

Policy Report

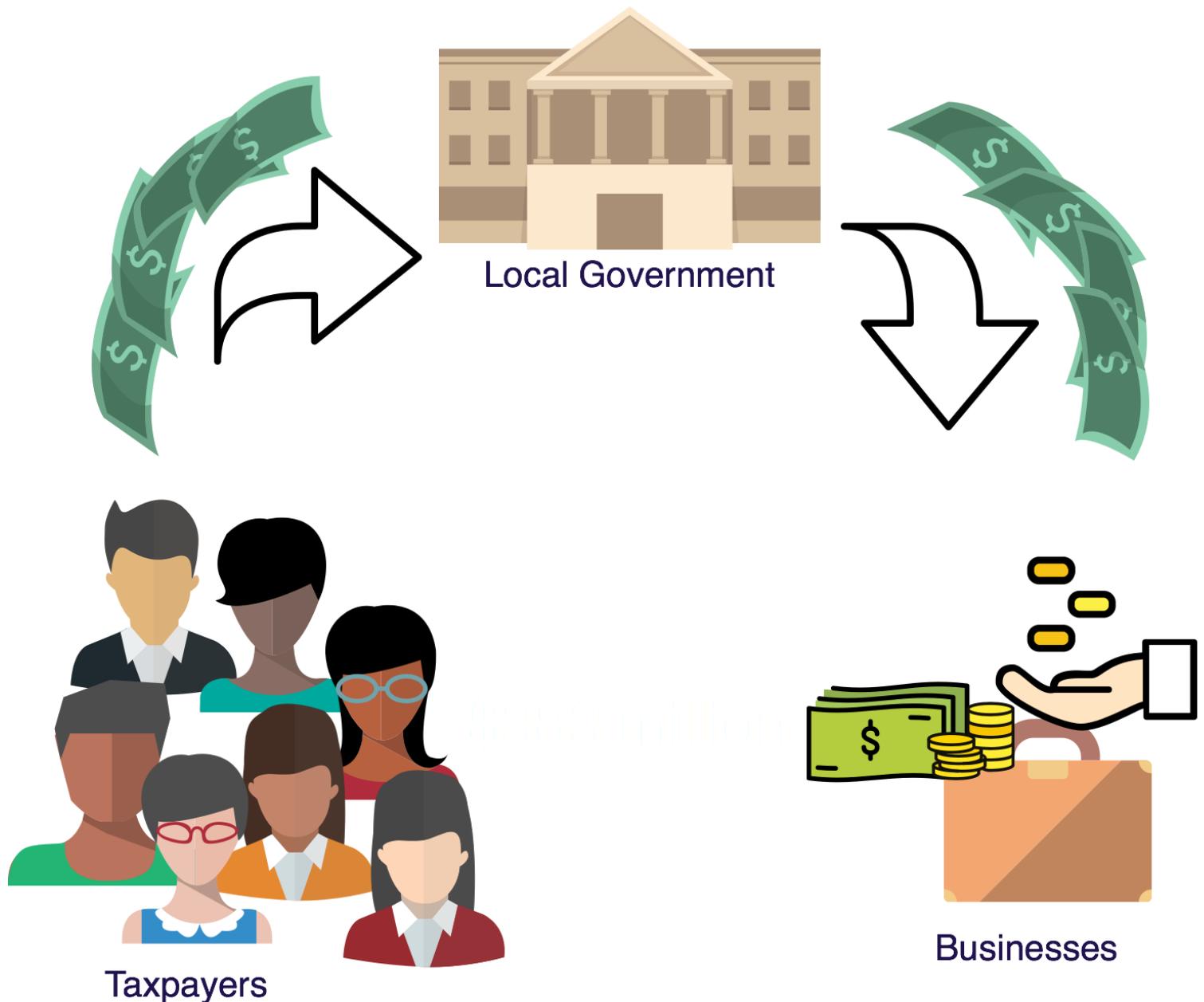
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ECONOMIC INCENTIVES COUNTY BY COUNTY

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FOUNDATION

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A county by county breakdown of business incentives from local governments in North Carolina



Economic Incentives: County By County

By Sarah Curry and Catherine Konieczny

Executive Summary

North Carolina's 100 counties derive their spending authority from the General Assembly. The state legislature permits local governments to raise tax revenue, budget and manage that revenue, and disburse funds to support activities at the discretion of elected officials. Counties have also been given broad authority to engage in economic development activities. Some of these include employing agents to meet, negotiate with, and assist businesses interested in locating or expanding in the community, administering unsubsidized revolving loan funds, distributing cash grants, developing strategic plans for economic development, and constructing public facilities.

Currently there is no single data source that tracks the expenditure of tax revenue on economic development activities at the local level. To address this need, we collected and categorized economic development spending in all 100 counties in North Carolina.

Between FY 2009 and FY 2014, 81 out of North Carolina's 100 counties participated in economic development activities. Counties entered into 776 contracts worth nearly \$284 million in incentives over the five-year period. Actual payments, however, totaled \$144 million.

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County governments are increasingly being asked to participate in economic development activities advanced by state legislators, replicating approaches, albeit on a smaller scale, pursued by state and federal officials. This study surveys North Carolina's counties and examines how they conduct economic development at the local level.

Methodology

For local entities, economic development includes a variety of efforts made by cities and counties to promote economic growth, often in economically distressed areas. In nearly all cases, the goal of economic development is to increase private investment and job creation, thereby broadening the local tax base. This study focuses on the distribution of cash grants and reimbursements by counties to private companies that have an interest in relocating operations or remaining in North Carolina. Currently, no government agency, trade organization, special interest group, or non-profit organization collects or publishes economic development data for North Carolina cities, municipalities, and counties.

In order to gather the data, each county's manager and public information officer were sent a public records request asking for their county's economic development financial data for fiscal year 2009-10 through fiscal year 2013-14, that is, July 1, 2009 through June 30, 2014. Counties self reported the information to the John Locke Foundation.

We requested that each county provide the amount approved for each agreement to be paid by the county to the named entity, the stated justification for the incentive, requirements to meet the incentive's objective (if applicable), the duration of the agreement, and outcomes associated with the terms of the incentive. The data in this report reflects only agreements where the county disbursed its own earned revenue or used a revolving loan fund managed by the county, not where the county acted as a pass-through entity for another source of funds. Matching dollars required as a condition of a state or federal grant are included here. The state or federal portion is not, to the best of our knowledge.

As referenced above, we define economic development incentives as funds from the county given to private entities. We did not intend to capture community development, revitalization efforts, or public-private

partnerships, but some counties categorized those activities as economic development and reported dollars spent on them. When reported, those amounts are included in county totals.

Data were much more difficult to collect and interpret than was anticipated. The point of contact for the counties changed over time, and because many counties have economic development offices, the branches of the county government would not share information about the agreements with each other. Counties frequently omitted figures or were vague when specific information was requested. Each county has a different way of keeping records of their incentive activities, which makes it extremely difficult to make comparisons and capture the same data for every county. Some counties were able to summarize all requested information, while others sent in dozens of pages of original documents.

Types of Incentives

Every county participating in economic development activities has a wide array of incentives available to them. Some choose to use one type of incentive, while others choose to use a variety of incentives. For the purposes of this study, we have categorized the incentives differently than state statute does.

Performance

Overall, 64 counties use performance-based incentives. Performance incentives are categorized by the benchmark requirements each private entity is given with the expectation the business will meet those requirements within a certain time frame. The two most common performance measures used are 1) the number of jobs created and 2) the monetary investment in real property or existing infrastructure within the county's jurisdiction. The employment requirement includes the creation of new full time positions, either a specific number of new jobs or an acceptable range. Investment requirements typically involved expenditures (or a range of expenditures) on property and/or equipment.

Non-performance

Non-performance incentives are unconditional awards that could not be classified as infrastructure. For example, Alleghany County used non-performance incentives for a dentist to serve Medicaid patients and a large-animal veterinarian. Neither service was offered within the county, and elected officials awarded the

incentives based on their perception of public need. Gates County discounted the sale of a historic school building that did not qualify for a state building re-use grant. Granville County paid for the renovation of an existing building and provided matching funds for grants from other sources. Rutherford County only used local funds to match One NC grants. Warren County waived permit fees for private businesses.

Infrastructure Grants

These incentives reimburse companies to meet state building code requirements or connect to public utilities. These include fire hydrants, roadway intersections, and sewer and water lines. Brunswick, Currituck, and Yadkin counties were the only jurisdictions that solely used these forms of incentives. Perquimans County only had one incentive grant, a discounted sale of eight acres of county land at \$25,000 an acre.

Tax-based Reimbursement

This category includes any incentive that reimburses taxes paid. Since counties use different methods to report the budgeting and value of tax-based incentives, they cannot be fully accounted for until paid. Bladen, Catawba, Cleveland, Cumberland, Duplin, Durham, Franklin, Gates, Harnett, Johnston, Pitt, Richmond, Rowan, Scotland, Stanly, Transylvania, and Wilkes counties all use this form of incentive.¹

Of those counties that reported economic development expenditures, six had no performance requirements, five did not report any reason for the incentive, and another six counties only awarded cash grants for infrastructure investment. The remaining counties tied their incentive to various performance measures. Of those counties participating in performance agreements, 33 counties, or 44 percent of the total, did not disclose performance results or outcomes, even though these counties confirmed payment. This suggests that there are gaps in the data and reporting deficiencies, but it is not evident why economic development efforts lack transparency.

Legal Authority

County governments are a creation of the state and must be granted statutory authority by the state to engage in economic development. Actions required for a county

¹ The details of each county's tax incentive method can be found in the Appendix.

government to offer incentive payments are broadly laid out in the North Carolina General Statutes.² According to the UNC School of Government,³

When a North Carolina government turns funds over to a private entity for expenditure (through an incentive payment), the local government must give prior approval to how the funds will be expended by the private entity and “all such expenditures shall be accounted for” at the end of the fiscal year. Furthermore, the funds must be made subject to recapture in an incentive agreement. Additional procedural requirements are imposed when the expenditure involves the purchase or improvement of property, which is almost always the case for an economic development incentive that is contingent on making investments that increase the property tax base.⁴

While state statutes lay out the process, the restrictions imposed by statute are not the final word. Economic development incentives are typically payments of public taxpayer funds to private entities, resulting in a mix of public and private purposes. Although the North Carolina general statutes give permission to counties to participate in economic development, local governments are not permitted to offer gifts of public property, legally referred to as “exclusive emoluments,” to private entities.⁵ The UNC School of Government gives a clear legal explanation of this problem,

Exclusive emoluments are permitted only “in consideration of public services.” That is, the public must get something in return – known as “consideration” in contract law – for a payment to a private entity. A separate set of constitutional provisions requires that expenditures by local government and contractual payments to private entities must serve a public purpose.⁶ As long as a payment or expenditure serves a valid purpose, it satisfies not only the constitutional provisions regarding public purpose, but the exclusive emoluments provision as well. The courts alone –

² Section 158-7.1 of the Local Development Act of 1925

³ Kara Millonzi, (2014). Introduction to Local Government Finance. The School of Government at the University of North Carolina at Chapel Hill.

⁴ Ibid. pp. 295-6

⁵ Section 32 of Article 1 of the North Carolina Constitution

⁶ Section 2 of Article V of the North Carolina Constitution

*not the legislature, not statutes – decide what is a valid public purpose under the constitution.*⁷

There are multiple forms of incentive activities, such as cash grant incentives that function as tax abatement. Fourteen counties in the state employ these kinds of incentives. They follow a common pattern. The county offers to make annual cash grants over a number of years. The business invests certain amounts in the county, such as building a new facility or expanding an existing facility. The amount of the cash grant is tied to the amount of property taxes paid by the company. For example, in Rowan County, incentive agreements provided reimbursement for between 70 and 75 percent of the property taxes paid over a five-year period.

For most states, tax abatement is an acceptable and widely used form of incentive, but the North Carolina Constitution does not permit it. According to Article V, Section 2 of the constitution, property tax exemptions and classifications may be made only by the General Assembly and only on a statewide basis. The UNC School of Government explains why similar forms of incentives, like those used in Rowan County, have not been deemed unconstitutional,

*These (incentive) policies closely approach tax abatements but with two important differences: the company receiving the cash incentives has paid its property taxes, and the grant payment is contingent not solely on payment of property taxes but also on performance of some public benefit, such as job creation or construction of affordable housing. One note of caution: no court has directly addressed whether this sort of policy is an unconstitutional attempt to enact a tax abatement or whether it is simply a constitutionally permitted cash grant.*⁸

The issue of constitutionality was examined by the North Carolina Supreme Court in 1996,⁹ and as recently as 2010¹⁰ by the North Carolina Court of Appeals. The legal discussions regarding local government incentives is far from over, and hopefully shedding light on where counties choose to participate in economic development activities will further that discussion.

7 Millonzi, p. 294

8 Ibid. p 295.

9 Maready v. City of Winston-Salem, 342 N.C. 708 (1996)

10 Haugh v. County of Durham. 208 N.C. App. 304 (2010)

Findings

Between FY 2009 and FY 2014, 81 out of North Carolina's 100 counties participated in economic development activities at the county level. This totaled 776 agreements and nearly \$284 million promised to the private sector over the five-year period. The amount actually paid out during this period was \$144 million. The difference is due to the fact that many agreements are made in one year but paid out over multiple years. In addition, some agreements are contingent on companies meeting particular terms and may not therefore be paid in full if those terms are not met.

Surprisingly, there were no obvious trends among or between the metropolitan development areas.¹¹ The popular perception of economic development is that wealthier urban and suburban counties are able to leverage greater resources for these activities. Yet, on a per-capita basis, there is no evidence of a divide between rural and urban counties. Iredell, Davie, Halifax, Lenoir, and Buncombe counties had the highest per capita dollars approved for incentive agreements, each budgeting over \$100 per resident. Wilson County was the only county to pay over \$100 per capita. Person, Lee, Lincoln, and Catawba counties spent over \$50 per capita each.

Outliers

There are a few notable outliers. Iredell County approved, but did not pay, \$222.65 in incentives per capita, more than any other county in the state and 78 percent more than the next highest in the region, Davie County. Despite their inflated approved incentives budget, Iredell ended up paying only \$47.41 per resident, second only to Lincoln County's \$57.26 expenditure. Both paid more than twice the average for counties of comparable size.

Several of the highest paying counties were skewed by one or two exceptionally large agreements, with payments reaching over \$1 million.

- Catawba County entered into an agreement with Apple for a tax-based incentive that required one billion dollars in investment. At the time of our

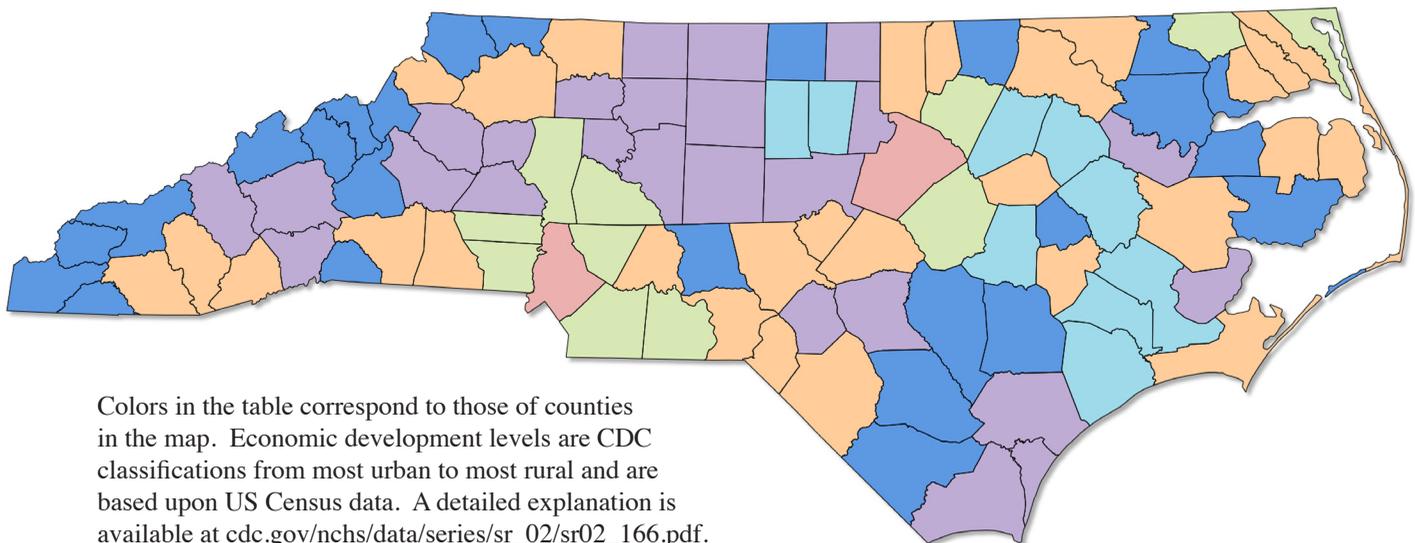
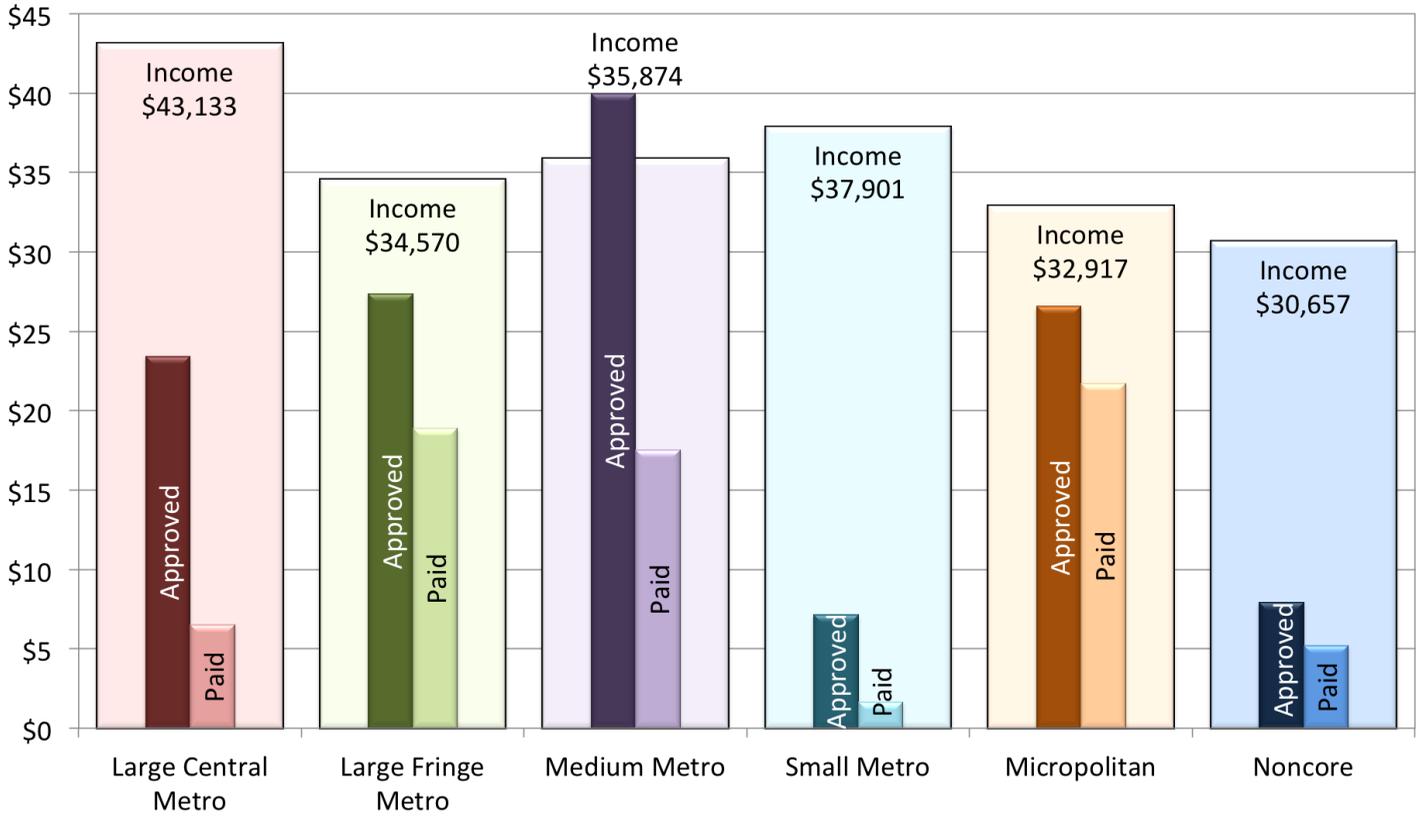
11 Per capita approved (or spent) amounts did not correspond to trends in per capita income. Urban-rural classifications are based on US Census data. A full explanation is available at cdc.gov/nchs/data/series/sr_02/sr02_166.pdf

data collection, Catawba County had paid over \$8 million, equaling almost 95 percent of the county's total dollars spent within the five-year time frame.

- Cleveland County agreed to a tax-based incentive with AT&T that required \$851 million in investment with a promise to refund 67 percent of the ad valorem tax revenue in each grant year.

- Iredell County is home to Lowe's Home Improvement's headquarters and entered into a single, large agreement that resulted in over \$3 million in payments, just over 40 percent of the county's total payments for the time frame.
- Person County's agreement with Eaton Corporation has resulted in the county paying \$2 million to

Income, Approved Incentive Amount, and Paid Incentive value per capita, by economic development level



Colors in the table correspond to those of counties in the map. Economic development levels are CDC classifications from most urban to most rural and are based upon US Census data. A detailed explanation is available at cdc.gov/nchs/data/series/sr_02/sr02_166.pdf.

the private firm, 80 percent of the county's total payments since fiscal year 2009.

- Randolph County agreed to an incentive agreement with Malt-O-Meal, and has made payments of \$2.3 million in the last five years, totaling 94 percent of the county's total paid incentive dollars.
- Wilson County was the highest ranked county for paid incentive dollars per capita due to \$5.7 million in payments related to the Bridgestone-Firestone agreement.

Recommendations

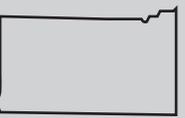
The North Carolina General Assembly should mandate that counties meet a standardized reporting requirement for all economic development activities. In addition, legislators should allocate funding for a web portal that gives taxpayers access to aggregate and county-specific economic development expenditures and machine readable documents. Elected officials should then use this information to evaluate whether the costs of incentives outweigh the benefits. We suspect that, in most cases, there are much better uses of tax revenue and much more efficient ways to spur economic growth, such as lower tax rates and reduced regulations.

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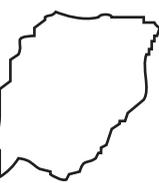
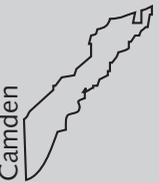
*Catherine Konieczny will graduate from North
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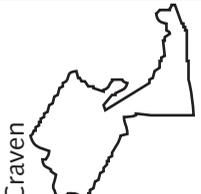
Appendix: Details of property tax reimbursement incentives

- **Bladen** – Investment measured as new taxable investment with a given rate (.25% - .63%) of tax on that investment and reimbursed as a grant after payment, not to exceed 74% of total taxes paid.
- **Catawba** – Reimbursement of ad valorem tax revenue received from the company, 40% - 75% of total taxes paid. Apple agreement refunds up to 85%.
- **Cleveland** – Agreements based on investment and job performance standards with grant amount based on reimbursement of ad valorem tax revenue received from the company at 40% - 90%, including three agreements based on conveyance of property.
- **Cumberland** – 50% of ad valorem tax value of invested property.
- **Duplin** – 80% grant of tax bill paid in one agreement; cash grants, state matching, and reimbursement for construction of natural gas pipeline.
- **Durham** – A maximum value approved in agreements but actual paid value of the incentive calculated using total taxes (property, person, and other), specifics of each agreement not included in the data received.
- **Franklin** – Actual payment of 3% of the tax valuation of the investment in equipment, machinery, property, and buildings for all agreements, with separate stipulations for investment and job creation for each individual agreement.
- **Gates** – Only one agreement, a refund for half of the property taxes paid on an historic school property sold by the county.
- **Harnett** – 50% - 80% refund of total taxes paid by year.
- **Johnston** – All agreements refunding 50% - 100% of ad valorem tax value with a decreasing percentage over the life of the incentive, performance stipulations with minimum investment and job values by individual agreement.
- **Pitt** – Refund of 25% - 35% of the net increase in ad valorem taxes paid on real property to cover facility and equipment expenses.
- **Richmond** – Cash grants in the form of refunds given by percentage of taxes paid through a tiered system. Level 1 grants: 50% of taxes to be reimbursed with a tax valuation of \$1,000,000 - \$4,999,999. Level 2: 60% reimbursement with valuation between \$5,000,000-\$19,999,999. Level 3: 70% reimbursement with valuation between \$20,000,000-\$49,999,999. Level 4: 85% reimbursement with valuation greater than \$50,000,000.
- **Rowan** – 70% - 75% reimbursement for a period of 5 years.
- **Scotland** – Four specialized agreements: one a refund of 90% of the ad valorem tax base outright; two with sliding scales of refund percentages (one beginning at 80% and decreasing to 50% of ad valorem tax rate multiplied by the depreciated value of equipment, one beginning at 50% and decreasing to 35% of ad valorem tax rate multiplied by the property tax value of equipment investment.); one a cash incentive of \$57,000 per year for three years.
- **Stanly** – Refund of 50% - 90% of county taxes on investment value over 5 years.
- **Transylvania** – Refund of 50% of property taxes paid to the county.
- **Wilkes** – Most purely performance based with two exceptions: one a 70% refund of real property taxes paid in addition to an outright cash grant, and the other reimbursed payments for rent from the county.

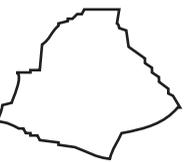
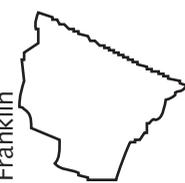
County	Population			Agreements				Paid			Incentive			
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita	Rank	Type	
Alamance 	152,531	18	\$32,929	48	4	\$1,980,250	28	\$12.98	42	\$24,900	70	\$0.16	75	Performance incentive
Alexander 	37,528	65	\$32,402	57	31	\$499,468	49	\$13.31	40	\$468,799	51	\$12.49	41	Performance incentive
Alleghany 	11,069	94	\$33,011	47	2	\$35,832	70	\$3.24	60	\$35,832	69	\$3.24	60	Non-performance
Anson 	25,822	74	\$26,409	99	3	\$106,207	63	\$4.11	57	\$106,207	61	\$4.11	59	Performance incentive
Ashe 	27,423	72	\$30,290	77	1	\$100,000	64	\$3.35	58	\$-	78	\$-	78	Performance incentive
Beaufort 	47,854	55	\$34,379	37	7	\$1,770,790	31	\$37.00	23	\$1,526,790	31	\$31.91	13	Performance incentive, state match, and discounted sale of property

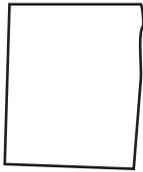
County	Population			Agreements				Paid			Incentive Type		
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita	
Bladen	35,148	67	\$31,127	6	Percentage of tax liability, not a fixed value	77	\$-	77	\$878,236	41	\$24.99	21	Tax based performance incentive
Brunswick	110,140	25	\$34,739	2	\$2,985,000	20	\$27.10	30	\$36,577	68	\$0.33	72	Infrastructure contribution
Buncombe	243,855	7	\$36,341	23	\$29,728,143	2	\$121.91	5	\$5,158,903	8	\$21.16	25	Performance incentive
Burke	90,722	31	\$31,694	17	\$919,791	40	\$10.14	46	\$919,791	40	\$10.14	49	Performance incentive
Cabarrus	181,253	12	\$38,079	22	\$4,919,086	16	\$27.14	29	\$4,919,086	9	\$27.14	18	No requirements given

County	Population			Agreements				Paid			Incentive Type		
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita	
Caldwell 	83,117	33	\$28,121	47	\$5,172,000	15	\$62.23	11	\$1,530,750	30	\$18.42	28	Performance incentive, given amount per job created
Camden 	9,921	97	\$42,078	1	\$19,700	72	\$1.99	66	\$19,700	72	\$1.99	65	Job based performance incentive
Catawba 	154,992	17	\$34,716	15	\$6,356,589	13	\$41.01	22	\$8,507,650	3	\$54.89	5	Tax based performance incentive and land sale
Chatham 	64,553	40	\$50,697	2	Non-monetary, subsidized use of public facilities	77	\$-	77	\$1,129,309	36	\$17.49	33	Facility construction and performance incentive
Cherokee 	27,300	73	\$27,459	1	\$11,044	75	\$0.40	73	\$11,044	75	\$0.40	71	Matching infrastructure contribution
Clay 	10,460	95	\$29,221	1	\$185,000	57	\$17.69	37	\$185,000	57	\$17.69	30	Performance incentive

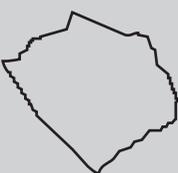
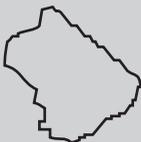
County	Population			Agreements				Paid			Incentive Type			
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita		
Cleveland 	98,209	28	\$32,852	50	28	\$4,167,160	17	\$42.43	21	\$2,467,403	21	\$25.12	20	Tax based performance incentive and state match
Columbus 	57,657	49	\$29,551	86	13	\$1,855,753	29	\$32.19	25	\$1,012,658	39	\$17.56	32	Performance incentive
Craven 	104,965	27	\$39,078	16	2	\$30,850	71	\$0.29	74	\$23,138	71	\$0.22	73	Performance incentive and discounted property sale
Cumberland 	327,643	5	\$45,590	5	5	\$498,941	50	\$1.52	68	\$4,144,473	13	\$12.65	39	Tax based performance incentive and state match
Currituck 	23,643	78	\$42,239	7	5	\$182,672	58	\$7.73	49	\$182,672	58	\$7.73	52	Infrastructure contribution for sewer connections and firehydrants

County	Population			Agreements				Paid			Incentive Type			
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Dare 	34,216	69	\$41,208	10	1	\$2,089,152	27	\$61.06	13	\$1,536,857	29	\$44.92	9	Performance incentive
Davidson 	163,364	15	\$35,513	29	35	\$3,970,194	18	\$24.30	32	3,027,694	17	\$18.53	27	Performance incentive, discounted land purchase, and state match
Davie 	41,560	60	\$38,552	18	8	\$7,228,155	11	\$173.92	2	\$499,525	49	\$12.02	45	Performance incentive, infrastructure contribution, and state match
Duplin 	59,476	46	\$30,804	72	6	\$1,733,142	32	\$29.14	27	\$1,733,142	26	\$29.14	16	Tax based performance incentive, infrastructure contribution, and state match
Durham 	272,314	6	\$40,963	11	13	\$13,803,095	6	\$50.69	15	\$9,181,812	1	\$33.72	11	Tax based performance incentive

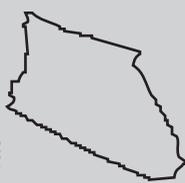
County	Population			Agreements					Paid			Incentive Type		
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita		Rank	
Edgecombe 	56,089	50	\$28,697	90	5	\$1,172,137	37	\$20.90	33	\$1,800	77	\$0.03	77	Performance incentive
Forsyth 	354,878	4	\$39,583	15	12	\$27,859,345	3	\$78.50	6	\$4,355,937	11	\$12.27	42	Performance incentive
Franklin 	61,651	42	\$31,063	68	14	\$1,684,586	33	\$27.32	28	\$699,621	45	\$11.35	46	Tax based performance incentive and state match
Gaston 	207,506	8	\$34,812	33	4	\$450,000	52	\$2.17	64	\$3,645,482	14	\$17.57	31	Performance incentive
Gates 	11,944	93	\$30,387	75	1	Percentage of tax liability, not a fixed value	77	\$-	77	\$-	78	\$-	78	Tax based refund on sale of historic school property

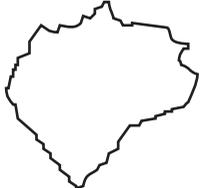
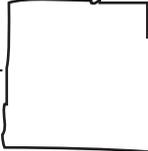
County	Population			Agreements				Paid			Incentive			
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita	Rank	Type	
Granville 	60,863	44	\$30,722	73	10	\$2,769,163	23	\$45.50	18	\$1,171,277	35	\$19.24	26	Matching to state grants, infrastructure contribution, and one performance incentive
Guilford 	495,231	3	\$39,037	17	20	\$7,952,415	9	\$16.06	38	\$2,654,599	19	\$5.36	56	No requirements given
Halifax 	54,397	51	\$31,433	63	9	\$8,209,414	8	\$150.92	3	\$1,683,543	27	\$30.95	15	Performance incentive
Harnett 	118,615	24	\$30,059	78	5	\$100,000	64	\$0.84	71	\$348,930	54	\$2.94	61	Tax based performance incentive
Haywood 	59,684	45	\$34,080	38	2	\$376,166	53	\$6.30	52	\$-	78	\$-	78	Performance incentive

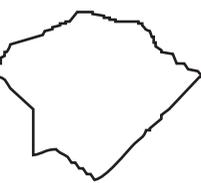
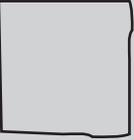
County	Population			Agreements					Paid			Incentive Type		
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita		Rank	
Henderson	108,448	26	\$37,856	22	20	\$6,665,741	12	\$61.46	12	\$2,659,472	18	\$24.52	22	Performance incentive, not all requirements given
Herford	24,466	75	\$28,728	89	4	\$749,255	44	\$30.62	26	\$360,255	53	\$14.72	36	Performance incentive
Hoke	49,065	54	\$33,268	44	2	\$108,750	62	\$2.22	63	\$108,750	60	\$2.22	63	Performance incentive
Hyde	5,815	99	\$33,302	43	1	\$11,902	73	\$2.05	65	\$11,902	73	\$2.05	64	Performance incentive
Iredell	161,522	16	\$35,994	27	51	\$35,962,245	1	\$225.65	1	\$7,657,306	5	\$47.41	7	Performance incentive and state match

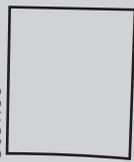
County	Population			Agreements					Paid			Incentive Type	
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita		Rank
Johnston 	172,570	13	\$35,210	12	Percentage of tax liability, not a fixed value	77	\$-	77	\$2,114,275	24	\$12.25	43	Tax based performance incentive
Jones 	10,327	96	\$37,924	0	\$-	77	\$-	77	\$-	78	\$-	78	Use a revolving loan fund for incentives
Lee 	58,304	48	\$33,332	15	\$2,868,390	22	\$49.20	17	\$3,460,149	15	\$59.35	3	No requirements given
Lenoir 	59,314	47	\$34,630	9	\$7,945,500	10	\$133.96	4	\$2,174,690	23	\$36.66	10	Performance incentive
Lincoln 	79,026	35	\$36,580	18	\$551,894	46	\$6.98	51	\$4,525,052	10	\$57.26	4	Performance incentives that use investment tier to determine value of payment

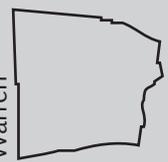
County	Population			Agreements					Paid			Incentive Type	
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita		Rank
Macon	34,459	68	\$32,028	1	\$40,500	68	\$1.18	69	\$39,541	67	\$1.15	66	Performance incentive
Martin	24,083	76	\$32,414	1	\$1,500,000	35	\$62.28	10	\$412,050	52	\$17.11	34	Performance incentive
McDowell	45,462	59	\$27,808	5	\$827,000	42	\$18.19	36	\$590,885	47	\$13.00	38	Performance incentive
Mecklenburg	940,697	1	\$47,426	29	\$25,296,832	4	\$26.89	31	\$4,228,843	12	\$4.50	58	No requirements given
Moore	89,395	32	\$40,636	4	\$1,821,048	30	\$20.37	34	\$1,083,024	37	\$12.12	44	Infrastructure contribution and performance incentive

County	Population			Agreements				Paid			Incentive Type		
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita	
Nash 	96,122	29	\$35,459	3	\$330,000	55	\$3.43	59	\$52,057	65	\$0.54	70	Performance incentive
New Hanover 	206,774	9	\$37,559	8	\$8,800,000	7	\$42.56	20	\$5,816,750	7	\$28.13	17	Performance incentive
Northampton 	21,844	79	\$32,555	2	\$969,297	39	\$44.37	19	\$1,023,878	38	\$46.87	8	Sale of property combined with performance incentive
Orange 	135,776	21	\$51,702	3	\$1,443,950	36	\$10.63	44	\$80,000	63	\$0.59	68	Performance incentive and state match
Pender 	53,437	52	\$32,480	1	\$2,654,398	24	\$49.67	16	\$1,666,500	28	\$31.19	14	Land donation, fee waiver, and performance grant
Perquimans 	13,537	90	\$33,019	1	\$100,000	64	\$7.39	50	\$104,500	62	\$7.72	53	Discounted sale of land

County	Population			Agreements					Paid			Incentive Type	
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita		Rank
Person 	39,700	63	\$31,237	3	\$2,525,000	26	\$63.60	8	\$2,525,000	20	\$63.60	2	Performance incentive
Pitt 	170,263	14	\$35,743	10	\$462,840	51	\$2.72	61	\$1,420,692	32	\$8.34	51	Tax based performance incentive and state match
Polk 	20,453	84	\$40,232	1	\$120,700	61	\$5.90	54	\$120,700	59	\$5.90	55	Match of state employment incentive
Randolph 	142,901	19	\$31,062	16	\$863,535	41	\$6.04	53	\$2,398,535	22	\$16.78	35	Performance incentive and infrastructure contribution
Richmond 	46,459	57	\$28,820	9	\$230,000	56	\$4.95	55	\$1,218,195	33	\$26.22	19	Tax based performance incentive

County	Population			Agreements				Paid			Incentive Type			
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita		
Robeson 	134,651	22	\$26,399	100	9	\$1,123,262	38	\$8.34	47	\$6,654,910	6	\$49.42	6	Non-performance
Rockingham 	93,558	30	\$32,307	58	25	\$6,095,595	14	\$65.15	7	\$1,183,108	34	\$12.65	40	Performance incentive
Rowan 	138,309	20	\$31,365	64	21	\$37,500	69	\$0.27	75	\$3,129,038	16	\$22.62	24	Tax based performance incentive
Rutherford 	68,392	38	\$28,123	92	21	\$757,924	43	\$11.08	43	\$773,477	44	\$11.31	47	All matches to state grants
Sampson 	63,746	41	\$32,818	51	4	\$3,513,234	19	\$55.11	14	\$54,185	64	\$0.85	67	Performance incentive

County	Population			Agreements				Paid			Incentive Type		
	Population	Rank	Per Capita Income	Total Number of Contracts	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita	
Scotland 	36,029	66	\$29,592	4	\$171,000	59	\$4.75	56	\$824,890	43	\$22.90	23	Tax based performance incentive
Stanly 	60,936	43	\$32,463	5	\$57,975	67	\$0.95	70	\$2,035,689	25	\$33.41	12	Tax based performance incentive
Stokes 	47,551	56	\$33,064	1	\$4,800	76	\$0.10	76	\$4,800	76	\$0.10	76	Match to state grant
Surry 	73,575	36	\$31,970	16	\$2,531,800	25	\$34.41	24	\$488,123	50	\$6.63	54	Performance incentive, infrastructure contribution, discounted lease of buildings, and state match
Transylvania 	33,275	70	\$32,689	1	\$345,886	54	\$10.39	45	\$345,886	55	\$10.39	48	Tax based, no requirements given

County	Population			Agreements				Paid			Incentive Type			
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank		Per Capita	Rank	
Union 	205,717	10	\$38,130	19	6	\$548,173	47	\$2.66	62	\$44,570	66	\$0.22	74	Performance incentive
Vance 	45,558	58	\$31,058	70	9	\$2,869,145	21	\$62.98	9	\$836,287	42	\$18.36	29	Performance incentive
Wake 	925,938	2	\$44,839	6	14	\$18,499,844	5	\$19.98	35	\$7,931,128	4	\$8.57	50	Performance incentive, infrastructure contribution, and state match
Warren 	20,883	83	\$26,882	98	1	\$11,575	74	\$0.55	72	\$11,575	74	\$0.55	69	Waived construction fees
Wayne 	123,710	23	\$33,620	39	10	\$1,661,525	34	\$13.43	39	\$652,400	46	\$5.27	57	All matches to state grants

County	Population			Agreements				Paid			Incentive		
	Population	Rank	Per Capita Income	Rank	Approved	Rank	Per Capita	Rank	Paid	Rank	Per Capita	Rank	Type
Wilkes 	69,592	37	\$33,313	42	11	\$564,959	45	48	\$192,283	56	\$2.76	62	Tax based grants, one discounted sale of land, others are performance incentives with state matching
Wilson 	81,380	34	\$35,197	32	5	\$150,000	60	67	\$8,573,178	2	\$105.35	1	Performance incentive
Yadkin 	38,442	64	\$32,859	49	1	\$500,000	48	41	\$500,000	48	\$13.01	37	Infrastructure contribution to city