

**THE ERWIN BOARD OF COMMISSIONERS  
NOVEMBER 2021 REGULAR MEETING  
THURSDAY, NOVEMBER 4, 2021 @ 7:00 P.M.  
ERWIN MUNICIPAL BUILDING BOARD ROOM**

**AGENDA**

1. **MEETING CALLED TO ORDER**
  - A. Invocation
  - B. Pledge of Allegiance
2. **AGENDA ADJUSTMENTS /APPROVAL OF AGENDA**
3. **CONSENT**

*All items on Consent Agendas are considered routine, to be enacted on one motion without discussion. If a Board member or citizen requests discussion of an item, the item will be removed from the Consent Agenda and considered under New Business.*

  - A. Minutes of Regular Workshop on September 27, 2021 **(Page 2)**
  - B. Minutes of Regular Meeting on October 7, 2021 **(Page 6)**
  - C. Financial Report for September 2021 **(Page 17)**
  - D. Proclamation Commemorating Town of Erwin School Choice Week **(Page 19)**
4. **PUBLIC COMMENT**

*Each speaker is asked to limit comments to 3 minutes, and the requested total comment period will be 15 minutes or less. Citizens should sign up prior to the start of the meeting. Please provide the clerk with copies of any handouts you have for the Board. Although the Board is interested in hearing your concerns, speakers should not expect Board action or deliberation on the subject matter brought up during the Public Comment segment. Thank you for your consideration of the Town Board, staff, and other speakers. §160A-81.1*
5. **PRESENTATION OF NOVEMBER CITIZEN OF THE MONTH**
6. **OLD BUSINESS**
  - A. Community Economic Recovery and Resiliency Initiative (CERRI) **(Page 20)**
  - B. Redistricting **(Page 32)**
7. **NEW BUSINESS**
  - A. Street Sweeper **(Page 35)**
  - B. Erwin Public Library Fine Free Policy **(Page 37)**
8. **CLOSED SESSION**
  - A. Pursuant to General Statute 143-318.11(a) (6) for the Purpose of Discussing Personnel
  - B. Pursuant to General Statute 143-318.11(a) (4) for the Purpose of Discussing Economic Development
9. **MANAGER'S REPORT**
10. **ATTORNEY'S REPORT**
11. **GOVERNING BODY COMMENTS**
12. **ADJOURNMENT**

**ERWIN BOARD OF COMMISSIONERS****REGULAR MINUTES****NOVEMBER 4, 2021****ERWIN, NORTH CAROLINA**

The Board of Commissioners for the Town of Erwin with Mayor Patsy Carson presiding held its Regular Meeting in the Erwin Municipal Building Board Room on Thursday, November 4, 2021, at 7:00 P.M. in Erwin, North Carolina.

Board Members present were: Mayor Patsy Carson, Mayor Pro Tem Randy Baker, and Commissioners William Turnage, Ricky Blackmon, Alvester McKoy, Thurman Whitman, and Melinda Alvarado.

Town Manager Snow Bowden, Town Clerk Lauren Evans, Police Chief Jonathan Johnson, Public Works Director Mark Byrd, Town Attorney Tim Morris, and Town Engineer Bill Dreitzler were present.

Commissioner McKoy gave the invocation.

Public Works Director Mark Byrd led the Pledge of Allegiance.

**AGENDA ADJUSTMENT/APPROVAL OF AGENDA**

Mayor Pro Tem Baker made a motion to approve the presented agenda and was seconded by Commissioner Blackmon. **The Board voted unanimously.**

**CONSENT**

Commissioner McKoy made a motion to approve **(ITEM A)** Minutes of Regular Workshop on September 27, 2021 **(ITEM B)** Minutes of Regular Meeting on October 7, 2021 **(ITEM C)** Financial Report for September 2021 **(ITEM D)** Proclamation Commemorating Town of Erwin School Choice Week and was seconded by Commissioner Blackmon. **The Board voted unanimously.**

**PUBLIC COMMENT**

James McCray of 700 N 15<sup>th</sup> Street came forward and addressed the Board. He expressed his concern for the plant opening on 14<sup>th</sup> street. The big trucks carrying rocks and dirt, speeding up

TOWN OF ERWIN  
FINANCIAL SUMMARY REPORT  
FOR MONTH OF September 2021



BANK BALANCES AS OF September 2021

CASH MANAGEMENT	2,070,616.09
FIRST FEDERAL BUSINESS MONEY MARKET ACCT	70,448.03
FIRST FEDERAL MONEY MARKET (BARR)	857,018.58
FIRST FEDERAL MONEY MARKET (BARR)	128,619.48
<b>Y-T-D INVESTMENT BALANCE IN GENERAL FUND ACCOUNTS</b>	<b>3,143,702.99</b>
<b>Restricted Funds</b>	
BB&T STATE FORFEITURE	4,245.84
BB&T CAPITAL RESERVE/COMM ENHANCEMENT	2,360,072.70
FIRST FEDERAL CAP. RESERVE/GENERAL	185,567.91
BB&T HEALTH RESERVE HRA ACCT	16,590.00
PHIEBE FIELD ACCT.	11,235.44
AL HOODALL PARK IMPROVEMENTS	349,446.85
American Relief Funds	821,802.01
<b>Y-T-D INVESTMENT BALANCE RESTRICTED FUNDS</b>	<b>3,748,898.13</b>
<b>CUMULATIVE BALANCE FOR TOWN OF ERWIN</b>	<b>6,892,402.12</b>

**POWELL BILL BALANCE**  
**\$355,698.54**

REVENUES	ANNUAL BUDGET	September 2021 ACTIVITY	ACTUAL TO DATE	Y-T-D % COLLECTED
CURRENT YEAR LEVY OF PROPERTY TAXES	1,103,866.00	59,594.00	64,043.00	5.80%
CURRENT YEAR MOTOR VEHICLE TAXES	175,470.00	16,936.00	34,193.00	19.49%
PRIOR YEAR TAXES / Penalties & Interest	10,000.00	1,034.00	34,816.00	348.16%
UTILITIES FRANCHISE TAXES	190,000.00	40,498.00	41,388.00	21.77%
ENTRY FEES	19,000.00	5.00	6,095.00	31.61%
SALES & USE TAX	700,000.00	78,302.00	224,018.00	32.00%
ZONING PERMITS/APPLICATIONS	8,000.00	1,495.00	4,335.00	54.18%
REFUSE COLLECTIONS FEES	410,258.00	40,517.00	119,718.00	29.18%
STORM WATER COLLECTION	69,950.00	5,349.00	15,715.00	22.47%
ALL OTHER REVENUES	687,042.00	83,944.00	153,959.00	22.08%
<b>TOTAL REVENUES</b>	<b>3,383,554.00</b>	<b>337,674.00</b>	<b>698,161.00</b>	<b>20.63%</b>
EXPENDITURES	ANNUAL BUDGET	September 2021 ACTIVITY	ACTUAL TO DATE	Y-T-D % SPENT
GOVERNING BODY	47,845.00	1,778.00	5,395.00	11.23%
ADMINISTRATION	263,399.00	20,438.00	60,882.00	23.11%
NON-DEPARTMENTAL	278,318.00	7,339.00	175,714.00	62.91%
PLANNING & INSPECTIONS	77,369.00	228.00	9,065.00	11.72%
POWELL BILL-STREETS	157,000.00	1,000.00	4,000.00	2.55%
POLICE	964,020.00	113,313.00	242,988.00	25.20%
POLICE-SRO	64,030.00	5,367.00	16,125.00	25.18%
CONTRACT SERVICES-FIRE	238,507.00	14,413.00	24,504.00	10.28%
PUBLIC WORKS-ADMIN.	109,004.00	9,134.00	28,687.00	26.30%
PUBLIC WORKS-STREETS	398,994.00	24,765.00	77,842.00	19.61%
PUBLIC WORKS-SANITATION	345,343.00	23,961.00	68,482.00	19.85%
PUBLIC WORKS-STORM WATER	15,000.00	0.00	3,549.00	23.66%
RECREATION	349,119.00	25,737.00	89,886.00	25.76%
LIBRARY	69,405.00	5,145.00	16,667.00	23.87%
COMMUNITY CENTER	7,300.00	401.00	1,016.00	13.92%
<b>TOTAL EXPENDITURES</b>	<b>3,383,554.00</b>	<b>263,016.00</b>	<b>824,728.00</b>	<b>24.37%</b>
<b>Y-T-D GENERAL FUND BALANCE INCREASE (DECREASE)</b>		<b>84,658.00</b>	<b>(126,567.00)</b>	

**Town Of Erwin**  
**Financial Summary Report**  
**YTD Comparison of September FY 2020 & FY 2021**



	YTD September 2021	YTD Sept. 2020	YTD DIFFERENCE
<b>Revenues</b>			
CURRENT YEAR LEVY OF PROPERTY TAXES	64,043.00	31,212.00	32,831.00
CURRENT YEAR MOTOR VEHICLE TAXES	34,193.00	41,176.00	(6,983.00)
PRIOR YEAR TAXES / Penalties & Interest	34,816.00	6,307.00	28,509.00
UTILITIES FRANCHISE TAXES	41,358.00	38,897.00	2,461.00
ENTRY FEES	6,005.00	0.00	6,005.00
SALES & USE TAX	224,019.00	191,777.00	32,242.00
ZONING PERMITS/APPLICATIONS	4,335.00	3,020.00	1,315.00
REFUSE COLLECTIONS FEES	119,718.00	92,926.00	26,792.00
STORM WATER COLLECTION	15,715.00	14,244.00	1,471.00
ALL OTHER REVENUES	153,959.00	289,821.00	(135,862.00)
	<b>\$ 898,161.00</b>	<b>\$ 709,280.00</b>	<b>(11,219.00)</b>
<b>Expenditures</b>			
GOVERNING BODY	5,385.00	5,709.00	(324.00)
ADMINISTRATION	60,862.00	65,847.00	(5,985.00)
NON-DEPARTMENTAL	175,714.00	141,346.00	34,368.00
PLANNING & INSPECTIONS	9,065.00	15,934.00	(6,869.00)
POWELL BILL-STREETS	4,000.00	4,000.00	0.00
POLICE	242,868.00	190,166.00	52,810.00
POLICE-SRO	16,125.00	30,131.00	(14,006.00)
CONTRACT SERVICES-FIRE	24,504.00	15,425.00	9,079.00
PUBLIC WORKS-ADMIN.	28,667.00	25,977.00	2,690.00
PUBLIC WORKS-STREETS	77,842.00	61,878.00	15,964.00
PUBLIC WORKS-SANITATION	68,480.00	61,788.00	6,692.00
PUBLIC WORKS-STORM WATER	3,549.00	0.00	3,549.00
RECREATION	89,986.00	60,655.00	29,331.00
LIBRARY	16,567.00	14,419.00	2,148.00
COMMUNITY CENTER	1,015.00	1,101.00	(85.00)
	<b>\$ 824,728.00</b>	<b>\$ 695,366.00</b>	<b>129,362.00</b>

BANK ACCOUNT BALANCES			
	YTD September 2021	YTD September 2020	YTD September 2020
CASH MANAGEMENT	2,070,616.89	1,304,560.70	
BB&T CASH IN BANK	79,448.03	288,245.14	
FIRST FEDERAL BUSINESS MONEY MARKET #0347	857,018.58	855,306.25	
FIRST FEDERAL MONEY MARKET #2481	136,619.48	136,231.89	
Y-T-D INVESTMENT BALANCE IN GENERAL FUND ACCOUNTS	\$ 3,143,702.99	\$ 2,584,343.98	
Restricted Funds			
BB&T STATE FORFEITURE	4,246.64	3,691.32	
BB & T CAPITAL RESERVE/COMM ENHANCEMENT	2,350,072.70	169,879.25	
FIRST FEDERAL CAP. RESERVE/GENERAL	195,557.91	2,345,377.27	
BB&T HEALTH RESERVE HRA ACCT.	16,530.86	11,552.38	
PRIBEE FIELD ACCT	11,248.44	8,297.84	
AL WOODMILL PARK IMPROVEMENTS	346,440.86	263,948.09	
American Rescue Funds	821,002.01	0	
Y-T-D BALANCE RESTRICTED FUNDS	\$ 3,746,699.13	\$ 2,802,546.25	
CUMULATIVE BALANCE FOR TOWN OF ERWIN	\$ 6,892,402.12	\$ 5,386,890.23	



# TOWN OF ERWIN

P.O. Box 459 · Erwin, NC 28339  
Ph: 910-897-5140 · Fax: 910-897-5543  
www.erwin-nc.org

**Mayor**  
Patsy M. Carson  
**Mayor Pro Tem**  
Randy L. Baker  
**Commissioners**  
William R. Turnage  
Thurman E. Whitman  
Alvester L. McKoy  
Ricky W. Blackmon  
Melinda Alvarado

## A Proclamation Commemorating Town of Erwin School Choice Week 2021-2022-006

**WHEREAS** all children in the Town of Erwin should have access to the highest-quality education possible; and,

**WHEREAS** the Town of Erwin recognizes the important role that an effective education plays in preparing all students in the Town of Erwin to be successful adults; and,

**WHEREAS** quality education is critically important to the economic vitality of the Town of Erwin; and,

**WHEREAS** the Town of Erwin is home to a multitude of excellent education options from which parents can choose for their children; and,

**WHEREAS**, educational variety not only helps to diversify our economy, but also enhances the vibrancy of our community; and,

**WHEREAS** our area has many high-quality teaching professionals who are committed to educating our children; and,


**WHEREAS**, School Choice Week is celebrated across the country by millions of students, parents, educators, schools, and organizations to raise awareness of the need for effective educational options;

**NOW, THEREFORE**, I, Patsy M. Carson, Mayor of the Town of Erwin, and the Town of Erwin Board of Commissioners, do hereby proclaim January 23-29 2022 as the **TOWN OF ERWIN SCHOOL CHOICE WEEK** and call this observance to the attention of all of our citizens.

**DULY ADOPTED**, this the 4<sup>th</sup> day of November 2021.

  
Patsy M. Carson  
Mayor

**ATTEST:**

  
Lauren Evans  
Town Clerk

### **MINUTES CONTINUED FROM NOVEMBER 4, 2021**

and down the road, there are children who live in that neighborhood and it's dangerous. The dust is in the air, it is bad for people to breathe and the trucks are loud. He stated the owner is wanting to crush concrete and he wants to Board to find him some other way for the owner to get to his property.

Gerry Bell of 805 N 14<sup>th</sup> Street came forward and addressed the Board. He stated he lives on the same road as the plant and those trucks started running at 7:30 AM until 8:45 PM on Saturday. It is a residential area and this should not be tolerated. He stated he spoke with the owner who stated he was going to put a machine shop in that building but by the look of the building, that was not the plan. In the back of the building, there is a concrete crushing machine in the back of the building. He expressed his concern for his grandson and the other children in the neighborhood's safety who play basketball in front of his house. He stated his grandson has asthma and it will hurt his health as well as other people with underlying conditions in the community. He asked the Board to shut down the plant.

Arletha Melvin of 714 N 16 Street came forward and addressed the Board. She stated her sister lives next door to the plant and she has underlying conditions. People cannot clean their windows or dust their porches off with all the dust in the air for the concrete.

Jay Sills of 200 D Street in Erwin came forward and addressed the Board. He stated some kids threw a rock and hit the new swing at his home the other night. He called the Police and they knew exactly who they were. He stated that citizens should not have to police children not being taken care of. He informed the Board that something needs to be done about these people running around with no discipline.

### **PRESENTATION OF CITIZEN OF THE MONTH**

Robin W. Riddle of 204 West A Street was recognized as the November 2021 Citizen of the Month. Mayor Patsy Carson presented her with a Proclamation Plaque.

### **OLD BUSINESS**

#### **Community Economic Recovery and Resiliency Initiative (CERRI)**

The Community Economic Development Planner for the North Carolina Department of Commerce, Bruce Naegelen, came forward and addressed the Board. He explained to the Board all the good the Community Economic Recovery and Resiliency Initiative (CERRI) can do to assist the Town. They work with the Town to find a solution based on extending and improving what the Town already has. He provided a slideshow and informed the Board of the steps of the

11/4

NAME	ADDRESS
James McCray	700 N 15 <sup>th</sup> Street
Gerry Bell	805 N 14 <sup>th</sup> Street
Alexia Melvin	714 N. 16 St
<del>Ricky Mitter</del>	<del>819 N 14</del>
Jay Sylls	Espin N



# TOWN OF ERWIN

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## PROCLAMATION RECOGNIZING ROBIN W. RIDDLE FOR CITIZEN OF THE MONTH 2021-2022-005

**Mayor**  
Patsy M. Carson  
**Mayor Pro Tem**  
Randy L. Baker  
**Commissioners**  
William R. Turnage  
Thurman E. Whitman  
Alvester L. McKoy  
Ricky W. Blackmon  
Melinda Alvarado

**WHEREAS**, the Town of Erwin Mayor and Board of Commissioners, realize that the Town of Erwin's greatest asset is viewed as the citizens that contribute tirelessly and unselfishly of themselves to aid in the well-being of the residents within the community. These citizens display characteristics and qualities in an individual that strive to make a real difference in the lives of children, adults, and the elderly without desire for recognition or personal gain; and

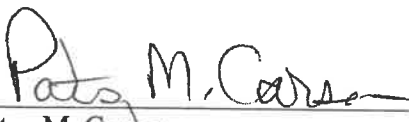
**WHEREAS**, Mrs. Robin W. Riddle of 204 West A Street, Erwin was born at Good Hope Hospital in Erwin on January 30, 1966, to Thurman Whitman and Sheila Williams. She married Jimmy Riddle on June 30, 1984, and their 37 years of marriage was blessed with 2 daughters, Whitney Shean and Katie Riddle; and 2 grandchildren, Averie Kate and Landon Shean; and


**WHEREAS**, Mrs. Riddle has been a native of Erwin her entire life. She attended Erwin Schools as a child and graduated from Erwin High School in 1984. She received a degree in cosmetology from Fayetteville Technical Community College in 1986. She has owned and operated Country Cuts located at 803 A Lucas Street in Erwin for the past 24 years.

**WHEREAS**, Mrs. Riddle is an active member of Antioch Pentecostal Freewill Baptist Church in Erwin. She volunteers time to local public schools to provide hair care for less fortunate students. She has a heart for assisting our elderly citizens whether it be a needed hairstyle free of charge in financial hardship or purchasing and delivering food and supplies to them when they are not able to get transportation or physically unable to go out. She is always willing to step in and assist or help organize a solution for a positive outcome in her community.

**NOW THEREFORE BE IT RESOLVED** that the Town of Erwin Mayor and Board of Commissioners give recognition and appreciation to Robin W. Riddle for her valuable contributions to the quality of life in our community and proudly acknowledge Robin W. Riddle as the November 2021 Citizen of the Month.

**Duly Adopted**, this is the 4<sup>th</sup> day of November 2021.

  
Patsy M. Carson  
Mayor

**ATTEST:**  
  
Lauren Evans  
Town Clerk



## MINUTES CONTINUED FROM NOVEMBER 4, 2021

Program. He stated the only cost to the Town would be the mileage for him from Clayton to Erwin. They would work alongside our COG in an effort for the Town of Erwin.

Justin Hembree, Director of Mid-Carolina Regional Council, came forward and expressed his support for the program. He stated from experiences of other jurisdictions, this would be a really unique opportunity and it would show the Town how resilience planning has really evolved.

Mayor Pro Tem Baker made a motion to approve the Resolution Requesting Participation in the Community Economic Recover and Resiliency Initiative (CERRI) and the Associated Services from the North Carolina Department of Commerce, Rural Economic Development Division, NC Main Street & Rural Planning Center- Planning Program and was seconded by Commissioner McKoy. **The Board voted unanimously.**

Mayor Pro Tem Baker made a motion to authorize Town Manager Snow Bowden to sign the Memorandum of Understanding for Community Economic Recover and Resiliency Initiative (CERRI) to assist the Town of Erwin and was seconded by Commissioner Alvarado. **The Board voted unanimously.**

### **Redistricting**

Town Manager Snow Bowden informed the Board that the data received in October was not clear. Staff reached out to some other Towns and some have hired law firms to help or reached out to their COG. As best as we can tell, our census numbers have not changed much so staff does not feel we will need to redistrict. We will make sure it is done correctly.

Commissioner Blackmon recommended reaching out to the NCLM to see if they have any guidelines.

## NEW BUSINESS

### **Street Sweeper**

Town Manager Snow Bowden stated that he is requesting for the Board to consider using part of the ARP dollars to purchase a new street sweeper. It is an eligible expenditure under the Clean Water Act and would require an amendment to our Capital Project Ordinance to accept the first tranche. Any new sweeper would be over \$90,000 and require formal bidding. There is a website for bidding called Sourcewell which is made up of companies that have equipment such as Street Sweepers and it meets the formal federal bidding requirements. He will be sure that Sourcewell can be used for ARP funds. He asked for the Board's approval.

The consensus of the Board was to instruct Town Manager Snow Bowden to put together a packet to send out for formal bids.

# Erwin Board of Commissioners

## REQUEST FOR CONSIDERATION

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To: The Honorable Mayor and Board of Commissioners

From: Snow Bowden, Town Manager

Date: November 4, 2021

Subject: Community Economic Recovery and Resiliency Initiative (CERRI)

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The application that I submitted to the North Carolina Department of Commerce to be a part of the Community Economic Recovery and Resiliency Initiative (CERRI) was accepted by the State. Bruce Naegelen is the Community Economic Development Planner for the North Carolina Department of Commerce he is here to explain a bit more about this program. The primary services of this project include a community assessment, the development of a recovery plan of work, and a plan of action for the future.

Attachments:

- CERRI Resolution
- CERRI MOU
- CERRI Presentation



# TOWN OF ERWIN

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**A Resolution Requesting Participation in the  
Community Economic Recovery and Resiliency  
Initiative (CERRI) and the Associated Services from  
the North Carolina Department of Commerce,  
Rural Economic Development Division, NC Main Street  
& Rural Planning Center - Planning Program  
2021-2022-002**

**Mayor**  
Patsy M. Carson  
**Mayor Pro Tem**  
Randy L. Baker  
**Commissioners**  
William R. Turnage  
Thurman E. Whitman  
Alvester L. McKoy  
Ricky W. Blackmon  
Melinda Alvarado

**WHEREAS**, in response to the economic challenges small towns and rural communities have been facing due to the COVID-19 pandemic, the NC Main Street & Rural Planning Center Planning Program (“Program”) developed the Community Economic Recovery and Resiliency Initiative (“CERRI”); and

**WHEREAS**, the CERRI provides a planning process to help communities develop strategies to recover from the economic impacts of COVID-19 and build local economies that are more resilient to future crises and also includes technical services to assist communities with implementing those strategies; and

**WHEREAS**, the Town of Erwin Board of Commissioners would like to participate in the CERRI (“Project”); and


**WHEREAS**, the Board would like assistance with the Project from the Program; and

**WHEREAS**, the Board and the Program have reached a mutually agreeable scope of work for the Project (Memorandum of Understanding attached), which outlines the tasks to be performed by the Center and those to be performed by the Town of Erwin and/or by other Project partners (if applicable), as well as the projected timeframe within which the Project will be completed.

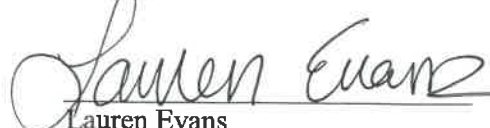
**NOW, THEREFORE, BE IT RESOLVED**, that the Board hereby requests that the Program assist the Town of Erwin with the Project and expresses its commitment to the planning process and the implementation of the Project when work is completed.

Adopted this 4<sup>th</sup> day of November 2021.

**ATTEST:**



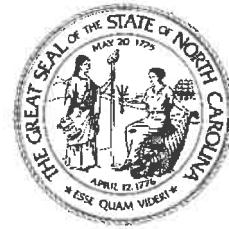
Patsy Carson  
Mayor



Lauren Evans  
Town Clerk

## MEMORANDUM OF UNDERSTANDING

N.C. Department of Commerce  
Rural Economic Development Division  
NC Main Street & Rural Planning Center  
Rural Planning Program  
November 4, 2021



### **Assistance to Town of Erwin, NC: Community Economic Recovery and Resiliency Initiative (CERRI)**

As part of the North Carolina Department of Commerce, the state's lead agency for promoting economic development and prosperity, the NC Main Street & Rural Planning Center ("Center") provides services and assistance to add value to local community economic development efforts. In response to the economic challenges small towns and rural communities have been facing due to the COVID-19 pandemic, the Center developed the *Community Economic Recovery and Resiliency Initiative* ("CERRI"). The CERRI provides a planning process to help communities develop strategies to recover from the economic impacts of COVID-19 and build local economies that are more resilient to future crises. It also includes technical services to assist communities with implementing those strategies.

To supplement the Town of Erwin resolution requesting CERRI services from the Center, below is an outline of the project and services to be provided, including roles and responsibilities of those to be involved, and several conditions pertaining to the services. Please review, sign, and return, as indicated below, to signify agreement.

1. The primary services for the CERRI project include the following:

**A. *Community Assessment***

The Center will facilitate one or more assessment meeting(s) with a local work group that will include:

- 1) Presentation of local economic data relative to the current situation, economic diversity, and related information.
- 2) Presentation of survey data relative to the local government's support of the small business community.
- 3) Discussion of the impacts of COVID-19 on the local economy, identification of economic assets and drivers, and a SWOT (strengths, weaknesses, opportunities, and threats) analysis.
- 4) Stakeholder interviews.

**B. *Development of Recovery Plan of Work***

Following the Community Assessment, the Center will prepare an *Economic Recovery Plan of Work* with guidance from Town staff and the local work group. Plan development meeting(s) will include the presentation of findings from stakeholder interviews, the identification and prioritization of action items from the Community Assessment, and the development of strategies to help the local economy recover and become more resilient to future crises.

### C. *Delivery of Implementation Services*

Following the drafting of the *Economic Recovery Plan of Work*, the Center will work with Town staff, the local work group, and other partners (if applicable) to determine which implementation services and resources will be most beneficial for the community's recovery and resiliency efforts and within what timeframe(s) they should be pursued.

2. The mission of the Center is to work in regions, counties, cities, towns, downtown districts, and designated North Carolina Main Street communities to inspire placemaking through building asset-based economic development strategies that achieve measurable results such as investment, business growth, and jobs. To further that mission, the Center may share successful "best practices" with other communities when appropriate. In this context, relevant materials produced from the project and economic outcomes may be shared with other communities, as needed.
3. If this project (or part of) needs to be conducted virtually, the Town (the client) will be responsible for assuring all participants of the project have access to internet capabilities as needed. Interviews, meetings, etc. can be conducted via online platform or by phone. The client will also share agendas, relevant maps, documents, and plans electronically to the Center and all participants.
4. For assistance with the CERRI, the Town will be responsible for assembling a local work group and identifying stakeholders to participate in the project. The local work group may include, but is not limited to, elected officials, municipal or county staff, local business owners/operators, representatives of civic organizations with an interest in the community, and/or active citizens.
5. The Center currently has a staff with various skill sets in economic and community development planning and is responsible for delivering services throughout the state. When the Center accepts a project, its goal is to complete the project in a timely and responsible manner. In the event of staff turnover, budget reductions, or other unforeseeable events, however, the Center may be compelled to place a project in an indefinite "hold" status until replacement staff resources can be secured. In rare cases, where very specialized staff skills are unable to be replaced, the project commitment may be terminated. Projects may also be re-prioritized consistent with department or division policies.

The CERRI project is planned to begin in **February 2022** to be completed by **June 2022**. The Center staff member assigned to lead the project will be Bruce Naegelen, Community Economic Development Planner for the North Central Region, with assistance from other staff as needed.

I have reviewed this Memorandum of Understanding regarding Community Economic Recovery and Resiliency Initiative project services to be provided to Town of Erwin by the NC Main Street & Rural Planning Center and accept its terms and conditions.

Signed:



MacDonald Snow Bowden, Jr., Town Administrator *manager*  
Town of Erwin, NC  
100 West F Street  
Erwin, NC 28339  
(910) 592-4200


*11/10/2021*

Date

Please sign, date, and return to:  
Darren Rhodes, Rural Planning Program Manager  
drhodes@nccommerce.com  
(336) 618-5117

N.C. Department of Commerce  
Rural Economic Development Division  
NC Main Street & Rural Planning Center  
525 Vine Street  
Winston-Salem, NC 27101

The Community  
Economic Recovery  
and Resiliency  
Initiative (CERRI)



Town of Erwin  
November 4, 2021

1

**Community Economic Recovery and Resiliency Initiative (CERRI)**

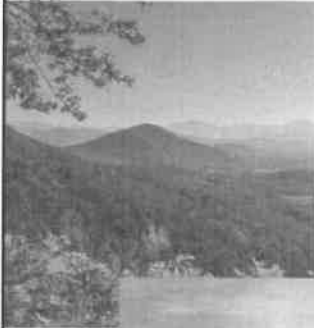
**Economic Resiliency is:**

- The ability to **recover** quickly from a shock
- The ability to **withstand** a shock
- The ability to **avoid** the shock altogether

NORTH CAROLINA DEPARTMENT OF COMMERCE

2

## Community Economic Recovery and Resiliency Initiative (CERRI)



CERRI was developed by the NC Commerce Rural Planning Program

Outreach to communities in all 100 NC counties informed the initiative

CERRI is offered to small towns and rural areas statewide

NORTH CAROLINA DEPARTMENT OF COMMERCE

3

## Need for an Economic Recovery Plan



Helps a community focus on the goal of recovery



Identifies ways to better support the small business community

NORTH CAROLINA DEPARTMENT OF COMMERCE

4



## Need for an Economic Recovery Plan



Identifies opportunities to grow the local economy and build resiliency to future economic disruptions

Measures progress and celebrates success

NORTH CAROLINA DEPARTMENT OF COMMERCE

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## CERRI Made for Small Communities and Rural Areas



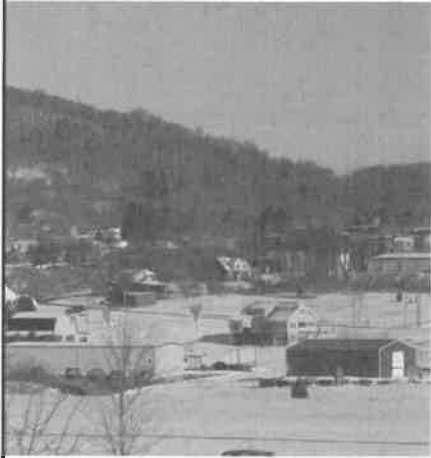
Rural Planning Program primarily works with smaller and rural local governments

The planning process is asset based

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## CERRI Made for Small Communities and Rural Areas



Implementation strategies are based on local capacity

Adds to or updates previous planning, considers local conditions and COVID-19 impacts

Offers services and economic analysis not usually extended to smaller/rural local governments

NORTH CAROLINA DEPARTMENT OF COMMERCE

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## CERRI Project Outline

- First Meeting – Presentation of local economic data relative to the current situation, economic diversity, and analysis of Strengths, Weaknesses, Opportunities, and Threats. Also, the business survey will be presented and discussed at this meeting.
- Second Meeting – Presentation of survey data relative to the local government support of the small business community and stakeholder interviews that will focus on impacts of COVID-19 on the local economy.
- Third Meeting (if needed) – A Recovery Plan of Work will be completed with guidance from staff and workgroup. This phase will lean heavily on the first two meetings' findings.

NORTH CAROLINA DEPARTMENT OF COMMERCE

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Erwin CERRI Meeting Process	
Preliminary Work	<ul style="list-style-type: none"> <li>Establish Local Work Group</li> <li>Community/Town Tour</li> <li>Distribute work group Survey</li> <li>Send Local Government Survey to Point of Contact</li> </ul>
<b>Develop Information Base and Analyze Economic Opportunities</b>	
1 <sup>st</sup> meeting February 2022	<ul style="list-style-type: none"> <li>Review CERRI and roles of work group</li> <li>Review and present data and analysis- send to work group prior to meeting via email</li> <li>Review format of work plan – describe focus of plan.</li> <li>Present work group's Survey results</li> <li>Explain SWOT analysis</li> <li>Explain Asset analysis</li> <li>Stakeholder identification: Work group will create a list with 5-10 community members to survey by email. These community members can represent business leaders, community leaders, civic and church groups. Due within 10 days from meeting.</li> <li>Explain Business Survey: To be distributed to all businesses in Dallas</li> </ul>
2 <sup>nd</sup> meeting March 2022	<ul style="list-style-type: none"> <li>Distribute (and ask others to distribute) Business Survey</li> <li>Request stakeholder names &amp; email from Workgroup 10 days after 1<sup>st</sup> meeting</li> <li>Present summary of Stakeholder Interviews</li> <li>Present summary of Business Survey</li> <li>Conduct SWOT and Asset Analysis</li> <li>Review format of Recovery Work Plan</li> </ul>
<b>Recovery Work Planning</b>	
3 <sup>rd</sup> meeting April 2022	<ul style="list-style-type: none"> <li>Review work plan foundation – a summary of what has been learned as well as action steps/recommendations to be implemented</li> <li>Present draft Work Plan to work group and discuss</li> <li>Review draft recommendations – assign recommendations to parties responsible and identify resources to implement recommendations</li> </ul>
4 <sup>th</sup> meeting	<ul style="list-style-type: none"> <li>If needed</li> </ul>
*One year later	<ul style="list-style-type: none"> <li>Review plan accomplishments and update as needed.</li> </ul>

9

## Small Business Survey

7. Currently, how many people are employed by your business, including yourself? (Select one option)

Less than 5 employees  
 5-25 employees  
 More than 25 employees

8. Did your business close during the onset of COVID-19 (March – June 2020)? (Select one option)

Yes  
 No  
 Other (Please specify) \_\_\_\_\_

NOTE: Answer the below question only if answer to Q18 is Yes

9. How long was your business closed? (Select one option)

Less than 1 month  
 1-5 months  
 6-9 months  
 10-15 months  
 16+ months (or still closed)

10. Because of the pandemic, have you changed your business model? (Select one option)

Yes  
 No

NOTE: Answer the below question only if answer to Q10 is Yes

11. Please describe the changes to your business model.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_


12. How did your business get its information during the pandemic? (Select all that apply)

Local newspapers  
 Local radio station  
 Local TV news (television and online)  
 Social Media (Facebook, Twitter)  
 The Wayne County website  
 Local business associations/networks of companies  
 Word of mouth  
 Other (Please specify) \_\_\_\_\_

NORTH CAROLINA DEPARTMENT OF COMMERCE

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**MEMORANDUM OF UNDERSTANDING**  
 N.C. Department of Commerce  
 Rural Economic Development Division  
 NC Main Street & Rural Planning Center  
 Rural Planning Program  
 November 4, 2021



**Assistance to Town of Erwin, NC:  
 Community Economic Recovery and Resiliency Initiative (CERRI)**

As part of the North Carolina Department of Commerce, the state's lead agency for promoting economic development and prosperity, the NC Main Street & Rural Planning Center ("Center") provides services and assistance to add value to local community economic development efforts. In response to the economic challenges small towns and rural communities have been facing due to the COVID-19 pandemic, the Center developed the *Community Economic Recovery and Resiliency Initiative* ("CERRI"). The CERRI provides a planning process to help communities develop strategies to recover from the economic impacts of COVID-19 and build local economies that are more resilient to future crises. It also includes technical services to assist communities with implementing those strategies.

To supplement the Town of Erwin resolution requesting CERRI services from the Center, below is an outline of the project and services to be provided, including roles and responsibilities of those to be involved, and several conditions pertaining to the services. Please review, sign, and return, as indicated below, to signify agreement.

1. The primary services for the CERRI project include the following:

**A. Community Assessment**

The Center will facilitate one or more assessment meeting(s) with a local work group that will include:

- 1) Presentation of local economic data relative to the current situation, economic diversity, and related information.
- 2) Presentation of survey data relative to the local government's support of the small business community.
- 3) Discussion of the impacts of COVID-19 on the local economy, identification of economic assets and drivers, and a SWOT (strengths, weaknesses, opportunities and threats) analysis.
- 4) Stakeholder interviews.

**B. Development of Recovery Plan of Work**

Following the Community Assessment, the Center will prepare an *Economic Recovery Plan of Work* with guidance from Town staff and the local work group. Plan development meeting(s) will include the presentation of findings from stakeholder interviews, the identification and prioritization of action items from the Community Assessment, and the development of strategies to help the local economy recover and become more resilient to future crises.

NORTH CAROLINA DEPARTMENT OF COMMERCE

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Memorandum of Understanding for CERRI Services November 1, 2021

**C. Delivery of Implementation Services**

Following the drafting of the *Economic Recovery Plan of Work*, the Center will work with Town staff, the local work group, and other partners (if applicable) to determine which implementation services and resources will be most beneficial for the community's recovery and resiliency efforts and within what timeframe(s) they should be pursued.

2. The mission of the Center is to work in regions, counties, cities, towns, downtown districts, and designated North Carolina Main Street communities to inspire placemaking through building asset-based economic development strategies that achieve measurable results such as investment, business growth, and jobs. To further that mission, the Center may share successful "best practices" with other communities when appropriate. In this context, relevant materials produced from the project and economic outcomes may be shared with other communities, as needed.
3. If this project (or part of) needs to be conducted virtually, the Town (the client) will be responsible for assuring all participants of the project have access to internet capabilities as needed. Interviews, meetings, etc. can be conducted via online platform or by phone. The client will also share agendas, relevant maps, documents, and plans electronically to the Center and all participants.
4. For assistance with the CERRI, the Town will be responsible for assembling a local work group and identifying stakeholders to participate in the project. The local work group may include, but is not limited to, elected officials, municipal or county staff, local business owners/operators, representatives of civic organizations with an interest in the community, and/or active citizens.
5. The Center currently has a staff with various skill sets in economic and community development planning and is responsible for delivering services throughout the state. When the Center accepts a project, its goal is to complete the project in a timely and responsible manner. In the event of staff turnover, budget reductions, or other unforeseeable events, however, the Center may be compelled to place a project in an indefinite "hold" status until replacement staff resources can be secured. In rare cases, where very specialized staff skills are unable to be replaced, the project commitment may be terminated. Projects may also be deprioritized consistent with department or division policies.

The CERRI project is planned to begin in February 2022 to be completed by June 2022. The Center staff member assigned to lead the project will be Bruce Neasegen, Community Economic Development Planner for the North Central Region, with assistance from other staff as needed.

NORTH CAROLINA DEPARTMENT OF COMMERCE

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**A Resolution Requesting Participation in the  
Community Economic Recovery and Resiliency Initiative (CERRI) and the  
Associated Services from the North Carolina Department of Commerce,  
Rural Economic Development Division, NC Main Street & Rural Planning Center -  
Planning Program**

WHEREAS, in response to the economic challenges small towns and rural communities have been facing due to the COVID-19 pandemic, the NC Main Street & Rural Planning Center Planning Program ("Program") developed the *Community Economic Recovery and Resiliency Initiative* ("CERRI"); and

WHEREAS, the CERRI provides a planning process to help communities develop strategies to recover from the economic impacts of COVID-19 and build local economies that are more resilient to future crises and also includes technical services to assist communities with implementing those strategies; and

WHEREAS, the Town Council of Town of Erwin NC ("Board"), would like to participate in the CERRI ("Project"); and

WHEREAS, the Board would like assistance with the Project from the Program; and

WHEREAS, the Board and the Program have reached a mutually agreeable scope of work for the Project (*Memorandum of Understanding* attached), which outlines the tasks to be performed by the Center and those to be performed by the Town of Erwin and/or by other Project partners (if applicable), as well as the projected timeframe within which the Project will be completed.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board hereby requests that the Program assist the Town of Erwin with the Project and expresses its commitment to the planning process and the implementation of the Project when work is completed.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Patsy M. Carson, Mayor  
Town of Erwin, NC

ATTEST:

\_\_\_\_\_  
Lauren Evans, Town Clerk  
Town of Erwin, NC

NORTH CAROLINA DEPARTMENT OF COMMERCE

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**MS&RP**  
NC MAIN STREET & RURAL PLANNING CENTER  
DEPARTMENT OF COMMERCE

**Bruce Naegelen**  
***Community Economic Development Planner***  
***North Central Prosperity Zone***  
 NC Main Street & Rural Planning Center  
[bruce.naegelen@nccommerce.com](mailto:bruce.naegelen@nccommerce.com)  
 984-365-0279

NORTH CAROLINA DEPARTMENT OF COMMERCE

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# Erwin Board of Commissioners

## REQUEST FOR CONSIDERATION

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To: The Honorable Mayor and Board of Commissioners

From: Snow Bowden, Town Manager

Date: November 4, 2021

Subject: Redistricting

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At our September Town Board meeting, I presented the data from the US Census. Our population increased by 137 residents. We were supposed to receive more detailed data from the US Census in October. We have not received any data directly. Town Staff has spent a lot of time trying to dissect data from the US Census website. Based on what we have found it does not look like we need to make any changes to our voting districts. We have reached out to a number of the towns that were impacted by Senate Bill 722 that caused our election to be delayed until March 2022. A number of municipalities have had similar issues with trying to get detailed information. Some of them have hired private companies and some are using resources with the Council of Governments (COG). I should have more detailed information for you by our meeting next Thursday.

Attachments:

- US Census data summary
- Information about our election

<b>2020 Census Data</b>			
<b>Category</b>	<b>2020</b>	<b>2010</b>	<b>Difference</b>
<b>Total Population</b>	<b>4,542</b>	<b>4,405</b>	<b>137</b>
<b>Hispanic</b>	<b>612</b>	<b>324</b>	<b>288</b>
<b>White</b>	<b>2,900</b>	<b>3,194</b>	<b>-294</b>
<b>African American</b>	<b>794</b>	<b>756</b>	<b>38</b>
<b>American Indian/Alaska Native</b>	<b>28</b>	<b>31</b>	<b>-3</b>
<b>Asian and Pacific Islander</b>	<b>15</b>	<b>14</b>	<b>1</b>
<b>Other</b>	<b>193</b>	<b>86</b>	<b>107</b>

## 2021 Local Election Update

Senate Bill 722 became law last Friday (June 25<sup>th</sup>) without the Governor's signature. This new legislation will delay our local 2021 election till 2022. The election this year included the following seats: Mayor, Ward 1, Ward 3, and Ward 5. If the Town Board chooses to do so we can still hold the election for the Mayor seat on its originally scheduled date. If we want to do that we will have to send the Harnett County Board of Elections a letter stating that is our desire by July 19, 2021. There would be an additional costs to do this instead of just having one election.

### Timeline:

- The filing period for the delayed election depends on how quickly the municipality can adopt a new redistricting plan. The affected municipalities must notify their county board of elections by November 12, 2021, as to whether the municipality will be able to revise their electoral districts by November 17, 2021.
  - If they can revise the districts by November 17, 2021, the filing period is noon on December 6, 2021, through noon on December 17, 2021.
  - If they cannot revise the districts by November 17, 2021, the municipality must provide the new districts to the county board by December 17, 2021, and the filing period is noon on January 3, 2022, through noon on January 7, 2022.
  - Election on March 8, 2022
  - Runoff on April 26, 2022, or May 17, 2022 if a federal second primary is held



# Erwin Board of Commissioners

## REQUEST FOR CONSIDERATION

---

To: The Honorable Mayor and Board of Commissioners

From: Snow Bowden, Town Manager

Date: November 4, 2021

Subject: Street Sweeper

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Our current street sweeper is a 2008 Isuzu Street Sweeper. We have had a lot of issues with it and it would be considered in poor condition. The funds from the American Rescue Plan can be used to purchase a new street sweeper. Town staff is requesting approval to solicit formal bids for a new street sweeper to be purchased with funds from the American Rescue Plan. We will have to obtain formal bids because a new street sweeper will cost more than \$90,000. A new street sweeper will probably be in the range of \$220,000.

Attachments:

- Clean Water Revolving Fund page stormwater

## Stormwater

Eligible stormwater projects include gray and green infrastructure. Stormwater harvesting and use (see *Water Conservation*) and land conservation/easements (see *Surface Water Protection and Restoration*) are also eligible (see *Water Conservation*). Stormwater projects must have a water quality benefit.

Gray Infrastructure	Green Infrastructure
<ul style="list-style-type: none"><li>• Traditional pipe, storage, and treatment systems</li><li>• Real-time control systems for CSO management</li><li>• Sediment controls including:<ul style="list-style-type: none"><li>○ Filter fences</li><li>○ Storm drain inlet protection</li><li>○ Street sweepers</li><li>○ Vacuum trucks</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Green roofs, green streets, and green walls</li><li>• Rainwater harvesting collection, storage, management, and distribution systems</li><li>• Real-time control systems for harvested rainwater</li><li>• Infiltration basins</li><li>• Constructed wetlands, including surface flow and subsurface flow (e.g., gravel) wetlands</li><li>• Bioretention/bioswales (e.g., rain gardens, tree boxes)</li><li>• Permeable pavement</li><li>• Wetland/riparian/shoreline creation, protection, and restoration</li><li>• Establishment/restoration of urban tree canopy</li><li>• Replacement of gray infrastructure with green infrastructure including purchase and demolition costs</li></ul>

Assistance may be provided:

- to any municipality or intermunicipal, interstate, or State agency for publicly owned stormwater projects. *Section 603(c)(1)*
- to any borrower for stormwater projects that implement a Section 319 NPS management program. *Section 603(c)(2)*
- to any borrower for stormwater projects that implement a Section 320 CCMP. *Section 603(c)(3)*
- to any borrower for projects that manage, reduce, treat, or recapture stormwater or subsurface drainage water. *Section 603(c)(5)*
- to any municipality or municipal entity for management of municipal wet weather discharges on an integrated watershed or subwatershed basis for the purpose of demonstrating the effectiveness of a unified wet weather approach. *Section 603(c)(7)*
- to any municipality or municipal entity for stormwater BMPs in municipal separate storm sewers (MS4s) for the purpose of demonstrating and determining controls that are cost-effective and use innovative technologies. *Section 603(c)(7)*
- to any municipality or municipal entity for efforts of municipalities and property owners to develop or implement watershed partnerships to address nonpoint sources of pollution. *Section 603(c)(7)*
- to any municipality or municipal entity for the development and implementation of a municipality-wide stormwater management plan. *Section 603(c)(7)*
- to any borrower for projects to reuse stormwater or subsurface drainage water. *Section 603(c)(9)*

## MINUTES CONTINUED FROM NOVEMBER 4, 2021

### **Erwin Public Library Fine Free Policy**

Erwin Librarian, Kimberly Van Beck came forward and asked the Board to support 'The Fine Free Library Initiative' for the Erwin Public Library. The County has already approved their library to be fine free but Municipalities in the County must approve as well to move forward. She stated if approved, the Library will no longer require late fees for books and DVDs but will still require the cost of the material if it is lost or damaged.

Commissioner Blackmon made a motion to approve 'The Fine Free Library Initiative' and was seconded by Mayor Pro Tem Baker. **The Board voted unanimously.**

### **CLOSED SESSION**

Mayor Pro Tem Baker made a motion to go into Closed Session in Pursuant to General Statute 143-318.11 (a) (6) for the Purpose of Discussing Personnel and General Statute 143-318.11(a) (4) for the Purpose of Discussing Economic Development at 7:54 PM. and was seconded by Commissioner Turnage. **The Board voted unanimously.**

### **RECONVENED**

Mayor Pro Tem Baker made a motion to go back in regular session at 8:10 PM and was seconded by Commissioner Alvarado. **The Board voted unanimously.**

### **MANAGER'S REPORT**

Town Manager Snow Bowden stated that staff has sat in on many webinars for ARP and is knowledgeable on how to handle the funds. He congratulated Town Clerk Lauren Evans on her completion of Clerk Institute. He informed the Board that the Erwin Chamber will be having the Erwin Christmas Parade on the first Monday in December. They will also be having Holidays Denim Days and the Tree Lighting on December 4<sup>th</sup>. The new Chamber Administrator, Sheveil Harmon, just began and he felt she will be a great asset to the Town.

### **ATTORNEY'S REPORTS**

Town Attorney Tim Morris thanked the Board for allowing him to be their attorney. He stated the Board is doing a wonderful job of being diplomatic and listening to the residents of Erwin.

# Erwin Board of Commissioners

## REQUEST FOR CONSIDERATION

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To: The Honorable Mayor and Board of Commissioners

From: Snow Bowden, Town Manager

Date: November 4, 2021

Subject: Erwin Public Library Fine Free Policy

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Our Library Director Kimberly Van Beck is here to make a policy recommendation for the Erwin Public Library. The requested policy change is to eliminate late fines for materials checked out by customers. There would still be fines for lost or damaged equipment/books, etc. There are a number of library systems in the State of North Carolina that are fine-free. The Harnett County Board of County Commissioners approved this policy change at the County level on 10/18/2021. In order for it to be effective for the whole County, it needs to be approved by each municipality as well.

Attachments:

- Memo from Library Director Kimberly Van Beck



## RECOMMENDATION FOR THE ELIMINATION OF LATE FINES FOR MATERIALS AT THE ERWIN PUBLIC LIBRARY

Presented by: Kimberly VanBeck, Library Director

The Harnett County Public Library requested approval from the Harnett County Board of Commissioners to eliminate late fines for materials checked out by customers and the measure was approved on the county level October 18, 2021. Erwin Public Library now seeks to gain approval from the municipality to further approve this measure county wide and throughout the library partnership. This would include historical, currently outstanding, and all future late fines. The library will continue to bill for the cost of lost items, and to block patron card access if items are not returned in a reasonable amount time.

### BACKGROUND

Going “Fine Free” is a policy change that has been gaining momentum state and nation-wide for the past few years. Libraries that have chosen to eliminate overdue fines have overwhelmingly found that fines are not an effective incentive for customers to return materials. Furthermore, overdue fines have been shown to create unnecessary barriers to library services, and to disproportionately affect community members in the most financially distressed areas of the library service area. Overdue fines account for a negligible amount of library revenue, they weaken the library’s return on investment, and they do not align with the library’s core values to encourage personal and economic growth and to create exemplary customer experiences in our community.

### CURRENT FINE STRUCTURE

The Erwin Public Library currently charges overdue fines as follows:

Books/Audiobooks	\$0.10/day	9 day grace period	1 automatic renewal	\$10 fine limit
DVDs	\$0.50/day	No grace period	No renewals	\$20 fine limit
Board Games	\$0.10/day	No grace period	No renewals	\$10 fine limit

Library accounts are blocked when total fines reach \$10 or when fines of any amount are 90 days past due.

The library also observes lost and damaged item fines. An item is considered “lost” when it is 30 days past due. A library account with a lost item will be blocked until the responsible party either returns the item or pays the retail price of the item. Damaged item fees are assessed situationally and vary depending on the severity of the damage. Damage fees in excess of \$10 will block a customer account. **The library would continue to observe these penalties for lost and damaged items if it were to adopt a Fine Free policy.**

*FISCAL IMPACT*

In FY2018, our last fiscal year that was not impacted by COVID-19, the library’s budget estimated \$300 in revenue for overdue fines from the library. In reality, the library has collected overdue fines at a lower rate than projected for the past several years. In fact, revenue from overdue fines has been steadily declining. From March 2020 to September 2021 the library waived all overdue fines to help ease the financial burden on community members during the pandemic. In FY2019 the library collected \$176 in overdue fines, and in FY2020 overdue revenue was \$86 a decrease from the expected amount for that year. **Even if COVID-19 had not been a factor, based on the current rate of decline, the library would have likely collected less money in overdue fines in FY2020.**

Overdue fine revenue is insignificant in comparison to the overall revenue collected for the library. Most of Erwin’s library revenue is from copy/print services.

	Overall Revenue Collected	Overdue Revenue
FY2018	\$ 1,598.79	\$ 300.83
FY2019	\$ 615	\$ 176.16**
FY2020	\$ 1,124.23	\$ 86.50*

\*\* Library not fully open this year

\*Overdue fines accrued between March 2020 and September 2021 were waived due to COVID-19.

Many libraries that have gone Fine Free have found that the loss of revenue from overdue fines is offset by other potential savings. The value of staff time involved in assessing, reconciling, explaining and processing overdue fines often exceeds the overdue amount collected. Overdue fine transactions can take anywhere between 5-15 minutes per patron. If contested fines are escalated to management, the transaction will require additional time from full-time staff members.

*COMMUNITY IMPACT*

In 2019 the American Library Association passed a resolution urging libraries to remove fines and expand access. The resolution declared that “monetary fines present an economic barrier to access of library materials and services.” [1]

Of the 16,519 account holders who currently have overdue fines charged to their accounts, at least 8,300 live within zip codes in Harnett county that are considered “distressed” or “at risk” according to the Distressed Communities Index (DCI), a report that examines the economic well-being of American communities. [2]

A comparison of overdue fines owed to the library by zip codes in Harnett county demonstrates how fine policies particularly impact socially and economically distressed areas of the community. For example, zip code 27526 has one of the lowest number of residents with outstanding late fines. 910 customers in this area owe overdue fines, and of those customers less than 300 owe \$10 or more in overdues. Census data for 27526 shows that the average household income is 41% higher than the state average; the poverty rate is one of the lowest in the county, at 9%. [3]

In comparison, zip code 28334 has 3,170 customers who owe overdue fines to the library, and of those customers almost 1,000 owe \$10 or more in overdues. Census data shows that the average household income in the 28334 area is almost 35% less than the state average. The poverty rate in 28334 is the highest in the county at 24.7%, and employment and education levels are low in comparison to county and state averages. Furthermore, 92% of residents in 27526 have a high school diploma, compared to 79.9% in 28334. The unemployment rate in 27526 is also lower compared to 28334 at 17.7% versus 28.7%. [4]

These trends are present all across the economic spectrum of Harnett county. **The data shows that overdue fines overwhelming affect the most impoverished and under-educated members of our community, and they disproportionately impede access to library materials and services for the community members who need them the most.**

When customers lose access to the library, they can no longer benefit from resources like:

- Library collections – including books, audiobooks and DVDs for early literacy, information, education and leisure.
- Public computers – provide free internet access and can be used for school work, job applications, resume writing and more.
- E-resources – including safe, private home access to over 73,000 e-books, audiobooks, magazines and videos for users of all ages.

The breakdown of the number of customers affected by overdue fines by zip code is:

	Number of Customers that Owe Any Amount of Overdue Fines	Number of Customers that Owe \$10 or More in Overdue Fines
27332	515	134
27501	2328	634
27504	209	62
27505	333	119

27521	840	239
27526	910	260
27540	73	18
27546	2769	784
28323	567	163
28326	638	190
28334	3173	996
28339	1018	308
28526	241	72
28390	1075	325

### *BENEFITS REPORTED FROM OTHER LIBRARY SYSTEMS*

An increasing body of research and reports show that when libraries go Fine Free:

- Library usage goes up, including increases in returned items, door counts, circulations, program attendance and account registrations.
- Losses go down. Libraries have seen a massive increase in the return of long-overdue items when they've gone Fine Free, and an overall decrease in items phasing into "lost" status.
- Staff morale is improved, and staff time is redirected to more customer-focused activities like reader's advisory, computer assistance and collection management.
- The library's return on investment goes up as circulation increases and the per capita cost for each user goes down.

Robeson County Public Library was the first North Carolina public library to eliminate overdue fines in 2019. In a presentation on the results of their Fine Free initiative delivered through the State Library of North Carolina in early 2021, Robeson County reported that going Fine Free helped attract and retain new customers, and significantly improved staff morale. [5]

Several other libraries and library systems in North Carolina have recently gone partially or fully Fine Free, including:

#### Fully Fine Free:

- Alamance County
- Buncombe County
- Cabarrus County
- Carteret County
- Catawba County
- Chapel Hill
- Chatham County
- Durham County



- Farmville
- Gaston County
- Gibsonville
- Guilford County/Greensboro
- Henderson County
- Iredell County
- Madison County
- Mecklenburg County/Charlotte
- Mooresville
- Robeson County
- Wake County

Charge fines for certain items only:

- Cumberland County (laptop and hotspot fines only)
- Northwest Regional Library System (DVD fines only)
  - Alleghany County
  - Stokes County
  - Surry County
  - Yadkin County
- Forsyth County (DVD fines only)

Fine Free for children's items and/or student accounts only

- Ashe County
- Beaufort County
- Bladen County
- Cleveland County
- Granville County
- Green County
- Hyde County
- Jackson County
- Johnston County
- Jones County
- Lee County
- Lenoir County
- Martin County
- McDowell County
- Nash County
- Polk County
- Swain County
- Transylvania County

- Macon County
- Watauga County
- Wilkes County

As this list demonstrates, the elimination of overdue fines is becoming standard practice for public libraries state-wide. There are also over 500 libraries nationwide that are Fully Free.

When the Salt Lake City Public Library went Fine Free in 2017 they saw a 11.33% increase in circulation, an 11.35% increase in borrowers, and a 7% decrease in items returned late in the first year. [6]

In the first few months after they went Fine Free, Chicago Public Library saw an incredible 240% increase in returned items. [7] Within a year they reported a 7% increase in circulations. [8]

In 2016 the Colorado State Library issued a white paper that examined the impact of fines on access to library services for children. The study concluded that public libraries and governing bodies should “eliminate fines, and reconsider fees for lost or damaged items, on children’s materials, and other items deemed appropriate for local service . . . The profession has little empirical evidence that charging fines results in greater circulation of library materials, and indeed the return of items in a timely manner.” [9]

Other findings from the Colorado report include:

- The administrative cost involved in implementing overdue fine policies “often equals or exceeds the revenue earned from library fines and fees.”
- Overdue fines discourage low-income families from checking out library items.
- Eliminating fines increases door counts, and encourages low-income and financially distressed members of the community to utilize library resources.

These libraries are recognizing that fines serve no positive purpose and act as a barrier to equitable library services.

## **RECOMMENDATION/CONCLUSION**

Evidence suggests that overdue fines do not successfully fulfill their intended purpose to encourage the timely return of library materials. Overdue fines are also failing as a viable source of revenue, and they negatively affect the library’s return on investment. They do, however, inflict significant and unnecessary barriers to access and use of the library. These barriers disproportionately affect citizens in low-income and socially distressed areas of the county.

It is the library’s goal to encourage learning, growth and prosperity in the county by providing community resources fairly and equitably. As such, we recommend the consideration of elimination of historical and future overdue fines for the Harnett County Public Library. Thank you for your consideration of this request.

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- [1]<https://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/Resolution%20on%20Monetary%20Library%20Fines%20as%20a%20Form%20of%20Social%20Inequity-FINAL.pdf>
- [2]<https://eig.org/dci/interactive-map?path=county/37085&view=county>
- [3]<https://eig.org/dci/interactive-map?path=zip/27526&boundary=cd>
- [4]<https://eig.org/dci/interactive-map?path=zip/28334&boundary=cd>
- [5]<https://www.youtube.com/watch?v=74AdiAJouYU&t=1834s>
- [6][https://www.dropbox.com/sh/pk77n53ujmsi2ec/AADvJVNQnt0hWKZmprErd\\_9sa?dl=0&preview=FINE+FREE+-+STATISTICS.pdf](https://www.dropbox.com/sh/pk77n53ujmsi2ec/AADvJVNQnt0hWKZmprErd_9sa?dl=0&preview=FINE+FREE+-+STATISTICS.pdf)
- [7]<https://chicago.suntimes.com/news/2019/10/30/20940677/chicago-public-library-no-fines-book-returns-increase-lightfoot>
- [8]<https://chicago.suntimes.com/2020/11/11/21561316/chicago-public-library-overdue-fines-eliminated-books-readers-returned>
- [9]<https://www.cde.state.co.us/cdelib/removingbarrierstoaccess>

**MINUTES CONTINUED FROM NOVEMBER 4, 2021****GOVERNING COMMENTS**

Commissioner McKoy congratulated Town Clerk Lauren Evans on her completion of Clerk Institute. He inquired about the ditch over at Porter Park.

Town Manager Snow Bowden stated that is one of the projects he planned to ask the Board to use the ARP dollars for to invest back into the Community.

Commissioner Blackmon inquired about the easement on E I Street.

Town Manager Snow Bowden stated he and Town Engineer Bill Dreitzler are working on a formal Storm Water Policy.

Commissioner Blackmon stated in the meantime, we need to fix the pipe. The Town put the pipe in and it is just going to keep collapsing. He asked Town Manager Snow Bowden to follow up on the issue

Commissioner Whitman congratulated Town Clerk Lauren Evans on her completion of Clerk Institute and thanked her for the job she does.

Mayor Carson congratulated Town Clerk Lauren Evans on her completion of Clerk Institute. She informed that she had a Mayor's Dinner with the Mayors from Coats, Angier, and Lillington. At the dinner, they discussed the growth that is coming our way. She stated the Board needs to start looking at and preparing for the growth. We need more commercial businesses and we need more houses. She informed the Board that there will be a float for the Board at the Christmas Parade and she wants to see everyone riding on it together.

Commissioner Alvarado stated she would love to see the Town work with the Harnett County School Board and have an open house for the community to come and see the new school when it is finished.

Mayor Pro Tem Baker congratulated Town Clerk Lauren Evans on her completion of Clerk Institute. He thanked everyone for their thoughts and prayers for his wife and his parents. He thanked the Board for their support with the 4-way and 3-way stop signs on his road. He has been thanked by many residents in the area. He inquired about updated numbers for the Depot.

Town Manager Snow Bowden stated he sent an email but has not heard back yet. He will plan to have updated numbers at the meeting next month.

Commissioner Turnage informed the Board that Goodfellows will be putting flags out at the cemetery in honor of Veterans Day. He thanked the Board for their support with the Depot. He stated that we are going in the right direction now.


**MINUTES CONTINUED FROM NOVEMBER 4, 2021**

**ADJOURNMENT**

Commissioner Blackmon made a motion to adjourn at 8:37 P.M. and was seconded by Commissioner Whitman. **The Board voted unanimously.**

**MINUTES RECORDED AND TYPED BY  
LAUREN EVANS TOWN CLERK**

**ATTEST:**

  
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**Patsy Carson**

**Mayor**

  
\_\_\_\_\_

**Lauren Evans**

**Town Clerk**