



City Council Agenda

Thursday, January 11, 2024

6:00 PM

City Hall

Cell phones are to be turned off or placed on vibrate during the meeting. Please exit the Council Chambers before using your cell phone.

The agenda is prepared and distributed on Friday preceding the meeting to Council and news media. A work session is then held on the Tuesday preceding the regular meeting at 4:00 pm.

I. Call to Order

II. Pledge of Allegiance and Moment of Silent Prayer

III. Approval of Minutes

November 21, December 12, and December 14, 2023.

IV. Presentations

1. Presentation of retirement plaque to Major Robert Ledwell for over 25 years of loyal and dedicated service with the City of Concord Police Department.

Major Ledwell is retiring from the Concord Police Department on February 1, 2024. Throughout his 28-year career as an officer, Ledwell has lived in Concord his entire life. He was promoted to Sergeant in 2003 and served as supervisor of the crime scene unit, evidence and property division, major crimes, and other aspects of the Criminal Investigations Division. In 2012, Ledwell was promoted to Captain and immediately served as the commander of the Adam Patrol District. After being reassigned as Criminal Investigations commander in 2014, he was assigned to the Office of Management, Analysis, and Planning (OMAP). In 2019, Ledwell was promoted to the rank of Major and assigned as the Operations Bureau commander. From 2022 to his retirement, Major Ledwell served as the Commander of the Patrol Bureau.

2. Presentation of retirement plaque to Captain James Alan Lee, who served over 27 years of loyal and dedicated service with the City of Concord Police Department.

Captain Lee is retiring from the Concord Police Department on February 1, 2024. Throughout his 27-year career as an officer, he served the department in various positions, including patrol officer, criminal investigation, traffic safety unit, and the department's ABC officer. During his tenure, Captain Lee received his Law Enforcement General Instructor certification and the Advanced Law Enforcement certification from the North Carolina Law Enforcement Training and Standards Commission. In 2006, Alan was promoted to Sergeant where he served as the recruiting and training supervisor for the Professional Standards Division. Alan was promoted to Captain in 2014 and assigned as the Adam District Commander and later the Charlie District Commander until his retirement. Under his leadership, Charlie District established a reduction of part 1 crimes in four out of the last five years. During his service, Captain Lee received the following awards: the Bank of America Hometown Hero, Community Service, and Coworker of the Month.

3. Presentation of a Proclamation recognizing January 15, 2024 as Dr. Martin Luther King, Jr. Day.

V. Unfinished Business

VI. New Business

A. Informational Items

1. Receive the results of the Cabarrus County Arts & Prosperity Survey at the City Council Work Session.

Cabarrus Arts Council Executive Director, Liz Fitzgerald, will present the survey results.

2. Receive a presentation regarding the Local Government Language Access Collaborative Program at the City Council Work Session.

The City of Concord has been involved with the Local Government Language Access Collaborative Program offered through The University of North Carolina at Chapel Hill since January 2022. The Diversity, Equity, and Inclusion Strategist will present the program review.

B. Departmental Reports

1. Downtown Streetscape update
2. Parks and Recreation Bonds update

C. Recognition of Persons Requesting to be Heard

D. Public Hearings

1. Conduct a public hearing pursuant to North Carolina General Statutes Sec. 158-7.1 to consider granting a five-year/85% tax-based infrastructure development grant to Concord Commerce Park to be located the corner of Concord Parkway and George Liles Parkway (PIN #'s 5509-75-4953 and 5509-86-7447) having an investment of approximately \$125,000,000 in real and personal property.

Under the North Carolina General Statutes, City Council may offer incentives to stimulate private sector expansion of new facilities. The 1,287,000 square foot nine-building development will include a variety of uses which include manufacturing, warehousing, life science, distribution, and limited retail. The existing zoning is Campus District (CD) which permits all these uses and has a higher level of design standards than what is found in traditional I-2. The total value of the City's five-year grant is estimated to equal \$2,550,000 depending on the actual investment. The City would still collect a five-year net revenue of \$450,000 after the incentive payment. The grant analysis is attached for additional details.

Recommendation: Consider offering a contract for a five-year/85% tax-based infrastructure development grant to Concord Commerce Park for a total of 1,287,000 square foot nine-building development park consisting of manufacturing, warehousing, life science, distribution, and limited retail.

2. Conduct a public hearing pursuant to North Carolina General Statutes Sec. 158-7.1 to consider granting a three-year/85% tax-based center city district economic development incentive grant to Southpaw Investors, LLC to develop a restaurant space located at 325 McGill Avenue NW, Suite 10 having an investment of approximately \$1,385,000 in real and personal property.

Under the North Carolina General Statutes, City Council may offer incentives to stimulate private sector expansion of new facilities. Southpaw Investors, LLC, proposes to develop an approximately 3,950 square foot facility that will serve as Gianni's Restaurant. This facility will house restaurant functions and associated uses and is projected to accommodate approximately 177 diners and 3 kitchen employees. Southpaw Investors, LLC, is proposing to invest approximately \$1,385,000 in real and personal property.

Recommendation: Consider offering a contract for a three-year/85% tax-based center city district economic development incentive grant to Southpaw Investors, LLC to develop a restaurant space located at 325 McGill Avenue, Suite 10.

3. Conduct a public hearing pursuant to North Carolina General Statutes Sec. 158-7.1 to consider granting a three-year/35% tax-based municipal service district economic development incentive grant to Morris Building, LLC for tenant investment to develop the Sawmill Tavern, located at 56 Union Street South, and the adjacent Charros Restaurant, located 48 Union Street South having an investment of approximately \$1,122,930 in real and personal property.

Under the North Carolina General Statutes, City Council may offer incentives to stimulate private sector expansion of new facilities. Morris Building, LLC, proposes to develop an approximately 5,250 square foot facility that will serve as the Sawmill Tavern. This facility will house restaurant functions and associated uses and is projected to accommodate approximately 150 diners and 6 kitchen employees. Morris Building, LLC, is proposing to invest approximately \$544,555 in real and personal property.

Morris Building, LLC, is also proposing to develop an approximately 6,250 square foot facility that will serve as the Charros Restaurant. This facility will house restaurant functions and private dining space and is projected to accommodate approximately 202 diners and 8 kitchen employees. Morris Building, LLC, is proposing to invest approximately \$578,375 in real and personal property.

Morris Building, LLC, is proposing to invest a total of approximately \$1,122,930 in real and personal property in the two projects. The grant analysis is attached for additional details.

Recommendation: Consider offering a contract for a three-year/35% tax-based municipal service district economic development incentive grant to Morris Building, LLC to develop the Sawmill Tavern and Charros Restaurant, located at 56 & 46 Union Street South.

4. Conduct a public hearing for case Z-26-23 and consider adopting an ordinance amending the official zoning map for +/- 1.29 acres located at 3010 New Town Way, SW from RM-1 (Residential Medium Density) to AG (Agricultural) and to amend the 2030 Land Use Plan to modify the future land use designation of the parcel from “Industrial Employment” to “Open Space.”

The Planning and Zoning Commission heard the above referenced petition at their December 19, 2023 meeting and voted to forward the request to City Council with a recommendation that the zoning map be amended from RM-1 (Residential Medium Density) to AG (Agricultural) and to amend the 2030 Land Use Plan to designate the parcel as “Open Space.”

Recommendation: Consider adopting an ordinance amending the official zoning map from RM-1 (Residential Medium Density) to AG (Agricultural) and to amend the 2030 Land Use Plan to designate the parcel as “Open Space.”

E. Presentations of Petitions and Requests

1. Consider approving allocating \$40,000 of HOME Investment Partnership (HOME) funds to Habitat for Humanity Cabarrus County for the construction of 190 Duval Street NW.

The City of Concord and Habitat for Humanity Cabarrus County have a well-established partnership of using HOME funds to create stable, affordable housing opportunities for Concord residents who fall between 30-60% of area median income. This partnership, which began in early 2013, has seen 17 families purchase homes in the Logan and Gibson Neighborhoods. The current HOME funding request of \$40,000 would be to construct a new home located at 190 Duval Street NW located in the Gibson Community. This joint effort allows both organizations to expand reach while working together toward the common goal of rebuilding neighborhoods/communities and promoting stability through home ownership.

Habitat continues to be committed to meeting the City’s standards in construction with hardy plank siding, meeting SystemVision requirements and sealing the crawlspace. Construction would also include a front porch, two car parking pad and a landscaping package. Staff will also be working closely with Habitat to have additional visual enhancements (paint color, decorative porch railings, etc.) included on each house. As an existing partner, Habitat is familiar with all federal requirements and has been noted as a good steward of funding during HUD audits.

Recommendation: Motion to approve allocating \$40,000 of HOME Investment Partnership (HOME) funds to Habitat for Humanity Cabarrus County for the construction of 190 Duval Street NW.

2. Consider adopting a resolution directing the application to the LGC for approval of Utilities Systems Revenue Bonds; requesting LGC approval of the Utilities Systems Revenue Bonds, Series 2024 and certain related matters.

The City is planning the issuance of revenue bonds of an amount not to exceed \$25,000,000 to fund improvements at the Hillgrove Water Treatment Plant and pay the costs of issuing the 2024 Bonds. The attached resolution authorizes the Finance Director to submit an application to the LGC for approval of the 2024 Bonds, approves the financing team for the bonds, and includes other relevant information related to the issuance of the bonds.

Recommendation: Motion to adopt a resolution directing the application to the LGC for approval of Utilities Systems Revenue Bonds; requesting LGC approval of the Utilities Systems Revenue Bonds, Series 2024 and certain related matters.

3. Considering authorizing the City Manager to negotiate and execute a contract with Talbert, Bright & Ellington (TBE) to provide engineering and design and bidding services for the northern portion of the general aviation apron and taxiway "A1" rehabilitation project at Concord-Padgett Regional Airport.

Starting in 2020, the airport has upgraded approximately 25 acres of pavement for GA and Corporate Aircraft with one exception, the tie-down area and in front of Hendrick Motorsport Hangar. Last year, approximately 60% of the hangar taxiways have been rehabilitated from a pavement standpoint. The proposed project will complete the remaining hangar taxiway and apron. The project includes milling and replacing 2 inches of P-401 bituminous concrete on the northern portion of the apron system and taxiway "A1". The airport has advised FAA, Memphis ADO, that entitlement funding along with NCDOA funds will be utilized to pay for these improvements.

Recommendation: Motion to authorize the City Manager to negotiate and execute a contract with TBE in the amount of \$317,831 for professional services.

4. Consider authorizing the City Manager to negotiate and execute a contract with Hazen and Sawyer for Engineering and Bid Phase Services for the Poplar Tent Area Booster Pump Station project in the amount of \$477,000.

The Poplar Tent Area Pump Station is the recently relocated pump station project that was originally to be located along Hwy 29 near George Liles Pkwy. The project was relocated due to complex issues with water line tie-ins and NCDOT issues. This location is intended to have a dual purpose of allowing movement of finished water from the Coddle Creek Water Treatment Plant to the areas served by the Hillgrove Water Treatment Plant and water purchased from Albemarle for redundancy and better usage of plant capacities, but also to eliminate the existing Rock Hill Church Rd Booster Pump Station. The Water Resources Department advertised an RFQ and received 7 interested firms. Hazen and Sawyer is the selected consultant at a negotiated fee of \$477,000.

Recommendation: Motion to authorize the City Manager to negotiate and execute a contract with Hazen and Sawyer for Engineering and Bid Phase Services for the Poplar Tent Area Booster Pump Station project in the amount of \$477,000.

5. Consider authorizing the City Manager to negotiate and execute a contract with ESource for Advanced Metering Infrastructure (AMI) consulting services in the total amount of \$1,076,597.

The City recently publicly advertised an RFQ for AMI consulting services. City Staff interviewed all 6 respondents. The selected vendor is ESource. ESource has a history of large successful AMI deployment projects. The proposed scope will lead the City's AMI team through a very intentional process to assure all aspects of the AMI project are successful including technology selection, system integration, vendor contract negotiations, and deployment.

The proposed scope includes services that will be provided throughout the life of the project, including deployment support. The scope and fee is structured so the City only pays for the task items needed to complete. The project schedule includes approximately one year of preliminary work (Phase 1 & 2) before the full scale deployment (Phase 3) would begin in early 2025. Phase 3 is estimated to last up to three years for full completion. The technology vendor and deployment contract(s) will come to Council for approval prior to advancing to Phase 3.

Recommendation: Motion to authorize the City Manager to negotiate and execute a contract with ESource for Advanced Metering Infrastructure (AMI) consulting services in the total amount of \$1,076,597.

6. Consider accepting a Preliminary Application from William Niblock.

In accordance with City Code Chapter 62, William Niblock has submitted a preliminary application to receive water service outside the City limits. The property is located at 8805 Poplar Tent Road. It is zoned LDR. The parcel lot of record has been in existence as of 1978 as part of Beech Bluff and is being developed with a single family home. There is both water and sewer available.

Recommendation: Motion to accept the preliminary application and have the owner proceed to the final phase excluding annexation.

7. Consider accepting a Preliminary Application from Skiold Nino and Mildrey Mendoza.

In accordance with City Code Chapter 62, Skiold Nino and Mildrey Mendoza have submitted preliminary applications for water service at 3802 Solen Drive Harrisburg, NC, which is located outside of the City limits. The property is currently developed with a single family home. The property is zoned RE and City sanitary sewer is not available to the parcel.

Recommendation: Motion to accept the preliminary application and have the owner proceed to the final application phase excluding annexation.

8. Consider a Preliminary Application from Matthew and Claudia Pigg.

In accordance with City Code Chapter 62, Matthew and Claudia Pigg have submitted a preliminary application to receive water service outside the City limits. The property is located at 3605 Mill Bridge Rd. It is zoned county AO (Agriculture/Open Space). The property is being developed with a single family home and City sanitary sewer is not available to this parcel.

Recommendation: Motion to accept the preliminary application and have the owner proceed to the final application phase excluding annexation.

9. Consider appointing or reappointing two elected officials to the Concord/Kannapolis Transit Commission. The Concord Kannapolis Transit Commission is comprised of two elected officials from each city (Concord and Kannapolis) that serve 3-year terms. The current Concord members' terms expired on 12/31/23. Current members are Council Member Stocks and Council Member Sweat. There is no limit to the number of times an elected official can be appointed to this board.

Recommendation: Motion to appoint or reappoint two elected officials to serve on the Concord Kannapolis Transit Commission until 12/31/26.

VII. Consent Agenda

A. Consider adopting a resolution updating the current approved depositories for the City of Concord.

The attached resolution and the attached list of pooling banks for N.C. is submitted for City Council approval. Although the City has a contract with Wells Fargo, the central depository for the City, the City also has relationships with many other financial institutions in regards to investment activities and debt relationships. A list of pooling banks is attached for review.

This list represents banks that the Treasurer's office currently works with to receive deposits for State agencies. These banks agree to comply with State guidelines to operate as a depository of State funds. Staff is requesting these financial institutions be approved.

Recommendation: Motion to adopt a resolution to designate allowed depositories for the City.

B. Consider authorizing the Information Technology department to apply for the State and Local Cybersecurity Grant Program.

The Information Technology department is requesting up to \$200,000 to improve the City's cybersecurity posture from the NC Department of Public Safety SLCGP (State and Local Cybersecurity Grant Program). Funding information can be found at: <https://www.ncdps.gov/SLCGP>. The proposed project will be aligned to Elements 1 – 5 on the Required Elements section.

Recommendation: Motion to authorize the Information Technology Department to apply for the State and Local Cybersecurity Grant Program.

C. Consider authorizing Concord-Padgett Regional Airport to accept the FY24 North Carolina Department of Transportation-Transportation Reserve Directed Funding (TRDF) and adopt a budget ordinance to amend the budget for the Airport capital projects to appropriate NCDOT grant funds received.

Concord-Padgett Regional Airport received notice from the Division of Aviation NCDOT that TRDF grant funds in the amount of \$5,000,000 have been allocated under the commercial service appropriation funding for Concord-Padgett Regional Airport in FY24. These grant funds will be used for the purpose of funding improvements to the North Apron Roadway. This would extend Aviation Blvd. past the Hendrick Motorsports hangar to the North and provide access to a future hangar development site, including utilities for the future hangar.

Recommendation: Motion to accept the grant award and adopt an ordinance to amend the FY24 Budget Ordinance for the Airport Project Fund to appropriate NCDOT FY24 grant funds.

D. Consider authorizing the City Manager to accept the FY24 North Carolina General Assembly House Bill 259 Grant award and adopt a budget ordinance.

The Concord Police Department has been awarded the FY24 North Carolina General Assembly House Bill 259 Grant award. This grant is funded through the North Carolina Office of State Budget and Management. The award will fund \$1,069,765 to the Concord Police Department for capital improvements or equipment at the Police Department.

Recommendation: Motion to authorize the City Manager to accept the FY24 North Carolina General Assembly House Bill 259 Grant award and to adopt a budget ordinance.

E. Consider authorizing the City Manager to execute the Inter-jurisdictional Pre-treatment agreement with the Water and Sewer Authority of Cabarrus County.

This agreement provides a legal mechanism for WSACC to administer their industrial pre-treatment program as required by their NPDES discharge permit.

Recommendation: Motion to authorize the City Manager to execute the Inter-jurisdictional Pre-treatment agreement.

F. Consider adopting a resolution approving the approval of the updated Water Shortage Response Plan.

The updated WSRP was recently accepted by the State and needs to be formally adopted by City Council. The Plan sets forth actions required under certain drought conditions.

Recommendation: Motion to adopt a resolution approving the new Water Shortage Response Plan.

G. Consider Accepting an Offer of Dedication of an access easement and approval of the maintenance agreement.

In accordance with the CDO Article 4, the following access easements and maintenance agreements are now ready for approval: JPO Christenbury, LP (PIN 4589-47-5971) 9101 Edenbury Dr., Concord, NC. Access easements and SCM maintenance agreements are being offered by the owners.

Recommendation: Motion to approve the maintenance agreements and accept the offers of dedication to the following properties: JPO Christenbury, LP.

H. Consider Accepting an Offer of Dedication of an access easement and approval of the maintenance agreement.

In accordance with the CDO Article 4, the following access easements and maintenance agreements are now ready for approval: Niblock-Richardson Development III, LLC. (PIN 5611-52-6444) Lucky Dr., Concord, NC. Access easements and SCM maintenance agreements are being offered by the owners.

Recommendation: Motion to approve the maintenance agreements and accept the offers of dedication to the following properties: Niblock-Richardson Development III, LLC.

I. Consider accepting an offer of infrastructure at Settlers Landing Offices Lot 290 and Province Green Pump Station elimination.

In accordance with CDO Article 5, improvements have been constructed in accordance with the City's regulations and specifications. The following are being offered for acceptance: 68 LF of 6-inch water line, 16 LF of 2-inch water line, 4 valves, 2,946 LF of 12-inch sanitary sewer and 8 manholes.

Recommendation: Motion to accept an offer of infrastructure at Settlers Landing Office, Lot 290 and Province Green Pump Station elimination.

J. Consider adopting an ordinance to amend the FY 2023/2024 Budget Ordinance for the Golf Fund.

Staff is requesting retained earnings from prior year's earnings be used to purchase an irrigation cabinet in the current year. The use of the funds would not reduce the retained earnings below the reserve required by policy.

Recommendation: Motion to adopt an ordinance to amend the FY 2023/2024 Budget Ordinance for the Golf Fund.

K. Consider accepting the semi annual debt status report as of December 31, 2023.

The City's debt report as of December 31, 2023 is presented for the City Council's review.

Recommendation: Motion to accept the semi annual debt status report as of December 31, 2023.

L. Consider acceptance of the Tax Office reports for the month of November 2023.

The Tax Collector is responsible for periodic reporting of revenue collections for the Tax Collection Office.

Recommendation: Motion to accept the Tax Office collection reports for the month of November 2023.

M. Consider approval of Tax Releases/Refunds from the Tax Collection Office for the month of November 2023.

G.S. 105-381 allows for the refund and/or release of tax liability due to various reasons by the governing body. A listing of various refund/release requests is presented for your approval, primarily due to overpayments, situs errors and/or valuation changes.

Recommendation: Motion to approve the Tax releases/refunds for the month of November 2023.

N. Receive monthly report on status of investments as of November 30, 2023.

A resolution adopted by the governing body on 12/9/1991 directs the Finance Director to report on the status of investments each month.

Recommendation: Motion to accept the monthly report on investments.

VIII. Matters not on the Agenda

- Transportation Advisory Committee (TAC)
- Metropolitan Transit Committee (MTC)
- Centralina Regional Council
- Concord/Kannapolis Transit Commission
- Water Sewer Authority of Cabarrus County (WSACC)
- WeBuild Concord
- Public Art Commission
- Concord United Committee

X. General Comments by Council of Non-Business Nature

XI. Closed Session (If Needed)

XII. Adjournment

*IN ACCORDANCE WITH ADA REGULATIONS, PLEASE NOTE THAT ANYONE WHO NEEDS AN ACCOMMODATION TO PARTICIPATE IN THE MEETING SHOULD NOTIFY THE CITY CLERK AT (704) 920-5205 AT LEAST FORTY-EIGHT HOURS PRIOR TO THE MEETING.

ARTS & ECONOMIC PROSPERITY 6

The Economic & Social Impact Study
of Nonprofit Arts & Culture Organizations
& Their Audiences in

Cabarrus County

Supporting **jobs**.
Generating **revenue**.
Building **community vibrancy**.



Americans
for the **Arts**

“The AEP6 report underscores what businesses across the nation have witnessed—that investments in arts and culture not only enhance the quality of life, but also stimulate economic development. By supporting the arts, companies attract and retain talent and create an environment where creativity, businesses, and communities thrive.”

— PAUL WASHINGTON

Executive Director

Environmental, Social, and Governance Center

The Conference Board

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“The AEP6 report findings confirm again the economic value of arts and culture. Arts and culture continue to put millions of people to work in big cities and small towns across the United States, including many members of DPE’s affiliate unions. The AEP6 report also finds that arts and cultural productions are economic drivers for local economies by spurring consumer spending at restaurants, hotels, and other local businesses. Simply put, investment in arts and culture continues to deliver a positive economic return for American communities.”

— JENNIFER DORNING,
President, Department for Professional Employees, AFL-CIO

ARTS AND CULTURE BUILDS

BY RANDY COHEN, VICE PRESIDENT OF RESEARCH,
AMERICANS FOR THE ARTS

Every day, more than 100,000 nonprofit arts and culture organizations in the U.S. are making their communities better places to live and work by beautifying cities, fueling creativity, celebrating diversity, and bringing joy to residents. Like all nonprofits, these organizations have a public purpose: to make their cultural product broadly accessible so everyone can share in these benefits. And, like all nonprofits, they count on financial support from government and the private sector to deliver on that promise. We are in a time, however, when many leaders feel challenged to fund the arts. Shrinking budgets, mandates to prioritize jobs and economic growth, and pressing community development issues make for difficult decision making. To those leaders, **Arts & Economic Prosperity 6** brings a welcome message: when you invest in the arts and culture, you are investing in an industry that strengthens your economy and builds more livable communities.

Arts & Economic Prosperity 6 (AEP6) is an economic and social impact study of the nation's nonprofit arts and culture industry. By every measure, the results are impressive. Nationally, the sector generated \$151.7 billion of economic activity in 2022—\$73.3 billion in spending by arts and culture organizations and an additional \$78.4 billion in event-related expenditures by their audiences. What was the impact of this economic activity? It supported 2.6 million jobs, provided \$101 billion in personal income to residents, and generated \$29.1 billion in tax revenue to local, state, and federal governments.

Investment in the nonprofit arts and culture industry builds the communities where people want to live and work. It is where entrepreneurs and creative economy businesses are launched and where nighttime economies flourish. When we prioritize diverse cultural expressions and traditions, it nurtures social connections, promotes community pride and identity, and boosts tourism by providing the authentic experiences that draw visitors to the community. If visitors have a positive experience, it may become a place to work—and ultimately one in which to live. **Creating livable communities is economic development.**

“Mayors understand the connection between the arts industry and city revenues. Arts activity creates thousands of direct and indirect jobs and generates billions in government and business revenues. The arts also make our cities destinations for tourists, help attract and retain businesses, and play an important role in the economic revitalization of cities and the vibrancy of our neighborhoods.”

— RENO MAYOR HILLARY SCHIEVE,
President, The United States Conference of Mayors

The AEP6 study expands beyond the economic and financial data of its five previous versions to include social impact measurements of arts and culture’s effect on the well-being of communities and residents. For example, nationally, 89% of attendees to arts and culture events agreed that “the event they are attending inspires a sense of pride in the neighborhood or community,” and 86% responded that they “would feel a great sense of loss if this activity or venue were no longer available.” Taken together, economic and social impact provide a more holistic portrait of how arts and culture strengthen communities.

30 YEARS OF ECONOMIC IMPACT STUDIES

AEP6 represents a total reset, establishing a new benchmark in the AEP study series.

- **We changed our approach.** We expanded the study inclusion criteria from “arts” to “arts and culture,” implemented a new data collection methodology, asked our partners to utilize new community engagement tools, added social impact questions to the survey instruments, and moved our economic impact modeling to the IMPLAN platform.
- **The world around us changed.** The COVID-19 pandemic occurred, a recession followed, audiences decreased, attendance habits changed, the arts and hospitality industries suffered profound job losses, and billions of dollars were distributed to the arts and culture sector from federal pandemic relief funding such as the CARES Act.

What has not changed is the community-based focus of our work. When Americans for the Arts published its first economic impact study in 1994, we partnered with local arts agencies representing 33 communities. AEP6 has grown tenfold since then. It provides detailed findings on 373 regions from across all 50 states and Puerto Rico—ranging in population from 4,000 to 4 million—and representing rural, suburban, and large urban communities. Local and statewide research partners collected surveys from 16,399 nonprofit arts and culture organizations and 224,677 of their attendees and customized economic input-output models were built for every region to ensure reliable data and actionable results.

SPENDING BY ARTS AND CULTURE AUDIENCES

What continues to set AEP6 apart from other national studies is its analysis of the event-related spending by arts and culture audiences. When people attend a cultural event, they often make an outing of it—dining at a restaurant, paying for parking or public transportation, enjoying dessert after the show, and returning home to pay for child or pet care. AEP6 shows that the typical attendee spends \$38.46 per person per event, in addition to the cost of event admission. A ZIP code analysis of each of the 224,677 survey respondents shows that a third of attendees (30.1%) traveled from outside the county in which the event took place. Their event-related spending was more than twice that of their local counterparts (\$60.57 vs. \$29.77).

What brought those visitors to town? For 77% of respondents, the primary purpose of their visit was to attend that cultural event. When we asked their local counterparts what they would have done if the event where they were surveyed had not been available, 51% said they would have “traveled to a different community to attend a similar arts or cultural activity”—and 64% of nonlocal visitors would have traveled to another community as well. Vibrant arts communities attract visitors who spend money and help local businesses thrive. They also keep resident spending money local—a value-add that few industries can compete with.

ADDING VALUE THROUGH EQUITY AND INCLUSION

Past AEP studies have focused primarily on the nonprofit arts and culture industry's financial, economic, and tourism contributions. This resulted in more effort being placed on collecting data from large-budget organizations with existing relationships to the funding community (often with a focus on Eurocentric culture), and less on smaller organizations and those that primarily serve communities of color. With the goal of making AEP6 more inclusive and reducing systemic bias, Americans for the Arts transformed its approach. We hired a director of AEP6 community engagement and equity, added an equity consultant to the research team, established an AEP6 Equity Task Force composed of leaders from all segments of the industry, and completed a full review and restructuring of the methodology. We ensured publishing accessibility guidelines were met and provided inclusive language offerings (for example, we made the audience survey available in 25 languages). We also created a series of community engagement tools to help our research partners identify, approach, and establish new and strengthen existing relationships with organizations representing BIPOC- (Black, Indigenous, People of Color) and ALAANA- (African, Latine, Asian, Arab, Native American) identifying communities.¹

AEP6 included an expectation—for the first time—that our research partners would collect a portion of audience surveys at events that were presented, produced, or hosted by BIPOC and ALAANA organizations. We found that spending by attendees at BIPOC and ALAANA organizations was nearly identical to the overall national average (\$38.29 and \$38.46 per person, respectively). Similar findings were noted in the social impact questions. For example, 81.2% of attendees at BIPOC and ALAANA organizations agreed, “This venue or facility is an important pillar for me within my community.” The figure for all attendees was 81.4%.

With the research showing proportional economic and community impacts, these findings should initiate new, or escalate existing, funding conversations about BIPOC and ALAANA organizations receiving fair and proportional financial support—a necessary first step in correcting the grant award processes that have frequently proven to be historically and systemically unbalanced. A 2019 [report](#) by Americans for the Arts, for example, found that among local arts agency grantmaking organizations, the largest 16% of grant recipients (by budget) received 73% of the dollars awarded. Ensuring equitable funding for arts and culture organizations is a vital step in creating an inclusive, balanced, and vibrant cultural landscape.

BUILDING MORE LIVABLE COMMUNITIES

The arts were among the economic sectors most devastated by the COVID-19 pandemic and remain among the slowest to recover. Yet, they still helped us heal socially and recover economically. The arts infused our lives with joy when it was hard to find, staved off isolation and loneliness when it was most persistent, and increased life satisfaction when it lagged the most. The arts were also kindling for the economy, getting people out of their homes and spending money in the community. **AEP6 makes clear that when we fund the arts, we are investing in an industry that stimulates the economy, supports local jobs, and contributes to building healthy and vibrant communities.**

¹ Americans for the Arts believes that language and identity go hand-in-hand and are essential to how we name and organize any community. We use the terms BIPOC (Black, Indigenous, People of Color) and ALAANA (African, Latine, Asian, Arab, Native American) to represent People of Color and Communities of Color. While these terms do not fully encompass or represent the complicated and multi-layered nature of indigeneity or ethnic and racial identities, they are the most commonly used terms in our work. We invite and encourage anyone who engages with the AEP6 study to examine and explore the terms used in your community and that are important to and valued by the individuals you interact with, support, and engage.

TOP AEP6 TAKEAWAYS

in Cabarrus County

1. Arts & Economic Prosperity 6 (AEP6) is an economic and social impact study of the nonprofit arts and culture industry. In Cabarrus County, the sector generated \$7.6 million in economic activity during 2022—\$2.1 million in spending by arts and culture organizations and an additional \$5.5 million in event-related expenditures by their audiences. That economic activity supported 111 jobs, provided \$3.2 million in personal income to residents, and generated \$966,860 in tax revenue to local, state, and federal governments.
2. Nonprofit arts and culture organizations are businesses. They employ people locally, purchase supplies and services from nearby businesses, and engage in the marketing and promotion of their cities and regions. Their very act of doing business—creating, presenting, exhibiting, engaging—has a positive economic impact and improves community well-being. In Cabarrus County, nonprofit arts and culture organizations spent an estimated \$2.1 million which supported 36 jobs and generated \$413,082 in local, state, and federal government revenue.
3. Arts and culture drives commerce to local businesses. When people attend a cultural event, they often make an outing of it—dining at a restaurant, paying for parking or public transportation, enjoying dessert after the show, and returning home to pay for child or pet care. Overall, in Cabarrus County, attendees spend \$27.18 per person per event, beyond the cost of admission. These dollars represent vital income for local merchants and a value-add with which few industries can compete.
4. Arts and culture strengthens the visitor economy. In Cabarrus County, 35.2% of attendees are nonlocal visitors who traveled from outside Cabarrus County; they spend an average of \$26.04. Additionally, 82.7% of nonlocal attendees reported that the primary purpose of their visit was specifically to attend the performance, event, exhibit, venue, or facility where they were surveyed.
5. A vibrant arts and culture community keeps local residents—and their discretionary dollars—in the community. When attendees were asked what they would have done if the event where they were surveyed had not been available, 60.4% of attendees who live in Cabarrus County said they would have “traveled to a different community to attend a similar arts or cultural activity.”
6. Arts and culture organizations contribute to community pride in Cabarrus County.
 - 87.0% of arts and culture attendees agree that the activity or venue where they were surveyed “is inspiring a sense of pride in this neighborhood or community.”
 - 80.6% agree that “I would feel a great sense of loss if this activity or venue were no longer available.”
 - 80.1% agree that the venue or facility where they were surveyed is “an important pillar for me within my community.”

*“Race Forward values the vital role of the arts and culture in achieving a just, multiracial democracy, in which people of color thrive with power and purpose. Throughout American history, from the Harlem Renaissance to the Chicano Mural Movement to publications like *Gidra*, artists and culture bearers of color have used their craft to shape powerful narratives that assert the full humanity of communities of color; challenge racist ideologies in neighborhoods, on campuses and in workplaces; and push us to realize an equitable future. In addition to the aesthetic and economic boosts that artists and culture bearers of color undoubtedly bring to local and national economies, we must also honor, cherish, and invest in the bold sociopolitical voice for racial and economic justice for all that they offer to us through their artistic and cultural expression.”*

— GLENN HARRIS,
President of Race Forward

THE ECONOMIC & SOCIAL IMPACT OF THE NONPROFIT ARTS AND CULTURE INDUSTRY in Cabarrus County

From coast to coast—and in **Cabarrus County**—America’s nonprofit arts and culture organizations are providing inspiration and joy to residents, beautifying public spaces, and strengthening community pride and identity. Arts and culture organizations are also businesses. They employ people locally, purchase goods and services from nearby businesses, and produce the authentic cultural experiences that are magnets for visitors, tourists, and new residents. Event-related spending by their audiences generates valuable revenue for local merchants—dining in a nearby restaurant, paying to park or for a rideshare, shopping at local retail stores, and enjoying dessert after a show—a value-add few industries can compete with. These actions, in turn, support jobs, generate household income, and generate tax revenues to the government that more than offset the public’s arts and culture sector investment. The economic activity by arts and culture organizations and their audiences is both measurable and a story that must be told.

Arts and Economic Prosperity 6 (AEP6) provides compelling evidence that the nonprofit arts and culture sector is a significant industry in Cabarrus County—one that generated \$7.6 million in total economic activity during 2022. This spending—\$2.1 million by nonprofit arts and culture organizations and an additional \$5.5 million in event-related spending by their audiences—supports 111 jobs, generates \$3.2 million in household income for local residents, and delivers \$966,860 in tax revenues to local, state, and federal governments. This study sends a strong signal that, even in the aftermath of the COVID-19 pandemic and the resulting recession, the nonprofit arts and culture is a formidable industry. AEP6 demonstrates that when we support the arts, we are investing in Cabarrus County’s economic and community well-being.

AEP6 is the largest and most inclusive study of its kind. It documents the economic and social contributions of arts and culture in 373 diverse communities and regions representing all 50 states and Puerto Rico. The study areas range in population from 4,000 to 4 million and represent rural, suburban, and urban communities (130 cities and 126 counties, 78 multi-city or multi-county regions, 18 individual arts districts, and 21 entire states/territories). To measure industry spending, local and statewide research partners representing the 373 study regions collected expenditure and attendance data from 16,399 arts and culture organizations and the event-related spending information from 224,667 of their attendees. Using the IMPLAN economic modeling platform, input-output analysis models were customized for each study region to provide specific and reliable economic impact data for each.

This unique report has been prepared for Cabarrus County in collaboration with our community research partner, the Cabarrus Arts Council.

ECONOMIC IMPACT OF ARTS AND CULTURE

During fiscal year 2022, spending by both Cabarrus County’s nonprofit arts and culture organizations and their audiences totaled \$7.6 million. The table below demonstrates the total economic impact of this economic activity.

Table 1: Total Economic Impacts of the Entire Nonprofit Arts and Culture Industry in Cabarrus County During Fiscal Year 2022			
	Organizations	Audiences	Industry Totals
Direct Expenditures	\$2,092,897	\$5,505,498	\$7,598,395
Jobs Supported	36	75	111
Household Income Paid	\$1,347,820	\$1,892,454	\$3,240,274
Local Government Revenue	\$31,906	\$104,237	\$136,143
State Government Revenue	\$48,893	\$118,681	\$167,574
Federal Tax Revenue	\$332,283	\$330,860	\$663,143
Total Tax Revenue	\$413,082	\$553,778	\$966,860

DEFINING ECONOMIC IMPACT

To complete this national study, researchers—together with local and statewide research partners—collected expenditure and attendance data from a total of 16,399 arts and culture organizations and 224,677 of their attendees to measure total industry spending. Using the IMPLAN economic modeling platform, input-output analysis models were customized for each study region, including Cabarrus County. These quantitative models measure the economic relationships between hundreds of different industries in each geographic area. This, in turn, enables localizable economic impact results to be derived. Why this level of rigor? Quite simply, \$50 spent in two different cities, even if in the same state, may have two very different sets of economic impact outcomes. It takes more than one million calculations to derive the economic impact data for each community. IMPLAN’s method of economic analysis ensures reliable and actionable localized results.

1. **Jobs** is a figure of total people employed (full-time, part-time, and seasonal employment).
2. **Resident Household Income** includes salaries, wages, and entrepreneurial income paid to residents. It is the money individuals earn personally and then use to pay for food, mortgages, and other living expenses.
3. **Revenue to Local, State, and Federal Governments** includes revenue from taxes (e.g., income, sales, property) as well as funds from licenses, fees, and other similar sources.

HOW CAN A DOLLAR BE RESPENT?

AEP6 measures the economic impact of the arts using a methodology that enables economists to track how many times a dollar is respent within the local economy, and then to measure the economic impact generated by each round of spending (i.e., the direct, indirect, and induced economic impacts). Think of this as tracking a supply chain. Consider this example:

A theater company purchases a five-gallon bucket of paint from its local hardware store for \$100—a very simple transaction at the outset but one that initiates a complex sequence of income and spending by both individuals and other businesses.

Following the initial purchase, the hardware store may use a portion of the \$100 to pay the salesclerk who sold the bucket of paint. The salesclerk then respends some of the money for groceries; the grocery store uses some of the money to pay its cashier; the cashier then spends some of the money for rent; and so on.

The hardware store also uses some of the \$100 to purchase goods and services from other businesses, such as the local utility company, and then to buy a new bucket of paint from the paint factory to restock its shelf. Those businesses, in turn, respent the money they earned from the hardware store to pay employees and buy goods and services, and so on.

Some of these expenditures are local and some are outside the region. The local ones continue the local economic impact cycle. Eventually, the last of the \$100 is spent outside of the community at which point it no longer has a local economic impact. It is considered to have “leaked” out of the community.

The total economic impact describes this full economic effect, starting with the theater’s initial paint purchase and ending when the last of the \$100 leaks out of the community. It is composed of the direct economic impact (the effect of the initial paint purchase by the theater), as well as the indirect and induced economic impacts, which are the effects of the subsequent rounds of spending by businesses and individuals, respectively.

Interestingly, a dollar ripples very differently through each community, which is why an input-output model was constructed specifically for Cabarrus County. The IMPLAN platform accounts for the unique economic and industrial characteristics of local economies.

THE PANDEMIC'S DEVASTATING IMPACT ON ARTS AND CULTURE ... A RECOVERY THAT CONTINUES

AEP6 was conducted in 2022-23 as the nation continued its emergence from the COVID-19 pandemic. By every measure, the arts and culture industry was among the most devastated economic sectors.

- The U.S. Bureau of Economic Analysis provided one particularly sobering [report](#) of the pandemic's impact on the arts in 2022: "In year one of the COVID-19 pandemic, few areas of the U.S. economy were harder hit than the performing arts: Performing arts presenters and companies joined oil drilling/exploration and air transportation as the steepest-declining areas of the U.S. economy in 2020. After adjusting for inflation, the value added by performing arts presenters (including festivals) fell by nearly 73% between 2019 and 2020."
- Many communities implemented restrictions on public gatherings and travel, which limited attendance and even the ability of performers to work together on the stage. 99% of producing and presenting organizations canceled events during the pandemic with many shuttering for entire seasons—a loss of an estimated 557 million ticketed admissions ([Americans for the Arts, 2022](#)).
- Johns Hopkins University reported in 2021 that the percentage of job losses at nonprofit arts organizations was nearly 5 times worse than the average of all nonprofits (-34.7% vs. -7.4%).
- In 2020, 63% of artists experienced unemployment and 95% lost creative income. 37% were unable to access or afford food at some point during the pandemic and 58% did not visit a medical professional due to an inability to pay. ([Americans for the Arts, 2022](#))
- The pandemic's impact was not felt equally. Organizations serving and representing BIPOC communities were more likely to report that they lacked the financial resources needed to return to in-person programming than non-BIPOC organizations (55% vs. 38%). BIPOC artists had higher rates of unemployment than white artists in 2020 (69% vs. 60%) and lost a larger percentage of their creative income (61% vs 56%). ([Americans for the Arts, 2022](#))
- Arts and culture organizations showed resilience by moving to virtual and online experiences, outdoor performances, drive-in events, and other innovative ways to maintain audience and subscriber engagement.
- Audiences are returning slowly in many communities with informal estimates of a $\frac{2}{3}$ to $\frac{3}{4}$ return rate as of 2023.
- 40% of responding AEP6 organizations reported that, during the height of the pandemic, they expanded services beyond arts and culture in order to address urgent community needs such as collecting and donating supplies, donating facility space as a testing/vaccination site, or helping other organizations and individuals apply for pandemic relief and unemployment benefits.

The pandemic occurred in the time between the AEP5 and AEP6 fiscal years of analysis (2015 and 2022, respectively). While analyses of the pandemic's impact on the arts will continue for years to come, the challenges it brought had an undeniable effect on the industry. Thus, study-to-study comparisons of AEP findings are not recommended.

SOCIAL IMPACT OF THE ARTS AND CULTURE

Past AEP studies have focused primarily on the financial, economic, and tourism contributions of the nonprofit arts and culture industry. AEP6 expands beyond that to also include measures of social impact.

Surveys completed by both arts organizations and individual attendees demonstrate a deep appreciation for how the arts and culture impacts the development and well-being of communities and their residents. Nationally, high levels of appreciation are demonstrated across all socioeconomic groupings. In Cabarrus County:

- 87.0% of attendees said that the activity or venue they were attending was a source of neighborhood pride for the community. 80.0% of the participating organizations agreed based on feedback received from community members.
- 80.6% of attendees said they would feel a sense of loss if that activity or venue was no longer available. 80.0% of the participating organizations agreed.
- 85.1% of attendees said it important that future generations also be able to have that cultural experience. 46.7% of the participating organizations agreed.

Table 2
Percentage of Nonprofit Arts and Culture ATTENDEES that Agree with Statements about the Social Impact of the Arts in Cabarrus County

	Agree
“This venue or facility is an important pillar for me within my community.”	80.1%
“I would feel a great sense of loss if this activity or venue were no longer available.”	80.6%
“This activity or venue is inspiring a sense of pride in this neighborhood or community.”	87.0%
“My attendance is my way of ensuring that this activity or venue is preserved for future generations.”	85.1%

“Arts and cultural organizations play an essential role in their local communities, and they hold an equally important place within the broader nonprofit community. Americans for the Arts has done it again, with compelling new data about the power of arts and culture to create jobs, generate tax revenue, and build vibrant communities. This report is a call to action for policymakers and a powerful tool for nonprofit advocates across the sector.”

— DR. AKILAH WATKINS
 President and CEO, Independent Sector

Table 3**Percentage of Nonprofit Arts and Culture ORGANIZATIONS that Agree with Statements about the Social Impact of the Arts in Cabarrus County***(answered by organizational leadership, based on feedback received from community members)*

	Agree
“Members of the community consider my organization to be an important pillar within the community.”	80.0%
“Members of the community would feel a great sense of loss if my organization were no longer available.”	80.0%
“Members of the community feel that my organization inspires a sense of pride in this neighborhood or community.”	80.0%
“Members of the community rely on my organization to ensure that the arts and culture we celebrate is preserved for future generations.”	46.7%

The social impact findings from the AEP6 study are specific to the nonprofit arts and culture attendees and organizations that participated in the study. It could be argued that these respondents may already have a positive disposition about their cultural experience by virtue of their attendance at an event.

“Americans Speak Out About the Arts in 2023”—a national public opinion study of 3,062 American adults conducted by Ipsos Public Affairs for Americans for the Arts—expands the survey universe to the general public to include both those that do, and do not, participate personally. This separate study also finds a rich appreciation for both the social and economic benefits that arts and culture provide for their community.

Table 4**Findings from “Americans Speak Out About the Arts in 2023”****A National Public Opinion Poll of 3,062 American Adults About the Arts and Culture**

Arts and culture “improves the image and identity of their community”	70%
Arts and culture “inspires a sense of pride in their community”	63%
Arts and culture “is important to their community’s quality of life and livability”	86%
Arts and culture is “important to their community’s businesses, economy, and local jobs”	79%
Arts and culture “provides shared experiences with people of different races, ethnicities, and beliefs”	72%
Arts and culture “helps them better understand other cultures in their community”	63%

CENTERING NONPROFIT ARTS AND CULTURE ORGANIZATIONS THAT PRIMARILY SERVE A COMMUNITY OF COLOR: The National Perspective

The prioritization of financial and economic analyses in past AEP studies typically resulted in high rates of inclusion by large-budget organizations (often focused on Eurocentric culture) and an underrepresentation of arts and culture organizations that primarily serve communities of color. Two changes were made to the AEP6 methodology with the goal of mitigating this imbalance.

1. The first was building a larger and more inclusive universe of organizations eligible to be surveyed in AEP6. Local and statewide research partners used new protocols to make contact with organizations that they may have had no previous relationship with and identify new organizations they were unaware of. They also sought to identify arts and culture programs under the umbrella of a non-arts organization or facility (e.g., social service agency, faith-based institution, or library). Expanding the terminology to “arts and culture” was also a deliberate equity strategy, because “arts” organizations and “culture” organizations can be used synonymously in some communities of color.
2. AEP6 included an expectation—for the first time—that our local and statewide research partners would collect a portion of audience surveys at events that were presented, produced, or hosted by BIPOC or ALAANA organizations. A requested sample size was determined for each community based on the U.S. Census Bureau’s percentage of the population that identifies as “White only, not Hispanic or Latino.” For example, if the census estimates that 20% of a community’s population identifies as something other than “White only, not Hispanic or Latino,” the research partner representing that community was asked to collect at least 20% of their total sample of audience surveys from attendees to BIPOC and ALAANA organizations. The requested minimum sample was “at least 25%” for nearly two-thirds of the 373 participating communities. While just 141 of the 373 study regions were able to meet the data collection goal (38%), it yielded a robust national sample of 37,805 respondents.

Nationally, an analysis of the audience surveys collected from attendees at BIPOC and ALAANA organizations (N=37,805) and the overall national findings (N=224,677) showed nearly identical results in average event-related spending, nonlocal visitation, and opinions on the social impact of arts and culture.

- Nationally, per person spending by attendees at BIPOC events (\$38.29) was only fractionally different from the national average spending at all events (\$38.46).
- Similar national findings were noted in the social impact questions. For example, 88.7% of attendees at BIPOC and ALAANA organizations agreed, “This activity or venue is inspiring a sense of pride in this neighborhood or community.” The figure for all attendees was 88.5%.

Table 5
National Analysis of Audience Surveys Collected from Attendees to Events that were Presented, Produced, and/or Hosted by an Organization that Primarily Serves a Community of Color

	Attendees at BIPOC/ALAANA Organizations (N=37,805)	National Sample of Audience Surveys (N=224,677)
Average Per Person Event-Related Audience Expenditure	\$38.29	\$38.46
“This venue or facility is an important pillar for me within my community.”	81.2%	81.4%
“I would feel a great sense of loss if this activity or venue were no longer available”	84.9%	86.0%
“This activity or venue is inspiring a sense of pride in this neighborhood or community”	88.7%	88.5%
“My attendance is my way of ensuring that this activity or venue is preserved for future generations”	86.6%	86.6%

“As a social and cultural entrepreneur, I have witnessed the importance of informing our BIPOC and foreign-born communities about our impact and contributions to the economy. Having access to this comprehensive and thorough study will allow grassroots and established organizations to quantify and see the financial benefits of growing and diversifying audiences, as well as acknowledging their contributions towards building and sustaining our cultural movements. AEP6 will be a valuable tool in sharing that message.”

— ANGIE DURELL,
 Founder and CEO, INTEMPO and AEP6 Equity Task Force member

“It is crucial for Black state legislators to champion the arts because fostering economic growth in our communities is intricately tied to robust support and funding for artistic endeavors. The decline in arts support has disproportionately affected regions that need it most. By advocating for the arts, Black state legislators can help cultivate a more imaginative and innovative workforce, ultimately bolstering our economy and advocating for the cultural richness of Black communities.”

— REP. KAREN D. CAMPER,
 TN House Minority Leader & Founder of Black Legislative Leaders Network

NONPROFIT ARTS AND CULTURE ORGANIZATIONS

Most people appreciate nonprofit arts and culture organizations as wonderful amenities that improve community livability. They are also businesses. They employ people locally, purchase supplies and services from nearby businesses, and engage in the marketing and promotion of their cities and regions. Their very act of doing business—creating, presenting, exhibiting, engaging—has a positive economic impact on the community.

To measure the impact of spending by nonprofit arts and culture organizations in Cabarrus County, the Cabarrus Arts Council first identified the universe of eligible organizations that is located in the community. Those organizations were then asked to complete a survey about their fiscal year 2022 expenses and attendance. A total of 20 organizations participated in the survey. The findings in this report are based on the data provided only by those 20 organizations; no estimates or extrapolations have been made to account for non-participating organizations.

During 2022, the 20 participating nonprofit arts and culture organizations in Cabarrus County reported aggregate expenditures of \$2.1 million. These direct expenditures generated total economic impacts (i.e., direct, indirect, and induced) of 36 jobs, \$1.3 million in resident household income, and \$413,082 in total tax revenue. This is the impact of just organizations—festivals, performing and visual arts organizations, history and heritage centers, public art programs, museums, community programs, living collections, and more. It does not take into consideration the spending by their audiences. The following table demonstrates the total economic impact findings of the direct spending by these organizations.

**Table 6:
Total Economic Impacts of Spending by Nonprofit Arts and Culture Organizations
in Cabarrus County During Fiscal Year 2022**

	Cabarrus County	Median of Population Cohort (Population = 100,000 to 249,999)
Direct Expenditures	\$2,092,897	\$12,819,757
Jobs Supported	36	324
Household Income Paid	\$1,347,820	\$10,325,046
Local Government Revenue	\$31,906	\$316,252
State Government Revenue	\$48,893	\$417,472
Federal Tax Revenue	\$332,283	\$2,024,974

JOBS SUPPORTED ACROSS THE COMMUNITY

Nonprofit arts and culture organizations provide rewarding employment for more than just arts administrators, artists, and curators. They also employ box office staff, ushers, tour guides, custodians, graphic designers, accountants, printers, maintenance staff, builders, plumbers, and an array of occupations spanning many industries. Arts and culture jobs are highly local and are not typically the type to be offshored. Dollars spent on human resources typically stay within a community longer, thereby having a greater local economic impact. **In Cabarrus County, 25 of the 36 total jobs supported by the spending of nonprofit arts and culture organizations are a direct result of the organizations' initial expenditures** (i.e., direct impacts that exclude indirect and induced impacts).

ECONOMIC IMPACT BEYOND DOLLARS: VOLUNTEERISM

While arts volunteers do not have an economic impact as defined in this study (because there are no direct expenditures), they do have an enormous impact on their community because their time and expertise help arts and culture organizations function as a viable industry. **During 2022, a total of 1,027 volunteers donated a total of 38,230 to Cabarrus County's 20 participating organizations.** This represents a donation of time with an estimated aggregate dollar value of \$1.1 million ([Independent Sector](#) places the value of the average volunteer hour in NC at \$29.86). Volunteers can include individuals such as unpaid professional staff (executive and program staff, board/commission members), artistic volunteers (artists, choreographers, designers), clerical volunteers, and service volunteers (ticket takers, docents, ushers, gift shop volunteers).

The 20 participating organizations in Cabarrus County reported an average of 51.4 volunteers who contributed an average of 37.2 hours each, for a total of 1,912 hours per organization during 2022.

VALUE OF IN-KIND CONTRIBUTIONS

The participating arts and culture organizations provided data about their in-kind support. In-kind contributions are non-cash donations such as donated assets, office space, airfare, and advertising space. These contributions can be received from a variety of sources including corporations, individuals, local and state arts agencies, and the government. Like volunteerism, in-kind contributions are not factored into the economic impact measures as defined in this study, but they provide an enormous assist to the organizations and their ability to make their cultural product accessible to the community.

In Cabarrus County, the 20 participating organizations reported that they received in-kind contributions with an aggregate estimated value of \$69,850 during fiscal year 2022 (an average of \$3,493 per organization).

Arts and culture organizations provide rewarding employment for more than just arts administrators, artists, and curators. They also employ box office staff, ushers, tour guides, custodians, graphic designers, accountants, printers, maintenance staff, builders, plumbers, and an array of occupations spanning many industries.

“Music and the arts are the foundation of vibrant communities and help us connect, understand, and inspire one another. All while driving economic growth, creating rewarding jobs and careers, and powering our culture forward. Americans for the Arts’ latest Arts and Economic Prosperity report does a vital service documenting the facts on the ground of the U.S. creative and nonprofit economy and offers valuable lessons and opportunities for communities seeking to boost their own arts footprint and activities.”

— MITCH GLAZIER

Chairman and CEO, Recording Industry Association of America

COMMUNITY ASSISTANCE DURING THE PANDEMIC

The participating organizations were asked if they expanded their services beyond arts and culture in order to address urgent community needs during the height of the COVID-19 pandemic. Examples could include collecting and donating food, masks, and cleaning materials to community members; donating facility space as a testing and/or vaccination site; and helping organizations and individuals apply for pandemic relief funds and unemployment benefits. **In Cabarrus County, 44.4% of the responding organizations responded “Yes.”**

PAY EQUITY

The participating organizations were asked if, since the beginning of the COVID-19 pandemic, they had addressed pay equity through deliberate changes to its policies or practices that were made for the benefit of paid staff, artists, and/or contractors. **In Cabarrus County, 80.0% of the responding organizations responded “Yes.”**

DESIGNATED CULTURAL DISTRICT

The participating organizations were asked if they are physically located or headquartered in—or if the majority of their arts and culture programming takes place within—a designated Cultural District (or Arts District, or Arts & Entertainment District). Cultural districts are defined as well-recognized, labeled areas of a city in which a high concentration of cultural facilities and programs serve as the main anchor of attraction. **In Cabarrus County, 27.3% of the responding organizations responded “Yes.”**

EMPOWERMENT ZONE OR RENEWAL COMMUNITY

The participating organizations were asked if they are physically located or headquartered in—or if the majority of their arts and culture programming takes place within—an Empowerment Zone or Renewal Community (or other designated revitalization zone as determined by the local municipality). Empowerment Zones (EZs) and Renewal Communities (RCs) are economically distressed communities where qualifying businesses are eligible to receive tax incentives and grants. **In Cabarrus County, 25.0% of the responding organizations responded “Yes.”**

NONPROFIT ORGANIZATIONS GENERATE TAX REVENUE

The nonprofit arts and culture industry generates significant revenues to local, state, and federal governments. Nonprofit organizations themselves are exempt from many federal and state taxes, so how can they generate tax revenue? Like all employers, they pay payroll taxes (e.g., Social Security, Medicare) and their employees pay income taxes on their personal earnings. In addition, other local businesses are likely to pay taxes on goods they sell and services they provide to nonprofits. **In Cabarrus County, spending by nonprofit arts and culture organizations generated a total of \$413,082 in tax revenues.** In addition, event-related spending by arts audiences (e.g., food and drink, retail, lodging) is taxed in most communities, providing another stream of government revenue. **In Cabarrus County, spending by nonprofit arts and culture audiences generated a total of \$553,778 in tax revenues.** Given the substantial financial activity that occurs within the nonprofit arts and culture sector, a considerable amount of tax revenue is often generated.

“NONPROFIT” ARTS AND CULTURE ORGANIZATIONS

The AEP6 study used an inclusive approach when defining the list of eligible nonprofit arts and culture organizations to be surveyed as part of the study—a definition that accounts for different localities and cultures. For example, in some communities, the city museum may be a nonprofit organization while in others it is a government-owned and operated entity. Both are included in AEP6. Also included are organizations such as public and private local arts agencies, historical societies and historic/heritage sites, living collections (zoos, aquariums, and botanical gardens), cultural and racial/ethnic awareness organizations and programs, university presenters, and arts programs under the umbrella of a non-arts organization or facility (such as a library, social service organization, or church). In addition to the organization types listed above, the study partners were encouraged to include other types of organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of arts and culture. In short, if it displays the characteristics of a nonprofit arts and culture organization and has an identifiable budget, attendance, and leadership, it was included in AEP6. *This study does, however, exclude individual artists and the for-profit arts and entertainment sector (e.g., Broadway, popular music concert tours, or the motion picture industry)—all vital and valued components of the nation’s arts landscape but beyond the scope of this study.*

“The economic and cultural impact of live performance on our nation and in communities across the country has been taken for granted for far too long. Independent venues and the entire live entertainment ecosystem are working at the federal, state, and local levels to elevate the critical role we play in community innovation, inclusion, and development. AEP6 will provide unparalleled data and compelling perspectives that will help our sector better tell our story and ensure that arts and culture organizations have a seat at the table to determine the future of their communities.”

— STEPHEN PARKER,
Executive Director, National Independent Venue Association

ARTS AND CULTURE AUDIENCES

Every day, millions of people attend and participate in arts and culture activities. Unlike most industries, arts and culture leverages significant amounts of “event-related spending” by their audiences. For example, part of the cultural experience often includes dining out at a restaurant, paying for parking, shopping in nearby stores, and returning home to pay for child or pet care. Sometimes it includes travel and paying for overnight lodging. Local businesses that cater to arts and culture audiences reap the rewards of this economic activity.

To measure the impact of spending by arts and culture audiences in Cabarrus County, data were collected from 823 attendees between May 2022 and June 2023. Researchers used an audience-intercept methodology, a standard technique in which attendees to in-person performances, events, and activities are asked to complete a short survey about their spending related to that event, opinions about the social impact of the arts, ZIP code of their primary address, and basic socioeconomic information. Surveys took place only while attendees were attending the event.

In Cabarrus County, the 20 participating nonprofit arts and culture organizations reported that the aggregate attendance to their in-person events totaled 202,650 during 2022. **Event-related spending by these arts audiences totaled \$5.5 million in Cabarrus County during fiscal year 2022**, excluding both the cost of admission as well as the cost of food and drink that was purchased on-site during the event. Why exclude the cost of admission and on-site food and drink purchases? Those costs are paid directly to the arts and culture organizations themselves and are captured as expenses on the separate survey completed by those organizations. This methodology avoids “double counting” those dollars in the analysis.

The table below demonstrates the total economic impacts of these audience expenditures.

**Table 7:
Total Economic Impacts of Spending by Nonprofit Arts and Culture Audiences
in Cabarrus County During Fiscal Year 2022**

	Cabarrus County	Median of Population Cohort (Population = 100,000 to 249,999)
Direct Expenditures	\$5,505,498	\$16,823,712
Jobs Supported	75	255
Household Income Paid	\$1,892,454	\$8,098,624
Local Government Revenue	\$104,237	\$440,069
State Government Revenue	\$118,681	\$551,118
Federal Tax Revenue	\$330,860	\$1,356,613

AVERAGE SPENDING BY ARTS AND CULTURE ATTENDEES

The typical attendee to a nonprofit arts or culture event in Cabarrus County spent **\$27.18 per person per event as a direct result of their attendance** (not including the cost of admission, or food and beverage purchased on-site during the event).

The 823 audience survey respondents in Cabarrus County were asked to provide the ZIP code of their primary residence, enabling research to determine which attendees were local residents (i.e., live within Cabarrus County), and which were nonlocals (i.e., live outside that area). In Cabarrus County, 64.8% of the 202,650 nonprofit arts and culture attendees were residents, and 35.2% were nonresidents.

Nonlocal attendees spent an average of -6% more than local attendees (\$26.04 vs. \$27.78, respectively) as a result of their attendance to nonprofit arts and culture events in Cabarrus County. As would be expected from a traveler, nonlocal attendees typically spend more in categories like lodging, meals, and transportation. When a community attracts cultural tourists, local merchants reap the rewards.

**Table 8:
Event-Related Spending by Nonprofit Arts and Culture Audiences Totaled \$5.5 million
in Cabarrus County During Fiscal Year 2022**

	Local Attendees	Nonlocal Attendees	All Attendees
Total Attendance	131,317	71,333	202,650
Percent of Attendees	64.8%	35.2%	100%
Average Dollars Per Attendee	\$27.78	\$26.04	\$27.18
Total Event-Related Spending	\$3,647,987	\$1,857,511	\$5,505,498

“Whenever we share data with policymakers about how the live arts generate economic activity, eyes are opened. As we wrestle with historic underfunding of the arts in the United States, this study shows how tremendously powerful the live arts are in generating economic activity by activating other community businesses. This study is a must-read for policymakers and economic development staff from coast to coast.”

— AL VINCENT, JR.,
Executive Director, Actors’ Equity Association

**Table 9:
Nonprofit Arts and Culture Attendees Spent an Average of \$27.18 Per Person, Per Event
as a Result of Attending an Event in Cabarrus County During Fiscal Year 2022**

	Local Attendees	Nonlocal Attendees	All Attendees
Food and Drink (off-site only)	\$9.11	\$9.30	\$9.18
Retail Shopping	\$9.05	\$4.51	\$7.45
Overnight Lodging	\$1.47	\$1.70	\$1.55
Local Transportation	\$2.41	\$5.05	\$3.34
Clothing and Accessories	\$2.52	\$1.49	\$2.16
Supplies and Groceries	\$1.61	\$3.07	\$2.13
Childcare	\$0.40	\$0.09	\$0.29
Other/Miscellaneous	\$1.21	\$0.83	\$1.08
Overall Per Person Average	\$27.78	\$26.04	\$27.18

THE ARTS DRIVE TOURISM

Each of the nonlocal survey respondents (i.e., those that live outside Cabarrus County) were asked about the primary reason for their trip: **82.7% of nonlocal attendees reported that the primary purpose of their visit to Cabarrus County was “specifically to attend the performance, event, exhibit, venue, or facility”** where they were surveyed.

The audience-intercept survey also asked nonlocal attendees if they would have traveled somewhere else (i.e., somewhere other than Cabarrus County) if the event where they were surveyed had not been available: **72.3% of nonlocal attendees responded “I would have traveled to a different community to attend a similar arts or cultural activity.”**

Additionally, 47.6% of the nonlocal attendees in Cabarrus County indicated that it was the first time they had ever attended the specific activity or visited the specific venue where they were surveyed.

Of the 35.2% of Cabarrus County’s arts and culture attendees who are nonlocal, 2.4% reported an overnight lodging expense as a result of attending the event where they were surveyed. Not surprisingly, these attendees with a lodging expense spent considerably more money during their visit—an average of \$121.00 per person (as compared to \$26.04 per person for the average nonlocal attendee in Cabarrus County). For this analysis, only one night of lodging expense is counted in the audience expenditure analysis, regardless of how many nights these cultural tourists actually spent in the community. This conservative approach ensures that the results from the AEP6 study are not inflated by non-arts-related lodging expenses.

Can you still get a hotel room for only \$1.70? This figure is an average of all survey responses collected from nonlocal attendees to nonprofit arts and culture events in Cabarrus County—2.4% of those nonlocals reported an overnight lodging expense (the rest of the nonlocal responses reported \$0 for lodging).

Overall, nonlocal attendees to nonprofit arts and culture organizations reported that they spent an average of 0.2 nights in Cabarrus County specifically as a result of their attendance at the activity or venue where they were surveyed. (It is important to note that this figure is not limited to paid lodging—in can include nonlocal attendees who stayed at the home of family members or friends, and may include attendees who have a secondary residence that is located in Cabarrus County.

A VIBRANT ARTS SCENE KEEPS RESIDENTS' DOLLARS LOCAL

Finally, the audience-intercept survey asked **local** attendees if they would have traveled somewhere else (i.e., if they would have left Cabarrus County) if the event where they were surveyed had not been available: **60.4% of local attendees responded “I would have traveled to a different community to attend a similar arts or cultural activity.”**

Additionally, 33.3% of the local attendees in Cabarrus County indicated that it was the first time they had ever attended the specific activity or visited the specific venue where they were surveyed.

When taken all together, these cultural tourism findings demonstrate the economic impact of the nonprofit arts and culture industry in its truest sense. If a community fails to provide a variety of opportunities to experience the arts and culture, it risks not attracting cultural tourists and their valuable dollars as well as losing the discretionary spending of its own residents who will travel elsewhere in search of the diverse artistic expressions and authentic cultural experiences they seek.

“AEP6 reminds us that vibrant arts and cultural assets exist in every corner of the country. The data paints a vivid picture of how the arts enhance our community prosperity and our residents’ quality of life. By supporting and investing in the arts, counties play an important role in strengthening our communities today and for generations to come. We appreciate our partnership with Americans for the Arts, especially as we continue to demonstrate the value of our artistic and cultural endeavors.”

— HON. MARY JO MCGUIRE,
President, National Association of Counties Commissioner, Ramsey County, MN

CENTERING NONPROFIT ARTS AND CULTURE ORGANIZATIONS THAT PRIMARILY SERVE A COMMUNITY OF COLOR: in Cabarrus County

The AEP6 study included an expectation—for the first time—that the local and statewide research partners would collect a portion of their audience surveys from attendees to events that were presented, produced, or hosted by arts and culture organizations that primarily serve BIPOC- (Black, Indigenous, People of Color) and ALAANA- (African, Latine, Asian, Arab, Native American) identifying communities. To complete this analysis, the Cabarrus Arts Council collected 250 surveys from attendees to BIPOC and ALAANA arts and culture organizations (representing 30.4% of the overall sample of 823 audience surveys, and 125.0% of the researchers’ goal to collect a minimum of 200 surveys from attendees to BIPOC and ALAANA organizations in Cabarrus County).

- Attendees to BIPOC and ALAANA organizations in Cabarrus County spent an average of \$26.63 per person per event (the average for all attendees is \$27.18).
- 28.8% of attendees to BIPOC and ALAANA organizations Cabarrus County were cultural tourists who traveled from outside Cabarrus County (the average for all attendees is 35.2%).

Table 10: Attendees to BIPOC Arts and Culture Organizations Spent an Average of \$26.63 Per Person, Per Event as a Result of Attending an Event in Cabarrus County During Fiscal Year 2022		
	Attendees to BIPOC and ALAANA Organizations in Cabarrus County (N=250)	All Nonprofit Arts and Culture Attendees in Cabarrus County (N=823)
Food and Drink (off-site only)	\$9.29	\$9.18
Retail Shopping	\$5.36	\$7.45
Overnight Lodging	\$2.80	\$1.55
Local Transportation	\$2.23	\$3.34
Clothing and Accessories	\$3.54	\$2.16
Supplies and Groceries	\$2.17	\$2.13
Childcare	\$0.15	\$0.29
Other/Miscellaneous	\$1.09	\$1.08
Overall Per Person Average	\$26.63	\$27.18

Local Attendees to BIPOC and ALAANA Arts and Culture Organizations:

- 59.3% of local attendees to BIPOC and ALAANA organizations in Cabarrus County reported that, if the event where they were surveyed had not been available, they would have traveled to a different community to attend a similar arts or cultural event (the percentage for all local attendees is 60.4%).
- 38.8% of local attendees to BIPOC and ALAANA organizations in Cabarrus County indicated that it was the first time they had ever attended the specific activity or visited the specific venue where they were surveyed (the percentage for all local attendees is 33.3%).

Nonlocal Attendees to BIPOC and ALAANA Arts and Culture Organizations:

- 80.6% of nonlocal attendees to BIPOC and ALAANA organizations in Cabarrus County reported that the primary reason for their visit was “specifically to attend the performance, event, exhibit, venue, or facility” where they were surveyed (the percentage for all nonlocal attendees is 82.7%).
- 67.6% of nonlocal attendees to BIPOC and ALAANA organizations in Cabarrus County reported that, if the event where they were surveyed had not been available, they would have traveled to a different community to attend a similar arts or cultural event (the percentage for all nonlocal attendees is 72.3%).
- 57.1% of nonlocal attendees to BIPOC and ALAANA organizations in Cabarrus County indicated that it was the first time they had ever attended the specific activity or visited the specific venue where they were surveyed (the percentage for all nonlocal attendees is 47.6%).

A STATEMENT OF APPRECIATION AND GRATITUDE:

Americans for the Arts extends our deep gratitude to the BIPOC and ALAANA organizations and their audiences for participating in the AEP6 study. We understand that this may be the first time this kind of work has been undertaken in your community, and we are grateful for your trust. We are committed to this work, and to continuing to build and strengthen authentic relationships beyond this research study.

AN IMPORTANT RESEARCH NOTE:

Arts & Economic Prosperity 6 includes comparisons between the sample of audience surveys that was collected from attendees to BIPOC and ALAANA organizations and the overall sample of audience surveys. Nationally, the sample sizes were robust (37,805 and 224,677, respectively).

Arts & Economic Prosperity 6 intentionally excludes comparisons of BIPOC versus not-BIPOC datasets. The goal is to measure the impact of arts and culture inclusive of all communities, cultures, and identities, and to create better tools to advocate for communities that have historically been overlooked, underfunded, and marginalized. **We encourage all who engage with the AEP6 study to refrain from comparisons that have in the past been used to bring harm to communities and undermine the good and hard work being done to advocate for all.**

**Table 11:
Percentage of Audience Survey Respondents that Agree with Statements about the Social Impact of the Arts in Cabarrus County**

	Attendees to BIPOC and ALAANA Organizations (N=250)	All Nonprofit Arts and Culture Attendees (N=823)
“This venue or facility is an important pillar for me within my community.”	81.9%	80.1%
“I would feel a great sense of loss if this activity or venue were no longer available”	80.9%	80.6%
“This activity or venue is inspiring a sense of pride in this neighborhood or community”	88.6%	87.0%
“My attendance is my way of ensuring that this activity or venue is preserved for future generations”	84.6%	85.1%

“The African Diaspora Consortium works to positively impact outcomes of Black populations across the African Diaspora. Arts and culture can be used as a vehicle to enhance understanding and connectedness as historical and cultural uplift. The economic impact and social impact of BIPOC and ALAANA representing organizations and their audiences will support our strategy. From our perspective, at the arts and culture organizations across the nation of the African Diaspora, each artwork and series is a journey through thought; a way to connect the dots of the past to the present so that we can collectively decide where to take our future. And the future looks bright!”

— KATRINA ANDRY
ADC Global Visual Artistic Director, African Diaspora Consortium (ADC)

“As statewide policy makers, NOBEL Women fully appreciates the connection between the arts, community development, and social improvement. The AEP6 report shows us that this collective effort across the country fosters diverse and inclusive collaborations that can influence sustainable policy change and more arts funding. Generating \$151.7 billion of economic activity in 2022, is proof positive of the impact that the arts has on America’s economy.”

— REPRESENTATIVE JUANDALYNN GIVAN (AL)
National President, National Organization of Black Elected Legislative Women

TRAVEL PARTY AND DEMOGRAPHIC CHARACTERISTICS

Table 12:
Travel Party and Demographic Characteristics of Arts Audiences in Cabarrus County

	Local Attendees	Nonlocal Attendees
Travel Party Size		
Average number of adults (18 years of age or older)	1.8	1.9
Average number of children (younger than 18)	0.5	0.4
Average travel party size	2.3	2.3
Age Range		
18 to 25 years of age (i.e., Generation Z)	3.9%	6.0%
26 to 41 years of age (i.e., Millennials, Generation Y)	29.3%	25.0%
42 to 57 years of age (i.e., Generation X)	25.4%	28.0%
58 to 76 years of age (i.e., Baby Boomers)	38.4%	38.8%
77 years of age or older (i.e., Greatest Generation, Silent Generation)	3.1%	2.2%
Educational Attainment		
Less than high school	1.1%	0.4%
High school degree	11.8%	11.5%
Technical or associates degree	17.4%	13.0%
Bachelor's degree	35.3%	34.7%
Master's degree	27.9%	31.7%
Doctoral degree	6.5%	8.8%
Annual Household Income		
Less than \$30,000	8.1%	7.1%
\$30,000 to \$59,999	17.8%	20.0%
\$60,000 to \$99,999	24.3%	26.7%
\$100,000 to \$149,999	25.0%	15.7%
\$150,000 to \$199,999	14.9%	16.9%
\$200,000 or more	9.9%	13.7%
Identify with a Disability		
Yes	5.5%	5.0%

**Table 12 (continued):
Travel Party and Demographic Characteristics of Arts Audiences in Cabarrus County**

	All Attendees
Race/Ethnicity*	
American Indian or Alaska Native or Indigenous or First Nations	1.9%
Arab or Middle Eastern or Northern African	0.7%
Asian or Asian American	3.6%
Black or African American	15.7%
Hispanic or Latino/Latina/Latinx or Spanish origin	7.8%
Native Hawaiian or Pacific Islander	0.7%
White or Caucasian or European American	72.1%
I prefer to self-identify	0.9%
Any BIPOC or ALAANA	29.4%
White Only	70.6%

* The audience-intercept survey instrument allowed respondents to choose multiple racial/ethnic categories. Therefore, the sum of the results for the individual categories may exceed 100%.

“City planners know the tremendous power of art and creativity in the built environment. For the planning profession, artists and culture bearers are key allies in our work: they help us shape resilient, livable, and equitable places. This is why the Arts & Planning Division of the American Planning Association advances a network across the fields of planning and the arts. And this is why we value the AEP6 and its data-driven, place-based approach. We know it will have a strong impact for our members and our shared work.”

— ANNIS SENGUPTA,
Chair, The Arts & Planning Division of the American Planning Association

“As the world’s largest and most reliable resource for destination organizations, arts and culture organizations make up the beautiful tapestry of what makes destinations come alive. Advocacy, especially at the local level, and data from the AEP6 research partners empower destinations to not just showcase their beauty but to measure the impact of creativity, fostering a vibrant, sustainable future for all to explore and cherish.”

— SOPHIA HYDER HOCK,
Chief Diversity Officer, Destinations International

CONCLUSION

Arts and culture is more than food for the soul. It also puts food on the table for millions of people across the United States—including in Cabarrus County.

In 2022, nonprofit arts and culture organizations and their audiences generated \$7.6 million in economic activity in Cabarrus County—\$2.1 million in spending by the organizations, which leveraged an additional \$5.5 million in event-related spending by their audiences. This economic activity supported 111 jobs and generated \$966,860 in tax revenue.

AEP6 changes the conversation about nonprofit arts and culture organizations from that of a charity—worthy of funding in prosperous economic times but hard to justify in challenging times—to that of an industry with an economic and social impact. Arts and culture organizations are businesses. They employ people locally, purchase supplies and services from nearby businesses, and produce the authentic cultural experiences that are magnets for visitors, tourists, and new residents. Their very act of creating, presenting, exhibiting, and engaging has a positive economic impact on the community.

When people attend a cultural event, they often make an outing of it—dining at a restaurant, paying for parking or public transportation, enjoying dessert after the show, and returning home to pay for child or pet care. Attendees at Cabarrus County’s nonprofit arts and culture events spend \$27.18 per person per event, beyond the cost of admission—vital income for local merchants and a value-add that few industries can compete with. Arts and culture organizations also strengthen the visitor economy: 35.2% of Cabarrus County’s arts attendees travel from outside Cabarrus County; these cultural tourists spend an average of \$26.04 per person. When asked, 82.7% of those nonlocal attendees reported that the primary purpose of their visit was “specifically to attend the performance, event, exhibit, venue, or facility” where they were surveyed.

Arts and culture is a fundamental component of livable communities—beautifying cities and towns, bringing joy to residents, and celebrating diverse cultural expressions and traditions. It powers the creative communities where people want to live and work, where entrepreneurs and innovation thrive, and where businesses and nighttime economies flourish. Shared cultural experiences strengthen sense of belonging and community pride.

Arts & Economic Prosperity 6 delivers a clear and welcome message: when communities invest in arts and culture, they are not investing in community development at the expense of economic development. Rather, they are investing in an industry that stimulates the economy, supports local jobs, and contributes to building healthy, vibrant, and more livable communities. **When we support the arts, we are investing in both Cabarrus County’s economic and community well-being.**

AEP6 CALCULATOR

To make it easier to compare the economic impacts of different organizations located in Cabarrus County (or to calculate updated impact estimates in the five years ahead), the project researchers calculated the economic impact per \$100,000 of direct spending by nonprofit arts and culture organizations and their audiences.

ECONOMIC IMPACT PER \$100,000 OF DIRECT SPENDING BY NONPROFIT ARTS AND CULTURE ORGANIZATIONS

For every \$100,000 in direct spending by a nonprofit arts and culture organization in Cabarrus County, there was the following estimated economic impact during fiscal year 2022.

Table 13
Ratios of Economic Impact Per \$100,000 of Direct Spending by Nonprofit Arts and Culture Organizations in Cabarrus County During Fiscal Year 2022

	Cabarrus County
Employment (Jobs)	1.72
Resident Household Income	\$64,400
Local Government Revenue	\$1,524
State Government Revenue	\$2,336
Federal Tax Revenue	\$15,877

An Example of How to Use the Organizational Spending Calculator Table (above):

An administrator from a nonprofit arts and cultural organization that has total expenditures of \$250,000 wants to determine the organization's total economic impact on employment in Cabarrus County. The administrator would:

1. Determine the amount spent by the nonprofit arts and cultural organization (in this example, \$250,000)
2. Divide the total expenditure by 100,000 (in this example, \$250,000 divided by 100,000 equals 2.5)
3. Multiply that figure by the employment ratio per \$100,000 for Cabarrus County

ECONOMIC IMPACT PER \$100,000 OF DIRECT SPENDING BY NONPROFIT ARTS AND CULTURE AUDIENCES

The economic impact of event-related spending by arts audiences can also be derived for an individual organization or groups of organizations in Cabarrus County.

The first step is to determine the total estimated event-related spending by local attendees. To derive this figure, first multiply the total attendance by the percentage of attendees that are residents. Then, multiply the result by the average per person event-related expenditure by local attendees. The result is the total estimated event-related spending by local attendees.

The second step is to do the same for nonlocal attendees. To derive this figure, first multiply the total attendance by the percentage of attendees that are nonresidents. Then, multiply the result by the average per person event-related expenditure by nonlocal attendees. The result is the total estimated event-related spending by nonlocals.

Then, sum the results from the first two steps together to calculate the total estimated event-related audience spending in Cabarrus County. Finally, the ratios of economic impact per \$100,000 in direct spending can then be used to determine the total economic impact of the total estimated audience spending.

Table 14: Audience Spending Ratios for the AEP6 Calculator in Cabarrus County		
	Local Attendees	Nonlocal Attendees
Percentage of Total Attendees	64.8%	35.2%
Average Per Person Event-Related Expenditure	\$27.78	\$26.04

Table 15: Ratios of Economic Impact Per \$100,000 of Direct Spending by Nonprofit Arts and Culture Audiences in Cabarrus County During Fiscal Year 2022	
	Cabarrus County
Employment (Jobs)	1.36
Resident Household Income	\$34,374
Local Government Revenue	\$1,893
State Government Revenue	\$2,156
Federal Tax Revenue	\$6,010

An Example of How to Use the Audience Spending Calculator Tables (on the preceding page):

An administrator wants to determine the total economic impact of the 25,000 total attendees to his/her organization's nonprofit arts and cultural events on employment in Cabarrus County. The administrator would:

1. Multiply the total attendance by the percentage of attendees that are residents
2. Multiply the result of step 1 by the average per person event-related expenditure for residents
3. Multiply the total attendance by the percentage of attendees that are nonresidents
4. Multiply the result of step 3 by the average per person event-related expenditure for nonresidents
5. Sum the results of steps 2 and 4 to calculate the total estimated event-related audience spending
6. Divide the resulting total estimated audience spending by 100,000
7. Multiply that figure by the employment ratio per \$100,000 for Cabarrus County

MAKING COMPARISONS WITH SIMILAR STUDY REGIONS

For the purpose of this analysis and unique report, **the geographic region being studied is defined as Cabarrus County in North Carolina**. According to the most recent data available from the U.S. Census Bureau, the population of Cabarrus County was estimated to be 216,453. For comparison purposes, an appendix of detailed data tables containing the study results for all 373 participating study regions can be found on at www.AEP6.AmericansForTheArts.org. The data tables are stratified by population, making it easy to compare the findings for Cabarrus County to the findings for similarly populated study regions (as well as any other participating study regions that are considered valid comparison cohorts).

Additional AEP6 tools and resources can be found at www.AEP6.AmericansForTheArts.org.

BUILDING AEP6 WITH A FOUNDATION IN EQUITY

BY DR. GENNA STYLES-LYAS,
DIRECTOR OF AEP6 COMMUNITY ENGAGEMENT AND EQUITY

Historically, Arts & Economic Prosperity studies have underrepresented and underrecognized arts and culture organizations serving or representing BIPOC- and ALAANA-identifying communities. For AEP6, we set out to intentionally transform our approach to focus on reducing systemic research bias; establishing new local, state, and national partnership models; and creating new narratives that would better represent the BIPOC and ALAANA arts and culture communities.

But how do you rebuild a 30-year-old institutional economic impact study into one that is based on a foundation of equity and community engagement? Through constant communication, planning, learning, adjusting, and then readjusting.

As the Director of AEP6 Community Engagement and Equity, I had the opportunity to connect with 297 people representing 373 communities to learn from their individual challenges and witness the pride and passion local and statewide partners held for their communities. Through these one-on-one conversations, we gained a wealth of knowledge providing Americans for the Arts the opportunity to be more collaborative, responsible, and responsive to each of the diverse participating communities. Through this process of engagement, it was critical to document our journey and what we learned. Our goal: To share our learnings with the local and statewide partners that will inform our future work and rebuild a foundation for AEP6 that is centered in equity. Below, I have outlined eight takeaways for consideration.

1. ONE SIZE DOESN'T FIT ALL

The first major shift to the AEP6 study was the requirement for all local and statewide research partners to collect 25% of their audience surveys at events hosted or produced by BIPOC and ALAANA organizations. However, upon implementation, it soon became clear that a one-size-fits-all approach does not account for the unique characteristics of each community. Some communities simply didn't have demographic diversity. Rather than having those communities ignore the requirement because they could not meet it, we readjusted the requirements to a scaled approach based on population data from the U.S. Census. For example, if a community's demographic data revealed that 5% of the population identified as a part of the global majority (BIPOC and ALAANA), the audience survey collection goal at BIPOC and ALAANA centered organizations would adjust to 5%. The remaining 95% of surveys could be collected from other organizations. Many local and statewide partners were inspired by the requirement to make new connections and build deeper relationships within their communities. Others were encouraged by this approach and have gone above and beyond the requirement—collecting more surveys than the required minimum from BIPOC and ALAANA organizations.

“There is a national movement, a national dialogue here that is so important for a time such as now.”

— JEREMY JOHNSON
President and CEO
Assembly for the Arts, Cleveland, OH

If, after many points of engagement, the research partners could not identify any BIPOC or ALAANA arts and culture organizations in their community, then their audience data collection requirements were met by collecting surveys from non-BIPOC and ALAANA organizations. Our aim was to be true to the community and not overburden or over-survey a single organization. With this thoughtfully scaled approach, 141 of the 373 participating communities (37.8%) achieved or surpassed their goal.

CHALLENGES WITH THE U. S. CENSUS

We acknowledge that this revised approach may not be perfect due to the historic systemic oppressive practices embedded in the U.S. Census methodology such as:

- The Three-Fifths Compromise, where enslaved descendants of Africa were counted as a portion of a person¹.
- Misuse of the data to the detriment of certain communities, such as the wartime incarceration of Japanese- Americans in the 1940s².
- Undercounting of people from disinvested communities that have an impact on social/political resources³—compounding this count is the distrust of the census in immigrant and other marginalized communities⁴.
- Racial or ethnic categories that do not allow people to identify or feel fully represented as themselves^{5,6}.

These practices create a challenge when attempting to accurately illustrate population demographics. However, in future AEP studies, we will continue to refine our processes in partnership with our community partners to be more inclusive of diverse communities across the country.

¹ https://www.pbs.org/race/000_About/002_04-background-03-01.htm

² <https://www.washingtonpost.com/news/retropolis/wp/2018/04/03/secret-use-of-census-info-helped-send-japanese-americans-to-internment-camps-in-wwii/>

³ <https://itep.org/the-role-of-census-data-in-policy-and-racial-equity/>

⁴ <https://www.census.gov/newsroom/press-releases/2019/2020-census-cbams.html#:~:text=The%20analysis%20revealed%20five%20barriers,census%20might%20not%20benefit%20you>

⁵ <https://fivethirtyeight.com/features/who-the-census-misses/>

⁶ <https://www.cnn.com/2021/08/15/us/census-2020-multiracial-nation/index.html>

2. NECESSARY COLLABORATORS

To advise Americans for the Arts on our approach, methodology, and creation of AEP6 resources, we developed an AEP6 Equity Task Force with members that represented the breadth of the arts and culture industries. These included researchers, funders, local research partners, and BIPOC organization leaders who would actually be asked to complete the surveys. The Task Force helped us present relatable, functional, and actionable ideas. They also helped us define what a BIPOC and ALAANA organization was and were the first to review changes to the AEP6 methodology.

With early and frequent involvement of the Task Force, we were able to work more effectively and impactfully with local and statewide research partners and thus, enable them to better connect with their BIPOC and ALAANA communities.

Additionally, local and statewide research partners were responsible for boots-on-the-ground efforts inside the 373 participating study regions. This was the most difficult work because they were navigating challenges such as time constraints, perfectionism, and diving into operationalizing equity—in addition to technical challenges with definitions, digital options, and systemic bias.

3. IMPORTANCE OF RELATIONSHIPS

As part of this minimum audience sample requirement, the AEP6 project team and Equity Task Force reviewed the Definition of Eligible Organizations from the previous AEP study. Although the definition was expansive, the majority of local and statewide partners have historically only connected with 501(c)(3) organizations that participated previously or larger, more familiar arts and culture organizations.

The minimum audience survey sample requirement aimed to represent BIPOC and ALAANA arts and culture organizations and their audiences in this study. In order to accomplish this, we had to ensure local and statewide research partners understood that this requirement was more than just a box to check or a quota to meet. Research partners needed to build trust and maintain their commitment to representation. We asked research partners to go deep into their communities and expand beyond what the European standard of the arts and culture community may look like (e.g., ballet, operas, symphonies, large companies).

The AEP6 project team reviewed the criteria with AEP6 research partners via a webinar and many one-on-one conversations. We learned that some long-standing BIPOC and ALAANA organizations had not been recognized as a part of the arts and culture ecosystem. Research partners were excited to learn and identify arts and culture events happening in community hubs they had not previously considered, such as churches, libraries, and cultural centers. It was thrilling and rewarding for research partners to dig into a deeper well of arts and culture organizations. What did we learn?

- Some BIPOC and ALAANA organizations that presented arts and culture programming were social service/social justice organizations.
- There were a number of BIPOC and ALAANA organizations that worked together in a co-leadership model to create an event.

- Some of the organizations were based outside of the community, but not too far.
- Local and statewide research partners were able to network within a community they had never engaged with previously.
- Collaboration created touring opportunities for the BIPOC and ALAANA organization.

Through the representation of BIPOC and ALAANA organizations, pathways were uncovered for BIPOC and ALAANA communities to further engage within the arts and culture sector.

“[The AEP6 study’s focus on inclusion] sparked curiosity and excitement to learn more about organizations they weren’t connecting with. [With this focus,] we created a new mini-grant opportunity to help local organizations in the city. AEP6 helped us understand the need and how to take action.”

— KATE GIPSON
Local Research Partner, Louisville, KY

4. TIME OVER TRANSACTIONAL: PERFECTION IS NOT REAL

One of the challenges to building relationships is that it can take a long time, especially if there is a foundation of historical distrust or marginalization of either side.

Balancing competing commitments of day-to-day responsibilities with completing AEP6 data collection, research partners found it difficult to find the time to make and nurture new relationships. At times, research partners expressed that it would be easier to reach out to old organizations that were well-known rather than exploring broader communities.

It became clear that the minimum sample requirement was more than a quick and easy transactional interaction. Local and statewide research partners found that BIPOC and ALAANA arts and culture organizations needed to do more than send an email and make an ask. To accomplish a more representative survey, research partners needed to maintain an openness and commit time to build new and sustaining relationships.

“There is a lot of work to do, but also, I think one of the ways we’ve been successful in reimagining AEP6 is that we’re building in time to pause. We’re building in time to walk into a wall and get stuck and back up and figure out another way—a door, a window, a ladder—whatever it is, and I think that’s been beneficial to us.”

— SALLY DIX, EXECUTIVE DIRECTOR,
Bravo Greater Des Moines, Des Moines, IA

In some cases, research partners had to accept that some relationships did not result in a partnership or any level of engagement for the AEP6 study. However, if they tend to these relationships and responsibly build trust equity, there is an opportunity for future partnerships for the next AEP study and beyond.

What we heard from local and statewide partners:

- There were a number of times when research partners were disappointed or shocked that BIPOC and ALAANA organizations they found or knew didn't engage in the study at all.
- Research partners shared that BIPOC and ALAANA organizations committed but couldn't follow through. Through direct discussion with some of these BIPOC and ALAANA organizations, we learned that, like other organizations, low volunteer engagement and lack of resources made it difficult to carry out the survey.
- Some organizations had a distrust or trepidation of the local or statewide research partner because they had never engaged with the research partner before.
- Lastly, some Indigenous, Native American, and American Indian communities have events and programs that are not open to the public.

We asked research partners not to push or overstep the engagement, just simply work with these organizations to support them, build trust, and create collaborative opportunities. Now that local and statewide research partners have this experience through AEP6, we have greater confidence that we can build upon the foundation of trust and collaboration established.

5. OPERATIONALIZING EQUITY-CENTERED PRACTICES AND PROCESSES

The other major component of this study was mitigating the amount of harm to all participating parties. The AEP6 research team was committed to creating structures of support and providing resources to do this work intentionally and responsibly with each participating community. Through each research partner conversation, we learned another story, challenge, or perspective on the work of AEP6. These conversations were at the root of how we developed the resources to support and operationalize the practices and processes of community engagement with BIPOC and ALAANA organizations.

Some research partners did not know where to start and how to engage. Early conversations explored the reality that each community engagement touch point is unique. Recognizing this, the AEP6 team built a one-sheet resource, "Engaging with Community," outlining activation points to support and guide responsible communication through a service-driven mindset. The resource provided clear expectations aimed at building or rebuilding trust and thoughtful relationships.

"My town has a history of racism and self-segregation. The young black artists here are not offered access to venues like other artists or arts organizations. When they have tried to get venue access, these artists or smaller artist collectives are harassed or met with a level of hostility. However, I have found that most artists collective's events are kept really secret with more than one organizer. I have been able to build a relationship to understand how to join those spaces respectfully."

— ANONYMOUS RESEARCH PARTNER

We also heard concern from several research partners on their ability to locate BIPOC and ALAANA organizations. To address this concern, we developed the resource, “Making Connections with BIPOC and ALAANA Organizations,” to advise research partners on how to intentionally find, approach, connect, and navigate early conversations, and thoughtfully engage with BIPOC and ALAANA organizations beyond AEP6.

As one can imagine, our conversations with local and statewide research partners did not end after the second resource. Instead, they became more complicated and nuanced. To aid future conversations, we developed the website, Maintaining and Strengthening Committed Community Connections, a digital engagement tool for research partners to develop a deeper understanding on how to implement and practice equitable community engagement efforts to foster and influence advocacy.

Finally, we translated audience surveys into 24 languages, in addition to English, to ensure representation and better acceptance of the survey. While most respondents utilized the English version of the survey, we received direct feedback that these translated surveys helped multilingual speakers feel seen and acknowledged—a significant early step in strengthening existing and building the new relationships.

“We have the survey in English, but we also had it in Punjabi and Hindi. I can tell you that it was like this wall came down. And they felt very seen and surprised that anyone wanted to offer a survey in a cultural language that was familiar to them. And while most people did end up taking it in English, it was really an amazing touch point. It opened up a door for conversation between me and the person taking the survey when they saw that extra mile had been walked to make this more accessible to them and to their community.”

— JENN GORDON
Former Executive Director
ArtsPartners of Central Illinois, Peoria IL

6. TECHNICAL CHALLENGES

During this process, we had to contend with a number of societal challenges facing communities across the country. We encouraged expansion in a post-pandemic environment when volunteers were hard to come by. Unfortunately, this led to some research partners overcommitting themselves and further realizing that their local support had diminished. Many partners found themselves overextended, and the arts and culture organizations they were looking to survey were understaffed, underfunded, and unable to support the AEP6 effort.

To add to this difficulty, research partners reported that audience members had communicated an aversion to completing the survey because they didn’t trust where the information was going or suffered burnout from numerous surveying efforts during the pandemic.

“Challenges so far have included not having enough volunteers to collect surveys at our own events. Also, with the organizations and event organizers that we’ve been working with, sometimes they have a difficult time finding enough volunteers to fulfill the basic duties of their event. There have been lapses in communication when dropping off surveys and getting it to the volunteers that are supposed to collect them all...all of these have been challenges. We just do what we can to make sure that we attend as many events as possible and gather as many volunteers as possible and collect as many surveys as possible. It has not been perfect, but we have been trying to collect as much data as we can.”

— CATHY HARDISON
Executive Director
Wilson Arts, Wilson, NC

And finally, for the first time the AEP6 audience survey had a digital option, in addition to the paper survey. The research team delivered two different QR codes (one for BIPOC or ALAANA organizations and a second for non- BIPOC or non-ALAANA organizations) to each of the local and statewide research partners that would allow audiences to take the survey on their phones. With the QR codes, we were unable to verify if the correct version of the code was employed, which created more space for user error. Paper surveys, on the other hand, were easier to verify because research partners were required to use batch cover sheets to confirm the event as BIPOC or ALAANA. For the paper surveys, we were able to cross-check the event coding with the name of the organization which held the event. The only recourse for QR code surveys were additional administrative steps to screen incoming surveys for suspected anomalies. With any suspected anomalies, we would have to follow up individually which required additional time and effort.

7. THE REALITY OF UNCONSCIOUS BIAS

The systemic societal issues facing communities are pervasive. Despite encouragement to challenge the status quo, we found current policies and practices, in which the status quo was grounded, hard to move away from.

“We’re working within mainstream culture here in the U.S., and so sometimes, we do forget that communication style needs to change, especially when we’re working with human beings. Not every human being is the same, not every community is the same as well. We like to tout that the U.S. is a melting pot of cultures. It may be a melting pot, but it doesn’t mean that we’re all blended together and just a blank array. We have our unique abilities. We have our unique cultures and traditions that need to be addressed, especially when we are approaching people to ask for information from them. While [the study] may benefit these communities, it doesn’t mean that they want to participate if we’re not presenting the benefits for them, but also being humble in how we approach.”

— MARIO MESQUITA
Manager of Advocacy and Engagement
Regional Arts & Culture Council, Portland, OR

As with any random sampling effort, we acknowledge the possibility of interviewer bias during the audience engagement portion. Even though instructions were given to ensure random sampling, it is impossible to completely rule out interviewer bias in the selection of event attendees surveyed. Additionally, in some participating communities, there was a built-in perception of a deficit outcome story. Some research partners expressed nervousness about attending free community events or other events in non-traditional spaces because the economic outcome story of the region would be brought down by low spending at the event. We encouraged research partners to push through that perception and attend, as those events are all part of the arts and culture ecosystem.

We found that the level of spending by audiences at BIPOC and ALAANA events (\$38.29) is very similar to the national overall arts and cultural events spending average (\$38.46). With the addition of social impact questions to AEP6, we found even more valuable data beyond the economic impact. 86.6% of attendees to BIPOC and ALAANA events believe that their attendance to these arts and culture events is a way of ensuring them for future generations.

Reflecting on the above-mentioned findings, the perception of BIPOC and ALAANA organizations creating a reduction in the region's economic impact is simply untrue. However, these perceptions are often rooted in bias fed by societal challenges. The perceptions are hard to tackle because they are sometimes unconscious assumptions and based on past experiences. We will continue to work with local and statewide research partners while learning from and supporting BIPOC and ALAANA organizations to build better engagement and combat social issues that block progress.

8. REFINING DEFINITIONS

When we began the process of making AEP6 more inclusive, one of the most asked questions was centered on how we defined BIPOC and ALAANA organizations. The AEP6 Equity Task Force was critical in this process. We wanted to allow organizations the ability to self-identify as BIPOC or ALAANA; however, the timeline of the project meant that the audience survey had to come before the organizational survey where each organization would self-identify. This meant local and statewide research partners had to research whether arts and culture organizations and events were BIPOC- or ALAANA-identifying prior to completing audience surveys. In order to guide research partners to find BIPOC and ALAANA organizations, we came up with the following definition:

BIPOC and ALAANA organizations include organizations that have a mission statement (or guiding principles) that is centered on advancing, creating, and/or preserving artistic and cultural traditions rooted in communities of color.

During our process, a research partner emailed a list of organizations they found, whose mission didn't explicitly identify as rooted in a community of color, including The Griot Collective of West Tennessee. We learned the term "griot" is defined as a member of a class of traveling poets, musicians, and storytellers who maintain a tradition of oral history in parts of West Africa. The ability to identify the term allowed us to better understand if the organization fit within the criteria. Additionally, we looked at the programs the collective organized. It was highly likely the organization would identify as

BIPOC or ALAANA. We recommended the partner reach out to the Griot Collective to talk about the study, confirm how they identify, and see if they would be interested in participating.

We found that there were many BIPOC and ALAANA organizations that cannot or do not put their affiliation within their mission statement due to some of their communities' societal circumstances. Constant communication between local and statewide research partners, independent research, personal practitioner experience, and information from local arts organizations also aided in identification efforts. Based on this definition and discussions with local arts organizations, we were able to identify additional organizations that may not have been considered BIPOC- or ALAANA-identifying at the outset of this process.

While the BIPOC or ALAANA organization definition originally required that more than 50% of the organization's audiences/attendees identify as BIPOC or ALAANA, we found that this requirement did not represent a majority of BIPOC and ALAANA organizations across the country. Further, we found that inconsistent or nonexistent practices to track audience demographics—and the implicit bias involved with attempting to broadly categorize audiences—affirmed the need to remove this requirement.

CONCLUSION

Americans for the Arts will continue to refine the AEP study, discovering opportunities to improve the process while also celebrating successes in each iteration. We discovered that our past focus on methodology and capturing economic heavyweights like large-budget Eurocentric institutions, contributed to the underrepresentation of organizations serving or representing BIPOC- and ALAANA-identifying communities and their ability to advocate for their economic impact. Will our transformed methodology in AEP6 rectify our history of underrepresenting BIPOC and ALAANA communities? No, but we are continuing to remodel and expand future iterations of the AEP study to ensure we do not overlook other vital areas.

Showing only the economic impact is a singular tool we can use for advocacy. It does not show the necessary nuances required to truly engage with the community. Dollars and jobs can't quantify the sense of community and fellowship you experience when you attend a local fair, the pride audiences feel when exploring your neighborhood and finding a mural that captures the essence of your community, or the affirmation of identity that comes when you attend an event as a means to ensure that very cultural experience will be available for future generations. These feelings are based on community and transcend across all generations and life experiences. AEP6 is just beginning to scratch the surface—revealing important social and community impact questions to evolve a bigger narrative for advocacy. We are grateful for all of the hard lessons we had to learn during AEP6, and we look forward to sharing and growing in this work with the industry. From the bottom of our hearts, we want to thank our partners for the conversations, the feedback, the calls, and the questions, and for challenging us every step of the way to make sure your perspective was heard, and your community was represented. **We see you. We will keep listening. We will keep doing the work.**

ABOUT THIS STUDY

Americans for the Arts conducted AEP6 to document the economic and social benefits of the nation's nonprofit arts and culture industry. The study was conducted in 373 diverse communities and regions across the country, representing all 50 states and Puerto Rico. A local or statewide research partner implemented the data collection for each community—a total of 297 research partners represented the 373 participating communities (41 research partners represented multiple communities such as both a city and a county). The participating communities range in population from 4,000 to 4 million and represent rural, suburban, and urban areas (130 cities, 126 counties, 78 multi-city or multi-county regions, 18 arts districts, and 21 states/territories).

Researchers, in collaboration with their local and statewide partners, collected surveys from 16,399 organizations and 224,677 attendees to provide a measure of total industry spending. Using the IMPLAN economic modeling platform, input-output analysis models were customized for all 373 study regions. These quantitative models measure the economic relationships between hundreds of different industries in each geographic area. Reports were prepared for each of the 373 study regions, and national estimates were made for the nation as a whole.

For this study, economic impact is defined as the following measures:

- Jobs is a total figure of people employed (full-time, part-time, and seasonal employment jobs).
- Resident household income includes salaries, wages, and entrepreneurial income paid to residents. It is the money individuals earn personally and then use to pay for food, mortgages, and other living expenses.
- Tax revenue to local, state, and federal governments includes revenue from taxes (e.g., income, property, or sales), as well as funds from licenses, filing fees, and other similar sources.

TO PARTICIPATE IN AEP6, THE 297 LOCAL AND STATEWIDE RESEARCH PARTNERS AGREED TO FOUR PARTICIPATION CRITERIA.

1. Identify and code the comprehensive universe of eligible arts and culture organizations located in their study region.
2. Assist with the collection of detailed financial and attendance information from those organizations and review the information for accuracy.
3. Collect audience-intercept surveys from attendees at a broad, representative sample of cultural events that take place in their study region.
4. Pay a modest cost-sharing fee. (No community was refused participation for an inability to pay.)

To secure Cabarrus County’s status as one of the 373 participating communities, the Cabarrus Arts Council responded to the Call for Participants and agreed to complete the required criteria.

HOW LOCAL AND STATEWIDE RESEARCH PARTNERS IDENTIFIED ELIGIBLE ARTS AND CULTURE ORGANIZATIONS FOR STUDY INCLUSION.

Each of the 297 research partners identified the universe of nonprofit arts and culture organizations located in their region using the National Taxonomy of Exempt Entity (NTEE) coding system as a guideline. The NTEE system—developed by the National Center for Charitable Statistics at the Urban Institute—is a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. This system divides the entire universe of nonprofit organizations into 10 major categories, including “Arts, Culture, and Humanities.” The IRS Business Master File lists approximately 116,000 nonprofit arts and culture organizations registered with the IRS in 2022.

The following NTEE “Arts, Culture, and Humanities” subcategories were included in this study:

- A01 – Alliances and Advocacy
- A02 – Management and Technical Assistance
- A03 – Professional Societies and Associations
- A05 – Research Institutes and Public Policy Analysis
- A11 – Single Organization Support
- A12 – Fund Raising and Fund Distribution
- A19 – Support (not elsewhere classified)
- A20 – Arts and Culture (general)
- A23 – Cultural and Ethnic Awareness
- A24 – Folk Arts
- A25 – Arts Education
- A26 – Arts and Humanities Councils & Agencies
- A27 – Community Celebrations
- A30 – Media and Communications (general)
- A31 – Film and Video
- A32 – Television
- A33 – Printing and Publishing
- A34 – Radio
- A40 – Visual Arts (general)
- A50 – Museums (general)
- A51 – Art Museums
- A52 – Children’s Museums
- A53 – Folk Arts Museums
- A54 – History Museums
- A56 – Natural History and Natural Science Museums
- A57 – Science and Technology Museums
- A60 – Performing Arts (general)
- A61 – Performing Arts Centers
- A62 – Dance
- A63 – Ballet
- A65 – Theatre

- A68 – Music
- A69 – Symphony Orchestras
- A6A – Opera
- A6B – Singing and Choral Groups
- A6C – Bands and Ensembles
- A6E – Performing Arts Schools
- A70 – Humanities (general)
- A80 – Historical Organizations (general)
- A82 – Historical Societies and Historic Preservation
- A84 – Commemorative Events
- A90 – Arts Services (general)
- A99 – Arts, Culture, and Humanities (miscellaneous)
- B70 – Libraries
- C41 – Botanical Gardens and Arboreta
- C42 – Garden Clubs
- D50 – Zoos and Aquariums
- N52 – Fairs and Festivals
- Q21 – International Cultural Exchange

AEP6 takes an inclusive approach that accounts for different localities and cultures. For example, in some communities, the museum may be a nonprofit organization while in others it is a government-owned and operated entity. Both are included in AEP6. Also included are entities such as public and private local arts agencies, living collections (zoos, aquariums, and botanical gardens), university presenters, and arts programs under the umbrella of a non-arts organization or facility (such as a library, social service organization, or church). In addition to the organization types listed above, the study research partners were encouraged to include other types of eligible organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of arts and culture. In short, if it displays the characteristics of a nonprofit arts and culture organization and has an identifiable budget, attendance, and leadership, it was included in AEP6. *This study does, however, exclude individual artists and the for-profit arts and entertainment sector (e.g., Broadway or the motion picture industry)—all vital and valued components of the nation’s arts landscape but beyond the scope of this study.*

SURVEYS OF NONPROFIT ARTS AND CULTURE ORGANIZATIONS

Detailed information was collected from 16,399 eligible organizations about their fiscal year 2022 expenditures (e.g., labor, local and non-local artists, operations, materials, facilities, and asset acquisition), as well as their event attendance, in-kind contributions, and volunteerism. Surveys were collected from February through July 2023. Some organizations only provided total expenditures and attendance (they are included in the study). Responding organizations had budgets ranging from a low of \$0 to a high of \$375 million. Response rates for the 373 communities averaged 43.9% and ranged from 5% to 100%. It is important to note that each study region’s results are based solely on the survey data collected. No estimates have been made to account for non-respondents. Therefore, the less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

In Cabarrus County, 20 of the 27 total eligible nonprofit arts and culture organizations identified by the Cabarrus Arts Council provided the financial and attendance information required for the study analysis—an overall participation rate of 74.1%.

SURVEYS OF NONPROFIT ARTS AND CULTURE AUDIENCES

Audience-intercept surveying, a common and accepted research method, was conducted in all 373 of the study regions to measure event-related spending by nonprofit arts and culture audiences. Attendees and participants were asked to complete a short survey while attending an event. Nationally, a total of 224,677 attendees completed the survey for an average of 602 surveys per study region. The randomly selected respondents provided itemized expenditure data on attendance-related activities such as meals, souvenirs, transportation, and lodging, as well as socioeconomic information, ZIP code of primary residence, and four social impact questions. Data was collected from May 2022 through June 2023 at a broad range of both paid and free events. The survey respondents provided information about the entire party with whom they were attending the event. With an overall average travel party size of 2.41 people, this data represents the spending patterns of 541,472 attendees.

In Cabarrus County, a total of 823 valid audience-intercept surveys were collected from attendees to nonprofit arts and culture performances, events, exhibits, and special events during the period from May 2022 through June 2023.

STUDYING ECONOMIC IMPACT USING INPUT-OUTPUT ANALYSIS

The nation's economy is shaped by complex interactions among businesses, workers, and communities. To derive the most reliable economic impact data, input-output analysis is used to measure the impact of expenditures by nonprofit arts and culture organizations and their audiences. This is a highly regarded type of economic analysis that has been the basis for multiple Nobel Prizes in economics. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics.

Americans for the Arts uses the IMPLAN platform to create the customized models for each of the 373 study regions. Input-output models calculate the interdependencies between various sectors or industries within a region. The model quantifies how changes in one sector's output and demand for inputs affect other sectors in the economy. IMPLAN's models are based on detailed tables that represent the flow of goods and services between different industries.

IMPLAN relies on region-specific and industry-specific data to customize input-output models for different areas and sectors, allowing for more accurate analysis.

In short, this analysis traces how many times a dollar is respent within the local economy before it leaks out, and it quantifies the economic impact of each round of spending. This form of economic analysis is well suited for AEP studies because it can be customized specifically to each participating community, region, or state.

To complete this analysis for Cabarrus County, the researchers used the IMPLAN platform to build a customized input-output model based on the unique economic and industrial characteristics of Cabarrus County.

CALCULATION OF THE NATIONAL ECONOMIC IMPACT ESTIMATES

The national estimates were derived using the following steps:

1. The 130 cities and towns that participated in the study were stratified into six population cohorts, and average economic impact results were calculated for each cohort. Ten communities were excluded from the calculation of the averages due to their comparably high levels of economic activity relative to the other participating communities in their cohort. This was done to avoid inflating the national estimates.
2. The nation's largest 13,189 incorporated places were assigned to one of the six groups based on their population, as supplied by the U.S. Census Bureau, and assigned the economic impact average for its population group.
3. The average economic impact values of the cities and towns were added together to determine estimated national economic impact findings.

A comprehensive description of the methodology used to complete this national study is available at www.AEP6.AmericansForTheArts.org.

GLOSSARY

BIPOC and ALAANA

These acronyms are used to reference individuals or communities of color: BIPOC (Black, Indigenous, People of Color) and ALAANA (African, Latine, Asian, Arab, Native American). While these terms do not fully encompass or represent the complicated and multi-layered nature of indigeneity or ethnic and racial identities, they are the most commonly used terms in our work.

Cultural Tourism

Travel directed toward experiencing and engaging with the arts, culture, heritage, traditions, and special character of a place. It may involve visiting an arts and culture organization, attending festivals, and experiencing the cuisine.

Direct Economic Impact

A measure of the economic effect of the initial expenditure within a community. For example, when a symphony pays its players, each musician's salary and the associated payroll taxes paid by the nonprofit represent direct economic impact.

Direct Expenditures

The first round of expenditures in the economic cycle (the money buyers pay to sellers in exchange for goods or services). A ballet company's purchase of dance shoes is an example of direct expenditures.

Econometrics

The process of using statistical methods and economic theory to develop a system of mathematical equations that measures the flow of dollars between local industries. The input-output model customized for each AEP6 community is an example of an econometric model.

Household Income (or Personal Income)

The salaries, wages, and entrepreneurial income residents earn and use to pay for food, mortgages, and other living expenses. It is important to note that resident household income is not just salary. When a business receives money, for example, the owner usually receives a percentage of the profit, resulting in income for the owner. Household income also includes benefits and employer-paid payroll taxes (social security, unemployment, etc.).

IMPLAN

AEP6 study uses IMPLAN for its economic analysis. IMPLAN is short for "IMpact analysis for PLANning." It is a widely used economic modeling and impact analysis tool. Using the IMPLAN economic modeling platform, input-output analysis models were customized for all 373 study regions. These quantitative models measure the economic relationships between hundreds of different industries in each geographic area. IMPLAN is a well-regarded system that is used by more than 1,000 U.S. companies and governments.

Indirect and Induced Impact

AEP6 measures the economic impact of the arts using a methodology that enables economists to track how many times a dollar is respent within the local economy and thus, to measure the economic impact generated by each round of spending. For example, when a theater company purchases paint from the local hardware store, there is a measurable economic effect of that initial expenditure within a community. However, the economic benefits typically do not end there because the hardware store uses some of its income to pay the clerk that sold the paint (induced impact), as well as to pay other businesses such as the electric bill (indirect impact). The indirect and induced economic impacts are the effects of the subsequent rounds of spending by businesses and individuals, respectively.

Input-Output Analysis

A system of mathematical equations that combines statistical methods and economic theory in an area of economic study called econometrics. Economists use this model (occasionally called an inter-industry model) to measure how many times a dollar is respent in, or ripples through, a community before it leaks out (see Leakage). The model is based on a matrix that tracks the dollar flow between hundreds of finely detailed industries in each community. It allows researchers to determine the economic impact of local spending by nonprofit arts and culture organizations on jobs, household income, and government revenue.

Jobs (Employment)

Employment data in IMPLAN is an annual average headcount of full time, part time, and seasonal employment. Note that a person can hold more than one job, so the job count is not necessarily the same as the count of employed persons. While IMPLAN employment adjusts for seasonality, it does not indicate the number of hours worked per day. It is not, therefore, equal to full time equivalents. This is the same definition used by the U.S. Bureau of Economic Analysis Regional Economic Accounts and the U.S. Bureau of Labor Statistics Census of Employment and Wages.

Leakage

Leakage refers to the money that is spent outside of a community. This is measured because nonlocal spending has no economic impact within the community, whereas dollars spent within the community continue to have an economic local impact. A ballet company purchasing shoes from a nonlocal manufacturer is an example of leakage. If the shoe company were local, the expenditure would remain within the community and create another round of spending (and local economic impact) by the shoe company.

Social Impact

In AEP6, social impact refers to the effect that the nonprofit arts and culture industry has on the well-being of individuals and their community, such as social connections, community pride and identity, physical and emotional health, and community livability.

Tax Revenue to Local, State, and Federal Governments

The IMPLAN economic modeling platform used in AEP6 provides a measure of government tax income based on the transactions of the tracked economic activities. It includes taxes paid by both businesses and individuals such as sales tax, income tax, corporate tax, and property tax.

FREQUENTLY ASKED QUESTIONS

This section answers some common questions about the AEP6 study, and the methodology used to complete it.

What is the significance of the AEP6 study?

Americans for the Arts provides the trusted knowledge and information tools that leaders need to advocate for increased funding for arts and culture, inclusive equitable policies and programs, and a thriving local arts agency field. Building on its 30-year legacy as the largest and most inclusive study of its kind, Arts & Economic Prosperity 6 (AEP6) is an economic and social impact study of the nation's nonprofit arts and culture industry. The study provides detailed findings on 373 regions from across all 50 states and Puerto Rico—ranging in population from 4,000 to 4 million—and represents rural, suburban, and large urban communities. AEP6 uses a rigorous methodology to document the economic contributions of the arts and culture industry, demonstrating locally as well as nationally that arts and culture is a critical economic driver of vibrant communities. Americans for the Arts partnered with 297 local, regional, and statewide organizations that represent the 373 study regions in AEP6. This study absolutely could not have been completed without them. This collective effort across the country fosters diverse and inclusive collaborations that can influence sustainable policy change and more arts funding. AEP6 is released with important national partners—organizations of public and private sector leaders that steer billions of dollars into arts and culture funding and create arts-friendly policies. These include:

- Actors' Equity Association
- African Diaspora Consortium
- Arts & Planning Division (American Planning Association)
- Black Legislative Leaders Network
- Department for Professional Employees, AFL- CIO (American Federation of Labor and Congress of Industrial Organizations)
- Destinations International
- International City/County Management Association
- Independent Sector
- National Association of Counties
- National Conference of State Legislatures
- National Alliance of Community Economic Development Associations
- National Independent Venue Association
- National Organization of Black Elected Legislative Women
- Race Forward
- Recording Industry Association of America
- The Conference Board
- U.S. Conference of Mayors

What are the key findings from AEP6?

AEP6 uses a highly regarded, conservative approach to analyze the economic impact of the nonprofit arts and culture industry, which generates a significant amount of economic activity by its organizations and event-related spending by its audiences.

The message is clear: a vibrant nonprofit arts and culture community not only keeps residents and their discretionary spending close to home, but it also attracts visitors who spend money and help local businesses thrive.

Local Impact

What continues to set AEP6 apart from other national studies is exactly why it is so useful. It is local. Every study region uses the same rigorous methodology, and each receives its own customized report. Surveys from 16,399 nonprofit arts and culture organizations and 224,677 of their attendees were collected by local and statewide research partners, and a customized input-output economic model was built for each region.

Arts and Culture Audience Impact

AEP6 is the only national study that incorporates the event-related spending by arts and culture audiences. When attendees go to an arts and culture event, they may also pay for parking, eat dinner at a restaurant, enjoy dessert after the show, and return home to pay child or pet care. The typical attendee spends \$38.46 per person, not including the cost of admission.

Visitor Impact

Vibrant arts and culture communities attract visitors who spend money and help local businesses thrive. The study found that one-third of attendees (30.1%) were from outside the county in which the arts event took place. They spent an average of \$60.57, twice that of their local counterparts (\$29.77)—all vital income for local merchants. For 77% of respondents, the primary purpose of their visit was to attend that cultural event. When we asked arts and culture event attendees what they would have done if the event where they were surveyed had not been available, 51% of local attendees said they would have “traveled to a different community to attend a similar arts or cultural activity,” and 64% of nonlocal visitors would have selected another community as well.

Social Impact

For the first time, AEP6 asked audiences social impact questions. Beyond its economic and financial impacts, arts and culture provides social contributions that benefit the wider community, such as neighborhood pride and cultural identity. Surveys completed by attendees demonstrate a deep appreciation for how arts and culture impacts the development and well-being of communities and their residents.

- 89% of respondents agreed the activity or venue they were attending was “a source of neighborhood pride for the community.”
- 86% said they would “feel a sense of loss if that activity or venue was no longer available.”
- 86% felt it important that future generations also be able to have that cultural experience. This high level of appreciation is found across all socioeconomic groupings.

Equity and Inclusion

AEP6 included an expectation—for the first time—that our research partners would collect a portion of audience surveys from attendees to events that were presented, produced, or hosted by BIPOC and ALAANA organizations. The study found:

- Spending by attendees at BIPOC and ALAANA organizations was nearly identical to the overall national average (\$38.29 and \$38.46 per person, respectively).
- Social impact survey results were also nearly identical. For example, 81.2% of attendees at BIPOC and ALAANA organizations agreed, “This venue or facility is an important pillar for me within my community.” The figure for all attendees was 81.4%.
- These findings should initiate critical funding conversations about BIPOC and ALAANA organizations receiving fair and proportional financial support.
- A 2019 report by Americans for the Arts, for example, found that among local arts agency grantmaking organizations, the largest 16% of grant recipients (by budget) received 73% of the dollars awarded.
- The 2022 survey found that the pandemic’s impact was not felt equally. Organizations serving and representing BIPOC communities were more likely to report lacking the financial resources needed to return to in-person programming than non-BIPOC organizations (55% vs. 38%).
- Ensuring equitable funding for arts and culture organizations is a vital step in creating an inclusive, balanced, and vibrant cultural landscape.

What are the problems or challenges that AEP6 helps to address?

Like all nonprofits, arts and culture organizations have a public purpose: to make their cultural product broadly accessible so everyone can share in its benefits. And, like all nonprofits, they depend on financial support from the government and the private sector to deliver on that promise. We are in a time, however, when many leaders feel challenged to fund the arts. Shrinking budgets, mandates to prioritize jobs and economic growth, and pressing community development issues make for difficult decision making. AEP6 brings a welcome message: when we invest in the arts, we are investing in an industry that strengthens the economy and builds more livable communities.

Past AEP studies have focused primarily on the financial, economic, and tourism contributions of the nonprofit arts and culture industry. A result of this has been an underrepresentation and underrecognition of arts and culture organizations that primarily serve communities of color and their audiences. For the first time, AEP6 expands beyond the economic and financial data to learn about the arts’ social impact on the overall well-being of communities and the importance of affirming spaces in BIPOC- and ALAANA-identifying communities. With the goal of making AEP6 more inclusive and reducing systemic bias, Americans for the Arts transformed its approach and expanded the inclusion and participation of organizations serving or representing communities of color by:

- Hiring an AEP6 community engagement and equity research director
- Adding an equity consultant to the research team
- Establishing an AEP6 Equity Task Force composed of leaders from all segments of the industry
- Completing a full review and restructure of the methodology

- Ensuring publishing accessibility guidelines were met and providing inclusive language offerings (e.g., the audience survey was available in 25 languages)
- Creating a series of community engagement tools to help our research partners identify, approach, and establish new and strengthen existing relationships with organizations representing BIPOC- and ALAANA-identifying communities

Why did AEP6 do a focused analysis of the BIPOC and ALAANA organizations and their audiences?

There are many identities and communities that are marginalized, persecuted, and discriminated against across the nation. For the purposes of AEP6, we identified BIPOC and ALAANA organizations as a starting place, as the social construct of race has been historically pervasive and at the bedrock of prejudice since well before the 1700s. We also acknowledge that there are intersectionalities within BIPOC and ALAANA people that span many other marginalized groups. AEP6 provides a baseline for future studies to explore and potentially expand.

What impact did the COVID-19 pandemic have on AEP6?

AEP6 was postponed for 16 months due to the pandemic. Data collection for AEP6 was originally scheduled to be completed by December 2021 and based on budget and attendance information for the 2020 fiscal year. The study now focuses on fiscal year 2022. The pandemic had a devastating impact on the arts sector. According to national survey work by Americans for the Arts, 99% of producing and presenting arts and culture organizations canceled events during the pandemic—representing the loss of an estimated 557 million ticketed admissions. A secondary impact of the pandemic is the continued stress faced by the arts and culture industry. This includes continued reduced staffing levels needed to complete the organizational survey as well as fewer volunteers and staff to conduct the audience surveys.

What trends do you see between the last AEP5 study (2017) and this current AEP6 study (2023)?

The pandemic occurred in the time between the AEP5 and AEP6 fiscal years of analysis (2015 and 2022, respectively). While analyses of the pandemic’s impact on the arts will continue for years to come, the challenges it brought had an undeniable effect on the industry. Thus, study-to-study comparisons of AEP findings are not recommended.

Because of the robust samples of audience surveys that were collected for each study (212,671 for AEP5 and 224,677 for AEP6), it is appropriate to make comparisons with some of the audience data. Nationally, the average per person event-related expenditure increased from \$31.47 in AEP5 to \$38.44 in AEP6 (+22%), a change that keeps pace with inflation. Conversely, the percentage of nonlocal attendees decreased from 34% in AEP5 to 30% in AEP6 (-11.5%).

What is new in 2022 versus previous years?

The prioritization of financial and economic analyses in past AEP studies typically resulted in high rates of inclusion by large-budget organizations (often focused on Eurocentric culture) and an underrepresentation of arts and culture organizations that primarily serve communities of color. Two changes were made to the AEP6 methodology with the goal of mitigating this imbalance.

1. The first was building a larger and more inclusive universe of organizations eligible to be surveyed in AEP6. Local and statewide research partners used new protocols to make contact with organizations that they may have had no previous relationship with and identify new ones they were unaware of. Research partners also sought to identify arts and culture programs under the umbrella of a non-arts organization or facility (e.g., social service agency, faith-based institution, or library). Expanding the terminology to “arts and culture” was also a deliberate equity strategy. This is because “arts” organizations and “culture” organizations are used synonymously in some communities of color.
2. AEP6 included an expectation—for the first time—that our local and statewide research partners would collect a portion of audience surveys at events that were presented, produced, or hosted by BIPOC and ALAANA organizations. A requested sample size was determined for each community based on the U.S. Census Bureau’s percentage of the population that identifies as “White only, not Hispanic or Latino.” For example, if the census estimates that 20% of a community’s population identifies as something other than “White only, not Hispanic or Latino,” the research partner representing that community was asked to collect at least 20% of their total sample of audience surveys from attendees to BIPOC and ALAANA organizations. The requested minimum sample was “at least 25%” for nearly two-thirds of the 373 participating communities. While just 141 of the 373 study regions were able to meet the data collection goal (38%), it yielded a robust national sample of 37,805 respondents.

Who conducted this research?

Americans for the Arts led the research in collaboration with its local and statewide research partners. There are a total of 297 research partners representing the 373 participating communities (41 research partners represented multiple communities such as both a city and a county).

The participating communities range in population from 4,000 to 4 million and represent rural, suburban, and urban areas (130 cities, 126 counties, 78 multi-city or multi-county regions, 18 arts districts, and 21 states/ territories).

Who is the sample group for the research?

In 2021, Americans for the Arts published a call for communities interested in participating in the AEP6 study. Study partners agreed to complete the study’s four participation criteria. Some partners requested that multiple study regions be included in their study (e.g., a county as well as a specific city within the county). As a result, 297 study partners represent a total of 373 participating study regions.

How were the eligible arts organizations in each community selected?

Each of the 297 study partners identified the universe of nonprofit arts and culture organizations located in their region(s). Eligibility was determined using the Urban Institute’s National Taxonomy of Exempt Entities (NTEE) coding system as a guideline. Communities were encouraged to include other types of eligible organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of the visual, performing, folk, literary, and media arts. These include government-owned or operated cultural facilities and institutions, municipal arts agencies or councils, living collections (such as zoos and botanical gardens), university museums and presenters, and arts programs

that are embedded under the umbrella of a non-arts organization or facility. For-profit businesses and individual artists were excluded from this study. In short, if it displays the characteristics of a nonprofit arts and culture organization, it was included.

To assist the 297 study partners, Americans for the Arts provided a sample list of the eligible organizations that are located in each of the 373 participating communities using secondary source data. For communities in the six New England states (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont), a list of eligible organizations was provided by our research partner the New England Foundation for the Arts via its CreativeGround database, a dynamic regional directory that celebrates and reflects the vital work of New England’s artists, creatives, culture bearers, and creative organizations and businesses. For communities in all other states, a list of eligible organizations was licensed from Candid’s GuideStar database of 1.8 million IRS-recognized tax-exempt organizations. Each study partner reviewed, cleaned, and supplemented the list for their community using their own data sources, then returned a final list of eligible organizations to Americans for the Arts.

What is the study methodology? What type of economic analysis was done to determine the study results?

AEP6 uses a highly regarded, conservative approach to analyze the economic impact of the arts and culture industry, which generates a significant amount of event- related spending and tax revenue.

Researchers—together with local and statewide AEP6 study partners—collected expenditure and attendance data from 16,399 arts and culture organizations and 224,677 of their attendees to measure total industry spending. Using the IMPLAN economic modeling platform, input-output analysis models were customized for each study region. These quantitative models measure the economic relationships between hundreds of different industries in each geographic area. This, in turn, enables localizable economic impact results to be derived.

Why this level of rigor? Quite simply, \$50 spent in two different cities, even if in the same state, may have two very different sets of economic impact outcomes. It takes more than one million calculations to derive the economic impact data for each community. IMPLAN’s methodology utilizes a highly regarded method of economic analysis that ensures reliable and actionable localized results.

Will elected officials, economists, and other community decision-makers trust the validity and rigor of the AEP6 study?

Yes, the AEP6 study makes a strong argument to legislators, but you may need to provide them with some extra help. It will be up to the user of this report to educate the public about economic impact studies in general and the results of this study.

- The user may need to explain the study methodology used and the IMPLAN system that provides a customized input- output model for each of the 373 study regions. You can be confident that the input-output analysis used in this study is a highly regarded model in the field of economics.
- It is also valuable to mention the conservative approach used by AEP6. For example, organizational expenditures are based only on the data collected. No estimates are made for nonresponding organizations. The audience surveys are

conducted at a broad range of cultural events to ensure a representative sample, and not just at the highest priced venues, which would inflate the audience spending averages.

- The AEP6 national partners are organizations of public and private sector leaders that steer billions of dollars into arts funding and create arts-friendly policies. They are partners because (1) they too believe the arts are a fundamental component of a healthy community, and (2) they view the methodology and study findings worthy of their members' attention. Partners are listed on the back cover of every AEP6 report.
- The AEP6 methodology was developed and vetted by economists. As in any professional field, however, there are differing opinions about procedures, jargon, and the best way to determine results. Ask ten artists to define art, and you can expect ten different answers. Ask ten economists the best way to measure the economic impact of arts and culture, and you can expect a similar range of responses. Some economists, for example, prefer to exclude spending by residents in the economic analysis and only track the impact of spending by visitors (often considered the purest form of economic development). Others, however, include resident spending because it plays a significant role in understanding the industry's overall economic contributions to local businesses and the community. In AEP6, both local and nonlocal impacts are counted in the analysis.

The data tables in the report appendix provide details about both local and nonlocal economic impacts. This provides full transparency of the work and offers the opportunity for others to find additional insights from the study.

Who funds this research?

AEP6 was funded by the 297 local and statewide study partners and the Americans for the Arts Ruth Lilly Endowment Fund.

ACKNOWLEDGEMENTS AND APPRECIATION

Americans for the Arts expresses its gratitude to the many people across the country who made Arts & Economic Prosperity 6 possible and assisted with its development, coordination, and production. A study of this scale cannot be completed without the collaboration of many partnering organizations and individuals.

The Cabarrus Arts Council

This study would not have been possible without the Cabarrus Arts Council, our research partner in Cabarrus County, which was responsible for the local implementation and data collection requirements. Thank you!!

Research Partners

Special thanks to each of our 297 local, regional, and statewide research partners who contributed time, heart, and financial support toward the completion of this national study. We thank each one of them. AEP6 would not have been possible without them. Thanks also to the New England Foundation for the Arts and SMU DataArts for their collaboration and contributions to the data collection effort.

AEP6 Equity Task Force

The AEP6 Equity Task Force provided invaluable advisory support and guidance throughout the study. Their insights and expertise are reflected in everything from the methodology to the survey design to community engagement tools used by local research partners to language usage and narrative messaging of the report, thereby helping to ensure the inclusion of BIPOC and ALAANA arts and culture organizations and communities in the study. The Task Force has enabled Americans for the Arts to begin to address its history of underrepresenting BIPOC and ALAANA arts and culture organizations as part of the AEP studies. We are most grateful.

- Sandra Aponte, Program Officer, John D. and Catherine T. MacArthur Foundation
- Mark Cardwell, Founder and Principal Consultant, Cardwell Communications LLC
- Sally Dix, Executive Director, Bravo Greater Des Moines
- Angie Durrell, Founder and CEO, INTEMPO
- Suzan Jenkins, Chief Executive Officer, Arts & Humanities Council of Montgomery County
- Elisheba Johnson, Curator, Wa Na Wari
- Jeremy Johnson, President and CEO, Assembly for the Arts
- Monica Montgomery, Social Justice Curator, Museum Consultant, Community Engager
- David Pankratz, Arts Policy and Research Advisor

Miles Partnership

- Melissa Cherry, Chief Diversity & Inclusion Officer and Senior Vice President
- Najauna White, Vice President, Diversity, Equity & Inclusion
- Juan F. Vargas, Diversity, Equity & Inclusion Account Director

Americans for the Arts Staff

A study of this magnitude is a total organizational effort. Appreciation is extended to the entire staff and board of Americans for the Arts. The Research Department was responsible for the production of this study—Benjamin Davidson, Dr. Genna Styles-Lyas, and Randy Cohen.

The Participating Arts and Culture Attendees

Additionally, this study could not have been completed without the cooperation of the 823 people who graciously took the time to complete the AEP6 audience-intercept survey while attending a performance, event, or exhibit—or otherwise visiting a cultural event or facility—in Cabarrus County during the period from May 2022 through June 2023.

The Participating Nonprofit Arts and Culture Organizations

This study could not have been completed without the cooperation and participation of the 20 nonprofit arts and culture organizations in Cabarrus County, listed below, that provided the financial and attendance information necessary for the analysis.

Cabarrus Arts Council; Cabarrus Art Guild; Cabarrus Quilters Guild; Cirq U Circus Academy; City of Kannapolis; Clearwater Arts Center & Studios; Early Childhood Foundation of Cabarrus County; Eastern Cabarrus Historical Society ; El Puente Hispano; Fulltime Funkytown; Harrisburg Parks & Recreation; International Center for Community Development; Logan Child Development Center; Multi-Cultural Community Student Union; North Carolina Music Hall of Fame; Old Courthouse Theatre ; Piedmont Prime Time Community Band; Reed Gold Mine National Historic Site; Southern Piedmont Woodturners; Your Child's Musical Wish.

ABOUT AMERICANS FOR THE ARTS

Americans for the Arts is a national arts service organization based in Washington, D.C., with an office in New York City. Founded in 1960, it serves, advances, and provides leadership to the network of organizations and individuals who cultivate, promote, sustain, and support the arts and arts education in America.

NATIONAL PARTNERS IN THE AEP6 STUDY

The following national organizations partner with Americans for the Arts to help public and private-sector leaders understand the economic and social benefits that the arts bring to their communities, states, and the nation.

- Actors' Equity Association
- African Diaspora Consortium
- Arts & Planning Division (American Planning Association)
- Black Legislative Leaders Network
- Department for Professional Employees, AFL-CIO (American Federation of Labor and Congress of Industrial Organizations)
- Destinations International
- International City/County Management Association
- Independent Sector
- National Association of Counties
- National Conference of State Legislatures
- National Alliance of Community Economic Development Associations
- National Independent Venue Association
- National Organization of Black Elected Legislative Women
- Race Forward
- Recording Industry Association of America
- The Conference Board
- U.S. Conference of Mayors

Project: Concord Commerce Park



City of Concord Economic Development Grant Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Assessed Value	\$102,400,000.00	\$102,400,000.00	\$102,400,000.00	\$102,400,000.00	\$102,400,000.00
City taxes at .48	\$ 491,520.00	\$ 491,520.00	\$ 491,520.00	\$ 491,520.00	\$ 491,520.00
Grant @ 85 %	\$ 417,792.00	\$ 417,792.00	\$ 417,792.00	\$ 417,792.00	\$ 417,792.00
Net Taxes to City	\$ 73,728.00	\$ 73,728.00	\$ 73,728.00	\$ 73,728.00	\$ 73,728.00
				Taxes paid	\$ 2,457,600.00
				Grant Amount	\$ 2,088,960.00
				Net taxes to City	\$ 368,640.00

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Assessed Value	\$125,000,000.00	\$125,000,000.00	\$125,000,000.00	\$125,000,000.00	\$125,000,000.00
City taxes at .48	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00
Grant @ 85 %	\$ 510,000.00	\$ 510,000.00	\$ 510,000.00	\$ 510,000.00	\$ 510,000.00
Net Taxes to City	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
				Taxes paid	\$ 3,000,000.00
				Grant Amount	\$ 2,550,000.00
				Net taxes to City	\$ 450,000.00

5 Year Grant Total: \$2,088,960 - \$2,550,000



Concord Commerce Park

Company's Legal Name: Fortius Capital Partners on behalf of a to be created entity

Company Representative: Harris Morrison

Name and Title: Harris Morrison, Director

Address: 805 Trade Street NW, Suite 101, Concord NC 28027

Phone: 980-354-3700

Email: Harris@fortiuscapitalpartners.com

Website: <https://fortiuscapitalpartners.com/>

Nature of Business: Real Estate Development – speculative industrial / business park

Current Operations in Cabarrus County (y/n): This will be a new business park development. Fortius Capital Partners is based in Concord and has developed and operated successful business parks in Cabarrus County since 2017.

Proposed New or Additional Cabarrus Facility:

Address/Location: Corner of Concord Parkway and George Liles Parkway

Square Feet: +/- 1.3 million square feet

Lease or Purchase: Project will be a multi building business park built speculatively in four phases. Buildings will be both for lease and sale.

Project Summary:

The project consists of parcels 55097549530000 and 55098674470000 comprising approximately 160 acres. The proposed park will create a Class A master planned industrial and business center consistent with the Campus zoning district. The development of the site will likely be constructed in phases spanning approximately 5 years; it will include an expansion of a public roads; traffic signalization and intersection improvements at Concord Parkway at Dwight Drive; and storm, water and sewer infrastructure improvements. These improvements intend to be consistent with the City's George W. Liles Pkwy Small Area Plan.

Preliminary site plans model the site as a 9-building development with building sizes ranging from 84,000 sq ft to 250,000 sq ft, and totaling an approximate square footage of 1,287,000. The buildings will be modern class A tilt wall construction with high quality and decorative finishes. Efforts will be made for park amenities to match the goals of the Campus zoning

district including sidewalks, walking trails, pedestrian connectivity, benches, green space, and so forth.

The park will focus on attracting new companies and providing supporting space to several of Concord's recent high-profile expansions. The park's location near the Eli Lilly campus and the Grounds at Concord will offer critically needed space for the ecosystem to support the existing companies and encourage the continued growth of the area. Campus District zoning allows for a wide variety of uses, and the park will aim to draw companies and jobs from all approved uses, including manufacturing, warehousing, life science, distribution, and limited retail uses.

The George W. Liles Pkwy Small Area Plan was considered in the layout and goals of the site plan. We believe the proposed plan aligns with the Small Area plan by:

- Matching this area's recommended land use as "Corporate / Industrial".
- Including the recommended signalized intersection with Highway 29 at the park entrance
- Including for the recommended realignment of Dwight Place SW to allow for future growth and connection to the adjacent parcels.
- Including the recommended new public road network to adjacent parcels
- Including the recommended expansion of underground public water, sewer, power, and fiber utilities to the area

Investment – Total Investment:

(breakdown of investment by year and by real/personal)

Phase	Projected Start	Projected Delivery	Approx. Building SF	Projected Phase Valuation*	Personal Cost
Phase A	2024	2025	1,031,000	\$82,000,000 to \$100,100,000	TBD
Phase B	2027	2028	256,000	\$20,400,000 to \$24,900,000	TBD
TOTAL	2024	2028	1,287,000	\$102,400,000 to \$125,000,000	TBD

*Phase valuations are based on a survey of comparable buildings public tax valuations in Concord, NC.

Infrastructure Costs Projection: \$11,200,000** – including approximately:

- A new public roadway system
 - Corresponding curb and gutter
 - Corresponding stormwater controls
 - Corresponding street lighting
- Instillation of new public water mains
- Instillation of new public sanitary sewer mains
- Signalization of the new public road at Highway 29
- Other offsite traffic and roadway improvements
- Instillation of new public sidewalks and walking paths
- Landscaping in public right of way

** This estimate excludes soft costs such as design, due diligence, construction material testing, and contingency.

The Public Infrastructure component of the park is expected to take place in two phases. As illustrated in the attached site plan, the first phase, Phase A, will comprise that portion of public infrastructure improvements at the front of the site. Phase A infrastructure is expected to total \$8,200,000. The second phase, Phase B, will comprise that portion of the public infrastructure toward the back of the site. Phase B infrastructure is expected to total \$3,000,000.

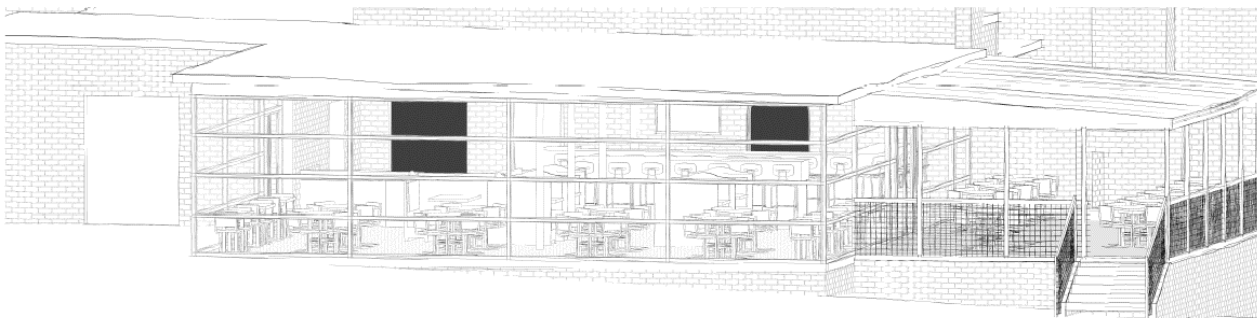
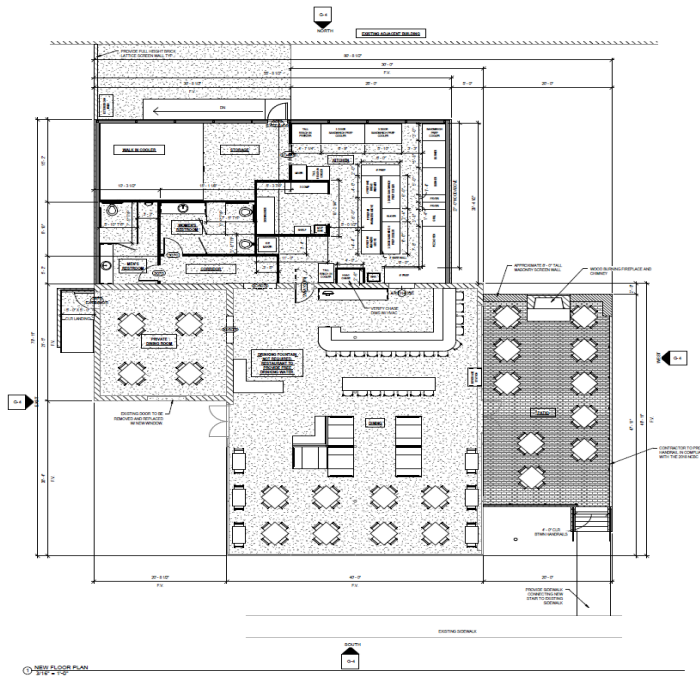
Sewer Requirements: Projected requirements
Wastewater (GPD): 50,000

The following chart represents estimates of Sewer Flow Use among the different phases. These estimates do not include sewer needs for the retail, office and ancillary uses within the park, all of which are illustrated in brown in the attached site plan.

Phase	Projected Start	Projected Delivery	Projected Sewer Capacity Use (GPD)
Phase A	2024	2027	38,384
Phase B	2027	2028	11,616
TOTAL	2024	2028	50,000

Gianni's Restaurant			
Southpaw Investors, LLC		325 McGill Ave. NW Suite 10	
Contract for a three-year/85% tax-based economic development incentive grant.			
Sewer Numbers:			
177 in dining * 40 gallon/seat/person/day = 7,080 gallons per day			
3 people in kitchen * 40 gallons = 120 gallons per day			
Total = 7,080 GPD			
Grant Analysis			
Value:	\$1,385,000.00		
Taxes Paid:	\$6,648.00		
Grant@85%	\$5,650.80		
Grant total for 3 years	\$16,950.00		

Total Grant to Southpaw Investors, LLC for 3 years = \$16,950.00
Total Sewer Allocation = 7,080.00



Construction Costs			
#	Budget Code	Description	Amount
1	1-065.O Building/Zoning Permits.Other-	Building/Zoning Permits	\$7,954.55
2	1-500.O Job Communications.Other-	Job Communications	\$852.27
3	1-565.O Safety Equipment.Other-	Safety Equipment	\$568.18
4	1-580.O Printing/Mailing.Other-	Printing/Mailing	\$170.45
5	1-600.O Travel.Other-	Travel	\$7,045.45
6	1-650.O Equipment.Other-	Equipment	\$1,136.36
7	1-800.O General Maintenance.Other-	General Maintenance	\$11,363.64
8	1-810.O Dumpster/Trash Removal.Other-	Dumpster/Trash Removal	\$5,681.82
9	1-900.O Superintendent.Other-	Superintendent	\$51,136.36
10	2-410.O Demolition.Other-	Demolition	\$8,522.73
11	3-110.O Concrete Footing.Other-	Concrete Footing	\$14,204.55
12	3-150.O Concrete Slabs.Other-	Concrete Slabs	\$19,147.73
13	3-350.O Stamped Concrete Deck.Other-	Stamped Concrete Deck	\$5,681.82
14	3-530.O Concrete Steps Ramps & Walks.Other-	Concrete Steps Ramps & Walks	\$8,000.00
15	3-800.O Concrete Cutting and Patching.Other-	Concrete Cutting and Patching	\$21,022.73
16	4-200.O Masonry Work.Other-	Masonry Work	\$170,454.55
17	5-120.O Structural Steel.Other-	Structural Steel	\$111,363.64
18	5-520.O Metal Railings.Other-	Metal Railings	\$7,386.36
19	6-200.O Misc. Rough Carpentry.Other-	Misc. Rough Carpentry	\$2,500.00
20	6-410.O Architectural Wood Casework.Other-	Architectural Wood Casework	\$25,000.00
21	7-400.O Roofing.Other-	Roofing	\$20,625.00
22	7-640.O Metal Wall Cladding.Other-	Metal Wall Cladding	\$8,522.73
23	8-100.O Doors / Frames / Hardware.Other-	Doors / Frames / Hardware	\$5,681.82
24	8-410.O Aluminum Storefront.Other-	Aluminum Storefront	\$7,386.36
25	9-220.O Metal Stud & Drywall.Other-	Metal Stud & Drywall	\$34,659.09
26	9-271.O FRP Wall Covering.Other-	FRP Wall Covering	\$8,363.64
27	9-510.O Acoustical Ceilings.Other-	Acoustical Ceilings	\$5,250.00
28	9-670.O Floor Finishes.Other-	Floor Finishes	\$20,454.55
29	9-910.O Painting.Other-	Painting	\$14,204.55
30	10-280.O Toilet Accessories.Other-	Toilet Accessories	\$2,613.64
31	10-300.O Fireplace.Other-	Fireplace	\$3,977.27
32	10-730.O Porch Canopy.Other-	Porch Canopy	\$43,181.82
33	11-400.O Commercial Kitchen Hood.Other-	Foodservice Equipment	\$73,863.64
34	11-520.O Food Service Equipment.Other-	Commercial Kitchen Hood	\$56,704.55
35	22-100.O Plumbing.Other-	Plumbing	\$119,318.18
36	23-100.O Mechanical.Other-	Mechanical	\$107,954.55
37	26-100.O Electrical.Other-	Electrical	\$164,772.73
38	28-310.O Fire Detection and Alarm.Other-	Fire Detection and Alarm	\$5,681.82
39	31-100.O Clearing and Grading.Other-	Clearing and Grading	\$6,136.36
40	32-131.O Concrete Driveway Replacement.Other-	Concrete Driveway Replacement	\$12,500.00
41	90-100.O Design Fees.Other-	Design Fees	\$23,863.64
42	90-200.O Kitchen Equipment.Other-	Kitchen Equipment	\$78,409.09
43	90-300.O Furniture & Fixtures.Other-	Furniture & Fixtures	\$49,090.91
Grand Total:			\$1,352,409.13

Charros Restaurant and Sawmill Tavern Costs

Charros Restaurant-48 Union Street

Contract for a three-year/35% tax-based economic development incentive grant.

Sewer Numbers:

202 in dining * 40 gallon/seat = 8,080 gallons per day
 8 people in kitchen * 40 gallons = 320 gallons per day
 Total = 8,400 GPD

Grant Analysis

Value: \$578,375.00
 Taxes Paid: \$2,776.20
 Grant@35% \$971.67
 Grant total for 3 years \$2,915.01



Sawmill Tavern-56 Union Street South

Contract for a three-year/35% tax-based economic development incentive grant.

Sewer Numbers:

150 in dining * 40 gallon/seat = 6,000 gallons per day
 6 people in kitchen * 40 gallons = 240 gallons per day
 Total = 6,240 GPD

Grant Analysis

Value: \$544,555.00
 Taxes Paid: \$2,613.86
 Grant@35% \$914.85
 Grant total for 3 years \$2,744.56

Charros Restaurant Rentable Square Footage: 6,250 sf	
Description	Cost
Architectural	\$15,000.00
Insurance	\$11,000.00
Demolition	\$30,000.00
Sprinklers	\$48,875.00
Electrical	\$50,000.00
Plumbing	\$10,000.00
Fire Alarm	\$3,500.00
Structural	\$25,000.00
Tenant Improvement Allowance	\$185,000.00
Kitchen	\$75,000.00
Equipment	\$50,000.00
Fixtures	\$50,000.00
Furniture	\$25,000.00
TOTAL:	\$578,375.00

Sawmill Tavern Rentable Square Footage: 5,250 sf	
Description	Cost
Architectural	\$15,000.00
Insurance	\$10,000.00
Demolition	\$30,000.00
Façade	\$60,000.00
Sprinklers	\$41,055.00
Electrical	\$50,000.00
Plumbing	\$10,000.00
Fire Alarm	\$3,500.00
Structural	\$25,000.00
Tenant Improvement Allowance	100,000.00
Kitchen	\$100,000.00
Equipment	\$40,000.00
Fixtures	\$35,000.00
Furniture	\$25,000.00
TOTAL:	\$544,555.00

Total Grant to Morris Building, LLC for 3 years = \$5,659.57
Total Sewer Allocation = 14,640 gallons





DATE: December 19, 2023

REZONING CASE #: Z-26-23

ACCELA: CN-RZZ-2023-00011

DESCRIPTION: Zoning Map Amendment
RM-1 (Residential Medium Density) to AG (Agricultural)

APPLICANT/OWNER: Roberto Nicolia

LOCATION: 3010 New Town Way SW

PIN#: p/o 5519-14-7860, p/o 5519-23-2971

AREA: +/- 1.29 acres

ZONING: RM-1 (Residential Medium Density), I-2 (General Industrial),
AG (Agricultural)

PREPARED BY: Fred Womble, Planner

BACKGROUND

The subject property consists of portions of two (2) parcels comprising +/- 1.29 acres located on the east side of George W. Liles Parkway SW and south of the intersection of George W. Liles Parkway SW and Hamrick Rd SW. The property is owned by Bootsmead Leasco, LLC and is part of the larger Grounds of Concord properties (formerly the site of Philip Morris). New Town Way SW is located on the western side of the Grounds of Concord properties and is accessed via George W. Liles Pkwy SW. The subject properties were annexed on June 30, 1983 and were a part of the larger annexation which included the Philip Morris facility.

SUMMARY OF REQUEST

The applicant is requesting to rezone portions of the subject properties from RM-1 to AG (Agricultural) in order to construct a 50,750-sf industrial facility with outdoor storage. The rezoning of the portions of the two (2) tracts will create the necessary 500-foot separation required for the outdoor storage associated with the proposed industrial facility.

Existing Zoning and Land Uses (Subject Parcel)					
Current Zoning of Subject Property	Zoning Within 500 Feet		Land Uses(s) of Subject Property	Land Uses within 500 Feet	
RM-1 (Residential Medium Density); I-2 (General Industrial); AG (Agricultural)	North	AG (Agricultural); I-2 (General Industrial)	Vacant	North	Industrial, Vacant
	South	AG (Agricultural); RM-1 (Residential Medium Density); RV (Residential Village); I-2 (General Industrial)		South	Residential
	East	I-2 (General Industrial); AG (Agricultural)		East	Industrial, Vacant
	West	RM-1 (Residential Medium Density); AG (Agricultural); I-2 (General Industrial); RM-2 (Residential Medium Density)		West	Residential

COMPLIANCE WITH 2030 LAND USE PLAN

The 2030 Land Use Plan (LUP) designates the subject property as “Industrial-Employment (IE).” AG (Agricultural) is not a corresponding zoning district to the “Industrial-Employment” land use category, and therefore is not consistent with the land use plan. The applicant will be required to petition City Council to request an amendment to the 2030 Land Use Plan.

From the 2030 Land Use Plan – “Industrial-Employment” (IE)

The intent of the Industrial/Employment (IE) Future Land Use category is to identify those areas that have either already developed as industrial or are suited for additional industrial development due to the presence of infrastructure and access to transportation routes, such as major highways and railroads. These industrial areas should be preserved for employment uses to generate jobs for the community.

Industrial uses have already developed in several areas throughout the community, most of which are light industrial in function and impact. The 2030 Plan identifies the need to protect industrial lands, and to encourage additional growth in industrial/employment uses in designated areas, particularly around Concord Regional Airport, and along 1-85 between Pitts School Road and Rocky River. Additionally, some light industrial/employment uses are encouraged to locate in Mixed-Use Districts, depending upon their intensity, as identified earlier in this section.

Policy Guidance:

Objective 1.3: Ensure that the Future Land Use Map allows sufficient development opportunities to meet existing and projected needs for residential, commercial, industrial and other land uses.

Objective 1.4: Protect existing and future industrial sites from encroachment of development that would limit their intended uses.

SUGGESTED STATEMENT OF CONSISTENCY

- The two (2) parent parcels consist of approximately +/- 25.06 acres and are zoned RM-1 (Residential Medium Density), AG (Agricultural), and I-2 (General Industrial).
- The subject property for the rezoning petition is approximately +/- 1.29 acres and is currently zoned RM-1 (Residential Medium Density).
- The subject property was annexed into the City on June 30, 1983.
- The proposed zoning is not consistent with the 2030 Land Use Plan (LUP) as AG (Agricultural) is not a corresponding zoning classification to the Industrial-Employment (I-E) Land Use Category.
- The zoning amendment is reasonable and in the public interest as it is consistent with the existing zoning adjacent to the subject property. The zoning amendment and subsequent LUP amendment are necessary to meet the outdoor storage separation requirements for the proposed industrial use facility to be constructed.

SUGGESTED RECOMMENDATION AND CONDITIONS

City staff does not have any issues with the proposal. No conditions may be applied as the request is not for a “Conditional District.”

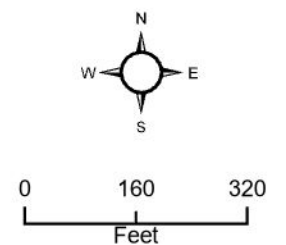
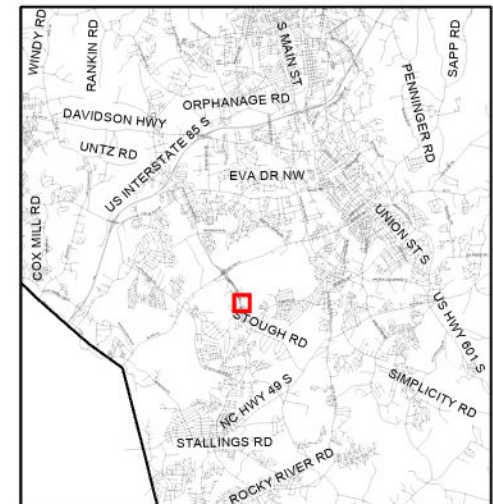
PROCEDURAL CONSIDERATIONS

This particular case is a rezoning, which under the CDO, is legislative in nature. Legislative hearings do not require the swearing or affirming of witnesses prior to testimony at the public hearing. As the request is not a Conditional District no conditions may be applied.

**Z-26-23
AERIAL**

**Rezoning application
RM-1 (Residential Medium
Density) to
AG (Agricultural)**

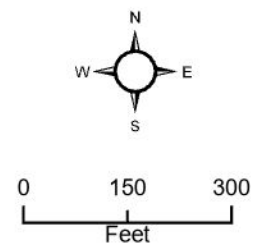
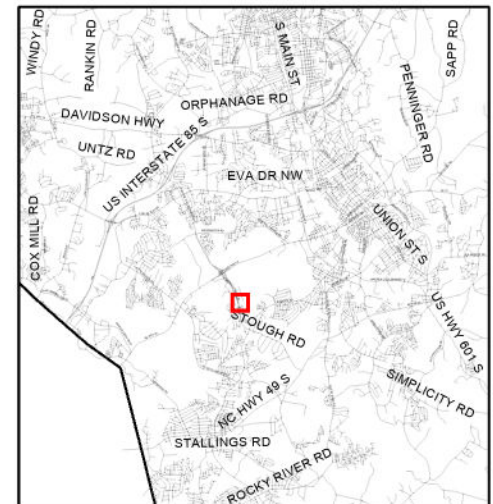
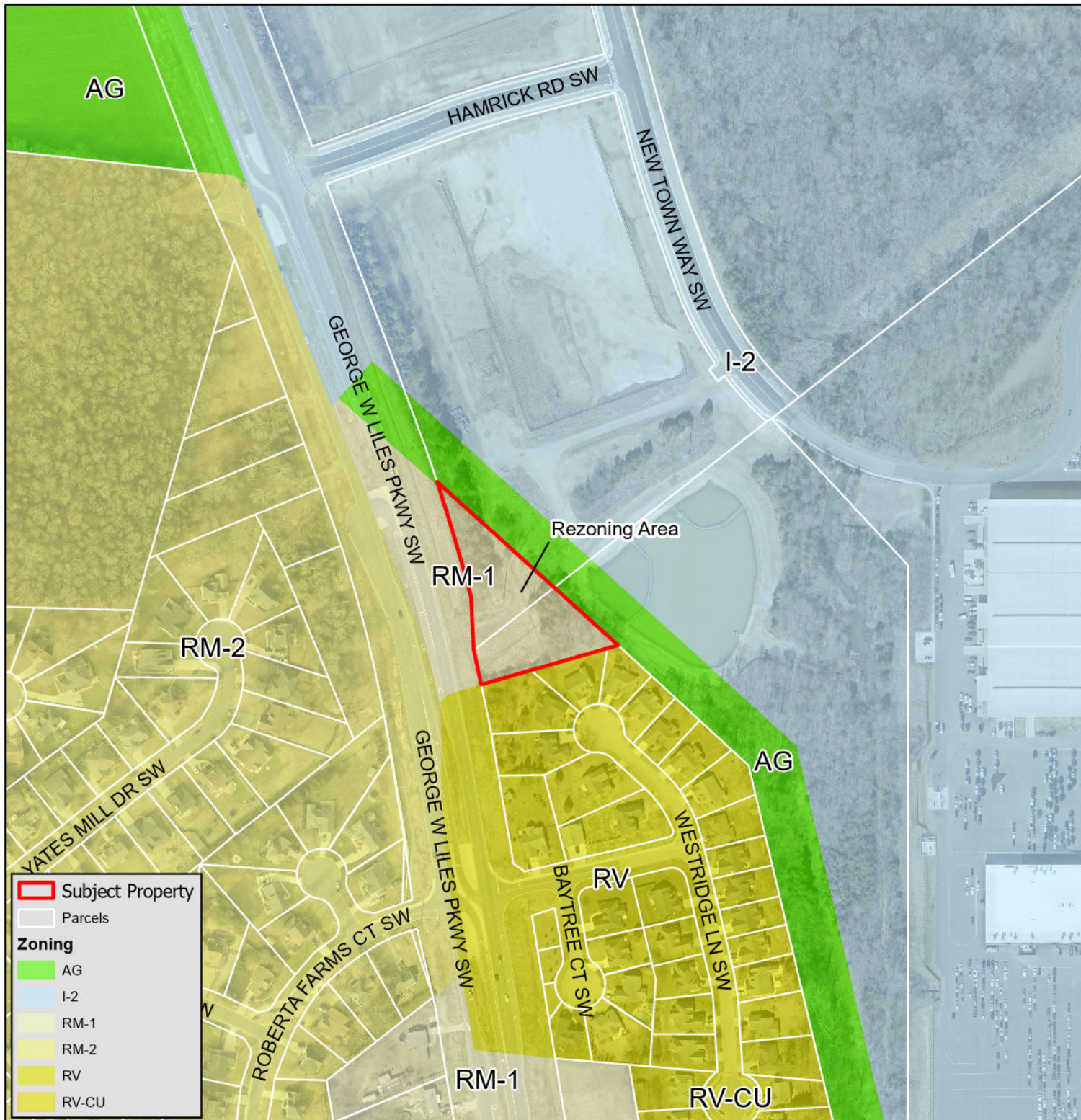
3010 New Town Way SW
PINs: 5519-14-7860 (part of) &
5519-23-2971 (part of)

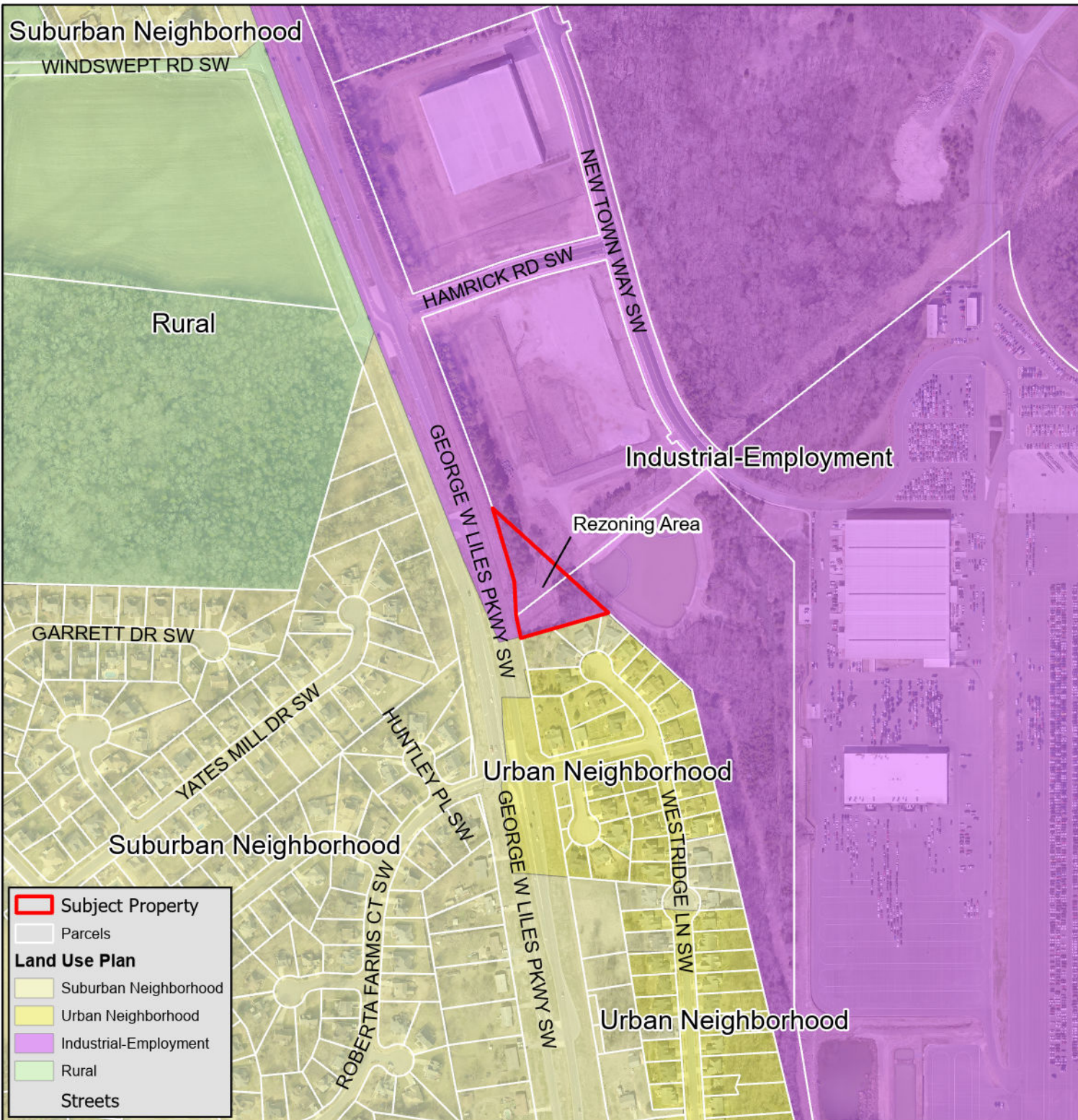


Z-26-23 ZONING

Rezoning application RM-1 (Residential Medium Density) to AG (Agricultural)

3010 New Town Way SW
PINs: 5519-14-7860 (part of) &
5519-23-2971 (part of)



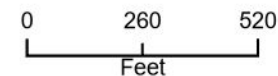
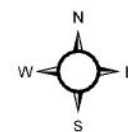
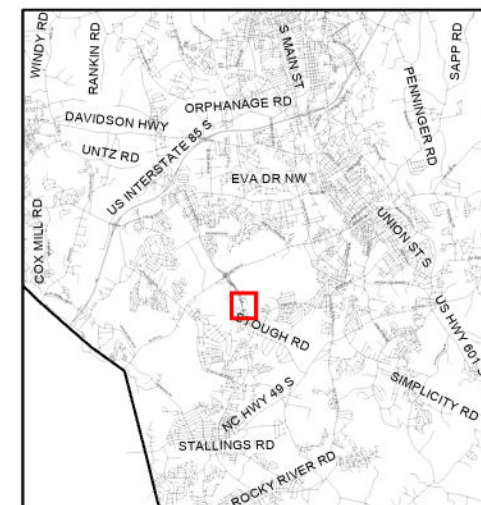


	Subject Property
	Parcels
Land Use Plan	
	Suburban Neighborhood
	Urban Neighborhood
	Industrial-Employment
	Rural
	Streets

**Z-26-23
LAND USE PLAN**

**Rezoning application
RM-1 (Residential Medium
Density) to
AG (Agricultural)**

3010 New Town Way SW
PINs: 5519-14-7860 (part of) &
5519-23-2971 (part of)



Drawn By: Autumn C. James
Return to: City of Concord ROD Box

CASE #: Z-26-23
PINs#: p/o 5519-14-7860;
p/o 5519-23-2971

AN ORDINANCE AMENDING THE OFFICIAL ZONING MAP
OF THE CITY OF CONCORD, NORTH CAROLINA
FOR PROPERTY LOCATED AT 3010 NEW TOWN WAY SW, CONCORD, NC

WHEREAS, the City of Concord, North Carolina, pursuant to the authority conferred by the North Carolina General Statutes 160A-364 enacted an Official Zoning Ordinance for the City of Concord, North Carolina and the Area of Extraterritorial Jurisdiction on July 28, 1977; and

WHEREAS, the City of Concord, North Carolina, pursuant to the authority conferred by North Carolina General Statute 160D-601 through 160D-605, 160D-701 through 160D-706, 160D-801 through 160D-808 and 160D-901 through 160D-951, may from time to time as necessary amend, supplement, change, modify or repeal certain of its zoning regulations and restrictions and zone boundaries; and

WHEREAS, the City of Concord, North Carolina, pursuant to the authority conferred by North Carolina General Statute, Chapter 160A, Art. 19, Session Laws of 1993, Chapter 247, House Bill 575 and Section 3.2.4.B.2 of the Concord Development Ordinance does hereby allow the Planning and Zoning Commission to be final approval authority for zoning changes of land, provided that at least three-fourths of the members present vote in the affirmative, and no appeal of the decision is taken; and

WHEREAS, Section 3.2.4.B.5 of the Concord Development Ordinance specifies that any person aggrieved by the decision of the Planning and Zoning Commission shall have the right to appeal the decision to the City Council within fifteen days of the decision of the Planning and Zoning Commission decision by giving written notice to the Administrator; and

WHEREAS, Section 3.2.4.B.2 of the Concord Development Ordinance specifies that a final approval decision shall not be in effect until the fifteen-day appeal period expires;

NOW, THEREFORE BE IT ORDAINED by the Planning and Zoning Commission of the City of Concord, North Carolina:

SECTION 1. That the P&Z Commission held a duly advertised public hearing on December 19, 2023. At the close of the public hearing, the P&Z Commission adopted the following "Statement of Zoning Consistency" as required by NC Gen Stat 160D-605.

- The two (2) parent parcels consist of approximately +/- 25.06 acres and are zoned RM-1 (Residential Medium Density), AG (Agricultural), and I-2 (General Industrial).
- The subject property for the rezoning petition is approximately +/- 1.29 acres and is currently zoned RM-1 (Residential Medium Density).
- The subject property was annexed into the City on June 30, 1983.
- The proposed zoning is not consistent with the 2030 Land Use Plan (LUP) as AG (Agricultural) is not a corresponding zoning classification to the Industrial-Employment (I-E) Land Use Category.
- The zoning amendment is reasonable and in the public interest as it is consistent with the existing zoning adjacent to the subject property. The zoning amendment and subsequent LUP amendment are necessary to meet the outdoor storage separation requirements for the proposed industrial use facility to be constructed.

The P&Z Commission then voted to recommend approval of the map amendment for p/o PIN 5519-14-7860; p/o 5519-23-2971 from RM-1 (Residential Medium Density) to AG (Agricultural), and designate the property OS (Open Space) in the 2030 Land Use Plan. Since the rezoning would result in a comprehensive plan amendment, it is forwarded to City Council for hearing with a recommendation from the Planning and Zoning Commission.

SECTION 2. That the City Council held a duly advertised public hearing on January 11, 2024. At the close of the public hearing, the City Council adopted the following "Statement of Zoning Consistency" as required by NC Gen. Stat 160D-605.

SUPPORTING APPROVAL

- The two (2) parent parcels consist of approximately +/- 25.06 acres and are zoned RM-1 (Residential Medium Density), AG (Agricultural), and I-2 (General Industrial).
- The subject property for the rezoning petition is approximately +/- 1.29 acres and is currently zoned RM-1 (Residential Medium Density).
- The subject property was annexed into the City on June 30, 1983.
- The proposed zoning is not consistent with the 2030 Land Use Plan (LUP) as AG (Agricultural) is not a corresponding zoning classification to the Industrial-Employment (I-E) Land Use Category.
- The zoning amendment is reasonable and in the public interest as it is consistent with the existing zoning adjacent to the subject property. The zoning amendment and subsequent LUP amendment are necessary to meet the outdoor storage separation requirements for the proposed industrial use facility to be constructed.

SUPPORTING DENIAL

- The two (2) parent parcels consist of approximately +/- 25.06 acres and are zoned RM-1 (Residential Medium Density), AG (Agricultural), and I-2 (General Industrial).
- The subject property for the rezoning petition is approximately +/- 1.29 acres and is currently zoned RM-1 (Residential Medium Density).
- The subject property was annexed into the City on June 30, 1983.
- The proposed zoning is not consistent with the 2030 Land Use Plan (LUP) as AG (Agricultural) is not a corresponding zoning classification to the Industrial-Employment (I-E) Land Use Category.

- The zoning amendment is not reasonable and in the public interest as it is not consistent with the existing zoning adjacent to the subject property.

IF VOTE TO APPROVE

The City Council then voted to APPROVE the map amendment by the required super-majority.

SECTION 3: That the Official Zoning Map is hereby amended by rezoning from City of Concord RM-1 (Residential Medium Density) to City of Concord AG (Agricultural) in the area described as follows and that the future land use designation of OS (Open Space) is applied in the 2030 Land Use Plan:

IF VOTE TO DENY

SECTION 3: The City Council then voted to DENY the rezoning from City of Concord RM-1 (Residential Medium Density) to City of Concord AG (Agricultural) in the area described as follows and that the future land use designation of OS (Open Space) is not applied in the 2030 Land Use Plan:

That certain parcel or tract of land situated, lying and being in the City of Concord, County of Cabarrus, State of North Carolina and being more particularly described as follows:

BEGINNING at a new 1/2" iron rod located on the margin of George Liles Parkway formerly Roberta Church Road SW (variable public right-of-way) also being the northwestern corner of Lot 28 of Roberta Woods Subdivision Phase 1 as described in Map Book 40, Page 105 and recorded in the Cabarrus County Registry;

thence with the margin of said George Liles Parkway the following four (4) bearings and distances: 1) North 11°57'25" West a distance of 72.27 feet to a new 1/2" iron rod; 2) North 11°57'25" West a distance of 4.60 feet to new 1/2" iron rod ; 3) North 02°52'33" West a distance of 104.86 feet to a new 1/2" iron rod ; 4) along the arc of a curve to the left said curve having an arc length of 238.12 feet a radius of 3870.00 feet (chord bearing of North 16°23'51" West and chord distance of 238.09 feet) to a calculated point located on said margin of George Liles Parkway ;

thence with the current zoning line South 47°52'02" East a distance of 316.11 feet to a calculated point located on a common line of Lots A and B as described in Map Book 87, Page 45 and recorded in said Registry;

thence with said zoning line South 47°52'02" East a distance of 173.35 feet to a new 1/2" iron rod being the northeastern corner of Lot 26 of said Roberta Woods Subdivision Phase 1 as described in Map Book 40 Page 105 and recorded in said Registry;

thence with the line of said Roberta Woods Subdivision Phase 1 South 73°45'46" West a distance of 285.99 feet to POINT AND PLACE OF BEGINNING.

containing an area of 56,312 square feet or 1.2928 acres.
as shown on a survey prepared by R. B. Pharr & Associates, P.A. dated October 18, 2023 Job No. 95459.

IF APPROVED

SECTION 4. That the establishment of this district and subsequent issuance of Zoning Clearance Permits are hereby authorized.

SECTION 5. That the above described property shall be perpetually bound to the uses authorized in the Concord Development Ordinance, as such may be amended from time to time and as provided for under Article 3 of the Concord Development Ordinance.

SECTION 6. That the effective date hereof is the 11th day of January, 2024

Adopted this 11th day of January, 2024

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST:

APPROVED AS TO FORM:

Kim Deason, City Clerk

VaLerie Kolczynski, City Attorney

IF DENIED

SECTION 4. That the establishment of this district and subsequent issuance of Zoning Clearance Permits are hereby not authorized.

SECTION 5. That the above described property shall be perpetually bound to the uses authorized in the Concord Development Ordinance, as such may be amended from time to time and as provided for under Article 3 of the Concord Development Ordinance.

SECTION 6. That the effective date hereof is the 11th day of January, 2024

Adopted this 11th day of January, 2024

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST:

APPROVED AS TO FORM:

Kim Deason, City Clerk

VaLerie Kolczynski, City Attorney

RESOLUTION OF THE CITY OF CONCORD, NORTH CAROLINA, DIRECTING THE APPLICATION TO THE LOCAL GOVERNMENT COMMISSION FOR APPROVAL OF UTILITIES SYSTEMS REVENUE BONDS; REQUESTING LOCAL GOVERNMENT COMMISSION APPROVAL OF THE CITY'S UTILITIES SYSTEMS REVENUE BONDS, SERIES 2024 AND CERTAIN RELATED MATTERS

WHEREAS, the City Council (the “*City Council*”) of the City of Concord, North Carolina (the “*City*”) hereby determines that it is desirable to finance certain improvements to its utilities systems (the “*Utilities Systems*”); and

WHEREAS, the City Council is considering the issuance of not to exceed \$25,000,000 City of Concord Utilities Systems Revenue Bonds, Series 2024 (the “*2024 Bonds*”) to (1) finance various improvements to the City’s water, wastewater and electric systems, including upgrades and process enhancements to the Hillgrove Water Treatment Plant (the “*Projects*”) and (2) pay the costs of issuing the 2024 Bonds; and

WHEREAS, the City Council wishes to retain for the issuance of the 2024 Bonds (1) Parker Poe Adams & Bernstein LLP, as bond counsel; (2) First Tryon Advisors, as financial advisor; (3) U.S. Bank Trust Company, National Association, as trustee and (4) Raftelis Financial Consultants, Inc., as feasibility consultant (collectively, the “*Financing Team*”); and

WHEREAS, the City Council wants the Finance Director of the City to file with the Local Government Commission of North Carolina (the “*Commission*”) an application for its approval of the 2024 Bonds, on a form prescribed by the Commission, and (1) request in such application that the Commission approve (A) the competitive sale by the Local Government Commission of the 2024 Bonds and (B) the City’s use of the Financing Team and (2) state in such application such facts and to attach thereto such exhibits in regard to the 2024 Bonds and to the City and its financial condition as may be required by the Commission, and to take all other action necessary to the issuance of the 2024 Bonds;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CONCORD, NORTH CAROLINA, AS FOLLOWS:

Section 1. That the 2024 Bonds are to be issued by the City for the purpose of providing funds, together with other available funds of the City, to (1) finance the Projects and (2) pay the costs of issuing the 2024 Bonds.

Section 2. That the Financing Team is hereby retained and approved and the Finance Director of the City is hereby authorized and directed to retain other professionals that may be necessary to carry out the intentions of the City Council as set forth in this Resolution.

Section 3. That the Finance Director of the City, with advice from the financial advisor and bond counsel, is hereby authorized, directed and designated to file an application with the Commission for its approval of the issuance of the 2024 Bonds.

Section 4. That the City Council finds and determines, and asks the Commission to find and determine, from the City’s application and supporting documentation:

- (a) that the issuance of the 2024 Bonds is necessary or expedient;
- (b) that the not to exceed stated principal amount of the 2024 Bonds will be sufficient but is not excessive to finance the Projects;

- (c) that the Utilities Systems as now constituted, and as it will be constituted after the completion of the Projects, is feasible;
- (d) that the City's debt management procedure and policies are good; and
- (e) that the 2024 Bonds can be marketed at a reasonable interest cost to the City.

Section 5. That the City Council requests that the Commission sell the 2024 Bonds through competitive sale to the bidder whose bid results in the lowest interest cost to the City, determined on the basis of the true interest cost method.

Section 6. That the City Manager, the Finance Director and the City Clerk, with advice from the City Attorney, and their respective designees, individually or collectively, are each hereby authorized to do any and all other things necessary to complete the steps necessary for the competitive sale of the 2024 Bonds as set forth in this Resolution.

Section 7. This Resolution shall be in full force and effective on the date of its adoption.

Read, approved and adopted this 11th day of January, 2024.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

ATTEST:

William C. Dusch, Mayor

Kim J. Deason, City Clerk

STATE OF NORTH CAROLINA)
) SS:
CITY OF CONCORD)

I, Kim Deason, City Clerk of the City of Concord, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a resolution titled “**RESOLUTION OF THE CITY OF CONCORD, NORTH CAROLINA, DIRECTING THE APPLICATION TO THE LOCAL GOVERNMENT COMMISSION FOR APPROVAL OF UTILITIES SYSTEMS REVENUE BONDS; REQUESTING LOCAL GOVERNMENT COMMISSION APPROVAL OF THE CITY’S UTILITIES SYSTEMS REVENUE BONDS, SERIES 2024 AND CERTAIN RELATED MATTERS**” adopted by the City Council of the City of Concord, North Carolina in regular session duly convened on the 11th day of January, 2024, as recorded in the minutes of the City Council of the City of Concord, North Carolina.

WITNESS, my hand and the seal of the City of Concord, North Carolina, this the ___ day of January, 2024.

(SEAL)

Kim Deason, City Clerk
City of Concord, North Carolina

**CITY OF CONCORD
CONCORD-PADGETT REGIONAL AIRPORT
CONCORD, NORTH CAROLINA
WORK AUTHORIZATION 2401
APRON AND TAXILANE REHABILITATION
DECEMBER 2023
PROJECT NO.: 2203-2401**

It is agreed to undertake the following work in accordance with the provisions of our Contract for Professional Services.

Scope of Services: Talbert, Bright & Ellington, Inc. (TBE) the **CONSULTANT**, proposed to provide engineering, design and bidding services for the northern portion of the general aviation apron and taxilane “A1” rehabilitation project at the Concord-Padgett Regional Airport in Concord, North Carolina. The intent of this project is to mill and replace 2 inches of P-401 Bituminous Concrete over the northern portion of the apron system and taxilane “A1”, as depicted in the project exhibit, in order to rehabilitate the pavements due to cracked and aged bituminous concrete. This includes design and bidding as depicted in the civil tasks listed in Exhibit ‘A’.

Time Schedule:

As agreed upon by both parties.

Deliverables for the Basic Services will be as follows:

The Consultant shall provide 100% plans, specifications and engineer design report.

Special Services

Task 1 –Geotechnical Investigation

Geotechnical Investigation will include a maximum of 37 test borings within the proposed construction site. Proposed boring depths will extend to approximately 10 feet will be performed. These borings will be performed with a drill rig turning hollow stem augers and using Standard Penetration Test (SPT) procedures. Laboratory testing will include standard Proctor compaction tests, allowable soil bearing capacity, grain size analysis, Atterburg limits, and natural moisture content tests. Upon completion of the field and laboratory investigation, we will provide an engineering report which will include but not be limited to a site plan showing the location of cores, descriptions of cores, test boring data including pavement and subsurface soil profile and strengths, photographs and laboratory data. The report will include a discussion of conditions found on the apron and taxilane and will include subgrade CBR values for three (3) test borings. Conditions which could impact construction of the rehabilitated overlay will also be included.

Task 2 – Topographic Survey

The topographic survey will cover approximately nine (9) acres that include the proposed construction site of the apron system and taxiway. The survey will include locations of all visible planimetric features within the topo area. Existing ground topography and pavement surface elevations will be provided to a 1-foot contour interval standard. Existing pavement elevations will be surveyed at 25-foot stations at 25-foot intervals. Existing ground elevations will be surveyed at 50-foot stations at 50-foot intervals. The location, size, material and invert elevation of storm drainage piping within the survey area will also be provided. The survey will also include establishment of 4 new control monuments (benchmarks) with horizontal coordinates and elevations suitable for construction stakeout.

Additional Services

Preparation of a documented categorical exclusion (CATEX) for the apron and taxiway rehabilitation project at the Concord-Padgett Regional Airport. (JQF) per the task listed in Exhibit “A”.

Cost of Services: The method of payment shall be in accordance with Section V – Payment of Services of the Master Contract; Paragraphs A and B of Section V will apply. The apron strengthening (design and bidding) shall be performed for a lump sum fee, including reimbursable expenses, of **\$222,833.00**. Special and Additional Services shall be performed as listed above and as shown in the man-hour summary with a budget of **\$94,998.00**. The total value of this Work Authorization shall not exceed **\$317,831.00** without additional authorization.

CITY OF CONCORD:

TALBERT, BRIGHT & ELLINGTON, INC.:

BY: _____
Lloyd Wm. Payne, Jr., ICMA-CM, City Mgr.

BY: _____
Carl M. Ellington, Jr., P.E., Vice President

ATTEST BY:

ATTEST BY:

City Clerk

Charles Brian Salyers, P.E.

SEAL

SEAL

APPROVED AS TO FORM:

City Attorney

APPROVAL BY CITY FINANCE OFFICER

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

Jessica Jones, Director of Finance

EXHIBIT 'A'

SUMMARY OF FEES

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

DESCRIPTION		ESTIMATED COST
BASIC SERVICES		
PROJECT FORMULATION/DEVELOPMENT PHASE (01)		\$ 32,706.00
DESIGN PHASE (04)		\$ 162,134.00
BIDDING PHASE (05)		\$ 20,518.00
	SUBTOTAL	<u>\$ 215,358.00</u>
EXPENSES		\$ 7,475.00
	SUBTOTAL	<u>\$ 222,833.00</u>
SUBCONSULTANTS		\$ 71,320.00
	SUBTOTAL	<u>\$ 294,153.00</u>
ADDITIONAL SERVICES		
ADDITIONAL SERVICES - CATEX		\$ 23,678.00
	TOTAL	<u>\$ 317,831.00</u>

EXHIBIT 'A'

MANHOUR ESTIMATE

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

PROJECT FORMULATION/DEVELOPMENT PHASE (01)

DESCRIPTION	PRIN	PM	SP	E5	E3	E2	E1	T5	AD5	AD3
	\$ 290	\$ 230	\$ 170	\$ 185	\$ 143	\$ 120	\$ 96	\$ 140	\$ 85	\$ 75
Preliminary project review w/Owner	8	8	0	2	2	2	0	0	0	0
Prepare FAA preapplication	0	2	0	4	2	0	0	0	2	0
Coordinate with FAA	4	8	0	2	4	2	2	0	0	2
Develop project scope/contract/revisions	4	6	6	0	2	0	0	2	4	0
Coordinate with subconsultants	2	6	0	0	8	4	4	4	0	2
Determine project approach	2	4	0	8	6	4	2	4	2	2
Develop preliminary estimate	2	4	0	4	6	4	6	6	0	2
Prepare IFE documents	0	2	0	2	4	2	0	0	0	2
MANHOUR TOTAL	22	40	6	22	34	18	14	16	8	10

DIRECT LABOR EXPENSES:

CLASSIFICATION		BILL RATE	EST. MHRS	EST. COST
Principal	PRIN	\$ 290	22	\$ 6,380
Project Manager	PM	\$ 230	40	\$ 9,200
Senior Planner	SP	\$ 170	6	\$ 1,020
Engineer V	E5	\$ 185	22	\$ 4,070
Engineer III	E3	\$ 143	34	\$ 4,862
Engineer II	E2	\$ 120	18	\$ 2,160
Engineer I	E1	\$ 96	14	\$ 1,344
Technician V	T5	\$ 140	16	\$ 2,240
Admin. Assistant IV	AD5	\$ 85	8	\$ 680
Admin. Assistant III	AD3	\$ 75	10	\$ 750
	Total		190	
SUBTOTAL				\$ 32,706.00

DIRECT EXPENSES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
Telephone	LS	\$ 25	1	\$ 25
Postage	LS	\$ 50	1	\$ 50
Miscellaneous expenses (prints, faxes, copies)	LS	\$ 100	1	\$ 100
Travel	LS	\$ 300	1	\$ 300
SUBTOTAL				\$ 475.00

SCOPE OF SUCONTRACTED SERVICES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
Ground Surveying	LS	\$ 30,760	1	\$ 30,760.00
Geotechnical Investigation	LS	\$ 40,560	1	\$ 40,560.00
SUBTOTAL				\$ 71,320.00

TOTAL PRELIMINARY AIP ELIGIBLE COST: \$ 104,501.00

EXHIBIT ‘A’

MANHOOR ESTIMATE

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

DESIGN PHASE (04)

DESCRIPTION	PRIN \$ 290	PM \$ 230	SP \$ 170	E5 \$ 185	E3 \$ 143	E2 \$ 120	E1 \$ 96	T5 \$ 140	AD5 \$ 85	AD3 \$ 75
PLANS										
Cover Sheet	0	2	0	2	2	0	4	0	0	0
Construction Sequencing & Phasing Plan (3)	4	6	0	10	16	24	16	20	0	0
Paving Plan (6)	4	8	0	12	16	20	30	80	0	0
Erosion Control Plan (6)	2	4	0	6	8	12	16	12	0	0
Erosion Control Details (1)	0	2	0	2	4	6	8	4	0	0
Marking Plan (6)	2	4	0	6	8	12	16	12	0	0
Marking Details (1)	0	2	0	2	4	6	8	4	0	0
Miscellaneous Details (1)	0	2	0	4	8	10	8	6	0	0
DESIGN										
Coordination/Meetings with Client, and FAA	12	12	0	4	8	0	0	4	4	4
Sequence of construction	1	4	0	4	6	8	4	0	0	0
Construction safety and phasing plan	4	8	0	16	20	24	30	8	0	0
Overlay design	4	8	0	12	16	24	20	40	0	0
Marking design	1	2	0	2	2	4	6	4	0	0
Erosion control design	1	4	0	4	6	8	4	0	0	0
City submittals	0	2	0	0	4	4	6	2	0	2
NCDENR submittals	0	4	0	4	6	8	4	2	0	2
Specifications	4	8	0	0	12	12	8	0	16	8
Quantities	1	2	0	4	6	8	10	6	0	0
Quality assurance	8	16	0	8	0	0	0	0	0	0
Revisions	2	4	0	6	8	10	8	6	2	0
Grant reimbursement assistance	0	4	0	4	6	8	10	0	2	0
MANHOOR TOTAL	50	108	0	112	166	208	216	210	24	16

MANHOOR ESTIMATE

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

DESIGN PHASE (04)

EXHIBIT 'A'

MANHOOR ESTIMATE

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

DESIGN PHASE (04)

DIRECT LABOR EXPENSES:

CLASSIFICATION		BILL RATE	EST. MHRS	EST. COST
Principal	PRIN	\$ 290	50	\$ 14,500
Project Manager	PM	\$ 230	108	\$ 24,840
Senior Planner	SP	\$ 170	-	\$ -
Engineer V	E5	\$ 185	112	\$ 20,720
Engineer III	E3	\$ 143	166	\$ 23,738
Engineer II	E2	\$ 120	208	\$ 24,960
Engineer I	E1	\$ 96	216	\$ 20,736
Technician V	T5	\$ 140	210	\$ 29,400
Admin. Assistant IV	AD5	\$ 85	24	\$ 2,040
Admin. Assistant III	AD3	\$ 75	16	\$ 1,200
	Total		1,110	
<i>SUBTOTAL</i>				\$ 162,134.00

DIRECT EXPENSES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
Telephone	LS	\$ 200	1	\$ 200.00
Postage	LS	\$ 100	1	\$ 100.00
Miscellaneous expenses (review fees, prints, faxes, copies)	LS	\$ 200	1	\$ 200.00
Travel	LS	\$ 500	1	\$ 500.00
<i>SUBTOTAL</i>				\$ 1,000.00

SCOPE OF SUCONTRACTED SERVICES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
	LS	\$ -	1	\$ -
<i>SUBTOTAL</i>				\$ -

TOTAL DESIGN AIP ELIGIBLE COST: \$ 163,134.00

EXHIBIT 'A'

MANHOOR ESTIMATE

APRON AND TAXILANE REHABILITATION (DESIGN/BIDDING)

CONCORD-PADGETT REGIONAL AIRPORT

CONCORD, NORTH CAROLINA

AIP PROJECT NO:

TBE PROJECT NO: 2203-2401

December 27, 2023

BIDDING PHASE (05)

DESCRIPTION	PRIN	PM	SP	E5	E3	E2	E1	T5	AD5	AD3
	\$ 290	\$ 230	\$ 170	\$ 185	\$ 143	\$ 120	\$ 96	\$ 140	\$ 85	\$ 75
Coordinate advertisement	0	0	0	0	2	0	0	0	1	0
Distribute bid documents	0	0	0	0	0	0	0	0	2	2
Prebid meeting	0	6	0	2	6	0	0	0	0	0
Bidder question & answers	2	6	0	12	16	8	2	0	2	2
Prepare addenda	2	6	0	8	10	4	2	4	2	2
Bid opening, tabulation	0	2	0	4	4	0	0	0	2	0
Recommendation of Award	0	2	0	2	0	0	0	0	1	0
MANHOOR TOTAL	4	22	0	28	38	12	4	4	10	6

DIRECT LABOR EXPENSES:

CLASSIFICATION		BILL RATE	EST. MHRS	EST. COST
Principal	PRIN	\$ 290	4	\$ 1,160
Project Manager	PM	\$ 230	22	\$ 5,060
Senior Planner	SP	\$ 170	0	-
Engineer V	E5	\$ 185	28	\$ 5,180
Engineer III	E3	\$ 143	38	\$ 5,434
Engineer II	E2	\$ 120	12	\$ 1,440
Engineer I	E1	\$ 96	4	\$ 384
Technician V	T5	\$ 140	4	\$ 560
Admin. Assistant IV	AD5	\$ 85	10	\$ 850
Admin. Assistant III	AD3	\$ 75	6	\$ 450
		Total	128	
SUBTOTAL				\$ 20,518.00

DIRECT EXPENSES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
Telephone	LS	\$ 100	1	\$ 100.00
Postage	LS	\$ 100	1	\$ 100.00
Copying	LS	\$ 1,500	1	\$ 1,500.00
Reproduction	LS	\$ 2,000	1	\$ 2,000.00
Advertisement	LS	\$ 1,800	1	\$ 1,800.00
Miscellaneous expenses (prints, faxes, copies)	LS	\$ 250	1	\$ 250.00
Travel	LS	\$ 250	1	\$ 250.00
EXPENSE DESCRIPTION				\$ 6,000.00

SCOPE OF SUCONTRACTED SERVICES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
-	-	-	-	-
SUBTOTAL				\$ -

TOTAL BIDDING AIP ELIGIBLE COST: \$ 26,518.00

EXHIBIT 'A'

MANHOUR ESTIMATE

APRON STRENGTHENING (DESIGN/BIDDING)
 CONCORD-PADGETT REGIONAL AIRPORT
 CONCORD, NORTH CAROLINA
 AIP PROJECT NO:
 TBE PROJECT NO: 2203-1807

February 20, 2019

BIDDING PHASE (05) - AIP ELIGIBLE

DESCRIPTION	PRIN \$ 218	PM \$ 198	SP \$ 144	E5 \$ 172	E4 \$ 133	E2 \$ 96	E1 \$ 78	T5 \$ 102	T3 \$ 85	AD5 \$ 79	AD3 \$ 66
Coordinate advertisement	0	0	0	0	2	0	0	0	0	1	0
Distribute bid documents	0	0	0	0	0	0	8	0	8	8	12
Prebid meeting	0	6	0	2	6	0	0	0	2	0	0
Bidder question & answers	4	8	0	12	16	8	2	0	0	2	2
Prepare addenda	4	8	0	12	16	8	2	8	4	4	4
Bid opening, tabulation	0	2	0	4	4	0	0	0	0	2	0
Recommendation of Award	0	2	0	2	0	0	0	0	0	1	0
MANHOUR TOTAL	8	26	0	32	44	16	12	8	14	18	18

DIRECT LABOR EXPENSES:

CLASSIFICATION		BILL RATE	EST. MHRS	EST. COST
Principal	PRIN	\$ 218	8	\$ 1,744
Project Manager	PM	\$ 198	26	\$ 5,148
Senior Planner	SP	\$ 144	0	\$ -
Engineer V	E5	\$ 172	32	\$ 5,504
Engineer IV	E4	\$ 133	44	\$ 5,852
Engineer II	E2	\$ 96	16	\$ 1,536
Engineer I	E1	\$ 78	12	\$ 936
Technician V	T5	\$ 102	8	\$ 816
Technician III	T3	\$ 85	14	\$ 1,190
Admin. Assistant IV	AD5	\$ 79	18	\$ 1,422
Admin. Assistant III	AD3	\$ 66	18	\$ 1,188
	Total		196	
SUBTOTAL				\$ 25,336.00

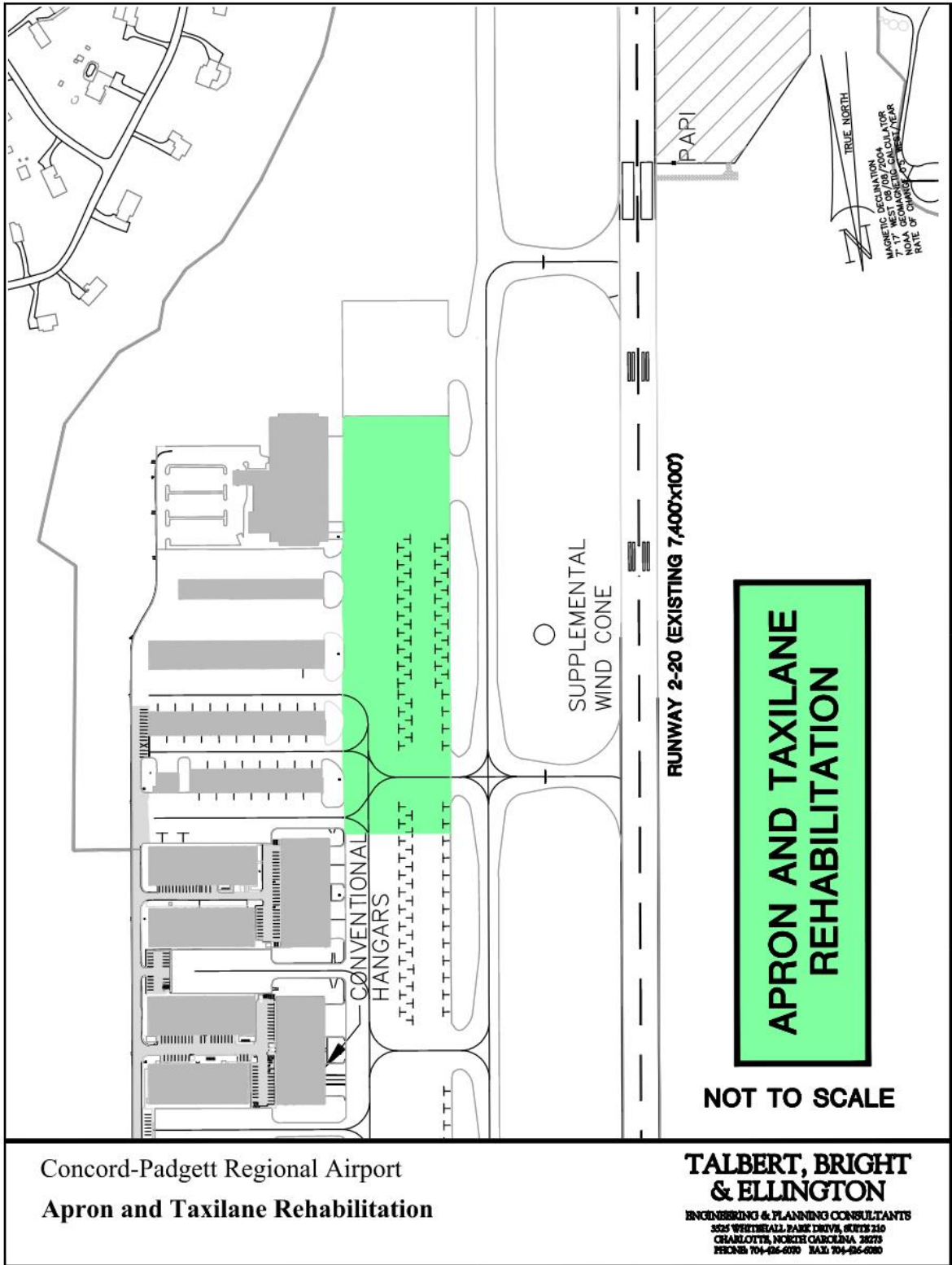
DIRECT EXPENSES:

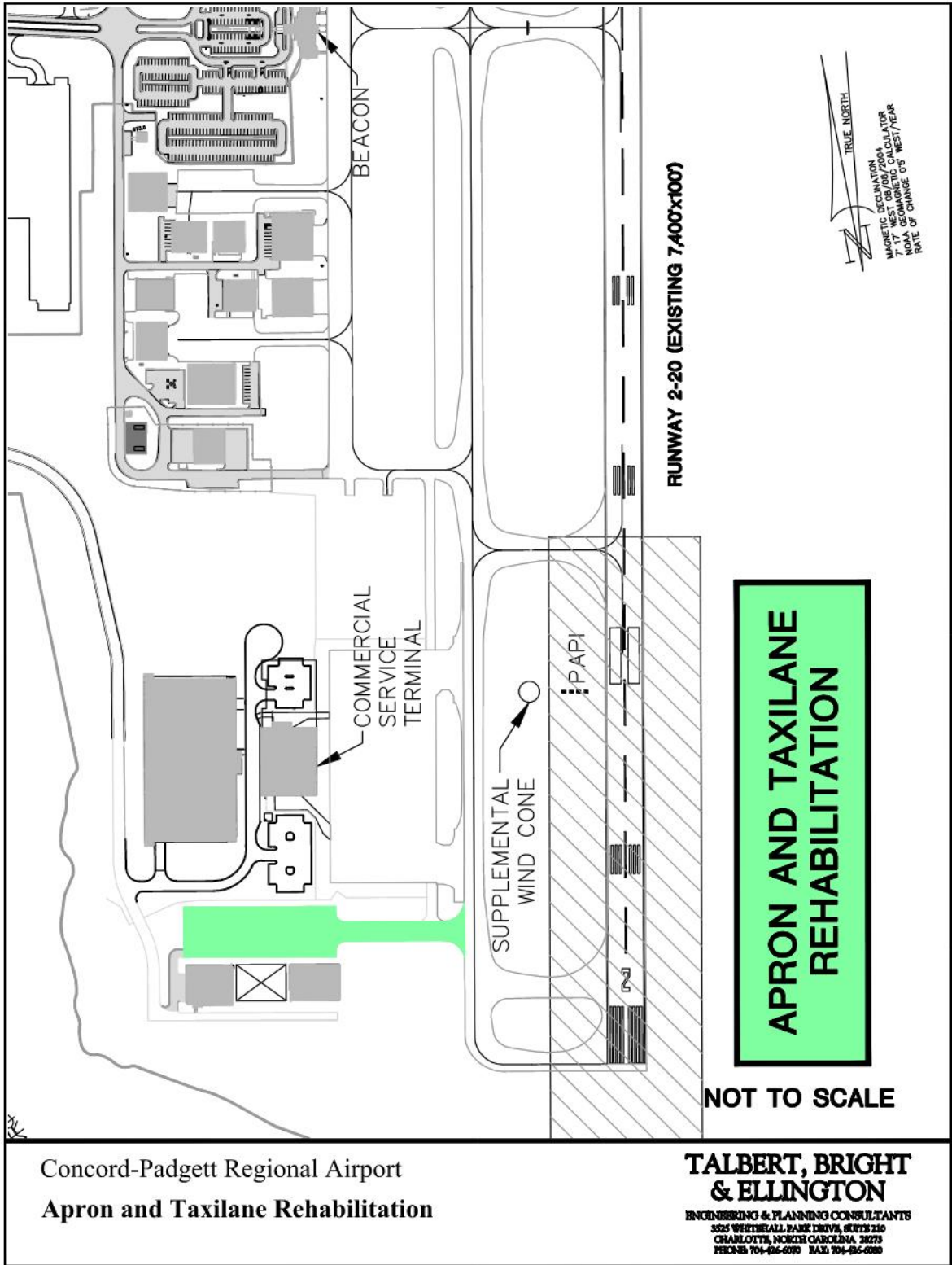
EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
Telephone	LS	\$ 100	1	\$ 100.00
Postage	LS	\$ 100	1	\$ 100.00
Copying	LS	\$ 1,500	1	\$ 1,500.00
Reproduction	LS	\$ 2,000	1	\$ 2,000.00
Advertisement	LS	\$ 1,800	1	\$ 1,800.00
Miscellaneous expenses (prints, faxes, copies)	LS	\$ 250	1	\$ 250.00
Travel	LS	\$ 250	1	\$ 250.00
EXPENSE DESCRIPTION				\$ 6,000.00

SCOPE OF SUCONTRACTED SERVICES:

EXPENSE DESCRIPTION	UNIT	UNIT RATE	EST. UNITS	EST. COST
-	-	-	-	-
SUBTOTAL				\$ -

TOTAL BIDDING AIP ELIGIBLE COST: \$ 31,336.00







Hazen and Sawyer
9101 Southern Pine Blvd, Suite 250
Charlotte, NC 27273 • 704.357.3150

December 13, 2023

Crystal Scheip, EI
City of Concord
Water Resources Engineering Manager
635 Alfred Brown Jr. Court SW
Concord, NC 28025

Re: Scope and Fee Proposal for Poplar Tent Area Pump Station Design and Bidding

Dear Ms. Scheip:

Hazen and Sawyer is pleased to submit the enclosed scope and fee proposal for your consideration to provide engineering services for the Poplar Tent Area Pump Station.

Per the enclosed proposal, we will complete this project within 12 months of contract approval. In summary, our team will complete the following:

- Task 1 – Field Confirmation and Hydraulic Modeling
- Task 2 – Preliminary Engineering Services
- Task 3 – Detailed Design Services
- Task 4 – Permitting Assistance
- Task 5 – Bidding Services
- Task 6 – Optional Tasks

We look forward to working with your team on this very important project. Please do not hesitate to contact us if you have any questions.

Best Regards,

Michael Benchich, PE
Senior Associate



Scope of Services

Poplar Tent Area Water Pump Station Design and Bidding Services Proposal

The purpose of this agreement is for Hazen and Sawyer (Hazen) to provide Professional Engineering services to plan, design, permit and provide bidding services for the Poplar Tent Area Water Pump Station for the City of Concord (City) as described in the Request for Qualifications (RFQ) and discussed in the scope development meeting on December 1, 2023.

The following tasks summarize the scope of work and are further detailed herein:

- Task 1 – Field Confirmation and Hydraulic Modeling
- Task 2 – Preliminary Engineering Services
- Task 3 – Detailed Design Services
- Task 4 – Permitting Assistance
- Task 5 – Bidding Services
- Task 6 – Optional Tasks

Hazen will manage the efforts of its project team members, assign manpower, delegate responsibilities, review work progress, monitor budget and schedule, and direct the progress of the work. As part of project administration, Hazen will provide monthly invoicing with status reports and schedule updates pertaining to the Work.

The scope of tasks outlined below shall include all incidentals required to provide the complete task described, including but not limited to overall management of the evaluation work, project planning, budget and schedule oversight, administration of the agreement, arrangement / management of all meetings and communication as needed with various project stakeholders.

1. Field Investigation and Hydraulic Modeling

1.1 Field Investigation and Testing

Hazen will develop a field-testing plan to establish flow and pressure measurements in the system between the Rock Hill Church Road Tank in the 850 zone and the piping to the US 29 elevated tank in the 890 zone. The extent of this study will be exclusively to the understanding of the operation of the proposed pump station and the impacts and effectiveness of relocating the booster pump for the boosted pressure zone (artificial zone) to the new pump station. This may include installing pressure recording devices in the areas of interest to understand the current operation both with and without the existing booster pump station in operation and up to one day of testing in the field.

1.2 Model Calibration and Hydraulic Modeling

Utilizing the results of Task 1.1, Hazen will check the localized model calibration in specific areas including the artificial zone and the hydraulic connectivity between the Rock Hill Church Road and US 29 elevated tanks. Hazen will provide test equipment and the Owner will provide transportation with City vehicles/logo to accompany our field staff and staff to operate hydrants, valves, and pump stations as well as minimal traffic control, if necessary.

Tasks 1.1 and 1.2, for the purpose of the lump sum contract, will be solely for obtaining the information required to confirm the operation of the Poplar Tent Area Water Pump Station. All other tasks related to the operation and investigation of the Corban BPS and valving issues at the 890/831 zone boundary will be completed under a separate not-to-exceed task (see Task 6 - Optional Services Tasks).

The City will provide a list of the boundary valves for the artificial zone and the boundary between the 890 and 831 pressure zones.

1.3 Modeling Results and Findings Workshop

Hazen will prepare a slide deck presentation to summarize the findings and recommendations of the modeling and siting activities in Task 1. We will present our findings and recommendations and solicit City staff input at an in-person workshop at the City's facilities. Our results, including the City's input from the workshop will be incorporated into the Preliminary Engineering Technical Memorandum at the completion of Task 2.

1.4 Task 1 Meetings

Additional meetings included in Task 1 will include:

1. Initial Kickoff Meeting held in person at the City's facilities.
2. Two virtual progress meetings to discuss progress.

2. Preliminary Engineering Services

Tasks included in Task 2 will complete the 30% design phase of the project.

Project knowns and assumptions:

- The preferred location is inside the fence line of the Rock Hill Church Road Tank
- The demand for this pump station is confirmed at 5 mgd for 2050 build-out conditions
- The jockey pump in the existing booster pump station for the artificial zone should be relocated to the new pump station. Hazen will utilize the model to minimize the artificial zone size if possible.
- If located inside the fence line of the Rock Hill Church Road Tank, a residential façade and extensive architectural requirements are not anticipated. Hazen will include architectural scope in the lump sum to accommodate reasonable architectural requests within the industry standards for similar pump stations.
- The existing pump station for the artificial zone also includes fire pumps in addition to the jockey pump. Hazen will evaluate the need for the fire pumps and include them in the new pump station if required.
- The City has purchased a generator for incorporation into the new pump station design. Hazen will evaluate the purchased equipment to confirm it is acceptable for the application and pumps selected, then integrate the wiring, controls, and complete the design of the structural pad.
- The City confirmed the pump station will not serve additional purposes. As such, additional facilities like restrooms and storage will not be included.
- Water quality equipment, such as pH and chlorine analyzers, will not be included in the design.
- The City works exclusively with FORTECH, Inc. for their instrumentation and control contracts. Hazen will design the instrumentation and controls for the pump station and will work with FORTECH to provide construction pricing. FORTECH costs will be included in the bid form as an allowance.
- The new pump station will be designed for automatic operation based on the tank levels at Rock Hill Church Road Tank and the US 29 Tank.
- Any new vehicular access will be constructed of crushed stone base with aggregate similar to the existing site.
- Funding services will not be needed for this project. The City has estimated a construction cost of \$3 million and will self-fund the project.
- The City requests electrical load sheets to be provided as soon as possible so the City electrical group can prepare for the project.

2.1 Geotechnical Investigations

Hazen will contract with Froehling and Robertson (F&R) to complete the geotechnical investigations for the pump station site and force main alignment. They will document subsurface conditions, such as rock elevations, quality of soils, bearing capacity and quality of backfill. They will also recommend the design criteria for seismic and foundation design requirements.

2.2 Surveying

Hazen will subcontract with CES Group (CES) to complete the surveying activities for the site. CES will provide a planimetric survey of the tank site, force main alignment, and key drainage features and provide a deliverable to the project team in Civil 3D format.

2.3 Subsurface Utility Engineering (SUE)

CES will provide Level B SUE services to locate underground utilities in our project area. Level A SUE is not included in this budget.

The subcontractors in Tasks 2.1 through 2.3 will be responsible for contacting 811 services before conducting any activities.

2.4 Siting of the Pump Station

The Poplar Tent Area Pump Station was recommended in the 2021 Water System Master Plan and is referenced as the Rock Hill BPS. The new booster pump station will utilize the existing 12- and 8-inch water mains along Rock Hill Church Rd. These mains will be in the expanded 890 Pressure Zone on the discharge side of the pump station. New suction piping will be required to connect the 24-in fill line from the Rock Hill Church Tank, in the 850 Pressure Zone.

Generally, the City desires this pump station to be built on the Rock Hill Church Tank property assuming there are no hydraulic or geological reasons that would make it infeasible. The City confirms a pump station with a 5 mgd capacity will meet the 2050 build-out demands as represented in the master plan. The master plan indicates the pump station will require 65 ft TDH at the 5-mgd capacity, but this will be confirmed during the project. The primary driver for this pump station is to meet the projected demand of the Grounds at Concord.

Hazen will consider the final selection of the pump station site as an early completion task and identify any potential conflicts so they can be mitigated early during the preliminary design. Hazen will consider the following:

- Review of prior geotechnical reports completed for the Rock Hill Church Road Tank (to be provided by the City)
- Preliminary findings from geotechnical investigations completed during this project
- Results of the hydraulic modeling
- Preliminary findings from the survey on Stagecoach Road, including available easement and property restrictions.

2.5 Equipment and Pump Selection

Hazen will coordinate an equipment recommendation workshop for the types of pumps, valves, pipes, etc. to be specified for the project. Hazen will discuss the manufacturers available and our recommendations

for the named manufacturers for this specific application. Depending on the phase of the project and schedule, this workshop may be virtual, but will be coordinated with the City.

2.6 Surge Analysis

Hazen will complete an analysis of the transient properties of the localized distribution system related to the proposed pump station. Should this analysis reveal a larger system transient concern, Hazen will discuss this finding with the City for direction on how to proceed. An overall system surge analysis is not included in this task, but can be added to the project scope (see Task 6 – Optional Services Tasks).

2.7 30% Design and Deliverables

The 30% design deliverables will include the following items:

- **30% Plans:** The drawings at the 30% design milestone will include conceptual designs of the pump station mechanical arrangement and the general layout of the structure and access on the project site. This milestone will not include electrical, significant structural design or instrumentation and control designs.
- **Preliminary Architectural Rendering of the Pump Station:** Our team will strive to include a preliminary architectural rendering of the proposed pump station, however, pending conversations with permitting officials, this may not be complete until the 60% milestone.
- **Technical Memorandum (TM):** The TM will include the results of Task 1 modeling, engineering design decisions, a summary of the equipment selection process, and opinion of probable construction cost. The TM will be the design guide for detailed design.

2.8 Task 2 Meetings

The meeting included in Task 2 will include an in-person 30% Design Review and TM Workshop at the City's facilities.

3. Detailed Design Services

At the completion of preliminary engineering services, Hazen will commence the detailed design.

Hazen will include a fully comprehensive design from concept to a final construction set of drawings. This will include assistance in securing permits identified in Task 4 below. The pump station will be designed to meet the requirements of NC Public Water Supply, Hydraulic Institute Standards, and City design standards.

Consistent with the scoping meeting and design considerations provided by the City, Hazen will complete all mechanical, plumbing, architectural, electrical, instrumentation, site/civil and landscaping design as required to provide a comprehensive booster pump station design.

3.1 60% Design Deliverables (includes plans, specs and OPCC)

At the 60% design milestone, Hazen will provide the following items for review:

- Plan sheets (will include mechanical, structural, architectural and site/civil progress, with minimal electrical progress)
- Major technical specifications without City front end documents
- Opinion of probable cost update

Hazen will administer a virtual 60% design milestone meeting to solicit feedback from the City.

3.2 90% Design Deliverable (includes plans, specs and OPCC)

At the 90% design milestone, Hazen will provide the following items for review:

- Plan sheets (will include mechanical, structural, architectural, site/civil, electrical and I&C progress)
- All technical specifications without City front end documents
- Opinion of probable cost update

Hazen will administer a virtual 90% design milestone meeting to solicit feedback from the City.

3.3 100% Design Deliverable (includes plans, specs and OPCC)

At the 100% design milestone, Hazen will provide the following items for review:

- 100% plan sheets issued for bidding and construction
- 100% project manual with technical specifications and City front end documents
- 100% opinion of probable cost

All contract drawings will be produced using Autodesk BIM Software (Revit) and formatted to ANSI D (22" x 34") full size contract sheets.

Hazen will use the City's front-end documents with Hazen's technical specifications and details. The project specifications will be customized to the project for the individual requirements concerning pump performance, architectural features, security, instrumentation, etc.

Additionally, as needed, up to three virtual meetings may be included for Task 3 to discuss progress.

4. Permitting Assistance

Hazen will apply for the following permits for the project on behalf of the City:

- NC Public Water Supply (Authorization to Construct)
- NC DEQ Erosion and Sedimentation Control Plan Approval

- City Development Review Committee (DRC), Prior to Accela process, just after the 30%
- Cabarrus County Building Permit Review (Accela Process)
- NCDOT Encroachment Agreement

The cost of permit application fees will be paid directly by Hazen and submitted to the City in the subsequent invoice for reimbursement. An allowance of \$5,000 is included in Task 6 – Optional Services Task.

5. Bidding Services

Hazen will provide advertisement and bid period services for the project. Services will include response to contractor questions, preparation of addenda, conducting the pre-bid meeting, coordinating the bid, attendance at the bid opening, review of bids, certification of bids, and the recommendation of award.

6. Optional Services Tasks

6.1 System Surge Analysis

Task 6.1 is an optional task to this contract and the budget associated with this task is not available to Hazen unless specifically authorized by the City.

Should the localized surge/transient analysis for the new pump station suggest a systemic transient concern, Hazen will review the results with the City and may recommend a larger scope to confirm the results.

This task is proposed to be a categorical rate – not to exceed limit of \$15,000 and billed at the rates herein.

6.2 System Optimization - Modeling and Field Investigation

Task 6.2 is an optional task to this contract and the budget associated with this task is not available to Hazen unless specifically authorized by the City.

The City has concerns with the operation of the Corban Pump Station and the current inability to fill the US 29 tank. In addition, the City observed occasions of pipe breaks in the 831 pressure zone when the Corban BPS is in operation that could indicate the presence of open boundary valves or unknown connections. The City may elect to request Hazen to support them in identifying the issues in this area. However, the total scope for field investigations and modeling may not be known until the problem is initially investigated. Therefore, in the best interest of both parties, Hazen suggests that modeling not directly related to the performance of the Poplar Tent Area Water Pump Station be invoiced at a categorical rate - not to exceed limit of \$25,000. Hazen and the City will discuss and agree on which tasks would be considered additional and those that would be under the initial lump sum.

6.3 Permit Application Fee Allowance

Permit application fees will be paid directly by Hazen and submitted to the City in the subsequent invoices for reimbursement. An allowance of \$5,000 is included in Task 6 – Optional Services Task. This allowance is only applicable to fees and review costs paid directly to review agencies by Hazen.

Quality Assurance and Control

All project deliverables will undergo a formal internal review process prior to submittal to the City. Hazen’s subconsultants will be required to provide the same level of review for their respective deliverables to Hazen. Costs for quality assurance and control reviews are included in the individual tasks.

Basis of Compensation

The work to be performed for providing professional engineering services associated with preparation of the contract documents to construct the Poplar Tent Area Water Pump Station as previously delineated in the Scope of Services above, will be billed based on a lump sum total of \$432,000 with three additional optional tasks totaling \$45,000 for a total contract value of **\$477,000**. The fee can be broken down by task as shown in the table below.

Task No.	Description	Amount
1	Field Confirmation and Hydraulic Modeling	\$56,000
2	Preliminary Engineering Services	\$171,900
3	Detailed Design Services	\$178,600
4	Permitting Assistance	\$12,600
5	Bidding Services	\$12,900
6	Optional Tasks	\$45,000

Subconsultant participation on the project can be broken down as follows:

- Task 2.1 – Geotechnical - Froehling & Robertson (Minority Owned) - \$22,205 (4.6%)
- Task 2.2 – Surveying – CES Group (Female Owned) - \$13,300 (2.8%)
- Task 2.3 – SUE Services CES Group (Female Owned) - \$7,000 (1.5%)

Categorical Rates will be as shown below for the optional services tasks.

Labor Category	Hourly Rate
Vice Presidents	\$300
Associate Vice Presidents	\$280
Senior Associate	\$260
Associate	\$220
Senior Principal Engineer/Architect	\$190
Principal Engineer	\$160
Engineer	\$140
Assistant Engineer/Architect	\$120
Senior Principal Designer	\$190
Principal Designer	\$160
Designer	\$140
Senior Field Coordinator	\$180
Administrative Assistant	\$60

Schedule

The schedule below summarizes the major milestones for completion of the work:

Milestone Description	Tentative Date
NTP	January 2024
Modeling and Findings Workshop	March 2024
30% Design Workshop and TM Deliverable	May 2024
60% Design Progress Meeting	August 2024
90% Design Progress Meeting	October 2024
100% Design Deliverable	November 2024
Bid Advertisement	December 2024

City Furnished Information and Services

The City will assist Hazen by providing the following information and services:

- Available record drawings of the Rock Hill Church Tank site
- Available record drawings for City water lines relevant to the project
- Available existing geotechnical information for the Rock Hill Church Tank site
- Available record drawings and pumping equipment data for the existing booster pump station on Rock Hill Church Road that serves the artificial zone
- City vehicles/logo to accompany Hazen staff and City staff to operate hydrants, valves, and pump stations as well as minimal traffic control, as necessary for field testing included in Task 1
- A list of the boundary valves for the artificial zone and the boundary between the 890 and 831 pressure zones
- City design standards, standard details, or standard technical specifications that will apply to the design
- Access to City owned property, buildings, structures, and vaults as required for Hazen to complete the project
- Signatures from appropriate City officials as required to execute permit applications



For:

City of Concord, North Carolina

RFQ 2581 | November 17, 2023

DRAFT Version 1

AMI Consulting Services Scope of Work and Fees



Solution Services

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Phase 1: Mobilization & Needs Analysis

Task 1.1 Project Kickoff & Mobilization

Immediately following notice to proceed, E Source will hold a kickoff meeting with the City's project team to review scope, requirements, deliverables, schedule, and reporting relationships. This meeting will also address project issues and concerns. We'll review the make-up of your project team and SMEs to confirm there is a broad representation.

To ensure our team has the necessary information to begin formulating an assessment, we will provide your team with a data request for background information, including your current IT environment (e.g., operational systems such as the existing CIS, Asset Management, GIS, maintenance planning, customer web portals, etc.). We'll also ask for any environment and integration diagrams that may exist, current conservation programs, current water rate sheets, capital investment plans, etc. We'll share and review discovery questions with your project team to understand what information is readily available and who will compile it. We will establish a timetable, being mindful of any limits on readily available data and City staff members' time and identify City staff members to be interviewed and establish an interview schedule that fits within the overall project schedule.

Task 1.2 Discovery

Subtask 1.2.1 Technology & State of the Industry Education

We believe it is important to assure the City has a clear understanding of AMI technologies at the start of the project. To help your staff better understand AMI, E Source will conduct a customized technology review workshop. We will discuss the critical success factors and relative advantages and disadvantages of AMI platforms as they relate to the City. We delve into the success stories of other utilities and discuss how the City can avoid potential pitfalls. We will give an overview of market vendors and explain how the products and system characteristics could impact your operations and customer base. The technology review will be an interactive discussion designed to provoke thought, prompt questions, and bring the City's team base-level knowledge up to a level suitable for making decisions throughout the AMI initiative.

Subtask 1.2.2 Program Goals, Objectives, and Needs Identification

We will form a solid foundation for success by conducting a workshop with executives, stakeholders, and key SMEs to establish a common understanding of your project goals, drivers, success factors, and risks. Our approach stimulates discussion around project goals and objectives that otherwise may not have been considered. This task serves as the foundation for future work to ensure what is ultimately deployed directly addresses your goals and objectives; findings and conclusions are summarized.

Subtask 1.2.3 Capital Cost Estimate

E Source will develop a detailed cost estimate including anticipated CapEx and OpEx over the anticipated project lifecycle. E Source will include up to two different cost estimate scenarios.

PHASE 1 DELIVERABLES

- Kickoff meeting presentation and documents
- Data requests and discovery questions
- Technology & State-of-the-Industry Presentation
- Goals, Objectives, and Needs Analysis workshop materials
- Detailed Cost Estimate in Excel
- Phase 1 Findings Memorandum

Phase 2: Procurement RFP

Task 2.1 Requirements and Procurement Strategy

E Source's approach to procuring technology is premised on the need to identify tight, detailed technical and business requirements. We've developed a detailed set of requirements tested through the many procurement efforts we have conducted in the past. We will work with the City to tailor those technical and business requirements necessary to fulfill the City's planned use cases and provide specifications based on the project scope.

In addition to the compilation of these specifications and requirements, our team will lead a procurement strategy review to inform the City's team on the various elements that can, or should, be included in the RFP and the ways those elements can be procured. We will work with you to document this strategy for the release and solicitation of proposals. It will specify a number of factors, including:

- IT practices, physical infrastructure, staffing, software development, software support, software integration, data management, security, and project management
- RFP policies, administration, cost considerations, terms & conditions, vendor communications, and timeline
- Appendices, attachments, vendor response format, and evaluation methodology

Task 2.2 RFP Draft

E Source will work with the City to prepare the RFP with the intent to provide the vendor community with the essential information to prepare a robust response that is tailored to the City of Concord. We will incorporate the SOW into your standard RFP boilerplate and review with your team (including representatives of purchasing and legal departments) to ensure that all requirements are accurately reflected. We anticipate there will be several iterations of the RFP draft creation and review steps until we reach the point where the RFP is complete and acceptable for publication.

Our team will also compile a comprehensive list of potential proposers (which may or may not include Telecom/Network, AMI, MDMS, Meters/Materials, Installation) that would represent viable options to satisfy the City's goals and requirements. We will also work with the City to develop the approach and accompanying materials to be used by the evaluation committee to score and rank the respondents to the RFP.

Task 2.3 RFP Administration Support

E Source will assist the City with those tasks to be managed once the RFP is released including, as applicable, setting the agenda and participating in the pre-proposal meeting, participating in a service area field tour, and receiving and responding to vendor questions in conjunction with the City. E Source will work with you to prepare the evaluation team for vendor response review, evaluation, and scoring. We will also review our recommended shortlist interview strategy and approach and assist the City in the necessary preparation activities.

Task 2.4 Response Evaluation Support

Prior to the receipt of responses, the E Source PM will work with the City's PM to organize and schedule the proposal review process. As the responses are received, our team of SMEs immediately start the evaluation process alongside the City-designated evaluation team. We will summarize key components of each proposal in matrices to enable easy comparison of proposals across different areas of the solicitation. To aid in this comparison, we will provide you with a comprehensive, systematic note-taking methodology that allows evaluators to document and compare any notes, questions, and concerns. The open nature of this evaluation process provides clarity and understanding to all participants involved; it also serves as a repository for any additional follow-up questions to vendors that may need to be addressed during this task.

We will analyze each cost proposal. When lining up the cost proposals side-by-side, it is common to discover that each vendor quote differs in some fashion, making it difficult to perform an apples-to-apples comparison. We minimize this challenge with how we structure the RFP response requirements and our analytical approach to cost normalization.

We will work with the City throughout the evaluation process to arrive at a shortlist of recommended candidates. We will work with your Evaluation Team to customize the shortlist meeting agenda and outline questions for each vendor interview. We will attend the shortlist interviews and ensure that candidates answer questions comprehensively and to your satisfaction. We will also assist the City with reference checks and potentially arrange site visits, so that the City may obtain useful feedback from the experiences of other utilities.

At the end of the evaluation process, we will work with the City's team to weigh the pros and cons of each shortlist candidate so that the City can arrive at a final selection.

Note that E Source will review the vendor(s) responses, but we do not act as part of the City evaluation team or score responses.

Task 2.5 Contract Negotiations

Our vast vendor experience and knowledge of what similar utilities have spent and negotiated for products and services enables us to negotiate the best pricing for our clients. Historically, this has equated to an average savings of **~\$20 per utility customer** (see figure).

E Source will serve as technical advisor to the City through contract and scope of work negotiations with the selected vendor(s), including service level agreements (SLAs), performance criteria, warranties, scheduling, and pricing. We have negotiated AMI contracts for dozens of clients and will use lessons learned to avoid common pitfalls and leverage experience gained from actual implementations on how contract terms can ensure successful implementations and protect our clients' interests. E Source will provide guidance to your project team in strategizing for contract negotiations and participate in key contract negotiation meetings and contract reviews.

Contract negotiations for AMI projects typically focus on installation protocols, performance requirements, defaults and cures, and data collector locations. With adequate pre-negotiation planning and concentrated effort, contract negotiations can be concluded quickly, although review and approval will take extra time. During this period, the detailed project procedures can be finalized, and implementation preparation can commence.

We will review the final contract and ensure adherence with all previously developed criteria, requirements, and processes. We will also assist City staff in preparing presentations to management, including use case studies and other experience to help explain decisions and rationale. As part of this task, E Source will share lessons-learned in other negotiations and work diligently to develop a vendor contract that will achieve the desired outcomes.

Note that the City will be responsible for all terms and conditions outlined in the final agreement with vendor(s). E Source will provide input on terms and conditions but will not provide legal review or opinion.

PHASE 2 DELIVERABLES

- Requirements workbook(s) (*.xls)
- Publish-ready RFP (*.doc), including finalized Requirements Workbook(s) (*.xls) and Cost Proposal Workbook (*.xls)
- Vendor List and Contact Information (*.xls)
- Evaluation criteria and scoring weights, scorecard, and evaluation materials (*.xls)
- Pre-proposal Meeting Agenda (*.doc) and Presentation (*.ppt)
- Responses to proposer questions (*.doc)
- Evaluation team preparation including refining evaluation materials (*.xls)
- High-Level Proposal Summary Comparison Matrix (*.xls) and Requirements Proposer Response Comparison Matrix (*.xls)
- Cost Normalization (*.xls)
- Consolidated proposal clarifications, notes, and/or questions (*.doc)
- Shortlist interview approach/agenda and questions (*.doc) and Reference check questions (*.doc)
- Evaluation summary and results (*.ppt)
- Customized system/solution acceptance criteria for inclusion in the vendor(s) contract
- Vendor(s) scope(s) of work with firm pricing
- Presentation to management or governing body

Phase 3: AMI System Implementation

Our proposed Phase III scope aligns with the City's RFQ; however, we have included activities that may not be specifically called out in the RFQ, but we highly recommend based on our experience in performing numerous similar projects.

Task 3.1 Project Management

One of the primary factors that distinguish successful AMI projects is the quality of the overall project management. In the E Source model, based on the Project Management Institute's (PMI's) PMBOK® and Agile methodologies, our PM works very closely with the City project manager and uses proven processes, methodologies, and templates to produce a robust, flexible implementation approach. Throughout all project phases, we maintain and monitor the "iron triangle" dimensions of cost, quality, and schedule. We have found most vendors and many utility owners do not have sufficient PM availability and/or capabilities, and we are very experienced in helping a combined vendor and utility team execute successfully to the project baseline.

In the deployment phase, the E Source PM will be responsible for supporting the activities listed in the table below. Our PM will manage the periodic project status cycle for the City, which includes measurement of progress towards the plan,

E SOURCE PROJECT MANAGEMENT ACTIVITIES	
Scope Management	Ensure the project plans outline all of the work required to complete the project successfully and that the client and vendors avoid scope creep. Scope management consists of initiation, scope planning, scope definition, scope verification, and scope change control.
Change Management	Ensure a formal change control process is in place to control changes to the baseline project plan and SOW throughout the project lifecycle.
Cost Management	Ensure the project is completed within the approved budget. Cost management consists of resource planning, cost estimating, cost budgeting, and cost control.
Quality Management	Ensure the project will satisfy the needs for which it was undertaken. Quality management consists of quality planning, quality assurance, and quality control.
Reporting Management	Ensure timely & appropriate generation, collection, distribution, and storage of project information. Handle communications planning, performance reporting, and administrative closure.
Schedule Management	Ensure timely project completion. Time management consists of activity definition, sequencing, and duration estimating, as well as schedule development and control.
Vendor Management	Ensure vendors are completing their contractual scope of work on schedule and within budget. Coordinate with technical resources as necessary to ensure verification of technical deliverables.
Resource Management	Ensure qualified resources are available and properly prepared to perform each task. Identify project resourcing needs and coordinate with the appropriate organizations to meet them.
Risk & Issue Management	Ensure risk is identified, analyzed, and responded to appropriately based on probability and impact in accordance with the risk management plan. Once a risk is realized, transition it to a pre-defined issue tracking and resolution process.

performance status, risk management, items of concern, and open action items. Our PM will manage these items regularly and consistently track them. More information is provided in Section 6, Project Management and Quality Control.

Task 3.2 Business Process Design

The transformative nature of AMI technology requires that utilities adjust work processes and routines to realize benefits both internal and external to the organization. This task supports the need to design business processes to holistically address people and processes when deploying new technology, an often-overlooked requirement. We typically lead our clients through a series of workshops to baseline current-state business processes and develop future-state business processes affected by core AMI functionality. We also help identify redundancies in business processes and uncover potential for streamlining processes. While some technology partners skim over specific recommendations, E Source draws from past technology deployments and industry best practices to guide the City toward making sound decisions for

how to redesign processes, policies, and procedures related to an AMI program. Our other related services include business process audits, policy reviews, and AMI staffing plan support.

Task 3.3 Solution Architecture (IT/System Integration)

The Solution Architecture track emphasizes the IT aspect of AMI planning and brings together all the technology initiatives that exist, are underway, or planned to be completed in the near term, into a cohesive and logical plan. The track also ensures that the architecture that will be built is complete, robust, scalable, and extensible.

This involves a series of system configuration and design workshops to define the as-is and to-be system architecture, including the technologies and integrations necessary to achieve the AMI plan. It also addresses the integration with all of the other information systems such as OMS, WMS, and CIS. Our approach ensures that all of these critical integration points are identified and that impacts on other systems are factored into the strategy. The reference architecture forms the basis for the software, hardware, integration, implementation, services, and deployment cost components of vendor selection.

Task 3.3.1 Project Engineering

The main element of project engineering is to ensure the IT aspect of integration is conducted successfully. Most utilities embarking on smart utility journeys do not initially appreciate the size and complexity of the IT element. We estimate that 80% of the complexity of your project will be in the configuration and development of the new and existing IT and integrating them successfully into your environment. Our Project Engineers are experts in this crucial aspect of your implementation. They can plan, guide, and help you ensure a successful combined IT system. Our Solution Architecture task provides the baseline for how the systems are to be integrated, and the Project Engineering task assures that the Solution Architecture is implemented correctly.

Another key element of Project Engineering is Requirements Management. It is easy to miss requirements because of the legacy assumptions that multiple stakeholders in different constituencies might have. Their unfamiliarity with new technology capabilities can also be a factor. Requirements are defined must be managed throughout the project to ensure the final system meets the City's needs and expectations. We produce a Requirements Management Plan (RMP) and Requirements Traceability Matrix (RTM) to define the approach, track the flow of the requirements to the vendors, and ensure specific test cases and scripts are produced to verify the functions and system performance.

Task 3.4 Testing

A graduated, thorough, and robust testing program is needed for an AMI project, and E Source has implemented hundreds of successful integrated technology testing programs for our clients that trust both our processes and the experience of our experts. We typically develop an overall test strategy to provide high-level guidance to execute the project test program. We also identify the necessary infrastructure, technology, communications, and IT requirements to execute the plan. We develop the strategy via interactive workshops with the project team, the selected project vendors, and applicable business support groups. This minimizes the City's risk by providing early validation of the technologies in steps, so any problems are identified early and corrected. We produce test plans and procedures that exercise the functionality of systems that must interface to meet business, technical, functional, integration, performance, and any other specified requirements, and generate a report after each test phase is completed.

Clear documentation of the relationship between the requirement and test case included within the RTM makes it easier to pinpoint any problem identified. We then follow a rigorous corrective action process to fix the problem. All discovered defects are formally logged, managed, and resolved as appropriate until acceptance is achieved.

Task 3.5 Customer Engagement

Of the many lessons learned in AMI projects over the past decade, one of the most important is the value of building customer understanding and aligning their expectations. Utility customers need to be engaged to support successful project implementation. Working with utility staff, we can assess overall stakeholder endorsement levels and methods used, then develop engagement strategies using, and perhaps expanding, those methods. The goal of customer engagement is to effectively inform and engage the supporters while minimizing the impact of resisters. We help our clients do this by offering

factual responses to customer concerns and options to meet their needs. Although public resistance to AMI projects has diminished over the last few years, recent experiences indicate that utilities must be prepared to address these issues proactively. Conversely, engaging those customers who are interested or even enthusiastic about the possibilities of new technology can build momentum for the entire effort. E Source develops a clear plan for customer engagement activities that leverages our client's existing practices and addresses tactical implementation.

Task 3.6 Organizational Change Management

A transformative change like AMI introduces massive organizational change and requires that staff adjust work processes and routines to effectively use the systems and realize the significant benefits both internal and external to the utility and its stakeholders. Whether the organization achieves maximum benefits largely depends on how effectively a workplace climate minimizes resistant behavior and encourages acceptance and support. This change needs to be actively managed to reduce staff apprehension and provide the tools they need to succeed.

E Source does not believe in a “one-size fits all” or a prescriptive approach. Instead, we see OCM as a highly collaborative effort. Our approach addresses the three stages of change—Assess and Prepare for Change, Manage the Change, and Reinforce the Change—and supports the following core change strategy principles: this change must feel different; simplicity over complexity; easy to use templates & tools; we are creating this change together; and we are fast, iterative, and integrated.

Task 3.7 Data Quality Management

The high volume of data produced by an AMI system can greatly enhance overall City operations, but only if it is properly monitored, managed, and utilized. The AMI/ MDMS/CEP software will introduce a new variety of data sets (e.g., consumption data, events, alerts, and various system exceptions). A plan to manage and use the data from these new systems must be developed to ensure accuracy and completeness for billing and other reporting functions. New reports and notifications will inform the City of possible leaks, tampering, backflow, CIS-to-field mismatches, etc., but the data must be interpreted and acted upon appropriately to realize the maximum benefits. We help our clients develop a data management plan, provide on-the-job training and training materials to City staff, and supplement data quality assurance of meter installation activities on behalf of our clients.

Task 3.8 Meter/Module Deployment Support

The AMI project involves the installation of thousands of properly configured meters and/or meter interface units (MIUs) as well as the careful coordination of the materials, labor, and data. E Source has expertise in meter configuration, deployment planning, and oversight to ensure the AMI meters and communications equipment are configured correctly and installed efficiently with minimum disruption to existing City systems and business processes.

Task 3.9 Fixed Network Deployment Support

In most AMI systems requiring an AMI network, deployment of that network precedes installation of the meters and endpoints. Assuring that the network is properly deployed is an important step. E Source will provide field support services during network deployment to support the installation and implementation of a fixed AMI Network Infrastructure system. E Source will oversee the selected network installation contractor and represent Concord interests accordingly. E Source will work with Concord and the network installation contractor to develop the strategy and processes to monitor procurement and receipt of network equipment as well as the installation of the fixed AMI network infrastructure system.

Activities will include:

- Network procurement and receipt oversight
- Site preparation logistics
- Monitor change to data collector site(s)
- Field installation quality
- Observe installer activities and performance
- Monitor installation production/schedule performance

- Verify & validate network communications to the headend system

PHASE III DELIVERABLES

- Project Charter
- Project Execution Plan
- Project Budget, as requested
- Periodic Status Meetings (usually via phone or video conference) and Reports
- Periodic Steering Committee meetings and reports as well as updates for executive management and applicable governing board stakeholders
- Meeting Agendas and Minutes
- Updates to the AMI Implementation Schedule
- End of Project Close Out/Summary Report
- As-is and to-be system architecture including the system context diagram and the system component diagram
- Initial Requirements Traceability Matrix (RTM)
- AMI Overall Test Strategy Document
- Test Plan(s) for all Concord-owned Tests
- Reviewed procedures, results with interpretation, and recommendations documentation
- Final Requirements Traceability Matrix
- Training materials (*.doc or *.xls)
- Data Management Plan (*.xls)
- PowerPoint slides incorporating all Concord notes, decisions, and open items from current-state workshop (*.ppt)
- Finalized current-state process diagrams (*.vsd)
- PowerPoint process slides incorporating all Concord business process decisions and workshop updates (*.ppt)
- Draft future state process diagrams (*.vsd)
- PowerPoint slides capturing notes from policies discussion (*.ppt)
- PowerPoint process slides incorporating all Concord business process decisions and workshop updates (*.ppt)
- Final future state process diagrams (*.vsd)
- PowerPoint slides capturing notes from Policies discussion (*.ppt)
- Updates to future state process diagrams (*.vsd)
- Customer Engagement Plan
- Customer Engagement Schedule
- Content for customer communications
- Stakeholder Analysis (living document)
- Vision & Elevator Speech Printout/file (PDF)
- Change Management Plan (living document)
- Content for internal stakeholder communications
- Host up to two (2) internal stakeholder education sessions
- Support documentation in meter vendor software
- Inspection reports on verification of vendor work in the field
- Site development plan for each data collector site (*.doc)
- Field network installation report that will include at a minimum—site photos, equipment installed, issues encountered, corrective action taken/changes from the original site development plan and corresponding dates (*.doc)

Estimated Schedule

The preliminary project timeline is shown below. This is based on a span of approximately 36 months. A more detailed project schedule will be developed and refined in collaboration with Concord stakeholders during the early project meetings and workshops. E Source can commence work immediately after contract execution.

Concord, NC

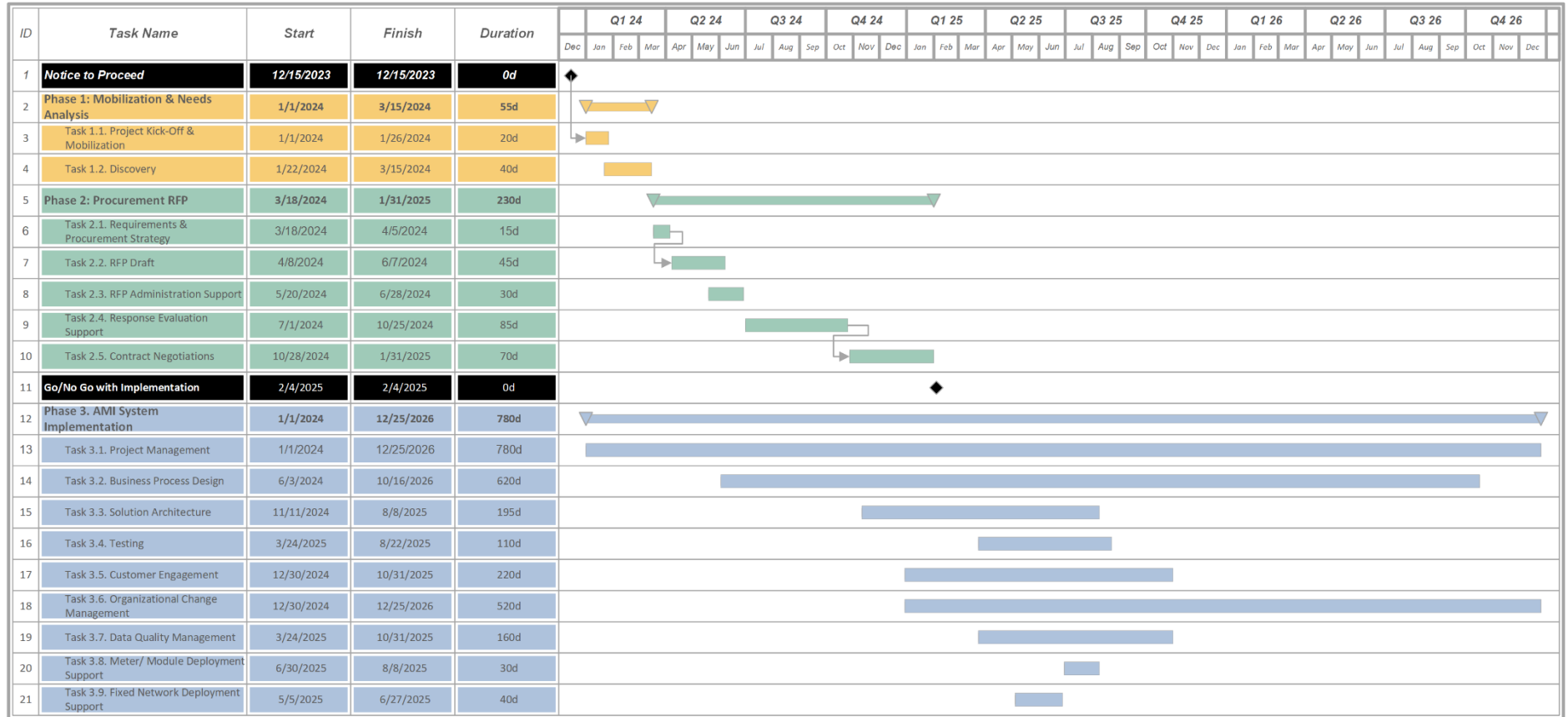


Figure 1. Estimated Project Timeline

Fees

E Source proposes to perform the requested scope of services as detailed in this Scope of Work for a fixed fee of \$1,022,597 plus travel expenses at cost. The breakdown of this fee is shown in Table 1. E Source has calculated the proposed fee based on experience with several similar projects and understanding of the level of effort desired by Concord. Our fee includes all services and deliverables described in the Scope of Work.

Phase 1 - Mobilization & Needs Analysis					
Task ID	Task	Hours	Fee	Expenses	Total
Task 1.1 -	Project Kick-off & Mobilization	34	\$ 8,978	\$ -	\$ 8,978
Task 1.2 -	Discovery	114	\$ 30,218	\$ 4,500	\$ 34,718
Total		148	\$ 39,196	\$ 4,500	\$ 43,696

Phase 2 - Procurement					
Task ID	Task	Hours	Fee	Expenses	Total
Task 2.1 -	Requirements and Procurement Strategy	39	\$ 10,403	\$ 3,000	\$ 13,403
Task 2.2 -	RFP Draft	74	\$ 19,178	\$ 3,000	\$ 22,178
Task 2.3 -	RFP Administration Support	46	\$ 12,062	\$ -	\$ 12,062
Task 2.4 -	Response Evaluation Support	206	\$ 53,582	\$ 4,500	\$ 58,082
Task 2.5 -	Vendor Contract Negotiations	176	\$ 46,032	\$ 9,000	\$ 55,032
Total		541	\$ 141,257	\$ 19,500	\$ 160,757

Phase 3 - Implementation					
Task ID	Task	Hours	Fee	Expenses	Total
Task 3.1 -	Project Management	692	\$ 184,764	\$ 15,000	\$ 199,764
Task 3.2 -	Business Process Design	494	\$ 126,958	\$ 3,000	\$ 129,958
Task 3.3 -	Solution Architecture	316	\$ 84,372	\$ -	\$ 84,372
Task 3.4 -	Testing	212	\$ 56,604	\$ 4,500	\$ 61,104
Task 3.5 -	Customer Engagement	280	\$ 71,960	\$ -	\$ 71,960
Task 3.6 -	Organizational Change Management	308	\$ 79,156	\$ 3,000	\$ 82,156
Task 3.7 -	Data Quality Management	260	\$ 58,020	\$ -	\$ 58,020
Task 4.2 -	Meter/Module Deployment Support	640	\$ 158,080	\$ -	\$ 158,080
Task 4.4 -	Fixed Network Deployment Support	90	\$ 22,230	\$ 4,500	\$ 26,730
Total		3,292	\$ 842,144	\$ 30,000	\$ 872,144
Grand Total		3,981	\$ 1,022,597	\$ 54,000	\$ 1,076,597

Table 1. Fixed Fee Breakdown

Assumptions

The following assumptions apply to this proposal:

- E Source will invoice Concord monthly based on percent complete of each fixed fee task plus actual expenses at cost as agreed upon by E Source's and Concord's project managers
- E Source's proposed fee to implement this Scope of Work is based on the timely start and timely completion of each proposed task as outlined in the project schedule provided herein. If an unforeseen delay in any proposed task(s) impacts the level of effort identified or exceeds the duration outlined in the proposed schedule or additional work is requested that is not covered in contract scope of work, E Source reserves the right to develop a change order applicable to the additional services / level of effort required to complete the impacted task(s). Additional fees must be agreed to in writing by both parties.
- Deliverable documents will be in Microsoft Office, including MS-Word, PowerPoint, Excel, MS-Project, Visio, and Adobe PDF.
- Concord will provide E Source with working space, network connections, infrastructure, and other services and materials reasonably required to perform project work while onsite at Concord's offices, if requested.
- Reimbursable expenses will be billed monthly at actual cost.
- Concord personnel will support workshops and meetings as needed.
- These rates and estimates are exclusive of taxes. Any required state, city, or local government taxes, fees, or business licenses costs will be invoiced at actual cost incurred.

Preliminary Application – Extension of Concord Utilities outside Concord City Limits

(Please type or print in black ink)

1. Name of development: Beech Bluff
2. Name and address of owner(s)/developer(s): Ron Page
2008 White Rocks Rd, Wake Forest, NC 27587
3. Owner(s)/developer(s) telephone: 704-467-0901 Fax: _____
4. Name and address of surveyor/engineer: Scott Ayer
Nonstar Land Surveying, 552-B Newell St NW Concord NC 28025
5. Surveyor/engineer's telephone: 704-721-6651 Fax: 704-721-6653
6. Name, telephone and fax number, and address of agent (if any): William Niblock
759 Concord Parkway N. Suite 20, Concord, 704-634-9756
7. Name and address of person to whom comments should be sent: William Niblock
759 Concord Parkway N Suite 20, Concord NC
8. Telephone number of person to whom comments should be sent: 704-634-9756
Fax: _____
9. Location of property: 8805 Poplar Tent Rd, Concord NC 28027
10. Cabarrus County P.I.N.#: 46806832050000
11. Current zoning classification: LAR
12. Total acres: 1 Total lots proposed: 1
13. Brief Description of development: This lot was platted in 1978 as part
of Beech Bluff, unsuitable for septic,
14. Proposed Construction Schedule Begin home immediately upon
approval for sewer
15. Type of Service requested sewer + water

12/11/23
Date

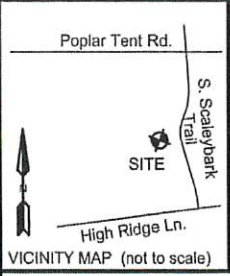
William Niblock
Signature of Owner/Agent

William T. Niblock
Name (printed)

NOTE: By affixing his or her signature hereto, the owner/developer acknowledges understanding of and agreement to comply with all provisions of the Concord City Code section 62.

Staff Use Only:	
Received by: _____	Date: _____

SAN. SEWER LATERAL EASEMENT



Poplar Tent Road
Variable Public R/W
(Per State Hwy. Plans T.I.P. #U-5211)
No Record of Fee Conveyance Found

Area In Easement
5040.55 sf
0.116 AC

- LEGEND**
- R/W - RIGHT OF WAY
 - (F) - FOUND
 - (B) - BENT
 - a/s - AS SHOWN
 - TP - TRANSFORMER PAD
 - OHE - OVERHEAD ELECTRIC
 - EoP - EDGE OF PAVEMENT
 - CP - CALCULATED POINT
 - ⊙ - POWER POLE
 - ⌋ - GUYWIRE
 - ⊕ - ELECTRIC PEDESTAL
 - ⊗ - WATER VALVE
 - ⊕ - FIRE HYDRANT
 - ⊕ - MANHOLE
 - ⊕ - SAN. SEWER MANHOLE
 - - SAN. SEWER CLEANOUT
 - ▨ - SAN. SEWER LATERAL EASEMENT

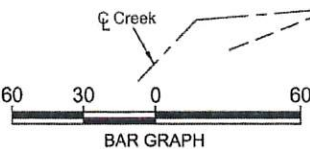
Line	Bearing	Distance
L1	S 53°26'19" W	15.96'
L2	N 73°25'12" E	15.00'

NOW OR FORMERLY
Ronald M. Page
Deed Bk. 530, Pg. 418
PIN #4680579914
Cabarrus Co. Registry

NOW OR FORMERLY
David William Grogg & Wf. Patricia M.
Deed Bk. 624, Pg. 351
Lot #3, Map Bk. 16, Pg. 62
PIN #4680683053
Cabarrus Co. Registry



30' Permanent Sanitary Sewer Easement
Poplar Trails Outfall
Deed Bk. 7396, Pg. 6



NOTES:

- * Deed Reference - Deed Bk. 530, Pg. 418 Ronald McGehee Page
Dated May 4, 1981 Recorded in Cabarrus Co. Registry
- * Map Reference - 10.265 AC - Poplar Tent Road Dated November 29, 2023
Unrecorded Plat Performed by R. Scott Dyer, PLS
- * Property subject to recorded and unrecorded right of ways, easements and agreements as may appear.
- * Survey control is based on the NC Continuously Operating Reference Stations (CORS) GPS Network. NAD 83 (NSRS 2011).

I, R. Scott Dyer, certify that this plat was drawn under my supervision from an actual survey made under my supervision (deed description recorded in Book 530, page 418, etc.); that the boundaries not surveyed are clearly indicated as drawn from information found in Book a/s, page a/s; that the ratio of precision as calculated is 1:126,295; and that this map meets the requirements for The Standards of Practice for Land Surveying in North Carolina (21 NCAC 56. 1600). Witness my original signature, registration number and seal this 7th day of December, A. D., 2023.

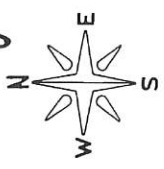
R. Scott Dyer
R. Scott Dyer, PLS #4444



NORSTAR LAND SURVEYING, INC.
552-B Newell Street NW
Concord, NC 28025
Ph 704 721 6651
Fax 704 721 6653
Firm Lic. # C-2294

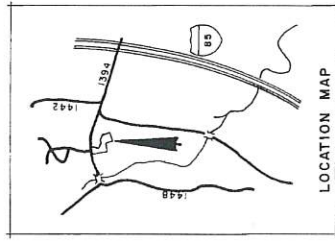
DRAWN BY: S. Kimrey NLS NO.: 23084
DATE: November 29, 2023 SCALE: 1" = 60'

15' San. Sewer Lateral Easement
To Serve
8805 Poplar Tent Road
Township No. 2 Cabarrus County, NC



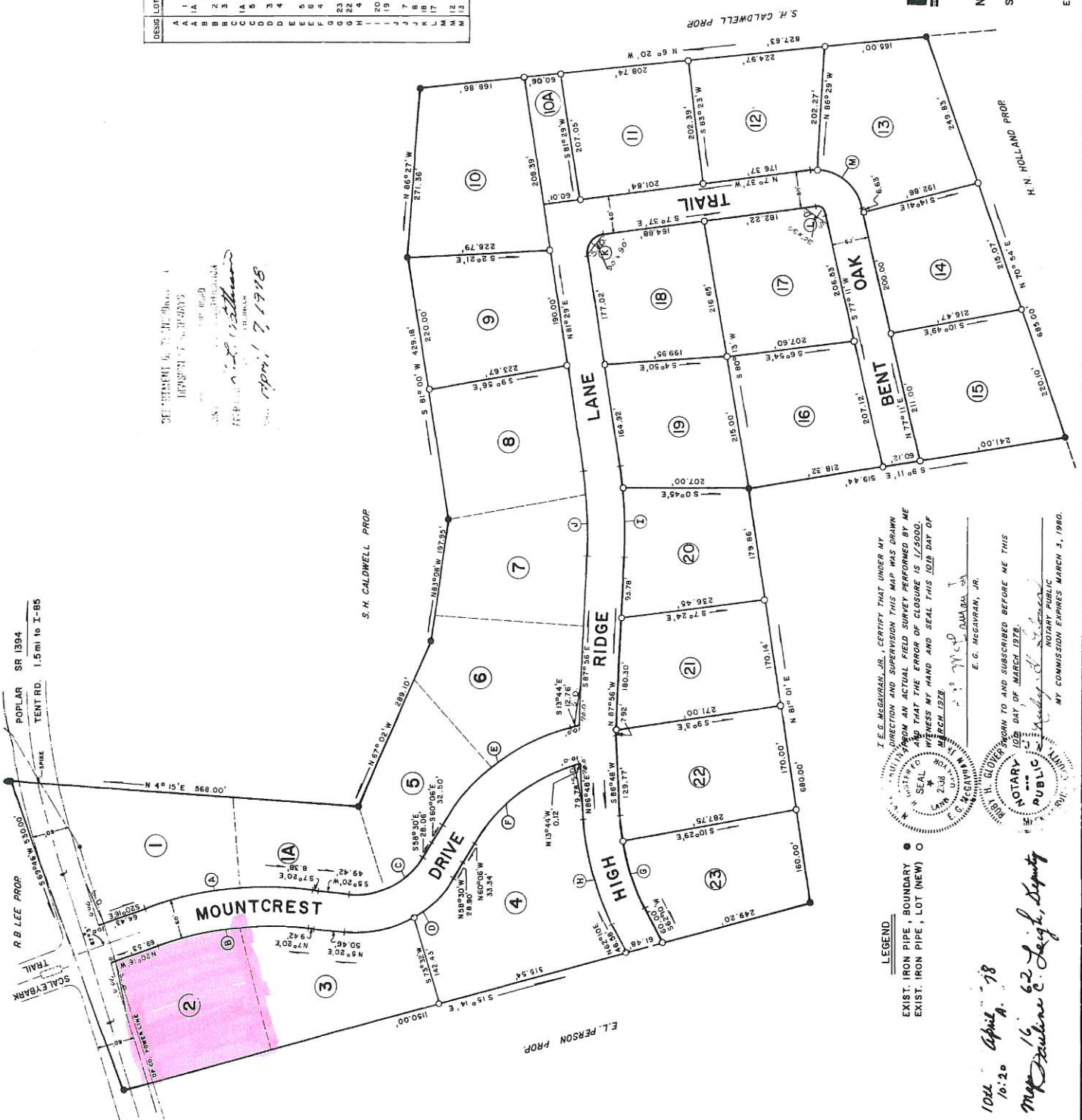
CURVE TABLE

DEMS LOT DISTANCE	ARC	RADIUS	DELTA	CURVE BEARING
A	284.36'	894.63	27°36'	N 06° 28' W
A	1	594.63	27°36'	N 06° 28' W
B	2	594.63	27°36'	N 06° 28' W
B	3	594.63	27°36'	N 06° 28' W
C	1A	123.07	64°29'	N 26° 35' W
C	5	123.07	64°29'	N 26° 35' W
D	3	112.42	64°29'	N 26° 35' W
D	4	112.42	64°29'	N 26° 35' W
E	5	267.62	46°22'	N 36° 55' W
E	6	330.70	46°22'	N 36° 55' W
F	4	165.94	46°22'	N 36° 55' W
F	5	165.94	46°22'	N 36° 55' W
G	23	125.52	18°38'	N 71° 25' W
G	22	40.42	18°38'	N 71° 25' W
H	4	191.73	44°38'	N 43° 51' W
H	5	191.73	44°38'	N 43° 51' W
I	20	111.80	108°12'	N 11° 00' W
I	19	34.90	108°12'	N 11° 00' W
J	7	135.44	10°45'	N 82° 36' W
J	8	721.85	10°45'	N 82° 36' W
K	8	46.52	90°54'	N 58° 04' W
L	17	22.04	90°54'	N 58° 04' W
M	12	110.84	84°48'	N 44° 47' E
M	13	37.73	84°48'	N 44° 47' E
M	14	74.89	84°48'	N 44° 47' E
M	15	37.73	84°48'	N 44° 47' E



BEECH BLUFF

RONALD M. B. JANE T. PAGE PROPERTY
 NO. 2 TOWNSHIP CABARRUS COUNTY, N. C.
 SCALE 1"=100'
 MARCH 10, 1978
 E. G. McGAHRAN, JR., RLS NO. 2338
 CONCORD, N. C.



SEE ATTACHED TO THIS MAP
 DEPARTMENT OF REVENUE
 APR 17 1978

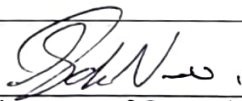
I, E. G. McGAHRAN, JR., CERTIFY THAT UNDER MY
 DIRECTION AND SUPERVISION THIS MAP WAS DRAWN
 FROM AN ACTUAL FIELD SURVEY PERFORMED BY ME
 AND THAT THE ERROR OF CLOSURE IS 1/2000.
 WITNESS MY HAND AND SEAL THIS 10th DAY OF
 MARCH 1978.
 E. G. McGAHRAN, JR.
 NOTARY PUBLIC
 MY COMMISSION EXPIRES MARCH 3, 1980.

10th April '78
 10:20
 M. P. Taylor, Jr. 62 Leigh, Deputy
 LEGEND
 ● EXIST. IRON PIPE, BOUNDARY
 ○ EXIST. IRON PIPE, LOT (NEW)
 ○ EXIST. IRON PIPE, LOT (NEW)

City of Concord, North Carolina
Preliminary Application – Extension of Concord Utilities outside Concord City Limits
(Please type or print in black ink)

1. Name of development: _____
2. Name and address of owner(s)/developer(s): SKIOLD NINO / MILDREY MENDOZA - 3802 SOLEN DR. HARRISBURG NC
3. Owner(s)/developer(s) telephone: 980-833-2379 Fax: _____
4. Name and address of surveyor/engineer: _____
5. Surveyor/engineer's telephone: _____ Fax: _____
6. Name, telephone and fax number, and address of agent (if any): _____
7. Name and address of person to whom comments should be sent: SKIOLD NINO
3802 SOLEN DRIVE
8. Telephone number of person to whom comments should be sent: 980-833-2379
Fax: _____
9. Location of property: 3802 SOLEN DR, HARRISBURG, NC
10. Cabarrus County P.I.N.#: 5519027140000
11. Current zoning classification: RE
12. Total acres: 0.871 Total lots proposed: ONE
13. Brief Description of development: _____
14. Proposed Construction Schedule _____
15. Type of Service requested TAP WATER ONLY

DEC-29-2023
Date


Signature of Owner/Agent

SKIOLD NINO
Name (printed)

NOTE: By affixing his or her signature hereto, the owner/developer acknowledges understanding of and agreement to comply with all provisions of the Concord City Code section 62.

Staff Use Only:	
Received by: _____	Date: _____

City of Concord, North Carolina
Preliminary Application – Extension of Concord Utilities outside Concord City Limits
(Please type or print in black ink)

1. Name of development: THE BLUFFS AT MILL BRIDGE
2. Name and address of owner(s)/developer(s): MATTHEW & CLAUDIA PIGG
3605 MILL BRIDGE RD CONCORD, NC 28025
3. Owner(s)/developer(s) telephone: (704) 785-0704 Fax: _____
4. Name and address of surveyor/engineer: NA
5. Surveyor/engineer's telephone: NA Fax: NA
6. Name, telephone and fax number, and address of agent (if any): NA
7. Name and address of person to whom comments should be sent: _____
Matthew & Claudia PIGG
8. Telephone number of person to whom comments should be sent: 704-785-0704
Fax: _____
9. Location of property: 3605 Mill Bridge Rd
10. Cabarrus County P.I.N.#: 5547810090000
11. Current zoning classification: Res.
12. Total acres: 2.4 Total lots proposed: 1
13. Brief Description of development: Building Single Family Home
14. Proposed Construction Schedule as soon as possible
15. Type of Service requested Water

12-04-23
Date

Matthew Pigg
Signature of Owner/Agent

Matthew PIGG
Name (printed)

NOTE: By affixing his or her signature hereto, the owner/developer acknowledges understanding of and agreement to comply with all provisions of the Concord City Code section 62.

Staff Use Only:	
Received by: _____	Date: _____

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED by the City Council for the City of Concord, North Carolina, that:

Section 1. All pooling financial institutions (list attached), the *Financial Institutions*, are designated as a depository for the funds of the City, *the Corporation*, and to provide other financial accommodations indicated in this resolution.

Section 2. This resolution shall continue to have effect until express written notice of its rescission or modification has been received and recorded by the Financial Institution. Any and all prior resolutions adopted by the Corporation and certified to the Financial Institution as governing the operation of this Corporation's account(s), are in full force and effect, until the Financial Institution receives and acknowledges an express written notice of its revocation, modification or replacement. Any revocation, modification or replacement of a resolution must be accompanied by documentation, satisfactory to the Financial Institution, establishing the authority for the changes.

Section 3. The signature of an Agent on this resolution is conclusive evidence of their authority to act on behalf of the Corporation. Any Agent, so long as they act in a representative capacity as an Agent of the Corporation, is authorized to make any and all other contracts, agreements, stipulations and orders which they may deem advisable for the effective exercise of the powers indicated on page one, from time to time with the Financial Institution, subject to any restrictions on this resolution or otherwise agreed to in writing.

Section 4. All transactions, if any, with respect to any deposits, withdrawals, rediscounts and borrowings by or on behalf of the Corporation with the Financial Institution prior to the adoption of the resolution are hereby ratified, approved and confirmed.

Section 5. The Corporation agrees to the terms and conditions of any account agreement, properly opened by any Agent of the Corporation. The Corporation authorizes the Financial Institution, at any time, to charge the Corporation for all checks, drafts, or other orders, for the payment of money, that are drawn on the Financial Institution, so long as they contain the required number of signatures for this purpose.

Section 6. The Corporation acknowledges and agrees that the Financial Institution may furnish at its discretion automated access devices to Agents of the Corporation to facilitate those powers authorized by this resolution or other resolutions in effect at the time of issuance. The term "automated access device" includes, but is not limited to, credit cards, automated teller machines (ATM), and debit cards.

Section 7. The Corporation acknowledges and agrees that the Financial Institution may rely on alternative signature and verification codes issued to or obtained from the Agent named on this resolution. The term "alternative signature and verification codes" includes, but is not limited to, facsimile signatures on file with the Financial Institution, personal identification numbers (PIN), and digital signatures. If a facsimile signature specimen has been provided on this resolution, (or that are filed separately by the Corporation with the Financial Institution from time to time) the Financial Institution is authorized to treat the facsimile signature as the signature of the Agent(s) regardless of by whom or by what means the facsimile signature may have been affixed so long as it resembles the facsimile signature specimen on file. The Corporation authorizes each Agent to have custody of the Corporation's private key used to create a digital signature and to request issuance of a certificate listing the corresponding public key. The Financial Institution shall have no responsibility or liability for unauthorized use of alternative signature and verification codes unless otherwise agreed in writing.

Section 8. Corporation Agents.

NAME
Jessica Jones
Kristin Roe
Madison Forte

TITLE
Finance Director
Deputy Finance Director
Accounting Operations Manager

Section 9. This resolution shall be effective as of adopted date.

Adopted this 11th day of January, 2024.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST:

Kim Deason, City Clerk

VaLerie Kolczynski, City Attorney

BANKS UNDER THE POOLING METHOD AS OF 09/30/2023

NAME OF BANK	CORPORATE OFFICE
AMERICAN NATIONAL BANK & TRUST	DANVILLE, VA
ATLANTIC UNION BANK	RICHMOND, VA
BANK OF AMERICA, N.A.	CHARLOTTE
BANK OF TENNESSEE	KINGSPORT, TN
BANK OZK	LITTLE ROCK, AR
BENCHMARK COMMUNITY BANK	KENBRIDGE, VA
BLUEHARBOR BANK	MOORESVILLE
CARTER BANK AND TRUST	MARTINSVILLE, VA
CHASE BANK	COLUMBUS, OH
COASTAL BANK & TRUST	JACKSONVILLE
COMMUNITY FIRST BANK	WALHALLA, SC
DOGWOOD STATE BANK	RALEIGH
F & M BANK (FARMERS & MERCHANTS BANK)	SALISBURY
FIDELITY BANK	FUQUAY-VARINA
FIFTH THIRD BANK	CINCINNATI, OH
FIRST BANK	SOUTHERN PINES
FIRST BANK & TRUST OF VA	ABINGDON, VA
FIRST CAROLINA BANK	ROCKY MOUNT
FIRST CITIZENS BANK & TRUST	RALEIGH
FIRST COMMUNITY BANK	BLUEFIELD, VA
FIRST HORIZON BANK	MEMPHIS, TN
FIRST NATIONAL BANK	HERMITAGE, PA
HOMETRUST BANK	ASHEVILLE
KS BANK	SMITHFIELD
LIFESTORE BANK	WEST JEFFERSON
LUMBEE GUARANTY BANK	PEMBROKE
M & F BANK (MECHANICS & FARMERS BANK)	DURHAM
MOVEMENT BANK	DANVILLE, VA
NANTAHALA BANK AND TRUST COMPANY	FRANKLIN, NC
NORTH STATE BANK	RALEIGH
PARK NATIONAL BANK	NEWARK, OH
PEOPLES BANK	NEWTON
PIEDMONT FEDERAL SAVINGS BANK	WINSTON-SALEM

PINNACLE BANK	NASHVILLE, TN
PNC BANK	PITTSBURGH, PA
PROVIDENCE BANK	ROCKY MOUNT
REGIONS BANK	BIRMINGHAM, AL
ROXBORO SAVINGS BANK	ROXBORO
SERVISFIRST BANK	BIRMINGHAM, AL
SKYLINE NATIONAL BANK	INDEPENDENCE, VA
SOUTH STATE BANK	COLUMBIA, SC
SOUTHERN BANK & TRUST CO.	MOUNT OLIVE
SOUTHERN FIRST BANK	GREENVILLE, SC
TD BANK, NA	CHERRY HILL, NJ
TOUCHSTONE BANK	PRINCE GEORGE, VA
TOWNEBANK	SUFFOLK, VA
TRIAD BUSINESS BANK	GREENSBORO
TRUIST	CHARLOTTE
UNITED BANK	CHARLESTON, WV
UNITED COMMUNITY BANK	GREENVILLE, SC
US BANK	MINNEAPOLIS, MN
UWHARRIE BANK	ALBEMARLE
WAKE FOREST FEDERAL S&L	WAKE FOREST
WELLS FARGO BANK, N.A.	SAN FRANCISCO, CA

Last updated 10/02/2023

**GRANT PROJECT ORDINANCE
FY24 State Aid to Airports**

BE IT ORDAINED by the City Council of the City of Concord, North Carolina that pursuant to Section 13.2 Chapter 159 of the General Statutes of North Carolina, the following project ordinance is hereby ordained:

SECTION 1. The project authorized is the **State Aid to Airport Projects**.

SECTION 2. The City Manager is hereby authorized to proceed with the implementation of the project within terms of a grant agreement with the N.C. Department of Transportation – Division of Aviation – Transportation Reserve Directed Funding .

SECTION 3. The following revenues are anticipated to be available to the City of Concord for the project:

<u>Revenues</u>				
<u>Account</u>	<u>Title</u>	<u>Current Budget</u>	<u>Amended Budget</u>	<u>(Decrease) Increase</u>
451-4357000	STATE AID	10,720,776	15,720,776	5,000,000
451-4357000				
Total				5,000,000

SECTION 4. The following amounts are appropriated for the project:

<u>Expenses/Expenditures</u>				
<u>Account</u>	<u>Title</u>	<u>Current Budget</u>	<u>Amended Budget</u>	<u>(Decrease) Increase</u>
6311-5800454				
6311-5800454	NORTH APRON ROADWAY	0.00	5,000,000	5,000,000
Total				5,000,000

SECTION 5. Accounting records are to be maintained by the Finance Department of the City of Concord in such manner as (1) to provide all information required by the grant agreement and other agreements executed or to be executed with the various parties involved with the project; and (2) to comply with the Local Government Budget and Fiscal Control Act of the State of North Carolina.

SECTION 6. Within five (5) days after adopted, copies of this grant project amendment shall be filed with the City Manager, Finance Director, and City Clerk for direction in carrying out this project.

SECTION 7. The Finance Director is directed to report on the financial status of this project in accordance with the existing City policy. She shall also report to the City Manager any unusual occurrences.

Duly adopted by the City Council of the City of Concord, North Carolina this 11th day of January 2024.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST: _____
Kim Deason, City Clerk

Valerie Kolczynski, City Attorney

ORD. #

AN ORDINANCE TO AMEND FY 2023-2024 BUDGET ORDINANCE

WHEREAS, the City Council of the City of Concord, North Carolina did on the 8th day of June, 2023, adopt a City budget for the fiscal year beginning July 1, 2023 and ending on June 30, 2024, as amended; and

WHEREAS, it is appropriate to amend the expense/expenditures and the revenue accounts in the funds listed for the reason stated;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Concord that in accordance with the authority contained in G.S. 159-15, the following accounts are hereby amended as follows:

Account	Title	<u>Revenues</u>		(Decrease) Increase
		Current Budget	Amended Budget	
100-4603200	Police Grants	\$310,303	\$1,380,068	\$1,069,765
Total				<u>\$1,069,765</u>

Account	Title	<u>Expenses/Expenditures</u>		(Decrease) Increase
		Current Budget	Amended Budget	
4310-5800429	Grant Expenditures	\$22,049.95	\$1,091,814.95	\$1,069,765
Total				<u>\$1,069,765</u>

Reason: To appropriate the FY24 North Carolina General Assembly House Bill 259 Grant award.

Adopted this 11th day of January 2024.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST: _____
Kim Deason, City Clerk

VaLerie Kolczynski, City Attorney

ROY COOPER
Governor

ELIZABETH S. BISER
Secretary

RICHARD E. ROGERS, JR.
Director



NORTH CAROLINA
Environmental Quality

November 22, 2023

Crystal Scheip, Water Resources Project Manager
Concord
Post Office Box 308
Concord, NC 28026

Subject: WSRP Meets Minimum Criteria

Concord
PWSID#: 01-13-010
Cabarrus County

Dear Crystal Scheip,

This letter is to notify you that our staff has reviewed the information contained in the Water Shortage Response Plan (WSRP) update submitted by your office. Since all the required information is complete, the WSRP for Concord hereby meets the minimum criteria established in North Carolina General Statute 143-355.2 (a) and 15A NCAC 02E. 0607.

The Water Shortage Response Plan must next be adopted by your water system's governing board; a model WSRP resolution is available online on the right side of the Local Water Supply Plan page at: <https://www.ncwater.org/WUDC/app/LWSP/learn.php>. Once adopted, a copy of the signed resolution must be submitted to Linwood Peele, Water Supply Planning Branch Supervisor, at the address printed at the bottom of this letter or by e-mail to the review engineer shown below. Please note, the WSRP cannot be considered compliant with the requirements of NCGS 143-355(l) until an adopted resolution is received by the Division.

Please be advised that the review process for Water Shortage Response Plans is separate from the review process for your Local Water Supply Plan (LWSP). If you have submitted your LWSP but haven't already been contacted by the Division, you will receive notification as soon as the review of your LWSP is complete.

Thank you very much for your efforts to provide your customers with a safe and reliable supply of drinking water. We look forward to continuing to work with you in these efforts. Please contact Vardry E. Austin at vardry.austin@deq.nc.gov or (919)707-9002, or Linwood Peele at linwood.peele@deq.nc.gov or (919) 707-9024 if we can be of further assistance.

Sincerely,

Karen Higgins, Planning Section Chief
Division of Water Resources, NCDEQ



North Carolina Department of Environmental Quality | Division of Water Resources
512 North Salisbury Street | 1611 Mail Service Center | Raleigh, North Carolina 27699-1611
919.707.9000

**STATE OF NORTH CAROLINA
CABARRUS COUNTY**

**INTERJURISDICTIONAL
PRETREATMENT AGREEMENT**

THIS INTERJURISDICTIONAL PRETREATMENT AGREEMENT (this “**AGREEMENT**”) made and entered into this ____ day of _____, 2023, by and between the **CITY OF CONCORD**, hereinafter referred to as “**JURISDICTION**”, and the **WATER AND SEWER AUTHORITY OF CABARRUS COUNTY**, hereinafter referred to as “**WSACC**”. **JURISDICTION** and **WSACC** are collectively referred to as “**PARTIES**”.

WITNESSETH:

THAT, WHEREAS, the **PARTIES** are engaged in providing wastewater treatment and/or collection services in accordance with state and federal laws and regulations; and

WHEREAS, the **JURISDICTION** provides no wastewater treatment services; the **JURISDICTION** provides and maintains a wastewater collection system, over which the **JURISDICTION** controls the use and connections thereto; and

WHEREAS, **WSACC** provides and maintains a multi-jurisdictional wastewater collection system and treatment facilities, in accordance with the NPDES Permit Number NC0036269, NPDES Permit Number NC0081621, and Collection System Permit Number WQCS00009, which services include the treatment of wastewater within the jurisdictional area of the **JURISDICTION**; and

WHEREAS, the **JURISDICTION** and **WSACC** previously entered into an existing Interjurisdictional Pretreatment Agreement, which terminates on December 31, 2023; and

WHEREAS, **WSACC** is identified by the North Carolina Department of Environmental Quality (“**DEQ**”) and the United States Environmental Protection Agency as being responsible for the Publicly Owned Treatment Works (“**POTW**”), including the Rocky River Regional Wastewater Treatment Plant and the Muddy Creek Wastewater Treatment Plant (together, the “**TREATMENT PLANTS**”); and

WHEREAS, **WSACC** is required by the state and federal regulations to control the introduction of pollutants from non-domestic users into the **TREATMENT PLANTS** by development and implementation of a pretreatment program; and

WHEREAS, **DEQ** requires an interlocal agreement with each local jurisdiction served, for the implementation and enforcement of the pretreatment program, by **WSACC**, in accordance with 40 CFR Section 403 of the Federal Regulations.

NOW, THEREFORE, IT IS MUTUALLY AGREED AS FOLLOWS:

**Pretreatment and Surcharge Program Agreement
Article I**

Section A - Pretreatment Program

- 1) **WSACC** agrees to provide, implement, and maintain an approved pretreatment program as required by state and federal laws and regulations for the control of non-domestic discharges, in accordance with 40 CFR Section 403 of the Federal Regulations.
- 2) As part of the pretreatment program, **WSACC's** Sewer Use Ordinance, which shall be amended as necessary to remain consistent with state and federal regulations, contains the conditions and limitations to be met by each non-domestic discharger including federal and state pretreatment standards. This program allows **WSACC** to deny or conditionally approve new or increased contribution of flow and/or pollutants and to establish requirements for existing sources.
- 3) The Sewer Use Ordinance establishes the requirements for filing an Industrial Discharge Permit Application/Survey to discharge non-domestic wastewater into the Rocky River Regional Wastewater System and Muddy Creek Wastewater System. The Sewer Use Ordinance also establishes the following authorities:
 - a) Requires existing non-domestic users to develop a compliance schedule for the installation of technology necessary to meet current pretreatment standards and to submit self-monitoring reports.
 - b) Gives the staff of **WSACC** the authority to carry out inspections, surveillances and monitoring procedures necessary to determine compliance. This shall include the right to enter a non-domestic user's premises to examine records of monitoring activities.
 - c) Allows **WSACC** to seek injunctive relief for noncompliance and to seek and assess civil penalties for noncompliance.
 - d) Gives **WSACC** the authority to halt or prevent any discharges that present or are likely to present an imminent or substantial endangerment to the health or welfare of any person or the environment, or that threaten to interfere with the operations of the **TREATMENT PLANTS**, or cause violation of **WSACC's** permits.
 - e) Items (a) through (d) above shall not be interpreted as exclusive and, shall not be interpreted as preventing or restricting the **JURISDICTION** from exercising the same rights, privileges, and/or immunities pursuant to the **JURISDICTION's** Sewer Use Ordinance.
- 4) The **JURISDICTION** agrees to adopt a Sewer Use Ordinance that parallels the Sewer Use Ordinance adopted by **WSACC**, which is consistent with state and federal regulations. The

JURISDICTION's Sewer Use Ordinance shall be amended as necessary to ensure that all the requirements of the **JURISDICTION**'s Sewer Use Ordinance are as stringent as the requirements of **WSACC**'s Sewer Use Ordinance.

- 5) The **JURISDICTION** agrees to require, by its Sewer Use Ordinance, that all non-domestic dischargers, existing and future, file an Industrial Discharge Permit Application/Survey directly with **WSACC** and to comply with all other provisions of **WSACC**'s Sewer Use Ordinance.
- 6) **WSACC** will deliver a copy of the draft Industrial Discharge Permit to the **JURISDICTION** for review and approval. Comments must be received by **WSACC** within fourteen (14) days from the date the draft Industrial Discharge Permit was received by the **JURISDICTION**. If the **JURISDICTION** does not provide comments to **WSACC** within the 14-day period, the **JURISDICTION** is deemed to have no comments and the permit shall be sent to the industrial user and the State for approval as drafted. Any changes requested or required by the **JURISDICTION** must be justified by the **JURISDICTION**. If the **JURISDICTION** needs to impose any special conditions upon a specific discharger, such as the requirement to equalize flow to protect sewer lines, the **JURISDICTION** must notify the discharger and **WSACC**. **WSACC** shall include these special conditions in the permit.
- 7) Both the **JURISDICTION** and **WSACC** agree to uphold the permit limitations or conditions imposed upon a non-domestic discharger by either or both.
- 8) **WSACC** agrees to provide the **JURISDICTION** with copies of all permits and copies of all correspondence with non-domestic dischargers connected to the **JURISDICTION**'s wastewater collection system.
- 9) To the extent the **JURISDICTION** possesses such records, the **JURISDICTION** agrees to provide **WSACC**, upon request, any and all records relating to water use and wastewater discharges by non-domestic user(s) for the purpose of validation of monitoring records and compliance with pretreatment standards and requirements. The **JURISDICTION** and **WSACC** shall have the right to require the installation of a flow meter on wastewater services for wastewater volume determination pursuant to existing policies and procedures.
- 10) The **JURISDICTION** agrees to control, as provided for in the **JURISDICTION**'s Sewer Use Ordinance, connections to its wastewater collection system so that all connections meet the requirements of the **JURISDICTION**'s Sewer Use Ordinance. Procedures for approving industrial connections to the sanitary sewer system are summarized in Appendix A.
- 11) The staffs of the **JURISDICTION** and **WSACC** agree to coordinate in good faith prior to severing the power and/or water service to prevent any adverse impacts on the sanitary sewer system, the **TREATMENT PLANTS**, or the environment.

Section B - Surcharge Program

WSACC shall include in the Sewer Use Ordinance discharge limits based on the treatment plant influent design for particular constituents. Users discharging in excess of the constituent levels listed in the Sewer Use Ordinance will be subject to surcharges due and payable to **WSACC** as noted on invoices for the surcharges. Surcharges are not an exclusive remedy and may be used in conjunction with additional enforcement remedies to obtain compliance with the Sewer Use Ordinance or an applicable Industrial Discharge Permit. No discharge will be allowed which will cause **WSACC** to be in non-compliance with its permits for the **TREATMENT PLANTS**.

Section C - Compensation

- 1) **WSACC** will establish the basis for a Surcharge Rate Structure uniform throughout **WSACC's** service area and the **JURISDICTION** and consistent with current state and federal regulations. **WSACC** will review and update the surcharge rate as necessary to comply with the Sewer Use Ordinance and to recover all the cost incurred by the excess loadings (e.g. Surcharge Fees). Any proposed changes and modifications to the Surcharge Rate Structure will be reviewed with the **JURISDICTION** before adoption.
- 2) **WSACC** will include in and as a separate part of the Surcharge Rate Schedule Program, a Rate Schedule that shall recover the cost for administering and monitoring of the Pretreatment and Surcharge Programs (e.g. Program Fees and Sample Fees).
- 3) The Rate Schedules for the Pretreatment and Surcharge Programs, described in number 1 and 2, shall be reviewed by **WSACC** annually to insure that each non-domestic source is paying a reasonable fair share. Each non-domestic user, subject to the Pretreatment and Surcharge Programs shall be billed directly by **WSACC**. Bills are payable within twenty (20) days from the billing date.
- 4) To the extent the **JURISDICTION** possesses such records, the **JURISDICTION** agrees to provide the EHS Compliance Manager at the **TREATMENT PLANTS** with monthly water consumption and wastewater metered data by the third (3rd) day of each month for the previous month. The data will be used to calculate the monthly Surcharge Billing for each non-domestic user subject to the Pretreatment and Surcharge Programs, in accordance with **WSACC's** Sewer Use Ordinance.

Article II

Remedies For Non-compliance

- 1) The **JURISDICTION** agrees to reimburse and hold harmless **WSACC** from all costs and damages to treatment works or disruption of treatment processes or operations, including costs for sludge disposal, which may result from any act or omission by the **JURISDICTION** not in accordance with this **AGREEMENT**.
- 2) **WSACC** and the **JURISDICTION** agree to not accept any wastewater from any source, domestic or non-domestic, whose facilities do not meet all State requirements concerning obtaining and holding a valid permit prior to construction or whose permit has been revoked by **WSACC**.
- 3) The **JURISDICTION** agrees that **WSACC** may exercise any of its enforcement options within its Sewer Use Ordinance, **WSACC**'s Enforcement Response Plan and/or the industry's permit. The **JURISDICTION** also agrees to support **WSACC** in the enforcement procedures and action(s) taken by **WSACC** to correct violations of **WSACC**'s Sewer Use Ordinance and Pretreatment Program, provided such enforcement action(s) and procedures are in accordance with **WSACC**'s Sewer Use Ordinance as may be amended.
- 4) In the event the **JURISDICTION** and/or **WSACC** fails to comply with any of the terms of this **AGREEMENT**, **WSACC** and/or the **JURISDICTION** may initiate appropriate action for damages or for specific performance for compliance with the terms hereof.

Article III

Section A - Duration of Agreement

This **AGREEMENT** is effective as of the day and year first above written and, unless amended or modified as set forth in Article III, Section B hereinafter, shall remain in effect until December 31, 2043. Action to review, renew, and/or extend this **AGREEMENT**, as written or as appropriately modified, shall require action by both respective governing bodies of **WSACC** and the **JURISDICTION** on or before December 1, 2043.

Section B - Method of Amendment/Termination of Agreement

This **AGREEMENT** may be amended or terminated only by a vote of the majority of the members of each of the respective governing boards of **WSACC** and the **JURISDICTION**.

Section C - Warranties

WSACC and the **JURISDICTION** hereby warrant and represent that:

- a) Execution of this **AGREEMENT** and full performance of its own obligations hereunder is fully authorized by law;
- b) Each has complied or will comply with all procedures necessary to render its execution of this **AGREEMENT** and the performance of its obligations hereunder as valid, legal and binding acts of **WSACC** or the **JURISDICTION**, respectively.

Section D - Miscellaneous

WSACC and the **JURISDICTION** further say that:

- a) No failure or delay in exercising any right hereunder on the part of either party shall operate as a waiver thereof, nor shall any single or partial exercise by either party of any right hereunder preclude any other further exercise thereof or the exercise of any other right;
- b) Except as modified by separate written agreement of **WSACC** and the **JURISDICTION** and/or termination as provided herein, this **AGREEMENT** shall be binding upon and endure to the benefit of **WSACC** and the **JURISDICTION**, and their respective successors and assigns.
- c) Either party perceived to be in violation of this **AGREEMENT** by the other shall be notified in writing of the perceived violation by the other and given ten (10) days from the receipt of such notification to cure any such violation. Said notice shall be hand-delivered to the Executive Director of **WSACC** or the Signatory Representative of the **JURISDICTION**.
- d) Neither party shall be liable to the other for violation of this **AGREEMENT** when such violation is proximately caused by force majeure whether by act of nature or person.

[SIGNATURE PAGES FOLLOW]

IN WITNESS WHEREOF, the **PARTIES** have executed this **AGREEMENT** in duplicate originals, following due and proper approval by their respective governing bodies in official session.

**WATER AND SEWER AUTHORITY OF
CABARRUS COUNTY**

By: _____
Name: Michael Wilson
Title: Executive Director

ATTEST:

Tammy Garifo, Executive Secretary
to the Board of Directors
(Seal)

This instrument has been pre-audited in the manner required by the “Local Government Budget and Fiscal Control Act”.

Wendi Heglar, Finance Director

Date

IN WITNESS WHEREOF, the **PARTIES** have executed this **AGREEMENT** in duplicate originals, following due and proper approval by their respective governing bodies in official session.

CITY OF CONCORD

By: _____
Name: _____
Title: _____

ATTEST:

_____, _____
(Seal)

This instrument has been pre-audited in the manner required by the “Local Government Budget and Fiscal Control Act”.

_____, _____ _____
Date

APPENDIX A

PROCEDURES FOR APPROVING INDUSTRIAL

CONNECTIONS

TO THE SANITARY SEWER SYSTEM

- (1) Once the user has contacted the JURISDICTION for a tie-in connection to discharge non-domestic wastewater into the sanitary sewer system, the JURISDICTION should review the request and determine whether it approves the wastewater discharge, discharge location, sampling location, connection to sanitary sewer system, etc. WSACC shall be informed in writing of the JURISDICTION's decision, questions and/or concerns.
- (2) If the user proposes non-domestic discharge (i.e. industrial user), upon approval from the JURISDICTION, the industrial user shall be instructed by the JURISDICTION to submit a completed Industrial User Wastewater Survey and Permit Application to WSACC for review. If the JURISDICTION does not have a copy of the application, it should instruct the industrial user to contact WSACC's Pretreatment staff at 704-788-4164.
- (3) WSACC will review the application and determine whether the wastewater can be accepted into one of the TREATMENT PLANTS. Upon this determination, WSACC will submit a letter to the industrial user of the decision, with a copy forwarded to the JURISDICTION. For connections denied, the industrial user may appeal the decision or request a hearing in accordance with WSACC's Sewer Use Ordinance.
- (4) Once the proposed connection has been properly approved by both WSACC and the JURISDICTION, WSACC will determine whether the industrial user should be permitted and/or included in the local pretreatment program.
- (5) WSACC will notify the industrial user of the final determination and a copy of all correspondence will be sent to the JURISDICTION, in accordance with this AGREEMENT.

Note: These same procedures should be followed for additional connections to the sanitary sewer system from existing industries.

Updated: 05/23

Water Shortage Response Plan

City of Concord, North Carolina

May 2023

This plan and the procedures herein are written to reduce potable water demand and supplement existing drinking water supplies whenever existing water supply sources are inadequate to meet current demands for potable water.

I. Authorization

As documented in Chapter 62 of the City of Concord Code of Ordinances, City Manager has the authority to and shall enact the following water shortage response provisions whenever the trigger conditions outlined in Chapter 62 are met. In his or her absence, the Water Resources Director will assume this role.

City Manager
Mr. Lloyd Payne, Jr.
Phone: (704) 920-5215
E-mail: paynel@concordnc.gov
Address: 35 Cabarrus Avenue, West
Concord, North Carolina 28025

Water Resources Director
Mr. Jeff Corley
Phone: (704) 920-5372
E-mail: corleyj@concordnc.gov
Address: Alfred M. Brown Operations Center
635 Alfred Brown Jr. Court SW
Concord, NC 28026-0308

II. Notification

The following notification methods will be used to inform both City water system employees and customers (citizens and wholesale customers under contract, if applicable) of a water shortage declaration:

- Use of Connect CTY, an automated telephone notification system which can be used to contact all customers or selected customers as needed in instances such as a water system failure in a particular area of the City
- Notice posted on City's website homepage
- Use of employee email system
- Issuing of press releases

- Notices posted in public locations such as municipal buildings, billboards, and local radio and television stations.

Existing City of Concord water customers will have several opportunities to comment on the provisions of the draft Water Shortage Response Plan. First, this particular draft plan will be available for customers to view at both the City Hall Building located at 35 Cabarrus Avenue W. in downtown Concord, and at the Alfred M. Brown Operations Center Complex located at 635 Alfred Brown Jr. Court SW in Concord. In addition, the same draft plan will be published on the City of Concord’s website (www.concordnc.gov), and a notice of the plan’s availability will be in the local newspaper (Independent Tribune) at least thirty (30) days prior to an adoption voted on by City Council.

III. Levels of Response

The Drought Response Plan is broken into five levels (Table 1); these levels are modeled after the Catawba-Wateree and Yadkin Pee-Dee Low Inflow Protocols (LIP) and the Water and Sewer Authority of Cabarrus County (WSACC) Drought Operational Plan (Black & Veatch, 2004), which operates the largest reservoir used by the City of Concord in the Rocky River Subbasin. These drought levels and implementation of their associated actions would also apply in another water shortage situation, such as a water quality or equipment failure situation. These levels, and associated water reduction measures, are further defined in the attached Chapter 62 of the Code of Ordinances and the City’s Drought Management Plan, which was updated in December 2007.

Level 0 is unrestricted water use. In Level 1, also considered a water conservation stage, there is unrestricted water use; however, the City encourages water conservation and does public education in support of the voluntary conservation. These measures to manage daily demand have reduced overall water use compared to the baseline year of September 2006 through August of 2007, prior to the most recent drought when refinement of these stages of water usage reduction occurred. A tiered residential rate structure to discourage excessive water use was in place during that baseline timeframe. Table 2 presents the tiered rate structure.

TABLE 1
Drought Stages
City of Concord Water Shortage Response Plan

Drought Level	Level Name	Reduction Goal
0	Drought Planning	Conservation
1	Drought Watch	Voluntary 3 to 5% reduction (or more)
2	Drought Warning	Mandatory 5 to 10% reduction (or more)
3	Drought Emergency Level I	Mandatory 10 to 20% reduction (or more)
4	Drought Emergency Level II	Mandatory 20 to 30% (or more)

Note: These stages would also apply in any water shortage situation.

TABLE 2
 Residential Rate Structure
City of Concord Water Shortage Response Plan

Block	Water Use
1	0 to 6,000 gallons per month
2	6,001 to 8,999 gallons per month
3	9,000 gallons per month and Irrigation Service

Note: This structure reflects changes made the rate structure for FY2020.

IV. Triggers

Triggers developed for the City’s Water Shortage Response Plan are the same as those identified in the 2007 Drought Management Plan. These triggers, presented in Tables 2, 3, and 4, were developed using the Final Catawba-Wateree LIP, the Draft Yadkin Pee-Dee LIP, and the WSACC Drought Operation Plan. As a condition of the City’s interbasin transfer certificate, the City must implement its Drought Management Plan if a trigger point is reached for any of the three areas or if statewide requirements are implemented under the Water Use During Drought and Water Supply Emergencies section of 15A NCAC 02.E.0600 when a drought stage declaration is made by the North Carolina Drought Management Advisory Council (NCDMAC). Therefore, four sets of trigger points are applicable to the City.

Further, if a state of emergency related to water supply is declared by the City Mayor, an emergency action plan and vulnerability assessment will trigger these staged responses.

Final Catawba-Wateree Low Inflow Protocol

The Catawba-Wateree LIP provides trigger points and procedures for the Catawba-Wateree Hydroelectric Project, and lists all parties with vested interests in water quantity of the Catawba River Basin. The LIP provides procedures for all public water supply withdrawal within the Catawba River Basin. The trigger points are a combination of factors that are indicators of the hydrologic condition of the Catawba River Basin. These indicators include (1) the storage index (SI); (2) the Drought Monitor trigger point, the 3-month numeric average of the published U.S. Drought Monitor for the region; and (3) the United States Geologic Survey (USGS) rolling 6- month average for USGS monitored streams, calculated as a percentage of the period of record rolling average for the same 6-month period. Table 3 presents the trigger points for the Catawba-Wateree LIP drought response

TABLE 3
Catawba-Wateree LIP Drought Response Trigger Points
City of Concord Water Shortage Response Plan

Stage	Storage Index		Drought Monitor (3-month average)		Monitored USGS Stream Flow Gages
0 ^a	90% < SI < 100% TSI		3 m. Ave DM \geq 0		Ave \leq 85% LT 6 mo. Ave
1	75% TSI < SI \leq 90% TSI	and	3 m. Ave DM \geq 1	or	Ave \leq 78% LT 6 mo. Ave
2	57% TSI < SI \leq 75% TSI	and	3 m. Ave DM \geq 2	or	Ave \leq 65% LT 6 mo. Ave
3	42% TSI < SI \leq 57% TSI	and	3 m. Ave DM \geq 3	or	Ave \leq 55% LT 6 mo. Ave
4	SI \leq 42% TSI	and	3 m. Ave DM = 4	or	Ave \leq 40% LT 6 mo. Ave

^aStage 0 is triggered when any two of the three trigger points are reached.

Yadkin Pee-Dee Low Inflow Protocol

The LIP for the Yadkin-Pee Dee River is based on the water storage of High Rock Reservoir's normal minimum elevation (NME), which is a monthly value that ranges from 613.9 feet above mean sea level (MSL) (National Geodetic Vertical Datum [NGVD] 1929) in January to 619.9 feet above MSL from April to October. The second two trigger points for the Yadkin-Pee Dee River Basin are the same as in the Catawba-Wateree, except the monitored USGS stream flow gage data are the 3-month rolling average as a percent of the historical average. Table 4 presents the trigger points for the Yadkin-Pee Dee LIP drought response.

TABLE 4
Yadkin Pee-Dee LIP Drought Response Trigger Points
City of Concord Water Shortage Response Plan

Stage	High Rock Reservoir Elevation		Drought Monitor (3-month average)		Monitored USGS Stream Flow Gages
0	< Normal Min. Elevation (NME) <NME minus 0.5 ft	<i>and either</i>	3 m. Ave DM \geq 0 OR Any	<i>or</i>	Ave \leq 48% LT Ave Any
1	<NME minus 1 ft	<i>and</i>	3 m. Ave DM \geq 1	<i>or</i>	Ave \leq 41% LT Ave
2	<NME minus 2 ft	<i>and</i>	3 m. Ave DM \geq 2	<i>or</i>	Ave \leq 35% LT Ave
3	<NME minus 3 ft	<i>and</i>	3 m. Ave DM \geq 3	<i>or</i>	Ave \leq 30% LT Ave
4	< ½ (NME minus Critical Elevation)	<i>and</i>	3 m. Ave DM = 4	<i>or</i>	Ave \leq 30% LT Ave

WSACC Drought Operation Plan

Lake Howell, operated by WSACC, represents 74 percent of the total useable storage for the combined reservoir system for the Cities of Concord and Kannapolis and has been selected as the reservoir that provides the indication of the hydrologic condition of the County's water supply watersheds within the Rocky River subbasin. Five conditions or trigger points, normal and Stages 1 through 4, were identified and are based on the useable volume available in the reservoir and the current reservoir inflow. Table 5 shows the trigger points for the Rocky River Subbasin.

TABLE 5
WSACC Regional Drought Operation Plan Drought Response Trigger Points
City of Concord Water Shortage Response Plan

Stage	Lake Howell Useable Volume		Percent of Historical Mean Reservoir Inflow (cfs)
<i>Normal</i>	>70%	and	>75%
1	>70%	but	<75%
2	=70%		----
3	40% to 60%		----
4	30% to 50%		----

Note: cfs = cubic feet per second

NC Drought Management Advisory Council

Drought level designation by the NC Drought Management Advisory Council is also a trigger mechanism for this WSRP and will be followed.

Easing Triggers as Conditions Improve

As drought conditions improve and the triggers described above are eased over time, the City would ease its stages of water conservation in reverse order. The City will only take action as the worst of the four triggers (LIPs, WSACC Plan, or NC DMAC designation) is eased, as dictated in its IBT Certificate.

V. Enforcement

Water use violations can be reported to the City via their main 24-hour hotline (704-920-5555). Also, city staff has the responsibility to report violations they observe while conducting their work duties.

The following is a list of action that will be taken by the City upon customers who do not adhere to the water restrictions outlined above and in Chapter 62, Water Emergency, of the Code of Ordinances. The enforcement of the water restrictions does not only apply to

individual customers, but also to municipalities that receive water from the City's distribution system.

Enforcement actions include:

(1) *Penalties.* Any person violating the mandatory provisions of the water restrictions shall be issued a citation and a penalty of \$100.00 for residential customers or the amount established in the Code of Ordinances for non-residential or commercial or industrial users.

(2) *Discontinuance of Service.* Water service may be temporarily discontinued for willful disregard of water restrictions. All applicable penalty fees may be applied in the event of service suspensions. In the event of continued gross noncompliance with the water restrictions, the meter will be removed and the service will be discontinued. Connection fees and deposits will be forfeited.

(3) *Adoption and Enforcement of Drought Mitigative Measures.* Municipal customers, water corporations or company compliance municipalities as well as water corporations or companies purchasing water from the City shall adopt and enforce this entire section as a condition of continuing existing water sales agreements. Upon declaration of a water emergency, such municipalities and companies shall enforce the appropriate water use restrictions for the level of drought stage. Water service to such municipalities and companies shall be terminated for not enforcing the provisions of this section.

(4) *Drought Surcharge Policy.* During periods of extended and extreme drought when mandatory water usage restrictions are necessary, an additional 10% surcharge will be applied to Blocks 2 and 3 (use above 6,000 and 9,000 gallons/month and irrigation service, respectively) of the current tiered residential service rate.

Also, irrigation systems using well water must be registered and have the registration posted. These systems are accounted for using a registration system so that it is easier to identify violations of irrigation bans using potable water.

VI. Variance Protocols

The City understands that water restrictions can cause economic hardships on certain portions of their water customers; additionally, the restriction could be infeasible for others that have implemented water use reduction strategies into their daily practices prior to drought conditions being in place. Variances will be considered for: those showing proof of economic hardship, public health care facilities, or those that have previously implemented and documented water use reduction strategies such that achieving further water reduction goals may not be achievable. Variance requests should be directed in writing to the City Manager.

The Manager, or his or her designee, will issue a ruling on the variance. A decision on the variance will be made within two weeks of the submittal.

VII. Effectiveness

The effectiveness of the City's WSRP will be determined by comparing the stated water conservation goals with observed water use reduction data. Tracking will be conducted using a spreadsheet, updated monthly, which compares water use against the baseline time period seasonal data. Other factors to be considered include use of the tiered rate structure, frequency of plan activation, notification procedures, any problem periods without activation, and total number of violation citations.

VIII. Revision

This WSRP will be reviewed and revised as needed to adapt to new circumstances affecting water supply and demand, following implementation of emergency restrictions, and at a minimum of every five years in conjunction with the updating of the Local Water Supply Plan. Further, a water shortage response planning work group will review procedures following each emergency or rationing stage to recommend any necessary improvements to the plan to City's Council. If revisions are not recommended following a review, a memo will be filed documenting the effectiveness of the WSRP. The Water Resources Director is responsible for initiating all subsequent revisions.

RESOLUTION FOR APPROVING WATER SHORTAGE RESPONSE PLAN

WHEREAS, North Carolina General Statute 143-355 (l) requires that each unit of local government that provides public water service and each large community water system shall develop and implement water conservation measures to respond to drought or other water shortage conditions as set out in a Water Shortage Response Plan and submitted to the Department for review and approval; and

WHEREAS, as required by the statute and in the interests of sound local planning, a Water Shortage Response Plan for the City of Concord, has been developed and submitted to the City Council for approval; and

WHEREAS, the City Council finds that the Water Shortage Response Plan is in accordance with the provisions of North Carolina General Statute 143-355 (l) and that it will provide appropriate guidance for the future management of water supplies for the City of Concord, as well as useful information to the Department of Environment Quality for the development of a state water supply plan as required by statute;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Concord that the Water Shortage Response Plan entitled, Water Shortage Response Plan dated May 2023, is hereby approved and shall be submitted to the Department of Environment Quality, Division of Water Resources; and

BE IT FURTHER RESOLVED that the City Council intends that this plan shall be revised to reflect changes in relevant data and projections at least once every five years or as otherwise requested by the Department, in accordance with the statute and sound planning practice.

This the _____ day of _____, 20_____.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST:

Kim J. Deason, City Clerk

NORTH CAROLINA
CABARRUS COUNTY

**STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND
MAINTENANCE AGREEMENT**

THIS STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND MAINTENANCE AGREEMENT (“Agreement”), made this _____ day of _____, 2023, by JPO Christenbury, LP, a North Carolina limited partnership, whose principal address is 1911-E Associates Lane, Charlotte, NC 28217 (hereinafter “Grantor”), with, to, and for the benefit of the City of Concord, a municipal corporation of the State of North Carolina, whose address is P.O. Box 308, Concord North Carolina 28026-0308, (hereinafter “Grantee” or “City”).

W I T N E S S E T H:

WHEREAS, THE CITY COUNCIL ACCEPTED THIS STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND MAINTENANCE AGREEMENT ON _____.

WHEREAS, Grantor is the owner in fee simple of certain real property situated in the City of Concord, County of Cabarrus, North Carolina, and more particularly described as follows: 9101 Edenbury Dr., Concord, NC, Cabarrus County Property Identification Number (PIN): 4589-47-5971. Being the land conveyed to Grantor by deed recorded in Book and Page 16503/35 in the Office of the Register of Deeds for Cabarrus County (hereinafter referred to as the “Property”); and

WHEREAS, Grantor desires to develop and/or redevelop all or portions of the Property; and

WHEREAS, the Property is located within the planning jurisdiction of the City of Concord, and is subject to certain requirements set forth in the City of Concord Code of Ordinances Chapter 60, the Concord Development Ordinance, (hereafter “CCDO”), and the Concord Technical Standards Manual (hereafter “Concord Manual”); and

WHEREAS, conditions for development and/or redevelopment of the Property includes (i) the construction, operation and maintenance of an engineered stormwater control structure, namely a Sand Filter, as provided in the CCDO and the Concord Manual (the “Stormwater Control Measure” or “SCM”), (ii) Grantor’s dedication of a non-exclusive access easement to the City, as described in this Agreement, for inspection and maintenance of the Stormwater Control Measure; and (iii) the assumption by Grantor of certain specified maintenance and repair responsibilities; and

WHEREAS, this Agreement and the easements created herein are established in accordance with the requirements of N.C.G.S. Sec 143-211 *et. seq.*, Article 4 of the CCDO and Article I of the Concord Manual; and

WHEREAS, Grantor has full authority to execute this Agreement so as to bind the Property and all current and future owners and/or assigns.

NOW, THEREFORE, for valuable consideration, including the benefits Grantor may derive therefrom, the receipt and sufficiency of which is hereby acknowledged, Grantor hereby dedicates, bargains, grants and conveys unto Grantee, and its successors and assigns, a perpetual, and irrevocable right and non-exclusive easement in gross (of the nature and character and to the extent hereinafter set forth) in, on, over, under, through and across those portions of the Property shown on the attached **Exhibit “A” titled “SCM Access and Maintenance Easement” and labeled “SCM 21,538 SqFt. 0.494 Ac.”**, for the purpose of inspection and maintenance of the Stormwater Control Measure (hereinafter referred to as “SCM Easements”). Within the SCM Easements Grantor shall conduct best management practices as more fully set forth herein and in the CCDO and Concord Manual. Also within the SCM Easements, Grantor shall construct, maintain, repair and reconstruct the Stormwater Control Measure or SCM, which include (i) the SCM and any other stormwater quantity and/or quality control devices and/or structures, described on the plans approved by the City of Concord and filed at the A.M. Brown Operations Center, 850 Warren Coleman Blvd., Concord, NC 28025; and (ii) access to the aforesaid SCM across that portion of the Property shown on the attached **Exhibit “A” titled “SCM Access and Maintenance Easement” and labeled “SCM 21,538 SqFt. 0.494 Ac.”**, for the purpose of permitting City access, inspection and, in accordance with the terms of paragraph 4 of this Agreement, maintenance and repair of the SCM, as more fully set forth herein and in the CCDO and Concord Manual. Except as set forth herein, nothing contained in this Agreement shall be deemed to be a gift or dedication of any portion of Grantor’s Property to the general public or for any public use or purpose whatsoever, and further, except as specifically provided herein for the benefit of the City, no rights, privileges or immunities of Grantor shall inure to the benefit of any third-party, nor shall any third-party be deemed to be a beneficiary of any of the provisions contained herein.

The additional terms, conditions, and restrictions of this Agreement are:

1. The requirements pertaining to the SCM Easements are more fully set forth in the current adopted and published editions of the following four (4) documents: (i) Article 4 of the CCDO, (ii) Article I, Section I of the Concord Manual, (iii) the Sand Filter Inspection and Maintenance Plan attached as **Exhibit “B”** and (iv) as provided in the N.C. Dept. of Environment and Natural Resources (DENR) Stormwater Best Management Practices (BMP) Manual (the “NCDENR Manual”), all of which are incorporated herein by reference as if set forth in their entireties below. Grantor agrees to abide by all applicable codes including, but not limited to, those set forth above. All provisions required by the CCDO Section 4.4.6.B.1 are incorporated herein by reference, and Grantor agrees to abide by said provisions. Grantor further agrees that Grantor shall perform the following, all at its sole cost and expense:

- a. All components of the SCM and related improvements within the SCM Easements are to be kept in good working order.
- b. The components of the SCM and related improvements within the SCM Easements shall be maintained by Grantor as described in “**Exhibit B**”, the Sand Filter Inspection and Maintenance Plan.

2. Upon completion of the construction of the SCM, Grantor's N.C. registered professional engineer shall certify in writing to the Concord Director of Water Services that the SCM and all components are constructed and initially functioning as designed. Annual inspection reports (hereinafter referred to as "Annual Report(s)") are required each year and shall be made by Grantor on the written schedule provided to Grantor in advance by the City. The Annual Report(s) shall describe the condition and functionality of the SCM, and shall describe any maintenance performed thereon during the preceding year. The Annual Report(s) shall be submitted with the signature and seal of Grantor's N.C. registered professional engineer conducting the inspection. If necessary, the City will provide a letter describing the maintenance necessary to keep the SCM and all components and structures related to the SCM functioning as designed and with reasonable timeframes in which to complete the maintenance. If the Annual Report(s) recommends maintenance actions, the repairs shall be made within a reasonable time as defined by the City.

Grantor and Grantee understand, acknowledge and agree that the attached Inspection and Maintenance Plan describes the specific actions needed to maintain the SCM.

3. Grantor represents and warrants that Grantor is financially responsible for construction, maintenance, repair and replacement of the SCM, its appurtenances and vegetation, including impoundment(s), if any. Grantor agrees to perform or cause to be performed the maintenance as outlined in the attached Inspection and Maintenance Plan and as provided in the NCDENR Manual. Grantor and any subsequent transferee of Grantor or succeeding owner of the Property shall give the City written notice of the transfer of a fee or possessory interest in the Property listing the transferee's name, address of the Property, transferee's mailing address and other contact information. Grantor and any subsequent transferee of Grantor or succeeding owner of the Property shall not be responsible for errors or omissions in the information about the transferee provided to the City caused by acts or omissions of the transferee. The transferee shall give the City written notice of the acceptance and any future transfer of an interest in the Property listing the transferee's name, address of the Property; transferee's mailing address and other contact information. Upon the conveyance of the Property by Grantor to any transferee acquiring the Property by means of a conveyance document containing the language set forth in paragraph 9 below, Grantor is released from any further covenants or other obligations set forth in this Agreement.

4. If Grantor fails to comply with these requirements, or any other obligations imposed herein, in the City of Concord Code of Ordinances, CCDO, the Concord Manual or approved Inspection and Maintenance Plan, the City of Concord may perform (but is not obligated to perform) such work as Grantor is responsible for and recover the costs thereof from Grantor.

5. This Agreement gives Grantee the following affirmative rights:

Grantee, its officers, employees, and agents may, but is not obligated, to enter the SCM Easements whenever reasonably necessary for the purpose of inspecting same to determine compliance herewith, to maintain same and make repairs or replacements to the SCM, its appurtenances and condition(s) as may be necessary or convenient thereto in the event Grantor defaults in its obligations and to recover from Grantor the cost thereof, and in addition to other rights and remedies available to it, to enforce by proceedings at law or in equity the rights, covenants, duties, and other obligations herein imposed in this Agreement.

6. Grantor shall neither obstruct nor hinder the passage of vehicular traffic and pedestrians within the paved portion of the access easement granted herein by Grantor to Grantee.

7. Grantor shall, in all other respects, remain the fee owners of the Property and areas subject to the SCM Easement, and may make all lawful uses of the Property not inconsistent with this Agreement and the Easements granted herein.

8. Grantee neither waives nor forfeits the right to act to ensure compliance with the terms, conditions and purposes of the SCM Easement and this Agreement by a prior failure to act.

9. Grantor agrees:

a. That a reference to the deed book and page number of this document in a form substantially similar to the following statement in at least a 12 point bold face font on the first page of the document: **“Notice: The Property is subject to a Stormwater Control Measure (SCM), Access Easement and Maintenance Agreement enforced by the City of Concord and State of North Carolina recorded in the Cabarrus County Registry at DB _____ PG ____.”** shall be inserted by Grantor in any subsequent deed or other legal instrument by which Grantor may be divested of either the fee simple title to or possessory interests in the subject Property. The designation Grantor and Grantee shall include the parties, their heirs, successors and assigns; and

b. That the following statement shall be inserted in any deed or other document of conveyance:

“Title to the property hereinabove described is subject to the following exceptions:

That certain Stormwater Control Measure (SCM), Access Easement and Maintenance Agreement dated _____, 2023 with and for the benefit of the City of Concord, recorded in Book _____, Page _____ in the Cabarrus County Registry, North Carolina, creating obligations of payment and performance on the part of Grantor which Grantee hereby assumes and agrees to perform and pay as part of the consideration of this conveyance and accept further that this conveyance is made subject to any and all enforceable restrictions and easements of record (if applicable).”

In the event that such conveyance is other than by deed, the above terms of “grantor/grantee” may be substituted by equivalent terms such as “landlord/tenant.”

TO HAVE AND TO HOLD the aforesaid rights, privileges, and easements herein granted to Grantee, its successors and assigns forever and Grantor does covenant that Grantor is seized of said premises in fee and has the right to convey the same, that except as set forth below the same are free from encumbrances and that Grantor will warrant and defend the said title to the same against claims of all persons whosoever.

Title to the Property hereinabove described is subject to all enforceable deeds of trust, liens, easements, covenants and restrictions of record.

The covenants agreed hereto and the conditions imposed herein shall be binding upon Grantor and its agents, personal representatives, heirs and assigns and all other successors in interest to Grantor and shall continue as a servitude running in perpetuity with the above-described land.

THE CONCORD CITY COUNCIL APPROVED THIS AGREEMENT AND SCM ACCESS EASEMENT AND ACCEPTED THE SCM ACCESS EASEMENT AT THEIR MEETING OF _____, 2023 AS ATTESTED TO BELOW BY THE CITY CLERK.

CONCORD CITY COUNCIL APPROVAL OF THIS AGREEMENT AND THE SCM ACCESS EASEMENT IS A CONDITION PRECEDENT TO ACCEPTANCE BY THE CITY.

IN WITNESS WHEREOF, the parties have caused this instrument to be duly executed day and year first above written.

GRANTOR:

JPO Christenbury, LP, a North Carolina limited partnership

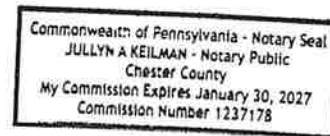
By: [Signature]
Name: Lawrence J. Dugan
Title: SENIOR VICE-PRESIDENT

**CHESTER
MONTGOMERY COUNTY
STATE OF PENNSYLVANIA**

I, Jullyn A Keilman, a Notary Public of the aforesaid County and State, do hereby certify that Lawrence J. Dugan personally appeared before me this day and acknowledged that he/she is the Senior Vice-President of JPO Christenbury, LP, an North Carolina limited partnership and that he/she as Senior Vice-President being authorized to do so, executed the foregoing on behalf of the company.

WITNESS my hand and notarial seal, this the 19th day of Dec., 2023.

Jullyn A Keilman
Notary Public
My commission expires: 1/30/27



GRANTEE:

City of Concord, a municipal corporation

By: _____
Lloyd Wm. Payne, Jr., City Manager

ATTEST:

Kim J. Deason, City Clerk
[SEAL]

APPROVED AS TO FORM

VaLerie Kolczynski, City Attorney

**STATE OF NORTH CAROLINA
COUNTY OF CABARRUS**

I, _____, a Notary Public of the aforesaid County and State, do hereby certify that Kim J. Deason personally appeared before me this day and acknowledged that she is the City Clerk of the City of Concord and that by authority duly given and as the act of the municipal corporation, the foregoing STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND MAINTENANCE AGREEMENT was approved by the Concord City Council at its meeting held on _____ and was signed in its name by its City Manager, sealed with its corporate seal and attested by her as its City Clerk.

WITNESS my hand and notarial seal, this the _____ day of _____, 2023.

Notary Public _____
My commission expires: _____

Consent of Lienholder

Firstrust Bank, a Pennsylvania banking corporation ("Lienholder"), hereby consents to the grant of the foregoing Stormwater Control Measure (SCM), Access Easement and Maintenance Agreement by JPO Christenbury, LP, a North Carolina limited partnership, filed in Deed Book _____, at Page _____, and joins in the execution hereof solely as Lienholder and hereby does agree that in the event of the foreclosure of the Deed of Trust and Security Agreement Collateral is or Includes Fixtures and any amendments thereto, recorded in Book 16503, Page 40, and the Assignment of Rents and Leases, and any amendments thereto, recorded in Book 16503, Page 67, all of the Cabarrus County Registry or other sale of said property described in the aforesaid documents under judicial or non-judicial proceedings, the same shall be sold subject to said Agreement and Easement.

IN TESTIMONY WHEREOF, said Lienholder has caused this Consent of Lienholder to be signed its name by its duly authorized officer, this the 19th day of December, 2023.

Firstrust Bank, a Pennsylvania banking corporation

By: [Signature]

Name: Joseph Schick

Title: Senior Vice President

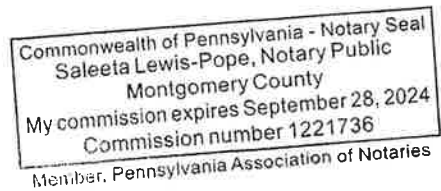
PENNSYLVANIA
COUNTY OF Montgomery

I, Saleeta Lewis Pope, a Notary Public in and for said State of Pennsylvania and County of Montgomery, do hereby certify that Joseph Schick personally appeared before me this day and acknowledged that he is the Senior Vice President of Firstrust Bank, a Pennsylvania banking corporation, and that he as an employee being authorized to do so, executed the foregoing on behalf of the corporation.

Witness my hand and notarial seal, this the 19th day of December, 2023.

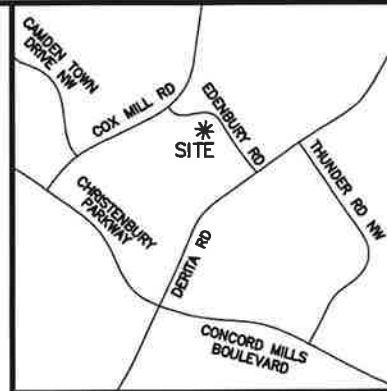
[Signature]
Notary Public

My Commission Expires: September 28, 2024



NOTES:

1. SUBJECT TRACT PARCELS: PIN# 45894759710000.
2. SUBJECT TRACT ADDRESS: 9101 EDENBURY DRIV, CONCORD, NC 28027.
3. DEED/PLAT REFERENCE(S): DB 16503 PG 35, PB 86 PG 55&56, MB 35 PG 3 & 4, ALTA/NSPS LAND TITLE SURVEY BY R B PHARR & ASSOCIATES, PA (NOT RECORDED).
4. NO RECOVERABLE NCGS MONUMENT FOUND WITHIN 2000' OF SUBJECT PROPERTY.
5. NO PROPERTY CORNERS SET AS PART OF THIS SURVEY.
6. THE PURPOSE OF THIS PLAT IS TO ILLUSTRATE THE LOCATION OF THE BMP POND.
7. PROPERTY IS NOT LOCATED WITHIN 2000' OF A NCGS MONUMENT.
8. SUBJECT TRACT IS GRAPHICALLY LOCATED IN ZONE "X" AND LOCATED IN THE CABARRUS COUNTY, CONCORD, NORTH CAROLINA. AREAS OF 0.2% ANNUAL CHANCE FLOOD; AREAS OF 1% ANNUAL CHANCE FLOOD WITH AVERAGE DEPTHS OF LESS THAN 1 FOOT OR WITH DRAINAGE AREAS LESS THAN 1 SQUARE MILE; AND AREAS PROTECTED BY LEVEES FROM 1% ANNUAL CHANCE FLOOD, AS SHOWN ON FEMA FIRM COMMUNITY PANEL NUMBER 3710458900L EFFECTIVE DATE NOVEMBER 16, 2018
9. HORIZONTAL AND VERTICAL CONTROL ESTABLISHED WITH GPS USING NCGS VRS
 - US SURVEY FOOT (SFT)
 - HORIZONTAL DATUM - NCSPCS (NAD 83/2011)
 - VERTICAL DATUM - NAVD 88

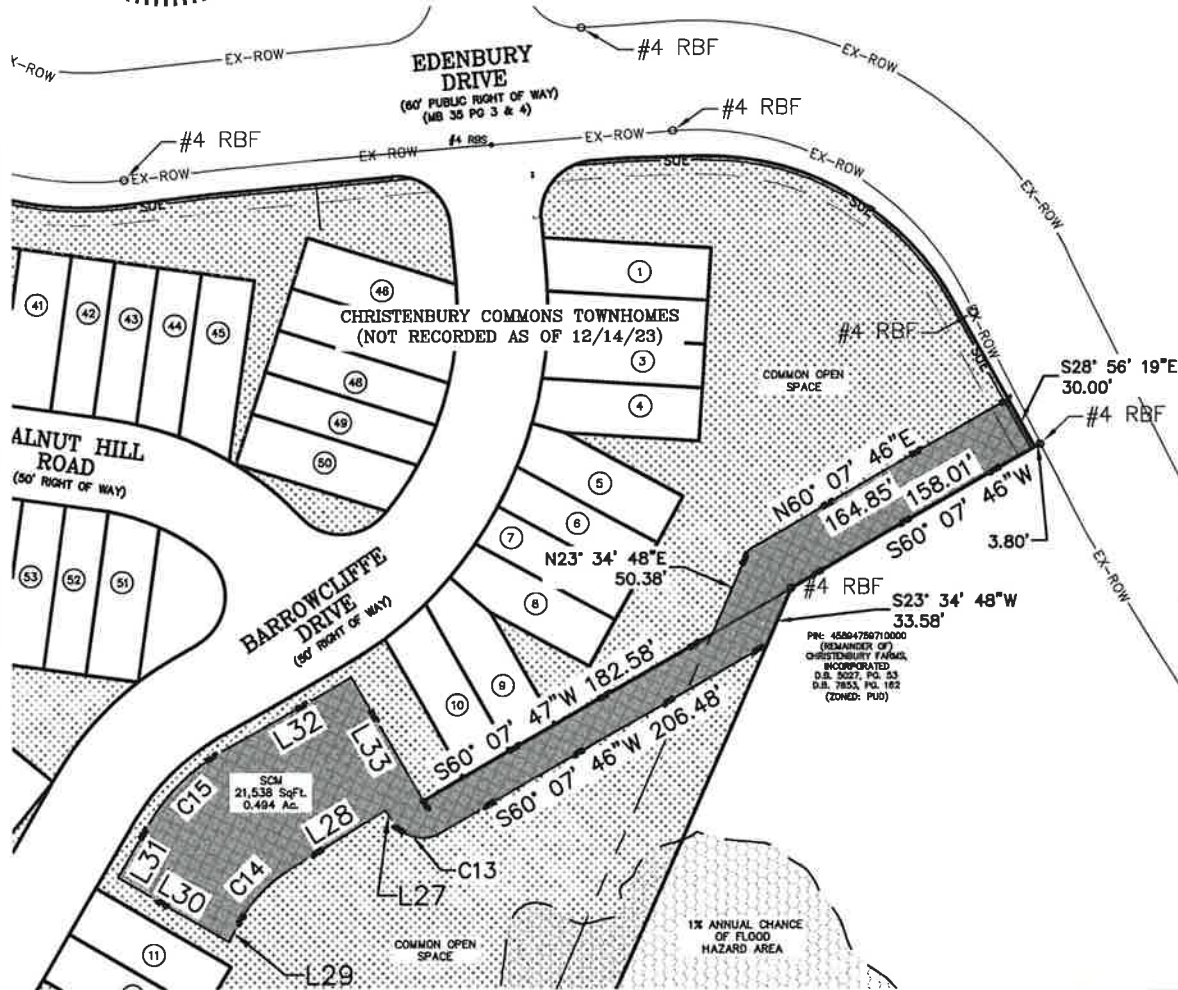


VICINITY MAP (NOT TO SCALE)



I, SCOTT O. OSTERHOUDT, CERTIFY THAT THIS PLAT WAS PREPARED UNDER MY SUPERVISION AND THAT THE PLAT WAS PREPARED FOR THE PURPOSE OF EASEMENT AND/OR RIGHT OF WAY ACQUISITION ONLY, AND IS NOT INTENDED TO BE A BOUNDARY SURVEY OF PROPERTY SHOWN.

Scott O. Osterhoudt 2023.12.15 09:41:11-05:00 **12/15/2023**
 SCOTT O. OSTERHOUDT NCPLS: L-5395 DATE



C:\NCA\Projects\JP Orleans\7315-00 - Christenbury Townhomes\06_Survey\03_DWG\07_Exhibit\7315-00_BMP_EXBT_00.dwg



BGE, INC. ALL RIGHTS RESERVED. COPIES OF THE ORIGINAL OF THIS DOCUMENT DISTRIBUTED BY THE SURVEYOR BEAR THE ORIGINAL SIGNATURE AND EMBOSSED SEAL OF THE SURVEYOR.
 SURVEY SERVICES PROVIDED BY BGE FS, INC., AN AFFILIATED COMPANY, NC LICENSE NUMBER C-4929
 1111 METROPOLITAN AVENUE, SUITE 250
 CHARLOTTE, NORTH CAROLINA 28204
 WWW.BGEINC.COM
 (980) 220-2322

REVISIONS	
0	SCALE 1"=100'
DRAWN BY: SOO	
DATE 12/14/2023	

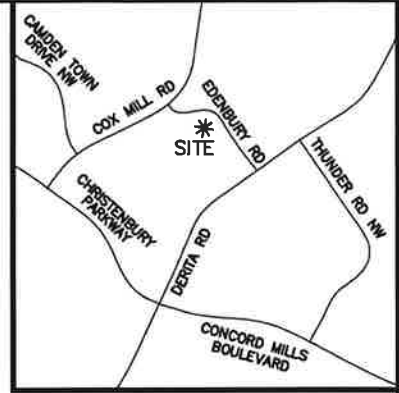
CHRISTENBURY COMMONS TOWNHOMES	
SCM ACCESS AND MAINTENANCE EASEMENT	
OWNER: JPO CHRISTENBURY, LP	
CHECKED BY: SOO SURVEY SUPR. SOO	

JOB NO. 8446-00
FILE NO. 8446
SHEET 1
OF 2

Exhibit A (p. 1082)

NOTES:

1. SUBJECT TRACT PARCELS: PIN# 45894759710000.
2. SUBJECT TRACT ADDRESS: 9101 EDENBURY DRIV, CONCORD, NC 28027.
3. DEED/PLAT REFERENCE(S): DB 16503 PG 35, PB 86 PG 55&56, MB 35 PG 3 & 4, ALTA/NSPS LAND TITLE SURVEY BY R B PHARR & ASSOCIATES, PA (NOT RECORDED).
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9. HORIZONTAL AND VERTICAL CONTROL ESTABLISHED WITH GPS USING NCGS VRS
 - US SURVEY FOOT (SFT)
 - HORIZONTAL DATUM - NCSPCS (NAD 83/2011)
 - VERTICAL DATUM - NAVD 88



VICINITY MAP (NOT TO SCALE)



I, SCOTT O. OSTERHOUDT, CERTIFY THAT THIS PLAT WAS PREPARED UNDER MY SUPERVISION AND THAT THE PLAT WAS PREPARED FOR THE PURPOSE OF EASEMENT AND/OR RIGHT OF WAY ACQUISITION ONLY, AND IS NOT INTENDED TO BE A BOUNDARY SURVEY OF PROPERTY SHOWN.

Scott O. Osterhoudt



12/15/2023

SCOTT O. OSTERHOUDT NCPLS: L-5395

DATE

LINE TABLE		
LINE #	DIRECTION	LENGTH
L27	N29°47'14"W	5.75'
L28	S58°40'55"W	59.38'
L29	S26°44'59"W	11.13'
L30	N59°42'18"W	70.78'
L31	N30°17'42"E	31.44'
L32	N60°07'43"E	79.67'
L33	S29°55'22"E	78.50'

CURVE TABLE					
CURVE #	DELTA	RADIUS	BEARING	CHORD	LENGTH
C13	90°05'00"	20.00'	N74°49'44"W	28.30'	31.45'
C14	33°13'38"	75.00'	S43°30'57"W	42.89'	43.49'
C15	33°32'46"	104.79'	N45°12'57"E	60.48'	61.35'

G:\NCA\Projects\JF Orleans\7315-00 - Christenbury Townhomes\06_Survey\03_DWG\07_Exhibit\7315-00_BMP_EXBT_00.dwg



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 1111 METROPOLITAN AVENUE, SUITE 250 CHARLOTTE, NORTH CAROLINA 28204
 WWW.BGEINC.COM (980) 220-2322

REVISIONS		CHRISTENBURY COMMONS TOWNHOMES	JOB NO.
			SCM ACCESS AND MAINTENANCE EASEMENT OWNER: JPO CHRISTENBURY, LP
DRAWN BY: SOO		FILE NO.	
DATE 12/14/2023		CHECKED BY: SOO SURVEY SUPVR. SOO	8446
			SHEET
			2
			OF
			2

Exhibit A (p. 2 of 2)



Sand Filter Inspection and Maintenance Plan

Grantor agrees to keep a maintenance record on this SCM. This maintenance record will be kept in a log in a known set location. Any deficient SCM elements noted in the inspection will be corrected, repaired or replaced immediately. These deficiencies can affect the integrity of structures, safety of the public, and the removal efficiency of the SCM.

Important maintenance procedures:

- The drainage area will be carefully managed to reduce the sediment load to the sand filter.
- Once a year, sand media will be skimmed.
- The sand filter media will be replaced whenever it fails to function properly after vacuuming.

The sand filter will be inspected **quarterly and within 24 hours after every storm event greater than 1.0 inches**. Records of inspection and maintenance will be kept in a known set location and will be available upon request.

Inspection activities shall be performed as follows. Any problems that are found shall be repaired immediately.

SCM element:	Potential problem:	How I will remediate the problem:
The entire SCM	Trash/debris is present.	Remove the trash/debris.
The adjacent pavement (if applicable)	Sediment is present on the pavement surface.	Sweep or vacuum the sediment as soon as possible.
The perimeter of the sand filter	Areas of bare soil and/or erosive gullies have formed.	Regrade the soil if necessary to remove the gully, and then plant a ground cover and water until it is established. Provide lime and a one-time fertilizer application.
	Vegetation is too short or too long.	Maintain vegetation at a height of approximately six inches.
The flow diversion structure	The structure is clogged.	Unclog the conveyance and dispose of any sediment off-site.
	The structure is damaged.	Make any necessary repairs or replace if damage is too large for repair.

Exhibit B

The pretreatment area	Sediment has accumulated to a depth of greater than six inches.	Search for the source of the sediment and remedy the problem if possible. Remove the sediment and dispose of it in a location where it will not cause impacts to streams or the SCM.
	Erosion has occurred.	Provide additional erosion protection such as reinforced turf matting or riprap if needed to prevent future erosion problems.
	Weeds are present.	Remove the weeds, preferably by hand. If a pesticide is used, wipe it on the plants rather than spraying.

SCM element:	Potential problem:	How I will remediate the problem:
The filter bed and underdrain collection system	Water is ponding on the surface for more than 24 hours after a storm.	Check to see if the collector system is clogged and flush if necessary. If water still ponds, remove the top few inches of filter bed media and replace. If water still ponds, then consult an expert.
The outflow spillway and pipe	Shrubs or trees have started to grow on the embankment.	Remove shrubs and trees immediately.
	The outflow pipe is clogged.	Provide additional erosion protection such as reinforced turf matting or riprap if needed to prevent future erosion problems.
	The outflow pipe is damaged.	Repair or replace the pipe.
The receiving water	Erosion or other signs of damage have occurred at the outlet.	Contact Stormwater Services at 704-920-5360.

NORTH CAROLINA
CABARRUS COUNTY

**STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND
MAINTENANCE AGREEMENT**

THIS STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND MAINTENANCE AGREEMENT ("Agreement"), made this _____ day of _____, 2023, by Niblock-Richardson Development III, LLC, a North Carolina limited liability company, whose principal address is 759 Concord Parkway, Suite 20, Concord, NC 28027 (hereinafter "Grantor"), with, to, and for the benefit of the City of Concord, a municipal corporation of the State of North Carolina, whose address is P.O. Box 308, Concord North Carolina 28026-0308, (hereinafter "Grantee" or "City").

WITNESSETH:

WHEREAS, THE CITY COUNCIL ACCEPTED THIS STORMWATER CONTROL MEASURE (SCM), ACCESS EASEMENT AND MAINTENANCE AGREEMENT ON _____.

WHEREAS, Grantor is the owner in fee simple of certain real property situated in the City of Concord, County of Cabarrus, North Carolina, and more particularly described as follows: Red Hill Subdivision PH 2, Concord, NC, Cabarrus County Property Identification Number (PIN): 5611-52-6444. Being the land conveyed to Grantor by deed recorded in Book and Page 16718/242 in the Office of the Register of Deeds for Cabarrus County (hereinafter referred to as the "Property"); and

WHEREAS, Grantor desires to develop and/or redevelop all or portions of the Property; and

WHEREAS, the Property is located within the planning jurisdiction of the City of Concord, and is subject to certain requirements set forth in the City of Concord Code of Ordinances Chapter 60, the Concord Development Ordinance, (hereafter "CCDO"), and the Concord Technical Standards Manual (hereafter "Concord Manual"); and

WHEREAS, conditions for development and/or redevelopment of the Property includes (i) the construction, operation and maintenance of an engineered stormwater control structure, namely a Sand Filter, as provided in the CCDO and the Concord Manual (the "Stormwater Control Measure" or "SCM"), (ii) Grantor's dedication of a non-exclusive access easement to the City, as described in this Agreement, for inspection and maintenance of the Stormwater Control Measure; and (iii) the assumption by Grantor of certain specified maintenance and repair responsibilities; and



MEMORADUM

DATE: Monday, December 11, 2023
 TO: Jackie Deal, Director of Engineering
 FROM: Gary Stansbury, Construction Manager
 SUBJECT: Infrastructure Acceptance
 PROJECT NAME: Settlers Landing Offices PH Office MP Lot 290
 PROJECT NUMBER: 2018-008
 DEVELOPER: Settlers Landing Development, LLC
 FINAL CERTIFICATION - LOT NUMBERS: 290 Robins Way
 INFRASTRUCTURE TYPE: Water
 COUNCIL ACCEPTANCE DATE: Thursday, January 11, 2024
 ONE-YEAR WARRANTY DATE: Saturday, January 11, 2025

Water Infrastructure	Quantity
6-inch in LF	68.00
6-inch Valves	2
2-inch in LF	16.00
2-inch Valves	2



MEMORADUM

DATE: Tuesday, December 19, 2023
 TO: Jackie Deal, Director of Engineering
 FROM: Gary Stansbury, Construction Manager
 SUBJECT: Infrastructure Acceptance
 PROJECT NAME: Province Green Pump Station Elimination
 PROJECT NUMBER: 2015-005
 DEVELOPER: City of Concord - Wastewater
 FINAL CERTIFICATION - LOT NUMBERS: Site
 INFRASTRUCTURE TYPE: Sewer
 COUNCIL ACCEPTANCE DATE: Thursday, January 11, 2024
 ONE-YEAR WARRANTY DATE: Saturday, January 11, 2025

Sanitary Sewer Infrastructure	Quantity
12-inch in LF	2946.00
Manholes as EA	8

AN ORDINANCE TO AMEND FY 2023-2024 BUDGET ORDINANCE

WHEREAS, the City Council of the City of Concord, North Carolina did on the 8th day of June, 2023, adopt a City budget for the fiscal year beginning July 1, 2023 and ending on June 30, 2024, as amended; and

WHEREAS, it is appropriate to amend the expense/expenditures and the revenue accounts in the funds listed for the reason stated;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Concord that in accordance with the authority contained in G.S. 159-15, the following accounts are hereby amended as follows:

Account	Title	<u>Revenues</u>		(Decrease) Increase
		Current Budget	Amended Budget	
650-4406000	Retained Earnings Approp	0	72,734	72,734
Total				72,734

Account	Title	<u>Expenses/Expenditures</u>		(Decrease) Increase
		Current Budget	Amended Budget	
7501-5210010	RRGC Operating Exp	1,055,713	1,128,447	72,734
Total				72,734

Reason: To appropriate prior year earnings to cover the cost of an irrigation cabinet.

Adopted this 11th day of January, 2024.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

William C. Dusch, Mayor

ATTEST: _____
Kim Deason, City Clerk

VaLerie Kolczynski, City Attorney

Outstanding Debt of the City of Concord
31-Dec-23

Series	Revenue Bonds Description	12/31/2023			Use of Proceeds	Remaining	Remaining
		Principal Outstanding	Final Maturity	Avg Coupon		FYE 2024 Principal Due	FYE 2024 Interest Due
Series 2012	Utility System Revenue Bonds-Refunding	6,520,000	12/1/2028	4.080%	Water/Electric	-	106,453
Series 2016	Utility System Revenue Bonds-Refunding	14,970,000	12/1/2035	4.684%	Water/Electric/Sewer	-	351,750
TOTAL		<u>21,490,000</u>		<u>4.337%</u>		<u>-</u>	<u>458,203</u>

Series	General Obligation Debt Description	12/31/2023			Use of Proceeds	Remaining	Remaining
		Balance Outstanding	Final Maturity	Interest Rates		FYE 2024 Principal Due	FYE 2024 Interest Due
Series 2023	General Obligation	42,000,000	9/1/2043	4% to 5%	Parks & Rec improvements	-	940,800
TOTAL		<u>42,000,000</u>				<u>-</u>	<u>940,800</u>

Series	Non General Obligation Debt Description	12/31/2023			Use of Proceeds	Remaining	Remaining
		Balance Outstanding	Final Maturity	Interest Rates		FYE 2024 Principal Due	FYE 2024 Interest Due
Series 2014A	Limited Obligation	17,640,000	6/1/2034	2.0% to 5%	**Building/Telecommunication	1,590,000	356,016
11/10/2015	Installment Purchase	3,119,000	5/1/2030	2.420%	Parking Facility-Aviation	414,000	37,740
10/11/2017	Installment Purchase Refunding 07 IPA	2,432,579	11/9/2027	2.040%	***Aviation/Fire Station	317,869	24,812
3/10/2021	Installment Purchase	4,960,000	3/1/2031	1.430%	Fire Station 12	620,000	35,464
11/15/2004	Installment Purchase	206,250	11/15/2024	5.010%	Aviation-Hendrick Hangar	112,500	3,992
TOTAL		<u>28,357,829</u>				<u>3,054,369</u>	<u>458,024</u>
		<u>91,847,829</u>				<u>3,054,369</u>	<u>1,857,027</u>

** City Hall, Police HQ, Telecommunication Equip.

*** Land, Hangar, N Taxiway, Fuel Farm, Fire Station 9

Notes

2014 LOBS refunded the 2005 COPS

2017 IPA refunding 2008 IPA

2016 Utility Revenue Bonds refunded 2008 bonds

2019 Utility Revenue Bonds refunded 2009B bonds

Tax Report for Fiscal Year 2023-2024**FINAL REPORT****November****Property Tax Receipts- Munis**

2023 BUDGET YEAR	22,774,714.63
2022	19,303.39
2021	1,309.86
2020	1,099.18
2019	241.82
2018	72.88
2017	57.60
2016	57.60
2015	204.67
2014	204.67
Prior Years	1,435.51
Interest	4,345.82
Refunds	
	<hr/>
	22,803,047.63

Vehicle Tax Receipts- County

2023 BUDGET YEAR	458,301.24
2022	
2021	
2020	
2019	12.85
2018	
2017	
Prior Years	
Penalty & Interest	7,619.79
Refunds	
	<hr/>
	465,933.88

Fire District Tax - County

2023 BUDGET YEAR	84,003.82
------------------	-----------

Less: Collection Fee from County

Net Ad Valorem Collections	<hr/>
	23,352,985.33

423:Vehicle Tag Fee-Transportation Impr Fund	31,001.85
100:Vehicle Tag Fee	125,886.30
630:Vehicle Tag Fee-Transportation Fund	31,001.85
Less Collection Fee - Transit	
Net Vehicle Tag Collection	<hr/>
	187,890.00

Privilege License	-
Prepaid Privilege Licenses	
Privilege License interest	
Total Privilege License	<hr/>
	-

Oakwood Cemetery current	3,950.00
Oakwood Cemetery endowment	-
Rutherford Cemetery current	4,825.02
Rutherford Cemetery endowment	1,599.98
West Concord Cemetery current	3,900.00
West Concord Cemetery endowment	1,500.00
Total Cemetery Collections	<hr/>
	15,775.00

Total Collections	<hr/>
	\$ 23,556,650.33

Current Year	
Original Scroll	
Levy	
Penalty	
Adjustments	
Public Service	
Levy	
Penalty	
Discoveries/Annex	60,226.03
Discovery Penalty	5,848.42
Total Amount Invoiced - Monthly	<u>66,074.45</u>
Total Amount Invoiced - YTD	71,275,394.73

Current Year	
Less Abatements (Releases)	
Real	12,493.59
Personal	
Discovery	
Penalty - all	
Total Abatements	<u>12,493.59</u>

Adjusted Amount Invoiced - monthly	53,580.86
Adjusted Amount Invoiced - YTD	71,105,054.07

Current Levy Collected	22,774,714.63
Levy Collected from previous years	23,987.18
Penalties & Interest Collected	4,345.82
Current Month Write Off - Debit/Credit	-
Total Monthly Collected	<u>22,803,047.63</u>
Total Collected - YTD	35,179,429.45

Total Collected - net current levy -YTD	34,959,867.28
--	---------------

Percentage of Collected -current levy	49.17%
---------------------------------------	--------

Amount Uncollected - current year levy	36,145,186.79
--	---------------

Percentage of Uncollected - current levy	50.83%
--	--------

100.00%

CITY OF CONCORD

Summary of Releases, Refunds and Discoveries for the Month of November 2023

RELEASES		
CITY OF CONCORD	\$	12,493.59
CONCORD DOWNTOWN	\$	424.21

REFUNDS		
CITY OF CONCORD	\$	-
CONCORD DOWNTOWN	\$	-

DISCOVERIES							
CITY OF CONCORD							
TaxYear	Real	Personal	Total	Rate	Calculated	Penalties	
2017	0	0	0	0.0048	0.00	0.00	
2018	0	144,680	144,680	0.0048	694.46	416.66	
2019	0	264,903	264,903	0.0048	1,271.53	635.78	
2020	0	353,045	353,045	0.0048	1,694.62	671.72	
2021	0	579,712	579,712	0.0048	2,782.62	824.70	
2022	0	1,091,323	1,091,323	0.0048	5,238.35	1,033.02	
2023	459,267	9,654,159	10,113,426	0.0048	48,544.44	2,266.54	
Total	459,267	12,087,822	12,547,089		\$ 60,226.03	\$ 5,848.42	
DOWNTOWN							
TaxYear	Real	Personal	Total	Rate	Calculated	Penalties	
2018	0	55,175	55,175	0.0023	126.90	0.00	
2019	0	151,578	151,578	0.0023	348.63	174.32	
2020	0	170,452	170,452	0.0023	392.04	156.81	
2021	0	144,740	144,740	0.0023	332.90	99.87	
2022	0	130,615	130,615	0.0023	300.41	60.08	
2023	0	227,561	227,561	0.0023	523.39	30.96	
Total	0	880,121	880,121		\$ 2,024.28	\$ 522.04	

City of Concord
Portfolio Holdings
Monthly Investments to Council
Report Format: By Transaction
Group By: Security Type
Average By: Cost Value
Portfolio / Report Group: All Portfolios
As of 11/30/2023

Description	CUSIP/Ticker	Face Amount/Shares	Cost Value	Maturity Date	YTM @ Cost	% of Portfolio	Settlement Date	Cost Price	Days To Maturity
Commercial Paper									
CP MUFG BANK LTD 0 12/15/2023	62479MZFO	5,000,000.00	4,885,916.65	12/15/2023	5.680	1.22	7/20/2023	97.718333	15
CP MACQUARIE BK LTD 0 1/22/2024	55607KAN6	5,000,000.00	4,859,222.22	1/22/2024	5.762	1.22	7/25/2023	97.184444	53
CP ANGLESEA FUNDING 0 1/26/2024	0347M2AS5	5,000,000.00	4,860,529.17	1/26/2024	5.771	1.22	7/31/2023	97.210583	57
CP BARCLAYS US CCP 0 2/2/2024	06744HPS3	5,000,000.00	4,890,333.35	2/2/2024	5.766	1.22	9/15/2023	97.806667	64
CP LMA AMERS LLC 0 2/21/2024	53944QBM1	5,000,000.00	4,908,512.50	2/21/2024	5.735	1.23	10/27/2023	98.17025	83
CP LLOYDS BANK CORP 0 3/11/2024	53948ACB5	5,000,000.00	4,844,225.00	3/11/2024	5.759	1.21	8/23/2023	96.8845	102
CP CREDIT AGRICOLE CORP 0 3/22/2024	22533TCN4	5,000,000.00	4,863,780.56	3/22/2024	5.664	1.22	9/26/2023	97.275611	113
CP NORDEA BK ABP 0 5/17/2024	65558JEH6	5,000,000.00	4,861,983.33	5/17/2024	5.615	1.22	11/17/2023	97.239667	169
Sub Total / Average Commercial Paper		40,000,000.00	38,974,502.78		5.719	9.75		97.437846	82
FFCB Bond									
FFCB 0.23 1/19/2024	3133EMNG3	5,000,000.00	4,997,850.00	1/19/2024	0.244	1.25	1/19/2021	99.957	50
FFCB 0.25 3/1/2024-21	3133EMSD5	5,000,000.00	4,990,000.00	3/1/2024	0.317	1.25	3/4/2021	99.8	92
FFCB 0.33 4/5/2024-22	3133EMVD1	3,470,000.00	3,467,918.00	4/5/2024	0.354	0.87	9/22/2021	99.94	127
FFCB 0.46 8/19/2024-21	3133EM2U5	5,000,000.00	5,000,000.00	8/19/2024	0.460	1.25	8/19/2021	100	263
FFCB 0.43 9/10/2024-20	3133EL6V1	5,000,000.00	5,000,000.00	9/10/2024	0.430	1.25	9/11/2020	100	285
FFCB 0.63 10/21/2024-22	3133ENBM1	4,189,000.00	4,172,244.00	10/21/2024	0.768	1.04	11/12/2021	99.6	326
FFCB 0.97 12/9/2024-22	3133ENGN4	5,000,000.00	5,000,000.00	12/9/2024	0.970	1.25	12/10/2021	100	375
FFCB 5 3/10/2025	3133EPCW3	5,000,000.00	5,000,989.35	3/10/2025	4.984	1.25	8/10/2023	100.019787	466
FFCB 0.71 4/21/2025-22	3133EMWH1	5,000,000.00	5,000,000.00	4/21/2025	0.710	1.25	4/21/2021	100	508
FFCB 0.53 9/29/2025-21	3133EMBH4	5,000,000.00	5,000,000.00	9/29/2025	0.530	1.25	9/29/2020	100	669
FFCB 1.21 12/22/2025-22	3133ENHU7	5,000,000.00	5,000,000.00	12/22/2025	1.210	1.25	12/22/2021	100	753
FFCB 0.625 6/16/2026-21	3133EMKV3	5,000,000.00	5,000,000.00	6/16/2026	0.625	1.25	12/17/2020	100	929
FFCB 4.75 9/1/2026	3133EPUW3	5,000,000.00	4,971,300.00	9/1/2026	4.961	1.24	9/22/2023	99.426	1,006
FFCB 0.94 9/28/2026-22	3133EM6E7	5,000,000.00	5,000,000.00	9/28/2026	0.940	1.25	9/28/2021	100	1,033
FFCB 1.55 3/30/2027-23	3133ELUN2	5,000,000.00	5,000,000.00	3/30/2027	1.550	1.25	3/30/2020	100	1,216
FFCB 1.4 3/10/2028-22	3133EMSW3	5,000,000.00	5,000,000.00	3/10/2028	1.400	1.25	3/10/2021	100	1,562
FFCB 1.5 3/23/2028-22	3133EMUB6	5,000,000.00	5,000,000.00	3/23/2028	1.500	1.25	3/23/2021	100	1,575
FFCB 1.04 1/25/2029-22	3133EMNL2	5,000,000.00	4,986,250.00	1/25/2029	1.076	1.25	2/16/2021	99.725	1,883
FFCB 1.55 3/15/2029-22	3133EMSX1	5,000,000.00	4,960,000.00	3/15/2029	1.658	1.24	3/24/2021	99.2	1,932
Sub Total / Average FFCB Bond		92,659,000.00	92,546,551.35		1.319	23.15		99.879156	807
FHLB Bond									
FHLB 0.3 2/9/2024-21	3130AMHPO	5,000,000.00	5,000,000.00	2/9/2024	0.300	1.25	6/9/2021	100	71
FHLB 2.5 2/13/2024	3130AFW94	520,000.00	554,662.30	2/13/2024	0.225	0.14	3/4/2021	106.665827	75
FHLB 0.45 4/29/2024-21	3130ALYE8	5,000,000.00	5,000,000.00	4/29/2024	0.450	1.25	4/29/2021	100	151
FHLB 0.375 5/24/2024-21	3130AMPB2	5,000,000.00	5,000,000.00	5/24/2024	0.375	1.25	5/28/2021	100	176
FHLB 0.4 5/24/2024-21	3130AMEP3	5,000,000.00	5,000,000.00	5/24/2024	0.400	1.25	5/24/2021	100	176
FHLB 0.4 6/7/2024-21	3130AMKX9	5,000,000.00	5,000,000.00	6/7/2024	0.400	1.25	6/7/2021	100	190
FHLB 0.5 7/15/2024-21	3130AMXL1	5,000,000.00	5,000,000.00	7/15/2024	0.500	1.25	7/15/2021	100	228
FHLB 0.5 7/29/2024-21	3130ANCU2	5,000,000.00	5,000,000.00	7/29/2024	0.500	1.25	7/29/2021	100	242
FHLB 0.45 8/27/2024-20	3130AJZH5	5,000,000.00	5,000,000.00	8/27/2024	0.450	1.25	8/28/2020	100	271

FHLB 1.27 1/27/2025-23	3130AQMJ9	5,000,000.00	5,000,000.00	1/27/2025	1.270	1.25	1/27/2022	100	424
FHLB 0.4 7/15/2025-21	3130AKM29	5,000,000.00	4,999,000.00	7/15/2025	0.405	1.25	1/29/2021	99.98	593
FHLB 0.5 10/20/2025-21	3130AKNK8	5,000,000.00	4,999,000.00	10/20/2025	0.504	1.25	1/20/2021	99.98	690
FHLB Step 12/30/2025-21	3130AKLH7	5,000,000.00	5,000,000.00	12/30/2025	0.636	1.25	12/30/2020	100	761
FHLB Step 1/29/2026-21	3130AKRA6	5,000,000.00	5,000,000.00	1/29/2026	1.002	1.25	1/29/2021	100	791
FHLB 0.53 2/17/2026-21	3130AKWS1	5,000,000.00	4,995,000.00	2/17/2026	0.550	1.25	2/17/2021	99.9	810
FHLB 0.8 3/10/2026-21	3130ALFS8	5,000,000.00	5,000,000.00	3/10/2026	0.800	1.25	3/10/2021	100	831
FHLB Step 4/29/2026-21	3130ALZA5	5,000,000.00	5,000,000.00	4/29/2026	1.432	1.25	4/29/2021	100	881
FHLB 0.825 8/17/2027-21	3130AJXH7	5,000,000.00	4,986,250.00	8/17/2027	0.866	1.25	8/28/2020	99.725	1,356
FHLB 2.32 11/1/2029-22	3130AHEU3	5,000,000.00	5,000,000.00	11/1/2029	2.320	1.25	11/1/2019	100	2,163
Sub Total / Average FHLB Bond		90,520,000.00	90,533,912.30		0.728	22.64		100.017967	597
FHLMC Bond									
FHLMC 0.3 12/14/2023-21	3134GXEW0	5,000,000.00	5,000,000.00	12/14/2023	0.300	1.25	12/14/2020	100	14
FHLMC 5.05 6/14/2024-23	3134GY5E8	5,000,000.00	5,000,000.00	6/14/2024	5.050	1.25	12/14/2022	100	197
FHLMC 3 6/28/2024-22	3134GXWZ3	5,000,000.00	5,000,000.00	6/28/2024	3.000	1.25	6/28/2022	100	211
FHLMC 0.45 7/29/2024-22	3134GWFS0	2,250,000.00	2,250,000.00	7/29/2024	0.450	0.56	9/24/2021	100	242
FHLMC 1.5 2/12/2025	3137EAEP0	1,305,000.00	1,296,987.51	2/12/2025	1.715	0.32	3/4/2022	99.386016	440
FHLMC 5.15 2/14/2025-23	3134GYJ29	5,000,000.00	4,984,200.00	2/14/2025	5.409	1.25	11/17/2023	99.684	442
FHLMC 5.25 3/21/2025-23	3134GYA77	5,000,000.00	5,000,000.00	3/21/2025	5.250	1.25	12/21/2022	100	477
FHLMC 5.25 6/30/2025-23	3134GY6T4	4,596,000.00	4,596,000.00	6/30/2025	5.250	1.15	12/30/2022	100	578
FHLMC Step 6/30/2025-22	3134GXVT8	5,000,000.00	5,000,000.00	6/30/2025	3.676	1.25	6/30/2022	100	578
FHLMC 0.375 7/21/2025	3137EAEU9	1,315,000.00	1,215,559.70	7/21/2025	3.063	0.30	8/4/2022	92.438	599
FHLMC 0.375 9/23/2025	3137EAEX3	1,570,000.00	1,405,668.10	9/23/2025	4.166	0.35	10/6/2022	89.533	663
FHLMC 0.375 9/23/2025	3137EAEX3	1,010,000.00	893,535.53	9/23/2025	4.694	0.22	11/4/2022	88.468864	663
FHLMC 0.375 9/23/2025	3137EAEX3	560,000.00	504,624.88	9/23/2025	4.156	0.13	12/6/2022	90.111586	663
FHLMC 5.75 6/8/2026-23	3134GYTK8	1,000,000.00	998,300.00	6/8/2026	5.818	0.25	10/27/2023	99.83	921
FHLMC 0.8 7/14/2026-21	3134GV5T1	5,000,000.00	5,000,000.00	7/14/2026	0.800	1.25	7/14/2020	100	957
FHLMC 5.05 9/25/2026-24	3134H1CK7	5,000,000.00	4,963,500.00	9/25/2026	5.322	1.24	10/27/2023	99.27	1,030
FHLMC 5.55 10/30/2026-24	3134H1GU1	5,000,000.00	4,996,250.00	10/30/2026	5.578	1.25	10/30/2023	99.925	1,065
FHLMC 5.55 9/27/2027-24	3134H1DG5	5,000,000.00	4,998,250.00	9/27/2027	5.560	1.25	9/27/2023	99.965	1,397
Sub Total / Average FHLMC Bond		63,606,000.00	63,102,875.72		3.937	15.78		99.272416	619
FNMA Bond									
FNMA 0.28 12/29/2023-21	3135GABN0	5,000,000.00	5,000,000.00	12/29/2023	0.280	1.25	12/29/2020	100	29
FNMA 2.5 2/5/2024	3135G0V34	1,500,000.00	1,590,870.00	2/5/2024	0.225	0.40	6/3/2021	106.058	67
FNMA 1.75 7/2/2024	3135G0V75	945,000.00	983,130.75	7/2/2024	0.390	0.25	7/7/2021	104.035	215
FNMA 1.75 7/2/2024	3135G0V75	565,000.00	588,487.72	7/2/2024	0.313	0.15	8/5/2021	104.157119	215
FNMA 0.455 8/27/2024-21	3136G4Y72	5,000,000.00	5,000,000.00	8/27/2024	0.455	1.25	8/28/2020	100	271
FNMA 2.625 9/6/2024	3135G0ZR7	3,167,000.00	3,093,525.60	9/6/2024	5.424	0.77	10/27/2023	97.68	281
FNMA 1.625 10/15/2024	3135G0W66	1,740,000.00	1,797,259.31	10/15/2024	0.527	0.45	10/6/2021	103.290765	320
FNMA 1.625 10/15/2024	3135G0W66	640,000.00	656,959.05	10/15/2024	0.714	0.16	11/4/2021	102.649852	320
FNMA 5.5 11/27/2024-24	3135GAK83	5,000,000.00	5,000,000.00	11/27/2024	5.500	1.25	11/27/2023	100	363
FNMA 0.5 12/16/2024-21	3135G06M0	5,000,000.00	4,989,850.00	12/16/2024	0.560	1.25	7/19/2021	99.797	382
FNMA 1.625 1/7/2025	3135G0X24	1,055,000.00	1,072,574.78	1/7/2025	1.060	0.27	1/5/2022	101.665856	404
FNMA 0.625 4/22/2025	3135G03U5	1,360,000.00	1,268,407.71	4/22/2025	3.017	0.32	5/5/2022	93.265273	509
FNMA 0.5 6/17/2025	3135G04Z3	925,000.00	861,249.00	6/17/2025	2.892	0.22	6/6/2022	93.108	565
FNMA 0.5 6/17/2025	3135G04Z3	1,365,000.00	1,271,599.52	6/17/2025	2.943	0.32	7/7/2022	93.157474	565
FNMA 0.7 7/14/2025-21	3136G4YH0	5,000,000.00	5,000,000.00	7/14/2025	0.700	1.25	7/14/2020	100	592
FNMA 0.55 8/19/2025-22	3136G4H63	5,000,000.00	5,000,000.00	8/19/2025	0.550	1.25	8/19/2020	100	628
FNMA 0.58 8/25/2025-22	3136G4J20	5,000,000.00	5,000,000.00	8/25/2025	0.580	1.25	8/25/2020	100	634
FNMA 0.375 8/25/2025	3135G05X7	920,000.00	839,132.00	8/25/2025	3.521	0.21	9/7/2022	91.21	634
FNMA 0.5 11/7/2025	3135G06G3	1,295,000.00	1,169,555.72	11/7/2025	4.152	0.29	1/5/2023	90.313183	708

FNMA 0.5 11/7/2025	3135G06G3	830,000.00	743,924.04	11/7/2025	4.682	0.19	3/7/2023	89.629402	708
FNMA 0.5 11/7/2025	3135G06G3	885,000.00	815,301.29	11/7/2025	3.719	0.20	4/5/2023	92.12444	708
FNMA 0.57 12/29/2025-21	3135GABS9	5,000,000.00	4,563,350.00	12/29/2025	4.967	1.14	11/17/2023	91.267	760
FNMA 2.125 4/24/2026	3135G0K36	545,000.00	519,466.75	4/24/2026	3.805	0.13	5/3/2023	95.315	876
FNMA 0.75 7/30/2026-20	3136G4D91	1,000,000.00	888,980.00	7/30/2026	5.116	0.22	10/27/2023	88.898	973
FNMA 0.73 10/29/2026-21	3136G46F5	5,000,000.00	5,000,000.00	10/29/2026	0.730	1.25	10/29/2020	100	1,064
FNMA 5.625 11/24/2026-24	3135GAKB6	5,000,000.00	5,000,000.00	11/24/2026	5.625	1.25	11/27/2023	100	1,090
FNMA 0.8 11/4/2027-22	3135GA2L4	5,000,000.00	5,000,000.00	11/4/2027	0.800	1.25	11/4/2020	100	1,435
Sub Total / Average FNMA Bond		73,737,000.00	72,713,623.24		2.100	18.19		98.750273	606
Local Government Investment Pool									
NCCMT LGIP	NCCMT599	99,257.28	99,257.28	N/A	5.250	0.02	6/29/2012	100	1
NCCMT LGIP	NCCMT481	20,921,377.52	20,921,377.52	N/A	5.250	5.23	12/31/2005	100	1
NCCMT LGIP	NCCMT271	222,245.45	222,245.45	N/A	5.250	0.06	12/31/2005	100	1
Sub Total / Average Local Government Investment Pool		21,242,880.25	21,242,880.25		5.250	5.31		100	1
Money Market									
PINNACLE BANK MM	PINNACLE	15,831,961.89	15,831,961.89	N/A	5.240	3.96	3/31/2019	100	1
Sub Total / Average Money Market		15,831,961.89	15,831,961.89		5.240	3.96		100	1
Treasury Bill									
T-Bill 0 1/11/2024	912797GC5	5,000,000.00	4,893,833.33	1/11/2024	5.387	1.22	8/17/2023	97.876667	42
Sub Total / Average Treasury Bill		5,000,000.00	4,893,833.33		5.387	1.22		97.876667	42
Total / Average		402,596,842.14	399,840,140.86		2.583	100		99.358264	538