



Council Member to Report	Partners & Collaborators
Nancy Fiorillo	Neighborhood Advisory Committee
	Moore County Schools
	Pinehurst Resort
John Bouldry	First Health
	NCDOT/MCTC/TARPO
	Triangle J. COG
	Moore County
Judy Davis	Pinehurst Business Partners
	Beautification Committee
	Given Memorial Library Working Group
Kevin Drum	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	Partners in Progress
Jack Farrell	Bicycle and Pedestrian Advisory Committee
	Convention and Visitors Bureau

Incident Crime Summary Year To Year Comparison

Pinehurst Police Department

January - June

Offense	2018	2018 Unfounded	2019	2019 Unfounded	% Change
Homicides					
Murder and Non-negligent Manslaughter	0	0	0	0	--
Negligent Manslaughter	0	0	0	0	--
Justifiable Homicide	0	0	0	0	--
Total Homicides	0	0	0	0	--
Kidnapping/Abduction	1	0	1	0	0.0%
Sex Offenses					
Rape	0	0	1	0	--
Sodomy	0	0	0	0	--
Sexual Assault with an Object	0	0	1	0	--
Fondling	0	0	1	0	--
Total Sex Offenses	0	0	3	0	--
Robbery	0	0	0	0	--
Assaults					
Aggravated Assault	0	0	1	1	--
Simple Assault	9	4	21	1	133.3%
Intimidation	0	0	1	0	--
Total Assaults	9	4	23	2	155.6%
Arson	0	0	0	0	--
Extortion/Blackmail	1	0	0	0	-100.0%
Burglary/Breaking and Entering	5	0	15	0	200.0%
Larceny/Theft					
Pocket-Picking	0	0	0	0	--
Purse-Snatching	0	0	0	0	--
Shoplifting	1	0	2	0	100.0%
Theft of Motor Vehicle Parts	0	0	0	0	--
Theft from Motor Vehicle	13	0	21	0	61.5%
Theft from Coin-Operated Machine or Device	0	0	0	0	--
Theft from Building	11	0	13	0	18.2%
All Other Larceny	17	2	20	0	17.6%
Total Larceny/Theft Offenses	42	2	56	0	33.3%
Motor Vehicle Theft	1	0	4	0	300.0%
Counterfeiting/Forgery	1	0	7	0	600.0%

Incident Crime Summary Year To Year Comparison

Pinehurst Police Department

January - June

Offense	2018	2018 Unfounded	2019	2019 Unfounded	% Change
Fraud					
False Pretenses/Swindle/Confidence Game	8	2	13	2	62.5%
Credit Card/Automatic Teller Machine Fraud	5	1	5	0	0.0%
Impersonation	0	0	4	0	--
Welfare Fraud	0	0	0	0	--
Wire Fraud	0	1	0	0	--
Identity Theft	0	0	6	0	--
Hacking/Computer Invasion	0	0	0	0	--
Total Fraud Offenses	13	4	28	2	115.4%
Embezzlement	0	0	0	0	--
Stolen Property	2	0	1	0	-50.0%
Destruction/Damage/Vandalism of Property	16	2	9	0	-43.8%
Drug/Narcotic Offenses					
Drug/Narcotic Violations	82	0	90	0	9.8%
Drug Equipment Violations	32	0	56	0	75.0%
Total Drug/Narcotic Offenses	114	0	146	0	28.1%
Sex Offenses, Nonforcible					
Incest	0	0	0	0	--
Statutory Rape	1	0	0	0	-100.0%
Total Sex Offenses, Nonforcible	1	0	0	0	-100.0%
Pornography/Obscene Material	1	0	2	0	100.0%
Gambling					
Betting/Wagering	0	0	0	0	--
Operating/Promoting/Assisting Gambling	0	0	0	0	--
Gambling Equipment Violations	0	0	0	0	--
Sports Tampering	0	0	0	0	--
Total Gambling Offenses	0	0	0	0	--
Prostitution					
Prostitution	0	0	0	0	--
Assisting or Promoting Prostitution	0	0	0	0	--
Purchasing Prostitution	0	0	0	0	--
Total Prostitution Offenses	0	0	0	0	--
Bribery	0	0	0	0	--
Weapon Law Violations	2	0	12	0	500.0%

Incident Crime Summary Year To Year Comparison

Pinehurst Police Department

January - June

Offense	2018	2018 Unfounded	2019	2019 Unfounded	% Change
Human Trafficking					
Commercial Sex Acts	0	0	0	0	--
Involuntary Servitude	0	0	0	0	--
Total Human Trafficking Offenses	0	0	0	0	--
Animal Cruelty	0	0	0	0	--
Grand Total	209	12	307	4	46.9%

Activity Detail Summary (by Category)

Pinehurst Police Department

(06/01/2019 - 06/30/2019)

Incident\Investigations

13B - Simple Assault	3
220 - Burglary/Breaking & Entering	8
23D - Theft From Building	1
23F - Theft From Motor Vehicle	11
23H - All Other Larceny	6
250 - Counterfeiting/Forgery	3
26A - False Pretenses/Swindle/Confidence Game	3
26B - Credit Card/Automatic Teller Machine Fraud	2
290 - Destruction/Damage/Vandalism of Property	1
35A - Drug/Narcotic Violations	16
35B - Drug Equipment Violations	11
520 - Weapon Law Violations	2
90A - Bad Checks	1
90D - Driving Under the Influence	6
90G - Liquor Law Violations	1
90Z - All Other Offenses	18
B&E Veh. - Breaking and/or Entering a Motor Vehicle	2
Code 4 - Breaking and/or Entering	1
Left of Center - Driving Left of Center	1
License - Driver's License Violations	1
Speeding - Speeding	1
Total Offenses	99
Total Incidents	66

Arrests

13B - Simple Assault	2
220 - Burglary/Breaking & Entering	15
23H - All Other Larceny	2
26A - False Pretenses/Swindle/Confidence Game	2
290 - Destruction/Damage/Vandalism of Property	1
35A - Drug/Narcotic Violations	12

Activity Detail Summary (by Category)

Pinehurst Police Department

(06/01/2019 - 06/30/2019)

Arrests

35B - Drug Equipment Violations	11
520 - Weapon Law Violations	2
90A - Bad Checks	1
90D - Driving Under the Influence	6
90G - Liquor Law Violations	6
90J - Trespass of Real Property	1
90Z - All Other Offenses	12
Total Charges	73
Total Arrests	49

Accidents

Total Accidents	0
-----------------	---

Citations

Driving While License Revoked	27
DWI	4
Expired Registration	38
Improper Transportation Of Children	1
Inspection	3
No Insurance	6
No Operator License	19
Other (Infraction)	59
Passenger Seat Belt - Juvenile	3
Possess/Consume Alcohol - Passenger	5
Running Red Light	1
Speeding (Infraction)	57
Unsafe Movement	10
Secondary Charge	77
Total Charges	310
Total Citations	233

Activity Detail Summary (by Category)

Pinehurst Police Department

(06/01/2019 - 06/30/2019)

Warning Tickets

Total Charges 0

Total Warning Tickets 0

Ordinance Tickets

Total Ordinance Tickets 0

Criminal Papers

Magistrates Order	1
-------------------	---

Warrant	4
---------	---

Total Criminal Papers Served 5

Total Criminal Papers 5

Civil Papers

Total Civil Papers Served 0

Total Civil Papers 0



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF JUNE 2019

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Fire	4	45	6	73	-38%
Overpressure Rupture, Explosion, Overheat - no fire	1	3	1	7	-57%
Rescue & EMS Incidents	49	569	43	515	10%
Hazardous Conditions - no fire	13	184	19	162	14%
Service Call	28	321	32	278	15%
Good Intent Call	20	308	23	331	-7%
False Alarm & False Call	27	365	23	289	26%
Severe Weather & Natural Disaster	1	96	3	15	540%
Special Incident Type	0	0	0	0	0%
TOTAL INCIDENTS	143	1891	150	1670	13%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Residential	126	227	7	110	106%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	11	0	7	57%
Commercial	15	204	18	263	-22%
Plan Review/Site Inspections	6	52	0	29	79%
Reinspection	8	182	17	193	-6%
Occupancy Certificates	0	1	0	0	100%
TOTAL INSPECTIONS	155	677	42	602	12%
Violations Found:	36	517	48	423	22%
YTD Violations to be Corrected:		481		375	
YTD Violations Corrected:		385		298	
Correction Percentage:		80%		79%	

July 8, 2019

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-5575 • Fax (910) 295-4861 • www.vopnc.org



PINEHURST FIRE DEPARTMENT

By The Numbers - June 2019



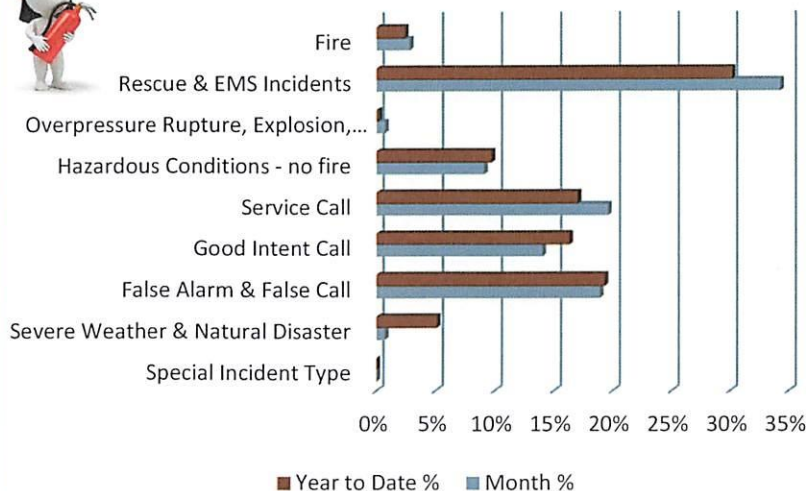
Month

Calls for Service **143**
 % Overlapping Incidents **10.49%**
 Busiest Day of Week **SAT**
 Busiest Hour of Day **12 NOON**
 # of Times Staff Recalled **1**

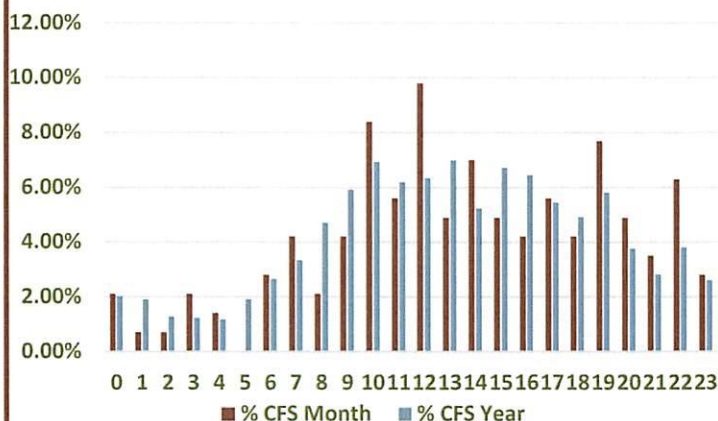
Year

Calls for Service **1891**
 % Overlapping Incidents **11.96%**
 Busiest day of Week **FRI**
 Busiest Hour of Day **1 PM**
 # of Times Staff Recalled **18**

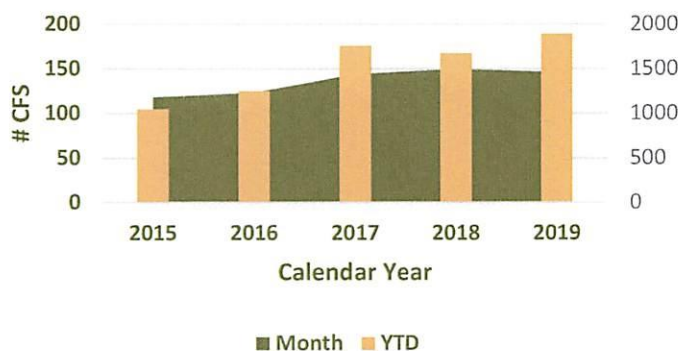
% of Calls for Service (CFS)



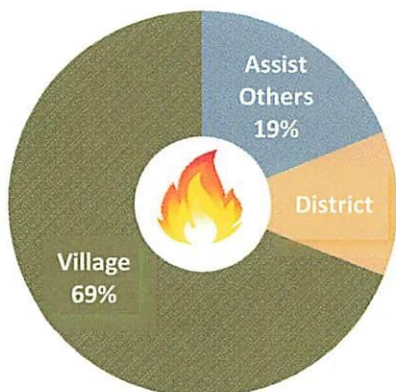
% CFS BY HOUR OF DAY



5 Year Comparison Through this Month of Year



LOCATION OF CFS FOR FY19



Inspections Completed this

MONTH **155**
 YEAR **677**

Code Violations Found this

MONTH **36**
 YEAR **517**

Percentage of Violations

Corrected YTD **80%**



Days Since Last Lost Time Accident in FD **717**

YTD Training Hours

IN HOUSE **7158**
 OUTSIDE **1022.5**



Public Awareness Contacts

MONTH **544**
 YTD **29,173**



	VILLAGE OF PINEHURST STANDARD PROCEDURE	
SUBJECT: Retirement Recognitions and Gifts	Effective Date: 05/08/12	
Department: Human Resources	Policy No.: HR-116	
Prepared by: Human Resources	Revised: 03/10/15	
Approved by: Village Manager & Village Council	# of Pages: 2	

I. POLICY:

The Village of Pinehurst recognizes the importance of honoring employees who retire from public service. The purpose of this policy is to recognize and celebrate the dedication and hard work of those employees retiring from the Village of Pinehurst.

II. ELIGIBILITY:

Employees must be eligible and apply for retirement benefits under the North Carolina Retirement System and have at least five years of full-time service with the Village of Pinehurst, not including sick time.

III. PROCEDURE:

Department Directors will notify Human Resources of an employee's pending retirement. Human Resources will work with the Department Director and the retiring employee to coordinate an appropriate celebration and the appropriate gift.

Eligible employees will receive a taxable monetary gift according to the following schedule. These amounts have been increased by 30% to cover estimated taxes.

- 10 years but less than 15 years \$650
- 15 years but less than 25 \$1300
- 25 years or more \$1500

Eligible employees with at least 25 years of service will also receive a Village-sponsored, celebratory meal or reception at a Village facility coordinated through

Human Resources. Village employees, Council and the retiring employee's immediate family will be invited. Additional people may be invited at the discretion of Human Resources.

Eligible employees with 5 years of service, but less than 25 years will receive a Village-sponsored reception coordinated through Human Resources.

Additional celebrations or gifts, departmental or otherwise, cannot be paid for with Village funds.

IV. **PUBLIC SAFETY:**

The Village of Pinehurst recognizes the bravery and dedication of the public safety employees serving in the Pinehurst Police Department and Pinehurst Fire Department. In addition to the retirement gifts listed above, public safety employees may be awarded the gifts listed below.

NCGS 20-187.2 authorizes the Village Council to award, upon request, a retiring law enforcement officer, or a surviving relative of an officer, the service side arm and badge of the officer at a price to be determined by the governing body. This policy sets the price for qualifying awards of side arms to retiring law enforcement officers at one dollar. The law enforcement officer must have at least 10 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring officer has at least 5 years of service, but less than 10 years, the officer will have the option to purchase the service side arm for \$400. The retiring employee must follow all provisions of the statute and other applicable laws.

NCGS 160A-294.1 authorizes the Village Council to award, upon request, a retiring firefighter or a surviving relative of the firefighter, the fire helmet of the firefighter at a price determined by the governing body. This policy sets the price for qualifying awards of fire helmets to retiring firefighters at one dollar. The firefighter must have at least 10 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring firefighter has at least 5 years of service, but less than 10 years, the firefighter will have the option to purchase the helmet for \$300.

Approved by:



Jeff Batton, Interim Village Manager

March 10, 2015
Date

Resolution #15-11

Village Council, Resolution

March 10, 2015
Date



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

July 13, 2019

ADMINISTRATIVE
MEMORANDUM TO: **Jeff Sanborn**

THROUGH: **Angie Kantor**

SUBJECT: **Weapon Purchase**

As my retirement date draws closer, I am forwarding my request to purchase my department issued service firearm. I have begun the firearm purchase permit process and will present this permit prior to the purchase. I have been employed by the Pinehurst Police Department for twenty-seven years and it has been my honor to serve the village.

Respectfully,
Lt. Jesse L. Cheek

POLICE DEPARTMENT

420 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-3141 • Fax (910) 295-5924 • www.vopnc.org



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

POLICE DEPARTMENT

420 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-3141 • Fax (910) 295-5924 • www.vopnc.org

RESOLUTION #19-16:

A RESOLUTION REGARDING APPOINTMENT TO THE PINEHURST HISTORIC PRESERVATION COMMISSION.

WHEREAS, the Village of Pinehurst has established an Historic Preservation Commission as authorized by North Carolina General Statutes, Chapter 160A, Article 19; and

WHEREAS, there is a need to fill a vacancy on the Historic Preservation Commission.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 23rd day of July, 2019 as follows:

SECTION 1. That the following appointment is hereby made to the Historic Preservation Commission for the term indicated:

Mr. Richard Vincent is appointed as a member of the Historic Preservation Commission, effective August 1, 2019, said term to expire July 31, 2021.

SECTION 2. That the appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this the 23rd day of July, 2019.



VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Beth Dunn, Village Clerk

Michael J. Newman, Village Attorney

From: webmaster@vopnc.org
To: [Lauren Craig](#)
Subject: Village of Pinehurst, NC: Volunteer Program Application
Date: Wednesday, June 6, 2018 1:00:43 PM

A new entry to a form/survey has been submitted.

Form Name: Volunteer Program Application
Date & Time: 06/06/2018 1:00 PM
Response #: 83
Submitter ID: 2273
IP address: 65.191.195.135
Time to complete: 2 min. , 4 sec.

Survey Details

Page 1

1. Date of Application:

06/06/2018

2. Board/Committee Interest (Check all that apply):

For information more information, please see the list of boards/committees on the [Volunteer Opportunities](#) page.

☒ Historic Preservation Commission

3. Contact Info

First Name: Richard
Middle Initial: N
Last Name: Vincent
Mailing Street Address: 130 Short Road
Physical Street Address: 130 Short Road
Preferred Phone #: 2086318444
Birthday (month and day only): May 28
Email Address: richardv@par5development.com
Pinehurst Resident Since: 2016

4. Summarize your educational background, volunteer, or work experience that would be helpful as a volunteer.

Educational Background:
Undergraduate: Bachelor of Arts Degree in Political Science, History, and Law - University of Cape Town South Africa.

Postgraduate: J.D. (Juris Doctor) degree - University of Cape Town (graduated 2010)

Volunteer work:

- Habitat for Humanity Team leader for the university of Cape Town from 2008-2010.
- Volunteer at DARG (animal humane society), active from 2007-2010.
- Volunteered coaching high school sport for 6 years (waterpolo and field hockey) from 2006-2011.

Work Experience;

REAL ESTATE BROKERAGE:

- Licensed real estate broker in CA since 2013, and was a Director for the National Retail Group of Marcus and Millichap (national real estate brokerage company).
- Top performing retail investment agent for the Ontario, CA office for 2015 and 2016. Attained numerous performance awards.
- To date have sold \$500,000,000 of commercial investment real estate nationwide and have acquired a vast knowledge of real estate valuation, negotiations, financial underwriting, and real estate contracts and sales.
- Active 2012 - 2016

CONSTRUCTION AND DEVELOPMENT:

- Currently the President of Rhetson Companies, a local company based in West End that specializes in commercial real estate development and construction. Job responsibilities include relationship management, new business origination, land acquisition, strategic planning, long range company forecasting and day to day leadership.
- Started in December 2016 - to present.
- Working in real estate development has allowed me to garner knowledge in all facets of development through the first initial municipal contact level through the entire zoning and entitlement process. In weekly

INTENT AND MOTIVATION behind the application:

My wife, Brianna, and I recently moved to Pinehurst full time from California. We have spent the last 12-15 months remodeling a 75 year home in the Village (130 Short Road) and got to learn the process from start to finish. We truly care about the incredibly special Village in which we are privileged to live, and want to get more involved in the community and volunteer work. We want to preserve the incredible history and legacy of Pinehurst but support strategic and necessary growth as Moore County, surrounding towns, and the word we live in continues to change and grow daily. Moreover, we are also passionate about architecture and the unique and diverse styles of homes that exist in the Village. It would be interesting and enjoyable to be a part of the HPC for that reason as well.

It would be a great honor to serve on the HPC, and serve the Village, and I would take the opportunity seriously and commit to being prepared and organized.

I appreciate the time and consideration.

Richard Vincent
208-631-8444
richardv@par5development.com

5. I certify that all statements made by me on this application are true and complete to the best of my knowledge. I understand that any false statement, misrepresentation, or omission may cause me to be excused from volunteer service.

Please initial for
certification. RNV

6. STATE OF NORTH CAROLINA

COUNTY OF MOORE

RELEASE AND ACKNOWLEDGEMENT

The undersigned ("volunteer") is an adult person of sound mind who wishes to serve the Village of Pinehurst as a volunteer.

In consideration of the Village's acceptance of the volunteer, the Village allows the volunteer to engage in volunteer activity and the volunteer does hereby acknowledge that he/she is not entitled to any Worker's Compensation benefits, medical benefits, sick leave benefits, pension benefits, or any other benefits which accrue to employees of the Village of Pinehurst and hereby releases the Village of Pinehurst from any claims for any such benefits or for any other claim arising from the activities of the volunteer for the Village of Pinehurst.

The volunteer has read this document thoroughly and there are no other agreements, oral, or written, which are inconsistent with this document.

Date 06/06/2018
Please initial for release
and acknowledgement. RNV

Thank you,
Village of Pinehurst, NC

This is an automated message generated by the Vision Content Management System™. Please do not reply directly to this email.

WebMaster,

Village of Pinehurst
 Bid Tabulation - Library Needs Assessment Proposals
 July 5, 2019

	Company Name	Contact	Email	Telephone	Address	Date & Time Bid Submitted	Proposal Amount
1	Crech & Associates	Michael S. Supino	msupino@crech-design.com	704-376-6000	1000 W. Morehead Street, Ste. 120 Charlotte, NC 28208	July 3, 2019 at 11:50am	hourly rates provided
2	Godfrey's Associates	Richard L. Waters	rlwaters@GodfreysAssociates.com	401-556-2398	6333 E. Mockingbird Lane, Ste. 147-840 Dallas, TX 75214	July 4, 2019 at 4:25pm	\$41,943.00
3	JK Sweeney & Associates LLC	Jennifer Sweeney	Jksweeney572@gmail.com	916-718-9442	4896 Steele Way Fair Oaks, CA 95628	July 5, 2019 at 2:21pm	\$32,100.00
4	Karen Dash Consulting LLC	Karen Dash	karen@karendashconsulting.com	919-444-1092	7236 River Road Wilmington, NC 28412	July 5, 2019 at 2:55pm	\$23,281.00
5	LibraryIQ	Deborah K. Joy	debbie.joy@lsslibraries.com	410-456-5881	2600 Tower Oaks Boulevard, Ste. 510 Rockville, MD 20852	July 5, 2019 at 2:35pm	\$32,000.00
6	McMillan Pazdan Smith Architecture	David R. Moore, II	dmoore@mcmillanpazdansmith.com	864-915-3283	400 Augusta Street, Ste. 200 Greenville, SC 29610	July 3, 2019 at 10:00am	\$70,300.00 - \$80,300.00
7	Ratio	Hal Bowen	hbowen@ratiodesign.com	919-256-4963	227 Fayetteville Street, Ste. 301 Raleigh, NC 27610	July 3, 2019 at 11:50am	\$48,000.00
8	Shepherd & Associates, LLC	Anne Shepherd	shepherdassociatesconsulting@gmail.com	727-278-5695	261 Portree Drive Dunedin, FL 34698	July 5, 2019 at 4:38pm	\$35,000.00

PROPOSAL FOR LIBRARY SERVICES NEEDS ASSESSMENT

VILLAGE OF PINEHURST, NORTH CAROLINA



LibraryIQ
A division of Library Systems & Services
2600 Tower Oaks Boulevard
Suite 510
Rockville, MD 20852
800-638-8725
Debbie.joy@lsslibraries.com
July 5, 2019

July 5, 2019

Ms. Natalie Hawkins
Assistant Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Dear Ms. Hawkins:

Thank you for the opportunity to provide a proposal for Library Services Needs Assessment for the Village of Pinehurst, North Carolina. LibraryIQ, the consulting division of Library Systems & Services, leverages experience operating 84 successful libraries across the United States with understanding of best practices and emerging trends to help libraries better serve patrons and communities. LibraryIQ will partner with Clearscapes Architecture+Art for the project; we look forward to providing data and analysis that reveal existing conditions and best practices, the community's needs and desires for library services and recommendations for future operation.

Project Understanding

The Village of Pinehurst is seeking a consultant to assess current operations, gather and analyze community input and describe need and demand for library services in the community. The project will be conducted in four stages:

1. Review existing conditions and identify best practices (a library assessment). LibraryIQ will assess current operations and map to public library best practices.
2. Solicit Broad Community Input. LibraryIQ's public engagement strategies will consistently include dialogue associated with the cost of delivering potential service enhancements. LibraryIQ will work with Village staff to formulate and execute an innovative and inclusive public engagement strategy designed to ensure broad community input by a representative demographic to determine the community's desires and realistic needs for improved or expanded library services.
3. Analyze Needs Assessment Findings and Formulate a Recommendation. LibraryIQ will compile and analyze the data and information collected to quantify the need and public demand for library services in Pinehurst. LibraryIQ will also identify and evaluate alternative strategies such as: collaborating with other government operated libraries locally; expanding existing library facilities; combining library services with Village Parks and Recreation department offerings; relocating current library services to an existing facility; constructing new facilities, etc.
4. Prepare and Deliver a Written Library Services Needs Assessment Report. LibraryIQ will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, best practices, community input, research and analysis performed, solutions evaluated, and a final recommendation. LibraryIQ will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting.

Commitment to Timeline

LibraryIQ will perform all project activities within the proposed timeline, subject to contract acceptance and execution dates.

LibraryIQ Qualifications

A deep understanding of patron and community needs, what libraries can offer, and how the two intersect is crucial to operating great public libraries. A LibraryIQ Services Needs Assessment, conducted by library professionals with decades of experience, will generate this understanding.

The Given Memorial Library is a valuable community resource. A solid understanding of current operations and community needs, combined with realistic recommendations, will ensure a solid future. Engagement with LibraryIQ will help ensure the Village of Pinehurst meets future community needs while staying true to core values of accessibility, community building, lifelong learning, and innovation.

Statement of Irrevocable Offer

The enclosed proposal is an irrevocable offer.

Thank you for your interest in LibraryIQ and consideration of this proposal.

Sincerely,

Deborah Joy

Deborah K. Joy
Director, Marketing
2600 Tower Oaks Boulevard, Suite 510
Rockville, Maryland 20852
Cell (410) 456-5881 Fax 301-881-3126
debbie.joy@lsslibraries.com

STATEMENT OF QUALIFICATIONS

LibraryIQ is a division of Library Systems & Services (LS&S). As the third-largest library network in the U.S., LS&S develops and executes library operations and services needs assessments, as well as strategic and facilities plans, for 20 regional public library systems. These same professionals craft services needs assessments and plans that move libraries—in sync with local government—toward broad community goals.

The LibraryIQ method is research-based, collaborative and iterative. Experienced professionals work with stakeholders to gather existing data and conduct extensive personal interviews, focus groups and community conversations with Library and Village leaders, local business, partner organizations, volunteers, staff, patrons and the public. Library-specific research is combined with the demographics, growth projections, economic, educational and cultural climate of the community to form a complete picture.

To successfully operate 84 public libraries across the United States, LS&S and LibraryIQ learn local needs in every community, anticipate change and evolve along with demands and opportunities. This extensive experience in communities with libraries of varying sizes and priorities gives LibraryIQ unique ability to perform services needs assessments of the highest quality.

Facilities partner Clearscapes Architecture+Art is a broad-based, full-service design firm headquartered in Raleigh, North Carolina. Clearscapes provides architectural design services for several public libraries as well as a range of public, private, and institutional clients across North Carolina. The firm recently partnered with Wake County, the City of Raleigh and the Town of Cary to build three new libraries and renovate one historic library. The firm has also completed more than 100 public and private art installations throughout the United States. Clearscapes' commitment to design is evident in the more than 80 design awards the firm has received. The commitment to client service is evident in the fact that two-thirds of the firm's work is for repeat clients.

GENERAL INFORMATION

LibraryIQ was launched to offer the same high quality assessment and planning services provided to 84 LS&S libraries across the United States. LibraryIQ empowers libraries to become true community destinations through data and insight from experts with decades of library experience. LibraryIQ helps libraries understand community needs, enhance service and maximize limited resources for the very best enrichment, community connection and contemporary living.

Library Systems & Services has partnered with local governments and libraries for more than 35 years. Driven by a social mission to provide information access and library service of the highest quality, LS&S offers a full range of library operation and management services and is trusted by 84 libraries across the United States.

The best possible service to library patrons is provided by LS&S library professionals, who focus on innovation to keep partner libraries on the leading edge of information science. As public library services shift and patrons' expectations grow and change, LS&S channels insight and expertise to create a new paradigm for libraries—resources not just for literacy education and enrichment but springboards for neighborhood unity and economic and workforce development.

LS&S employs nearly 1,000 people. More than 140 employees are professional librarians with MLS degrees from ALA-accredited library schools. LS&S staff cover every position necessary in libraries,

including information services, materials, technology and facility management, network administration, human resources, marketing, and accounting.

Clearscapes was formed in 1981 out of a collaboration between an architect and an artist, around the shared idea that architecture should be a functional work of art that serves to engage and inspire its users and their community. This simple premise of inspiration, collaboration, and community is the basis of the firm. Clearscapes merges the practice of architecture and art to inspire new ways of seeing and thinking about each.

INTRODUCTION AND EXECUTIVE SUMMARY

Proposing Firm:
LibraryIQ
Established 2017
A division of Library Systems & Services
Established 1996
2600 Tower Oaks Boulevard
Suite 510
Rockville, MD 20852
800-638-8725

Project Manager:
Deborah Joy
Debbie.joy@lsslibraries.com
Phone 410-456-5881

PROJECT UNDERSTANDING

The Village of Pinehurst is seeking a consultant to assess current operations, gather and analyze community input and describe need and demand for library services in the community. The project will be conducted in four stages:

5. Review existing conditions and identify best practices (a library assessment). LibraryIQ will assess current operations and map to public library best practices. Special attention will be paid to:
 - Existing library utilization rates, relative to other communities of similar size and demographics. *LibraryIQ uses a proprietary tool to analyze publicly available Institute of Museum and Library Services (IMLS) data to reveal library visits per capita, computer use, program attendance, cost per hour, circulation per capita, staff per 1,000 population and more. The Given Memorial Library will be compared with peer libraries with similar size service populations and budgets.*
 - Program and event attendance.
 - Population and demographic historical trends and projections.
 - Relevant planning documents and reports (e.g. strategic plans, etc.).
 - Existing space for children, teen, and adult programs and services.
 - Assess services currently available at Given Memorial Library as well as other publicly run library facilities in nearby communities.

- Reports and other information compiled by Village and library staff.
 - Successful library services in communities with similar demographics.
 - Library services industry standards and best practices.
 - Future library services that may be applicable.
6. Solicit Broad Community Input. LibraryIQ's public engagement strategies will consistently include dialogue associated with the cost of delivering potential service enhancements. LibraryIQ will work with Village staff to formulate and execute an innovative and inclusive public engagement strategy designed to ensure broad community input by a representative demographic to determine the community's desires and realistic needs for improved or expanded library services.

See Proposed Work Plan and Tasks section of this proposal for a listing of public outreach methods.

7. Analyze Needs Assessment Findings and Formulate a Recommendation. LibraryIQ will compile and analyze the data and information collected to quantify the need and public demand for library services in Pinehurst. LibraryIQ will also identify and evaluate alternative strategies such as: collaborating with other government operated libraries locally; expanding existing library facilities; combining library services with Village Parks and Recreation department offerings; relocating current library services to an existing facility; constructing new facilities, etc. Finally, if expansion and/or relocation is recommended, LibraryIQ will indicate the following:
- a. Recommended library facility size, in square feet.
 - b. Staffing requirements including full-time and volunteer staffing for each suitable location.
 - c. Critical information technology and furnishing requirements.
 - d. Projected initial capital and ongoing operating costs for each suitable location.
 - e. Potential funding strategies.
8. Prepare and Deliver a Written Library Services Needs Assessment Report. LibraryIQ will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, best practices, community input, research and analysis performed, solutions evaluated, and a final recommendation. LibraryIQ will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting.

PROJECT APPROACH

Public Engagement Strategy

The Library Services Needs Assessment will generate answers to these key questions:

1. What is the community's desired vision for the future of library services?
2. What are desired levels of library services and programs now and in the future?
3. What are the community's priorities for improvement?
4. What are the potential roles of the Village of Pinehurst and Given Memorial Library in library operation?

This effort comprises data collection through personal interviews with local leaders, onsite stakeholder focus groups, public community conversations and online user and non-user surveys.

LibraryIQ consultants are skilled facilitators and listen carefully, ensure that all voices are heard, capture nuance and dig deep to reach the heart of participant comments—all vital to gathering authentic input. In communities across the U.S., many people—even those who use the library—are not aware of the

possibilities for 21st Century library service. The project team will identify which focus groups and community conversations should begin with a brief description (including images) of modern library possibilities.

Stakeholder and public input will be gathered using the following methods. The Library Working Group will choose locations and the Working Group and LS&S consultants will collaborate on scheduling.

Personal Interviews:

- Given Library leaders
- Given Tufts organization leaders
- Pinehurst Village Council members

Focus Groups:

- One focus group with business leaders (FirstHealth and Pinehurst Resort if possible), Moore County Chamber of Commerce leaders and small business owners
- One focus group with leaders from Given Memorial Library partner organizations and educators, including representatives from Pinehurst Elementary and other Moore County Schools
- One focus group with Library Board and volunteers
- One focus group with teens (if possible)
- One focus group with Library staff
- One focus group with patrons and the public

Community Conversations

Listening sessions to be conducted at meetings or gatherings of civic groups, nonprofit boards, faith-based groups, Rotary or other gatherings as identified by Village staff/Library Working Group. It is suggested these sessions be added to the agenda of pre-planned meetings in order to ensure attendance.

- Up to two sessions

Surveys

LS&S consultants will conduct an online survey (one link) that branches into two separate surveys (user and non-user) based on whether respondent has used the Library during the past 12 months.

- User survey – targets patrons and focuses on existing library services
- Nonuser survey – targets residents who have not used the Library during the past 12 months and focuses on why the resident has not used the Library and what services might spark use

Village staff/Library Working Group will have input on question selection.

The online survey link will be emailed to Library patrons (addresses from ILS) and other available resident email addresses provided by Village staff.

The survey link will be shared and promoted via library marketing channels (in-library signage and fliers, Library website, Village of Pinehurst website, partner websites, social media and will be released to local media. This wide-ranging approach will yield the largest number of survey participants.

Key Milestones

- Individuals identified for personal interviews
- Personal interviews scheduled
- Personal interviews conducted
- Focus group participants identified

- Focus groups scheduled
- Focus group invitations and publicity complete
- Focus groups conducted
- Community conversation sites identified
- Community conversations scheduled
- Community conversations conducted
- Survey drafted
- Survey approved by Village staff/Library Working Group
- Survey conducted
- Survey results compiled and analyzed

Data and Information Strategy

Review of Given Memorial Library data and literature including, but not limited to:

- Funding
- Strategic plan
- Service delivery models
- Facilities
- Technology
- Programs
- Outreach
- Statistics, including use rate, visits, circulation, technology access, etc.

Review of Village of Pinehurst factors including, but not limited to:

- Population demographics
- Growth projections
- Economic climate
- Educational climate, including local community colleges and universities
- Cultural climate
- Civic engagement
- Historical context
- Library services available at Town of Southern Pines Library, Katharine L. Boyd Library (Sandhills Community College) Sandhills Regional Library System Carthage and Aberdeen locations
- Tufts Archives separation from Given Memorial Library

A virtual project kickoff meeting will include members of the PPLD project team and LS&S key personnel to share the approach to data collection and analysis (including comprehensive information request), confirm project scope, travel schedule, communication protocols and verify project deliverables. Project strategy and methodology will be confirmed.

The process will continue with a review of existing information provided by Village staff/Library Working Group including, but not limited to: ILS data, current and past budget reports, master facility plans, floor plans, Given Memorial Library, Given Tufts Organization and Village of Pinehurst strategic plans, January 2019 Library Working Group Report, previous needs assessments, annual reports, patron survey results, policies, technology plans, organizational chart (including relationship to County government), economic development plans, local retail analysis, County master plan and etc.

LibraryIQ consultants will use proprietary technology to compare the Given Memorial Library with selected peer libraries of similar size and budget across many categories, including Library Journal ranking, spending analysis, staff per 1,000 population and cost, visits, library use and five-year service and

funding trends. This comparison, based on publicly reported Institute of Museum and Library Services data, provides an excellent understanding of operational efficiency.

Key Milestones

- Virtual project kickoff meeting scheduled
- Virtual project kickoff meeting complete
- Travel/visits scheduled
- Information/data request shared with Village staff/Library Working Group
- Information/data received
- Analysis of information/data complete

PERSONNEL QUALIFICATIONS

Jennifer Giltrop, Chief Library Officer

Jennifer oversees all operations of LS&S library systems and leads a team of 20 Library Directors in six states who work with staff to operate thriving libraries. Jennifer lives the LS&S value of library innovation, and believes public libraries are hubs where patrons can create, collaborate and improve their lives. Prior to joining LS&S Jennifer was the Interim and Deputy Director of the Jacksonville, Florida Public Library. She helped create the Library's first maker space, and the system was named Florida Library of the Year in 2017. Jennifer has also held leadership roles at the Washington, D.C. Public Library, Seattle Public Library, Rockford Public Library in Illinois and Kent District Library in Michigan. Jennifer has extensive experience in business and accounting. She earned a BS in Business Administration from Aquinas College and Master of Library and Information Science from Wayne State University.

Deborah Joy, MLS, Marketing Director

Debbie is a library professional with experience in public librarianship, grant writing, communications and marketing. At LS&S, Debbie leads strategic planning and management consulting for library clients as well as marketing and grants for LS&S-operated libraries. She led strategic planning engagements for the Matanuska-Susitna Public Libraries near Palmer, Alaska, the Escondido Public Library and Shasta Public Libraries in California. Debbie also led library assessment projects for the Lena Armstrong Library in Belton, Texas and the Ethel M. Gordon Oakland Park Library in Florida. At the Enoch Pratt Free Library in Baltimore, Debbie's work included design, planning and funding of literacy programs for children, teens and adults. Debbie brings a strategic, results-driven approach and a deep dedication to the mission of the public library. She earned a Master of Library Science from the University of Maryland and a Bachelor of Science in Journalism from the University of Kansas.

Steve Coffman, MLS, Vice President for Library Support Services

Steve is an internationally-recognized expert on innovative approaches to library service. He introduced the Ask-Us-Now live virtual reference service and is responsible for a variety of innovations at LS&S including centralizing the Integrated Library System, acquisitions, and technical services functions in 84 libraries. In February 2004 Steve's article *Saving Ourselves: Plural Funding for Public Libraries: Can Libraries Break Their Dependence on Tax Monies by Following NPR's Example?* was published in *American Libraries* magazine. Steve has extensive experience with strategic planning and service design including the Finney County, Kansas Library, the Jackson-Madison County, Tennessee Library, and the Leander, Texas Library. Steve has significant experience in electronic access to library services. He earned a Master of Library Science from the University of California, Los Angeles and a bachelor's degree in the Humanities from San Francisco State University.

Fred Belledin, AIA, Principal, Clearscapes Architecture+Art

Fred has led many of Clearscapes' largest and most sustainable projects. As a principal, he oversees collaborative design processes from project concept through construction. Long interested in both design and craft, Fred joined Clearscapes as an architectural intern in 1997, working in both the architecture and art studios. Today, Fred's focus is on community-driven work including public convention, community, and transit centers and destination mixed use and collaborative spaces. He brings special expertise in working with historic structures, completing dozens of historic tax credit projects and chairing state and local historic preservation boards and commissions.

Elizabeth Caliendo, AIA, Project Architect, Clearscapes Architecture+Art

Elizabeth is responsible for the development of projects throughout all phases of design and construction. She joined Clearscapes six years ago from a corporate architecture firm to focus on projects that have significant impact to local communities. The projects she has led while at Clearscapes include a regional library and attached parking deck, an arts and community center, and a broad range of public facilities. Elizabeth also brings expertise with historic structures and settings as a former chair of the Certificate of Appropriateness Committee for the Raleigh Historic Development Commission.

REFERENCES

Ethel M. Gordon Public Library

Andrew Thompson, CGFO

Director, Financial Services

City of Oakland Park

3650 N.E. 12th Avenue

Oakland Park, FL 33334

954-630-4203

andrewt@oaklandparkfl.gov

Ethel M. Gordon Public Library

Heidi M. Burnett BA, MLIS, CPRP

Director of Library and Cultural Services

City of Oakland Park

1298 NE 37th Street

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954.630.4510 Phone

heidib@oaklandparkfl.gov

Lena Armstrong Public Library

Gene Ellis, CPM

Chief of Police

Assistant City Manager

City of Belton

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Recreational & Library Manager
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907-861-7868
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Escondido, California Public Library
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City Manager
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Escondido, CA 92025
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For Clearscapes Architecture+Art
Wake County Public Libraries
Michael J. Wasilick
Director
4020 Carya Drive
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(919) 2501206
Libraryadministration@wakegov.com

PROPOSED WORK PLAN AND TASKS

See Project Approach section for full listing of specific approaches, methods and assumptions.

All qualitative and quantitative data will be analyzed, and results will be benchmarked with best practices to develop initial findings.

LibraryIQ consultants will share these findings in a draft report to include:

- Summary of existing conditions
- Summary of community input, including need and public demand for library services in Pinehurst
- Explanation of research and analysis
- Potential solutions (could include collaboration with other government operated libraries locally; expansion of existing library facilities; combining library services with Village Parks and Recreation department offerings; relocation of current library services to an existing facility; new facility construction, etc.)
- Final recommendation

Clearscapes consultants will review and provide input on funding, library/community planning documents, facilities, technology and statistics.

Other deliverables include:

- Survey used to solicit public input, along with a summary of results.

- Summaries of input obtained from personal interviews, focus groups and community conversations.
- All deliverables will be provided digitally in pdf, Microsoft Word, Microsoft Excel or Microsoft Powerpoint format.

If expansion and/or relocation is recommended, LibraryIQ and Clearscapes consultants will include:

- Recommended library facility size, in square feet.
- Staffing requirements including full-time and volunteer staffing for each suitable location.
- Critical information technology and furnishing requirements.
- Projected initial capital and ongoing operating costs for each suitable location.
- Potential funding strategies (e.g. grants, municipal funding, tax credits or private resources).

Feedback on the draft will be sought from Village staff/Library Working Group. This feedback will be incorporated into the draft report until a final version is approved.

The final report (15 copies), including analysis and recommendations, will be presented to the Pinehurst Village Council in a public meeting during a one-day onsite visit.

PROJECT TIMELINE

Phase One: Review Existing Conditions/Data and Information Gathering

*September 15 – October 15, 2019

Phase Two: Solicit Input/Public Engagement

October 16 – November 30, 2019

Phase Three: Conduct Needs Assessment/Form Recommendation

December 1 – 31, 2019

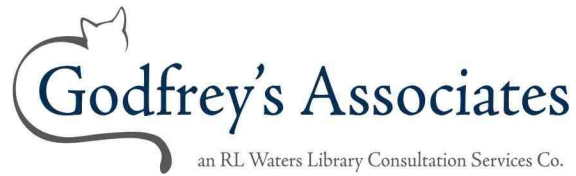
Phase Four: Prepare and Deliver Written Report

January 1 – 15, 2020

**Please note these dates are subject to change pending project start date.*

COMPENSATION/FEE SCHEDULE

ITEM	COST
Travel includes two visits to the Village of Pinehurst: Visit one: Two consultants, three days onsite; Clearscapes consultant one day onsite Visit two: Presentation of final report. One consultant, one day onsite	\$5,600
Consulting services for all project activities	\$26,400
Total project cost	\$32,000
Fee schedule for additional costs if the Village of Pinehurst requests services beyond those described in the Scope of Work and Deliverables sections	\$90/hour



6333 E Mockingbird Lane, Ste 147-840

Dallas, Texas 75214

(401) 556.2398 rlwaters@godfreysassociates.com

Richard L. "Dick" Waters, Principal Consultant & Contact

PROPOSAL SUBMITTED JULY 4, 2019

**REQUEST FOR PROPOSAL
LIBRARY SERVICES NEEDS ASSESSMENT
FOR THE
VILLAGE OF PINEHURST, NORTH CAROLINA**

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TRANSMITTAL LETTER



July 4, 2019

Village of Pinehurst
395 Magnolia Road
Pinehurst, North Carolina 28374

To Whom It May Concern:

The Village of Pinehurst (VoP) is seeking to engage consulting services to conduct a study of public library services that will review existing utilization rates relative to communities of like size and demographics, historic population/demographic trends and relevant reports/planning documents that includes data compiled by VoP and library staff, identify existing utilization of space for customers and services, assess existing services at Given Memorial Library (GM) and other public libraries in nearby locales, research and examine library services in locales with like demographics, identify library standards and best practices and future library services and their potential applicability for the current and future residents of VofP.

Godfrey's Associates, Inc. has 40 continuous years of provided highly successful consulting services for public libraries in North Carolina, the Southeast, the nation (projects in 47 of the 50 states). Our team of consultants - four librarians and one architect, all based in Dallas - have worked together on several projects. We know libraries, librarians, and local and state government. Our projects have included Needs Assessments, Facilities Studies, Facility Planning and Programming, Staffing Studies, Operational and Capital Cost Projections, Information Technology Planning, Fundraising Advice (we are not, however, fundraising consultants), and Community Engagement.

For most of our approximately 370 projects we have facilitated a robust community engagement process. Why? Because we believe people are generally down on what they are not up on - and our goal in every project we undertake is to get as many people as possible "UP" on the local library - one of, if not the, single most important service local government can provide its residences and business establishment because the library is for all people and is rich with information that can and does touch all lives - truly The People's University. "The Future Belongs to Those Who Plan for It."

We commit to the requested four-month time period, and this is our irrevocable offer.

Thank you.

Richard L. Waters
Principal Consultant, Project Contact, and
Owner of Godfrey's Associates, Inc.

INTRODUCTION AND EXECUTIVE SUMMARY

The Village of Pinehurst is seeking consulting services to conduct a thorough Library Services Needs Assessment that will compile and analyze data and information collected and obtained via research, investigation, and community input in order to quantify the need and public demand for library services in Pinehurst. The Needs Assessment is to be based on extensive community participation and an experienced understanding of both current and future library services and their applicability to Village of Pinehurst residents. The Assessment will prioritize and document community interest in current and future services, document options to deliver services with regard to facilities and methodology. The Assessment will consider current and projected demographics and population trends, evaluate the need for physical facilities that can best deliver the required library services. A period of four-months is desired for completion of the Needs Assessment.

Godfrey's Associates, Inc. is a library consulting firm based in Dallas, Texas. The firm was founded in 1979 as H.B.W. Associates and has been in business continually for 40 years. The firm changed names when ownership changed from a partnership to a sole owner. In 2006 we became Godfrey's Associates, Inc., a sub-chapter S corporation. Godfrey's offers full and extensive services. Owner and principal consultant Richard L. "Dick" Waters is a librarian. His experience includes work in three different public libraries. Dick has been a full-time library consultant since 1985. He will be the principal consultant for this project.

Working with Dick will be three experienced associate consultants, each a degreed librarian, and one architect. The five-member team has worked together on several projects over the past seven to eight years.

Our work for and with the Village of Pinehurst and the residents and business establishments of the greater Pinehurst community will begin with a review existing conditions and identification of best practices on a local, state, and national basis. We will seek to understand the existing environment and community use of existing library services. We shall review existing library utilization rates relative to other communities of similar size and demographics, program and event attendance, and relevant planning documents and reports as well as identify the existing library space for children's, teens/tween, and adult services and programs and assess services currently available at Given Memorial Library as well as other libraries in nearby communities. In all we will undertake and complete 13 separate tasks and provide the VoP with 11 written deliverables.

Our next major task will be the solicitation of community input -- what we refer to as Community Engagement. Participation by residents of the Village of Pinehurst is important for the development of a fair and representative Library Services Needs Assessment. As we have said many times, "People are generally down on what they are not up one." It is critically important to get as many folks as possible "up" on public library service in Pinehurst. Our public outreach is proposed to include, but not limited to:

- Focus group discussions, general community meetings, and stakeholder interviews;
- Other relevant and cost effective methods to solicit input via local social or event gatherings; and
- Surveys to determine;
 - Resident desires and needs for library services and satisfaction with existing services,
 - Resident interest in expanding current and support for applicable future services,
 - Resident interest in utilizing services of other local publicly operated libraries, and
 - Creative ways and means that a library could utilize to address and respond to resident needs.

The public participation phase will be carried out in seven discreet tasks (14 - 20) with seven deliverables.

With the completion of the two initial major tasks -- about nine weeks into the project -- our attention will focus on completing the Assessment phase of the project and formulating our recommendations. We will compile and analyze the data and information collected and obtained through research, investigation, and community engagement to quantify the need, public demand, and public willingness to support relevant library services for the Village of Pinehurst. We will also identify and evaluate these alternative strategies:

- Collaborating with other libraries operated by local libraries;
- Expanding the existing library facility;
- Combining library services with VoP Parks and Recreation;

- Relocating to an existing facility capable of supporting library services;
- Constructing a new facility; and
- Other means of providing library services the consultant we will bring to your; and
- Indicate library facility size, staffing, technologies, capital and operational cost estimates, and potential funding sources.

In conclusion, we will prepare, deliver, and present in a public meeting a Library Services Needs Assessment Report, summarizing existing conditions, best practices, community input, performed research and analysis, evaluated solutions, and final recommendations. There will first be a draft of the Final Report for review. Following your review, we will make any needed adjustments and prepare the aforementioned final Library Services Needs Assessment Report.

GENERAL INFORMATION

Godfrey's Associates, Inc. specializes in library planning for all types of libraries. Formed in 1979, we have provided outstanding library consulting services throughout the country for the past 40 years. Godfrey's Associates, Inc. will be the prime contractor for this project. We are located in Dallas, Texas.

Godfrey's is a sub-chapter S corporation. We have worked with 370 libraries in 47 of the 50 states.



Sampling of work across the United States.

Our international work includes projects in Kuwait, Panama, and Taiwan.

Services We Provide

- **Library Needs Assessments and Space Planning** – We have facilitated dozens of needs assessments and facility planning assignments. We typically combine our assessments with 20-year space projections, providing our client with a two-page snapshot, developed in five-year increments based upon service area population and demographic projections. We analyze and project services and space needs for collections, seating, technology, personnel, and support spaces i.e. loading areas, entrance and lobby space, and gathering spaces.
- **Community Engagement** - Godfrey's prefers a robust series of activities and events. We have undertaken one or more of the following on most of our projects:
 - Facilitated over 200 **focus group** meetings for more than 90 libraries;
 - Conducted 300 plus **one-on-one interviews** with key stakeholders;
 - Interacted with the general public in **dozens of community meetings**; and
 - Performed online, telephone, and in-library, **surveys** for libraries cross the country.
- **Information Technology Assessment and Planning** – Planning for the best utilization of information technologies (IT) and systems is a key component of each project. Our process involves understanding what the client now has, can it be improved, what new should be considered, and how much space and the dollar cost for implementation.
- **Building Programming** – We have completed 140 building programs for about 20 million square feet of space -- libraries that range in size from 3,000 to 1 million square feet. Our programs have been for new facilities, renovation, and expansion projects.

We may involve one sub-contractor on this project for the Village of Pinehurst. The sub-contractor would be [Opinion Research Specialists \(ORS\)](#), a survey company based in Springfield, Missouri. We have worked with ORS on several past projects. For VoP they would provide a telephone survey (see our Project Approach for additional information).

STATEMENT OF QUALIFICATIONS - Personnel

Richard L. “Dick” Waters, Principal Consultant - Dick Waters received the Master of Librarianship from the University of Washington. Upon graduation he joined the staff of the Dallas Public Library (DPL) as Head of the Science & Industry Department. He was promoted to Chief of Branch Services, then Chief of the Central Library, Associate Director of Public Services, and Acting Director on two occasions. He left DPL January 1985 to become a full-time consultant for H.B.W. Associates, Inc., (subsequently Godfrey's Associates, Inc.). He has been the Principal Consultant on all of the firm's projects.

Dona Weisman, Associate Consultant for Community Engagement and Services - Before joining Godfrey's as an Associate Consultant in 2014, Ms. Weisman had 30 years of experience providing consulting and training regarding issues, trends, and best practices in public libraries. Clients have included public library managers, staff and volunteers, library board members and friends, and advocates. She was a youth services librarian and assistant branch manager for the Dallas Public Library, a youth services librarian in Wylie, TX, and assistant librarian K-8 Department of Education school library in Ulm, Germany. As a consultant for both the Northeast and North Texas Regional Library Systems, she was responsible to 200 North Texas public and nonprofit public libraries in communities ranging from 236 residents to over a million. She was “on-call” to help as each grappled with providing services appropriate to its own unique suburban, urban or rural community, assisting in addressing concerns of library administration, staff, volunteers, and supporters – demands requiring constant awareness of current public library issues, trends, and best practices. Dona was awarded her MLS by the University of Texas and a Nonprofit Management Certificate at Dallas County College and the Dallas Center for Nonprofit Management.

Andrew C. “Andy” Wright, Associate Consultant for Information Technology & Collections - Since 2005, Andrew has managed eServices and Materials for Dallas Public Library. Andy was a member of a team that planned and implemented a shift in materials selection to EBSM (Evidence Based Stock Management) and customer driven selection. Prior to coming to the United States, Andy was on the staff of the Higher Colleges of Technology Abu Dhabi, U.A.E. where, among other responsibilities, he selected a new library management system to replace the existing Horizon system, implemented cataloging module and OPAC of Millennium library management system, provided cascade training, and developed and implemented standards for newly created digital learning objectives. His work with Godfrey's includes, among other projects, Falls Church, VA, Technology and Technical Services, Westminster, CO, Information Technology, and Charlotte County FL, Technology and Technical Services. He is graduate of the University of North London, Post Graduate Diploma in Information Studies and Thames Polytechnic, awarded BA (Honors) Humanities 2:2.

Judy Daniluk, Associate Consultant for Data Research Collection & Analysis - Judy had seven years of experience as a librarian consultant for the North Texas Regional Library System, where she focused on topics related to current library technology issues and served as librarian consultant to nearly 80 city, county, district, multi-jurisdiction, and nonprofit public libraries. Following the 2013 closing of the State Library systems, she continued providing technology and other consulting assistance to libraries and nonprofit organizations on a volunteer basis. Skilled at research, analysis, and reporting, she participated in developing multiple proposals for IMLS/LSTA-funded grants from the Texas State Library and Archives Commission (TSLAC) and in implementation of the funded projects. Prior to entering the field of librarianship Ms. Daniluk spent 16 years in the software development industry. She has been working with Godfrey's for the past five years. Judy holds a MLS from North Texas State University, Denton and a Masters in Computer Science, Johns Hopkins, University, Baltimore.

Bradley A. “Brad” Waters, Architect - Brad, Dick's oldest son, received his BA in Architecture from Washington University, St. Louis and his Master's in Architecture from the University of Texas at Arlington. Brad and Dick have collaborated on 20 - 25 planning, programming, and design projects from coast to coast. Currently he is working with Godfrey's on a *21st Century Library Master Plan* for the Santa Fe (NM) Public Library. Brad's work prior to joining forces with his father included work for HDR in Omaha, Vietta in Philadelphia, and HOK in New York City where he was project director for the

renovation of Grand Central System. His library space planning and floor layout work includes libraries in Florida, Delaware, Michigan, Wyoming, Arizona, New Mexico, and Oregon. Library design work includes projects in Lewiston, ME, Big Piney, WY, Bonham and Pampa, TX, and Commerce, CA.

STATEMENT OF QUALIFICATIONS - Five Projects Completed Within the Past Five Years

We provide a brief summary for each of the five listed projects. Samples of different work products from each of project can be viewed at <http://elephantinthelibrary.com/docs/SelectedGodfreysProjects.html>. A chart listing a few projects of the size of VoP follows the five project descriptions.

The [Venice \(FL\) Library](#) (2018 population 23,376, 96.5% Anglo, 61.1% 65+ age). Venice is a branch of Sarasota County Libraries. In 2016 the County Health Department surveyed the existing building and found it mold infested such that it was unsafe to work or visit the library, requiring closing and demolition. The County issued an RFP for architectural services, a Sarasota firm was selected with Dick Waters as Library Building Consultant. Mr. Waters first undertook a robust Community Engagement process ([**see link Community Engagement Report**](#)) followed by a draft of the Building Program. The draft was reviewed on-site with stakeholders, Library staff, and the architects. Following the review the program was changed as needed, finalized, and accepted. Dick was asked to review the schematic and design development phases. The building opened January 2019.

[Burney \(CA\) Library Feasibility and Space Planning Study](#) (a CDP by US Census, population 3,154, 85.1% Anglo, 16.7% 65+). A new branch library for this mountain community in Shasta County. Our work involved focus groups, a community meeting, an on-site design charrette, meetings with the County Administrator and Director of Public Works, Library staff, and Friends. We prepared different options as to how to organize the building's interior spaces. We also projected parking needs and detailed operational and capital budget projections. The operational budget projections were through FY22. From the local in charge of the project, Neil McAuliffe, "It has been a real pleasure working with you and your team (Dick and Brad Waters plus a Redding husband/wife architectural team). You in particular Dick are a class act. This has been a demanding project with a tight budget." ([**see link Presentation: Design for a New Burney Branch Library**](#))

[Westminster \(CO\) Public Library Master Plan 2024-2020](#) (population 113,975, 85% Anglo, 12.6% 65+). There was a robust Community Engagement with focus groups, stakeholder interviews, City officials [elected and appointed] interviews). We accessed two libraries (one a joint-use with a local community college), technology, staffing, technical services, operational budgets, site analysis for potential new libraries. We proposed two new facilities, expansion of one existing, technology upgrades, technical services work flow changes to reduce backlogs, staffing needs, new organizational chart, and funding needs for capital projects and operations; Draft report submitted, vetted, modified as needed, and Final Report adopted. ([**see link Soaring to New Heights Final Report and/or Executive Summary Strategic Master Plan 2014 - 2020**](#))

[McCall \(ID\) Public Library, Space Needs Assessment and Planning](#) (population 2010 census 3,115 [legal service area population is 4,000], 93.6% Anglo, 13.4% 65+). McCall's population increases each year during the late spring - early fall from 2X - 4X as a result of it being a lake front community surrounded by mountains, making it a resort community four to five months of each year. Dick Waters and Godfrey's worked with a Denver architect on this project, engaging the community and staff in focus groups and community meetings, and detailed discussion with City officials. We prepared and presented two options for their crowded, undersized facility -- expanding the current 4,150 SF facility or clearing an adjacent site for a new facility that would allow the overcrowded City Hall to connect to the existing library for expansion of city offices. Cost estimates were prepared, as was a peer analysis ([**see link Talking Points, Options and Probably Costs and Peer Comparisons**](#)).

[Delaware Division of Libraries Statewide Master Plan for Library Services for all 34 Public Libraries](#) (state population 967,714, 69.5% Anglo, 18.7% 65+. Communities with public libraries range in size from 70,851 [Wilmington] to Frankford 847. Two other locales as example - Milford 11,353, 67.4% Anglo, 19.7% 65+ and Georgetown 7,427, 70.9% Anglo, 15.6% 65+). This was a "soup to nuts" project as the consulting team (led by HMBA, a New York City a/e firm) visited every library, had numerous interviews and community engagements. We utilized surveys, conversations with staff in every library as well as the Division, visited and assessed every facility and the spaces within eac ([**see link Library Snapshot**](#))

Template and Functional Assessment spreadsheet). Our report and recommendations also addressed services, collections, operations, and funding. Recommendations were developed and delivered for each of the 34 libraries and the state as a whole. Dick Waters presented workshops for Library Board members and Library Staff on *Budgeting Time and Money* and *Fundraising*.

This was the second statewide plan for The First State (first to sign the US Constitution) we were involved with, having completed a similar plan 12 years ago when we were the prime consultant.

Partial List of Clients Serving Populations of 1,500 - 26,300	Population Served	Square Miles of Service Area	Number of Facilities
Bay City Public Library, Texas	26,216	9.0	2
North Bellmore Public Library, New York	26,085	3.0	2
Reading Public Library, Massachusetts	25,327	10.0	1
Lovett Memorial Library, Pampa, Texas	22,075	9.0	1
Greenville Public Library, Rhode Island	21,430	6.0	1
Georgetown Public Library, Delaware	16,053	4.0	1
Warren Township Library, New Jersey	16,029	20.0	1
Commerce Public Library, California	13,060	7.0	4
Bonham Public Library, Texas	10,058	9.0	1
Clark Memorial Library, Rhode Island	7,708	1.0	1
Snow Library, Orleans, Massachusetts	5,868	21.0	1
Jamestown Philomenian Library, Rhode Island	5,405	10.0	1
New Castle Public Library, Delaware	5,348	3.0	1
McCall Public Library, Idaho	4,000	10.0	1
Burney Library, California	3,154	5.0	1
Big Piney Library, Wyoming	1,552	1.0	1

Sources: IMLS for population served, FY2015; U.S Census Bureau, *QuickFacts*, for population as of July 1, 2017 & number of square miles of service area as of the 2010 Census. Number of facilities are taken from respective library websites.

UNDERSTANDING THE VILLAGE OF PINEHURST PROJECT

The Village of Pinehurst (VoP) is seeking a consultant to conduct a Library Services Needs Assessment (hereinafter The Assessment) that will compile and analyze data and information collected and obtained through research, investigation, and community outreach to quantify the need and public demand for library services in Pinehurst. The Assessment is to be based on extensive community input and a thorough understanding of the universe of existing and future library services and their applicability to Village of Pinehurst residents. The Assessment will prioritize and document the community's interest in the current and future services, documenting the options to deliver the services in terms of facilities and methodology. The Assessment will consider current and projected demographics and population trends. The Assessment must evaluate the need for physical facilities determined best to deliver the required library services. Facility characteristics should be described, including:

- Potential size;
- Locations;
- Staffing;
- Information technology;
- Furnishings; and
- Potential operating and capital costs.

Completion of the work within a four-month timeframe will result in a final Library Services Needs Assessment Report. As a result of The Assessment, the Village of Pinehurst will gain an understanding of library services that are both appropriate and responsive for all residents as well as any and all new and/or upgraded library facilities necessary to satisfy community needs. Village of Pinehurst staff, augmented by representatives from the Given Memorial Library, will provide the consultant with needed information and will, on a regular basis to be determined, meet with the consultant to facilitate the collection of public input and review interim work products. Village of Pinehurst staff will be the primary consultant contact throughout the needs assessment. The final scope of work will be developed in collaboration with the selected consultant.

The scope of work requested, at a minimum, will include:

A. Review Existing Conditions and Identify Best Practices - The consultant will seek to understand the existing environment and the community's use of library services. The consultant will also identify best practices for library services to include:

- Review existing library utilization rates relative to other communities of similar size and demographics. This review will include municipal libraries as well libraries that operate as a 501c(3) organization;
- Review library program and event attendance;
- Review population and demographic historical trends and projections;
- Review relevant planning documents and reports (e.g. strategic plans, etc.);
- Identify the existing amount of space for children, teen, and adult programs and services such as research, studying, testing, and meeting spaces;
- Assess services currently available at Given Memorial Library as well as other publicly operated libraries in nearby communities;
- Review all relevant reports and information compiled by Village and library staff;
- Examine successful library services in communities with similar demographics;
- Identify library services industry standards and best practices; and
- Identify future library services that the consultant, based on the findings from the above, proposed as being applicable for the Village of Pinehurst.

B. Solicit Broad Community Input - A robust, effective, and authentic participation by residents of the Village of Pinehurst is important for the development of a fair and representative Library Services Needs Assessment. The consultant's public engagement strategies must consistently include dialogue associated with the cost of delivering existing and potential service enhancements. The consultant is expected to work with Village staff to formulate and execute an innovative and inclusive public engagement strategy. The public engagement strategy should be designed to ensure broad community input by a representative demographic that determines the community's desires and realistic needs for improved or expanded library services. Public outreach methods may include, but not limited to:

- Focus group discussions, general community meetings, and stakeholder interviews;
- Other relevant and cost effective methods to solicit input via local social or event gatherings; and
- Surveys to determine;
 - Resident desires and needs for library services and satisfaction with existing services,
 - Resident interest in expanding current and support for applicable future services,
 - Resident interest in utilizing services of other local publicly operated libraries, and
 - Creative ways and means that a library could utilize to address and respond resident needs.

C. Conduct the Needs Assessment and Formulate a Recommendation - The consultant will compile and analyze the data and information collected and obtained through research, investigation, and community engagement to quantify the need, public demand, and public willingness to support relevant library services in the Village of Pinehurst. In addition, the consultant will identify and evaluate alternative strategies such as:

- Collaborating with other libraries operated by local government(s) operated libraries locally;
- Expanding existing library facilities;
- Combining library services with Village Parks and Recreation department offerings;
- Relocating current library services to an existing facility built to support library services;
- Constructing new facilities; and
- Other means of providing library services the consultant bring to the attention of the Village of Pinehurst. If expansion and/or relocation is recommended, the consultant should indicate the following;
 - Recommended library facility size in terms of assignable, net assignable, and building gross square feet,
 - Staffing requirements including full-time, part-time, and volunteer staffing needed for each suitable location,

- Necessary information technology infrastructure, software, and equipment,
- Furniture and equipment requirements.
- Projected initial capital and ongoing operating costs for each recommended and approved location, and
 - ✓ Potential funding strategies, to include by not limited to,
 - ✓ Grants (state and federal),
 - ✓ Municipal funding such as general obligation bonds or possibly revenue bonds,
 - ✓ Tax credits, and
 - ✓ Private resources/donations such as named spaces, endowed collections, etc.

D. Prepare and Deliver a Written Library Services Needs Assessment Report - The consultant will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, best practices, community input, research and analysis performed, solutions evaluated, and final recommendations. The consultant will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting.

PROJECT APPROACH, WORK PLAN, AND TASKS

A. Review Existing Conditions and Identify Best Practices - Godfrey's will request and review relevant planning documents from VoP such as the latest strategic and/or master plan(s) and other studies, etc. deemed by VoP to be important (**Task 1**). We will review the existing environment of library services available at GML and other libraries nearby, as well as the community's use and desire for library services. We will compare GML usage data with that of public libraries in communities of similar size and demographics, and we will examine, within the limits of available data, Village residents' usage of nearby public libraries as compared with their usage of GML (**Task 2**).

Data for GML (collection size, usage figures, income and expense figures, review of library program events and attendance, etc.) will have to be provided by GML inasmuch data does not appear to be available from the North Carolina State Library, Institute of Museum & Library Services (IMLS), or Public Library Data Service (PLAMetrics). This review will also include libraries throughout Moore County as well as those in adjacent counties that meet size and demographic criteria that will be jointly developed by Godfrey's and the Village of Pinehurst (**Task 3**).

Once similar communities have been identified, we will assemble and compare data on the various libraries and their usage (**Task 4**). In addition, we will contact and glean information from similar libraries that operate under 501c(3) organizations. Besides collecting and analyzing utilization data we will also develop a list of "Best Practices." We will extend this task further afield using the knowledge we have obtained from working with hundreds of libraries throughout the country as well as a thorough literature search (**Task 5**). We will also undertake a thorough demographic and population analysis of Pinehurst and Moore County. Pinehurst and Moore County data will be obtained from U.S. Census data and other/or state and regional sources. We will also obtain data from a market research firm, DecisionWhere, Inc., that we have used on numerous projects (**Task 6**).

As part of our review of existing conditions we will thoroughly examine the existing GML/Tufts facility from physical, functional, and technological (width of broadband, ILS provider, number of PCs for public use, etc.), aspects (**Task 7**). The physical exam will look at such issues as ADA compliance, fenestration, the HVAC system, flooring and floor covering, power distribution, restrooms, landscaping, and parking (**Task 8**). On the functional side we will identify the existing amount of space for children, teen, and adult programs and services such as collections, programming, and spaces for research, studying, testing, and meetings. We will prepare a functional assessment chart that examines over 90 exterior and interior considerations and scores each on a 0 to 5 scale. When completed, we will have a clear picture -- in our minds -- of the strengths and weaknesses of the current library facility (**Task 9**). We will also prepare a block plan of the existing interior layout for later use when we begin to formulate recommendations (**Task 10**).

As part of the space-planning phase of the Needs Assessment we will identify and consider any other entities in VoP that offer space for these activities, and see whether there is a gap that GML fills or needs to fill as well as assessing services currently available at other publicly operated libraries in nearby communities and consider whether overlapping services are provided by libraries or other

(non-library) entities in VoP or nearby communities (**Task 11**). We will prepare a map showing where there are relevant services in relation to VoP and a drive-time table showing how far residents would have to go to be able to access services in other libraries (**Tasks 12 & 13**).

For this first of four phases of our work with you we will prepare eleven (11) **deliverables** to include:

- Library Data Findings for Pinehurst, Moore County, and other communities (Deliverable #s 1 - 3;
- Best Practices #4;
- Population/Demographics and Utilization studies #s 5 ad 6;
- Functional Assessment #7;
- Building Block Plan #8;
- Technology Assessment #9
- Map showing locations of other relevant services #10; and
- Drive Time Table #11.

Our practice is provide our clients with information as we gather and analyze on a task-by-task basis rather than dumping a “mountain” of data at the end and expect the client to review all of it in a short period of time. We will request you review each Deliverable and let us know if there are any changes or clarifications that need to be made. If there are we will, of course, make them and finalize each Deliverable. The deliverable will constitute part of the appendices in the Final Report.

B. Solicit Broad Community Input - Godfrey's will undertake a robust community engagement process. The following methodologies will be utilized:

Stakeholder Interviews - we are proposing ten (10) one-on-one stakeholder interviews. More can be included as an additional service. Each interview would take place in a place of the interviewee's choice and each would list 30 - 45 minutes. Principal Consultant Dick Waters will conduct the interviews. Once a list and a schedule has been developed Dick will contact each person 24 - 48 hours in advance as a reminder. Total anonymity is guaranteed for each person interviewed.

We will need the VoP to identify the stakeholders and, ideally, make an initial contact to determine their interest and availability. Once we have the names along with contact information we can proceed as described above.

Focus Group Discussions - a minimum of nine discussions, each lasting about two hours (**Task 14**). Potential groups (formal or informal) could include:

- GML identified current customers (patrons);
- Senior citizens;
- Caregivers of young children (parents, early childhood education providers, day care personnel, etc.);
- Businesspersons;
- Educators (2 groups of teachers and administrators) drawn from;
 - Pinehurst Elementary,
 - Pinecrest High,
 - Episcopal Day,
 - Sandhills Classical Christian,
 - The O'Neal School,
 - Moore County School District, and
 - Sandhills Community College (two Educators;
- Home school parents and students;
- Teens; and
- Library staffs/volunteers.

We will also need the VoP to identify the potential Focus Group participants and, ideally, make an initial contact to determine their interest and availability. Our considerable experience as taught us that the best focus groups -- meaning those who want to be a part of library planning for the future -- are invited to participate as opposed to making a general announcement in hopes that folks will respond.

General Community Meetings - at least three meetings, two early in the process and a third to hear and see and respond to our preliminary findings and draft recommendations. These meetings would most likely be held in the evening or on Saturday and last two - three hours depending on the turnout. The first two meetings should be widely publicized, beginning at least two weeks in advance. Room setup should include voice amplification and seating for all participants (**Task 15**). The third meeting should also include technology for visuals (**Task 16**).

Meetings with “trustees and/or officers” of GML/Tufts - two meetings, perhaps two hours in length, one early in the project and a second in a timeframe comparable to the third General Community Meeting (**Task 17**).

Surveys - Our surveys will determine:

- Resident desires and needs for library services and satisfaction with existing services;
- Resident interest in expanding current and support for applicable future services;
- Resident interest in utilizing services of other local publicly operated libraries and
- Creative ways and means that a library could utilize to address and respond resident needs.

There will be three surveys (**Tasks 18 - 20**);

- Online survey available via GML and/or VoP websites,
- In-library paper survey (similar questions as online survey), and
- “I Want My Library to ...” survey with requested participation of all focus group discussions, general community meetings, and meetings with GML/Tufts trustees/officers.

Godfrey’s will tabulate and report -- including charts -- each survey.

As an **additional service** we can undertake is a RDD (random digital dialing) telephone survey of 400 Pinehurst residents (**Task 20A if elected**). This survey, with 400 completed surveys, will have a confidence factor of + or - 5%. This means that the survey results would be within five percentage points if we surveyed every adult resident in Pinehurst. Opinion Research Specialists (OCR) of Springfield, MO would conduct the survey.

For all surveys we will first provide VoP with drafts of the survey questions and modify as needed based of VoP feedback.

Starting with existing conditions - reports, planning documents, utilization statistics, and the like - followed by population and demographic existing data and next projections at least five years forward, we will follow that with the public engagement process -- the focus groups, community meetings, stakeholder interviews, surveys, and our observations gleaned as we are on site. The assimilation of all of this collected information and data will enable us to correlate what we have learned which, in turn, will facilitate our recommendations.

We will leverage technology from start to finish. Every document we develop will initially be a Word or Excel document, converted to a PDF for transmission between team members and with VofP and others if so indicated by VofP. There will be, of course, paper backup for all documents.

Deliverables 12 - 18 will be reports of all of the Community Engagement tasks. Each deliverable will include not only the summary of each task and a write-up and/or spreadsheet for each Focus Group Discussion, Meeting, Survey (including each “I Want My Library to ...” survey).

- C. Conduct the Needs Assessment and Formulate a Recommendation** - Our first two major undertakings - Review the Existing Conditions and Identification of Best Practices and Solicitation of Broad Community Input - will prepare Godfrey’s team of consultants to complete the Needs Assessment and formulate a **Draft** set of Recommendations. The Needs Assessment will detail services, technology, staffing, financials, facility, governance, and a plan of action. Specifically:

- **Services (Task 21);**
 - Hours of weekly service and daily opening/closing hours ,
 - Collections of library materials for adults, teens/tweens, and children (the very young and older [age 0+ to 10 or 11]), both reference and circulating,

- Collection formats (hardcover, paperback, digital [eBooks], fiction and non-fiction for all ages, media [DVDs, music CDs, Playaways, games] and other potential resources such as archives, maps, globes, newspapers (microform and/or hardcopy), and pamphlet files,
 - Circulating services including loan periods, placement of holds [reserves], fines and fees, overdue, library borrower card requirements (identification, timeframe before expiration, etc.),
 - Reference services including telephone, email, and in-person,
 - Technology-based services including bibliographic access to holdings, events, activities, and the like, faxing, scanning, printing and photocopying, charges for any services, i.e. charge for a color photocopy(ies),
 - Programming including story times for different ages (including adults), film showings, lectures, book clubs, makerspace related, arts and crafts, music and dance, art exhibitions, travelling exhibits from, for example, the Smithsonian, and
 - Special events such as elections held in the library building, meal functions as a fundraising component, author speak, sell, and sign (could also be a fundraising event), others TBD from time-to-time¹.
- **Technology (Task 22);**
 - Integrated Library System (ILS), the backbone of library service today, the “card catalog” accessible from within and without the library digitally as well as the circulation system,
 - RFID (Radio Frequency Identification) tags,
 - PACs (public access catalogs),
 - Automated materials handling system (AMHS),
 - Self-check stations and ability to use, for example, a smart phone,
 - Remote access to the ILS for renewals and placement of holds,
 - Website, Facebook page,
 - Library App,
 - Seamless access to copy, scan, fax from personal devices (laptop, iPad, Kindle, smart phone, etc.),
 - Availability of laptops and other digital devices to be borrowed for in-library use, or even checkout like a book,
 - 3D printer(s), and
 - New technologies such as Open +, ability to have extended hours without incurring additional staffing costs.
- **Staffing (Task 23);**
 - Personnel manual to include,
 - ✓ Earned vacation time,
 - ✓ Official paid holidays,
 - ✓ Earned sick leave,
 - ✓ Length of probation period,
 - Table of Organization,
 - Number of hours that constitutes full-time employment,
 - Number of full-time staff (professional, paraprofessional, and clerical),
 - Number of part-time staff (professional, paraprofessional, clerical, and students translated to full-time equivalent (FTEs),
 - Number of volunteers translated to full-time equivalents (FTEs),
 - Job descriptions for each position, full-time or part-time, and
 - Employee evaluations.
- **Financials (Task 24);**
 - Fiscal year, e.g. calendar or other,
 - Annual operating budget,
 - Employee salary and benefit schedule by employee or employee classification,

¹ The question that we will answer is how active do the residents of Pinehurst want their library to be. That is, as a true “community center” without the swimming pool and/or basketball court.

- Annual capital budget,
 - Revenue sources,
 - ✓ Tax revenue,
 - ✓ Grants (local, regional, state, federal, other)
 - ✓ Gifts and donations, and
 - ✓ Earned income,
 - Contracts for services, and
 - Bonded debt (general obligation, revenue and/or certificates of obligation).
- **Facility (Task 25);**
 - Modern public library facility factors,
 - Condition, physical and functional, of existing facility,
 - Adequacy of size of existing facility in terms of square feet (net square feet (NSF), net assignable square feet (NASF), and building gross square feet (BGSF),
 - Projected space needs based on population growth of service area and recommended services,
 - Options for meeting projected space needs, to include, in no order of priority at this time,
 - ✓ Expand existing facility,
 - ✓ Joint use facility with another public library,
 - ✓ Joint use facility with another non-public library, e.g. community college, high school, recreation center, or another type of facility, e.g. senior center, VoP office building, and
 - ✓ New facility,
 - Location,²
 - Capital cost estimates for each option to include (**Task 26**),
 - ✓ Site acquisition if needed,
 - ✓ Site development if needed,
 - ✓ Construction,
 - ✓ Landscaping,
 - ✓ Parking,
 - ✓ Furnishings and equipment,
 - ✓ Technology,
 - ✓ Contractor overhead and profit,
 - ✓ Design fees,
 - ✓ Moving costs if needed,
 - ✓ Contingency, and
 - ✓ Escalation.

The initial capital cost estimates will be based on projected mid-point of construction and VoP/Moore County and surrounding area market conditions. The cost estimate will then be projected forward for five years based on historical construction data in the VoP/Moore County area and national data for furnishings, equipment, and technology.

- Operational cost estimates for each option to include (**Task 27**),
 - ✓ Personnel,
 - ✓ Collections of library materials,
 - ✓ Utilities,
 - ✓ Communications,
 - ✓ Facility maintenance,
 - ✓ Supplies,
 - ✓ Insurance,
 - ✓ Travel, and
 - ✓ Allowance for the unforeseen.

The initial operational cost estimates will be based on staff being employed -- at least part of the staff - approximately nine to 12 months prior to the projected grand opening. All costs will become effective starting with the opening date and projected forward for five years based on historical data in the VoP/Moore County area.

² We can undertake a site selection study as an additional service.

- **Governance (Task 28);**

- There are basically five potential governance structures for a public library in the VoP. They are,
 - ✓ Municipal, defined here as a Village, Town, or City
 - ✓ Branch of a larger library, e.g. a county library
 - ✓ Private library operating as a 501c(3) entity
 - ✓ Joint use library operating via an agreement with another entity
 - ✓ Library district operating as a taxing authority per State of North Carolina library laws.
- Godfrey's will analyze each of the five structures, providing the pros and cons of each, and make a recommendation. Our recommendation will also address operational issues such as a governing or advisory Board, Friends of the Library, and general operational policies and procedures (**Deliverable #19**).

- **Plan of Action (Task 29);**

- Listing, in priority order, of implementation steps,
- Timetable for starting and completing each step,
- Probable costs of each step (in terms of dollars, sweat equity, or both), and
- Other issues that may arise that cannot be foreseen at this time.

D. Prepare and Deliver a Written Library Services Needs Assessment Report - Following the completion of Task 29 (**Deliverable #20**) we will have prepared a **DRAFT Library Services Needs Assessment Report (Task 30, Deliverable #21)**. The consultant will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, best practices, community input, research and analysis performed, solutions evaluated, and final recommendations. The consultant will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting. This will be **Task 31** and **Deliverable #22**.

PERSONNEL QUALIFICATIONS

Project Manager will be **Richard L. "Dick" Waters, Principal Consultant**. As firm Owner and Principal Consultant, Dick can negotiate and execute a contract. He will also be involved in all aspects of the project, taking the lead on some and assisting with the balance. Dick is a librarian (Master of Librarianship, University of Washington), and work experience with the Springfield-Greene County (MO) Public Library, Wichita (KS) City Library, and 19 years with the Dallas (TX) Public Library.

Other team members and their roles and qualifications are:

Dona Weisman, MLS, Associate Consultant for Community Engagement and Services. - Before joining Godfrey's as an Associate Consultant in 2014, Dona had 30 years of experience providing consulting and training library staffs regarding issues, trends, and best practices in public libraries. Clients included public library managers, staff and volunteers, library board members and friends, and advocates. Dona will be active with focus groups discussions, community meetings, and the surveys as well as in assisting with the recommendations for a plan of service and staffing.

Andrew C. "Andy" Wright, MLS, Associate Consultant for Information Technology & Collections - Since 2005 Andrew has managed eServices and Materials for Dallas Public Library. Prior to coming to the United States, Andy was on the staff of the Higher Colleges of Technology Abu Dhabi, U.A.E. where, among other responsibilities, he selected a new library management system to replace existing Horizon system, implemented cataloguing module and OPAC of Millennium library management system, provided cascade training, and developed and implemented standards for newly created digital learning objectives. His work with Godfrey's includes, among others, Falls Church, VA, Technology and Technical Services; Westminster, CO, Information Technology; and Charlotte County FL, Technology and Technical Services. Andy will analyze the technology now in place and propose upgrades/replacements/improvements across the board. His work with technology will assist the team in formulating a plan of services as well as facility related issues. All costs associated with technology, whether services or facility related will be provided.

Judy Daniluk, MLA, Associate Consultant for Data Research Collection & Analysis - Judy had seven years of experience as a librarian consultant for the North Texas Regional Library System, focusing on topics related to current library technology issues. She also was consultant to nearly 80 city, county, district, multi-jurisdiction, and nonprofit public libraries. Prior to entering the field of librarianship Ms. Daniluk spent 16 years in the software development industry. She has been working with Godfrey's for the past five years. Judy will collect, analyze, and report on data and information taken from a variety of sources regarding not only VoP and GML/Tufts but other public libraries and potential partners. She will prepare the majority of our charts, graphs, and the like.

Bradley A. "Brad" Waters, Architect and Associate Consultant for Facility Planning - Brad and Dick have collaborated on 20 - 25 planning, programming, and design projects from coast to coast. Currently he is working with Godfrey's on a *21st Century Library Master Plan* for the Santa Fe (NM) Public Library. His library space planning and floor layout work includes libraries in Florida, Delaware, Michigan, Wyoming, Arizona, New Mexico, and Oregon. Brad's focus will be on the physical and functional assessments of the existing VoP library facility, the space needs going forward, and how existing and new space can best be organized for the delivery of outstanding library service. He will also develop capital cost projections for all facility options.

REFERENCES

Here are five references, four public libraries and one state library, each with the required information. They are listed by library name.

Venice (FL) Library. Please contact: Sarabeth Kalajian, Director, 1331 First St. Sarasota, FL 34236 (941) 861.5468, skalajian@scgov.net

Burney (CA) Library. Please contact: Neil McAuliffe, Associate Engineer, Shasta County Dept. of Public Works, Redding, California (now retired), reachable at (530) 378-1783, nmcauliffehome@gmail.com

Westminster (CO) Library. Please contact: Emily Littlejohn, Library Director (retired), (303) 579-1698, emilylittlejohn@gmail.com

McCall (ID) Library. Please contact: Meg Lojek, Library Director, (208) 634-5522, mlojek@mccall.id.us

Delaware Division of Libraries. Please contact: Anne EC Norman, Ed.D., Director, (302) 257-3001, annie.norman@state.de.us

PROJECT TIMELINE

Godfrey's Associates proposes a four-month time line. Inasmuch as we do not at this time have a startup date we present our Timeline in terms of weeks, as follows:

Weeks 1 - 3 - Tasks 1 - 13 - Review Existing Conditions & Identify Best Practices;
Weeks 4 - 8 - Tasks 14 - 20 - Solicit Broad Community Input;
Weeks 9 - 15 - Tasks 20 - 29 - Conduct the Needs Assessment and Formulate a Recommendation; and
Weeks 16 - 17 - Task 30 - Prepare & Deliver a Draft Written Library Services Needs Assessment Report and following review a Final Report.

If the start date would be on or about the week of August 4 and conclude Thanksgiving week, there are 17 weeks in that four-month timeframe.

COMPENSATION/FEE SCHEDULE

Our proposed Compensation/Fee Schedule is based on the 30 tasks and includes consultant fees, reimbursable expenses, and administrative overhead (10% of reimbursable expenses). The hourly rate of our consulting team is:

• Principal Consultant Richard L. "Dick" Waters -	\$70.00
• Associate Consultant Dona Weisman -	\$65.00
• Associate Consultant Andrew C "Andy" Wright -	\$60.00
• Associate Consultant Judy Daniluk -	\$40.00

- Associate Consultant/Architect Bradley A. “Brad” Waters - \$100.00

Our reimbursable expenses are based on the following:

- Standard coach airfare;
- Holiday Inn Express lodging;
- Hertz mid-size rental car including fuel;
- Meals at a rate of \$30.00 per day;
- Local (Dallas) airport parking \$15.00 per day per vehicle; and
- Printing of 15 copies of Final Report at a rate of \$10.00 per copy (printing and binding).

Our proposed fees plus reimbursable expenses and administrative overhead follow for each of the four major tasks. The totals include all of the proposed deliverables.

<i>Tasks</i>	<i>Consultant Hours</i>	<i>Consultant Fees</i>	<i>Reimbursable Expenses</i>	<i>Administrative Overhead</i>	<i>Task Total</i>
1 - 13	66	\$3,520.00	\$0.00	\$0.00	\$3,520.00
14 - 20	145	\$9,165.00	\$5,285.00	\$528.50	\$14,978.50
21 - 29	96	\$7,840.00	\$1,880.00	\$188.00	\$9,908.00
30	28	\$2,240.00	\$1,500.00	\$150.00	\$3,890.00
Total All Tasks 335		\$22,765.00	\$8,665.00	\$866.50	\$32,296.50

Additional Services

- Telephone Survey (includes 400 completed surveys, survey report and graphics) \$7,800.00
- On-site Review of Draft Report (in lieu of a telephone review Dick Waters would come to VoP for a review of the draft with the VofP staff and others of your choosing). The cost of this additional service includes fees, reimbursable expenses, and administrative overhead. \$1,846.50

Total Additional Services	\$9,646.50
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Total All Services	\$41,943.00
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Proposal

Pursuant To

Request for Proposal

Library Services Needs Assessment

For

The Village of Pinehurst, North Carolina

Submitted July 5, 2019

By

Shepherd & Associates, LLC

261 Portree Drive, Dunedin, Florida 34698
ShepherdAssociatesConsulting@gmail.com

Anne M. Shepherd, MLS, Founder, Project Manager and Contact Person
727-278-5695 (Direct, Mobile, Text)

Timothy L Shepherd, MS, of Counsel and Alternate Project Manager
727-452-1725 (Direct, Mobile, Text)

Clients and libraries served include Clarkston, MI; Baton Rouge Community College; Cape Coral, FL; St Francis, WI; West Allis, WI; Salvation Army (FL); Dunedin, FL; Charlotte County, FL; Haines City, FL; Indian River County, FL; Fellsmere, FL; Gulf Beaches Libraries, FL; Charlotte County, FL; Baker College, MI; Newport, RI; Portsmouth, RI

Shepherd & Associates, LLC

261 Portree Drive, Dunedin, Florida 34698
ShepherdAssociatesConsulting@gmail.com

Anne M. Shepherd, MLS, Founder
727-278-5695 (Direct, Mobile, Text)

Timothy L Shepherd, MS, of Counsel
727-452-1725 (Direct, Mobile, Text)

July 5, 2019

Natalie Hawkins, Assistant Village Manager
Village of Pinehurst, 395 Magnolia Road
Pinehurst, NC 28374

Dear Ms. Hawkins:

Please receive our proposal pursuant to your Request for Proposal for Library Services Needs Assessment for the Village of Pinehurst. We submit the proposal as a irrevocable offer.

Shepherd and Associates are tireless advocates of quality library services and facilities for our client communities and we are excited about working with the Village of Pinehurst on your Library Services Needs Assessment Project.

We feel a special connection to Pinehurst because our home town, Dunedin, Florida was the home of the PGA National Headquarters. In 1926, a developer contracted with noted golf course architect, Donald Ross to build a course on 1,500 acres of municipal owned land. This location later became the PGA National Headquarters and hosted 18 Senior Tour Championships.

We propose to evaluate four scenarios for a new library facility, depending on broad community input and the results of the needs assessment process:

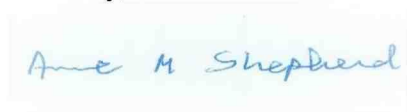
- Add on and renovate existing facility to house both the library and archive
- Add on and/or renovate Parks and Recreation facilities to house a new library
- Find an existing building to add on to or renovate to house a new library facility
- Find vacant land and assess suitability for a new build project for the library facility

We believe we are best qualified to handle your project because of our background in a variety of disciplines. Our firms associates have the experience and training to complete a rigorous needs assessment document, based on analysis of public input on community needs as well as available community and public funding resources. We will use library best practices, and we have associates who have decades of accomplishment in stakeholder communications and survey protocols, library design and architectural services, space planning, furniture and fixture acquisition and facility operations. As our firm's founder I hold library certification in three states, including North Carolina.

We have the resources to complete the project within your four month schedule and with our current and anticipated workload, we can commit to performing the work described in our proposal.

We look forward to providing the Village of Pinehurst with an actionable needs assessment document that can serve as a valuable resource for your decisions on future library services in your community.

Sincerely,



Section 3 - Statement of Qualifications

Similar Projects Completed by Consultants

Dunedin, Florida Public Library. The Dunedin (FL) Public Library was a joint management partnership between Anne Shepherd, Glenn Norton, and Robert Resch. The library was approximately 12 years old and needed a complete renovation and upgrade to provide appropriate space for current library needs. Robert provided all of the engineering services for the 32,000 sq. ft. municipal library. This included all placement of flooring, plumbing, electrical service evaluation and exterior trim features. Anne coordinated needs assessment studies and space planning. Areas of extensive build out include the teen room, story time room, friends books store and executive offices. The work was phased throughout the building and the only closure was for 7 days for carpet flooring replacement. Glenn Norton handle furniture and fixture planning and acquisition.

In addition, a Friends Branch was added to a new LEED Certified community center to house services of the City Parks and Recreation Division. Anne Shepherd Served on the project planning committee and designed a new branch to cover areas of town distant from the main library building.

Total cost for the projects was approximately \$1,150,000.

Reference for project : Vice Mayor, Maureen Freaney – See Section 9 for contact information

Fellsmere, FL, and Indian River County (FL) Needs Assessment and Renovation. Anne Shepherd and Glenn Norton partnered on this project. A needs assessment survey and analysis was done with a series of surveys, public forums and focus groups to determine future needs for Library Services in Indian River County. Following the needs assessment portion of project for the Main Library, a second needs assessment was done regarding the community of Fellsmere, Florida, a small, low income area with a majority Spanish speaking population.

The main branch received new shelving, flooring and painting as well a new furniture and fixtures to upgrade the facility that was last updated in the early 1990s,.

Following a series of public forums, Anne Shepherd collaborated with the City Manager of Fellsmere and worked with county commissioners to gain support for re-opening a branch that was founded in 1913, but had closed in 1980. The community had operated the branch with volunteer staff. The town of Fellsmere had renovated the building and maintained its historic designation. Anne Shepherd obtained a grant to upgrade cabling for internet and telephone service. Heating and cooling systems were upgraded and a 10,000 item collection was created. Four public computers were acquired, seating was purchased and repurposed and an area for literacy tutoring was established. With the addition of a children's and teen area, the Library has become well used and is now described as the heart of the Fellsmere community.

Total cost for the projects were \$350,000.

References for Projects were Tanya Huff, Asst. Library Director, Jason Nunemaker, City Manager,
See section 9 for contact information.

Newport, Rhode Island Public Library. The Newport Public Library is the only public library in the city of Newport on Aquidneck Island in Rhode Island. With a permanent population of 40,000, the town swelled to approximately 150,000 during the spring and summer months. The library was run as a 501C3 foundation that provided the funding for the library facility and its maintenance. The city of Newport

provide operating revenue for the library through an annual grant from the State of Rhode Island. Anne Shepherd was hired to determine what upgrades were needed. The last library facility upgrade was approximately 12 years old.

Anne spearheaded a bond issue campaign and city voters approved a bond for \$650,000 for the library upgrade and renovation. Additional money was provided by the library foundation from grants, gifts and annual fundraising projects. The total cost for the upgrades was approximately \$850,000 which came in \$200,000 under budget.

The lower floor of the Library was the sidewalk entrance. We updated all paint, meeting rooms, the book store, new lobby furniture, new furniture for admin offices. We converted a back storage area to an office and storage for the Friends of the Library, Interlibrary Loan area, workshop for maintenance crew, also storage for them. We replaced furniture and flooring in Technical Services area and staff lounge. We replaced all window coverings. We added 4 offices for staff and added specialized storage for the departments.

The second floor was also the parking lot entrance. We replaced all paint and carpeting. We designed a new computer area with specialized furniture. We created and equipped a "maker space" located near the Reference desk. We redesigned the Reference area. We relocated the fiction and nonfiction collections and created a new magazine area with soft seating.

On the second floor we designed a new Teen area with gaming space, study space and collection space. We used the carpet to create wayfinding and different types for teen, Children's and main areas. In the Children's area we redesigned the spaces, replaced the furniture, created separate spaces for young children up to tweens. We highlighted the windows and created some quiet study spaces. We created a new office for the Department Head of Children's in the Department. We reorganized the circulation area and replaced the furniture.

We completely revamped the Historical Archive, this included an assessment of the collection, specialized wood shelving, specialized microfilm and copying equipment and all new furniture. Anne Shepherd was the project manager and Glenn Norton coordinated the furniture and fixture acquisition and design for the project.

Reference for Project, Annette Love, Business Manager – See section 9 for contact information

St. Bernard Parrish, Louisiana

St. Bernard Parish is located in southeast Louisiana and was originally settled by Spanish from the Canary Islands. These settlers, known as ILenos, brought their customs, traditions, and food which is still prevalent in St. Bernard Parish to this day. St. Bernard, once a community of 65,000, was devastated by Hurricane Katrina. Its population in the months after Katrina was estimated at 15,000 residents. St. Bernard has recovered somewhat and now has a population of 46,000.

In 2005, the library was flooded by Hurricane Katrina and was a total loss. Like many libraries in Louisiana and Mississippi, FEMA provided funding to rebuild the library. However, the Parish decided to incorporate the library into a public school.

The library system is has one main branch consisting of approximately 8000 square feet and is located on the first floor of a public school. There is also a very small (900 - 1000 square feet) satellite library that has limited hours and mainly serves a small community in St. Bernard.

In 2013 Glenn Norton was hired through a GSA contract to consult with the library staff in planning its new space in the school. Our Scope of Work was to review the Building Program, consult with the library staff regarding library requirements, conduct and include public comment regarding library use, and generate a floor plan and FFE schedule of equipment.

The preliminary plan was then present to the public, library board, and public officials. The plan and schedule was revised from comments from the meeting. The final plan was presented to the library board for approval. The plan was completed 2015.

Reference for the Project was Ethel ILamas – See Section 9 for contact information.

Section 4 - General Information

Brief History of the Consulting Firm

Shepherd & Associates, LLC is a library consulting firm whose primary associates have more than six decades of combined library planning and development experience. The firm's associates have served more than a two dozen clients and libraries, including developing a total of eight strategic long term plans for public libraries.

The Company's founder, Anne Shepherd, has managed highly efficient library operations that earn strong community support. She has been a tireless advocate for quality library services. Her approach to library management and service has always been based on accountability of staff and management and effective communication with stakeholders.

The firm's consultants also have experience in space/facility planning and architectural services.

The company has completed more than three dozen library projects from small and large renovations to complete re-builds and de novo development of major projects totaling more than 60,000 square feet. Shepherd & Associates, LLC has developed and delivered a variety of employee training programs, including the highly successful "Renovate Your Building AND Renovate Your Staff", a half-day program for employees who are in organizations undergoing intense change and challenges. The company is also experienced in needs assessment and determining interests of library stakeholder groups. These groups include Friends organizations, the general public, elected officials, governing boards, and patrons who benefit from outreach programs like speakers bureaus and positive media relations. She has also spearheaded two bond issue election campaigns in Clarkston, Michigan and Newport, Rhode Island.

Information on Consultants Proposed for the Project

The company's associates who will be assigned to develop the Pinehurst, North Carolina Community Needs Assessment have more than six decades of combined experience. Anne Shepherd will be the project manager, Tim Shepherd will be the alternate project manager, Glenn Norton will handle space planning, and Robert Resch will provide Architectural and Engineering services. **Qualifications of consultants are provided in Section 8 - Personnel Qualifications.**

Section 5 - Introduction and Executive Summary

Firm Name:	Shepherd & Associates, LLC
Firm Business Address:	261 Portree Drive, Dunedin, FL 34698
Firm Telephone Number(s):	727-278-5695 or 727-452-1725
Firm Email Address:	ShepherdAssociatesConsulting@gmail.com
Year Founded:	2018 (Principals and Associates have more than 6 decades of professional experience. All are engaged full time in their business)
Type of Ownership:	LLC Principals are Anne M. Shepherd and Timothy L. Shepherd
Project Manager's Name:	Anne M. Shepherd Address and telephone numbers as above Timothy L. Shepherd is alternate program manager Address and telephone numbers as above
Key Facts and Features	Will conduct surveys and analyzes broad community and stakeholder input on library services for the Village of Pinehurst. Summarizes and evaluates library usage, characteristics and public needs for library service in the Village of Pinehurst. Recommendations will include but are not limited to viability of four scenarios for a new library facility: ○ Add on and renovate existing facility to house both the library and archive ○ Add on and/or renovate Parks and Recreation facilities to house a new library ○ Find an existing building to add on to or renovate to house a new library facility ○ Find vacant land and assess suitability for a new build project for the library facility Summarizes and evaluates financing options for a new library facility which include but are not limited to 501c3 funding, local bond, tax millage, state grants. Establishes estimated costs of a new library facility based on a preliminary program document and presentation to be delivered to the Village Council during a public meeting.

Section 6 - Project Understanding

Shepherd and Associates will be providing a through Community needs assessment and physical assessment of the current library services current American Library Association best practices. The consultants will comprehensively review the way the Library currently fits into the Pinehurst community. After extensive public input, the consultants will recommend a way forward with options based on public input, analysis of facilities and services offered by nearby libraries. Classic library best practices will be examined along the following dimensions: Facilities; Financing; Governance; Resources and Services; and staffing. Criteria will be established based on American Library Association guidelines, State of North Carolina Guidelines, and most importantly the needs of the Pinehurst community.

Important measures of library service and use include demographics and interests of populations being served by the Library, percentage of population with library cards and circulation statistics and online and through surveys and focus groups of both users and non-users of library services

A complete survey of the existing facility to assess if it could meet the future needs of the community, this would include looking at all current programs and events and the numbers of participants in the programs. The Village needs to understand the plans of the Tuft Archives. Meetings with the Tufts Archives staff and Board to determine what their needs are for the building and how their needs work with the Library operations. Determine the space needs of the Tufts Archives and the Library.

An architectural and engineering assessment will be made of existing and potential facilities will be made by a North Carolina Board of Architecture certified Architect who has been granted to practice Architecture in the State.

Based on public input the consultants will review what enhancements are needed to provide library service for the future. This would include possible replacement of or addition to building. Technology needs, furniture needs, staff needs, community expectations for future library services.

In addition to public input, the consultants will review four or more options described in our transmittal letter. Opportunities for collaboration includes, becoming a branch the Sandhills Regional Library System, Southern Pines Branch Library and the Pinehurst Village Parks and Recreation Department.

The Consultants will review nearby libraries and library systems in Moore and neighboring county. That review will help evaluate services and facilities for future library services in the Pinehurst community.

The consultants will recommend staffing needs for the next 5 years of library services.

The consultants will provide conceptual drawings of proposed changes to current building and an alternative site in the community.

The consultants will provide recommendations for interim service, including a list of suggestions for inexpensive changes to help the existing building work until new or remodeled facilities are built.

Based on research and public input, the consultants will recommend both “core” services and “value added” services for any future library in the Pinehurst Community.

Core services include:

- A current collection of books, fiction and non-fiction for all ages birth through senior years. This includes large print books, magazines and newspapers.
- Audio video materials including DVDs, music CDs, and books on CD
- Children's story times to promote literacy.
- Public computer services including electronic databases for research
- Reference services

Added value services include:

Note: Services will change continually as new products are developed. Budget levels are the main determinant what added value services may be available at a library. Some of the services include:

- Downloadable books and music, children's electronic devices to use in library or check out.
- Meeting rooms of all sizes. Private study spaces for up to 6 people. Programs of all types including music, classes and family entertainment for all ages.
- Teen services and a designated teen area.
- Self check machines and device charging machines.
- Soft seating spaces and designated quiet areas.
- Special collections to check out such as toys, tools or local items such as fishing poles.
- Seven days per week service and extended evening hours. Library vending machines
- E books and E music

Today's and tomorrow's services should be carefully communicated in a library plan of service. The consultants will provide a one page summary outline for a long range plan for library services in the Pinehurst community.

Section 7 - Project Approach

Once the project is awarded and prior to the first visit we would be researching all the Libraries current usages including program, daily visitor and circulation statistics. We would be speaking with staff and Board members about the scope of the project. We would be researching nearby libraries, the Pinehurst Community and all the Community Information we can gather. We would be working with staff and Board by e-mail and Skype if preferred.

There will be four on site visits planned and budgeted as outlined in Appendix A. One visit per month will be conducted by the consultants during the project.

The consultants recommend that the Pinehurst community identify 5 to 7 stakeholders to serve on a "Steering Committee" for the needs assessment process. Prior to the first on-site visit, the steering committee should be identified and asked to communicate and meet with the consultants during visits and throughout the project.

Prior to the first on-site visit, the consultants will work with staff to schedule the best dates for the three day visits, two day visits and the public forums. The consultants would also work with the steering committee create the publicity for the Public Forums and work with the Library staff for promote the public forums. The first on-site visit will include Anne Shepherd, Tim Shepherd and Glenn Norton. Tim will be working on the Public Forums and gathering community statistics and surveys. Tim would also be working on technology needs for the Library and what is available locally for services. All of the consultants will compile lists of future technology additions with proposed cost estimates.

Anne and Glenn will be working on the Physical Assessment and surveying the Community for other possible Library sites. For this visit we would conduct at least 2 of the public forums and meetings with staff and the Board. Robert Resch will conduct and report on the architectural and engineering review of two sites.

The second visit will include Anne Shepherd and Tim Shepherd. The architect, Robert Resch will do a site visit as well and evaluate at least two proposed facilities or sites. The consultants will be talking with as many members of the Community as possible and, staff and Board. A third public forum would be offered if needed on the third visit.. We would speak with Village leaders and visit the nearby libraries in Moore and adjacent counties.

The Third On- site Visit will be 2 days and include Anne and Tim Shepherd. This visit will include a third public forum, if needed. The consultants would review a progress report, determine workplan changes and fine tune deliverables for the final report and recommend additions to the work plan..

The final visit would be to present our reports to the Board, staff and also Community if preferred. Our Architect partner, Robert Resch would be creating some conceptual floor plans for our proposed solutions for the Pinehurst Library. Anne and Tim would make the public presentation to the Village council.

Section 8 - Personnel Qualifications

Anne M. Shepherd. As the Founder of the firm, Anne has 20+ years of solid experience in six states, working with public libraries and special libraries. With accountability and efficiency as her goals, she is known for managing some of the most efficient libraries in Florida and other states. She has achieved recognition in staff development, grant writing, public speaking and is a forceful advocate for quality library services. She has developed, planned and completed dozens of renovation and construction projects for public and academic libraries. She holds a Bachelor of Arts in child development and anthropology from Central Michigan University and earned a Master of Library Science degree from Western Michigan University. She has state librarian certification in Michigan, Wisconsin and North Carolina.

Anne will lead the project and be the main consultant on site and off site during the project.

Timothy L. Shepherd. As of counsel to the firm, Tim is an award winning communications professional with two decades of business experience in financial services, consumer marketing, and executive recruiting in both the private and the public sectors. He is trained in public affairs, survey research and has successfully conducted focus groups and public forums in a variety of environments. He has served on numerous public boards and commissions including municipal and county planning agencies and finance boards. He has taught university level courses in communications, marketing research and design, statistics, economics and human resources. He holds a Bachelor of Science degree with majors in communications and economics from Michigan State University and studied at the London School of Economics. He earned a Master of Science degree in communications and research design from Florida State University.

Tim will provide on-site work and off-site work on the project.

Glenn Norton. Glenn is of Counsel at Shepherd & Associates and has 20+ years of library development and management accomplishments. His project management experience includes space design as well as commercial/institutional furnishing, fixtures and equipment acquisition. He founded GN Associates and has dozens of successful projects in his portfolio. He holds a bachelor of business administration and an MBA from the University of New Orleans.

Glen will provide off-site and on-site consulting to the project regarding space planning and utilization as part of the work on the project

Robert Resch. Robert is a Florida Registered Architect who is also an NCARB (National Council of Architectural Registration Boards) nationally registered Architect which allows him to obtain registration in any state. Robert has been operating his own firm in the Tampa Bay area of Florida for more than 20 years, and his practice is known for his design, construction and engineering expertise. His portfolio includes dozens of municipal projects, including library design, construction and renovation. Robert began engineering studies and received his Bachelor Degree in Design and Architecture from the University of Florida.

Robert and his firm will provide a current building architectural assessment and will contribute to the recommendation for existing and new library facilities. His firm will also provide conceptual drawings and CAD layouts of recommendations made in the project.

Mr. Resch is certified to practice Architecture in the state of North Carolina by The North Carolina Board of Architecture. (Certificate number 10711)

Section 9 – References

Dunedin Public Library

Vice Mayor Maureen Freany
City of Dunedin, 542 Main Street
Dunedin, FL 34698 727-298-3000
mfreany@dunedinfl.net

Newport (RI) Public Library

Annette Love, Business Manager
Newport Public Library, 300 Spring Street
Newport, RI 02840 401-847-8756
aLove@NewportlibraryRI.org

Indian River County Library System

Tanya Huff, Assistant Director
1600 21st Street
Vero Beach, FL 32950 772-770-5060
thuff@IRCLibrary.org

City of Fellsmere, Florida

Jason Nunemaker, City Manager
22 S. Orange Street, Fellsmere, FL 32948
772-646-6303
CityManager@CityofFellsmere.org

St Bernard Parrish, Louisiana

Ethel Llamas, Library Director
Library Director, St. Bernard Public Library
2600 Palmisano Blvd, Chalmette, LA 70043
(504) 279-0448

Section 10 – Proposed Workplan and Tasks

When visiting other Libraries in the County we will be looking at specific and non-specific items. Library Visits would include Moore County and two adjacent counties.

Specific Items include:

Collections, size and variety, circulation numbers, door counts, Number of meetings and attendance, number of registered card holders, number of staff and library hours, what services are provided by a co-op or system. Square footage and age of building and furnishings/fixtures. Also location to schools. Number of public computers.

Non-specific include:

Atmosphere in building, pleasant and welcoming or dark and cramped. Staff attitudes and friendliness. Classes offered that involve all areas of interest. Services and spaces for teens. Collections, are they neat, are shelves organized and not cramped? Reference-, are staff welcoming, helpful, are there extra services such as laptops, tablets, phone charges, soft seating. Is signage clear, are rules posted? Is the exterior of the building welcoming, is parking adequate and close to building?

What are the requirements for membership in the system to become a branch or free-standing member? What services are required to provide for all such as: one specific card, interlibrary loan, website-same or unique. Are the same fine and loan rules required for all libraries? What is the annual cost and is there a one-time membership cost? What contracts are required? What is the cost of the current fee that Given Memorial Library members pay versus the cost of joining the system?

Tasks supporting the scope of work are below and also are arrayed by each month in the project in Section 11.

Review Existing Conditions and Identify Best Practices

- **Off-site research** - Telephone Interviews, Review Best Practices ALA, NC State, Similar Libraries, Library Programs, Web Sites. Evaluate and compile inventory,
- **Off-Site research** – Research Statistics, Demographics and census reports on Moore and surrounding counties.
- **On-Site Visit** – Evaluate existing facilities and opportunities at other nearby libraries. Meetings with Local officials, including Village management, Parks and Rec, Stakeholders.
- **Off -Site** - Establish, appoint “Needs Assessment Steering Committee”
- **Off-Site**, request, evaluate existing Planning documents. Determine additional information needs.
- **On-site** – Visit local Moore County and adjacent County Libraries, evaluate facility and services

Solicit Broad Community Input

- **Off-site** – develop public survey protocol, present for approval
- **On-Site** – deploy survey
- **Off-Site** – develop public forum protocol and materials, present for approval
- **On-Site** – hold two public forums, write results, disseminate to steering committee
- **Off-Site** – Identify local service clubs and community groups to recruit opinion leaders
- **On-Site** - Contact Service Clubs to place speakers during third month of project
- **Off -Site** – Write speakers bureau speeches, present for approval.
- **On-Site** – Solicit participation of Steering Committee in Speakers Bureau
- **Hold media availability of leaders, village administration, library staff, steering committee.**

Conduct Needs Assessment and Formulate a Recommendation**Prepare and Deliver a Written Library Services Needs Assessment Report**

- Facility inspection, write report on suitability, assess opportunities
- Interview Staff, do focus groups of users and non-users
- Review Survey data and report findings
- Apply criteria to Best Practices research regarding size, collection, furniture, fixtures, technology
- Estimate capital requirements for options outlined in transmittal letter
- Review opportunities and recommend finance vehicles including private fund raising, private resources and grants, bond issues, dedicated millage, state grants. Assess usefulness, likelihood of each being successful.
- Prepare likely 5 year operating budget and recommend staff levels for future library service.
- Draft 1 page planning document/outline for a library master plan.
- Written report and presentation should be done and used as a marketing/public information piece to be used as planning moves forward for a new/renovated library facility.

Section 11 – Project Timeline

After Award of Contract

Month 1

Week 1

Introduce ourselves to Library staff by e-mail. Start sending lists to staff of requested information such as: Program stats, Meeting stats, Library circulation, Library visits and other information detailing library usage in the community. Introduce ourselves to Board members and start collecting relevant information such as minutes and names of Community members we should speak to. Also, study history of Library in the current location. Other tasks as needed to prepare for public forum and send publicity to Library staff for them.

Week 2

Introduce ourselves to Museum staff and request information on Museums goals and objectives. Introduce ourselves to village members that we have been directed to. Continue working with Library staff on information gathering. Contact area Libraries and obtain information on operations and policies and numbers of local users. Continue to prepare for public forums and prepare for focus groups. Also collect community information. Write survey.

Week 3 First on-site visit

Meet Library and museum staff. Meet Board and create focus group. Present public forums-one day, one evening. Put survey up on web site. Work on scheduling for rest of project. Tour community and visit at least two local libraries. Glenn Norton and Anne Shepherd will be producing a complete survey of the existing building and equipment. Meet with staff to go over their needs for the Library. Meet with Board to talk about their expectations. Tim Shepherd will be assessing Technology needs of Library. Anne Shepherd and Glenn Norton will be touring the community to seek out other possible sites for Library.

Week 4

Compile all information from visit. Keep in touch with Library staff and Board. Work on documenting the building survey and results of looking at other Libraries. Write assessment of each site we identified.

Month 2

Week 1

Document all survey results to this point, survey ongoing. Keep working with staff and Board. Compile all information from two public surveys. Keep working on compiling information and results.

Week 2

Anne Shepherd and Glenn Norton will identify two sites for Robert Reisch to focus on. Information on those sites will be compiled. Preparations will be made to meet with focus groups again. Meetings set up with Library staff and Board.

Week 3 Second on-site visit

Robert Resch will survey two sites with Anne Shepherd. Tim Shepherd will meet with focus group. Meet with local officials and staff at nearby libraries. Working on collecting demographics. Check on survey and do some in-house surveying.

Week 4

Compile information from Robert Resch and work with him on concepts

Month 3**Week 1 & 2**

Continue work on all projects. Keep in touch with Library staff and Board. Work on compiling information that we have collected. Submit content outline to steering committee.

Week 3 Third on-site visit

Meet with focus group and staff and Board to update on projects. Complete survey. Keep working with staff on documenting future needs. Identify possible fund raising opportunities. Identify suggestions for staff to simplify work tasks. Final survey of proposed sites for Robert Resch to work on.

Week 4

Work on compiling all information from the visit and survey results.

Month 4**Weeks 1-2**

All time will be spent on compiling information, reports, results. Concept drawings will be produced.

Week 3

Submit final report and concept drawings for approval. Make edits and get approvals. Produce presentation.

Week 4**Final Site Visit –**

Deliver presentation to Village Council. Meet with Stakeholders, Staff, Steering Committee.

Section 12 – Compensation/Fee Schedule Summary

(see Appendix A)

Scope of Work

- Includes all on-site professional fees. Total is \$13,200

Deliverables

- Includes all off-site professional fees to produce and present deliverables.
Total is \$15,950

Travel and incidentals - see appendix A

- Total for project travel costs is \$5,150
- plus \$700 for incidentals
- Total travel and incidentals, \$5,850

Additional Fees to be Charged beyond the proposal

- If desired by the Village of Pinehurst, additional consultant work beyond the proposal will be billed as follows:
- Day On-Site visits by Anne & Tim Shepherd \$800 per day combined
- Off-Site hours billed by Ann Shepherd or Tim Shepherd - \$75 per hour
- Day On-Site Visits by Glenn Norton \$600 per day
- Off-Site hours billed by Glenn Norton \$75 per hour
- Day On-Site visits by Robert Resch \$1,000 per day
- Off-site hours billed by Robert Resch \$200 per hour
- Cad Drawing, Concept Illustration \$100 per hour
- Billed at cost Travel, Lodging, Per Diem, Materials, Graphics, Printing.

Hourly rates for consultants

Anne Shepherd \$75 per hour off site

Tim Shepherd \$75 per hour off site

Anne and Tim Shepherd \$800 On site combined daily rate

Glenn Norton \$75 per hour off site

\$600 per day on site

Robert Resch

\$200 per hour off-site

\$1,000 per day on-site

Graphics & CAD drawings

\$100 per hour off site

Appendix A
Spreadsheet of Costs

Travel	Description including Prof Fees		
	Tour area, meet with Village, Archive & Library Staff, Tour sites, Meet with Boards, Hold Public Forum, Finalize Work Plan		
Trip 1	A Shepherd/ T Shepherd Professional Fees	3 days@800	\$ 2,400
	Travel - mileage	1800 @ .25	\$ 450
	Lodging, Per Diem	3 @ 150	\$ 450
	G Norton Professional Fees	2 days @600	\$ 1,200
	Travel Air	Round Trip Raleigh	\$ 400
	Lodging Per Diem	2 days @150	\$ 300
	Rental Car	2 days @ 100	\$ 200
	Sub Total Trip 1		\$ 5,400
Trip 2	Architect/Engineering for sites, Meet with Stakeholders, Focus Groups, Deploy Survey		
	R Resch Professional Fees	2 days @ 1000	\$ 2,000
	Travel Air	Round Tri Raleigh	\$ 350
	Lodging Per Diem	2 days @ 150	\$ 300
	Rental Car	2 days @ 150	\$ 200
	A Shepherd/ T Shepherd Professional Fees	3 days @ 800	\$ 2,400
	Travel - Mileage	1800 @.25	\$ 450
	Lodging Per Diem	3 days @ 150	\$ 450
	G Norton Professional Fees	2 days @ 600	\$ 1,200
	Travel Air	Round Trip Raleigh	\$ 400
	Lodging Per Diem	2 @ 150	\$ 300
	Rental Car	2 @ 100	\$ 200
	Sub Total Trip 2		\$ 8,250
Trip 3	Meet stakeholders, progress report, public forum, Collect/Review Survey Focus Group Results, Publicity		
	A Shepherd/ T Shepherd Prof Fees	2 days @ 600	\$ 1,600
	Travel Mileage	1800 @ .25	\$ 450
	Lodging Per Diem	2 days @ 150	\$ 300
	Sub Total Trip 3		\$ 2,350

Trip 4 **Review Report, Last Minute Changes, Meet with Stakeholders, Public Presentation to Village Council**

A Shepherd/ T Shepherd Prof Fees	2 days @ 800	\$	1,600
Travel Mileage	1800 @ .25	\$	450
Lodging Per Diem	2 @ 150	\$	300
Sub Total Trip 4		\$	2,350

Total Travel and on site Prof Fees for four trips	\$	18,350
Incidentals, Graphics, Materials, Printing	\$	700
Off Site Hourly Professional Fees	\$	15,950

Total Project Costs	<u>\$</u>	<u>35,000</u>
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Off Site Professional Fees

Anne Shepherd - 80 hours @ 75	\$	6,000
Tim Shepherd -50 hours @ 75	\$	3,750
Glenn Norton -24 hours @ 75	\$	1,800
Robert Resch 16 hours @200	\$	3,200
CAD, Concept Illustrations 12 hours @ 100	\$	1,200
Total Off Site Professional Fees	\$	15,950

On Site Professional Fees

Anne & Tim Shepherd 10 days @ 800	\$	8,000
Glenn Norton 4 days @ 600	\$	3,200
Robert Resch 2 days @ 1000	\$	2,000
Total On Site Professional Fees	\$	13,200

Total Professional Fees on site and off site	\$	29,150
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Total Travel Costs Four Trips	\$	5,150
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Incidentals, graphics, printing, materials	\$	700
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Total Project Costs	<u>\$</u>	<u>35,000</u>
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Requested Payment Schedule - As invoiced

Upon Signing Award and Contract (30% of total)	\$ 10,500
At the end of Month 2 (20% of total)	\$ 7,000
Upon Final report and Presentation to Village Council (50% of total or remaining balance)	\$ 17,500
Total of all Invoices	\$ 35,000

END OF PROPOSAL



REQUEST FOR PROPOSAL

Library Services Needs Assessment
for the Village of Pinehurst, North Carolina

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I. Statement of Need

The Village of Pinehurst seeks to understand the need and demand for library services by its residents.

II. Scope of Work

The Village of Pinehurst is seeking a consultant (which may be a single firm or a consultant team consisting of individuals and/or firms with specialized expertise) to conduct a Library Services Needs Assessment. The consultant will compile and analyze data and information collected and obtained through research, investigation, and community outreach to quantify the need and public demand for library services in Pinehurst.

This assessment will be based on extensive community input and a thorough understanding of the universe of existing and future library services and their applicability to the residents of the Village of Pinehurst. The assessment will prioritize and document the community's interest in those services and document the various options to deliver those services, both in terms of facilities and methodology. The assessment will consider current and projected demographics and population trends. Finally, the Library Services Needs Assessment should evaluate the need for physical facilities (either new and/or enhancements to current facilities) to deliver the documented required library services. The characteristics of such facilities should be described such as potential size, locations, staffing requirements, information technology requirements, and furnishing needs. The potential operating and capital costs of these needs should be quantified in the final Library Services Needs Assessment Report.

As a result of this study the Village of Pinehurst will gain an understanding of library services appropriate to residents and the requirement for new and/or upgraded facilities to satisfy these needs.

Village of Pinehurst staff, augmented by representatives from the Given Memorial Library, will provide the consultant with additional information as needed and will meet with the consultant on a regular basis to facilitate the collection of public input and review interim work products. Village of Pinehurst staff will be the primary consultant contact for the needs assessment.

The final scope of work will be developed in collaboration with the selected consultant. The scope of work requested, at a minimum, will include:

1. **Review Existing Conditions and Identify Best Practices:** The consultant will seek to understand the existing environment and the community's use of library services. The consultant will also identify best practices for library services to include:
 - Review existing library utilization rates, relative to other communities of similar size and demographics.
 - Review library program and event attendance.
 - Review population and demographic historical trends and projections.
 - Review relevant planning documents and reports (e.g. strategic plans, etc.).
 - Identify the existing amount of space for children, teen, and adult programs and services such as research, studying, testing, and meeting spaces.
 - Assess services currently available at Given Memorial Library as well as other publicly run library facilities in nearby communities.

- Review reports and other information compiled by Village and library staff.
- Examine successful library services in communities with similar demographics.
- Identify library services industry standards and best practices.
- Identify future library services that may be applicable.



2. **Solicit Broad Community Input:** An effective and authentic participation by residents of the Village of Pinehurst is important to developing a fair and representative Library Services Needs Assessments. The consultant's public engagement strategies must consistently include dialogue associated with the cost of delivering potential service enhancements. The consultant is expected to work with Village staff to formulate and execute an innovative and inclusive public engagement strategy. The public engagement strategy should be designed to ensure broad community input by a representative demographic that determines the community's desires and realistic needs for improved or expanded library services.

Public outreach methods may include, but are not limited to:

- Surveys to determine, 1) resident desires and needs for library services and satisfaction with existing services, 2) resident interest in expanding current and support for potential future services, 3) resident interest in utilizing services of other local publicly operated libraries, and 4) how a library might meet resident needs in creative ways.
 - Focus group meetings, community meetings, and other stakeholder meetings.
 - Other methods to solicit input through local social or event gatherings.
3. **Conduct the Needs Assessment and Formulate a Recommendation:** The consultant will compile and analyze the data and information collected and obtained through research, investigation, and community outreach to quantify the need and public demand for library services in Pinehurst. In addition, the consultant will identify and evaluate alternative strategies such as: collaborating with other government operated libraries locally; expanding existing library facilities; combining library services with Village Parks and Recreation department offerings; relocating current library services to an existing facility; constructing new facilities, etc. Finally, if expansion and/or relocation is recommended, the consultant should indicate the following:
 - Recommended library facility size, in square feet.
 - Staffing requirements including full-time and volunteer staffing for each suitable location.
 - Critical information technology and furnishing requirements.
 - Projected initial capital and ongoing operating costs for each suitable location.
 - Potential funding strategies (e.g. grants, municipal funding, tax credits or private resources).
 4. **Prepare and Deliver a Written Library Services Needs Assessment Report:** The consultant will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, best practices, community input, research and analysis performed, solutions evaluated, and a final recommendation. The consultant will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting.

III. Existing Library Background

Currently, the Given Tufts organization, which is a separate not-for-profit corporation, provides public library services in the Village Center through the Given Memorial Library at no cost to patrons. An annual financial contribution from the Village of Pinehurst aids the provisioning of public library services through a contractual relationship. The Given Memorial Library shares its current facility with the Tufts Archives. Representatives of the Village of Pinehurst and the Given Memorial Library formed a Library Working Group in January, 2018 to identify potential solutions for the lack of collections and program space to accommodate the needs of a growing community. This group met over the course of one year to formulate recommendations on how to improve library services and evaluate the need for expansion.

The Given Library has partnered with the Village of Pinehurst in this assessment of current and potential future library services for the community.

In January, 2019, the Pinehurst Village Council approved the Library Working Group's recommendation for the Village of Pinehurst to conduct a formal Library Services Needs Assessment to determine the community's desires and needs for future library services. Therefore, the Pinehurst Village Council is soliciting proposals from qualified firms to conduct a library needs assessment for the Village of Pinehurst.

This assessment should engage the community to identify its desired vision for the future of library services, identify priorities for improvement, evaluate the potential roles of both the Village of Pinehurst and the Given Memorial Library, and articulate strategies to address those roles and priorities. The Library Needs Assessment should also compile findings from the community including the desired levels of library services and programs, both existing and future.



The firm performing the Library Services Needs Assessment will work directly with Village of Pinehurst staff to coordinate the needs assessment and ensure extensive public input is obtained throughout the process. Members of the Library Working Group, including representatives of the Given Memorial Library, will be available to provide assistance as needed.

IV. Library Services Needs Assessment Deliverables Required

The consultant preparing the Library Services Needs Assessment shall be required to provide the Village of Pinehurst with the following deliverables:

1. Surveys or questionnaires used to solicit public input, along with a summary of survey results.
2. Summaries of input obtained from focus group meetings, neighborhood meetings, stakeholder meetings or other public input methods.
3. A Draft Library Services Needs Assessment for review prior to the presentation of the Final Library Services Needs Assessment.
4. 15 copies of the Final Library Services Needs Assessment.
5. All deliverables shall be provided in digital copy and shall be in the following formats: PDF, MS WORD, MS EXCEL, or MS POWERPOINT.

V. Proposed Project Timeline

It is the desire of the Village that the Library Services Needs Assessment be completed in an approximately 4-month time frame after the selection of the consultant and subsequent discussions regarding details and logistics. A proposed project timeline shall be prepared and submitted as a requirement of the proposal.

VI. Proposal Requirements

The following materials must be included in the proposal and received by 5:00 pm (EDT) on July 5, 2019 for a proposing consultant to be considered.

During the evaluation process, however, the Village of Pinehurst shall reserve the right to request additional information or clarifications from a consultant, or to allow corrections of errors and/or omissions. The purpose of the technical proposal is to demonstrate how the consultant, as a team and/or as individuals, will contribute to the Library Services Needs Assessment. The substance of the proposal will carry more weight than form or manner of presentation; the proposal should be complete and concise. Specific proposal requirements include:

1. **Title Page:** Title page showing the following: request for proposal's subject; the consultant's name, address, telephone and email address of the contact person; and the date of the proposal.
2. **Transmittal Letter:** A signed letter of transmittal briefly demonstrating the consultant's understanding of the work to be performed, committing to perform the work within requested time period, explaining why the consultant believes it is best qualified to perform the services, and stating that the proposal is an irrevocable offer.
3. **Statement of Qualifications:** Submitted materials should demonstrate the qualifications of the consultant and of the particular staff assigned to this engagement. The consultant should demonstrate experience on at least (3) similar projects, preferably within the past five (5) years. The consultant should be prepared to provide copies of or electronic links to the work product from these projects.
4. **General Information:** Provide general information and a brief history of the consulting firm. Include information for the prime and any sub-contractors proposed for the project.
5. **Introduction and Executive Summary:** Provide the following information concerning the consulting firm:
 - Firm name, business address, telephone number, fax number, and email address.
 - Year the consulting firm was established (include former names and year established, if applicable).
 - Type of ownership and parent company, if any.
 - Project manager's name, mailing address, and telephone number, if different from Item 1.
 - Key facts and features of the proposal, including any conclusions, assumptions, and recommendations.
6. **Project Understanding:** Include a summary of the consultant's understanding of this project as described in the Scope of Work. Discuss and clearly explain the methodologies proposed to complete the required services on this project. The respondent must document a clear understanding of the RFP's entire scope of work and project intent for the Library Services Needs Assessment.

7. **Project Approach:** Include an overall summary of the project approach with key milestones clearly identified for each phase of the project. Respondents shall also include the following information in the detailed explanation of their project approach:
 - Public engagement strategy, including the number and type of public outreach methods and public participation processes to be utilized.
 - Data and information to be collected during the project (e.g. library utilization rates, best practices, industry standards, etc.).
 - Description of proposed techniques and methodologies to assimilate and correlate data and information obtained during the assessment.
 - Description of how the consultant will leverage technology throughout the Needs Assessment project.
8. **Personnel Qualifications:** For each member of the project team assigned to this engagement, please provide the following information:
 - Identification of the project manager who will lead the project, can negotiate a contract, and can execute a contract.
 - Names and proposed roles of other individual team members.
 - Qualifications of all team members to perform the work requested, including education and prior relevant experience in their assigned functions.
9. **References:** Include a list of clients where similar services were (or are currently being) provided by members of the project team along with the name, telephone number, and email address of a person who may be contacted at that client.
10. **Proposed Work Plan and Tasks:** Provide specific approaches, methods, and assumptions that will be utilized to accomplish each work item in the Scope of Work.
11. **Project Timeline:** Provide a proposed project timeline from project initiation to completion. The timeline should include a list of key tasks within each phase, key milestones with approximate dates, and deliverables (draft and final) in each phase.
12. **Compensation/Fee Schedule:** The consultant shall break out the cost as follows:
 - Proposed itemized cost for items included in the Scope of Work and Deliverables Sections as well as incidentals and travel.
 - Provide a fee schedule for additional costs the Village would be charged if the Village requests services beyond those described in the Scope of Work and Deliverables Sections.
 - Provide hourly rates for all consultant employees who are expected to work on the project. These rates shall be the agreed upon rates for any additional services requested by the Village of Pinehurst. These rates shall remain constant during the course of this project.
 - If multiple consultants are collaborating on the RFP submittal, please identify the specific segment of the scope for each assigned consultant and the associated pricing.

The Village prefers a firm, fixed contract price with incidental costs, such as travel, billed separately from the fixed contract price and up to a maximum spelled out in the contract.

Proposals submitted must adhere to a 30-page maximum limit and contain 1 inch margins with the main body of the text in Arial 10-point font.

VII. Selection Process, Criteria, and Submission Instructions

Shortly after the proposal submission deadline, a Selection Panel will evaluate and rank each proposal using the following criteria:

1. Understanding of the Scope of Work and project objectives.
2. Creativity, clarity, and usefulness of proposed assessment methodologies and techniques.
3. Public engagement processes and innovative outreach methods.
4. Strength and relevance of previous similar experience with projects of a similar scope and scale.
5. Qualifications and experience of key personnel on the proposed team.
6. Completeness of proposal submitted (i.e. proposal meets proposal requirements).
7. Schedule and appropriate allocation of project staff and resources per work category.
8. Proposed project cost.

The Selection Panel will then check references provided for the top ranking proposals. Based on the ranking and information received during reference checks, the Selection Panel will recommend up to three consulting firms for the Village Council to interview. Members of the Selection Panel will contact the consulting firms recommended and schedule a mutually agreed upon oral presentation date and time.

The Village Council will interview the recommended consulting firms in late July or early August 2019 and make a final selection based on the information provided in the proposal and presentation. Once the Village Council has selected a consulting firm, the Selection Panel and consulting firm will negotiate the cost of the project and develop mutually agreed upon contract documents for Village Council approval.

Interested firms should submit one electronic PDF copy of the completed proposal and may choose to submit up to six (6) paper copies **by 5:00 pm (EDT) on July 5, 2019 to:**

Natalie Hawkins, Assistant Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374
910-295-1900 ext. 1103
nhawkins@vopnc.org

Village staff will provide written receipt verification of submitted proposals.

VIII. Proposal Terms and Conditions

- A. This RFP does not commit the Village to award a contract. No other party, including any proposer, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum proposal submission requirements, may not be reviewed. This RFP and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any proposer to this RFP, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any proposal or material(s) submitted in response to this RFP.
- B. It shall be the proposer's responsibility to review and verify the completeness of its proposal. The Village may request additional or clarifying information or more detailed information from any proposer at any time, including information inadvertently omitted by a proposer. The Village may request to contact clients referenced in the proposal. The Village also reserves the right to conduct investigations with respect to the qualifications of a proposer.
- C. Verbal communication made by any Village employee or agent of the Village with respect to this RFP is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFP issued by the Village will be considered binding on the Village.
- D. The Village reserves and may exercise the following rights and options with respect to evaluation of proposals and selection for negotiation:
 - i. To reject any and all proposals and re-issue the RFP at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;
 - ii. To supplement, amend, substitute or otherwise modify this RFP at any time prior to selection of one or more respondents for negotiation and to cancel this RFP with or without issuing another RFP;
 - iii. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
 - iv. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible proposer;
 - v. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFP or contains erasures, ambiguities, alterations, or items of work not called for by this RFP;
 - vi. To waive any informality, defect, non-responsiveness and/or deviation from this RFP that is not, in the Village's sole judgment, material to the proposal;
 - vii. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the respondents following proposal submissions;

- viii. To request that some or all of the proposers modify proposals based upon the evaluation of the Village.
- E. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected proposer(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFP; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected proposer(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

Appendix A. Community Profile

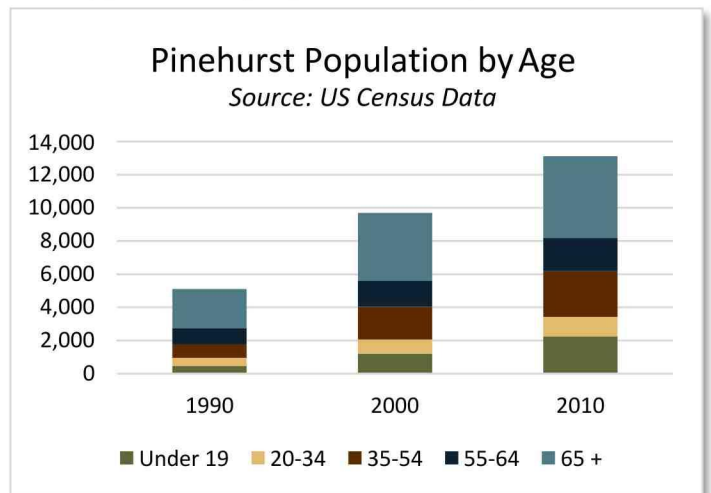
The Village of Pinehurst is located in an area known as the Sandhills in Moore County, North Carolina. Although it was established in 1895, the Village did not become a municipality until 1980. James Walker Tufts, a resident of the Boston area, purchased approximately 6,000 acres of land to create a health resort in the Sandhills. Mr. Tufts contracted with a land planning firm headed by Frederick Law Olmsted, designer of Central Park in New York City and the Biltmore Estate in Asheville to conduct master planning for his desired resort community. In about three weeks' time, the plan for the Village of Pinehurst was formed. In 1996, a large portion of the Village was designated as a National Historic Landmark for its landscape design and significance in the history of golf in the United States.

The Village has an incorporated area of approximately 16.5 square miles and also exercises extraterritorial jurisdiction for zoning purposes over an 8 square mile area immediately outside of its corporate limits. The Village of Pinehurst is surrounded by the incorporated municipalities of Southern Pines, Foxfire, Aberdeen, and Taylortown.

Primarily a residential community, Pinehurst has a \$3.4 billion residential tax base and a \$403 million non-residential tax base, or \$230 million per square mile. Of the total assessed property valuations, 89% are residential, with 11% non-residential. 2017 US Census data indicates the median value of owner-occupied housing is approximately \$290,000 and the median household income is nearly \$82,000.

The 2019 population of the Village of Pinehurst stands at approximately 16,700 residents, which makes Pinehurst the largest incorporated municipality in Moore County. In fact, from 2010 to 2016, Pinehurst was the twelfth fastest growing municipality in the state of North Carolina.

From 1990 to 2010, Pinehurst's population increased from approximately 5,100 residents to over 13,000, or a 155% increase. The average age of Pinehurst residents is higher than many communities, but this is shifting: according to US Census data, 47% of the population was under the age of 55 in 2010, compared to 34% in 1990.



Location is one of the Village's greatest assets.

Pinehurst is only two hours from North Carolina's coast; three hours from the Blue Ridge Mountains; 45 minutes from Fort Bragg, the largest military base in the world (by population); one hour from the state capitol of Raleigh; and two hours from Charlotte with access to international airports, major museums, and other cultural arts venues.

The Village of Pinehurst is an integral part of the economy of Moore County, which is well-diversified with healthcare, recreational, retirement, tourism, retail, agriculture, and manufacturing sectors. Pinehurst's service-based economy attributes over 9,000 jobs to the lodging, medical, and office sectors. Pinehurst and nearby Southern Pines make up the Pinehurst-Southern Pines micropolitan statistical area, which ranked 44th out of 551 in the country for economic strength during 2019.

Two of the largest employers in Moore County are located in Pinehurst and are service-related. FirstHealth of the Carolinas is a private, not-for-profit health care network serving 15 counties in the mid-Carolinas. Pinehurst Resort, owned by Pinehurst, LLC operates nine championship golf courses, including the famous Pinehurst No. 2 course, which was the site of the 1999, 2005, and 2014 U.S. Open Championships. Pinehurst Resort will once again host the U.S. Open Championship in 2024.



The Village of Pinehurst government is comprised of 9 different departments. Primary services include: police, fire, solid waste, street maintenance, recreation, and planning & development services. Schools in NC are operated by a separate county-wide school board authority and there is one elementary school located in the Village limits that will be demolished in 2019, expanded and rebuilt on the same site, and will reopen in 2021.

Appendix B. Current Library Profile

Currently the library located in and serving the Village of Pinehurst is the Given Memorial Library. The Given Memorial Library was established in 1963 with an endowment by Sarah Given Larson, in honor of her parents, John L. and Irene Heinz Given, along with a gift of land on the Village Green by Richard S. Tufts. Since establishment of the endowment, many other private donors have enabled the Given Memorial Library to serve effectively as a “public” library in the Village of Pinehurst since the 1960s. Although the library is approximately 80% funded by private donations, it has continuously operated on a no-fee basis for both residents and non-residents.

Nearby libraries available to residents of the Village of Pinehurst include the Town of Southern Pines municipally funded library, the Katharine L. Boyd Library at Sandhills Community College and the libraries in Carthage and Aberdeen that are part of the Sandhills Regional Library system. Approximately 425 Pinehurst residents currently pay a fee and utilize the Southern Pines Library.

The current collection at the Given Memorial Library consists of approximately 17,000 volumes. Current library services include books, magazines, audio books, digital services, children’s programs, and various educational programs which often double as fundraising events. There are approximately 7,600 card holders and the Library averages 35,900 visits per year. The Given Memorial Library is open Monday – Friday 9:30 am to 5:00 pm and Saturday 9:30 am – 12:30 pm.

The Village of Pinehurst has a rich history which has been documented and archived by the Tufts Archives, founded in 1975. The Given Memorial Library shares the building and facility with the Tufts Archives. These two functions, the Given Memorial Library and the Tufts Archives are operated as a single 501c(3) not-for-profit corporation located in the same 6,390 square foot building on the Village Green at 150 Cherokee Road. The Given Memorial Library occupies 3,300 square feet, or approximately 52% of the existing building.

The Given Tufts organization is negotiating a separation of the archives from the library. If the separation occurs, the archives would be expanded to fill the current shared facility. So, whether or not library growth is found to be needed, it is likely that the Given Memorial Library will need to move to another location.



Library Services Needs Assessment Village of Pinehurst, North Carolina

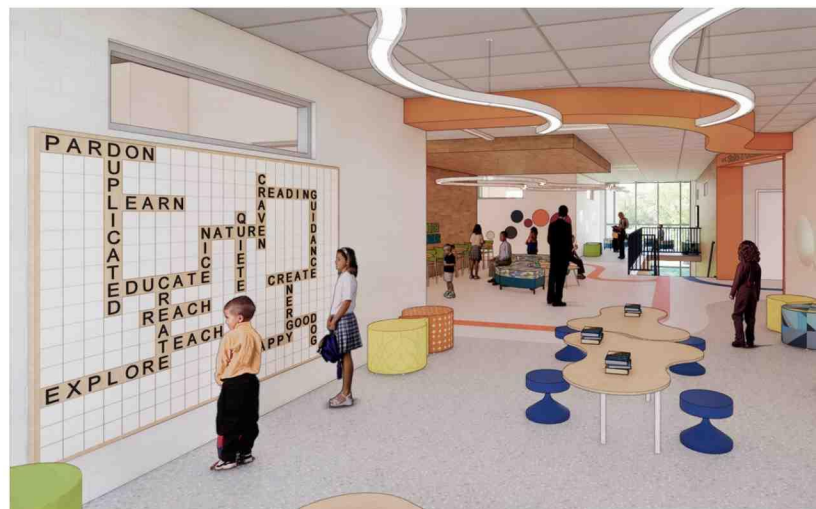
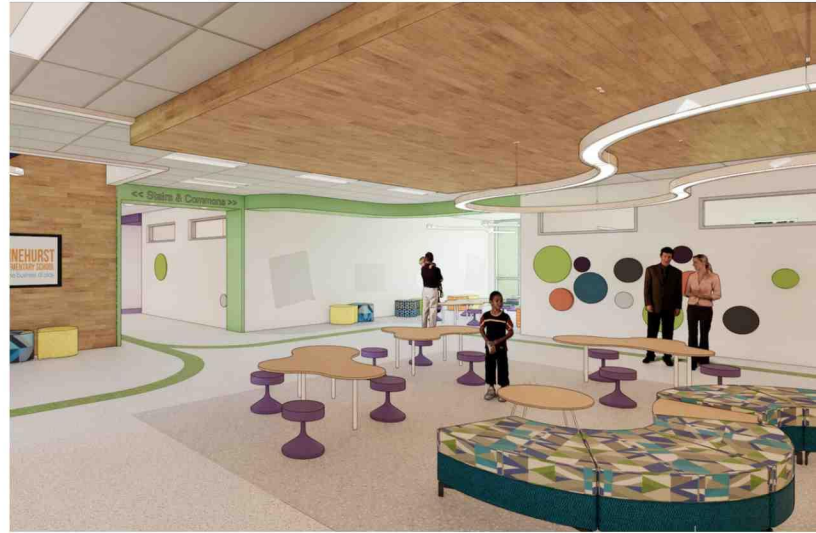


RATIO

227 Fayetteville Street, Suite 301, Raleigh, NC 27601

919.256.4963 | HBowen@RATIOdesign.com

July 5, 2019





RATIO

Natalie Hawkins, Assistant Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Dear Ms. Hawkins:

We are pleased to provide our qualifications for this incredible opportunity to work with the Village of Pinehurst in planning the future of its public library. Our team enjoyed visiting on June 26 and are excited about the potential this project has for the Pinehurst community.

As our relationship with Pinehurst grows, so has our nationally recognized expertise in the design and planning of public libraries. As your partner in transforming how Pinehurst Library might serve the community, RATIO provides:

A locally as well as nationally based team that understands not only Pinehurst but also 21st-century public libraries.

Our relationship, which includes the planning and construction of the new Pinehurst Elementary School, has led RATIO to develop a deeper understanding of the community. We've heard your concerns and your hopes for the future, and we believe the Library Services Needs Assessment represents the next important step toward accomplishing your goals.

A dedicated library studio led by a veteran national expert

At RATIO, we understand the profound challenges facing the public library of today. We look at every aspect of library design, from functionality and technology to programming and inclusive access, and we know that flexibility is paramount in our ever-evolving world. RATIO's multidisciplinary team of experienced library designers. Most recently, we added Kim Bolan, MLS, to our team. Kim is an experienced librarian, library planner and designer, author, and speaker that has worked both in and with libraries for more than 30 years. Altogether, the RATIO team has over 6.2 million gs of public library experience in our portfolio.

A meaningful process for community input

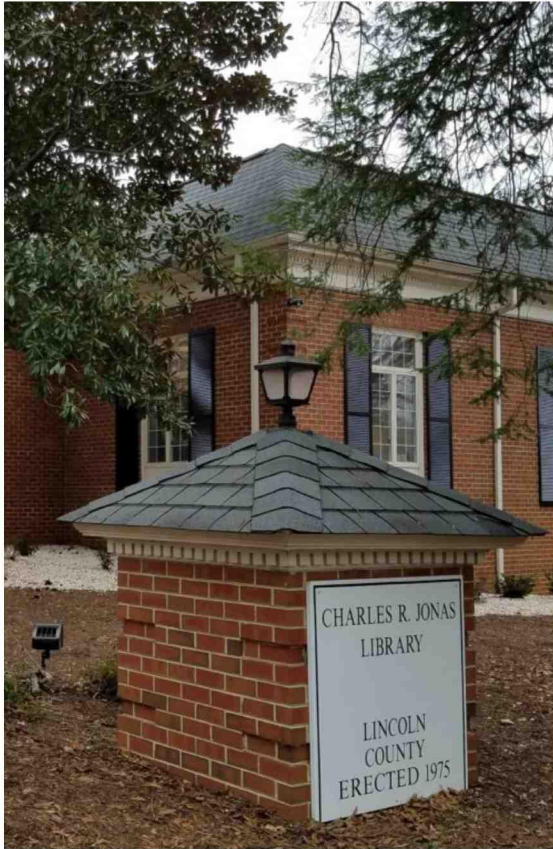
Good design begins with listening and collaboration. Our needs assessment and planning process utilizes both time-tested and advancing technologies to communicate design solutions. We apply our vast experience leading visioning, programming, and community involvement to create meaningful conversations and achieve consensus that guides the process and final deliverables. We look forward to working with you and the community through your new engagement platform Engage Pinehurst.

As a design firm that shapes experiences, RATIO is the perfect partner for this project. By nature, we are excellent storytellers. Narrative architecture informs our design solutions, telling the stories of libraries, public spaces, and museums/archival spaces.

RATIO greatly appreciates the opportunity to be considered for this project. We have assembled a team of experienced, talented and passionate professionals to meet your needs. Please refer to pages 26 & 28 for our full proposal and schedule of this irrevocable offer. Our team looks forward to continuing our relationship with Pinehurst and serving the members of your community.

Sincerely,

Hal Bowen, AIA, LEED AP
Principal | Raleigh Studio Leader
919.256.4963 | HBowen@RATIOdesign.com



Lincoln County Public Library System Needs & Facility Assessment

Lincoln County Public Library System | Lincolnton, NC

Having experienced significant and uneven growth, the Lincoln County Public Library System had outgrown its past solutions, existing buildings and services. We led a community-oriented library needs and facility assessment that resulted in inclusive solutions to meet the needs of the county. Activities included stakeholder sessions, community forums, a survey, data analysis, benchmarking, demographic and psychographic analysis, space needs assessments, and evaluations of all existing facilities.

Our team recommended a phased long-term increase in total library sq. ft. via the expansion of the main location and the construction of two new sites extending library services to unserved and rapidly growing areas of Lincoln County.

**Kimberly Bolan and Associates experience prior to joining RATIO*



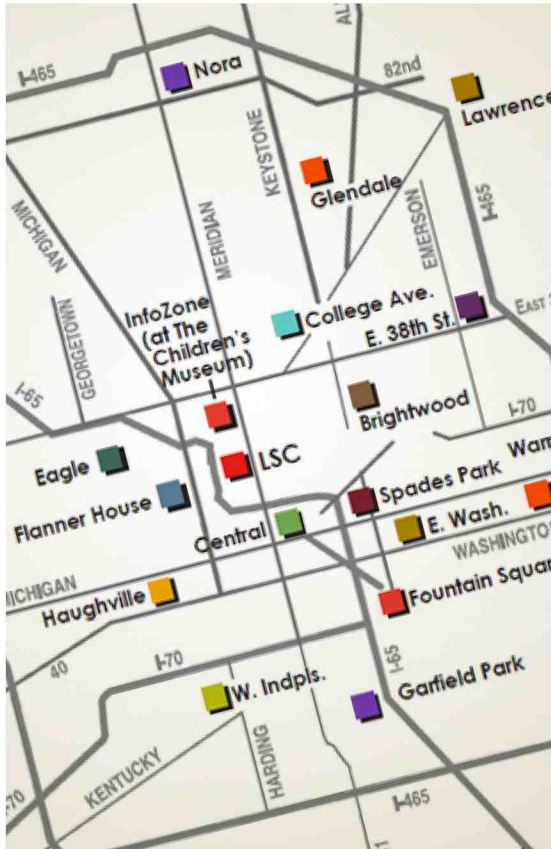
Ramsdell Library Facility and Community Assessment

The Great Barrington Libraries | Great Barrington & Housatonic, MA

Leadership of The Great Barrington Libraries needed to decide the future of the Ramsdell Library, one of their two facilities in close proximity to one another. Our team completed data analysis, a facility evaluation, community needs assessment, and engagement efforts that captured the historic nature of the location and its importance to a struggling former mill town.

Economics in conjunction with the overwhelming amount of passionate feedback from the community led to a recommendation and funding strategies to retain and update the Ramsdell Library. A plan was developed and presented to the community for improving and updating the building including bringing the facility up to ADA standards. The Library is currently pursuing this plan.

**Kimberly Bolan and Associates experience prior to joining RATIO*

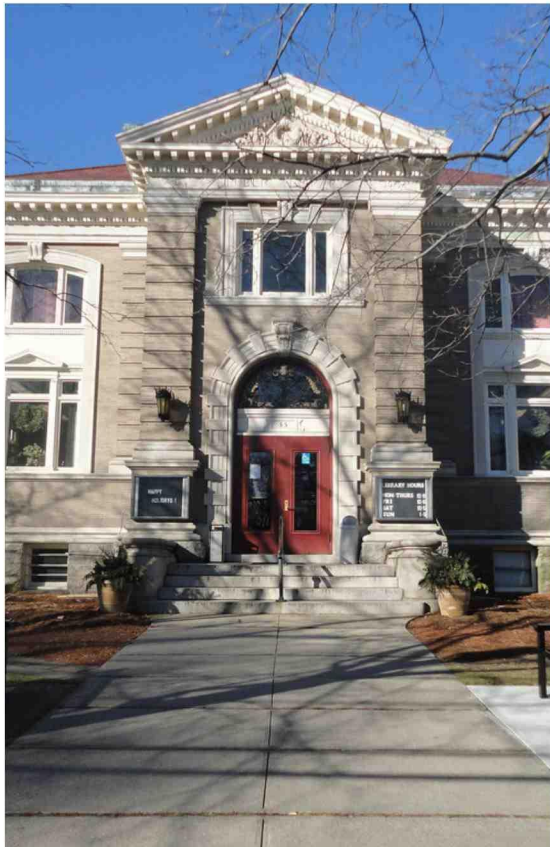


Facilities Assessment Study

Indianapolis Public Library | Indianapolis, IN

The expert team of RATIO Architects, MS&R, S.R. Kent, and the Sextant Group collaborated to develop a guide for the continued planning and design of new and renovated Indy PL branch facilities. The master planning document describes the goals and priorities for space needs for each of the 22 branch facilities, as well as proposed new branch locations.

The Indy PL leadership has committed to the development of facilities that support the concepts of collaboration, exploration, vibrancy, energy, lifelong learning and the library as a partner in addressing local issues. The goal in the design of these facilities — reflected in this planning document — is to allow for the associated operational and functional activities, reflected through open, bright, innovative and exciting spaces that mark the library as a civic and community center.



Westborough Public Library Needs Assessment & Building Program

Westborough Public Library | Westborough, MA

Westborough Public Library was facing an insufficiently sized, configured and landlocked site with limited parking that was never designed to support modern library services. Retained to complete a Needs Assessment and Service Model Study, the research findings provided the support necessary for the Library to pursue state funding for expansion and renovation. Following this success, we conducted additional community input sessions and developed a building program as part of the Commonwealth of Massachusetts' construction grant process.

WPL has continued moving forward through the state's capital funding process and, as of early 2019, Westborough is number 6 on the priority list for state funding for renovation and expansion.

**Kimberly Bolan and Associates experience prior to joining RATIO*





Forsyth County Public Library
Forsyth County | Winston-Salem, NC

Wishing to create a transformative “third place” for the city of Winston-Salem and provide new services for library patrons, Forsyth County selected RATIO to renovate and expand its existing central library and modernize its offerings to be reflective of a 21st Century iconic community library.



The design solution selectively demolished dysfunctional parts of the existing building, renovated functional areas (approximately 50,000 sq. ft.), and added a 50,000 sq. ft. glazed addition that responds to the needs and program of an open, flexible, collaborative and sustainable library, with space for a café, an outdoor reading garden, an auditorium, a makerspace, and a “technology petting zoo.”



Carmel Clay Public Library Expansion & Renovation
Carmel Clay Public Library | Carmel, IN

In response to increased population growth, the Carmel Clay Public Library selected RATIO to design for the renovation and expansion of the existing facility. This library has provided more than 100 years of service to the Carmel community and has made it their mission to inspire lifelong discovery, facilitate collaboration, and connect people with resources.



RATIO's inclusive process engages the library's strategic steering committee as well as key stakeholders, staff and community members to learn how the space could better meet their needs. The CCPL's dynamic, new vision addresses programming issues identified by the Library and provides an approach to align the Library with the continued growth of the city. Elements of the vision include an expanded facility with a re-conceptualized interior layout featuring enhanced open social areas, additional seating capacity, increased event space, and a new parking structure.



Evansville Museum of Arts, History & Science



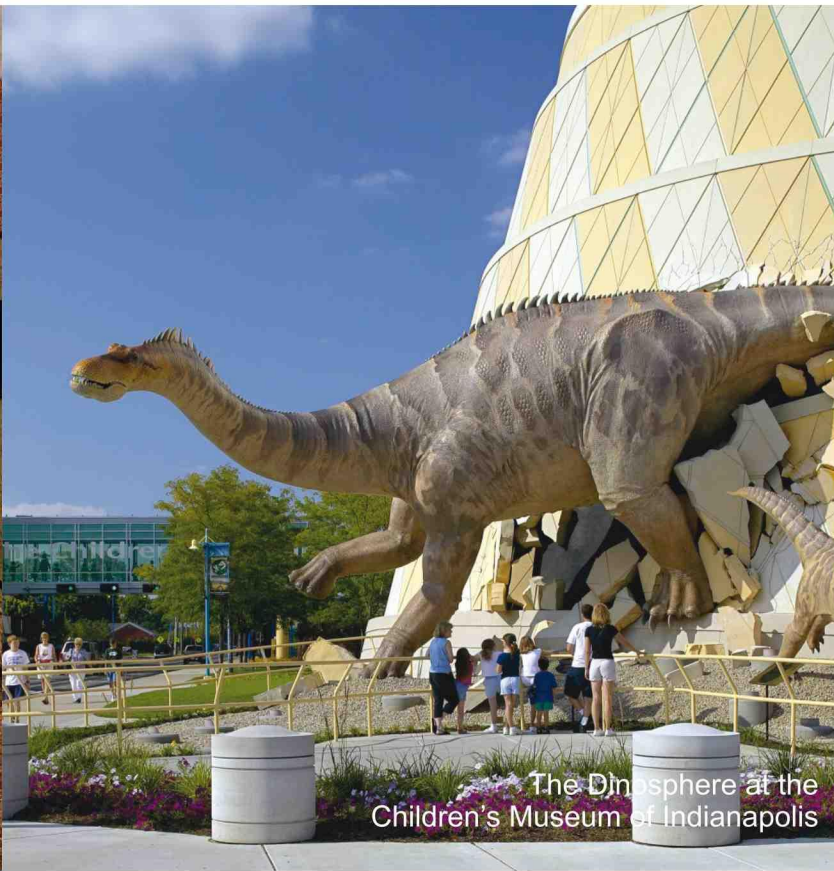
President Benjamin Harrison
Home & Carriage House



NCAA Hall of Champions



Indiana State Museum



The Dinosphere at the Children's Museum of Indianapolis

RATIO has a long history of working with cultural institutions to create environments that teach, connect and inspire. Our exhibit design philosophy embodies the concept of “Narrative Architecture” – using a building’s context and form to tell a unique and compelling story.

Our exhibit design team creates immersive, interactive environments that ignite the imagination, foster experiential, hands-on learning and encourage lifelong connections between visitor and institution.



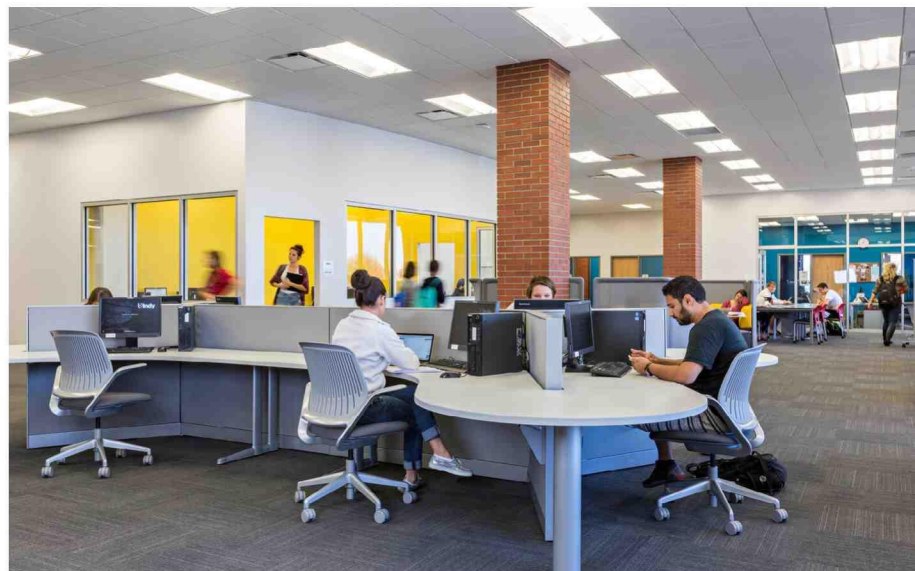
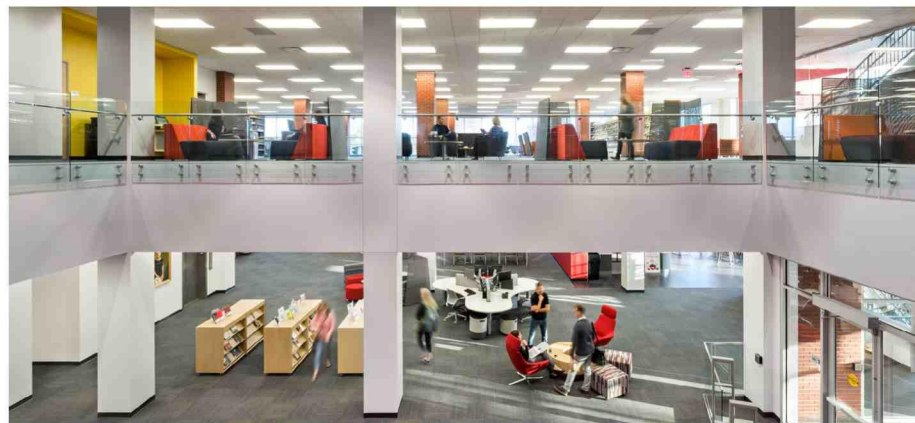
The Oceans Exhibit at the Indianapolis Zoo



Big Ten Experience



RATIO's library design studio has served library clients throughout the United States, with more than three decades of experience in library design and over **14.5 million square feet** of library space in our portfolio.



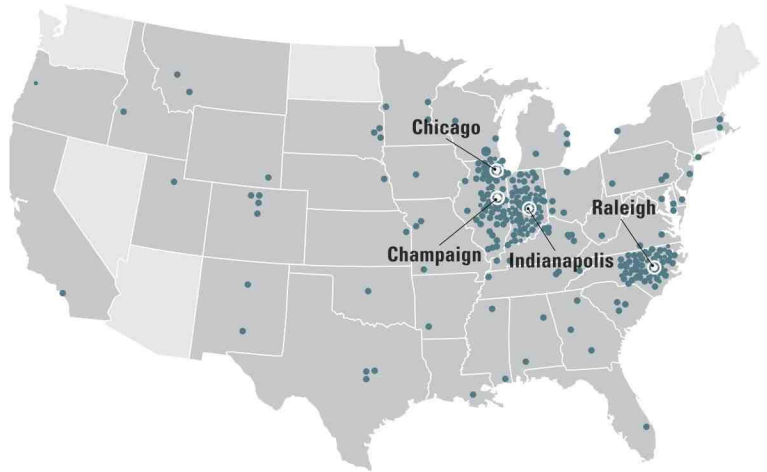


227 Fayetteville Street, Suite 301,
Raleigh, NC 27601
p: 919.821.0805 | f: 317.633.4153
KBolan@RATIOdesign.com
HBowen@RATIOdesign.com

RATIO is a multidisciplinary design practice offering services in architecture, preservation, interior design, landscape architecture, urban design and planning, and graphic design. After more than 35 years, RATIO has evolved to a firm of more than 150 designers and administrative staff. The firm's four studio locations in Indianapolis, IN; Champaign, IL; Raleigh, NC; and Chicago, IL allow our team of design professionals to cross geographic boundaries and provide a high level of architectural design excellence to clients throughout the country.

RATIO's library design studio has served library clients throughout the United States. With more than three decades of experience in library design and over 14.5 million square feet of library space in our portfolio, we are able to bring a national perspective to the project with an advanced level of knowledge gained from our research in library science.

Kim Bolan is a library evolutionist and an Associate Principal at RATIO. An experienced librarian, library planner and designer, author, and speaker, she has worked in libraries for more than 30 years.



4 Studios
40 State Presence
150+ Employees



202 Library Projects
Totaling at 14.5 million
square feet of space



Over the past five years, 67% of
RATIO's projects have been
awarded by existing clients.

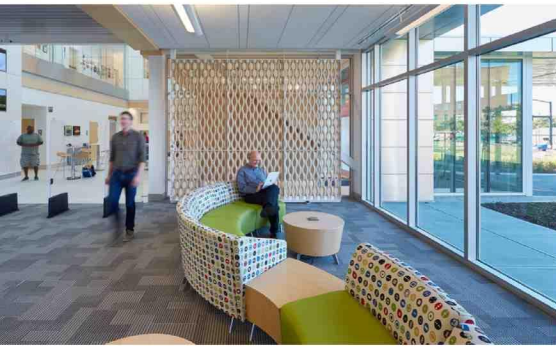
Parent Company Information

Former Names: HDG Architects

Year Established: 1980

Type of Ownership: Sub-S Corporation

Project Manager Info: Kim Bolan | 317.275.6992
101 South Pennsylvania Street
Indianapolis, IN 46204



Executive Summary

Library Experience

- RATIO has designed and/or planned 14.5 million square feet of library space in the past thirty years ranging in size from \$1 million to over \$100 million dollars.
- RATIO's own national library planning expert, Kim Bolan, will lead the library programming effort. She is an experienced library planner, author and speaker.
- The Raleigh Office of RATIO has completed twelve library projects in North Carolina in the past twenty years and over thirty media centers in North Carolina schools during that time.

Local Presence

- RATIO, with a Raleigh, NC office, a short distance from Pinehurst, has been configured to have people available for quick response.

Design Process

- RATIO's LiveDesignSM process facilitates greater stakeholder involvement and a rapid exchange of ideas leading to a richer design product.
- A series of highly participatory workshops, led by effective communicators and utilizing graphic meeting minutes, help to ensure that the aesthetic and functional goals are clearly communicated and realized.
- RATIO's well established management, scheduling and quality assurance protocols help to ensure the project remains on schedule and that the construction documents are a complete and accurate representation of the design vision.



Project Understanding

The goal of this study is to develop and define a strategic plan for the Village of Pinehurst to realize a reinvented facility that meets the expanding needs and evolving role of the library as the heart of the community.

Working in collaboration with the Village of Pinehurst, RATIO will conduct an intensive examination of existing conditions, demographics and regional trends and will work to identify the best and most progressive practices for programs, services, and community partnerships.

Data will be collected from broad community input to include surveys, workshops, focus groups, and social media to ensure the community's input into their desired scope of services and spaces.

Once the needs are defined and existing facilities assessed, RATIO will develop options for re-use and/or expansion, the development of a new facility, and possible partnerships with other

Pinehurst cultural institutions. The recommendations will include recommended space size, conceptual architectural strategies, staffing and operational costs, capital improvement cost estimates and potential funding sources.

A written report outlining the process used, data developed, assessment of needs, graphic conceptual alternative solutions, and capital costs information will be presented to the Village Council in a public meeting.

A successful plan should be progressive, adaptable, responsive and financially achievable.

The processes RATIO will use are described in detail below.



Project Approach

Our team is passionate about helping libraries survive and thrive in an environment of constant change. Change occurs every day with shifting demographics, new technologies, and increasing real and virtual competition; not to mention a very unsettled economy. Using a holistic approach to planning public libraries, we will work together with the Village of Pinehurst and library staff to coordinate all aspects of the process. Our methodologies for planning include robust research and data analysis combined with direct staff and community input. We engage stakeholders in understanding best practices for successful 21st-century libraries including conversations about service and delivery models, collections, technologies, and staffing. RATIO will bring our library expertise, innovation, understanding of Pinehurst, and creativity to carefully design each phase of the process.

A. Review of Existing Conditions & Data Gathering and Analysis

The first phase of the Needs Assessment project includes reviewing the existing environment and

other data gathering and analysis related to library use and activity, best practices for today's public libraries, demographic analysis, and staffing analysis. During this phase, RATIO will:

1. Conduct a high-level assessment of the building, which includes assessing the status of the existing building and options, if any, for expansion.
2. Evaluate the existing library environment from a programmatic perspective and observe the community's use of the Givens Memorial Library and the Tufts Archives.
3. Review existing library utilization rates including overall use, materials collection size and circulation, program and event attendance, etc. This data will be analyzed and compared to other libraries of similar size and demographics, particularly from the region. All data will be gathered from the State of North Carolina and other states as relevant to the project.
4. Assess population and demographic statistics, including historical trends and future projections. In addition, a

psychographic population analysis will be conducted to dive deeper into the makeup and lifestyles of Pinehurst residents.

5. Identify the existing amount of space allocated in the existing facilities related to children, teen, and adult services.
6. Assess services currently available at the Given Memorial Library and the Tufts Archives, as relevant, as well as looking at other publicly run library facilities in nearby communities.
7. Examine successful library services in communities with similar demographics.
8. Review the existing staffing model, budget, and other operational items.
9. Identify public library industry standards and best practices. Note: Several of our team members regularly present, both regionally and nationally, on library trends and evolving standards.
10. Identify current and likely future library services that may be relevant to the Pinehurst community now or in the future.
11. Review any and all reports, planning documents, and other information compiled by Village and library staff.

B. Public Engagement

A distinguishing feature of our team is RATIO's in-house experienced librarian and our design strategist. By using innovative human-centered engagement activities, informed by decades of experience working in and with libraries from across the United States, we can gain deeper insights from stakeholders and end users in the planning and pre-design phase.

With the goal of better understanding end users' motivations and needs, our team works to customize tools that will cater specifically to Pinehurst and its stakeholders. Fully understanding who we are planning for enables our team to make informed recommendations focused on the community and the user experience.

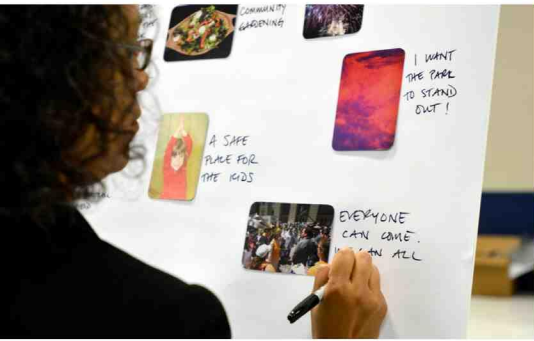
Program Development & Design through the Eyes of Stakeholders

Our team works collaboratively with the Village of Pinehurst and the planning team to determine what types of tools will be most effective for gathering input. Our forward-thinking approach to interacting with stakeholders, gathering feedback and idea generation includes numerous techniques for creating thriving and dynamic library services and spaces. Activities may consist of stakeholder meetings/workshops, key person interviews, surveys, and online input.

Over the past thirty years, our team has conducted thousands of community input sessions across the United States and, as a result, have found that our most successful projects are a result of empowering and activating stakeholders throughout the entire planning and design process. It is essential that a clear and community-driven vision guide recommendation for developing the needs of the Pinehurst community.

Interactive community and staff visioning workshops will be held at the beginning of the project to craft the vision and program for the new library. These sessions will show stakeholders the possibilities for their library. Sessions will be conducted with staff and the public and include a variety of visual components that encourage participants to openly express their preferences and to provide input and guidance for the plan. In addition, our team has developed a Library Planning Toolkit to ensure successful engagement and results. Our process includes active stakeholder involvement throughout, whether through in-person meetings and workshops and/or online engagement.

RATIO's approach and strategy will always include dialogue associated with the costs of delivering envisioned services and enhancements. Ultimately, we will work closely with the Village to formulate and execute the most effective and inclusive public engagement strategy possible for



the project budget. In particular, we are interested in exploring options for leveraging “Engage Pinehurst” as another platform to draw in the public and gather information.

As part of the overall process, our team will draft a community vision based on overall findings and public engagement activities. This vision will be a core component of the process as it will be the heart of the plan and assist in guiding the Village after the formal planning process is complete. Keeping the vision alive, creating ways for residents to be involved with its implementation, and celebrating its success fosters relationship building between residents, the Village, and consultant staff. The structure of all engagement activities, including larger workshops and small group conversations, is intentional and encourages participation through a variety of tools that are accommodating to all ability levels and ages.

C. Synthesize Findings and Formulate Recommendations

RATIO will compile and analyze all information obtained through data gathering, research, and community engagement to quantify the needs and options for library services in Pinehurst. We will then conduct a final charrette with the Village, library representatives, and other community champions to review the options and their implications. This part of the process seeks to identify the best approach to meeting the needs of the community.

During this phase, a variety of approaches will be examined, including collaborating with other government-operated local libraries, expanding the existing library facilities, combining library services with the Village Parks and Recreation department and their offerings, relocating current library services to another existing facility, and constructing new facilities, etc. The analysis completed prior to the charrette will provide the context, data, and cost models related to these



options. The result of the charette will be a final set of recommendations.

Recommendations will include:

- Rationale for maintenance, expansion, construction, etc.
- Library facility size requirements by area and aggregate, broken down by elements and components
- Development of conceptual architectural strategies to illustrate planning alternatives
- Staffing requirements including full-time and volunteer staffing for each option deemed suitable and possible in the Charette process
- Critical information technology and furnishing requirements
- Projected initial capital and ongoing operating costs for each suitable option
- Potential funding strategies (e.g. grants, municipal funding, tax credits or private resources) for each suitable option

D. Prepare and Deliver a Written Library Services Needs Assessment Report

RATIO will prepare and deliver a written Library Services Needs Assessment summarizing the process, all collected information and data and analysis, and the recommendations. Our team will present the Final Library Services Needs Assessment report to the Pinehurst Village Council in a public meeting.

Leveraging Technology: Virtual Engagement and Project Website

One approach we have found effective with other clients is the creation of a project website. This may be in conjunction with “Engage Pinehurst.” This tool can be used to inform the community as well as assist in gathering moderated public comment on plan recommendations before they are finalized. This input helps to provide an indication of prioritization for library leadership and staff.

Online surveys may also be used to solicit public input as well as efficiently summarize the results.

RELEVANT EXPERIENCE

Lincoln County Public Library
Lincolnton, NC

**Great Barrington
Public Library**
Great Barrington, MA

Westborough Public Library
Westborough, MA

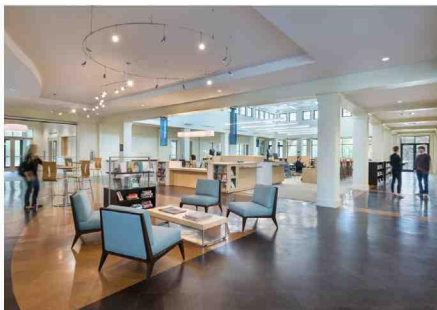
Tiverton Public Library
Tiverton, RI

Queens Library
Jamaica, NY

**Charlotte Mecklenburg
Public Library**
Charlotte, NC

Hamilton East Public Library
Fishers & Noblesville, IN

Butler University Irwin Library
Indianapolis, IN



PROJECT MANAGER /
LIBRARY PLANNER

KIMBERLY BOLAN

MLS



RATIO

PROJECT LEADERSHIP

Kim is a library evolutionist and an Associate Principal at RATIO. An experienced librarian, library planner and designer, author, and speaker, she has worked in libraries for more than 30 years. Formerly the founder and president of Kimberly Bolan and Associates, Kim has consulted with hundreds of public, K-12, and university libraries in 35 states, Australia, New Zealand and Canada and specializes in facilities planning and design, 21st century library services, children's and teen services, marketing and customer service.

In addition to being a former library administrator and manager, Kim has authored three books and numerous journal articles. A frequent speaker at state and national conferences and training workshops, Kim has been recognized as a "Mover and Shaker" by Library Journal and was named a "Forty under 40" recipient by the Indianapolis Business Journal.

EDUCATION & REGISTRATION

- Syracuse University / Syracuse, NY / Master of Library Science
- State University of New York at Geneseo / Geneseo, NY / Bachelor of Arts in Art and Art History
- Master of Library Science
- Public Library Certificate

PROFESSIONAL AFFILIATIONS (last ten years)

- Committee Member, LLAMA, Architecture for Public Libraries, 2019
- American Library Association, 1995 - present
- Public Library Association, 2000 - present
- Library Leadership & Management Association, 2018 - present
- Association of College and Research Libraries, 2019 - present
- Editorial Advisor, ALA Editions, Chicago, Illinois, 2003 - 2012



RALEIGH STUDIO LEADER
HAL M. BOWEN
AIA, LEED AP



RATIO

RELEVANT EXPERIENCE

- Pinehurst Elementary School**
Pinehurst, NC
- Forsyth County Central Library**
Winston Salem, NC
- Chatham County Library**
Pittsboro, NC
- Cameron Village Library**
Raleigh, NC
- Pine Hollow Middle School**
Raleigh, NC
- Rolesville High School**
Rolesville, NC
- Herbert Akins Middle School**
Fuquay-Varina, NC



PROJECT LEADERSHIP

Hal leads the Raleigh Studio with over 30 years of experience. Building on a rich, diversified background, Hal leads the design team through a comprehensive planning and design process, focusing on the clients key goals for the project to ensure strategic, customized and creative solutions that enrich the user's overall experience.

Understanding the various stakeholders and users for public venues, he engages his team to produce a solution that creates a unique facility, supports its organizational goals, and provides unique experiences for the visitor. Hal is a highly technical architect adept at leading multidisciplinary teams in a creative design process working within the clients project parameters.

EDUCATION & REGISTRATION

- North Carolina State University / Raleigh, NC / Bachelor of Arts, Architecture
- NCARB Certified
- Registered Architect, State of NC
- LEED Accredited Professional

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

- US Green Building Council Triangle Chapter
- Volunteer Manager, Capital Area Soccer League Parent
- Volunteer, M2M3 Community Garden
- Council of Educational Facility Planners International
- Construction Managers Association of America
- North Carolina National Guard

RELEVANT EXPERIENCE

Indiana State Museum
Indianapolis, IN

The Children's Museum
Dinosphere Exhibit
Indianapolis, IN

Museum of the Grand Prairie
Master Plan
Mahomet, IL

Crooked Stick Golf Club
Carmel, IN

Broadmoor Country Club
Indianapolis, IN



DESIGN PRINCIPAL

ROBERT G. PROCTOR

AIA, LEED AP



RATIO

PROJECT LEADERSHIP

A RATIO principal with more than 30 years of experience in architecture, Rob provides planning and design leadership with the firm's most complex projects. Drawing inspiration from the context and feel of a space, Rob works to create solutions that tell its "story" and that engage the user, both visually and emotionally. He enjoys the challenge of building timeless, quality architecture and creating places that positively impact its users.

More specifically, Rob has pioneered RATIO's Live DesignSM Method, a project delivery approach that enhances and accelerates client communication thru highly-participatory design workshops that develop greater consensus among stakeholders and designers working together as a team.

EDUCATION & REGISTRATION

- University of Houston / Houston, TX /
Bachelor of Architecture
- Southern Illinois University / Carbondale, IL /
Assoc. in the Applied Sciences
- The Indiana Leadership Summit, Urgency
of Change
- SKLLA Leadership Education &
Development (LEAD)
- Registered Architect: States of IN, IL, KY, SD, CO,
TX, TN, OH & FL
- LEED Accredited Professional
- NCARB Certified

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

- Leadership Participant, 2017 PKAL Learning Space
Collaborative Roundtable at Indiana University
Technology Services (IUPUI)
- Member, AIA Indiana Board of Directors
- Member, AIA Committee on Design (COD)
- State Delegate, AIA Indianapolis State Delegate
- Member, Indianapolis Zoological Society
- Member, Stanley K. Lacy Leadership Association
(SKLLA)

RELEVANT EXPERIENCE

Forsyth County Central Library
Winston-Salem, NC

Carmel-Clay Public Library
Carmel, IN

Sherman Park Brownfield Redevelopment Plan
Indianapolis, IN

Riverside Regional Park Master Plan
Indianapolis, IN

Durham Belt Line Master Plan
Durham, NC

Neil Street Corridor Improvement Plan
Champaign, IL

Comprehensive Plan
Waukegan, IL



PUBLIC ENGAGEMENT SPECIALIST
ANDREA HAYDON



RATIO

PROJECT LEADERSHIP

With a background in graphic design, service design, and public engagement, Andrea brings a unique skillset and perspective to RATIO's process.

Drawing on a wealth of public workshop experience, she uses a combination of ethnographic research tools to understand the organizations RATIO works with and make recommendations that influence the design process.

Andrea's expertise in user-centric design thinking empowers the firm to make informed decisions that focus on the holistic user experience of our clients.

EDUCATION & REGISTRATION

Herron School of Art + Design / Indianapolis, IN / Bachelor of Fine Arts, Visual Communication Design with concentration in Service Design
Experiential Art + Design, Hesse / Germany

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

- Co-Leader, Service-Design-Network Indianapolis
- Greener Committee, Indianapolis Parks Foundation
- Forte, Indianapolis Symphony Orchestra Young Professionals Group
- 24 Foundation Indianapolis, Street Team
- Former Adjunct Professor, Herron School of Art + Design
- AIGA Portfolio Reviewer, Present
- Faculty Portfolio Reviewer, Undergraduate Chicago National Portfolio Day, School of the Art Institute of Chicago, 2013

PRESENTATIONS & PUBLICATIONS

- Indy Design Week, "Service Design in the Architectural Practice", Speaker, May 2019
- "Connect to Design to Connect", Indiana University Visual Communication Design Conference, Speaker, November 2018
- "Decipher: Design Educators Research Conference", Contributor, September 2018
- "Health Matters: Service Design in Community Health Interventions", Touchpoint: The Journal of Service Design Vol. 6. No. 2, August 2014

RELEVANT EXPERIENCE

Pinehurst Elementary School
Pinehurst, NC

Forsyth County Central Library
Winston Salem, NC

Southeast Raleigh YMCA / Elementary School
Raleigh, NC

Willow Spring High School
Fuquay-Varina, NC

Herbert Akins Middle School
Fuquay-Varina, NC

Swift Creek Elementary School
Raleigh, NC



LANDSCAPE ARCHITECTURE
LISA ESTERRICH
ASLA

PROJECT LEADERSHIP

Lisa has more than 18 years of comprehensive landscape architectural experience. With a proven ability to provide innovative solutions, in every project she demonstrates a broad knowledge of construction methods, presentation graphics, technical specifications and sustainable design best practices.

Lisa has a wealth of expertise in public/private construction which has derived from providing innovative and sustainable design solutions to each project she has been involved with. She brings a passion for planting design with a focus on native species. Her approach to each project site is to identify and enhance its best qualities while discovering the history of the place that might be told through the proposed landscape. From the master plan for a 300-acre park along the Atlanta Beltline, to the military history narrative told through landscape features at the North Carolina Veterans Park, she has had a unique blend of past collaborations that make her a strong designer and an effective project manager.

EDUCATION & REGISTRATION

–University of Rhode Island / Kingston, RI / Bachelor of Landscape Architecture

COMMUNITY LEADERSHIP & PROFESSIONAL AFFILIATIONS

- Past Member, The Community Outreach Group for Landscape Design, Boston, MA
- Adjunct Professor, Department of Landscape Architecture, University of Rhode Island
- ASLA Merit Award, 2000
- ASLA Student Chapter President's Honor Award
- Past Member, NCSU Urban Design Conference Committee
- Leader, M2M3/RATIO Community Garden, Raleigh

PRESENTATIONS & PUBLICATIONS

- University of Rhode Island Center for Biotechnology and Life Sciences, Author, Landscape Architect & Specifier News, Nov. 2014 Issue



RATIO



DEMOGRAPHICS | COMMUNITY
ENGAGEMENT SPECIALIST
ROB CULLIN



RATIO

RELEVANT EXPERIENCE

Lincoln County Public Library
Lincolnton, NC

Westborough Public Library
Westborough, MA

Allen County Public Library
Fort Wayne, IN

**St. Joseph County
Public Library**
Post Falls, ID

Community Library Network
Charlotte, NC

Hamilton East Public Library
Fishers & Noblesville, IN

Anderson Public Library
Anderson, IN

St. Charles Public Library
St. Charles, IL



PROJECT LEADERSHIP

Rob is a library evolutionist and founding partner of Rethinking Libraries. He was co-owner of Kimberly Bolan and Associates (KBA) a leading library consulting firm based in Indianapolis (IN). He is a special consult to RATIO's Library Design Studio specializing in community engagement, library planning, and demographic studies. Rob has worked in libraries for over 17 years, initially as the Co-Founder/President of Evanced Solutions (a leading library software developer), then serving as Vice President at Demco, Inc.

He is a noted speaker at library conferences and author of books and journal articles on library trends and strategies. Rob has worked with thousands and consulted with over a 100 public, K-12, and university libraries in all 50 states, Australia, New Zealand and Canada and specializes in strategic planning, community assessments, demographics, 21st century library services, library technology systems and software, marketing, and customer service.

Rob is the co-author of Technology Made Simple from ALA Editions. A frequent speaker at state and national conferences and training workshops, Rob was recognized as a "Mover and Shaker" by Library Journal in 2008.

EDUCATION & REGISTRATION

—Purdue University / West Lafayette, IN &
Indianapolis, IN / Bachelor of Science, Electric
Engineering & Technology

PROFESSIONAL AFFILIATIONS

—Chair, LITA Public Library Technology Committee,
2008 – 2010
—Trustee and Executive Committee, Young Actors
Theater of Indianapolis, 2012-present





References

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 HamlinSS@forsyth.cc

Roger Leeson
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 Moore County Schools
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 rleeson@ncmcs.org

Jennifer Sackett, Ed D., CAS, MLIS
 Library Director
 Lincoln County Public Library
 704.735.8044
 jsackett@lincolncounty.org

Pat Hollenbeck
 Library Trustee, President
 Lincoln County Public Library
 617.212.9840
 patorch@msn.com

Maureen Ambrosino
 Director
 Westborough Public Library
 508.366.3050 ext. 5280
 mambrosino@town.westborough.ma.us

Greta Southard
 Director of Libraries
 Allen County Public Library
 260.421.1200
 gsouthard@acp.lib.in.us





STEP 01 September 1 to 14	Project Kick-off and gathering of initial data and existing reports, surveys, plans, and studies
STEP 02 September 16 to 18	On-site Visit 1: (3 days) Team Kick-off meeting Discuss goals, processes, and schedule Tour of existing facilities Initial visits with community partners Existing facility assessment and evaluation Plan community engagement activities
STEP 03 September 23 to October 18	Remote Work: Community engagement invitations, promotions, & survey launch Develop facility assessment report
STEP 04 October 21 to 25	On-site Visit 2: (3-4 days) Community engagement workshops and focus groups Identify key needs, possibilities, ideation, concept exploration\
STEP 05 November 15	On-site Visit 3: (1 day) Planning Synthesis Charrette/Retreat (Full Team): 1 Day Retreat and Workshop with Leadership and key community members Exploration and evaluation of alternative planning concepts
STEP 06 November 18 to December 6	Remote Work: Development of Recommendations, Concepts, & Approaches
STEP 07 December 6 to 13	Remote Work: Concept Approach and development of iterations and costs
STEP 08 December 13	On-site Visit 4: (½ day) Client Review and feedback
STEP 09 December 13 to January 29	Remote Work Develop final report Client review process and Edits
STEP 10 January 29	Onsite Visit 5: (1 day) Final report and Presentation to Council





CMU Park Library Archives Revolving Exhibits | Mt. Pleasant, MI

Compensation

For the scope of service describe in this proposal, we submit the lump sum fee of Forty-eight Thousand Dollars (\$48,000). We anticipate the work will require approximately 4 to 5 months. RATIO will bill monthly in four equal increments of \$12,000 and billing will align with work completed.

Reimbursable Expenses

Expenses attributable to your project will be invoiced as a Reimbursable Expense at 1.10 times the item's expense. Expenses may include:

- Drawing Reproduction/Photographic Reproduction
- Copying
- Supplies
- Mailing/Express Mail
- Mileage/Lodging/Meals/Auto Rental/Travel per Diem
- Agency Review Fees
- Other, Approved, Miscellaneous Expenses

We estimate reimbursable expenses will not exceed Ten Thousand Dollars (\$10,000.00). We will only invoice for expenses incurred in the interest of the project and will provide back-up receipts with our invoicing as required. Any monies remaining within this estimate at the completion of the project will revert to the client in full.

Specialty & Enhanced Services

Not included but available as an additional service include:

- A. Additional on-site visits
- B. Full architectural of interior design services
- C. Visualizations and "fly-through" simulations
- D. Physical scale architectural models
- E. Donor and marketing brochures
- F. Video production for development use
- G. Measured Drawings of existing Facilities
- H. Extensive building code and accessibility compliance review
- I. Site and landscape assessment and designs
- J. Visits to peer institutions or precedent libraries outside of North Carolina
- K. Technology Plans
- L. Furniture selections
- M. BIM Modeling
- N. LEED or other sustainability strategies.

Hourly Rates

Kim Bolan.....	\$185.00
Hal Bowen	\$225.00
Rob Proctor.....	\$350.00
Andrea Haydon.....	\$125.00
Lisa Esterrich	\$170.00
Rob Cullin	\$185.00



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**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF JULY 9, 2019
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, July 9, 2019 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. John Bouldry, Mayor Pro Tem
Ms. Judy Davis, Treasurer
Mr. Kevin Drum, Councilmember
Mr. Jack Farrell, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 26 attendees, including 10 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo, called the meeting to order.
Alexa Preising led the group in the Pledge of Allegiance.

2. Reports:

Village Manager

- Announced that Earl Phipps, Police Chief, will be retiring October 31, 2019. He will be taking a local job with Southern Software.

Village Council

- Councilmember Drum thanked Chief Phipps for doing such a great job.
- Mayor Nancy Fiorillo stated that when Chief Phipps first started there was a big problem with speeders and he really did a great job turning that around.
- Mayor Pro Tem Bouldry echoed the great job Chief Phipps has done. He also stated he met with the Lake Pinehurst Association and they are looking at Flood Pain Management. He would like to meet with staff to discuss.
- Councilmember Davis stated Chief Phipps will be missed. Also, we had a great Fourth of July Parade and it's always great to see everyone gathered together.
- Councilmember Farrell stated he agrees with everyone, Chief Phipps has done a fabulous job.

3. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- Approval of Draft Village Council Meeting Minutes.
 - June 25, 2019 Regular Meeting

- June 25, 2019 Work Session
- Budget Amendments Report

End of Consent Agenda.

Upon a motion by Mayor Pro Tem Bouldry, seconded by Councilmember Farrell, Council unanimously approved the Consent agenda by a vote of 5-0.

4. Discuss and Consider a Request Sponsorship/Waiver of Fees at Fair Barn.

Jeff Batton, Assistant Village Manager, explained the Village has two lease agreements for facilities at the Pinehurst Harness Track, the Track Restaurant and the Tack Shop. Both lease agreements are renewals for a three year term from July 2019 through June 2022. The Track Restaurant continues to be managed by Real and Tracy Cormier, who are long time tenants of that property. The annual rent for the restaurant will be \$7,044 payable at \$587 per month. The Tack Shop, or Country Saddler which is managed by Wayne and Janet Rasmussen, have also been tenants for a number of years. Their annual rent for the Tack Shop will be \$5,376 payable at \$448 per month. Both amounts above represent a CPI increase of 1.4% based on the May 2019 Southeast Information Office data. Mr. Batton stated the Village attorney has reviewed the agreement and found everything to be in order for Council's approval. Councilmember Davis asked if the leases were previously 3 year leases. Mr. Batton stated he wasn't sure at this time, he believes they were either 3 or 5 year leases.

Upon a motion by Councilmember Davis, seconded by Councilmember Drum, Council unanimously authorized the Mayor or her designee to execute a 3 year lease agreement, from July 2019 to June 2022, for the Track Restaurant and the Tack Shop, Country Saddler, by a vote of 5-0.

5. Other Business.

Councilmember Davis asked how many proposals were received for Library Service Needs Assessment request. Mr. Sanborn stated that they have received 8 submittals and staff is currently reviewing those and will bring before Council at possibly the next meeting.

6. Comments from Attendees.

- Frank Pacifico, 155 East Mackenzie Road, stated at the last meeting he inquired about the playground, at Rassie Wicker Park, and wants to know who maintains the playground. He explained that he visited the playground with his grandchildren the day after it opened and there was a game that was already broken.
- John Hoffman, Everett Rd., stated the Community Presbyterian Church are still continuing to violate Chapter 9 of the Pinehurst Development Ordinance every Sunday. Illegal parking continues to occur on the old WEE School site and also illegal parking creep on Everett Road. He stated it seems it is selection of the enforcement of the PDO.
- Kay Pierson, Pinehurst No. 6, thanked everyone for all of their hard work on the Comprehensive Plan. She stated she would like for Council to take their time with the plan and also she would really like to see the Comprehensive Plan as part of the upcoming election.
- Tom Campbell, Monticello Drive, stated he would like to understand the 5 acre rule within the ETJ. With all the restriction's put in place by the current Pinehurst Development Ordinance, only 17 houses could fit on a 100 acre lot.
- Keefer Welch, Pinehurst Resident, stated he believes it would be inappropriate for Council to approve the Comprehensive Plan before the election. He also noted that for the Highway 211 corridor the popular vote was for the area to remain general office use, however, Council has agreed to add some retail uses.
- Jane Hogeman, 18 Lochdon Court, stated she was upset that minutes, with respect to the Highway 211 strip, as it didn't reflect what the public wanted, it only reflected what management wanted. She stated she would like for Council to remove all of the policy statements added to the focus areas at the last Council meeting. She also believes Council needs to slow down and not vote on the plan until after the election.
- John Webster, 140 West Mackenzie Road, stated he would like to echo what others had voiced before him, that we need to let the process, for the Comprehensive Plan, take its due course and not rush before the election. He also stated if Council is going to go back and update the plan every year the document should be called a short term plan and not a long term plan. Mr. Webster explained he had suggested, at the last Council meeting, to add wording to the policy statement for conservation neighborhoods to state at no more destiny than what is currently allowed in the ETJ focus area. However, he didn't see that in the Council recommendation summary for that area and inquired would that area be allowed more destiny or not.

7. Motion to Adjourn.

Upon a motion by Councilmember Davis, seconded by Councilmember Drum, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 5:29 pm.

Respectfully Submitted,

Beth Dunn,
Village Clerk

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Values: Service, Initiative, Teamwork, and Improvement



**VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF JULY 9, 2019
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA**

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a Work Session at 5:48 p.m., Tuesday, July 9, 2019, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. John Bouldry, Mayor Pro Tem
Ms. Judy Davis, Treasurer
Mr. Kevin Drum, Councilmember
Mr. Jack Farrell, Councilmember
Mr. Jeffrey Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 17 attendees, including 9 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo, called the Council work session to order.

2. Review and Discuss Public Input Received at the Comprehensive Plan Open House.

Natalie Hawkins, Assistant Village Manager, explained the process up to this point, which included a large portion of public involvement. Ms. Hawkins stated the draft plan will go to the Planning and Zoning Board for review as well as Council's review, so there is still multiple opportunities for changes in the plan.

Councilmember Davis stated she doesn't think the Western Connector should be included in the plan, even though it is included in the Moore County Transportation Plan, as the project is so far out and this seems to be a 10 year plan. Councilmember Drum stated that Carthage ignored the Moore County Transportation Plan when they approved subdivision and the Village sent a letter to them in opposition. Jeff Sanborn, Village Manager, stated in reality we don't know when the Western Connector will be funded, however, it is a plan adopted by Moore County and the Department of Transportation. He believes it is important for this potential project to be in the Comprehensive Plan to prevent future Council from approving development that would prevent the project. Ms. Hawkins stated she doesn't think it is appropriate to refer to the Comprehensive Plan as a 10 year plan. Darryn Burich, Planning and Inspections Director stated that generally comprehensive plans are a 20 year time period. Councilmember Farrell stated he believes too much emphasis has been put on the Western Connector in the plan, he feels it should be modified to a conceivable option in the future.

Ms. Hawkins had Council review a summary she prepared of Council's recommendations on the 5 Focus Areas from the June 25th Council work session. Councilmember Farrell stated that he was ok with all of the recommendations other than retail use in the Highway 211 corridor, Focus Area 5, he would like that removed. Council agreed to remove the policy statement for retail in focus area 5. For Focus Area 4, Village Place and Rattlesnake Trail Corridor, Councilmember Davis suggested adding character based to all development and Council agreed. For Focus area 3, Medical District, Council made no changes to their recommendation. Councilmember Davis noted that over time they may increase the height of the buildings, but they were at a good starting point. For Focus Area 2, Highway 5 Commercial Area, Councilmember Farrell stated the he believes the term innovation village, used for this area, is very confusing. Council discussed different ways to explain what innovation village means and decided to remove the term and focus on office professional/medical uses for this area to be clear on the intent.

For Focus Area 1, Existing ETJ, Councilmember Davis stated that she would like to remove the policy statement adding a conservation neighborhood. Jeff Sanborn, explained that if the policy statement was not in the document then if someone came to rezone property for development then approving the request would not be consistent with the Comprehensive Plan. Currently there is a similar policy statement within the current Comprehensive Plan for that area. Councilmember Drum stated he thinks they should be ready for development and include a conservation neighborhood as a policy statement. Council discussed defining what character based development standards. Council agreed to study the conservation neighborhood a little more and re-visit this area at the next meeting. Ms. Hawkins suggested language for Focus Area 1 such as business as usual, currently zoned one unit per 5 acres and add a statement to consider a character based conservation neighborhood after character based zoning is evaluated and adopted.

Ms. Hawkins, reviewed the guiding principles with Council, along with recommend modifications by Management.

- Guiding Principle 1: Village Character & Authenticity. Ms. Hawkins explained there are a lot of recommendations that address character in other sections and suggested adding some cross references to those specific strategies. She also stated that healthcare is important to our community and a reference to that is missing from this section, as quality of life is a big part of the principle. Council discussed where to add a section on healthcare and if this particular Guiding Principle was in the correct place. Council came to a consensus to add a section on healthcare to Guiding Principle 5, Taking Care of Business. Ms. Hawkins discussed moving sections on cultural resources and community vibrancy to the Support Infrastructure and Taking Care of business sections. Council agreed to move those sections out of Guiding Principle 1.
- Guiding Principle 2: Just Big Enough. Council discussed and agreed to change the wording of this principle to balancing conservation and development. Council agreed to remove the second sentence of the principle, referencing infrastructure, as it is already covered in Guiding Principle 3, Supporting Infrastructure. Ms. Hawkins suggested adding a section on the expansion of the ETJ and Council agreed that should be included.
- Guiding Principle 3: Supporting Infrastructure. Ms. Hawkins suggested rewording this principle to be more concise and Council agreed. Councilmember Farrell stated he believes that in the future having a 5G network will be critical and a public/private partnership will be needed to get that technology to this area. Council also discussed the Parks and Recreation facilities located within this principle and agreed it should reference Guiding Principle 8, All Things Green.
- Guiding Principle 4: Moving Around the Village. Ms. Hawkins, shared her recommend rewording. Mayor Pro Tem Bouldry suggested adding a second sentence and include partnering with the Department of Transportation (DOT). Council agreed to add additional language such as partnering with DOT to seek solutions to traffic congestion on major roads. Councilmember Drum spoke on the recommendation by the consultants to complete a Pinehurst Comprehensive Transportation Plan. Mr. Sanborn stated that most of the traffic issues are on DOT roads, not Village roads. Ms. Hawkins also suggested adding a section for an overview of all the Villages transportation systems, such as pedestrian maps and Village roads under our control, as well as a section on golf cart transportation.
- Guiding Principle 5: Taking Care of Business. Ms. Hawkins suggested rewording the principle to be more concise. Councilmember Drum suggested adding wording that we should include public investment for business. Mayor Pro Tem Bouldry stated he was a supporter of arts development. Ms. Hawkins stated there was a lot of support for an indoor/outdoor performing arts venue. Councilmember Farrell stated maybe it was time for us to start thinking outside the box.
- Guiding Principle 6: Places to Live. Ms. Hawkins reviewed the recommended rewording the principle to make it more appropriate. Mayor Pro Tem Bouldry asked if the Village could ensure and regulate high quality housing, which is stated in this principle. He explained as long as a builder meets the requirements of the Pinehurst Development Ordinance they can build the home they want. Council discussed ways to enforce the quality and character of homes.
- Guiding Principle 7: The Built Environment. Council discussed possibly merging Guiding Principle 6 and 7, due to the similarities. Mr. Sanborn stated he is having trouble with the name of this particular principle. Ms. Hawkins stated staff would look into combining Principle 6 and 7 and report back to Council.
- Guiding Principle 8: All Things Green: Parks, Open Spaces & Natural Resources: Ms. Hawkins explained this Principle hits protecting natural resources, parks and recreation, and energy conservation. She suggested rewording this Principle to be more concise and Council agreed.

Council discussed and agreed to meet on Monday, July 15th, 22nd, and 29th from 3:00pm to 5:00pm to continue working thru recommendations. Council briefly discussed different methods to prioritize all of the recommendations.

3. Work Session Business.

No other business was discussed.

4. Motion to Adjourn.

Mayor Nancy Fiorillo adjourned the work session at 8:08 pm.

Respectfully Submitted,

Beth Dunn,
Village Clerk

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BIRDIE Team Report

Fire Department Emergency Response

July 2019

BIRDIE Overview

BIRDIE Team Members:

- Jeff Sanborn, Village Manager
- John Bouldry, Mayor Pro Tem
- Carlton Cole, Fire Chief
- Lauren Craig, Performance Management Director
- Donna Page, Fire and Life Safety Educator
- Angie Kantor, Human Resources Director
- Randy Kuhn, Fleet Maintenance Director
- JR McLaughlin, Firefighter



BIRDIE

- B** Bring the opportunity forward
- I** Investigate the opportunity
- R** Review potential solutions
- D** Determine the solution
- I** Implement the solution
- E** Evaluate the solution

BIRDIE Team met over seven months to develop recommendations

Balanced Scorecard Goals



**How can the Village improve the efficiency
and effectiveness of the Village's Fire
Department Emergency Response process?**

Five (5) BIRDIE Team Recommendations:

1. Increase the minimum staffing level to nine firefighters per shift. The team recommends hiring one full time equivalent firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six reserve positions;
2. Replace the rescue truck, as scheduled on the fleet replacement plan, with a new rescue truck that is right-sized and better equipped to manage EMS calls;
3. Evaluate the need and location for Fire Station 93;
4. Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties; and
5. Implement real-time route selection technology for fire apparatus using the current supplier, Southern Software.

Process and Data Used to Develop Recommendations

Used systematic BIRDIE process to:



**Review current Fire
Department
Emergency
Response process**

**Determine if key
stakeholder
requirements are
being met
(customers,
employees, etc.)**

**Identify root causes
of why some
requirements are
not being met**

**Identify and
evaluate alternative
solutions to help
meet key
requirements**

Key information and data reviewed by the BIRDIE Team included:

- Current process for Fire Department Emergency Response, including supplier and customer requirements;
- Key Performance Indicators (KPIs) related to Fire Department Emergency Response; and
- Other data collected relative to dispatch, addressing, calls for service, staffing, and vehicles.

SIPOC – FD Emergency Response



Used a SIPOC to map out the current process and ID stakeholder needs and requirements

SIPOC

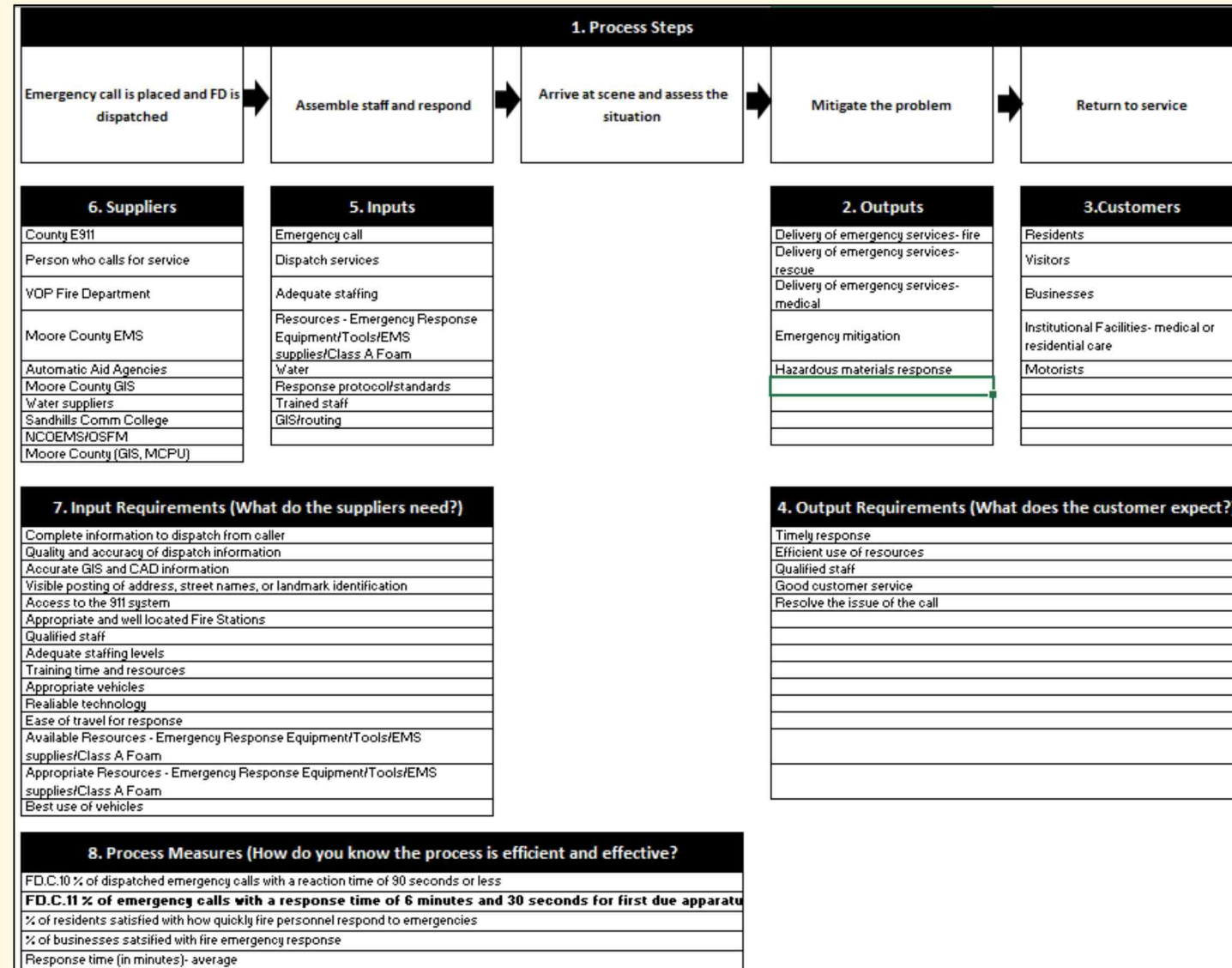
S Suppliers

I Inputs

P Process

O Outputs

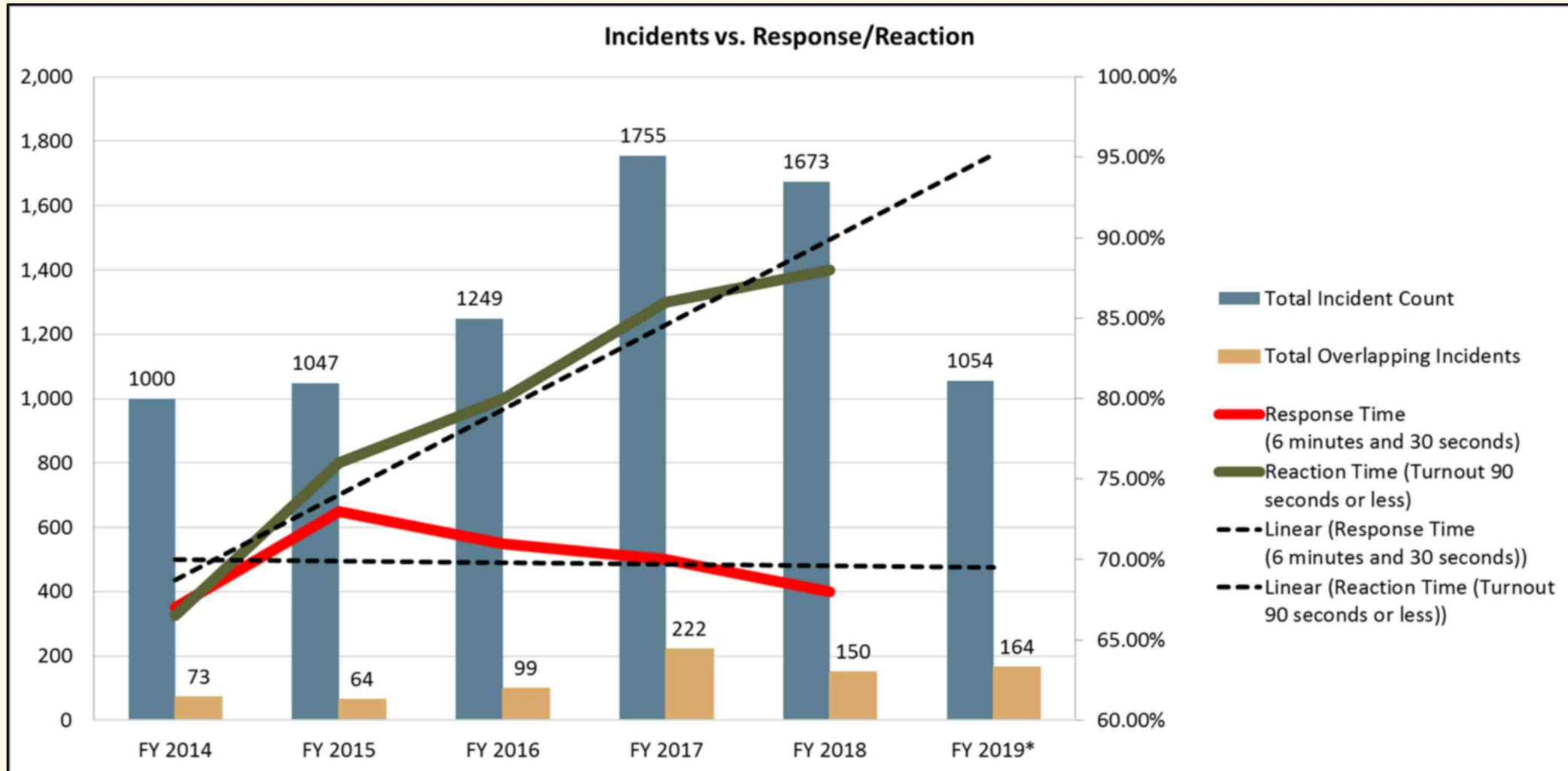
C Customers



The key reasons for not meeting certain staff and customer requirements include:

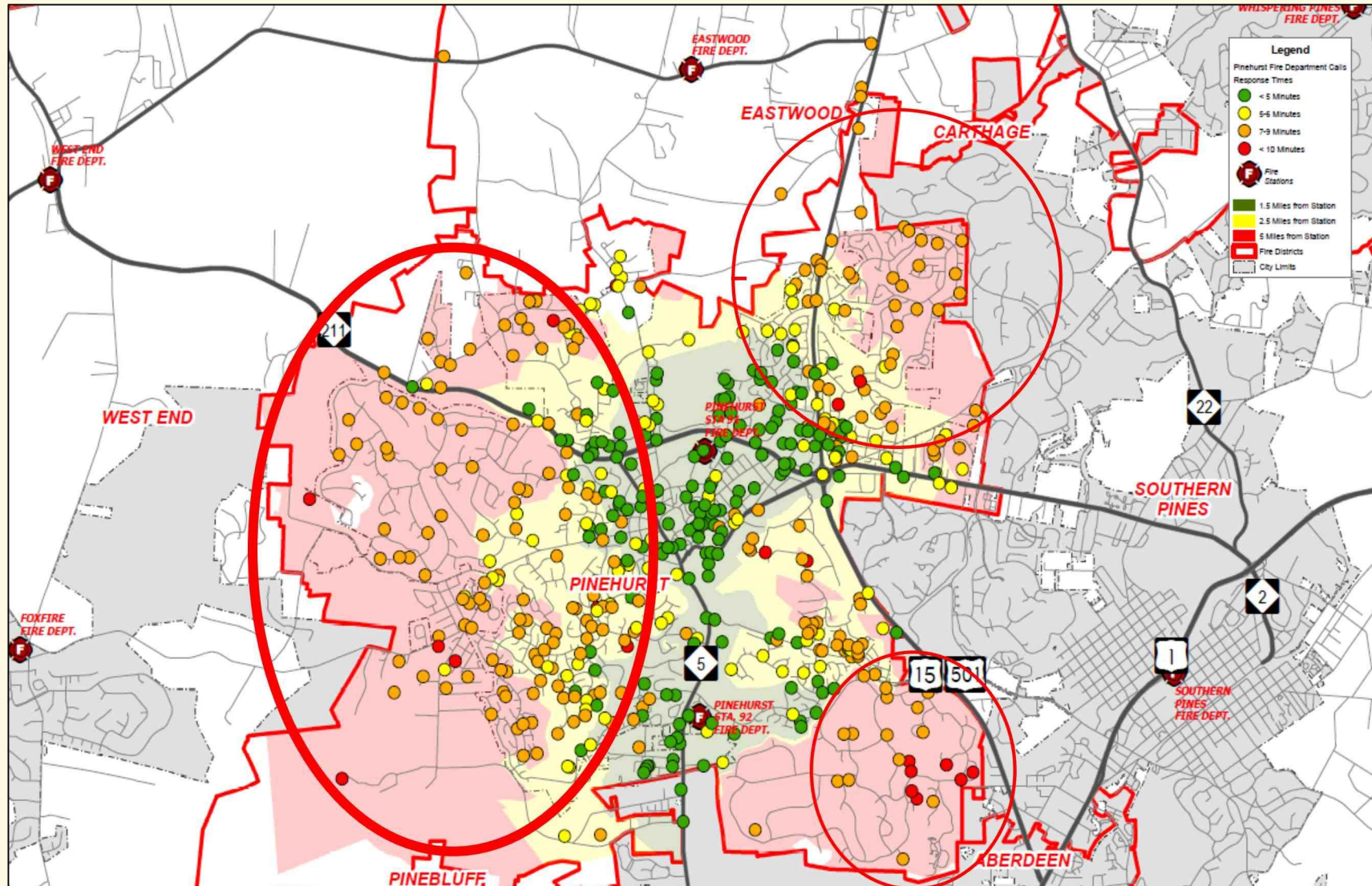
- Lack of public awareness of the requirements for posting a residential address;
- The physical road system is not conducive to quick response from the two current fire station locations;
- The current authorized staffing levels are not sufficient given turnover, authorized absence, and overlapping calls;
- The current rescue truck is not ideal for medical or rescue calls; and
- The increased traffic, large construction vehicles on small Village roadways, and the train (passing through or stopped) can disrupt travel routes for calls.

Data Reviewed - Incidents vs. Response/Reaction



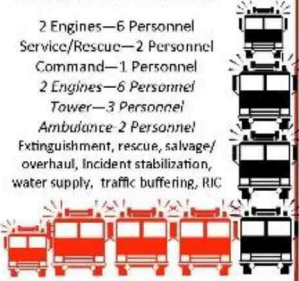
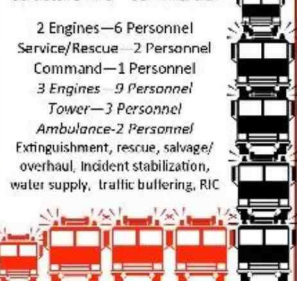
*6 months of data shown

Data Reviewed – Response Time Goals by Location



Data Reviewed – Effective Response Force



 PINEHURST FIRE DEPARTMENT Effective Response Force (ERF) 		
Vehicle Accident Engine—3 Personnel Rescue—2 Personnel Command—1 Personnel Incident stabilization, rescue, medical treatment, traffic buffering / control 	Vehicle Accident w pin-in / Rescue Engine—3 Personnel Engine—3 Personnel Rescue—2 Personnel 2nd Rescue—2 Personnel Command—1 Personnel Incident stabilization, rescue, medical treatment, traffic buffering / control 	Vehicle Fire Engine—3 Personnel Engine—3 Personnel Command—1 Personnel Extinguishment, Incident stabilization, traffic buffering / control 
Medical Response Engine—3 Personnel Ambulance—2 Personnel Medical treatment, incident stabilization 	Alarm Activation—Residential 2 Engines—6 Personnel Command—1 Personnel Investigation, incident stabilization 	Alarm Activation—Commercial 2 Engines—6 Personnel Command—1 Personnel Tower—3 Personnel Investigation, incident stabilization 
Structure Fire—Residential 2 Engines—6 Personnel Service/Rescue—2 Personnel Command—1 Personnel 2 Engines—6 Personnel Tower—3 Personnel Ambulance—2 Personnel Extinguishment, rescue, salvage/overhaul, incident stabilization, water supply, traffic buffering, RIC 	Structure Fire—Commercial 2 Engines—6 Personnel Service/Rescue—2 Personnel Command—1 Personnel 3 Engines—9 Personnel Tower—3 Personnel Ambulance—2 Personnel Extinguishment, rescue, salvage/overhaul, incident stabilization, water supply, traffic buffering, RIC 	Outside Fire 2 Engines—6 Personnel Brush Unit—2 Personnel Command—1 Personnel Forest Ranger—1 Personnel Fire control, incident stabilization 

Worst Case Scenario would be a Structure Fire (Residential/Commercial) which would require the following from the VOP in addition to automatic aid:

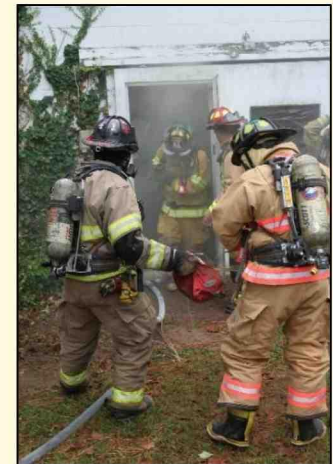
- two fire engines,
- one rescue truck, and
- one command vehicle

Detailed Recommendations

Recommendation #1 – Increase Minimum Staffing Level



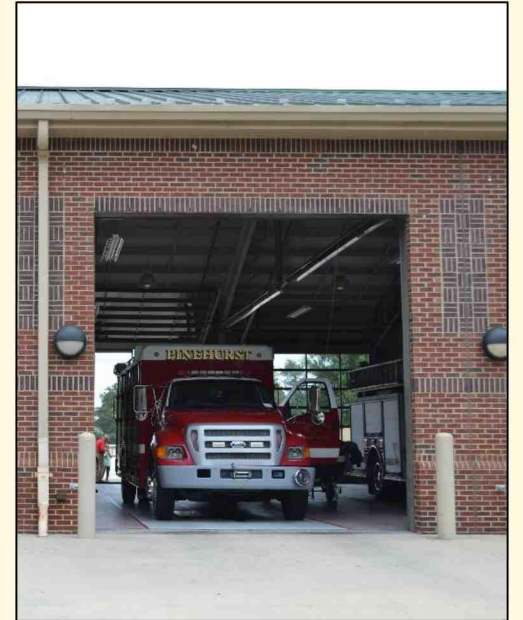
- Increase the minimum staffing level of the Fire Department to nine firefighters per shift. The team recommends hiring one full time equivalent firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six reserve positions
- Key benefits include:
 - ✓ Allows for more consistent staffing levels
 - ✓ Appropriate staffing of vehicles
 - ✓ Meets ISO and NFPA standards
 - ✓ Better positioned to respond to overlapping calls
 - ✓ Cost effective solution and controls overtime costs



Recommendation #2 – Replace the rescue truck



- Replace the rescue truck, as scheduled on the fleet replacement plan, with a new rescue truck that is right-sized and better equipped to manage EMS calls.
- Key benefits include:
 - ✓ Ability to purchase a right sized vehicle outfitted for rescue and EMS services
 - ✓ Coupling this with Recommendation #1, the vehicle will have the dedicated staff needed to utilize this vehicle more often
 - ✓ A rescue truck to better manage EMS calls is much more cost effective than running them with fire engines



Recommendation #3 – Evaluate Fire Station 93



- Evaluate the need and location for Fire Station 93
- Key benefits include:
 - ✓ Determining the need for a future Fire Station so this can be incorporated into the five year plan as necessary
 - ✓ Evaluating potential locations for a future Fire Station and purchase land, if determined necessary, while land is still available
 - ✓ Will help with response time issues due to the road systems and relative distance from current stations



Recommendation #4 – Signage requirements for residential addressing



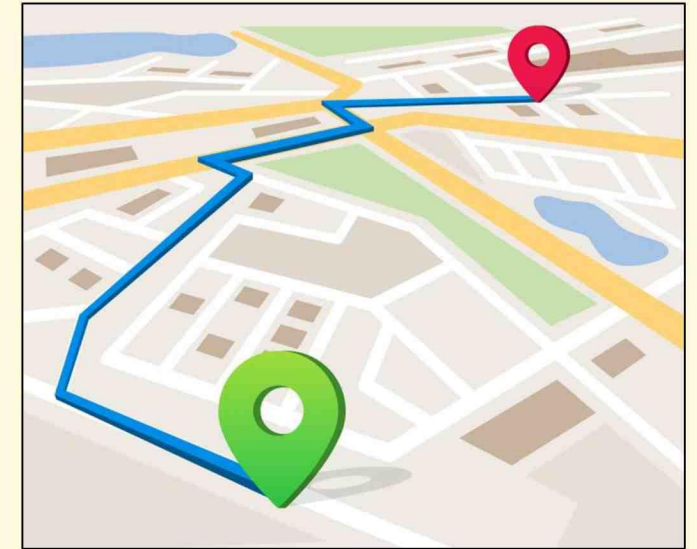
- Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties
- Key benefits include:
 - ✓ Ensures consistent requirements among the varying codes and ordinances that the VOP enforces
 - ✓ Public awareness campaign of the requirements in order to improve signage for residential addresses
 - ✓ Helps fire responders locate emergencies better



Recommendation #5 – Real-time route selection technology



- Implement real-time route selection technology for fire apparatus using the current supplier, Southern Software
- Key benefits include:
 - ✓ Better response times by using real-time data technology
 - ✓ More efficient route selection
 - ✓ Integrated with technology already installed in each fire apparatus



Impact of Recommendations

FD BIRDIE Recommendations – Performance Impact				
	FY 2016	FY 2017	FY 2018	FY 2023 Goal
% of emergency calls with a <u>response time</u> of 6 minutes and 30 seconds for first due apparatus	71%	70%	68%	75%
% of dispatched emergency calls with a <u>reaction time</u> of 90 seconds or less	80%	86%	88%	90%
Response time (in minutes) – average	0:05:39	0:05:46	0:05:45	0:05:35



- ✓ Impact on Fire Department staff:
 - Better equipped to respond to emergency calls and overlapping calls
 - Begin utilizing a right-sized rescue truck manned and equipped for more efficient response
 - Public awareness of signage requirements for addressing residential properties will help first responders locate incidents better
 - Minimal training required for the integration of real-time data to the MDIS system

- ✓ Impact on Human Resources and Financial Services
 - Support roles for recruiting and hiring the full-time firefighter and reserve firefighters

FD BIRDIE Recommendations – Financial Impact	
Description	Financial Impact
Increase the minimum staffing level of the Fire Department to nine firefighters per shift by hiring one full time equivalent firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six positions;	Estimated \$134,500
Replace the Rescue Truck, as scheduled on the fleet replacement plan, with a new Rescue Truck that is right-sized and better manage EMS calls;	\$425,000
Evaluate the need and location for Fire Station 93;	\$200,000
Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties; and	-
Implement real-time route selection technology for fire apparatus using the current supplier, Southern Software.	-
Total Implementation Costs	\$ 759,500

The FY 2020 budget contains approximately \$681,000, which includes the one FTE firefighter position, the rescue truck replacement, and the land purchase for a future fire station location if the need is determined.



Advantages/Disadvantages of Recommendations (e.g. Risk Assessment)

Key Advantages/Disadvantages of Recommendations



KEY Advantages and Disadvantages of BIRDIE Team Recommendations	
Advantages or Benefits	Disadvantages or Costs
Increasing the minimum staffing level to 9 firefighters per shift will help the department respond to the increasing call volume. Hiring one FTE and utilizing reserves will control overtime costs and does not change the current schedule for staff.	Financial Cost: \$759,500 of which approximately \$681,000 is included in the FY 2020 Strategic Operating Plan.
By increasing the minimum staffing level to 9 firefighters per shift, the new rescue truck will have the dedicated staff to utilize this vehicle more and it will be better equipped to run EMS calls.	
The opportunity to evaluate and purchase land for a future fire station, if determined to appropriate, will be the first step to significantly reduce response times around the Village and prepare for future growth.	
A public awareness campaign will improve signage for addressing homes, potentially helping first responders better locate emergencies.	
Route selection technology improvements will provide more efficient routing based on real time data.	

**All recommendations were evaluated from two perspectives:
1) Fire Department, 2) Overall VOP**

- These five recommendations:
 - ✓ Represent **meaningful, innovative improvements to key Village processes and services** that will add new value for all stakeholders
 - ✓ Supports strategic objectives to **Safeguard the Community**
 - ✓ Addresses FY 2020 strategic opportunity to **Determine need for Fire Station 93**
 - ✓ Addresses strategic challenge of **Responding to increased demand for services and changing needs due to growth**

The BIRDIE Team believes the advantages outweigh the disadvantages and respectfully requests the Council approve these recommendations

Proposed Implementation Timeline

Implementation Timeline



July 31, 2019

- Post available 1 FTE firefighter position for recruitment

September 30, 2019

- Propose Pinehurst Development Ordinance amendment for addressing signage to the Planning and Zoning Board
- Hiring deadline for the new FTE firefighter
- Sign contract to construct the new Rescue Truck

October 31, 2019

- Form a new team to evaluate the future location for Fire Station 93
- Propose Municipal Code and Pinehurst Development Ordinance amendment for addressing signage to the Village Council
- Start a public education campaign for residential addressing requirements

June 30, 2020

- Receive and pay for the new Rescue Truck
- Work with Southern Software to implement new capabilities for route selection technology

Implementation Timeline



August 31, 2020

- Surplus the old Rescue Truck

November 30, 2020

- BIRDIE team interim evaluation

July 1, 2021

- FY 2022 budget will include additional reserve firefighters and increased hours if supported by the interim evaluation

June 30, 2023

- Complete evaluation for BIRDIE

Questions?

Fire Department Emergency Response BIRDIE Report July 2019



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Executive Summary

Opportunity Evaluated

The BIRDIE team evaluated opportunities to improve the efficiency and effectiveness of the Village of Pinehurst Fire Department Emergency Response process. The team evaluated the current process, identified customer and supplier requirements, reviewed data regarding dispatching, calls for service, staffing, and vehicles to determine improvements that could make the process of emergency response more efficient.

The BIRDIE team's recommendations support the Village's strategic goal to ***"Safeguard the Community."***

Final BIRDIE Team Recommendations

After evaluating alternative solutions, the BIRDIE team recommends the Village take five (5) key actions that will result in improved efficiency and effectiveness of the Fire Department's Emergency Response:

1. Increase the minimum staffing level of the Fire Department to nine firefighters per shift. The team recommends hiring one full time equivalent (FTE) firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six reserve positions;
2. Replace the rescue truck, as scheduled on the fleet replacement plan, with a new rescue truck that is right-sized and better equipped to manage EMS calls;
3. Evaluate the need and location for Fire Station 93;
4. Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties; and
5. Implement real-time route selection technology for fire apparatus using the current supplier, Southern Software, Inc.

Overview of the Process and Data Used to Determine Recommendations

Following our systematic BIRDIE process, the team conducted a thorough review of how Fire Department Emergency Response can be improved for more efficient and effective delivery of services to the public. To develop the recommendations included in this report, the team researched and evaluated the following:

- Current process for Fire Department Emergency Response, including supplier and customer requirements;
- Key Performance Indicators (KPIs) related to Fire Department Emergency Response; and
- Other data collected relative to dispatch, addressing, calls for service, staffing, and vehicles.

Evaluation Process

Description of the BIRDIE Process and Team Members

The evaluation of the Fire Department Emergency Response process began with the formation of a BIRDIE team in January 2019. BIRDIE is the Village's systematic, six-step process to evaluate and improve key organizational processes that have a considerable ongoing staffing and financial impact.

The BIRDIE team that evaluated opportunities for improving the efficiency and effectiveness of the Fire Department Emergency Response process over the course of seven months included the following members:

- Jeff Sanborn, Village Manager
- John Bouldry, Mayor Pro Tem
- Carlton Cole, Fire Chief
- Lauren Craig, Performance Management Director
- Donna Page, Fire and Life Safety Educator
- Angie Kantor, Human Resources Director
- Randy Kuhn, Fleet Maintenance Director
- JR McLaughlin, Firefighter

BIRDIE

- B** Bring the opportunity forward
- I** Investigate the opportunity
- R** Review potential solutions
- D** Determine the solution
- I** Implement the solution
- E** Evaluate the solution

Root Cause Analysis

The BIRDIE team's evaluation began with documenting the current Fire Department Emergency Response process using a SIPOC: identifying Suppliers, Intputs, Process, Outputs, and Customers. Once these items were identified, the BIRDIE team then indicated the requirements of the suppliers and the customers (or input and output requirements) of the processes and if these requirements were currently being met. Next, the BIRDIE team identified the root causes of why the supplier and/or customer requirements are not being met with the current process design. Performing the root cause analysis indicated that multiple requirements of the Fire Department Emergency Response process are not being consistently met today.

Figure 1 indicates the supplier and customer requirements identified by the BIRDIE team for the emergency response process, with requirements not currently consistently met noted in **red**:

Figure 1. FD Emergency Response Process Requirements	
Input Requirements - What do the suppliers of the process need?	
Complete information to dispatch from caller	
Quality and accuracy of dispatch information	
Accurate GIS and CAD information	
Visible posting of address, street names, or landmark identification	
Access to the 911 system	
Appropriate and well located Fire Stations	
Qualified staff	

Adequate staffing levels
Training time and resources
Appropriate vehicles
Reliable technology
Ease of travel for response
Available Resources - Emergency Response Equipment/Tools/EMS supplies/Class A Foam
Appropriate Resources - Emergency Response Equipment/Tools/EMS supplies/Class A Foam
Best use of vehicles
Output Requirements - What do customers of the process expect?
Timely response
Efficient use of resources
Qualified staff
Good customer service
Resolve the issue of the call

Key reasons for not meeting requirements of suppliers and customers include:

- Lack of public awareness of the requirements for posting a residential address;
- The physical road system is not conducive to quick response from the two current fire station locations;
- The current authorized staffing levels are not sufficient given turnover, authorized absence, and overlapping calls;
- The current rescue truck is not ideal for medical or rescue calls; and
- The increased traffic, large construction vehicles on small Village roadways, and the train (passing through or stopped) can disrupt travel routes for calls.

Solutions Evaluated and Perspectives Considered

After identifying all potential solutions, the BIRDIE team evaluated possible solutions from two different perspectives, identifying the key advantages/benefits, the key disadvantages/costs, and any mitigating actions staff could take to minimize potential disadvantages/costs. **Appendix B** indicates the cost/benefit analysis for each of the BIRDIE team's five (5) recommendations. The two perspectives considered in the analysis included:

1. Fire Department's perspective and
2. The Village of Pinehurst's perspective.

Detailed Recommendations

After evaluating alternative solutions from a variety of perspectives, the BIRDIE team recommends the Village implement the five (5) recommendations described in detail below to allocate resources more effectively to improve both the efficiency and effectiveness of the Fire Department's emergency response efforts.

Recommendation #1 – Increase the minimum staffing level of the Fire Department to nine firefighters per shift. The team recommends hiring one full time equivalent as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six reserve positions.

Staffing the Fire Department at appropriate levels is important for delivering effective and efficient emergency response services to the Village of Pinehurst's fire district. Firefighters work on 24-hour shifts to ensure effective fire safety services. The shift schedule is complex and offers little room for variation due to requirements by Occupational Safety and Health Administration (OSHA) and the Village's current minimum staffing requirements (seven firefighters). If the staffing level drops below seven firefighters on a shift, only one fire station can be in operation.

The BIRDIE team recommends **increasing the minimum staffing level of the Fire Department to nine firefighters per shift** based on review of the:

1. Fire Department shift schedule,
 2. Other approved leave time, affecting staffing levels,
 3. Effective Response Force (ERF) requirements, and
 4. Emergency response call volume.
-
1. *Fire Department shift schedule:* The Fire Department operates on a 28-day cycle and utilizes three shifts of nine full-time equivalent (FTE) firefighters. Each cycle, one shift is scheduled for ten days (the "big cycle") while the other two shifts are scheduled for nine days. The shift in the "big cycle" requires that each of the nine firefighters take one nonscheduled (unpaid) day in order to prevent excess overtime costs. A nonscheduled day means one person from that shift does not work, dropping the maximum staff available from nine to eight firefighters. An individual firefighter that works over 212 hours in the 28-day cycle will earn overtime pay. The Village budgets for every firefighter to work nine shifts each cycle, which means they are eligible each 28-day cycle for four hours of overtime (216 hours).
 2. *Other approved leave time, affecting staffing levels:* The Fire Department shift schedule described above does not take into account days when employees take vacation, sick, or other approved leave. When reviewing data over an 18-month period, the team found on average there are 7.8 full-time firefighters present per shift.

In order to maintain adequate staffing levels, Fire Department leadership utilizes a "pool" of reserve firefighters. These firefighters work "on-call" for shifts that need to maintain the minimum staffing level and are not eligible for benefits through the Village of Pinehurst. Reserve firefighters may not work more than 999 hours each year. The Village has eight reserve firefighter positions. If reserve firefighters are unable to fill the shifts, the

department manages staffing levels by calling back full-time firefighters to fill the vacancies, risking overtime costs. If necessary, the Fire Chief or Deputy Fire Chief have also filled a shift position in order to meet the minimum standards.

3. *Effective Response Force (ERF) requirements:*

The National Fire Protection Association (NFPA) and the Commission on Fire Accreditation International (CFAI) look to the Effective Response Force (ERF) for staffing requirements. The ERF determines the personnel needed to respond based on the equipment deployed for the emergency. The ERF also accounts for a countywide automatic aid and mutual aid agreements. The worst-case scenario for response requirements is a structure fire, which requires two fire engines, one rescue/service truck, and one command vehicle. To meet the required response capability, the ERF requires nine Pinehurst firefighters to man the vehicles and respond on scene to this type of emergency, along with automatic aid.

 PINEHURST FIRE DEPARTMENT Effective Response Force (ERF) 		
Vehicle Accident Engine—3 Personnel Rescue—2 Personnel Command—1 Personnel Incident stabilization, rescue, medical treatment, traffic buffering / control 	Vehicle Accident w/in-in / Rescue Engine—3 Personnel Engine—3 Personnel Rescue—2 Personnel 7nd Rescue—2 Personnel Command—1 Personnel Incident stabilization, rescue, medical treatment, traffic buffering / control 	Vehicle Fire Engine—3 Personnel Engine—3 Personnel Command—1 Personnel Extinguishment, incident stabilization, traffic buffering / control 
Medical Response Engine—3 Personnel Ambulance—2 Personnel Medical treatment, incident stabilization 	Alarm Activation—Residential 2 Engines—6 Personnel Command—1 Personnel Investigation, incident stabilization 	Alarm Activation—Commercial 2 Engines—6 Personnel Command—1 Personnel Tower—3 Personnel Investigation, incident stabilization 
Structure Fire—Residential 2 Engines—6 Personnel Service/Rescue—2 Personnel Command—1 Personnel 2 Engines—6 Personnel Tower—3 Personnel Ambulance—2 Personnel Extinguishment, rescue, salvage/overhaul, incident stabilization, water supply, traffic buffering, RIC 	Structure Fire—Commercial 2 Engines—6 Personnel Service/Rescue—2 Personnel Command—1 Personnel 2 Engines—6 Personnel Tower—3 Personnel Ambulance—2 Personnel Extinguishment, rescue, salvage/overhaul, incident stabilization, water supply, traffic buffering, RIC 	Outside Fire 2 Engines—6 Personnel Brush Unit—2 Personnel Command—1 Personnel Forest Ranger—1 Personnel Fire control, incident stabilization 

4. *Emergency response call volume:*

The Village of Pinehurst Fire Department has experienced a significant increase in call volume and an increase in EMS calls since partnering with Moore County to be a Medical First Response (MFR) agency in December 2015. Overlapping calls occur when an emergency call is received while actively responding to another call for service. Although relatively small in proportion, the number of these overlapping calls have increased. Approximately 11% of emergency calls received are overlapping calls; however, only 6% are determined to impact services due to the nature of the emergencies and required response capabilities. From FY 2014 to FY 2018, the department experienced a 67% increase of incidents per year and the total overlapping incidents has increased from 73 to 150. See *Appendix A* for more information. The BIRDIE team analyzed EMS call types for FY 2018 and most original and overlapping calls pertained to fire and EMS incidents. Higher staffing levels would help respond to these increasing numbers.



Increasing the minimum staffing level to nine firefighters will provide the resources needed to deploy effective emergency response services to the Village of Pinehurst.

Recommended Staffing Solution: Next, the BIRDIE team evaluated three potential solutions to implement the recommendation to increase the minimum staffing level of the Fire Department to nine firefighters per shift:

1. Eliminate the Non-Scheduled Day, increasing overtime for current employees, and utilize reserve firefighters to fill other authorized leave
2. Hire three full time equivalents and utilize reserve firefighters to fill other authorized leave
3. Hire one full time equivalent as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six reserve positions.

Upon a thorough cost benefit analysis, the BIRDIE team determined to recommend **adding one full time equivalent firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six new reserve positions.**

The additional firefighter would work on the shift that is in its “big cycle” to fill the non-scheduled day vacancy and would rotate to another shift every 28-day cycle. This would increase the staffing level to nine firefighters during the big cycle shifts.

As staffing levels drop below nine firefighters, the department would utilize the “on call” reserve firefighters to achieve the minimum staffing of nine per shift. The Village currently budgets approximately 4,000 hours per year for the reserve program. This solution recommends budgeting over 8,500 hours for the program in order to maintain the minimum staffing level at nine per shift. This creates a need to recruit approximately six additional reserve firefighters due to the more frequent use and the limitation of work hours.

This solution is the most cost effective and controls overtime costs. It maintains the current staffing schedule, but also provides the one additional firefighter needed to fill each of the non-scheduled days. Supervision of the new firefighter is a potential challenge, as the employee would work among the three shifts. However, the Fire Chief recommended the new firefighter report to the Deputy Fire Chief with input from supervisors of the three shifts.

The Fire Department has not hired additional firefighters since 2008, although the Village’s population has increased from approximately 11,000 to 17,000 residents.

Recommendation #2 – Replace the rescue truck, as scheduled on the fleet replacement plan, with a new rescue truck that is right-sized and better equipped to manage all EMS calls.



The current rescue truck used by the Fire Department was due for replacement according to the Village’s fleet replacement plan in FY 2019, but the Senior Leadership Team determined to delay the replacement until a further evaluation was completed. The Senior Leadership Team recommended reviewing other alternatives for replacing the truck. The BIRDIE team conducted a thorough analysis on the use of the current fire engines running EMS calls versus using a dedicated

rescue truck to run EMS calls. The team evaluated the financial and non-financial impacts of these two scenarios.

In FY 2018, the rescue truck ran only 2% of EMS calls, while fire engines responded to the remaining 98%. According to the Fire Department, the current rescue truck was not used for EMS calls in FY 2018 because:

1. The typical staffing levels of shifts were not sufficient to send two people in the rescue truck. Doing so would result in an under-staffed fire engine left at the station. The firefighters typically responded to EMS calls with a fire engine in order to position themselves appropriately for Effective Response Force requirements and to be ready for the next incident.
2. The current rescue truck is not appropriately sized for the use of running EMS calls. The rescue truck was purchased in 2007 as a used beverage vehicle that was outfitted for rescue calls. Due to the increase of Village EMS calls and added responsibility of Medical First Response (MFR) with Moore County since December 2015, the vehicle is not appropriately sized or equipped to meet the capability and response requirements.

The evaluation also determined that it costs \$3.07 per mile to run a fire engine and only \$0.58 per mile to run the current rescue truck. When looking at the total annual EMS capital cost plus maintenance and fuel of a vehicle, the cost for using fire engines nearly doubled compared to the cost of a rescue truck. It is more cost effective to run a rescue truck for EMS calls.



Another alternative studied included replacing the rescue truck with two SUVs. While the evaluation concluded that it would be the most cost effective alternative, it would not meet the requirements for equipment storage, use, and staffing for the vehicle.

Ultimately, the team recommends replacing the current rescue truck with a right-sized rescue truck that meets the needs of the Fire

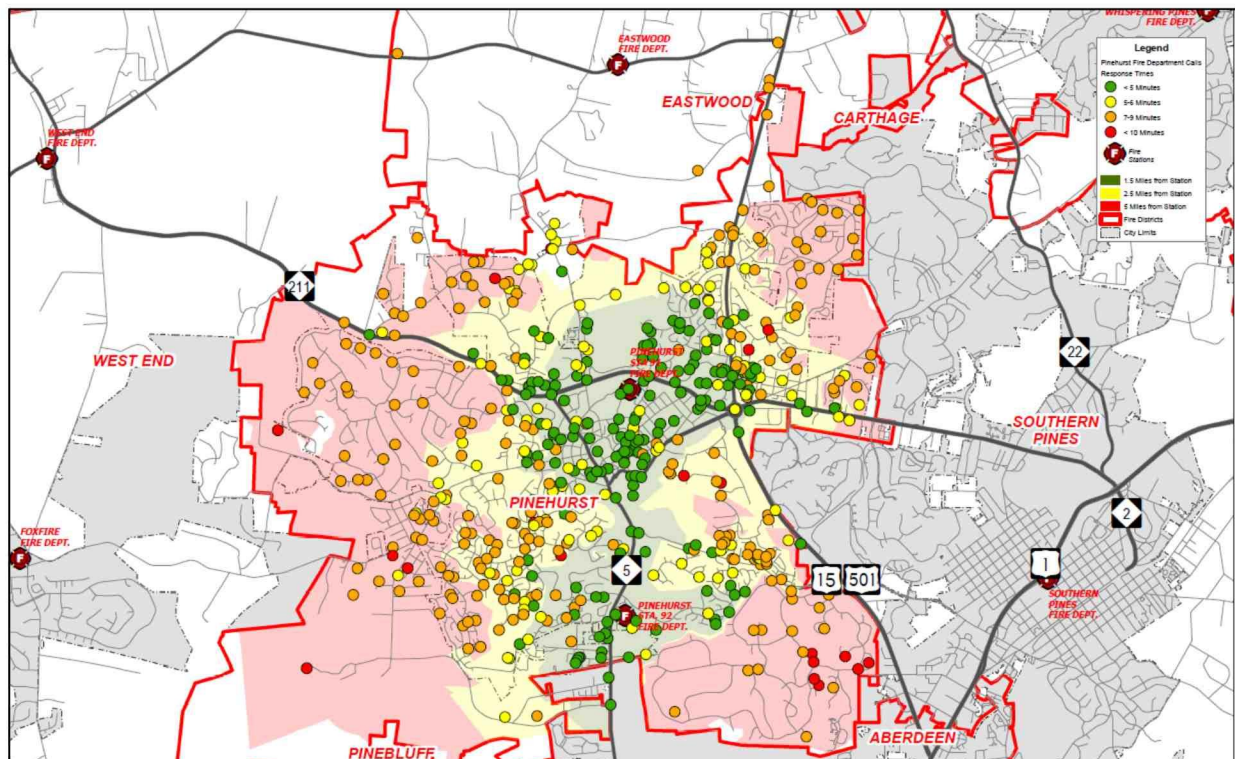
Department. Recommendation #1 supports the staffing needs to utilize the rescue truck for more EMS calls while maintaining fire engines at constant readiness.

Recommendation #3 – Evaluate the need and location for Fire Station 93.

One of the key reasons the Fire Department is not meeting the customer requirement of timely response is due to the physical road system in and around the Village of Pinehurst. The BIRDIE team analyzed response time data on a map of locations to determine which areas were not achieving the response time goal of 6 minutes and 30 seconds or less. The areas where long response times seemed to be a significant trend included the Lake Pinehurst and Pinewild neighborhoods. There were similar response time issues in the area of CCNC/Morganton Road and Pinehurst No. 6 on a smaller scale.

Ultimately, the team concluded that the road system in and around the Village is not conducive to quick response from the two current fire station locations. Since the road system cannot be easily changed or influenced, the team determined adding a third fire station would significantly impact response times that do not meet the performance goal.

The BIRDIE team recommends the Village form a separate evaluation team to study the need for a third fire station, Fire Station 93, and potential locations. In addition, results of the Long Range Comprehensive Plan could influence the location on the next fire station and should be considered during the next evaluation.



Response Times by Location

Recommendation #4 – Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties.

When responding to emergencies, it is critical to have a visible posting of the address, street names, or landmark identification for the emergency location. The Fire Department recalled several occasions when the address was not posted and/or visible for the first responders. Upon reviewing the requirements from the NC State Fire Codes, NC State Building Codes, Pinehurst Development Ordinance, and Pinehurst Municipal Code, the team identified several opportunities for improvement to ensure consistent wording and requirements for addressing residential properties.

The team has worked with the Planning and Inspections Department to recommend text amendments to the Pinehurst Development Ordinance and the Pinehurst Municipal Code. The proposed text amendments are as follows:

Pinehurst Development Ordinance

9.7.1.6 Signs Not Requiring a Permit

(G) Occupant/Street Number Signs

(1) Signs that give the name or address of the occupant of a building, mailboxes, newspaper tubes, and similar uses customarily associated with residential and non-residential structures. No development permit is required; ~~provided that the sign complies with the following standards:~~

(12) All dwellings and non-residential buildings shall ~~have address numbers that are easily readable from the fronting road by a person with normal vision (corrected if necessary) and are conspicuously located as to provide good visibility from the road on which the building fronts;~~ have address numbers posted in accordance with Section 95.018 of the Pinehurst Municipal Code.

~~—(2)— All such signs are of contrasting color to their background material.~~

(3) All buildings in the Local Historic District Overlay may have a one (1) square foot sign identifying the name of the structure in letters not larger than four (4) inches in height.

Municipal Code

§ 95.018 STREET ADDRESSES; NUMBERING OF BUILDINGS.

(C) All residential and commercial properties shall post the address numbers and shall be legible from the road to which the property is assigned. in a conspicuous location as to provide good visibility from the road to which the property address is assigned to. All numbers shall be sized according to NC State Building Codes and of a contrasting color to the background material in which they are posted, ~~and easily readable from the fronting road by a person with normal vision (corrected if necessary).~~

Once the text amendments go through the appropriate channels of approval with the Planning and Zoning Board and the Village Council, Village staff will coordinate a public awareness campaign to promote these requirements.

Recommendation #5 – Implement real-time route selection technology for fire apparatus using current the supplier, Southern Software, Inc.

Over the last several years, the Village has experienced an increase in traffic and a rise in residential development, producing large construction vehicles on small Village roadways. Also running through the corporate limits is an active railroad track, occasionally disrupting travel along thoroughfares.

Although many firefighters use their local knowledge of the Village's roadways and are frequently tested on this, real-time data would benefit the department to respond to emergencies as efficiently as possible. If firefighters have real-time traffic data, they can determine the most time efficient

route based on current traffic conditions. Each of the Village's fire apparatus are equipped with a Mobile Data Information System (MDIS) with GPS capabilities sourced by Southern Software, Inc., a contractor of the Village of Pinehurst. MDIS does not currently include real-time data on roadways; however, Southern Software, Inc. has indicated they would like to incorporate this feature into the current system in coordination with this BIRDIE recommendation.

The BIRDIE team recommends implementing this real-time route selection technology for fire apparatus by collaborating with Southern Software, Inc. to provide this capability.

Impact of Recommendations

Performance Impact

The impact on performance measures will not be immediately measurable, thus the goals are projected for FY 2023. The most significant lead performance measures of the emergency response process are reaction time and response time.

The department measures reaction time from the 911 notification until the wheels are rolling out of the fire station. Response time is measured from the 911 notification until the first due apparatus arrives on scene. Reaction time is controlled internally, providing few variables to get firefighters out the door quickly. Response time is influenced by many external variables once the engine leaves the station. See *Appendix A* for response and reaction time performance relative to the increase of incidents and overlapping calls.

The BIRDIE team's recommendations focus on improving response time, but can also influence other measures. See *Figure 2* below for the team's performance impact projections for FY 2023:

Figure 2. FD BIRDIE Recommendations - Performance Impact				
	FY 2016	FY 2017	FY 2018	FY 2023 Goal
% of emergency calls with a response time of 6 minutes and 30 seconds for first due apparatus	71%	70%	68%	75%
% of dispatched emergency calls with a reaction time of 90 seconds or less	80%	86%	88%	90%
Response time (in minutes) – average	0:05:39	0:05:46	0:05:45	0:05:35

Workforce Impact

The BIRDIE team's recommendations will have an impact on Fire Department staff over the next few years. By staffing at nine firefighters, the staff will be better equipped to respond to emergency calls and overlapping calls. The staff will also have a right-sized rescue truck manned and equipped for a more efficient response. The impact of the text amendments to the PDO and Municipal Code will be minimal but the public awareness of how to display a residential address could help aid the

first responders in locating incidents, which would help response times and potentially save lives. Integration of real-time traffic data to the MDIS system may require minimal training.

Other departments will also be impacted by these recommendations, including Human Resources and Financial Services. These departments play a support role to recruit and hire the full-time and reserve firefighters

Financial Impact

Of the five recommendations, only three recommendations have costs associated. See the financial impact of each recommendation in *Figure 3* below:

Figure 3. FD BIRDIE Recommendations - Financial Impact	
Increase the minimum staffing level of the Fire Department to nine firefighters per shift by hiring one full time equivalent firefighter as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and six positions;	Estimated \$134,500
Replace the Rescue Truck, as scheduled on the fleet replacement plan, with a new Rescue Truck that is right-sized and better manage EMS calls;	\$425,000
Evaluate the need and location for Fire Station 93;	\$200,000
Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties; and	-
Implement real-time route selection technology for fire apparatus using the current supplier, Southern Software, Inc.	-
Total Estimated Cost	\$759,500

The FY 2020 budget contains approximately \$681,000, which includes the one FTE firefighter position, the rescue truck replacement, and the land purchase for a future fire station location if the need is determined.

Conclusion

Overall, the BIRDIE team believes the advantages or benefits of the team's five recommendations significantly outweigh the disadvantages or costs. The advantages and disadvantages of the overall recommendations are shown in *Appendix B*.

When the BIRDIE team considered the financial impacts, workforce impacts, performance impacts and other advantages and disadvantages from different perspectives, the team unanimously concluded the recommendations contained within this report are intelligent risks the Village should pursue.

These five recommendations represent meaningful improvements to key Village processes and services that will add new value for all stakeholders. They also address a FY 2020 strategic opportunity identified by the Village Council to "*Determine need for Fire Station 93*" and a strategic challenge of "*Responding to increased demand for services and changing needs due to growth.*"

The BIRDIE team requests the Village Council approve the recommendations presented in this report.

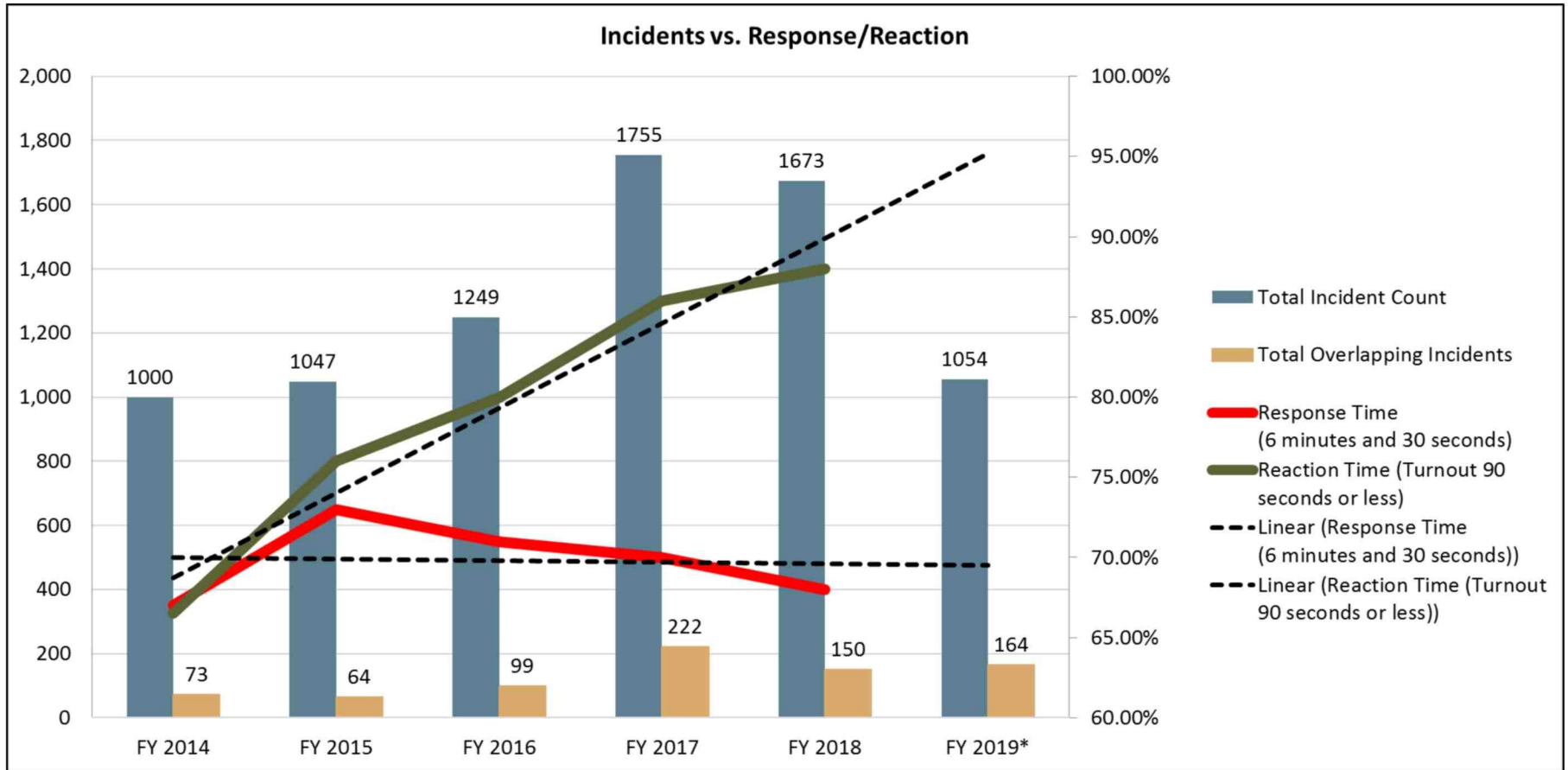
Implementation Plan

Should the Village Council approve these recommendations, the BIRDIE Team suggests the following implementation plan and timeline shown in *Figure 4*. The recommendation for hiring the additional full-time equivalent firefighter position is included in FY 2020 and the additional reserve firefighter positions and hours will be included in the FY 2022 budget following an interim evaluation in November 2020. Otherwise, all of the recommendations will begin implementation in FY 2020.

Figure 4. Implementation Plan	
July 31, 2019	Post available 1 FTE firefighter position for recruitment
September 30, 2019	Propose Pinehurst Development Ordinance amendment for addressing signage to the Planning and Zoning Board
	Hiring deadline for the new FTE firefighter
	Sign contract to construct the new Rescue Truck
October 31, 2019	Form a new team to evaluate the future location for Fire Station 93
	Propose Municipal Code and Pinehurst Development Ordinance amendment for addressing signage to the Village Council
	Start a public education campaign for residential addressing requirements
June 30, 2020	Receive and pay for the new Rescue Truck
	Work with Southern Software, Inc. to implement new capabilities for route selection technology
August 31, 2020	Surplus the old Rescue Truck
November 30, 2020	BIRDIE team interim evaluation
July 1, 2021	The FY 2022 budget will include additional reserve firefighters and increased hours if supported by the interim evaluation
June 30, 2023	Complete evaluation for BIRDIE

Appendix A

Incidents vs. Response/Reaction Times



*6 months of data shown

Appendix B

Detail of Advantages and Disadvantages of Individual Recommendations

Recommendation #1: Increase the minimum staffing level of the Fire Department to 9 firefighters per shift by hiring 1 full time equivalent as a floater among three shifts and supplement the remaining vacancies with additional reserve hours and 6 positions

	Fire Department	Village of Pinehurst
Advantages	• More people to respond to calls • Schedule remains the same for all Fire Department employees • More consistent staffing levels • Appropriate staffing of vehicles to respond to calls • Meets ISO and NFPA standards better • Better able to respond to overlapping calls • Strategic operations and deployment of resources allows VOP to respond to EMS calls with more appropriate vehicles • A FTE firefighter would be more committed to the VOP	• More people to respond to calls • Only 1 FTE compared with alternative solutions evaluated • Few administrative changes • More cost effective solution • Controls OT costs
Disadvantages	• Supervision of the floater could be challenging among the three shifts • Floater could potentially work back to back shifts • Complexity for scheduling Reserves to fill the additional hours vs. hiring multiple FTEs.	• Increase of cost to hire FTE firefighter (salary, benefits, etc.) • Increases cost of Reserve program to staff at minimum of 9
Mitigating Actions	• Regular conversations for supervisor to receive feedback on the FTE firefighter • Make sure the first day of the big cycle is the floater's non-scheduled day so they have time off between shifts	• Budget appropriately

Recommendation #2: Replace the rescue truck, as scheduled on the fleet replacement plan, with a new rescue truck that is right-sized and better equipped to run all EMS calls.

	Fire Department	Village of Pinehurst
Advantages	• The Fire Department can obtain a right sized vehicle for rescue and EMS services • With a minimum of 9 staffing level (Recommendation #1), this vehicle will have dedicated staff and will be driven more • The cost to run EMS calls with a rescue truck is significantly less than running them with a fire engine • A rescue truck can hold the equipment necessary for the duties	• Cost savings for utilizing the rescue truck vs. fire engines
Disadvantages	• n/a	• Cost of purchasing a replacement vehicle
Mitigating Actions	• n/a	• This was already in the fleet replacement schedule in FY 2019 but was delayed for this evaluation to be completed

Recommendation #3: Evaluate the need to locate land for Fire Station 93.

	Fire Department	Village of Pinehurst
Advantages	• Opportunity to purchase land for a future fire station, it determined necessary, which will eventually help the response time issues around the Village.	• Opportunity to place the next station near the proposed growth/expansion areas ID by the Long Range Comprehensive Plan • Purchase land while land is still available
Disadvantages	• n/a	• Potentially purchasing land in the wrong area • Cost associated with purchasing land
Mitigating Actions	• n/a	• Fully vet the locations based on our current need for response coupled with the anticipated areas of growth identified in the Long Range Comprehensive Plan • One time cost to purchase the land and hold it until the further assessment for constructing a fire station

Recommendation #4: Amend the Pinehurst Development Ordinance and the Pinehurst Municipal Code regarding minimum signage requirements for addressing residential properties.

	Fire Department	Village of Pinehurst
Advantages	• Ensure wording is consistent among the varying codes and ordinances that Village staff have to implement. • A public awareness campaign of these requirements will improve signage for addressing homes. This will help the Fire Department (and other emergency service providers) locate residential homes better.	• Ensure wording is consistent among the varying codes and ordinances that Village staff have to implement.
Disadvantages	• N/A	• Additional time for promoting these requirements (minimal) for public awareness
Mitigating Actions	• N/A	• Coordinate the implementation with the Village's Communications Specialist

Recommendation #5: Implement route selection technology for fire trucks using current supplier, Southern Software, Inc.

	Fire Department	Village of Pinehurst
Advantages	• More efficient routing based on real time data • Integrated with technology already installed and used on fire apparatus • Potential for better response times	• Potential for better response times
Disadvantages	• It could require additional cost • Employees may rely on the technology and not their own knowledge which might be more reliable in some instances	• n/a
Mitigating Actions	• By integrating this with CAD (Southern Software, Inc.), there will be no additional steps in the fire response process • We already have a contract with Southern Software, Inc. for other services and could expand the scope for additional technology when available • Continued familiarization with streets	• n/a