



**MOORE COUNTY BOARD OF COMMISSIONERS  
SPECIAL MEETING  
WEDNESDAY, FEBRUARY 24, 2021, 9:30 A.M.  
MOORE COUNTY SENIOR ENRICHMENT CENTER  
8040 US HWY 15/501**

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The Moore County Board of Commissioners convened for a special meeting (work session) at 9:30am, Wednesday, February 24, 2021, in the Grand Hall of the Moore County Senior Enrichment Center.

**Commissioners Present:**

Chairman Frank Quis, Vice Chairman Louis Gregory, Jerry Daeke, Catherine Graham, Otis Ritter

\*\*\*\*\*

Chairman Quis called the meeting to order at 9:43am. County Manager Wayne Vest offered the invocation and Vice Chairman Louis Gregory led the Pledge of Allegiance. Mr. Vest welcomed everyone and expressed appreciation to Department of Aging Director Terri Prots and her staff for hosting the day's meeting.

2020 and 2021 Accomplishments

Mr. Vest reviewed highlights of accomplishments realized in fiscal year 2020/2021.

Preliminary Items

Mr. Vest reviewed preliminary items including the budget schedule, FY21 rates information, and items affecting all funds, such as retirement, health insurance, COVID, etc.

FY 22 Discussion by Fund

Mr. Vest and Internal Auditor Tami Golden presented information regarding the General Fund 100. Some department directors were also present and provided information regarding pressure points in their respective budgets. Information was presented by the Sheriff and his staff, Public Safety Director Bryan Phillips, and Planning/Transportation Director Debra Ensminger.

*A ten-minute break was provided.*

EMS Chief Grant Hunsucker presented information regarding the Emergency Management ALS Fund 200. Director Phillips discussed the retirement of Dr. Milewski.

Deputy Chiefs Mike Cameron and Rich Lambdin with the Fire Commission presented information regarding the Fire Commission Fund 215.

*The Board recessed for lunch at approximately 12:40pm and reconvened at 1:00pm. Boxed lunches were prepared by the Department of Aging.*

County Engineer Brian Patnode presented information regarding Utility Funds 600, 610, and 620 on behalf of Public Works Director Randy Gould.

Moore County Airport Executive Director Scott Malta provided information regarding the Airport Authority Fund 640.

#### Capital Update

Capital Projects Manager Rich Smith and Mr. Dan Mace, architect with Moseley Architects, provided an update on the new courthouse project. Mr. Mitch Brigulio with the County's financial advisors Davenport & Co. then provided information regarding financing of the project and reviewed the timeline.

#### Closing Comments

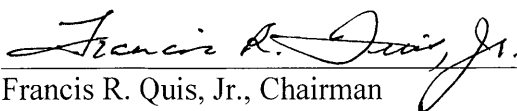
Mr. Vest discussed the capital investments made by the County in recent years. He also noted the desire to recognize County employees for their efforts through the COVID-19 pandemic, possibly by awarding additional leave time.

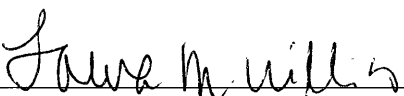
Chairman Quis thanked everyone who had been working on the budget. He said there were lots of demands faced by the commissioners and they would consider each one. Commissioner Daeke said the meeting had been very informative. Commissioner Graham noted that although the County had spent over \$200M on capital projects, it had been done at a great time with low interest rates which saved millions of dollars for Moore County citizens. She thanked staff for their efforts. Commissioner Gregory said the County was facing challenging times and the commissioners had a lot to consider. He expressed his appreciation to everyone. Commissioner Ritter comment regarding the amount of knowledge he had gained in the meeting.

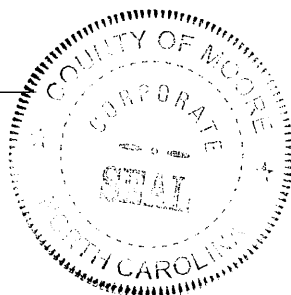
The full meeting packet including presentations provided is hereby incorporated as a part of these minutes by attachment as Appendix A.

#### Adjournment

There being no further business, upon motion made by Commissioner Gregory, seconded by Commissioner Ritter, the Board voted 5-0 to adjourn the February 24, 2021, special meeting of the Moore County Board of Commissioners at 2:36pm.

  
Francis R. Quis, Jr., Chairman

  
Laura M. Williams, Clerk to the Board





Appendix A  
02/24/2021

**MOORE COUNTY BOARD OF COMMISSIONERS  
SPECIAL MEETING: BUDGET WORK SESSION  
WEDNESDAY, FEBRUARY 24, 2021, 9:30 A.M.  
MOORE COUNTY SENIOR ENRICHMENT CENTER, 8040 US HWY 15/501**

- I. **Call to Order** - *Chairman Frank Quis*
- II. **Invocation** - *County Manager Wayne Vest*
- III. **Pledge of Allegiance** - *Vice Chairman Louis Gregory*
- IV. **2020 and 2021 Accomplishments**
- V. **Preliminary Items**
  - A) Budget Schedule / Calendar
  - B) FY 21 Budget and Rates
  - C) All-Encompassing Items (i.e. retirement, health insurance, COVID)
- VI. **FY 22 Discussion by Fund**
  - A) General Fund 100  
\*\*\*10 Minute Break
  - B) Emergency Management ALS Fund 200
  - C) Fire Commission Fund 215  
\*\*\*Lunch Break (boxed lunch provided)
  - D) Utility Funds 600, 610, and 620
  - E) Airport Authority Fund 640
- VII. **Capital Update**
  - A) Court Facility
  - B) Financing
- VIII. **Other** (*as time permits*)
  - A) Capital Reserve Fund 250
  - B) School and College Bonds Update
  - C) Fund Balances
- IX. **Closing Comments / Adjournment**

**February 24, 2021 Winter Summit - Budget Work Session**  
**Senior Enrichment Center 9:30 a.m.**

**2020 and 2021 Accomplishments to Note:**

- Successfully developed and adopted FY 2021 budget.
- Successfully collected over 99% of property tax levy.
  - 99.5% collected for FY end June 30, 2020.
  - 97.80% collected as of January 31, 2021 for FY 21.
- Affirmed the County bond rating - February 2021.
  - Moody's last rating change 2/7/2019 to Aa1 from Aa2.
  - Standard & Poor's last rating change 8/8/2018 to AA+ from AA.
- Completed the 123M GO Bond Issuances

| <b>GO Bonds</b>             | <b>Amount</b>       | <b>Interest Rate</b> | <b>Bond Premium Amount</b> |
|-----------------------------|---------------------|----------------------|----------------------------|
| Aberdeen                    | \$31,000,000        | 2.944296%            | \$2,472,281                |
| Southern Pines              | \$34,000,000        | 2.659623%            | \$3,474,273                |
| Pinehurst                   | \$38,000,000        | 1.914800%            | \$4,712,988                |
| Sandhills Community College | <u>\$20,000,000</u> | 1.286687%            | <u>\$2,109,310</u>         |
|                             | \$123,000,000       |                      | \$12,768,852               |

- Credit Rating Overview Sheet from Davenport

### **Budget FY 2021-2022: Preliminary Items:**

- Budget Schedule approved by Board February 2, 2021
- Summary Calendar
- “Budget on a Slide” FY21 Current Fiscal Year Budget and Rates
- Items that Effect every Fund
  - Retirement – 1.2% increase for all employees including LEO.
    - Rate change from 10.15% to 11.35% for employees.
    - LEO from 10.90% to 12.10%.
    - This is for all funds with paid employees a total of \$500K increase overall. (GF increase is approx. \$400K of this amount).
  - Health Insurance
  - COVID Impact

### **Budget FY 2021-2022: Discussion by Fund:**

- FY22 Discussion by Fund
  - General Fund 100
    - Revenue
      - General Fund Revenue Budget Pie Chart
      - Property Tax Collection % to Date
      - FY22 Valuation Range Estimates
      - Sales Tax
      - Departmental Fees
    - Expenditures
      - General Fund Expenditure Budget Pie Chart
      - Sheriff-Position Requests - Sheriff Fields and Others
      - 911 Communications-Position Request-Bryan Phillips
      - Planning/Inspections-Position Requests - Debra Ensminger
      - New Debt Service – College
      - New Debt Service – Court

## **BREAK**

- Emergency Management - ALS Fund 200 – Bryan Phillips
  - Position Request
  - Medical Director
  - Ambulance cost and replacement
- Fire Commission Fund 215 – Mike Cameron/Rich Lambdin
  - ISO Ratings/Operational Performance
  - New Stations
  - Funding Formula/Rate Discussion

## **LUNCH**

- Utility Funds 600, 610 and 620 (rates and projects not accounted for) - Randy Gould
  - Capital Projects – Interceptor (WPCP) and Water Plant (Utilities)
  - Rate Study and Fee Changes for Utilities Fund 610 and EMWD Fund 620
- Airport Authority Fund 640– Authority Chair Tom McPherson, Board Member John Boesch and Airport Manager Scotty Malta

## **BREAK**

- Capital Update
  - Court Facility Update-Rich Smith/Moseley-Dan Mace and Jason Hopkins
  - Financing (Davenport–Mitch Brigulio)
- If time permits:
  - Capital Reserve Fund 250 for Govt Projects
  - School bond/College Bond Update
  - Fund Balances

| FY21 Adopted Gross and Net Budget by Fund |                                  |                      |               |                |               | FY22 Proposed Budget Information       |  |  |  |                   |
|-------------------------------------------|----------------------------------|----------------------|---------------|----------------|---------------|----------------------------------------|--|--|--|-------------------|
| Fund                                      | Fund Name                        | Fund Type            | Gross Budget  | Less Transfers | Net Budget    | Primary Revenue Sources                |  |  |  | Proposed Tax Rate |
| 100                                       | General/IT/PM                    | General              | \$115,787,913 | -\$5,529,234   | \$110,258,679 | Prop Tax, Sales Tax, Fees, Grants      |  |  |  | \$0.5100          |
| 200                                       | Public Safety/Emergency Mgmt     | Special Revenue      | \$9,467,764   | -\$2,067,108   | \$7,400,656   | ALS Tax, Ins. Pmts, Med Cost Settle    |  |  |  | \$0.0400          |
| 210                                       | E911 Telephone                   | Special Revenue      | \$338,676     | \$0            | \$338,676     | PSAP Funding E911 State Funding        |  |  |  |                   |
| 215                                       | Fire, Ambulance, Rescue District | Special Revenue      | \$5,113,790   | \$0            | \$5,113,790   | Prop Tax and ALS \$450,000 transfer in |  |  |  | \$0.1050          |
| 220                                       | Soil Water Conservation District | Special Revenue      | \$19,891      | \$0            | \$19,891      | Fees and State Grant                   |  |  |  |                   |
| 230                                       | Transportation Services          | Special Revenue      | \$1,161,106   | -\$365,880     | \$795,226     | Fees and Grants                        |  |  |  |                   |
| 600                                       | Water Pollution Control Plant    | Enterprise           | \$5,642,557   | -\$299,107     | \$5,343,450   | Fees for Services                      |  |  |  |                   |
| 610                                       | Public Utilities                 | Enterprise           | \$13,794,488  | -\$913,215     | \$12,881,273  | Fees for Services                      |  |  |  |                   |
| 620                                       | East Moore Water District        | Enterprise           | \$2,779,059   | \$0            | \$2,779,059   | Fees for Services                      |  |  |  |                   |
| 810                                       | Risk Management                  | Internal Service     | \$9,228,842   | -\$8,900       | \$9,219,942   | Fees for Services - Internal           |  |  |  |                   |
|                                           | Total County Funds               |                      | \$163,334,086 | -\$9,183,444   | \$154,150,642 |                                        |  |  |  |                   |
| 260                                       | Convention & Visitor's Bureau    | Comp Unit/Spec Rev   | \$1,254,000   | -\$48,000      | \$1,206,000   | Occupancy Tax                          |  |  |  |                   |
| 640                                       | Airport Authority                | Comp Unit/Enterprise | \$3,716,759   | -\$84,600      | \$3,632,159   | Fees for Services                      |  |  |  |                   |
|                                           | Total Component Units            |                      | \$4,970,759   | -\$132,600     | \$4,838,159   |                                        |  |  |  |                   |
|                                           | Totals                           |                      | \$168,304,845 | -\$9,316,044   | \$158,988,801 |                                        |  |  |  |                   |

| Tax Rates           |  | FY14/15 Tax Rate | FY15/16 Tax Rate | FY16/17 Tax Rate | FY17/18 Tax Rate | FY18/19 Tax Rate | FY19/20 Tax Rate* | FY20/21 Tax Rate | FY21/22 Tax Rate-Proposed |
|---------------------|--|------------------|------------------|------------------|------------------|------------------|-------------------|------------------|---------------------------|
| County/General      |  | \$0.465          | \$0.465          | \$0.465          | \$0.465          | \$0.465          | \$0.510           | \$0.510          | \$0.510                   |
| ALS                 |  | \$0.020          | \$0.020          | \$0.030          | \$0.030          | \$0.040          | \$0.040           | \$0.040          | \$0.040                   |
| Fire Districts      |  |                  |                  | \$0.085          | \$0.090          | \$0.095          | \$0.095           | \$0.095          | \$0.095                   |
| A. Southern Pines   |  | \$0.089          |                  |                  |                  |                  |                   |                  |                           |
| B. Crestline        |  | \$0.083          |                  |                  |                  |                  |                   |                  |                           |
| C. Pinebluff        |  | \$0.086          |                  |                  |                  |                  |                   |                  |                           |
| D. Pinehurst        |  | \$0.084          |                  |                  |                  |                  |                   |                  |                           |
| E. Seven Lakes      |  | \$0.040          |                  |                  |                  |                  |                   |                  |                           |
| F. West End         |  | \$0.069          |                  |                  |                  |                  |                   |                  |                           |
| G. Eastwood         |  | \$0.070          |                  |                  |                  |                  |                   |                  |                           |
| J. Robbins          |  | \$0.063          |                  |                  |                  |                  |                   |                  |                           |
| K. Carthage         |  | \$0.064          |                  |                  |                  |                  |                   |                  |                           |
| M. Highfalls        |  | \$0.066          |                  |                  |                  |                  |                   |                  |                           |
| N. Eagle Springs    |  | \$0.075          |                  |                  |                  |                  |                   |                  |                           |
| P. Aberdeen         |  | \$0.092          |                  |                  |                  |                  |                   |                  |                           |
| Q. Crains Creek     |  | \$0.111          |                  |                  |                  |                  |                   |                  |                           |
| T. Whispering Pines |  | \$0.058          |                  |                  |                  |                  |                   |                  |                           |
| V. Cypress Pointe   |  | \$0.081          |                  |                  |                  |                  |                   |                  |                           |
| W. Westmoore        |  | \$0.070          |                  |                  |                  |                  |                   |                  |                           |

\*Revaluation

**Property Tax Estimates FY2021 - FY2022 as compared to FY21 and FY20**

| <b>General Fund 100</b>    | <b>\$ .51/\$100</b> | <b>Total Valuation</b> | <b>100% Revenue</b> | <b>98.5% Budget Revenue</b> | <b>Increase \$</b> | <b>Penny Equals</b> |
|----------------------------|---------------------|------------------------|---------------------|-----------------------------|--------------------|---------------------|
| 2019-2020 Approved Budget* |                     | \$13,761,278,162       | \$70,182,519        | \$69,170,381                | \$11,679,241       | \$1,344,321         |
| 2020-2021 Approved Budget  |                     | \$14,056,314,658       | \$71,687,205        | \$70,262,590                | \$1,092,209        | \$1,365,737         |
| * Revaluation Year         |                     |                        |                     |                             |                    |                     |

|              |                             |                  |              |              |             |             |
|--------------|-----------------------------|------------------|--------------|--------------|-------------|-------------|
| General Fund | 1.0% increase tax base FY22 | \$14,196,877,805 | \$72,404,077 | \$71,318,016 | \$1,055,426 | \$1,386,431 |
| General Fund | 1.5% increase tax base FY22 | \$14,267,159,378 | \$72,762,513 | \$71,671,075 | \$1,408,485 | \$1,393,354 |
| General Fund | 2.0% increase tax base FY22 | \$14,337,440,951 | \$73,120,949 | \$72,024,135 | \$1,761,545 | \$1,400,277 |
| General Fund | 2.5% increase tax base FY22 | \$14,407,722,524 | \$73,479,385 | \$72,377,194 | \$2,114,604 | \$1,407,200 |

| <b>EMS/ALS Fund 200</b>    | <b>\$ .04/\$100</b> | <b>Total Valuation</b> | <b>100% Revenue</b> | <b>98.5% Budget Revenue</b> | <b>Increase \$</b> | <b>Penny Equals</b> |
|----------------------------|---------------------|------------------------|---------------------|-----------------------------|--------------------|---------------------|
| 2019-2020 Approved Budget* |                     | \$13,761,278,162       | \$5,504,511         | \$5,395,128                 | \$479,654          | \$134,878           |
| 2020-2021 Approved Budget  |                     | \$14,056,314,658       | \$5,622,526         | \$5,511,591                 | \$116,463          | \$137,790           |

|                    |                             |                  |             |             |           |           |
|--------------------|-----------------------------|------------------|-------------|-------------|-----------|-----------|
| ALS                | 1.0% increase tax base FY22 | \$14,196,877,805 | \$5,678,751 | \$5,593,570 | \$81,979  | \$140,089 |
| ALS                | 1.5% increase tax base FY22 | \$14,267,159,378 | \$5,706,864 | \$5,621,261 | \$109,670 | \$140,782 |
| ALS                | 2.0% increase tax base FY22 | \$14,337,440,951 | \$5,734,976 | \$5,648,952 | \$137,361 | \$141,473 |
| ALS                | 2.5% increase tax base FY22 | \$14,407,722,524 | \$5,763,089 | \$5,676,643 | \$165,052 | \$142,166 |
| * Revaluation Year |                             |                  |             |             |           |           |

| <b>Fire Fund 215</b>       | <b>\$ .095/\$100</b> | <b>Total Valuation</b> | <b>100% Revenue</b> | <b>98.5% Budget Revenue</b> | <b>Increase \$</b> | <b>Penny Equals</b> |
|----------------------------|----------------------|------------------------|---------------------|-----------------------------|--------------------|---------------------|
| 2019-2020 Approved Budget* |                      | \$4,826,794,734        | \$4,585,455         | \$4,471,673                 | \$297,229          | \$470,702           |
| 2020-2021 Approved Budget  |                      | \$4,947,464,602        | \$4,700,091         | \$4,584,590                 | \$112,917          | \$482,588           |

|                    |                             |                 |             |             |           |           |
|--------------------|-----------------------------|-----------------|-------------|-------------|-----------|-----------|
| Fire               | 1.0% increase tax base FY22 | \$4,996,939,248 | \$4,747,092 | \$4,675,886 | \$91,296  | \$492,198 |
| Fire               | 1.5% increase tax base FY22 | \$5,021,676,571 | \$4,770,593 | \$4,699,034 | \$114,444 | \$494,635 |
| Fire               | 2.0% increase tax base FY22 | \$5,046,413,894 | \$4,794,093 | \$4,722,182 | \$137,592 | \$497,072 |
| Fire               | 2.5% increase tax base FY22 | \$5,071,151,217 | \$4,817,594 | \$4,745,330 | \$160,740 | \$499,508 |
| * Revaluation Year |                             |                 |             |             |           |           |

# Fiscal Year Contribution Projection

## Alternate #2



Alternate #2 (-1.5% return in 2018, Option Red)

| Fiscal Year<br>Ending | Employer<br>Contribution Rate - |                             | Employer<br>Contribution Rate - |                           | Member<br>Contributions | Benefit Payments |
|-----------------------|---------------------------------|-----------------------------|---------------------------------|---------------------------|-------------------------|------------------|
|                       | General and<br>Firefighters     | Law Enforcement<br>Officers | Law Enforcement<br>Officers     | Employer<br>Contributions |                         |                  |
| 6/30/2020             | 8.95%                           | 9.70%                       | 9.70%                           | 567,955,000               | 379,993,000             | 1,299,578,000    |
| 6/30/2021             | 10.15%                          | 10.90%                      | 10.90%                          | 669,903,000               | 390,814,000             | 1,399,923,000    |
| 6/30/2022             | 11.35%                          | 12.10%                      | 12.10%                          | 762,590,000               | 398,393,000             | 1,476,109,000    |
| 6/30/2023             | 12.46%                          | 14.18%                      | 14.18%                          | 865,055,000               | 406,609,000             | 1,555,583,000    |
| 6/30/2024             | 12.68%                          | 14.40%                      | 14.40%                          | 899,627,000               | 415,508,000             | 1,636,454,000    |
| 6/30/2025             | 13.34%                          | 15.07%                      | 15.07%                          | 966,726,000               | 424,924,000             | 1,721,133,000    |
| 6/30/2026             | 13.17%                          | 14.91%                      | 14.91%                          | 976,555,000               | 434,725,000             | 1,811,804,000    |
| 6/30/2027             | 12.99%                          | 14.74%                      | 14.74%                          | 986,686,000               | 444,944,000             | 1,905,040,000    |
| 6/30/2028             | 12.82%                          | 14.58%                      | 14.58%                          | 997,282,000               | 455,664,000             | 2,000,914,000    |
| 6/30/2029             | 12.09%                          | 13.86%                      | 13.86%                          | 965,168,000               | 466,964,000             | 2,096,997,000    |
| 6/30/2030             | 11.02%                          | 12.80%                      | 12.80%                          | 904,349,000               | 478,876,000             | 2,193,907,000    |
| 6/30/2031             | 9.76%                           | 11.55%                      | 11.55%                          | 825,389,000               | 491,431,000             | 2,290,599,000    |
| 6/30/2032             | 8.65%                           | 10.44%                      | 10.44%                          | 753,847,000               | 504,650,000             | 2,387,030,000    |
| 6/30/2033             | 7.84%                           | 9.65%                       | 9.65%                           | 704,795,000               | 518,575,000             | 2,482,992,000    |
| 6/30/2034             | 7.15%                           | 8.96%                       | 8.96%                           | 664,032,000               | 533,295,000             | 2,577,387,000    |
| 6/30/2035             | 6.80%                           | 8.60%                       | 8.60%                           | 650,667,000               | 548,802,000             | 2,670,273,000    |
| 6/30/2036             | 6.33%                           | 8.14%                       | 8.14%                           | 626,538,000               | 565,026,000             | 2,762,328,000    |
| 6/30/2037             | 6.04%                           | 7.85%                       | 7.85%                           | 616,701,000               | 581,954,000             | 2,854,248,000    |

# North Carolina Local Option Sales Taxes

## Local Option Sales & Use Tax Articles in N.C. General Statutes

| Article | Rate     | Purpose                            | Allocation           | Adjustment under GS 105-486 | Levied by                               | Shared with Municipals        |
|---------|----------|------------------------------------|----------------------|-----------------------------|-----------------------------------------|-------------------------------|
| 39      | 1¢       | General                            | Point of Destination | No                          | 100 Counties                            | Yes                           |
| 40      | 1/2¢     | 70% General;<br>30% School Capital | Per Capita           | Yes                         | 100 Counties                            | Yes                           |
| 42      | 1/2¢     | 40% General;<br>60% School Capital | Point of Destination | Yes (food portion only)     | 100 Counties                            | Yes                           |
| 43      | ¼¢ or ½¢ | Public Transit                     | Point of Destination | No                          | Durham,<br>Mecklenburg,<br>Orange, Wake | Yes, if city operates transit |
| 46      | 1/4¢     | General                            | Point of Destination | No                          | 42 counties                             | No                            |

## County Sales Tax Rates

| COUNTY              |            |           |            |              |            | Sales Tax Rate                              | Articles Levied                                                         |
|---------------------|------------|-----------|------------|--------------|------------|---------------------------------------------|-------------------------------------------------------------------------|
| <b>56 Counties</b>  |            |           |            |              |            | <b>6.75%</b><br>2% local +<br>4.75% State   | Article 39<br>Article 40<br>Article 42                                  |
| Alamance            | Camden     | Dare      | Hyde       | Northampton  | Tyrrell    |                                             |                                                                         |
| Alleghany           | Carteret   | Davie     | Iredell    | Pamlico      | Union      |                                             |                                                                         |
| Avery               | Caswell    | Forsyth   | Johnston   | Pender       | Vance      |                                             |                                                                         |
| Beaufort            | Chatham    | Franklin  | Lenoir     | Perquimans   | Warren     |                                             |                                                                         |
| Bertie              | Chowan     | Gates     | Macon      | Person       | Washington |                                             |                                                                         |
| Bladen              | Cleveland  | Granville | Madison    | Polk         | Watauga    |                                             |                                                                         |
| Brunswick           | Columbus   | Guilford  | McDowell   | Richmond     | Wayne      |                                             |                                                                         |
| Burke               | Craven     | Henderson | Mitchell   | Scotland     | Wilson     |                                             |                                                                         |
| Caldwell            | Currituck  | Hoke      | Nash       | Stokes       | Yadkin     |                                             |                                                                         |
|                     |            |           |            | Transylvania | Yancey     |                                             |                                                                         |
| <b>40 Counties</b>  |            |           |            |              |            | <b>7%</b><br>2.25% local +<br>4.75% State   | Article 39<br>Article 40<br>Article 42<br>Article 46                    |
| Alexander           | Cherokee   | Gaston    | Jackson    | New Hanover  | Rowan      |                                             |                                                                         |
| Anson               | Clay       | Graham    | Jones      | Onslow       | Rutherford |                                             |                                                                         |
| Ashe                | Cumberland | Greene    | Lee        | Pasquotank   | Sampson    |                                             |                                                                         |
| Buncombe            | Davidson   | Halifax   | Lincoln    | Pitt         | Stanly     |                                             |                                                                         |
| Cabarrus            | Duplin     | Harnett   | Martin     | Randolph     | Surry      |                                             |                                                                         |
| Catawba             | Edgecombe  | Haywood   | Montgomery | Robeson      | Swain      |                                             |                                                                         |
|                     |            | Hertford  | Moore      | Rockingham   | Wilkes     |                                             |                                                                         |
| Mecklenburg<br>Wake |            |           |            |              |            | <b>7.25%</b><br>2.5% local +<br>4.75% State | Article 39<br>Article 40<br>Article 42<br>Article 43 (½¢)               |
| Durham<br>Orange    |            |           |            |              |            | <b>7.5%</b><br>2.75% local +<br>4.75% State | Article 39<br>Article 40<br>Article 42<br>Article 43 (½¢)<br>Article 46 |

Rates as of May 1, 2019



## Basics of North Carolina Local Option Sales Taxes

### Overview:

North Carolina counties rely heavily on local sales taxes as an important revenue source within the county general fund to support critical public services. Local sales taxes are the second largest county-levied revenue stream and comprise on average 12 percent of total county revenues.

Per the Tax Foundation's Sales Tax Clearinghouse, North Carolina is one of 38 states that authorize, or provide for, a local sales tax levy; 45 states levy a state sales tax. (Alaska permits a local sales tax but not a state sales tax and California (1%), Utah (1.25%) and Virginia (1%) collect a "local" sales tax that is distributed to local governments.) North Carolina counties are limited in the amount and type of local sales taxes to those specifically authorized by the state legislature.

The General Assembly authorized the first cent of local option sales tax in 1971 "to afford the counties and municipalities...with opportunity to obtain an added source of revenue with which to meeting their growing financial needs" (105-464. Purpose and intent). In comparison, the state initially imposed its first state sales tax in 1933, following a significant restructuring of state v. local government service and funding responsibilities.

While cited statutorily as a local government sales and use tax, the local sales tax levy is imposed solely by the board of county commissioners by resolution following a favorable referendum, if required, or by board resolution. North Carolina's Department of Revenue oversees local sales tax collections from retailers, in concert with state sales tax collections.

The tax is levied within the county as a whole, meaning local sales taxes collected within municipal boundaries and unincorporated areas are credited to the county area. Most, but not all, of the levies are shared with the cities within the county's borders.

A penny of local sales taxes generates roughly \$1.1 billion in revenues, of which 2/3rds of the proceeds on average are distributed to counties. The local sales tax levy generally applies to most tangible goods and closely tracks the state's sales tax base with a few exceptions. Most notably, motor vehicles and utilities are not subject to the local sales tax while food purchases are taxed locally but were phased out of the state sales tax base in 1998.

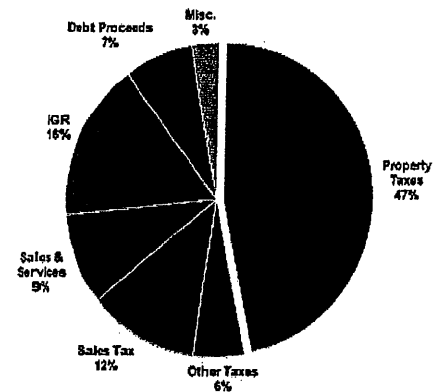
All counties levy at least 2 percent in sales taxes. As of this writing, 27 counties have 2.25 percent, one has 2.5 percent and 2 have 2.75 percent.

### Inter-County Local Sales Tax Allocations:

#### **Point of Delivery Allocation**

North Carolina maintains two distinct, and unique, inter-county allocation methods for sales taxes collected under the local levy. The point of delivery allocation method credits the county to which the goods are delivered, and all local sales tax levies save a ½ cent tax are allocated in this manner (as of this writing). Generally point of delivery coincides with the point of sale, e.g. where the sales transaction actually occurs and the purchaser walks away with the goods in hand. However, larger items such as appliances and, perhaps more importantly, construction materials may be delivered to the purchaser's home or where the goods are to be used. It is the county area to which the goods are delivered that is credited for the sales tax collected. North Carolina changed its point of sale allocation method to that of

### Revenues:



point of delivery in 2001 to become compliant with the *Streamlined Sales Tax Agreement* (see below). This followed a 1987 legislative change in sourcing from destination (point of delivery) to the retailer's location (point of sale).

Some counties report addressing problems by vendors who rely solely on the purchaser's 5-digit zip code to source the sale on goods delivered in a county other than that of the retailer. Since zip codes can cross county lines, the sale could be credited to the incorrect county and the incorrect county sales tax rate could be applied to the sale. This may be particularly acute in developing counties that border urbanized retail centers – the local sales tax on housing construction materials may be sourced to the incorrect county if based only on the 5-digit zip code.

### **Per Capita Allocation**

The second inter-county allocation method is based on the county's population as a percent of the state's total population, according to the most recent state-certified population estimates. Local sales taxes allocated under the per capita method are collected in a statewide pool and then allocated to the county area based on the county's population percentage.

However, a statutory adjustment is made prior to the individual county area distribution that could increase, decrease or retain the actual per capita percentage. This adjustment factor, ranging from 1.49 in Dare County to 0.81 in Columbus County, is thought to correct for the 1987 sourcing change from destination to the retailer's location, and was put in place in conjunction with legislative authority for the second ½ cent per capita local sales tax.

There are several states that allocate a portion of their state-levied sales taxes on a per capita basis but we know of no other state that allocates locally-levied sales taxes via the per capita method. There has been discussion regarding the constitutionality of having a locally-levied tax whose proceeds are used outside of the tax levying jurisdiction.

### **Intra-County Local Sales Tax Allocations:**

Counties may choose one of two methods to share the proceeds of qualifying county area sales tax levies with their municipalities—by ad valorem or per capita (not to be confused with the inter-county per capita allocation). Generally, the ad valorem method favors counties. Counties must designate the method by adopting a board resolution in April and providing a certified copy of the resolution within 15 days following its adoption to N.C. DoR, to become effective the next fiscal year. Should a county not adopt a distribution method each year, the current distribution method in effect remains as is. As of this writing, 47 counties have elected to use the ad valorem method while 53 counties have chosen the per capita allocation.

### **Ad Valorem Method**

This method allocates qualifying intra-county sales taxes in proportion to the property tax levied by a county and its municipalities in the previous fiscal year. For example, if Carolina County levied \$50 million in property taxes and Dogwood City levied \$25 million in property taxes, Carolina County would receive 66.6% of total proceeds (\$50 mil / (\$50 mil + \$25 mil)). The N.C. DoR collects property tax levy information annually to set the distribution.

Included in the property tax levy, if applicable, are any special district property taxes levied by either the county or city on behalf of the special district. If these levies are included, then the county or city levying the tax on behalf of the special district must share its proceeds in proportion to the amount of property taxes levied. School districts with a supplemental tax would likewise receive a share of the county's allocation.

### **Per Capita Method**

This method allocates qualifying intra-county sales taxes based on a unit's population to the total county population plus the populations of all eligible municipalities. For example, if Carolina County's population was 100,000 and the populations for its three municipalities totaled 75,000, Carolina County would

receive 57.1% of the total proceeds ( $100,000 / (100,000 + 75,000)$ ). Population figures reflect the most recent state-certified population estimate.

Special district populations are not included in the tally and no distribution is made to special districts under the per capita method.

### **Hybrid Method?**

Onslow County received special legislative authority to combine the ad valorem and per capita inter-county method, but has since elected to use the ad valorem method alone.

### **Specific Local Sales Tax Levy Authority:**

Several local option sales taxes have been authorized since the initial local sales tax in 1971. Below is a description of each local sales tax as referenced by its statutory citation in General Statute Chapter 105. Largely, any local sales tax authorized prior to 2000 included unprepared food sales in the local sales tax base. After the state phased out food sales in the state sales tax base in 1998, the General Assembly has not permitted any new local sales tax levies to be applied to unprepared food.

In keeping with the *Streamlined Sales Tax Agreement* (see below) and following the state's phase out of state sales taxes on unprepared food, the 2 percent local sales tax on food—its administration and accounting—is now treated as if it is a state sales tax (beginning with fiscal year 2003 collections). For allocation purposes, one-half of the food sales tax is distributed on a per capita basis while the other half is distributed proportional to the 1997-98 Article 39 tax on food. Overall, food accounted for nearly \$140 million per penny in 2012-13, or 12.5 percent of the total.

### **Article 39**

Article 39 was the original local option sales tax and authorized in 1971. It was set at one percent of eligible sales, the highest individual levy authorized, and is allocated on a point of delivery basis. All counties impose Article 39, which may be levied via a referendum or by board resolution (if no referendum failed with 5 years of board action).

Since Article 39 was the original local sales tax, all subsequent local sales tax articles refer back to Article 39 for administrative purposes. For example, Article 39 outlines the steps for repealing a local sales tax and allows for a petition of 15% of qualified voters to force a referendum on the levy's repeal. (Dare County's levy of a 1 percent sales tax for beach re-nourishment, as allowed under a local bill, was repealed in this manner).

### **Article 40**

Article 40 was authorized in 1983 to provide "an added source of revenue with which to meet their (counties and cities) growing financial needs, and to reduce their reliance on other revenues, such as the property tax" (105-481. Purpose and intent). Set at one-half percent, Article 40 is allocated on a per capita basis. All counties impose Article 40, which may be levied similarly to Article 39.

Article 40's statutory language requires counties to set aside 30 percent of its proceeds for public school capital outlay purposes, including school indebtedness. When originally enacted, counties were required to set aside 40 percent for the first 5 years of the levy, and then 30 percent for the next 5 years. Cities sharing in the distribution had similar set aside requirements for water and sewer capital outlays. The General Assembly enacted legislation to extend the county-required set aside indefinitely while the city set aside was allowed to sunset.

A county may petition the Local Government Commission to allow the county to use part or all of its required set aside for purposes other than school capital needs, if it can demonstrate that it is able to meet its public school capital needs without Article 40 proceeds. Informal discussions with the LGC indicate that the local board of education would need to sign off on the county's petition prior to the LGC approving the set aside release. **As of this writing, the LGC has only approved one release to allow the set aside to be used in part for local public school current expense purposes.**

Since the local sales tax on food was converted to a “state” sales tax and decoupled from Article 40, the school capital set-aside is not required for the food portion of proceeds.

NCACC has developed a methodology to assist counties in calculating their set aside requirements.

#### **Article 42**

Article 42, authorized in 1986 at one-half percent, was originally allocated like Article 40 on a per capita basis. It too was enacted as an added source of local revenue and to reduce reliance on other revenues such as the property tax but also for the loss of “federal revenue sharing” (105-496. Purpose and intent).

After its enactment, counties could levy a total of 2 percent in sales taxes, with 50% allocated on a point of sale basis and 50% allocated on a per capita basis. All counties levy Article 42, which may be imposed similarly to Article 39.

In 2009, and as a part of the historic county Medicaid Relief Swap of 2007, Article 42 was converted from a per capita to a point-of-delivery basis. This change was made to reduce the state’s financial exposure to a state-funded hold harmless for those counties whose loss of Article 44 sales taxes as a part of the swap exceeded their gain from Medicaid relief.

The food sales tax receipts originally levied under Article 42, now levied under Article 5, the state’s sales tax legislation, remain distributed on a per capita basis.

Article 42, like Article 40, also has set aside requirements--current law requires counties to use 60 percent of Article 42 receipts for public school capital outlay purposes. As originally enacted, the required set aside stepped down and phased out after 11 years but subsequent legislation removed the step down and mandated the 60 percent set aside indefinitely. The General Assembly further modified the set aside to require counties whose Article 42 receipts are less under the point of delivery allocation to earmark enough revenue to make up for the loss of school construction funding.

#### **Article 44**

Article 44, set at one-half percent, was authorized in 2001 to replace state reimbursements for local tax base losses legislatively repealed in the 1980s. The state was facing a fiscal crisis at that time, and chose to withhold and repeal the local reimbursement distribution of \$333 million. All counties immediately took action to impose Article 44, which permitted an accelerated levy and collections schedule to replace lost state reimbursements within the 2001-2002 fiscal year.

As a part of the 2007 Medicaid Relief Swap, Article 44 was ceded to the state to offset the state’s increased Medicaid costs for assuming the county Medicaid cost share. Counties continue to see Article 44 adjustments as refund requests are processed and sales tax discoveries are made.

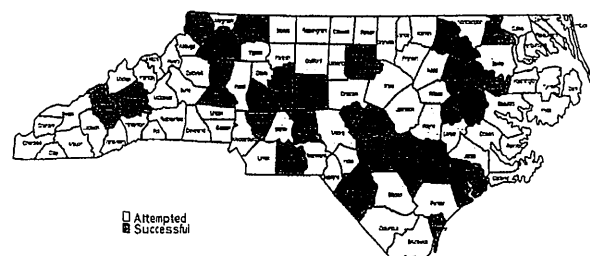
As originally enacted, Article 44 followed the then established local sales tax allocation of 50% per capita and 50% point of delivery, the first levy to have a dual allocation method. Legislation authorizing Article 44 provided for a 10-year hold harmless provision for those local governments whose expected Article 44 receipts did not replace their repealed state reimbursements. After several extensions, the Article 44 hold harmless sunset in 2013.

#### **Article 46**

Article 46, at one-quarter percent and allocated by point of delivery, was also authorized as a part of the 2007 Medicaid Relief swap, whereby legislators acknowledged the substantial infrastructure and operating demands facing county governments.

Unlike the previous local sales tax options, the county’s voters must approve its levy via an advisory referendum prior to board enactment. As of this writing, 29 counties have been successful in having Article 46 approved by their voters.

**Article 46 Sales Tax Referendum**



Article 46 is the only statewide local sales tax levy not shared with municipalities.

### Article 43

Article 43 began in 1997 as a one-half percent public transportation tax available only to Mecklenburg County. In 2007, the General Assembly extended the local sales tax authority under Article 43 to all counties, but continued to limit the tax proceeds for public transportation purposes only. A favorable advisory referendum must be held prior to imposition of Article 43.

The General Assembly also set stipulations on the amount of the levy. Mecklenburg, the Triangle Transit Authority (Durham, Orange, Wake), and the Triad Transit Authority (Forsyth and Guilford) may levy one-half percent for public transportation systems. All other counties may levy one-quarter percent if they or another local government within the county operates a public transportation system. If more than one local government operates a public transportation system within the county, Article 43 proceeds are allocated within the county on a per capita basis.

As of this writing, Mecklenburg, Durham and Orange have adopted the Article 43 half-cent sales tax for public transportation purposes.

## Summary of Local Option Sales Taxes

| G.S. & Year                                                   | Amount       | Referendum? | Allocation—<br>PD or PC? | Restricted Use?                          | Applies<br>to Food? |
|---------------------------------------------------------------|--------------|-------------|--------------------------|------------------------------------------|---------------------|
| Art. 39; 1971                                                 | 1 penny      | Optional    | PD                       | No                                       | Yes                 |
| Art. 40; 1983                                                 | ½ penny      | Optional    | PC                       | 30% for school capital                   | Yes                 |
| Art. 42; 1986                                                 | ½ penny      | Optional    | PD<br>(Originally PC)    | 60% for school capital                   | Yes                 |
| Art. 44; 2001<br><i>2007-ceded to state via Medicaid swap</i> | ½ penny      | Optional    | ½ PD; ½ PC               | No, but replaced repealed reimbursements | No                  |
| Art. 43; 2007 for all counties                                | ½ or ¼ penny | Required    | PD                       | Yes—public transit only                  | No                  |
| Art. 46; 2007                                                 | ¼ penny      | Required    | PD                       | No, & no city share                      | No                  |

### Mechanics of Local Option Sales Taxes

N.C. DoR oversees the monthly disbursement of local option sales taxes to the eligible local government unit, both counties and cities, via electronic transfer. It is important to define the sequencing of sales, collections, allocation and distribution to understand the timing of local sales tax revenues. While large retailers must remit proceeds twice during the sales month, they generally have until the 20<sup>th</sup> day of the following month to submit the sales tax allocation report to show what county area is to be credited with the sales tax collections.

N.C. DoR takes the month thereafter to calculate the distribution, make any changes based on amended returns, and arrange for the disbursement. Therefore, local government sales tax distributions in any

given month reflect actual sales made up to three months prior. For example, August “collections” reflect July vendor “sales,” which are processed and “allocated” in September, with a local government “distribution” made on or before Oct. 15. The October payment is the first month’s sales tax distribution allocated to the July-June fiscal year.

### **Sequencing of Local Sales Tax Collections & Receipt**



If a county board enacts a new sales tax levy, it becomes effective, e.g. collections start, on the first day of the next calendar quarter, provided that 90 days advance notice is given to N.C. DoR. Recent election law changes limit a county’s special election for a proposed sales tax levy increase to those election cycles in which all county precincts are open. Generally, this limits a special election to either the primary or general election in even-numbered years. A favorable local sales tax referendum in November would permit collections to begin the following April 1.

#### **Local Sales Tax Exemptions and Refunds**

While the state exempted its purchases from state and local sales taxes in 2004, all other eligible entities, largely local government units and non-profits, must apply for sales tax refunds in the fiscal year following the purchase. Given the burdensome nature of refund tracking and report filing, counties have long sought equal sales tax treatment with state agencies, namely to be exempted from paying state and local sales taxes at the onset. But because an exemption and its resulting \$90 million loss of state sales tax dollars would occur within the same fiscal year as the final \$90 million refund paid out of state funds, the General Assembly has balked at exempting local governments from state sales taxes.

Local school districts became eligible to seek sales tax refunds in 1998, and promptly lost that ability for state sales tax refunds in 2005. Consequently, counties file refunds for sales tax paid on county-funded school capital purchases. Community colleges are not eligible to receive sales tax refunds.

Counties are encouraged to monitor closely the sales tax refunds debited from their county area distribution, given the growth and expansion of these refunds. Overall, these refunds were \$187 million in 2012-13 for the local share alone. Much of the refund amount is attributed to hospitals and other non-profits. While the General Assembly did consider repealing non-profit and local government access to sales tax refunds, the final 2013 tax reform legislation limited non-profits to a total of \$13.3 million per local government refund paid, effective for purchases made on or after July 1, 2014.

Per G.S. 105-164.14 (f), counties may request in writing to DoR the refund detail for the previous 12 months, and the sales tax distribution report lists the total refunds month by month.

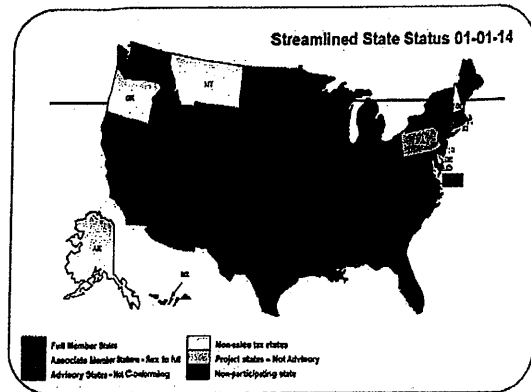
#### **Local Sales Taxes on Remote (On-Line) Sales**

Unless a company has a physical presence in the state—a nexus—the U.S. Supreme Court has ruled that the company is not required to collect sales taxes on purchases made by mail order, Internet, telephone, etc. Current N.C. state law requires the purchaser to pay the “use tax” on the purchase, although the State Department of Revenue reports that compliance is minimal and enforcement difficult.

Remote sellers have voiced concerns over managing sales tax collections for the 45 states and their localities that levy sales taxes, given disparate and changing rates and jurisdictions, differences in items subject to tax, and potential audit and reporting requirements for more than 7,000 governmental units. Working with the business community, the Streamlined Sales Tax Project (SSTP), whose membership

includes state legislators and executive branch representatives, designed a system to simplify sales tax collection and administration by retailers and states.

Under the SSTP's leadership, 34 states endorsed a proposal to simplify their tax laws and enter into a voluntary pact to collect remote sales taxes. This proposal requires state level administration of sales tax collections, uniformity in state and local tax bases and of major tax base definitions, central vendor registration, uniform sourcing rules, simplified tax returns and remittances, and consumer privacy protection. Participating vendors or their collections agents would receive some compensation for collection and remittance activities. The State of North Carolina has enacted the simplification measures needed to conform to the interstate compact, as have 21 other states.



Despite these simplification efforts, Congress has yet to enact legislation to require remote vendors to collect sales taxes on behalf of states and local governments. While the U.S. Senate passed the *Marketplace Fairness Act* in 2013, no U.S. House action was considered.

Amazon voluntarily began to collect state and local sales taxes in February 2014, as it initiated plans for siting a warehouse within North Carolina, creating in turn a physical nexus. The General Assembly's Fiscal Research Division estimates that Amazon's collections alone contribute roughly \$1 million monthly to county and city sales tax coffers.

## Sales Tax Distribution and Closeout Schedule

| Sales     | Collections | Closeout  | *Distribution |
|-----------|-------------|-----------|---------------|
| January   | February    | March     | April         |
| February  | March       | April     | May           |
| March     | April       | May       | June          |
| April     | May         | June      | July          |
| May       | June        | July      | August        |
| June      | July        | August    | September     |
| July      | August      | September | October       |
| August    | September   | October   | November      |
| September | October     | November  | December      |
| October   | November    | December  | January       |
| November  | December    | January   | February      |
| December  | January     | February  | March         |

### Monthly and Quarterly Ending Returns

|                     |                                                                                              |
|---------------------|----------------------------------------------------------------------------------------------|
| <b>Sales</b>        | Actual month or period the sale occurs                                                       |
| <b>Collections</b>  | Due date of return                                                                           |
| <b>Closeout</b>     | Month that the distribution is prepared and closeout prior to the end of the month           |
| <b>Distribution</b> | Month that the distribution is posted to the web and paid to the counties and municipalities |

| Example:     | Monthly  | Quarter Ending |
|--------------|----------|----------------|
| Sales        | January  | March          |
| Collections  | February | April          |
| Closeout     | March    | May            |
| Distribution | April    | June           |

\* The distribution usually occurs on the 15<sup>th</sup> of the month. If the 15<sup>th</sup> falls on a weekend or holiday, the distribution will occur on the next business day.

Quick reference: [https://files.nc.gov/ncdor/documents/fact-sheets/salesdistribution\\_closeout\\_schedule.pdf](https://files.nc.gov/ncdor/documents/fact-sheets/salesdistribution_closeout_schedule.pdf)

# Moore County Sheriff's Office



## Budget Overview FY22

### Position Requests

- Telecommunicator
- K-9 Deputy
- Deputy

### Budget Items of Interest

# Moore County Sheriff's Office



## Telecommunicator

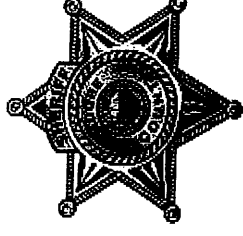
2013 - 28,302 calls for service at the Sheriff's Office  
2018 - 38,600 calls for service (36% increase in 5 years)  
2019 - 1 telecommunicator positions granted (Initial request was 2)  
2020 - 50,627 calls for service (24% increase in 2 years)

We have two part-time resource telecommunicators.

One is retired and only works one dayshift per week (8 hours).

The other is working the maximum allotted time allowed.

# Moore County Sheriff's Office



## K-9 Deputy

- Moore County citizen (Anonymous) offered to purchase (\$10,000)
- Primary function is narcotics detection and will be assigned to NID
- A K-9 will increase the efficiency, expediency and accuracy during searches
- Drugs, guns, and currency seizures will increase (Drug Fund self-supporting)

Acquired by the Sheriff's Office at no cost

Vehicle kennel for Chevrolet Tahoe \$3,500 (Vehicle currently assigned to NID)

Vehicle Alert system for Chevrolet Tahoe \$1,000

New kennel for home \$1,500

\*New vehicle can be purchased with drug funds to replace the Tahoe



County of Moore  
—North Carolina—

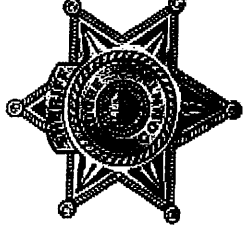
# Moore County Sheriff's Office



## **Deputy assigned to the 7 Lakes / West End area**

- 4800 residents in 7 Lakes and 9300 residents in the West End area
- Already assigned a deputy there with excellent results
- Developed and worked 21 cases and made 11 arrests in first 3 months
- Businesses and financial institutions are in need of law enforcement services
- Received multiple letters of support from business owners and HOA's
- 7 Lakes/West End Deputy is a permanent assignment (Backfill patrol)

# Moore County Sheriff's Office



## **Budget Items of Interest**

- Kenwood TDMA compliant radios Mobile \$2,200 (\$4,529 Motorola)  
Portable \$1,500 (\$4,200 Motorola)
- GreyKey for ICAC \$27k for FY22 (Paid \$18k out of drug funds for FY21) iOS devices
- PPE costs and usage have increased drastically (Nitrile gloves \$30, pre-COVID \$8)
- Ammunition increased 15% on state contract for FY22
- Medical Examiner \$60k budget is almost exhausted for FY21 (Unpredictable)
- Mental patient transports have increased
- Cost of Inmate Healthcare increase to \$393,180 (27% increase)  
Currently negotiating a 5 year contract

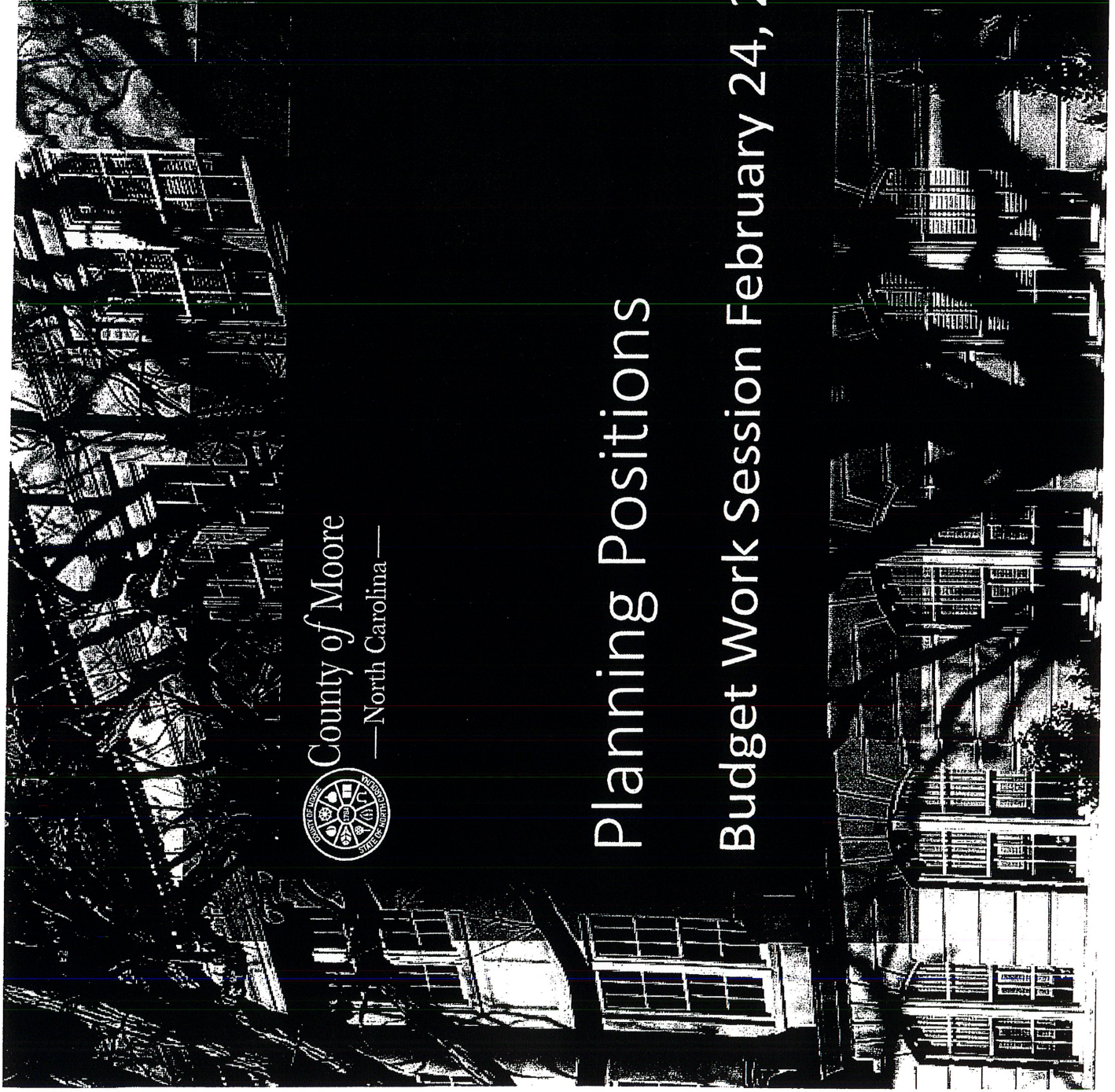




County of Moore  
—North Carolina—

# Planning Positions

## Budget Work Session February 24, 2021



# Current Positions:

- Planning:
  - Director
  - Assistant Director (reclassification of Senior Planner this year)
  - Administrative Officer I
  - Senior Planner
  - Housing Rehab Specialist



# Current Positions

- Building Inspections:
  - Permitting & Inspections Supervisor
  - (2) Permitting Technicians
  - (3) Building Inspectors



County of Moore  
—North Carolina—

## Positions Requesting FY 21-22 Budget

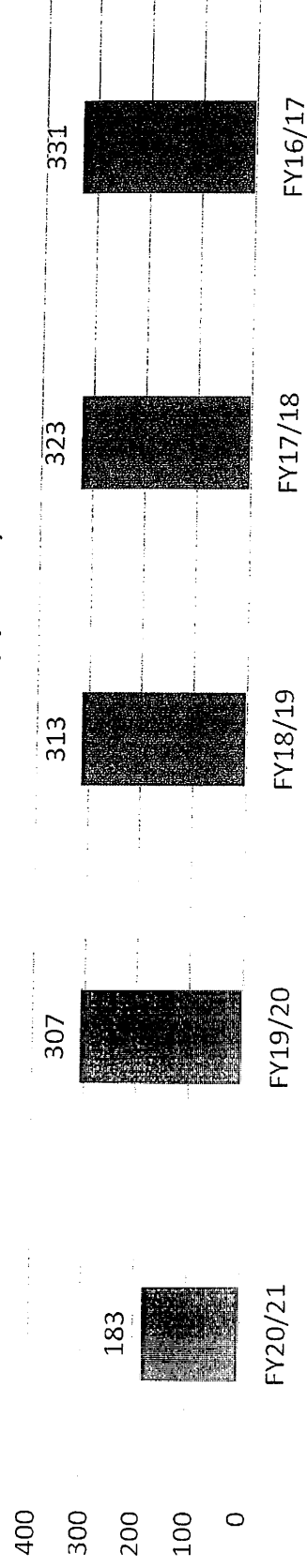
- Planning:
  - (1) Full-time Senior Planner
  - Reclass Senior Planner from Grade 26 to Grade 29
  - Reclass Administrative Officer I to Administrative Officer II
- Building Inspections:
  - (1) Full-time Building Inspector III
  - (1) Part-time Permitting Technician



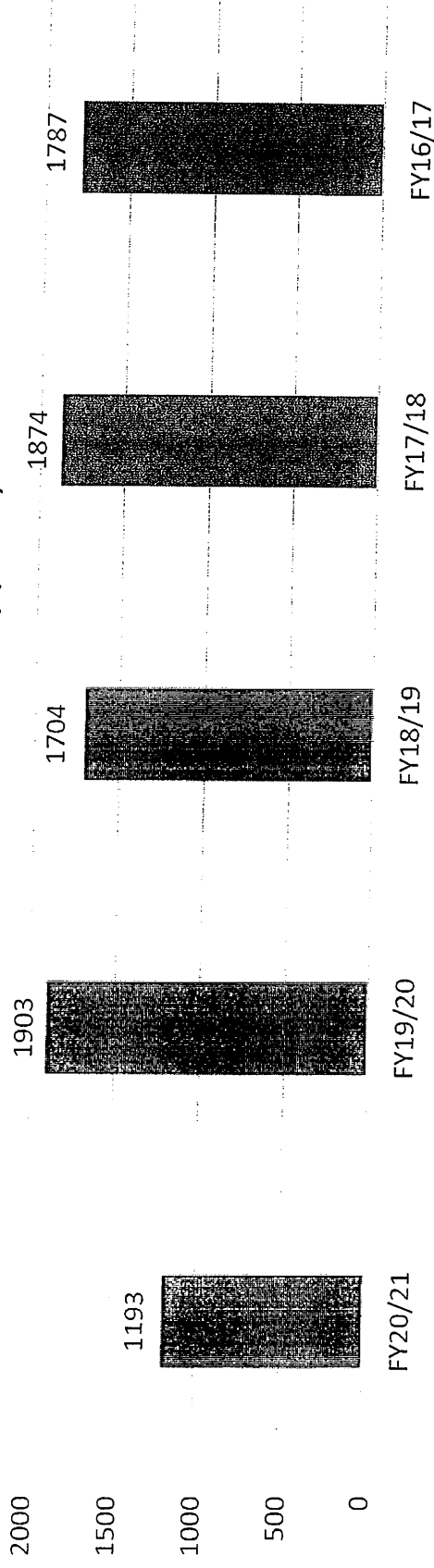
### Zoning Permits (approx.)



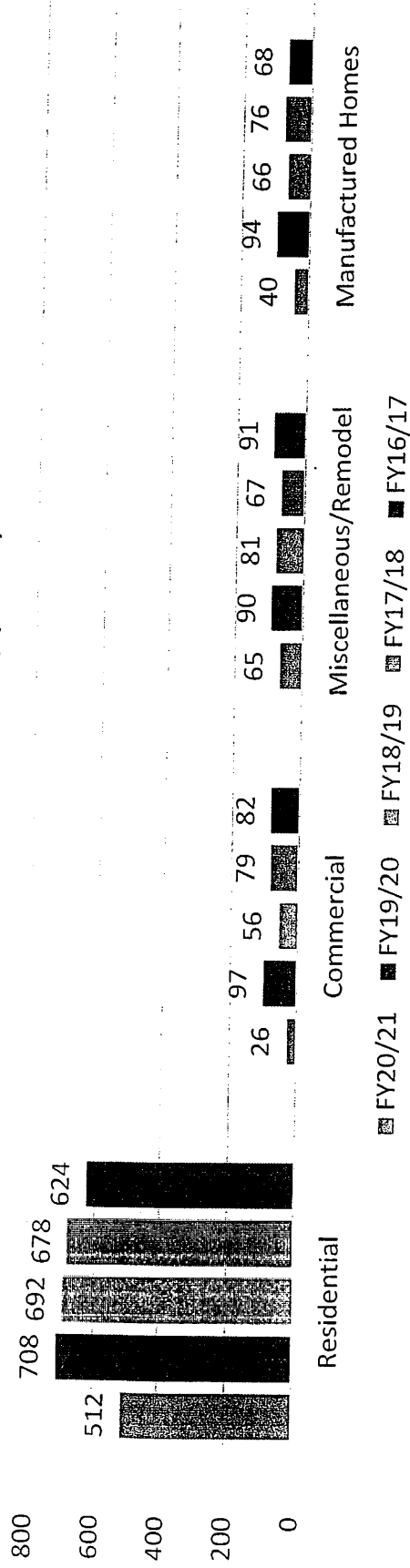
### Maps Reviewed (approx.)



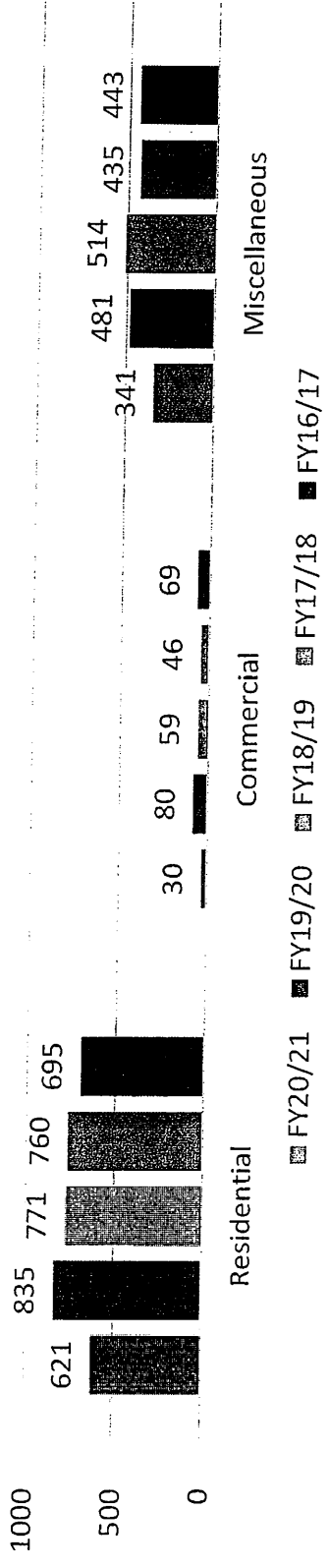
# Enviromental Health (approx.)



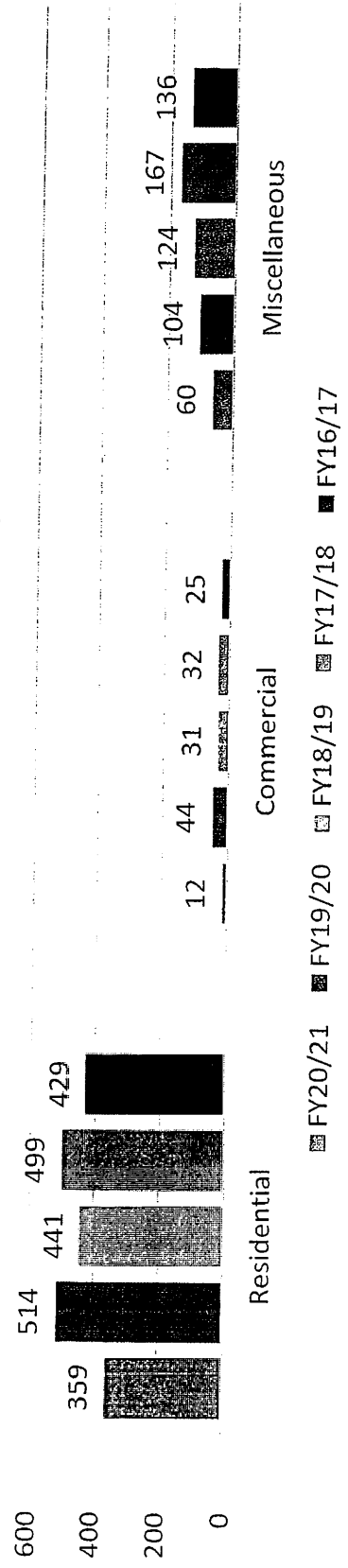
# Building Permits (approx.)



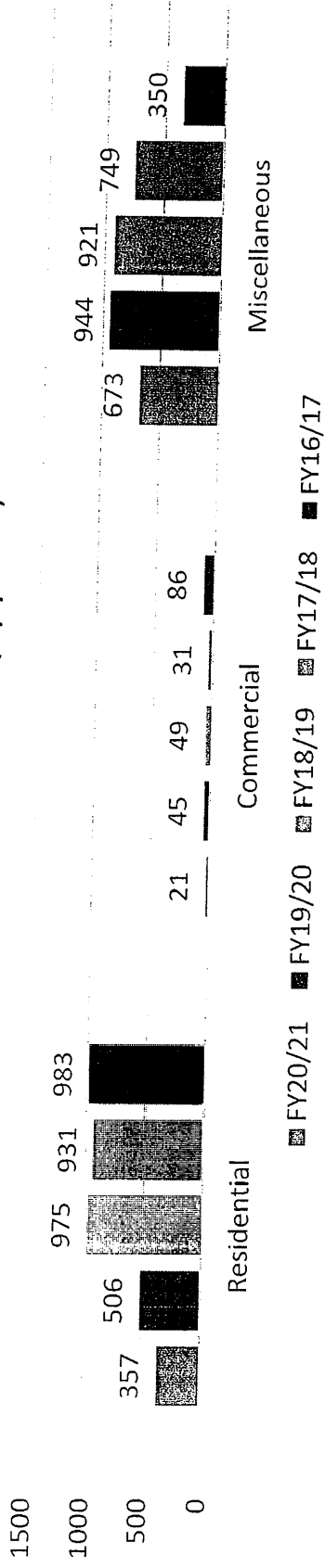
# Electrical Permits (approx.)



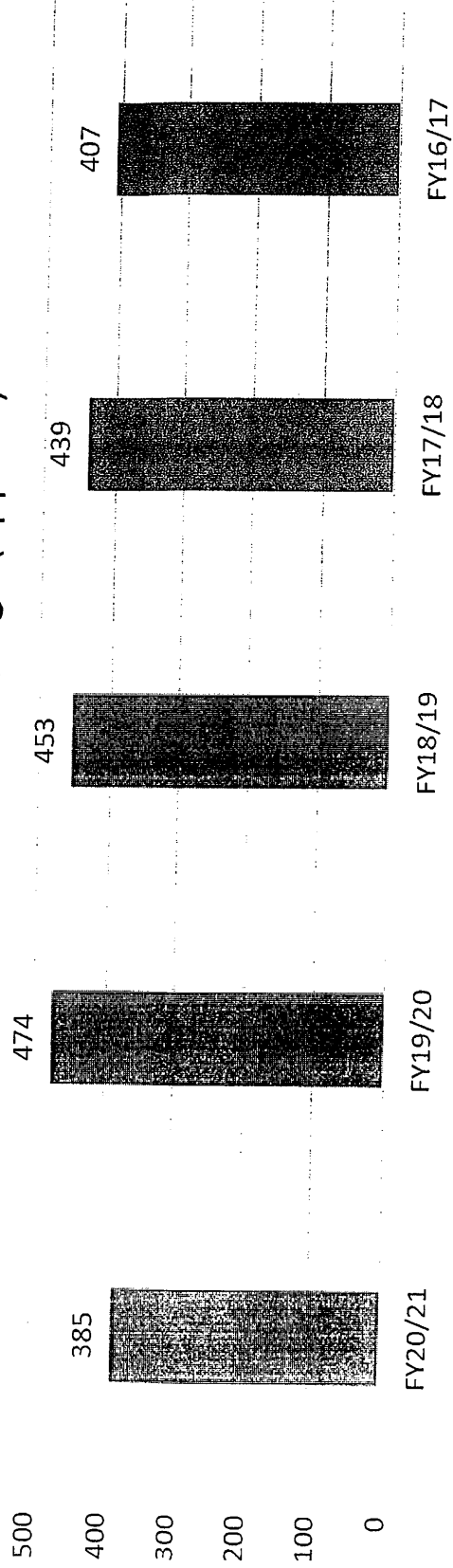
# Plumbing Permits (approx.)

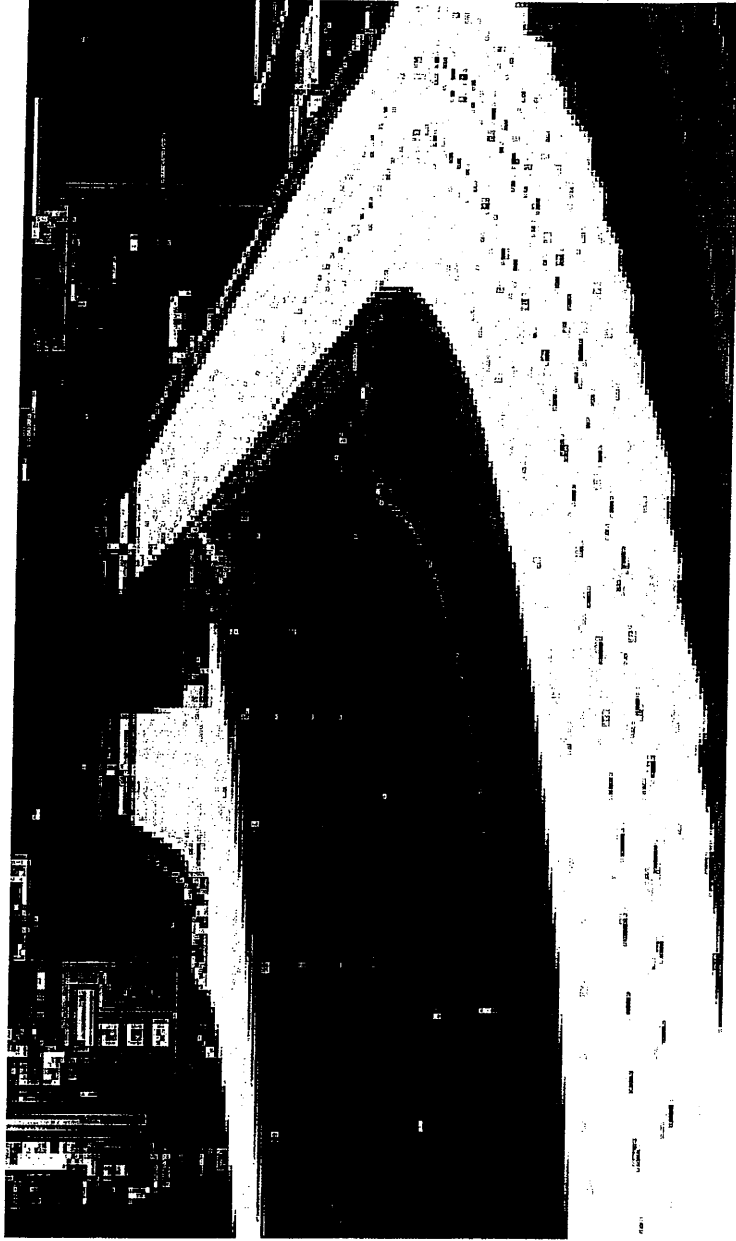


## Mechanical Permits (approx.)



## Other Permits-Insulation, Sign (approx.)







Thank you for your consideration!

## NET DEBT SERVICE

Moore County, NC  
 General Obligation Community College Bonds, Series 2021  
 Proposed Final Numbers - 2/17/2021

| Period<br>Ending | Principal  | Coupon | Interest     | Total<br>Debt Service | Net<br>Debt Service |
|------------------|------------|--------|--------------|-----------------------|---------------------|
| 06/30/2022       | 1,000,000  | 4.000% | 481,312.50   | 1,481,312.50          | 1,481,312.50        |
| 06/30/2023       | 1,000,000  | 4.000% | 526,250.00   | 1,526,250.00          | 1,526,250.00        |
| 06/30/2024       | 1,000,000  | 4.000% | 486,250.00   | 1,486,250.00          | 1,486,250.00        |
| 06/30/2025       | 1,000,000  | 4.000% | 446,250.00   | 1,446,250.00          | 1,446,250.00        |
| 06/30/2026       | 1,000,000  | 4.000% | 406,250.00   | 1,406,250.00          | 1,406,250.00        |
| 06/30/2027       | 1,000,000  | 4.000% | 366,250.00   | 1,366,250.00          | 1,366,250.00        |
| 06/30/2028       | 1,000,000  | 4.000% | 326,250.00   | 1,326,250.00          | 1,326,250.00        |
| 06/30/2029       | 1,000,000  | 4.000% | 286,250.00   | 1,286,250.00          | 1,286,250.00        |
| 06/30/2030       | 1,000,000  | 4.000% | 246,250.00   | 1,246,250.00          | 1,246,250.00        |
| 06/30/2031       | 1,000,000  | 4.000% | 206,250.00   | 1,206,250.00          | 1,206,250.00        |
| 06/30/2032       | 1,000,000  | 1.000% | 166,250.00   | 1,166,250.00          | 1,166,250.00        |
| 06/30/2033       | 1,000,000  | 2.000% | 156,250.00   | 1,156,250.00          | 1,156,250.00        |
| 06/30/2034       | 1,000,000  | 2.000% | 136,250.00   | 1,136,250.00          | 1,136,250.00        |
| 06/30/2035       | 1,000,000  | 1.250% | 116,250.00   | 1,116,250.00          | 1,116,250.00        |
| 06/30/2036       | 1,000,000  | 1.375% | 103,750.00   | 1,103,750.00          | 1,103,750.00        |
| 06/30/2037       | 1,000,000  | 1.500% | 90,000.00    | 1,090,000.00          | 1,090,000.00        |
| 06/30/2038       | 1,000,000  | 1.500% | 75,000.00    | 1,075,000.00          | 1,075,000.00        |
| 06/30/2039       | 1,000,000  | 2.000% | 60,000.00    | 1,060,000.00          | 1,060,000.00        |
| 06/30/2040       | 1,000,000  | 2.000% | 40,000.00    | 1,040,000.00          | 1,040,000.00        |
| 06/30/2041       | 1,000,000  | 2.000% | 20,000.00    | 1,020,000.00          | 1,020,000.00        |
|                  | 20,000,000 |        | 4,741,312.50 | 24,741,312.50         | 24,741,312.50       |

# Community College Debt Affordability Analysis

## Existing and Proposed Community College



| A     | B          | C          | D Debt Service Requirements |                    |                         | E          | F         | G Revenue Available for DS           |                                      |                   |                                |                            | J         | K | L | M         | N         | O         | P         | Q         | R |
|-------|------------|------------|-----------------------------|--------------------|-------------------------|------------|-----------|--------------------------------------|--------------------------------------|-------------------|--------------------------------|----------------------------|-----------|---|---|-----------|-----------|-----------|-----------|-----------|---|
|       |            |            | H Existing GC Debt Service  | I CIP Debt Service | J CIP PayGo Cash Impact |            |           | K General Fund Budgeted Debt Service | L FY 2020 Additional GF Contribution | M Annual Transfer | N Additional Revenues Required | O Total Revenues Available |           |   |   |           |           |           |           |           |   |
| 2020  | 1,524,496  | -          | -                           | -                  | -                       | 1,144,586  | 1,244,586 | 743,601                              | -                                    | -                 | -                              | 1,885,187                  | 743,601   | - | - | -         | 743,601   | -         | 743,601   | 743,601   |   |
| 2021  | 1,209,483  | -          | -                           | -                  | -                       | 1,209,483  | 1,209,483 | 771,021                              | 233,000                              | -                 | -                              | 2,213,504                  | 1,004,021 | - | - | -         | 1,004,021 | -         | 1,747,522 | 1,747,522 |   |
| 2022  | 1,422,923  | 1,900,000  | -                           | -                  | -                       | 3,322,923  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | (577,534) | - | - | (577,534) | -         | 1,170,988 | 1,170,988 |           |   |
| 2023  | 1,417,191  | 1,855,000  | -                           | -                  | -                       | 3,272,191  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | (486,742) | - | - | (486,742) | -         | 683,246   | 683,246   |           |   |
| 2024  | 1,370,865  | 1,810,000  | -                           | -                  | -                       | 3,180,865  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | (395,246) | - | - | (395,246) | -         | 288,100   | 288,100   |           |   |
| 2025  | 1,373,702  | 1,765,000  | -                           | -                  | -                       | 3,098,702  | 1,781,368 | 771,021                              | 233,000                              | -                 | 15,219                         | 2,800,508                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2026  | 1,276,606  | 1,720,000  | -                           | -                  | -                       | 2,996,606  | 1,781,368 | 771,021                              | 233,000                              | -                 | 211,247                        | 2,998,636                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2027  | 1,233,204  | 1,675,000  | -                           | -                  | -                       | 2,908,204  | 1,781,368 | 771,021                              | 233,000                              | -                 | 119,835                        | 2,995,204                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2028  | 1,183,982  | 1,630,000  | -                           | -                  | -                       | 2,813,982  | 1,781,368 | 771,021                              | 233,000                              | -                 | 27,659                         | 2,843,048                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2029  | 692,716    | 1,585,000  | -                           | -                  | -                       | 2,277,716  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2030  | -          | 1,540,000  | -                           | -                  | -                       | 1,540,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2031  | -          | 1,495,000  | -                           | -                  | -                       | 1,495,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2032  | -          | 1,450,000  | -                           | -                  | -                       | 1,450,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2033  | -          | 1,405,000  | -                           | -                  | -                       | 1,405,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2034  | -          | 1,360,000  | -                           | -                  | -                       | 1,360,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2035  | -          | 1,315,000  | -                           | -                  | -                       | 1,315,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2036  | -          | 1,270,000  | -                           | -                  | -                       | 1,270,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2037  | -          | 1,225,000  | -                           | -                  | -                       | 1,225,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2038  | -          | 1,180,000  | -                           | -                  | -                       | 1,180,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2039  | -          | 1,135,000  | -                           | -                  | -                       | 1,135,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2040  | -          | 1,090,000  | -                           | -                  | -                       | 1,090,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2041  | -          | 1,045,000  | -                           | -                  | -                       | 1,045,000  | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2042  | -          | -          | -                           | -                  | -                       | -          | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2043  | -          | -          | -                           | -                  | -                       | -          | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2044  | -          | -          | -                           | -                  | -                       | -          | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2045  | -          | -          | -                           | -                  | -                       | -          | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| 2046  | -          | -          | -                           | -                  | -                       | -          | 1,781,368 | 771,021                              | 233,000                              | -                 | -                              | 2,785,389                  | -         | - | - | -         | -         | -         | -         | -         |   |
| Total | 12,471,180 | 29,450,000 | -                           | -                  | -                       | 41,721,180 | -         | -                                    | -                                    | 378,980           | -                              | -                          | -         | - | - | -         | -         | -         | -         | -         | - |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                |                            |           |   |   |           |           |           |           |           |   |
|       |            |            |                             |                    |                         |            |           |                                      |                                      |                   |                                | </                         |           |   |   |           |           |           |           |           |   |

<sup>1</sup> The County has maintained funding for Community College Debt Service at the equivalent FY 2014 Budgeted funding level of \$1,781,368. In FY 2019-2021, surplus funding is first assumed to repay a loan from the County and then be used for other eligible purposes. In FY 2023 and beyond, the full \$1,781,368 will be available for debt service and/or other capital projects.

<sup>2</sup> Additional revenue required is anticipated to be covered with a combination of Bond Interest Earnings During Construction, Project Sales Tax reimbursements, and/or property tax rate revaluation impacts in FY 2024.

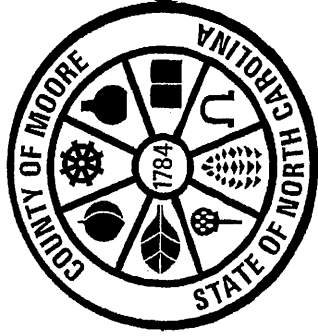
Note: Assumes 20 Year Level Principal at 4.50%.

- FY 2020 Value of a Penny: \$1,344,321
- Assumed Growth: 0.00%
- Note: Future operating impacts associated with the Community College project have not been included in this analysis.

# Community College Capital Plan Update

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Moore County, North Carolina



February 22, 2021

**DAVENPORT & COMPANY**  
Member NYSE | FINRA | SIPC

# 2021 GO Community College Bonds and Funding Sources

## Overview



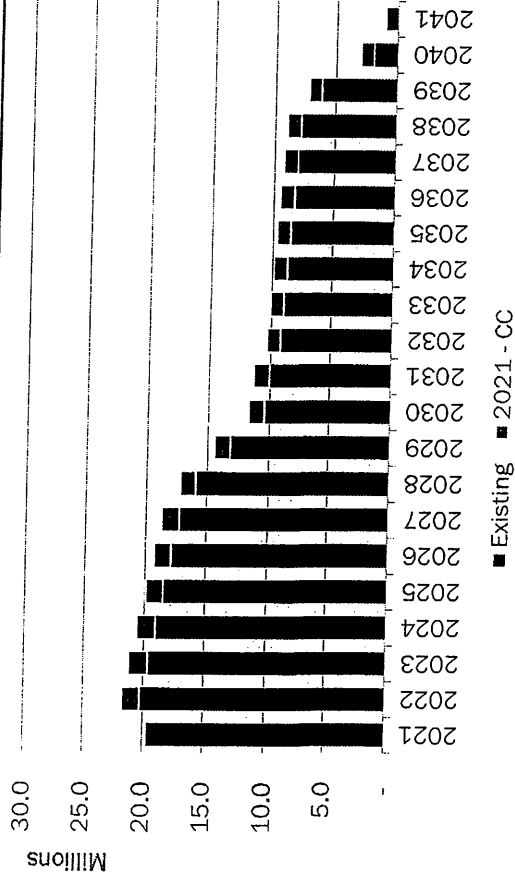
- The County priced \$20,000,000 General Obligation Community College Bonds to fund the Nursing Education Facility at the Sandhills Community College on February 18, 2021.
- The following sources of funds have been identified as potential funding sources for Community College capital projects. Actual availability of these funds is subject to discussion and approval by the County Board.
  - 1) Decline in Existing Community College Debt Service.
    - The decline in Community College is derived from holding the County's FY 2014 Community College Debt Service budget constant.
    - The Decline in Existing Community College Debt Service is earmarked for FY 2020 and 2021 to allow the Community College to repay the County for a \$1.8 million loan agreed to in FY 2015 and for other purposes.
  - 2) Annual General Fund Transfer to the Community College Capital Reserve Fund.
    - It is assumed that the County makes an annual transfer from the General Fund to the Community College Capital Reserve Fund that is equal to 6% of the total County transfer to capital reserve funds (estimated to be \$233,000 annually).
  - 3) FY 2020 Additional General Fund Budget
    - An additional \$743,601 has been included in the FY 2020 Budget to pay Community College debt service.

# Tax Supported Debt Service

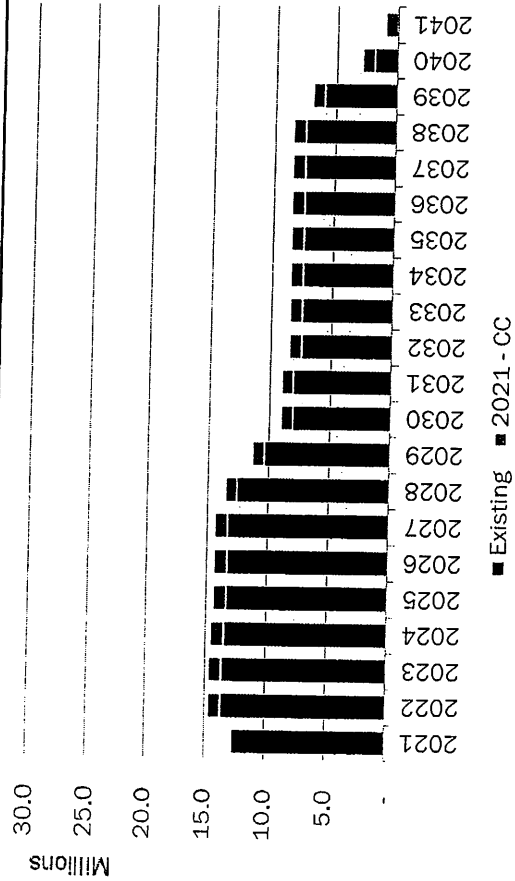
## Existing and 2021 Community College GO Bonds Debt Service Only



Proposed Debt Service



Proposed Principal



Final 2021 Community College GO Bonds Pricing Results

| Sources of Funds       |              |
|------------------------|--------------|
| Par Amount             | \$20,000,000 |
| Premium                | 2,109,310    |
| Total                  | \$22,109,310 |
| Uses of Funds          |              |
| Project Fund           | \$21,755,810 |
| Cost of Issuance       | 190,000      |
| Underwriter's Discount | 163,500      |
| Total                  | \$22,109,310 |

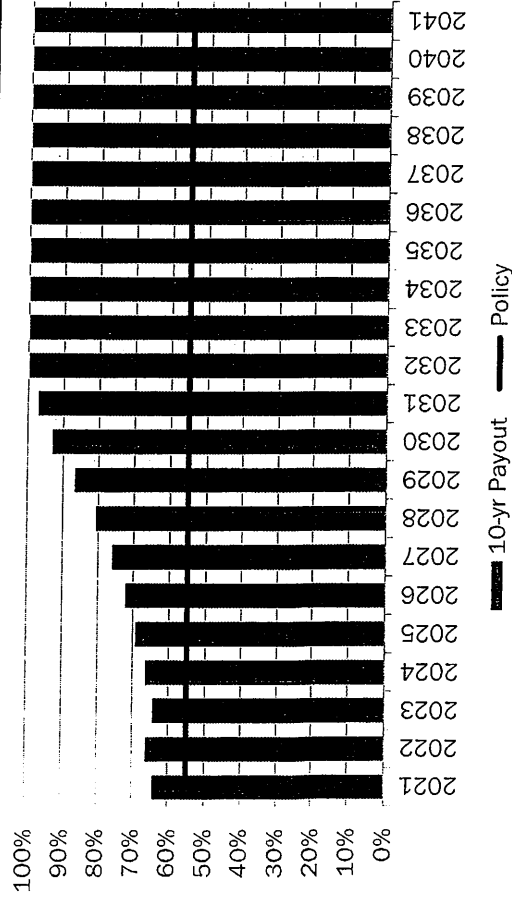
- TIC Rate: 1.287%
- Average Coupon: 2.290%
- Total Debt Service: \$24,741,313

# Key Debt Ratios

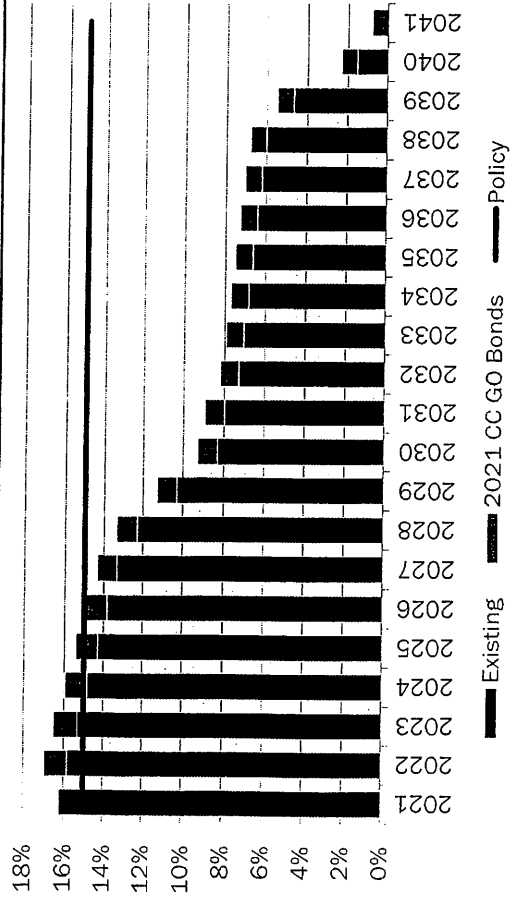
Existing and 2021 Community College GO Bonds Debt Service Only



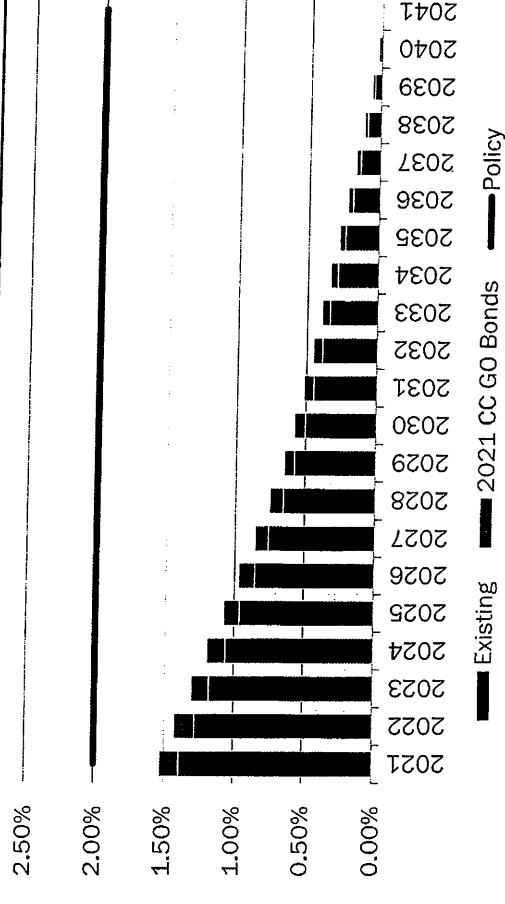
10-Year Payout



Debt Service to Expenditures



Debt to Assessed Value



DAVENPORT & COMPANY

February 22, 2021

# Community College Debt Affordability Analysis

## Final 2021 Community College GO Bonds Debt Service



| A     | B          | C          | D Debt Service Requirements |                           |                 | E | F          | G         | H Revenue Available for DS |         |                                     |                                    | J         | K | L | M         | N                | O Debt Service Cash Flow Surplus/Deficit |                              |                          | P | Q | R |
|-------|------------|------------|-----------------------------|---------------------------|-----------------|---|------------|-----------|----------------------------|---------|-------------------------------------|------------------------------------|-----------|---|---|-----------|------------------|------------------------------------------|------------------------------|--------------------------|---|---|---|
|       |            |            | Existing CC Debt Service    | 2021 GO Bond Debt Service | CIP Pay-Go Cash |   |            |           | CIP Operating Impact       | Total   | General Fund Budgeted Debt Service¹ | FY 2020 Additional GF Contribution |           |   |   |           |                  | Annual Transfer                          | Additional Revenues Required | Total Revenues Available |   |   |   |
| FY    |            |            |                             |                           |                 |   |            |           |                            |         |                                     |                                    |           |   |   |           |                  |                                          |                              |                          |   |   |   |
| 2020  | 1,144,586  | -          | -                           | 1,144,586                 | -               | - | 1,144,586  | 1,144,586 | 743,601                    | -       | -                                   | 1,888,187                          | 743,601   | - | - | 743,601   | -                | 743,601                                  | 743,601                      | -                        | - | - | - |
| 2021  | 1,209,483  | -          | -                           | 1,209,483                 | -               | - | 1,209,483  | 1,209,483 | 771,021                    | 233,000 | -                                   | 2,213,504                          | 1,004,021 | - | - | 1,004,021 | -                | 1,747,622                                | 1,747,622                    | -                        | - | - | - |
| 2022  | 1,462,923  | 1,481,313  | -                           | 2,944,236                 | -               | - | 2,944,236  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (158,847) | - | - | (158,847) | -                | 1,588,776                                | 1,588,776                    | -                        | - | - | - |
| 2023  | 1,417,131  | 1,526,250  | -                           | 2,943,381                 | -               | - | 2,943,381  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,430,784                                | 1,430,784                    | -                        | - | - | - |
| 2024  | 1,370,635  | 1,486,250  | -                           | 2,856,885                 | -               | - | 2,856,885  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,359,288                                | 1,359,288                    | -                        | - | - | - |
| 2025  | 1,323,708  | 1,446,250  | -                           | 2,769,958                 | -               | - | 2,769,958  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,374,719                                | 1,374,719                    | -                        | - | - | - |
| 2026  | 1,276,636  | 1,406,250  | -                           | 2,682,886                 | -               | - | 2,682,886  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,471,222                                | 1,471,222                    | -                        | - | - | - |
| 2027  | 1,230,204  | 1,366,250  | -                           | 2,596,454                 | -               | - | 2,596,454  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,666,157                                | 1,666,157                    | -                        | - | - | - |
| 2028  | 1,183,088  | 1,326,250  | -                           | 2,509,338                 | -               | - | 2,509,338  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 1,942,208                                | 1,942,208                    | -                        | - | - | - |
| 2029  | 652,786    | 1,286,250  | -                           | 1,939,036                 | -               | - | 1,939,036  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 2,788,561                                | 2,788,561                    | -                        | - | - | - |
| 2030  | -          | 1,246,250  | -                           | 1,246,250                 | -               | - | 1,246,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 4,327,700                                | 4,327,700                    | -                        | - | - | - |
| 2031  | -          | 1,206,250  | -                           | 1,206,250                 | -               | - | 1,206,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 5,906,839                                | 5,906,839                    | -                        | - | - | - |
| 2032  | -          | 1,166,250  | -                           | 1,166,250                 | -               | - | 1,166,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 7,525,978                                | 7,525,978                    | -                        | - | - | - |
| 2033  | -          | 1,156,250  | -                           | 1,156,250                 | -               | - | 1,156,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 9,155,117                                | 9,155,117                    | -                        | - | - | - |
| 2034  | -          | 1,136,250  | -                           | 1,136,250                 | -               | - | 1,136,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 10,804,256                               | 10,804,256                   | -                        | - | - | - |
| 2035  | -          | 1,116,250  | -                           | 1,116,250                 | -               | - | 1,116,250  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 12,473,395                               | 12,473,395                   | -                        | - | - | - |
| 2036  | -          | 1,103,750  | -                           | 1,103,750                 | -               | - | 1,103,750  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 14,155,034                               | 14,155,034                   | -                        | - | - | - |
| 2037  | -          | 1,090,000  | -                           | 1,090,000                 | -               | - | 1,090,000  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 15,850,423                               | 15,850,423                   | -                        | - | - | - |
| 2038  | -          | 1,075,000  | -                           | 1,075,000                 | -               | - | 1,075,000  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 17,560,812                               | 17,560,812                   | -                        | - | - | - |
| 2039  | -          | 1,060,000  | -                           | 1,060,000                 | -               | - | 1,060,000  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 19,286,201                               | 19,286,201                   | -                        | - | - | - |
| 2040  | -          | 1,040,000  | -                           | 1,040,000                 | -               | - | 1,040,000  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 21,031,590                               | 21,031,590                   | -                        | - | - | - |
| 2041  | -          | 1,020,000  | -                           | 1,020,000                 | -               | - | 1,020,000  | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 22,796,979                               | 22,796,979                   | -                        | - | - | - |
| 2042  | -          | -          | -                           | -                         | -               | - | -          | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 25,582,368                               | 25,582,368                   | -                        | - | - | - |
| 2043  | -          | -          | -                           | -                         | -               | - | -          | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 28,367,757                               | 28,367,757                   | -                        | - | - | - |
| 2044  | -          | -          | -                           | -                         | -               | - | -          | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 31,153,146                               | 31,153,146                   | -                        | - | - | - |
| 2045  | -          | -          | -                           | -                         | -               | - | -          | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 33,938,535                               | 33,938,535                   | -                        | - | - | - |
| 2046  | -          | -          | -                           | -                         | -               | - | -          | 1,781,368 | 771,021                    | 233,000 | -                                   | 2,785,389                          | (157,992) | - | - | (157,992) | -                | 36,723,924                               | 36,723,924                   | -                        | - | - | - |
| Total | 12,271,180 | 24,741,313 | -                           | 37,012,493                | -               | - | 37,012,493 | -         | -                          | -       | -                                   | -                                  | -         | - | - | -         | -                | -                                        | -                            | -                        | - | - | - |
|       |            |            |                             |                           |                 |   |            |           |                            |         |                                     |                                    |           |   |   |           | Total Tax Effect |                                          |                              | 0.004                    |   |   |   |

<sup>1</sup> The County has maintained funding for Community College Debt Service at the equivalent FY 2014 Budgeted funding level of \$1,781,368. In FY 2019-2021, surplus funding is first assumed to repay a loan from the County and then be used for other eligible purposes. In FY 2022 and beyond, the full \$1,781,368 will be available for debt service and/or other capital projects.  
 Note: Assumes 20-Year Level Principal at 4.50%.

- FY 2021 Value of a Penny: \$1,365,737
- Assumed Growth: 0.00%
- Note: Future operating impacts associated with the Community College project have not been included in this analysis.

DAVENTPORT & COMPANY

February 22, 2021

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**DAVENPORT & COMPANY**

February 22, 2021



# Courthouse Debt Affordability Analysis

## Existing and Proposed Courthouse

| Debt Service Requirements |                                      |                  |                 |                      |            |                                     |                      |                      |                          |                          |                    |                               |                          |                             |                                      |                                        |                                    |            | Revenue Available for DS |  |  |  |  |  |  |  |  |  | Debt Service Cash Flow Summary Detail |  |  |  |  |  |  |  |  |  |
|---------------------------|--------------------------------------|------------------|-----------------|----------------------|------------|-------------------------------------|----------------------|----------------------|--------------------------|--------------------------|--------------------|-------------------------------|--------------------------|-----------------------------|--------------------------------------|----------------------------------------|------------------------------------|------------|--------------------------|--|--|--|--|--|--|--|--|--|---------------------------------------|--|--|--|--|--|--|--|--|--|
| FY                        | Existing County Debt Service (RRFSC) | CIP Debt Service | CIP Pay-Go Cash | CIP Operating Impact | Total      | General Fund Budgeted Debt Service* | GO Refunding Savings | FY 2020 Contribution | Other Revenues Available | Total Revenues Available | Surplus/ (Deficit) | Revenue From Prior Tax Impact | Capital Reserve Utilized | Adjusted Surplus/ (Deficit) | Estimated Incremental Tax Equivalent | Available Capital Reserve Fund Balance | Total Capital Reserve Fund Balance | R          |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
|                           |                                      |                  |                 |                      |            |                                     |                      |                      |                          |                          |                    |                               |                          |                             |                                      |                                        |                                    |            |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2020                      | 2,158,721                            |                  |                 |                      | 2,158,721  | 3,151,925                           | 507,281              | 1,000,000            | -                        | 4,659,206                | 2,500,486          | -                             | -                        | -                           | 2,500,486                            | -                                      | 6,872,180                          | 4,371,694  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2021                      | 1,939,069                            |                  |                 |                      | 1,939,069  | 3,151,925                           | 511,693              | 1,000,000            | -                        | 4,663,618                | 2,724,549          | -                             | -                        | -                           | 2,724,549                            | -                                      | 9,596,729                          | 6,872,180  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2022                      | 2,866,957                            | 3,325,000        |                 |                      | 5,191,957  | 3,151,925                           | 510,481              | 1,000,000            | -                        | 4,662,406                | (529,551)          | -                             | (529,551)                | -                           | -                                    | -                                      | 9,596,729                          | 9,596,729  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2023                      | 1,786,624                            | 3,246,250        |                 |                      | 5,032,874  | 3,151,925                           | 510,593              | 1,000,000            | -                        | 4,662,518                | (380,356)          | -                             | (380,356)                | -                           | -                                    | -                                      | 9,067,178                          | 9,067,178  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2024                      | 1,725,090                            | 3,167,500        |                 |                      | 4,892,590  | 3,151,925                           | 514,237              | 1,000,000            | -                        | 4,666,162                | (226,388)          | -                             | (226,388)                | -                           | -                                    | -                                      | 8,686,822                          | 8,686,822  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2025                      | 1,659,275                            | 3,088,750        |                 |                      | 4,748,025  | 3,151,925                           | 511,962              | 1,000,000            | -                        | 4,663,887                | (84,138)           | -                             | (84,138)                 | -                           | -                                    | -                                      | 8,460,434                          | 8,460,434  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2026                      | 1,601,197                            | 3,010,000        |                 |                      | 4,611,197  | 3,151,925                           | 511,338              | 1,000,000            | -                        | 4,663,263                | 52,067             | -                             | -                        | 52,067                      | -                                    | -                                      | 8,376,297                          | 8,376,297  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2027                      | 1,549,672                            | 2,931,250        |                 |                      | 4,480,922  | 3,151,925                           | 513,725              | 1,000,000            | -                        | 4,665,650                | 184,728            | -                             | -                        | 184,728                     | -                                    | -                                      | 8,428,363                          | 8,428,363  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2028                      | 1,495,718                            | 2,852,500        |                 |                      | 4,348,218  | 3,151,925                           | 513,956              | 1,000,000            | -                        | 4,665,851                | 1,100,773          | -                             | -                        | 1,100,773                   | -                                    | -                                      | 8,613,091                          | 8,613,091  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2029                      | 1,440,028                            | 2,773,750        |                 |                      | 4,213,778  | 3,151,925                           | 194,627              | 1,000,000            | -                        | 4,346,552                | 897,775            | -                             | -                        | 897,775                     | -                                    | -                                      | 9,712,864                          | 9,712,864  |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2030                      | 1,383,949                            | 2,695,000        |                 |                      | 4,078,949  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 812,956            | -                             | -                        | 812,956                     | -                                    | -                                      | 10,611,639                         | 10,611,639 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2031                      | 1,328,260                            | 2,616,250        |                 |                      | 3,944,510  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 924,396            | -                             | -                        | 924,396                     | -                                    | -                                      | 11,424,595                         | 11,424,595 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2032                      | 1,273,500                            | 2,537,500        |                 |                      | 3,811,000  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 1,614,425          | -                             | -                        | 1,614,425                   | -                                    | -                                      | 12,348,990                         | 12,348,990 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2033                      | 1,218,750                            | 2,458,750        |                 |                      | 3,677,500  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 1,693,175          | -                             | -                        | 1,693,175                   | -                                    | -                                      | 13,963,415                         | 13,963,415 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2034                      | 1,164,000                            | 2,380,000        |                 |                      | 3,544,000  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 1,771,925          | -                             | -                        | 1,771,925                   | -                                    | -                                      | 15,656,590                         | 15,656,590 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2035                      | 1,109,250                            | 2,301,250        |                 |                      | 3,410,500  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 1,850,675          | -                             | -                        | 1,850,675                   | -                                    | -                                      | 17,428,515                         | 17,428,515 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2036                      | 1,054,500                            | 2,222,500        |                 |                      | 3,277,000  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 1,929,425          | -                             | -                        | 1,929,425                   | -                                    | -                                      | 19,279,190                         | 19,279,190 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2037                      | 1,000,000                            | 2,143,750        |                 |                      | 3,143,750  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 2,008,175          | -                             | -                        | 2,008,175                   | -                                    | -                                      | 21,208,615                         | 21,208,615 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2038                      | 945,500                              | 2,065,000        |                 |                      | 3,010,500  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 2,086,925          | -                             | -                        | 2,086,925                   | -                                    | -                                      | 23,216,790                         | 23,216,790 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2039                      | 891,000                              | 1,986,250        |                 |                      | 2,877,250  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 2,165,675          | -                             | -                        | 2,165,675                   | -                                    | -                                      | 25,303,715                         | 25,303,715 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2040                      | 836,500                              | 1,907,500        |                 |                      | 2,744,000  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 2,244,425          | -                             | -                        | 2,244,425                   | -                                    | -                                      | 27,469,390                         | 27,469,390 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2041                      | 782,000                              | 1,828,750        |                 |                      | 2,610,750  | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 2,323,175          | -                             | -                        | 2,323,175                   | -                                    | -                                      | 29,713,815                         | 29,713,815 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2042                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 32,036,990                         | 32,036,990 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2043                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 36,188,915                         | 36,188,915 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2044                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 40,340,840                         | 40,340,840 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2045                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 44,492,765                         | 44,492,765 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2046                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 48,644,690                         | 48,644,690 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| 2047                      | -                                    | -                |                 |                      | -          | 3,151,925                           | -                    | 1,000,000            | -                        | 4,151,925                | 4,151,925          | -                             | -                        | 4,151,925                   | -                                    | -                                      | 52,796,615                         | 52,796,615 |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |
| Total                     | 15,939,417                           | 51,537,500       |                 |                      | 68,476,917 | Total                               | 4,799,863            | Total                |                          | (1,220,432)              | Total              | Total                         |                          | Total                       |                                      | Total                                  |                                    | 0.00 =     |                          |  |  |  |  |  |  |  |  |  |                                       |  |  |  |  |  |  |  |  |  |

- FY 2020 Value of a Penny:
- Assumed Growth:

\$1,344,321  
0.00%

- Note: Future operating impacts associated with the Courthouse project have not been included in this analysis.

## MOORE COUNTY FIRE COMMISSION

### Commissioner Briefing

February 24, 2021

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## MOORE COUNTY FIRE COMMISSION

- Mike Cameron, Chair, East Region Chief
- Larry Caddell, Vice Chair, Citizen Representative, District I
  - Brian Atkins, Citizen Representative, District II
  - James Dunlap, Citizen Representative, District III
  - Randy Saunders, Citizen Representative, District IV
  - Barbara Alfred, Citizen Representative, District V
    - Erik Stromberg, West Region Chief
    - John McKiver, South Region Chief
    - Rich Lambdin, Central Region Chief
    - Matt Scott, North Region Chief
- Kenny Mackey, President, Moore County Chief's Association
  - Bryan Phillips, Director, Public Safety (non-voting)
  - Candace Dowd, Administrative Support (non-voting)

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## MOORE COUNTY FIRE COMMISSION

- ISO Ratings
- New Stations
- Operational Performance
- Funding Formula



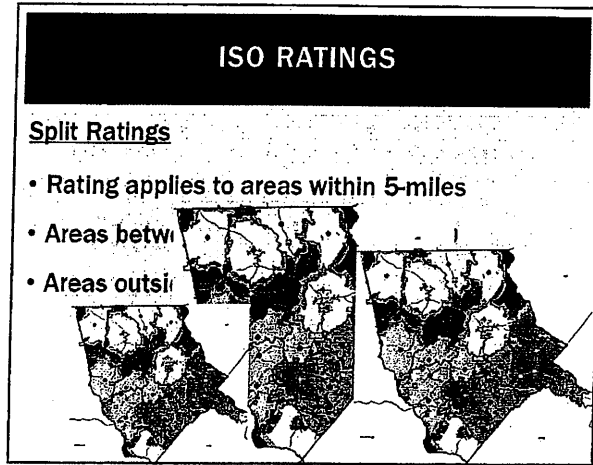
3

## ISO RATINGS

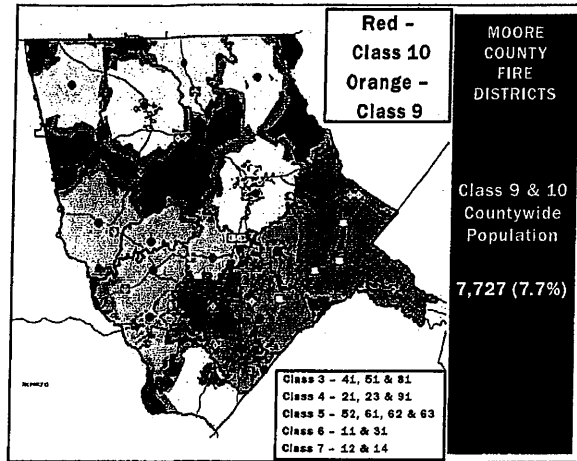
- Public Protection Classification - 1 (Best) to 10 (Worst)
  - Structure fire suppression capabilities.
  - Structures fires make-up about 5% of total responses.
- Four (4) components:
  - Emergency Communications (10%)
    - Moore County Credit
  - Fire Department (50%)
  - Water Supply (40%)
  - Community Risk Reduction



4



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### MOORE COUNTY ISO RATINGS

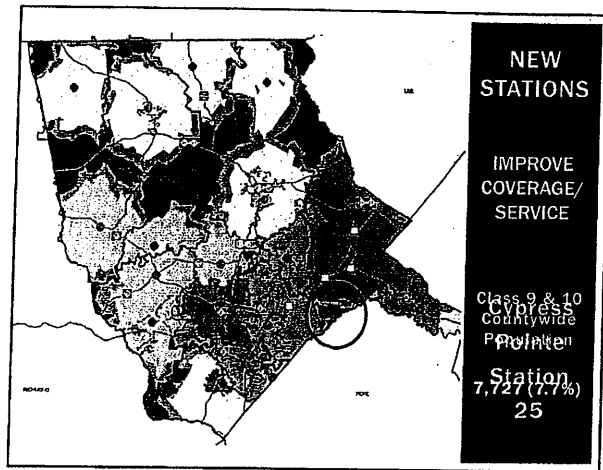
| Location         | Previous Rating |        | Current Rating |        |
|------------------|-----------------|--------|----------------|--------|
|                  | Year            | Rating | Year           | Rating |
| Aberdeen         | 2009            | 4/5    | 2018           | 3/3    |
| Carthage         | 2014            | 6/6    |                |        |
| Crains Creek     | 2010            | 6      | 2016           | 4      |
| Cypress Pointe   | 2010            | 6      | 2020           | 4      |
| Eagle Springs    | 2010            | 8      | 2019           | 5      |
| Eastwood         | 2010            | 7      | 2020           | 5      |
| High Falls       | 2010            | 9      | 2015           | 7      |
| Pinebluff        | 2011            | 6/6    | 2016           | 4/6    |
| Pinehurst        | 2010            | 4/4    | 2016           | 4/4    |
| Robbins          | 2010            | 6/6    | 2019           | 6/6    |
| Seven Lakes      | 2010            | 6      | 2019           | 5      |
| Southern Pines   | 2010            | 4/6    | 2021           | 3/3    |
| West End         | 2010            | 6      | 2017           | 5      |
| Westmoore        | 2012            | 7      | 2016           | 7      |
| Whispering Pines | 2003            | 6      | 2021           | 3      |

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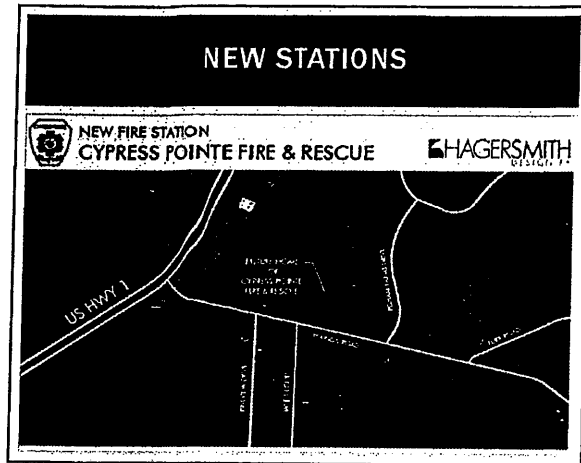
### MOORE COUNTY FIRE COMMISSION

- ISO Ratings
- New Stations

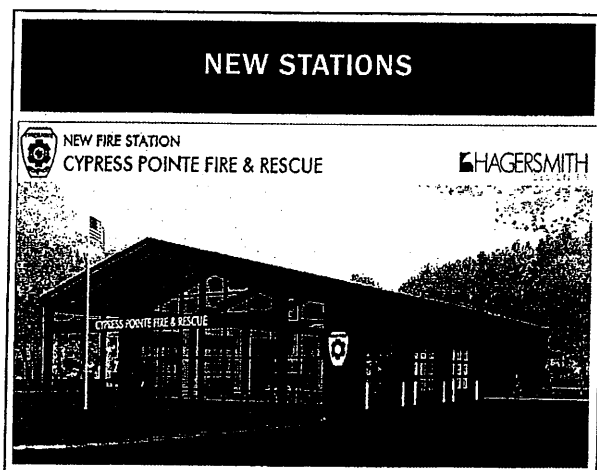
8



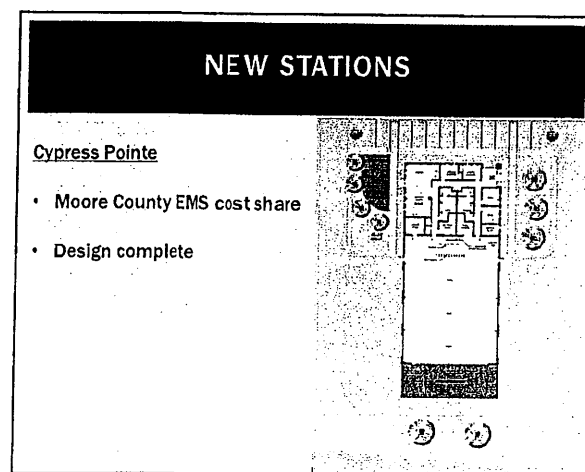
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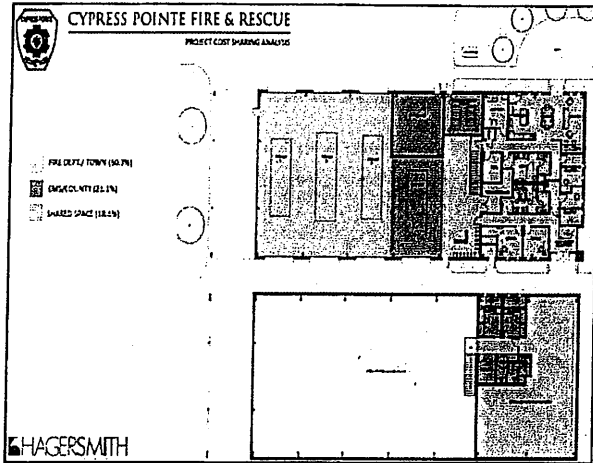
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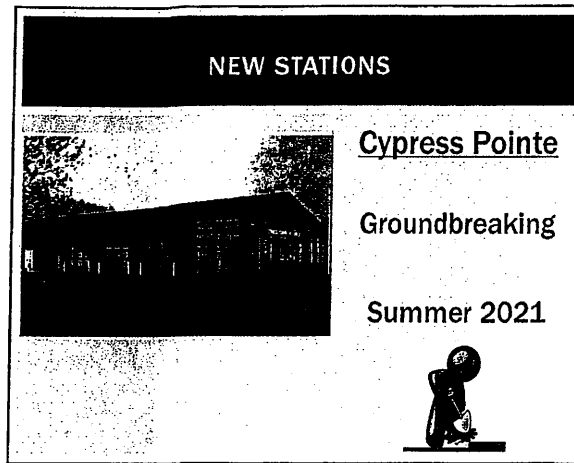
11



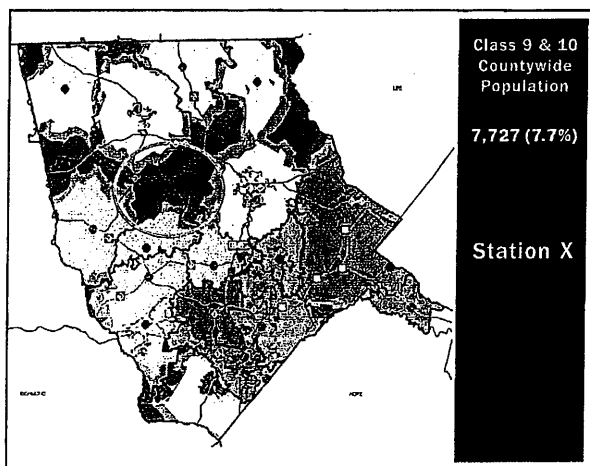
12



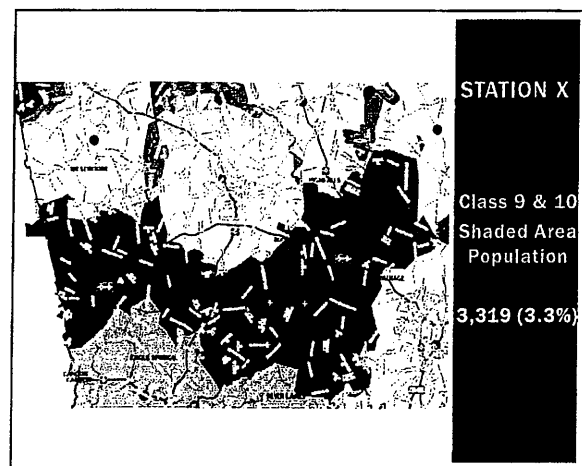
13



14



15

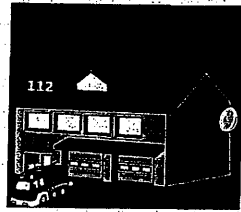


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## NEW STATIONS

### Station X

- Added to Funding Formula last year (FY2021)
- Capital Funds Escrowed To-Date
  - Apparatus - \$27,851
  - Building - \$8,605



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### STATION X

Locations  
Considered

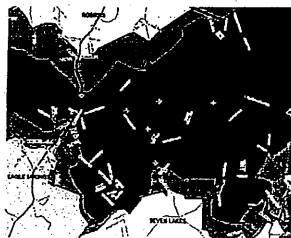


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## STATION X

### Location Considerations

- Population & Structures
- Availability of utilities
- Cost of land acquisition
- Proximity to other FDs
- Future development

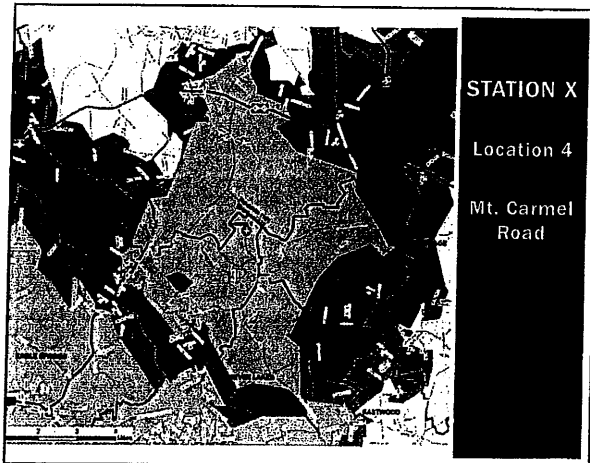


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## STATION X

|   | Location                      | 5-mile     |            | 6-mile     |            | Comments                                                                                                                         |
|---|-------------------------------|------------|------------|------------|------------|----------------------------------------------------------------------------------------------------------------------------------|
|   |                               | Population | Structures | Population | Structures |                                                                                                                                  |
| 1 | Camp Durant - Old Carthage Rd | 1010       | 652        | 434        | 372        | Utilities available; free land                                                                                                   |
| 2 | Camp Reeves - Old Carthage Rd | 415        | 722        | 400        | 299        | Minimal population                                                                                                               |
| 3 | Mt. Carmel Rd & Fire Tower Rd | 1278       | 990        | 1364       | 717        | Only 6 miles between Seven Lakes PD & Station X. Large portion of 5- & 6-mile area already served by Seven Lakes 5-mile district |
| 4 | Mt. Carmel Road               | 1103       | 627        | 877        | 485        | Best coverage                                                                                                                    |
| 5 | Bethlehem Church Road         | 692        | 425        | 1056       | 569        | Minimal population                                                                                                               |

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### STATION X

Plan of Action

- Escrow Capital Funds (Building & Apparatus)
- Short-term (ASAP)
- Monitor & Reassess
- Long-term (TBD)

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### MOORE COUNTY FIRE COMMISSION

- ISO Ratings
- New Stations
- Operational Performance

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### OPERATIONAL PERFORMANCE

Service Delivery Statement

A County of Moore contracted fire department will respond to any dispatched incident within their fire district and will **respond within 4 minutes of dispatch** and be **on scene** with an appropriate apparatus and personnel in **12 minutes, 80 percent of the time.**

| Call Type     | Apparatus Type   | Personnel |
|---------------|------------------|-----------|
| Structure/AFA | Engine           | 4         |
| Rescue        | Engine or Rescue | 2         |
| Medical       | Any              | 2 EMT/MRs |

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| OPERATIONAL PERFORMANCE |      |      |      |      |      |      |      |      |      |
|-------------------------|------|------|------|------|------|------|------|------|------|
| Department              | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 |
| Aberdeen                | 17   | 0    | 7    | 18   | 18   | 0    | 6%   |      |      |
| Carthage                | 9    | 5    | 8    | 3    | 5    | 1    | 11%  |      |      |
| Crains Creek            | 3    | 4    | 1    | 4    | 5    | 0    | 25%  |      |      |
| Cypress Pointe          | 0    | 7    | 17   | 3    | 6    | 19   | 13%  |      |      |
| Eagle Springs           | 10   | 20   | 2    | 2    | 3    | 10   | 106% |      |      |
| Eastwood                | 0    | 2    | 2    | 2    | 2    | 0    | 0%   |      |      |
| Highfalls               | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Pinebluff               | 1    | 7    | 7    | 7    | 7    | 7    | 54%  |      |      |
| Pinehurst               | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Robbins                 | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Seven Lakes             | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Southern Pines          | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| West End                | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Westmoore               | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |
| Whispering Pines        | 0    | 0    | 0    | 0    | 0    | 0    | 0%   |      |      |

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| OPERATIONAL PERFORMANCE<br>2019 |       |         |       |          |
|---------------------------------|-------|---------|-------|----------|
| Department                      | Avg   | Turnout | Avg   | Response |
| Aberdeen                        | 01:41 | 99%     | 05:02 | 99%      |
| Carthage                        | 02:44 | 85%     | 08:17 | 89%      |
| Crains Creek                    | 02:54 | 95%     | 07:03 | 100%     |
| Cypress Pointe                  | 01:43 | 95%     | 08:24 | 86%      |
| Eagle Springs                   | 02:35 | 95%     | 08:13 | 90%      |
| Eastwood                        | 03:00 | 95%     | 11:02 | 95%      |
| Highfalls                       | 03:17 | 95%     | 07:58 | 95%      |
| Pinebluff                       | 00:52 | 99%     | 05:53 | 99%      |
| Pinehurst                       | 03:25 | 99%     | 08:19 | 88%      |
| Robbins                         | 03:25 | 99%     | 09:01 | 94%      |
| Seven Lakes                     | 01:20 | 99%     | 05:35 | 98%      |
| Southern Pines                  | 01:45 | 98%     | 06:56 | 97%      |
| West End                        | 03:31 | 98%     | 11:45 | 98%      |
| Westmoore                       | 01:36 | 98%     | 05:51 | 98%      |
| Whispering Pines                |       |         |       |          |

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| OPERATIONAL PERFORMANCE<br>2019 |       |         |       |          |
|---------------------------------|-------|---------|-------|----------|
| Department                      | Avg   | Turnout | Avg   | Response |
| Aberdeen                        | 01:38 | 99%     | 04:14 | 100%     |
| Carthage                        | 02:21 | 86%     | 07:26 | 90%      |
| Crains Creek                    | 03:24 | 95%     | 07:45 | 85%      |
| Cypress Pointe                  | 01:45 | 96%     | 07:25 | 90%      |
| Eagle Springs                   | 02:24 | 100%    | 06:56 | 92%      |
| Eastwood                        | 03:53 | 95%     | 11:14 | 90%      |
| Highfalls                       | 03:30 | 95%     | 07:32 | 90%      |
| Pinebluff                       | 00:56 | 100%    | 05:09 | 98%      |
| Pinehurst                       | 03:39 | 95%     | 09:05 | 84%      |
| Robbins                         | 03:24 | 99%     | 05:21 | 98%      |
| Seven Lakes                     | 01:27 | 99%     | 04:58 | 98%      |
| Southern Pines                  | 01:19 | 100%    | 06:03 | 100%     |
| West End                        | 03:44 | 95%     |       |          |
| Westmoore                       | 01:34 | 100%    |       |          |
| Whispering Pines                |       |         |       |          |

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| OPERATIONAL PERFORMANCE<br>2019 |       |         |       |          |
|---------------------------------|-------|---------|-------|----------|
| Department                      | Avg   | Turnout | Avg   | Response |
| Aberdeen                        | 01:26 | 98%     | 04:33 | 98%      |
| Carthage                        | 02:07 | 93%     | 06:37 | 95%      |
| Crains Creek                    | 03:24 | 95%     | 08:56 | 83%      |
| Cypress Pointe                  | 01:33 | 97%     | 07:51 | 85%      |
| Eagle Springs                   | 03:48 | 95%     | 10:58 | 92%      |
| Eastwood                        | 03:45 | 95%     | 08:09 | 92%      |
| Highfalls                       | 03:02 | 95%     | 08:59 | 91%      |
| Pinebluff                       | 03:02 | 95%     | 07:11 | 93%      |
| Pinehurst                       | 01:03 | 100%    | 06:10 | 98%      |
| Robbins                         | 03:27 | 95%     | 08:14 | 81%      |
| Seven Lakes                     | 03:08 | 95%     | 07:39 | 91%      |
| Southern Pines                  | 01:06 | 99%     | 04:38 | 98%      |
| West End                        | 01:35 | 98%     | 07:23 | 90%      |
| Westmoore                       | 01:35 | 97%     | 11:48 | 99%      |
| Whispering Pines                |       |         |       |          |

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| OPERATIONAL PERFORMANCE<br>2019 |       |       |       |      |       |       |       |       |       |       |       |     |
|---------------------------------|-------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|-----|
| Department                      | 2019  |       |       |      | 2019  |       |       |       | 2019  |       |       |     |
|                                 | Avg   | %     | Avg   | %    | Avg   | %     | Avg   | %     | Avg   | %     | Avg   | %   |
| Aberdeen                        | 01:41 | 99%   | 05:02 | 99%  | 01:38 | 99%   | 04:14 | 100%  | 01:26 | 98%   | 04:33 | 98% |
| Carthage                        | 02:44 | 88%   | 08:17 | 88%  | 02:21 | 86%   | 07:28 | 90%   | 02:07 | 93%   | 06:37 | 95% |
| Crains Creek                    | 02:54 | 97%   | 07:03 | 100% | 03:24 | 97%   | 07:45 | 97%   | 06:58 | 97%   | 07:52 | 96% |
| Cypress Pointe                  | 01:43 | 98%   | 06:24 | 96%  | 01:45 | 96%   | 07:28 | 90%   | 01:33 | 97%   | 07:51 | 97% |
| Eagle Springs                   | 02:35 | 97%   | 07:24 | 100% | 02:24 | 100%  | 07:58 | 97%   | 02:07 | 97%   | 07:49 | 96% |
| Eastwood                        | 03:00 | 90%   | 06:13 | 90%  | 06:58 | 92%   | 08:09 | 92%   | 07:48 | 92%   | 07:48 | 92% |
| Highfalls                       | 03:00 | 11:02 | 06:59 | 97%  | 07:32 | 90%   | 03:02 | 07:11 | 83%   | 03:10 | 07:23 | 92% |
| Pinebluff                       | 03:17 | 07:58 | 06:51 | 99%  | 06:54 | 100%  | 05:09 | 98%   | 01:33 | 100%  | 06:10 | 98% |
| Pinehurst                       | 00:52 | 99%   | 05:53 | 99%  | 06:54 | 100%  | 05:09 | 98%   | 01:33 | 100%  | 06:10 | 98% |
| Robbins                         | 03:25 | 08:19 | 06:51 | 94%  | 03:24 | 09:00 | 03:08 | 03:27 | 08:14 | 03:29 | 08:24 | 90% |
| Seven Lakes                     | 01:20 | 96%   | 05:35 | 98%  | 01:27 | 99%   | 05:21 | 98%   | 01:06 | 99%   | 04:38 | 94% |
| Southern Pines                  | 01:45 | 98%   | 08:56 | 97%  | 01:19 | 100%  | 04:58 | 98%   | 01:35 | 98%   | 07:23 | 90% |
| West End                        | 01:34 | 98%   | 07:03 | 92%  | 01:35 | 98%   | 07:23 | 90%   | 01:34 | 98%   | 07:03 | 92% |
| Westmoore                       | 01:34 | 98%   | 05:51 | 98%  | 01:34 | 100%  | 06:03 | 100%  | 01:35 | 98%   | 05:04 | 99% |
| Whispering Pines                | 01:36 | 98%   | 05:51 | 98%  | 01:34 | 100%  | 06:03 | 100%  | 01:35 | 98%   | 05:04 | 99% |

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| OPERATIONAL PERFORMANCE<br>2020 |       |       |       |      |       |       |       |       |       |       |       |     |
|---------------------------------|-------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|-----|
| Department                      | 2020  |       |       |      | 2020  |       |       |       | 2020  |       |       |     |
|                                 | Avg   | %     | Avg   | %    | Avg   | %     | Avg   | %     | Avg   | %     | Avg   | %   |
| Aberdeen                        | 01:48 | 100%  | 05:11 | 100% | 01:42 | 98%   | 04:38 | 99%   | 01:35 | 96%   | 04:34 | 99% |
| Carthage                        | 02:27 | 87%   | 07:14 | 83%  | 02:27 | 88%   | 06:05 | 86%   | 01:58 | 94%   | 06:11 | 96% |
| Crains Creek                    | 03:31 | 98%   | 08:24 | 98%  | 03:31 | 98%   | 07:52 | 98%   | 03:12 | 96%   | 07:50 | 96% |
| Cypress Pointe                  | 01:41 | 100%  | 06:53 | 97%  | 01:49 | 97%   | 07:45 | 97%   | 01:41 | 96%   | 07:19 | 98% |
| Eagle Springs                   | 02:31 | 99%   | 07:07 | 100% | 02:04 | 100%  | 09:38 | 98%   | 02:53 | 98%   | 09:40 | 98% |
| Eastwood                        | 03:00 | 90%   | 06:13 | 90%  | 06:58 | 92%   | 08:09 | 92%   | 07:48 | 92%   | 07:48 | 92% |
| Highfalls                       | 03:00 | 11:02 | 06:59 | 97%  | 07:32 | 90%   | 03:02 | 07:11 | 83%   | 03:10 | 07:23 | 92% |
| Pinebluff                       | 03:17 | 07:58 | 06:51 | 99%  | 06:54 | 100%  | 05:09 | 98%   | 01:33 | 100%  | 06:10 | 98% |
| Pinehurst                       | 00:52 | 99%   | 05:53 | 99%  | 06:54 | 100%  | 05:09 | 98%   | 01:33 | 100%  | 06:10 | 98% |
| Robbins                         | 03:25 | 08:19 | 06:51 | 94%  | 03:24 | 09:00 | 03:08 | 03:27 | 08:14 | 03:29 | 08:24 | 90% |
| Seven Lakes                     | 01:20 | 96%   | 05:35 | 98%  | 01:27 | 99%   | 05:21 | 98%   | 01:06 | 99%   | 04:38 | 94% |
| Southern Pines                  | 01:45 | 98%   | 08:56 | 97%  | 01:19 | 100%  | 04:58 | 98%   | 01:35 | 98%   | 07:23 | 90% |
| West End                        | 01:34 | 98%   | 07:03 | 92%  | 01:35 | 98%   | 07:23 | 90%   | 01:34 | 98%   | 07:03 | 92% |
| Westmoore                       | 01:34 | 98%   | 05:51 | 98%  | 01:34 | 100%  | 06:03 | 100%  | 01:35 | 98%   | 05:04 | 99% |
| Whispering Pines                | 01:36 | 98%   | 05:51 | 98%  | 01:34 | 100%  | 06:03 | 100%  | 01:35 | 98%   | 05:04 | 99% |

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| OPERATIONAL PERFORMANCE<br>2019 VS 2020 |       |       |       |     |       |       |       |       |       |       |       |     |
|-----------------------------------------|-------|-------|-------|-----|-------|-------|-------|-------|-------|-------|-------|-----|
| Department                              | 2019  |       |       |     | 2020  |       |       |       | 2020  |       |       |     |
|                                         | Avg   | %     | Avg   | %   | Avg   | %     | Avg   | %     | Avg   | %     | Avg   | %   |
| Aberdeen                                | 01:31 | 99%   | 04:35 | 99% | 01:40 | 98%   | 04:44 | 99%   | 01:35 | 96%   | 04:34 | 99% |
| Carthage                                | 02:17 | 89%   | 07:06 | 93% | 02:10 | 92%   | 06:50 | 93%   | 02:27 | 88%   | 06:05 | 86% |
| Crains Creek                            | 03:46 | 97%   | 08:20 | 98% | 03:13 | 97%   | 07:56 | 97%   | 03:31 | 98%   | 07:52 | 98% |
| Cypress Pointe                          | 01:37 | 97%   | 07:49 | 96% | 01:43 | 97%   | 07:41 | 97%   | 01:41 | 96%   | 07:19 | 98% |
| Eagle Springs                           | 03:18 | 97%   | 07:50 | 97% | 02:32 | 90%   | 09:59 | 98%   | 02:53 | 98%   | 09:40 | 98% |
| Eastwood                                | 03:00 | 90%   | 06:13 | 90% | 06:58 | 92%   | 08:09 | 92%   | 07:48 | 92%   | 07:48 | 92% |
| Highfalls                               | 03:00 | 11:02 | 06:59 | 97% | 07:32 | 90%   | 03:02 | 07:11 | 83%   | 03:10 | 07:23 | 92% |
| Pinebluff                               | 03:10 | 07:58 | 06:51 | 99% | 06:54 | 100%  | 05:09 | 98%   | 01:33 | 100%  | 06:10 | 98% |
| Pinehurst                               | 00:52 | 99%   | 05:54 | 98% | 00:55 | 100%  | 05:37 | 99%   | 00:52 | 99%   | 05:53 | 99% |
| Robbins                                 | 03:29 | 08:19 | 06:51 | 94% | 03:24 | 09:00 | 03:08 | 03:27 | 08:14 | 03:29 | 08:24 | 90% |
| Seven Lakes                             | 03:19 | 08:04 | 09:00 | 90% | 02:22 | 88%   | 07:24 | 90%   | 03:19 | 08:04 | 09:00 | 90% |
| Southern Pines                          | 01:14 | 99%   | 05:01 | 98% | 01:17 | 98%   | 05:15 | 99%   | 01:14 | 99%   | 05:01 | 98% |
| West End                                | 01:34 | 98%   | 07:03 | 92% | 01:35 | 98%   | 06:44 | 91%   | 01:34 | 98%   | 07:03 | 92% |
| Westmoore                               | 01:34 | 98%   | 05:51 | 98% | 01:34 | 100%  | 06:03 | 100%  | 01:35 | 98%   | 05:04 | 99% |
| Whispering Pines                        | 01:35 | 98%   | 05:04 | 99% | 01:47 | 97%   | 05:24 | 97%   | 01:36 | 98%   | 05:51 | 98% |

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| OPERATIONAL PERFORMANCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |  |  |  |  |  |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Considerations for Improving                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |  |  |  |  |  |  |  |  |  |  |
| <ul style="list-style-type: none"> <li>No authority to mandate operational staffing levels/schedules               <ul style="list-style-type: none"> <li>Authority to control fire tax funding distribution = Funding Formula</li> </ul> </li> <li>Adjust fire district lines (where practical &amp; beneficial)               <ul style="list-style-type: none"> <li>Apply to areas within 5-miles of a department meeting expectations</li> </ul> </li> <li>Reduce area of response               <ul style="list-style-type: none"> <li>Reduce demand for fire departments</li> </ul> </li> <li>Reduce staffing for departments               <ul style="list-style-type: none"> <li>Reduce demand for fire districts</li> </ul> </li> <li>Reduce staffing for departments               <ul style="list-style-type: none"> <li>Reduce demand for fire commitment</li> </ul> </li> <li>Increase staffing allocation               <ul style="list-style-type: none"> <li>Increase staffing allocation</li> </ul> </li> </ul> |  |  |  |  |  |  |  |  |  |  |  |  |

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## MOORE COUNTY FIRE COMMISSION

- ISO Ratings
- New Stations
- Operational Performance
- Funding Formula



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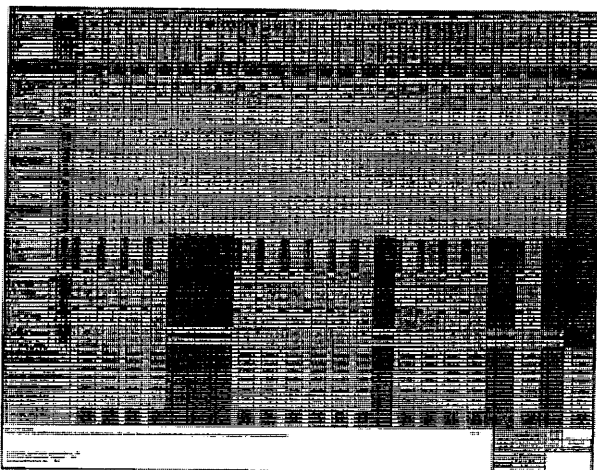
## FUNDING FORMULA

**FY2021**

was 5<sup>th</sup> year of the

**Funding Formula**

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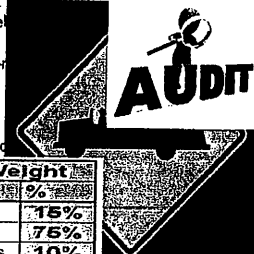


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## FUNDING FORMULA

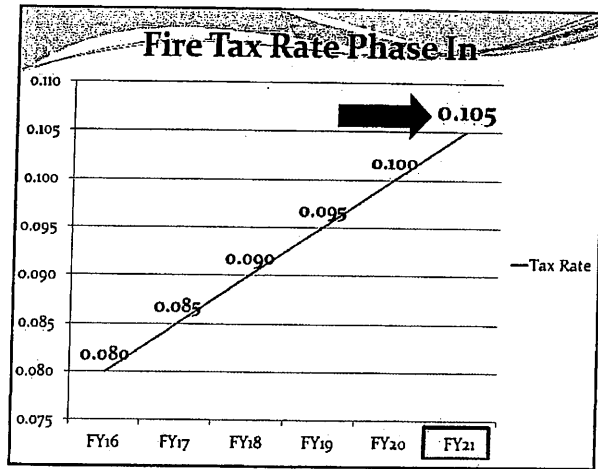
Improvements

- "Right size" the quantity of apparatus & equipment; standardization
- Capital expenditure approval process; de
- Relying upon objective data for decision-
- Equitable funding for all departments
- Objective criteria for municipal/County co
- Standardized aud

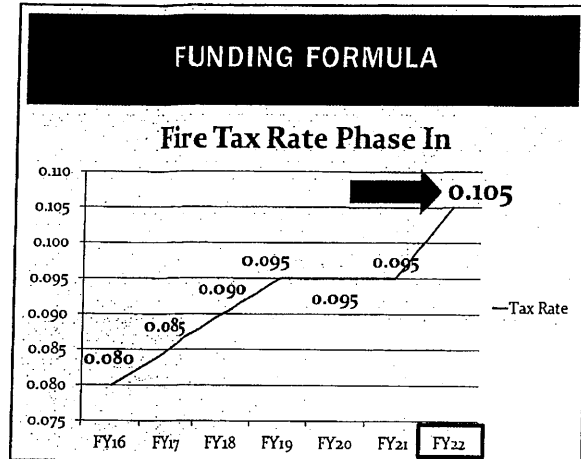


| Formula Weight |     |
|----------------|-----|
| Category       | %   |
| Population     | 15% |
| Call Volume    | 75% |
| Square Miles   | 10% |

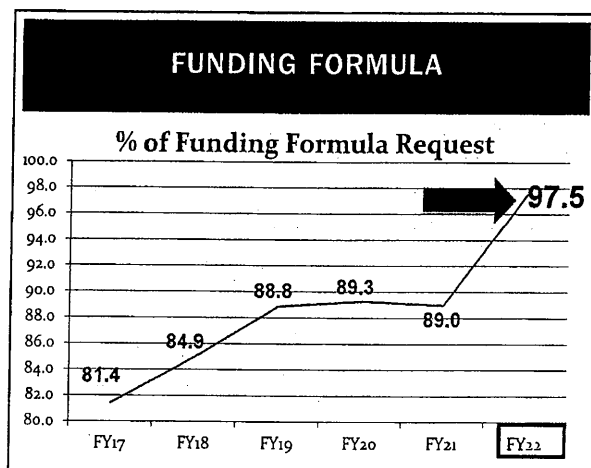
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### MOORE COUNTY FIRE COMMISSION

# QUESTIONS

40



# Moore County Public Works Department



Moore County Board of  
Commissioners  
February 24, 2021

# Overview

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Presentation will cover:

A. New Capital Projects

1. WPCP Interceptor Replacement and Upgrade
2. Water Supply

B. 2021-2 Rate Study and Fee Charges

---

# 1. Interceptor Replacement and Upgrade

- Interceptor is part of WPCP budget
- Replacement of 24" Interceptor with 30" through Devil's Gut at Pinehurst No. 7 has been completed
- Next leg is 24" that extends to 30" line near Morganton Road



# 1. Interceptor Replacement and Upgrade

FY 21-22 Budget includes the engineering services for the new interceptor line Estimated at \$311,000 for surveying, engineering and inspection services

## 2. Water Supply Project

- FY 20-21 MCPU budget includes the Engineering Report for a future water supply for Moore County Public Utilities
- Additional Water Sources and Water Storage are needed in the near future
- Current Water Supplies will not satisfy the Max. Day Demands for projected growth
- The following data was presented at the 10/29/2020 Work Session

## 2. Water Supply Project

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### Current Water Supply

Harnett County    3.0 MGD

Pinehurst Wells    2.6 MGD(running 24 hours/day)

Southern Pines    1.0 MGD

Aberdeen    0.6 MGD

Total    7.2 MGD

NOTE: Wells are rated to run 12 hours/day on average day

## 2. Water Supply Project

### 2010 Water Demand

| <u>System</u> | <u>Average Day</u> | <u>Max Day</u> |
|---------------|--------------------|----------------|
| EMWD          | 0.237              | 0.427          |
| Vass          | 0.088              | 0.158          |
| Hyland Hills  | 0.027              | 0.049          |
| Pinehurst     | 1.936              | 3.168          |
| Seven Lakes   | <u>0.458</u>       | <u>0.881</u>   |
| Total         | 2.746              | 4.683          |

*Surplus capacity of **2.5 MGD** on Max Day*

## 2. Water Supply Project

### 2020 Water Demand

| <u>System</u> | <u>Average Day</u> | <u>Max Day</u> |
|---------------|--------------------|----------------|
| EMWD          | 0.404              | 0.855          |
| Vass          | 0.092              | 0.184          |
| Hyland Hills  | 0.018              | 0.035          |
| Pinehurst     | 1.958              | 3.488          |
| Seven Lakes   | <u>0.495</u>       | <u>1.033</u>   |
| Total         | 2.967              | 5.596          |

*Surplus capacity of **1.6 MGD** on Max Day*

## 2. Water Supply Project

### 2030 Water Demand Projection

| <u>System</u> | <u>Average Day</u> | <u>Max Day</u> |
|---------------|--------------------|----------------|
| EMWD          | 0.450              | 0.953          |
| Vass          | 0.102              | 0.205          |
| Hyland Hills  | 0.020              | 0.040          |
| Pinehurst     | 2.454              | 4.416          |
| Seven Lakes   | <u>0.552</u>       | <u>1.151</u>   |
| Total         | 3.578              | 6.766          |

*Surplus capacity of **0.4 MGD on Max Day***

## 2. Water Supply Project

### 2040 Water Demand Projection

| <u>System</u> | <u>Average Day</u> | <u>Max Day</u> |
|---------------|--------------------|----------------|
| EMWWD         | 0.499              | 1.056          |
| Vass          | 0.113              | 0.227          |
| Hyland Hills  | 0.024              | 0.048          |
| Pinehurst     | 2.811              | 5.059          |
| Seven Lakes   | <u>0.611</u>       | <u>1.276</u>   |
| Total         | 4.059              | 7.665          |

*Capacity Deficit of 0.5 MGD on Max Day*

## 2. Water Supply Project

---

- Deep River is identified as our first alternative for a future source
- Two locations have been identified: Glendon and High Falls
- All alternatives will be considered in the Engineering Report, which will also be used for the Funding Application(s)
- The CIP shows a \$27.5M supply project in 2023



## 2. Water Supply Project

---

Requests have been made to NCDEQ for determination of the 7Q10 Low Flow

Glendon Alternate

- Carthage could be a stakeholder

- Elevated Storage Tank @ Eastwood could satisfy future storage requirements for Pinehurst and Seven Lakes systems

High Falls Alternative

- Robbins could be stakeholder

- NWMWD could be formed for transmission to Seven Lakes

## 2. Water Supply Project

### WHAT ABOUT WATER STORAGE?

State regulations require 0.5 days of water storage at the Average Day Demand

Based on the above projections, additional storage tanks will be required as follows:

- Pinehurst Area by 2034
- Seven Lakes Area by 2038

## 2. Water Supply Project

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### WHAT ABOUT WATER STORAGE?

#### Pinehurst Tank

- Begin looking for sites and best locations
- Could use existing County site or a new development
- Water modeling will assist

#### Seven Lakes Tank

- County owns site in West End for future tank
- The Water Supply Project includes a 500,000 gallon elevated tank at Eastwood

## B. 2021-2 Rate Study and Fee Charges

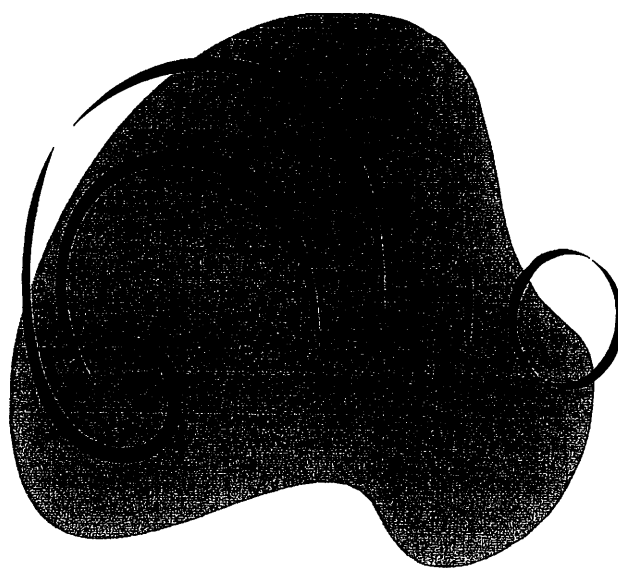
- Rate Study Updates were completed this year
- No rate increase recommended for the WPCP; Capital Project expenditures will come from the Capital Reserve Account
- A 4% Rate Increase is proposed for 8 of our systems: the MCPU Pinehurst, Seven Lakes, Vass, Hyland Hill, Addor, West Moore, EMWD and Hidden Lakes systems; mainly to accumulate funds for the future water treatment supply
  - MCPU Pinehurst, etc. from \$9.88 to \$10.28
  - EMWD from \$25.60 to \$26.62
  - \$0.13 increase in commodity charge/1000 gal

## B. 2021-2 Rate Study and Fee Charges

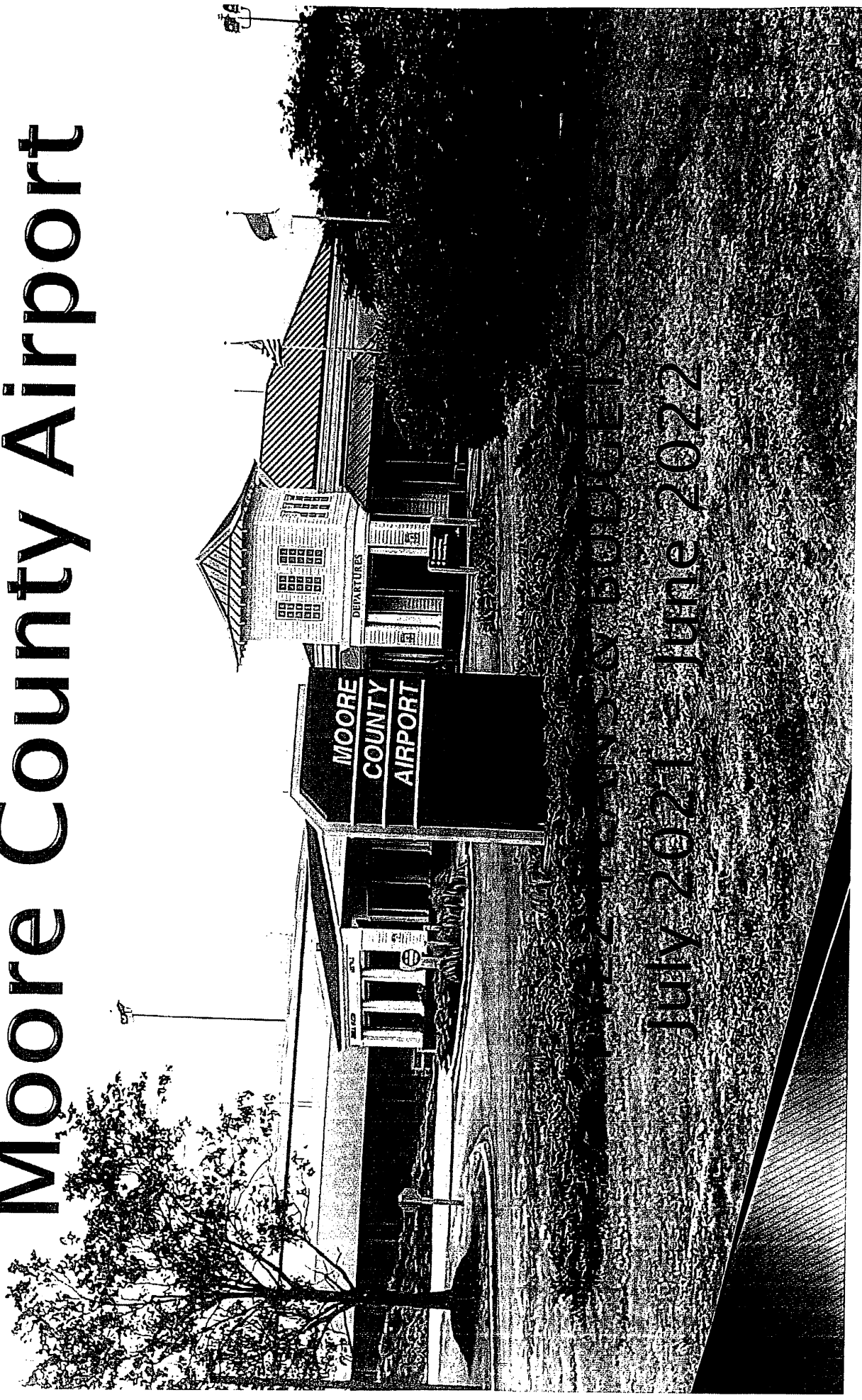
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- A 9% Rate Increase is proposed for 3 of our systems: MCPU the Carolina, Robbins and High Falls systems; primarily due to the large amount of flushing water required to maintain water quality
- A complete update of the Cost of Services Analysis and the System Development Fee (SDF) Analysis will be prepared next year

Questions?



# Moore County Airport



MOORE COUNTY AIRPORT

July 2021 - June 2022

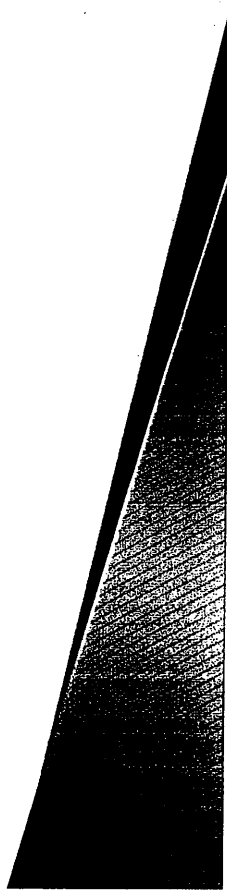
# Our Mission/Vision

## MISSION:

*To be an engine of economic growth and opportunity for the people of Moore County and the region through the provision of excellent aeronautical support to our visitors, tenants, and to the business and military communities.*

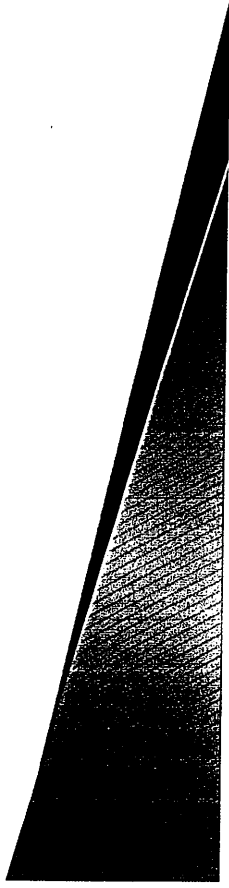
## VISION:

*As the gateway to the Home of American Golf, we will serve our region as the best general aviation airport in North America.*



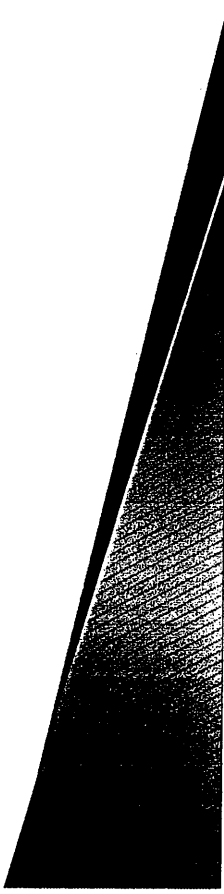
# The State of the Airport

- ▶ FY21 revenues and expenses nicely on-track
- ▶ Traffic steady despite COVID
- ▶ All hangars are full with robust waiting list
- ▶ Seven significant active infrastructure projects for safety, maintenance and improvement
- ▶ Seasoned and well-trained staff, headcount down three but coping
- ▶ Public out-reach: limited & sporadic, but positive
- ▶ Festival delayed until October 29-30
- ▶ Economic Impact grew to \$93M (NCDOA)
- ▶ Implementing Strategic Management Process



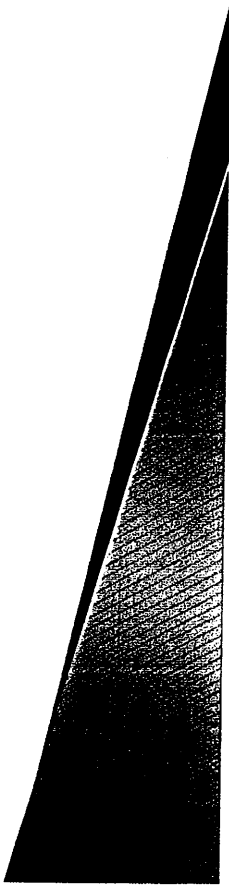
# FY22 Operating Environment

- ▶ Operating uncertainty due to Corona Virus & aftereffects and increasing fuel costs
- ▶ GA flying activity should remain stable
- ▶ Pent-up travel demand upside
- ▶ Significant military activity on the field
- ▶ Deadlines for large capital projects nearing, if to be completed prior to 2024
- ▶ DOT/DOA Budget improving



# FY22+ Objectives (1 of 2)

- ▶ Zero Safety Incidents
- ▶ Maintain high customer satisfaction
- ▶ Expand community outreach
- ▶ Identify and Fund all Capital Improvements needed to support the 2024 US Open
- ▶ Execute 10 year capital improvement plan:
  - Complete Taxiway Infrastructure and Hangar Set
  - Complete Airfield Lighting
  - Complete FAA requested Runway Protected Zone (Land Acquisitions)
  - Secure Grants for Ramp Strengthening



## Slide 5

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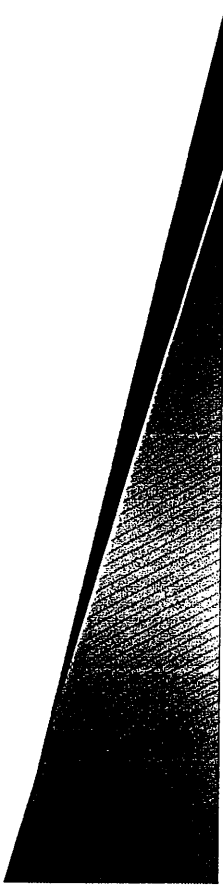
**TM9** simplify to 10 year, master plan should be done in FY21 so drop  
Tom McPherson, 2/19/2021

**TM12** change to: "maintenance, safety and improvement plan"  
Tom McPherson, 2/19/2021

**TM28** relate to Strategic Plan  
Tom McPherson, 2/20/2021

# FY22+ Objectives (2 of 2)

- ▶ Aeronautical services
  - Maintain vibrant flight instruction and maintenance
  - Expand services – avionics, aeromedical and flight sim
- ▶ Continue to focus on operational sustainability
  - Closely monitor and maintain fuel margins
  - Explore and develop future revenue streams
    - Additional Corporate Presence
    - Increase Military Presence
    - Land Acquisitions / Swaps
- ▶ Execute strategic management process

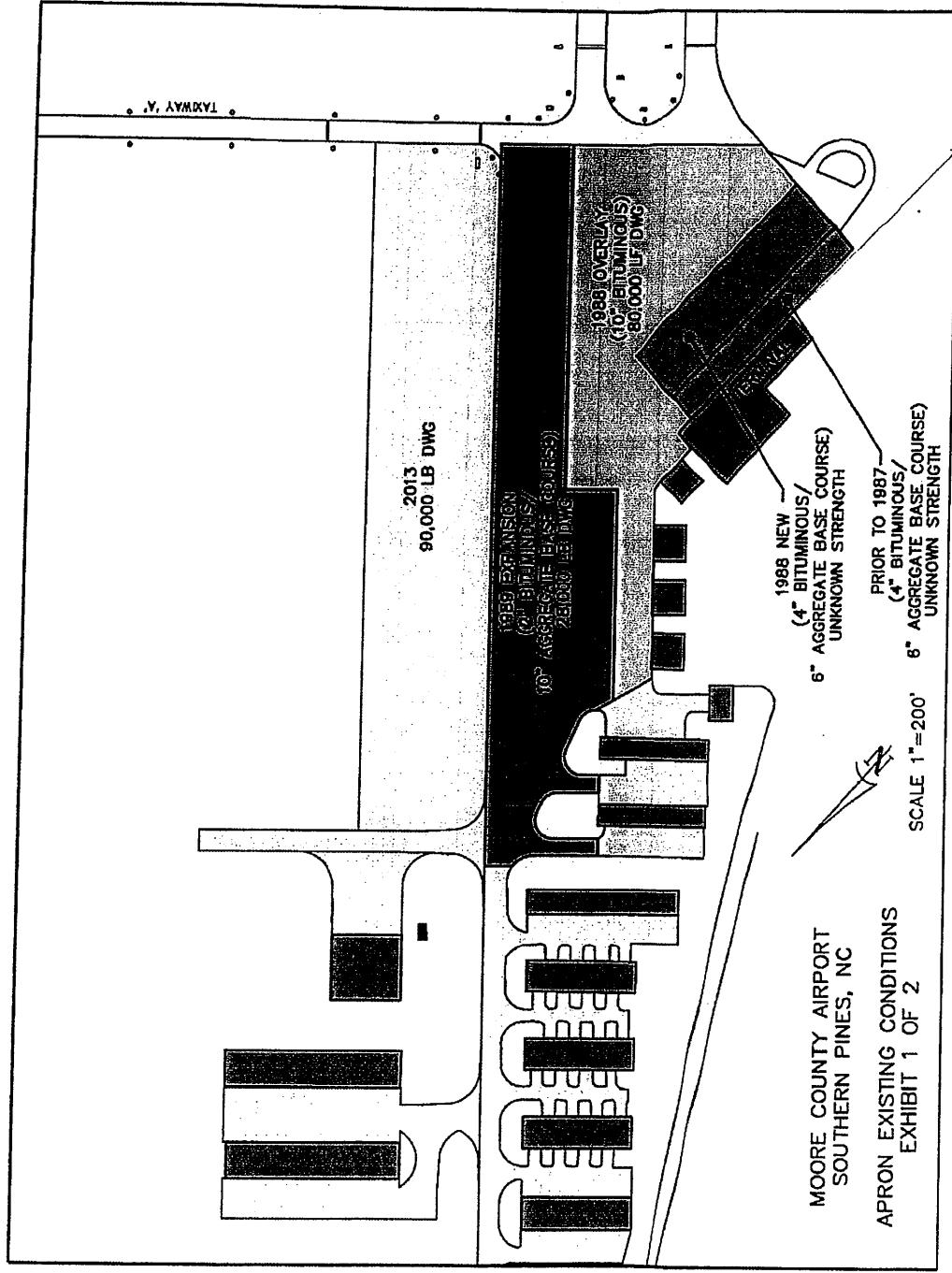


# Grant Eligible Project Summary

- ▶ FY21 Grant Match/STI – Actual/Projected
  - \$0 Hangar Taxiway Infrastructure (\$2.4M Project)
  - \$51,500 Airfield Lighting Design
  - \$260,000 Airfield Lighting Build (delay to FY22)
  - \$800,000 Ramp Renovation (delay to FY22)
- ▶ FY22 Grant Match
  - \$214,500 Airfield Lighting
  - \$280,000 RPZ 05 Land Acquisitions
    - FAA reimbursement comes at project completion, bridge loan needed (\$2.8M estimate)
  - \$860,000 Ramp Renovation



# Ramp Status



# Grant - Eligible Investments

| DESCRIPTION                               | FY21+       | FY22         | FY23         | FY24         | FY25        | FY26 - FY30  |
|-------------------------------------------|-------------|--------------|--------------|--------------|-------------|--------------|
| Pavement Strength (Apron)                 |             | \$8,589,000  |              |              |             |              |
| Runway & Taxiway Lights, Airfield Signage | \$2,145,000 |              |              |              |             |              |
| RPZ RWY 5 Fee Simple - Residential        | \$300,000   |              |              |              |             |              |
| RPZ RWY 5 Fee Simple - Commercial         |             | \$2,516,000  |              |              |             |              |
| Pavement Strength (Taxiway)               |             |              | \$4,013,000  |              |             |              |
| Pavement Strength (Runway)                |             |              |              |              | \$9,948,000 |              |
| T-Hangar Taxiways - Phase III             |             |              |              |              |             | \$1,525,000  |
| FY28-FY30                                 |             |              |              |              |             | \$10,885,400 |
| NOBODIA & FAA Funding (90%)               | \$2,201,200 | \$5,534,510  | \$2,544,700  |              |             |              |
| Cumulative                                | \$2,201,200 | \$13,195,760 | \$15,807,460 | \$15,807,460 |             |              |
| Local Fund Match - 10%                    | \$225,200   | \$553,451    | \$254,470    |              |             |              |
| Cumulative Match                          | \$225,200   | \$553,451    | \$254,470    | \$254,470    |             |              |

# Investments Not Grant-Eligible

| Project                                        | Expected Cost  |
|------------------------------------------------|----------------|
| FY21 – Main Hangar Door                        | 135,000        |
| FY21 – Tug Replacement                         | 25,000         |
| FY22 – New Executive & T Hangars (10%)         | 290,000        |
| FY22 – LAV Service Unit                        | 10,000         |
| FY22 – Scissor Lift                            | 25,000         |
| FY23 – Airport Maintenance Facility            | 120,000        |
| FY23 – Power Cart                              | 38,000         |
| FY2? – Building Enhancements (Awning & Facade) | 25,000         |
| FY2? – HVAC Replacement x 2                    | 50,000         |
| FY2? – Parking Lot Pavement                    | 200,000        |
| FY2? – EMS Building Repair                     | 50,000         |
| <b>TOTAL</b>                                   | <b>968,000</b> |

# Local Capital Investment

| DESCRIPTION                             | FY21      | FY22      | FY23      | FY24      | FY25      | FY26-FY30   |
|-----------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| Main Hangar Door                        | 135,000   |           |           |           |           |             |
| New Executive & T Hangars (10%)         |           | 290,000   |           |           |           | 326,100     |
| Scissor Lift                            |           | 25,000    |           |           |           |             |
| Airport Maintenance Facility            |           | 120,000   |           |           |           |             |
| Building Enhancements (Awning & Façade) |           |           |           | 25,000    |           |             |
| HVAC Replacement x 2                    |           |           | 25,000    |           | 25,000    |             |
| EMS Building Repair                     |           |           |           |           | 50,000    |             |
| Power Cart                              |           |           | 38,000    |           |           |             |
| LAV Service Unit                        |           | 10,000    |           |           |           |             |
| Tug Replacement                         | 25,000    |           |           |           |           |             |
| Parking Lot Pavement                    |           |           |           | 200,000   |           |             |
| Corporate Hangar Development (10%)      |           |           |           | 211,700   |           |             |
| Future Capital                          |           |           |           |           |           | 1,000,000   |
| Annual Capital Investment               | \$155,000 | \$405,000 | \$63,000  | \$226,700 | \$75,000  | \$1,326,100 |
| Cumulative Capital Investment           | \$155,000 | \$560,000 | \$623,000 | \$850,000 | \$925,000 | \$2,251,100 |

# Financial Trends and FY22 Budget

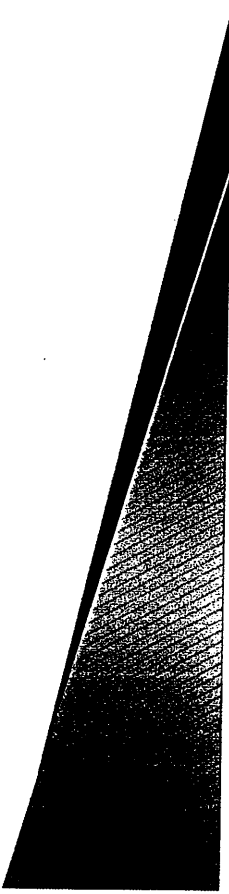
| Revenues & Expenses<br>(000) | FY19  | FY20  | FY21 R<br>Budget | FC & 2x<br>1H<br>FY21 | FY22<br>Budget |
|------------------------------|-------|-------|------------------|-----------------------|----------------|
| Operating Revenues           | 2,684 | 2,444 | 2,973            | 2,722                 | 3,287          |
| Non-Operating Revenues       | 44    | 104   | 35               | 10                    | 20             |
| Total Revenues               | 2,729 | 2,548 | 3,008            | 2,732                 | 3,307          |
| Operating Expenditures*      | 2,370 | 2,247 | 2,772            | 2,315                 | 2,895          |
| Rev less Operating Exp       | 359   | 301   | 236              | 417                   | 412            |
| Match, Capital Outlay        | 102   | 55    | 945              | 330                   | 1,660          |
| Net Contribution (Draw)      | (30)  | 175   | (709)            | 77                    | (1248)         |
| Fund Balance (EOY)           | 2,286 | 2,461 | 2,423            |                       |                |
|                              |       |       | as of            |                       |                |
|                              |       |       | 01/31/20         |                       |                |

\* w/o depreciation

- FY21 OPEX Includes Hangar Design
- FY19 and FY20 from Audit Schd.1

# Conclusion

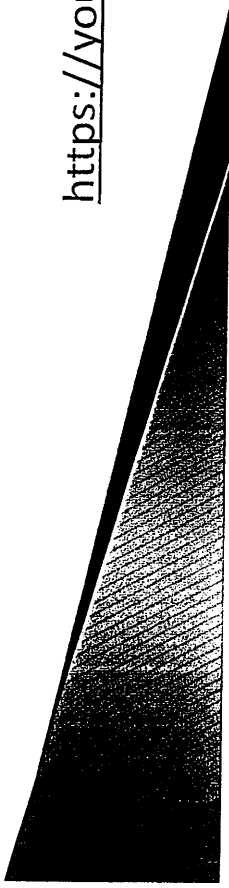
- ▶ Strong operating performance despite COVID
- ▶ FY22 expected to be similar to FY21 or better, high uncertainty
- ▶ Master Plan and Strategic Management in place
- ▶ Critical safety, maintenance and operational improvements needed ASAP (before next US Open)
  
- ▶ Top Priorities for FY22
  - Safety and Operational Capacity RPZ Improvements
    - FAA requirement to remove Objects from RPZ
    - Short Term (weeks) \$2.7M Bridge Loan needed prior to FAA reimbursement (County help required)
  - Appropriate \$1.7M of Airport Fund for Ramp, Taxiway and Lighting, RPZ, Hangar Down Payment and Equipment Purchase (net \$1.3M)
  - Build set of hangars via Authority-secured funding



# Flights To and From Moore County Airport (SOP)

- ✈ Interactive Map of United States
- ✈ Time Scale at Top – January–December
- ✈ All Aircraft that Filed a Flight Plan TO and FROM Our Airport In 2019
- ✈ States Will Go White and Blue Dots Will Appear and Grow, Reflecting Number of Departures and Arrivals of Aircraft

<https://youtu.be/djNfQJ7Df34>



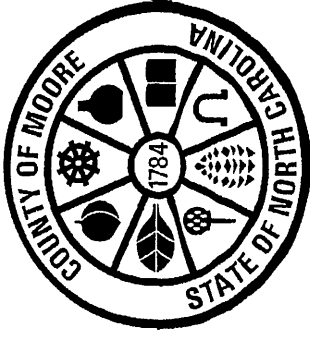
*THANK YOU*



# Courthouse Financing Discussion Materials

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Moore County, North Carolina



February 24, 2021 - DRAFT of 2/21/21

# Courthouse Project Funding

## Overview



- The County is considering construction of a new Courthouse facility.
  - The Project is anticipated to be bid in April 2021.
  - For purposes of this analysis, the project is estimated to cost \$35 million.
- The County is considering financing the Courthouse through an Installment Financing.
  - Under this approach, the financing would be secured by a mortgage on the new Courthouse facility.
- The County has two options for issuing the Installment Financing:
  - Public Market Sale (Limited Obligation Bonds)
  - Direct Bank Loan (Installment Financing Agreement)
- For perspective, a comparison of estimated current market pricing results and financing schedules are included on the following pages.

DAVENPORT & COMPANY

Mooresville, NC 28130

# Preliminary Financing Schedules



## Public Sale (Limited Obligation Bonds)

|                        |                                                                                                          |
|------------------------|----------------------------------------------------------------------------------------------------------|
| Early March            | Project Bids Advertised                                                                                  |
| March 16 <sup>th</sup> | BOCC Meeting – Call Public Hearing                                                                       |
| March                  | Submit Joint Legislative Committee Letter<br>LGC Application Prepared<br>Bond/Offering Documents Drafted |
| Early April            | Project Bids Due                                                                                         |
| April 6 <sup>th</sup>  | BOCC Meeting - Hold Public Hearing and consider adopting a Findings Resolution                           |
| April                  | Final Bond/Offering Documents<br>Credit Rating Update                                                    |
| May 4 <sup>th</sup>    | LGC Meeting<br>BOCC Meeting – Final Approval                                                             |
| Mid May                | Bond Pricing – Interest Rates Locked                                                                     |
| By 6/1                 | Bond Closing – Funds on Hand                                                                             |

## Direct Bank Loan (Installment Financing Agreement)

|                        |                                                                                                            |
|------------------------|------------------------------------------------------------------------------------------------------------|
| Early March            | Project Bids Advertised                                                                                    |
| March 16 <sup>th</sup> | BOCC Meeting – Call Public Hearing                                                                         |
| March                  | Submit Joint Legislative Committee Letter<br>LGC Application Prepared                                      |
| March 23 <sup>rd</sup> | Bank Proposals Received - Interest Rates Locked                                                            |
| Early April            | Project Bids Due                                                                                           |
| April 6 <sup>th</sup>  | BOCC Meeting - Hold Public Hearing, consider adopting a Findings Resolution and selecting a winning bidder |
| April                  | Loan Documents Drafted                                                                                     |
| May 4 <sup>th</sup>    | LGC Meeting<br>BOCC Meeting – Final Approval                                                               |
| Mid May                | Bond Closing – Funds on Hand                                                                               |

**DAVENPORT & COMPANY**

February 24, 2021 - DRAFT of 2/21/21

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February 24, 2021 · DRAFT of 2/21/21

Moore County, NC

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