860	6,682,962	6,682,962	26,830,000	26,830,000	111,415,000
2026	1,112,470	2,000,000	2,629,204	-	-	-	-	-	-	5,741,674	75,428,182	8,753,671	8,753,671	(3,011,996)	(3,011,996)	3,011,996	3,570,965	3,570,965	26,830,000	26,830,000	111,415,000
2027	1,274,160	2,000,000	2,681,786	-	-	-	-	-	-	5,965,938	81,394,120	8,516,914	8,516,914	(2,560,976)	(2,560,976)	2,560,976	1,009,989	1,009,989	26,830,000	26,830,000	111,415,000
2028	1,437,834	2,000,000	2,735,132	-	-	-	-	-	-	6,113,258	87,557,378	8,280,157	8,280,157	(2,108,899)	(2,108,899)	2,108,899	(1,096,910)	(1,096,910)	26,830,000	26,830,000	111,415,000
2029	1,601,508	2,000,000	2,790,132	-	-	-	-	-	-	6,266,642	93,864,520	8,043,400	8,043,400	(1,650,064)	(1,650,064)	1,650,064	(731,846)	(731,846)	26,830,000	26,830,000	111,415,000
2030	1,770,182	2,000,000	2,845,335	-	-	-	-	-	-	6,418,976	100,343,497	7,806,643	7,806,643	(1,200,000)	(1,200,000)	1,200,000	(311,846)	(311,846)	26,830,000	26,830,000	111,415,000
2031	1,944,856	2,000,000	2,902,653	-	-	-	-	-	-	6,578,320	107,061,817	7,569,886	7,569,886	(750,000)	(750,000)	750,000	(461,846)	(461,846)	26,830,000	26,830,000	111,415,000
2032	2,125,530	2,000,000	2,962,510	-	-	-	-	-	-	6,748,664	114,114,381	7,333,129	7,333,129	(300,000)	(300,000)	300,000	(161,846)	(161,846)	26,830,000	26,830,000	111,415,000
2033	2,312,004	2,000,000	3,020,129	-	-	-	-	-	-	6,928,008	121,042,410	7,096,373	7,096,373	(150,000)	(150,000)	150,000	(11,846)	(11,846)	26,830,000	26,830,000	111,415,000
2034	2,504,478	2,000,000	3,080,531	-	-	-	-	-	-	7,116,552	128,158,941	6,859,616	6,859,616	(0)	(0)	0	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2035	2,702,952	2,000,000	3,142,449	-	-	-	-	-	-	7,296,000	135,171,390	6,622,859	6,622,859	(150,000)	(150,000)	150,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2036	2,907,426	2,000,000	3,204,985	-	-	-	-	-	-	7,478,544	142,183,839	6,386,102	6,386,102	(300,000)	(300,000)	300,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2037	3,117,900	2,000,000	3,269,684	-	-	-	-	-	-	7,670,088	149,203,523	6,149,345	6,149,345	(450,000)	(450,000)	450,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2038	3,334,374	2,000,000	3,334,466	-	-	-	-	-	-	7,870,632	156,234,011	5,903,588	5,903,588	(600,000)	(600,000)	600,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2039	3,556,848	2,000,000	3,403,156	-	-	-	-	-	-	8,076,176	163,275,187	5,658,831	5,658,831	(750,000)	(750,000)	750,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2040	3,785,322	2,000,000	3,476,878	-	-	-	-	-	-	8,283,720	170,326,963	5,414,074	5,414,074	(900,000)	(900,000)	900,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2041	4,020,800	2,000,000	3,558,662	-	-	-	-	-	-	8,496,264	177,389,739	5,170,317	5,170,317	(1,050,000)	(1,050,000)	1,050,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2042	4,272,280	2,000,000	3,653,333	-	-	-	-	-	-	8,716,808	184,563,542	4,925,560	4,925,560	(1,200,000)	(1,200,000)	1,200,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2043	4,530,760	2,000,000	3,764,033	-	-	-	-	-	-	8,944,352	191,857,894	4,670,803	4,670,803	(1,350,000)	(1,350,000)	1,350,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2044	4,795,240	2,000,000	3,881,520	-	-	-	-	-	-	9,182,896	199,272,700	4,416,046	4,416,046	(1,500,000)	(1,500,000)	1,500,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2045	5,066,720	2,000,000	4,015,008	-	-	-	-	-	-	9,432,440	206,917,506	4,151,289	4,151,289	(1,650,000)	(1,650,000)	1,650,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2046	5,344,200	2,000,000	4,156,496	-	-	-	-	-	-	9,692,984	214,794,312	3,886,532	3,886,532	(1,800,000)	(1,800,000)	1,800,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2047	5,628,680	2,000,000	4,303,984	-	-	-	-	-	-	9,964,528	222,919,120	3,621,775	3,621,775	(1,950,000)	(1,950,000)	1,950,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2048	5,919,160	2,000,000	4,467,472	-	-	-	-	-	-	10,247,072	231,366,928	3,357,018	3,357,018	(2,100,000)	(2,100,000)	2,100,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2049	6,215,640	2,000,000	4,648,960	-	-	-	-	-	-	10,540,616	240,147,736	3,091,261	3,091,261	(2,250,000)	(2,250,000)	2,250,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2050	6,518,120	2,000,000	4,848,000	-	-	-	-	-	-	10,845,160	249,272,544	2,825,504	2,825,504	(2,400,000)	(2,400,000)	2,400,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2051	6,826,600	2,000,000	5,055,600	-	-	-	-	-	-	11,151,704	258,744,352	2,560,747	2,560,747	(2,550,000)	(2,550,000)	2,550,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2052	7,141,080	2,000,000	5,271,080	-	-	-	-	-	-	11,468,248	268,565,160	2,300,990	2,300,990	(2,700,000)	(2,700,000)	2,700,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2053	7,471,560	2,000,000	5,494,560	-	-	-	-	-	-	11,794,792	278,734,968	2,051,233	2,051,233	(2,850,000)	(2,850,000)	2,850,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2054	7,818,040	2,000,000	5,720,040	-	-	-	-	-	-	12,132,336	289,262,776	1,806,476	1,806,476	(3,000,000)	(3,000,000)	3,000,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2055	8,170,520	2,000,000	5,957,520	-	-	-	-	-	-	12,480,880	300,153,584	1,564,719	1,564,719	(3,150,000)	(3,150,000)	3,150,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2056	8,529,000	2,000,000	6,206,000	-	-	-	-	-	-	12,840,424	311,414,392	1,325,962	1,325,962	(3,300,000)	(3,300,000)	3,300,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2057	8,893,480	2,000,000	6,476,480	-	-	-	-	-	-	13,211,968	323,045,200	1,090,205	1,090,205	(3,450,000)	(3,450,000)	3,450,000	(1,846)	(1,846)	26,830,000	26,830,000	111,415,000
2058	9,263,960	2,000,000	6,760,960	-	-	-	-	-	-	13,604,512	335,056,008	874,448	874,448	(3,600,000)	(3,600,000)	3,600,000	(1,8				

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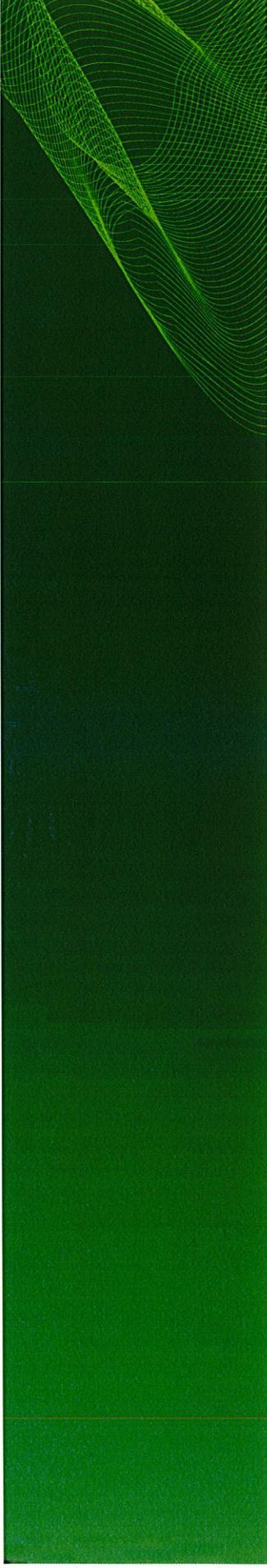
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Appendix K
 FY 2016

MOORE COUNTY RATE CHART

COUNCIL DISTRICT	BUDGETED PROJECTED REVENUE										BUDGETED PROJECTED REVENUE	REMARKS	
	0.455	0.445	0.479	0.465	0.465	0.465	0.465	0.465	0.465	0.465			0.465
COUNCIL DISTRICT 1	0.040	0.030	0.025	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	\$55,023,789	On track 91.94% collected, no FB App. trans \$200K in from Cap Reserve to bal budget
COUNCIL DISTRICT 2												\$2,367,115	on track 91.94% collected, \$833K FB Appropriated in FY15/16
COUNCIL DISTRICT 3												\$3,331,664	on track 91.94% collected, with \$0.883 CR; Propose 10.4 Rate by FC budget of \$4,228,000
COUNCIL DISTRICT 4	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	\$1,372,752		Legislation allows up to 6%. Requires BOC action
COUNCIL DISTRICT 5													County gets admin fee of 3%, reduced to 2% after \$500K collected

EMS Fund	Budgeted	Actually Used FB
ALS Tax	FB Appropriation	
FY10/11	\$296K	\$0
FY11/12	\$576K	\$2,637,299 (Narrow Banding Project)
FY12/13	\$416K	\$2,504
FY13/14	\$687K	\$216,250
FY14/15	\$515K	\$793,827
FY15/16	\$833K	\$380,501 to date