



Methodology	<ul style="list-style-type: none"> • Prepare for and facilitate a small group discussion among decision makers to review outcomes from the Exploration phase (e.g., case studies, stakeholder insights, SWOT analysis) and set informed parameters for future discussions (e.g., What are “must haves” for the Theatre? What is “out of bounds?”) <ul style="list-style-type: none"> • Note: It will be important to be clear on what can be adjusted based on community input and what are “fixed” parameters to ensure community engagement is authentic and expectations are correctly set • Prepare for and conduct a structured community charrette (in person recommended) to discuss community expectations, concerns, and hopes, through discussion of potential options for the Theatre • Deploy a short online survey to broaden participation • Refine SWOT analysis
Inputs & Data Sources	<ul style="list-style-type: none"> • Findings from Component 1 • Facilitated discussion outputs • Public feedback documentation • Survey responses
Deliverables	<ul style="list-style-type: none"> • Community Engagement Summary Memo • Refined SWOT incorporating public input • Updated options for the Hertford Theatre with clear pros and cons based on community input

Component 3: Feasibility & Financial Modeling (Weeks 8–11)

Purpose	Translate attractive potential uses into financially testable operating scenarios and assess long-term sustainability.
Objectives	<ul style="list-style-type: none"> • Develop initial financial estimates for the most attractive potential uses of the Theatre • Identify sustainability thresholds and risk exposure • Evaluate the comparative viability of alternative operating scenarios
Methodology	<ul style="list-style-type: none"> • Develop 3–4 realistic operating scenarios • Build 3–5 year pro forma projections • Conduct sensitivity analysis for each scenario • Conduct structured risk assessment identifying “what must be true” for each scenario to work
Inputs & Data Sources	<ul style="list-style-type: none"> • Comparable benchmarks from other theaters and similar venues • Local pricing and cost assumptions • Community demand indicators • Operational cost estimates
Deliverables	<ul style="list-style-type: none"> • Draft Feasibility & Financial Analysis • Multi-year scenario pro formas • Risk assessment summary

Component 4: Alignment & Decision Framework (Weeks 12–14)

Purpose	Synthesize findings into clear, actionable recommendations for municipal leadership.
Objectives	<ul style="list-style-type: none"> • Present “decision-ready” scenarios for the Hertford Theatre • Provide defined go/no-go criteria • Outline implementation steps
Methodology	<ul style="list-style-type: none"> • Develop a draft final report that documents the most promising future uses for the Theatre including a description of those uses, the market context for those uses (including both the positive tailwinds and challenging headwinds for those uses), select case studies of similar projects, and an assessment of how these uses align with stakeholder priorities. • Prepare for and facilitate a final small group discussion with stakeholders to present the draft final report, resolve outstanding questions where possible, and align on next steps. • Refine recommendations • Prepare final feasibility study and executive summary
Inputs & Data	<ul style="list-style-type: none"> • Financial modeling outputs
Sources	<ul style="list-style-type: none"> • Community engagement findings • Leadership input
Deliverables	<ul style="list-style-type: none"> • Final Comprehensive Feasibility Study (PDF)

IV. Project Leadership & Strategic Partnership

Project Lead: David Newsome, Managing Director, Tapestry, LLC

David Newsome will serve as the designated Project Lead and strategic partner to the Town. He will define the analytical framework and decision criteria; lead stakeholder interviews and community engagement; design and oversee financial modeling; interpret findings; author the final report; and present recommendations to Town leadership and stakeholders.

If research support staff are engaged, their role will be limited to data collection and drafting assistance under direct supervision. Full analytical responsibility will remain with the Project Lead.

David Newsome, Founder and Managing Director of Tapestry, LLC, brings over 15 years of experience designing, managing, and delivering strategies that drive innovation, foster economic growth, and advance the common good.

An alumnus of the University of Virginia, David began his career at McKinsey & Company, honing his skills in strategic planning, analysis, and executive communication. Drawn to public and community impact, he earned a joint Master in City Planning and MBA from MIT.

Since then, David has worked with foundations, governments, nonprofits, corporations, and social enterprises to help organizations clarify vision, align leadership, and execute with rigor — all in service of building stronger, more vibrant communities.



TAPESTRY

David founded Tapestry in 2020 to support community development organizations navigating the challenges of the COVID-19 pandemic. The firm reflects his belief that thriving communities are “woven together” through strategic vision, operational excellence, financial strength, human-centered design, and creativity. Since its founding, Tapestry has partnered with clients at local, state, and national levels to launch initiatives, foster cross-sector collaboration, and advance economic development and workforce priorities. Selected Relevant Projects:

- **Feasibility Assessment and Remote Worker Attraction Strategy for the Virginia Economic Development Partnership:** Assessed long-term remote work trends post-COVID, presenting recommendations (e.g., targeted marketing and broadband expansion) to help Virginia attract and retain remote workers.
- **Strategic Plan for the Southern Virginia Higher Education Center (SVHEC) (ongoing):** Developing a refreshed strategic plan for the SVHEC to address community needs and promote economic opportunity in South Boston, VA and the surrounding rural counties.
- **Program Development and Workforce Ecosystem Planning for North Carolina Textile, Innovation, and Sustainability Engine:** Convened community colleges, employers, and workforce leaders to align on workforce challenges, define practical strategies, and advance both grant applications and local implementation plans.
- **Design and Leadership of the Community Investment Guarantee Pool:** Provided interim leadership for a \$33M pooled capital facility that supports affordable housing, climate, and small business investments, ensuring continuity of operations, strategy, and investor relations.
- **Strategic Plan for the Parkinson’s Foundation:** Led a four-year strategic planning process to align senior leaders on objectives, workforce development priorities, and goals - supporting mission delivery and long-term organizational impact.
- **Leadership Alignment for the University of North Texas:** Led a leadership assessment under a new university president, identifying opportunities for vision alignment, process improvement, and strategic investment to position UNT as a local and global leader in talent development, research, and commercialization.

Education

- MBA, Sloan School of Management, Massachusetts Institute of Technology
- Master in City Planning, Massachusetts Institute of Technology
- BA, Linguistics, University of Virginia

V. Timeline Summary (14 Weeks Total)

Weeks	Component	Primary Focus
1-4	Research & Market Analysis	Establish demand, competition, and baseline conditions
5-7	Stakeholder & Community Engagement	Clarify priorities and tradeoffs
8-11	Feasibility & Financial Modeling	Test operating models and sustainability
12-14	Alignment & Decision Framework	Finalize recommendations and implementation plan

Completion will occur within 14 weeks of contract execution, consistent with the Town's stated project timeline.

VI. Investment

The Town may select between two engagement options depending on the desired level of research, engagement, and analysis.

Option A: Comprehensive Feasibility Study (Recommended) — Fixed Professional Fee: \$28,500

This option provides extensive engagement and multi-year sustainability testing.

Includes:

- 10–15 stakeholder interviews
- One in-person community charrette
- Design, deployment, and analysis of a community survey
- Development of 3–4 operating scenarios
- 3–5 year pro forma financial projections for each scenario
- Sensitivity analysis
- Risk assessment
- Final comprehensive feasibility report
- 12–24 month implementation roadmap
- Presentation to Town leadership

This option is recommended if the Town intends to rely on the study for long-term operating decisions, governance structuring, and future funding applications.

Option B: Core Feasibility Study — Fixed Professional Fee: \$19,500

This option provides a streamlined assessment focused on validating primary operating direction.

Includes:

- 5-8 stakeholder interviews
- One in-person community charrette
- Development of 2 primary operating scenarios
- High-level financial projections for each scenario
- Risk assessment
- Final feasibility report
- High-level next steps
- Presentation to Town leadership

This option is appropriate if the Town seeks directional clarity and a shorter-term assessment, with the understanding that detailed multi-year modeling and more extensive planning for next steps could be undertaken at a later phase if desired.

Travel and incidental expenses

This fee includes all costs associated with traveling to Hertford and leading one in-person community charrette.

Additional travel costs, if required, may be billed at cost or incorporated into an amendment at the Town's discretion.

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February 25, 2026

Doris Walton
Town Manager
Town of Hertford
114 B West Grubb Street
PO Box 32
Hertford, NC 27944

Subject: Hertford Community & Riverfront Plan Assessment Phase 1: Vision Recalibration

Dear Ms. Walton:

Moffatt & Nichol is pleased to provide the following proposal to assist the Town of Hertford with assessing the ongoing progress of the Hertford Community & Riverfront Plan developed in 2021. The plan has been in place for five years, and it is our understanding that the Town wants to take the opportunity to integrate ongoing and completed work, adjust programming, and re-assess priorities associated with the plan.

The first phase of the Plan assessment will involve evaluating status of ongoing and proposed projects, and associated grant funding obtained by the Town. In addition, a visioning meeting will be held with key stakeholders and Town Council members to define updated goals, confirm direction, and identify potential funding sources. Subsequent project phases could include community workshop(s), 2021 plan recalibration and update, and grant writing.

The tasks associated with this initial Phase 1 effort are as follows:

Task 1 – Review of Ongoing Implementation

This task includes up to three (3) virtual meetings with Town staff and others to gather information on the ongoing work associated with the plan. This would include grant funding obtained, projects designed and/or constructed, and ongoing awarded work. Additionally, changes in status of items in the plan will be evaluated (e.g. status of ferry) to determine practicability moving forward.

Deliverables:

- Meeting notes from up to three (3) virtual meetings.
- Memo summarizing implementation steps taken by the Town to date and key changes in status of plan items.

Task 2 – Vision Recalibration Session

Following the review of implementation status, a vision recalibration session will be held with Town Council and other key stakeholders identified by the Town. The aims of the meeting are to review what has been accomplished, assess gaps in the 2021 plan vs. current condition, identify updated goals for vision and plan recalibration, and map out a path forward. In addition, M&N will provide a directory of potential grant funds available for plan implementation.

The session is expected to be two to three hours in length and be facilitated by Moffatt & Nichol. Prior to the session, Moffatt & Nichol will prepare a meeting agenda and session packet for Town Manager approval.

Hertford Community & Riverfront Plan Assessment Phase 1

February 25, 2026

Following the meeting, Moffatt & Nichol will prepare a meeting summary and outcomes along with recommendations for next steps in the project, which may include community workshop(s), 2021 plan recalibration and update, and grant writing.

Deliverables:

- Meeting agenda and session packet for Vision Recalibration Session
- Presentation for Vision Recalibration Session
- Meeting Summary/Outcomes and Recommendations for Next Steps
- Potential Grant Funding Directory

Schedule:

This scope of work can be completing within eight (8) weeks of Notice to Proceed. The vision recalibration meeting will be scheduled five (5) weeks into the work to allow for time to review and summarize ongoing work. The final meeting summary with outcomes and recommendations for next steps will be provided approximately three (3) weeks after the vision recalibration meeting.

Fee:

The lump sum fee to conduct Tasks 1 and 2 is \$10,560 as indicated in the table below.

Task	Fee
Task 1 - Review of Ongoing Implementation	\$3,960
Task 2 - Vision Recalibration Meeting	\$6,600
Total	\$10,560

If you have further questions or need clarification of any of the above items, please contact me at bsciaudone@moffattnichol.com or 919.781.4626. Thank you for the opportunity to serve the Town of Hertford.

Sincerely,



Patrick Graney, P.E.
Vice President



Elizabeth Sciaudone, P.E.
Project Manager



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**BEVERLY
STROUD
CPA
PLLC**

beverly@beverlystroudcpa.com
252-902-9537

ENGAGEMENT LETTER

March 5, 2026

Ashley Eure
Town of Hertford

Dear Mrs. Eure:

This letter is to confirm and specify the terms of our engagement with you for bookkeeping and accounting services.

We will not audit, review, or provide any assurance services on the financial statements. We will not verify the data you submit for accuracy or completeness. Rather, we will rely on the accuracy and completeness of the documents and information you provide to us.

You are responsible for designing and implementing controls to prevent and detect fraud and for informing us about all known or suspected fraud impacting the company. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws and regulations. Our engagement cannot be relied on to disclose errors, irregularities, or illegal acts, including fraud or embezzlements, that may exist. However, we will inform the appropriate level of management specifically designated by you of any material errors that come to our attention and any irregularities or illegal acts that come to our attention.

In order for us to complete this engagement in a timely and efficient manner we may require access to all documents concerning your financial transactions including but not limited to bank statements, canceled checks, summaries of deposits and sales, a listing of accounts payable and accounts receivable, leases, debts and any other financial information necessary that impacts your accounting records. In addition, we will need remote access and logins to your accounting software.

We agree to maintain professional liability coverage and provide copies upon request.

Our fee for these services will be based upon the amount of time required at our standard billing rates, plus out-of-pocket expenses. All invoices are due and payable upon presentation.

Beverly Stroud, CPA, PLLC
8927 Aspen Grove Church Road, Fountain, NC 27829
www.beverlystroudcpa.com

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Town of Hertford
BUDGET ORDINANCE AMENDMENT
Amendment #FY26-14
03-09-26
FY 2025-2026

BE IT ORDAINED by the Governing Board of the Town of Hertford, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June30,2026:

PURPOSE OF REQUEST:

Request the Council Approval for Budget Amendment #FY26-14 for Fiscal Year 2025-2026

FISCAL IMPACT:

Budget Amendment required.

TOWN_MANAGER’S OPINION: Recommend approval of the Budget Amendment.

FINANCE OFFICER’S OPINION: Recommend approval of the Budget Amendment.

Section 1. To Amend:

General Revenue/General Fund:

<u>Account No.</u>	<u>Decrease</u>	<u>Increase</u>
Fund Balance 10-4999		\$50,000.00
Transfer from General Fund 40-4910		\$50,000.00
Transfer to EDA Grant 10-5610-740		\$50,000.00
Engineering & Design 40-5610-562-424		\$50,000.00

Explanations:

Move funds from Fund balance to EDA – Hertford Community & Riverfront Plan to cover the over spend in the grant.

ADOPTED THIS, THE 9TH DAY OF MARCH 2026

R. Ashley Hodges, Mayor

ATTEST:

SEAL

Gina M Durante, Town Clerk

Town of Hertford
BUDGET ORDINANCE AMENDMENT
Amendment #FY26-15
03-09-26
FY 2025-2026

BE IT ORDAINED by the Governing Board of the Town of Hertford, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June30,2026:

PURPOSE OF REQUEST:

Request the Council Approval for Budget Amendment #FY26-15 for Fiscal Year 2025-2026

FISCAL IMPACT:

Budget Amendment required.

TOWN MANAGER'S OPINION: Recommend approval of the Budget Amendment.

FINANCE OFFICER'S OPINION: Recommend approval of the Budget Amendment.

Section 1. To Amend:

General Revenue/General Fund:

<u>Account No.</u>	<u>Decrease</u>	<u>Increase</u>
ARPA FB Unassigned 31-3500		\$34,030.68
Transfer to General Fund 31-5740-710		\$34,030.68
Transfer from ARPA 10-4931		\$34,030.68
Admin – Building 10-5210-522		\$ 6,030.68
Planning Professional 10-5610-511		\$18,000.00
Planning Professional 10-5610-511		\$10,000.00

Explanations:

Move ARPA interest out of the fund 31 to close it and move to general fund. Interest to be split between Planning to pay for survey of the spray field and study for the Riverfront plan and Admin. buildings for the flooring in the DMV building lobby.

ADOPTED THIS, THE 9TH DAY OF MARCH 2026

R. Ashley Hodges, Mayor

ATTEST:

SEAL

Gina M Durante, Town Clerk

Town of Hertford
BUDGET ORDINANCE AMENDMENT
Amendment #FY26-16
03-09-26
FY 2025-2026

BE IT ORDAINED by the Governing Board of the Town of Hertford, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June30,2026:

PURPOSE OF REQUEST:

Request the Council Approval for Budget Amendment #FY26-16 for Fiscal Year 2025-2026

FISCAL IMPACT:

Budget Amendment required.

TOWN_MANAGER'S OPINION: Recommend approval of the Budget Amendment.

FINANCE OFFICER'S OPINION: Recommend approval of the Budget Amendment.

Section 1. To Amend:

General Revenue/General Fund:

<u>Account No.</u>	<u>Decrease</u>	<u>Increase</u>
Federal Drug Administration 21-5300-601		\$992.83
Appropriation from fund balance 21-4999		\$992.83

Explanations:

To close the Federal Drug fund and send funds back to the US Marshalls office .

ADOPTED THIS, THE 9TH DAY OF MARCH 2026

R. Ashley Hodges, Mayor

ATTEST:

SEAL

Gina M Durante, Town Clerk

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CityVision

RALEIGH MAY 5-7 2026

2026 PRELIMINARY AGENDA RALEIGH CONVENTION CENTER

TUESDAY, MAY 5

- 9:00AM - 6:00PM Member & Sponsor/Exhibitor Registration
- 11:00AM - 12:30PM NC Black Elected Municipal Officials Membership Business Meeting & Lunch
- 12:45PM - 2:15PM NC Mayors Association Membership Business Meeting & Lunch
- 1PM Exhibit Hall Opens
- 2:30PM - 4:00PM NC Women in Municipal Government Membership Business Meeting
- 2:30PM - 4:00PM NC Metro Mayors Coalition Membership Meeting
- 2:30PM - 4:30PM Pre-con AML Session: Ethics for Municipal Officials
- 4:00PM - 6:00PM Exhibit Hall Welcome Reception
- 2:30PM - 4:30PM NCLM Board of Directors Meeting
- 5:30PM - 6:30PM NCLM Board of Directors Reception
- 6:30PM - 8:00PM NCLM Board of Directors Dinner
- 8:00PM - 10:00PM Tuesday Night Social, Sponsored by Colliers Engineering & Design

WEDNESDAY, MAY 6

- 7:30AM - 5:30PM Member & Sponsor/Exhibitor Registration
- 7:30AM - 8:45AM NC Managers Association Membership Business Meeting & Breakfast
- 7:30AM - 8:45AM NC Association of Municipal Clerks Educational Membership Meeting & Breakfast
- 8:00AM - 4:30PM Exhibit Hall Open
- 8:00AM - 9:00AM Exhibit Hall Continental Breakfast
- 9:00AM - 10:30AM Opening Ceremonies with Keynote Speaker
- 10:30AM - 11:15AM Exhibit Hall Networking Break
- 11:15AM - 12:15PM Concurrent Sessions:
1. Disaster-Ready Communities: How to Prepare Now for the Future
 2. Understanding Your Town's Finances: What Your Finance Officer Wants You to Know
 3. The Brave Space Advantage: Navigating Diverse Perspectives to Foster Stronger Community
 4. The Most Dangerous Phrase in Local Government & Practical Strategies for Smarter Risk Management
- 12:30PM - 1:45PM NCLM Networking Luncheon & AML Awards
- 2:00PM - 3:00PM Concurrent Sessions
1. Leading Through Disaster: Stories and Strategies from Local Leaders
 2. Regionalizing Utility Infrastructure: Policy, Practice, and Collaboration
 3. Why AI Can't Replace You: Mastering Skills for Effective Communication and Advocacy
 4. Vape Shops and Youth Access: An Emerging Public Health Challenge

WEDNESDAY, MAY 6

3:00PM - 3:45PM Exhibit Hall Ice Cream Social & Door Prize Drawing

3:30PM - 5:30PM Mobile Tours

- Downtown Economic Development Tour (with Downtown Raleigh Alliance)
- Dix Park Tour (Trolls & Gibson Play Plaza)
- From Flush to Fuel: Raleigh Water's Bio-Energy Recovery Project Tour
- Downtown Art Tour (Self-Guided)

6:00PM - 8:30PM Host City Social Event

THURSDAY, MAY 7

8:00AM - 1:45PM Member Registration

8:00AM - 9:30AM NCLM Member Breakfast & Business Meeting

9:45AM - 10:45AM Concurrent Sessions

1. Navigating Recovery: Building Your Local Disaster Toolkit
2. Affordable Housing and Downtown Development in Raleigh
3. You Can't Pour from an Empty Cup: The Role of Self-Care in Civil and Effective Leadership
4. Town Manager Roundtable Discussion

10:45AM - 11:15AM Networking Break

11:15AM - 12:15PM Concurrent Sessions

1. After Helene: Lessons Learned in Asheville
2. Working with Your Town Manager: Building an Effective Governing Partnership
3. Communicating with Confidence: Practical Media tips for Local Leaders
4. Defending your Data: Cybersecurity Readiness & Dark Web Exposure

12:30PM - 2:00PM NCLM President's Luncheon

2:00PM Conference Concludes