

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

1. CALL TO ORDER - CHAIRMAN

2. APPROVAL OF WORK SESSION AGENDA - CHAIRMAN

2.1. BOC - Changes to the Agenda

3. DISCUSSION ITEMS - NO ACTION

3.1. Fair - 2018 Cabarrus County Fair Update

3.2. Library - Library Survey Results and Needs Assessment

3.3. Tax Administration - Gap Billing

3.4. County Manager - Cabarrus County Strategic Plan

4. DISCUSSION ITEMS FOR ACTION

4.1. Active Living and Parks - 2019 Fees and Charges Policy

4.2. Finance - Contractual Incentive Payment for SMG (Cabarrus Arena)

4.3. Finance - Sheriff's Administration Building Roof and Interior Repairs - \$150,000

4.4. Finance - Update of Capital Reserve Fund Project Ordinance and Budget Amendment

4.5. Finance - Transfer Balance of RCCC Advanced Technology Building Capital Reserve Funding - \$713,545

4.6. Human Services - CCTS Passenger Policy

4.7. Human Services - In-Home Aide Policy

4.8. Infrastructure and Asset Management - Cabarrus County Frank Liske Park Lower Lot Restroom Bid Award

4.9. ITS - Enterprise Multi-Functional Printer Contract

4.10. Register of Deeds - Refund of Excise Tax

4.11. Sheriff's Department - North Carolina Governor's Highway Safety Program Local Governmental Resolution

5. APPROVAL OF REGULAR MEETING AGENDA

5.1. BOC - Approval of Regular Meeting Agenda

6. CLOSED SESSION

6.1. Closed Session - Pending Litigation and Personnel Matters

7. ADJOURN

In accordance with ADA regulations, anyone in need of an accommodation to participate in the meeting should notify the ADA coordinator at 704-920-2100 at least 48 hours prior to the meeting.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Approval of Work Session Agenda - Chairman

SUBJECT:

BOC - Changes to the Agenda

BRIEF SUMMARY:

A list of additions and supplemental information to the agenda is attached.

REQUESTED ACTION:

Motion to approve the agenda as amended.

EXPECTED LENGTH OF PRESENTATION:

1 Minute

SUBMITTED BY:

Lauren Linker, Clerk to the Board

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- Changes to the Agenda



**CABARRUS COUNTY BOARD OF COMMISSIONERS
CHANGES TO THE AGENDA
NOVEMBER 5, 2018**

ADDITIONS:

Closed Session

6-1 Closed Session – Pending Litigation and Personnel Matters

SUPPLEMENTAL INFORMATION:

Discussion Items – No Action

3-2 Library – Library Survey Results and Needs Assessment

- **PowerPoint Presentation**

Discussion Items for Action

4-9 ITS – Enterprise Multi-Functional Printer Contract

- **Company Information**

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items - No Action

SUBJECT:

Fair - 2018 Cabarrus County Fair Update

BRIEF SUMMARY:

Recap of the 2018 Cabarrus County Fair by Fair staff.

REQUESTED ACTION:

No action required.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Kate Sharpe, Fair Director

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- 2018 Fair Recap Report

2018 CABARRUS COUNTY FAIR RECAP

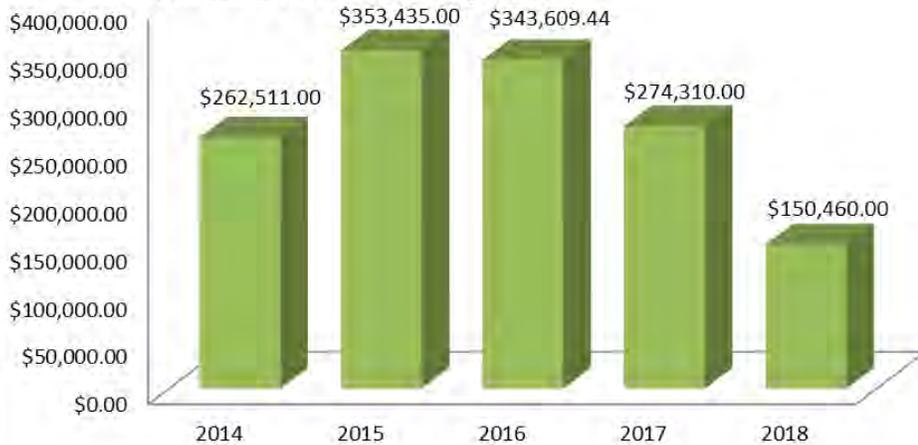
CELEBRATING 66 YEARS!

2018 Key Points of Interest:

Total Overall Attendance: 37,652
Largest Daily Attendance: 13,104
Total Volunteer Hours: 2,062
Total Fair Entries: 3,112

Notable Attendance Impact: Hurricane Florence had the largest historical impact on the fair in decades. Florence impacted the fair the last 3 days of operation, typically some of the largest attended days of the fair, resulting in an early closure of the 2018 fair. Threatening weather in the area each of the 6 days the fair was open detoured some visitors.

5 Year Gate Revenue Comparison



5 Year Carnival Receipts Comparison



Join us for the 2019 Cabarrus County Fair September 6-14
 Visit CabarrusCountyFair.com or
 call the Fair Office 704-786-7221

SEPTEMBER 7-15, 2018



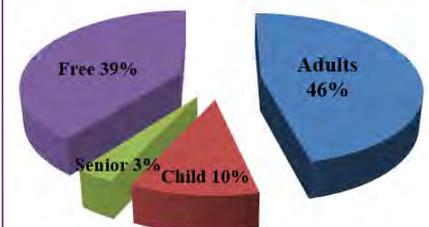
Thousands of fairgoers participated in the 2018 Cabarrus County Fair Customer Satisfaction Survey: **97%** said they had FUN, **97%** plan to attend the 2019 Fair and **99%** said the 2018 Fair was Good-Excellent... (81% said it was VERY GOOD-EXCELLENT!) FAIR-tastic News!



5 Year Attendance Breakdown

2014: 72,917
2015: 84,927
2016: 81,228
2017: 70,060
2018: 37,652

Attendance Percentage Breakdown



CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items - No Action

SUBJECT:

Library - Library Survey Results and Needs Assessment

BRIEF SUMMARY:

As part of the Library System's FY19 strategic planning process, a public survey was open between Monday, August 27 and Saturday, September 22, 2018. The results of that survey, issued in both English and Spanish with online and paper access, are presented here. A full report of the needs assessment conducted by Dr. Robert Burgin of RB Software and Consulting are also included.

REQUESTED ACTION:

Receive report.

EXPECTED LENGTH OF PRESENTATION:

15 Minutes

SUBMITTED BY:

Emery Ortiz, Library Director

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ PowerPoint Presentation
- ▣ Cabarrus County Public Library Needs Assessment



CABARRUS COUNTY *Public Library System*

COMMUNITY NEEDS ASSESSMENT & PUBLIC SURVEY RESULTS

Data and assessment prepared by Dr. Robert Burgin of RB Software & Consulting, supported by grant funds from the Institute of Museum and Library Services under the provisions of the federal Library Services and Technology Act as administered by the State Library of North Carolina, a division of the Department of Natural and Cultural Resources.

WHO: Demographic Data and Projections

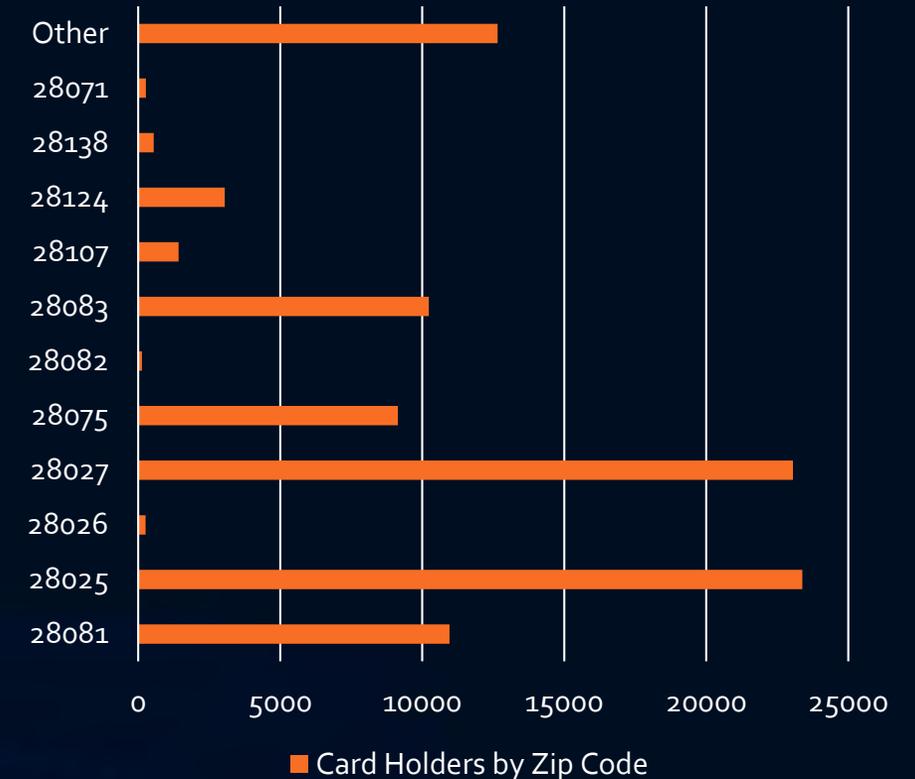
FY18 Totals

LIB CARDS	
Adult	73,445
Juvenile	17,750
Total	91,195

Table 1-2. Cabarrus County Demographic Changes Since 2000 ²

Measure	Cabarrus	NC
Population Under 5 Years of Age	-8.5%	-9.0%
Population Under 18 Years of Age	1.9%	-5.7%
Median Age	6.5%	8.5%
Population 65 Years and Over	7.8%	22.5%
Percentage of Persons 25 and Over with High School Degree or Better	13.7%	10.5%
Unemployment	13.8%	5.7%
Percentage in Poverty	22.5%	36.6%
Median Household Income	27.8%	23.2%
Total Population	36.2%	18.9%
Percentage Non-White	45.5%	2.9%
Percentage of Persons 25 and Over with B.A. or Better	49.7%	28.9%
Median Value of Homes	57.0%	23.8%
Percentage Hispanic	92.2%	89.4%

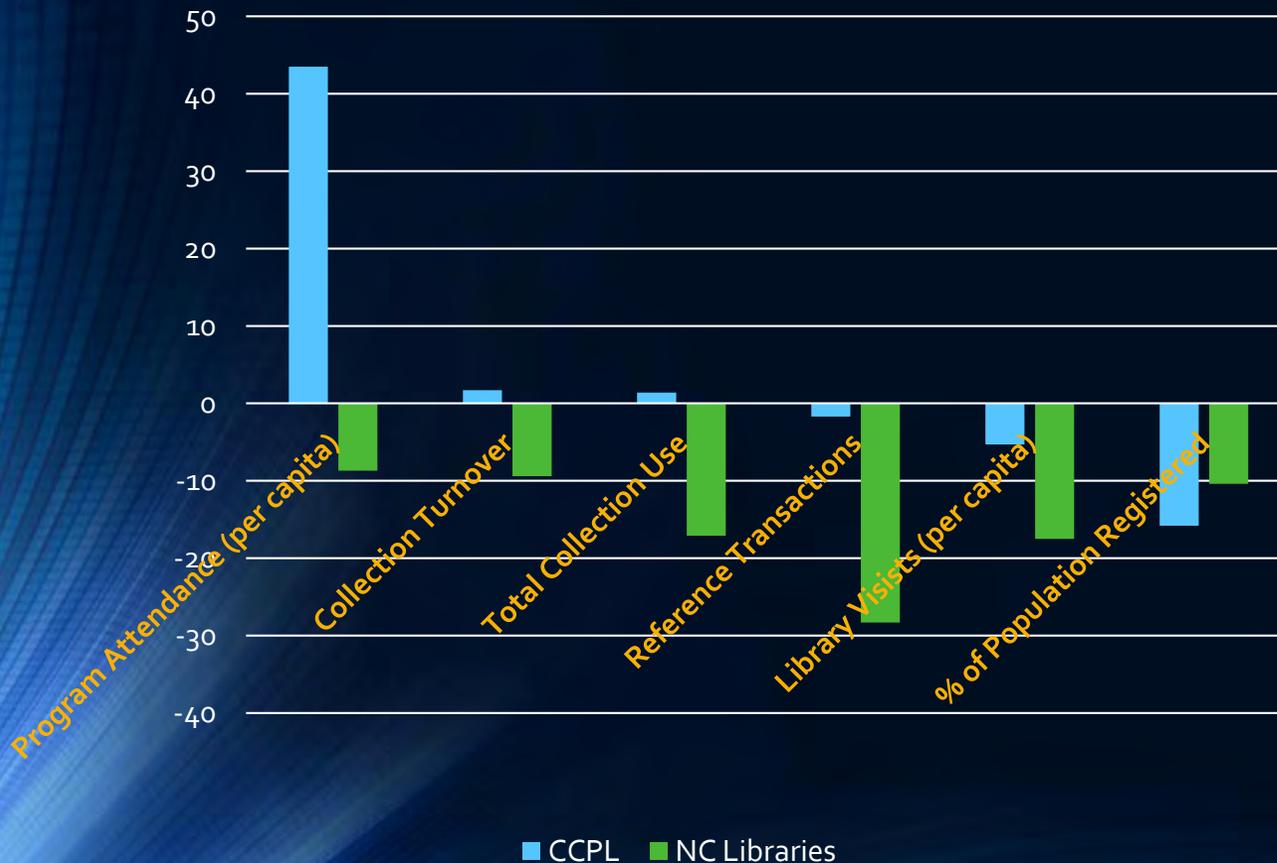
Card Holders by Zip Code



WHAT: Use and Perceived Value of Services

Importance of Library Resources

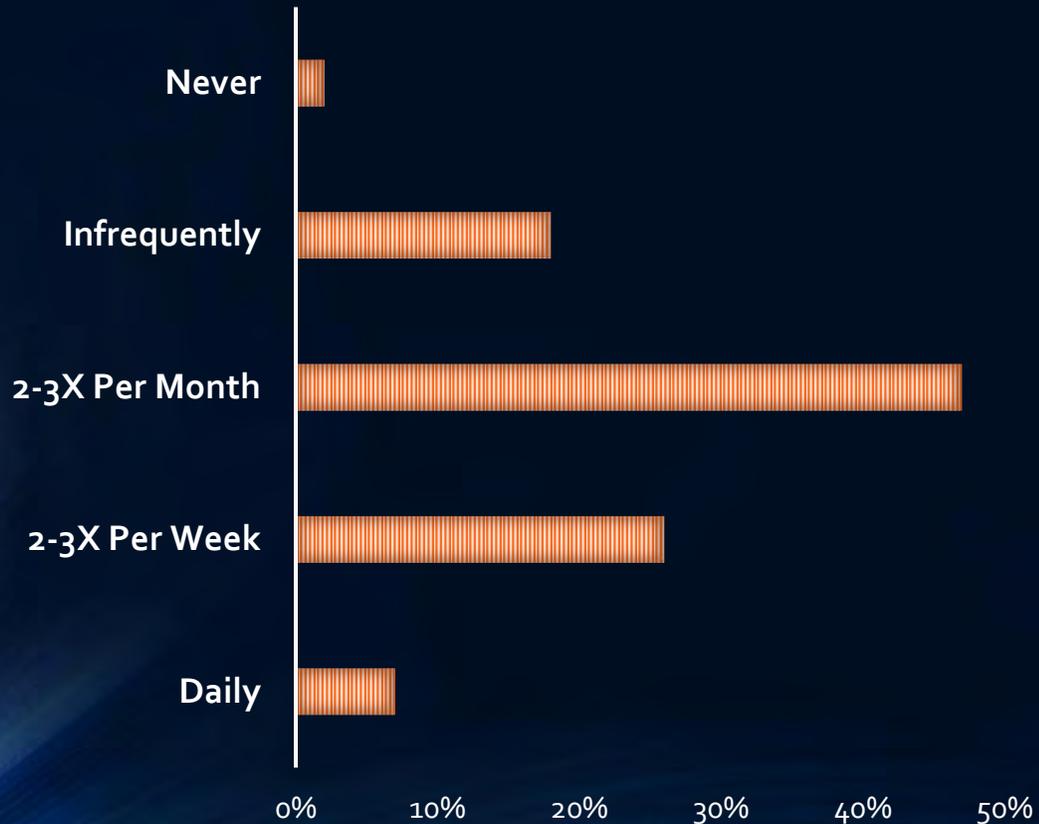
Usage: CCPL vs. NC County Library Systems



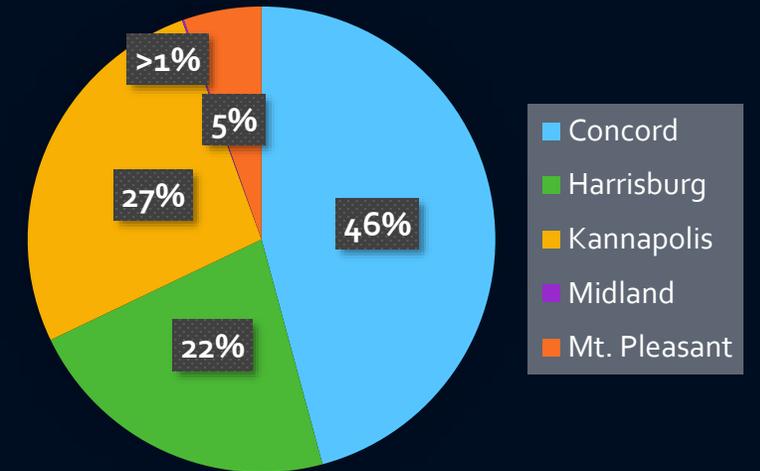
Resource or Service	Mean Rating
Books for Adults	4.71
Books for Children	4.48
Programs for Children	4.30
Library Website	4.25
Books for Teens	4.20
Programs for Teens	3.89
Reference / Information Service	3.81
Free Wi-Fi	3.76
Programs for Adults	3.64
eBooks / eAudio	3.61
Public Computers	3.50
Personal Research / General Information	3.44
Audiobooks	3.27
Meeting Space	3.26
Large Print Books	3.24
Outreach Services	3.24
DVDs	3.23
Business and Work Related Research	3.09
Genealogical Research	3.07
Newspapers and Magazines	3.05
Computer Classes	3.03
Foreign Language Materials	2.88
Library Social Media (Facebook, etc.)	2.87

WHEN/WHERE: Feedback on Hours and Locations

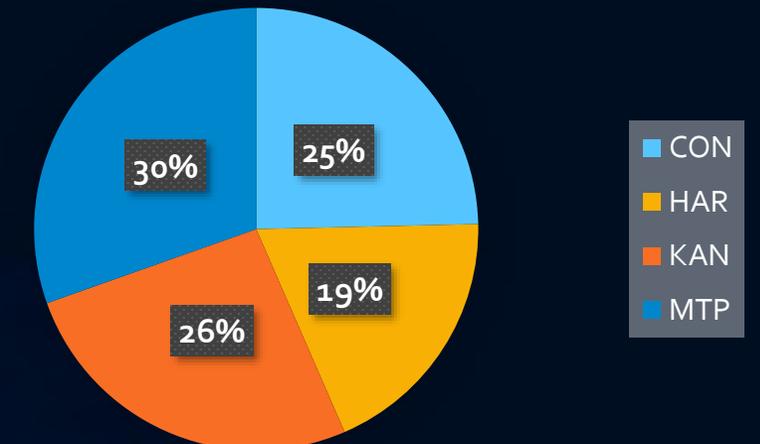
FREQUENCY OF LIBRARY VISITS



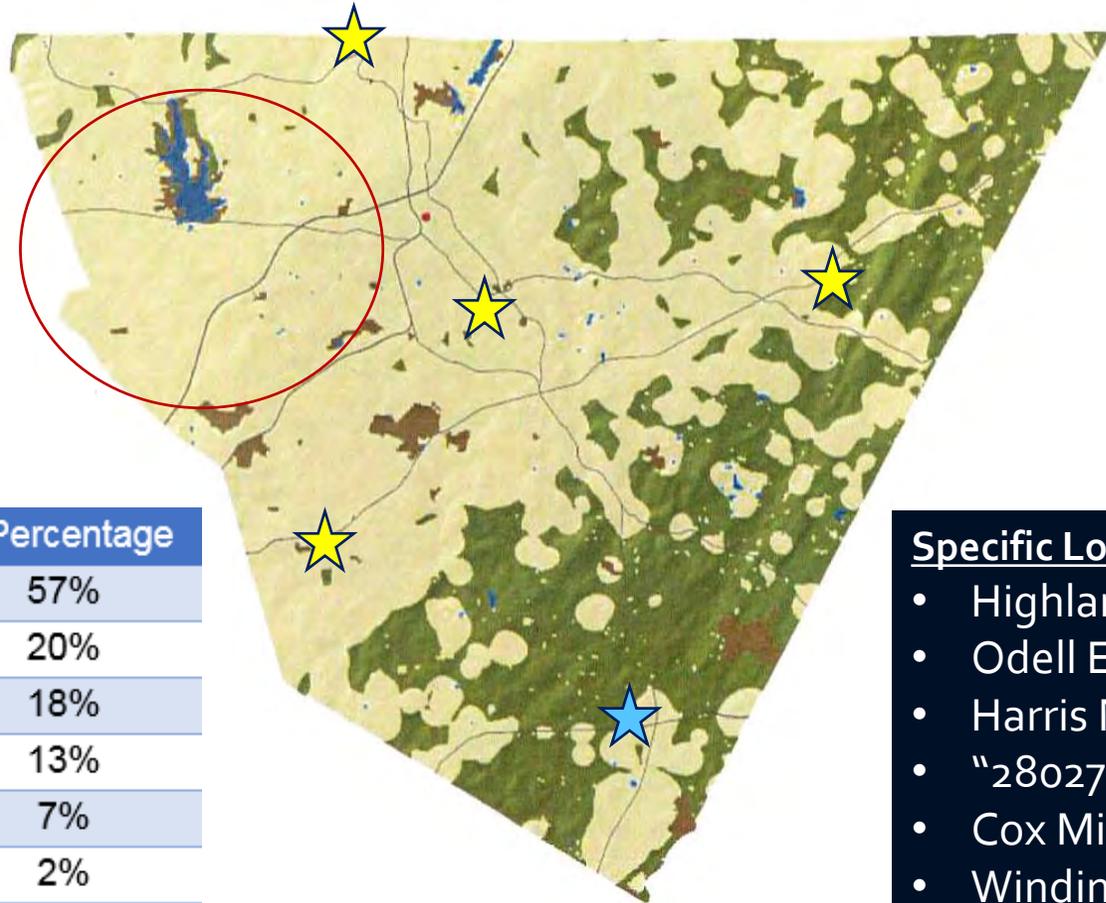
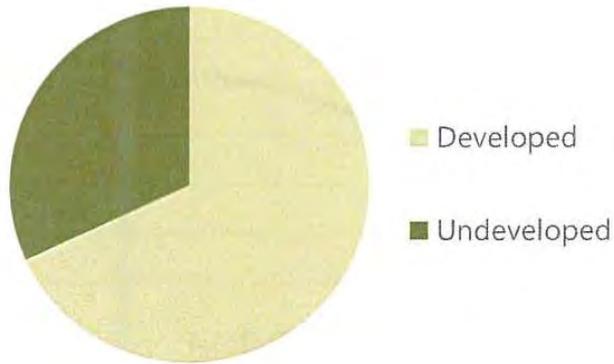
Card Holders by Branch



Most Likely to Visit More Frequently, by Branch



Urban growth model: 2030 (projected)



Limits to Library Use	Percentage
The library's locations are not convenient.	57%
The library doesn't have what I need.	20%
The library hours are inconvenient.	18%
The size or layout of the library is a problem.	13%
I don't enjoy the library's atmosphere.	7%
I don't feel safe at the library.	2%
Other	34%

Specific Locations

- Highland Creek
- Odell Elementary
- Harris Middle
- "28027"
- Cox Mill
- Winding Walk
- Skybrook

HOW: Suggestions for Improvement and Growth

Locations/ Facilities

- Additional branches in convenient locations
- More quiet spaces
- Expansion of smaller libraries

Collections & Resources

- More variety to choose from
- More diversity represented (themes, topics, characters, etc.)
- Faster turnaround

Children's Services

- More evening and weekend programs
- Interactive spaces for children in the library
- More collections specifically for children

Hours

- Later evening hours
- Expanded Friday/Saturday hours
- Open on Sunday

Advertising/ Awareness

- Improved advertising of programs and services
- Better layout of website and catalog site
- More "customer education"

Teen & Adult Programs

- Topics and workshops that are more relevant and timely
- Programs offered later in the evenings
- Programs offered during the day



CABARRUS COUNTY
Public Library System

**Community Needs Assessment
for the
Cabarrus County Public Library**

RB Software & Consulting, Inc.
October 2018

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Executive Summary

- The purpose of this community needs assessment is to help those involved in the Cabarrus County Public Library's strategic planning process better understand the needs, interests, and priorities of the citizens of Cabarrus County.
- The assessment is based on demographic data for Cabarrus County; surveys of the county's citizens and the library staff; library usage, funding, and technology data; and meetings with staff members and library board members.
- The demographic data reflect the fact that Cabarrus County is younger than the rest of the state; has a rapidly growing population; has a relatively wealthy population; has a healthy population; and is more highly educated than the state as a whole.
- Demographic trends for the past ten years show that, compared with the rest of the state, Cabarrus County has experienced less aging of the population; a growth in levels of education; more rapid population growth; a growth in the percentage of minority populations; and increased economic well-being.
- A survey of Cabarrus County citizens found that respondents most frequently used the library for books for adults, books for children, and programs for children. About half of the respondents rated the ability of the library's resources and services to meet their needs as excellent, and two thirds rated the quality of customer service and support provided by the library staff as excellent. Respondents rated books for adults, books for children, programs for children, and the library Website as the most important library resources and services. About half of the respondents felt that some factor limited their use of the library, and the most frequently identified limit to library use was inconvenient library hours.
- A survey of library staff found that a large number of staff regarded the library's ability to meet the needs of its customers as very good. Staff identified the library's strengths as the staff itself, children's services and resources, and the collections. Staff saw facilities, communications within the staff, publicity, and technology as the greatest weaknesses. Staff listed the top priorities for the library in the future as

staffing, collections, and programs. Staff saw the most important library services as books for children, free Wi-Fi, and programs for children.

- Data regarding library usage and funding show that the Cabarrus County Public Library is providing a high level of library service to the citizens of Cabarrus County, ranking among the top half of county libraries in the state in half of the fifteen measures examined. Over the past ten years, usage and funding for the Cabarrus County Public Library have grown faster than they have for the average county library in the state in ten of the thirteen areas examined.
- A recent statewide assessment of the degree to which the library has been successful in providing public access to computer technology found that the Cabarrus County Library exceeds the state average on two of the three major areas and exceeds the state average on seven of the eleven benchmarks that make up those three areas.
- The report provides those involved in the strategic planning process for the Cabarrus County Public Library with a list of 18 potential roles (or library service responses) that a public library might fulfill in order to meet the needs of the communities that it serves. The planning process will involve selecting the four or five roles that best represent areas where the library can have a substantial impact on the communities being served.

Introduction

In June 2018, the Cabarrus County Public Library received a federally funded LSTA (Library Services and Technology Act) grant to conduct a community needs assessment as part of a larger project to develop a strategic plan for the library.

The purpose of this community needs assessment is to help those involved in the strategic planning process better understand the needs, interests, and priorities of the citizens of Cabarrus County.

The community needs assessment has been conducted by Dr. Robert Burgin, a library consultant with 40 years of experience in library education, library consulting, and library administration. The community needs assessment has included:

- An examination of demographic data and demographic trends for Cabarrus County.
- A survey of the citizens of Cabarrus County and a survey of the staff members of the Cabarrus County Public Library.
- An examination of library usage, funding, and technology data for the Cabarrus County Public Library.
- Meetings with the staff members of the Cabarrus County Public Library and a meeting with the library board.

Chapter 1

Demographic Data for Cabarrus County

This community needs assessment begins with an examination of the demographic data for the community being served by the library.

County Data

A summary of the most recent demographic data for Cabarrus County is shown in Table 1-1 on the following page. The data for Cabarrus County are listed for 17 measures and compared with the median for all 100 counties in North Carolina. Cabarrus County's rank among the 100 counties is also shown, and the table is sorted by Cabarrus's rank.

The demographic data for Cabarrus County reflect the fact that the county:

- Is younger than the rest of the state. Cabarrus County ranks 5th of North Carolina's 100 counties in the percentage of the population under 18 years of age and 15th in the percentage of the population under 5 years of age. The median age of Cabarrus County residents is 4.5 years less than that for the state as a whole, and the percentage of the population 65 years and over ranks 89th among the state's 100 counties.
- Has a rapidly growing population, relative to the rest of North Carolina. Cabarrus County ranks 6th among the state's counties in population growth between 2010 and 2017 and is now the 12th most populated county in North Carolina. Its population is expected to continue to grow rapidly, ranking 8th in the state in projected population growth between 2015 and 2037.
- Has a relatively wealthy population, ranking 7th among the state's counties in median household income and 20th in the median value of homes. Unemployment in May 2018 ranked 80th among the 100 counties in North

Carolina, and Cabarrus ranks 94th in the percentage of its population living in poverty.

Table 1-1. Cabarrus County Demographic Data ¹

Measure	Cabarrus	NC Median	Cabarrus Rank
Population Under 18 Years of Age, 2012-2016	26.3%	21.8%	5 of 100
Population Change, 2010 – 2017	15.9%	0.4%	6 of 100
Median Household Income, 2012-2016	\$58,970	\$41,031	7 of 100
Estimated Population Growth, 2015-2037	46.8%	7.3%	8 of 100
Health Outcomes Ranking, 2018	9	50.5	9 of 100
Health Factors Ranking, 2018	12	50.5	12 of 100
Percentage of Persons 25 and Over with High School Degree or Better, 2012-2016	88.9%	83.4%	12 of 100
Total Population, July 1, 2017 Estimate	178,537	55,529	12 of 100
Population Under 5 Years of Age, 2012-2016	6.5%	5.3%	15 of 100
Median Value of Homes, 2012-2016	\$171,000	\$134,100	20 of 99
Percentage of Persons 25 and Over with B.A. or Better, 2012-2016	28.6%	18.8%	19 of 100
Percentage Hispanic, 2012-2016	9.8%	6.0%	24 of 100
Percentage Non-White, 2012-2016	24.3%	22.5%	48 of 100
Unemployment, May 2016	3.3%	4.9%	80 of 100
Median Age, 2012-2016	37.7	42.1	82 of 100
Population 65 Years and Over, 2012-2016	12.5%	17.6%	89 of 100
Percentage in Poverty, 2012-2016	8.7%	14.7%	94 of 100

¹ The majority of data comes from the U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates, URL: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml. Future population projections are from the State Demographer's Office: <https://www.osbm.nc.gov/demog/county-projections>. Health Factors and Health Outcomes data are from "County Health Rankings & Roadmaps," URL: <http://www.countyhealthrankings.org/explore-health-rankings/rankings-data-documentation>. Unemployment data are from the State of North Carolina, Department of Commerce, URL: <https://www.nccommerce.com/LinkClick.aspx?fileticket=LW8RAYdoFOk%3d&tabid=1849&mid=4733>.

- Has a healthier population than does the rest of the state, based on the University of Wisconsin Population Health Institute's *County Health Rankings*, which reflect how healthy a county is and the factors that influence a county's level of health. Cabarrus County ranks 9th in the state in health outcomes (length of life and quality of life) and 12th in health factors (health behaviors, clinical care, social and economic factors, and physical environment).
- Is more highly educated than the state as a whole. Cabarrus County ranks 12th among the state's 100 counties in the percentage of persons 25 and over with a high school degree or better and 19th in the percentage of persons 25 and over with a B.A. degree or better.

Demographic Trends

Table 1-2 on the following page shows 13 demographic trends based on a comparison of data from 2000 to the most recent data. The percentage change for each measure is shown for Cabarrus County and for the state of North Carolina as a whole. The table is sorted by the percentage change for Cabarrus County.

These trends reflect the following themes:

- Less aging of the population for Cabarrus County. The median age of the population in Cabarrus County has increased since 2000 but at a slower rate than for the state as a whole. Since 2000, the percentage of the population 65 and over has grown much more slowly in Cabarrus County than it has statewide, and while the percentage of the population under 18 has decreased statewide since 2000, it has increased in Cabarrus County.
- A growth in levels of education. Since 2000, the percentage of individuals who hold the B.A. degree or better has increased in Cabarrus County at a much more rapid rate than it has across North Carolina. Likewise, the percentage of individuals over 25 with a high school degree or better has increased more in Cabarrus County than it has statewide.

- More rapid population growth. Since 2000, Cabarrus County’s population has grown almost twice as fast as has the state’s population. This rapid population growth is expected to continue at a rate over six times that of the “average” county in North Carolina.
- A growth in the minority populations. The percentage of non-white individuals has increased much more rapidly in Cabarrus County since 2000 than it has statewide even though the Hispanic population has increased just slightly more in Cabarrus County.

Table 1-2. Cabarrus County Demographic Changes Since 2000 ²

Measure	Cabarrus	NC
Population Under 5 Years of Age	-8.5%	-9.0%
Population Under 18 Years of Age	1.9%	-5.7%
Median Age	6.5%	8.5%
Population 65 Years and Over	7.8%	22.5%
Percentage of Persons 25 and Over with High School Degree or Better	13.7%	10.5%
Unemployment	13.8%	5.7%
Percentage in Poverty	22.5%	36.6%
Median Household Income	27.8%	23.2%
Total Population	36.2%	18.9%
Percentage Non-White	45.5%	2.9%
Percentage of Persons 25 and Over with B.A. or Better	49.7%	28.9%
Median Value of Homes	57.0%	23.8%
Percentage Hispanic	92.2%	89.4%

- For the most part, measures of economic well-being have increased more rapidly in Cabarrus County than they have for state as a whole. The median value of

² Most of the data for 2000 comes from the United States Census Bureau’s American Fact Finder (<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>). Unemployment data come from the Federal Reserve Bank of St. Louis (<https://research.stlouisfed.org/fred2/>).

homes in Cabarrus County, for example, has grown at a much faster rate since 2000 than for the state as a whole. Median household income also grew faster in Cabarrus County and the percentage of individuals in poverty grew less quickly. On the other hand, since 2000, unemployment has increased in Cabarrus County by more than twice the rate experienced by the entire state.

Implications for Library Services

Several of the demographic patterns discussed above have implications for public library services in Cabarrus County.

- Cabarrus County has a younger population than the rest of the state, ranking 5th in the state in the percentage of the population under 18 years of age and 15th in the percentage of the population under 5 years of age. Since 2000, the population has aged less than has the state as a whole, and while the percentage of the population under 18 has decreased statewide since 2000, it has increased in Cabarrus County. Public libraries have an important role to play in helping young children – both preschoolers and school-age children – build and maintain the skills needed to succeed in school.
- The population of Cabarrus County is growing more rapidly than the rest of North Carolina, ranking 6th among the state’s counties in population growth between 2010 and 2017. In addition, this growth is expected to continue over the next 20 years, with Cabarrus ranking 8th among the state’s counties in projected population growth between 2015 and 2037. This population growth will likely lead to an increased demand for library services of all types.
- Cabarrus County’s population is wealthier than the state as a whole, ranking 7th among the state’s counties in median household income and in the bottom six in the percentage of its population living in poverty. In addition, for the most part, measures of economic well-being have increased more rapidly in Cabarrus County than they have for the rest of North Carolina. Wealthier individuals tend to be more frequent library users (especially of traditional services like books), and

these individuals likely place heavier demands for library services in Cabarrus County.

- Cabarrus County is more highly educated than the state as a whole, ranking 12th among the state's counties in the percentage of persons 25 and over with a high school degree or better and 19th in the percentage of persons 25 and over with a B.A. degree or better. Since 2000, the percentage of individuals who hold the B.A. degree or better has increased in Cabarrus County at a much more rapid rate than it has across North Carolina. More highly educated populations tend to be heavier library users. Consequently, demand for library services in Cabarrus County is likely to be strong.
- The minority populations of Cabarrus County have grown more rapidly than they have for the state as a whole. While Cabarrus ranks 48th in the state in the percentage of its population that is non-white, that population grew by 45.5 per cent between 2000 and 2016, much faster than the 2.9 per cent growth experienced statewide for the non-white population. There may be a greater demand for library services and programs that promote an appreciation and understanding of the personal heritage of the various ethnic groups in the community. Library staff in Cabarrus County will need to monitor the growth in these populations and respond with appropriate library services as needed.

Chapter 2

Community Survey

From late August through late September 2018, the Cabarrus County Public Library conducted a survey of the citizens of Cabarrus County. A total of 1,050 individuals responded. Based on the most recently available population figures for the county, this represents a response rate of 0.59 per cent, just below the average response rate for the public library surveys that I have conducted in the past seven years.

Reasons for Using the Library

The survey asked respondents to list the library resources and services that they most frequently use. The results are shown in Table 2-1 on the following page.

Books for adults were, by far, the most frequently used resource or service among survey respondents; nearly three fourths (74 per cent) of respondents listed these as one of their most frequently used resources and services of the library.

Books for children were the second most frequently used resource or service, with over half of the respondents (56 per cent) selecting this option. Just over one third of respondents (36 per cent) listed programs for children, and over one fourth chose two other resources and services, books for teens (28 per cent) and the library Website (26 per cent).

By contrast, outreach services were selected by just 3 per cent of respondents, making this resource the least frequently used by the survey respondents. Foreign language materials (5 per cent), library social media (6 per cent), and computer classes (6 per cent) were also among the least frequently used resources and services.

Table 2-1. Most Frequently Used Library Resources and Services

Resource or Service	Percentage
Books for Adults	74%
Books for Children	56%
Programs for Children	36%
Books for Teens	28%
Library Website	26%
Audiobooks	24%
DVDs	21%
eBooks / eAudio	20%
Programs for Adults	18%
Free Wi-Fi	17%
Large Print Books	16%
Newspapers and Magazines	12%
Public Computers	12%
Programs for Teens	12%
Reference / Information Services	12%
Personal Research / General Information	11%
Meeting Rooms	10%
Genealogical Research	8%
Business and Work Related Research	7%
Computer Classes	6%
Library Social Media (Facebook, etc.)	6%
Foreign Language Materials	5%
Outreach Services	3%

There were no major differences in the frequency of use of library resources and services based on the branch library most often used by respondents. For every branch, the top three resources and services were books for adults, books for children, and programs for children.

Meeting the Needs of Community Members

Respondents were asked to rate how well the library's resources and services meet their needs. As Table 2-2 on the following page shows, 43 per cent of respondents rated the Cabarrus County Public Library as excellent in this regard. Another 37 per cent rated the library as very good, and 16 per cent rated it as satisfactory. Only 4 per cent of the respondents rated the library as unsatisfactory or poor in its ability to meet their needs.

Table 2-2. How Well Does the Library Meet the Needs of Respondents?

Rating	Percentage
Excellent	43%
Very Well	37%
Satisfactory	16%
Unsatisfactory	3%
Poor	1%

This result is slightly below the median percentage of excellent ratings on this question for the public libraries that I have surveyed in the past seven years.

Respondents who listed Mt. Pleasant as the library they used most often were the most likely to rate the library's ability to meet their needs as excellent (65 per cent). By contrast, those who reported most often using the other branches were less likely to rate the library's ability to meet their needs as excellent: Concord (44 per cent); Kannapolis (44 per cent); and Harrisburg (36 per cent).

Customer Service and Support

The survey asked respondents to rate the quality of customer service and support provided by the library staff. The results are shown in Table 2-3 on the following page. Over two thirds (68 per cent) of respondents rated the quality of

customer service and support provided by the library staff as excellent. Another 24 per cent rated it as very good, and 6 per cent rated the quality of customer service and support as satisfactory. Only 2 per cent rated customer service and support as unsatisfactory or poor.

Table 2-3. Quality of Customer Service and Support

Rating	Percentage
Excellent	68%
Very Good	24%
Satisfactory	6%
Unsatisfactory	1%
Poor	1%

Again, this result is slightly below the median of excellent ratings on this question for the public libraries that I have surveyed in the past seven years.

Respondents who listed Mt. Pleasant as the library they used most often were the most likely to rate the library's customer service and support as excellent (89 per cent). By contrast, those who reported most often using the other branches were less likely to rate the library's customer service and support as excellent: Harrisburg (69 per cent); Kannapolis (69 per cent); and Concord (66 per cent).

How to Improve Library Services, Resources, Facilities, and Customer Service

Respondents were asked how the library's services, resources, facilities, and customer service could be improved. A total of 483 suggestions were received, and these are shown in Table A-1 of Appendix A. The most popular suggestions for improvement included the following areas:

- Books and other materials. Several respondents made recommendations related to the library's collections. Most wanted access to more books, like the individual who wanted a "Wider base of books and audiobooks." Another asked for "Faster

turnover of new books.” Many of the recommendations were general, and some were more specific, like “I would love to see more Spanish books for children in the near future” and “Larger selection of audiobooks for kids.”

- Children. Another frequently mentioned area was the library’s children’s services. Several respondents praised these services (“The children’s staff is delightful” and “Everyone on the children’s floor is amazing”), while others wanted various improvements (“More fun activities for children” and “More craft activities for children”).
- Library locations. A number of respondents mentioned the need for library branches in various areas of Cabarrus County. As one individual noted, “With such a high concentration of neighborhoods in the Southwest side of Cabarrus County, it is shocking to me that there isn’t a library this way. We need a branch near us!” Another said, “It would be of great benefit to the community, if a library branch was added to the developed space at the intersection of Poplar Tent and Harris Road.” Yet another stated, “I live in the Christenbury community and would love to have a satellite branch here. Our area is growing so fast.”

What People Want for Their Communities

In order to help the library staff better understand how the library fits into the lives and concerns of the people being served, respondents were asked to list what they want for their communities. The 478 responses are listed in Table A-2 of Appendix A. Many of the answers were oriented to improvements in the libraries themselves, particular the need for larger or closer library facilities, but for those that were focused more on the needs of the community, the most frequently mentioned ideas included:

- Community. Several respondents made recommendations related to activities in and attributes of the communities in Cabarrus, including “An active community with lots of arts, restaurants, etc.”; “I want the community to be strengthened by its diversity not divided by it”; and “Enlightened, bright, happy community.”

- Children / kids. A number of ideas related to children were mentioned. Some had to do with providing safe communities for children (“Safe place for children and education” and “A safe place for kids to play, thriving resources for families, fun and educational activities for kids and adults”) while others focused on all ages (“All around wholeness, in mind, spirit, and body”) or specific ethnic groups (“Our Latino community in Cabarrus county falls between the cracks for lack of access to services which are available to others”).

Most Important Library Services and Resources

The survey asked respondents to rate the importance of library resources and services on a scale of 5 (very important) to 1 (not at all important). The mean rating assigned to each library resource or service is shown in Table 2-4 on the following page.

Books for adults were the most highly rated resource or service among survey respondents, with a mean rating of 4.71 on a 5-point scale; 79 per cent of all respondents gave these the highest rating of 5. Books for children (4.48), programs for children (4.30), the library Website (4.25), and books for teens (4.20) were the next most highly rated resources or services.

By contrast, the library’s social media (Facebook, etc.) received a mean rating of just 2.87, and only 19 per cent of the respondents gave these the highest rating of 5. Foreign language materials (2.88), computer classes (3.03), and newspapers and magazines (3.05) were also among the lowest rated resources and services.

It is interesting to compare the ranking of library resources and services based on reported use (Table 2-1) and the ranking based on perceived importance (Table 2-4). For example, respondents ranked DVDs much higher based on use (7th out of the 23 resources and services listed) than based on perceived importance (17th out of the 23 resources and services listed). By contrast, programs for teens were ranked 14th based on use but 6th based on perceived importance. Likewise, reference/information services were ranked 15th based on use but 7th based on perceived importance.

Table 2-4. Most Important Library Resources and Services

Resource or Service	Mean Rating
Books for Adults	4.71
Books for Children	4.48
Programs for Children	4.30
Library Website	4.25
Books for Teens	4.20
Programs for Teens	3.89
Reference / Information Service	3.81
Free Wi-Fi	3.76
Programs for Adults	3.64
eBooks / eAudio	3.61
Public Computers	3.50
Personal Research / General Information	3.44
Audiobooks	3.27
Meeting Space	3.26
Large Print Books	3.24
Outreach Services	3.24
DVDs	3.23
Business and Work Related Research	3.09
Genealogical Research	3.07
Newspapers and Magazines	3.05
Computer Classes	3.03
Foreign Language Materials	2.88
Library Social Media (Facebook, etc.)	2.87

Resources and services that ranked higher on perceived importance than on use may represent areas where the libraries could be more active. For example, if respondents ranked programs for young adults 14th based on use but 6th based on perceived importance, the library may wish to increase these programs or market them better in order to take advantage of the fact that the community places a high value on this service.

Outreach services were also ranked higher in terms of perceived importance than in terms of use, while newspapers and magazines were ranked higher in terms of use than in terms of perceived importance.

Limits to Library Use

The survey asked respondents to list the factors that limit their use of the library and its resources. The percentage of individuals who chose a particular factor is shown in Table 2-5 below.

A total of 535 individuals out of the 1,050 total survey respondents answered this question, indicating that 51 per cent of the respondents felt that some factor limited their use of the library. The other 49 per cent apparently did not believe that their library use is limited in any way.

Table 2-5. Limits to Library Use

Factor	Percentage
The library's locations are not convenient.	57%
The library doesn't have what I need.	20%
The library hours are inconvenient.	18%
The size or layout of the library is a problem.	13%
I don't enjoy the library's atmosphere.	7%
I don't feel safe at the library.	2%
Other	34%

Of the limits listed on the survey, inconvenient locations were, by far, the most frequently selected factor limiting the use of the Cabarrus County Public Library; over half (57 per cent) of the individuals who indicated a limit chose this factor. The library not having what the respondent needed (20 per cent), inconvenient hours (18 per cent), and the size or layout of the library (13 per cent) were also listed by a number of respondents who indicated a limit to their use of the library.

In addition, respondents were invited to list other limitations to their use of the library. The 181 comments received are shown in Table A-3 in Appendix A and include:

- Lack of books and other materials. Several respondents felt that the library needed more materials of various types. Comments ranged from “A larger selection of books” to “Again better selection of new books.” Several comments specifically mentioned the delay in getting materials from other libraries, with one respondent noting that “A lot of the books must come from another branch and I have to wait. Sometimes that is not an issue. But other times the delay can cause homework not to get completed.” Another added, “Ability to get books from inter library exchange sometimes takes a while and we don’t get them in time for the study of the week for homeschool.”
- Limitations to the library facilities. Some individuals noted that the library facilities were too small or that parking was inadequate. As one respondent stated, “our Mt. Pleasant library is too small and the layout is cramped. It is hard to house very many books when space is so limited, and programming is often overcrowded without enough seating due to the space constraints. There is also not enough parking.” Another added, “I wish the entrance from the parking lot end at the Harrisburg Library was open. When all the spaces at the front of the library are taken, walking down the stairs and then back up can be hard on my knee! I usually use the ramp at the front of the library, but sometimes those spaces are full.”
- Hours. A number of respondents felt limited by the library hours and wanted to see those hours expanded. For example, one person noted, “Would love to see Sunday hours,” while another suggested that “all branches need a day where the library’s hours are shifted so it is open later in the evenings.”

Frequency of Library Use

Survey respondents were asked to indicate how often they use the library’s materials and services. The results are shown in Table 2-6 on the following page.

Table 2-6. Frequency of Use of Library Materials and Services

Frequency	Percentage
Daily	7%
2-3 Times per Week	26%
2-3 Times per Month	47%
Infrequently	18%
Never	2%

By far, the largest percentage of respondents (47 per cent) reported using the library 2 or 3 times per month. Another 26 per cent reported using the library 2 or 3 times per week. Fewer respondents (18 per cent) reported using the library infrequently, and fewer still (7 per cent) reported daily use.

Usage patterns varied from branch to branch. Respondents who listed Mt. Pleasant as the library they used most often were the most likely to report using the library daily or 2-3 times per week (42 per cent) while those who most often used the Harrisburg branch were the least likely to report using the library daily or 2-3 times per week (26 per cent). Kannapolis (36 per cent) and Concord (34 per cent) users were also less likely than Mt. Pleasant users to report using the library daily or 2-3 times per week.

There were some other differences on responses to the survey questions based on how frequently respondents used the library. Some of the most noteworthy differences included the following:

- The most frequent users (those who reported using the library daily or 2-3 times per week) were much more likely to use the library's Website than were less frequent users. It is not clear why this was the case, although it may indicate that users of the Website are more aware of what the library has to offer and thereby more likely to visit the library frequently to use its resources and services.
- The most frequent users (those who reported using the library daily or 2-3 times per week) were also much more likely to describe the library's ability to meet their needs as excellent than were less frequent users. It makes sense that individuals

who believe that library resources and services meet their needs would be more likely to visit the library frequently to use its resources and services.

Otherwise, there were no marked differences between the most frequent and less frequent library users in the ratings of the importance of library resources and services.

Demographics

The survey also collected demographic data about the respondents, and this information is summarized in Table 2-7 below.

Table 2-7. Demographics of Survey Respondents

Measure	Percentage
Female	85%
Male	15%
White	79%
African-American	9%
Latino	4%
Asian	8%
Other ethnicity	2%
20 years old and below	3%
21 to 40 years old	37%
41 to 60 years old	33%
61 years old and above	28%
Have a library card	95%

Gender. Females made up 85 per cent of the survey respondents, a result that is not surprising, given the fact that females traditionally use public libraries more than do men.

Men were slightly more likely to use newspapers and magazines than women, 24 per cent vs 11 per cent. It is not clear why this was the case. On the other hand, women were more likely to rate the following library resources and services as very important than did men: the library Website (52 per cent vs 36 per cent) and books for adults (77 per cent vs 62 per cent).

Otherwise, there were no substantial differences between the two genders on their responses to the questions on the survey.

Ethnicity. Whites represented 79 per cent of the survey respondents, and African-Americans and other non-white ethnic groups represented 21 per cent. Non-whites make up 24 per cent of the general population of Cabarrus County, and so it appears that the Cabarrus County Public Library is doing a good job of reaching these ethnic groups, which tend to be underrepresented among library users.

Differences on responses to survey questions based on ethnicity included the following:

- White respondents were more likely to use books for adults than were non-white respondents, 78 per cent vs 62 per cent. This result is not surprising, as white individuals are more likely than non-whites to read print books, according to the most recent Pew Research Center data.³
- On the other hand, white respondents were less likely to use books for children (51 per cent vs 73 per cent), to do business or work related research (3 per cent vs 19 per cent), and to use programs for children (32 per cent vs 51 per cent). It is not clear why these differences were found.
- White respondents were more likely than non-white respondents to rate the library's books for adults as very important, 78 per cent vs 63 per cent.
- On the other hand, white respondents were far less likely than non-white respondents to rate eight of the library's resources and services as very important. These included the public computers (24 per cent vs 48 per cent),

³ Pew Research Center, "Book Reading 2016," September 1, 2016, URL: <http://www.pewinternet.org/2016/09/01/book-reading-2016/>.

computer classes (15 per cent vs 35 per cent), and free Wi-Fi (34 per cent vs 51 per cent). These differences may reflect the fact that whites are more likely to have computers and Internet access at home.

- White respondents were also far less likely than non-white respondents to rate the following library resources and services as very important: business and work related research (13 per cent vs 35 per cent), foreign language materials (11 per cent vs 32 per cent), programs for children (52 per cent vs 69 per cent), reference and information services (30 per cent vs 46 per cent), and outreach services (17 per cent vs 32 per cent). It is not clear why these differences were observed.

Age. The largest number of respondents was 21 to 40 years of age (37 per cent) and 41 to 60 years of age (33 per cent).

The number of respondents 65 years and older (23 per cent) was much higher than the percentage of that age group for the population of Cabarrus County (13 per cent, according to census data). This result is not surprising, as older individuals tend to be heavier library users. On the other hand, the percentage of respondents under 18 years old (2 per cent) was quite a bit smaller than the percentage of that age group for the population of the county (26 per cent), but this is understandable, given the difficulty that children have in completing such surveys.

The various age groups differed on their responses to several survey questions. Some of the most noteworthy differences included the following:

- The youngest respondents (those 40 and below) were more than twice as likely to use books for children as were older respondents; 83 per cent of those 40 and below reported using books for children, compared with just 40 per cent of those above 40. The same was true of programs for children, which 58 per cent of those 40 and below reported using, vs 22 per cent of those above 40. Likewise, the youngest respondents were more likely to use books for teens, 36 per cent vs 22 per cent. These differences are not surprising and are probably due to the

younger respondents being more likely to be children and young adults or to have children or young adults who are using the library.

- By contrast, the oldest respondents (61 and older) were, not surprisingly, far more likely than younger respondents to use large print books, 34 per cent vs 9 per cent.
- The oldest respondents (61 and older) were more likely to rate the ability of the library's resources and services to meet their needs as excellent than were the younger respondents, 54 per cent vs 39 per cent. It is not clear why this was the case.
- The oldest respondents (61 and over) were far less likely than younger respondents to rate the following library resources and services as very important: books for children, 39 per cent vs 82 per cent; books for teens, 27 per cent vs 61 per cent; programs for children, 32 per cent vs 66 per cent; and programs for teens, 25 per cent vs 46 per cent. These differences are not surprising and are probably due to the younger respondents being more likely to be children and young adults or to have children or young adults who are using the library.
- The youngest respondents (40 and below) were far less likely than older respondents to rate books for adults as very important, 65 per cent vs 83 per cent.
- The oldest respondents (61 and older) were less likely to say that the library's location is not convenient, 14 per cent vs 36 per cent. It is not clear why this was the case.

Library card status. Respondents with library cards made up 95 per cent of the survey respondents. This result is not surprising, as the survey was provided in paper at the libraries themselves and the URL for the Web-based survey was advertised at the libraries.

Because there were so few individuals without library cards among the survey respondents, no meaningful comparisons by card holder status could be made.

Comments and Suggestions

Finally, the survey invited respondents to share any comments and suggestions that they might have. The 325 remarks that were received are shown in Table A-4 in Appendix A and focus on the following areas:

- Positive comments predominated the additional comments section of the survey, with plenty of comments like “I love the library and staff.” Many of the comments were general, but some addressed specific sections of the library or specific library branches, including “I love the work the children's librarians do, especially”; “Love children's and folks at Mt. Pleasant ... kids love it very warm and welcoming”; and “Love the staff at the Harrisburg branch!”
- The need for additional library branches. Several respondents noted the need for library facilities in various areas of Cabarrus County: “Overall great library with great staff. Just need one close and would use more often.” Specific locations recommended for branches included the Concord Mills Mall area, the Poplar Tent / Harris Road area, the Odell School area, Moss Creek, and Highland Creek.
- Library programs. Several individuals praised the library's programs (“The children's programs are outstanding”) while others suggested improvements. For example, some individuals wanted the programs to take place at other times: “Programs need to start after work hours. I always want to come and support the children and adult programming, but if the program starts at 4, I don't get off until 5, and I can't get to a program before 6pm.” Others suggested that the library market its programs to the Latino community: “Sería fabuloso que la Biblioteca tuviera disponible en español la información de los programas para niños. Los niños pueden participar porque ellos hablan inglés, pero en muchas ocasiones

no lo hacen porque los padres no reciben la información en un lenguaje que ellos entienden y por ende, no los inscriben.”⁴

⁴ “It would be great if the Library had information about the children's programs available in Spanish. Children can participate because they speak English, but many times they do not because the parents do not receive the information in a language they understand and, therefore, do not enroll them.”

Chapter 3

Staff Survey

During late August and early September 2018, the Cabarrus County Public Library conducted a survey of its staff members. A total of 40 staff members responded.

Meeting the Needs of Customers

Staff members were asked to rate how well the libraries are meeting the needs of their customers. All 40 staff members responded to the question, and as Table 3-1 below shows, about two thirds rated the library a 7 or 8 on a 10-point scale on how well the library is meeting customer needs.

Table 3-1. How Well Is the Library Meeting the Needs of Customers?

Rating	Number	Percentage
10 (Exceptionally Well)	2	5%
9	6	15%
8	17	43%
7	10	25%
6	3	8%
5	1	3%
4	1	3%
3	0	0%
2	0	0%
1 (Not Very Well)	0	0%

The mean rating given by staff members was 7.7 on a 10-point scale, which is just below the median of the public libraries that I have surveyed in the past seven years. This result indicates that the Cabarrus County Public Library staff are fairly confident in the library's ability to meet the needs of its customers.

Staff members were asked to elaborate on their ratings, and Table B-1 in Appendix B shows the 36 comments that were received.

Staff mentioned a wide range of ways in which the library serves its community as well as ways in which this service could be improved, including:

- The belief that the library is doing a good job of meeting user needs, which was the most frequent response to the question. Typical were remarks that “Overall the library is meeting the needs for patrons at an outstanding level” and “I feel we are providing many different options for patrons, but there is always room for improvement.”
- Facilities were mentioned by several staff members. As one respondent noted, “The physical library itself can do more to meet the needs of our patrons. Patrons want ‘Quiet Spaces’ or ‘Meeting Rooms’ and we cannot accommodate those requests for everyday patrons. Only non-profits, city, county, state or federal entities can utilize our meeting rooms, and must give advanced notice. We always have people walk in and want quiet / private areas to meet or study. Tutors look for areas to meet with students.” More specifically, the need for more room at the Harrisburg Library and the need for a facility in the western part of the county were mentioned.
- Programs, which many staff members felt were successful (“a strong selection of programs to attend” and “a variety of programs for a wide range of interests”), but which others felt could be improved (“I think there are always new programs to try to meet patron needs” and “I think our programs could use a little work as well. Some things go really well and bring in a lot of people, but then we have other things that don't spark out patrons' interests as much”).

The two staff members who rated the library lowest ability to meet the needs of its customers (one rating of 4 and one rating of 5) were concerned with the library having adequate space and staff and with the library being consistent in the application of policies from branch to branch.

- “Our library is part of a community that is growing rapidly. We no longer have the space to accommodate all our patrons, and we do not have adequate staff to provide our patrons with the attention and assistance they deserve.”
- “While the front line is doing everything we can to meet the needs of the patrons, we are inconsistent. There are too many policies and/or procedures that we do not work together on. The inconsistencies between branches causes a bad customer experience, and also unnecessary animosity between branches. If we are one system, then we need to be one system. This means consistent policies/procedures between branches, so not to cause conflict, or to make another branch seem as though they are not up to par with the others.”

Library Strengths

Staff members were asked to list the greatest strengths of the library, and the 39 responses are shown in Table B-2 in Appendix B. Various strengths were mentioned, including:

- The staff itself, mentioned by 33 of the staff members who responded and by far the most frequently noted strength. Staff were described as “talented and engaged,” “Cheerful, eager,” “Friendly and attentive to patrons' needs,” “Going all out to help patrons find what they are looking for and/or use the library resources,” “dedicated,” “knowledgeable,” “enthusiastic,” “adaptable to changing needs, actively seek out to help our patrons, and collaborate on projects,” and “really passionate about what they are doing and about helping patrons in any way that they can.” One respondent summed it up by saying that “The library's greatest strength is customer service. All the staff I work with are very friendly and do what they can to help out the patrons. We give a personalized experience and take the time to get to know people we are helping in the computer lab, in the Children's department and at the checkout desk. We don't hesitate to take the extra time to make sure that patrons understand what we are teaching them whether that is how to edit a Word document or use our catalog.”

- Children’s services and resources. One respondent stated that the “Juvenile section is amazing.” Another cited the “Many and varied offerings for children.” Another added that “Joy is an incredible asset for children's programming-- patrons regularly come from other parts of the county to attend her programs.”
- Collections. One staff member noted that “Our collection gets better every day – and I say that both as someone who contributes purchase requests and who frequently checks out items for personal use.” Another cited “Providing the patrons with new material as they are released” as a strength of the library. A third said that “We also have improved in collection development and have much better items available for circulation.”

Weaknesses

Staff members were also asked to list the greatest weaknesses of the library, and the 36 responses are shown in Table B-3 in Appendix B. The most frequently mentioned weaknesses were:

- Facilities, including the lack of specific spaces like “small rooms for groups that want to reserve for a meeting, study groups, tutors, etc.” or “space for programming” or “quiet study areas for those looking for quiet areas.” Another respondent cited a general lack of space to keep up with growing populations: “One of the biggest concerns is having the space and resources patrons need with the growth we are experiencing in Harrisburg. We don't have enough room.” Still another said, “When we have to turn families away from library programming simply because of lack of space due to safety issues, then that is a big problem.”
- Communications and inconsistencies. Several staff members felt that the lack of communication and the lack of consistency, particularly in the application of library policies, were problems. In fact, as one respondent suggested, these may be related: “The library's greatest weakness is communication, both internal and external. Sometimes it feels like if you aren't based at the Concord branch, you don't always know what is going on. There's also a lot of conflicting information

going around. It can be a little frustrating when you aren't sure what's expected of you or what the library's priorities are." As another noted, "Each branch has their own policy/procedures, and that is a great detriment to how our branches run. We cannot truly help a patron, when one branch is under a different procedure than the others. We all need to run under the same policies, with everything that we do."

- **Publicity.** Several respondents noted the lack of publicity in general ("Getting word out about programs and resources" and "The lack of community awareness as mentioned before keeps us from growing, since many people still think the libraries only offer books"). Others wanted the library to have "more of an online presence." A couple of staff members specifically mentioned Instagram, with one suggesting that an Instagram account could "really showcase the work we've been doing and connect to the community."
- **Technology.** Respondents mentioned "'Antiquated technology equipment" as well as "Frequent technical glitches with the public computers and library's databases." One respondent saw these technology issues as having a larger impact on the library's image: "The delays and snags in technology reinforce the concept that libraries are irrelevant in a technological society, so it's harder to build a sense of reliability in our services when we're dealing with outdated or untrustworthy technology."

Top Priorities

The survey asked staff members to list the top five priorities for the library to concentrate on now and in the foreseeable future. The 30 responses to this question are provided in Table B-4 of Appendix B.

Staff made a wide range of suggestions, and the most frequent responses were in the following areas:

- **Staffing.** The largest number of suggestions were related to staffing and tended to focus on the need for more staff and the need for additional staff training.

Typical of the former were suggestions related to “Staffing -- especially at HAR (there's not nearly enough staff for the amount of business the branch does)” and “filling positions faster as they come open, so the branches are better staffed.”

Typical of the latter were comments about “Ongoing staff training for things like enforcing policy, dealing with patron behavior issues, customer service, communication (with patrons AND with other staff), county and library policies, conflict resolution, and creating an open environment for sharing ideas” and “The lack of training causes gaps within our system, and puts more work on other staff, when we should all have the same basic training on how things are done, and how to properly use our ILS.”

- Collections, with both general suggestions (“Keeping collection in good condition and up to date” and “Continued offering a varied collection of materials and wide variety of programs for all ages and interests”) as well as more specific recommendations (“Create a good collection of books in languages other than English, specifically Hindi and other Indian languages and Arabic” and “Expansion/ updating of the non-fiction collection”).
- Programs, again ranging from general thoughts (“Providing engaging and diverse programs the meet community needs “) to more specific ideas (“I think it would be important to possibly if we could get someone to help with Spanish and Bilingual programs as we see a lot of that population “ and “Programs to keep kids coming to the library once they are past story time age”).

Importance of Library Resources and Services

Staff members were asked to rate the importance of various library resources and services on a scale of 1 (not at all important) to 5 (very important). The mean ratings given by the staff are shown in Table 3-2 below.

Two resources and services – books for children and free Wi-Fi – had average ratings of over 4.90, with all but two staff members giving books for children the highest rating of 5 and all but three staff members giving free Wi-Fi the highest rating of 5.

Three resources and services – programs for children, books for teens, and books for adults – had average ratings of over 4.80.

Table 3-2. Mean Rating of Library Services and Resources

Service or Resource	Mean Rating
Books for Children	4.95
Free Wi-Fi	4.93
Programs for Children	4.88
Books for Teens	4.85
Books for Adults	4.83
eBooks/ eAudio	4.70
Public Computers	4.70
Outreach Services	4.53
Programs for Adults	4.53
Programs for Teens	4.53
Reference / Information Service	4.50
Large Print Books	4.38
Library Website	4.38
Meeting Space	4.15
Foreign Language Materials	4.05
Personal Research / General Information	4.03
DVDs	4.03
Business and Work Related Research	4.00
Genealogical Research	4.00
Library Social Media (Facebook, etc.)	3.90
Audiobooks	3.90
Computer Classes	3.83
Newspapers and Magazines	3.67

By contrast, only 8 of 39 staff members gave newspapers and magazines the highest rating of 5. With an average rating of 3.67, newspapers and magazines were

the lowest rated resource and service. Library social media (Facebook, etc.), audiobooks, and computer classes were also rated below 4.00 on average.

Public Rankings vs Staff Rankings

It is interesting to compare the staff's rankings of the importance of library resources and services with those of the public in the community survey. (See Table 3-3 on the following page.) These reveal areas where staff and patron expectations diverge and where staff may want to better understand how patrons view the importance of library resources and services so that staff can better promote these resources and services to the public and better allocate funding for them.

The largest discrepancy between the two rankings was the library Website, which the public ranked as the 4th most important library resource and service and which the staff ranked as the 12th most important (tied with large print books). In other words, the public viewed the library Website as more important a resource as did the staff.

On the other hand, the public ranked foreign language materials as the 22nd most important library resource and service while the staff ranked them as the 15th most important. In this case, the public saw foreign language materials as less important than did the staff.

The public ranked audiobooks (13th most important) higher than did the staff (20th most important). Staff, on the other hand, ranked the library's outreach services (8th most important) higher than did the public (15th most important).

Staff may wish to consider whether resources and services that they feel are more important than do the public are being underutilized and how to correct that. Staff may also wish to re-assess their thoughts on the importance of certain resources and services based on the ratings and actual usage patterns of their patrons.

Table 3-3. Rankings of Public and Staff for Library Resources and Services

Resource or Service	Public	Staff
Books for Adults	1	5
Books for Children	2	1
Programs for Children	3	3
Library Website	4	12
Books for Teens	5	4
Programs for Teens	6	8
Reference / Information Service	7	11
Free Wi-Fi	8	2
Programs for Adults	9	8
eBooks / eAudio	10	6
Public Computers	11	6
Personal Research / General Information	12	16
Audiobooks	13	20
Meeting Space	14	14
Large Print Books	15	12
Outreach Services	15	8
DVDs	17	16
Business and Work Related Research	18	18
Genealogical Research	19	18
Newspapers and Magazines	20	23
Computer Classes	21	22
Foreign Language Materials	22	15
Library Social Media (Facebook, etc.)	23	20

Staff Expectations

Staff members were asked to indicate the extent to which they feel that they know what is expected of them, and all 40 staff members responded to the question. As Table 3-4 below shows, 88 per cent rated the extent to which they feel that they know what is expected of them as 4 or 5 on a 5-point scale.

Table 3-4. Do You Feel Like You Know What Is Expected of You?

Rating	Number	Percentage
5 (Definitely)	17	43%
4	18	45%
3	4	10%
2	1	3%
1 (Not at All)	0	0%

Staff members were also asked to comment on their answer by further explaining why they did or did not feel that they know what is expected of them. The 36 responses are shown in Table B-5 in Appendix B.

Not surprisingly, the most critical remarks were those made by respondents who rated their understanding of what is expected of them as a 2 or 3. These remarks included the following:

- “There are little to no policies and/or procedures that dictate what staff should or should not be doing. Upper management is unaware and has been for some time now. The expectations seem to be made up as we go along, with no real boundaries, or guidelines for how we should handle patrons in specific situations. This not only creates inconsistencies but demeans other branches and/or staff who believe they are handling patrons the correct way, and then are later told they are not doing their job correctly. We cannot be told we're doing something incorrectly, if we have never been properly trained. There are many times that policies have been 'changed,' but no official email, or conversation has happened. A few choice people are told (not supervisors), and we are all expected to catch up with how things are done.”
- “I feel as though decisions will be made at one meeting or through one email discussion, but then it will change at the next meeting and not everybody will be told about the changes. I often find out about things second- or even third-hand.”

- “I know what is expected me from my daily job. I know that we are here to serve the community in which the library exists. I don't see the vision of where the library is going or the possible plan.”
- “Oftentimes each staff member has developed their own standard operating procedure for any given circumstance, because there has been no firm, generalized policy clearly set forth by any permanent authority figure. This can make it difficult to both train and be trained.”

For the most part, however, staff members made positive comments about their understanding of what is expected of them. Typical were remarks that “My supervisor and branch manager are both great at making my duties and responsibilities clear” and “My supervisor is amazing! She is constantly supportive and helpful. My job description is clear and in print if I ever need to refer to it.” Another respondent added, “My supervisors are very clear on what my responsibilities are and if there ever is any confusion I know I can ask them.”

Work Environment

Staff members were also asked to specify what would make their work environments better or what would improve their satisfaction with working for the library system. These 28 comments are provided in Table B-6 of Appendix B.

Staff made a wide range of suggestions, and the most frequent responses were in the following areas:

- More consistency in the application of policies and in expectations of staff. As one staff member noted, “Constancy across branches. It is not okay that library regulations are enforced so differently across the branches. This causes resentment across the staff.” Another staff member said that “I do think that I would be more satisfied with my work environment if we had a clearer system of policies and procedures for us to refer to, as that would help all of us stay on the same page and consistently complete the same processes.” Yet another

respondent mentioned “Consistency in professional expectations and the opportunities to do and improve in them.”

- More communication, including “Better and more open lines of communication” and “Clearer communication between the branches and between the directors/managers and general staff.” As one staff member noted, “I think communication is something the whole system could work on, myself included. I sometimes feel like staff ideas and input are ignored even though management asks for feedback and says our ideas count.” In some cases, more communication was tied to greater consistency: “Communication with all branches. I cannot stress how important it is for everyone to be on the same page. We are all on the same team and share one common goal.”
- More space and, in some cases, better utilization of existing space. One respondent mentioned “Having more space to meet the needs of the patrons be it for programs or quiet places to study.” Another suggested that “Our service desk and staff work/break areas also need to be remodeled as only one of our desks is ergonomically correct, and we have very limited space to store our personal items or work supplies.”

Further Comments and Suggestions

Finally, staff members were invited to make further comments and suggestions. These nine comments are shown in Table B-7 of Appendix B.

Most of the remarks were positive, and several staff members took the opportunity to make suggestions for improving the library, including:

- Improving the library’s marketing, both in general (“Would be nice to better market and advertise library programs”) and with respect to social media (“Need better social media presence” and “The library system needs relevant online social media accounts”).

- Improving other library processes, including hiring staff (“The hiring process takes too long”) and ordering materials (“I would like it if we could have more say in the materials/books that are selected for our library”).

Chapter 4

Library Usage and Funding Data

Data regarding library usage and funding for the Cabarrus County Public Library are shown in Table 4-1 on the following page.⁵ The library data for Cabarrus County are listed for fifteen measures and compared with the median for the 58 county libraries in North Carolina.

The Cabarrus County Public Library's rank among these county libraries is also shown, and the table is sorted by Cabarrus's rank. (These data represent 2016-2017 because these are the most recent statistics available for the entire state.)

The usage and funding data for the public libraries in Cabarrus County reveal several aspects of library service and funding.

- Based on these rankings, the Cabarrus County Public Library is providing a fairly high level of library service to the citizens of Cabarrus County. The library ranks among the top half of county libraries in the state in half of the fifteen measures listed in Table 4-1 and ranks in the bottom one fourth on none of the measures. Only four other public libraries in North Carolina can make that claim.
- There is a high demand for the library's Internet computers. Cabarrus ranked 7th among the state's 58 county libraries in the number of use sessions per capita. The library also ranked 20th in the number of use sessions *per computer*.
- The library's collections are also heavily used. Cabarrus ranked 8th among the 58 county libraries in North Carolina in turnover of the book collection, which reflects the number of times each book circulates in a year. The library also ranked above the state average for county libraries – 20th of 58 – in total collection use per capita.
- The library ranked in the top one fourth of North Carolina's county libraries – 14th of 58 – in program attendance per capita.

⁵ Library usage and funding data are from the library staff and from reports by the State Library of North Carolina (<https://statelibrary.ncdcr.gov/ld/about-libraries/data/library-statistics>).

Table 4-1. Cabarrus County Public Library Usage and Funding Data

Measure	Cabarrus	NC Median, County Libraries	Cabarrus Rank
Use Sessions of Internet Computers Per Capita	0.93	0.49	7 of 58
Book Collection Turnover	2.41	1.54	8 of 58
Program Attendance Per Capita	0.33	0.21	14 of 58
Collection Expenditures Per Capita	\$ 2.25	\$ 1.85	20 of 58
Use Sessions of Internet Computers Per Computer	886.61	699.26	20 of 58
Total Collection Use Per Capita	4.96	3.44	20 of 58
Reference Transactions Per Capita	0.57	0.43	20 of 58
Library Visits Per Capita	2.88	2.69	24 of 58
Library Income Per Capita (Local)	\$15.52	\$16.44	33 of 58
Library Income Per Capita (Total)	\$16.50	\$18.52	33 of 58
Personnel Expenditures Per Capita	\$12.37	\$12.93	33 of 58
FTE Staff per 25,000 People	5.98	6.39	34 of 58
Public Internet Workstations Per 5,000 People	3.00	3.36	36 of 58
% of Population Registered	41.0%	45.7%	39 of 58
Book Volumes Per Capita	1.33	1.57	42 of 58

- Cabarrus ranked in the top half of the state's 58 county libraries in three other measures: 20th in collection expenditures per capita; 20th in reference transactions per capita; and 24th in library visits per capita.
- On only seven measures of library use did the Cabarrus County Public Library rank below the state median for county libraries. On all but two of these measures, however, the library still ranks in the top two thirds of the state's 58 county libraries.
- The Cabarrus County Public Library ranked below the state median for county libraries on two measures related to funding: 33rd on both local per capita

income per capita and total library income per capita (local, state, federal, and other).

- Cabarrus ranked below the state median for county libraries on two measures related to staff: 33rd on personnel expenditures per capita and 34th on FTE staff per 25,000 people in the service area.
- The library ranked 36th among the 58 county libraries in North Carolina on public Internet workstations per 5,000 people in the service area. Along with the high rank of use sessions per capita and use sessions per computer, this suggests that the library may need to increase the number of public computers that it provides.
- Cabarrus ranked below the state median for county libraries on the percentage of the population in the service area registered to use the library.
- The library ranked 42nd among the 58 county libraries in North Carolina on book volumes per capita. Along with the high rank of book collection turnover and total collection use per capita, this suggests that the library may need to increase the size of its book and other collections.

Library Usage and Funding Trends

Table 4-2 on the following page shows trends in the usage and funding of the Cabarrus County Public Library based on a comparison of data from 2006-2007 and 2016-2017. The percentage change for each measure is shown for Cabarrus County and for the median of county libraries in North Carolina. The table is sorted in order of the percentage change for the Cabarrus County Public Library.

The usage and funding trends show the following:

- In ten of the thirteen areas, usage and funding for the Cabarrus County Public Library have grown faster than they have for the average county library in the state.
- In two areas, both Cabarrus County and county libraries across the state have experienced increases in the past ten years, but the growth in Cabarrus County

has been greater than it has been statewide. Between 2006-2007 and 2016-2017, public Internet workstations per 5,000 people have increased by 42.9 per cent in Cabarrus County while increasing just 9.8 per cent for county libraries statewide. Likewise, local library income per capita increased 18.8 per cent for Cabarrus County over the past ten years, slightly better than the 16.4 per cent increase experienced by all county libraries across North Carolina during that time. The library staff are to be commended for their efforts in these areas.

Table 4-2. Cabarrus County Public Library Usage and Funding Trends,
2006-2007 to 2016-2017

Measure	Cabarrus	NC County Libraries	Vs NC County Libraries
Program Attendance Per Capita	43.5%	-8.7%	BETTER
Public Internet Workstations Per 5,000 People	42.9%	9.8%	BETTER
Library Income Per Capita (Local)	18.8%	16.4%	BETTER
Collection Expenditures Per Capita	8.2%	-17.4%	BETTER
Personnel Expenditures Per Capita	5.1%	7.4%	Worse
Library Income Per Capita (Total)	3.8%	-0.8%	BETTER
Book Collection Turnover	1.7%	-9.4%	BETTER
Total Collection Use Per Capita	1.4%	-17.1%	BETTER
Reference Transactions Per Capita	-1.7%	-28.3%	BETTER
Library Visits Per Capita	-5.3%	-17.5%	BETTER
% of Population Registered	-15.8%	-10.4%	Worse
FTE Staff per 25,000 Population Served	-16.4%	-18.6%	BETTER
Book Volumes Per Capita	-23.6%	-15.6%	Worse

- In five areas, Cabarrus County has experienced growth where county libraries in North Carolina have experienced no growth or declines. For example, while program attendance per capita has declined by 8.7 per cent in county libraries in the state over the past ten years, in Cabarrus that statistic has seen an increase

of 43.5 per cent. Likewise, collection expenditures per capita, total library income per capita, book collection turnover, and total collection use per capita have increased in Cabarrus County while remaining flat or decreasing in county libraries statewide.

- In three areas, both Cabarrus County and libraries across the state have both seen decreases, but the declines in Cabarrus County have been less severe than they have been statewide. Reference transactions per capita fell 28.3 per cent statewide but just 1.7 per cent in Cabarrus County, and both library visits per capita and FTE staff per 25,000 people served declined less in Cabarrus than they did statewide.
- In only three areas has Cabarrus County trailed the average growth of county libraries in the state over the past ten years. Both the Cabarrus County Public Library and the average county library in North Carolina have experienced increases in personnel expenditures per capita, but the increase for Cabarrus County has been smaller than it has been statewide. Likewise, the percentage of the population registered to use the library and book volumes per capita declined more rapidly in Cabarrus County than they did statewide.

Library Technology

As noted in Table 4-1, the Cabarrus County Public Library provides 3.00 public Internet workstations per 5,000 people in the service area, ranking 36 among North Carolina's 58 county libraries. The library also offers one-on-one technology help on the use of computers and software and help with computers, tablets, smartphones, and other devices.

The degree to which the library has been successful in providing public access to computer technology can be further examined by looking at the results of the most recent Library Edge Assessment, which the Cabarrus County Public Library and most other North Carolina public libraries completed in March 2014 and February 2016. This assessment, which was led by the Urban Libraries Council and funded by the Bill and

Melinda Gates Foundation, helps libraries analyze the technology services provided to users, identify gaps in services, and create action plans to target unmet needs.

The Library Edge Assessment scores the library in three areas:

- Community value, which analyzes how the library provides programs and services that enable the community to get value from the use of technology. For example, the library may meet benchmarks in this area by offering one-on-one help on-demand or by appointment for patron-owned devices (which the Cabarrus County Public Library does) or by providing video/audio recording and editing software is available in at least one library location (which the Cabarrus County Public Library does not do).
- Engaging the community, which looks at how the library involves the community to provide feedback to the library on technology needs and the ability of the library to use this feedback to align its digital technologies with the needs of its communities. For example, the library may meet benchmarks in this area by engaging in resource-sharing partnerships with a workforce development organization or a local government or social service organization (which the Cabarrus County Public Library does) or by conducting community-representative focus groups on the community's technology needs (which the Cabarrus County Public Library does not do).
- Organizational management, which examines how the library integrates public access to the technologies into its planning and policies. For example, the library may meet benchmarks in this area by having session management software (which the Cabarrus County Public Library does) or by providing equipment that ensures privacy and allows patrons to conduct sensitive transactions (which the Cabarrus County Public Library does not do).

Table 4-3 on the following page shows the Library Edge Assessment scores of the Cabarrus County Public Library in February 2016 and compares its scores with the average of scores for public libraries across the state at that time.

As can be seen in Table 4-3, the Cabarrus County Public Library exceeds the state average on two of the three major areas – Community Value and Engaging the Community – and exceeds the state average on seven of the eleven benchmarks that make up those three areas: digital literacy; meeting key community needs; strategy and evaluation; strategic partnerships; sharing best practices; staff expertise; and technology inclusiveness.

Table 4-3. Cabarrus County Public Library Scores on the Library Edge Assessment

	Cabarrus	Statewide
Community Value	77%	68%
<i>Digital literacy</i>	87%	64%
<i>Digital tools & resources</i>	67%	72%
<i>Meeting key community needs</i>	81%	66%
Engaging the Community	71%	64%
<i>Strategy and evaluation</i>	77%	67%
<i>Strategic partnerships</i>	67%	63%
<i>Sharing best practices</i>	62%	59%
Organizational Management	56%	65%
<i>Planning and policies</i>	0%	74%
<i>Staff expertise</i>	100%	78%
<i>Devices and bandwidth</i>	48%	54%
<i>Technology management</i>	61%	74%
<i>Technology inclusiveness</i>	50%	46%

Staff members are to be congratulated on their achievements and are encouraged to use the results of the Library Edge Assessment to identify and prioritize goals and objectives in this area in order to better serve the library's patrons with the technologies.

Chapter 5

Next Steps

The purpose of this community needs assessment is to help those involved in the strategic planning process for the Cabarrus County Public Library better understand the needs, interests, and priorities of those served by the library system. The aim of strategic planning is to help a library like the Cabarrus County Public Library provide value to the communities it serves by focusing on the needs of those specific communities and on the ways in which the library can best meet their needs.

Why Strategic Planning

Strategic planning is helpful to a library, like the Cabarrus County Public Library, that is trying to define the Library's future direction. Critical to the development of a strategic plan are three key points:

- The library can't do everything for everybody.
- The library staff must understand the needs of the community the library serves.
- The library staff need to focus on meeting those needs.

Having a strategic plan will help the Cabarrus County Public Library, its staff, and the people the library serves in the following ways:

- A strategic plan will allow library staff to provide "the biggest bang for the buck" to the citizens of Cabarrus County, whose tax dollars provide the largest amount of the library's funding.
- A strategic plan will ensure that all staff are "on the same page," i.e., that all staff are trying to achieve the same goals.
- A strategic plan will help staff understand how they fit into the "big picture."
- A strategic plan will allow staff to better market the library's services.

- A strategic plan will allow staff to better measure the library's progress in meetings its goals.
- A strategic plan will support funding requests, both from the county commissioners and from other sources.

Those involved in the library's strategic planning process will be asked to identify four or five broad areas that the library should focus on in order to best meet the needs of the community that the library serves. Many times, libraries try to go in too many directions, and so a good strategic plan will recognize that the library can't be all things to all people but should instead focus on a few areas that will have maximum impact on the communities that the library serves.

Those involved in the strategic planning process for the Cabarrus County Public Library will be asked to select the four or five roles that they feel best represent areas where the library can have a substantial impact on the communities being served.

(As an example of the broad areas that the library staff may choose for the library, the Public Library Association of the American Library Association has identified 18 potential roles that a public library might fulfill in order to meet the needs of the communities that it serves. These are shown in Table 5-1 on the following pages.)

Identifying Broad Areas of Focus

Those involved in the library's strategic planning process can use the information contained in this needs assessment to identify the broad areas of focus that will best match the library's goals with the needs of the community.

Demographic information. The demographics of the library's service population may help identify broad areas of focus for the library. For example, as noted in Chapter 1, Cabarrus County has a younger population than the rest of the state, ranking 5th in the state in the percentage of the population under 18 years of age and 15th in the percentage of the population under 5 years of age. Public libraries have an important

Table 5-1. Public Library Association's Potential Roles
or Library Service Responses ⁶

<p>1. Be an Informed Citizen: Local, National, and World Affairs</p> <p>Citizens will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.</p>
<p>2. Celebrate Diversity: Cultural Awareness</p> <p>Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.</p>
<p>3. Connect to the Online World: Public Internet Access</p> <p>Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.</p>
<p>4. Create Young Readers: Emergent Literacy</p> <p>Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.</p>
<p>5. Discover Your Heritage: Genealogy and Local History</p> <p>Residents and visitors will have the resources they need to explore their heritage, to connect the past with the present through their family histories, and to understand the history and traditions of the community in which they live.</p>
<p>6. Express Creativity: Create and Share Content</p> <p>Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.</p>
<p>7. Explore and Know Our Community: Community Resources and Services</p> <p>Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.</p>
<p>8. Get Fast Facts: Ready Reference</p> <p>Residents will have someone to answer their questions on a wide array of topics of personal interest.</p>
<p>9. Help With Technology: Assistance with Computers, Tablets, Smartphones, etc.</p> <p>Residents will be able to receive assistance with a wide range of technological devices.</p>

⁶ Sandra Nelson. *Strategic Planning for Results*. (Chicago: American Library Association, 2008)

Table 5-1. Public Library Association's Potential Roles
or Library Service Responses (Continued)

<p>10. Information Fluency: Know How to Find, Evaluate, and Use Information</p> <p>Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.</p>
<p>11. Learn to Read and Write: Adult, Teen, and Family Literacy</p> <p>Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.</p>
<p>12. Make Career Choices: Job and Career Development</p> <p>Teens and adults will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.</p>
<p>13. Make Informed Decisions: Health, Wealth, and Other Life Choices</p> <p>Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.</p>
<p>14. Satisfy Curiosity: Lifelong Learning</p> <p>Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.</p>
<p>15. Stimulate Imagination: Reading, Viewing and Listening for Pleasure</p> <p>Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.</p>
<p>16. Succeed in School: Homework Help</p> <p>Students will have the resources they need to succeed in school.</p>
<p>17. Visit a Comfortable Place: Public and Virtual Spaces</p> <p>Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support social networking.</p>
<p>18. Welcome to the United States: Services for New Immigrants</p> <p>New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.</p>

role to play in helping young children – both preschoolers and school-age children – build and maintain the skills needed to succeed in school. If the staff wish to use the Public Library Association’s list of library roles, then these needs would match library role # 4, Create Young Readers: Emergent Literacy, as well as others, like library role # 16, Succeed in School: Homework Help.

Community and staff surveys. Those involved in the library’s strategic planning may consider the results of the community and staff surveys that were conducted as part of the planning process. For example, books for adults were, by far, the most frequently used resource or service and the most highly rated resource or service among community survey respondents. This need would match library role # 15 from the Public Library Association’s list, Stimulate Imagination: Reading, Viewing and Listening for Pleasure.

Library usage and funding data. Individuals involved in the library’s strategic planning process can also base their choice of library roles on the library usage and funding data discussed in Chapter 4. For example, in 2016-2018, there was evidence of a high demand for the library’s Internet computers. Cabarrus ranked 7th among the state’s 58 county libraries in the number of use sessions per capita. The library also ranked 20th in the number of use sessions *per computer*, and the library ranked 36th among the 58 county libraries in North Carolina on public Internet workstations per 5,000 people in the service area. These data might suggest that the library consider library role # 3 from the Public Library Association’s list, Connect to the Online World: Public Internet Access.

Identifying Goals and Activities

Once the broad areas of focus that will best match the library’s goals with the needs of the community have been identified, the individuals involved in the library’s strategic planning process will identify goals and activities for each of these areas of focus.

Goals. A goal is the outcome that the library's community (or a target audience within that community) will receive because the library focuses on a specific area. Each role should have two or three goals associated with it.

All goals contain the same two elements. They begin with the audience being served and then describe the benefit the audience receives because the library offers the service.

For example, if the library chooses to focus on a broad area like children's services, there may be several audiences: pre-school children; school-age children; caregivers, like parents and grandparents; teachers; day care operators; and the like.

When a specific audience has been identified, then the outcome or benefit that audience will receive because the library is providing a specific service can be identified. The goal will consist of a statement that includes both the audience and the benefit.

For example, if the library chooses to focus on children's services and, within that broad area, chooses to focus on pre-school children, one outcome or benefit might be to provide those children with access to programs, services, and resources designed to prepare them to succeed in school and to be self-motivated learners. In this case, the goal would be "Pre-school children in Cabarrus County will have access to programs, services, and resources designed to prepare them to succeed in school and to be self-motivated learners."

Activities. Activities are those projects, programs, and other activities that the library staff engage in so that the goals can be met.

For example, if the library's goal is that "Pre-school children in Cabarrus County will have access to programs, services, and resources designed to prepare them to succeed in school and to be self-motivated learners," then activities could include things like:

- Presenting regularly scheduled storytimes for pre-school children.

- Including interactive components, such as singing, puppets, and so on, in storytimes.
- Presenting story programs in off-site locations, such as day care centers, parks, hospitals, etc.
- Sponsoring a Born to Read program.
- Participating in Dolly Parton's Imagination Library program.
- Participating in the 1,000 Books Before Kindergarten program.
- Including a Read-to-Me component in the summer reading program and other reading programs.
- Develop theme packets that include books, tapes, toys, software, and games for parents and caregivers to use with their children.
- Providing computers with appropriate programs for preschool children.
- Providing access to online e-books for preschool children.

Ideas for innovative activities and programs in various public libraries for a wide range of areas of focus (Children, Community, Economy and Workforce, etc.) can be found at the list of such programs at <http://www.rburgin.com/innovative.html> and at the Urban Libraries Council Innovations Initiative at <https://www.urbanlibraries.org>.

Next Steps

This report, along with its recommendations, will be forwarded to a staff team that the Cabarrus County Public Library has identified to oversee its strategic planning process. The staff team will consider the recommendations of the report and will identify the broad areas of focus, goals, and activities that will make up the strategic plan.

The final version of the plan can then be presented to the Cabarrus County Library Board for its consideration and approval.

Following Board approval, the plan will guide the staff of the Cabarrus County Public Library in the day-to-day operations of the library for the period of time covered by the plan.

Appendix A

Comments from the Community Survey

The community survey included several questions that required written comments from the respondents. These comments are listed in the tables of this appendix.

Respondents were asked how the library's services, resources, and facility could be improved. A total of 483 suggestions were received, and these are shown in Table A-1.

In order to help the library staff better understand how the library fits into the lives and concerns of the people being served, respondents were asked to list what they want for their communities. The 478 responses are listed in Table A-2.

In addition, respondents were invited to list other limitations to their use of the library. The 181 comments received are shown in Table A-3

Finally, the survey invited respondents to share any comments and suggestions that they might have. The 325 remarks that were received are shown in Table A-4.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service

Library Used Most Often	Suggestion
Concord	1. More kids activities could be offered on weekends. Most are during the weekdays in the mornings or early afternoons which makes it hard for working parents to enjoy with their children. 2. A closer library near the intersection of Harris Road and Poplar Tent.
Concord	a closer library
Concord	A closer location ...I have to drive 20 minutes each way...
Concord	A library closer to Moss Creek area.
Concord	A library closer to Odell Elementary School.
Concord	A way to pay fees online?
Concord	Ability to check out books in the children's department. Better/faster computer network for adults.
Concord	Access to website is confusing and website needs improvements.
Concord	Adding a branch near Bruton Smith/Concord Mills area would be great.
Concord	Another location on other side on Concord.
Concord	As a working mother (even during summer months), it would be nice to have some family and or children's programs in the evening.
Concord	Automation program doesn't notify patrons of a pending request on an item they have checked out until they attempt to renew the item. At that point, the book/item becomes overdue b/c it isn't eligible for renewal. With the library so far from our home, that means a library fine and an extra trip that costs \$4 in gas to return one item. It would be amazing if the system allowed for a 1-week renewal on items with pending holds to prevent extra fines on the patrons who currently have the item. That or an email notification that the item I have checked out has a pending hold and won't be eligible for renewal.
Concord	be able to review books that I have checked out in the past.
Concord	Better technology classes that offer courses on excel, PowerPoint, resume formatting, etc. Courses on how to use electronic services such as how to download books, etc. Wider base of books and audiobooks. Dynamic speakers/ presentations each month.
Concord	Better Website

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	Building a library on the Northwest side of Cabarrus County. Most residents in this area rarely, if ever go into downtown Concord. However, if you look at your demographics, this is one of the fastest growing areas and it would be great to have Library services in this area. The YMCA, for instance, was at full capacity when it opened. I am certain, the same will hold true for a library. More ethnic diversity in staff and programming
Concord	Classes that teach a special skill, like calligraphy or photography.
Concord	Closer library. Need more drop off areas. E.g. poplar tent and eastfield rd
Concord	Closer location to highland creek
Concord	Computers tend to have problems regularly.
Concord	Concord need to provide more programs for school age children on Saturday or in the late evenings for those parents that work until 5:00pm. During the summer program we're mostly offered to non-school age children. Also other branch libraries offer more programs for school age children but I prefer to go to the closest branch which is Concord.
Concord	Correct library hours should be available on phone and website.
Concord	Customer Support is always wonderful when I'm searching for a specific theme of books. As a preschool teacher, the library is invaluable to me.
Concord	Different hours. As a family with both parents working, weekend or evening hours makes it easier for us to use your facility.
Concord	Digital rentals for books for adults
Concord	Doing very well
Concord	Establish library services to cater all residents of concord and easily accessible.
Concord	Everything has always been perfect.
Concord	Faster turnover of new books. Friendlier staff that's not staring at a computer screen.
Concord	Fiction books should be categorized by genre on the shelves, not just online!
Concord	Great resources. Sometimes don't find a book. Sometimes programs conflict with schedule.
Concord	Great support now, very friendly and helpful

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	Have another Cabarrus County Library; best would be on the opposite side of the current one, like close to Moss Creek.
Concord	Having more computers
Concord	I am handicapped and can't get to the front door as it is up a hill. My daughter brings me books but I sure miss being able to go and look for myself.
Concord	I am unable to truthfully make comment, since I don't frequent the library as much as I once did. I shall begin to visit more often again.
Concord	I am very happy with our Library.
Concord	I am very happy with the aspects the Concord library provides for my life at this current time. I have put in several media requests for books to be purchased which were not currently in the system, and I have always received timely responses. Snow Wildsmith is very friendly and responsive! The children's area librarians that offer the toddler story time are also great! I appreciate all they do each week for that class.
Concord	I can't think of any improvements to suggest. I read probably 40 books a month so i am in the downtown library often. Incredible staff...Ms. Almond is always especially helpful.....Anytime i have ever had to use restrooms I always find them clean....all I can say is KUDOS...
Concord	I can't think of anything at this time.
Concord	I cannot think of anything. I really enjoy this library. I recommend everyone I know who loves to read to check out this library. It's not really big, but the selection is very good.
Concord	I don't receive as many communications about programs as I used to.
Concord	I feel it's very good.
Concord	I find that some members of the staff are very loud and I know Saturday is a casual day for dress, but some of them do dress too casual. I use self-check out, and haven't had any issues.
Concord	I have no suggestions.
Concord	I live in Highland Creek, and we need a library close to the giant increasing population there.
Concord	I love my library.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	I love the Concord Take Out where Danielle Vickers gets the books for you she does a fantastic job!! I hope you keep this program!
Concord	I think everything and everyone is great. No issues.
Concord	I think the Library's website needs a major overhaul. I is out of date and not user friendly. Adding Hoopla is a step in the right direction.
Concord	I wish the staff at circulation was better at recommending books and that they seemed more receptive to offering help in that area. It seems in the past the staff was comprised of more "readers" who could offer suggestions.
Concord	I wish there was a Midland branch. I live there, and now that I don't work in the county anymore, I don't go to the library as often as I used to.
Concord	I wish to have a library closer to my location. The closest one, in Concord, is almost 30 min. away.
Concord	I would love it if there was a more convenient location so I could use the services more easily.
Concord	I would love to see more Spanish books for children in the near future.
Concord	I would really like to see a change to a username and password system instead of having to go find my library card # each and every time I put aa book on hold or request new material.
Concord	I'm not sure if this is already a thing but letting teens volunteer would be great.
Concord	I've had great experiences so far. The ladies at circulation help me find books and put them on hold as needed. It's great. Also the children's section associates are very helpful and look thoroughly to find books for us.
Concord	I'd love an option to check out books for Kindle like so many other libraries have. I've kept my library card from CA for this purpose. I'll be sad when it expires.
Concord	Id love a branch off of eastfield, near skybrook
Concord	Improved book drop box in driveway. Size of bin and ergonomic way of dropping off books for car.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	In such a populated suburb of North Charlotte it is such a shame that we have a library so very far away from us. It makes it very inconvenient for my elderly mother and my children to access the library space considering it takes us 20 minutes through a lot of traffic to get our local closest branch University library.
Concord	It is very good now.
Concord	It would be nice if there were drop off areas at convenient locations for book returns. Sometimes I would be done with a book but not have time to drive all the way to the library to return it. Material could be returned faster that way.
Concord	It would be nice if y'all had more access to academic/research books - I'm sure you've considered teaming up with a college like UNC to share resources, because my college did that, where I could check out a college book from my local library. That's really the only thing I could think of....
Concord	It would be nice to be able to keep the new books longer than 2 weeks. The comics choice is very poor.
Concord	It would be nice to have a library closer than downtown concord
Concord	It's so far away and hard to get to with my schedule
Concord	Keep cell phones silent. Bring back Mother Earth News magazine.
Concord	Larger selection of audiobooks for kids. Maybe take requests on different genres of book to have available.
Concord	Larger selection of ebooks. Ability to download ebooks onto my Kindle reader.
Concord	Librarians can assist me with the latest techniques on the Internet. Also I like to know how interlibrary works too.
Concord	Library is located too far from where we live. We almost never get to go since it's so far away. We live near Cox Mill Elementary.
Concord	Library is too far from home to avail the resources.
Concord	Library Website: search by topic would be helpful, i.e., religion, history, science ...
Concord	Location- it's very far from where we live
Concord	Longer hours

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	More
Concord	More and more books. I love everything you do! We are so grateful for all of you at the Concord branch. Love your help finding awesome books, e.g., subject book bundles for kids and Concord take-out express. Love your programs for kids.
Concord	More Books!! Magazine subscriptions to Medical and Technical Journals.
Concord	More books!! Sometimes trouble getting books replaced that have been discarded and requests for new books.
Concord	More classes for moms!
Concord	More communication, more author events that are free of reasonably priced. \$25 per event is too much for most senior citizens.
Concord	More convenient location near Highland Creek!
Concord	More ebooks
Concord	More facility
Concord	More fun activities for children
Concord	More homeschool classes. Very excited to be involved in the Lego Robotics class.
Concord	More hours
Concord	More kids programs
Concord	More kids programs
Concord	More law library material
Concord	More libraries
Concord	More new release ebooks.
Concord	More parking near
Concord	More programs for seniors that would encompass the use of the meeting rooms/library as the senior center is not accessible by public transportation. A variety of programs will also allow for multi-generational visitation of the library.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	More reference books, especially genealogy and business loans.
Concord	More resources are needed in the way of books. Otherwise everything else is good.
Concord	More toddler/preschool hands on "classes".
Concord	more variability in sitting alone or with a group kinda like the teen section
Concord	More water fountains
Concord	NA
Concord	Need a library for highland creek/Cox Mill area. The closest library to Cox Mill is Concord or Kannapolis downtown which are 20 miles away.
Concord	Need Library close to Odell Primary and Elementary Schools.
Concord	Need one close to harris road middle school
Concord	New books, support for home schooled students.
Concord	no improvement needed :)
Concord	None – runs smoothly to me
Concord	None at this time.
Concord	None.
Concord	Not sure how I can request a book that is not in the library - like order a new book for circulation
Concord	Parking is somewhat of an issue at times.
Concord	Perhaps more "new release" audiobooks
Concord	Place new books so that elderly don't need to bend to floor.
Concord	Please see comment about user name below for online account.
Concord	Possibly having longer hours
Concord	Previously you could see when checked out books were due. This was helpful.
Concord	Proveyendo mas actividades para niños entre 5 y 10 años.
Concord	Provide more self books.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	Realmente tienen personal muy eficiente y tratan de ayudar cuando uno necesita.
Concord	Remove chair next to the "Hold" section for books.
Concord	Reserve books don't always work out so well. I was told 4 weeks for a book, so I went and purchased. The next day got an email that it was available.
Concord	Return to a Website that includes a mobile format – would be awesome. Comfortable reading areas,
Concord	Search facility could be better to locate books in the aisle
Concord	Searching for books on your website is terrible... The print is too small... It has changed in the past year or two and the old one was much betterOkoo
Concord	Some of the older books, i.e Advise and Consent (Alan Drury) are not listed in the card catalog. Do you sell or dispose of books after a certain "use by" date?
Concord	Standing desks and more private study cubicles might be nice.
Concord	Stay on point
Concord	The existing libraries are good.
Concord	the facility could use a make-over to get a fresher "look" and more welcoming.
Concord	The library is really far away. We would have loved to come all summer, but couldn't work it into the day due to drive time.
Concord	The library staff is wonderful and very knowledgeable about library services and resources, but space is at a minimum .a
Concord	There could be a location closer to Moss Creek.
Concord	Todo esta bien.
Concord	Very far from my place. Not easily accessible,
Concord	We live in Cabarrus Co and pay taxes to fund the library and very rarely get to use the services because the locations are so far away. Please open a branch on the west side of the county near Highland Creek/Concord Mills! I dropped off books we rented on a Saturday and it took me an hour, round trip.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord	We need a library closer to the Poplar Tent / Harris Rd area.
Concord	We need a library closer to the Southwestern part of the county - near Cox Mill and/or Odell school districts. Having to drive 30 mins to the library on downtown Concord is difficult, especially for working parents.
Concord	We need a library near Odell Elementary/ Harris Middle school . Current library is too far and not having sufficient space and resources . Concord is growing very fast and need a new library. Appreciate that you are taking some feedback
Concord	We need a new facility for 28027. Our kids are missing so much as we are not able to take them every 2 weeks period. It's too far for us. So, we request you to please provide us.
Concord	We need good library with lot of good books and English movies so that folks who come to the USA can understand our culture bit better via movies and magazines.
Concord	We need more locations in Concord.
Concord	We need one closer to our community.
Concord	We would love to have a closer branch to the Skybrook, Winding Walk, Christenbury and Highland Creek neighborhoods.
Concord	Wider selection of Christian books
Concord	Would like to see more ebooks and audiobook selection to be built upon.
Concord	Would like to see more large print books.
Concord	Would love a closer branch! With so many new homes in the Poplar Tent / Harris Rd area, a new closer branch is warranted. Could exchange/return books more often
Concord	Would love something closer to Moss Creek.
Concord	Would love to see the downstairs floor opened up with new inviting seating areas.
Concord	Young children are often unruly and loud after storytime.
Concord, Harrisburg	A library is needed in the Moss Creek area of Concord. A library/park combo would be great.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Harrisburg	A small snack stand would be nice & also could be beneficial at the same time. It could allow families or individuals for that fact, to take a break without having to leave the library area & provide them with a refreshing and or healthy snack & beverage, that is affordable or possibly donated from local businesses & or other complimentary restaurant establishments, that would be willing to donate some sort of food, chips & nonperishable drinks hot dogs, apples, oranges etc. on a daily or bi-daily basis.
Concord, Harrisburg	Allow longer checkout time/weeks for new books.
Concord, Harrisburg	At Concord train staff that if they are sitting at checkout, they should be ready to checkout patrons. Not working on their projects and making patrons wait. Secondly at Concord, please install a checkout station upstairs for children's materials. I have had more than one kerfuffle with library staff over my special needs children behavior while checking out.
Concord, Harrisburg	Children, teen, and adult program hours should be later in day and/or weekends to allow working parents to participate more.
Concord, Harrisburg	Doing an excellent job
Concord, Harrisburg	Everyone on the children's floor is amazing!!!! However, the front desk staff has left something to be desired with attitude and kindness recently at the concord location.
Concord, Harrisburg	get more online databases accessible from home. specifically find my past/persi,
Concord, Harrisburg	I didn't see it but I also like that you people come out and do presentations. The ones I have heard are knowable and do an excellent presentation.
Concord, Harrisburg	I do not love visiting the Kannapolis branch as much as I love the Concord and Harrisburg branches. I avoid it if I can. The front desk is very off-putting & didactic, so if I would like to discuss anything with library staff, I pick a different branch. The children's staff is delightful, though.
Concord, Harrisburg	I live at concord mills mall area, exit 49 of I-85. It would be great if we have a library nearby so we can use library services more often. Currently we have to come to concord or Harrisburg to use library services.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Harrisburg	I see a need for app that helps to browse and hold books.
Concord, Harrisburg	I wish I didn't have to drive 20 minutes or more to go or take my kids to a library
Concord, Harrisburg	I wish that the ebooks were easier to access on my Kindle. I wish that there were programs for school aged children and more partnerships with schools.
Concord, Harrisburg	I wish there were more young adult and nerdy activities for 20s and 30s. Seems like all the fun stuff is for teens. My husband loves video games, Pokémon, Minecraft and board games, and would love a group of adults for that. I would like to see more fun activities for younger women, book clubs/discussions, etc. that don't require having a kid to participate and meet people. A lot of programs seem to be geared for either children or grandmas who have hobbies, with no in between.
Concord, Harrisburg	I would love a facility closer. It takes us about 20-30 mins without traffic to get to any of the current branches. I would LOVE a facility closer to us!
Concord, Harrisburg	I would love to see a greater selection of new nonfiction books.
Concord, Harrisburg	In an effort to make current library services available to our limited English proficiency community members, can we try and provide the services in bilingual depending on the demographics of the area the library is located? If flyers, or communication is provided in Spanish, can we make sure the translation is accurate? On one occasion, there was an event card printed & been distributed at the Harrisburg library which said "come meet us at" which should have been translated to "venga a conocernos" but instead it was translated to "venga a carne". Carne means Meat not meet. I thought it was funny as perhaps it was just google translate error but it would be a great idea to use translation resources in the area to make sure that communication is accurate.
Concord, Harrisburg	In the Harrisburg branch, potentially moving the children's section to the back (farthest Left) side to give the kids more privacy. It feels too open at this location in comparison to Concord branch that has the kids library on the 2nd floor
Concord, Harrisburg	More books that embrace Christian world view for the growing number of homeschoolers in not only N.C., but Cabarrus county. We rely on good books that we recommend purchasing based on our curriculum lists that we use.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Harrisburg	More large print books if possible.
Concord, Harrisburg	More movie DVDs and music CDs.
Concord, Harrisburg	More options for toddler story time.
Concord, Harrisburg	More selection of the books.
Concord, Harrisburg	My checkout history goes back to 2012. I have numerous children's book, DVD's, and books I didn't care for. I would love to be able to delete what I don't want and keep what I do.
Concord, Harrisburg	Open a facility closer to Highland Creek.
Concord, Harrisburg	Open one near Highland Creek!
Concord, Harrisburg	Order more books when requested. Oftentimes, I find you may not carry a book, but won't order it unless enough people have requested it.
Concord, Harrisburg	Sofas and coffee tables
Concord, Harrisburg	Text reminders for overdue materials
Concord, Harrisburg	The library is too far away from highland creek Cabarrus side for it to be convenient. A closer library or even just a return would be so much better .
Concord, Harrisburg	The personnel could be a little quieter. Some speak louder than is necessary and can be heard throughout the facility. The library at the Harrisburg branch has outgrown its facilities. Either they need a new building or they need to extend the current building.
Concord, Harrisburg	The services in each location should be set up as closely to being the same as possible.
Concord, Harrisburg	We need a library closer to our neighborhood of Winding Walk.
Concord, Harrisburg	We need a library closer to us! We go to Harrisburg and Concord for books, movies, summer book club, story hour etc. it would be great to have one close to Moss Creek!
Concord, Harrisburg, Kannapolis	A library closer to poplar tent and Harris rd
Concord, Harrisburg, Kannapolis	An exciting schedule of programs for the summer, and one for the rest of the year for homeschoolers focusing on not just reading but science and art and stem for example.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Harrisburg, Kannapolis	Build a library near highland creek/skybrook/Winding walk area (Prosperity Village). Somewhere close to mallard creek rd, prosperity road, Benfield, or poplar tent. Currently there are no libraries located near us, and the distance to them is a definite deterrent from us using the libraries (20-30 min away and longer with traffic).
Concord, Harrisburg, Kannapolis	I love seeing more and more activities for children getting added. I love the story times/music classes for my younger child and the after school enrichment activities for my older child. It would be nice if there was a large library-wide calendar (paper copy) of children's activities available all year just like during the summer. We live about 20-25 minutes from 3 branches and don't just go to one.
Concord, Harrisburg, Kannapolis	I wish the RB digital account was easier to set up and access for elementary age children.
Concord, Harrisburg, Kannapolis	It would be nice to have a library branch closer to where I live. I live in the area near Poplar Tent and Harris Road. Even a drop box in the area would be very helpful.
Concord, Harrisburg, Kannapolis	It would help me a lot to have a little slip of paper or a stamp in the book to help me remember my due date. Sometimes old ways are a little better!
Concord, Harrisburg, Kannapolis	More activities for teens and homeschoolers
Concord, Harrisburg, Kannapolis	The Harrisburg staff is professional, friendly and go beyond trying to meet your needs.
Concord, Harrisburg, Kannapolis, Mt. Pleasant	MP library to expand. More craft activities for children. Revise summer reading program for children ex. More rewards more incentives.
Concord, Harrisburg, Mt. Pleasant	I had a terrible time learning to use RBDigital. I still have troubles even though I am able to take out books. Sometimes I ask someone and they are familiar and sometimes they don't know much more than I do. Also, RBD does no respond - it hands. I also have not been able to find out how to get into the free classes. You need more customer education.
Concord, Kannapolis	1. More toys/things to play with for the kids in the children's department. 2. I wish the library website would let you use a username and password instead of your library card number to log on.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Kannapolis	Better e-resources
Concord, Kannapolis	Charged for a book that was damaged but not by me. Refused to pay so no longer able to use my library card
Concord, Kannapolis	Closer facilities in all of Cabarrus Co. The closest one to me (on the most Western side of the county is still 30 min away).
Concord, Kannapolis	Ebooks collection is small.
Concord, Kannapolis	Everyone extremely friendly and nice
Concord, Kannapolis	Everyone I have had the pleasure of speaking with at the library is more than wonderful
Concord, Kannapolis	Everything is great.
Concord, Kannapolis	Excellent
Concord, Kannapolis	Expanding online resources for genealogy would be helpful. I am specifically speaking to those resources that can be accessed remotely, such as Newspapers.com. It would be great to have access to additional newspapers across NC.
Concord, Kannapolis	For the most part staffs are friendly, but there is always the one older lady that sits at the front desk (at Kannapolis) that could use a lesson in customer service/support. We are always left standing there waiting for help to check out our books. She should be taught that library patrons comes first. Whatever she is working on can wait (example, placing price stickers on earbuds). Other days, she's not doing anything but sitting at the computer and basically pretends she doesn't see us waiting for help. It would be another staff ending up helping us.
Concord, Kannapolis	Friendlier customer service by some staff
Concord, Kannapolis	I am very happy with the library. My boys and I love going to the Kannapolis Branch, which is the closest and still about 30 mins from home.
Concord, Kannapolis	I have not found the Concord library very helpful regarding genealogical research
Concord, Kannapolis	I live 25-30 minutes away from all 4 branches. With such a high concentration of neighborhoods in the Southwest side of Cabarrus County, it is shocking to me that there isn't a library this way. We need a branch near us!

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Kannapolis	I miss the classes for adults you had in the past. Classes on nutrition, living with a chronic condition, preventing falls, yoga. Some were sponsored by the Senior Center. All I took were great. Any subjects that would be of value or use to the patrons of the library. There seem to be many, many for children and young adults (which is GREAT) now, but I'm not seeing the fun, interesting programs/classes for adults and seniors that you offered in the past.
Concord, Kannapolis	I think the resources are fantastic!
Concord, Kannapolis	I would like to see extended hours for all branches, but particularly the Kannapolis branch. A teen services area is needed. In general, the Kannapolis branch lacks the atmosphere of a community gathering space that is becoming more prevalent in other areas. This branch is not seen as modern or particularly friendly.
Concord, Kannapolis	I would love to see more Spanish books for kids available and Spanish audiobooks
Concord, Kannapolis	I'm really happy about the homeschool services that have been implemented. I would love to see more programming for book discussions.
Concord, Kannapolis	I've always had trouble with the printer. Specific instructions are further needed. Also there is no fax.
Concord, Kannapolis	It would be of great benefit to the community, if a library branch was added to the developed space at the intersection of Poplar Tent and Harris Road.
Concord, Kannapolis	More book options – art, art history, self-help, etc.
Concord, Kannapolis	More books
Concord, Kannapolis	More books.
Concord, Kannapolis	More homeschool activities
Concord, Kannapolis	More public computers, separate computer lab
Concord, Kannapolis	Recommend books
Concord, Kannapolis	Senior programs
Concord, Kannapolis	Services would be much better if there was a library closer to us. We have to drive at least 20-30 minutes to get to one. We live in Cabarrus on the mid-west side near Huntersville/Charlotte.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Concord, Kannapolis	Survey each of these individually. Fulfill the need where there is lack and needs for improvement. Add more library locations. Establish a task group to work with customers and issues. Ask for volunteers especially from persons, who utilize the library frequently.
Concord, Kannapolis	The library needs to be cleaned more often.
Concord, Kannapolis	We love the family Saturday story time.
Concord, Kannapolis	We love this library!
Concord, Mt. Pleasant	More audio books for children and more books for children in general.
Concord, Mt. Pleasant	More classes (computer)
Concord, Mt. Pleasant	More homeschool classes in the morning or classes for school-aged kids in the morning
Harrisburg	A couple times we returned books & they were shelved but missed getting checked-back in through the computer system. As in all new situations, the first time is easy to remain confident in the library. But the second time it happen, just makes me wonder how many other patrons experienced this and if there's a way to improve the check-in procedures to reduce check-in errors.
Harrisburg	A drive thru reserved book pick up would be phenomenal:)
Harrisburg	A library closer to Cox Mill part of the county.
Harrisburg	A library closer to our side of Concord and neighborhood (highland creek).
Harrisburg	A new facility is needed in the eastern part of the county. There are a lot of large neighborhoods and the area is still growing. I live in Moss Creek (off 73) and no matter which library I want to go to it takes at least 25 minutes to get there. Because of the time it takes and the traffic we don't visit the library as often as I'd like.
Harrisburg	Add a library near Highland creek area with children's programming and storylines!
Harrisburg	Add more ethnic books.... by black authors for children, teens & adults.
Harrisburg	Better selection for ebooks

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	Better selection of new books
Harrisburg	Build a library near the highland creek, sky brook, winding walk area. There is no library near this part of the county
Harrisburg	Classes on 'How to use the library computer system' Classes on computer use for the internet and computer use in general for older adults and how to use these new s mart phones Classes for library web site
Harrisburg	Closer to NE Concord.
Harrisburg	Currently the closest branch is 30 minutes away. Our kids love to go to library but we can't use as frequently as we would like to. We live in winding walk neighborhood and would love to have a branch close by. The area is so densely populated now and it definitely warrants a branch close by.
Harrisburg	Depending on a book order request, it can take quite a while to get a book into circulation.
Harrisburg	easier way to get books downloaded for digital devices
Harrisburg	Every time I'm in there it is very loud , the people and. children that visit and employees , I commented to employee at one time and they brushed me off about it , I told them there was no way that I would ever be able to come in there and study , there was no care or concern and about my comment. I also commented that the employees need not to be so loud in there socializing With one another while working . It was very disturbing. Library has become a place that you Can Not go study or read or have quiet time . Reminds me of a noisy bookstore .
Harrisburg	Harrisburg needs a bigger library.
Harrisburg	Have multiple copies of each book.
Harrisburg	Having a branch in concord
Harrisburg	Homeschool programs for children and teenagers would be wonderful. Also, a Spanish speaking group for those trying to learn the language would be beneficial.
Harrisburg	I could not ask for a better local library. The staff is friendly and welcoming and helpful! Snow makes such an effort in responding to requests and getting them uploaded so quickly. She is amazing!

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	I live in the Christenbury community and would love to have a satellite branch here. Our area is growing so fast. In the meanwhile I utilize The Harrisburg, which more convenient than Concord branch. I introduced my grandchild to the library but she lives off Rocky River, which requires more driving . But thank you for being there.
Harrisburg	I love the Harrisburg library staff!
Harrisburg	I love the kids programming. I do wish more options would be available on Saturday day hours though. It is difficult with after school activities to get to most of the programming times.
Harrisburg	I might be unusual, but I tend to put books from "highly recommended" lists on hold. There are often just a couple copies of some very popular ones like "Invisible Man" and "Things Fall Apart" and it's a long wait. If we had more copies of those, we could advertise "Great American Read" books. There might not be much interest there, but there is enough that there is a long wait for many of these older books.
Harrisburg	I really don't know how you could possibly improve.
Harrisburg	I think as a senior, there need to be some classes for us
Harrisburg	I use my iPhone for all store cards, this included the Library. I'm now forced to use the auto scan do hickey but find that lots of the books have a hard time scanning? Need to get that scanner working better, and it would be nice if the Librarian could also scan code on phone to check me out? My kids have been to many of the programs put on like STEM and I'm told it seems to be a lot of recycled material, like the same thing over and over? We don't go to as many as we used to but they do/did love the classes!!
Harrisburg	I wish that the on-line catalog function worked. I've never been able to access this from home or work.
Harrisburg	I wish there were more options available through the rb digital app. Also, I wish Harrisburg had some Spanish language children's books. Since it's the closet library to Carl Furr Elementary which has a Spanish Immersion program.
Harrisburg	I would like for the library to have a wide change of books, increase the number of titles available for both kids and adults.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	I would like to have access to more audio books through R B Digital.
Harrisburg	I would like to see more options available for ebook/audiobook on RBDigital. The selection of books seems limited. I'd also like to see a larger and more current selection of books in Christian section.
Harrisburg	I would love a branch closer to our area of the county. We live in the western part of the county close to the Charlotte Mecklenburg line/Huntersville.
Harrisburg	I would love to see more audiobooks for children in the Harrisburg library . Also more story time slots at the Harrisburg library, they are always very crowded. And more programs for homeschoolers, like a homeschool story time or book club.
Harrisburg	In NW Concord there are no close libraries. A large portion of the population is completely unserved. If no library can be built at least let us have Mecklenburg library cards for free. I have never seen an area so underserved as this ever. And most communities let their adjoining communities have free access.. I am 55 and lived many places
Harrisburg	Increased quantity of eAudio books available to check out. Also, a better Cabarrus County Library mobile app, where an image of my library's card can be scanned and better search and checkout features.
Harrisburg	Is there a way to eliminate fines?
Harrisburg	It seems the system my kids look up books on is rarely accurate. Often it says a book is there but isn't. Also several times I have turned in movies and then gotten a late notice. We've come to the library to enquirer and been able to find the movie we've turned in on the shelf.
Harrisburg	It would be nice to have more latest fiction/novels available to read.
Harrisburg	Larger selection availability at the Harrisburg branch. I usually have to be wait listed for many "book club" recommended books or they have to come from another branch.
Harrisburg	Latest books, etc. available in more timely manner like at CMS ; IT problems like self-checkout terminals resolved quickly.
Harrisburg	Latest books, etc. available in more timely manner like at CMS ; IT problems like self-checkout terminals resolved quickly.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	Library needed near moss creek. Lots of homes with children nearby need closer location.
Harrisburg	Longer hours, sometimes it is hard for me to get to the library when it is open
Harrisburg	Make it easier to check out books and videos with your library card. Still can't check out anything but children's books and I'm 67 years old. Why would I want that?
Harrisburg	Many of the children's DVDs are scratched - getting scratched DVDs off the shelf would be helpful.
Harrisburg	Miss Shay is not friendly, helpful, and I'm concussed on why she's the children's librarian when she acts like children are too noisy or s burden. There's another lady who has glasses and short cutely hair who is extremely rude and unpleasant. I'm no longer using the Harrisburg Library. Both of these ladies make our experience unpleasant and overly stressful.
Harrisburg	More adult programming. More timely acquisition of new books (CMS library branches have them much sooner) More timely IT fixes to software, etc. -- especially self-checkout terminals
Harrisburg	More book clubs at different times for adults
Harrisburg	More choices for the book giveaways.
Harrisburg	More current kids movies.
Harrisburg	More ebooks
Harrisburg	More homeschool activities
Harrisburg	More hours of operation, more books.
Harrisburg	More materials Please organize fund raising
Harrisburg	More programs available in Harrisburg. Most seem to be in Kannapolis or Downtown Concord.
Harrisburg	more toddler classes, ideally weekly and at the Harrisburg location
Harrisburg	My closest library is a solid 20 minute drive with no traffic. When I lived in CA, I could walk to my public library. I took my oldest son to story time in his pajamas every Tuesday night when he was 3. He read at a post high school level before he left 5th grade. A close neighborhood library has a huge impact on all children, no matter the income.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	My family absolutely adores the staff at the Harrisburg Library. They are consistently so nice and helpful. That being said, the adult collection tends to feel like it was picked out by a 78 year old woman who doesn't believe stores should be open on Sunday. I'd love to see more resources go into developing that collection. I've noticed that most titles I'm interested in have to be checked out from the new books (along with a sooner due date) or be transferred from other branches. The exact opposite can be said for the children's department. We always manage to find armloads of fabulous titles, especially in the picture books.
Harrisburg	My son receives tutoring at the library and I wish there was more "quiet/private" space for that. Also the teen/tween area is quite small that could use more space or updating.
Harrisburg	NA
Harrisburg	Need a larger meeting space. Continue with the special programs but need more room- need a new building.
Harrisburg	Need a location near Hwy 73 and Poplar Tent Rd in Cabarrus County
Harrisburg	None at this time
Harrisburg	None. I even have my own personal librarian, Lisa, at the Harrisburg library. She puts books on hold for me she thinks I'll like. ALL the ladies (and Davey) are absolutely wonderful!
Harrisburg	Nothing. Love this library and its staff.
Harrisburg	Offer teen and adult community service opportunities
Harrisburg	Open on Sat and Sun
Harrisburg	Parking can be a problem. If I have to park in the side parking lot, I have to go down steps and then up steps again. I think a sidewalk should be built from the side lot to the front porch, or else let patrons have access to the side entrance.
Harrisburg	Possibly making the website easier to navigate.
Harrisburg	Rb needs more books that are part of a series by individual authors.
Harrisburg	Saturday programming from toddler to children. Working parents want their kids to enjoy some of the programming closer to home town.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	Self-checkout stations More adult programs (intellectual and cultural) Faster ordering of new books and DVDs. CMS Library surpasses Cabarrus on all counts. Worth paying a non-resident fee and belonging to CMS library system with branches close by.
Harrisburg	Some of the men that work at the Harrisburg branch are rude and very unwelcoming.
Harrisburg	The closest library to me is in Mecklenburg county even though I live in Cabarrus. I would love to have one closer to SkyBrook, Winding Walk area. I would use it a lot more if it were closer
Harrisburg	The collection of board books for young children could be improved upon. And more space is desperately needed for Harrisburg Library programming!
Harrisburg	The computer system could be easier to navigate
Harrisburg	The e-audio resources are difficult to use. Also, the library is too far away. There needs to be a dropbox or bookmobile by Concord Mills.
Harrisburg	The Harrisburg library MUST have a bigger library. Very outdated. Wonderful staff, but the town has outgrown the library. Not enough space. Please remodel or tear it down and start over. Love the adult book club!!
Harrisburg	The library could expand the amount of children related programs that teens can volunteer & help with.
Harrisburg	The website is difficult to navigate. Requesting books to be put on hold is confusing. There is little help if you are lost or confused.
Harrisburg	They do a great job as is.
Harrisburg	This may be trivial, but it would be nice if the upper back door was open to enter and leave the library.
Harrisburg	Unfortunately, I'm not able to visit our public library very much because there is not one anywhere near us. The closest library is 10 miles away and would be a 40 minute round trip drive. This makes it very difficult to access the library and the resources available.
Harrisburg	Very polite and friendly staff.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg	We live in Cabarrus county but there is not a library near us. We live in the southwest corner of the county and drive to Harrisburg to go to the library. It would be great to have a library or even a drop off box in our area of the county.
Harrisburg	We love audiobooks, especially Christian themed.
Harrisburg	We moved from Fairfax Country Virginia and we had a much larger selection of books available. We do enjoy the library services here--I mean who doesn't like reading books for free! But we are disappointed in how many books the library system does not have. More books by Jessica Day George and Shannon Hale, any books by Georgette Heyer, collections of Charlie Brown, Calvin and Hobbs and Asterix comics to name just a few. But, we love the Harrisburg Library staff. They are very helpful, and very much like part of our family :)
Harrisburg	We need a branch in western Cabarrus County. It takes at least 20 minutes (and often more) to get to the closest branch.
Harrisburg	Website would be better if it were easier to access and navigate. A library in the Concord Mills/Highland Creek/Skybrook/Moss Creek/Christenbury/Cox Mill area would be a wonderful addition that would service many.
Harrisburg	Weekly riddles for teens
Harrisburg	When it is time for the card to be renewed it would be very helpful to get that as the message instead of just "privilege revoked" or however it is worded now. Also would be nice to be able to do this online instead of having to make a trip to the library just for this.
Harrisburg	When my arm was broken, it would have been nice to have a service that delivered books.
Harrisburg	Would be great to have more copies available of new books that come out.
Harrisburg	would love to see the digital library have more availability and more options
Harrisburg	Your customer support has never failed me
Harrisburg, Kannapolis	1. Current events displays. 2. More computer classes. 3. Staff helping at computers full-time.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Harrisburg, Kannapolis	I would love to have an e-receipt option. I never even look at my paper copy because it gets lost, I always check my online account for when books are due. I also love that I get the email a few days before they are due as well.
Harrisburg, Kannapolis	More inventory
Harrisburg, Kannapolis	We need to have library resources available in our part of the county. I don't use the library as often as I would like because I have to drive over 20 minutes to get to the closest branch. If I want to check something out, I have to make sure I will be able to return it in a timely manner.
Harrisburg, Kannapolis	Would so use the library on a regular basis if there were one closer to us!
Harrisburg, Mt. Pleasant	An app that would allow us to search, hold, and renew books would be SO helpful!!!
Harrisburg, Mt. Pleasant	Get the homeless people out of the bathrooms and sleeping in the concord branch
Kannapolis	- continue offering books via the internet - See if you can offer Travel video's and Historic video's via the internet
Kannapolis	1. Get the Holy Spirit Encounter NLT Bible. 2. I need a bigger selection of movies. I'm running out of options.
Kannapolis	A location closer to my home by Poplar Tent Rd.
Kannapolis	Additional copies of books. A closer library to Moss Creek area.
Kannapolis	Afternoon children's music/reading time. Love the programs, but once school starts it's hard to get my youngest one here.
Kannapolis	All good
Kannapolis	An app. It would be much easier to request and review our account via an app.
Kannapolis	being open on the holidays
Kannapolis	Better digital resources.
Kannapolis	Better selection esp. newer books
Kannapolis	Dragon Ballz group

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Kannapolis	Elise gave me assistance completing transcript request online.
Kannapolis	Everything is great, I just wish it was closer to my house. I can only go once a month if that because of the locations.
Kannapolis	Get rid of the current book-ends. They are very hard to move when shelving books.
Kannapolis	Getting more movies for children!
Kannapolis	Getting new audio books and adult fiction in a more timely fashion.
Kannapolis	Have access to other library records from other states and genealogy and local history.
Kannapolis	I think it is great the way it is. I am not very active so it fits my needs.
Kannapolis	I believe our library serves all of us very well.
Kannapolis	I feel like any time I am looking for a specific book at the Kannapolis Library it is always at another location. I wish the Kannapolis Library selection was better.
Kannapolis	I find it difficult to get the schedule for the month from the library's website directly. I often have to search Facebook and the friends' site to obtain that info.
Kannapolis	I have found everyone to be super-helpful.
Kannapolis	I know it's a matter of funding, but any increase possible to the amount of e-books and e-audio available would help so much.
Kannapolis	I think audiobooks should be loaned out for the same length of time as physical books. And you should be able to renew audio and e-books just like physical books. Maybe spotlight the books from the Great American Read list on PBS.
Kannapolis	I would like better incentives for the summer reading program. My readers enjoyed getting free books upon completion of their list. Maybe they could receive free pizza certificates or movie passes etc.
Kannapolis	I would like computer classes demonstrating potential uses of library computers.
Kannapolis	I would like for the audio books recommended in the Book Pages to be available on the shelves or via RB Digital. They never are.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Kannapolis	I would like the library to stock more of the books that I want to read, but that's a very minor issue. I am often surprised that you have as many of the books I look for. With the budget limitations you must deal with, I am pleased with what you have to offer.
Kannapolis	I would love to be able to use Overdrive (or Libbie) for audiobooks and ebooks.
Kannapolis	I would love to have a library closer to my home. I live near Poplar Tent and 73.
Kannapolis	I would love to see a more engaging children's area with vibrant colors and interactive decor and imaginative play toys.
Kannapolis	I'd love to see more audio books for kids or Read-A-Long books with CDs for kids.
Kannapolis	It would be nice if the Kannapolis Library staff would occasionally look up from their computers, or from talking with each other, and acknowledge patrons presence or maybe even speak to you. The library website is also poor.
Kannapolis	It would be nice to see more culturally diverse books, and resources.
Kannapolis	Keep the staff you have. They are exceptionally nice and helpful.
Kannapolis	LARGE clear signs that say " this computer for library lookup" or "copy machine" etc. Maps (a flyer or a poster on stand) when you walk in with details of where what's at and who to ask for what...we all hate having to ask or feeling like we stand out because we can find something i.e.; books on hold, self-check, bathrooms...
Kannapolis	Less use of cell phones by people in library
Kannapolis	Locations are too difficult to access! Downtown Concord difficult for new drivers/teens, others too far.
Kannapolis	Make resources for ebooks easier to understand and put the information at the desk.
Kannapolis	Moe children's activities for 2 year old. We've been asked to leave storytime because of age and he's 2.5!
Kannapolis	More activities. More things for teenagers.
Kannapolis	More adult programs
Kannapolis	More books , newer books

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Kannapolis	More books from Rabindranath Tagore, Bankim Chandra Chottopadhyay
Kannapolis	More books from Sue Ann Jaffarian please. Customer service has been great anytime I've been by the library. I appreciate that.
Kannapolis	More books on horoscopes
Kannapolis	More e-book access
Kannapolis	More frequent children's activities with a broader scope. More story time hours and themes. More special events. More engaging activities that hold the interest of a toddler/preschooler.
Kannapolis	More interesting adult programs (arts, crafts, interest groups)
Kannapolis	More large text books
Kannapolis	More new books in large print. When books are a series, acquire and keep all or let all go at once.
Kannapolis	More new children's books
Kannapolis	Need a branch in the Highland Creek area.
Kannapolis	Need one closer to Concord close to Hwy 73/ Odell school road area. I end up not using the library because it's almost 30 minutes for me to get there.
Kannapolis	New release videos, more of them
Kannapolis	No improvement
Kannapolis	None
Kannapolis	None that come to mind
Kannapolis	None that I can think of. We love the library.
Kannapolis	Nothing. Everything is top notch.
Kannapolis	People want to feel welcome to obtain knowledge.
Kannapolis	Personally I think having a library closer to where we live. I have to drive almost 30 min to a library.
Kannapolis	Please get an APP! It would be so much easier to do holds, check due dates, check fines, etc. also for the summer program.
Kannapolis	Provide a drive up/thru to return books.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Kannapolis	Reading habits in children Reference for adults
Kannapolis	Review best reading lists from various websites, including Pinterest. Have more of those books on suggested reading lists by grade level. Some at the front desk, aren't so friendly or helpful. More updated website, and potentially even search for books at a home computer and reserve from an outside computer through private logon. Often the books you don't have, or at another library, or already checked out.
Kannapolis	Sería bueno que tuvieran una mayor variedad de libros en español, no traducciones, sino libros escritos por autores hispanos.
Kannapolis	Shorter wait times for new material
Kannapolis	Staff at the Kannapolis Library basically ignores patrons. When a people enter the library, the staff does not greet them. Usually, the staff does not look up from what they are doing. Many times they are in conversation with another staff member. This happens even when the library is mostly empty so it is not a matter of the staff being busy helping lots of patrons. When they check you out, they barely acknowledge you. Someone needs to train this staff in customer service. The staff at the Rowan Public Libraries are always friendly and welcoming.
Kannapolis	The ebook site isn't very user friendly. It is very confusing. I have used the Charlotte-Mecklenburg Library and Free Library of Philadelphia ebook sites (both of which utilize the Overdrive system) and they are very easy to navigate, unlike the Cabarrus Library ebook website.
Kannapolis	The library is here. You have to come to enjoy, to learn. Parents do not have time to bring children.
Kannapolis	The library would be much improved to go back to being a place for learning with a book in hand. You have gotten rid of so many books, while space remains on your shelves. I was astonished to find that when my children went to find books for their research papers, the library staff told me to go the internet, that they no longer carry those kind of books, just mostly entertainment reading. I may be old-school, but I don't want my kids relying on media for everything. I want them to grow up flipping pages, with a book in hand, not a piece of electronics. Also, a better selection of wholesome books would be preferable. It seems that a high percentage of kids and teen books are all full of vampires and goblins. More wholesome books about real life is what builds kids' minds and character. Thank you.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Kannapolis	The system of cards is outdated. The penalty for not having a card is extreme. It would be better served if you can download an app that you might sign in with each time for security.
Kannapolis	There needs to be a library to service the 10's of thousands of residents and tax payers near and around Miss Creek in NW Cabarrus
Kannapolis	Turn air conditioner to "warmer."
Kannapolis	Updated multicultural materials
Kannapolis	We need a closer library by zip code 28027.
Kannapolis	We need another library on the western side of the county.
Kannapolis	We would like a library close by.
Kannapolis	We would love a library closer to our community.(Moss Creek) or bookmobiles to visit the area.
Kannapolis	When programs are cancelled it would be nice if text alerts could be sent out to those who signed up for program.
Kannapolis	Would like computer classes offered more often. The people are very helpful that work there.
Kannapolis	Would like to see library staff in different rooms and visible to the public to assist patrons.
Kannapolis	You need more Roblox books. That's it.
Mt. Pleasant	Bigger room at MP for programs. Every event they hosted this summer was too full. Room is too small.
Mt. Pleasant	Bigger room to hold more kid activities
Mt. Pleasant	Everyone does a wonderful job; more space would be nice.
Mt. Pleasant	Expand the selection at MP. We go to other locations to get Audio books and kids' CDs.
Mt. Pleasant	Expand, community program
Mt. Pleasant	Expand! There is not enough room for all the great programs.
Mt. Pleasant	I have a pretty good technical background, but still struggle with accessing eResources and digital formats. Please continue to work on making these more accessible, especially for those who struggle with technology.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Mt. Pleasant	I miss the classic children's books they used to have. It seems like shelves have been emptied to make room for new releases. I can't find Hank the Cowboy, Trixie Belden, Freddy the Pig, Nancy Drew (only a few copies per branch).
Mt. Pleasant	I think the workers at the library are the most helpful and friendly and I wouldn't change a thing!
Mt. Pleasant	I use the Mt Pleasant branch and it is in dire need of more space. They have an excellent staff, but every inch of the building is put to use. They need to expand. I believe this Mt Pleasant Library Branch serves more people with the smallest space than any of the other branches. My last library in Hendersonville, NC had a space in the entryway for a table of donated magazines. Patrons would bring in their read magazines and pick up some they hadn't read. It was a recycling project. When I asked at my Mt Pleasant Library if they had such a service the answer was, "No, we do not have the room.]"
Mt. Pleasant	I use the Mt. Pleasant branch. The staff are very helpful and friendly. It is a lovely place to go. They do a lot with their small space but they could use more room!
Mt. Pleasant	I wish the library was bigger, but I'm usually able to get the books I went sent over.
Mt. Pleasant	I would like to see more health, nutrition, and wellness resources (for both adults and kids).
Mt. Pleasant	I would like to see more quilting materials.
Mt. Pleasant	I would love if the Mt. Pleasant library expanded, allowing for more books!
Mt. Pleasant	I would love to see a bigger meeting space at my local library and the ability to house more books. Because my library--Mt. Pleasant--is small, programming is often crowded. Also, the teen book section that my daughter enjoys is sometimes inaccessible due to programs requiring a closed door.
Mt. Pleasant	If there is a series of books or a book with a sequel it would be great if all the books were available. There isn't much you could do to improve; the library is great. Thank you!
Mt. Pleasant	Larger facility for programs and books
Mt. Pleasant	Larger library

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Mt. Pleasant	Larger meeting rooms
Mt. Pleasant	Love it the way it is!
Mt. Pleasant	More classic children's literature
Mt. Pleasant	More ebooks to choose from.
Mt. Pleasant	More room
Mt. Pleasant	More room – bigger library!
Mt. Pleasant	More space, currently cramped areas
Mt. Pleasant	More space, more adult programs, keep book clubs
Mt. Pleasant	More titles offered at my branch location (MP). Increase ebook catalog.
Mt. Pleasant	Mount Pleasant needs more room. The meeting room is also the young adult stacks and the children's meeting area.
Mt. Pleasant	Mt Pleasant library staff is amazing! Joy always has the best programs for children. She is engaging and has such a heart for children.
Mt. Pleasant	Mt. Pleasant is top of the list in all areas.
Mt. Pleasant	My branch is in Mt Pleasant . Those ladies are so awesome but I feel like we need a bigger place with more books for children and teens.
Mt. Pleasant	Need more room. Library needs to expand.
Mt. Pleasant	None
Mt. Pleasant	None--Everyone at the Mt. Pleasant Branch is courteous, kind, helpful, and knowledgeable.
Mt. Pleasant	Online classes
Mt. Pleasant	Please expand our library. We have outgrown ours.
Mt. Pleasant	The Mount Pleasant Library needs to be bigger.
Mt. Pleasant	The MP branch is too small, meriting only a Satisfactory rating in # 2. Its lack of square footage hinders the staff's efforts to meet the public's needs.
Mt. Pleasant	The Mt. Pleasant branch is WONDERFUL, but TOO SMALL!!!! I just love the staff. Not only are they kind, but extremely knowledgeable.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
Mt. Pleasant	The Mt. Pleasant branch needs their facilities expanded.
Mt. Pleasant	The staff at Mt. Pleasant are awesome!
Mt. Pleasant	Would love events to visit all branches, MP included!
(None Listed)	A library built on the western side of the county. Our neighborhood is right on the Cabarrus-Mecklenburg line and there are no nearby libraries.
(None Listed)	A library closer to Prosperity village area since north is closed for renovations
(None Listed)	Have a branch closer to the Odell school /poplar tent/ HARRIS rd area of the county
(None Listed)	More children activities on weekend hrs for working parents that cannot make the weekday times
(None Listed)	My closest libraries are not even in our county. It's so odd to me that I live one of the fastest, if not the fastest, growing area of the county but the library is nowhere in sight. We need a library in the Odell School area.
(None Listed)	Please consider putting a library closer to our part of Cabarrus county (western). I would love to be able to use the resources for my children.
(None Listed)	Please have one library branch on the poplar tent and Harris road area.
(None Listed)	Please PLEASE bring us a library around the Highland Creek, and interactive library, children's programs, teens programs, a community center for bands to play... wait that's probably asking too much- just give us a dang library up this way PLEASE!
(None Listed)	Please Please build a library near. I live in Villages of Skybrook off of Poplar Tent Road and pay a yearly fee to use the Mecklenburg libraries in Huntersville (currently closed for renovation). Cornelius and Davidson since they are closer than going to the City of Concord.
(None Listed)	Programs en Espanol.
(None Listed)	The libraries are too far away to be of any use. I live in Moss Creek. Nothing is close enough!
(None Listed)	The reason I selected unsatisfactory is because I live in Moss Creek and it is too far away from me. I do most of my personal business in Huntersville b/c it is closer so I rarely head to Concord proper.

Table A-1. Suggestions for How to Improve Library Services, Resources, Facilities, and Customer Service (Continued)

Library Used Most Often	Suggestion
(None Listed)	There are no library resources within my area which is unfortunate for our youth. Over the summer my son was in need of books however the library was more than 30 min away. Concord library teen section had homeless people sleeping and I would think of letting my kids explore or sit and read. For the most part the Cabarrus libraries are outdated and a disappointment after taking the long trip. I just recently paid for the Mecklenburg family membership library for something more suitable to my family needs. It's bigger the resources therein are current and inviting with a program board. I even found a tutor there.
(None Listed)	We don't have a good library near to our community. I actually had to pay and sign up for Mecklenburg library. I visit the University Mecklenburg library. If there is good library nearby to my community - Brookvue Concord. I would definitely go there.
(None Listed)	We live in Winding Walk- west Cabarrus and there is not a library within a reasonable distance of our home- we have grandparents take us to the University/ Meck Co library instead
(None Listed)	We need a library close to us. We are in a dead zone currently in highland creek area. Closest library is in Huntersville or university. Both take about 35 mins to get to with traffic. That's an hour investment not including time at the library.
(None Listed)	We need a library local to the Highland Creek community.
(None Listed)	Your ebook program is very difficult to use so I have quit even trying. It's difficult to navigate and is not user friendly at all.

Table A-2. What Do You Want for Your Community?

Library Used Most Often	Comment
Concord	A closer library near the intersection of Harris Road and Poplar Tent.
Concord	Need a library for highland creek/Cox Mill area. The closest library to Cox Mill is Concord or Kannapolis downtown which are 20 miles away.
Concord	We would love to see a branch close to the massive community of Highland Creek with over 10,000 people living here I think it's high time we had one nearer.
Concord	A branch in Midland.
Concord	A Cabarrus county library closer to the concord mills mall area.
Concord	A closer library
Concord	A closer library to poplar tent and Harris road. We live in Moss Creek
Concord	A closer location that could accommodate the new subdivisions like Moss Creek, Highland Creek, etc.
Concord	A closer location. It is such a long drive to the nearest library
Concord	A good library in Midland
Concord	A great library!
Concord	A larger facility in downtown Concord.
Concord	A larger library
Concord	A library
Concord	A library branch in Highland Creek
Concord	A library by Harris Rd and Poplar tent.
Concord	A library close by
Concord	A library closer to Concord Mills area
Concord	A library closer to Moss Creek area.
Concord	A library closer to our communities to provide excellent books and programs for all ages.
Concord	A library closer to the Afton area.
Concord	A library closer to the Highland Creek area
Concord	A library closer to where I live. The closest library in the county is 20 min from me, which is very inconvenient with three children under 5. It would be great to have one in the Moss Creek/Fullerton Place/Poplar Woods area.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	A library ext. WEST of 29 in Concord, since that's where the population is EXPLODING. With a decent parking lot.
Concord	A library facility with full staff and resources reflecting the needs of the community with enough space to accommodate those services.
Concord	A library in Northwest Cabarrus county.
Concord	A library near Highland Creek/Skybrook/Winding Walk area.
Concord	A library near my home. Better parking at the Concord branch.
Concord	A Library that was closer. For the size of Concord, one just doesn't cut it.
Concord	a local branch with books, audiobooks and music CD's
Concord	A Midland Library branch
Concord	A new Library
Concord	A new library closer to my home on western side if the county.
Concord	A peaceful environment. A place willing to help those in need.
Concord	A safe learning environment near highland creek
Concord	A safe place to study/read
Concord	A safe, clean library with programs for children and the ability to request holds on books.
Concord	Additional classes
Concord	An additional library branch
Concord	An end to poverty and racial diversity
Concord	Another library location.
Concord	Book club for adults and teens
Concord	Books
Concord	Cabarrus county public library
Concord	Classes for how to preserve a love for reading in kids. How to teach my homeschooler to read.
Concord	Closer branch
Concord	Closer library
Concord	Community is already well represented.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	Continued outreach programs for involvement
Concord	Doing OK so far
Concord	Easier access to books, media and library events.
Concord	Educational tools available for everyone.
Concord	Family friendly activities.
Concord	For cultural/diverse differences to be accepted and valued.
Concord	Friendliness, connection
Concord	Full facility library near to my community.
Concord	Fun, learning
Concord	good books to read
Concord	Growth
Concord	Have a Library near highland creek or moss creek
Concord	Have another Cabarrus County Library; best would be on the opposite side of the current one, like close to Moss Creek. Also, more access It libraries.
Concord	Heard a rumor that we might get a library in my neighborhood, near Target. That would be wonderful!
Concord	I currently live near Skybrook and there is no library anywhere close to us. Would love to see it expanded in our direction!
Concord	I live in Highland Creek—we need a branch closer to us.
Concord	I love seeing the library active with children programs. An interesting and varied selection of books for all ages to enjoy, is essential for any library.
Concord	I love the children's programming for my granddaughter, so I will travel to the different branches since Concord only offers it once per month. I would like to see more children programming on Saturdays aged 5 & up.
Concord	I think Concord needs more affordable restaurants and shops. Enough with the fast food chains! Also, a bookstore with a coffee bar would be great! I would also like to add that Concord does not need another parking garage; that ugly monstrosity on Corbin is an eyesore. What a waste of taxpayers' money. On a positive note, I love the addition on the greenway! It's terrific!

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	I want a place for the community to get together and be life-long learners.
Concord	I want the best
Concord	I want the community to be strengthened by its diversity not divided by it.
Concord	I want tons of books to be available
Concord	I wish there was a library closer to my home. I live in the Cabarrus County side of Highland Creek and have so many friends in Skybrook and Winding Walk that always talk about wishing there were a library closer to home to take our kids to take advantage of all the programs and resources. We don't visit as much because of the commute.
Concord	I would like for the community to become more attuned to using technology for become more enlightened instead of using it for general recreational purpose that dumb us down. This situation creates the proverbial "digital divide" that exists among us and with the rest of the world in general as an American anomaly.
Concord	i would like to have one closer to poplar tent, harris rd near Highland Creek
Concord	I would love a new branch closer to my area (Kannapolis Parkwy/Afton/Hwy 73)
Concord	I would love to see a branch library in the area I live, Moss Creek subdivision. I tutor children and would love easier access to books.
Concord	I would love to see a library on the west side (closer to the Harris Rd/Poplar Tent area). The closest library is 20 mins away from us. While I'm happy with what that library offers, we don't make it anywhere close to as often as we'd like due to the distance. This area of Concord is also the most populated. Unfortunately, if I need a book, it makes more sense to me to order it off Amazon and pay for it, then to drive 40 mins round trip and pay for the gas to do that. I would love a library on this side of concord. Or, at the very least a Dropbox in this area? We could order books on the library's website, which would be dropped off in the Dropbox for pickup. We could return books here as well.
Concord	I'd love for the community to come together to enjoy arts and music and literature.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	I'd love a library for the west side of Concord. It's so far to drive to get to a library, especially with impatient little children.
Concord	Impact
Concord	It would be nice for the library to be a center of activity.
Concord	Library
Concord	Library and all the services.
Concord	Library close to highland creek
Concord	Library closer to skybrook area. I would use the library more if it were closer.
Concord	Library in Afton Village
Concord	Library is doing well
Concord	Library near cox mill school
Concord	Library near to Concord (intersection of poplar tent road and Harris road). Lot of communities around and unfortunately library services are far away (30 mins travel distance)
Concord	Local library access within walking distance.
Concord	Más libros en español
Concord	Meeting rooms and children activities at different times
Concord	More adult interactions, more socialization
Concord	More adult programs
Concord	More book choices.
Concord	More books and Journals, see above.
Concord	More Books and Journals, see above.
Concord	More books.
Concord	More children programs. More programs for children with special needs.
Concord	More diverse ethnic and cultural programs.
Concord	More folks to know how great the library is!
Concord	More folks to know how great the library is!

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	More locations in concord.
Concord	More meetings for adults, seminars, discussion groups, conversations for new mums.
Concord	More opportunities for mixed age group activity with children.
Concord	More people need to be enjoying the wonderful library system.
Concord	More people to read and love it!
Concord	More print options for reading
Concord	More programs for seniors.
Concord	More reading
Concord	More reading opportunities for children
Concord	More Reading; Less Electronic Media! It's a dream, but I refuse to give up.
Concord	More support for LGBT people and assistance for poor people
Concord	More Wi-Fi, growth
Concord	Movies music and magazines
Concord	My community is already getting good services from here. If something else comes up, so you guys are providers of our community.
Concord	Nearby Library which will provide necessary activities & books for my kids
Concord	New facility
Concord	New Library in 28027 in Concord
Concord	Not sure what is question is ask for.
Concord	On #6 I checked infrequently because I have a hard time getting to the Library downtown.
Concord	Peace and love
Concord	Peace
Concord	Perfect the way it is.
Concord	PLEASE, the area Highland Creek, desperately needs a library near us. There are thousands of children and adults who want this! Thank you.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	Program curriculums / tutorials for school age children.
Concord	Programs for my community
Concord	Provide physical activities? Yoga, Zumba?
Concord	Quizá tener más tutores para brindar la clase de English individual, ya que yo he mandado varias personas que quieren ese servicio y al tiempo les he preguntado si le han llamado y me dicen que todavia no.
Concord	Reading programs/activities for kids.
Concord	Reel in government spending, building
Concord	Safe place for children and education
Concord	The area around Poplar Tent, Moss Creek, Skybrook, Highland creek area need a library location closer. It is not very accessible from our area. My children and myself would definitely utilize the facilities more if it was close by. It would be an excellent place for high schoolers to study and complete work.
Concord	The arts.
Concord	The best library for all.
Concord	The library to be a safe places that caters to all demographics . Too often the programming seems limited. I think more should be offered. I want everyone to be aware of the resources offered and how to use them. I want to ensure that everyone's needs are met.
Concord	To be a community of readers
Concord	To be informed.
Concord	To have a downtown atmosphere where families can come and enjoy the library and community events.
Concord	To have a place for good resources
Concord	to keep this library available to everyone as it is now.
Concord	to preserve the homes on Union St and have more show of homes.
Concord	Tutor programs
Concord	Unity

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord	We live in the Northwest part of Concord and it takes a good 20 minutes to get to a library in any direction. My kids and I would LOVE to have a library closer by or at least a place to drop off books. We normally visit the library every week or so but that was before we moved and had a library closer, since we have moved here, going to the library isn't as convenient.
Concord	We need a library closer to the Southwestern part of the county - near Cox Mill and/or Odell school districts. Having to drive 30 mins to the library on downtown Concord is difficult, especially for working parents.
Concord	We need a library in the Cox Mill area, closer to Concord Mills Mall. It takes me 25 min to drive to the library in downtown Concord. There are so many families that would use it!
Concord	We need a library near the Mecklenburg and Cabarrus county border..
Concord	We need one library nearer to our community, Poplar Tent/East Field
Concord	We want a library which is close to concord mall area or popular tent road. Because we live in highland creek which is far from both Harrisburg and concord libraries. Since the commute is long we will visit library once in a month. If the library is nearby then it's great opportunity for kids and adults to go to library and spend time in reading in library every day or twice a week or at least once a week. Kids also enjoys the library atmosphere and shows interest to read different books to improve their knowledge. Please help us by building a library near to us.
Concord	We would use the library more if there was a branch closer to us.
Concord	Would it be possible to have some craft classes at the library?
Concord	Would prefer a branch closer to Highland Creek.
Concord, Harrisburg	A closer library please
Concord, Harrisburg	A library closer to my home in the North west corner of Cabarrus county. 73 and Odell school rd.
Concord, Harrisburg	A library closer to the Highland Creek area
Concord, Harrisburg	A library in the west Cabarrus area.
Concord, Harrisburg	A library near to concord mills mall area as there are more than 5 to 6 communities who gets benefitted.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg	A library that serves the Highland Creek community, with story time and other educational and fun programs for toddlers and young children.
Concord, Harrisburg	Access to nearby Charlotte libraries as part of a larger library system.
Concord, Harrisburg	Anime Club, grade school reading club for girls
Concord, Harrisburg	As an educator and parent, I want resources available closer for all members of our community. I currently purchase more books for my children and classroom because it is too hard for us to get to the libraries as frequently as we would need them.
Concord, Harrisburg	Better paying jobs, more pedestrian pathways, less light pollution, greener building practices ... not much the library can help with
Concord, Harrisburg	Branch around Concord Mills.
Concord, Harrisburg	Closer proximity (near Concord Mills or Afton Ridge area)
Concord, Harrisburg	Closer proximity (near Concord Mills or Afton Ridge area)
Concord, Harrisburg	Everything you offer, libraries are one of the community's most valuable asset.
Concord, Harrisburg	For everyone to assist and help each other without being paid or recognized for it. Safety to express yourself and ideas without physical and verbal abuse.
Concord, Harrisburg	I am a Midland resident and utilize the alternative library at City Hall. We really need our own facility and look forward to the space being used in the building that I understand will be housing our library.
Concord, Harrisburg	I enjoy the library, but the closest branch to me is actually the Mecklenburg county branch. I would love a library closer to the Mecklenburg county line, or library outreach programs collaborating with our parks system, or local schools, for example.
Concord, Harrisburg	I love that our community has libraries and I hope they never go away
Concord, Harrisburg	I want our community to realize the importance of our public libraries and fully utilized them. More people need to know about the wonderful programs available at/through the library.
Concord, Harrisburg	I would like to see more kindness and empathy. More reading groups for young adults that can aid in respectful discourse. More time and space in libraries to make it a place of thought.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg	I would love to see a wholesome, balanced community filled with love, kindness, charity. Things that should always be provided to all should include but not limit themselves to better educational opportunities, training & job provisions for those seeking work & an educational system that makes learning fun, especially in the area of reading from books, in schools, at home & in the Libraries. I would also want Our Community to share and experience first-hand, the many joys of Freedom, Democracy, Peace & Liberty that is provided for All People.
Concord, Harrisburg	Keep up the great work with children's programming!!!
Concord, Harrisburg	Let's include and also share resources and information to those who would benefit the most from our library system. Let's reach out to the Spanish Community children in more inclusive and inviting ways. By reaching out in their language, the children will share with their parents and hopefully be able to involve the parents in ways that will also benefit them while visiting the libraries close to their home. Our Latino community in Cabarrus county falls between the cracks for lack of access to services which are available to others. There are many reasons for this, and many times lack of knowledge is our biggest issue. As a community, let's open our community services to reach out to each other and extend a hand to those who need it the most. By doing this, we will continue to grow. Knowledge is power. Reach the kids and you'll reach the families. The benefits of this will not only impact us as a community but also at times change a home environment for a child in need.
Concord, Harrisburg	Library close to the neighborhood. Today it is half hour from Harris road middle school area to get to the library
Concord, Harrisburg	Library, research, computers, e-books.
Concord, Harrisburg	more adult programming during the day (for those who work nights)
Concord, Harrisburg	More community activities.
Concord, Harrisburg	More homeschool daytime opportunities that occur before the 2:00 hour. Homeschoolers often have napping babies that we care for 2:00 and later. Homeschoolers love earlier morning and mid-morning weekday opportunities, especially late in the week
Concord, Harrisburg	Offer more for children and families!
Concord, Harrisburg	Regular Culturally diverse activities outside of Black history month and/or Hispanic awareness month

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg	Residents to know what resources are available for FREE:).
Concord, Harrisburg	Safety and peace
Concord, Harrisburg	Since our population in the nw part of the county it would be nice to have a library closer to our area.
Concord, Harrisburg	Small tight-knit community.
Concord, Harrisburg	Some drop off point for books.
Concord, Harrisburg	To continue to have a high quality library with resources to service the patrons.
Concord, Harrisburg	We would love to have a library closer to us, we live in the wr odell school district
Concord, Harrisburg, Kannapolis	A library built within 10 minutes of where we live. At a minimum, a drop off box to return books. We would use the library on a regular basis if we had one close by.
Concord, Harrisburg, Kannapolis	Additional locations i.e. One closer to concord mills / George lyles area
Concord, Harrisburg, Kannapolis	Extended library hours are great for getting homework completed.
Concord, Harrisburg, Kannapolis	I live in Concord almost at the Mecklenburg line. I wish there was a library closer to us. It is getting harder to drive to the library with all additional construction and traffic. This is also a developing area of the county that could support another location.
Concord, Harrisburg, Kannapolis	I would preferably like to see another branch closer to home. We live close to Odell Elementary and Cox Mill. Short of that it would be very helpful to have drop boxes strategically placed so that it was easier to return materials.
Concord, Harrisburg, Kannapolis	Same answer as number 4!
Concord, Harrisburg, Kannapolis	We need a library located on the western city of Cabarrus County! My family lives 20-25 minutes from Harrisburg, Concord, and Kannapolis branches. We really have to plan our trips ahead, but it'd be nice if there was a branch 5-10 minutes away. If nothing else, a drop box for books would be a wonderful addition on our side of the county. Our area has the most dense population in the entire county, so a library would be heavily utilized.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg, Kannapolis, Mt. Pleasant	More child preschool/focus storytimes.
Concord, Harrisburg, Mt. Pleasant	I want people reading books and knowing how wonderful reading can be. I think many of your programs are great . Currently, I am no less than 14 miles from a branch. It is a little bit difficult to get to these programs.
Concord, Kannapolis	A closer branch - near Moss Creek, Highland Creek, Skybrook and Winding Walk.
Concord, Kannapolis	A closer library near poplar tent and Harris road.
Concord, Kannapolis	A closer library please
Concord, Kannapolis	A closer library.
Concord, Kannapolis	A happy life
Concord, Kannapolis	A library ?? ??
Concord, Kannapolis	A library closer to my house.
Concord, Kannapolis	A library closer to our part of town near the Odell elementary schools.
Concord, Kannapolis	A library closer to our side (Hwy 73 at Moss Creek and Wellington Chase) of the county.
Concord, Kannapolis	A library on the west side of Cabarrus County would be incredible!! At least a resources (book/ DVD) return would be a huge help!
Concord, Kannapolis	A variety of programs at different times to support the needs of the public.
Concord, Kannapolis	All the 4 Cabarrus county libraries are about 12 miles away from my place. It would be nice if have one closer to our residence. Mecklenburg county library at Huntersville is the closest library (6 miles) but we have to pay the membership fee to check out books. Is there any plan to extend the libraries in our county or is there a way to waive this fee by some mutual agreement which will help a lot of families? Thank you!
Concord, Kannapolis	Bookmobile
Concord, Kannapolis	continued good access to all the information you provide for all

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Kannapolis	Current and relevant information, resources and programs.
Concord, Kannapolis	For the library to go out in the community more often to help people who A) can't access the library and B) aren't aware of things that the library offers.
Concord, Kannapolis	Good public transportation
Concord, Kannapolis	Hot spots. Better public transportation.
Concord, Kannapolis	I want a library!!!!
Concord, Kannapolis	I wish there was a library closer to where I live. Highland Creek.
Concord, Kannapolis	I would love to have a branch of the library that is closer for families in the NW part of Concord/Cabarrus County. I think that if it is not possible to have a branch maybe consider a partnership with the bigger neighborhoods and bringing a bookmobile, particularly in the summer. I also think that it would be great to have summer part-day reading camps for little ones like they do in Highland Creek with the Charlotte Library.
Concord, Kannapolis	I would love to see a closer library to us. All Cabarrus libraries are 20-25 minutes from our house. We need one closer to Poplar Tent Road near Skybrook
Concord, Kannapolis	Increased access to current materials. The library as the centerpiece of community and engagement. More or enhanced services for teens/young adults including young adult librarians--not lay staff. Librarians with Masters degrees who are current on materials and research and can encourage young adults to see where reading and research fit into their lives. I think the library would benefit from an increased budget for new materials and increased budget for materials through RB digital.
Concord, Kannapolis	integrate with other organizations to offer expanded programs
Concord, Kannapolis	Involvement
Concord, Kannapolis	It would be of great benefit to the community, if a library branch was added to the developed space at the intersection of Poplar Tent and Harris Road.
Concord, Kannapolis	Maybe some programs on the weekend. Learn or tutor classes
Concord, Kannapolis	More library locations.
Concord, Kannapolis	Resources available for all, education programs

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Concord, Kannapolis	Safe place where we learn and have fun together
Concord, Kannapolis	Saturday kids activities
Concord, Kannapolis	To be a peaceful, non-judgmental, happy, and productive environment!
Concord, Kannapolis	To see more people get together, read, socialize, and help those who need it.
Concord, Mt. Pleasant	Hands-on educational programs for my homeschoolers
Concord, Mt. Pleasant	Larger book selection at Mt. Pleasant
Concord, Mt. Pleasant	More events for children and more programs as well in the afternoon. Most of the programs are in the mid afternoon and youths get out of school typically around 4ish in Cabarrus county schools and is very hard to take them to a program because most of them begin at 4 or 5.
Concord, Mt. Pleasant	To be closer to events. More information services for handicapped.
Harrisburg	A better-managed library with programs for ALL ages.
Harrisburg	Better availability and selection of books , videos and other materials
Harrisburg	Bigger library as the town grows, programming for ALL ages, more meeting space.
Harrisburg	?
Harrisburg	...to stay a safe place to live. I don't like/want all the new things/the new developments that are going on. What is wrong for Harrisburg to stay a quiet small town?
Harrisburg	A bookmobile, drop box, or branch by Concord Mills area.
Harrisburg	A bookmobile, drop box, or library branch by Concord Mills.
Harrisburg	A branch library in the western part of the county near the Cox Mill Elementary /HS area where there is very high population and continued growth with many new developments being built.
Harrisburg	A branch library near Poplar Tent and Hwy 73
Harrisburg	A branch, mobile library or drop box closer to the west side. (Skybrook, Winding Walk, Highland Creek area)

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Harrisburg	A brick and mortar library.
Harrisburg	A close neighborhood library that is actually in my neighborhood or in a neighborhood near mine. We miss out on so much because of proximity and traffic.
Harrisburg	A closer branch or at least a mini branch where you could order books to pick up and return. I would Use library much more frequently if it was closer
Harrisburg	A closer library
Harrisburg	A free good library for anyone to come and be in a quiet place
Harrisburg	A full serving library which I think we have!
Harrisburg	A larger Harrisburg library with more resources.
Harrisburg	A Library I can go to , to study, read, work on my computer with so much noise.
Harrisburg	A library closer to Highland Creek area
Harrisburg	A library closer to my house. We have to travel at least 20 minutes to get to any of our library branches (we live in Highland Creek) and it limits our ability to visit the library - especially during the school week.
Harrisburg	A library in our area (near Highland Creek/Skybrook)
Harrisburg	A library larger than Harrisburg's with meeting rooms available for the community's use.
Harrisburg	A library near highland creek subdivision for Cabarrus county residents
Harrisburg	A library near skybrook community would be really great!
Harrisburg	A library or at least a drop off for books closer to the Poplar Tent and Harris Road area. All libraries are 20-25 minutes from this area.
Harrisburg	A library that is much closer
Harrisburg	A library well stocked
Harrisburg	A library with books and access to interlibrary loan. Or at minimum the electronic e books services that other communities have. What is available now is not sufficient
Harrisburg	A library.
Harrisburg	A local branch closer to home please!

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Harrisburg	A location closer to Highland Creek and the surrounding area
Harrisburg	A new children's librarian. Someone who truly loves children and their job.
Harrisburg	A place to gather and learn free of charge.
Harrisburg	A place where both children and adults can access books and other library services
Harrisburg	A place where my kids get excited to go! It is a special treat to visit the library on the weekends and I love that they already have such a love for reading.
Harrisburg	A tool lending library!
Harrisburg	A vibrant, well-staffed community resource
Harrisburg	Access to wonderful literature, resource materials, and programming.
Harrisburg	Bette programs, better books for the community
Harrisburg	Better more extensive collections and programs geared to ALL ages. More for adults.
Harrisburg	Better more extensive collections and programs geared to ALL ages. More for adults.
Harrisburg	Civil and respectful exchange of ideas
Harrisburg	Community services, especially for kids, are very good. We enjoyed Minecraft and Pokémon days when those were popular, and the reading groups and manga/anime stuff for older kids is also very good.
Harrisburg	Computer classes for kids.
Harrisburg	Continued access to a diverse selection of reading materials for young children through adulthood. Also, continued Cabarrus county library book sharing. I love it!
Harrisburg	Currently the closest branch is 30 minutes away. Our kids love to go to library but we can't use as frequently as we would like to. We live in winding walk neighborhood and would love to have a branch close by. The area is so densely populated now and it definitely warrants a branch close by.
Harrisburg	Definitely keep up the strong work with home school classes.
Harrisburg	Everyone to read

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Harrisburg	Extended hours, so that those working Monday through Friday can visit the library on Saturdays for longer hours and Sundays.
Harrisburg	For everyone to get along no matter the differences
Harrisburg	For the library to be alley resource for many children and young adults.
Harrisburg	For the library to continue providing programs for our community.
Harrisburg	Have library open on Sunday
Harrisburg	Having a branch in concord
Harrisburg	I library near winding walk and Highland creek/ Cabarrus county
Harrisburg	I live off Weddington Rd but use the Harrisburg branch because of easier access than the main branch I have heard another branch may be built in the Afton Ridge area. I think that would be great.
Harrisburg	I think it's great as it is.
Harrisburg	I want my community to grow by have a access to a large number of literary resources.
Harrisburg	I wish there were more toddler storytime/activities available in the evenings. Right now, most of that programming is available in the morning but I work full time and cannot make that.
Harrisburg	I would like a location closer to the Highland Creek/ Skybrook area
Harrisburg	I would love a library branch closer to my home. When my daughters and I go to the library, we have to drive 15-20 minutes to get there. We live in Concord, but travel to the Harrisburg branch. It seems like a safer area, it's cleaner, and the staff is nice.
Harrisburg	I would love to see a larger Christian Book section. Currently, RBdigital through Cabarrus County only offers Highlights. I'd love to see Highlights High-Five, Hello and more children's magazine selections.
Harrisburg	Larger book selection at Harrisburg branch ??, for children and teens.
Harrisburg	Library closer to my area.
Harrisburg	Library in closer proximity to moss creek and schools.
Harrisburg	More books
Harrisburg	More children's programing!

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Harrisburg	More copies of popular books, ebooks, audiobooks, etc., available, especially for hard copies.
Harrisburg	More educated and intelligent public
Harrisburg	More Libraries??
Harrisburg	More Rick Riordan books.
Harrisburg	More safe events for teens
Harrisburg	More teen activities after school.
Harrisburg	My library is a vital community resource. Having access to current books and periodicals for all ages is important, but so is computer and wi-fi access for people who are studying or searching for a job. There is no service that can be cut!
Harrisburg	Need a library closer to Highland Creek / Christenbury
Harrisburg	Not sure at this moment
Harrisburg	Pool, sidewalks, bike lanes.
Harrisburg	safe, fun, convenient
Harrisburg	Support the library in any way possible to continue providing it's needed services.
Harrisburg	To be an inclusive and tolerant community that celebrates diversity.
Harrisburg	To be more educated and involved in decision making that effects their community
Harrisburg	To have a peaceful environment where everyone can feel welcome & study at.
Harrisburg	To provide good services and programs for the whole diverse population
Harrisburg	We live in Cabarrus county but there is not a library near us. We live in the southwest corner of the county and drive to Harrisburg to go to the library. It would be great to have a library or even a drop off box in our area of the county.
Harrisburg	We love our library! I would like to see more tween-type activities.
Harrisburg	We would love to see more homeschool-related programs and classes.
Harrisburg	would love to be able the schedule more parenting or children programs with local groups, even if it's just a place to meet and discuss.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Harrisburg	Would love to have more Microsoft Office classes for adults and kids/teens.
Harrisburg	Wow, this is a loaded question, like world piece? As for the Library community a few more books on hand in Harrisburg would be nice, seems like we have to ask for stuff from other Library's a lot? Also if you could get the dim-whited idiots talking on the phone out of the building that would be nice!!
Harrisburg, Kannapolis	I live in Concord right next to the Highland Creek neighborhood. With so many new communities being built there I would LOVE to have a library branch near us someday. It is a 20 minute drive for me to the Harrisburg branch, and a 25 minute drive to the Kannapolis branch from our area. I do not use the Mecklenburg libraries because they are the same distance for me.
Harrisburg, Kannapolis	I wish we had a closer branch, I'm Currently in Highland creek neighborhood Or at least a drop off box closer to us
Harrisburg, Kannapolis	I would like a library closer to my community. At the very least a bookmobile or mobile library that would be available at least a couple times a month to check out holds and return books. Even better would be a full scale library with access to the programming and materials with a short loan period. Books would be more readily available to all if I could return them as we finished rather than holding them for the next time I could make the hour round trip to the library.
Harrisburg, Kannapolis	Programs that teach kids/teens how to understand the news.
Harrisburg, Kannapolis, Mt. Pleasant	Welcoming facilities; helpful personnel; family friendly activities; varied & interesting programs; print & electronic resources; ease of parking and travel.
Kannapolis	Maybe a day to teach/ learn historical arts and crafts. Spinning, knitting, crocheting, tatting, basket weaving, wood burning, carving, sculpting, etc...
Kannapolis	A closer Cabarrus county library for those of us living in the southwest portion of the county. The closest library to highland creek/skybrook/winding walk is 30-40 minutes away. When we lived in Columbus, Ohio there was always an amazing library with awesome children's activities with in 10-15 minutes in any direction and we would be there at least once a week. Here, we tend not to go to the library because they are so far away and we don't have 80 minutes to spend in travel time alone.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Kannapolis	A closer library or bookmobiles.
Kannapolis	A library closer to my house off Poplar Tent Road.
Kannapolis	A library near the community with access to all available resources which could help the residents
Kannapolis	A library that feels welcoming. Staff that seem to want to be working there and genuinely want to help people.
Kannapolis	A library that is closer to the community where kids can read books have story times and adults can also get some interesting reading time
Kannapolis	A makers library
Kannapolis	A revival
Kannapolis	A safe place for kids to play, thriving resources for families, fun and educational activities for kids and adults
Kannapolis	A safe space to gather, learn, and connect with other people and families.
Kannapolis	A stronger one, one that comes together, lifts each other up ...
Kannapolis	Access
Kannapolis	All around wholeness, in mind, spirit, and body.
Kannapolis	An active community with lots of arts, restaurants, etc. Love the free outdoor events.
Kannapolis	An app. A maker's library.
Kannapolis	Attend programs
Kannapolis	Better opportunities for everyone
Kannapolis	Closer location
Kannapolis	Closer location near Moss Creek, Wellington Chase, Skybrook, Winding Walk, Etc.
Kannapolis	Community garden
Kannapolis	Crime free, well-educated children who will have a bright future. Many social programs.
Kannapolis	Day activities

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Kannapolis	Drug Free Good education for children Adult guidance: Parenting, Finance, Job Opportunities, Wise Decision Skills, Home ownership, Good nutrition, wellness: mind body spirit
Kannapolis	Enlightened, bright, happy community
Kannapolis	Equal access for all people, which is why the wi-fi and publicly available computers is such a great service.
Kannapolis	Games such as bridge
Kannapolis	good resources , good communication, good relationships
Kannapolis	Great programs and peace with all.
Kannapolis	Growth
Kannapolis	I love the programs offered at the library
Kannapolis	I miss having the Bookmobile.
Kannapolis	I think the library does a wonderful job of offering fun things for plenty of people in the community. I do wish that more of the children's fun things were offered on Saturdays since I am a working mom.
Kannapolis	I would like a library branch that is closer to the west side of Concord. I shouldn't have to drive 20-25 minutes to get to the closest Cabarrus library. For that matter, I can drive to the University Branch in Charlotte.
Kannapolis	I would like book clubs at the library.
Kannapolis	I would LOVE a library that was closer to my home. Poplar tent, skybrook area would be great. The library in Huntersville is closest to me, however I am unable to check out books there unless I pay a fee.
Kannapolis	Less money for Parks and Rec, more for the library
Kannapolis	Library
Kannapolis	Library and a real police satellite office in our area We use the library infrequently because it's too far away to be convenient
Kannapolis	Library by Harris Road / Hwy 73 and Poplar Tent / Moss creek areas.
Kannapolis	Library closer to Poplar Tent Rd / Odell School Road area! Would frequent MUCH more! Would love to expose our special needs children to books more often with a location closer to home! (Dyslexia and another with autism)

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Kannapolis	Library, safety, managed growth
Kannapolis	Más clases en español y sobretodo personal bilingüe, para que las personas se sientan más cómodas en sus instalaciones. Tenemos mucho talento local bilingüe y debemos empezar a usarlo para el beneficio de la comunidad!
Kannapolis	More adult programs.
Kannapolis	More community service programs for kids (making cards/gifts for elderly, trash pick-up, donation drives, etc.)
Kannapolis	more computer classes for seniors
Kannapolis	More copies of best sellers, and more than one copy of audio and e-books.
Kannapolis	More hours and more useful events for parents.
Kannapolis	More libraries
Kannapolis	More multicultural events
Kannapolis	More places for children to learn like a Discovery Place (dinosaurs)
Kannapolis	More programs for families and children
Kannapolis	More programs like Stories Under the Stars during the year
Kannapolis	More reading
Kannapolis	More relevant activities for school age children.
Kannapolis	More senior citizens games and activities.
Kannapolis	more sidewalks and keep up the good work on the walking trails
Kannapolis	New and better things.
Kannapolis	Opportunities for homeschooled students
Kannapolis	Outreach for the needy
Kannapolis	Positive vibes and safety
Kannapolis	Public library
Kannapolis	Resources to encourage and foster a lot of reading and learning that's available to all.
Kannapolis	Respect

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Kannapolis	Safe place for children and older adults to meet
Kannapolis	Safe, orderly, well-educated citizens
Kannapolis	Strong kids
Kannapolis	The access to free computer use is key to our community; I am fortunate enough to have my own computer, but many are not. And when I did not, I wholly depended upon the library computers.
Kannapolis	The best library where children can learn.
Kannapolis	The facility is not very inviting.
Kannapolis	Tutoring for area children! Something similar (or the same as) to what Mecklenburg libraries offer
Kannapolis	Unsure about options
Kannapolis	We need to keep this library. I would love for a bus to pick up kids.
Kannapolis	We really enjoy programs for children.
Kannapolis	We would like a library close by.
Kannapolis	Wonderful programs and community for my son.
Mt. Pleasant	A bigger library in Mount Pleasant
Mt. Pleasant	A bigger library in Mt. Pleasant!
Mt. Pleasant	A bigger library.
Mt. Pleasant	A book mobile!!!
Mt. Pleasant	A larger library
Mt. Pleasant	A larger library and for more people to be aware of the many wonderful services they offer.
Mt. Pleasant	A larger space, more authors, perhaps some writing workshops
Mt. Pleasant	A nice, clean, friendly place to live
Mt. Pleasant	A safe place to read, study, and use the computers for all citizens.
Mt. Pleasant	Access to more programs at local library
Mt. Pleasant	Be successful
Mt. Pleasant	Bigger library

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Mt. Pleasant	Bigger library!
Mt. Pleasant	Daytime adult programs – computer
Mt. Pleasant	Do not repeat what they did to the Main Library children's room! They took out play area, added computers, so kids never look at books. No more librarian to check out books who can get to know kids. The whole library is so sterile and cold now.
Mt. Pleasant	Doing a good job, helping the community!
Mt. Pleasant	Even more kid activities – made summer break even easier
Mt. Pleasant	Expand the library!
Mt. Pleasant	Homeschool opportunities
Mt. Pleasant	I feel it is imperative that our community have a strong, local meeting point that houses programs, books, events, and speakers. My children love to go to the library, and it provides free entertainment throughout the year. Our library is a hub for our town--and I hope that the MP Library will continue to grow and serve our growing community!
Mt. Pleasant	I live in Mt. Pleasant area and see a great need for an expansion of this facility. The meeting room is very small and the library even has to house many books in this room!
Mt. Pleasant	I love that they offer chess club, however the children need some guidance. It would be great if the library could offer a *lesson* of some sort. Same with Legos. It would be so great if they could offer a Lego build, rather than just free play. I think that would draw more attendance.
Mt. Pleasant	I want our community to have good resources for our children to learn to love reading, as well as broadening their exposure to libraries.
Mt. Pleasant	It would be nice to have an actual branch in Midland.
Mt. Pleasant	Keep up the good work to help community
Mt. Pleasant	Larger facility
Mt. Pleasant	Larger library!
Mt. Pleasant	Larger library!
Mt. Pleasant	Larger space for more books.
Mt. Pleasant	Later kids programs

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
Mt. Pleasant	Library expansion
Mt. Pleasant	Library expansion
Mt. Pleasant	Lots of good educating material for our children.
Mt. Pleasant	Love that they're a part of community functions!
Mt. Pleasant	More activities in evening .. free classes on computer and cooking
Mt. Pleasant	More job opportunities to draw more people
Mt. Pleasant	More of everything / growth
Mt. Pleasant	More toddler activities/programs for age 3&4 like they do for the older kids at the Mt. Pleasant library. Like painting/crafts/themed classes. I love the story time each week. I just wish I didn't have to travel to Kannapolis or Harrisburg for the other programs.
Mt. Pleasant	Mt Pleasant is a growing town and we have a great library that is bursting at the seams. The demand is only going to get larger. We need an expanded library.
Mt. Pleasant	My excellent library
Mt. Pleasant	Safe places for children to play and learn
Mt. Pleasant	Safety, opportunity, and education
Mt. Pleasant	Services, in general, which support a strong community. In particular, a larger library building designed to meet current needs and allow for growth.
Mt. Pleasant	Space to meet and have room for a children's space.
Mt. Pleasant	The Mt. Pleasant library needs more space for activities and meeting room.
(None Listed)	We just moved to Highland Creek and are disappointed the library is so far away
(None Listed)	A branch of the library would be super.
(None Listed)	A close library
(None Listed)	A closer library
(None Listed)	A closer library!
(None Listed)	A closer library!!!!

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
(None Listed)	A closer library. More easily available
(None Listed)	A library
(None Listed)	A library close by. We bought a library card for Mecklenburg county because their library is closer to our house than any Cabarrus library. Doesn't seem to make sense.
(None Listed)	A library closer to a highland creek
(None Listed)	A library closer to my community (Winding Walk)
(None Listed)	A library closer to my neighborhood of Highland Creek.
(None Listed)	A library closer to Prosperity Village.
(None Listed)	A library location near cox mill, christenbury, or poplar tent would be huge addition to all of the neighborhoods around there.
(None Listed)	A library would be nice. It would be a value add considering we are still bldg schools and houses in the community.
(None Listed)	A local library for Highland Creek residents.
(None Listed)	I want a library with community resources (especially for young children) close to Highland Creek.
(None Listed)	Library closer to highland creek/concord
(None Listed)	Please have one library branch on the poplar tent and Harris road area.
(None Listed)	Please Please build a library near. I live in Villages of Skybrook off of Poplar Tent Road and pay a yearly fee to use the Mecklenburg libraries in Huntersville (currently closed for renovation). Cornelius and Davidson since they are closer than going to the City of Concord.
(None Listed)	Servicios de Salud, Consejería y grupos de apoyo
(None Listed)	To finally get a brick and mortar library in Midland.
(None Listed)	To get the library opened in Midland so we can have full service library resources not just 2x a month. I'm still paying Stanly County so I can use their library when I can't get what I need from Cabarrus. I'm an avid reader and read at least 2-3 or more books a week. Having to put books on hold for Cabarrus County is the only way you provide service to Midland. Whereas Stanly County has full services for us and is only 5 miles away.

Table A-2. What Do You Want for Your Community?
(Continued)

Library Used Most Often	Comment
(None Listed)	We desperately need a library on the Huntersville/Davidson side of Concord (Cabarrus Cty).
(None Listed)	We need a library closer to Highland Creek, Winding Walk and Skybrook communities. Current locations are not at all convenient. I would love for my kids to benefit from library programs and access to more books.
(None Listed)	<p>What I said above- a library! An AnyThink library style like in Colorado (Denver metro area) would be such a HUGE benefit/plus to this area. Do yourself a favor and check it out online. All of them are great, but the one in Thornton Colorado off 120th and Holly is amazing, they have a large outdoor space to host family concerts, picnic play areas, natural play, and a great play space for children inside the children's library. My kids LOVED going... here (aside from ImaginOn) the libraries are FAR, especially when you are dealing with nap times and babes that do not transition from car to crib- does anyone's babes REALLY do that???</p> <p>Just please give us a library- I'm begging even thou by the time ones actually built (if ever considering Highland Creeks been here for 25years and still NO library) my kids will be in High School or College.</p>
(None Listed)	Would like a library near Highland Creek. We are supposed to get a park on Eastfield Rd across from Highland Creek Pkwy - so put the library in the park. That would be so awesome and the programs would be endless there.

Table A-3. Additional Limits to Library Use

Library Used Most Often	Limitation
Concord	“The library doesn’t have what I need.” I marked this as a problem, but when I’ve requested something, most of the time it has been purchased. That in itself greatly reduces its being a “problem.” Location is not a deal breaker either!
Concord	Concerned with loitering at times.
Concord	Concerned with loitering at times.
Concord	Concord location is far from the Highland Creek area.
Concord	Concord location parking is problematic and dangerous.
Concord	Concord mills area needs a location! At minimum, a drop box to return books would be helpful.
Concord	Don’t know the hours
Concord	Ebook app is confusing and unable to gain access.
Concord	For disabled folks it is a long walk into the Concord Branch.
Concord	Funding
Concord	Having to ask for more time on computer usage. Annoying to have to stop working due to lapse of time.
Concord	Highland creek location
Concord	Homeless people who hang out in/outside the library are disturbing.
Concord	I don't have any problems/issues limiting my using the library except finding time in my schedule to use the library resources.
Concord	I don't set aside specific time to visit the library. I've become accustomed to using my computer to navigate the world, do research and take care of personal business. I miss visiting the library as it was a constant during my childhood, early adult years and throughout the 80s and 90s. The shift began in with the Year 2000 apprehension. Once past that, I began to use the Internet more and more.
Concord	I have always felt extremely safe and welcome at each library branch. The staff members are very pleasant and helpful.
Concord	I have been sick recently and I would love more ebooks to be able to enjoy the library when I cannot get there.
Concord	I live in Moss Creek near poplar tent and Harris. We need one closer to us

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Concord	I used to love using it.
Concord	I wish the layout of the library was not arranged so that I had to weave around tables and vagrants to get from shelf to shelf.
Concord	I wish the library was open more on the weekends but I understand why it's not.
Concord	I wish you were connected to other libraries in different counties to access material this library doesn't have.
Concord	I work a lot. Warehouse hours.
Concord	I would be willing to volunteer if there was a branch nearby.
Concord	I would like Sunday hours to come to the library.
Concord	It appears to be a daytime homeless shelter.
Concord	It is a 30+ minute drive to the library.
Concord	It takes me about 25 minutes to drive to the library
Concord	It would be great if we have a library near Poplar Tent/Eastfield Rd
Concord	It would be nice to have a library near Poplar Tent and George Liles.
Concord	It would be nice to have an option for story time in the afternoon, as my preschooler enjoys story time but with school back in we rarely get to come.
Concord	It's hard bringing 3 small children to the library for anything other than story time.
Concord	Library needs to be open at 9 on Fridays and Saturdays.
Concord	Location too far to take kids after work
Concord	More evening hours or Sunday afternoon would be nice.
Concord	Need a library near highland creek
Concord	Need programs for homeschool children before 1:00. Also a library app is needed.
Concord	Need to be more selective with the current information and add more
Concord	No limits, except loud children. (See reverse.)
Concord	No services close by

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Concord	Not close to concord
Concord	Not having multiple copies of books for book club reading.
Concord	nothing limits my use of the library. we could use more parking close to building.
Concord	Only thing I don't like about Concord library is no comfortable seating except the teen area.
Concord	Parking at the concord library is not convenient, especially when you have a car load of children and just want to drop off books
Concord	Parking can be complicated at times.
Concord	Parking garage is unsafe for a single woman.
Concord	Parking seems to be a problem at times.
Concord	Please build a library near cox mill.
Concord	Smokers and trash at the entrance
Concord	Sometimes I want to check on a book online but I don't have my library card number memorized. Before the current system was implemented, patrons were able to set up a user name, but I have been told that can't be done on this system. That is unfortunate and sometimes makes it inconvenient to place a hold, check on a due date, etc.
Concord	The concord library is too far my home. As a result I have to end using Mecklenburg library by paying yearly fees. If we have a library closer to highland creek or moss creek it would be convenient.
Concord	The Concord library needs to keep the air conditioning filters clean. The quality of the air is not good.
Concord	The lighting could use some improvement
Concord	The parking is atrocious. The parking garage level is full – if you're handicapped, no matter which spot you get, you go up a hill. At the very least, open the back as an entrance.
Concord	There needs to be a public library near Odell Elementary and Primary Schools.

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Concord	This pertain to number 9 above. I think all the library's need to have a visually appealing setting. New carpet or flooring, shelving, layout, furniture and seating, and uncluttered. Visual appeal can be as important as what is the contents. Having an interior designer visit and make recommendations on all the libraries.
Concord	We desperately need a library closer to Highland Creek!!!
Concord	We live near Popular Tent Rd and Harris Rd intersection. We need a library close to us.
Concord	We need a branch closer to the Highland Creek/Skybrook neighborhood
Concord	We need more book shelves and a larger reading area.
Concord	Wish we had a larger library. We need more space for books, children, technology, and meetings.
Concord	Would love to go in and be able to read the magazines/newspapers but the smell, atmosphere and safety deter me from coming in.
Concord, Harrisburg	A larger selection of books
Concord, Harrisburg	Ability to get books from inter library exchange sometimes takes a while and we don't get them in time for the study of the week for homeschool.
Concord, Harrisburg	all branches need a day where the library's hours are shifted so it is open later in the evenings.
Concord, Harrisburg	At Harrisburg location, when parking in the shade if the trees to keep the car cool for babies to return to, you have to push the stroller all the way down to the road and around back up to the wheel chair ramp. There is a door that could be accessed in the children's room. I realize that it would have to be closely monitored for safety but the inconvenience of getting a baby into the room for story time is deterring parents from participating in this valuable service. Once inside the children's room, parents and babies should sit around the rectangular rug facing inward so some of the adults will always be facing the door. This seating arrangement will also help the babies to hear and see the presenter.
Concord, Harrisburg	Concord atmosphere downstairs because they were rude to my special needs children. Also having a checkout station upstairs in Concord would be wonderful.
Concord, Harrisburg	I hate the way the Concord library is set up. It's not cozy, warm, or inviting like a library should be. The people are nice though.

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Concord, Harrisburg	Need a library closer to highland creek/winding walk/skybrook
Concord, Harrisburg	Need a location near Highland Creek.
Concord, Harrisburg	Need an app to hold books or reserve services.
Concord, Harrisburg	Need more updated/current craft books.
Concord, Harrisburg	Parking – sometimes
Concord, Harrisburg	Some program hours only
Concord, Harrisburg	Some series' newest books hard to find
Concord, Harrisburg	The Harrisburg Library is pretty far back off hwy 48 ! I feel there should be both, a greater quantity of signs as well as signs that are much bigger and can be seen more easily along 'both sides' of HWY 49. This could help identify the library route, making it more visibly identifiable, especially to those new in the area or just passing through.
Concord, Harrisburg	We have to drive approximately 25 minutes to get to the nearest library. Despite the fact that everyone in our family reads regularly, we rarely use the library because it is so inconvenient. The Highland Creek, Winding Walk, Skybrook, Cannon Crossing area needs a more convenient library.
Concord, Harrisburg, Kannapolis	I live in Western part of county. It would be nice to have an additional library closer. Having drop boxes to return books at other locations would be helpful.
Concord, Harrisburg, Kannapolis	Sometimes they don't have the book I want to read.
Concord, Harrisburg, Kannapolis	Sometimes they don't have the book I want to read.
Concord, Kannapolis	A lot of the time I have to place holds on items and I've always wished 24 hour libraries were "a thing"! Ha ha.
Concord, Kannapolis	All library locations are upwards of 20 minutes from me. I would love to see a library somewhere around the moss creek area.
Concord, Kannapolis	Books are removed from stack. I like to re-read.
Concord, Kannapolis	Don't feel that the library and its resources limit my use in any way.
Concord, Kannapolis	Hard to get assistance

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Concord, Kannapolis	I appreciate the genealogy meetings on the 1st Saturdays of the month and all the presentations and efforts of the staff members.
Concord, Kannapolis	I do not feel safe when I have to park in the parking deck at the Concord Library. The stairwell leading to the library is the most frightening.
Concord, Kannapolis	I don't enjoy the atmosphere because one particular staff (at Kannapolis). She just comes across as rude and not make me want to go there, but considering where I live it's the one we go to most often.
Concord, Kannapolis	I love this library. Just wish it were open till 9:00 pm.
Concord, Kannapolis	I would just like the hours to be extended- especially on weekends. I hate for anyone to have to work on weekends, but that is the only time I have to access the library.
Concord, Kannapolis	Need separate computer café
Concord, Kannapolis	Overall the size, hours, the availability of resources services, and atmosphere could all be improved. The presence and/or addition of security measures, if not already in place would be good. It would great to have some library sites near the communities that are outside of the current library locales: Concord, Kannapolis, Mt Pleasant and Harrisburg.
Concord, Kannapolis	Please consider a library on the Nw side of Concord.
Concord, Kannapolis	The nearest library is about 25 minutes away from where I live near Harris Road Middle School.
Concord, Kannapolis	There isn't a branch within 25 minutes of me
Concord, Kannapolis	Would love to have a library location closer to my house.
Concord, Mt. Pleasant	Christian teen fiction
Concord, Mt. Pleasant	Concord = having to park so far away from an entrance. Really discourages me from using it.
Concord, Mt. Pleasant	Concord Branch only
Harrisburg	Books I look for are not usually in stock

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Harrisburg	Cabarrus collections are wanting - especially new books. Available weeks or months after CMS library. Need to do better job ordering in advance. Need self-checkout stations that work -- not have to wait for months to get fixed by IT. No excuse! Atmosphere geared to children and teens and adults with a case of arrested development.
Harrisburg	CHECKOUT TERMINALS THAT DO NOT WORK.USE CMS LIBRARY BRANCHES INSTEAD
Harrisburg	CHECKOUT TERMINALS THAT DO NOT WORK.USE CMS LIBRARY BRANCHES INSTEAD
Harrisburg	Children's area could be larger and meeting room for story time could be larger.
Harrisburg	Hours are much better but still get me occasionally, especially at holidays when it's closed for a long weekend
Harrisburg	I don't feel comfortable at the Concord branch location, so when our family visits the library, we travel to the Harrisburg branch.
Harrisburg	I wish that it weren't up on a hill!
Harrisburg	I wish the entrance from the parking lot end at the Harrisburg Library was open. When all the spaces at the front of the library are taken, walking down the stairs and then back up can be hard on my knee! I usually use the ramp at the front of the library, but sometimes those spaces are full.
Harrisburg	I wouldn't say the size is a "problem" that keeps from coming. I actually think the smaller space is more inviting whereas the Kannapolis branch is almost TOO big and does not provide the quiet/familial space Harrisburg provides but I would say the teen/tween area is a bit small.
Harrisburg	I'm still stuck in children's books only. I have tried to get more selection but never have been successful
Harrisburg	Inability to easily do things on line such as put books on hold, check out audio books, ebooks, etc.
Harrisburg	Internet/WiFi never works right
Harrisburg	It will be nice if the library is close by , being on route 73, it takes 25-30 minutes for any library we choose.
Harrisburg	It would be nice if the library was bigger and people could find stuff a little easier (adults new section is in the teen area).

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Harrisburg	Just don't have enough time.
Harrisburg	Library programming for kids is only offered during the day on weekdays. As a working parent, this limits my ability to engage my child in library programming beyond checking out books.
Harrisburg	Library should be open on Sunday
Harrisburg	Location closer to cox mill area
Harrisburg	Love to have latest fictional novels available in the catalog for renting.
Harrisburg	Making time
Harrisburg	Occasionally the library will not have what I need, and I end up purchasing those items. I would not expect them to have everything. There have been times when they have purchased items that I have requested, though it does take a while.
Harrisburg	Parking can be hard to get at times. They have taken spots out front and made them handicapped spaces.
Harrisburg	Sometimes I need something from another library system, so I have a membership for the CM Library as well.
Harrisburg	Study area are not PRIVATE enough.
Harrisburg	The programs my child is interested are not offered at our closest branch.
Harrisburg	Too noisy.
Harrisburg	Would love to see Sunday hours
Harrisburg	Would really like for the library to be open on Sundays
Harrisburg, Kannapolis	The libraries are too different in what they offer. Some staff can help me at one library but the other at another library can't.
Harrisburg, Mt. Pleasant	The branch closest to us is Mt Pleasant. It's an excellent library and we go there most frequently however, it is very limiting in its selection of non-fiction resources for children (specifically), so we travel farther to Harrisburg because their selection is much broader. I'd love to have a wider offering at Mt Pleasant. The space is used very well considering how small the branch is.
Kannapolis	A library closer to Concord
Kannapolis	Again better selection of new books

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Kannapolis	Cannot usually find the new best sellers
Kannapolis	Children's program is small.
Kannapolis	Getting to a library. (I don't drive.)
Kannapolis	I checked location, but I live in Rowan Co, so there is really nothing that can be done. However, this is why downloadable materials are so important.
Kannapolis	I do not have regular transportation to attend programs and/or they aren't relevant to me.
Kannapolis	I guess I'm used to a university library – quiet.
Kannapolis	Longer hours (till 7) would be great on Friday.
Kannapolis	Needs more DVDs for children and scrap book ideas
Kannapolis	No bus fare
Kannapolis	Not a wide choice in books. I find more at Charlotte-Mecklenburg library.
Kannapolis	On the western side of Concord, we don't have a conveniently located library, which is unfortunate.
Kannapolis	The library needs more updated audio books and adult programs.
Kannapolis	The time for programs don't always reflect the county's school schedule
Kannapolis	west Cabarrus needs one!!!!
Kannapolis	Would like a library closer to the Moss Creek neighborhood
Mt. Pleasant	A lot of the books must come from another branch and I have to wait. Sometimes that is not an issue. But other times the delay can cause homework not to get completed.
Mt. Pleasant	Again, Mt. Pleasant facility is too small for programs and to add additional books.
Mt. Pleasant	An expansion would be nice.
Mt. Pleasant	Bigger room – for more kids to be involved

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Mt. Pleasant	I often want a book or film that the library does not offer. It is difficult to get new releases. Also, our Mt. Pleasant library is too small and the layout is cramped. It is hard to house very many books when space is so limited, and programming is often overcrowded without enough seating due to the space constraints. There is also not enough parking.
Mt. Pleasant	I think Mt. Pleasant staff is terrific!
Mt. Pleasant	I wish Mt. Pleasant had a larger selection of adult books. (I frequently have to request books from other branches.)
Mt. Pleasant	I'm working but the library hours are convenient.
Mt. Pleasant	Kannapolis is not as welcoming as other branches we miss Jody's storytimes
Mt. Pleasant	Larger library
Mt. Pleasant	Library needs more space.
Mt. Pleasant	More space
Mt. Pleasant	Mt Pleasant needs a bigger library! We are busting at the seams.
Mt. Pleasant	Need bigger library! Library expansion
Mt. Pleasant	Need larger areas
Mt. Pleasant	Needs more shelf space, without giving up tables and chairs
Mt. Pleasant	Needs to be enlarged
Mt. Pleasant	Not room for all the programs – need to expand!
Mt. Pleasant	Sometimes the computers seem to have issues downloading Websites completely.
Mt. Pleasant	The library needs to be expanded
Mt. Pleasant	The Mt. Pleasant library is warm and inviting. Nothing there limits my use of the library.
Mt. Pleasant	The Mt. Pleasant library needs more space for activities and meeting room.
Mt. Pleasant	The selection of classic children's books is lacking.
Mt. Pleasant	The space is cramped.
Mt. Pleasant	Too small!

Table A-3. Additional Limits to Library Use
(Continued)

Library Used Most Often	Limitation
Mt. Pleasant	Too small. Programs are always full!
Mt. Pleasant	Would like to see a larger facility in MP.
(None Listed)	A location is needed near West side of county - near Christenbury, Highland Creek, Concord Mills.
(None Listed)	All I use are e sources
(None Listed)	desconozco de programas disponibles
(None Listed)	Need library closet to highland creek
(None Listed)	Seriously, location is far, programs are minimal, and the space could be better managed/set up/used.
(None Listed)	Services for Midland are limited to 2x a month.

Table A-4. Other Comments and Suggestions

Library Used Most Often	Comment
Concord	A location closer to moss creek/skybrook would be fantastic!
Concord	A well-funded strategic marketing plan targeting the county residents to open their minds so they fully understands what and how our libraries have changed and services they deliver today to the community. The plan would include using TV, Radio, Newspaper and Business. People needs to see and understand how libraries have changed over the last 2 decades. I think only a very small percentage of the population in the county have any idea of what services our libraries deliver.
Concord	All the kid's librarians are very helpful.
Concord	All the kids' librarians are very helpful.
Concord	amazing children's services staff!!!
Concord	At first, I had problems navigating the new website. After using it for a while, it became very user friendly. I worked in Charlotte and cannot get to the library often but I do reserve books on line and also order eAudio books. The online service is great.
Concord	Closer library for the other side of concord by Huntersville
Concord	Could we perhaps have a space on line or in computer database for book clubs to list/suggest titles they've read or would like to read if multiple copies were available.
Concord	Everyone working in the library is so friendly and knowledgeable. If there are any questions that you have they are answered very quickly or you are taken to the area of where the information is located.
Concord	First time visiting since relocating
Concord	GOOD JOB ALL AROUND!!!
Concord	Good place for many community needs. Excellent help when needed by staff.
Concord	Great knowledgeable staff
Concord	Great library. My time is limited so I only use the adult book reads. I do keep up with all then activities you provide to the community. All are outstanding. I just don't have a need for them personally at this time. Great Job Everyone!
Concord	Great service to community.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	I am currently paying the non-resident fee to have access to the Charlotte library system, because it's branches are closer to my home. I live in Moss Creek.
Concord	I am pretty pleasure with the library service in Concord. Keep up the good work!
Concord	I appreciate the library. I've been very impressed by the literacy services being offered to adults and ESL students. I just don't feel I'm fully aware of all the resources available and how to use them. I wish sessions were offered to get me up to speed.
Concord	I don't have a library card because the Concord and Kannapolis libraries are not convenient for me. I'd love to have a library closer to where I live for me and children in the community with whom I work.
Concord	I don't have any suggestions; just keep up the good work.
Concord	I have kids ranging in age from 12-27. We have used the libraries in Concord and Kannapolis for 25 years. We started with the toddler program and have continued throughout with all 5 children. They all love to read and love their books!!! No electronic reading for us! My main suggestion is more books and choices. Some discarded books are not replaced. Maybe we can sponsor books and put donors names in them, like we do with bibles and hymnals at church. Maybe we could also do a swap program. Also would love for S&D to sponsor a coffee and not chocolate room! Thanks, Deneen White Whitehouse@ctc.net
Concord	I know that a community's library is one of the vital hubs for community enlightenment. Without a library the community would be stilted, non-vibrant, and without a vehicle for consistent activities for all age groups to become more civically involved through social and educational activities and repositories of knowledge. It is significantly important that library staff is customer-centric, skilled, and visionary. There's no problem in those areas, as far as my experience informs, with the Cabarrus County Public Library system. Keep up the outstanding work and continue to become more technologically evolved. Thank you!
Concord	I live at a location where there is no library nearby. I have to travel 30min just to reach library. Another library nearby would be good considering this is densely populated area.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	I live in Highland Creek, which means it takes me 20 minutes to get to the Concord library, if I don't hit any traffic. With small children, having to drive almost half an hour one way makes library time a little prohibitive. I wish we could have a branch closer.
Concord	I love being able to request and search for books online. It makes my trips to the library very easy and efficient. It would be nice if I could place more than 10 books on hold at a time. With 4 children, we can find many more than 10 books to catch their interest. Thank you for all of your hard work into keeping this library. Your dedication to improving our local library is appreciated by the community!
Concord	I love our library very much. It is an awesome facility and has an awesome staff.
Concord	I love the Cabarrus County library. The staff at the check-out counter are always polite and friendly. The staff upstairs in the children section go above and beyond to be helpful!
Concord	I love the children's librarians & regular and special programs, and also the hold/pick up book feature!
Concord	I love the children's room staff!! They are super friendly and helpful and take the time to get to know my child.
Concord	I love the library
Concord	I love the library!
Concord	I LOVE the library! To me, there is NOTHING more stress relieving than browsing the shelves for the perfect book. It's one of my happy places when life gets hard.
Concord	I love the patience of the workers, especially Aryn. Thanks for having someone to work with people who don't visit the library often. I need to get familiar with the area. Once I get on vacation. Thanks.
Concord	I loved going to the library as a child and even now as an adult. My daughter who is only 4 already loves the library however none of the Cabarrus county libraries are convenient from where we live (near intersection of Poplar Tent Rd and Hwy 73). Because of that if we use the library we tend to go to one of the Mecklenburg Co ones because it is at least close to work.
Concord	I miss going to the library

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	I think the library is great like it is ! Keep up the great work!!
Concord	I think you all are doing a great job! I just wish I could go to the library more often.
Concord	I thought we were getting a branch library in Midland. What happened?
Concord	I truly believe we need another library in Cabarrus County with state-of-the-art facilities. The best area would be the Northwest Corridor which is one of the fastest-growing areas. In addition to improved facilities, broader programming would also be great.
Concord	I visit this library about once a month and enjoy it!!!
Concord	I wonder what "Outreach Services" means.
Concord	I would like to see more books in the library. I see that books are being added. That's good. I'd encourage that this book acquisition program be continued, with perhaps more emphasis on fiction books and classic literature than what I see in the "new books" section, which seems to be dominated by current events. I'm also interested in Medical and Technical issues. So seeing an IEEE journal or two in the library would be nice as well as copies of NEJM or JAMA or the British medical journal, Lancet. Perhaps they are there and I've not found them!
Concord	I would like to see staff interact more with customers, instead of always sitting behind the desks
Concord	I would really like a library closer. I would love to go to the library more often but the locations are not convenient.
Concord	It is inconvenient to get to the library in Concord.
Concord	Keep up the great work and services! Superb staff!
Concord	Librarians are very helpful Please enforce the no smoking policy
Concord	Library app
Concord	Library or Dropbox on the west side of concord! Poplar tent/Harris Rd area.
Concord	Library should have more programs and/or activities for adults, including coloring pages, photography, and other programs for adults, especially during the summer.
Concord	Looking for new library near coxmill or Odell school area

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	Love love love our library! Thank you for all you do!! Libraries always remind me that there are good things in the world. Love the fortune cookie in the takeout bag!
Concord	Love the book sale. I often donate books and buy books at the book sale.
Concord	Love the Concord branch and the staff----so helpful.
Concord	Love the library!
Concord	Mes gusto todo. El personal es muy amable.
Concord	More audiobooks please
Concord	More toddler reading times, different days.
Concord	Need a library for highland creek/Cox Mill area. The closest library to Cox Mill is Concord or Kannapolis downtown which are 20 miles away.
Concord	Need a library near concord mills mall
Concord	Need one library close to Harris Road middle school
Concord	Never close library!
Concord	No opinion since I rarely use the library due to lack of genre categories on the real life shelves!
Concord	Our library should be a larger facility with more resources. Reference books are needs to be larger for students to be able to do research for papers. We also need a larger reading - working area with tables to work on.
Concord	Outreach to underrepresented populations
Concord	Overall, the Concord Library is really a great place and the people working there are very nice! Appreciated!
Concord	Perfect. Thank you for all you do!
Concord	PLEASE add a satellite location near Highland Creek area. There are thousands of families that would benefit. Thank you.
Concord	Please bring a library location to 28269 zip code.
Concord	Please open a branch near our house. We are near concord mills/ Cox mill high school. Not fair to our kids.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	Please please have the library close to odell and Harris road schools.
Concord	Please set up a library near to cox mill elementary school
Concord	Pls bring one library close to airport
Concord	Programs need to start after work hours. I always want to come and support the children and adult programming, but if the program starts at 4, I don't get off until 5, and I can't get to a program before 6pm. Also, I think there should be more leniency in regards to youth groups being able to offer programming and meet at the library. When you let youth groups for example, Girl Scouts, to offer programming for children and to also be able to meet at the facility, the facility gets more traffic and more families coming in, so it would be beneficial to both the youth organization and the Cabarrus library. There could even be a troop that belongs to the library and ran by library staff who meets while the staff are still there. This troop could welcome every girl who comes in! Feel free to contact me for more feedback. I love our Concord Library!!!
Concord	Que los horarios fueran más temprano y cerrar más tarde.
Concord	Really wish Concord would step up their seating. I can't sit long on hard wooden chairs so I don't spend much time there. Love Harrisburg and Kannapolis libraries, even though they are both a bit of a drive.
Concord	Setup another library near popular Tent road x Harris road intersection.
Concord	Staff could be friendlier and a little more helpful...wish the library had safer surroundings!
Concord	Staff is always pleasant and helpful! ??
Concord	Staff is always pleasant and helpful! ??
Concord	Summer reading programs for primary school kids
Concord	Thank you for all you do!
Concord	Thank you for doing such a wonderful job with our library. would like to see more events and author speakers.
Concord	Thank you for having a great staff. Thank you for the Tuesday book sales. Thank you for the summer reading program. Thank you for being here.
Concord	Thank you!

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	Thank you!
Concord	The Cabarrus County Library System is an outstanding resource for the communities it serves. It is limited only by lack of funds to do more to serve the communities within the system.
Concord	The Concord branch is closest to me but it is out of the way from any other errands I have to do. So I don't visit as often as I would if it were more convenient. We love the children's library staff. They are kind, helpful and energetic with the kids. Whenever I have trouble finding books for my older boys, they are always willing to help.
Concord	The Concord library is a blessing to our family. We recently moved to the Concord area and did not know anyone. After attending baby story time and toddler story time we have met some lifelong friends. The staff that is involved in baby story time and toddler story time are amazing. My daughter thoroughly enjoy every visit. Mrs. Janey is the best!!
Concord	The library is a wonderful service and, hopefully, it will continue to be alive and well in the community. With continued resources for people who need help. Cabarrus county library system is a very good one and folks should be made aware of the services available to them. Thank you.
Concord	The library is one of my favorite places! Please continue this very valuable resource for our community!
Concord	The library is still a great resource and well worth tax payer money!
Concord	The library is very important to me. I read a lot, and cannot possibly afford to buy all the books I want to read. Over the years I have moved many times, and the first place I look for in a new community is the library.
Concord	the staff is always pleasant and helpful!!
Concord	The staff members in the Concord branch are always warm, welcoming, and extremely helpful. I love visiting the library. I also appreciate the use of the hold system. It is very helpful to be able to request a book from another branch and then be able to pick it up from my home branch. Thank you for that.
Concord	Todo está muy claro. Gracias.
Concord	Trips? For home school children?

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord	Volunteering
Concord	We just moved to Cabarrus from Mecklenburg. We used to have a library within 10 min and now our closest one is about 30 min. This is why we have not even signed up for a library card yet. When you have young kids, time is so important and spending an hour in the car to go to the library just doesn't work! My kids love the library and we used the Mecklenburg library often. Please build one close to Moss Creek!!!!
Concord	We like our Concord library and all the programs offered to every age group and the great staff members!
Concord	We live near Popular Tent Rd and Harris Rd intersection. We need a library close to us.
Concord	We love the library. I am disabled and have trouble getting there sometimes, but we love the programs and books, and the e-resources help so much.
Concord	We need a library closer to our area!!!
Concord	Whenever we have checked out books or put books on hold, the staff has been helpful and friendly at the Concord, Kannapolis and Harrisburg branch.
Concord	Wonderful staff, most helpful. Always clean.
Concord	Would require Library services nearby to the large communities (intersection of poplar tent road and harris road), towards Huntersville side. Thanks.
Concord	You have a section set up just for teenagers. I would like to see one set up just for adults with no distractions.
Concord, Harrisburg	I enjoy the library and do not have any issues or concerns with the quality or service!
Concord, Harrisburg	I have been all the libraries except Mt Pleasant and they are all very nice facilities and everyone I've ever asked for help have been very kind and helpful.
Concord, Harrisburg	I love library but my busy schedule has made it difficult to get there. But I love them so much and don't think anything is wrong.
Concord, Harrisburg	I love the helpful staff at the library, always ready to assist and with great attitudes. Keep up the good work!

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg	I love the library and staff. I'm retired. Give me a place to relax and meet people.
Concord, Harrisburg	I love the library! Bring back the book-mobile!
Concord, Harrisburg	I would love to have a library closer to home. I live in Highland Creek Development and it is 20 minutes to 35 minutes depending on time of day and day of week just to go to the library in my car.
Concord, Harrisburg	I've never been to the Harrisburg library so I cannot comment on its quality of service. However, based on the other branches I believe it would be just as good.
Concord, Harrisburg	Keep the good work I really having a library near me.
Concord, Harrisburg	Keep up the great work!
Concord, Harrisburg	Library closer to concord mills mall area
Concord, Harrisburg	My husband and I love our libraries! Thank you!
Concord, Harrisburg	Staff is friendly and helpful. It would be an advantage to have the side parking lot ramp joined to the front porch/main entrance. I am not handicapped, but if the spaces in front are taken, the handicapped spaces on the side are mostly useless.
Concord, Harrisburg	Thank you
Concord, Harrisburg	Thank you for being such a wonderful library system! I am still working my way into the library of this decade, and your online resources are incredible, as well.
Concord, Harrisburg	The genealogy classes are the best.
Concord, Harrisburg	The library staff is friendly and always helpful.
Concord, Harrisburg	We go to the library about once a month. Driving 25 min to the closest library is inconvenient and prevents us from going as much as we'd like.
Concord, Harrisburg	We love our public libraries here in Cabarrus county. They resource available from books to launchpads are amazing. Love the many resources that are available to be used from home such as RBDIGITAL and Great Courses. Also the program especially during the summer get better every year.
Concord, Harrisburg	We would love to have a library closer to us, we live in the wr odell school district

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg	We enjoy this library as well as the Concord Library for many reasons including the reading of many books to ourselves and to Our Grandchildren as well. We have been voting at the Harrisburg library and are grateful for the organization and courteousness provided by the library staff & members, both in & out of voting season. Keep up the good work ! We hope that the Harrisburg, as well as all the other libraries throughout the State of North Carolina, be given all the financial assistance they can possibly obtain, to continue doing such a fantastic job ! You have provided our family, for over two decades with an array of unlimited resources to increase our knowledge as a family, from all the Children's books we've read and to all the periodicals and endless books on space, research & development & beyond, We say "Thank You"!
Concord, Harrisburg	We'd love to be able to hold more than 10 items at a time. Even upping it to 15-20 would help
Concord, Harrisburg	While the vegan cookbook selection has improved greatly over the last year or two I would like to continue to see still more new options included!
Concord, Harrisburg	Would like more audiobooks. Would like newspapers from Atlanta, Washington DC and New York.
Concord, Harrisburg, Kannapolis	I have enjoyed all the programs I have attended. Since there is not a library near where I live, I have gone to programs and check out books at all the libraries except Mt. Pleasant.
Concord, Harrisburg, Kannapolis	I love bringing my kids to the library and they look forward to it. Keep up the good work and continue to grow.
Concord, Harrisburg, Kannapolis	I wish new printed materials at the library had a longer borrowing time. I appreciate others wish to read them as well but it's also difficult to get through a book in 2 weeks.
Concord, Harrisburg, Kannapolis	I would love a library to be closer to Poplar Tent and Harris Road. It is a drive to get to the library and sometimes my children don't want to go because of the distance. Please try to build a library closer out this way. Thank you
Concord, Harrisburg, Kannapolis	Love my library! And staff!

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord, Harrisburg, Kannapolis	Same as in #5 above.
Concord, Harrisburg, Mt. Pleasant	I love libraries; When I was hired to work at the library it was like a dream come true.
Concord, Kannapolis	All the 4 Cabarrus county libraries are about 12 miles away from my place. It would be nice if have one closer to our residence. Mecklenburg county library at Huntersville is the closest library (6 miles) but we have to pay the membership fee to check out books. Is there any plan to extend the libraries in our county or is there a way to waive this fee by some mutual agreement which will help a lot of families? Thank you!
Concord, Kannapolis	An emphasis on hiring qualified individuals (such as librarians) should be a focus for the system going forward.
Concord, Kannapolis	Enjoy library so much since I have time to read! One of my favorite places.
Concord, Kannapolis	I appreciate all the services you provide. Over the years, I have encouraged many others to take advantage of the many opportunities our local Library affords them. Please keep up the good work!
Concord, Kannapolis	I don't know her name, but one of the staff members is horrible. She's got short hair, glasses, and is, to be politically incorrect, butch. She's rude, RUDE, and snarky.
Concord, Kannapolis	I love the children program and your selection of ebooks
Concord, Kannapolis	I love the library. All you do is appreciated so much. Thank you.
Concord, Kannapolis	I think you are doing a great job with what you have but the areas all around are growing at a fast pace. You can also see this with the amount of traffic and bottlenecks at junctions with single carriageways.
Concord, Kannapolis	I wish Cabarrus county would use overdrive more for adult audio books like Mecklenburg co does.
Concord, Kannapolis	I would love to have a library closer to me. I live in moss creek and both library options are 20 minutes away! For as many houses as we have over here, there should be a library around here as well
Concord, Kannapolis	I've used the libraries in this area since 2009. Service is excellent. I only wish there were locations closer to where I live. I go about twice a month and would probably go much more often if one we're closer to where I live.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord, Kannapolis	It is important to have a library in the community that can connect to nearby neighborhoods. A large community with so many children around will enjoy the ability and access to the library. It will benefit the community and spread more literacy and encouraged reading skills overall.
Concord, Kannapolis	Keep An Open Mind to Progress. Exercise Empathy On All Sides. vlb. 8/31/18
Concord, Kannapolis	Love Kannapolis Library!
Concord, Kannapolis	Love my library!!! This summer I have enjoyed weekly "play dates" for story time with my great grandson, a friend & her grandson. What a wonderful way to start a fun day with 4 & 5 year old boys. I frequently bring my 8 year old granddaughter to check out books. I've lived on both coasts & in between. Second only to getting utilities turned on is getting my library card! You are all wonderful! Thank you & keep up the good work.
Concord, Kannapolis	Staff is super friendly and helpful! The children's programs are outstanding!
Concord, Kannapolis	Thank you for all you do. We love your programs and resources.
Concord, Kannapolis	Thank you for all you do. You all give the meaning to the words " public servant "
Concord, Kannapolis	Thank you for your services.
Concord, Kannapolis	The library is my happy place. Keep it up! I only wish there was a better selection of manga/graphic novels.
Concord, Kannapolis	This summer Odell Elementary was open a few days and it was so great to have an option so close to our part of town for the kids to get new books and take time to play in the centers. The nearest libraries are a minimum of 20 minutes away.
Concord, Kannapolis	We love our library and librarians!
Concord, Kannapolis	We love the library! Keep up the good work!
Concord, Kannapolis	You are doing a great job! Thank you!
Concord, Kannapolis	You guys are awesome!
Concord, Kannapolis	Your staff at Concord & Kannapolis are outstanding!! They are always so kind in their greeting, help finding resources, inviting customers to programs & leading programs.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Concord, Mt. Pleasant	keep up the good job you are doing
Concord, Mt. Pleasant	Love the library!
Concord, Mt. Pleasant	More STEM programs around 11 AM please for us homeschoolers. Thanks.
Concord, Mt. Pleasant	Thank you
Concord, Mt. Pleasant	The kids staff at Concord is great. Everyone at Mt. Pleasant is awesome. Harrisburg has grumpy people. Kannapolis – bad experience each time we go there, so we stopped.
Concord, Mt. Pleasant	We love summer reading program.
Harrisburg	A good public library with access to all is one of the cornerstones of democracy
Harrisburg	Allow more copies of books to be house dates at the Harrisburg Library ??.
Harrisburg	Ask and expect people to be quiet in the library , To have respect for others , also the employees .
Harrisburg	Can hardly wait for the Midland Library. I will offer my services to volunteer there gladly.
Harrisburg	Currently the closest branch is 30 minutes away. Our kids love to go to library but we can't use as frequently as we would like to. We live in winding walk neighborhood and would love to have a branch close by. The area is so densely populated now and it definitely warrants a branch close by.
Harrisburg	Enjoy the library and it seems to be used and useful to a lot of citizens of Harrisburg. I feel the staff does an excellent job.
Harrisburg	Expand what you can do with your library card.
Harrisburg	Having a branch closer to home in concord
Harrisburg	I am happy with the library service. But I am not the type of person to go to library very often! Thank you very much!
Harrisburg	I am interested in doing a little volunteer work with the library sometimes.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg	I am very pleased with the great service provided by the Harrisburg branch.
Harrisburg	I appreciate how much the library staff at Harrisburg is always willing to help.
Harrisburg	I frequently use the digital services but they don't offer many books. I love the magazines
Harrisburg	I have attended Book Club at the Harrisburg library for many years. It is a source of great enjoyment and has introduced me to diversity in literature. Present book club leader Miranda is tops!
Harrisburg	I have enjoyed some of the art projects for adults but extremely unorganized. Children's are much better.
Harrisburg	I love being able to place holds on books and being notified when they are available for pick up. Library staff is friendly, courteous and helpful.
Harrisburg	I love my library. All the people who work there are helpful. Thank you!
Harrisburg	I love our public library system. My kids love to go to library, look through catalogs and read lots of books. We also use public library for our printing needs which is not listed above. We would love to have colored printing available.
Harrisburg	I love the Harrisburg branch! The staff is always so friendly and willing to help with any needs.
Harrisburg	I love the Harrisburg library, of all the libraries in Cabarrus county it is more family friendly and more welcoming :) Keep up the marvelous work!!!
Harrisburg	I love the Harrisburg library! Great resource for the community.
Harrisburg	I love the summer reading program
Harrisburg	I love the themes and programs! It is a joy to walk in and see the themed books front and center. You all have done an extra amazing job with the Harry Potter theme!
Harrisburg	I rarely use the Cabarrus Library system because new books are always "on order". I found it worth the non-resident fee to go to branches of the CMS Library which also has working self-checkout and better programming for ALL ages.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg	I think the staff is amazing and I love volunteering at this homey- like library.
Harrisburg	I tried once to use the electronic book down load thingy and what a pain it seemed to be, had a hard time and didn't really seem to work out for me. Putting on some basic classes for getting this to work on an iPad would be great!
Harrisburg	I work in an academic library, so use my public library mainly for leisure reading and audiobooks for my commute. I would use many more of the reference and information services if they weren't available to me through my job.
Harrisburg	It would be great to have a library closer to our home. Our libraries are great as they are staffed with friendly and helpful employees, I would love to see a unit in the Cox Mill/Poplar Tent area.
Harrisburg	It would be nice to have a branch closer to us - the west side of Concord - near poplar tent/I-85 area
Harrisburg	Keep up the good work!
Harrisburg	Library are very important because they enrich people's lives
Harrisburg	Library in closer proximity to housing and schools in moss creek area.
Harrisburg	Love the guessing games and coloring tables over the summer
Harrisburg	Love the staff at the Harrisburg branch! They are always friendly and helpful. I just wish we had a branch closer to us. We are about 20-25 min from Harrisburg and 25-30 from the Concord branch. I'd love to have a branch north of 85 and west of George W Liles!
Harrisburg	Love the used book section!
Harrisburg	Many kids activities are scheduled during the day, so the kids of those of us working during the day Monday through Friday are missing out on many of the activities. I would like to see more kids activities scheduled for later in the day or on the weekends.
Harrisburg	More African American books and resources
Harrisburg	My children (11&13 years old) have grown up using the Harrisburg library. We love the library, programs, convenience, & sense of community.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg	New management
Harrisburg	Our family loves using the library and now that we live closer really helps us to use it more frequently.
Harrisburg	Overall, we're happy with what we use the library for, we're pleased with the customer service, we LOVE the bundled books and checking out is a smooth process. We appreciate the staff works as a team, the bathrooms were clean every time we used them, truly appreciate the library sharing its space (voting/solar eclipse glasses event), and even the little space in the back for the kids to color/play with things is wonderful. Thank you for all you all do.
Harrisburg	Please add a new branch near the highland creek area. This is a huge need as the closest library is at best 20 mins away.
Harrisburg	Please consider a way to get books to this side of the county. The population is growing tremendously and we would like easier access to a library. A mobile library with set hours in the afternoons or weekends, would be ideal but at least a book drop would be helpful!
Harrisburg	Please consider opening a new library branch near the Winding Walk, Skybrook, and Highland Creek neighborhoods. There are a vast number of houses and families in this area, and more development is taking place all the time. Thank you for your consideration.
Harrisburg	Please put effort to fund raising We have new homes new communities, there are lot of us can Help
Harrisburg	Some arts and craft classes for seniors
Harrisburg	Thank you for providing a wonderful service. ??
Harrisburg	The current staff at the Harrisburg library is wonderful--friendly and helpful. Much better than in years past.
Harrisburg	The employees are always so friendly and helpful.
Harrisburg	The importance and impact of neighborhood libraries in a culture and community is immeasurable. They are not just about reading and books; they are a foundation of civilized society that has far reaching and sometimes unknowable effects for generations and decades. It's an investment in the success and compassion of our society that has deep and far reaching benefits for all ages.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg	The staff at the Harrisburg library are wonderful. Always cheerful and helpful
Harrisburg	The staff is always helpful and courteous.
Harrisburg	There has been a of new growth by Concord Mills. The library resources should reflect population density.
Harrisburg	we enjoy coming in. the staff are always nice and very helpful. now that we have a teen....we still like to bring him to still explore books
Harrisburg	We love our community library (Harrisburg). We go so much that they welcome us always with a smile. My kids love going to check out books or to programs there.
Harrisburg	We LOVE our library system. Thank you!
Harrisburg	We need a library closer to Highland Creek and Skybrook
Harrisburg	We would use the library A LOT more if it were more convenient to get to. Please consider one in the Concord Mills/Cox Mill area.
Harrisburg	Would love more information on how to request certain classes or meeting spaces. I help run a local mom's group and finding space to do meetups can be hard.
Harrisburg	Would love to have Microsoft computer classes for kids.
Harrisburg	Would love to have more audiobooks on CD for kids and teens, especially "Adventures in Odyssey."
Harrisburg, Kannapolis	I love the friendly atmosphere at all of the libraries and your staff do a wonderful job!
Harrisburg, Kannapolis	I would really like a library close by. My children would like to go to the library more often to browse and check out books. They grew up loving the library and now it is too far away to use on a regular basis.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg, Kannapolis	<p>This summer I introduced my 8 and 6 year old grandchildren to their first PUBLIC library experience. They participated in the Reading Program and attended many of the children's programs that were offered at the Kannapolis branch. This is the branch closest to our home. The elementary school that they attend also offered a Summer Reading Program which I found to be very complicated to sign up for online and I felt that the suggested reading material was not going to be challenging nor stimulating enough for them. I told both Ms. Amanda's that the library summer reading program was far better than the public school reading program that was offered! I must commend Ms. Amanda and Ms. Amanda and Ms. Michelle and the entire staff for their suggestions and programs offered. Their continuous enthusiasm and child friendly manner was awesome! The activity sheets were a great way to keep track of the children's progress and the reward program helped inspire them to continue reading. Both children were reading chapter books and could finish a 100 or more page book in one day! All the while ENJOYING having their "noses buried in a book"! My 8 year old grandson also took part in the CS First Music and Sound Coding Club at Kannapolis and loved it. He's looking forward to the possibility that another class will be offered in December. While he was taking the class, my granddaughter used the computers and toys in the Children's library and her favorite activity was she and I putting a puzzle together or sitting in a comfortable chair reading our own book. My grandson and I visited the Harrisburg branch every day for one week while my 6 year old granddaughter was attending a class at a craft shop in that area. I was very impressed with that library and the staff there as well! Finally, I have used the Concord library only once to establish a NC Advance Directive through Carolinas Healthcare System. What a wonderful way to help people complete such an important, but difficult project! I have lived in Illinois and Florida and am only in NC for 2 1/2 years, but I truly believe this area has the most exceptional library system I have ever seen! I have found that ALL employees in ALL the libraries are friendly and helpful and I recommend them highly! Thank you!</p>
Harrisburg, Kannapolis, Mt. Pleasant	<p>I appreciate and support all of our Cabarrus County Libraries. Thanks for the many helpful and enriching services that you provide to all our communities and for the opportunity for citizens to provide input.</p>
Harrisburg, Kannapolis, Mt. Pleasant	<p>Mount Pleasant Library Staff is the most inviting staff and always knowledgeable about what's going on at all the Library Branches.</p>

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Harrisburg, Mt. Pleasant	We love the library and appreciate your efforts to always grow and improve. Thank you for these resources!
Kannapolis	A branch closer to the west side of Concord is very much needed. Also, please make the website for ebooks less confusing and more user friendly (utilize Overdrive).
Kannapolis	Again, would love a drive thru or up to a window for inclement weather or after hours as not to have to walk up to drop thru in the dark
Kannapolis	All three grands have a library card. I need to brush up on writing.
Kannapolis	As an aging adult with visual and mobility issues, the online services are greatly appreciated! And providing all residents, regardless of income, with access to books and computers and internet is critical! Thank you for all the effort and will always support any funding increases at the ballot box.
Kannapolis	Awesome staff
Kannapolis	Build a library closer to the Cox Mill High schools and funneled schools. Or provide bookmobiles to visit these neighborhoods.
Kannapolis	continue to expand access to the Library via the internet. Offer your classes etc. via Skype
Kannapolis	Great library staff at Kannapolis!
Kannapolis	I am very happy with the library services; the library layout is very convenient for me, and the librarians are the best!
Kannapolis	I am very thankful for the library.
Kannapolis	I do a great deal of volunteer work. The staff is phenomenal to help me in every way. I could not fulfill my duties without their expert help.
Kannapolis	I enjoy being at the library. Perhaps you can plan an adult jigsaw puzzle night? We may meet new friends in the community with like interests. Or, how about a senior night with a special event?
Kannapolis	I greatly appreciate our library and our library staff. They are a wonderful group of people who care about the public and work hard.
Kannapolis	I live basically next door. Love my library!
Kannapolis	I love the library. And the staff is always professional.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Kannapolis	I love the library. My children love the library. Everyone is helpful and it is such a wonderful atmosphere. Keep up the good work!
Kannapolis	I love your book sales I have bought many thank you
Kannapolis	I must say that at your Kannapolis branch, the children's dept has grown with the type and quality of books that is offered ever since the new children's dept manager was hired. My children enjoy borrowing books with characters that look like them.
Kannapolis	if I think of something I will pass it along. I appreciate all of the librarians
Kannapolis	It would be great to add an additional library in Concord, for those who are not near the downtown area. On the western side of Concord, we have to travel 20+ minutes to a library.
Kannapolis	Kannapolis children's staff are awesome!
Kannapolis	Kannapolis Library needs better parking. Spaces are taken up by YMCA and park related events, causing long walks from car.
Kannapolis	Keep good people on, keep bad people out
Kannapolis	Keep up the great work!
Kannapolis	Larger variety of adult classes. Also more AFTERSCHOOL activities. Maybe a kids book club, Minecraft activities, more regular Pokémon club, homework helpers, cozy spots for readers (because it's homework mandated), American doll meet ups, etc. our Kannapolis library has a great space I would love to see more social groups initiated (like mentioned) in events to bring the community together.
Kannapolis	Library staff are always so friendly and happy to help. I love the work the children's librarians do, especially! Thank you.
Kannapolis	Love the children's dept! Love homeschool hub!
Kannapolis	Love the remodeling
Kannapolis	More handicapped parking near the entrance of the Concord Library.
Kannapolis	Please please please consider a library closer to Concord Regional Airport/ Concord Mills area!

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Kannapolis	Sería fabuloso que la Biblioteca tuviera disponible en español la información de los programas para niños. Los niños pueden participar porque ellos hablan inglés, pero en muchas ocasiones no lo hacen porque los padres no reciben la información en un lenguaje que ellos entienden y por ende, no los inscriben.
Kannapolis	Staff is fantastic! They are incredibly helpful!
Kannapolis	The library has been an invaluable resource to expose my children to reading, culture, and information services.
Kannapolis	The library needs to request an increase in its book budget. New releases are slow to appear, and sometimes never appear. Also more adult programming. Expanded book clubs.
Kannapolis	The summer programs provided for kids were great this summer. Would love to continue seeing similar events and possibly more on days there is no school in KCS.
Kannapolis	We live by 73 and poplar tent and the library is so far away. If one were closer we would visit more frequently.
Kannapolis	We live too far from the library to go after school :(
Kannapolis	We love Kannapolis Library.
Kannapolis	We love the Kannapolis library!
Kannapolis	We love this library. Hope we have more children's activities.
Kannapolis	Y'all are wonderful! Couldn't do what I do without you. Thanks
Kannapolis	You need Roblox guides!
Kannapolis	Your magazine selection gets smaller every year, and it tends to support religious magazines more than others. I would like to see more magazines devoted to hobbies such as "Trains Magazine" or "RC aircraft"
Mt. Pleasant	A+ library employees
Mt. Pleasant	Absolutely love the staff at Mt. Pleasant! Incredible story time for toddlers!
Mt. Pleasant	Always seem very welcome in this library! Excellent staff!

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Mt. Pleasant	Color ink printing. Mt. Pleasant library is pretty small, and it's fine for now, but once the town starts to grow even more, I think an expansion will be needed. But not too big ha-ha. We love the small town feel of it.
Mt. Pleasant	Daytime adult services, computer and iPad
Mt. Pleasant	Despite the fact that Mt. Pleasant isn't as large as the other libraries, it is a GREAT library. The staff is really dedicated to the community. (They are able to get requested books in a very timely fashion.) Hats off to Amy, Brandy, Joy and Amanda!!!!!!
Mt. Pleasant	Expansion of Mt. Pleasant library!
Mt. Pleasant	Good homeschool classes at Mt. Pleasant.
Mt. Pleasant	Great place, great people!
Mt. Pleasant	Great staff at MP!
Mt. Pleasant	Great staff at Mt. Pleasant. Always helpful and friendly.
Mt. Pleasant	Great staff, helpful, always smiling, smart
Mt. Pleasant	I appreciate our Mt. Pleasant library. The staff is very friendly, patient, and helpful. For a smaller branch, many resources are available.
Mt. Pleasant	I would love a library expansion for the Mt. Pleasant branch.
Mt. Pleasant	Keep up the wonderful programs and services you offer. The children's programs are so creative, and Brandy and Joy at the Mt. Pleasant location are a valuable asset. They make our day every time that we visit by treating us like family. Everyone can tell that they truly love what they do.
Mt. Pleasant	Love children's and folks at Mt. Pleasant kids love it very warm and welcoming
Mt. Pleasant	Love the children's programming (in Mt. Pleasant)!
Mt. Pleasant	Love the Mt. Pleasant Library!
Mt. Pleasant	Mt. Pleasant has great employees!
Mt. Pleasant	Mt. Pleasant is the best. Service is 100%
Mt. Pleasant	Mt. Pleasant Library is great and all the staff is wonderful. Always willing to help.
Mt. Pleasant	Mt. Pleasant staff and customer service is excellent in all aspects.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
Mt. Pleasant	Need a larger library. Classes are overcrowded.
Mt. Pleasant	Please consider expanding the library!
Mt. Pleasant	Please keep the book clubs.
Mt. Pleasant	Reading is our entertainment, since we're on a limited budget and helps keep our mind alert, and reading about famous people is very informative. Keep up the good work serving the community!
Mt. Pleasant	Since the website was changed a year or so ago, it is no longer as easy to use as before. I don't know my library card number and therefore it is not nearly as convenient as typing in my name. I wish the website had the same format as before.
Mt. Pleasant	So thankful to have "free" books to read. The staff is wonderful.
Mt. Pleasant	Thanks for asking. I feel with this survey that you really want to know.
Mt. Pleasant	The ladies at the Mount Pleasant Library are great, I love going there because I always get great service.
Mt. Pleasant	The Mt. Pleasant library is a keystone in the community. The librarians are extraordinary in their kindness and commitment to the patrons. Each librarian deserves a raise!
Mt. Pleasant	The staff at MP is so friendly! And extremely helpful trying to find new books!
Mt. Pleasant	The staff at this library is amazing and well committed to the patrons. We love them.
Mt. Pleasant	We have the best branch! Brandy is so knowledgeable with books and helps everyone. The entire staff are so very nice.
Mt. Pleasant	Wonderful people – so helpful, know you by name
(None Listed)	Need a pickup and drop off point near Highland Creek while waiting for a new library nearby.
(None Listed)	Overall great library with great staff. Just need one close and would use more often.
(None Listed)	Please bring a library to the Highland Creek residents. Thank you.

Table A-4. Other Comments and Suggestions
(Continued)

Library Used Most Often	Comment
(None Listed)	Please build us a library! There is 8.96acres that would be PERFECT, convenient with easy access off 485 & Prosperity Ridge Road.
(None Listed)	Please Please build a library near. I live in Villages of Skybrook off of Poplar Tent Road and pay a yearly fee to use the Mecklenburg libraries in Huntersville (currently closed for renovation). Cornelius and Davidson since they are closer than going to the City of Concord. PLEASE..
(None Listed)	Promover los programas y servicios en la comunidad Latina.
(None Listed)	Study spaces would be a welcome addition the library.
(None Listed)	The citizens of Midland are eagerly awaiting the opening of our very own library.
(None Listed)	This matter has become a sensitive topic considering the fact that there is a urgency to help our education system. The fact that our kids are growing up without books and magazines at arm's length can have a negative impact for our children's creative intuition and possibly continued education.
(None Listed)	U r doing a great job

Appendix B

Comments from the Staff Survey

The staff survey included several questions that required written comments from the staff members who responded. These comments are listed in the tables of this appendix.

Staff members were asked to elaborate on their ratings, and Table B-1 shows the 36 comments that were received.

Staff members were asked to list the greatest strengths of the library, and the 39 responses are shown in Table B-2.

Staff members were also asked to list the greatest weaknesses of the library, and the 36 responses are shown in Table B-3.

The survey asked staff members to list the top five priorities for the library to concentrate on now and in the foreseeable future. The 30 responses to this question are provided in Table B-4.

Staff members were asked to comment on their answer to a question about expectations by elaboration why they did or did not feel that they know what is expected of them. The 36 responses are shown in Table B-5.

Staff members were also asked to specify what would make their work environments better or what would improve their satisfaction with working for the library system. These 28 comments are provided in Table B-6.

Finally, staff members were invited to make further comments and suggestions. These nine comments are shown in Table B-7.

Table B-1. How Well Is the Library Meeting the Needs of Customers?

Comment
Always positive feedback from patrons
For the most part, programs are successful (especially for kids) and we offer a huge variety of services. I think we need some sort of literacy services for children, as that is requested often. We also need to better reach the teens and adults when it comes to programming. I'm not sure if the problem is the content of the programs, or if these age groups just aren't seeing them being advertised.
helpful staff, good book selection, and great e-resources.
I believe staff are on point helping to meet patrons needs as well as they possibly can. Staff have no problems going above and beyond to help patrons. The physical library itself can do more to meet the needs of our patrons. Patrons want "Quiet Spaces" or "Meeting Rooms" and we cannot accommodate those requests for everyday patrons. Only non-profits, city, county, state or federal entities can utilize our meeting rooms, and must give advanced notice. We always have people walk in and want quiet / private areas to meet or study. Tutors look for areas to meet with students. Visiting patrons that just need to use the computer to look something up or print something out must take time to actually sign up for a library card. This is not meeting the need for a patron who is on a limited schedule and does not need to utilize our services again in the future.
I feel like we're meeting patron needs fairly well in terms of having a diverse collection of items for check out and a strong selection of programs to attend. However, there's always more we could do. We frequently have patrons asking about a branch closer to where they live in the West Cabarrus area (the closest two branches are about equidistant away from there and neither are convenient). We have strong program attendance, but I often think that if we could figure out what the community members that don't use the library need or want, we would have stronger numbers and better serve their needs.
I feel that the library does a great job meeting the needs of our community, and we are adapting well to changes. We have increased the amount of eResources, maintained an excellent level of customer service, and created a variety of programs for a wide range of interests. One reason I didn't rate higher was because of our ongoing technology issues. They have been better recently, but it can be difficult to help our job seekers if the computers randomly log off. Sometimes those who are not good at using computers or are slow typers can easily get frustrated if they've spent so much time typing up their resume or working on an application to find all the information gone. Having the printers down for an extended period of time or if the PACs are not working

properly can also be frustrating. I believe that patrons understand that this cannot be controlled by library staff, but that doesn't change the fact that all their work is gone. We have seen more consistency in our computer lab within the last few weeks, so I hope that continues. We could also use more quiet working spaces for students or those who work from home. Overall, I believe we are doing a great job!

I feel we are providing many different options for patrons, but there is always room for improvement.

I feel we offer a good variety of resources for patron usage from online resources like NCLive to Rbdigital, Hoopla as well as in house library resources.

I think in doing things like this survey for patrons and staff we will have a better understanding of what will better meet the needs of our patrons.

I think patrons are happy with what we have I just know some patrons don't understand sharing books between the branches and don't wish to place items on hold. Another thing is some wishing we did a reading class and misunderstand that.

I think the library does a fine job for meeting patrons needs given our budget, staffing, and locations in this community. I think for us to do more we need to really look inside and think about ourselves in terms of the community. Maybe we need to concentrate more on services for the patrons that come here day in and day out, including our homeless patrons. However, we should work with other agencies in the community to increase our presence in the community. Be that outreach to hospitals or senior centers.

I think the library is doing great meeting the needs of the patrons. I think there are people out there who aren't aware of everything the library does, and finding a way to reach them would be good for the library. I think there are always new programs to try to meet patron needs.

I think we are meeting most basic needs and expectations for library services, but missing out on innovative approaches and new ideas. I also think many people don't know or realize what we offer, which holds us back in terms of being more useful to the community as a whole.

I think we could be quicker at anticipating patron needs. Getting to those patrons who need help before they have to look for someone would be the best possible option.

I think we do a good job of providing friendly customer service and circulation of popular materials.

I think we do a pretty good job of meeting our patron's general needs, but I think there could be some improvement in meeting some specialized needs. Our collections are ok, but there are many things that patrons ask for that we do not have access to (especially regarding materials for non-English, non-Spanish readers). Collections can be a bit uneven across the branches as well, and though we can move things back and

forth, it's not always easy to convince patrons to wait a few days when they need something now. I think our programs could use a little work as well. Some things go really well and bring in a lot of people, but then we have other things that don't spark out patrons' interests as much. Some of this is budget related and we will never be able to meet all the needs of all of the patrons. I think we do a good job with what we have, but would love us to be able to do more.

I think we serve patrons effectively.

It would nice to be have an alternate way for the patrons to use the computers when they are unable to sign up for a card that allows checkouts, rather than signing them up for an internet only card.

No matter how hard you try you can't please everyone.

Our facility is small, which restricts our ability to provide all the materials our patrons are looking for or an appropriate amount of meeting space to comfortably seat our patrons during programs.

Our library is part of a community that is growing rapidly. We no longer have the space to accommodate all our patrons, and we do not have adequate staff to provide our patrons with the attention and assistance they deserve.

Overall the library is meeting the needs for patrons at an outstanding level. We offer many different types of materials for our patrons and constantly have different programs going on.

Overall, I am very satisfied with our work. The patrons who come to the library just for books seem to be well served. If we do not have their particular book here, we will have something similar or there will be a copy available at another branch (unless it's a popular title). I wish we could offer more too our homeless population, but that might be more of a branch-by-branch issue than a system-wide one.

Staff in all departments work extremely hard and bring personalized expertise to ensure we are developing the best collection to meet the needs of a diversifying population. Technology help and access could be better, and I believe we could partner with the senior center to deliver more and better programs for senior citizens and their caretakers.

The Harrisburg Library needs more room. We can no longer allow patrons to sit in chairs for story times because we are hitting the fire code maximum for that. For bigger programs, especially those with animals, we have to turn people away. Though having two performances of those types of programs help. We don't have enough study/meeting rooms/quiet spaces in the library to meet the needs of those hoping to use the library in that capacity. The library fills up with tutors in the afternoon and evening. There is very little quiet time during those hours. The library could use more staff to help deal with the influx of patrons. There needs to be more diversity in the

collection especially for our Indian/Hindu, Asian, and Hispanic patrons with materials in their languages.

The library has a well-trained and approachable staff who are courteous and accommodating. They strive very hard to meet the needs of the patrons and work together as a team.

The library serves patrons very well despite struggling with a county that seems to recognize its value to the citizens of a growing county, but is unwilling to fund this department to the point to truly reach its full potential. Other county restrictions, such as the communications policies and finance policies, also hamper efforts and force us to work around county restrictions to provide special services at times. Overall, however, the library provides basic services very well.

There are patrons who would like more spaces for quiet study and reading. Additionally, as a system with a diverse mix of patrons, patrons should see that diversity mirrored in its (branch) collections and staff. Additionally, it would be helpful for patrons; who visit the library for job searching, to have library staff on hand to provide the kind of specialized assistance many of them require. This would be especially useful for those patrons who have language barriers or reading difficulties.

We do a great job, but you can't make everyone happy 100% of the time.

We do a great job, but there is always room for improvement.

We greet patrons as they enter We are available 99% of the time for assistance

We need a better system of sharing ideas and talents across the four branches so that patron needs will not be better served in one branch over another. In the course of my employment I have seen a vast difference in the quality of patron satisfaction across the Library. This is partially because the branches are patronized by vastly different demographics with vastly different needs. But also, it is because of a fundamental difference in the management of the two branches. One is very constrained by bureaucratic regulations that Do make the job much easier but also suck a lot of the soul and personality out of the branch. One completely disregards 80% of regulations and brings much more of the staffs' talents forward, which puts a much harder strain on staff but results in higher patron satisfaction. There needs to be a better balance between these extremes.

We offer many programs to a variety of ages and backgrounds.

We will always generally try to meet the needs of our patrons, although I do feel as if staff in general are not always familiar with eResources available to patrons

What is holding our library back from meeting patron needs exceptionally well is the physical space issue of our library. The population of the town and the users of the library has beyond surpassed what the library is capable of handling in all areas (functionality, safety, and aesthetically).

While the front line is doing everything we can to meet the needs of the patrons, we are inconsistent. There are too many policies and/or procedures that we do not work together on. The inconsistencies between branches causes a bad customer experience, and also unnecessary animosity between branches. If we are one system, then we need to be one system. This means consistent policies/procedures between branches, so not to cause conflict, or to make another branch seem as though they are not up to par with the others.

Table B-2. What Are the Library's Greatest Strengths?

Strength
- Wide spread collection of materials - Technology access - Different services offered - Staff is always willing to help each patron - Staff works well together for the benefit of our patrons/library - Juvenile section is amazing
-Making the best of what we have -Overall, staff are talented and engaged -Dynamic patron base that keeps us on our toes
1. The friendliness of the staff and customer service orientation 2. The openness of the facility 3. Many and varied offerings for children
Cheerful, eager staff
Customer service Programming
Customer Service is our greatest strength.
Friendliness and approachability.
Friendly and attentive to patrons' needs.
Going all out to help patrons find what they are looking for and/or use the library resources. Being friendly and welcoming.
I think the library's greatest strength lies in the people that work for the library system. Overall, the staff is dedicated and I have not met a person on staff that doesn't want to help the community and the library patrons. I talk to people from other library systems and their complaints about their fellow staff are completely alien to me. I'm not saying the library staff are perfect, but the work ethic seems fairly high across the board and everyone has great ideas that they want to share.
Keeping up with technology. This is so important for our younger generation.
Kindness towards patrons who come to use needing help with various issues.
knowledgeable staff
Known as a literacy leader. People like the fact it's free. We're a well-respected agency in the community.
Location, facilities and staff
Multiple resources for reading, great customer service, excellent programming.
Our collection gets better every day -- and I say that both as someone who contributes purchase requests and who frequently checks out items for personal use. We have an enthusiastic staff team that really wants to help people and on the whole have strong customer service skills. Although adult and teen program numbers aren't always stellar, staff never stop trying out new ideas, presenters, performers, and programs to try and better reach these audiences. Our children's programs and story times are well executed and well attended at all four branches. Even though we don't have staff solely dedicated to outreach services, I feel like everyone on the

library team is really receptive to community needs for outreach services and we do a good job of getting out in the community when we can.
Our library's greatest strengths are the staff. We are adaptable to changing needs, actively seek out to help our patrons, and collaborate on projects.
Our staff and our connection to our patrons.
Passionate staff.
Patrons tell us they enjoy the personalized customer service they receive from staff here. Joy is an incredible asset for children's programming--patrons regularly come from other parts of the county to attend her programs.
Provide a lot of programs for the public
Providing the patrons with new material as they are released.
Public access to information Excellent programming Knowledgeable employees
Staff and public access to resources.
The library's greatest strength is customer service. All the staff I work with are very friendly and do what they can to help out the patrons. We give a personalized experience and take the time to get to know people we are helping in the computer lab, in the Children's department and at the checkout desk. We don't hesitate to take the extra time to make sure that patrons understand what we are teaching them whether that is how to edit a Word document or use our catalog.
The many resources we have to offer our Patrons.
The rapport and level of communication the library staff has with its patrons.
The staff is Harrisburg Library's greatest strength. They make the library a welcoming place that people want to come to. The family oriented programs and the ability to draw in generations to those programs. The staff and their collaborative nature. They have each other's backs and are willing to help each other out on the desk, with programs, with whatever they need. They are an incredible team that goes beyond the call of duty for the patrons of Harrisburg. The community in Harrisburg is extremely supportive of the library. Being in the park is another strength it allows for larger programs when they can be done outside like the eclipse program and Harry Potter events.
The staff- most of the people on staff are really passionate about what they are doing and about helping patrons in any way that they can, and I think it shows.
The staff! We have some very talented, knowledgeable employees in the library system that really get to know people on an individual basis and make the library feel like home. We also have improved in collection development and have much better items available for circulation.
We are friendly and customer-service oriented. Staff work together well and really care about helping patrons We are also relatively open to adapting and trying new ways of doing things (as compared to other work environments I have been in)

We are very personable and helpful. We are passionate about our jobs and it shows in our work ethic and programming.

We do have a great team and we work well together. If someone has something come up another staff member can jump in and take over or help with a program as needed. Another thing is we are great with customer service. We have some very happy patrons.

We have a great staff that is always willing to go the extra mile, and our facility has the space to have large programs.

We have the opportunities, with webinars and training, to learn and grow better as staff. Everyone really goes the extra mile with helping patrons.

We truly do care about our patrons. The relationships and bonds that I have seen between staff and patrons are one to be rivaled with other systems. We truly care, and it shows with our patron interactions.

Welcoming staff, circulation options are always growing, e resources (now including HOOPLA) is better, wide variety of programs for children, supervisors are very supportive,

When staff are given the freedom to express themselves, bring soul and life to the branch, and better steer the course of their career, this leads to some amazing teamwork. I truly believe that the best patron satisfaction comes from the best staff satisfaction.

Table B-3. What Are the Library's Greatest Weaknesses?

Weakness
- Pushing patrons away because they don't have their ID on them for checkout/establishing new cards. Only allowing them temporary access to the internet when they don't necessary want to get on the internet.
-Leadership has inconsistent expectations and poor follow through on large initiatives -Poor communication between branches and lack of consistency in procedure -See above regarding county support
1. Frequent technical glitches with the public computers and library's databases 2. Staff shortages can cause lines at checkout and staff stress 3. Hierarchical discussions among supervisors keeps lower-tiered staff in the dark about important matters & feeling as if they aren't as valued
Antiquated technology equipment
Communication and consistency
Communication. Information should be shared with all staff members; it would be best if multiple people could go to each committee from each branch, so that there would be backup in case one person missed something, but that is really possible with current staffing. So more space and staffing should be a definite priority.
Diversity in the collection. We are doing our best to add books that reflect our patrons but is still an area that needs work.
Funding
Getting word out about programs and resources.
I think it would be beneficial for more cross training between the different workings of the library. Also another thing is I think it would be helpful for some branch cross training to make things easier. Especially if people are sick or out we could call and see if we could have a person from another branch either full time or part time instead of being short staffed. Even if the person coming to help out wouldn't know everything about the branch they could be another person there to help.
I wish we had more of an online presence. The Facebook page is great and informative. I think we could really showcase the work we've been doing and connect to the community with an Instagram page.
Inconsistency. Each branch has their own policy/procedures, and that is a great detriment to how our branches run. We cannot truly help a patron, when one branch is under a different procedure than the others. We all need to run under the same policies, with everything that we do. There should be consistency between how we handle holds, overrides with holds on the shelf, exceptions, payment plans, limited check outs, notations in workflows, repairs, as well as displays and holds on displays. It's sometimes easy for the same passionate staff members to experience burnout.

Lack of support from other County departments that have a huge impact: communications/marketing and IT. The lack of community awareness as mentioned before keeps us from growing, since many people still think the libraries only offer books. The delays and snags in technology reinforce the concept that libraries are irrelevant in a technological society, so it's harder to build a sense of reliability in our services when we're dealing with outdated or untrustworthy technology.
Money!
Money! Adhering to a budget when the library is always the last on the totem pole.
Not being consistent in enforcing the rules.
Not being consistent throughout the branches when it comes to certain patron issues. I feel communication is limited between branches sometimes, and this can cause patrons to not receive books in a timely manner.
Not enough small rooms for groups that want to reserve for a meeting, study groups, tutors, etc.
One of the biggest concerns is having the space and resources patrons need with the growth we are experiencing in Harrisburg. We don't have enough room. The second biggest concern is communication and know what is going on in the rest of the system.
Our biggest weakness is not having any social media presence outside of Facebook. We need Instagram, Snapchat, and other avenues to reach other demographics outside of the elderly and family/children. Teens do not use Facebook as much anymore. Also not having each of our branches follow the same policies, most importantly how we are not handling patron accounts (late fees/limited check outs/payment plans, etc.) in the same manner. Another is branch managers/supervisors not knowing how to do "all" that is required of their employees and unable to train subordinates. Subordinates should not be required to train their supervisors.
Our meeting space is currently being used to house our teen collection, as well as our books for sale, which reduces the size of space for programming. Also, when programs are going on, patrons have limited access to the teen collection and book sale items.
Remaining stuck in the "library" silo of community. I mean that people can see the library as only being a place to get books and if you can order books online via Amazon why do I need the library. It's also one of those things that you forget about. It's an assumed resource. I mean sure I have a library, but I don't need to go there.
Space issues for providing outdoor programs, more technology for patrons and families (space and cost issue)
Space issues. When we have to turn families away from library programming simply because of lack of space due to safety issues, then that is a big problem. Also, having

more quiet study areas for those looking for quiet areas. We also need a larger foreign language collection. In our programs there are sometimes 5 different languages being spoken, and when I am asked about books in non-English languages, there is not much to offer them. Especially Hindi and other Indian language books and books in Arabic.

Staff turn over

The computer Lab computers frequently have issues.

The library's greatest weakness is communication, both internal and external. Sometimes it feels like if you aren't based at the Concord branch, you don't always know what is going on. There's also a lot of conflicting information going around. It can be a little frustrating when you aren't sure what's expected of you or what the library's priorities are. Our external communication and marketing also isn't always effective. Nearly every day I talk to patrons who don't know basic things about the library system like hours or that they can use their card at any library in the county. I've had multiple patrons in the last year who didn't know we were open on Fridays (we have been open on Fridays since 2015). Patrons also don't know about some of our programs. There are lots of reasons for this; sometimes it can be difficult working with the county's communications, but I do feel like this keeps us from being as successful as we could be in promoting ourselves to the community.

The library's greatest weakness is the layout. When working at the Concord front desk, it can be awkward helping someone at the greeter station and then walking all the way around the desk to help them on the NF/Teen side of the library. It would be nice to see more study areas, meeting spaces and a centralized desk, but I realize that is hard to do in the space we have.

The only weaknesses I see slightly is maybe that in times of short staff or busy situations, we need a little more team effort across all departments. If there is a department that is struggling keeping up with shelving or short staffed I think that it would help us overall be more efficient and provide better service if we help when we can, even if it is in a different department.

There aren't enough spaces for quiet study and reading. Some patrons do still expect a level of quiet when they visit the library. While some facility floor plans do not lend to that level of expectancy, some attention should be given to patrons who may not be visiting the library because they find it too chaotic.

We are One Library with four branches and should operate as such. Dividing us strictly into branches, neglecting cross-training, and maintaining vastly different standards for each branch is a massive weakness across our system. It is concerning that staff who work in a children's department do not know how to run a circulation desk. It is concerning that staff members do not have any idea what it is like to work at another branch. This division especially encourages competitiveness and resentment of other departments and their staff, who "just do Not know what it's like." While

committees attempt to share ideas across branches, there is still a fundamental misunderstanding that stems from this lack of unity. One example of this is the "Friends" system, which is branch-based and does not seem to allow funds to be shared across branches. The income disparity across Cabarrus County means that there is a noticeable difference in program offers, supplies, and furniture between the library in the wealthiest town versus the poorest. And it cannot be argued that those in struggling areas do not need more from their free public library than those living comfortably.

We aren't very good at reaching folks who don't come in to the library on a regular basis. Although we send marketing information about programs to media outlets and schools, I don't feel like there's a strong awareness of what we do among nonusers in our community. Sometimes we don't follow through on large scale ideas -- not because the ideas aren't good or management support isn't there, just because they get lost in the shuffle of everything else we are doing. Sometimes we don't communicate well with staff in other physical locations. Like we may all be doing a program on the same theme within the same two months, but we may not find out until we all turn in our separate events. I don't think this is for lack of trying to communicate or that staff don't want to work together, I think we just miss each other or get our wires crossed.

We still need to do a lot of work on our collection. It's a lot older than it should be and we simply don't have the money to refresh it at the speed it needs to be refreshed.

We struggle to provide the IT infrastructure patrons expect of us -- particularly problem-free Wi-Fi access & reliable connectivity on the public computers. I also feel like we don't do as much as I would like to see for our increasingly diverse and multilingual population. We have increased Spanish language collections, but still struggle on a regular basis to find a staff member who can communicate effectively with a patron who speaks no English but wants to ask a question. In general, resources are stretched and it's not possible to have the depth I would like to see in a lot of areas. That includes depth in collections and depth of knowledge among staff, especially regarding resources or information needs we don't get asked about frequently.

Website difficult to navigate through. It's difficult to find the Resources, it was better when they were on a list. Lack of quiet areas designed for study or 1-on-1 class.

Table B-4. List the Top Five Priorities for the Library to Concentrate on Now and in the Foreseeable Future

Priority
- Patrons always come first - Always ask if unsure
-Collection -Programming -Outreach -Space (buildings) -Better wi-fi
*library expansion *more staff *developing partnerships with MTP agencies *outreach to schools *customer service
1. Adult and Teen Programming 2. Reorganization of the library's public space 3. Figuring out better ways to market our programs 4. Try to rearrange and weed to eliminate the need for the bottom shelves 5. Growing towards feeling more like one Public Services team even though we work at two desks
1. communication between all branches 2. keeping up with technology 3. build stronger community bonds through outreach and volunteering. 4. filling positions faster as they come open, so the branches are better staffed. 5. time to remodel some of our older branches and get them up to date.
1. Consistent Policies and Procedures between ALL branches. 2. Consistency and accountability among staff members, and our adhering to our daily schedule. (i.e. circulation/reference//lunch/office time) 3. Training. There has been no actual training that has happened for any new staff member in the time that I have been here. If a staff member comes in knowing our ILS, than they are essentially 'thrown to the wolves,' and expected to know our policies and/procedures when none are actually set in stone. Too many people have ideas on what they "believe" is the right way, when there is no real way that things should be done. It is apparent that a majority of staff, as well as supervisors, do not properly know how to use WorkFlows, or have no idea of circulation or reference daily procedures. The lack of training causes gaps within our system, and puts more work on other staff, when we should all have the same basic training on how things are done, and how to properly use our ILS. 4. Displays and marketing. (We need bigger, brighter, better displays and consistency with marketing amongst the branches) 5. Clear and consistent wants/demands for programming. What is desired, needed, not wanted, and how to go about making a proper program.
1. Expanding Mt. Pleasant Library 2. More staffing at Mt. Pleasant, in order to offer more programs. 3. Outreach 4. If no expansion, re-working circulation desk. 5. More patron computers.
1. Getting word out about programs. 2. Programs to keep kids coming to the library once they are past story time age. 3. Outreach to connect to people in the community who aren't currently using the library. 4. Upping patron knowledge of digital resources. 5. Keeping collection in good condition and up to date.

1. Improving communication between branches and between administration and staff. 2. Improving marketing and communication to community. 3. Providing engaging and diverse programs that meet community needs. 4. Providing opportunities for non-supervisory staff to engage with the system as a whole and have their voices and ideas heard. 5. Working with other community agencies in a mutually-beneficial way.

1. Increasing program attendance. 2. Forming stronger relationships with the community. 3. Staff training 4. Increasing community awareness of our resources 5. Reading more in general as a branch to be better at reader's advisory.

1. Larger library building 2. Increase staff at our branch to accommodate the needs of our users. 3. Create a good collection of books in languages other than English, specifically Hindi and other Indian languages and Arabic. 4. Meet the needs in collection and programming of our diverse community. 5. Professional development opportunities of all staff members.

1. Maintaining staff training and customer service focus 2. More open lines of communication 3. Equitable distribution of duties 4. More opportunities for staff to de-stress and break away from routines and the seemingly constant "run-around" 5. Continued offering a varied collection of materials and wide variety of programs for all ages and interests

1. Patron Satisfaction 2. Growing e-resources 3. Outreach opportunities 4. Branch growth (and subsequent adjustments about allotment of materials) 5. Growing the diversity of the collection, especially for our Hindi populations

1. Reaching non library users in our community and getting them aware of what we do and interested in using the library. This could be through marketing, staff outreach, or community partnerships. 2. Opening a location in the West Cabarrus area. Expanding facilities in Harrisburg to accommodate demand and the size of the population. 3. Better serving and engaging with our homeless patrons. It would be nice to have some kind of programs or services that don't just focus on basic needs (like job hunting tools) but also build our relationships with them by going beyond basics (providing some kind of program where they could bring in food and eat out of the weather, providing access to organizations that assist them, partnering with a social worker, etc.). 4. Continuing to modernize our collection and keep up with demands for things like Launchpads, ebooks and eaudio materials, content like Hoopla, possibly Overdrive (patrons do ask for it). I think this helps us with number 1 on this list, as it helps make us look modern and useful to folks that aren't really using the library. 5. Ongoing staff training for things like enforcing policy, dealing with patron behavior issues, customer service, communication (with patrons AND with other staff), county and library policies, conflict resolution, and creating an open environment for sharing ideas. We've done work on this in the past, but I feel like all staff could use more training on this and not everyone seeks it out independently. Additionally, having firm written policies on some of these things would give everyone

a guideline to go by. For instance, if a patron crosses a boundary more than one time, could there be a set amount of time they are immediately banned for? Or for staff communication, could we have a written programming policy that outlines what paperwork is due, when it's due, and what the coordinator of the program needs to send to all participating branches? I think this would help us flow as a team.

1. Staffing -- especially at HAR (there's not nearly enough staff for the amount of business the branch does) 2. Collection -- it's too old at all branches 3. Customer service -- can always be improved 4. Reorganization of resources -- the KAN branch is too large and there needs to be a branch in the growing areas of the county, over by Afton Village/Poplar Tent 5. Management -- making sure that the branches have managers that care about proper staff training and making sure that they are supportive and hardworking

1. Unity between Branches. 2. Cross-departmental training. 3. Outreach. 4. Personality. (Some of the branches really lack any sort of welcoming feeling. It isn't the staff, it's the atmosphere.) 5. Consistency of regulations across branches.

1)Team Effort (with basic library duties) 2)Continuing to build our collection 3)Communication between our individual departments as well as others (maybe monthly, bi-weekly meetings) 4)Continuing Excellent Customer Service 5)Continuing our strive for more Outreach

Bettering our technology help and accessibility.

Collection Diversified Classes

Creating continuity between the branches, revitalizing usable spaces for patrons (updating the look of the library), Updating outdated equipment and updating services we offer patrons (i.e. color printing), opening more branches so that patrons do not have to travel 20-30 minutes to the nearest branch (N.W. part of the county),

Getting the word out, improving hardware/software/IT support, implementing new ideas and services that attract younger and more technologically-inclined people, training and professional development for staff, funding and advocacy from County leadership.

I think it would be important to possibly if we could get someone to help with Spanish and Bilingual programs as we see a lot of that population. We would need someone who knows Spanish very well. Also they would need to be someone to do legwork to win the Spanish community to our library. I think some more Spanish materials would be helpful as well. I think a similar thing would be us to do a similar thing to help adults and children with special needs. I think programs for them would be a great thing. I think a main priority is to keep up with our customer service skills and make sure we don't lose that. I think that cross-training in and between branches would be helpful in case of sickness or vacations. I think reviewing the patron surveys to do our best to meet their needs would be a definite priority.

marketing our services to the community outreach to new residents and to underserved communities
Outreach Events Early Childhood Literacy Adult Literacy Connecting with non-users Connecting with non-library agencies
Patron job assistance Fun programs for young adults Friendship
Science based programming (something we have begun implementing). Presenter led programming (on topics that no one in the county is knowledgeable on or as staff we are unable to do ourselves). More interactive displays (that gives us feedback either on books or the library itself). Brochures on e-resources that we don't already have (like Mango and some of the homework helpers). Expansion/ updating of the non-fiction collection.
Space Diversity in Staff Diversity in Collection Designated Programming Staff Communication
Space Meeting the technology needs of the patrons Diversity of the Collection Staffing Communication across the system
Space- not only for our staff and collection, but also for our patrons as far as community meeting areas, studying areas, and room for programming; more staff to meet the needs of a library that's only getting busier; a diverse collection to meet the needs of our diverse community; an increase in variety of programming (for all ages); and more current technology- a lot of the problems our patrons have with the public computers stem from how outdated Internet Explorer is (either they can't print the file they need because Internet Explorer won't print .pdf or the website they need to access is no longer compatible with Internet Explorer).
Technology updates: newer laptops, more self-check-out terminals, scanners Better advertising/marketing of library programs

Table B-5. Do You Feel Like You Know What Is Expected of You? Why or Why Not?

Comment
Because it is stated in your job description and my supervisor might add other things as we go along but she always informs us.
Being on a small staff, everyone know what their role is and what needs to be done. Communication is clear and we are very collaborative at our branch.
Coming into my position, I had a general idea of what I was supposed to do, however, I didn't have much guidance past my first few days of work. I would like to have more laid out expectations like everyone else. I'm not always overly busy, so I would like to have other specific projects to work on during those times instead of always coming up with my own.
Communication
For the most part, I know what is expected of me. I am in constant communication with my supervisor about pending tasks and what I have been working on.
I feel as though decisions will be made at one meeting or through one email discussion, but then it will change at the next meeting and not everybody will be told about the changes. I often find out about things second- or even third-hand.
I feel something that would help would be having lists for quick suggestions for kids for Lexile levels and grade levels.
I generally know what is expected from me and my direct supervisor is good at making it clear what they expect from me. However, there are times when I am left to do things that don't feel like they are part of my job/responsibilities because no one else is doing them. At other times, assignments that I feel like should be mine are inexplicably taken up by someone in management or assigned to someone in another department without much explanation except they felt like doing that part of a project.
I have a clearly written job description that I review periodically to keep myself on track. I also check in with my supervisor as needed with any questions about my performance or duties.
I have an excellent manager who makes sure I know what I need to focus on and makes sure that I have the resources and knowledge to do my job
I know what is expected me from my daily job. I know that we are here to serve the community in which the library exists. I don't see the vision of where the library is going or the possible plan.
I think the roles could be more clearly defined, and expectations laid out in a way that makes results more achievable.
In my department our jobs are a little more specific and we know each other's work flow very good.
It has been clearly explained during monthly/yearly reviews

<p>My supervisor and branch manager are both great at making my duties and responsibilities clear.</p>
<p>My supervisor has explained my job to me and there is very clear communication in my department.</p>
<p>My supervisor is amazing! She is constantly supportive and helpful. My job description is clear and in print if I ever need to refer to it.</p>
<p>My supervisor is very clear on their expectations. Communicating in person and by email. Finally, the yearly reviews certainly help align our expectations for the coming year.</p>
<p>My supervisors are very clear on what my responsibilities are and if there ever is any confusion I know I can ask them.</p>
<p>Need more training on programming.</p>
<p>Oftentimes each staff member has developed their own standard operating procedure for any given circumstance, because there has been no firm, generalized policy clearly set forth by any permanent authority figure. This can make it difficult to both train and be trained.</p>
<p>Overall, I have a pretty good idea of what is expected of me, but I do struggle from time to time knowing what to prioritize and getting feedback from my superiors as to how well I am doing.</p>
<p>Staff communicates effectively</p>
<p>The work duties are certainly more elastic than the job description. But I know what is expected of me and am given the opportunity to perform professionally. Cross-training in other departments keeps me open and flexible and knowledgeable of other parts of the library.</p>
<p>There are little to no policies and/or procedures that dictate what staff should or should not be doing. Upper management is unaware and has been for some time now. The expectations seem to be made up as we go along, with no real boundaries, or guidelines for how we should handle patrons in specific situations. This not only creates inconsistencies, but demeans other branches and/or staff who believe they are handling patrons the correct way, and then are later told they are not doing their job correctly. We cannot be told we're doing something incorrectly, if we have never been properly trained. There are many times that policies have been 'changed,' but no official email, or conversation has happened. A few choice people are told (not supervisors), and we are all expected to catch up with how things are done.</p>
<p>This is a fast paced environment with a lot of moving pieces. A great deal of information flows and with so much coming in so quickly, things can get lost in the shuffle.</p>
<p>Yes, when I was hired my supervisor went over the different job duties related to my specific job.</p>

Table B-6. What would make your work environment better? What would improve your satisfaction with working for the library system?

Comment
1. Better and more open lines of communication 2. Consistency in professional expectations and the opportunities to do and improve in them 3. Continued and consistent opportunities for office and off-desk time off the line of fire
Better temperature control Holiday pay for part-time employees
Branch continuity, more office time to work on programs and projects.
Clearer communication between the branches and between the directors/managers and general staff, a more cohesive policy on common library issues
Communication with all branches. I cannot stress how important it is for everyone to be on the same page. We are all on the same team and share one common goal.
Constancy across branches. It is not okay that library regulations are enforced so differently across the branches. This causes resentment across the staff.
Everyone being a little more friendly and supportive of each other.
Having more space and more staff so that we can focus more on patrons and outreach rather than struggling to stay afloat. Also, recognizing the shift in which branches are doing more business and having that reflected in materials and respect.
Having more space to meet the needs of the patrons be it for programs or quiet places to study. If I am meeting the needs of the majority of my patrons, because I know we can't meet them all, I will always be happy with my working environment.
I like my work environment, but if I had to make a change I would like the front desk (Concord) to be more functional. We have done a good amount of rearranging that has helped. We are currently working with supervisors to brainstorm other ideas. What I enjoy most working in this system is the collaboration among the branches and the willingness to share program ideas and provide each other with feedback. I would like this to continue.
I wish we had more space for additional materials and a dedicated meeting/programming space. Our service desk and staff work/break areas also need to be remodeled as only one of our desks is ergonomically correct, and we have very limited space to store our personal items or work supplies.
I would like to feel more comfortable working in the other areas of the library. Having not just training but some type of rotation where I can truly appreciate the roles my co-workers have in the system.
I would love to have a teammate in my department, even a PT employee, who could help me brainstorm new ideas and ways to make our programs run more efficiently. With additional support, the programs are more likely to reach their full potential.

I would say, again, more team effort. There are times that things come up and a staff member may be out for an extended period of time and depending on the department that can leave a heavy work load on the few employees in that department. If we had a way of staying in communication and maybe a procedure that we follow in these situations to help our fellow employees, I think this would not only help get the work done but it would help with the moral of our team. Also, having scheduled, mandatory meetings within our own departments as well as our entire staff. I think this would help everyone be on the same page. It would help us be more prepared since we do plan things so far in advance. I think it would help us in so many ways, making us stronger in individual departments as well as a whole. Better work environment, bringing better service to our patrons.

I'm pleased with my work environment, but I do wish that staffing and resources were evenly spread across the branches. That would make things easier on everyone.

I'm very happy with my work environment.

More feedback and communication from administration. The freedom and ability to explore new ideas and try new things without being constrained by what everyone else is doing. I appreciate the need for consistency, but I feel like this sometimes hinders creativity.

more productive meetings (quality over quantity), more flexibility in program scheduling, more options/opportunities to market programs, diversity in adult fiction and non-fiction collection and diversity in the staffing.

More staff and more space. We are too busy for our small staff to comfortably handle- we are overworked and exhausted, and it feels as though our patrons are not getting the attention they deserve despite how hard we are working. We need more space for a larger staff to be able to work effectively, and we need more space to accommodate all the patrons that like to attend our programs.

Mt. Pleasant needs a new circ desk. The current layout is small and not well thought out.

Overall, I enjoy working in this library system because we have a strong team and I feel like everyone is working together towards the same goal of better serving our patrons. Staff have a lot of latitude to create programs and I think all of us enjoy that. There are always a lot of creative ideas flowing around from all levels of the library team (from management to part time staff), and that creates an environment where it feels like possibilities are endless. I do think that I would be more satisfied with my work environment if we had a clearer system of policies and procedures for us to refer to, as that would help all of us stay on the same page and consistently complete the same processes. I think communication is something the whole system could work on, myself included. I sometimes feel like staff ideas and input are ignored even though management asks for feedback and says our ideas count. The mismatch between what is said by management and what is actually done with our input

(nothing) makes it seem like what was said was insincere and that our input actually doesn't matter. Even just a follow up email explaining why input wasn't used or wasn't feasible would alleviate this issue, but usually there's no follow up. Staff are just left hanging, with no clue whether any part of the idea is still salvageable.

Real training. We need to have a consistent training that begins the first day of employment, and needs to continue for weeks after. Along with having refresher courses. Staff should be given a person to shadow, who does their current job, so they can see how it should be done. Then they should be watched, to ensure they are doing their job correctly. We need clarification with how our policies are in line with Federal/State policies. Such as when we provide help with applications, resumes, resident applications, and anything that could be misconstrued and the county sued over. When there is all staff training day, it is not consistent amongst branches. There are videos shown for half the day that do not even apply to all the branches. Trainings such as these need to be done during office hours, and through a PowerPoint, or a video. It is pointless to have trainings such as these, when we could be using this time to bring all the branches together, so that we are all on the same page and creating an amazing patron experience.

Standing desks

Team work

the chance to have times when I am away from a public service desk and can really focus on tasks that benefit from undivided attention. staffing levels that have enough "give" in them that it doesn't constantly feel like we're reorganizing on a daily basis to make sure everything is covered if even one unexpected thing happens

The team I work with is great. No complaints with my job duties and team. I wish the salary was higher and vacation time could be accrued more quickly (more than 3 hours per 2 week pay period).

Three week checkouts to allow books to circulate faster. Day passes for the computer lab (if a charge is needed maybe \$2.00-\$3.00).

We need a bigger library to accommodate the needs of our community.

Table B-7. Further Suggestions or Comments

Suggestion or Comment
I absolutely love my job and my fellow employees. I have learned so much working for the library system and feel inspired every day!
I do appreciate that I am valued as an individual here and given a chance to apply my particular strengths or background experiences to the good of the team. I find this a positive change from other libraries where I've worked where it seemed the ideal was that everyone with the same job title was to be interchangeable in all respects.
I enjoy working for CCPL. We have our problems, not all of them in our control, but as I said above it is a wonderful group of people to work with. I am very excited about this strategic planning process and hope that it will lead to some wonderful things for our library and our community.
I look forward to the training experience!
I would like it if we could have more say in the materials/books that are selected for our library. I miss not being able to order the books for the branch. I love the Harrisburg Library and the Cabarrus County Public Library System. I just want to see it be the best it can be for all its various patrons.
Need better social media presence.
The hiring process takes too long. We were down an employee for over 3 months. It's hard to operate 54 hours a week with only 3 full-time employees and one part-time.
The library system needs relevant online social media accounts. Facebook is not the demographic that we are trying to reach. Youth, teens, and adults in their early twenties to mid-thirties only use Facebook as a way to keep in touch with their family and/or friends. We need to stay up with the times, and get a SnapChat, Twitter, and especially- InstaGram account. Without these relevant social media accounts, we might as well be in the dark ages and get rid of Facebook, because it is not what our target demographic wants or looks at.
Would be nice to better market and advertise library programs

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items - No Action

SUBJECT:

Tax Administration - Gap Billing

BRIEF SUMMARY:

Motor Vehicles that experience a lapse (Gap) in registration between the time when registration expires until the time when the registration is renewed are now to be assessed property taxes for the portion of the year that the vehicle remained unregistered. These tax bills are to be commonly referred to as Gap Bills, and the Tax Administration will begin billing for these instances in November 2018.

REQUESTED ACTION:

No action required.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

David Thrift, Tax Administrator

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

▫ Gap Billing Q&A

Motor Vehicle Gap Billing Q & A

What is "Gap Billing"?

Gap billing of property taxes occurs when there are one or more months (a gap) between the expiration date of a vehicle's registration and the renewal of registration or the issuance of a new registration to the same owner. The vehicle is considered unregistered during the gap.

Why would a tax payer receive a 'Gap Property Tax Notice'?

There would be a notice sent if there was a period of time in the registration of the vehicle that would produce a gap (lapse). (e.g. Registration expired Dec 2016, tax payer renewed Nov 2017 = this would result in a 10-month gap where the vehicle was unregistered.)

The county is required to collect property taxes for unregistered vehicles per North Carolina General Statute 105-330.3.

Is there a timeframe we are mindful of when using a 'Gap Property Tax Notice'?

Only vehicles that had taxes paid as part of 'Tag and Tax' are included in the Gap billing procedure.

If the previous bill/taxes paid occurred in another county, will this vehicle be included in 'Gap Billing'?

It will be taxed in the county the most recent tag was situated in for gap billing.

Are these taxes included in 'Tag and Tax'?

No. Property taxes paid to the North Carolina DMV at the time of registration renewal or issuance are for the same 12-month period as the registration.

Taxes billed on the gap notice are only for the months the vehicle was not registered with NCDMV.

How many months can a 'Gap Property Tax Notice' cover?

At least one month, and can cover all months between registrations, without limitation.

How is the gap amount determined?

The Gap Billing Value is a mathematical equation of the total value divided by 12, then multiplied by the # of months skipped.

How is the value of the vehicle determined?

Value is determined as of January 1 of the calendar year in which the gap was computed.

Can the tax payer appeal?

Appeals of value, situs (location where taxed), and taxability must be filed with the tax office within 30 days of the September 1st that follows the gap property tax notice date.

When are the taxes due, interest start?

Taxes are due September 1st that follows the gap property notice date and can be paid without interest before the following January 6th.

Interest accrues for taxes paid on or after January 6th.

What if the tax payer does not pay?

Taxes are delinquent if unpaid before the January 6th that follows the September 1st due date (mirroring all other property tax bills).

Delinquent taxes are subject to garnishment of wages and levy on personal property immediately upon becoming delinquent.

No blocks on customers NCDMV records are allowed.

Will an unpaid Limited Registration Plate be included in the Gap billing?

No, unpaid LRPs are not included in this process.

Is there a minimum tax levy?

Yes, notices under \$5.00 will not be mailed to the tax payers.

What if the tax payer listed the vehicle as Individual Personal Property?

The Assessor's office can review for possible release of Gap Bill under NCGS 105-381.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items - No Action

SUBJECT:

County Manager - Cabarrus County Strategic Plan

BRIEF SUMMARY:

Cabarrus County Strategic Plan – discuss the importance of a County Strategic Plan. Describe the process and the need for the commissioners input and direction throughout the process.

REQUESTED ACTION:

Discuss and direct staff to proceed with the process of creating a strategic plan that will have impact on future capital and general budget decisions for the next several years.

EXPECTED LENGTH OF PRESENTATION:

15 Minutes

SUBMITTED BY:

Mike Downs, County Manager
Lauren Tayara, Budget Analyst

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

▫ Strategic Planning

Strategic Planning

What is it?

- An ongoing process of creating an action plan and setting the related priorities, goals and objectives to achieve a shared vision and mission

Why do we need to update the Strategic Plan?

- Growing Population/Shifting Demographics
- Smart Growth/Sustainability
- Transportation
- Opioid Epidemic/Mental Health
- Education Funding
- Technology Changes

Timeline

- FY 2020 – Short Strategic Plan overview to align this budget year
 - Final decision on mission and vision that was presented last year with brand change
 - Look at the 4 goals – see if we want to tweak for this year
- FY 2021 – Full Strategic Plan Overview including reassessment of Mission, Vision, Goals and Performance Measures
 - Form a committee
 - Guided exercises to reevaluate goals and objectives
 - Set the time frame so that we know when we should do another full overview
- FY 2022 – Consider incorporating Software to better track measures throughout the organization

Who to involve?

- Early in the process – Board, County Managers, Communications
- Next step – other community organizations (outside agencies), Department Heads

MISSION

Through visionary leadership and good stewardship, we will administer state requirements, ensure public safety, determine county needs and provide services that continually enhance quality of life.

VISION

Our vision for Cabarrus is a county in which our children learn, our citizens participate, our dreams matter, our families and neighbors thrive and our community prospers.

STRATEGIC GOALS

Goal 1	Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
Goal 2	Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
Goal 3	Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
Goal 4	Support community connections through purposeful and strategic communication, enhanced education active community participation and increased access to and utilization of services.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Active Living and Parks - 2019 Fees and Charges Policy

BRIEF SUMMARY:

Each year, the Active Living and Parks Department reviews the Fees and Charges Policy, presents it to the Active Living and Parks Commission and Senior Centers Advisory Council, and recommends changes to the Board of Commissioners.

The attached documents reflect the proposed changes to the Fees and Charges Policy and a summary of the requested changes. These items are addressed during this time of year so that they can be in place in January and for the entire calendar year. A fiscal year approval would split some of the sports and activity sessions.

The Park Commission and the Senior Centers Advisory Council unanimously approved the proposed changes.

REQUESTED ACTION:

Motion to approve the Active Living and Parks 2019 Fees and Charges Policy.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Londa Strong, Active Living and Parks Director

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ ALPs Fees and Charges 2019
- ▣ ALPs Fees and Charges Policy 2019



Cabarrus County Active Living and Parks Department

20198 FEES AND CHARGES





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I. FACILITY HOURS AND RESERVATION TIME PERIODS

CABARRUS COUNTY ACTIVE LIVING and PARKS

FLP	Frank Liske Park	4001 Stough Rd., Concord NC 28027
CSP	Camp T.N. Spencer Park	3155 Foxford Rd., ,Concord NC 28027
RWP	Rob Wallace Park	12900 Bethel School Rd., Midland NC 28107
VVP	Vietnam Veterans Park	760 Orphanage Rd., Concord NC 28027
CSC	Cabarrus County Senior Center†	—————331 Corban Ave SE, Concord NC 28027
MPSC	Cabarrus County Senior Center†	—————8615 Park Drive, Mt. Pleasant, NC 28124

PARK HOURS

March 1 – March 31 – All Parks

Monday - Sunday 8:00 am - 8:00 pm

April 1 - ~~October 31~~ June 30

~~FLP Monday - Sunday 8:00 am - 9:00 pm~~

~~VVP Monday - Sunday 8:00 am - 8:00 pm~~

~~FLP Monday - Sunday 8:00 am - 9:00 pm~~

~~VVP Monday - Sunday 8:00 am - 8:00 pm~~

CSP Monday - Sunday 8:00 am - 8:00 pm

~~RWP Monday - Sunday 8:00 am - 8:00 pm~~

RWP Monday - Sunday 8:00 am - 8:00 pm

July 1 – September 30

~~FLP Monday - Sunday 7:00 am - 9:00 pm~~

~~VVP Monday - Sunday 7:00 am - 8:00 pm~~

CSP Monday - Sunday 8:00 am - 8:00 pm

RWP Monday - Sunday 7:00 am - 8:00 pm

October 1 – October 31

FLP Monday - Sunday 8:00 am - 9:00 pm

VVP Monday - Sunday 8:00 am - 8:00 pm

CSP Monday - Sunday 8:00 am - 8:00 pm

RWP Monday - Sunday 8:00 am - 8:00 pm

November 1 – February 28 (All Parks)

Monday - Friday 8:00 am - 5:00 pm

Saturday - Sunday 9:00 am - 5:00 pm

PARK RESERVATION TIME PERIODS

March 1 - October 31 (All Parks)

Monday – Sunday: 8:30 am - 2:00 pm (½ day morning)

Monday – Sunday: 3:00 pm – 7:30 pm (½ day afternoon)

Monday – Sunday: 9:30 am – 7:30 pm (all day)

November 1 – February 28 (All Parks)

Monday – Friday: 8:30 am – 4:30 pm

Saturday – Sunday: ~~8:30 am 9:30~~ am – 4:30 pm

SENIOR CENTER HOURS

CSC	Monday – Thursday	8:00 am - 9:00 pm
CSC	Friday/Session Breaks	8:00 am - 5:00 pm
CSC	Saturday (except session breaks)	8:00 am - 12:00 noon
MPSC	Monday - Friday	8:00 am - 5:00 pm

ACTIVE LIVING & PARKS ADMINISTRATIVE OFFICES

331 Corban Ave SE, Concord NC 2802~~5~~7

704-920-3484

Monday – Friday: 8:00 am – 5:00 pm

HOLIDAY CLOSINGS – PARKS

Cabarrus County Parks will be closed under the following holiday schedule:

Thanksgiving	Thanksgiving Day
Christmas	Christmas Eve and Christmas Day
New Year’s	New Year’s Day

HOLIDAY CLOSINGS - SENIOR CENTERS

Cabarrus County ~~Senior~~ Centers will be closed under the following holiday schedule:

New Year’s Day

Martin Luther King ~~Birth~~Day

Good Friday

Memorial Day

Fourth of July

Labor Day

Veterans Day

Thanksgiving Day, Friday and Saturday following

Christmas Eve, Christmas Day, and day after Christmas

Miscellaneous Equipment Rentals

Corn Hole	2 boards and 8 bags	\$5.00*
Fishing <u>Rod</u>	Fishing Reels (open or closed reels)	No Charge
Horseshoes	1 set (2 red, 2 blue) Set (4)	No Charge
Volleyball	1 volleyball	No Charge
Frisbee	1 Frisbee	No Charge
Disc Golf	1 set of discs <u>Set (3)</u>	\$5.00 per day
Basketball	1 Basketball	No Charge

* Price is per reservation time period. (Ref. Reservation Time Periods Above)

Equipment must be checked out from Park Staff with a valid Drivers License. Park staff is responsible for filling out equipment check out form.

FISHING PERMITS

- \$1.00 per day per park
- \$20.00 per year to fish one park
- \$30.00 per year for FLP, CSP and RWP
- All North Carolina Wildlife Regulations apply**

EXPLORER PASSES

Limit of (4) four Explorer Passes per individual per Fiscal Year

Vietnam Veterans Park

<u>Facility</u>	<u>Description</u>	<u>(1/2 day/all day)</u>	<u>Capacity</u>
Hickory Shelter*	Hickory	\$30.00 / \$60.00	50
Magnolia Shelter*	Magnolia	\$30.00 / \$60.00	50
Oak Shelter*	Oak	\$30.00 / \$60.00	50
Dogwood Shelter	Dogwood	\$60.00 / \$120.00	100

* Facilities with an asterisk DO NOT have availability for additional equipment (i.e., spacewalks, dunking booth, generators, etc.). Prior approval for additional equipment must be secured before bringing to a park.

Rob Wallace Park

<u>Facility</u>	<u>Description</u>	<u>(1/2 day/all day)</u>	<u>Capacity</u>
Shelter	Shelter	\$30.00 / \$60.00	50

Camp T.N. Spencer Park

<u>Facility</u>	<u>Description</u>	<u>(1/2 day/all day)</u>	<u>Capacity</u>
Helms Hall	Helms	\$60.00 / \$120.00	75
<u>Capacity is 50 during winter months</u>			
Propst A Building*	Propst A	\$50.00 / \$100.00	75
Propst B Building*	Propst B	\$50.00 / \$100.00	75
Shelter 1*	Shelter 1	\$30.00 / \$60.00	50
Shelter 2	Shelter	\$30.00 / \$60.00	50
Tent Sites*	7 Sites	\$15.00 per night	6/2 tents
Cabins*	6 Cabins	\$50.00 per night	6
Group Camping*	9 Sites	\$30.00 per night	35
Pool Birthday Party		\$50.00 for 4 hrs*	25

*Facilities with an asterisk DO NOT have availability for additional equipment (i.e., spacewalks, dunking booth, generators, etc.). Prior approval for additional equipment must be secured before bringing to a park.

Table and Chair Setup Fee of \$25.00 for Helms or Propst Hall if different than options provided. All groups will be charged \$25.00 if facility tables and chairs are not left in same locations at the end of their reservation.

Pool Birthday Parties must be approved through Camp TN Spencer Park Manager or Senior Ranger. Reservations must be booked seven (7) days in advance. Only available during standard pool hours excluding Memorial Day, July 4th and Labor Day.

Birthday Party area will be available 11am – 5pm. Additional parents or children will receive a \$2 discount per person towards normal pool admission fees.

Option 1: \$125.00 includes 25 people, party area, storage of cake and includes two slices of pizza and drinks for group.

Option 2: \$75.00 includes 25 people, party area, storage of cake

Cabin Fees – Requires a 2-day stay for Friday and Saturday Reservations March -October. Maximum of 6 people per cabin.

Tent Sites – Requires a 2-day stay for Friday and Saturday Reservations March - October. Maximum of 2 tents per site – 6 people per site.

Cabin and Tent Site – Punch cards - full payment for 9 stays will permit the bearer of the Punch Card 1 free stay. Each stay is defined as 1 day/night.

Group Camping Site – No minimum Night Reservation - 9 Tent sites available 35 people total. Group camping site is for scout groups, church groups, and other youth groups. Adult supervision is required with a minimum of 1 adult per 7 youth.

There will be a 25% cancellation fee charged for any cabin or tent site (including group camping) cancellation.

CAMP T.N. SPENCER POOL

DAILY ADMISSION

Adult	(Ages 14-64)	\$6.00
Children	(Ages 6-13)	\$4.00
Children	(Ages 3-5)	\$2.00 w/Paid Adult Admission
Infants	(Ages 0-2)	Free w/Paid Adult Admission
65 & Over		\$3.00
Childcare Organization		\$2.00

Note: Childcare organizations are defined as any summer, afterschool, and childrens' camps, (excluding the Cabarrus County Boys and Girls Club). All children entering pool area must pay a fee regardless of age. Counselors will be admitted free with all organizations. Groups will be limited to two hour sessions.

XIII. CAMPING RULES POLICY

Reservations are required and can be made by calling **704-795-4492** Monday thru Friday between the hours of 8:00 am and 5:00 pm or anytime at www.cabarruscounty.us/register online. Minimum 2-night reservation is required on Friday and/or Saturday, March - October. Fourteen (14) days maximum continuous stay. Active Living and Parks Department will require a seven (7) day break for same patron/family after a fourteen (14) day continuous stay.

Registration: Adults (21 years of age or older) must register and occupy site. Children under 18 years of age must not be left alone and must have adult supervision at all times. Guests are required to check in and out with the Park Ranger.

Parking: After registering, vehicles may be driven to site to unload and again to load when departing (20 minute limit). At all other times vehicles must be parked in the paved parking areas. If a handicap parking pass is presented at the time of booking, you will be permitted to leave your vehicle in the designated area for Cabins 1, 2, 3 and 4 only; however, you will not be permitted to drive your vehicle to and from the bath house or on trails throughout the park.

Camping is allowed in designated areas by permit only.

Alcoholic Beverages Are Prohibited (Cabarrus County Ordinance Section 50-4)

Smoking and usage of Tobacco products are Prohibited (Cabarrus County Ordinance Section 50-1)

Pets must be restrained on a leash of six feet or less at all times. Pets are not allowed inside the cabins or bath house at any time. Pets may not remain in the Park overnight. This is to included cabins, tent sites, vehicles, or kennels.

Check in time is 3:00 pm. Check out time is 11:00 am. Please check in and out with the Park Ranger.

Enforcement: Failure to abide by the regulations and ordinances governing Cabarrus County Active Living and Parks will subject offender to temporary or permanent expulsion from the park and/ or criminal prosecution. In the event of permit revocation, all monies paid shall be forfeited by the offender and retained by the park. All North Carolina Motor Vehicle and traffic laws apply at any Park or parking lot operated by the Active Living and Parks Department.

TENT SITES Each of the tent sites includes a picnic table, grill, fire circle, and trash can. A restroom/shower building is centrally located and also includes an outside utility sink. A maximum of two tents and 6 people are allowed at each tent site.

CABINS Each cabin includes one double bed, one set of bunk beds, a day bed, chest of drawers, dining table with chairs, and a small refrigerator. Each cabin also has heat and air conditioning. No bed linens or dishes are provided. Any damaged or broken items (pictures, lamps, etc.) will be replaced at cost by renter of the facility. Picnic table, charcoal grill and fire circle are provided outside each cabin.

Furniture may not be removed from the cabins.

Please remove all trash and clean cabin before checking out.

Camping tents are not permitted on cabin sites. Dining canopies are allowed.

GROUP CAMPING

Group Camping site includes a fire pit, picnic table, grill, trash can, recycling can and (9) nine tent sites with a maximum of 35 people allowed.

To qualify to stay in the Group Camping area certification and/or documentation must be provided meeting one of the following criteria: Boy Scouts of America, Girl Scouts of America, or other organized youth group.

Groups must provide documentation to meet criteria for Group Camping area use. Examples of qualifying documentation are as follows but not limited to: charters, letters on official letterhead from the group organizer, youth leader, or a 501 (c) 3 non-profit organization.

Counselor to camper ratio must be at least one (1) counselor per seven (7) youth. Counselors are considered anyone over 21 years of age and supervising the camp outing.

Group Camping excludes family functions and will not require a two-day stay on Friday and Saturday. This area cannot be divided in to multiple reservations.

Tents must be set up within designated tent site areas.

FRANK LISKE PARK

<u>Facility</u>	<u>Description</u>	<u>(1/2 day/all day)</u>	<u>Capacity</u>
Arbor*	Arbor	\$30.00 / \$60.00	30 35
Shed I	Shed 1	\$30.00 / \$60.00	30 35
Shed II	Shed II	\$60.00 / \$120.00 \$50.00 / \$100.00	—
100			
Lower Level*	LL	\$60.00 / \$120.00 \$50.00 / \$100.00	—
100			
Lower Level- Heat	LLH	\$80.00 / \$160.00 \$85.00 / \$170.00	—
100			
Upper Level*	ULVL	\$150.00 / \$300.00 \$125.00 / \$250.00	—
125			
Homebuilder	HMB	\$50.00 / \$100.00	75
Barnhardt	WOB	\$80.00 / \$160.00	150
Hartsell	ANDY	\$80.00 / \$160.00	150
Philip Morris	PMOR	\$80.00 / \$160.00	150
Wildlife	WLF	\$30.00 / \$ 60.00	35
Vulcan	VUL	\$30.00 / \$ 60.00	35
Corning	CRN	\$30.00 / \$ 60.00	35
Amphitheatre	AMP	\$100.00 / \$200.00	300

*Facilities with an asterisk DO NOT have availability for additional equipment (i.e., spacewalks, dunking booth, generators, etc.). Prior approval for additional equipment must be secured before bringing to a park.

Table and Chair Setup Fee of \$25.00 for Upper Level of Barn if different than options provided. All groups will be charged \$25.00 if facility tables and chairs are not left in same locations at the end of their reservation.

Use of Projector Screen and TV for Upper Level of Barn: \$50.00 with signature of department use agreement.

FACILITY

FEES AND CHARGES

Frank Liske Park

Softball Fields	\$10.00 per hour per field
Softball Fields W/Lights	\$15.00 per hour per field
Softball Field Lining	\$25.00 per field

Disc Golf Tournament

(Non County/Cosponsored Group)	\$50.00 first 3 hours
Each additional hour, maximum of 6 hours per day	\$25.00 per hour

PADDLEBOATS (Saturday and Sunday 12 noon – 7 pm)

Paddleboats (6 & over)	April - October	\$2.00 per 1/2 hour
Paddleboats (5 & under)	April – October	1 Free ride with each paid ride

Kayaks & Canoes (18 & over) April – October \$5.00 per hour

MINI GOLF (Saturday and Sunday 11 am 12 noon – 67 pm & Monday – Friday 8 am – 5 pm)

Miniature Golf (6 & over) April – October \$2.00 per game

Miniature Golf (5 & under) April – October 1 free game with each paid game

Paddleboats and Miniature Golf are open the following holidays:

Memorial Day, July 4th and Labor Day Monday

Bike Rental Fees

Option 1: \$5.00 1 hour

Option 2: \$7.00 1 to 1 ½ hours

Option 3: \$9.00 1 ½ to 2 hours

Two hour maximum time period per rental.

Bike Rental Late Fees

A late fee will be charged if not returned at end of rental time. Fees will be assessed at the following rate:

Less than 15 minutes	\$2.50
15 – 30 minutes	\$5.00
30 – 45 minutes	\$7.50
45 – 60 minutes	\$10.00

Group Birthday Parties

Group birthday parties may be booked at Frank Liske Park. Reservations must be booked seven (7) days in advance. Available April 1 – October 31.

Option # 1 (Minimum of 10 people): \$5.00 per person

- Choice of 1 of the following: 1 game of Miniature Golf, 1 paddleboat ride, or 30 minute Nature/Wildlife Program (Entire group must do same activity)
- Choice of Hot Dog or Corn Dog
- Choice of Bag of Chips/Pretzels
- Choice of Soft Drink, Water, or Fruit Juice

Option #2 (Minimum of 10 people): \$7.00 per person

- Choice of 2 of the following: 1 game of Miniature Golf, 1 paddleboat ride, or 30 minute Nature/Wildlife Program (Entire group must do same activity)
- Choice of Hot Dog or Corn Dog
- Bag of Chips/Pretzels
- Choice of Soft Drink, Water, or Fruit Juice

Road Race and Fundraiser Walks/Events

See Attached Road Race/Walk Events Application

The Following Rental Procedures Apply Only During Hours These Facilities Are Not Open To The Public And Requires A Seven (7) Day Notice

EXCLUSIVE USE

Paddleboats	\$100.00 for first hour and \$25.00 for each additional hour
Miniature Golf	\$50.00 for first hour and \$25.00 for each additional hour

- Available Monday – Friday 8:00 am – 7:00 pm and Saturday and Sunday 9:00 am – ~~11:00 am~~~~12:00 noon~~

Advanced Purchase (7 days in advance)

Group Rates for Miniature Golf and Paddleboats (available during normal operating hours)

1-~~75~~100 ——— ~~\$1.75~~2.00

~~76-150~~ ——— ~~\$1.75~~

~~101~~126 – 199 \$1.50

200 & over \$1.~~25~~00

FRANK LISKE PARK SOCCER COMPLEX

Soccer Field (2 hour minimum use)	\$25.00 per hour
Soccer Field Light Charge (Lights Paid to Third Party)	\$10.00 per hour
Soccer Field Lining Preparation	\$50.00 per field
Soccer Field Per Day Charge	\$175.00 per field
Meeting Room	\$15.00 per hour
Meeting Room All Day	\$100.00 all day

NOTE: If the soccer complex is closed for any reason prior to the commencement of the event, the lessee's fee will be refunded. All soccer complex rentals are subject to Park Management approval.

XIV. Ballfield Rental Policy

See Attached Field Tournament Complex General Information and Tournament Contract

XV. PARK PROGRAM FEES AND CHARGES

<u>ACTIVITY</u>	<u>Cost Per Participant</u>
Day Camp	\$100.00 - \$130.00 per week
Half Day Camp Series	\$20.00
Specialty Camp (18 hrs.)	\$75.00 - \$95.00
Public Outdoor Nature & Wildlife Programs	Free - \$50.00
Athletic Classes/Events/ Tournaments Programs	\$1.00 - \$40.00
Tennis Tournaments	\$20.00
Disc Golf League	\$4.00 - \$10.00 per round
Disc Golf Tournaments	\$10.00 - \$30.00
Log Rolling Class (FLP 1 hr.)	\$50.00 <u>100.00</u> (max of <u>120</u> people)
Log Rolling Class (CSP 1 hr.)	\$5.00 per person (max of 10 people)

ACTIVITY

Cost Per Team

Adult Softball League – 11 game season	\$400.00
Adult Kickball League – 11 game season	\$200.00
Adult Volleyball League – 6-10 game season	\$100 – \$300.00

NOTE: No refunds after league schedule has been completed.

Add \$50.00 to registration fees if paid during late registration period
(as specified in league guidelines)

Specific League Guidelines take precedence over the Fee and Charge Policy

ADULT ATHLETICS

All additional adult athletics programs/leagues will be offered at a cost to cover 100% of the direct costs. These costs will be confirmed by Department Director prior to offering such programs.

FIELD TRIPS/EDUCATIONAL PROGRAMS

Onsite Field Trip @ Park	up to 2.5 hours	\$3.00 per student
Offsite Field Trip @ School, Daycare, etc.	up to 1 hr.	\$2.00 per student

Cabarrus County Schools participating in the Jr. Ranger program only are charged the above rate for park field trips and are given 3 free visits to the school not to exceed 30 minutes per classroom per visit.

SCHOOL PARK RESERVATIONS

See Attached Addendum for School Park Reservations and Charges

ACTIVITY

ROAD RACES

Early Registration

Late Registration

Individual	\$20.00	\$23.00
Individual Fun Run/Walk	\$8.00	\$10.00
Team/Group 5K (5 or more)	\$15.00	N/A
Family Registration (max of 6)	\$60.00	\$70.00

CABARRUS COUNTY SENIOR CENTERS

Concord Senior Center			Fee Schedule	
Space	Size (approx.)	Capacity	Rental Fee	
			4 Hour Minimum	Additional Hours
Multipurpose	90'X 30' 40'	280 280 (200 at tables)	\$350	\$100
Multipurpose #1	33'X 30' 40'	100 (64 at tables)	\$175	\$75
Multipurpose #2	24'X 30' 40'	80 (48 at tables)	\$175	\$75
Multipurpose #3	33'X 30' 40'	100 (64 at tables)	\$175	\$75
Conference Room	40'X20'	60 (40 at tables)	\$125	\$45
Conference Room #1	20'X20'	30 (16 at tables)	\$75	\$30
Conference Room #2	20'X20'	30 (16 at tables)	\$75	\$30
Classroom #1	20'X21'	49 (24 at tables)	\$75	\$30
Classroom #2	20X21	49 (24 at tables)	\$75	\$30
MT. PLEASANT SENIOR CENTER			FEE SCHEDULE	
Space	Size (approx.)	Capacity	Rental Fee	
			4 Hour Minimum	Additional Hours
Multipurpose	24'x76'	100 (64 at tables)	\$100	\$25
Classroom (must be rented with Multipurpose room)	28'x22'	30 (24 at tables)	\$40	NA

RESERVATION TIME PERIODS FOR THE SENIOR CENTERS

Minimum 4 hour rental (set up and breakdown included in 4 hour rental).

Additional fees will apply for set up and staffing outside normal business hours (8:00 am – 5:00 pm Monday – Friday). Set up: \$75.00; Staffing: \$15/hour. No rentals may extend past midnight.

Each Senior Center has round tables (5' at Mt. Pleasant, 6' at Concord), 6' rectangle tables, arm chairs and folding ~~charis~~ chairs (limited quantities).

XI. FEES & CHARGES OTHER FACILITY USE

CABARRUS COUNTY SENIOR CENTERS

Miscellaneous Equipment Rentals

Corn Hole	2 boards, 8 beanbags in a carrying bag	No Charge
Horseshoes	1 set (4 horseshoes) in a carrying bag	No Charge
Bocce	1 set of Bocce Balls _in a carrying bag	No Charge
Disc Golf	1 set of 3 discs in carrying bag	No Charge
Shuffleboard	2 cues, 8 discs and disc carrier	No Charge
Shot Put	1	No Charge
Discus	1	No Charge
Pickleball	2 paddles, 3 balls in a carrying bag	No Charge

Senior Centers Classes/Workshops

Participant

Special Events		\$5.00 and up
Lunch & Learn		\$6.00
Dance		\$6.00
Classes		\$2.00 and up
Fitness & Wellness Classes		\$3.50/class hour
If paid prior to 1 st day of session		\$3.00 /class hour
Discounts available for eligible Fitness and Wellness classes if registered and paid for by beginning date of Session		
Senior Games		
Registration (Online)	Registration (early bird/late)	\$15.00/\$20.00
Registration (Paper)	(early bird/late)	\$18.00/\$23.00
Registration (Online)	(Arts, Showcases only) early bird/late)	\$8.00/\$13.00
Registration (Paper)	(Arts, Showcases only, early bird/late)	\$11.00/\$16.00
Dinner Dance	(participants & 1 guest)	\$15.00 -per person
T-shirt		\$12.00
SilverArts Follies	(adult/child 12 & under)	\$5.00/\$3.00
Luncheon		\$3.00
League play		\$5.00-\$10.00
Tournaments		\$5.00 & Up
Event Fees	(bowling, cycling, golf)	Varies by Sport

NOTE: All activity fees are based on direct costs. Supplies may be additional. These fees are subject to change based on actual costs, rentals, increase in participants, unforeseen circumstances, etc., during the fiscal year.

Special promotions and/or discounts may be offered at various times throughout the year as approved by management.



Cabarrus County Active Living and Parks Department

FEES AND CHARGES POLICY

20197





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I. PURPOSE

To adopt an official policy to establish a set of fees and charges that is fair and equitable for the use of facilities and equipment and the participation in programs sponsored by the Cabarrus County Active Living and Parks Department.

This policy, upon adoption by the Cabarrus County Board of Commissioners, shall be applicable to all individuals for the use of facilities and recreation equipment and the participation in programs conducted by the Cabarrus County Active Living and Parks Department until such time as it is altered, modified, or rescinded by the Cabarrus County Board of Commissioners.

II. POLICY

The Cabarrus County Board of Commissioners hereby establishes the following Active Living and Parks Fees and Charges Policy:

A. Statement of Need

The Active Living and Parks Department offers diversified recreation services to its citizens, recognizing governments' responsibility to provide public park and recreation facilities and leisure opportunities. Due to the demand for services, rapid increase in operation and capital costs, and the limited amount of available tax revenues, it has become difficult to maintain existing levels of service, much less provide new services. Therefore, it is deemed necessary for Cabarrus County to develop a sound and consistent fees and charges policy that is both fair and equitable for Parks and Senior Centers services ~~that is both fair and equitable~~. The underlying goals of such a policy must remain to provide the broadest services to meet community needs ~~of the community~~, and to assure equitable delivery of those services.

B. Department's Philosophy

The basic principle of Cabarrus County Active Living and Parks Department is to offer the most efficient and diversified recreation services to ensure all citizens equal opportunities as follows:

1. To improve the quality of life for each individual through recreation and leisure opportunities.
2. To provide and maintain parks, recreation, ~~facilities~~ and senior center facilities for use by the general public.
3. To provide trained and qualified personnel for supervision and instructions of programs and activities, as well as ~~and~~ facility

maintenance.

4. To welcome public input into planning and evaluation of programs, activities, and facilities.
5. To provide the opportunity for all residents of Cabarrus County to participate in programs and activities and to fully utilize the facilities of the department.

C. Basic Services and Basic Facilities

Basic Services and Basic Facilities shall be offered at minimal or no charge. These services are those which tend to preserve and promote physical and mental well-being, provide patron safety, instruct in basic skills, and provide public parks and community facilities.

1. Basic service examples include program brochures, flyers community assistance, program planning, clinics, and general public events.
2. Basic facilities include, but are not limited to, family picnic areas, park playgrounds, athletic facilities, open spaces, walking trails and comfort stations.

D. Special Services and Special Facilities

Special services and special facilities shall be assigned participation or usage fees based on a specified percentage of the direct operation and maintenance cost.

1. Special services include, but are not limited to, organized youth and adult athletics, athletic tournaments, wellness classes and programs, instructional programs/classes, nature/wildlife environmental programs, ~~a pool, classes, and tournaments and the pool~~.
2. ~~Special~~ Special facilities include, but are not limited to, rental rooms and buildings, lighted ballfields, lighted tennis courts, lighted soccer fields and picnic shelters.

E. Fees and Charges

Fees and Charges shall support other resources available to the Cabarrus County Active Living and Parks Department, not replace them, or be used to reduce the County's responsibility to provide public recreation facilities and leisure opportunities. They provide a means to continue, and expand as necessary, the ability to offer both basic and special services to Cabarrus County citizens.

III. CRITERIA FOR ESTABLISHING FEES AND CHARGES FOR SPECIAL SERVICES AND FACILITIES

- A. The determination to assign a fee for a special service and/or facility shall be based on one or more of the following criteria:
1. The cost per user hour. This is usually due to one of the following:
 - a. The service uses consumable materials.
 - b. The service requires a facility with operating, utility, or maintenance costs.
 - c. The service requires special preparation or clean-up.
 - d. The service requires special supervision or instruction at additional cost.
 2. Use of the service or facility tends to be limited to a relatively few individuals or special interest groups; therefore, those who benefit to the exclusion of others should pay extra for the privileges enjoyed.
 3. Charging an admission fee to a special event allows for revenues collected to be used to extend the activity or cover the cost of the event.
 4. Charging a fee serves an independent function such as one of the following:
 - a. Rationing limited facilities among a large number of users.
 - b. Aiding in discipline or control.
 - c. Promoting respect for an activity and/or service.
- B. One or more of the following pricing alternatives will be used in establishing the fees and charges for special services and facilities:
1. To recover the partial or percentage cost of providing the service.
 2. To recover all of the direct operating expenses.
 3. To recover the actual cost of providing the service, and the interest and amortization of the initial capital investment.
 4. To recover At the rate which will result in efficient use of a given area

or improvement.

IV. FEES FOR SPECIAL SERVICES

- A. Fees for special services shall be reviewed annually, and adjusted as necessary, to recover an established percentage of the programs direct operation costs. Direct operation costs include, but are not limited to, the following:
1. All part-time wages necessary to conduct the program.
 2. The payment of sports officials, recreation instructors, and contract personnel necessary to conduct the program.
 3. The rental of facilities and utility cost directly related to the program.
 4. The purchase of all equipment and supplies for use by the program participants or personnel.
- B. In the event a community and/or volunteer organization provides the required staffing and/or a portion of the services and supplies needed, and/or a portion of the costs through a sponsorship agreement, the established fee shall provide for the recovery of program operation costs related only to the direct cost incurred by the department subtracting the amount of the donation.
- C. Any surplus revenue from one program may be utilized to offset cost for other related programs.
- D. The following guidelines shall be used in determining annual departmental program fees and charges.
1. Adult Programs: Fees for participation in these programs shall be established to recover an average of 100% of the direct operation costs required to provide the programs.

Instructional classes, workshops, and programs: Participants, regardless of age, will be charged a fee to be determined by the direct cost and estimated number of participants.
 2. Special Programs/Events/Tournaments: In general, the design of all ongoing and new special programs/events shall be structured to maximize revenues to foster future events and/or specific projects within the Active Living and Parks system. Corporate Sponsorship and donations shall be secured when possible to provide these services to the general public at minimal or no cost. The fee will be determined by the direct cost of the program.

V. FEES FOR SPECIAL FACILITIES

A. When not in use for department sponsored and co-sponsored activities, designated areas and facilities may be rented by organizations and the general public in accordance to established policies and procedures.

1. Area and facility rental rates will be computed by adding the personnel costs, an hourly utility cost, and any related cost for the facility in question. Groups coordinating fundraisers² such as but not limited to road races, walks, festivals, etc.—must meet with park or facility management to discuss logistics of event and what is needed to be reserved.
2. Recreation equipment~~-~~ will not be rented but can be used by County Funded Departments.

B. Charges for Charitable (Non-Cabarrus County Sponsored) Activities

Charitable, non-profit, community serving organizations who conduct an event on park property for the purpose of raising funds or holding meetings must pay the established rental fee calculated to cover the cost to the County for use of said facility. Certificate of Liability Insurance including endorsements page is required.

Cabarrus County 501(c) 3 Charitable organizations will not be charged for one (1) fundraising event or one (1) meeting/picnic per fiscal year. The Reservation is limited to one (1) reservable space per event. Groups larger than the capacity of available shelters will be charged 50% rates for each additional space. These Charitable organizations must operate an office within Cabarrus County and apply all monies raised within that office to Cabarrus County residents. Appropriate documentation as proof of 501(c)3 status must be provided at time of reservation. Certificate of Liability Insurance including endorsements page is required.

C.

D. Any organization who has Active Living and Parks Department as a co-sponsor will not be charged any facility rental fees. To be co-sponsored the event/activity must meet the following criteria:

1. Be a recognized Cabarrus County 501(c)3 organization or a Cabarrus County/Kannapolis school organization
2. Request cosponsorship at least 30 days in advance of event/program-
3. Provide a measurable impact and outcome for the patrons
4. Be open to all interested
5. Include Cabarrus County Active Living and Parks on all publicity (publicity materials must be submitted to the Active Living and Parks Department in advance for approval).
6. Meet the Cabarrus County Local Food Policy's 10% commitment

7. Provide Cabarrus County a minimum of \$1 million liability insurance as additional insured

- E. Commercial Activities: For profit commercial activities will not be permitted in any public facility or upon parklands without prior approval by the Director of the Active Living and Parks Department. One million dollars in comprehensive liability insurance naming Cabarrus County as additional insured is required.
- F. Reservations include existing park and recreation facilities only. Any additional equipment or activities (i.e. Spacewalks, Dunking Booths, Hot-Air Balloons, generators, etc.) must be approved by the Cabarrus County Safety Risk Management Officer at least two (2) weeks prior to reservation date. The equipment must be operated and supervised by the contract vendor at all times. The organization or groups must provide Cabarrus County with evidence of comprehensive liability insurance sufficient to protect the County against risk, with a limit of at least \$1 million dollars for each occurrence and/or \$2 million aggregate policy which names the County as certificate holder and additional insured, including the endorsements page, or certificate of insurance acceptable to the Cabarrus County Safety Risk Management Officer. Cabarrus County may also require a waiver of subrogation from the sponsoring organization or group. Not all Park facilities are able to accommodate additional equipment or activities. These facilities also may not be able to accommodate a power source or water source. There will be an additional fee of \$35 for all additional equipment that uses water and/or power from Active Living and Parks facilities (dunking booths, generators, waterslide, etc). Location of equipment to be determined by and is subject to Park Management approval.
- G. School vs. County-owned Facilities (Public and Private Schools that receive County tax dollars) of Cabarrus County and City of Kannapolis.
1. As mutually agreed, no charges are assessed by either party for use of schools and parks facilities. Availability of all facilities is based upon the primary user having priority and the secondary user requesting access during available periods. Any additional manpower needed shall be paid by the requesting group.
 2. Fees may be charged for programs and/or supplies.
- H. Revenue Producing Facilities will be developed in parks to supplement General Fund revenue and to provide the public the broadest possible offering of recreation opportunities. The number and type of facilities shall be gauged to provide desired services without acquiring a commercial image. The service in itself must be the first priority in determining the need and standard of operation for the facility.
1. As a basic resource of the park system, special facilities shall be

constructed with public funds and, depending on the nature of the service they provide, operated and maintained from user fee revenues.

2. General Fund appropriations shall be used to support the operation of the revenue producing special facilities at such times that cash flow from revenue is inadequate to maintain that facility to the high standard of service necessary.

VI. SPECIAL CONSIDERATION FOR FEES AND CHARGES VARIANCES

- A. Cabarrus County Senior Citizens Groups over the age of fifty-five (55) and Cabarrus County Funded Agencies shall be granted special consideration in the form of free use of park facilities Monday through Friday 8 am until 4 pm. Any direct costs incurred, i.e., heating, air-conditioning will be charged \$40.00 per time period for each park facility reserved. Additional manpower costs if necessary will be passed on to the agency. This special consideration shall not include miniature golf, pool, paddleboats or concessions. Cabarrus County funded agencies shall be any agency whose employees are paid by Cabarrus County Government.
- B. There will be no charge for any Stonewall Jackson School activity or reservation.
- C. Corporate Sponsors, or Friends of the Park Group, approved by the Parks Commission will be permitted to utilize one park facility per year free of charge.
- D. Special Interest Groups or Individuals shall be granted no special consideration in the form of reduced rates or free services with the exception of those groups who are co-sponsoring with the Department.
- E. Proprietary or Commercial groups shall not be permitted to use park facilities for financial gain or profit without prior approval of the Active Living and Parks Director. These facilities are designed to serve the general public on a non-profit basis. The exclusive use of facilities for profit purposes is inconsistent with the Department's basic philosophy and revenue goals.
- F. Special consideration will be granted to Cabarrus County Active Military personnel. This will consist of free use of picnic facilities (excluding miniature golf, paddleboats, concessions, pool, enclosed facilities, heat/AC and before and after hour charges). This consideration will only be granted six (6) months prior to deployment or upon return to Cabarrus County. The Reservation is limited to one (1) reservable space per event. Groups larger than the capacity of available shelters will be charged 50% rates for each additional space. Written proof of duty will be required at the time of booking.

- G. Active Living and Parks Department Director has authority to charge groups listed within this section Full Shelter fees following their reservation, if they fail to comply with Park Ordinance.

VII. ALTERNATIVE SOURCES OF REVENUE

A. Grants

1. Any employee of the Department, Commission, or interested citizen is encouraged to investigate the possibilities of securing a grant or sources of outside funding for department facilities and programs.
2. All grant applications, donations, or funding sources must be approved by the Director of Active Living and Parks, the Parks Commission, County Manager, and Cabarrus County Board of Commissioners as required.

B. Non-Appropriated Funds For Recreation Services

1. With prior approval of the Director of Active Living and Parks, solicitations, sales, benefits, donation, or gifts, may be received during County sponsored programs.
2. Funds collected in any manner during a County-Sponsored program shall be handled in accordance with established county and department policies and procedures.

VIII. EVALUATION OF POLICY AND FEE SCHEDULES

The fees and charges policy and related fee schedules shall be reviewed annually by the Director, Staff of the Active Living and Parks Department, the Senior Centers Advisory Council, and the Cabarrus County Active Living and Parks Commission. All recommendations for policy changes or fee adjustments shall be approved by the Cabarrus County Board of Commissioners prior to implementation.

IX. REFUND POLICY

- A. All requests for refunds must be made in writing to the Director of the Active Living and Parks Department.
- B. Refund Procedures
 1. Program credit or refund will be offered in cases in where a class or program is full, cancelled, or a change in class day, time, or

- site prevents an individual's participation.
2. Participants withdrawing from a program or class will be offered a credit.
 3. For a refund, the request must be made in writing to the Active Living and Parks Director. The 25% administrative fee will apply.
 4. Refunds or credits may be pro-rated if deemed appropriate.
 5. Refunds will be provided as necessary per policy. The 25% administrative fee will be assessed but not to exceed \$100.00.
 - 5.6. If program, class or camp has already started the refund will be pro-rated in addition to the 25% administrative fee.

C. Refunds for Adult Athletic Leagues

1. Refund of the team fees less 25% processing fee will be remitted if:
 - a. If the request is more than two (2) weeks before the first scheduled game - 75% refund
 - b. If the request is less than two (2) weeks before first scheduled game - 50% refund
 - c. No refunds after the league schedule is published.

D. Individual refund policies set for special events, tournaments, rentals, or any program will override this policy.

E. Refunds for Park and Facility Rentals

Every effort will be made to schedule an alternate date should a cancellation be necessary. Alternate dates may or may not be available to the park user depending upon other reservations that have been confirmed. In case of inclement weather, the park user has three (3) working days to call and schedule an alternate date. If an alternate date cannot be confirmed, the park reservation fee will be refunded to the park user minus a 25% administrative fee.

F. Department Director may provide 100% refund in special cases that are weather related or when facilities are closed or not available during the reservation.

X. PROGRAM CANCELLATION POLICY

Minimum registrations and mandatory pre-registrations are used for programs that require more than one hour of active set-up time or significant amount of resources for preparation and implementation. If such a program has a minimum registration with a pre-registration requirement, the minimum registration must be met by the pre-registration date, for the program to run. The program will be cancelled otherwise. In such an occurrence, registrants must be notified via phone call no later than 24 hours

before the program and a full refund must be administered. Department scheduled/sponsored programs/events will be canceled anytime Cabarrus County Schools are out due to inclement weather. No refunds will be issued and the program/events will be rescheduled or a credit issued.

XI. RESERVATION POLICY

A. After/Before Normal Operation Hours Request

A charge of \$100.00 flat fee and \$25.00 per staff/per hour needed per day (determined by Management) to extend any park facility reservation/operation beyond normal opening and closing hours. This extension is only available if the facility is reserved by the requestor during normal operating hours. The extension is subject to Management approval. All extensions will be limited to the times of no earlier than 6:00 am and will not extend beyond 11:00 pm. (Senior Centers not included).

B. Rental Group Size

1. Groups at Frank Liske Park will be limited to 1,500 people.
 - a. Groups of 400-499 people will be required to rent: the entire barn (Upper Level, Lower Level, Shed I and Shed II), and the Arbor
 - b. Groups of 500-699 people will be required to rent: the entire barn (Upper level, Lower level, Shed I & Shed II), Arbor, and the W.O. Barnhardt Shelter.
2. Groups of 700 and over at Frank Liske Park will be required to rent: the entire barn (Upper level, Lower level, Shed I and Shed II), Arbor, W.O. Barnhardt Shelter and the Andy Hartsell Shelter.
3. Some variation in attendance is permissible at all parks. For reservations of up to 100 people there is an allowance of 25%, 101 to 300 people - 20%, 301 to 500 people - 15%, and over 500 people - 10%. Any groups exceeding their maximum number will be billed an additional charge. This charge will be equal to double the amount of the facilities that should have been reserved for the number of people in attendance in that group. Group attendance will be determined by Park Ranger, Facility Supervisor, and/or Park Program Manager/Coordinator.

C. Special Equipment/Requirements for Reservations and Patrons

- ~~4.~~ Reservations include existing park and recreation facilities only. Any additional equipment or activities (i.e. Spacewalks, Dunking Booths, Hot-Air Balloons, generators, etc.) must be approved by the Cabarrus County Safety Risk Management Officer at least two (2) weeks prior to reservation date. The equipment must be operated

and supervised by the contract vendor at all times. The organization or groups must provide Cabarrus County with evidence of comprehensive liability insurance sufficient to protect the County against risk, with a limit of at least \$1 million dollars for each occurrence and/or \$2 million aggregate policy which names the County as certificate holder and additional insured, including the endorsements page, or certificate of insurance acceptable to the Cabarrus County Safety Risk Management Officer. Cabarrus County may also require a waiver of subrogation from the sponsoring organization or group. Not all Park facilities are able to accommodate additional equipment or activities. These facilities also may not be able to accommodate a power source or water source. There will be an additional fee of \$35 for all additional equipment that uses water and/or power from Active Living and Parks facilities (dunking booths, generators, waterslide, etc). Location of equipment to be determined by and is subject to Park Management approval.

Cabins and tents must be rented by an adult at least 21 years old. An adult (21) must occupy the cabin and tents during the entire rental period.

- ~~1.~~2. No nails or staples may be used on park or senior center property.
3. Deep fat/grease frying is not permitted.
4. Alcohol and/or fireworks of any kind are not permitted in the parks or senior centers.
5. Smoking and the use of other tobacco products on the grounds of the county's parks and senior centers are not permitted.
6. Anyone not adhering to this policy or any other policy may be asked to leave with no refund and will be banned from renting any facilities at any Cabarrus County operated parks and facilities for an indefinite period of time.

Revised 05/03/03
Revised 02/02/04
Revised 02/08/05
Revised 02/20/06
Revised 02/08/07
Revised 02/18/08
Revised 02/03/09
Revised 01/19/10
Revised 11/22/11
Revised 11/15/12
Revised 11/18/13

Revised 11/20/14
Revised 10/15/15
Revised 9/15/16
Revised 10/20/16
Revised 11/6/2017
Revised 11/19/2018

14.

15.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Finance - Contractual Incentive Payment for SMG (Cabarrus Arena)

BRIEF SUMMARY:

The contract between Cabarrus County and SMG, the operator of the Cabarrus Arena and Events Center, includes annual incentive payments based on quantitative and qualitative measurements, as well as food sales volumes. The attached documents detail the calculations of the incentive amounts. This document has been reviewed by Finance and County Manager staff and is in keeping with the contract. A budget amendment for the incentive payments is included with this agenda item.

REQUESTED ACTION:

Motion to approve the incentive payments and adopt the associated budget amendment.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Jonathan Marshall, Deputy County Manager
Susan Fearington, Finance Director

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ Incentive Calculations
- ▣ Incentive Budget Amendment



Cabarrus Arena Management Fees for FY2018

The management agreement between Cabarrus County and SMG outlines fees for SMG related to certain performance thresholds. This total fee is composed of a quantitative portion relating to Gross Operating Revenue and a qualitative portion relating to more subjective performance measures.

Quantitative Fee

For the year ending June 30, 2018, SMG surpassed the \$1,413,312 Gross Operating Revenue threshold that triggers the quantitative fee. Gross Operating Revenue for the year was \$1,430,314. In accordance with the management agreement, SMG should receive a quantitative fee which is the lesser of fifteen percent of Gross Operating Revenue in excess of the threshold or a quantitative fee cap equal to seventy-five percent of the base fee.

The calculated quantitative fee based on Gross Operating Revenue in excess of the threshold is as follows:

\$ 1,430,314	Gross Operating Revenue
- \$ 1,413,312	Fee Threshold
\$ 17,002	Gross Operating Revenue in Excess of Fee Threshold
x 15%	Percentage of Excess Revenue Available for Fee
\$ 2,550	Potential Quantitative Fee for FY 2018

The calculation to determine the quantitative fee cap is:

\$103,130	Base Management Fee
x 75%	Cap Percentage
\$77,348	Maximum Possible Quantitative Fee

Based on these calculations and the current management agreement, the quantitative fee due SMG for fiscal year 2018 is \$2,550.

Qualitative Fee

For the fiscal year ending June 30, 2018, Cabarrus County staff awarded SMG ninety-six of a possible one hundred points in the subjective performance areas of customer service, maintenance and operations, and overall management. Applying the formulas outlined in the management agreement results in a qualitative fee to SMG of \$24,752.

\$25,783	Maximum Qualitative Fee per Agreement
x 96%	Percentage of Total Points Awarded to SMG
\$24,752	Qualitative Fee Due SMG

Total Management Fees Due SMG

The total of all the performance-related management fees due SMG is \$27,302. This includes the Quantitative Fee of \$2,550 and Qualitative Fee of \$24,752 described above.



Cabarrus Arena Food & Beverage Management Fees for FY2018

The current Food and Beverage Services Agreement between SMG, Cabarrus County, and SMG Food and Beverage, LLC sets a fee schedule if SMG Food and Beverage produces a profit at the Cabarrus Arena location. This schedule ties SMG Food and Beverage fees directly to profitability and provides a method of distributing profits between the parties to the agreement.

Profitability-Related Fee

For the fiscal year ending June 30, 2018, SMG Food and Beverage produced \$96,191 Net Operating Income from operations on \$622,476 in Gross Revenue at Cabarrus Arena. Applying the formula specified in the Food and Beverage Services Agreement results in a fee of \$31,124 to SMG Food and Beverage.

\$622,476	Gross Food & Beverage Revenue
x 5%	Percentage of Gross Revenue Due SMG F&B
\$ 31,124	Food & Beverage Fee Due SMG F&B

Profit Distribution

The current Food and Beverage Services Agreement defines the term “Positive Net Operating Income” as Net Operating Income for the fiscal year less any profitability-related fee for that year. The agreement specifies that the first \$50,000 of Net Operating Income remains with the facility, the next \$50,000 goes to SMG Food and Beverage, and anything in excess of \$100,000 remains with the facility. This distribution results in a total of \$50,000 remaining with the facility and \$15,607 to SMG Food and Beverage for the fiscal year ending June 30, 2018.

\$ 96,191	Net Operating Income
<u>-\$ 31,124</u>	SMG F&B Profitability-Related Fee
\$ 65,067	Positive Net Operating Income Available for Distribution
<u>-\$ 50,000</u>	Initial Amount to Remain with Facility
\$ 15,067	Positive Net Operating Income Distributed to SMG F&B

Total of Food & Beverage Fees Due SMG

The total Food & Beverage fees due SMG is \$46,191. This includes the \$31,124 profitability-related fee and \$15,067 profit distribution described above.

SMG - Cabarrus Arena & Events Center
Gross Revenue Statement
For the Twelve Months Ending June 30, 2018

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Gross Ticket Sales	\$ 922,927	\$ 1,102,732	(179,805)	\$ 922,927	\$ 1,102,732	(179,805)
Rent	542,983	523,367	19,616	542,983	523,367	19,616
Total Ticket Sales / Rent	1,465,910	1,626,099	(160,189)	1,465,910	1,626,099	(160,189)
Service Revenue						
Advertising Billed	1,552	4,816	(3,264)	1,552	4,816	(3,264)
Sponsorship Income	0	0	0	0	0	0
Labor Billed	0	0	0	0	0	0
Changeover Setup Billed	106,814	106,152	662	106,814	106,152	662
Stagehands Billed	0	6,622	(6,622)	0	6,622	(6,622)
Security Billed	57,100	38,909	18,191	57,100	38,909	18,191
Ushers & Ticket Takers Billed	35,298	27,231	8,067	35,298	27,231	8,067
Box Office Billed	10,864	9,656	1,208	10,864	9,656	1,208
Ticket Services Billed	0	0	0	0	0	0
Utilities Billed	25,704	23,210	2,494	25,704	23,210	2,494
Police or Fire Billed	0	0	0	0	0	0
Traffic Control Billed	17,749	0	17,749	17,749	0	17,749
EMT Medical Billed	6,075	9,251	(3,176)	6,075	9,251	(3,176)
Production Materials Billed	0	0	0	0	0	0
Cleaning Billed	107,159	95,208	11,951	107,159	95,208	11,951
Other Labor Billed	80,780	54,820	25,960	80,780	54,820	25,960
Insurance Billed	0	0	0	0	0	0
License & Permits Billed	12,163	9,663	2,500	12,163	9,663	2,500
Telephone Billed	0	0	0	0	0	0
Equipment Rental Billed	88,140	74,248	13,892	88,140	74,248	13,892
Damages Billed	767	0	767	767	0	767
Other Production Billed	132,721	92,946	39,775	132,721	92,946	39,775
Other Services Billed	610	555	55	610	555	55
Total Service Revenue	683,496	553,287	130,209	683,496	553,287	130,209
Gross Direct Event Revenue	2,149,406	2,179,386	(29,980)	2,149,406	2,179,386	(29,980)
Gross Ancillary Revenue						
F & B Concession Sales	426,936	411,350	15,586	426,936	411,350	15,586
F & B Catering Sales	195,540	210,647	(15,107)	195,540	210,647	(15,107)
Novelty Sales	4,088	6,970	(2,882)	4,088	6,970	(2,882)

An SMG Managed Facility

SMG - Cabarrus Arena & Events Center
Gross Revenue Statement
For the Twelve Months Ending June 30, 2018

	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Parking Revenue	198,793	178,530	20,263	198,793	178,530	20,263
Total Ancillary Revenue	825,357	807,497	17,860	825,357	807,497	17,860
Other Event Related Revenue	33,054	24,552	8,502	33,054	24,552	8,502
Other Operating Income	29,079	32,000	(2,921)	29,079	32,000	(2,921)
Total Gross	\$ 3,036,896	\$ 3,043,435	(6,539)	\$ 3,036,896	\$ 3,043,435	(6,539)

SMG - Cabarrus Arena & Events Center
Food & Beverage Income Statement
For the One Month Ending June 30, 2018

	Current Month Actual	Current Month Budget	Last Year Actual	Year to Date Actual	Year to Date Budget	Last Year Actual
REVENUE						
Concession Revenue	\$ 14,617	\$ 5,046	\$ 11,341	\$ 426,936	\$ 411,350	\$ 424,512
Catering Revenue	11,366	20,985	10,267	195,540	210,647	238,526
Total Net Revenue	25,983	26,031	21,608	622,476	621,997	663,038
COST OF GOODS SOLD						
Concession CGS	5,682	1,734	4,695	161,624	141,791	148,879
Catering CGS	5,547	6,852	5,973	59,349	57,202	66,697
Total Cost of Goods Sold	11,229	8,586	10,668	220,973	198,993	215,576
DIRECT COSTS						
Concessions Labor	4,324	952	3,940	97,912	85,487	103,358
Catering Labor	3,252	2,985	5,500	47,390	36,147	54,655
Direct Concessions Costs	0	96	44	2,477	2,418	2,414
Direct Catering Costs	848	209	440	8,413	2,918	11,392
Total Direct Costs	8,424	4,242	9,924	156,192	126,970	171,819
GROSS PROFIT	6,330	13,203	1,016	245,311	296,034	275,643
INDIRECT EXPENSES						
Salaries Administration	8,101	7,239	6,983	67,496	86,824	85,079
General - Part-Time	919	250	979	24,229	3,000	9,529
Bonus - Performance	0	432	421	(980)	5,151	5,431
Auto Allowance	0	300	300	600	3,600	3,600
Payroll Taxes	521	789	346	4,856	9,512	5,125
Benefits	634	2,390	1,626	10,008	28,680	28,490
401 (k)	263	163	171	1,034	1,912	1,113
Workers Compensation Ins.	384	375	238	4,595	4,500	4,793
Travel	0	125	0	0	1,500	0
Meals & Entertainment	0	38	34	307	500	655
Meetings & Conventions	0	0	0	0	0	459
Over & Short	0	0	0	86	0	(148)
Employee Training	0	10	0	345	120	112
Cable Expense	0	0	0	50	0	0
Operating Supplies-F&B	0	0	75	592	0	4,455

SMG - Cabarrus Arena & Events Center
 Food & Beverage Income Statement
 For the One Month Ending June 30, 2018

	Current Month Actual	Current Month Budget	Last Year Actual	Year to Date Actual	Year to Date Budget	Last Year Actual
Flower Decorations-F&B	0	38	577	758	500	737
Renewals & Replacements-F	0	163	0	853	2,000	587
Laundry & Linen-F&B	0	0	0	30	0	0
Menu Costs-F&B	0	0	0	307	0	0
Repair&Maintenance-F&B	0	0	0	1,614	0	617
Uniforms-F&B	0	0	199	0	0	873
Miscellaneous Operating Exp	0	40	0	0	480	480
Uniforms	0	19	0	0	250	323
Kitchen Supplies	54	413	1,663	1,216	5,000	7,718
F&B Base Fee	1,307	2,588	1,080	31,124	31,100	33,060
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Indirect Expense	12,183	15,372	14,692	149,120	184,629	193,088
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net Income (Loss)	\$ (5,853)	\$ (2,169)	\$ (13,676)	\$ 96,191	\$ 111,405	\$ 82,555

Budget Revision/Amendment Request

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

Purpose: This budget amendment appropriates fund balance from the General Fund and allocates funds to pay the Arena performance management fees to SMG Management Company. The fees are calculated per the SMG/Cabarrus County contract dated July 1, 2015 and are related to specific profitability and performance measurements. Fees are composed of a quantitative portion relating to Gross Operating revenue and a qualitative portion relating to more subjective performance measures. The incentive for the Arena Operations is \$27,302 and the incentive for the Food & Beverage is \$46,191.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	6	1960-6901	Fund Balance Appropriated	458,736.00	73,493.00	-	532,229.00
001	9	1960-9741	Contribution to SMG	759,500.00	73,493.00	-	832,993.00
420	6	8310-6902	Contribution from General Fund	759,500.00	73,493.00	-	832,993.00
420	9	8310-9404	Performance Incentives	-	27,302.00	-	27,302.00
420	9	8310-9404-FSVC	Performance Incentives Food & Beverage	-	46,191.00	-	46,191.00

Budget Officer

- Approved
- Denied

Signature

Date

County Manager

- Approved
- Denied

Signature

Date

Board of Commissioners

- Approved
- Denied

Signature

Date

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Finance - Sheriff's Administration Building Roof and Interior Repairs - \$150,000

BRIEF SUMMARY:

During some of the recent storms, the roof and part of the interior of the Sheriff's Administration Building was damaged. The estimated cost to repair the building is \$150,000. An allocation of General Fund Balance will need to be made to cover the repairs.

REQUESTED ACTION:

Motion to approve the Sheriff's administration building repairs and the associated budget amendment and project ordinance.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Kyle Bilafer, Area Manager of Operations
Susan Fearington, Finance Director

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▢ Sheriff Admin pictures of damage
- ▢ Fd 343 Budget Amendment
- ▢ Fd 343 Project Ordinance

Initial Roof Failure of SDA on 10/11/18 at 2:00 PM EST









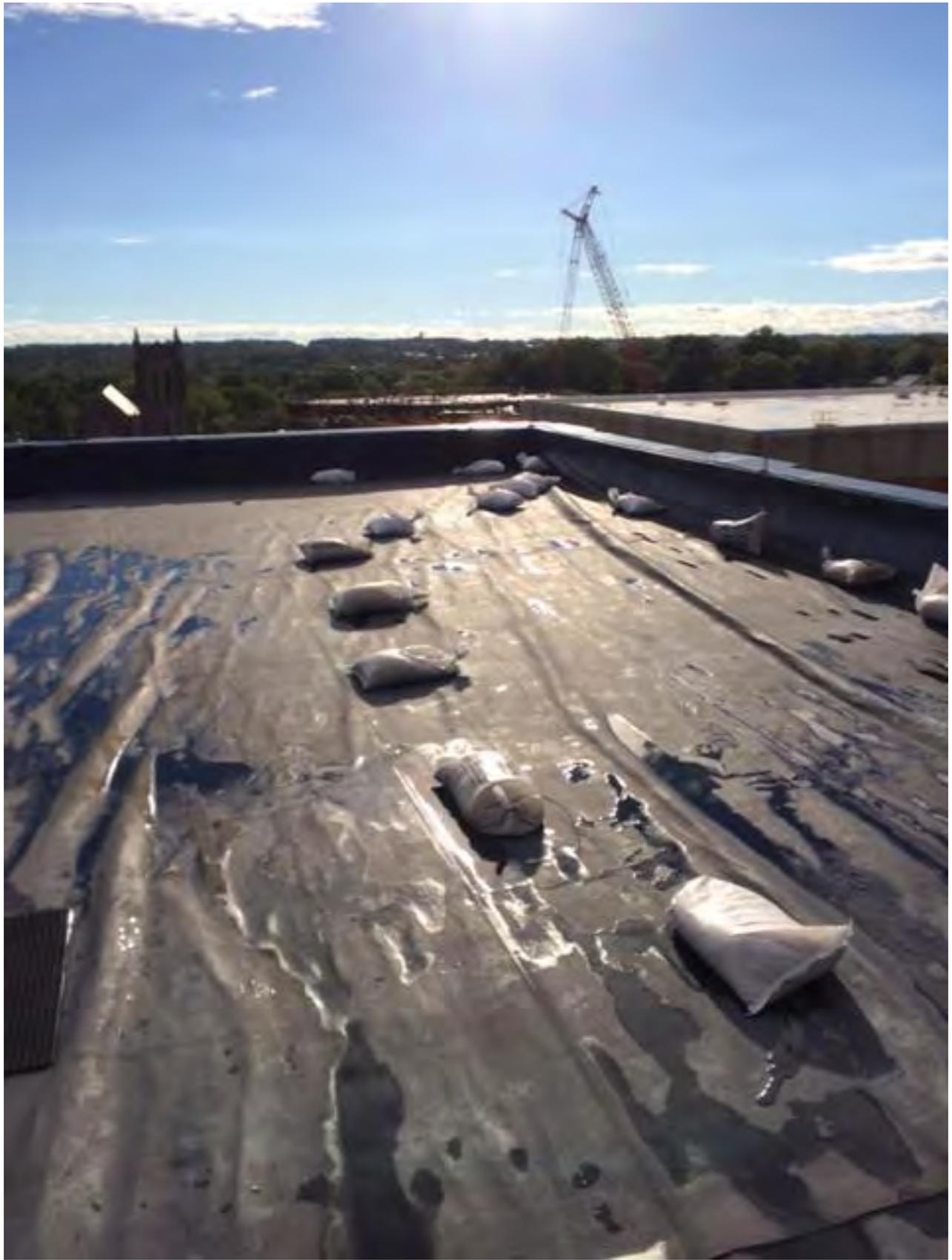
Condition of roof Failure of SDA on 10/11/18 at 5:45 PM EST













Budget Revision/Amendment Request

Date: 11/19/2018

Amount: 150,000.00

Dept. Head: Susan Fearington

Department: Finance - Construction & Renovation Fund

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

This budget amendment records the allocation of \$150,000 from the General Fund Balance to the Construction and Renovation Fund to be used for the repair of the roof at the Sheriff's Administration Building. During some recent storms, the roof and part of the interior of the building was damaged. It is estimated that repairs will be around \$150,000.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	9	1960-9708	Contribution to Cap Projects Fund	458,736.00	150,000.00		608,736.00
001	6	1960-6901	Fund Balance Appropriated	458,736.00	150,000.00		608,736.00
				-			0.00
343	6	2110-6902-RPAIR	Contribution from General Fund - Repair	-	150,000.00		150,000.00
343	9	2110-9821-RPAIR	Bldg & Renovation - Repairs	-	150,000.00		150,000.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00

Budget Officer

- Approved
- Denied

Signature

Date

County Manager

- Approved
- Denied

Signature

Date

Board of Commissioners

- Approved
- Denied

Signature

Date

CABARRUS COUNTY CONSTRUCTION AND RENOVATION PROJECT BUDGET ORDINANCE

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is the various County construction and renovation related projects. Details of the projects are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Park & Recreation Trust Fund(PARTF) Grant	\$ 350,000
Rental – Tower Lease	847,693
Sale of Fixed Assets	423,417
Contributions and Donations	117,036
General Fund Contribution	5,825,516
Lease Proceeds (Robert Wallace Park)	4,596,394
Capital Projects Fund Contribution	2,147,039
Capital Reserve Fund Contribution	13,738,399

TOTAL REVENUES **\$28,045,494**

- D. The following appropriations are made as listed.

Government Center Chiller Replacement	\$211,000
Governmental Center ADA Bathrooms	175,000
Tax Collector Renovation	128,898
BOE Election Equipment	323,000
ITS Fiber Technology Improvements	120,000
County Website Design	283,750
Furniture Replacements	183,723
County Operation Center	3,100,000
Elevator Modernization Government Center	180,000
Multiple building Fall Protection Measures	300,000
Jail Camera Upgrade	112,607
LEC Law Enforcement Technology	791,325
Training & Firing Range Renovation	50,000
Sheriff Administration Repairs	150,000
Courthouse Expansion	6,100,000
Clerk of Court Improvements	113,000
Public Safety Training Center	90,000
EMS Headquarters – Consultants	50,000
EMS Co-location – Concord Fire #11	375,000
EMS Heart Monitors	550,111
Emergency Communications Equip & Ethernet Backhaul	2,721,086
JM Robinson High School Wetlands Mitigation	100,000
Landfill Retaining Wall	230,324

Veterans Services Improvements	95,000
Cooperative Ext. ADA Bathrooms	150,000
RCCC Land for future expansion	1,244,001
Robert Wallace Park	8,147,964
Frank Liske Park – Barn Restrooms	126,405
Frank Liske Park – Lower Lot Restrooms	678,506
Carolina Thread Trail	109,329
Frank Liske Park Overflow Parking	222,649
Frank Liske Park Playground Replacement	100,000
Senior Center Parking Lot	64,476
Midland Library Furniture	75,000
Arena- Restroom Renovation	78,170
Arena –Aisle Safety Lighting	129,234
Arena Lighting Control System Replacement	235,000
Arena – Marque Replacement & Sign	111,260
Unassigned	39,676

TOTAL EXPENDITURES **\$28,045,494**

GRAND TOTAL – REVENUES **\$28,045,494**

GRAND TOTAL – EXPENDITURES **\$28,045,494**

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
 7. The County Manager may enter into and execute change orders or

amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.

8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 19th Day of November, 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Finance - Update of Capital Reserve Fund Project Ordinance and Budget Amendment

BRIEF SUMMARY:

As part of an inter-local agreement, the City of Concord made a \$3,000,000 contribution towards the construction of the downtown parking deck. A project ordinance and budget amendment is required for the receipt of the funds which will be recorded in the Capital Reserve Fund.

REQUESTED ACTION:

Motion to approve an update to the Capital Reserve Fund Project Ordinance and the related budget amendment.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Susan Fearington, Finance Director

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- Fd 450 Capital Reserve Proj Ord
- Fd 450 Capital Reserve Budget Amendment

CABARRUS COUNTY CAPITAL RESERVE CAPITAL PROJECT BUDGET ORDINANCE

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is for the purpose of accumulating and appropriating funds specifically for future County and School capital projects.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Interest on Investments	\$ 560,142
Contributions from General Fund	79,684,286
Contributions from Capital Projects Fund	338,309
Contributions from CVB	573,771
Contributions from other Governments	3,000,000

TOTAL REVENUES	\$84,156,508
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- D. The following appropriations are made as listed:

Mt. Pleasant Middle School	3,627,164
Royal Oaks Elementary	4,476,490
Kannapolis Middle School	5,018,148
Odell 3-5 Elementary School	19,755,175
G.W. Carver Renovations	1,520,978
CBTC Campus Renovations, Safety, Security	184,075
CBTC A/C Unit Replacement	205,000
Concord Middle School Roof	884,359
Harrisburg Elementary School Roof	630,306
Site Study Multiple Schools	30,000
J.N. Fries Middle School – Upfit	300,000
A.L. Brown High School Paving	500,000
Performance Learning Center	590,709
West Cabarrus High School	9,801,495
Hickory Ridge Elementary School	3,550,001
RCCC – Advanced Technology Center	1,580,396
RCCC Renovations	280,043
Cabarrus County Schools – Buses FY16	875,000
Cabarrus County Schools – Mobile Units FY16	1,110,000
Cabarrus County Schools yellow buses (10) FY17	880,000
Cabarrus County Schools mobile units (20) FY17	2,400,000
Kannapolis City Schools yellow buses (5) FY17	441,739
School Contingencies	2,017,889
Tax Collector’s Office Renovation	9,116
Frank Liske Park Overflow Parking Lot	24,908
Training & Firing Range Renovations	50,000
Public Safety Training Center	75,000
Carolina Thread Trail	50,000

FLP – Western Playground Restroom Facility	375,000
Arena Aisle Safety Lighting	185,000
Arena Marquee Replacement & Sign Enhancement	112,500
County Website Development	250,000
Renovations to 2325 Lake Concord Road	195,000
Courthouse Expansion	6,100,000
Arena Restroom Renovations	100,000
FLP Barn Restrooms	102,000
EMS Heart Monitors	550,111
EMS Relocation to Concord Fire #10	375,000
Government Center Bathroom ADA	205,000
Door Access & Security Cameras - Sheriff	70,000
ITS – Fiber Infrastructure Improvements	120,000
Governmental Center Chiller Replacement	211,000
Radio Network & Ethernet Backhaul & Edge	500,000
Arena Lighting Control System Replacement	235,000
Frank Liske Park Playground Replacement	100,000
EMS Headquarters - Consultant	50,000
Midland Library Furniture	75,000
Operations Center	2,641,264
County Facility Projects	27,717
Downtown Parking Deck	1,070,000
Robert Wallace Park	3,091,047
Park Projects/CVB	573,771
Other County Capital Projects	5,974,107
TOTAL EXPENDITURES	\$84,156,508
GRAND TOTAL – REVENUES	\$84,156,508
GRAND TOTAL – EXPENDITURES	\$84,156,508

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.

6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 19th day of November, 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Finance - Transfer Balance of RCCC Advanced Technology Building Capital Reserve Funding - \$713,545

BRIEF SUMMARY:

The remaining Capital Reserve funding is needed for the RCCC Advanced Technology Building. To date, \$2,010,939 in Capital Reserve funding of the total \$2,724,484 allocation has been provided for this project. Due to timing of this project, we are now transferring the remaining \$713,545 allocation. This amount represents \$130,604 for Engineering and \$582,941 for furniture and equipment.

REQUESTED ACTION:

Motion to approve the transfer of \$713,545 from the Capital Reserve Fund to the Limited Obligation Bonds 2018 Fund for the RCCC Advanced Technology Building and approve the associated budget amendment and project ordinances.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Susan Fearington, Finance Director

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ RCCC ATC Funding
- ▣ RCCC ATC Budget Amendment
- ▣ Fd 450 Capital Reserve Proj Ord
- ▣ Fd 370 LOBS 2018 Proj Ordinance

RCCC - Advanced Technology Center

RCCC - Advanced Technology Center				
	Category	Estimated Funds Requested		
	GL Code 37097505			
			Cummulative Funded as of 10-24-18	Difference in budget and funding
	Estimated Cost of project	Project Budget		
	<u>Project Title</u>	<u>ATC</u>		
37097505-9607	Architect	\$ 1,330,000	\$ 1,330,000	\$ -
37097505-9606	Engineering	270,000	139,396	130,604
45097505-9660	Contingency (allocated in County CRF)	430,543	430,543	-
37097505-9820	Construction	14,293,000	14,293,000	-
37097505-9820-0599	Construction - not bid	111,000	111,000	-
37097505-9860	FF&E	582,941		582,941
	Total Budget	\$ 17,017,484	\$ 16,303,939	\$ 713,545
	Funding Sources:			
	Limited Obligation Bonds 2018	\$ 14,293,000	\$ 14,293,000	\$ -
	Capital Reserve	2,724,484	2,010,939	713,545
	Total Funding	\$ 17,017,484	\$ 16,303,939	\$ 713,545

Budget Revision/Amendment Request

Date:

Amount:

Dept. Head:

Department:

- Internal Transfer Within Department
 Transfer Between Departments/Funds
 Supplemental Request

For the Rowan Cabarrus Community College Advanced Technology Building Capital Reserve funds were approved in multiple year's CIP process. Funds covered Architect, Engineering, Contingency, Construction-not bid and Furniture and Equipment. Due to delays in the project timeline \$130,604 of Engineering and \$582,941 of Furniture and Equipment were not required until the current fiscal year. This budget amendment transfers the funds (\$713,545) from the Capital Reserve Fund to the Limited Obligation Bond 2018 Fund so the RCCC Advanced Technology Building Funding can be fully funded as requested.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
450	9	7220-9708	Contribution to the Capital Projects Fund	69,603,959.10	713,545.00		70,317,504.10
450	9	97220-9821	Building and Renovations	5,974,107.20		713,545.00	5,260,562.20
				-			0.00
370	6	7505-6921	Contribution from Capital Reserve Fund	1,580,396.00	713,545.00		2,293,941.00
370	9	7505-9606	Engineering	139,396.00	130,604.00		270,000.00
370	9	7505-9860	Furniture & Equipment - RCCC ATC	-	582,941.00		582,941.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00
				-			0.00

Budget Officer

- Approved
 Denied

County Manager

- Approved
 Denied

Board of Commissioners

- Approved
 Denied

Signature

Signature

Signature

Date

Date

Date

CABARRUS COUNTY CAPITAL RESERVE CAPITAL PROJECT BUDGET ORDINANCE

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is for the purpose of accumulating and appropriating funds specifically for future County and School capital projects.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Interest on Investments	\$ 560,142
Contributions from General Fund	79,684,286
Contributions from Capital Projects Fund	338,309
Contributions from CVB	573,771
Contributions from other Governments	3,000,000
TOTAL REVENUES	\$84,156,508

- D. The following appropriations are made as listed:

Mt. Pleasant Middle School	3,627,164
Royal Oaks Elementary	4,476,490
Kannapolis Middle School	5,018,148
Odell 3-5 Elementary School	19,755,175
G.W. Carver Renovations	1,520,978
CBTC Campus Renovations, Safety, Security	184,075
CBTC A/C Unit Replacement	205,000
Concord Middle School Roof	884,359
Harrisburg Elementary School Roof	630,306
Site Study Multiple Schools	30,000
J.N. Fries Middle School – Upfit	300,000
A.L. Brown High School Paving	500,000
Performance Learning Center	590,709
West Cabarrus High School	9,801,495
Hickory Ridge Elementary School	3,550,001
RCCC – Advanced Technology Center	2,293,941
RCCC Renovations	280,043
Cabarrus County Schools – Buses FY16	875,000
Cabarrus County Schools – Mobile Units FY16	1,110,000
Cabarrus County Schools yellow buses (10) FY17	880,000
Cabarrus County Schools mobile units (20) FY17	2,400,000
Kannapolis City Schools yellow buses (5) FY17	441,739
School Contingencies	2,017,889
Tax Collector’s Office Renovation	9,116
Frank Liske Park Overflow Parking Lot	24,908
Training & Firing Range Renovations	50,000
Public Safety Training Center	75,000
Carolina Thread Trail	50,000

FLP – Western Playground Restroom Facility	375,000
Arena Aisle Safety Lighting	185,000
Arena Marquee Replacement & Sign Enhancement	112,500
County Website Development	250,000
Renovations to 2325 Lake Concord Road	195,000
Courthouse Expansion	6,100,000
Arena Restroom Renovations	100,000
FLP Barn Restrooms	102,000
EMS Heart Monitors	550,111
EMS Relocation to Concord Fire #10	375,000
Government Center Bathroom ADA	205,000
Door Access & Security Cameras - Sheriff	70,000
ITS – Fiber Infrastructure Improvements	120,000
Governmental Center Chiller Replacement	211,000
Radio Network & Ethernet Backhaul & Edge	500,000
Arena Lighting Control System Replacement	235,000
Frank Liske Park Playground Replacement	100,000
EMS Headquarters - Consultant	50,000
Midland Library Furniture	75,000
Operations Center	2,641,264
County Facility Projects	27,717
Downtown Parking Deck	1,070,000
Robert Wallace Park	3,091,047
Park Projects/CVB	573,771
Other County Capital Projects	5,260,562
TOTAL EXPENDITURES	\$84,156,508
GRAND TOTAL – REVENUES	\$84,156,508
GRAND TOTAL – EXPENDITURES	\$84,156,508

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.

6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 19th day of November, 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

**CABARRUS COUNTY
LIMITED OBLIGATION BONDS 2018 PROJECT
BUDGET ORDINANCE**

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is for the construction and renovations of Public Schools. Details of the project are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

It is estimated that the following revenues will be available to complete capital projects as listed.

General Fund Contribution	\$ 901,000
Capital Project Fund Contribution	517,197
Debt Proceeds	54,680,000
Capital Reserve Contribution	5,326,745
TOTAL REVENUES	\$61,424,942

- C. The following appropriations are made as listed.

Legal Fees	\$ 505,534
HVAC Replacement – Mt. Pleasant High-CCS	4,276,945
Mobile Units – CCS	2,095,676
HVAC Replacement – JN Fries Middle-CCS	3,011,267
Hickory Ridge Elementary-CCS	33,227,579
RCCC – Advanced Technology Center	16,586,941
Land - RCCC	1,721,000
TOTAL EXPENDITURES	\$61,424,942

GRAND TOTAL – REVENUES	\$61,424,942
GRAND TOTAL – EXPENDITURES	\$61,424,942

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- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
 7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
 8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
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This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

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- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 19th Day of November 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Human Services - CCTS Passenger Policy

BRIEF SUMMARY:

Cabarrus County Transportation Services (CCTS) has revised and updated the CCTS Passenger Policy. This policy provides guidance and rules for all passengers riding the CCTS vans as well as explaining suspension and termination of service. This policy will be shared with all passengers and a signed copy will be kept by CCTS.

REQUESTED ACTION:

Motion to approve the Cabarrus County Transportation Services Passenger Policy.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Anthony Hodges, Adult and Aging Services Program Administrator

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

▢ CCTS Passenger Policy

Cabarrus County Transportation Services

Passenger Policy

Purpose: To provide guidance and rules for CCTS passengers when using CCTS services.

Applies to: All CCTS Passengers

The following guidance for passengers is provided in order to make passenger trips as satisfactory and pleasant as possible, and also to help CCTS provide efficient and effective service that serves the most passengers.

- Passengers may use wheelchairs, canes, walkers and other common mobility devices on CCTS vehicles. They may also travel with oxygen tanks and respirators secured properly.
- Passengers traveling with a child who needs a car seat must supply it. Passengers are responsible for securing the car seat and for its removal.
- All passengers are required to wear a seat belt.
- The service provider has a one-hour service window for picking up a passenger. This means that the vehicle may arrive at anytime up to 1 hour before the requested appointment, and up to 1 hour after the requested return time or call for return time.
- Be prepared, ready and waiting when the vehicle arrives. The driver will only wait for five minutes if you are not at the indicated pickup point.
- Passengers are limited to three packages. Drivers will not be allowed to assist with packages.
- On trips involving intermediate stops, the driver will not wait more than five minutes at each stop.

Suspension and termination of Service

Purpose: to establish a policy and procedure whereby the right to use service may be suspended or terminated due to no shows, inappropriate, seriously disruptive or illegal behavior.

Applies to: All CCTS Passengers

A passenger's right to use CCTS service will be suspended or terminated as follows:

1. When the passenger's behavior is seriously disruptive or inappropriate.
2. When a passenger does not show up for reserved rides or cancels service with less than one hour's notice three or more times in a 90 day period.

Inappropriate or Seriously Disruptive Behavior Prohibited on CCTS Vehicles

The behavior of passengers on vehicles is important. Transportation will be suspended or terminated for passengers who are disrupted, abusive or who pose a threat or danger to themselves, to other passengers, or to the driver as further explained below:

- Smoking, including e-cigarettes/vaping, use of any tobacco products, or eating or drinking while onboard.
- Profanity – this means no profanity/vulgar speech among passengers or when addressing the driver.
- Playing radios, cassette or disc players, or other such sound devices without earphones or in a way that disturbs other passengers or the driver.
- Getting out of a seat or unbuckling the seatbelt while the vehicle is in motion.
- Leaving the vehicle while it is parked to pick-up or drop-off another passenger.
- Disturbing the driver while he/she is driving.
- Disturbing other passengers.
- Refusing to exit the vehicle.
- Making or placing false trips; especially where Medicaid trips are concerned.
- Writing bad checks.
- Violent behavior.
- Physical contact or verbally threatening the driver or other passengers.
- Engaging in conduct or activity that is a danger to the passenger, other passengers, or the driver.
- Riding while under the influence of alcohol or illegal drugs.
- Damaging or destroying vehicle equipment.
- Carrying weapons, explosives, flammable liquids, acids or other hazardous materials or items.
- Other illegal behavior/incidents will be reviewed on a case by case basis.

When a passenger demonstrates inappropriate behavior as described above, does not show up for a scheduled ride, or cancels a reservation with less than one hour's notice, this negatively affects the service that CCTS can provide to its other passengers. Therefore, the following suspension or termination of service will be used when passengers demonstrate such behavior when using CCTS service:

No Shows:

1. A No Show Notice Urgent Message will be given for each documented instance of a passenger not riding for a scheduled trip. If two additional No Show instances occur within 90 days of the warning, the passenger's service will be suspended for 30 days.

Seriously Disruptive or Illegal Behavior:

1. Immediate termination of service will occur for seriously disruptive or illegal behavior that compromises the safety of the other passengers, the public or the driver.
2. The passenger will be required to exit the vehicle immediately when safe to do so, or if necessary, be removed by law enforcement.
3. A written notice of termination will be sent by mail to the passenger and/or responsible caregiver within 7 business days.

Inappropriate Behavior:

1. A suspension notice will be mailed to the passenger and/or responsible caregiver when two instances of inappropriate behavior occur. It will include specific dates and details of the inappropriate behavior. The passenger and/or responsible caregiver shall be informed that privileges will be suspended beginning the day the notice is received and the length of the suspension.
2. A second letter shall be mailed at the end of the period of suspension notifying the passenger and/or responsible caregiver that privileges are reinstated. The reinstatement letter shall also notify the passenger and/or responsible caregiver that if two additional instances of such behavior occur from reinstatement, riding privileges may be terminated permanently.
3. A termination notice will be sent when two additional instances of such behavior occur after the date privileges are reinstated after suspension. Written notice will be sent by mail. It will include specific dates and details of the inappropriate behavior. The passenger and/or responsible caregiver is informed that privileges are terminated beginning the date the notice is received.

Passenger's Signature: _____

Date: _____

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Human Services - In-Home Aide Policy

BRIEF SUMMARY:

The DHS In-home Aide program provides three different levels on in-home aide services to the citizens of Cabarrus County. Level II and Level III Personal Care services are provided through Home and Community Care Block Grant (HCCBG) and Family Caregiver Support Program (FCSP) funding and is subcontracted through licensed home care agencies. Home Management I services are provided in-house and the agency is certified through the North Carolina Division of Aging and Adult Services. In preparation for our next certification review in December 2018 the In-Home Aide Policy has been updated.

REQUESTED ACTION:

Motion to approve the Cabarrus County Department of Human Services In-Home Aide Policy.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Karen Calhoun, Human Services Director
Anthony Hodges, Adult and Aging Services Program Administrator

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- DHS In-Home Aide Policy

Cabarrus County Department of Human Services
In-Home Aide Policies
Revised 10-23-2018

Contents

- Levels of Service to be provided
- Methods of Service Provision
- Provision of Respite Care
- Use of Waiting List or Inquiry List
- Maintenance of waiting list
- Client priority policy
- Appeals policy
- Consumer Contributions policy

Cabarrus County Department of Human Services

Level of Services Offered

The Cabarrus County Department of Human Services provides in-home aide services through three funding sources – Home and Community Care Block Grant (HCCBG), Family Caregiver Support Program (FCSP), and State In-Home Funds.

The Cabarrus County Department of Human Services provides the following levels of In-Home Aide Services as described in the North Carolina Division of Aging In-Home Aide Services – Policies and Procedures Manual:

- Level I – Home Management – State In-Home Funds
- Level II – Home Management/Personal Care – HCCBG and FCSP funds
- Level III – Personal Care – HCCBG and FCSP funds

Methods of Service Provision

In-Home Aide services provided through the HCCBG and FCSP will be provided by contracting with licensed home care agencies.

In-Home Aide Services provided through State In-Home Funds will be provided by agency employees.

Provision of Respite Services

Provision of respite services will be provided through the Family Caregiver Support Program.

Cabarrus County Department of Human Services

Waiting List Management

PURPOSE: This policy is designed to describe the process followed if applicants for the Home Community Care Block Grant (HCCBG) (Adult Day Care/Health, Congregate Nutrition, Consumer Directed Services, Family Caregiver Support, In-Home Aide Services), Social Services Block Grant (SSBG) In-Home Aide Services, and State Adult Day Care/Health Funding and ~~Senior Community Service Employment Program (SCSEP)~~ in Cabarrus County are placed on any waiting list.

POLICY: Cabarrus County has chosen to maintain a waiting list for the purpose of responding to inquiries about the service requested. Eligibility of persons on the list is not determined until resources to provide the service become available. Once resources become available, applicant's situation will be reviewed, priority designation will be made based on specific program guidelines and a determination of eligibility will be established.

NOTIFICATION: Letter (**Appendix A**) will be sent to applicant making them aware of a waiting list and to provide contact information for any updates or questions. If services cannot be provided within 90 days of request, applicants will be notified that requested service cannot be provided yet. Thereafter they will notified bi-annually until services are provided or applicant no longer needs service (**Appendix B**).

APPENDIX A

Cabarrus County Department of Human Services

To:

From:

On _____ you requested a referral to the _____. Please be advised that your referral has been logged in; however, our agency only has a limited number of slots. **Your name has been placed on our agency's wait list.**

We will contact you as soon as a slot becomes available. At that time we will contact you to initiate the process so you may be assessed for potential participation in the _____.

Please contact _____ at _____ if you have questions, your contact information changes, or you are no longer interested in participating in the _____. If we do not hear from you in this regard, we will maintain your name on the wait list until a slot becomes available, and also mail out bi-annual letters to update you on the status of the wait list.

APPENDIX B



Cabarrus County Department of Human Services

To:

From:

On _____ you made a request to receive _____ from Cabarrus County Department of Human Services. Due to the lack of funds in this program, you were placed on the waiting list for _____.

Since it has been a period of time since you were placed on the waiting list, I am sending out this letter to determine if you are still interested in, or need, the services. Based on the length of the waiting list and where you are on the list, it may still be a while before you actually start receiving services.

If you wish to remain on the waiting list, please check the appropriate box below and mail this letter back to me in the enclosed envelope. Please return the letter no later than _____. If you have any questions, feel free to call me at _____.

I wish to remain on the waiting list _____.

I no longer need _____.

Signature: _____

Date _____

Client Priority Policy

Home and Community Care Block Grant

As stated in the North Carolina Division of Aging In-Home Aide Services – Policies and Procedures Manual, individuals must be served in the following order of priority:

1. Older adults for whom the need for Adult Protective Services has been substantiated and the service is needed as part of the adult protective service plan.
2. Older adults who are at risk of abuse, neglect, and/or exploitation;
3. Older adults with extensive ADL or IADL impairments who are at risk of placement in substantive care;
4. Older adults with extensive (3 or more) ADL or IADL impairments;
5. Older adults with less extensive (1 or 2) ADL or IADL impairments.

Family Caregiver Support Program – Respite

The priority for receiving services is:

- 1) Family caregivers who provide care for older individuals with Alzheimer’s disease and related disorders with neurological and organic brain dysfunction.
- 2) Caregivers who are **older (60+)** individuals with greatest social and economic need (with particular attention to low income, minority, rural, and those with limited English proficiency) caring for **older (60+)** individuals with greatest social and economic need.

Cabarrus County Department of Human Services
Aging Services Appeal Policy

I. INTRODUCTION

This policy contains the procedures for conducting local and state hearings when an a/r appeals a county DHS action.

II. APPLICANT'S/RECEIPIENT'S RIGHTS

- A. The a/r has the right to appeal any action when services have been approved, denied, modified, or terminated.
- B. The a/r may request the hearing verbally or in writing.
- C. The a/r must request a hearing within 60 calendar days from the date notice of action is mailed or given, unless he can show good cause for a later request. If good cause exists, the request must be no later than 90 days from the date of the notice of action.
 - 1. Good cause is defined as:
 - a. Failure of the a/r to receive the notice of action,
 - b. Extended hospitalization of the a/r or the spouse, child, or parent of the a/r
 - c. Failure of a representative acting on the a/r's behalf to meet required time frames, or
 - d. Illness resulting in incapacity, incompetence, or unconsciousness of the a/r and there is no representative acting on the a/r's behalf, or
 - e. Death of the a/r or his/her representative or
 - f. Failure of the county DHS to provide sufficient or correct information regarding appeal rights.
 - 2. Evidence of good cause, which must be provided by the a/r, includes but is not limited to:
 - a. Physician's written statement
 - b. Hospital bill, or
 - c. Written statement of a/r, his/her representative, or other individual knowledgeable of situation.
- D. The a/r has the right to be represented at hearings by the person of his/her choice, including an attorney obtained at the a/r's expense.
- E. An a/r has the right to request a state hearing only after a local hearing has been held and a decision has been rendered.
- F. The a/r must request a state hearing within 15 calendar days of the mailing of the local hearing decision unless he can show good cause for a later request as defined in II.C. !., above.
- G. If, at any point, the a/r does not exercise his/her right to a hearing or the right to continued assistance, the a/r still has the right to reapply.

H. Right to Continued Benefits

I. If the recipient's services were terminated or modified for any reason other than lack of public funds to pay for them, the recipient may be entitled to continue services while awaiting a hearing decision.

1. Recipients who receive Timely Notice

- a. If a recipient receives a reduction or termination of benefits on or before the effective date of the change (10 workdays after the notice is mailed or given to the recipient), he/she has the right to continued services until the end of the month in which the local hearing decision is rendered, except when reduction or termination involves lack of public funds to pay for them or the recipient waives his right to continued services.
- b. The recipient is not entitled to continued benefits if the appeal is not requested within the 10 workday period.
- c. When the recipient requested the hearing, advise him that:
 - (1) If the reduction or termination of services is affirmed by the local or state hearings officer, he may be required to repay the costs of services he received while awaiting a decision, and
 - (2) He has the right to choose not to continue to receive services.

2. Recipients who Receive Adequate Notice

Recipients who receive adequate notice and appeal do not have the right to continued benefits.

III. LOCAL HEARING

A. Purpose

The local hearing allows the county agency to explain the action in question and the appellant to explain why he feels that action should not take place.

B. Scheduling

1. Hold the local hearing within 5 calendar days after it is requested, unless the appellant has good cause for a delay.
2. The appellant has good cause to delay the local hearing when:
 - a. There is a death in the appellant's family.
 - b. The appellant or someone in his/her family is ill.
 - c. The appellant is unable to obtain representation.
 - d. The appellant's representative has a conflict with the scheduled date.
 - e. The appellant receives a properly dated and mailed notice of action proposing a reduction or termination of assistance after the 10 workday notice period expires.
 - f. The appellant is unable to obtain transportation.
 - g. The hearings officer determines that the hearing should be delayed for some other reason.

3. If the a/r has good cause, the hearing may be delayed up to 10 more calendar days. A local appeal hearing may not be held more than 15 calendar days after a request for a hearing is received.

C. Place

Hold the hearing in the county human services office unless the appellant is bedfast or has great difficulty moving. In such cases, the hearing may be held where the appellant lives.

D. Seeing the Record

Prior to and during the hearing, the appellant or his/her personal representative may examine the contents of the case file together with portions of other public assistance or social services case files that pertain to the appeal. He/she also may examine all other documents and records to be used at the hearing. The appellant or his/her representative may obtain copies of these materials without charge.

E. Summary

1. Prepare an original and two copies of a summary discussing the agency's action and the reasons for that action. Cite the regulation substantiating that action. Attach to the summary copies of pertinent documents.
2. Give the original to the hearing officer. Give one copy to the appellant. Following the hearing, file the other copy in the record.

F. Attendance

Attendance at the hearing is limited to the appellant, his/her representative, appropriate representatives of the county department, and any witnesses which the appellant or the county wish to call upon for testimony.

G. Conducting the Hearing

1. The appellant and the county may be represented by attorneys or other representatives obtained at their expense.
2. Hold the hearings before the county director or his/her designee, provided that whoever hears the appeal was not involved directly in the initial decision, which resulted in the appeal.

The designee can include another county employee, a board member, or an employee of a social services agency in another county.

3. It is not required that the hearing be recorded. However, a written summary of the hearing must be maintained.
4. The County and the appellant must each name someone to present the testimony and to call witnesses. Any person testifying must be sworn in.
5. The county's representative must read the summary and explain the county's action, or call upon someone to do so. He/she may call witnesses, one at a time. When the county's testimony has ended, the appellant or his/her representative may question the county's witnesses or representative.
6. The appellant or his/her representative may then explain why he/she feels the county's action should not take place. He/she may call witnesses, one at a time. When the appellant's testimony has ended, the county or its representative may question the appellant, his/her witnesses or representative.
7. Representatives for the county and the appellant may present closing statement summarizing their view of the situation in question.

H. Decision

1. The county director or his/her designee will make a decision in the case, based on appropriate regulations and evidence presented at the hearing. Those factors must be cited in a written statement of the decision.
 2. The written statement of the decision must be sent to the appellant by certified mail within 5 calendar days of the local hearing.
 3. Put a decision upholding the appellant into effect within two weeks after the decision is rendered.
- I. If a reduction or termination of services is affirmed, any service costs received during the time of appeal are subject to recovery.

J. Further Appeal

If the appellant is not satisfied with the local hearing decision, he/she may, within 15 calendar days of the mailing of that decision, request a state hearing through the Department of Human Services, or within 90 days of the date of the original notice of action, if he/she can show good cause for a later request, as defined in II.C.1., above. The request can be either verbal or written and is made to the department of human services.

IV. STATE HEARING

A. Purpose

The state hearing safeguards the interest of the individual client and assures fair and equitable administration of assistance programs.

B. Request for Hearing

1. Submit DSS-1374, Request for State Appeal, to the Chief Hearing Officer, Hearing and Appeals Section Division of Social Services on the day the appellant requests a state hearing.
2. Attach a copy of the local hearing decision.
3. Attach the DSS-1473, Request for State Appeal.

C. Scheduling

1. The hearing officer designated to handle the hearing will give reasonable notice to the county and the appellant of the time and place of the hearing.
2. The appellant may request and is entitled to receive a postponement of the scheduled hearing with good cause. The appellant has good cause to postpone the hearing when?
 - a. There is a death in the appellant's family.
 - b. The appellant or someone in his/her family is ill.
 - c. The appellant is unable to obtain representation.
 - d. The appellant's representative has a conflict with the scheduled date.
 - e. The appellant receives a properly dated and mailed notice of action proposing a reduction or termination of assistance after the 10 workday notice period expires.
 - f. The appellant is unable to obtain transportation.
 - g. The hearings officer determines that the hearing should be delayed for some other reason.
3. The postponement may not exceed 30 calendar days from the date the hearing was originally scheduled.

D. Place

Hold the hearing in the county human services office unless the appellant is bedfast or has great difficulty moving. In such cases, the hearing may be held where the appellant lives.

E. Seeing the Record

Prior to and during the hearing, the appellant or his/her personal representative may examine the contents of his case file, together with portions of public assistance or social services case files that pertain to the appeal. He/she may also examine all other documents and records to be used at the hearing.

F. Summary

1. Prepare an original and two copies of a summary discussing the agency's action and the reasons for that action. Cite the regulations substantiating the action. Attach to the summary copies of pertinent documents.
2. Give the original to the hearing officer. Give one copy to the appellant. Following the hearing, file the other copy in the record.

G. Attendance

Attendance at the hearing is limited to the appellant, his/her representative, appropriate representatives of the county department, and any witnesses which the appellant or the county wish to call upon for testimony.

H. Conducting the Hearing (refer to SA-3340 Figure 2)

1. The appellant and the county may be represented by attorneys or other representatives obtained at their expense.
2. A hearing officer from the Division of Social Services presides at the hearing and administers the oath to all participants. He/she will also record the hearing. No transcript will be prepared unless a petition to Superior Court is filed.
3. The county and the appellant must each name someone to present their testimony and to call witnesses.
4. The county's representative must read the summary and explain the county's action, or call upon someone to do so. He/she may call witnesses, one at a time. The hearing officer may question witnesses during their testimony. When the county's testimony has ended, the appellant or his/her representative may question the county's witnesses or representative.
5. The appellant or his/her representative may then explain why he/she feels the DHS' action should not be implemented. He/she may call witnesses, one at a time. The hearing officer may question witnesses during testimony. When the

appellant's testimony has ended, the DHS representative may question the appellant, witnesses, or representative.

6. Representative for the DHS and the appellant may present closing statements summarizing their view of the situation in question.

V. IMPLEMENTING DECISIONS

A. Time Standards for Hearing Officers

1. The hearing officer must render a decision not more than 90 calendar days from the date of the request for the local hearing.
2. The hearing officer will prepare a tentative decision on the DSS-1894 which will be sent to the appellant by certified mail.

B. Time Standards for Applicant/Recipients Or County DHS

1. The DHS and the appellant may present oral and/or written agreements, for and against the Notice of Decision no later than 10 calendar days from the date of the notice. Both must contact the chief hearing officer to present arguments. No new evidence will be accepted at this level of the appeal process.
2. If no written argument or request for argument is made within 10 calendar days of the tentative decision, the tentative decision becomes final 10 calendar days after the date of the DSS-1894.
3. If the party that requested oral argument fails to appear at the hearing for oral argument, the tentative decision becomes final. If contested, it is final when the final decision is signed. The final decision is forwarded on the DSS-1893, by certified mail.
4. Further Appeal
If the appellant is not satisfied with the final decision following the state

Hearing, he may, within 30 calendar days of the receipt of that decision, file a petition for judicial review in Superior Court. For appeals filed after 30 calendar days, a Superior Judge may issue an order permitting a review if the judge believes good cause exists for the delay in filing.

Home and Community Care Block Grant Appeals Process

In the event of termination or decrease in services, the Cabarrus County Department of Human Services will notify the client of their appeal rights.

The Cabarrus County Department of Social Services will follow the appeal policies set forth in the Requirements for **The Provision of Services by County Departments of Social Services, Section VIII – Policies and Procedures Governing Appeals and Fair Hearings.**

Cabarrus County Department of Human Services

Consumer Contributions Policy

Purpose: The purpose of the Consumer Contributions Policy is to extend the availability of In-Home and Community Based Services administered by the Cabarrus County Department of Human Services by soliciting from recipients of specific services a portion of the cost for services rendered based upon their ability and willingness to contribute. Revenues collected from service recipients will be retained by the Cabarrus County Department of Human Services and used to increase services to existing clients and/or provide in-home and community based services to other individuals in need of such services.

Policy & Procedures Reference: The Consumer Contribution Policy and Procedures (effective date: September 1, 2005, last update: February 5, 2013) integrates the provisions of the state and federal laws into a single set of policies and procedures.

Services Impacted: The Consumer Contributions Policy applies to the following Home Community Care Block Grant (HCCBG) services (Adult Day Care, Adult Day Health, In-Home Aide Services, Congregate Meals, ~~Consumer Directed/Home Care Independence Services~~, HCCBG Transportation), and Family Caregiver Support Program Services (Care Management, Respite and Supplemental Services).

Collection Procedures:

Adult Day Care/Health Services, ~~Consumer Directed Services~~, Family Caregiver Support Program (Respite and Supplemental Services) and In-Home Aide Services

1. Discuss the Consumer Contributions Policy over the phone when services are requested.
2. Issue initial and annual approval notice (**Appendix A**), service specific provider assurance (**Appendix C-G**) and the explanation of voluntary contributions handout (**Appendix J**) with business reply envelopes.
3. Issue quarterly Consumer Contributions Policy reminder notices noting total cost of service (**Appendix B**) with voluntary contributions handout (**Appendix J**) and business reply envelopes.

Congregate Nutrition

1. Discuss, review provider assurance (**Appendix C**) and provide an explanation of voluntary contributions handout (**Appendix J**) at the meal site explaining voluntary contributions and suggest ways to contribute at initial approval and annual recertification.
2. Display a poster in the nutrition site explaining the Consumer Contribution Policy.

3. Hold a bi-annual group discussion with recipients at the nutrition site using congregate nutrition format. **(Appendix I)**.

Transportation

1. Discuss the Consumer Contributions Policy over the phone when services are requested.
2. Issue initial and annual approval notice **(Appendix A)**, service specific provider assurance **(Appendix H)** and the explanation of voluntary contributions handout **(Appendix J)** with business reply envelopes.

APPENDIX A



Cabarrus County Department of Human Services

To:

From:

You have been approved for _____ for the period of _____ through _____.

Please contact _____ at 704-920-_____ if you have questions regarding your services.

Space maybe utilized to insert service specific information if needed: (i.e. Please contact Cabarrus County Transportation Services (CCTS) at 704-920-2246 to schedule appointments. An informational sheet is enclosed for your review. Please contact me at _____ if you have questions.)

Space can also be used to list service frequency (i.e. days of week approved under Adult Day Care/Health, numbers of respite hours under Family Caregiver Support , numbers of hours approved under In-Home Aide or services approved under Consumer Directed Services)

APPENDIX B



Cabarrus County Department of Human Services

To:

From:

We hope that you are benefiting from the _____ service(s) you are receiving. The money that pays for this service is a combination of federal, state, and county funds, plus consumer contributions from other service recipients. The monetary value of the service you receive is _____ per hour with the total value of services for the period of _____ to _____ being _____.

We would like to be able to expand the availability of this service to as many people as possible. One way we expand the service is through voluntary consumer contributions. We are asking you to consider making a voluntary contribution toward the cost of the service you receive. This money would be used to serve others. We would appreciate any amount you can afford.

We also realize that not all people can afford to contribute and that an individual's financial situation can change. You are under no obligation to contribute; it is entirely voluntary. Your continued receipt of this service is not dependent on your willingness to contribute.

If you would like to contribute toward the cost of your service, please mail a check (monthly if possible) made out to Cabarrus County and use the self-addressed envelop provided by our agency to mail your contribution.

Our agency, Cabarrus County Department of Human Services, will keep an accurate accounting of all contributions. However, they are not tax deductible because you are receiving service. The amount that you contribute, or do not contribute, will remain confidential.

Thank you for considering making a voluntary contribution, whatever your decision. We look forward to continuing to serve you.

APPENDIX F



Cabarrus County Department of Human Services

PROVIDER ASSURANCE FORM

This is to certify that the opportunity to voluntarily contribute to the cost of services received has been discussed with

_____ (Client Name)

The discussion included informing the client or designated representative:
 That the contribution is entirely voluntary and that there is no obligation to contribute.
 That all contributions collected will be used to expand the service(s).
 That information about the client's participation in consumer contributions shall be confidential.
 That the client or designated representative should contact Cabarrus County Human Services at 704-920-1400 if there are questions regarding consumer contributions.
 The total actual cost of the service(s).
 That services will not be reduced or terminated for failure to contribute.
 The process by which contributions will be collected should they decide to contribute.

APPLICABLE SERVICES	ACTUAL COST Per Unit
Family Caregiver Support-Care Management	\$13.52 per hour
Family Caregiver Support-Respite	\$14.00 <u>\$15.00</u> per hour
Family Caregiver Support-Supplemental Services	Varies

Name _____ Date: _____
 (Agency Representative Signature)

PLEASE SEND CONTRIBUTIONS TO

Cabarrus County Department of Human Services
 1303 S. Cannon Blvd. Kannapolis, NC 28083
 704-920-1400
 (Please include the name of the program(s) to which you are contributing)

APPENDIX G



Cabarrus County Department of Human Services

PROVIDER ASSURANCE FORM

This is to certify that the opportunity to voluntarily contribute to the cost of services received has been discussed with

_____ (Client Name)

- The discussion included informing the client or designated representative:
- That the contribution is entirely voluntary and that there is no obligation to contribute.
- That all contributions collected will be used to expand the service(s).
- That information about the client’s participation in consumer contributions shall be confidential.
- That the client or designated representative should contact Cabarrus County Human Services at 704-920-1400 if there are questions regarding consumer contributions.
- The total actual cost of the service(s).
- That services will not be reduced or terminated for failure to contribute.
- The process by which contributions will be collected should they decide to contribute.

APPLICABLE SERVICES	ACTUAL COST Per Unit
In-Home Aide I – Home Management	\$15.00 per hour
In-Home Aide II-Personal Care	\$18.16 per hour
In-Home Aide III – Personal Care	\$20.58 per hour

Name _____ Date: _____
(Agency Representative Signature)

PLEASE SEND CONTRIBUTIONS TO

Cabarrus County Department of Human Services
 1303 S. Cannon Blvd. Kannapolis, NC 28083
 704-920-1400
 (Please include the name of the program(s) to which you are contributing)

Approved and adopted this the 19th day of November, 2018.

CABARRUS COUNTY DEPARTMENT OF HUMAN SERVICES

BY: _____
Karen Calhoun, Director

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Infrastructure and Asset Management - Cabarrus County Frank Liske Park Lower Lot Restroom Bid Award

BRIEF SUMMARY:

On September 28, 2018, the County advertised the bid package for the construction of the Frank Liske Park Lower Lot Restroom. The advertisement was posted on Cabarrus County's website at:

<http://docs.cabarruscounty.us/WebLink/1/edoc/1855031/2018-Frank-Liske-Restroom.pdf>

A mandatory pre-bid meeting was held at the Governmental Center in the Multipurpose Room on October 2, 2018. Sealed bids were collected on October 18, 2018 at 2:00 PM. YCH Architects and Cabarrus County have reviewed the sealed bids, and are recommending that the bid be awarded to Ike's Construction.

REQUESTED ACTION:

Motion to suspend the Rules of Procedure.

Motion to approve the bid award and authorize the County Manager to execute the contract between Cabarrus County and Ike's Construction, subject to revision by the County Attorney and approve the related project ordinance and budget amendment.

EXPECTED LENGTH OF PRESENTATION:

10 Minutes

SUBMITTED BY:

Kyle Bilafer, Area Manager of Operations

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ Certified Bid Tabulation
- ▣ Actual Bid
- ▣ FD 343 Project Ordinance
- ▣ FD 343 Budget Ammendment



BID OPENING RESULTS

Frank Liske Park
Lower Parking Lot Restroom

Single Prime General Construction Contract

BIDS RECEIVED: October 18, 2018
BID TIME: 2:00 PM
COMM. NO. 17006.00

BIDDERS		GL Wilson	Ike's Construction	JD Goodrum	Liles Construction	LaFaves Construction
License No.		1534	8037	19284	26158	NO BID
Receipt of Addenda No. 1, 2 & 3		✓	✓	✓	✓	
Bid Security		✓	✓	✓	✓	
MBE Participation List		✓	✓	✓	✓	
MBE Affidavit A or B		A	A	A	A	
MBWE Participation Amount		\$11,964.00	\$2,898.00	\$17,824.00	\$19,749.00	
BASE BID		\$681,000.00	\$543,000.00	\$740,000.00	\$684,500.00	
ALTERNATES						
1	Provide new sanitary sewer lateral to the existing building as shown on the Civil Drawings	\$50,000.00	\$50,000.00	\$43,500.00	\$48,500.00	
2	Provide aluminum storefront clerestory with insulated glass in locations shown on the Drawings	\$3,600.00	\$3,600.00	\$5,500.00	\$1,100.00	
3	Provide Corbin Russwin dead locks without substitution as preferred brands	\$0.00	\$0.00	\$0.00	\$0.00	
4	Provide Corbin Russwin closers without substitution as a preferred brand	\$0.00	\$0.00	\$0.00	\$0.00	
5	Provide Excel Xlerator hand dryer without substitution as a preferred brand	\$0.00	\$0.00	\$2,200.00	\$1,455.00	
TOTAL OF ALTERNATES:		\$53,600.00	\$53,600.00	\$51,200.00	\$51,055.00	\$0.00
TOTAL OF BASE BID + ALTERNATES:		\$734,600.00	\$596,600.00	\$791,200.00	\$735,555.00	\$0.00



BID OPENING RESULTS

Frank Liske Park
Lower Parking Lot Restroom

Single Prime General Construction Contract

BIDS RECEIVED: October 18, 2018
BID TIME: 2:00 PM
COMM. NO. 17006.00

BIDDERS	GL Wilson	Ike's Construction	JD Goodrum	Liles Construction	LaFaves Construction
UNIT PRICE ALLOWANCES (IN BASE BID)					
Allowance No. 1 - Provide 2 inch Back Flow Device in Existing Water Line w/hot box and electrical circuit	\$6,725.00	\$5,000.00	\$3,600.00	\$5,348.00	NO BID
UNIT PRICES					
1 Removal and Disposal of Mass Rock On Site <i>(Per Cu. Yard)</i>	\$200.00	\$175.00	\$155.00	\$173.00	
2 Removal and Disposal of Mass Rock Off Site <i>(Per Cu. Yard)</i>	\$300.00	\$250.00	\$213.00	\$184.00	
3 Removal and Disposal of Trench (confined) Rock On Site <i>(Per Cu. Yard)</i>	\$300.00	\$275.00	\$155.00	\$230.00	
4 Removal and Disposal of Trench (confined) Rock Off Site <i>(Per Cu. Yard)</i>	\$400.00	\$350.00	\$213.00	\$242.00	
5 Additional Excavation of Soil and Disposal On Site <i>(Per Cu. Yard)</i>	\$18.00	\$20.00	\$14.00	\$17.00	
6 Additional Excavation of Soil and Disposal Off Site <i>(Per Cu. Yard)</i>	\$31.00	\$30.00	\$33.00	\$29.00	
7 Additional Imported Fill Soil from Off Site <i>(Per Cu. Yard)</i>	\$35.00	\$35.00	\$35.00	\$35.00	
8 Utility Trench Stabilization (Stone Bedding) <i>(Per Ton)</i>	\$60.00	\$55.00	\$57.00	\$54.00	
SUBCONTRACTORS					
Masonry Construction Subcontractor	J&K Masonry	RT Masonry	Caliber Associates	TBD	
Metal Roofing Subcontractor	CityScape Roofing	Wayne Co.	Advanced Roofing	Able Exterior	
Plumbing Construction Subcontractor	Blackwood Plumbing	Ben Hendley	TDR Plumbing	Ben Hendley	
Mechanical Construction Subcontractor	Ross & Witmer	Garmin Mechanical	Garmin Mechanical	Garmin Mechanical	
Electrical Construction Subcontractor	LS Williams	Multi Electrical Services	L.S. Williams	Multi Electrical Services	

I hereby certify that to the best of my knowledge and belief, the above is a true and accurate tabulation of all bids received on the above project.

Signature

SECTION 00 20 00 - FORM OF PROPOSAL

Project: **FRANK LISKE PARK
LOWER PARKING LOT RESTROOM
CONCORD, NORTH CAROLINA**

To: Mr. Kyle Bilafer, Cabarrus County Area Manager of Operations
Cabarrus County
65 Church Street SE
Concord, North Carolina

Name of Bidder: Ike's Construction, Inc. Bid Date: 10/18/2018

License Number: 8037

Gentlemen:

The undersigned Bidder, having carefully investigated the existing conditions at the project site, and having thoroughly familiarized himself with the Contract Documents as prepared by Yates-Chreitzberg-Hughes Architects, 7035 Northwinds Drive NW, Concord, NC, and its Consulting Engineers, hereby proposes to provide all necessary labor, equipment, materials, services, fees, permits, etc., to complete the construction of "FRANK LISKE PARK LOWER PARKING LOT RESTROOM" for Cabarrus County, Concord, North Carolina, all in accordance with the aforementioned Contract Documents for the lump sum price of:

The undersigned Bidder, hereby declares that he has carefully read all special provision furnished prior to the opening of the bids; that he has satisfied himself relative to the work to be performed. The bidder further declares that he and his sub-contractors have fully complied with NCGS 64, Article 2 in regards to E-Verification as required by Section 2.(c) of Session Law 2013-418, codified as N.C. General Statute 143-129(j).

The bidder proposes and agrees if this proposal is accepted, to contract with Cabarrus County, in the form of contract specified, to provide all necessary labor, equipment, materials, machinery, tools, apparatus, transportation, services, fees, permits, etc., to complete the construction of the New 616 sq. ft. Lower Parking Lot Restroom, Cabarrus County, North Carolina, including site improvements all in accordance with the aforementioned Contract Documents to the full and entire satisfaction of Cabarrus County, with definite understanding that no money will be allowed for extra work except as set forth in the General Conditions and the Contract Documents for the lump sum price of:

Base Bid, General Construction:

Five hundred forty three thousand & ⁰⁰/₁₀₀ Dollars (\$ 543,000.00).

The following subcontractors are proposed for this project. The Bidder acknowledges that acceptance of proposed subcontractors for portions of work indicated below is subject to stipulations contained within Supplementary Conditions.

Masonry Construction Subcontractor (Name & License No.)
RT. Masonry Inc.

Metal Roofing Subcontractor (Name & License No.)
WayneCo Roofing LLC

Plumbing Construction Subcontractor (Name & License No.)
Ben Hendley Inc. 61178 & 9434

Mechanical Construction Subcontractor (Name & License No.)

Garmon Mechanical Services 11602

Electrical Construction Subcontractor (Name & License No.)

Multi-Electrical Services U-13300

ALLOWANCES (Refer to Section 01 21 00)

Unit Price Allowances quoted and accepted shall apply throughout the life of the contract, except as specifically noted. Unit Price Allowances shall be applied, as appropriate, to compute the total value of changes in the scope of the work in accordance with the contract documents.

Unit Price Allowances (UPA):

I have included in my Base Bid the Unit Price Allowance as listed below and as specified in Section 01 21 00 – Allowances.

UPA1 – Provide 2 inch Back Flow Device in Existing Water line w/ hot box & electrical circuit:

Unit Price(\$) 5,000.⁰⁰

Stipulated Value Allowances (SVA):

I have included in my Base bid the Stipulated Value Allowance as specified in Section 01 21 00 – Allowances.

SVA1 – Provide a General Contingency allowance of \$30,000.

UNIT PRICES (Refer to Section 01 22 00):

Unit prices quoted and accepted shall apply throughout the life of the contract, except as specifically noted. Unit prices shall be applied, as appropriate, to compute the total value of changes in the scope of the work in accordance with the Contract Documents.

Unit Price No. 1: Removal and Disposal of Mass Rock On Site Per Cu. Yd. Unit Price (\$) 175.⁰⁰

Unit Price No. 2: Removal and Disposal of Mass Rock Off Site Per Cu. Yd. Unit Price (\$) 250.⁰⁰

Unit Price No. 3: Removal and Disposal of Trench (confined) Rock On Site Per Cu. Yd. Unit Price (\$) 275.⁰⁰

Unit Price No. 4: Removal and Disposal of Trench (confined) Rock Off Site Per Cu. Yd. Unit Price (\$) 350.⁰⁰

Unit Price No. 5: Additional Excavation of Soil and Disposal On Site Per Cu. Yd. Unit Price (\$) 20.⁰⁰

Unit Price No. 6: Additional Excavation of Soil and Disposal Off Site Per Cu. Yd. Unit Price (\$) 30.⁰⁰

Unit Price No. 7: Additional Imported Fill Soil from Off Site Per Cu. Yd. Unit Price (\$) 35.⁰⁰

Unit Price No. 8: Utility Trench Stabilization (Stone Bedding) Per Ton Unit Price (\$) 55.⁰⁰

ALTERNATES (Refer to Section 01 23 00):

Should any alternate be accepted, the amount written below shall be the amount to "add to" or "deduct from" the appropriate Base Bid. Refer to Section 01030 - Alternates and the Drawings for complete description and delineation of alternate requirements as the descriptions below are not intended to fully convey the scopes of work. The undersigned further agrees to construct the alternates as described in the Contract Documents for the following prices:

Alternate 1: (Add) (Deduct) Fifty thousand Dollars (\$ 50,000).

Provide new sanitary sewer lateral to the existing building as shown on the Civil Drawings.

Alternate 2: (Add) (Deduct) three thousand six hundred Dollars (\$ 3,600.00).

Provide aluminum storefront clerestory with insulated glass in locations shown on the Drawings.

Alternate 3: (Add) (Deduct) zero Dollars (\$ 0.00).

Provide Corbin Russwin dead locks without substitution as preferred brands.

Alternate 4: (Add) (Deduct) zero Dollars (\$ 0.00).

Provide Corbin Russwin closers without substitution as a preferred brand.

Alternate 5: (Add) (Deduct) zero Dollars (\$ 0.00).

Provide Excel Xlerator hand dryer without substitution as a preferred brand.

TIME OF COMPLETION:

The undersigned further agrees to begin the work promptly on November 11, 2018 and to pursue the construction of the Frank Liske Park Lower Parking Lot Restroom with an adequate work force to attain Substantial Completion of the work by March 11, 2019, ready for Owner's immediate use and occupancy.

LIQUIDATED DAMAGES:

The undersigned further agrees, stipulates and fixes as **Liquidated Damages if delayed, but not as a penalty, the sum of Five Hundred Dollars (\$500.00)** per calendar day that the undersigned together with the undersigned's surety shall pay the Owner for each calendar day or part thereof that expires after the date specified for the Substantial Completion of the Work and until the Work is Substantially complete. By bidding, the undersigned hereby agrees to be responsible for such liquidated damages.

Bid Security:

Accompanying this proposal is a bid security five percent (5%) of Contract Sum in accordance with Instructions to Bidders in the form of (check one):

Bid Bond (AIA Document A310-2010),

Cash,

Cashier's Check, or Certified Check, or

Other security, as stipulated by North Carolina General Statutes 143-129(b).

ACKNOWLEDGMENT AND REPRESENTATIONS:

The undersigned agrees that this proposal shall be valid for a period of thirty (30) days from the date of receipt of the bids and that if this proposal is accepted by the Owner within this period, the Bidder will execute the contract form and provide surety bonds (if applicable) as described in the Contract and required by North Carolina General Statutes.

The undersigned bidder certifies that neither he/she, nor any official, agent or employee has entered into any agreement, participated in any collusion, or otherwise taken any action which is in restraint of free competitive bidding in connection with this bid. The person signing this bid form represents that he/she has full authority and representative capacity to execute this bid form in the capacity indicated below.

The undersigned agrees that in the case of failure on his part to execute the said contract and the bond within ten (10) consecutive calendar days after written notice being given of the award of contract, the certified check, cash or bid bond accompanying this bid shall be paid into the funds of the Owner's account set aside for the Project, as liquidated damages for such failure; otherwise the certified check, cash or bid bond accompanying this Proposal shall be returned to the undersigned.

The undersigned bidder agrees that they are expected to act as Project Expediter and coordinate work of all other contractors.

The firm signing this bid and registered under that name is legally qualified to perform all work included in the scope of the contract as determined by the State of North Carolina, in granting the registration.

RECEIPT OF ADDENDA:

The undersigned acknowledges receipt of the following addenda which will be considered as part of the Contract Documents:

FRANK LISKE PARK LOWER PARKING LOT RESTROOM

Addendum No. 1 Dated 9/24/18 Addendum No. 2 Dated 10/9/18
Addendum No. 3 Dated 10/12/18 Addendum No. _____ Dated _____

PROPOSAL SIGNATURE

Respectfully submitted this the 18 day of October, 2018.

Name of Bidder: Ike's Construction, Inc
Company

By: Andrew P. Messmer Andrew Messmer
(Signature) (Typed Name)

Title: Vice President

Address of Bidder: 2319 Concord Lake Rd, Concord, NC 28025

Contractor's N. C. License No.: 8037

Type of License: Unclassified



Limitations: Unlimited

Attest:

By: 

Title: Corporate Secretary

END OF FORM OF PROPOSAL

State of North Carolina AFFIDAVIT A – Listing of Good Faith Efforts

County of Cabarrus

(Name of Bidder)

Affidavit of Ike's Construction, Inc.

I have made a good faith effort to comply under the following areas checked:

Bidders must earn at least 50 points from the good faith efforts listed for their bid to be considered responsive. (1 NC Administrative Code 30 I.0101)

- 1 – (10 pts)** Contacted minority businesses that reasonably could have been expected to submit a quote and that were known to the contractor, or available on State or local government maintained lists, at least 10 days before the bid date and notified them of the nature and scope of the work to be performed.
- 2 --(10 pts)** Made the construction plans, specifications and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bids are due.
- 3 – (15 pts)** Broken down or combined elements of work into economically feasible units to facilitate minority participation.
- 4 – (10 pts)** Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority businesses.
- 5 – (10 pts)** Attended prebid meetings scheduled by the public owner.
- 6 – (20 pts)** Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.
- 7 – (15 pts)** Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.
- 8 – (25 pts)** Provided assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the bidder's suppliers in order to help minority businesses in establishing credit.
- 9 – (20 pts)** Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.
- 10 - (20 pts)** Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cash-flow demands.

The undersigned, if apparent low bidder, will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon scope of contract to be executed with the Owner. Substitution of contractors must be in accordance with GS143-128.2(d) Failure to abide by this statutory provision will constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of the minority business commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: 10/18/18 Name of Authorized Officer: Andrew Messemer

Signature: *Andrew Messemer*
Title: Vice President



State of NC, County of Cabarrus
Subscribed and sworn to before me this 18 day of October 2018
Notary Public *[Signature]*
My commission expires 9/23/23

FORM OF BID BOND

KNOW ALL MEN BY THESE PRESENTS THAT _____

Ike's Construction, Inc. _____ as principal, and Philadelphia Indemnity Insurance Company _____, as surety, who is duly licensed to act as surety in North Carolina, are held and firmly bound unto Cabarrus County _____ as obligee, in the penal sum of Five Percent of Amount Bid 5% DOLLARS, lawful money of the United States of America, for the payment of which, well and truly to be made, we bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

Signed, sealed and dated this 18th day of October, 2018

WHEREAS, the said principal is herewith submitting proposal for

Frank Liske Park Lower Level Parking Lot Restroom _____ and the principal desires to file this bid bond in lieu of making the cash deposit as required by G.S. 143-129.

NOW, THEREFORE, THE CONDITION OF THE ABOVE OBLIGATION is such, that if the principal shall be awarded the contract for which the bid is submitted and shall execute the contract and give bond for the faithful performance thereof within ten days after the award of same to the principal, then this obligation shall be null and void; but if the principal fails to so execute such contract and give performance bond as required by G.S. 143-129, the surety shall, upon demand, forthwith pay to the obligee the amount set forth in the first paragraph hereof. Provided further, that the bid may be withdrawn as provided by G.S. 143-129.1

Ike's Construction, Inc. _____ (SEAL)

By: Andrew P. Messmer _____ (SEAL)

Andrew P. Messmer Vice-President _____ (SEAL)

Philadelphia Indemnity Insurance Company _____ (SEAL)

By: Debra S. Ritter _____ (SEAL)
Debra S. Ritter, Attorney-in-Fact



PHILADELPHIA INDEMNITY INSURANCE COMPANY

One Bala Plaza, Suite 100
Bala Cynwyd, PA 19004-0950

Power of Attorney

Surety Bond Number: Bid Bond
Principal: Ike's Construction, Inc.
Obligee: Cabarrus County

KNOW ALL PERSONS BY THESE PRESENTS: That PHILADELPHIA INDEMNITY INSURANCE COMPANY (the Company), a corporation organized and existing under the laws of the Commonwealth of Pennsylvania, does hereby constitute and appoint Debra S. Ritter its true and lawful Attorney-in-fact with full authority to execute on its behalf bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business and to bind the Company thereby, in an amount not to exceed \$25,000,000.

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of PHILADELPHIA INDEMNITY INSURANCE COMPANY on the 14th of November, 2016.

RESOLVED: That the Board of Directors hereby authorizes the President or any Vice President of the Company: (1) Appoint Attorney(s) in Fact and authorize the Attorney(s) in Fact to execute on behalf of the Company bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof and to attach the seal of the Company thereto; and (2) to remove, at any time, any such Attorney-in-Fact and revoke the authority given. And, be it

FURTHER RESOLVED: That the signatures of such officers and the seal of the Company may be affixed to any such Power of Attorney or certificate relating thereto by facsimile, and any such Power of Attorney so executed and certified by facsimile signatures and facsimile seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking to which it is attached.

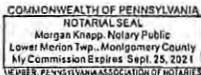
IN TESTIMONY WHEREOF, PHILADELPHIA INDEMNITY INSURANCE COMPANY HAS CAUSED THIS INSTRUMENT TO BE SIGNED AND ITS CORPORATE SEAL TO BE AFFIXED BY ITS AUTHORIZED OFFICE THIS 27TH DAY OF OCTOBER, 2017.

(Seal)



Robert D. O'Leary Jr., President & CEO
Philadelphia Indemnity Insurance Company

On this 27th day of October, 2017, before me came the individual who executed the preceding instrument, to me personally known, and being by me duly sworn said that he is the therein described and authorized officer of the PHILADELPHIA INDEMNITY INSURANCE COMPANY; that the seal affixed to said instrument is the Corporate seal of said Company; that the said Corporate Seal and his signature were duly affixed.



(Notary Seal)

Notary Public:

residing at:

Bala Cynwyd, PA

My commission expires:

September 25, 2021

I, Edward Sayago, Corporate Secretary of PHILADELPHIA INDEMNITY INSURANCE COMPANY, do hereby certify that the foregoing resolution of the Board of Directors and this Power of Attorney issued pursuant thereto on this 27th day of October, 2017 are true and correct and are still in full force and effect. I do further certify that Robert D. O'Leary Jr., who executed the Power of Attorney as President, was on the date of execution of the attached Power of Attorney the duly elected President of PHILADELPHIA INDEMNITY INSURANCE COMPANY,

In Testimony Whereof I have subscribed my name and affixed the facsimile seal of each Company this 18th day of October, 2018.



Edward Sayago, Corporate Secretary
PHILADELPHIA INDEMNITY INSURANCE COMPANY

CABARRUS COUNTY CONSTRUCTION AND RENOVATION PROJECT BUDGET ORDINANCE

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is the various County construction and renovation related projects. Details of the projects are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Park & Recreation Trust Fund(PARTF) Grant	\$ 350,000
Rental – Tower Lease	847,693
Sale of Fixed Assets	423,417
Contributions and Donations	117,036
General Fund Contribution	5,675,516
Lease Proceeds (Robert Wallace Park)	4,596,394
Capital Projects Fund Contribution	2,147,039
Capital Reserve Fund Contribution	13,738,399

TOTAL REVENUES	\$27,895,494
-----------------------	---------------------

- D. The following appropriations are made as listed.

Government Center Chiller Replacement	\$211,000
Governmental Center ADA Bathrooms	175,000
Tax Collector Renovation	128,898
BOE Election Equipment	323,000
ITS Fiber Technology Improvements	120,000
County Website Design	283,750
Furniture Replacements	183,723
County Operation Center	3,100,000
Elevator Modernization Government Center	180,000
Multiple building Fall Protection Measures	300,000
Jail Camera Upgrade	112,607
LEC Law Enforcement Technology	791,325
Training & Firing Range Renovation	50,000
Courthouse Expansion	6,100,000
Clerk of Court Improvements	113,000
Public Safety Training Center	90,000
EMS Headquarters – Consultants	50,000
EMS Co-location – Concord Fire #11	375,000
EMS Heart Monitors	550,111
Emergency Communications Equip & Ethernet Backhaul	2,721,086
JM Robinson High School Wetlands Mitigation	100,000
Landfill Retaining Wall	230,324

Veterans Services Improvements	95,000
Cooperative Ext. ADA Bathrooms	150,000
RCCC Land for future expansion	1,244,001
Robert Wallace Park	8,147,964
Frank Liske Park – Barn Restrooms	126,405
Frank Liske Park – Lower Lot Restrooms	678,506
Carolina Thread Trail	109,329
Frank Liske Park Overflow Parking	222,649
Frank Liske Park Playground Replacement	100,000
Senior Center Parking Lot	64,476
Midland Library Furniture	75,000
Arena- Restroom Renovation	78,170
Arena –Aisle Safety Lighting	129,234
Arena Lighting Control System Replacement	235,000
Arena – Marque Replacement & Sign	111,260
Unassigned	39,676
TOTAL EXPENDITURES	\$27,895,494
GRAND TOTAL – REVENUES	\$27,895,494
GRAND TOTAL – EXPENDITURES	\$27,895,494

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
 7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the

appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.

8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 5th Day of November, 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

Budget Revision/Amendment Request

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

For account tracking purposes the Frank Liske Park Lower Lot Restroom project will be broken out from a previous Barn Restroom project. This budget amendment records the segregation of the two projects. The budget amendment also records the reallocation of \$30,000 from the Governmental Center ADA Restroom funds. This project is 95% complete. The \$30,000 is needed for a budget shortfall on the Frank Liske Park Lower Lot restroom project due to higher than expected construction bids and anticipated additional engineering fees.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
343	6	8140-6921-BATH	Contrib from Cap Reserve Fd - Restroom projects	627,000.00		500,594.87	126,405.13
343	6	8140-6902-BATH	Contribution fr General Fund - Restroom Projects	147,911.04		147,911.04	0.00
343	9	8140-9830-BATH	Other Improvements - Restroom Projects	724,911.04		598,505.91	126,405.13
343	9	8140-9660-BATH	Contingency - Restroom Projects	50,000.00		50,000.00	0.00
				-			0.00
343	6	8140-6921-RESTR	Contrib from Cap Reserve Fd - Lower Lot Restroom	-	500,594.87		500,594.87
343	6	8140-6902-RESTR	Contribution fr General Fund - Lower Lot Restroom	-	147,911.04		147,911.04
343	9	8140-9830-RESTR	Other Improvements - Lower Lot Restroom	-	598,505.91		598,505.91
343	9	8140-9660-RESTR	Contingency - Lower Lot Restroom	-	50,000.00		50,000.00
				-			0.00
343	6	1110-6921-BATH	Contrib from Cap Reserve Fd - GC ADA Restroom	205,000.00		30,000.00	175,000.00
343	9	1110-9830-BATH	Other Improvements - GC ADA Restroom Proj	185,000.00		30,000.00	155,000.00
				-			0.00
343	6	8140-6921-RESTR	Contrib from Cap Reserve Fd - Lower Lot Restroom	500,594.87	30,000.00		530,594.87
343	9	8140-9830-RESTR	Other Improvements - Lower Lot Restroom	598,505.91	30,000.00		628,505.91

Budget Officer

Approved
 Denied

County Manager

Approved
 Denied

Board of Commissioners

Approved
 Denied

Signature

Signature

Signature

Date

Date

Date

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

ITS - Enterprise Multi-Functional Printer Contract

BRIEF SUMMARY:

ITS will provide a presentation and recommendation for the execution of a five-year enterprise multi-functional printer services contract.

REQUESTED ACTION:

Motion to approve the contract between Cabarrus County and Hendrix Business Solutions; and authorize the County Manager to execute the contract on behalf of Cabarrus County, subject to review or revisions by the County Attorney.

EXPECTED LENGTH OF PRESENTATION:

10 Minutes

SUBMITTED BY:

Pam Dubois, Senior Deputy County Manager
Todd Shanley, Deputy Chief Information Officer

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:



Hendrix Business Systems, Inc.

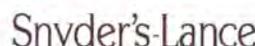
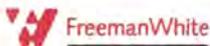
Document Solutions

Why Hendrix Business Systems?

- ✦ Serving the Carolinas - 40 years
- ✦ Authorized Canon Dealer - 29 years
- ✦ Average Tenure of Technical Analysts - 20 years
- ✦ Call and speak with a live phone attendant, 1-800 number
- ✦ 4 Hour Guaranteed Response Time
- ✦ Local Service Dispatching, Local Parts and Supply Inventories

Our Mission Statement

Hendrix Business Systems' mission is to become the local market leader by consistently exceeding our customer's expectations through our integrity, innovation and client satisfaction. We are committed to providing state-of-the-art solutions in Document Management and Document Distribution Technologies. We continually communicate with, and learn from our customers, in order to improve our services. We keep on top of today's and tomorrow's technologies, no matter how fast it moves, to ensure our customers always get the best value for the highest quality products and services available.



Headquarters	2040 Independence Commerce Drive	Mathews, North Carolina 28105	Office: 704.574.4800
Founders Hall	100 North Tryon Street Suite 130	Charlotte, North Carolina 28202	Office: 704.574.4800
Triad	4275 Regency Drive Suite 200	Greensboro, North Carolina 27410	Office: 336.338.1198
Raleigh	100 Southcenter Ct. Suite 500	Morrisville, North Carolina 27560	Office: 919.462.3000

www.hendrixbusiness.com "Your Image...Is Our Business."

2017 TOTAL U.S. A3 COPIER/MFP (MONOCHROME and COLOR)

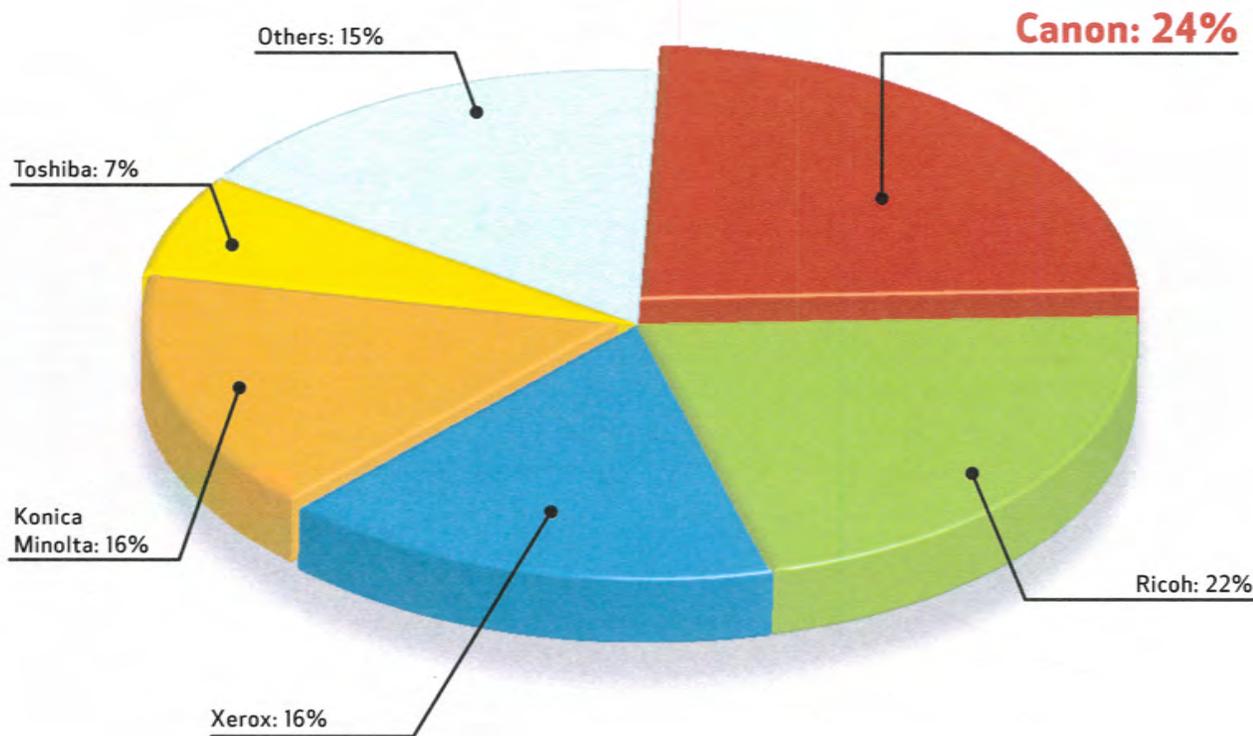
CANON

#1

TOTAL A3
SEGMENT MARKET
SHARE LEADER*

* "Office Segment" defined as
laser printers/copiers/MFPs
that support A3-sized paper

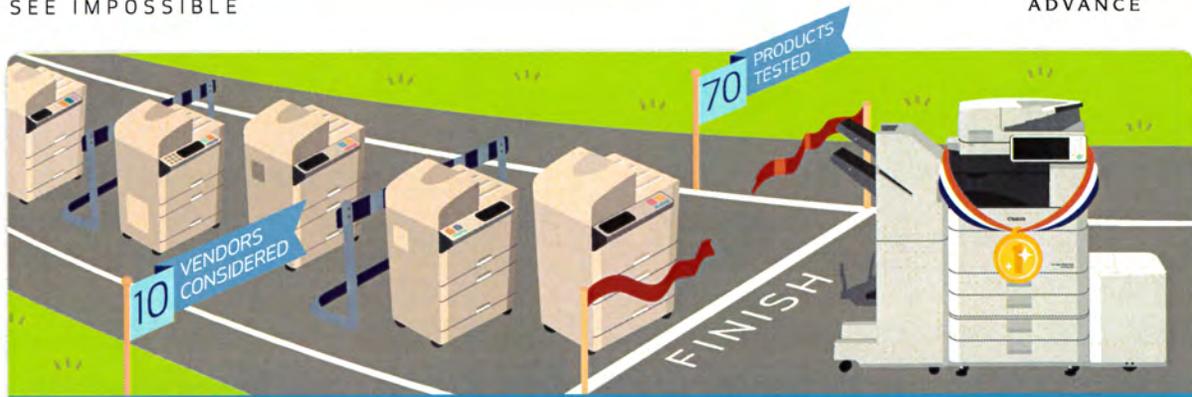
General Office Market—All Segments (Monochrome and Color)**



MANUFACTURER	UNITS
CANON	187,371
Ricoh	171,613
Xerox	127,674
Konica Minolta	126,217
Toshiba	52,687
Others	128,873
Grand Total	794,435

Chart created by Canon based on Source: IDC U.S. Quarterly Hardcopy Peripherals Tracker, 2017 (Q4/FY), February 8, 2018.

** Data refers to laser MFPs.



2018 COPIER LINE OF THE YEAR AWARD

CANON WINS FOR THE THIRD YEAR IN A ROW!

BLI is the world's leading independent provider of analytical information and services to the digital imaging and document management industry.



The award is based on a rigorous series of lab tests—with a heavy emphasis on durability—that take about two months to complete.

"Canon's rate of nearly **ONE MISFEED FOR EVERY 400,000 IMPRESSIONS** is nothing short of astounding."

George Mkalay, Associate Director, A3/Production, Keypoint Intelligence



SECURITY FEATURES RATING
for all tested third generation models



RELIABILITY. SECURITY. USABILITY. THAT'S WHY CANON WINS.

For more information regarding compatibility, please visit usa.canon.com/mobile-app.

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0318-RAIG-H

USA.CANON.COM/SIMPLYADVANCED

COPIER MFP LINE OF THE YEAR THREE YEARS IN A ROW



“The models in Canon’s copier MFP line are running three years’ strong as trailblazers in their respective segments. [They are] some of the most productive and reliable machines to pass through our labs to date.”

- George Mikolay, Associate Director of Copiers/ Production, Keypoint Intelligence-Buyer’s Lab

BLI states that the Canon award-winning line offers the following:

- Exceptional reliability, with just one misfeed for every 426,000 impressions
- Unbeatable ease of use, both at the devices and from workstations, so users with varying levels of printer knowledge can fully optimize their Canon experience
- Consistently attractive, high-quality output that gives users the confidence to execute even the most elaborate and/or graphic-intensive workflows
- An extensive gamut of software solutions and services that help users customize workflows based on their preferences to significantly enhance productivity



USA.CANON.COM/SIMPLYADVANCED



* Models tested include the Canon imageRUNNER ADVANCE C3520i/C3525i/C5560i/C3530i/C7580i/4535i/6565i/6575i/8585i/8505i/C5535i/C5550i/4551i.

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OUTSTANDING RELIABILITY



"Canon's rate of nearly
**ONE MISFEED FOR EVERY
400,000 IMPRESSIONS**
is nothing short of astounding."

*George Mikolay, Associate Director,
A3/Production, Keypoint Intelligence*





RSX1000 ONLINE ACCOUNT REVALUE STATION

A feature-rich, online revalue station designed to streamline money management in an account-based environment. It's wide-ranging versatility allows users to add value to copy cards or online accounts, quickly and securely. The RSX1000 offers a gamut of cashless and currency options and eliminates staff intervention.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Register of Deeds - Refund of Excise Tax

BRIEF SUMMARY:

Albertelli Law recorded a Quit Claim Deed, instrument#23837 and paid a revenue stamp fee of \$300. Subsequently, Albertelli Law recorded an affidavit of correction affirming that said fee was not owed as no consideration passed between the grantor and grantee in this particular transaction. The instrument # of the affidavit of correction was 25393.

REQUESTED ACTION:

Motion to approve the refund of excise tax.

EXPECTED LENGTH OF PRESENTATION:

1 Minute

SUBMITTED BY:

Wayne Nixon, Register of Deeds

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

▣ Supporting Documentation

OCT 11 2018

ALBERTELLI LAW
ATTORNEYS AND COUNSELORS AT LAW

GRACE D. FAULKENBERRY
LICENSED IN NORTH AND SOUTH CAROLINA

TELEPHONE: (704) 970-0391

ADRIANA V. TOOMEY-HERNANDEZ
LICENSED IN NORTH CAROLINA

FACSIMILE: (704) 970-0392

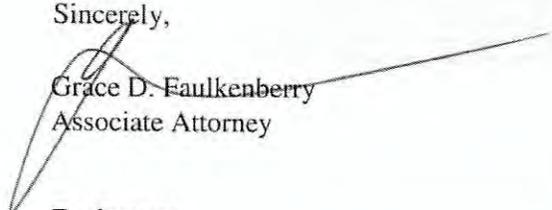
Board of Commissioners
Cabarrus County
PO Box 707
Concord, NC 28026-0707

Dear Board of Commissioners,

This letter is in reference to an erroneous Excise Tax payment made by our firm during a recent conveyance of property located at 119 Moss Drive, Concord, NC 28027, Parcel Number 4680-19-1986-0000 (the "Property"). The aforementioned Property was transferred for value from OfferPad (SPVBorrower1), LLC to Theresa Hoogendoorn by a Special Warranty Deed recorded September 24, 2018 in Book 13195, Page 216 of the Cabarrus County Register of Deeds. Prior to that conveyance, the Property was first transferred from OfferPad (SPVBorrower 12), LLC to its subsidiary company, OfferPad (SPVBorrower1), LLC, by a Quit Claim Deed also recorded on September 24, 2018 in Book 13194, Page 22 of the Cabarrus County Register of Deeds. This conveyance was not for value and therefore not subject to Excise Tax.

It has since come to our attention that both the Special Warranty Deed and Quit Claim Deed recorded with the Register of Deeds show an Excise Tax amount of \$300, meaning that the Excise Tax was mistakenly paid twice for the transfer of this property. We are therefore requesting a refund for overpayment of taxes in accordance with G.S. §105-228.37. Copies of the recorded Quit Claim and Special Warranty Deeds are attached hereto for your reference, along with a recorded Affidavit of Correction addressing this issue. Thank you and please feel free to contact us at the address and telephone numbers provided in our letterhead should you have any questions. The \$300.00 excess funds may be returned via check made out to Albertelli Law and mailed to the above address. A pre-labeled envelope is enclosed for your convenience.

Sincerely,


Grace D. Faulkenberry
Associate Attorney

Enclosures

205 Regency Executive Park Drive, Suite 100
Charlotte, NC 28217

13219 0223

13194 0022

FILED ELECTRONICALLY
CABARRUS COUNTY NC
M. WAYNE NIXON

FILED	Sep 24, 2018
AT	11:35:00 AM
BOOK	13194
START PAGE	0022
END PAGE	0023
INSTRUMENT #	23837
EXCISE TAX	\$300.00

This deed was prepared by:
Albertelli Law Firm
205 Regency Executive Park Drive
Suite 100
Charlotte, NC 28217

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

Excise Tax: \$300

Parcel #: 4680-19-1986-0000

QUIT CLAIM DEED

THIS DEED, made and entered in this 22 day of August, 2018, by and between OfferPad (SPVBorrower 12), LLC, 2212 E Williams Field Road, STE 215, Gilbert, AZ 85295, hereinafter called "Grantor", and OfferPad (SPVBorrower1), LLC, 2212 E Williams Field Road, STE 215, Gilbert, AZ 85295, hereinafter referred to as "Grantee".

WITNESSETH:

That said Grantor, for and in consideration of the sum of ten dollar (\$10.00) to them in hand paid or other valuable consideration, the receipt of which is hereby acknowledged, have remised and released and by these presents do remise, release, convey, and forever quitclaim unto the Grantee, it's successors and assigns, all right, title, claim and interest of the Grantor in and to a certain lot or parcel of land lying and being in Cabarrus County, North Carolina, and more particularly described as follows:

Lying and being in No. 3 Township, Cabarrus County, North Carolina on the Southwest side of Poplar Tent Road, and being a part of the lands of John Frank McCauley, the deed for which is on file in the Office of the Register of Deeds for Cabarrus County, N.C. in Deed Book 274 Page 261 and adjoining the lands of John Frank McCauley and others, and is bounded as follows:

BEGINNING at an iron stake in a dirt road, a new corner of John Frank McCauley (said stake has a bearing of North 18-30 West 191.2 feet from an iron stake in the center of said road, a corner of John Frank McCauley and John Walter McCauley), and runs thence a new line North 10-20 West 165.0 feet to an iron stake on the East side of said road; thence a new line North 61-10 East 355.8 feet to an iron stake on the Northeast side of Poplar Tent Road and in the old line of John Frank McCauley, a new corner; thence with the said old line South 44-48 East 165.0 feet to an iron stake in said line, a new corner; thence a new line crossing Poplar Tent Road South 61-28 West (passing an iron stake on line at 56.7 feet) 464.5 feet to the BEGINNING, containing 1.503 acres.

Property Address: 119 Moss Drive, Concord, NC 28027

The property hereinabove described was acquired by Grantor by instrument recorded in Book 13080, Page 243.

submitted electronically by "Albertelli Law - NC"
in compliance with North Carolina statutes governing recordable documents
and the terms of the Memorandum of Understanding with
the Office of the Register of Deeds of Cabarrus County. NCGS 47-14(a1)(5).

FILED Oct 08, 2018
AT 04:02:00 PM
BOOK 13219
START PAGE 0222
END PAGE 0223
INSTRUMENT # 25393
EXCISE TAX \$0.00

AFFIDAVIT OF CORRECTION

Prepared by: Albertelli Law, 205 Regency Executive Park Drive, Suite 100, Charlotte, NC 28217 Attn: Grace Faulkenberry

The undersigned Affiant, being first duly sworn, hereby swears or affirms that the North Carolina Quit Claim Deed recorded on September 24, 2018 in Book 13194, Page 22, Cabarrus County Register of Deeds, by and between:

Grantor: OfferPad (SPVBorrower 12), LLC

Grantee: OfferPad (SPVBorrower1), LLC

Contained the following error:

The Quit Claim Deed described herein erroneously listed an Excise Tax in the amount of \$300. The sole reason for recording this Affidavit of Correction is to correct said error and to allow the Cabarrus County Register of Deeds to correct the Excise Tax amount and allow said funds to be returned to Albertelli Law.

The correct Excise Tax amount for the Quit Claim Deed described herein is \$0.

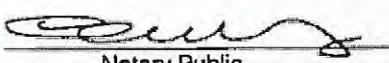
Affiant is the attorney who handled the filing of the Deed, which included the above-referenced error, and makes this Affidavit for the purpose of correcting said error. The first page of the originally recorded Quit Claim Deed is attached.

A full copy of the original instrument is not attached.


Signature of Affiant/Notary
Print or Type Name: Grace Faulkenberry

State of North Carolina County of Mecklenburg

Signed and sworn to (or affirmed) before me, this the 8th day of October, 2018

My Commission Expires:
08/13/2022 
Notary Public

(Affix Official/Notarial Seal)



Submitted electronically by "Albertelli Law - NC" in compliance with North Carolina statutes governing recordable documents and the terms of the Memorandum of Understanding with the Office of the Register of Deeds of Cabarrus County. NCGS 47-14(a1)(5).

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Discussion Items for Action

SUBJECT:

Sheriff's Department - North Carolina Governor's Highway Safety Program Local Governmental Resolution

BRIEF SUMMARY:

The Cabarrus County Sheriff's Office is receiving a grant through the Governor's Highway Safety Program. Lieutenant Aaron Ranking serves as the coordinator and organizer for BikeSafeNC in our region of North Carolina. A grant in the amount of \$5,000 will cover the cost of education event materials, equipment and travel. No local match is required. The Governor's Highway Safety Program (GHSP) supports and oversees the statewide BikeSafeNC program. This is an extension of the original grant from initiated in FY 2018.

A BikeSafeNC Regional Law Enforcement Liaison serves as coordinator and organizer for BikeSafeNC activities in his/her respective region. The Governor's Highway Safety Program supports and oversees the statewide BikeSafeNC program. Coordination of this program is accomplished by utilizing six regional BikeSafeNC Regional Law Enforcement Liaison (RLEL) positions. Planning, preparation, and reporting activities for coordination efforts of the liaisons. BikeSafeNC RLELs are responsible for continued efforts to promote and involve law enforcement agencies in these lifesaving endeavors. To this end, Law Enforcement Liaisons are required to host events, attend and conduct meetings, assist other BikeSafeNC agencies with organizing events, respond to public inquiries associated with their region, and report all efforts and activities back to the GHSP Statewide Coordinator. The requested monies for Travel and Training will be used to attend quarterly regional meetings, in-state and to attend the State Motorcycle Safety Administrators Conference, out-of-state.

REQUESTED ACTION:

Motion to adopt resolution and attached budget amendment.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Sheriff D. Brad Riley, Sheriff's Office

Lt. Aaron Rankin, Sheriff's Office

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- ▣ NCGHSP Grant Documentation
- ▣ Budget Ammendment

North Carolina Governor's Highway Safety Program
LOCAL GOVERNMENTAL RESOLUTION

WHEREAS, the Cabarrus County Sheriff's Office (herein called the "Agency")
(The Applicant Agency)
has completed an application contract for traffic safety funding; and that Cabarrus County Board of Commissioners
(The Governing Body of the Agency)
_____ (herein called the "Governing Body") has thoroughly considered the problem identified and has reviewed the project as described in the contract;

THEREFORE, NOW BE IT RESOLVED BY THE Cabarrus County Board of Commissioners IN OPEN
(Governing Body)
MEETING ASSEMBLED IN THE CITY OF Concord, NORTH CAROLINA,

THIS ____ DAY OF _____, 20 18, AS FOLLOWS:

1. That the project referenced above is in the best interest of the Governing Body and the general public; and
2. That Lieutenant Aaron T. Rankin is authorized to file, on behalf of the Governing
(Name and Title of Representative)
Body, an application contract in the form prescribed by the Governor's Highway Safety Program for federal funding in the amount of \$ 5000.00 to be made to the Governing Body to assist in defraying
(Federal Dollar Request)
the cost of the project described in the contract application; and
3. That the Governing Body has formally appropriated the cash contribution of \$ 0.00 as
(Local Cash Appropriation)
required by the project contract; and
4. That the Project Director designated in the application contract shall furnish or make arrangement for other appropriate persons to furnish such information, data, documents and reports as required by the contract, if approved, or as may be required by the Governor's Highway Safety Program; and
5. That certified copies of this resolution be included as part of the contract referenced above; and
6. That this resolution shall take effect immediately upon its adoption.

DONE AND ORDERED in open meeting by _____
(Chairperson/Mayor)

ATTESTED BY _____
(Clerk)

SEAL

DATE _____

**North Carolina Governor's Highway Safety Program
Agreement of Conditions**

This Agreement is made by and between the North Carolina Department of Transportation, hereinafter referred to as the "Department", to include the Governor's Highway Safety Program, hereinafter referred to as "GHSP"; and the applicant agency, for itself, its assignees and successors in interest, hereinafter referred to as the "Agency". During the performance of this contract, and by signing this contract, the Agency agrees as follows:

A. Federal Provisions

1. **Equal Opportunity/Nondiscrimination.** The Agency will agree to comply with all Federal statutes and implementing regulations relating to nondiscrimination concerning race, color, sex, religion, national origin, handicaps, and age. These include but are not limited to:
 - (a) Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq., 78 stat. 252);
 - (b) The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. 4601)
 - (c) Federal-Aid Highway Act of 1973, (23 U.S.C. 324 et seq.), and Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683 and 1685-1686);
 - (d) Non-Discrimination in Federally-assisted programs of the United States Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964 (49 CFR Part 21), hereinafter referred to as "USDOT", as amended;
 - (e) Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. 794 et seq.), as amended, and 49 CFR Part 27; and
 - (f) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101 et seq.);
 - (g) The Civil Rights Restoration Act of 1987, (Pub. L. 100-209);
 - (h) Titles II and III of the Americans with Disabilities Act (42 U.S.C. 12131-12189);
 - (i) Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations;
 - (j) Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency
2. **Drug Free Workplace.** The Agency agrees to comply with the provisions cited in the Drug-Free Workplace Act of 1988 (41 U.S.C. 8103).
3. **Federal Grant Requirements and Contracts.** The Agency shall comply with the following statutes and implementing regulations as applicable:
 - (a) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 1201);
 - (b) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) and all other relevant Federal regulations covering the Highway Safety Program;
 - (c) NHTSA Highway Safety Grant Funding Guidance, as revised, July 2015 (www.nhtsa.gov) and additions or amendments thereto.
4. **Political Activity (Hatch Act)** The Agency will comply with provisions of the Hatch Act (5 U.S.C. 1501-1508), which limits the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
5. **Lobbying.**
 - (a) **Certification Regarding Federal Lobbying.** The undersigned certifies, to the best of his or her knowledge and belief, that:
 - (i) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
 - (ii) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned

shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

- (iii) The undersigned shall require that the language of this certification be included in the award documents for all sub-award at all tiers (including subcontracts, subgrants, and contracts under grant, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure

- (b) **Restriction on State Lobbying.** None of the funds under this program will be used for any activity specifically designed to urge or influence a State or local legislator to favor or oppose the adoption of any specific legislative proposal pending before any State or local legislative body. Such activities include both direct and indirect (e.g., "grassroots") lobbying activities, with one exception. This does not preclude a State official whose salary is supported with NHTSA funds from engaging in direct communications with State or local legislative officials, in accordance with customary State practice, even if such communications urge legislative officials to favor or oppose the adoption of a specific pending legislative proposal.

6. Audits.

- (a) **Audit Required.** Non-Federal entities that expend \$750,000 or more in a year in Federal awards shall have a single or program-specific audit conducted for that year in accordance with the provisions of 2 CFR, Subpart F, §200.500. Guidance on determining Federal awards expended is provided in 2 CFR, Subpart F, §200.502.
- (b) **Single Audit.** Non-Federal entities that expend \$750,000 or more in a year in Federal awards shall have a single audit conducted in accordance with 2 CFR, Subpart F, §200.501, except when they elect to have a program-specific audit conducted in accordance with 2 CFR, Subpart F, §200.501, paragraph (c).
- (c) **Non-Governmental Entities.** Non-governmental entities (not-for-profit and for-profit entities) must adhere to North Carolina General Statute 143C-6.22 and 09 NCAC Subchapter 03M.

7. Instructions for Lower Tier Certification.

- (a) By signing and submitting this proposal, the prospective lower tier participant (the Agency) is providing the certification set out below and agrees to comply with the requirements of 2 CFR Parts 180 and 1300.
- (b) The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
- (c) The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- (d) The terms covered transaction, debarment, suspension, ineligible, lower tier, participant, person, primary tier, principal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definition and Coverage sections of 2 CFR Part 180. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.
- (e) The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by NHTSA.
- (f) The prospective lower tier participant further agrees by submitting this proposal that it will include the clause titled "Instructions for Lower Tier Certification" including the "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transaction,"

without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions and will require lower tier participants to comply with 2 CFR Parts 180 and 1300.

- (g) A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.
 - (h) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
 - (i) Except for transactions authorized under paragraph 7(e) of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, the department or agency with which this transaction originated may disallow costs, annul or terminate the transaction, issue a stop work order, debar or suspend you, or take other remedies as appropriate.
 - (j) **Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Covered Transactions.**
 - (i) The prospective lower tier participant (the Agency) certifies, by submission of this contract proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal Department or Federal Agency.
 - (ii) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this contract proposal.
8. **Buy America Act.** The Agency and each subrecipient will comply with the Buy America requirement (23 U.S.C. 313) when purchasing items using Federal funds. Buy America requires a State, or subrecipient, to purchase only steel, iron and manufactured products produced in the United States with Federal funds, unless the Secretary of Transportation determines that such domestically produced items would be inconsistent with the public interest, that such materials are not reasonably available and of a satisfactory quality, or that inclusion of domestic materials will increase the cost of the overall project contract by more than 25 percent. In order to use Federal funds to purchase foreign produced items, the State must submit a waiver request that provides an adequate basis and justification to and approved by the Secretary of Transportation.
9. **Prohibition On Using Grant Funds To Check For Helmet Usage.** The Agency and each subrecipient will not use 23 U.S.C. Chapter 4 grant funds for programs to check helmet usage or to create checkpoints that specifically target motorcyclists.
10. **Conditions for State, Local and Indian Tribal Governments.** State, local and Indian tribal government Agencies shall adhere to the standards established by 2 CFR Part 225, Cost Principles for State, Local, and Indian Tribal Governments and additions or amendments thereto, for principles for determining costs applicable to grants and contracts with state, local and Indian tribal governments.
11. **Conditions for Institutions of Higher Education.** If the Agency is an institution of higher education, it shall adhere to the standards established by 2 CFR Part 215 Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations and 2 CFR 220 Cost Principles for Educational Institutions for determining costs applicable to grants and contracts with educational institutions.
12. **Conditions for Non-Profit Organizations.** If the Agency is a non-profit organization, it shall adhere to the standards established by 2 CFR Part 215 Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations and 2 CFR Part 230 Cost Principles for Non-Profit Organizations for determining costs applicable to grants and contracts with non-profit organizations.

- 13. Conditions for Hospitals.** If the Agency is a hospital, it shall adhere to the standards established by 2 CFR Part 215 Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations and .

B. General Provisions

1. **Contract Changes.** This document contains the entire agreement of the parties. No other contract, either oral or implied, shall supercede this Agreement. Any proposed changes in this contract that would result in any change in the nature, scope, character, or amount of funding provided for in this contract, shall require a written addendum to this contract on a form provided by the Department.
2. **Subcontracts Under This Contract.** The Agency shall not assign any portion of the work to be performed under this contract, or execute any contract, amendment or change order thereto, or obligate itself in any manner with any third party with respect to its rights and responsibilities under this contract without the prior written concurrence of the Department. Any subcontract under this contract must include all required and applicable clauses and provisions of this contract. Subcontracting does not relieve the Agency of any of the duties and responsibilities of this agreement. The subcontractor must comply with standards contained in this agreement and provide information that is needed by the Agency to comply with these standards. The Agency must submit any proposed contracts for subcontracted services to the Governor's Highway Safety Program for final approval no less than 30 days prior to acceptance.
3. **Solicitation for Subcontracts, Including Procurements of Materials and Equipment.** In all solicitations, either by competitive bidding or negotiation, made by the Agency for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the Agency of the Agency's obligations under this contract. Additionally, Agencies making purchases or entering into contracts as provided for by this contract must adhere to the policies and procedures of 2 CFR Part 200 and North Carolina General Statute 143-128.4. Historically underutilized business defined; statewide uniform certification as it pertains to Historically Underutilized Businesses.
4. **Incorporation of Provisions in Subcontracts.** The Agency shall include the provisions of section A-1 through A-13 of this Agreement in every subcontract, including procurements of materials and leases of equipment, unless exempted by the regulations, or directives issued pursuant thereto. The Agency shall take such action with respect to any subcontract or procurement as the Department, the State of North Carolina, hereinafter referred to as the "State", the National Highway Traffic Safety Administration, hereinafter referred to as "NHTSA", or the Federal Highway Administration, hereinafter referred to as "FHWA", may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the Agency becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the Agency may request the Department or the State to enter into such litigation to protect the interests of the Department or the State. In addition, the Agency may request the NHTSA or FHWA to enter into such litigation to protect the interests of the United States.
5. **Outsourcing.** All work shall be performed in the United States of America. No work will be allowed to be outsourced outside the United States of America.
6. **Property and Equipment.**
 - (a) **Maintenance and Inventory.** The Agency shall maintain and inventory all property and equipment purchased under this contract.
 - (b) **Utilization.** The property and equipment purchased under this contract must be utilized by the Agency for the sole purpose of furthering the traffic safety efforts of the Agency for the entire useful life of the property or equipment.
 - (c) **Title Interest.** The Department and NHTSA retain title interest in all property and equipment purchased under this contract. In the event that the Agency fails or refuses to comply with the provisions of this Agreement or terminates this contract, the Department, at its discretion, may take either of the following actions:
 - (i) Require the Agency to purchase the property or equipment at fair market value or other mutually agreed to amount; or
 - (ii) Require the Agency to transfer the property or equipment and title of said property or equipment, if any, to the Department or to another Agency, as directed by the Department.
 - (d) **Non-expendable Property.** Non-expendable property is defined as property or equipment having a value of \$5000 or more with a life expectancy of more than one year. Non-expendable property

purchased under this contract cannot be sold, traded, or disposed of in any manner without the expressed written permission of the Department.

7. **Promotional, Educational or Other Materials.** If allowed, any promotional, educational or other materials developed using funds from this contract must be reviewed and approved by the GHSP prior to their production or purchase. The cost of these materials is generally limited to a maximum of \$5.00 per item.
8. **Review of Reports and Publications.** Any reports, papers, publications, or other items developed using funds from this contract must be reviewed and approved by the GHSP prior to their release.
9. **Reimbursement.**
 - (a) **General.** Payments are made on a reimbursement basis. There is no schedule of advance payments. Only actual allowable costs are eligible for reimbursement. Claims for reimbursement must be made a minimum of quarterly and no more than once a month via the Grants Management System. Claims for reimbursement not made within the three month threshold are subject to denial. The itemized invoice shall be supported by documentation of costs as prescribed by the Department. Reimbursements will not be processed if other required reports are incomplete or have not been submitted. Failure to submit complete reports by the required deadline may result in denial of reimbursement.
 - (b) **Approval.** The Governor's Highway Safety Program and the Department's Fiscal Section shall approve the itemized invoice prior to payment.
 - (c) **Unapproved Costs.** Any rejected or unaccepted costs shall be borne by the Agency. The Agency agrees that in the event the Department determines that, due to Federal or State regulations that grant funds must be refunded, the Agency will reimburse the Department a sum of money equal to the amount of Federal and State participation in the rejected costs.
 - (d) **Final Claims for Reimbursement.** Final claims for reimbursement must be received by the GHSP within 30 days following the close of the approved contract period. Project funds not claimed by this date are subject to reversion.
 - (e) **Expending Funds Under This Contract.** Under no circumstances will reimbursement be made for costs incurred prior to the contract effective date or after the contract ending date.
10. **Project Costs.** It is understood and agreed that the work conducted pursuant to this contract shall be done on an actual cost basis by the Agency. The amount of reimbursement from the Department shall not exceed the estimated funds budgeted in the approved contract. The Agency shall initiate and prosecute to completion all actions necessary to enable the Agency to provide its share of the project costs at or prior to the conclusion of the project.
11. **Program Income.** The Agency shall account for program income related to projects financed in whole or in part with federal funds in accordance with 2 CFR 200.307. Program income earned during the contract period shall be retained by the Agency and deducted from the federal funds committed to the project by the GHSP unless approved in advance by the Federal awarding agency as an addition to the project. Program income must be accounted for separately and the records made available for audit purposes.
12. **Project Directors.** The Project Director, as specified on the signature page of this Agreement, must be an employee of the Agency or the Agency's governing body. Any exception to this provision must have the expressed written approval of GHSP.
13. **Reports Required.**
 - (a) **Quarterly Progress Reports.** Unless otherwise directed, the Agency must submit Quarterly Progress Reports to the GHSP, on forms provided by the Department, which reflect the status of project implementation and attainment of stated goals. Each progress report shall describe the project status by quarter and shall be submitted to GHSP no later than fifteen (15) days after the end of each quarter. If the Agency fails to submit a Quarterly Progress Report or submits an incomplete Quarterly Progress Report, the Agency will be subject to having claims for reimbursement withheld. Once a Quarterly Progress Report that substantiates adequate progress is received, cost reimbursement requests may be processed or denied at the discretion of GHSP.
 - (b) **Final Accomplishments Report.** A Final Accomplishments Report must be submitted to the GHSP within fifteen (15) days of completion of the project, on forms provided by the Department, unless otherwise directed. If the Agency fails to submit a Final Accomplishments Report or submits an incomplete Final Accomplishments Report, the Agency will be subject to having claims for reimbursement withheld. Once a Final Accomplishments Report that substantiates adequate progress is received, claims for reimbursement may be processed or denied at the discretion of GHSP.

- (c) **Audit Reports.** Audit reports required in Section A-6 above shall be provided to the Department within thirty (30) days of completion of the audit.
- 14. Out-of-State Travel.**
- (a) **General.** All out-of-state travel funded under this contract must have prior written approval by the Governor's Highway Safety Program.
- (b) **Requests.** Requests for approval must be submitted to the GHSP, on forms provided by the Department, no less than thirty (30) days prior to the intended departure date of travel.
- (c) **Agency Travel Policy Required.** For Agencies other than state agencies, out-of-state travel requests must include a copy of the Agency's travel policy, to include allowances for lodging, meals, and other travel-related expenses. For state agencies, maximum allowable subsistence is limited to the prevailing per diem rates as established by the North Carolina General Assembly.
- (d) **Agenda Required.** Out-of-state travel requests must include a copy of the agenda for the travel requested.
- 15. Conditions for Law Enforcement.** In addition to the other conditions provided for in this Agreement, grants to law enforcement agencies are subject to the following:
- (a) **Certifications Required.**
- (i) **In-car Camera or Video System.** For any in-car camera or video system purchased under this contract, it is required that the operator of that equipment has successfully completed Standardized Field Sobriety Testing training (SFST). A copy of this certificate must be filed with GHSP prior to reimbursement of in-car camera or video systems.
- (ii) **Radar.** For any radar equipment purchased under this contract, it is required that the operator of that equipment has successfully completed Radar Certification Training. A copy of this certificate must be filed with GHSP prior to reimbursement of radar equipment.
- (iii) **Alcohol Screening Devices.** For any preliminary alcohol screening devices purchased under this contract, it is required that the operator of that equipment has successfully completed the Alcohol Screening Test Device training offered by the Forensic Test for Alcohol Branch.
- (b) **Report Required - Monthly Enforcement Data Report.** In addition to the reports mentioned above, law enforcement agencies engaging in enforcement activities must submit a Monthly Enforcement Data Report on the form provided by the Department no later than fifteen (15) days after the end of each month. If the Agency fails to submit a Monthly Enforcement Data Report or submits an incomplete Monthly Enforcement Data Report, the Agency will be subject to having cost reimbursement requests withheld. Once a Monthly Enforcement Data Report that substantiates adequate progress is received, cost reimbursement requests will be processed. The agency head must sign the form. However, the agency head may assign a designee to sign the form by providing written signature authority to the GHSP.
- 16. Conditions for Local Governmental Agencies.**
- (a) **Resolution Required.** If the Agency is a local governmental entity, a resolution from the governing body of the Agency is required on a form provided by the Department.
- (b) **Resolution Content.** The resolution must contain a commitment from the governing body to provide the local funds as indicated in this contract. Additionally, the resolution is required even if the funding is one hundred percent from federal sources, as it serves as recognition by the governing body of federal funding for purposes of Section A-6 above.
- 17. Seat Belt Policy and Use.** Agency must adopt and enforce a seat belt use policy required for all seating positions unless exempted by state law.
- 18. Prohibited Interests.** No member, officer, or employee of the Agency during his or her tenure, and for at least one (1) year thereafter, shall have any interest, direct or indirect, in this contract or the proceeds thereof or therefrom.
- 19. Continued Federal and State Funding.**
- (a) **Federal Funding.** The Agency agrees and understands that continuation of this project with Federal funds is contingent upon Federal funds being appropriated by the United States Congress specifically for that purpose. The Agency further agrees and understands that in the event funds originally appropriated by Congress for these grants are subsequently reduced by further acts of Congress, funding to the Agency may be proportionately reduced.
- (b) **State Funding.** The Agency agrees and understands that continuation of this project with funds from the State of North Carolina is contingent upon State funds being appropriated by the General Assembly specifically for that purpose. The Agency also agrees that any state funds received under this contract are subject to the same terms and conditions stated in this Agreement.

20. **Performance.** All grants provided by the Governor's Highway Safety Program are performance-based and, as such, require that continual progress be made toward the reduction of the number and severity of traffic crashes. Any agency, whose performance is deemed unsatisfactory by the GHSP, shall be subject to the sanctions as provided for in this contract. Additionally, unsatisfactory performance shall be cause for the Department to reduce or deny future funding.
21. **Resolution of Disputes.** Any dispute concerning a question of fact in connection with the work not disposed of by contract by and between the Agency and the Department, or otherwise arising between the parties to this contract, shall be referred to the Secretary of the North Carolina Department of Transportation and the authorized official of the Agency for a negotiated settlement. In any dispute concerning a question of fact in connection with the project where such negotiated settlement cannot be resolved in a timely fashion, the final decision regarding such dispute shall be made by the Secretary of the North Carolina Department of Transportation, with the concurrence of the Federal funding agency, and shall be final and conclusive for all parties.
22. **Department Held Harmless.**
- (a) **For State Agencies.** Subject to the limitations of the North Carolina Tort Claims Act, the Agency shall be responsible for its own negligence and holds harmless the Department, its officers, employees, or agents, from all claims and liability due to its negligent acts, or the negligent acts of its subcontractors, agents, or employees in connection with their services under this contract.
 - (b) **For Agencies Other Than State Agencies.** The Agency shall be responsible for its own negligence and holds harmless the Department, its officers, employees, or agents, from all claims and liability due to its negligent acts, or the negligent acts of its subcontractors, agents, or employees in connection with their services under this contract.
23. **Records Access and Retention.** The Agency shall provide all information and reports required by the regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Department, the State, NHTSA, or FHWA, as appropriate, to be pertinent to ascertain compliance with such regulations, orders and instructions. Furthermore, the Agency shall maintain such materials during the contract period, and for five (5) years from the date of final payment from the Department or until all audit exceptions have been resolved, for such inspection and audit. Where any information required of the Agency is in the exclusive possession of another who fails or refuses to furnish this information, the Agency shall so certify to the Department, State, NHTSA, or FHWA, as appropriate, and shall set forth what efforts it has made to obtain the information. Pursuant to N.C.G.S. §147-64.7, the Department, the State Auditor, appropriate federal officials, and their respective authorized employees or agents are authorized to examine all books, records, and accounts of the Agency insofar as they relate to transactions with any department, board, officer, commission, institution, or other agency of the State of North Carolina pursuant to the performance of this Agreement or to costs charged to this Agreement.
24. **Sanctions for Non-Compliance.** The applicant Agency agrees that if it fails or refuses to comply with any provisions and assurances in this contract, the Department may take any or all of the following actions:
- (a) Cancel, terminate, or suspend this contract in whole or in part;
 - (b) Withhold reimbursement to the Agency until satisfactory compliance has been attained by the Agency;
 - (c) Refrain from extending any further funding to the Agency under this contract with respect to which the failure or refusal occurred until satisfactory assurance of future compliance has been received from the Agency;
 - (d) Refer the case to the United States Department of Justice for appropriate legal proceedings.
25. **Cancellation, Termination, or Suspension of Contract.**
- (a) **By the Department.** For noncompliance with any of the said rules, regulations, orders or conditions, due to management deficiencies or criminal activity this contract may be immediately canceled, terminated, or suspended in whole or in part by the Department. For noncompliance not indicative of management deficiencies or criminal activity the Department shall give sixty (60) days written notice to take corrective action. If the Agency has not taken the appropriate corrective action after sixty (60) days the Department may cancel, terminate, or suspend this contract in whole or in part.
 - (b) **By mutual consent.** The Agency or the Department may terminate this contract by providing sixty (60) days advanced written notice to the other party.
 - (c) **Unexpended funds.** Any unexpended funds remaining after cancelation or termination will revert to the Department.

- 26. **Completion Date.** Unless otherwise authorized in writing by the Department, the Agency shall commence, carry on, and complete the project as described in the approved Highway Safety Project Contract by September 30 of the Federal fiscal year for which it was approved.
- 27. **E-Verify requirements.** If this contract is subject to NCGS 143-133.3, the contractor and its subcontractors shall comply with the requirements of Article 2 of Chapter 64 of the NC General Statutes.
- 28. **Certification of Eligibility Under the Iran Divestment Act.** Pursuant to G.S. 147-86.59, any person identified as engaging in investment activities in Iran, determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, is ineligible to contract with the State of North Carolina or any political subdivision of the State. The Iran Divestment Act of 2015, G.S. 147-55 et seq. requires that each Agency, prior to contracting with the State certify, and the undersigned Agency Authorizing Official on behalf of the Agency does hereby certify, to the following:
 - (a) that the Agency is not now and was not at the time of the execution of the Contract dated below identified on the Final Divestment List of entities that the State Treasurer has determined engages in investment activities in Iran;
 - (b) that the Agency shall not utilize on any contract with the State agency any subcontractor that is identified on the Final Divestment List; and
 - (c) that the undersigned Agency Authorizing Official is authorized by the Agency to make this Certification.
- 29. **Agency Fiscal Year.** The end date for the Agency's fiscal year is 06/30/2019.
- 30. **Signature.** By signing below, the Agency agrees to adhere to the terms and conditions of this Agreement.

AGENCY PROJECT DIRECTOR		
NAME	TITLE	ADDRESS
ARON THOMAS RANKIN	LIEUTENANT	30 CORBAN AVE SE CONCORD, NC 28025
SIGNATURE <i>Aaron Thomas Rankin</i>	DATE 10/05/2018	TELEPHONE NUMBER 704-920-3000
AGENCY AUTHORIZING OFFICIAL		
NAME	TITLE	ADDRESS
BRAD RILEY	SHERIFF	30 CORBAN AVE SE CONCORD, NC 28025
SIGNATURE <i>Brad Riley</i>	DATE 10/05/2018	TELEPHONE NUMBER 704-920-3000
AGENCY OFFICIAL AUTHORIZED TO RECEIVE FUNDS		
NAME	TITLE	ADDRESS
ARON THOMAS RANKIN	LIEUTENANT	30 CORBAN AVE SE CONCORD, NC 28025
SIGNATURE <i>Aaron Thomas Rankin</i>	DATE 10/05/2018	TELEPHONE NUMBER 704-920-3000

Budget Revision/Amendment Request

Date: 10/23/2018

Amount: 5,000.00

Dept. Head: David Riley (Prepared by Benita Conrad)

Department: County Sheriff

Internal Transfer Within Department
 Transfer Between Departments/Funds
 Supplemental Request

Purpose: Governor's Highway Safety Program Grant for Motorcycle Safety Training

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	9	2110-9333-GHSP	Safety Training & Equipment	73,216.00	5,000.00	-	78,216.00
001	6	2110-6606-GHSP	Program Fees	-	5,000.00	-	5,000.00
							0.00
							0.00
							0.00
							0.00
							0.00
							0.00
							0.00
Total							0.00

Budget Officer

Approved
 Denied

County Manager

Approved
 Denied

Board of Commissioners

Approved
 Denied

Signature

Signature

Signature

Date

Date

Date

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Approval of Regular Meeting Agenda

SUBJECT:

BOC - Approval of Regular Meeting Agenda

BRIEF SUMMARY:

The proposed agenda for the November 19, 2018 regular Board of Commissioners' meeting is attached.

REQUESTED ACTION:

Motion to approve the agenda for the November 19, 2018 regular meeting; including the required public hearings.

EXPECTED LENGTH OF PRESENTATION:

1 Minute

SUBMITTED BY:

Lauren Linker, Clerk to the Board

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS:

- Proposed November 19, 2018 Agenda

CABARRUS COUNTY



BOARD OF COMMISSIONERS REGULAR MEETING

**November 19, 2018
6:30 PM**

MISSION STATEMENT

THROUGH VISIONARY LEADERSHIP AND GOOD STEWARDSHIP, WE WILL ADMINISTER STATE REQUIREMENTS, ENSURE PUBLIC SAFETY, DETERMINE COUNTY NEEDS, AND PROVIDE SERVICES THAT CONTINUALLY ENHANCE QUALITY OF LIFE

CALL TO ORDER BY THE CHAIRMAN

PRESENTATION OF COLORS

INVOCATION

Dr. Tom Cabaniss, First Baptist Church

A. APPROVAL OR CORRECTIONS OF MINUTES

1. Approval or Correction of Meeting Minutes

B. APPROVAL OF THE AGENDA

C. RECOGNITIONS AND PRESENTATIONS

1. Human Resources - Recognition of Sheriff David "Brad" Riley on His Retirement from Cabarrus County Sheriff's Office

D. INFORMAL PUBLIC COMMENTS

E. OLD BUSINESS

F. CONSENT AGENDA

(Items listed under consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld from a general action, to be discussed and voted upon separately at the discretion of the Board.)

1. Active Living and Parks - 2019 Fees and Charges Policy
2. Finance - Contractual Incentive Payment for SMG (Cabarrus Arena)
3. Finance - Sheriff's Administration Building Roof and Interior Repairs - \$150,000

4. Finance - Update of Capital Reserve Fund Project Ordinance and Budget Amendment
5. Finance - Transfer Balance of RCCC Advanced Technology Building Capital Reserve Funding - \$713,545
6. Human Services - CCTS Passenger Policy
7. Human Services - In-Home Aide Policy
8. ITS - Enterprise Multi-Functional Printer Contract
9. Register of Deeds - Refund of Excise Tax
10. Sheriff's Department - North Carolina Governor's Highway Safety Program Local Governmental Resolution
11. Sheriff's Office - Request to Award Service Weapons to Sheriff Brad Riley Upon Retirement
12. Tax Administration - Refund and Release Reports - October 2018

G. NEW BUSINESS

1. Economic Development Investment - Project Goodman - Public Hearing 6:30 p.m.
2. Economic Development Investment - Project Jersey Hydro - Public Hearing 6:30 p.m.

H. APPOINTMENTS TO BOARDS AND COMMITTEES

1. Appointments (Removals) - Adult Care Home Community Advisory Committee
2. Appointments (Removals) - Nursing Home Community Advisory Committee
3. Appointments and Removals - Cabarrus County Youth Commission
4. Appointments and Removals - Cardinal Innovations Healthcare Solutions Community Oversight Board
5. Appointments and Removals - Harrisburg Fire Advisory Board

I. REPORTS

1. BOC - Receive Updates From Commission Members who Serve as Liaisons to Municipalities or on Various Boards/Committees
2. BOC - Request for Applications for County Boards/Committees
3. County Manager - Monthly Building Activity Reports
4. County Manager - Monthly New Development Report
5. EDC - October 2018 Monthly Summary Report
6. Finance - Monthly Financial Update

J. GENERAL COMMENTS BY BOARD MEMBERS

K. WATER AND SEWER DISTRICT OF CABARRUS COUNTY

L. CLOSED SECTION

M. ADJOURN

Scheduled Meetings

December 5	Work Session	4:00 p.m.	Multipurpose Room
December 12	Cabarrus Summit	6:00 p.m.	Kannapolis City Hall
December 17	Regular Meeting	6:30 p.m.	BOC Meeting Room

Mission: Through visionary leadership and good stewardship, we will administer state requirements, ensure public safety, determine county needs, and provide services that continually enhance quality of life.

Vision: Our vision for Cabarrus is a county where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive, and our community prospers.

**Cabarrus County Television Broadcast Schedule
Cabarrus County Board of Commissioners' Meetings**

The most recent Commissioners' meeting is broadcast at the following days and times. Agenda work sessions begin airing after the 1st Monday of the month and are broadcast for two weeks up until the regular meeting. Then the regular meeting begins airing live the 3rd Monday of each month and is broadcast up until the next agenda work session.

Sunday - Saturday	1:00 P.M.
Sunday - Tuesday	6:30 P.M.
Thursday & Friday	6:30 P.M.

In accordance with ADA regulations, anyone who needs an accommodation to participate in the meeting should notify the ADA Coordinator at 704-920-2100 at least forty-eight (48) hours prior to the meeting.

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**November 5, 2018
4:00 PM**

AGENDA CATEGORY:

Closed Session

SUBJECT:

Closed Session - Pending Litigation and Personnel Matters

BRIEF SUMMARY:

A closed session is needed to discuss matters related to pending litigation and personnel matters as authorized by NCGS 143-318.11(a)(3) and (6).

REQUESTED ACTION:

Motion to go into closed session to discuss matters related to pending litigation and personnel matters as authorized by NCGS 143-318.11(a)(3) and (6).

EXPECTED LENGTH OF PRESENTATION:

30 Minutes

SUBMITTED BY:

Mike Downs, County Manager

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:
