



*“A Dream Worth Dreaming”*

**MAYOR**  
JAMES E. BLAKE

**COMMISSIONERS**  
JERRY SMITH, MAYOR PRO-TEM  
GENE ANDERSON  
JOHN BEARD  
KAY CAGLE KINCH

**TOWN MANAGER**  
BRANDON W. HOLLAND

**TOWN CLERK**  
LAURA B. MORTON

**BISCOE BOARD OF COMMISSIONERS MEETING AGENDA**  
**March 12, 2018 at 7:00 p.m.**

1. Call to Order Mayor Blake  
Pledge of Allegiance & Moment of Silence
  
2. Conflict of Interest Statement  
*“In keeping with the Conflict of Interest Laws outlined in Chapter 138A of the North Carolina Board of Ethics, any conflicts of interest or appearance of conflict with matters coming before the Board of Commissioners should be declared.” “Having received our agenda for this evening’s meeting, are there any conflicts of interest to be announced? If so please, state them at this time.”*
  
3. Approval of the Agenda
4. Consent Agenda Mayor Blake
  - a) Approval of February 2018 Meeting Minutes
  - b) March 2018 Monthly Financial Report
  
5. Comprehensive Annual Financial Report John Frank, Partner DHG
6. Request for Children at Play Sign on Pine Street Mayor Blake
7. New Cemetery Sign Donation Former Commissioner Eddie Reynolds
8. Surplus Equipment Manager Holland
9. CDBG Infrastructure Grant – Sanitary Sewer System Rehabilitation Bill Lester, LKC Engineering
10. Pretreatment Program Summary Bill Lester, LKC Engineering
11. EDAP Meeting Report Bruce Naegelen, Community Economic Development Planner
12. Town Manager Report Brandon Holland
  - a) Budget Meetings
  
13. Mayor’s Minutes - Commissioner Reports - Staff Reports
14. Public Comment
15. Recess (Until 1<sup>st</sup> Budget Meeting)



**TOWN OF BISCOE  
BOARD OF COMMISSIONERS MEETING  
February 12, 2018**

The Town of Biscoe Board of Commissioners met in a regular session on February 12, 2018 at 7:00 pm in the Municipal Building. Present were: Mayor Jimmy Blake, Mayor Pro-Tem Jerry Smith, Commissioners Gene Anderson, Kay Cagle Kinch, Jimmy Cagle, and John Beard. Town Manager Brandon Holland and Town Clerk Laura Morton were present.

**Call to Order/Pledge of Allegiance**

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Mayor Blake called the meeting to order at 7:00 pm. The Pledge to the American Flag was recited and a moment of silence was observed a Moment of Silence.

**Consent Agenda**

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A motion was made by Mayor Pro-tem Smith, seconded by Commissioner Kinch, and so the motion carried unanimously to approve the consent agenda items.

- a) Approval of December 2017 Meeting Minutes
- b) January 2018 Monthly Financial Report
- c) Approval of January 2018 Meeting Minutes
- d) February 2018 Monthly Financial Report

**Early Voting Site Approval Request**

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A motion was made by Mayor Pro-tem Smith, seconded by Commissioner Kinch, and so the motion carried to approve the Town Hall as an Early Voting Site.

**Black History Month Proclamation**

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A motion was made by Commissioner Beard, seconded by Commissioner Kinch, and so the motion carried unanimously to approve the following Black History Month Proclamation:

**Proclamation  
Designating February as Black History Month**

**WHEREAS**, the 2018 theme for National Black History Month is “African Americans in Times of War” honoring those brave men and women who served their countries in the armed forces, especially those who made the ultimate sacrifice while defending the American ideals of freedom and democracy.

**WHEREAS**, Black History Month is the observance of a special period to recognize and honor the determination and commitment of generations of African Americans in pursuing the promises of America; and

**WHEREAS**, it was initiated in 1926 by Dr. Carter G. Woodson as Negro History Week; and

**WHEREAS**, since 1976 it has been celebrated the entire month of February; and

**WHEREAS**, African American leaders such as Sojourner Truth, Phyllis Wheatley, Harriet Tubman, Ida B. Wells, Rosa Parks, Shirley Chisholm, Booker T. Washington, Martin Luther King, Jr. and Leon Sullivan caused America to examine its heart and to respect the dignity and equality of all people, regardless of race; and

**WHEREAS**, African Americans have made significant contributions as leaders at the highest levels of the military, business, education, law, government, the arts, sports, and religion;

**NOW, THEREFORE BE IT RESOLVED**, that the Mayor and City Council of the Town of Biscoe, North Carolina, do hereby proclaim the month of February as Black History Month and urge all citizens of our community to give full regard to the past and continuing service of African Americans in our city, our state and our nation.

This 12th day of February, 2018.

**Girl Scouts of America Proclamation**

A motion was made by Commissioner Beard, seconded by Commissioner Kinch, and so the motion carried unanimously to approve the following Girl Scout Proclamation:

**Proclamation  
DESIGNATING GIRL SCOUTS HORNETS' NEST  
COUNCIL NATIONAL COOKIE WEEKEND**

WHEREAS, Girl Scouts offers the best leadership development experience for girls in the world by building girls of courage, confidence and character who make the world a better place.; and

WHEREAS, The Girl Scouts Hornets' Nest Council serves 17,000 girls and adults in eight North Carolina and South Carolina counties including Montgomery, Anson, Cabarrus, Mecklenburg, Rowan, Stanly, Union and York; and

WHEREAS, The Girl Scouts Hornets' Nest Council is designed to teach young female entrepreneurs essential business skills during cookie season and all year including goal setting, decision making, money management, people skills and business ethics that help shape their future as leaders; and

WHEREAS, The Girl Scouts Hornets' Nest Council's National Girl Scout Cookie Weekend is a time to bring awareness to the important work of the organization, the lessons it teaches the girls and also to encourage Biscoe residents to purchase the tasty treats loved by generations.

NOW, THEREFORE, I, James E. Blake, Mayor of Biscoe, do hereby proclaim Feb. 23-25, 2018, as

"GIRL SCOUTS HORNETS' NEST COUNCIL NATIONAL COOKIE WEEKEND"  
in Biscoe and commend its observance to all citizens.

WITNESS MY HAND and the official Seal of the City of Biscoe. This 12th day of February, 2018.

**Budget Amendment Request**

**Budget Amendments (Playground Equipment and General Budget Amendments)**

A motion was made by Commissioner Anderson, seconded by Commissioner Beard, and so the motion carried unanimously to approve the following Girl Scout Proclamation:

AMENDMENT TO THE BUDGET ORDINANCE  
General Fund Budget Amendment 02122018

BE IT ORDAINED by the Governing Board of the Town of Biscoe, North Carolina that the following amendment is made to the annual budget ordinance for the fiscal year ending June 30, 2018:

Section 1: To amend the General Fund, the appropriations are to be changed as follows:

<u>Acct No.</u>	<u>Account</u>	<u>Decrease</u>	<u>Increase</u>
10-4120-183	Group Insurance (Admin)		\$ 15,100.00
10-4120-189	Supplemental Retirement (Admin)		\$ 3,400.00
10-4120-194	Economic Development Grant for Signs (Admin)		\$ 50,000.00
10-4120-311	Travel/Training/Meetings (Admin)		\$ 12,000.00
10-4120-450	Insurance/Bonding (Admin)		\$ 3,600.00
10-4120-498	Elections (Admin)		\$ 800.00
10-4500-550	Capital Outlay (Streets)		\$ 2,500.00
10-6120-352	Maintenance/Repair Equipment(Parks & Rec)		\$ 4,000.00
10-6120-430	Senior Program (Parks & Rec)		\$ 6,000.00
10-6120-550	Capital Outlay (Parks & Rec – Playground Equipment)		\$ 43,000.00
	Total		<u>\$140,400.00</u>

This will result in an increase of \$140,400.00 in the appropriations of the General Fund. This is budgeting for Family Insurance that is a monthly payroll deduction (1,596.96 x 12), supplemental retirement match, to budget for Economic Grant (Wayfinding Signs) received, travel/training/meeting line items, increase the insurance line item, elections line item, capital outlay, maintenance/repair equipment, the senior program and capital outlay.

Section 2: To amend the General Fund, the estimated revenues are to be changed as follows:

<u>Acct No.</u>	<u>Account</u>	<u>Decrease</u>	<u>Increase</u>
10-3991-000	Fund Balance Appropriated (Central Depository)		\$ 47,400.00
10-3994-000	Economic Development Grant for Signs (Central Depository)		\$ 50,000.00
10-3431-920	Fund Balance NCCMT General Fund		\$ 43,000.00
	Total		<u>\$ 140,400.00</u>

We are therefore recommending that the current year's budget revenue of the General Fund be amended as indicated, increasing the budget revenues by \$140,400.00.

Section 3: Copies of this budget amendment shall be furnished to the Clerk of the Governing Board, and to the Budget Officer and the Finance Officer for their direction.

Adopted this 12<sup>th</sup> day of February 2018.

Before the motion carried the Board discussed whether to keep the older playground equipment. It was decided the Board would make the final decision after checking for safety.

**Fiscal Year 2018-2019 Audit Request for Proposals (RFP)**

A motion was made by Mayor Pro-tem Smith, seconded by Commissioner Beard, and so the motion carried unanimously to approve the following Audit Request for Proposals:

The Town Council of the Town of Biscoe (hereinafter called the “Town”) invites qualified independent auditors (hereinafter called “auditor”) having sufficient governmental accounting and auditing experience in performing an audit in accordance with the specifications outlined in this Request for Proposal (RFP) to submit a proposal.

There is no expressed or implied obligation for the Town of Biscoe to reimburse firms for any expenses incurred in preparing proposals in response to this request.

The specific details shown herein shall be considered minimum unless otherwise shown. The specifications, terms, and conditions included with this RFP shall govern in any resulting contract(s) unless approved otherwise in writing by the Town of Biscoe. The bidder consents to personal jurisdiction and venue in a state court of competent jurisdiction in Montgomery County, North Carolina.

#### Type of Audit

The audit will encompass a financial and compliance examination of the unit’s Comprehensive Annual Financial Report (CAFR). The Town would like to submit its second CAFR if possible for review purposes. The financial and compliance audit will cover federal, state, and local funding sources in accordance with generally accepted auditing standards; *Government Auditing Standards*, July 2011 revisions; the Single Audit Act of 1984; the Single Audit Act Amendments of 1996; the provisions of OMB Circular No. A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, including revisions published in *Federal Register* June 27, 2003 and June 26, 2007; the State Single Audit Implementation Act; and all other applicable laws and regulations.

#### Period

The Town intends to continue the relationship with the auditor for no less than three years on the basis of annual negotiation after the completion of the first year contract. Each year after negotiation has taken place an annual contract documenting the terms of the audit will be signed. Since one governing board may not obligate future governing boards, the remaining years of the agreement are subject to annual governing board approval. The Town of Biscoe reserves the right to request proposals at any time following the first year of this contract. Thus, prepare proposals for the following years, with Year one being the only obligated year:

- July 1, 2017 to June 30, 2018
- July 1, 2018 to June 30, 2019
- July 1, 2019 to June 30, 2020

#### Requirements

The audit must be conducted in accordance with generally accepted auditing standards; *Government Auditing Standards*, July 2011 revisions issued by the Comptroller General of the United States; Office of Management and Budget Circular No.A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, ;including revisions published in *Federal Register* June 27, 2003 and June 26, 2007; the State Single Audit Implementation Act of 1996, and any other applicable procedures for the audit of a government’s financial statements prepared in accordance with GAAP.

The Auditor will prepare year-end adjusting journal entries. The auditor will be ultimately responsible for the preparation, typing, proofing, printing, and copying of the Basic Financial Statement, supplementary information and compliance reports, conversion from fund to government-wide statements, and Working Statement of Net Position.

The Town of Biscoe Town Manager and Finance Officer will be actively involved in the MD&A, and other schedules section preparation. The auditor will submit a draft of the Financial Statement to be reviewed in detail by the Town Manager and Finance Officer. This draft should be submitted to the Town of Biscoe

in time to allow ample review and corrections. The timing of this should insure final completion of the Financial Statements no later than the annual October 31<sup>st</sup> deadline.

The Town of Biscoe prefers interim fieldwork be completed in early June. Year-end fieldwork should begin in late August or early September and be completed by September 21<sup>st</sup>. An agreed upon post-closing trial balance must exist by October 5<sup>th</sup>. The Finance Officer will expect a listing of requested information needed for the audit at the preplanning conference, periodic conferences during the conduct of the audit, as well as an exit conference prior to the completion of fieldwork.

The audit must be completed and reports rendered four months following the fiscal year end (October 31). A preliminary draft of the audit and required journal entries must be submitted to the Finance Director by October 12 for proofing and reconciliation to the unit's records.

Twenty copies of each audit report, management letter, and other applicable reports must be supplied to the Finance Director within the time frame cited above. In addition, the auditor is responsible for submitting the required two to the staff of the Local Government Commission (LGC). Any other copies required will be charged on an as needed basis in addition to the quoted fee.

The financial audit opinion will cover the financial statements for the governmental activities, the business-type activities, the financial statements of the aggregate discretely presented component units, each major fund, and the remaining fund information, which collectively constitutes the basic financial statements. The combining and individual financial statements, schedules, and related information are not necessary for fair presentation, but will be presented as additional analytical data. This supplemental information, as required by GASB 34, will be subjected to the tests and other auditing procedures applied in the audit of the basic financial statements, and an opinion will be given as to whether the supplemental information is fairly stated in all material respects in relation to the basic financial statements taken as a whole. The auditor shall also express an opinion on the budgetary comparison information for the general fund, the major funds, and any annually budgeted special revenue funds. An opinion will not be given on the Management Discussion and Analysis.

The working papers shall be retained and made available upon request for no less than three years from the date of the audit report.

In the event that circumstances arise during the audit that require work to be performed in excess of the original estimates, any additional costs will be negotiated prior to commencement of the work and an amended contract will be approved by the governing board and forwarded to the staff of the LGC for approval.

#### **Audit Contract & Payment of Audit Fees**

The audit contract must be approved by the staff of the Local Government Commission. Invoices are subject to approval by the LGC staff and the appropriate Grantor Agency, if applicable, prior to processing by the Town of Biscoe. If grant funds will be used to pay for the audit, the grant agreement may require the Grantor Agency's approval before the invoice may be paid. Interim or progress billings will be accepted up to 75% of the total fee prior to submission of the audited financial statements to the staff of the Local Government Commission and their approval of the audited financial statements.

#### **Other Services**

The auditor will prepare, type, and print the audited financial statements (or Comprehensive Annual Financial Report – if applicable). The auditor will submit a draft for review by the Finance Director and Assistant Finance Director. The Finance Director will return the draft with proposed revisions within 10 working days.

- a. Capital asset records which have not been audited previously;
- b. Assistance to management's efforts to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting;
- c. Auditor will prepare and submit all online REAC reports required by HUD for the Department of Public Housing within the HUD prescribed timeframe.
- d. Auditor will prepare the Annual Financial Information Report required to be filed with the staff of the Local Government Commission.
- e. Calculation of the Debt Service Coverage Ratio as required by certain revenue bond covenants.
- f. Assistance with calculation of Pension Liability.

### **Description of Selection Process**

(Two) copies of each section of the proposal should be submitted at the time and place indicated under the section entitled "Time Schedule for Awarding Contract."

Proposals will be submitted in two sections. The first section will be comprised of the audit firm's prior experience and qualifications of its personnel in performing governmental audits. The audit committee (or Finance Office staff) will evaluate the auditor/firm on educational and technical qualifications. The top five firms from the first section will have their second section opened and evaluated. The firm best meeting the Town of Biscoe expectations for experience, audit approach, and cost requirements will be selected.

PLEASE KEEP IN MIND THAT COST, WHILE AN IMPORTANT FACTOR WILL NOT BE A SOLE DETERMINING FACTOR. UNUSUALLY LOW BIDS THAT ARE OBVIOUSLY OUT OF LINE WITH OTHER BIDDERS OR ARE SIGNIFICANTLY LOWER THAN OUR CURRENT FEES WILL RAISE CONCERN. THE LOWEST BID WILL NOT AUTOMATICALLY BE AWARDED PREFERENTIAL CONSIDERATION.

The Town of Biscoe requests that no Town of Biscoe officials be contacted during this process. The Finance Officer may be contacted only to clarify questions concerning the RFP.

The Town reserves the right to reject any or all bids, waive technicalities, and to be the sole judge of suitability of the services for its intended use and further specifically reserve the right to make the award in the best interest of the Town of Biscoe.

Failure to respond to any requirements outlined in the RFP, or failure to enclose copies of the required documents, may disqualify the bid.

### **First Section**

The first section should address the requested information below. The corresponding responses should begin with the number below for the requested information.

1. Indicate the number of people (by level) located within the local office that will handle the audit.
2. Provide a list of the local office's current and prior government audit clients, indicating the type(s) of services performed and the number of years served for each. Responsive firms should include any relevant information regarding audits performed on financial statements prepared under the new reporting model.
3. Indicate the experience of the local office in providing additional services to government clients by listing the name of each government, the type(s) of service performed, and the year(s) of engagement.

4. Describe your audit organization's participation in AICPA-sponsored or comparable quality control programs (peer review). Provide a copy of the firm's current peer review.
5. Describe the professional experience in governmental audits of each senior and higher level person assigned to the audit, the years on each job, and his/her position while on each audit. Indicate the percentages of time each senior and higher-level personnel will be on site. Again, relevant experience with the new reporting model should be clearly communicated.
6. Describe the relevant educational background of each person assigned to the audit, senior level and higher. This should include seminars and courses attended within the past three years, especially those courses in governmental accounting and auditing.
7. Describe the professional experience of assigned individuals in auditing relevant government organizations, programs, activities, or functions (e.g., utilities, solid waste, transit, airports, or health authorities and school systems).
8. Describe any specialized skills, training, or background in public finance of assigned individuals. This may include participation in State or national professional organizations, speaker or instructor roles in conferences or seminars, or authorship of articles and books.
9. Provide names, addresses, and telephone numbers of personnel of current and prior governmental audit clients who may be contracted for a reference.
10. Describe the office's experience in preparing governmental financial statements and in providing assistance in obtaining the GFOA's Certificate of Achievement. List those municipalities for whom you currently prepare or have prepared a CAFR, and those who received the Certificate of Achievement during your tenure as auditor. Comment on your ability to assist Town personnel in submitting their CAFR.
11. Describe the firm's Statement of Policy and Procedures regarding Independence under Government Auditing Standards (Yellow Book), July 2011 Revision. Provide a copy of the firm's Statement of Policy and Procedures.
12. Is the firm adequately insured to cover claims? Describe liability insurance coverage arrangements.
13. Describe any regulatory action taken by any oversight body against the proposing audit organization or local office.
14. Please list your experience relating to HUD audits and REAC reporting.

### **Second Section**

Proposals should include completed cost estimate sheets and any other necessary cost information in a *separate, sealed* envelope marked – "Cost Estimate." The Town plans to evaluate the qualifications of all firms submitting proposals before considering the Cost Estimate. This second section should consist of completed cost estimate sheets, which will include the following information:

1. Type of audit program used (tailor-made, standard government, or standard commercial).
2. Use of statistical sampling.



3. Use of computer audit specialists.
4. Organization of the audit team and the approximate percentage of time spent on the audit by each member.
5. Information that will be contained in the management letter.
6. Assistance expected from the government's staff, if other than outlined in the RFP.
7. Tentative schedule for completing the audit within the specified deadlines of the RFP.
8. Specify costs using the format below for the audit year July 1, 2017 to June 30, 2018. For the two audit years, which follow, list the estimated costs. The cost for the audit year ending June 30, 2018 is binding, while the second and third years are estimated costs. Cost estimates must indicate the basis for the charges and whether the amount is a "not-to-exceed" amount.
  - A. Personnel costs – Itemize the following for each category of personnel (partner, manager, senior, staff accountants, clerical, etc.) with the different rates per hour.
    - 1) Estimated hours – categorize estimated hours into the following: on-site interim work, year-end on-site work, and work performed in the auditor's office.
    - 2) Rate per hour.
  - B. Total cost for each category of personnel and for all personnel costs in total.
  - C. Travel – itemize transportation and other travel costs separately.
  - D. Cost of supplies and materials – itemize.
  - E. Other costs – completely identify and itemize.
  - F. If applicable, note your method of determining increases in audit costs on a year to year basis
10. Please list any other information the firm may wish to provide.
11. Please include the Summary of Audit Costs Sheet with your proposal.

#### **Time Schedule for Awarding the Contract**

If you are interest in receiving a proposal package, please let us know your intent to respond with a proposal by *March 2, 2018*. Request for proposal packages will be mailed by *March 16, 2018*.

Proposals signed by authorized officials can be submitted to Laura B. Morton, Town Clerk/Finance Officer PO Box 1228 Biscoe, NC 27209 until *March 16, 2018 at 10:00 a.m.* Envelopes containing proposals should be clearly identified on the front with the words "RESPONSE TO RFP FOR AUDIT SERVICES". The Finance Office will review the proposals and make a recommendation to the Town Council on *April 9, 2018* at which time the contract will be awarded.

## Description of the Governmental Entity and Its Accounting System

### Entity

Town of Biscoe is a Town in North Carolina with a population of approximately 1,700. The Town operates a Water/Sewer Project.

### Funds

The Town of Biscoe maintains the following funds:

#### Governmental Funds

- General Fund
- Powell Bill Fund
- Capital Reserve Fund
- Leo Separation Trust Fund

#### Proprietary Fund

- Water Sewer Fund

Budgeted revenues, excluding project amounts, were estimated at \$2,661,495 in FY 2016/2017. In addition, outstanding debt totaled \$140,542.22 as of June 30, 2017. The Town is not rated for bonds.

### Budgets

The unit budgets all funds on the modified accrual basis of accounting as required by North Carolina law. Appropriations are made at the departmental level; the budget is adopted at the Town Council level by ordinance.

### Accounting Records

The Town of Biscoe maintains all its accounting records at the finance office located at 110 West Main Street, Biscoe, NC 27209. The Town maintains its cash receipts journal, cash disbursements journal, general ledger, and accounts receivable ledger on the Southern Software's Financial Management Software.

### Assistance Available to Auditor

The unit will make available to the auditor sufficient help to pull and re-file records, and prepare and mail all necessary confirmations. A trial balance with budgeted amounts will be made available via Excel (or hard copy, e-mail, etc.) by August 31, 2018. The following accounting procedures will be completed and documents prepared by the unit's staff no later than *August 31, 2018*.

The books of account will be fully balanced.

All subsidiary ledgers will be reconciled to control accounts.

All bank account reconciliations for each month will be completed.

*The Town's personnel will prepare the following items:*

#### General

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1. Working Balance Sheet for each fund.
2. Working Statement of Revenues, Expenditures, and Transfers for each fund.
3. General Ledger transaction detail report for each account.
4. A copy of the original budget, all amendments, and the final budget as of June 30, 2018.
5. A copy of all project ordinances and all amendments for active projects during the audit period.
6. A copy of the operating and capital lease schedules itemizing contracts in force during the audit period as well as access to the lease files maintained in the Finance office.
7. A copy of board policies.
8. Copies of all correspondence with the staff of the Local Government Commission, including semiannual Cash and Investment Reports (LGC-203), unit letters, faxes regarding the audited financial statements and compliance reports for the previous year.
9. Management's Discussion and Analysis
10. Required supplementary information, e.g. actuarial information of the Law Enforcement Officers' Separation Allowance and OPEB

#### Cash and Investments

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1. All bank reconciliations for each month
2. List of outstanding checks by account, showing check number, date, and amount.
3. Schedule of all investments for all funds at the audit date, showing book value and estimated market value at fiscal year-end.

#### Receivables

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1. Listing of unpaid tax bills in detail totaled by year as of fiscal year end as provided by the County.
2. Listing of outstanding Enterprise Fund accounts receivables by account as of the fiscal year end.
3. Schedule of miscellaneous receivables booked as of the fiscal year end.

#### Other Assets

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1. Schedule of insurance coverage.

#### Capital Assets

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1. Printout of all capital asset acquisitions made during the audit year.
2. Printout of all capital asset dispositions made during the audit year.
3. Access to printout containing calculations used in balancing the Capital Assets subsystem to the government-wide statements.
4. Printout of depreciation expense posted for the audit year.

#### Current Liabilities

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1. Schedule of accounts payable including batch printouts.

#### Long-Term Debt

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1. Computation of vested vacation payable as of the audit date.
2. Debt Schedule for each debt issue and related payments.

#### Grants

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The following will be compiled for each grant:

1. Grant agreement.
2. Budget.
3. All financial reports.
4. Correspondence with the grantor agency, including monitoring reports.
5. CFDA # and/or pass-through grant #.

Auditor will complete with assistance from Finance

1. Reconciliation of fund and government-wide statements

Size and Complexity of Unit

Personnel/Payroll

Number of employees	19 Full Time	27 Part Time
Frequency of payroll		monthly
Number of payroll direct deposit advises	19 Full Time	27 Part Time

Property Tax (disclose if collected by another agency)

Number of tax bills issued (without motor vehicles)	0 (issued by County)
Number of motor vehicle tax bills issued	0 (issued by County)
Total dollar amount of most recent year's collections	\$439,685.12 at 12/31/17
Total dollar amount of levy	\$669,780.00 at 12/31/17

(Name of enterprise fund) Billing

Public Utilities: Number of statements each month	910
Average number of delinquent accounts at month end	100
Average number of cut-offs	12

Bank Accounts

Number of bank accounts	17
Average monthly activity in main accounts	
Number of deposits (Central Depository)	(approx. 5-10 total)
Number of deposits (Central Investments)	once daily plus daily credit card collections (approx. 70)
Number of checks:	
Central Depository (checks)	150
Payroll (direct deposit)	25-48

Management Information Systems:

Number of PCs on the premises	Approximately 25
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The following financial applications are on the computer system:

- General Ledger
- Accounts Payable
- Miscellaneous Accts Receivable
- Grants/Project Accounting
- Human Resources

- Payroll
- Capital Assets
- Payment Central/Accounts Receivable
- Taxes Receivable (We do not have detail, only the dollars as the County does our billing)
- Public Utilities (Water Sewer)

Special Conditions

Does the unit collect taxes for others? NO

Does the unit perform fiscal or accounting functions for others? No.

Contact information:

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Name: Laura B. Morton  
 Title: Town Clerk/Finance Director

Address: Town of Biscoe  
 110 West Main Street  
 PO Box 1228  
 Biscoe, NC 27209

Phone: 910-428-4112

Fax: 910-428-3975

Email: [laura.morton@townofbiscoe.com](mailto:laura.morton@townofbiscoe.com)

**SUMMARY OF AUDIT COSTS SHEET**

- |                                    |  |          |
|------------------------------------|--|----------|
| 1. Base Audit                      | Includes Personnel costs, travel, and on-site work | \$ _____ |
| 2. Financial Statement Preparation |  | \$ _____ |
| 3. CAFR Preparation                |  | \$ _____ |
| 4. AFIR Preparation                |  | \$ _____ |
| 5. Extra Audit Service             | \$ _____ per hour                                  | \$ _____ |
| 6. Other (explain)                 |  | \$ _____ |

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5. Other (explain)		\$ _____
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<b>TOTAL</b>		\$ _____
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**Ellerbe Telephone Utility Easement Contract (10 year agreement with a 5 Year Renewal)**

A motion was made by Mayor Pro-tem Smith, seconded by Commissioner Kinch, and so the motion carried unanimously to approve the following Utility Easement Contract with Ellerbe Telephone:

Drafted by: Alden B. Webb/ks  
Kitchin Neal Webb Webb & Futrell, P.A.

NORTH CAROLINA )  
 )  
MONTGOMERY COUNTY ) **UTILITY EASEMENT**  
 )  
\_\_\_\_\_ )

This **Utility Easement** is given this December 18, 2017, between **Town of Biscoe**, a North Carolina municipal corporation (*Grantor*), and **Ellerbe Telephone Company**, a North Carolina corporation (*Grantee*).

**WITNESSETH:**

Grantee desires to furnish certain telecommunication and internet services to Grantor and, in order to do so, needs to install certain equipment on one of Grantor’s water towers. Grantor desires to receive such services and has agreed to grant an easement to Grantee for the installation, repair and maintenance of such equipment.

Now, therefore, for and in consideration of the sum of Ten Dollars and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Grantor does hereby convey, transfer, and set over unto Grantee and its successors and assigns, an exclusive easement for the installation, repair and maintenance of equipment on and over the following described property:

- A. Atop the water tank on its tower located at 110 West Main Street in Biscoe, N.C. Together with the right to run cables along the entire length of the tank and its support structure.

Together with the right of egress, ingress and regress, over and across the real property on which such water tank is located for the installation, repair and maintenance of Grantee’s equipment.

The terms and conditions of this easement are as follows:

The term of this easement shall be for ten (10) years, commencing on January 1, 2018. Provided Grantee is not in default under any of the terms hereof. Grantee shall have the right to extend the term of this easement for two additional terms of five (5) years each by giving written notice to Grantor at least sixty (60) days prior to the expiration of the then current term.

As consideration for said easement, Grantee shall furnish to Grantor, the following internet services at no cost to Grantor during the term of this easement or any extension thereof:

- Town Hall - 15 x 5 internet connection  
(which includes Police Dept. and Fire Dept.)
- Pool/Park - 3 x 1 internet connection  
(221 Mill Street, Biscoe, NC)

At the end of the term of this easement or any extension thereof, Grantee shall remove its equipment from the property of Grantor.

Grantee shall indemnify Grantor and hold it harmless for damage to Grantor's tank arising from or as a result of Grantee's equipment or any work performed on said equipment. Grantee shall indemnify Grantor and hold Grantor harmless from and against any and all liability for damages to property or injury or death to persons arising out of Grantee's equipment or any work performed on said equipment.

Grantor warrants to Grantee that it is the owner of the water tank on which Grantee's equipment will be installed and the owner of the land upon which it sits. Grantor has the right to grant this easement without the consent or joinder of any other party.

Any notice required to be given hereunder shall be by certified mail return receipt requested and addressed as follows:

Town of Biscoe  
110 West Main Street  
Biscoe, NC 27209

Ellerbe Telephone Company  
PO Box 220  
Ellerbe, NC 28338

TO HAVE AND TO HOLD said Easement unto Grantee and its successors and assigns subject to the terms and conditions herein set forth.

IN WITNESS WHEREOF, the parties have hereunto executed this Easement on the day and year first above written.

### **Region 8 Clerk's Conference Hosted by the Town of Biscoe**

---

Town Clerk Laura Morton announced that Biscoe would be hosting the Regional 8 Clerk's Conference on April 20, 2018. The event will be held at the Biscoe Community Center. Approximately 40 clerks are expected. She invited the Board to stop by and welcome the Clerks.

### **Manager Report**

---

#### **Budget and Preparations for the Spring**

Manager Holland said he had been meeting with staff regarding the Upcoming Budget and Preparations for the Spring.

#### **Economic Development Meeting**

Manager Holland said the Economic Development Workshop was a success and the report would be presented at the March meeting.

### **Mayor's Minutes**

---

Mayor Blake presented the following:

Met with 2 gentlemen from the railroad Re: Railroad signals on Hwy 24/27

Met with First Health Representatives Re: Occupational Health awareness

Met with Mickey Maness, architect Re: Gazebo

Marched with the Police Department for Martin Luther King, Jr. Day

Met with county mayors, Jim Matheny, Jackie Morris, Matthew Woodward, Re: County's future

Attended conference at UNC School of Government for 2 days with Commissioner Kay Kinch

Attended 2-day workshop for Economic Development at Town Hall. 3 providers were present, including Darren Rhodes state coordinator  
Met with Billy Myrick Re: Conditions on Hyde St.  
Met with Sam and Alex Re: Park playground equipment  
Went with Jackie Morris to Kernersville to attend COG Executive Meeting

### **Gazebo**

The Mayor said he had been working on the plans for a gazebo to be built at the main stoplight. He said it is being donated by different businesses in the town. The only cost to the Town will be future maintenance.

A motion was made by Mayor Pro-tem Smith, seconded by Commissioner Beard, and so the motion carried unanimously to approve the construction of the gazebo.

### **Commissioner Comments**

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Commissioner Anderson said that he definitely wants to keep the old playground equipment if it is safe.

Commissioner Kinch asked if No Littering Signs could be posted throughout Town because there are areas that look bad because of litter.

### **Public Forum**

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No one spoke during the public forum.

### **Adjournment**

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There being no further business to bring before the Board, Commissioner Beard made the motion to adjourn, and Mayor Pro Tem Smith made the second. All voted in favor. Meeting adjourned at 7:45 p.m.



# MONTHLY FINANCIAL REPORT

FIRST BANK ACCOUNTS 2018 MONTHLY FINANCIAL REPORT			
ACCOUNT	INTEREST RATE	BALANCE	STATUS
MONEY MARKET <i>Bank 3</i>	.15%	\$1,249,685.34	<b>RECONCILED THRU JANUARY 2018</b>
GENERAL FUND 10 – CD XX54 <i>Bank 102</i>	.15%	\$236,702.59	<b>RECONCILED THRU FEBRUARY 2018</b>
FUND 21 – CAP. RES. CD XX49 <i>Bank 104</i>	.15%	\$34,603.93	<b>RECONCILED THRU FEBRUARY 2018</b>
FUND 72 LEO – CD XX30 <i>Bank 105</i>	.15%	\$96,148.40	<b>RECONCILED THRU FEBRUARY 2018</b>
<b>TOTAL FIRST BANK ACCOUNTS</b>		<b><u>\$1,617,140.26</u></b>	

FIDELITY BANK ACCOUNTS 2017 MONTHLY FINANCIAL REPORT			
ACCOUNT	INTEREST RATE	BALANCE	STATUS
CENTRAL DEPOSITORY <i>Bank 1</i>	.10%	\$1,207,604.62	<b>RECONCILED THRU FEBRUARY 2018</b>
PAYROLL ACCOUNT <i>Bank 4</i>	0%	\$130,946.56	<b>RECONCILED THRU FEBRUARY 2018</b>
<b>TOTAL FIDELITY BANK ACCOUNTS</b>		<b><u>\$1,338,551.18</u></b>	

NC CAPITAL MANAGEMENT TRUST INVESTMENT ACCOUNTS			
ACCOUNT	INTEREST RATE	BALANCE	STATUS
NC DEBT SET-OFF GOVT <i>Bank 108</i>	1.30	\$4,932.34	<b>RECONCILED THRU FEBRUARY 2018</b>
PAYROLL (GF) GOVT. <i>Bank 112</i>	1.30	\$100,815.64	<b>RECONCILED THRU FEBRUARY 2018</b>
POWELL BILL ACCOUNT – GOVT. <i>Bank 116</i>	1.30	\$83,717.78	<b>RECONCILED THRU FEBRUARY 2018</b>
CEMETERY (GF) TERM <i>Bank 113</i>	1.59	\$50,535.21	<b>RECONCILED THRU FEBRUARY 2018</b>
HALLOWEEN IN THE PARK (GF) TERM <i>Bank 114</i>	1.59	\$25,266.34	<b>RECONCILED THRU FEBRUARY 2018</b>
GENERAL NEEDS (GF) TERM <i>Bank 115</i>	1.59	\$151,598.04	<b>RECONCILED THRU FEBRUARY 2018</b>
WATER IMPROVEMENTS (WS) TERM <i>Bank 111</i>	1.59	\$126,331.71	<b>RECONCILED THRU FEBRUARY 2018</b>
<b>TOTAL NCCMT INVESTMENT ACCOUNTS</b>		<b><u>\$546,197.06</u></b>	

Please note in addition to the above bank accounts, the Town Clerk/Finance Officer Reconciles 4 (four) bank accounts each month for the Biscoe Fire Department.

**NCCMT RATES CONTINUE TO INCREASE**

**RATES AS OF 03-08-18**

Rates for Government Portfolio increased from **1.21 to 1.30**

Rates for Term Portfolio increased from **1.49 to 1.59**

***Tax Payments from Montgomery County Tax Department  
have been received through January 2018.***

**SEWER ACROSS THE BYPASS**

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- 1) Golden Leaf Funds – (Grant no pay back) - \$800,000.00
- 2) Town Funds - \$1,458,960.00

Total Project - \$2,258,960.00

**WASTEWATER TREATMENT PLANT**

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- 1) Clean Water Management Trust Fund Grant \$ 584,000.00
- 2) State Revolving Loan – Interest Rate 0.00% \$1,323,106.00

As of February 20, 2018, the Town owes approximately \$1,256,950.70.  
The annual payment is \$66,155.30.

The next payment annual payment will be made in May of 2018.  
This will leave a balance of \$1,190,795.40.

Total Project - \$1,907,106.00

**INDUSTRIAL PUMP STATION**

---

- 1) First Bank Commercial Loan – Interest Rate 1.65% \$350,000.00

As of March 2, 2018, the Town owes approximately \$187,449.50.  
The monthly payment is \$6,198.91.



# BISCOE FIRE DEPARTMENT

*Organized 1950*

---

March 8, 2018

To Whom It May Concern;

Biscoe Fire Department is transferring the following surplus items to the Montgomery County Rescue Squad for its official use and services:

Six (6) Scott 2.2 self-contained breathing apparatus

1. 115S0823005476
2. 115S0823005482
3. 115S0719003503
4. 115S0728005546
5. 115S0719003511
6. 115S0719003489

Twelve (12) Scott 2216 air bottles

1. IJ194596
2. IJ189342
3. IJ181908
4. IJ188710
5. IJ189012
6. IJ182110
7. IJ194778
8. IJ181904
9. IJ194806
10. IJ182245
11. IJ194430
12. IJ194783

---

Tripp Myrick  
Fire Chief

Steven Hurley  
Rescue Captain

Brandon Holland  
Town Manager

110 West Main Street • PO Box 1228 • Biscoe, NC 27209

Email: [biscoefire@townofbiscoe.com](mailto:biscoefire@townofbiscoe.com)

Phone: (910) 428-4541 • Fax: (910) 428-9847

## Town of Biscoe

### FY CDBG INFRASTRUCTURE – SANITARY SEWER SYSTEM REHABILITATION

#### PROJECT SUMMARY

The Town of Biscoe has received a grant award of \$1,865,000 for their CDBG Infrastructure Application for the “Sanitary Sewer System Rehabilitation” project. The State Water Infrastructure Authority awarded the grant to the Town at their regular scheduled meeting on February 28, 2018. The grant application was prepared by LKC Engineering, PLLC with a total estimated project cost of \$1,865,000; of which will be 100% grant funded. The Town of Biscoe did not commit to any local funds toward this project.

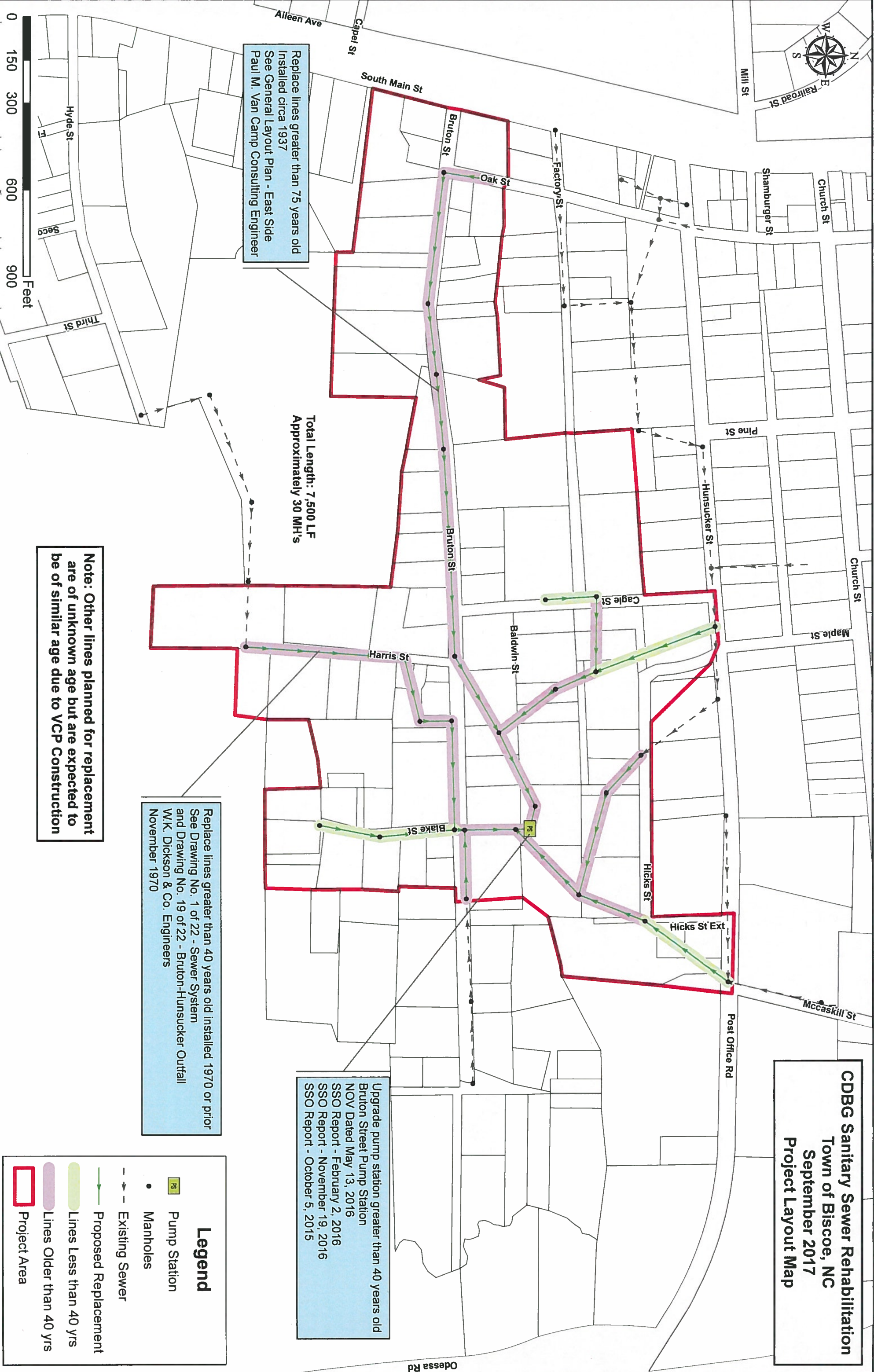
Attached is a Project Map which summarizes the proposed project area. The project will provide replacement of 7,500 LF of old VCP sewer line and replace the Bruton Street pump station. The grant will replace existing sewer lines on Bruton, Blake, Harris, Cagle, Baldwin and Hicks Street. Approximately 80% of these existing lines and the Bruton Street pump station are more than 40 years old.

Representatives of the Town and of LKC Engineering completed door-to-door household surveys prior to submitting the grant application. In the proposed project area, there were 81 occupied homes and 10 vacant occupiable homes. There was a total of 234 persons in the proposed project area; of which 218 represent low/moderate income persons.

The Town of Biscoe will be receiving a letter of award from the NC Division of Environmental Quality (NCDEQ) – Water Infrastructure Division and in the next few weeks the Town should receive a grant agreement/funding package. This package will need to be executed and returned to NCDEQ. Following soon thereafter, the representative of the CDBG Program with NCDEQ Water Infrastructure Division, will contact the Town to schedule a Start-Up Visit and invite the Town to attend a CDBG Implementation Workshop.

At this time, the Town should proceed with the procurement process which is required prior to hiring consultants to provide grant administration and engineering and design services.

**CDBG Sanitary Sewer Rehabilitation**  
**Town of Biscoe, NC**  
**September 2017**  
**Project Layout Map**



Replace lines greater than 75 years old  
 Installed circa 1937  
 See General Layout Plan - East Side  
 Paul M. Van Camp Consulting Engineer

Total Length: 7,500 LF  
 Approximately 30 MH's

Replace lines greater than 40 years old installed 1970 or prior  
 See Drawing No. 1 of 22 - Sewer System  
 and Drawing No. 19 of 22 - Bruton-Hunsucker Outfall  
 W.K. Dickson & Co. Engineers  
 November 1970

Upgrade pump station greater than 40 years old  
 Bruton Street Pump Station  
 NOV Dated May 13, 2016  
 SSO Report - February 2, 2016  
 SSO Report - November 19, 2016  
 SSO Report - October 5, 2015

**Note: Other lines planned for replacement  
 are of unknown age but are expected to  
 be of similar age due to VCP Construction**



**Legend**

- Pump Station
- Manholes
- Existing Sewer
- Proposed Replacement
- Lines Less than 40 yrs
- Lines Older than 40 yrs
- Project Area

## TOWN OF BISCOE

### CDBG INFRASTRUCTURE – SANITARY SEWER SYSTEM REHABILITATION

#### REQUEST FOR PROPOSALS/QUALIFICATIONS FOR GRANT ADMINISTRATIVE AND ENGINEERING SERVICES

The Town of Biscoe has been awarded a Community Development Block Grant (CDBG) in the amount of \$1,865,000 by the North Carolina Department of Environmental Quality (NCDEQ) for the Town's proposed Sanitary Sewer System Rehabilitation project.

Contingent upon this award, the Town of Biscoe Board of Commissioners is requesting separate proposals each for grant administration services and engineering services. Engineering services will include developing a final engineering report and subsequent engineering design and bid package services and construction inspection services to assist the Town with implementation of this project. Grant Administrative services will include the administration services to assist the Town in being compliant with all applicable federal requirements and regulations under the CDBG Program.

Copies of the detailed request for qualifications (RFQ) and/or request for proposals (RFP), including a description of the services to be provided by respondents, the minimum content of responses, and the factors to be used to evaluate the responses, can be obtained by contacting Mr. Brandon Holland, Town Manager, Town of Biscoe, 110 West Main Street, Biscoe, NC 27209; Phone: (910) 428-4112.

The above information should be submitted no later **4:00 p.m. on Tuesday, April 3, 2018**. For a copy of the RFQ and/or RFP for either of these services, please, contact Mr. Brandon Holland, Biscoe Town Manager at (910) 428-4112.

The Town of Biscoe is an Equal Opportunity Employer and invites the submission of proposals from minority and women-owned firms. The Town of Biscoe invites the submission of proposals from certified Section 3 businesses (Section 3 applies if the contract is over \$100,000 for non-construction contracts).

"This information is available in Spanish or any other language upon request. Please contact Brandon Holland, Town Manager of the Town of Biscoe at (910) 428-4112 or at 110 West Main Street, Biscoe, NC for accommodations for this request."

"Esta información está disponible en español o en cualquier otro idioma bajo petición. Por favor, póngase en contacto con Brandon Holland, Biscoe Town Manager al (910) 428-4112 o en 110 West Main Street, Biscoe, NC de alojamiento para esta solicitud."



## TOWN OF BISCOE WASTEWATER PRETREATMENT PROGRAM

### SUMMARY OF EXISTING SIGNIFICANT USERS & PROPOSED PERMIT REVISIONS

The Town of Biscoe Sewer Use Ordinance was revised by the Town on August 11, 2014 in order to meet current NC Department of Environmental Quality (NCDEQ) regulations, and to enact a new Pretreatment Program for significant industrial users (SIU) to protect the Town's wastewater collection and treatment system. On August 15, 2016 the Town issues pretreatment permits to the following SIU's:

- Carolina Dairy, LLC Permit 001
- Grede II, Biscoe LLC Permit 002
- Flakeboard America Limited (Arauco) Permit 003

Since the inception of the new Pretreatment Program the Town has been monitored by NCDEQ staff and has worked with some of the SIU's to make recommended and requested revisions to the permits. Following is a summary of Town staff's current recommendations for the permit revisions:

#### **Carolina Dairy – Permit 001**

- Flow: 0.150 mgd Daily Max, 0.100 mgd Average Daily (Monthly) - *Unchanged*
- BOD<sub>5</sub> Discharge Limit: 325 mg/l (Monthly Average) - *This includes all monitoring samples, regardless of number*
- TSS Discharge Limit – 300 mg/l (Monthly Average) - *This includes all monitoring samples, regardless of number*
- FOG: 60 mg/l Daily Max, 30 mg/l Monthly Average - *Unchanged*
- Temperature and pH limits will remain unchanged and should be reported as currently monitored

#### **Grede (AAM Castings) – Permit 002**

- Flow: Daily Limit removed, Monthly Limit remains with reporting requirements
- BOD<sub>5</sub> Discharge Limit: Daily Limit removed, Monthly Limit remains with reporting requirements
- TSS Discharge Limit – Daily Limit removed, Monthly Limit remains with reporting requirements
- Temperature and pH limits will remain unchanged and should be reported as currently monitored
- Copper, Lead, Zinc and Mercury – Unchanged, monitor and report as noted

#### **Flakeboard (Arauco) – Permit 003**

- Flow: No Limit, monitor and report quarterly
- BOD<sub>5</sub> Discharge Limit: No Limit, monitor and report quarterly
- TSS Discharge Limit – No Limit, monitor and report quarterly
- Temperature and pH limits will remain unchanged and should be reported as currently monitored

The Town will also be making additional requests to each industry to address concerns observed in the monitoring of the permits to date. Based on the enforcement, sampling and administrative costs associated with maintaining the Pretreatment Program, the Town staff also requests the Board consideration of a monthly SIU permit fee. Bill Lester (LKC Engineering), will be available to discuss these items during the Board meeting on Monday, March 12, 2018. Bill can also be reached at [Bill@LKCEngineering.com](mailto:Bill@LKCEngineering.com) or 910-420-1437 if you have any questions.

# BISCOE MARKET SNAPSHOT

Prepared by the NC Main Street & Rural Planning Center Staff



## TOWN OF BISCOE



[www.townofbiscoe.com](http://www.townofbiscoe.com)

The purpose of the snapshot is to give Biscoe baseline information for a better understanding of its current market. The NC Main Street and Rural Planning Center Staff studied the top 15 employers in Biscoe, the commuting patterns for workers, and the retail marketplace data within the study area as well as demographics.

The retail leakage and surplus analysis (or Gap Analysis) examines the quantitative aspects of the community's retail opportunities and a guide to understanding retail opportunities. This is only the first step in understanding market potential. By looking at the supply (retail sales) and the demand (retail potential) we can:

- *Understand how well the retail needs of local residents are being met*
- *Uncover unmet demand and possible opportunities*
- *Understand the strengths and weaknesses of the local retail sector*
- *Measure the difference between actual and potential retail sales*

For Biscoe, we focused on where there is the most opportunity for capturing additional sales. While the data indicates that in many retail categories there is reasonable supply, there is still opportunity, due to demand, to capture \$18 million in potential sales within the 5-mile Primary Trade Area of Biscoe. Consumers are spending these dollars outside of town. This is known as "Retail Leakage" referred to as "Leakage" throughout the report.

**Retail Leakage** indicates an unmet demand in the trade area. This suggests the possibility the community can support additional retail for that business type. Residents within these primary trade areas are purchasing products outside of these trade areas. Again, indicating opportunity to capture these dollars within the study area from either a specific trade area with the most leakage or multiple areas within a reasonable distance of Biscoe. (**Leakage is shown as a positive value in green when reviewing the actual ESRI data.**)

**Retail Surplus** means the community's trade area is capturing the local market plus attracting non-local shoppers. Surplus doesn't necessarily imply that the community can't support additional businesses, but rather the community has possibly developed strong clusters of retail including eating and drinking establishments that have broad geographical appeal. (**Surplus is shown as a negative value in red when reviewing the ESRI data.**)

In Biscoe, there is a **\$45,595,423** "surplus" of sales within the 5-mile PTA, largely based on General Merchandise Stores. There is a "leakage" however, of **\$18,497,911** in the sectors of Motor Vehicle & Parts, Furniture & Home Furnishings, Electronics & Appliances, Building Materials, Garden Equipment & Supply Stores, where Biscoe residents are shopping 5-miles outside of town.

Before drawing conclusions about potential business expansion or recruitment opportunities, qualitative considerations, such as additional sources should be more closely studied. This could be additional information from ESRI data or sources that the county or regional economic development office may have. This report is based on the data collected and should serve only as a starting point.

### Target Area Profile for this Snapshot:

Town Hall, 110 East Main Street,  
Biscoe

### Sources for Information:

- ESRI Business Online Analyst, Demographics, Tapestries [www.esri.com](http://www.esri.com)
- Quick Facts, NC: [www.census.gov/quickfacts](http://www.census.gov/quickfacts)
- Access NC: [accessnc.commerce.state.nc.us](http://accessnc.commerce.state.nc.us)
- US Census On The Map: [onthemap.ces.census.gov](http://onthemap.ces.census.gov)

**Disclaimer:** This report was prepared by the NC Main Street and Rural Planning Center. Information contained in the report is primarily from ESRI On-Line Business Analysis and checked against sources above. Every effort is made to ensure that the information contained within is accurate, however, no warranty is made about the accuracy of this report by the NC Main Street and Rural Planning Center or its sources.



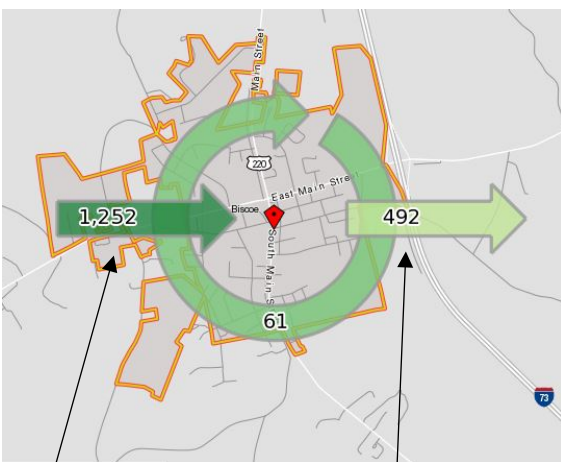
**Table 1: Top 10 Employers in Biscoe**

Company Name	Employees
Grede	370
Central Carolina Hosiery	200
Autumn Care of Biscoe	200
East Middle School	65
East Montgomery High School	60
K-M Machine Co, Inc.	60
Greenridge Elementary School	55
Select Frame Shop	50
Vanderveer's Gas Service	32
Mack Truck Sales	30

**Table 2: Where Biscoe Residents Work**

Location	Count	Share
Biscoe	61	4.6%
Troy	38	2.9%
Asheboro	30	2.3%
Star	28	2.1%
Greensboro	23	1.8%
Charlotte	21	1.6%
Albemarle	19	1.4%
Seven Lakes	17	1.3%
Durham	14	1.1%
Fayetteville	14	1.1%
All Other Locations	1,048	79.8%

**Map 1: Inflow / Outflow Analysis**

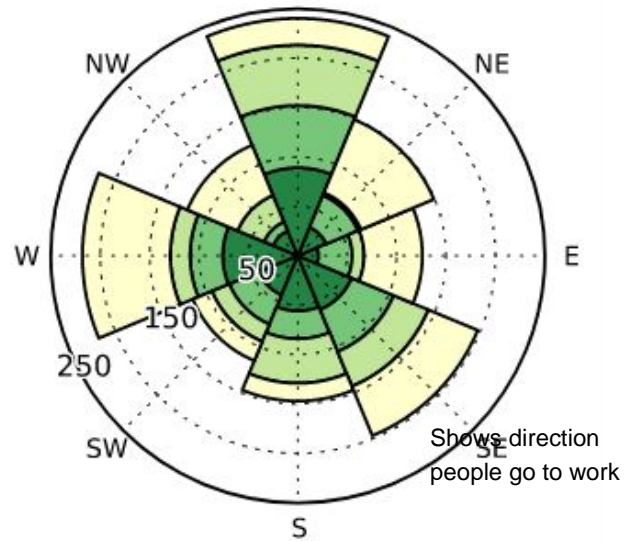


1,252 people come to Biscoe to work

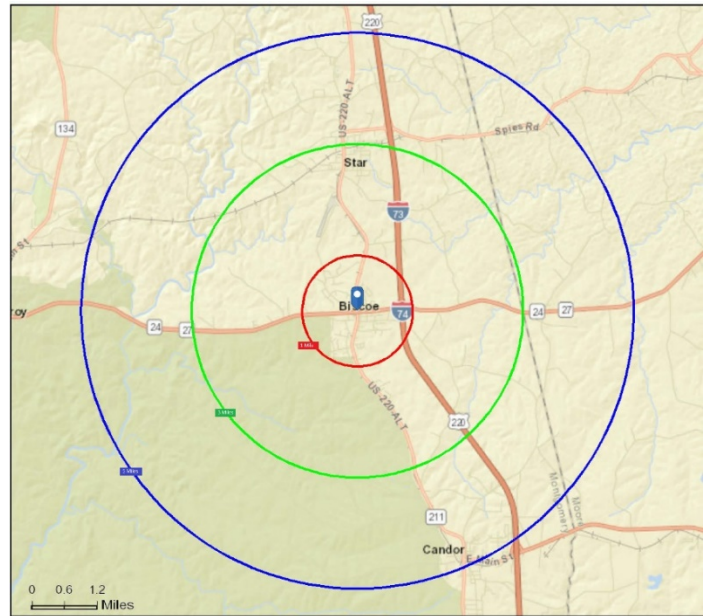
492 residents leave Biscoe for work



**Job Counts by Distance/Direction in 2015**  
All Workers



**Map 2: Primary Trade Area of Biscoe, NC**



**Table 3: Demographic & Income Profile**

Summary	2017	2022
Population	1,896	1,952
Households	610	630
Families	437	449
Avg Household Size	3.02	3.01
Owner Occupied Housing Units	387	403
Renter Occupied Housing Units	222	227
Median Age	35	37
Median Household Income	\$26,797	\$26,339
Average Household Income	\$36,413	\$38,140
Per Capita Income	\$12,732	\$13,330
Median Home Value	\$76,042	\$84,167

**Table 4: Retail Supply & Leakage PTA**

Industry Group	Demand	Supply	Leakage
Motor Vehicle & Parts Dealers	\$13,334,749	\$7,752,387	\$5,582,362
Furniture & Home Furnishings Stores	\$1,970,785	\$866,016	\$1,104,769
Electronics & Appliance Stores	\$1,519,082	\$0	\$1,519,082
Bldg Materials, Garden Equip & Supply Stores	\$4,366,778	\$1,413,119	\$2,953,659
Food & Beverage Stores	\$9,984,486	\$6,892,852	\$3,091,634
Health & Personal Care Stores	\$3,781,161	\$2,844,041	\$937,120
Gasoline Stations	\$6,634,038	\$17,504,092	(\$10,870,054)
Clothing & Clothing Accessories Stores	\$2,369,468	\$966,322	\$1,403,146
Sporting Goods, Hobby, Book & Music Stores	\$1,408,336	\$905,223	\$503,113
General Merchandise Stores	\$9,123,952	\$50,772,420	(\$41,648,468)
Miscellaneous Store Retailers	\$2,713,483	\$1,310,457	\$1,403,026
Non-Store Retailers	\$1,007,313	\$11,175,846	(\$10,168,533)
Food Services & Drinking Places	\$5,461,187	\$6,867,466	(\$1,406,279)
Restaurants & Other Eating Places	\$5,089,240	\$6,867,466	(\$1,778,226)
<b>Total Retail Trade and Food &amp; Drink</b>	<b>\$68,764,058</b>	<b>\$116,137,707</b>	<b>(\$45,595,423)</b>
<b>Total Leakage</b>			<b>\$18,497,911</b>

← SURPLUS

← LEAKAGE

**Table 5: Jobs & Industry in Biscoe**

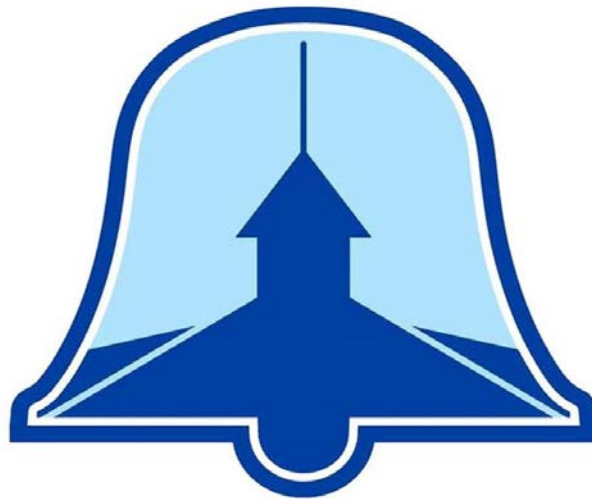
	Count	Share
Manufacturing	553	39.5%
Retail Trade	301	21.5%
Health Care and Social Assistance	218	15.6%
Accommodation and Food Services	136	9.7%
Construction	100	7.1%
Public Administration	30	2.1%
Wholesale Trade	24	1.7%
Finance and Insurance	23	1.6%
Agriculture, Forestry, Fishing and Hunting	5	0.4%
Real Estate and Rental and Leasing	5	0.4%
Professional, Scientific, and Technical Services	3	0.2%
Other Services (excluding Public Administration)	2	0.1%
<b>Total</b>	<b>1,400</b>	<b>100%</b>



# Biscoe, North Carolina

Report of  
Economic Development Assessment  
January 29-30, 2018

**TOWN OF BISCOE**



[www.townofbiscoe.com](http://www.townofbiscoe.com)

Report: March 12, 2018

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## Appendix

- A. Stakeholder Interview Participants
- B. Primary Trade Area Map
- C. Asset Map
- D. Retail Marketplace Profile for Biscoe

## Section 1. Introduction

The Town of Biscoe invited the NC Main Street & Rural Planning Center to develop an Economic Development Assessment. The two-member Rural Planning Team visited Biscoe on January 29-30, 2018. Each member has extensive experience in community planning and economic development.

During the two-day visit, the Rural Planning Team toured the community, and conducted interviews with members of the community; elected officials, property and business owners, citizens and Town staff who are listed in the Appendix.

### Rural Planning Team

**Bruce Naegelen**, (Project Manager)  
**Community Economic Development Planner**  
Sandhills (South Central) Prosperity Zone  
NC Main Street & Rural Planning Center  
North Carolina Department of Commerce  
558 Gillespie Street  
Fayetteville, NC 28301

**Darren Rhodes, CPM**  
**Rural Planning Program Administrator**  
Piedmont Triad (Central) Region  
NC Main Street & Rural Planning Center  
North Carolina Department of Commerce  
450 West Hanes Mill Road  
Suite 101  
Winston-Salem, NC 27106

**Jeff Emory**, (Project Co-Manager)  
**Community Economic Development Planner**  
Southwest Prosperity Zone  
NC Main Street & Rural Planning Center  
North Carolina Department of Commerce  
615 Concord Road  
Albemarle, NC 28001

The Rural Planning Team would like to thank the **Local Work Group** members who generously gave up two full mornings and an early afternoon to work with us through this process:

James Blake, Mayor  
Jessica Blake, Community in Schools  
Beth Deberry, Fidelity Bank  
Andrew Gardner, Montgomery Community College

Brandon Holland, Town Manager  
Laura Morton, Town Clerk  
Mark Scott, Montgomery Chamber of Commerce  
Larry Wilson, Pastor

We offer this report as a working document to guide you through the on-going activity of focusing and successfully implementing the recommendations found in this Economic Development Assessment. The residents of Biscoe have a keen sense of community pride. We hope this report inspires the community to support the economic development efforts of the Town of Biscoe.

## North Carolina Department of Commerce

[www.nccommerce.com](http://www.nccommerce.com)

The North Carolina Department of Commerce is the state's lead agency for economic, community and workforce development. The Department works with local, regional, national and international organizations to fulfill its mission to improve the economic well-being and quality of life for all North Carolinians.

Taking a comprehensive approach to economic development, the Department's work reaches many areas. The Department helps people find jobs and employers find and retain a qualified workforce. The Department administers the state's employment security system, supporting workers during career transitions. The Department provides local communities with grants and planning services to spur infrastructure development and economic growth, and administers the state's economic incentive programs.

The Department is also responsible for recruiting companies to the state, helping existing North Carolina companies expand, encouraging business start-ups, enabling companies to export, and marketing North Carolina as a business and visitor destination. In October 2014, the Department entered a contract with a new public-private organization, the [Economic Development Partnership of North Carolina](http://www.edpnc.com) ([www.edpnc.com](http://www.edpnc.com)) to take the lead in these recruitment and marketing functions.

The Department also publishes data, statistics, information and reports for citizens and policymakers interested in the state's economy.

The Department of Commerce, an executive branch agency of the State of North Carolina, is headquartered in Raleigh.

### The NC Main Street & Rural Planning Center

The *NC Main Street and Rural Planning Center* (MS&RPC) is part of the NC Department of Commerce, the state's lead agency for workforce, community, and economic development. In this capacity, the Center provides downtown revitalization and planning assistance to communities across the state, primarily in economic development planning.

The Center has offices throughout the state, in the West (Asheville and Sylva), Northwest (N. Wilkesboro), the Piedmont (Winston-Salem), Southwest (Albemarle), North Central (Raleigh and Wilson), South Central (Fayetteville) and the East (Washington, Jacksonville, and Wilmington).

Recognizing that economic prosperity is the number one priority in most communities, our experienced staff partners with community leaders to add value to their economic development efforts through a variety of services and assistance.

Whether rural communities are planning future economic expansion, injecting life into existing structures, or developing in an economically challenged area, the MS&RPC staff can help attain those goals through targeted assistance with these services:

- > Economic Development Assessment
- > Strategic Economic Development Planning
- > Implementation Services
- > Local & Regional Market Analysis
- > Small Area Planning for High Impact Areas
- > GIS & Custom Mapping

## **Section 2. The Six Economic Factors**

There are six basic factors that should be considered when undertaking any economic activities. Without an understanding of these factors, it will be difficult to determine the direction that economic activity must take to bring about a successful effort. These factors are as follows:

### **Factor 1 Market Conditions and Business Climate**

Assessing this factor helps determine the status of the retail, residential and office markets and their potential in your town. Information gathered related to retail sales, occupancies and rents is used to develop recruitment materials for attracting new business to town and downtown.

### **Factor 2 Retail Mix**

A market assessment and merchant's survey can provide information related to the number and types of businesses currently in the downtown area. From this information, the potential for success of additional or different retail businesses can be determined. Additionally, a personal observation should be made to determine the best locations to site additional businesses.

### **Factor 3 Real Estate Availability and Condition**

This factor addresses the ability to recruit development and business. If there are no available buildings or if they are overpriced or in poor condition, then it will be difficult to carry out the economic development/revitalization effort.

### **Factor 4 Physical Environment and Amenities**

The physical environment in which a business must function is critical to its success. Even the best businesses will not be successful if the surrounding environment is run down, with few amenities, and is difficult to access.

### **Factor 5 Availability of Capital/Financing**

It is critical that adequate investment capital and attractive financing be available for projects. In addition to public financing tools, local financial institutions must be actively involved and supportive of development and business in town and downtown.

### **Factor 6 Business and Development Assistance**

Business and investment decisions must be made based on complete and factual information. One of the most important services that can be offered to potential investors is the provision of professional business and development assistance along with a coordinated promotional effort.

### Section 3. Demographics

#### Location

Biscoe is a town located in Montgomery County, very near the geographic center of North Carolina. The town is located approximately 83 miles from the state capitol in Raleigh; approximately 68 miles from Charlotte, the state’s largest city; 52 miles from Greensboro; 30 miles from Southern Pines; 30 miles from Pinehurst and 7 miles from Troy, the county seat. NC 24 and NC 27 run through Biscoe and Town limits abut Interstate 74. It is approximately 1-1/4 miles east of Town Hall.

#### Population

The population of Biscoe has shown a slight growth trend since the 2010 Census (Table 3-1) from 1,700 people to an estimated 1,896 people in 2017. (Figure 3-1). Biscoe has 3.11 square miles of geographic area. Within the 5-mile Primary Trade Area (Map 3-1), the population has increased from 7,155 people in 2000 to 7,852 in 2017. Please note: a full-page map of the Primary Trade Area can be found in the Appendix.

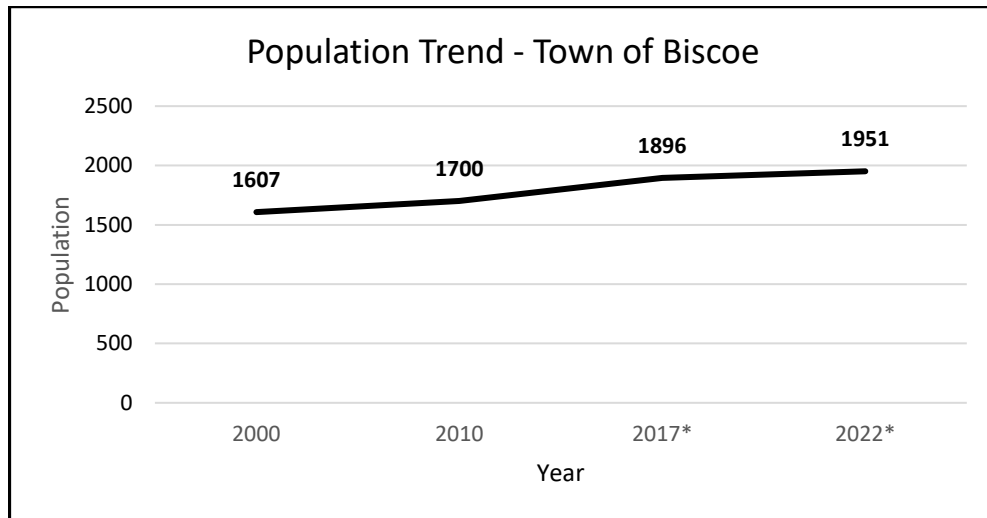
**Table 3-1. Population Change in the Town of Biscoe**

Year	2000	2010	2017*	2022*
<b>Population</b>	1,607	1,700	1,896	1,951

U.S. Census Data

\*ESRI Forecast

**Figure 3-1. Population Change in the Town of Biscoe**



#### Race

Table 3-2 shows the racial composition in Biscoe. In 2010, almost 51% of the population was white and 20.5% was black. By 2017, the projected population was 62% white and 12.7% black, a decline of 7.8%. Hispanic populations remain essentially flat through the period at +/- 35%.

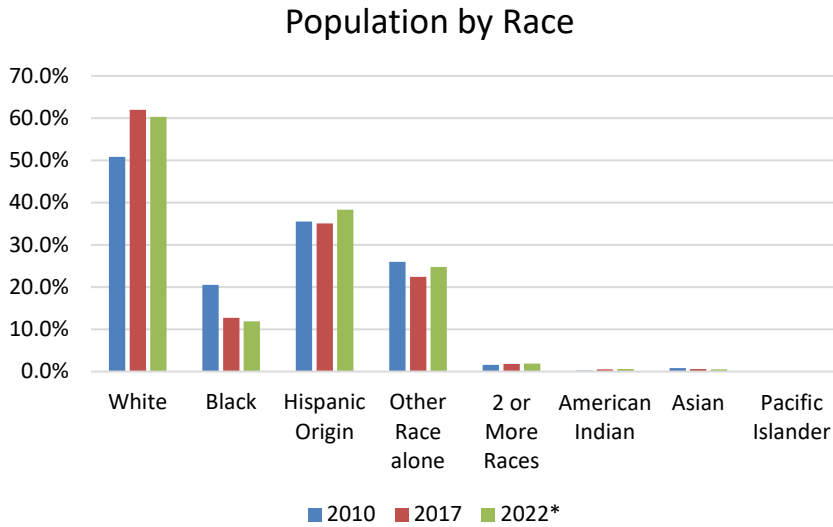
**Table 3-2 Population by Race**

Year	White	Black	Hispanic Origin	Other Race alone	2 or More Races	American Indian	Asian	Pacific Islander	Total Population
<b>2010</b>	50.8%	20.5%	35.5%	26.0%	1.6%	0.2%	0.8%	0.1%	1,700
<b>2017</b>	62.0%	12.7%	35.1%	22.4%	1.8%	0.5%	0.6%	0.0%	1,896
<b>2022*</b>	60.3%	11.9%	38.3%	24.8%	1.9%	0.6%	0.5%	0.0%	1,951

\*ESRI Forecast



Figure 3-1 Population by Race



### Age

The census data in Table 3-3 shows that Biscoe's population has become slightly older since 2010 from a median age of 33.3 years old to 36.7 years old, an increase of 2.4 years. There appears to be a declining trend of the younger ages, birth to 24 years old.

Table 3-3. Median Age

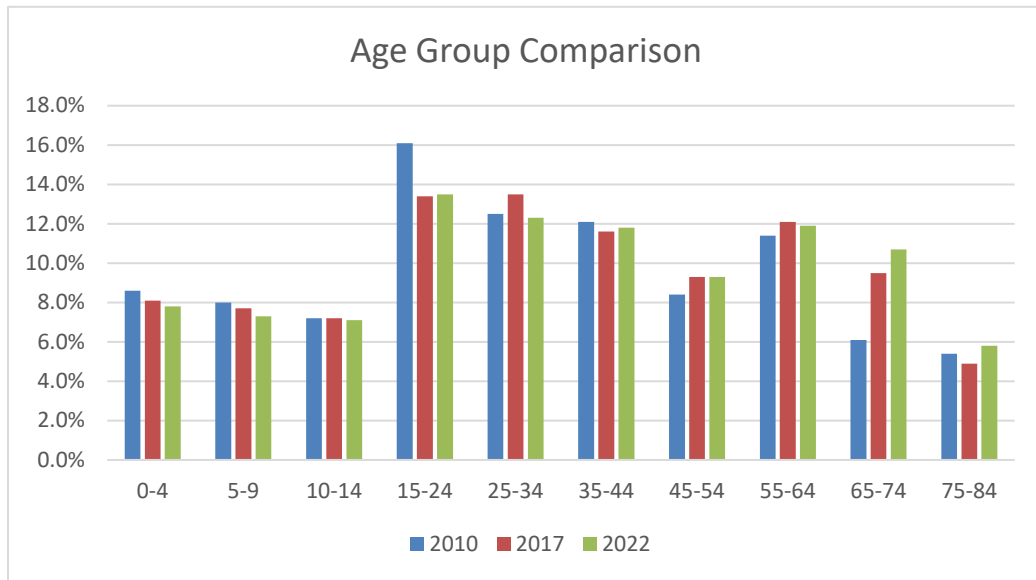
Year	2010	2017	2022	
Age (years)	33.3	35.0	36.7	
Change	n/a	+1.7	+1.7	+2.4 yrs net change

Table 3-4 and Figure 3-2 show trends from the US Census in 2010 and projections in 2017 and 2022 by ESRI.

Table 3-4. Population by Age

Total Pop	1,700	1,896	1,954
Year	2010	2017	2022
0-4	8.6%	8.1%	7.8%
5-9	8.0%	7.7%	7.3%
10-14	7.2%	7.2%	7.1%
15-24	16.1%	13.4%	13.5%
25-34	12.5%	13.5%	12.3%
35-44	12.1%	11.6%	11.8%
45-54	8.4%	9.3%	9.3%
55-64	11.4%	12.1%	11.9%
65-74	6.1%	9.5%	10.7%
75-84	5.4%	4.9%	5.8%

**Figure 3-2 Age Group Comparison**



**Households**

Median Household Income was \$26,797 in 2017 and expected to remain relatively flat in 2022 at \$26,339.

In 2000, Biscoe had 518 households and an estimated 610 in 2017, an increase of 92 households. The number of housing units increased from 585 to an estimated 708 in 2017, an increase of 153 housing units.

**Table 3-5. Household & Housing Unit Summary**

Year	2000	2010	2017*	2022*
Household	518	539	610	630
Units	555	607	708	765

*U.S. Census Data*

*\*ESRI Forecast*

Owner occupied units are trending downward since 2000 with 68.3% and an estimated 54.8% in 2017, showing further decline by 2022. Renter occupied units increased by 7.3% from 2000 to 2010, but remaining relatively flat with a forecasted declining trend from 2010 to 2022.

**Table 3-6. Biscoe Owner versus Renter Comparison**

Year	2000	2010	2017*	2022*
Owner Occupied	68.3	56.5	54.8	52.7
Renter Occupied	25	32.3	31.4	29.7

*U.S. Census Data*

*\*ESRI Forecast*

## Section 4. Market Analysis

### Income

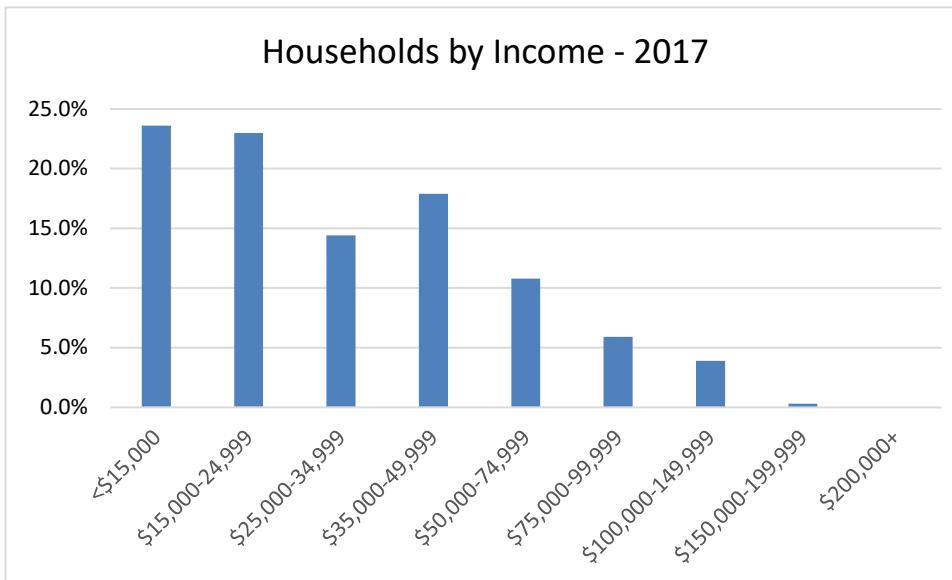
Personal household income is shown in Table 4-1 and Figure 4-1. For personal income has higher percentage of persons with income in the \$15,000 to \$49,000 income brackets.

**Table 4-1. Households by Income – 2017**

<\$15,000	23.6%
\$15,000-24,999	23.0%
\$25,000-34,999	14.4%
\$35,000-49,999	17.9%
\$50,000-74,999	10.8%
\$75,000-99,999	5.9%
\$100,000-149,999	3.9%
\$150,000-199,999	0.3%
\$200,000+	0.0%
<b>Average Household Income</b>	<b>\$36,413</b>

\*ESRI Community Profile & US Census Data

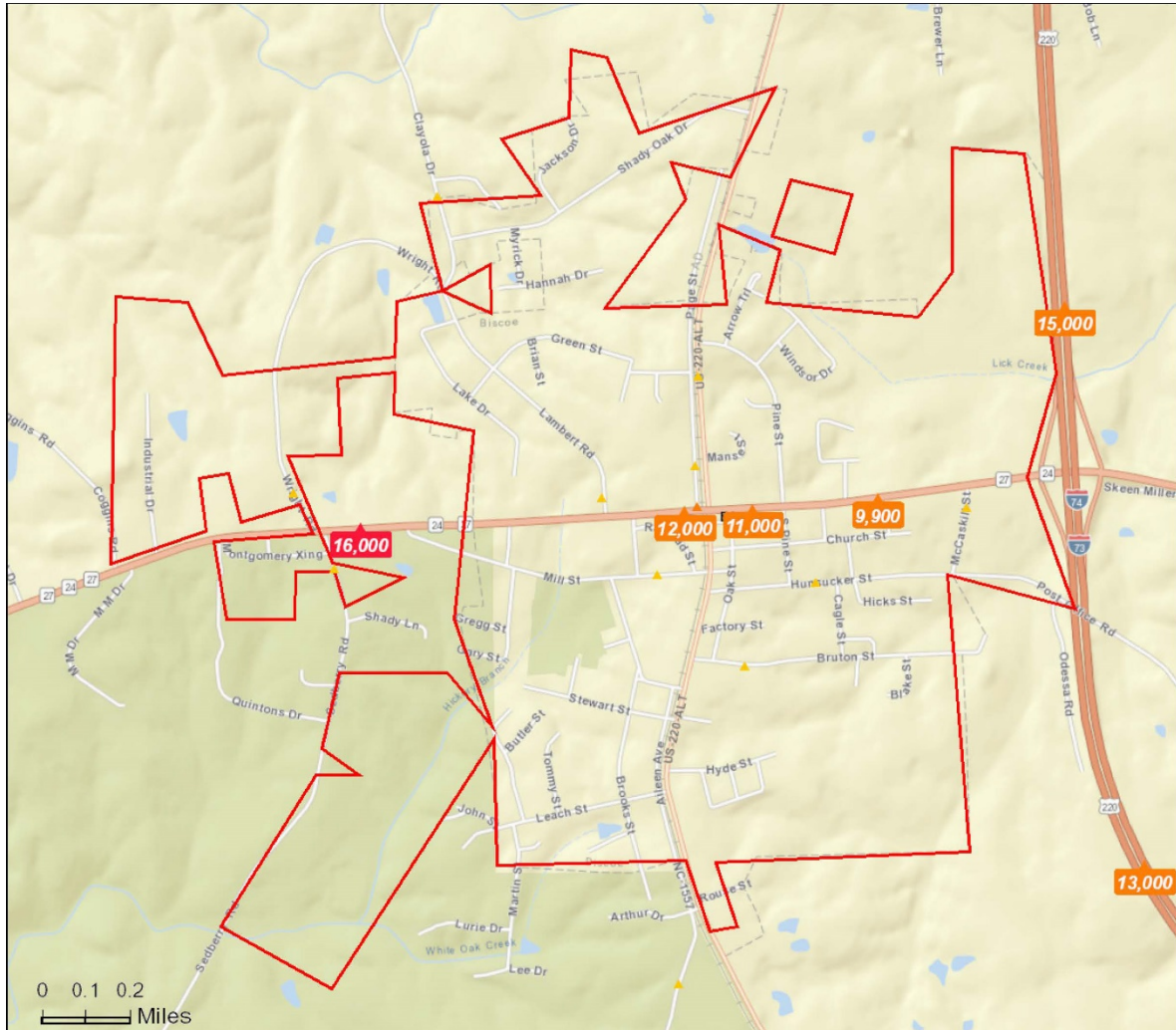
**Figure 4-1 Households by Income - 2017**



### Traffic Counts

Traffic counts show that NC27/24 in Biscoe (Figure 4-2) are in the approximate range of 10,000 to 12,000 vehicle trips per day. 16,000 vehicle trips per day by Montgomery Crossing and 15,000 per day on I-74/73.

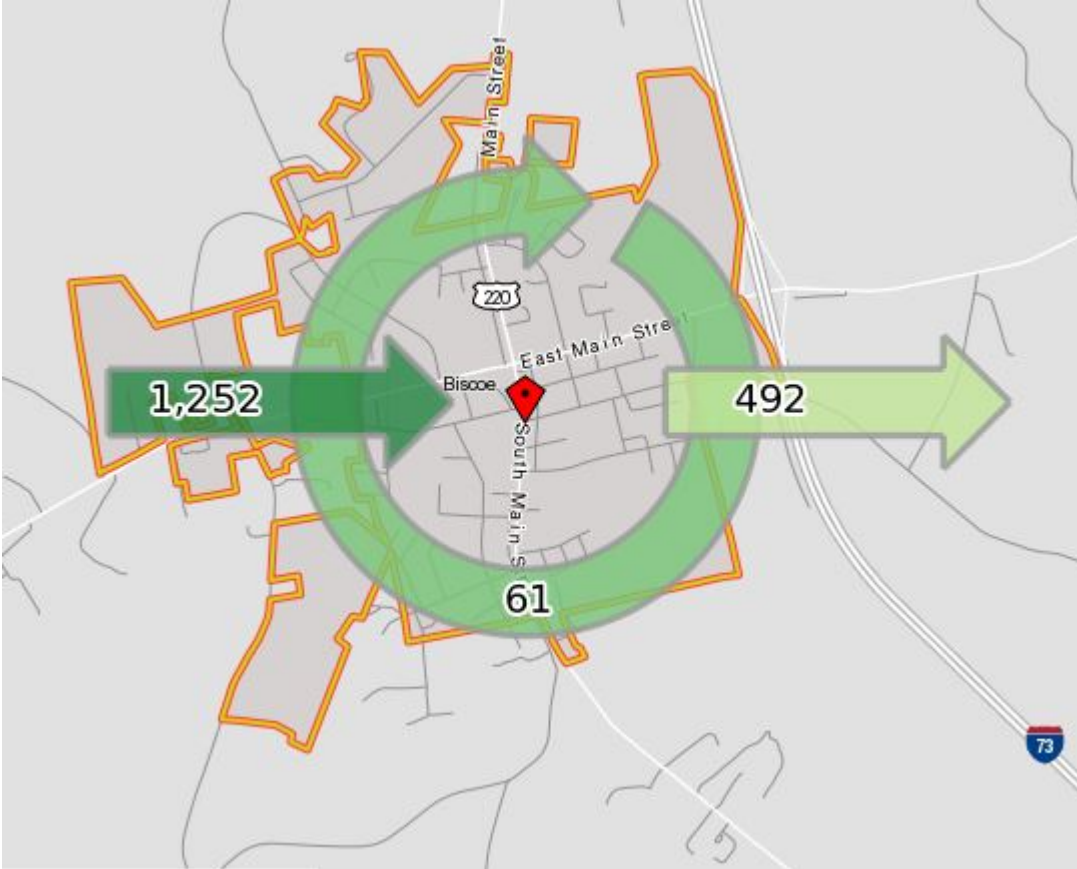
Figure 4-2. Traffic count map of Biscoe viewed in Vehicle Trips Per Day (NCDOT- 2017 data).



### Jobs – Inflow and Outflow

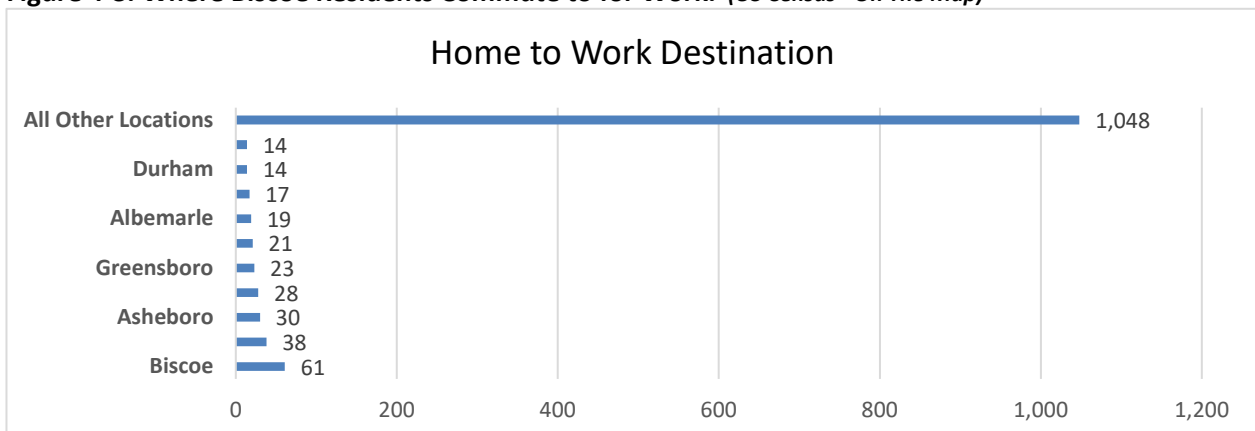
The following Map 4-1 map shows a 2015 jobs analysis with inflow and outflow where: 1,252 persons are employed in Biscoe and commute in from outside the town for work; 492 persons live in Biscoe and commute outside the town for work; and 61 people are employed and live in Biscoe.

Map 4-1. Jobs inflow and outflow analysis of Biscoe – 2015.



Biscoe, Troy, Asheboro and Star are the most popular destinations for commuting to work.

Figure 4-3. Where Biscoe Residents Commute to for Work. (US Census - On The Map)



**Table 4-2. Biscoe Residents Commute**

<b>Commute to Work</b>	<b>Percentage</b>
Biscoe	4.6%
Troy	2.9%
Asheboro	2.3%
Star	2.1%
Greensboro	1.8%
Charlotte	1.6%
Albemarle	1.4%
Seven Lakes	1.3%
Durham	1.1%
Fayetteville	1.1%
All Other Locations	79.8%

*US Census - On The Map*

### **Largest Town Employers**

Table 4-3 shows the top 15 largest employers in number of employees. The top three employers are manufacturers and builders: Grede, Central Carolina Hosiery, and Myrick Construction.

**Table 4-3. Top 15 Largest Employers in Biscoe.**

<b>Company Name</b>	<b>Business Description</b>	<b>Employees</b>
Grede	Castings-Ferrous Metals (Mfrs)	370
Central Carolina Hosiery	Hosiery-Wholesale	200
Myrick Construction Inc	General Contractors	200
Autumn Care of Biscoe	Nursing & Convalescent Homes	115
East Middle School	Schools	65
East Montgomery High School	Schools	60
K-M Machine Co Inc	Machine Shops (Mfrs)	60
Greenridge Elementary School	Schools	55
Select Frame Shop	Furniture Frames (Mfrs)	50
Vanderveer's Gas Svc	Propane (Lp) Gas	32
Mack Truck Sales Inc	Truck-Dealers	30
Walgreens	Pharmacies	21
Food King	Food Products-Retail	18
Comfort Tech Inc	Rubber-Foam & Sponge (Whls)	14
Da Vita Inc	Clinics	14

*NC Department of Commerce - Labor and Economic Analysis Division - AccessNC*

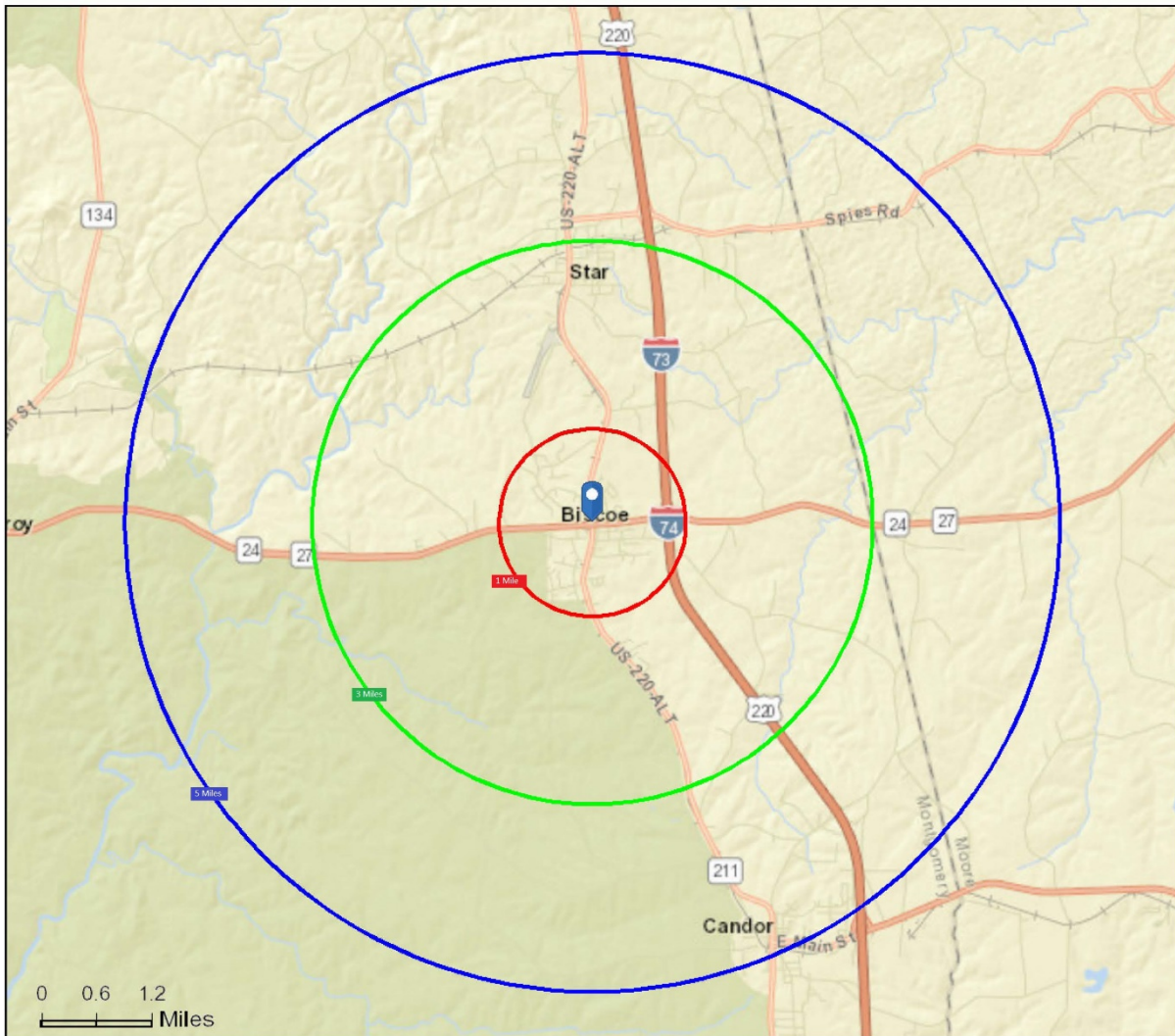
**Retail Market Profile**

A Retail Market Profile for Biscoe reflects areas of potential un-met demand for numerous services. Within a five-mile radius of Biscoe, these areas include motor vehicle and parts dealers, furniture and home furnishing stores, electronics and appliance stores, food and beverage stores, and building materials, garden equipment and supply stores.

**Primary Trade Area**

A Primary Trade Area (PTA) is simply the contiguous geographic area around a site that generates most of the customers for a business, shopping center or business district. Customer concentrations tend to decline rapidly beyond the bounds of the primary trade area. The rings on the map below (Map 4-2) represent 1 mile (red), 3 miles (green) and 5 miles (blue) using Town Hall as the “center” of Town. For the purposes of this report, we are using the 5 mile data.

**Map 4-2. Primary Trade Area Map**



**Biscoe Retail Summary Demographics & Retail Supply and Leakage**

Table 4-4 shows a summary of the Demographics within a 5-mile radius of Biscoe Town Hall.

**Table 4-4.**

<b>Summary Demographics &amp; Retail Leakage for 5 Mile Radius Biscoe</b>	
2017 Population	7,850
2017 Households	2,901
2017 Median Disposable Income	\$26,016
2017 Per Capita Income	\$15,056

Table 4-5 shows the amount of **Demand** for product within the 5-mile Primary Trade Area (PTA), the amount that is spent (**Supply**) for those products by customers drawn in from outside the 5-mile PTA and the amount residents are spending outside the 5-mile PTA (**Leakage**).

Under the “**Surplus/Leakage**” column, negative numbers (in red) represent the “Surplus” or dollars that residents are spending within the 5-mile Primary Trade Area. The positive numbers (green) are the dollars “leaking” out of the Primary Trade Area to purchase products that may not be available within the 5-mile PTA.

In Biscoe, there is a **\$45,595,423** “surplus” of sales within the 5-mile PTA, largely based on General Merchandise Stores. There is a “leakage” however, of **\$18,497,911** in the sectors of Motor Vehicle & Parts, Furniture & Home Furnishings, Electronics & Appliances, Building Materials, Garden Equipment & Supply Stores, where Biscoe residents are shopping 5-miles outside of town.

**Table 4-5. Retail Demand, Supply & Leakage for 5-Mile Radius**

<b>Industry Group</b>	<b>Demand</b>	<b>Supply</b>	<b>Surplus/Leakage</b>
Motor Vehicle & Parts Dealers	\$13,334,749	\$7,752,387	\$5,582,362
Furniture & Home Furnishings Stores	\$1,970,785	\$866,016	\$1,104,769
Electronics & Appliance Stores	\$1,519,082	\$0	\$1,519,082
Building Materials, Garden Equip & Supply Stores	\$4,366,778	\$1,413,119	\$2,953,659
Food & Beverage Stores	\$9,984,486	\$6,892,852	\$3,091,634
Health & Personal Care Stores	\$3,781,161	\$2,844,041	\$937,120
Gasoline Stations	\$6,634,038	\$17,504,092	(\$10,870,054)
Clothing & Clothing Accessories Stores	\$2,369,468	\$966,322	\$1,403,146
Sporting Goods, Hobby, Book & Music Stores	\$1,408,336	\$905,223	\$503,113
General Merchandise Stores	\$9,123,952	\$50,772,420	(\$41,648,468)
Miscellaneous Store Retailers	\$2,713,483	\$1,310,457	\$1,403,026
Non-Store Retailers	\$1,007,313	\$11,175,846	(\$10,168,533)
Food Services & Drinking Places	\$5,461,187	\$6,867,466	(\$1,406,279)
Restaurants & Other Eating Places	\$5,089,240	\$6,867,466	(\$1,778,226)
<b>Total Retail Trade and Food &amp; Drink</b>	<b>\$68,764,058</b>	<b>\$116,137,707</b>	<b>(\$45,595,423)</b>
<b>Total Leakage</b>			<b>\$18,497,911</b>



For example, the Town loses (or leaks) outside the Primary Trade Area approximately \$5.5 million in “automobile dealers” services, and leaks approximately \$3 million in the “Food & Beverage store category, as well as all the other shown retail categories for a total of \$18.4 million leaking out of the Primary Trade Area.

Conversely, the retail leakage categories shown in Table 4-6 represent potential niche business or expansion opportunities, for growth within the Primary Trade Area because of the customer demand, and current dollars being lost to outside area.

**Table 4-6. Biscoe retail service dollar (\$) leakage in 2017**

Retail Service	Leakage (\$) and Potential Business Opportunity
Automobile Dealers	\$5,582,362
Food & Beverage Stores	\$3,091,634
Building Materials, Garden Equipment, Supplies	\$2,953,659
Electronics & Appliance Stores	\$1,519,082
Clothing & Clothing Accessories	\$1,403,146
Miscellaneous Store Retailers	\$1,403,026
Furniture & Home Furnishings	\$1,104,769
Health & Personal Care	\$937,120
Sporting Goods, Hobby, Book & Music	\$503,113
<b>TOTAL LEAKAGE</b>	<b>\$18,497,911</b>

*Information from AccessNC - ESRI Retail Marketplace Profile – 2017*

These are summaries and some highlights from the full profile. Please be aware that further research and due diligence will be required by an existing business or start-up to make sure the retail sector fits within their business plan and the potential market exists for them. The full *ESRI Retail Marketplace Profile for Biscoe* is available in the Appendix.

## Section 5. Assessment Input

### Assets

The following information was recorded from the Local Work Group and Stakeholder Interviews on January 29, 2018.

#### Economic

200 Acres of Town-owned land  
Mega Industrial Park  
D.R. Reynolds  
Myrick Construction  
Biscoe Hardware/Carolina Ag  
Arauco  
Days Inn  
K & M  
Carolina Dairy  
American Axle  
Select Frames  
Central Carolina Hosiery  
Jordan Lumber  
Tractor Supply  
Montgomery Solar  
P.R. Moore Fruit Stand  
Montgomery Crossing Shopping Center  
Walmart  
Bojangles  
Hardee's  
McDonald's  
Subway  
Waffle House  
Panderia Los Charritas

#### Cultural

Halloween Event  
Elevate Ballet Studio

#### Institutional

Graystone Charter School  
Private Christian schools (5)  
Montgomery Community College (Troy)  
Montgomery Central High School (pending)  
Southern Correctional Institution (Troy)  
Uwharrie Charter Academy

#### Natural & Recreational

Deaton Monroe Recreational Park  
Uwharrie National Park  
Morrow Mountain State Park  
Nearby golf  
    Old North State  
    Pinehurst 2  
Nearby lakes  
    Tillery  
    Badin  
Nearby boating, fishing, hunting  
Biking  
Boating  
Fishing  
Hunting  
Horseback riding  
Nearby pottery  
4-H Program

#### Governmental

Town Hall  
Fire Department  
Deaton Monroe Recreational Park

#### Community / Human Resources

4-H Program  
Biscoe Community Center  
Lions Club  
Montgomery Community College HVAC School  
VFW

**Note: The Biscoe Asset Map is in Appendix B.**

## SWOT Analysis

The following information was recorded during the Local Work Group meeting on January 29, 2018 at Biscoe Town Hall. The input information is in four SWOT categories: strengths, weaknesses, opportunities, and (outside external) threats. This is followed by some general input comments stakeholder interviews that same afternoon.

### Strengths

- Biscoe Town Park
- Climate
- Established Businesses/Industry
- Financial health of town
- Gifted people
- Good, main road arteries for growth
- Infrastructure
- Location - between Washington DC & Atlanta
- Location - Interstate Bypass
- Location - mid of Raleigh, Greensboro. Charlotte
- Low crime rate
- Mega park
- NC 24/27 main road
- New, consolidated high school being built
- Pro-growth attitude - elected/community leaders
- Proximity to rail, Interstate
- Recreation
- Some community involvement
- Stable town staff - only 3 managers
- Strong elected officials
- Strong Volunteer Fire Department
- Travel Destination - growth potential



### Opportunities

- Land and open space
- Land availability potential
- Location
- Lodging - Overnight
- Quality of Life spillover from Charlotte, etc
- Uwharrie National Park proximity
- Working closely with County
- Housing - temporary (apartments)

## **Weaknesses**

- Citizen participation - need more involvement
- Educational level in county is low
- Few high-tech citizens
- Graduates leave - no jobs higher level
- Lack of activities for young adults
- Lack of broadband (Spectrum only)
- Lack of dining choices - except for fast food
- Lack of Land Use Plan
- Lack of natural gas
- Lack of rental housing - apartments
- Low cell service
- Low motivation & morale of residents - lack of jobs
- No new stick-built houses in five years
- Real estate - fixer-uppers

## **Threats (External)**

- Incentives of nearby states
- Lack of population
- Lack of Workers
- One county away from growth
- Residential risk in new construction
- State & federal mandates
- Unfriendly business trends - Amazon



### Stakeholder Interview Comments

These are the full comments from stakeholder interviews on January 29, 2018. The list of questions asked of each stakeholder follows the comments.



We compiled all the comments and then sorted them in category types. The responses, in this order, may or may not be related to a specific question, but provides the opportunity to see topical responses (i.e. jobs) in a group without having to search for each similar response.

Combined Comments	Category	Question
All seems to be doing well with usual activities	Amenities	Programs & Service Improvements
Baby swings - there are none in the county!	Amenities	Other Suggestions
Develop more amenities	Amenities	Opportunities
Develop more non-athletic programs - Boys & Girls Club type place	Amenities	Programs & Service Improvements
Entertainment	Amenities	Opportunities
Give youth something to do that involves adult supervision	Amenities	Programs & Service Improvements
Have special events such as parades	Amenities	Programs & Service Improvements
Implement events such as parades or festivals	Amenities	Programs & Service Improvements
Just more stuff - programs for kids like Boys & Girls Club	Amenities	Quality of Life Changes
Lack of amenities	Amenities	Weaknesses
More stuff for kids/teenagers to do	Amenities	Other Suggestions
Need youth activities	Amenities	Weaknesses
Needs to find more opportunities for young adults	Amenities	Other Suggestions
New swings in the park	Amenities	Quality of Life Changes
Nightlife	Amenities	Quality of Life Changes
Nothing here to do	Amenities	Weaknesses

Options for people who want to "do things"	Amenities	Opportunities
Something for young adults to do	Amenities	Opportunities
Special events	Amenities	Quality of Life Changes
Take advantage of great park system	Amenities	Opportunities
There's a large population of senior citizens - increase visibility and social activities for seniors and young people	Amenities	Programs & Service Improvements
Town park	Amenities	Strengths
Town Park is a great public amenity	Amenities	Opportunities
Fine arts opportunities	Arts	Other Suggestions
Fine arts seem to be lacking but are necessary	Arts	Opportunities
About 50% residents are pro-growth - about 50% not	Attitude	Quality of Life Changes
Acceptance of new businesses	Attitude	Opportunities
Be open minded toward growth	Attitude	Other Suggestions
Biscoe is the most progressive-minded town in (Montgomery) County	Attitude	Strengths
Change in "mental" attitude of the residents - might be national trend - but people should care more about where they live	Attitude	Quality of Life Changes
End the east vs. west mentality	Attitude	Threats
Keep an open mind	Attitude	Other Suggestions
We're missing "the thing"	Branding	Threats
What is our identity?	Branding	Weaknesses
Fix up the old Coca Cola Plant and other buildings	Buildings	Opportunities
Grants for home improvements	Buildings	Quality of Life Changes
Pay more attention to building appearances such as the old Sonic building	Buildings	Weaknesses
Put something in vacant Sonic building	Buildings	Quality of Life Changes
Vacant buildings and lots to be developed	Buildings	Opportunities
Add more coffee shops and other places for young people to socialize	Business	Quality of Life Changes
All the stores - WalMart, Dollar Tree	Business	Strengths
Better retail opportunities	Business	Quality of Life Changes
Business diversity	Business	Strengths
Business options are limited	Business	Weaknesses

Community doesn't seem to support local businesses	Business	Weaknesses
Continue to place emphasis on being business friendly	Business	Programs & Service Improvements
Create a positive environment for young professionals	Business	Opportunities
Daycare	Business	Quality of Life Changes
Hoping the new high school will help spawn new business opportunities	Business	Opportunities
Improve "human infrastructure" i.e. Daycare, temporary housing, alternate transportation for workers	Business	Other Suggestions
Inability to provide business incentives	Business	Threats
Lack of business traffic - weekend business increases from out of town travelers	Business	Weaknesses
Learn what scores poorly for desired businesses to locate here and improve those conditions	Business	Other Suggestions
More jobs - bigger businesses	Business	Opportunities
Need another Food Lion	Business	Weaknesses
Need good, clean gas stations	Business	Opportunities
New-business friendly	Business	Strengths
Quality businesses in town	Business	Strengths
Shopping opportunities	Business	Opportunities
Take advantage of improving economy	Business	Opportunities
Town very helpful in getting business started	Business	Strengths
Variety of businesses	Business	Quality of Life Changes
Keep town new business friendly	Business	Other Suggestions
Better communications with citizens - newsletter?	Communication	Quality of Life Changes
Keep citizens involved, be creative in doing so	Communication	Programs & Service Improvements
Lack of citizen participation - many don't feel like they're invited to participate	Communication	Weaknesses
Overall good job with FaceBook	Communication	Programs & Service Improvements
The unknown of what's coming to town	Communication	Threats
Ask the public for their opinions	Communications	Other Suggestions
Good communication for town events via Facebook	Communications	Strengths

Consistent growth	Community	Strengths
Create citizen awareness groups	Community	Quality of Life Changes
Difficulty fitting in if not from around here	Community	Weaknesses
Good Community	Community	Strengths
Hopefully new high school will help with residential development for families	Community	Quality of Life Changes
Lack of participation by Hispanic Community - may not feel welcome - not a lot of co-mingling	Community	Weaknesses
More diversity in all phases of the town	Community	Programs & Service Improvements
Need more community involvement	Community	Weaknesses
Sense of Community	Community	Strengths
Sense of optimism (in the county) that things are getting better	Community	Opportunities
Small town loyalty is strong, particularly during tragedy	Community	Strengths
Strong communities - churches	Community	Strengths
Strong community environment	Community	Strengths
Strong community relationships	Community	Strengths
Strong core of volunteers	Community	Strengths
Too many special interests, community does not function as one	Community	Weaknesses
Mega Site	EconDev	Strengths
Improve schools by paying teachers more to keep quality teachers in county	Education	Quality of Life Changes
Increased community involvement	Education	Quality of Life Changes
More youth programming - kids get into trouble between 3:00 pm - 6:00 pm	Education	Programs & Service Improvements
Schools are lacking a little - no alternate choices (private schools)	Education	Quality of Life Changes
Strong community college	Education	Strengths
Vocational Lab at the new high school - collaboration with Montgomery Community College	Education	Opportunities
(Uwharrie) National Forest limits physical expansion	Government	Threats
A more "welcoming" attitude toward citizens - be proactive instead of reactive.	Government	Quality of Life Changes
Being strategic in what you're doing	Government	Opportunities



Child-focused - Town sees the future in children	Government	Strengths
Competition from neighboring towns and cities	Government	Threats
Connectivity within the county	Government	Opportunities
Continue good governmental leadership	Government	Other Suggestions
Create a citizens academy	Government	Programs & Service Improvements
Engage the Hispanic population to increase opportunities	Government	Quality of Life Changes
Gather ideas from other successful communities	Government	Programs & Service Improvements
Good dedicated Town employees	Government	Strengths
Good teamwork	Government	Strengths
Growth in general	Government	Opportunities
Helpful town government	Government	Strengths
Lack of a fulltime fire department	Government	Weaknesses
Lot of "food insecurity"	Government	Quality of Life Changes
Low income should not mean low quality - opportunities should reflect quality	Government	Other Suggestions
Lower tax rates	Government	Other Suggestions
Need someone to bring in new business	Government	Other Suggestions
Police Department may not handle certain public relations properly <i>(family member had a negative incident)</i>	Government	Weaknesses
Spend more money on basic services	Government	Programs & Service Improvements
Staff position to initiate and plan events	Government	Programs & Service Improvements
Strong leadership - fiscally responsible	Government	Strengths
Take advantage of land owned by town	Government	Other Suggestions
Tax base	Government	Weaknesses
Town is clean	Government	Strengths
Town is in strong financial position	Government	Strengths
Town sponsored health seminars	Government	Programs & Service Improvements
Well-functioning city government	Government	Strengths
Better housing	Housing	Quality of Life Changes
Housing market for young adults - if you can't live with mom or dad or get a 30-year mortgage there's no place to live	Housing	Weaknesses

Lack of temporary living (apartments)	Housing	Weaknesses
Rapid population growth in lakes area detracts from new housing in Biscoe	Housing	Threats
Temporary housing	Housing	Quality of Life Changes
Add more industrial diversity to leverage potential economic loss (downturns) in existing industry types	Industry	Quality of Life Changes
Good industrial foundation	Industry	Strengths
Industrial incentives	Industry	Other Suggestions
Invest in industry recruitment	Industry	Opportunities
Mega Park - get it ready for business & create a draw for people traveling the Interstate	Industry	Opportunities
More industries in county	Industry	Quality of Life Changes
Possibilities with Interstate, Railroad and (Biscoe's) location (proximity) to major centers	Industry	Opportunities
Add more benches along sidewalks	Infrastructure	Quality of Life Changes
Give proper recognition to poor neighborhoods i.e. Sidewalks and other amenities	Infrastructure	Other Suggestions
Improve local roads	Infrastructure	Quality of Life Changes
Interstate	Infrastructure	Strengths
Interstate - could use improved signage	Infrastructure	Strengths
Rail	Infrastructure	Strengths
Replace worn out infrastructure	Infrastructure	Other Suggestions
Take advantage of roads and highways	Infrastructure	Quality of Life Changes
Utilize water and sewer capability	Infrastructure	Other Suggestions
Water-sewer	Infrastructure	Strengths
Bypass around Troy	Infrastructure	Threats
Mis-management of available water	Infrastructure	Threats
No highway bypass	Infrastructure	Threats
Businesses seem to be hiring	Jobs	Opportunities
Jobs	Jobs	Quality of Life Changes
Lack of job opportunities and higher wages keeps new businesses from opening	Jobs	Threats
Need better paying jobs	Jobs	Weaknesses
Need more job opportunities, lack of jobs due to closing of textile mills	Jobs	Weaknesses
Not enough jobs	Jobs	Weaknesses
A great place to live	Location	Strengths
Couldn't ask for better location between beach and mountains	Location	Strengths

Location	Location	Strengths
Location - our proximity to Randolph County hurts some development opportunities	Location	Threats
Location between Southern Triad, Greensboro and Myrtle Beach	Location	Strengths
Rural location hurts business recruitment	Location	Weaknesses
Better hotels - existing one is lacking in quality	Lodging	Other Suggestions
Lodging	Lodging	Opportunities
Accessibility of natural gas	Natural Gas	Threats
Lack of natural gas	Natural Gas	Weaknesses
Lack of natural gas	Natural Gas	Threats
Diverse populations ( <i>Hispanics, Haitians, Laotians, Mungs</i> )	Populations	Strengths
Attract a good sit down restaurant	Restaurant	Opportunities
Fast food restaurants	Restaurants	Weaknesses
Need places to eat	Restaurants	Weaknesses
Places to eat	Restaurants	Quality of Life Changes
Recruit sit down restaurants	Restaurants	Other Suggestions
Low crime	Safety	Strengths
Strong law enforcement	Safety	Strengths
Could capitalize from vehicle traffic on by-pass - beach traffic	Tourism	Opportunities
Interstate	Tourism	Opportunities
Map for visitors (cartoon-type) to show town highlights and businesses	Tourism	Other Suggestions
Other county towns are able to close streets for special events, Biscoe cannot	Tourism	Threats
Stop being "Best Kept Secret" in regard to Uwharries	Tourism	Opportunities
Alternate transportation	Transportation	Quality of Life Changes
Develop local transportation system	Transportation	Opportunities
Lack of alternate transportation (taxis)	Transportation	Weaknesses
Transportation (RCATS - Randolph County)	Transportation	Programs & Service Improvements
Better training for job opportunities	Workforce	Weaknesses
Better workforce development	Workforce	Quality of Life Changes
Lack of trained/trainable workforce	Workforce	Weaknesses
No growth opportunities for people	Workforce	Weaknesses
Workforce development	Workforce	Weaknesses

Stakeholder Interview Questions  
Biscoe NC  
1/29/2018

Name: \_\_\_\_\_

Address: \_\_\_\_\_ Town \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Interest/Title: \_\_\_\_\_

~~~~~

1. What are the Town's strengths?
2. What are the Town's weaknesses?
3. What are opportunities for the Town?
4. What are the threats, from outside of Town, with little to no control of, by the Town?
5. What changes do you think could improve the quality of life in the Town in the next 5 years?
6. What could the Town do to improve its programs and services over the next 5 years?
7. The Town is undergoing an economic development assessment. Do you have any other comments or suggestions that will help the Town in its economic development and planning efforts?

## Section 6. Assessment Recommendations

This Economic Development Assessment provides the Town of Biscoe, North Carolina with a focused approach to getting started with the on-going project of community and economic development. To establish a starting point, it is the recommendation of the Rural Planning Team to begin your effort focusing directly on the following actions as first steps:

### 1) Conduct Community Economic Visioning/Positioning Forum

- a. Based on the SWOT analysis and Stakeholder Interview comments we learned there is a lack of citizen participation in Town activities and initiatives.
- b. There is pride in the community, but also a perception that residents feel like they're not welcome or invited to participate in Town decision-making.
- c. The community visioning forum is a first step in bringing diverse elements of the community together to define a *shared* vision of Town.
- d. It requires the involvement of Biscoe's residents
- e. Participants will gain a sense of "ownership" in the vision and feel a responsibility to help move it forward
- f. It will provide action statements the Town can utilize in decision-making and planning
- g. It will create a database of potential volunteers, committee members and others who can remain involved in helping organize Town activities.

#### SWOT

- *Lack of citizen participation*
- *Low motivation and morale of residents*

#### Stakeholder Interview Comments

- *What is our identity?*
- *Lack of citizen participation*
- *Many (residents) don't feel like they're invited to participate*
- *Lack of participation by Hispanic community/May not feel welcome*
- *Need better communication with citizens*
- *Community doesn't support local businesses*

### 2) Recruit Multi-Family Market-Rate Housing (Apartments)

- a. Based on the SWOT analysis and Stakeholder Interview comments we learned there is a need for market-rate multi-family/temporary housing (apartments).
- b. Review Town ordinances for favorable development
- c. Identify areas suitable for apartment/multi-family development
- d. Identify existing vacant buildings that might be suitable for redevelopment into rental units
- e. Identify existing or potential developers and investors

#### SWOT

- *Opportunities – Housing – temporary (Apartments)*
- *Weaknesses – Lack of rental housing - apartments*

#### Stakeholder Interview Comments

- *Better housing needed*
- *Lack of temporary living (apartments)*
- *Temporary housing*
- *Market for young adults – if you can't live with mom or dad or get a 30-year mortgage there's no place to live*

### 3) Host a Small-Town Business Recruitment Workshop

- a. Smaller-population towns can recruit new businesses.
- b. Several North Carolina communities have been successful in recruiting businesses to their towns.
- c. It takes a plan, data and persistence.
- d. Hosting a regional workshop for Biscoe and other local governments would provide helpful information and tools for business recruitment.
- e. As host community, speakers would tend to highlight Biscoe as appropriate during presentations
- f. The Sandhills Prosperity Zone *Community Economic Development Planner* can provide assistance in planning the event by coordinating with speakers and presenters.

#### SWOT

- *Location*
- *Infrastructure*
- *Travel destination potential*
  - *Quality of life spillover from Charlotte, etc.*
  - *Uwharrie National Park proximity*
- *Land availability potential*
- *Overnight lodging*

#### Stakeholder Interview Comments

- *Learn what scores poorly for desired businesses to locate here and improve those conditions*
- *Lack of job opportunities and higher wages*
- *More jobs – bigger businesses*
- *Need someone to bring in new businesses*
- *Jobs*
- *Not enough jobs*
- *Tax base*
- *Town very helpful in getting business started*

## Section 7. Assessment Adoption, Monitoring and Implementation

The following steps are recommended to adopt, monitor, and implement Recommendations in the 2018 Biscoe Economic Development Assessment.

### Assessment Items to Address and Follow

- ✓ Town Council should review, make any changes, and adopt the Recommendations in Section 6 of the 2018 Biscoe Economic Development Assessment.
- ✓ We recommend that six (6) months after the Recommendations are adopted the Town Council receive a progress update from the Town Manager.
- ✓ If the municipality would like the NC Commerce Rural Planning Center to provide assistance or guidance in the implementation of any of the Recommendations, the Town Manager should direct that request in writing (e-mail) to the Community Economic Development Planner for the Sandhills (South Central) Prosperity Zone or to the Main Street & Rural Planning Center.
- ✓ After a specified period, 6 months to 1 year, the Project Leader and municipality will determine if a full-scale strategic planning process is needed or desired by the municipality, or if the municipality might benefit from other asset-based, local economic development technical assistance.
- ✓ On the 1-year anniversary of adoption of the Assessment and Recommendations, the Rural Planning Center Project Leader will conduct a review of the municipality's progress and results.
- ✓ If Goals or Action items in Section 6 need revisions or adjustments the Plan should be amended by the Town. These amendments should also be adopted by the Town Council.
- ✓ We suggest that the easiest recommendations in Section 6 be addressed and accomplished. The more difficult items will take some persistence, time, and working together by the person(s) or groups responsible identified in Section 6 for each of the items.

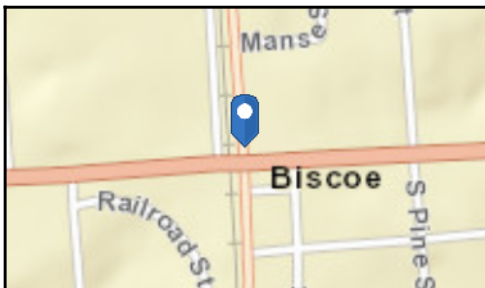
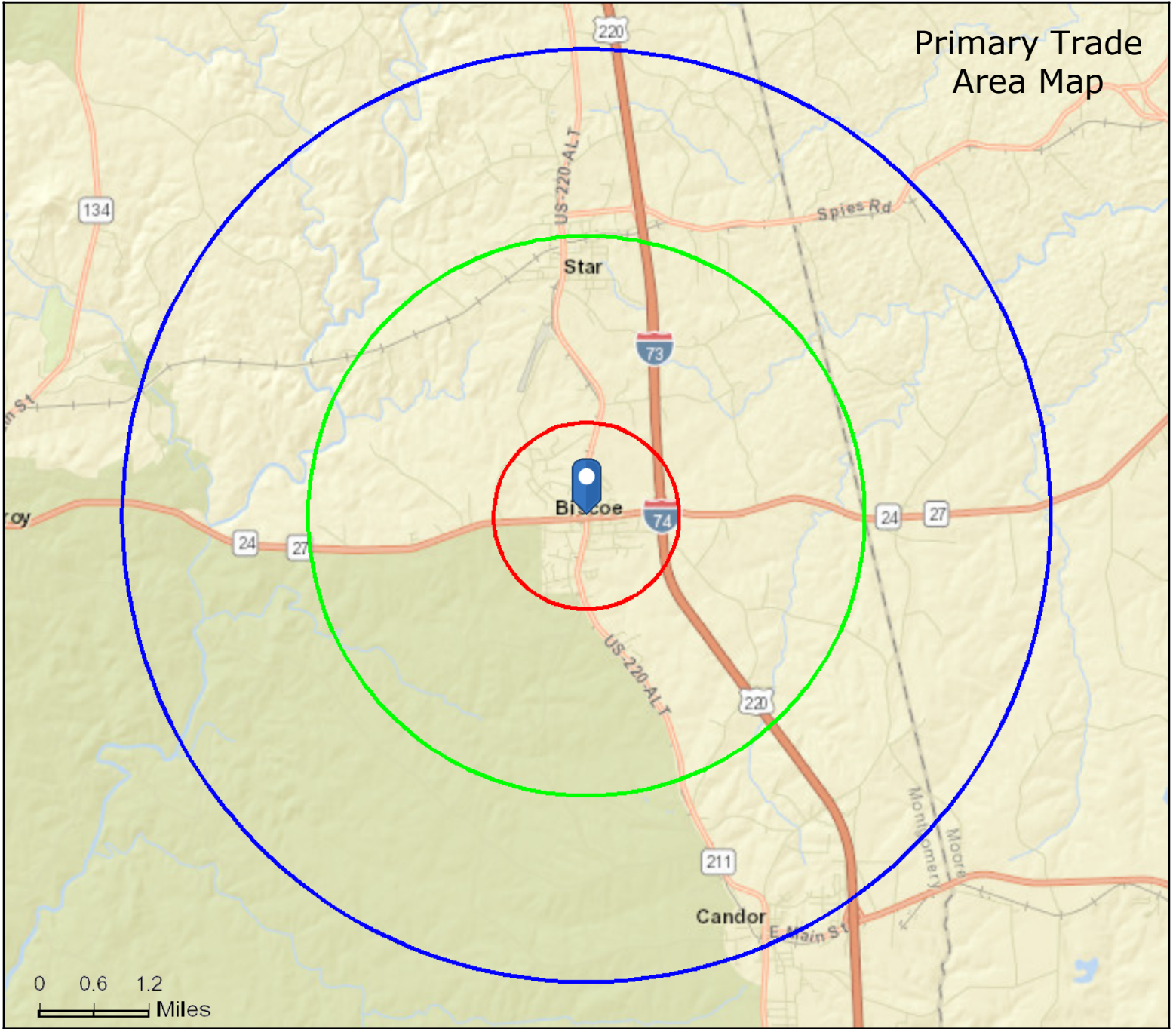
NC Main Street & Rural Planning Center  
4346 Mail Service Center  
Raleigh, NC 27699-4346  
(919) 814-4658



Site Map

110 N Main St, Biscoe, North Carolina, 27209  
Rings: 1, 3, 5 mile radii

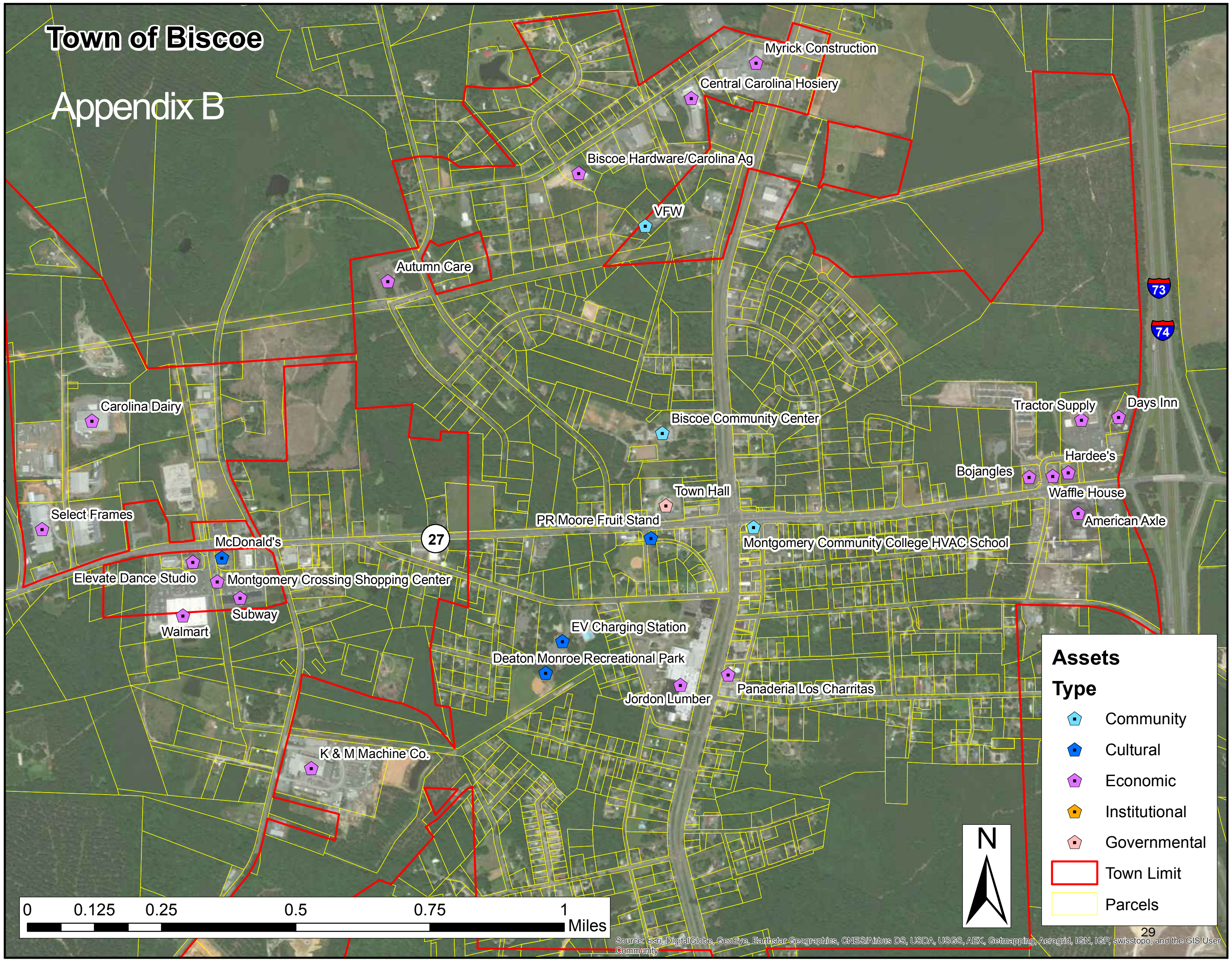
Prepared by NC MSRP  
Latitude: 35.35999  
Longitude: -79.77982





# Town of Biscoe

## Appendix B



# Appendix C

## Stakeholder Interviewees

The Rural Planning Team thanks and appreciates the following individuals for their time and candid responses to our questions about Biscoe. Each person was interviewed one-on-one and responded to the following questions:

- 1) What are the Town's strengths?
- 2) What are the Town's weaknesses?
- 3) What are opportunities for the Town?
- 4) What are the threats, from outside of Town, with little or no control by the Town?
- 5) What changes do you think could improve the quality of life in the Town in the next 5 years?
- 6) What could the Town do to improve its programs and services over the next 5 years?
- 7) Do you have any other comments or suggestions that will help the Town in its economic development and planning efforts?

|           |           |                  |                                |
|-----------|-----------|------------------|--------------------------------|
| Shelby    | Bean      | Business Owner   | Elevate Ballet                 |
| Jessica   | Blake     | Biscoe Native    | Community in Schools, Exec Dir |
| Benjy     | Dunn      | Citizen          | Assistant Park & Rec Dir       |
| Linda     | Johnson   | Citizen          | Retired from Postal Service    |
| Laura     | Jordan    | Deputy Clerk     | Town of Biscoe                 |
| Kay       | Kinch     | Citizen          | Town Commissioner              |
| Tember    | Locklear  | Business Manager | Bojangles Restaurant           |
| Christina | Marcelino | Citizen          | Town Staff                     |
| Sam       | Martin    | Citizen          | Volunteer/Active resident      |
| Sarah     | Morgan    | Business Owner   | Elevate Ballet                 |
| Jeremiah  | Rodriguez | Citizen          | Volunteer Fire Department      |
| Karen     | Saunders  | Past Chamber VP  | Owner Karen's Fried Pies       |
| David     | Steele    | Citizen          | Public Works Employee          |
| Bill      | Thompson  | Citizen          | Retired from Coke              |
| Chris     | Watkins   | Sheriff          | Sheriff, Montgomery County     |
| Wayne     | Wooten    | Citizen          | Montgomery County Commissioner |



## Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street &amp; Rural Planning Center

Ring: 1 mile radius

Latitude: 35.35999

Longitude: -79.77982

## Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 2,058    |
| 2017 Households               | 666      |
| 2017 Median Disposable Income | \$23,751 |
| 2017 Per Capita Income        | \$12,714 |

| Industry Summary                    | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-------------------------------------|-------|------------------------------|--------------------------|---------------|--------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-   | \$12,782,406                 | \$59,718,533             | -\$46,936,127 | -64.7                    | 36                      |
| Total Retail Trade                  | 44-45 | \$11,626,327                 | \$56,029,361             | -\$44,403,034 | -65.6                    | 27                      |
| Total Food & Drink                  | 722   | \$1,156,079                  | \$3,689,172              | -\$2,533,093  | -52.3                    | 9                       |

| Industry Group                                | NAICS    | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|----------|------------------------------|--------------------------|---------------|--------------------------|-------------------------|
| Motor Vehicle & Parts Dealers                 | 441      | \$2,572,608                  | \$2,282,331              | \$290,277     | 6.0                      | 5                       |
| Automobile Dealers                            | 4411     | \$2,122,871                  | \$1,070,342              | \$1,052,529   | 33.0                     | 2                       |
| Other Motor Vehicle Dealers                   | 4412     | \$207,139                    | \$0                      | \$207,139     | 100.0                    | 0                       |
| Auto Parts, Accessories & Tire Stores         | 4413     | \$242,598                    | \$1,211,989              | -\$969,391    | -66.6                    | 3                       |
| Furniture & Home Furnishings Stores           | 442      | \$412,750                    | \$274,452                | \$138,298     | 20.1                     | 1                       |
| Furniture Stores                              | 4421     | \$251,242                    | \$274,452                | -\$23,210     | -4.4                     | 1                       |
| Home Furnishings Stores                       | 4422     | \$161,508                    | \$0                      | \$161,508     | 100.0                    | 0                       |
| Electronics & Appliance Stores                | 443      | \$320,627                    | \$0                      | \$320,627     | 100.0                    | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444      | \$836,514                    | \$808,607                | \$27,907      | 1.7                      | 2                       |
| Bldg Material & Supplies Dealers              | 4441     | \$787,208                    | \$692,902                | \$94,306      | 6.4                      | 2                       |
| Lawn & Garden Equip & Supply Stores           | 4442     | \$49,306                     | \$115,706                | -\$66,400     | -40.2                    | 1                       |
| Food & Beverage Stores                        | 445      | \$2,021,089                  | \$4,254,078              | -\$2,232,989  | -35.6                    | 5                       |
| Grocery Stores                                | 4451     | \$1,884,935                  | \$2,735,450              | -\$850,515    | -18.4                    | 2                       |
| Specialty Food Stores                         | 4452     | \$73,347                     | \$278,357                | -\$205,010    | -58.3                    | 1                       |
| Beer, Wine & Liquor Stores                    | 4453     | \$62,807                     | \$1,240,270              | -\$1,177,463  | -90.4                    | 1                       |
| Health & Personal Care Stores                 | 446,4461 | \$741,370                    | \$2,088,186              | -\$1,346,816  | -47.6                    | 2                       |
| Gasoline Stations                             | 447,4471 | \$1,320,778                  | \$8,753,792              | -\$7,433,014  | -73.8                    | 3                       |
| Clothing & Clothing Accessories Stores        | 448      | \$510,553                    | \$417,537                | \$93,016      | 10.0                     | 1                       |
| Clothing Stores                               | 4481     | \$341,395                    | \$133,770                | \$207,625     | 43.7                     | 1                       |
| Shoe Stores                                   | 4482     | \$85,109                     | \$283,768                | -\$198,659    | -53.9                    | 1                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483     | \$84,048                     | \$0                      | \$84,048      | 100.0                    | 0                       |
| Sporting Goods, Hobby, Book & Music Stores    | 451      | \$291,953                    | \$594,650                | -\$302,697    | -34.1                    | 2                       |
| Sporting Goods/Hobby/Musical Instr Stores     | 4511     | \$249,279                    | \$594,650                | -\$345,371    | -40.9                    | 2                       |
| Book, Periodical & Music Stores               | 4512     | \$42,674                     | \$0                      | \$42,674      | 100.0                    | 0                       |
| General Merchandise Stores                    | 452      | \$1,881,120                  | \$28,175,248             | -\$26,294,128 | -87.5                    | 3                       |
| Department Stores Excluding Leased Depts.     | 4521     | \$1,341,527                  | \$26,333,260             | -\$24,991,733 | -90.3                    | 1                       |
| Other General Merchandise Stores              | 4529     | \$539,593                    | \$1,841,988              | -\$1,302,395  | -54.7                    | 2                       |
| Miscellaneous Store Retailers                 | 453      | \$525,834                    | \$439,760                | \$86,074      | 8.9                      | 2                       |
| Florists                                      | 4531     | \$14,410                     | \$0                      | \$14,410      | 100.0                    | 0                       |
| Office Supplies, Stationery & Gift Stores     | 4532     | \$100,086                    | \$0                      | \$100,086     | 100.0                    | 0                       |
| Used Merchandise Stores                       | 4533     | \$52,841                     | \$0                      | \$52,841      | 100.0                    | 0                       |
| Other Miscellaneous Store Retailers           | 4539     | \$358,497                    | \$439,760                | -\$81,263     | -10.2                    | 2                       |
| Nonstore Retailers                            | 454      | \$191,131                    | \$7,940,718              | -\$7,749,587  | -95.3                    | 1                       |
| Electronic Shopping & Mail-Order Houses       | 4541     | \$135,365                    | \$0                      | \$135,365     | 100.0                    | 0                       |
| Vending Machine Operators                     | 4542     | \$10,984                     | \$0                      | \$10,984      | 100.0                    | 0                       |
| Direct Selling Establishments                 | 4543     | \$44,781                     | \$7,940,718              | -\$7,895,937  | -98.9                    | 1                       |
| Food Services & Drinking Places               | 722      | \$1,156,079                  | \$3,689,172              | -\$2,533,093  | -52.3                    | 9                       |
| Special Food Services                         | 7223     | \$10,194                     | \$0                      | \$10,194      | 100.0                    | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224     | \$70,109                     | \$0                      | \$70,109      | 100.0                    | 0                       |
| Restaurants/Other Eating Places               | 7225     | \$1,075,776                  | \$3,689,172              | -\$2,613,396  | -54.8                    | 9                       |

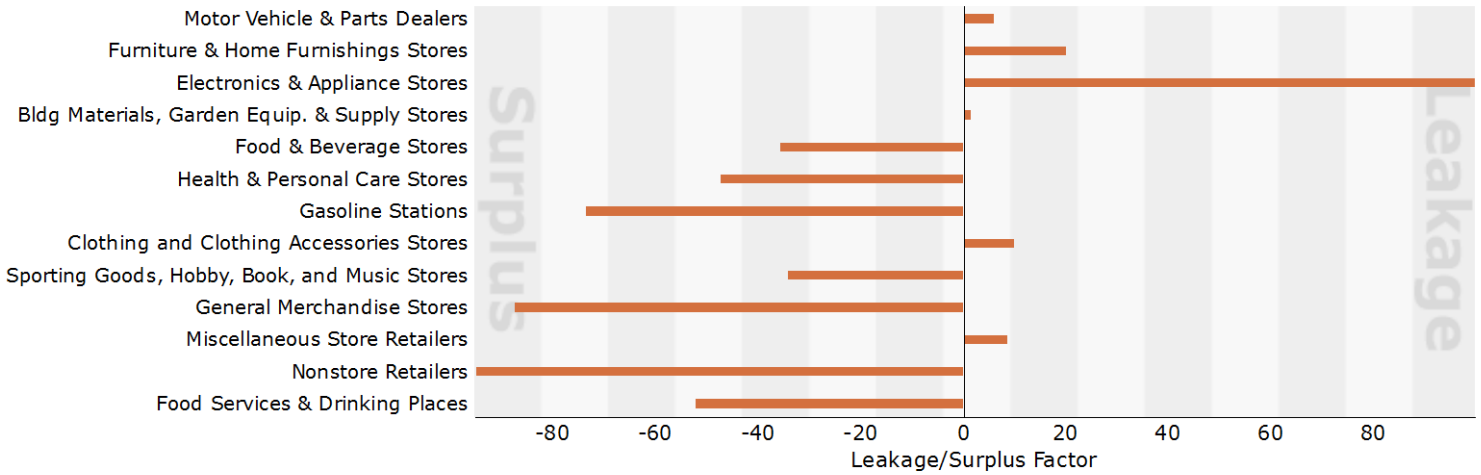
Data note: Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

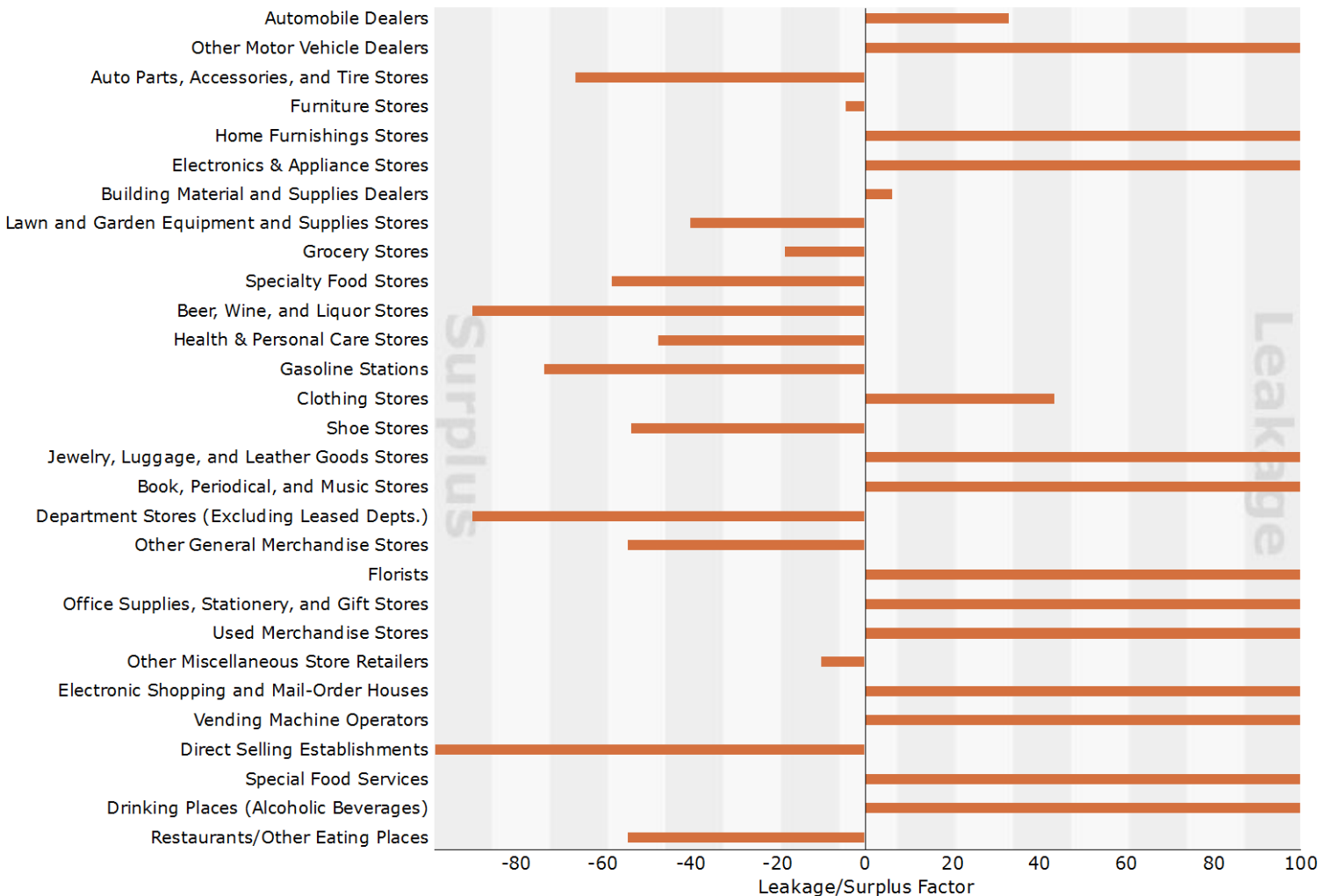
Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

January 25, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street & Rural Planning Center

Ring: 3 mile radius

Latitude: 35.35999

Longitude: -79.77982

## Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 4,697    |
| 2017 Households               | 1,652    |
| 2017 Median Disposable Income | \$25,471 |
| 2017 Per Capita Income        | \$14,094 |

| Industry Summary                    | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-------------------------------------|-------|------------------------------|--------------------------|---------------|--------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-   | \$34,317,655                 | \$88,803,569             | -\$54,485,914 | -44.3                    | 54                      |
| Total Retail Trade                  | 44-45 | \$31,308,424                 | \$83,416,658             | -\$52,108,234 | -45.4                    | 41                      |
| Total Food & Drink                  | 722   | \$3,009,231                  | \$5,386,911              | -\$2,377,680  | -28.3                    | 13                      |

| Industry Group                                | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap  | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|-------|------------------------------|--------------------------|-------------|--------------------------|-------------------------|
| Motor Vehicle & Parts Dealers                 | 441   | \$7,066,019                  | \$3,264,694              | \$3,801,325 | 36.8                     | 8                       |
| Automobile Dealers                            | 4411  | \$5,830,311                  | \$1,407,535              | \$4,422,776 | 61.1                     | 3                       |
| Other Motor Vehicle Dealers                   | 4412  | \$583,166                    | \$0                      | \$583,166   | 100.0                    | 0                       |
| Furniture & Home Furnishings Stores           | 442   | \$1,081,550                  | \$388,171                | \$693,379   | 47.2                     | 1                       |
| Furniture Stores                              | 4421  | \$656,684                    | \$381,184                | \$275,500   | 26.5                     | 1                       |
| Home Furnishings Stores                       | 4422  | \$424,866                    | \$0                      | \$424,866   | 100.0                    | 0                       |
| Electronics & Appliance Stores                | 443   | \$837,310                    | \$0                      | \$837,310   | 100.0                    | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444   | \$2,312,074                  | \$1,014,059              | \$1,298,015 | 39.0                     | 3                       |
| Bldg Material & Supplies Dealers              | 4441  | \$2,165,005                  | \$866,126                | \$1,298,879 | 42.9                     | 2                       |
| Grocery Stores                                | 4451  | \$5,044,151                  | \$3,713,259              | \$1,330,892 | 15.2                     | 3                       |
| Clothing & Clothing Accessories Stores        | 448   | \$1,313,067                  | \$774,988                | \$538,079   | 25.8                     | 3                       |
| Clothing Stores                               | 4481  | \$880,616                    | \$320,959                | \$559,657   | 46.6                     | 2                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483  | \$214,623                    | \$0                      | \$214,623   | 100.0                    | 0                       |
| Book, Periodical & Music Stores               | 4512  | \$111,977                    | \$0                      | \$111,977   | 100.0                    | 0                       |
| Miscellaneous Store Retailers                 | 453   | \$1,443,875                  | \$931,912                | \$511,963   | 21.5                     | 5                       |
| Office Supplies, Stationery & Gift Stores     | 4532  | \$262,900                    | \$0                      | \$262,900   | 100.0                    | 0                       |
| Used Merchandise Stores                       | 4533  | \$136,940                    | \$0                      | \$136,940   | 100.0                    | 0                       |
| Other Miscellaneous Store Retailers           | 4539  | \$1,003,402                  | \$768,193                | \$235,209   | 13.3                     | 4                       |
| Electronic Shopping & Mail-Order Houses       | 4541  | \$362,743                    | \$0                      | \$362,743   | 100.0                    | 0                       |
| Vending Machine Operators                     | 4542  | \$29,225                     | \$0                      | \$29,225    | 100.0                    | 0                       |
| Special Food Services                         | 7223  | \$27,720                     | \$0                      | \$27,720    | 100.0                    | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224  | \$180,214                    | \$0                      | \$180,214   | 100.0                    | 0                       |

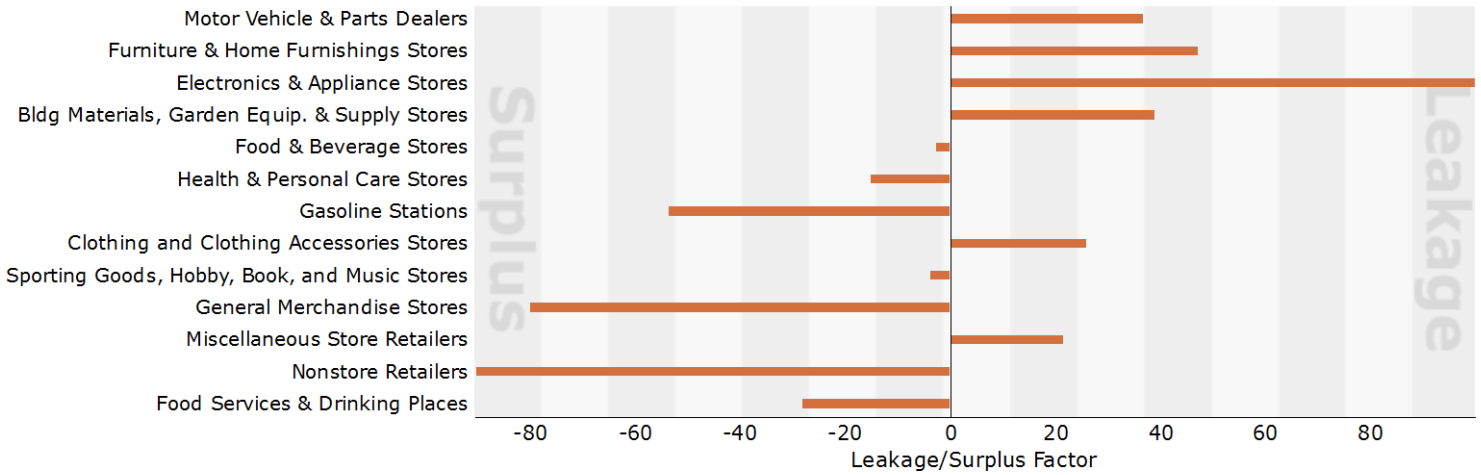
**Data Note:** Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

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January 25, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street & Rural Planning Center

Ring: 5 mile radius

Latitude: 35.35999  
Longitude: -79.77982

## Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 7,852    |
| 2017 Households               | 2,902    |
| 2017 Median Disposable Income | \$26,024 |
| 2017 Per Capita Income        | \$15,061 |

| Industry Summary                    | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-------------------------------------|-------|------------------------------|--------------------------|---------------|--------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-   | \$63,698,045                 | \$109,423,831            | -\$45,725,786 | -26.4                    | 69                      |
| Total Retail Trade                  | 44-45 | \$58,234,725                 | \$102,556,365            | -\$44,321,640 | -27.6                    | 53                      |
| Total Food & Drink                  | 722   | \$5,463,320                  | \$6,867,466              | -\$1,404,146  | -11.4                    | 16                      |

| Industry Group                                | NAICS    | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplu<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|----------|------------------------------|--------------------------|---------------|--------------------------|-------------------------|
| Motor Vehicle & Parts Dealers                 | 441      | \$13,339,279                 | \$7,752,387              | \$5,586,892   | 26.5                     | 9                       |
| Automobile Dealers                            | 4411     | \$11,018,513                 | \$5,635,830              | \$5,382,683   | 32.3                     | 4                       |
| Other Motor Vehicle Dealers                   | 4412     | \$1,111,619                  | \$0                      | \$1,111,619   | 100.0                    | 0                       |
| Auto Parts, Accessories & Tire Stores         | 4413     | \$1,209,147                  | \$2,033,765              | -\$824,618    | -25.4                    | 5                       |
| Furniture & Home Furnishings Stores           | 442      | \$1,971,558                  | \$886,082                | \$1,085,476   | 38.0                     | 3                       |
| Furniture Stores                              | 4421     | \$1,194,981                  | \$693,245                | \$501,736     | 26.6                     | 2                       |
| Home Furnishings Stores                       | 4422     | \$776,577                    | \$192,837                | \$583,740     | 60.2                     | 1                       |
| Electronics & Appliance Stores                | 443      | \$1,519,693                  | \$0                      | \$1,519,693   | 100.0                    | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444      | \$4,368,345                  | \$1,413,119              | \$2,955,226   | 51.1                     | 4                       |
| Bldg Material & Supplies Dealers              | 4441     | \$4,084,415                  | \$1,125,899              | \$2,958,516   | 56.8                     | 3                       |
| Lawn & Garden Equip & Supply Stores           | 4442     | \$283,930                    | \$287,220                | -\$3,290      | -0.6                     | 2                       |
| Food & Beverage Stores                        | 445      | \$9,988,153                  | \$6,892,852              | \$3,095,301   | 18.3                     | 8                       |
| Grocery Stores                                | 4451     | \$9,331,011                  | \$4,820,869              | \$4,510,142   | 31.9                     | 4                       |
| Specialty Food Stores                         | 4452     | \$362,732                    | \$375,472                | -\$12,740     | -1.7                     | 2                       |
| Beer, Wine & Liquor Stores                    | 4453     | \$294,409                    | \$1,696,511              | -\$1,402,102  | -70.4                    | 2                       |
| Health & Personal Care Stores                 | 446,4461 | \$3,782,609                  | \$2,844,041              | \$938,568     | 14.2                     | 3                       |
| Gasoline Stations                             | 447,4471 | \$6,636,342                  | \$17,634,169             | -\$10,997,827 | -45.3                    | 6                       |
| Clothing & Clothing Accessories Stores        | 448      | \$2,370,406                  | \$967,313                | \$1,403,093   | 42.0                     | 3                       |
| Clothing Stores                               | 4481     | \$1,593,813                  | \$456,530                | \$1,137,283   | 55.5                     | 2                       |
| Shoe Stores                                   | 4482     | \$394,934                    | \$510,783                | -\$115,849    | -12.8                    | 1                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483     | \$381,659                    | \$0                      | \$381,659     | 100.0                    | 0                       |
| Sporting Goods, Hobby, Book & Music Stores    | 451      | \$1,408,875                  | \$905,223                | \$503,652     | 21.8                     | 4                       |
| Sporting Goods/Hobby/Musical Instr Stores     | 4511     | \$1,207,111                  | \$905,223                | \$301,888     | 14.3                     | 4                       |
| Book, Periodical & Music Stores               | 4512     | \$201,764                    | \$0                      | \$201,764     | 100.0                    | 0                       |
| General Merchandise Stores                    | 452      | \$9,127,348                  | \$50,772,420             | -\$41,645,072 | -69.5                    | 5                       |
| Department Stores Excluding Leased Depts.     | 4521     | \$6,443,592                  | \$47,400,000             | -\$40,956,408 | -76.1                    | 1                       |
| Other General Merchandise Stores              | 4529     | \$2,683,756                  | \$3,372,420              | -\$688,664    | -11.4                    | 4                       |
| Miscellaneous Store Retailers                 | 453      | \$2,714,439                  | \$1,312,914              | \$1,401,525   | 34.8                     | 7                       |
| Florists                                      | 4531     | \$75,514                     | \$255,609                | -\$180,095    | -54.4                    | 3                       |
| Office Supplies, Stationery & Gift Stores     | 4532     | \$480,076                    | \$0                      | \$480,076     | 100.0                    | 0                       |
| Used Merchandise Stores                       | 4533     | \$246,341                    | \$0                      | \$246,341     | 100.0                    | 0                       |
| Other Miscellaneous Store Retailers           | 4539     | \$1,912,508                  | \$1,057,305              | \$855,203     | 28.8                     | 4                       |
| Nonstore Retailers                            | 454      | \$1,007,676                  | \$11,175,846             | -\$10,168,170 | -83.5                    | 1                       |
| Electronic Shopping & Mail-Order Houses       | 4541     | \$669,556                    | \$0                      | \$669,556     | 100.0                    | 0                       |
| Vending Machine Operators                     | 4542     | \$53,875                     | \$0                      | \$53,875      | 100.0                    | 0                       |
| Direct Selling Establishments                 | 4543     | \$284,245                    | \$11,175,846             | -\$10,891,601 | -95.0                    | 1                       |
| Food Services & Drinking Places               | 722      | \$5,463,320                  | \$6,867,466              | -\$1,404,146  | -11.4                    | 16                      |
| Special Food Services                         | 7223     | \$51,014                     | \$0                      | \$51,014      | 100.0                    | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224     | \$321,090                    | \$0                      | \$321,090     | 100.0                    | 0                       |
| Restaurants/Other Eating Places               | 7225     | \$5,091,215                  | \$6,867,466              | -\$1,776,251  | -14.9                    | 16                      |

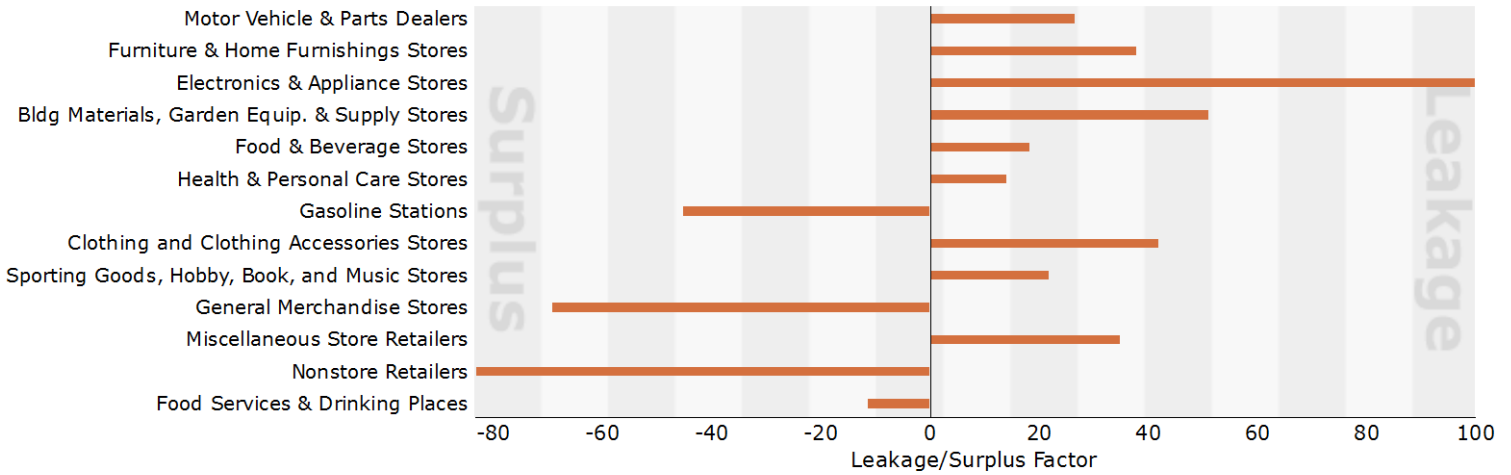
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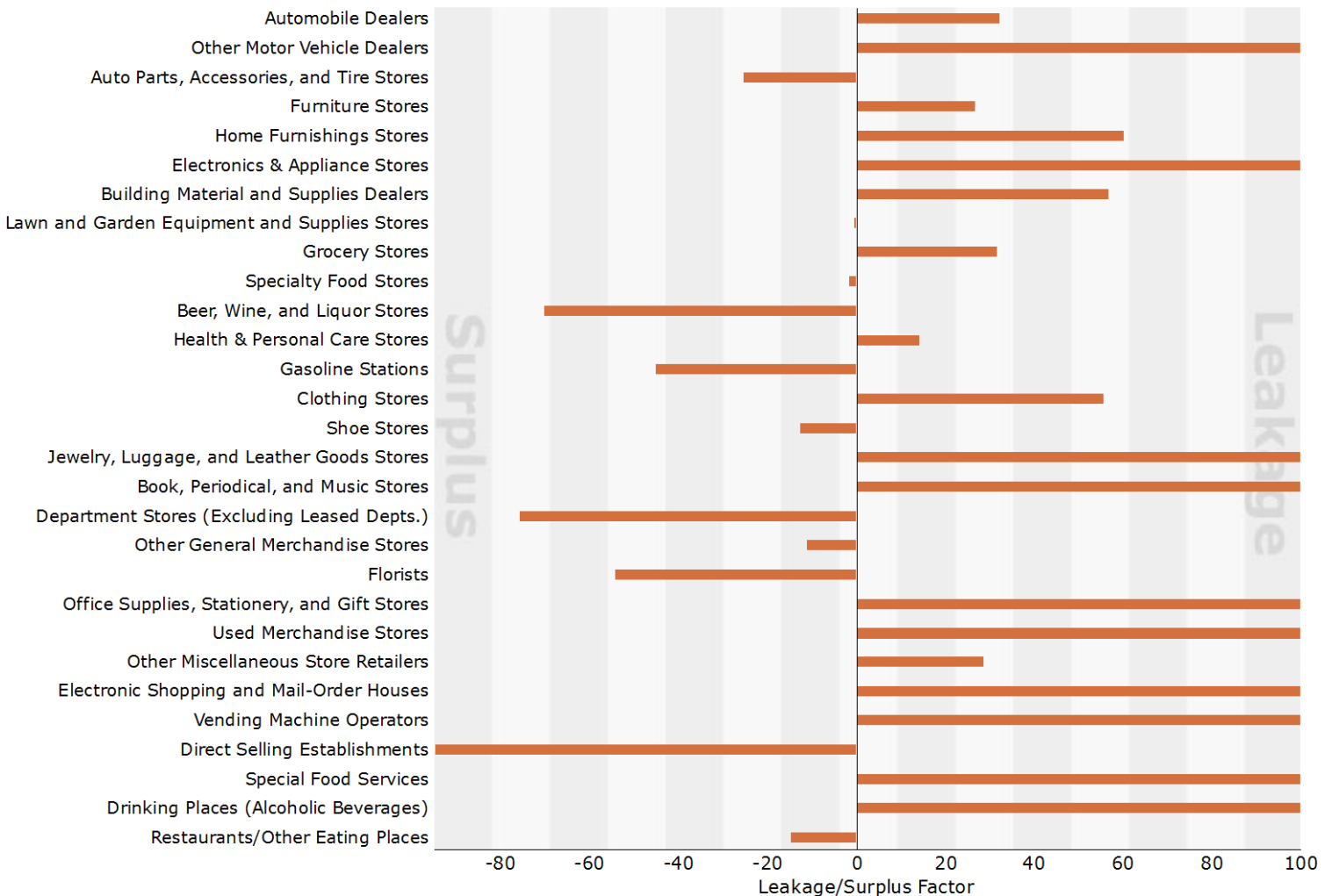
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January 25, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





## Mayor's Minutes

Met with the President of Aberdeen Carolina Western Railroad with Town Manager regarding the Gazebo

Attended a Chamber of Commerce/Market Montgomery Meeting in Troy

Attended a Workforce Development Meeting sponsored by the COG at Forsyth Tech. 2 MCC members were in attendance

Chaired a RPO Meeting where the guest speaker was Michael S Fox, Chairman of the Board of Transportation in NC

Toured the newly renovated Fire Department and the Park to discuss renovations on the Bath House with Sam Stewart

Visited with the gentleman beside the Town Hall regarding opening an Antique Store

Attended Town of Candor Board Meeting and listened to a presentation for ROP. Gene Anderson was in attendance

Met with Larry Kissell and the 8<sup>th</sup> Congressional Congress member, Richard Hudson

Met with Duke Power Regional Power Representative David McNeill