



**VILLAGE COUNCIL
AGENDA FOR WORK SESSION OF MAY 12, 2020
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA**

IMMEDIATELY FOLLOWING THE REGULAR MEETING

1. Call to Order.
2. Discuss Library Needs Assessment.
3. Other Work Session Business.
4. Potential Future Agenda Topics
5. Motion to Recess the Work Session and Enter a Closed Session.

Pursuant to NCGS 143-318.11 (a) (3) to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council.

6. Motion to Adjourn the Closed Session and Re-Enter the Work Session.
7. Adjournment.

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Values: Service, Initiative, Teamwork, and Improvement.



**DISCUSS LIBRARY NEEDS ASSESSMENT.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Dean Hawkins

CC:

Jeff Sanborn

DATE OF MEMO:

5/6/2020

MEMO DETAILS:

Village staff will provide a status update to the Village Council on the Library Needs Assessment. This update will include staff providing the Council with an outline and the beginnings of a draft document requested by the Village Council at their May 5th work session.

These materials are currently being drafted and will be provided to the Council and attached to this agenda item prior to the meeting.

ATTACHMENTS:

Description

- ▣ Library Needs Assessment Background Information

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I. Purpose of Library Services Needs Assessment

The Village of Pinehurst (VOP), is performing an in-depth Library Services Needs Assessment to help understand community need and demand for public library services in Pinehurst. The needs assessment is being conducted with the help of Library IQ in four stages:

1. Review existing conditions and identify best practices,
2. Solicit broad community input,
3. Analyze needs assessment findings and formulate a recommendation, and
4. Prepare and deliver a written library services needs assessment report.

The Library Services Needs Assessment has three key objectives:

1. Identify what library services Pinehurst residents need, such as collection, technology, library programs & services etc.,
2. Determine if additional library space is needed to meet resident needs, and
3. Determine the level of investment the Village may need to make to meet resident needs for library services now and in the future.

The Given Memorial Library (GML) is a privately funded 501c(3) non-profit organization that provides free library services to Pinehurst residents. Currently, the Village of Pinehurst supports the GML with an annual \$150,000 contribution to partially fund its library operations. This private funding structure is uncommon in NC, with most libraries that serve communities the size of Pinehurst publicly funded by the county or municipality.

II. Overview of the Given Memorial Library

Currently, the GML is privately operated and is not a part of a state-wide program that makes the combined resources of North Carolina's public libraries available to all people of the state through a shared catalog and a statewide library card. Membership to the State of NC library system provides resource sharing, cost savings, and collaborative collection development for public libraries in North Carolina.

GML is in the process of applying to be a part of the State of NC library system in order to provide Pinehurst residents with access to interlibrary loan materials in the future. A decision regarding GML's application should be available by July 1, 2020. Not being a part of this system currently limits resident access to collections that are not physically housed at GML.



Given Memorial Library, Pinehurst

Other libraries in Moore County that are members of the state-wide library system include: Moore County libraries operated by the Sandhills Regional Library System (SRLS); the Southern Pines Public Library; and the Katherine Boyd Library at Sandhills Community College.

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Given Memorial Library Facilities

The GML is located at 150 Cherokee Road in the Village Center and houses the operations of both the library and Tufts Archives. The original library building was constructed in 1963 and was expanded in 1975 to include the Tufts Archives.

The building contains 6,360 square feet (SF) on the first floor and 2,100 SF in the basement. Of the total 8,400 SF, 3,825 SF (46%) is allocated to the library and 4,575 SF (54%) is allocated to the Tufts Archives. The two functions (library and archives) also share 760 SF of space. The shared space includes 390 SF of restroom and office space, and 370 SF of collection space (Tin Whistles Room/Lobby to the Archives). 100% of the 2,100 SF basement is allocated to the Tufts Archives for storage of archive materials and supplies.

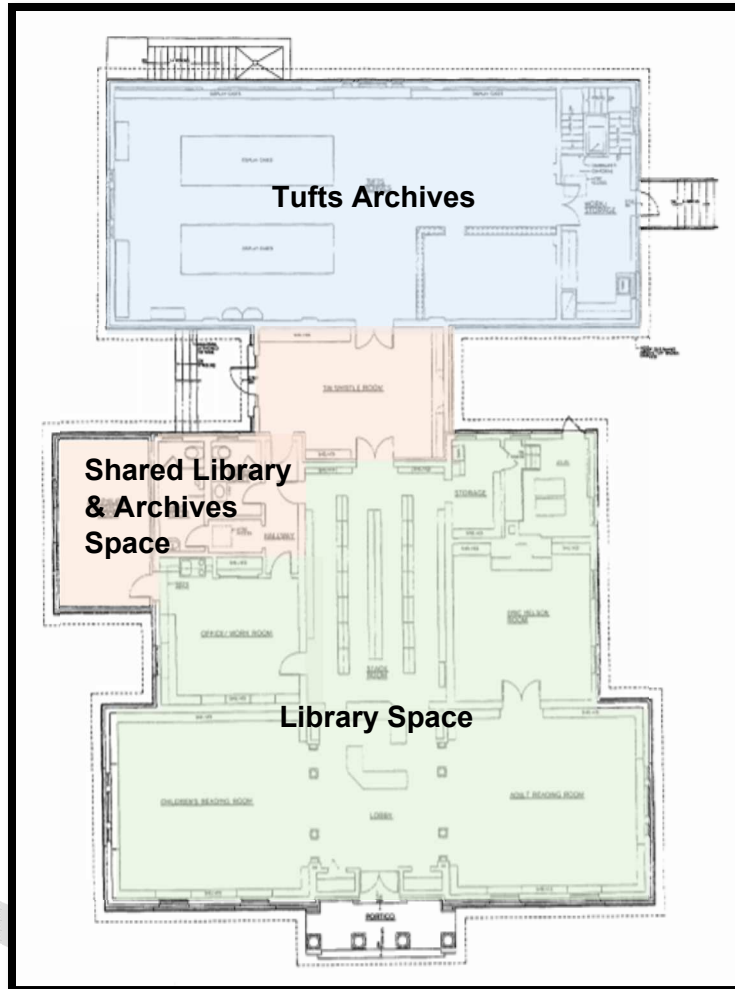
Use	Total SF	Library SF	Tufts Archives SF
Lobby/Circulation Area	292	292	
Children's Reading Room & Collection	575	575	
Adult Reading Room & Collection	575	575	
Stack Room/Collection	524	524	
Eric Nelson Room - NC Collection/Conference Room for 6	345	345	
Office/Work Room	294	294	
Storage/Utility Rooms	206	206	
Restrooms ¹	135	68	68
Office Space ¹	247	124	124
Tin Whistle Room - Large Print /Displays ¹	367	184	184
Hallways/Walls ²	640	640	
Tufts Archives	2,100		2,100
TOTAL 1st Floor	6,300	3,825	2,475
Basement Storage	2,100		2,100
TOTAL SF	8,400	3,825	4,575
% of TOTAL SF	100%	46%	54%

¹ Restrooms, office manager space, and the Tin Whistle Room are shared and allocated on a 50/50 basis.

² Total amount of SF not accounted for on floor plans includes hallways and walls.

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As the floor plan below indicates, the front of the GML building is dedicated to the library, the rear is dedicated to the Tufts Archives and shared space is in the middle of the building.



GML also operates the Given Book Shop (a used book store) in the old post office at 95 Cherokee Road. In this 4,420 SF building, space is allocated between the Given Book Shop (95%) and the independently operated Roast Office coffee shop (5%), as shown in the table below.

Use	TOTAL	Given Book Shop SF	Roast Office Coffee Shop SF
Used Books/Seating	3,640	3,440	200
Storage/Office Space	780	780	-
TOTAL SF	4,420	4,220	200
% of TOTAL SF	100%	95%	5%

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Operating Hours

Today, the Given Memorial Library is open 40 hours per week, as shown below.

Day of the Week	Operating Hours	Total # of Operating Hours/Week
Monday - Friday	9:30 am – 5:00 pm	37.5
Saturday	9:30 am – 12:00 pm	2.5
TOTAL		40

Staffing Levels

The GML and Tufts Archives are managed by a full-time Executive Director and utilize a combination of full-time (FT) staff, part-time (PT) staff, and volunteers to operate the GML, Tufts Archives, and Given Book Shop. The Executive Director and Office Manager oversee the entire operations of the GML, including the library, Tufts Archives, and Given Book Shop. The GML also employs one full-time equivalent (FTE) who acts as the manager of the Given Book Shop, programming director, and facilities manager. One employee, representing a 0.9 FTE is dedicated to fund development (i.e. fundraising) for the library. Three PT employees work in circulation, book processing, shelving and book repair. 12 dedicated volunteers support the library and eight dedicated volunteers support the Tufts Archives.

Position	# of FTEs	Library	Tufts Archives	Given Book Shop
FT Executive Director	1.0	X	X	X
FT Office Manager	1.0	X	X	X
FT Facilities Manager/Programming Director/Given Book Store Manager	1.0	X		X
PT Research/Archives Guide (1 staff)	0.4		X	
PT Fundraising/Events (1 staff)	0.9	X	X	
PT Circulation (3 PT staff)	1.0	X		
TOTAL FTEs	5.3			
TOTAL LIBRARY VOLUNTEERS	12	X		
TOTAL TUFTS ARCHIVES VOLUNTEERS	8		X	

Registered Cardholders

The Library has 7,986 total registered cardholders, 5,960 of whom are Village residents. This represents 39% of the total Pinehurst population of 17,100. The library adds an average of 48 new patrons per month. Currently, 2,169 library patrons are from the Village of Pinehurst (78%), 535 are from other areas within Moore County (19%), and the remaining 3% are from outside of Moore Country.

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Collection

The current GML collection size is approximately 15,520 items, or .9 per capita based on a population of 17,100. Library staff have taken steps to extend the collection beyond the building by participating in an eBook consortium in order to provide digital reading materials.

Visits and Circulation

The Library and Tufts Archives welcomed 35,558 visitors in 2019, an increase of 485 visits over 2018. In 2019, GML per capita visits were approximately 2.1 based on a population of 17,100.

In 2019, the Library circulated 43,887 physical items, or 2.6 items per capita based on a population of 17,100. Circulation of physical materials has declined each year, while digital circulation has increased, climbing from 14,632 eBook circulations in 2018 to 16,302 in 2019.

Technology

The GML provides one computer at the library with standard software that is available for public use. Residents can print documents (black & white and color) for a charge of \$0.25/page. GML provides fax services for a minimal fee that is most often used by residents to fax government and medical documents.

Programs

The GML offers several regularly scheduled programs for both children and adults.

Children's Programs

Children's programming at the GML building occurs in the 575 square feet (SF) Children's Room located at the front of the building. Regular children's programs include:

1. Story Time – Volunteers read books, followed by a simple craft for children ages 0-5 years old each week. On average, 10-15 children and their parents attend weekly story times in the Children's Room.
2. Saturday Kids Program – Staff lead a monthly program for children and parents to participate in activities, crafts, and experiments located at stations throughout the library. Participation can vary widely from 10 to 60 children and their parents each month.
3. Summer Camp – Staff lead a ½ day camp for 2nd – 5th graders that is offered twice in the summer months. Maximum participation is approximately 12 students per week, or 24 students in total. Summer Camps utilize the entire library and nearby outdoor space.
4. Babies, Songs, and Read-Alongs – Volunteer moms lead children ages 0-3 in stories, music, and movement twice a month. This program is held in the Children's Room and can sometimes attract up to 50 participants, including children and their parents.

Adult Programs

Adult programming occurs in the 575 SF Adult Reading Room and the 345 SF Eric Nelson Room in the GML building. Other adult programs are also held at the Given Bookshop. Regular adult programs provided by GML include:

1. Adult Story Time – Library staff read short stories aloud to approximately 6 adults every other month and meet in the Eric Nelson Room.
2. Gathering at the Given – A monthly outside speaker series is organized by library staff and held in the Adult Reading Room, which attracts on average 30 residents.

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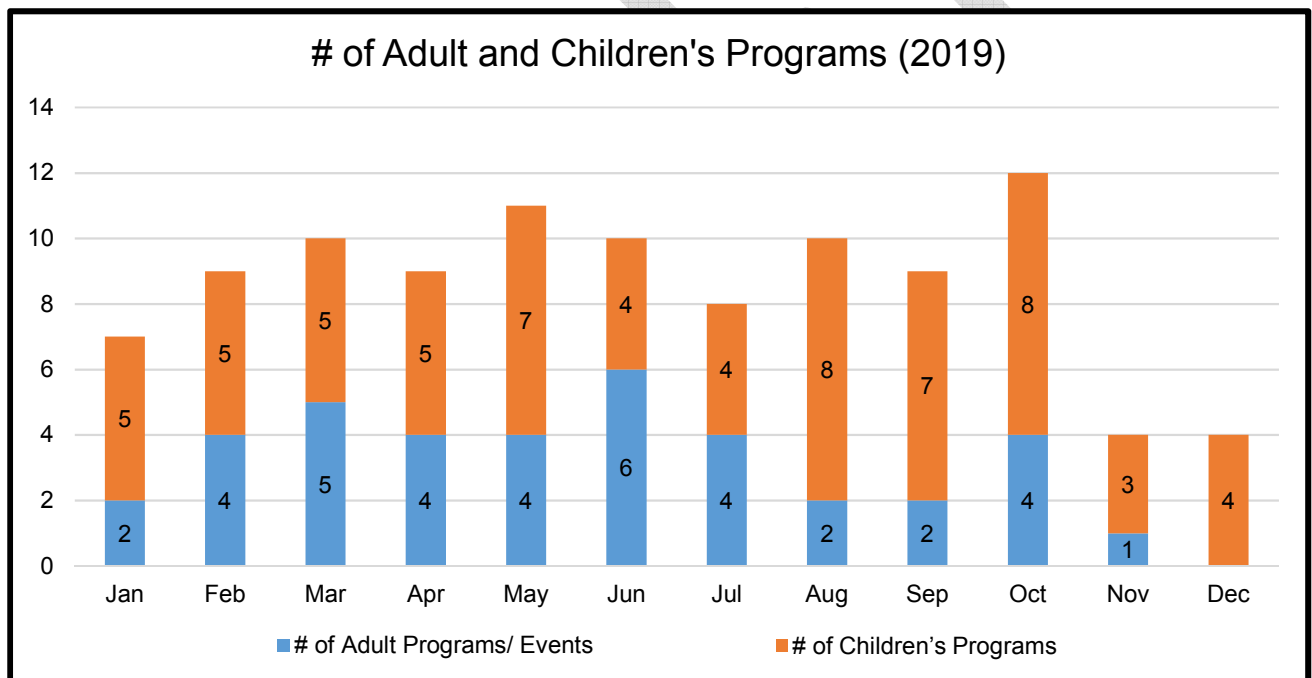
3. Workshops – Quarterly evening programs such as crafts and wine tastings are organized and facilitated by library staff. These events are held at the Given Book Shop, with an average of 15-30 participants each quarter.

In addition to these adult programs, there is one book club and one discussion group that assemble at the library approximately 9 times a year:

- Given Book Club – Volunteers lead a group of 10-12 residents who meet in the Eric Nelson Room to discuss books the group is reading.
- Men's Discussion Group – Volunteers lead a group of 6-10 residents who meet in the Eric Nelson Room to discuss topics of interest.

Other adult programs are associated with fundraising events that are held at various times throughout the year and at on-site and off-site locations.

The chart below indicates the total number of adult and children's programs provided by GML in 2019, excluding the book club and discussion group.



Other Library Services

Other free services the Library offers to the public include: free notary services, ticket sales to local cultural events, and online test proctors for students.

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Current Budget & Funding Sources

The financial operations of the GML, the Tufts Archives, and the Given Book Shop are reported under one umbrella. Previous attempts to allocate specific revenues and expenses to these three different functions have proved cumbersome and may not be reflective of the true cost if the three functions were operated separately.

The primary sources of revenue for all three of the GML operations (library, archives, and book shop) on average over the last four years include private fundraising efforts (36%), private contributions and grants (20%), and an annual contribution from the Village of Pinehurst (19%). The largest expenses for all of the GML operations is salaries and benefits, which accounts for 54% of total expenses on average over the last four years. The next largest expenses are for general operating expenses (14%) and rent and utilities (13%). Direct fundraising expenses account for approximately 10% of total expenses.

All GML operations (library, archives, and book shop) also rely on approximately \$41,000 (8%) in interest and dividend income from its roughly \$2 million endowment that is invested in stocks and options.

A review of the most recent four years of tax returns filed by GML that were prepared by an independent certified public accountant (CPA) indicate the following revenues and expenses for the library, Tufts Archives, and Given Book Shop combined:

	2018	2017	2016	2015	4 Year Avg	4 Year Avg %
Revenues:						
VOP Contributions	\$100,000	\$100,000	\$100,000	\$140,000	\$110,000	18.5%
Contributions/Grants	147,870	33,616	185,396	106,424	118,327	19.9%
Program Revenue ¹	102,836	104,244	103,703	94,310	101,273	18.1%
Investment Income	57,583	52,894	13,750	54,865	44,773	7.5%
Fundraising & Other Revenue	270,401	286,058	102,366	197,548	214,093	36.0%
TOTAL REVENUES	\$678,690	\$576,812	\$505,215	\$593,147	\$588,466	100%
Expenses:						
Salaries & Benefits	\$344,895	\$370,275	\$360,279	\$287,768	\$340,804	53.8%
Fundraising Expenses	66,039	65,357	48,748	67,084	61,807	9.8%
Rent & Utilities	84,941	82,769	83,271	76,041	81,756	12.9%
Books, Magazines, & Photos	32,590	33,605	32,121	29,380	31,924	5.0%
Other Expenses	77,556	71,745	112,341	105,819	91,865	14.5%
Depreciation ²	22,476	23,268	28,356	26,183	25,071	4.0%
TOTAL EXPENSES	\$628,497	\$647,019	\$665,116	\$592,275	\$633,227	100%
REVENUES OVER (UNDER) EXPENSES	\$50,193	(\$70,207)	(\$159,901)	\$872	\$(44,761)	

¹ Program revenue includes primarily proceeds from the sale of books, photos, and merchandise.

² Depreciation is a non-cash expense.

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The following table indicates the GML's cash and investment balances at year end, as reported on their annual tax returns.

Year	Cash Balance	Endowment Balance	Total Cash & Investments	Cash Basis Expenses ¹	Cash as a % of Expenses
2015	\$115,129	\$2,000,868	\$2,115,997	\$566,092	20%
2016	\$77,125	\$1,957,853	\$2,034,978	\$636,760	12%
2017	\$97,041	\$2,012,667	\$2,109,708	\$623,751	16%
2018	\$117,317	\$2,036,704	\$2,154,021	\$606,021	19%
4-Year Average	\$92,381	\$2,041,831	\$2,134,212	\$608,156	15%

¹ Cash basis expenses exclude depreciation.

GML currently leases the old post office for the Given Book Shop under an annual operating lease that extends until July 2024, with annual rent payments of \$51,804 in 2018. A portion of this lease expense is recovered through a sublease agreement for the Roast Office that also extends to July 2024. This sublease currently generates \$14,400 in annual rental income for GML. Therefore, the net annual cost to lease the old post office is approximately \$37,400.

Previous Library Expansion Plans

In 2013, the Pinehurst Village Council entered into an agreement with GML to support the Great Expectations fundraising campaign to raise money for the expansion of the GML building in the existing location. Under the terms of this agreement, the Village agreed to fund \$1 million toward the design or construction of an expansion of the building if the GML was able to raise \$3.5 million for the expansion. From 2013 to 2018, the Village made its \$1 million contribution incrementally, placing funds in an escrow account each year.

The Village's original 2013 agreement with the GML stipulated the library would have until 2018 to raise the agreed upon amount through fundraising efforts. This deadline was extended to 2019 in an amendment to the original agreement that was executed by both parties in 2015.

Under the terms of both the original and revised agreements, the \$1 million Village contribution would revert to the Village of Pinehurst if GML was not able to meet its fundraising commitment of \$3.5 million. Due to GML's inability to raise the agreed amount of donations, the \$1 million previously placed in escrow was returned to the Village in 2019. According to library representatives, GML ceased fundraising efforts when they became concerned about the potential negative impact of the planned expansion on the Village's Historic Landmark Status.

Upon return of the \$1 million Village contribution, the GML Board of Directors requested the Village Council "designate" or set aside the \$1 million returned for a future library capital investment. The Village Council at that time decided to leave the \$1 million undesignated, or available for any municipal use.

Deed Restrictions on Library Building/Land

The .43 acre site that houses the library and Tufts Archives was donated to the GML by Pinehurst, Incorporated in December 1963. In 1964, the iconic building on the Village Green was constructed using the generous gifts of Sarah Given Larson and Richard S. Tufts. In 1974, Pinehurst, Incorporated donated additional land, or another 0.2 acres, that extended the library's site to the east, south, and west. In 1975, the Tufts Archives wing of the building was added to house, display, and preserve relics important to the history of Pinehurst. Today, the Given Memorial Library building sits on a combined total of 0.63 acres.

The two deeds that originally transferred the property to the Given Memorial Library indicate that should the land cease to be used for library purposes, title to the property shall revert to the Pinehurst Resort. In the event the .2 acre parcel reverts to Pinehurst Resort, the property deed restricts its use to being a part of the Village Green.

III. Benchmark Comparisons/Best Practices

To ensure high quality services in all service areas, the Village of Pinehurst regularly benchmarks its performance against other communities and looks for best practices to implement. Using recognized library standards and benchmark comparisons provided by the State Library of NC and the Institute of Museum and Library Services (IMLS) may help the Village determine needed actions to ensure high quality library services to Pinehurst residents.

Benchmark Comparisons - Services

Operating Hours

The GML is currently open to the public 40 hours per week. A comparison of GML operating hours to other public libraries in NC towns with similarly sized populations, as reported by the State Library of NC, is shown in the table below.

GML # of Operating Hours	# of Operating Hours for NC Towns with a Population of 10,000 – 20,000	GML # of Operating Hours Below Comparison
40.00	55.35	15.35

Staffing Levels

The GML currently employs 5.3 full-time equivalents (FTEs). A comparison of GML FTEs per capita to public libraries in NC towns with similarly sized populations, as reported by the State Library of NC, is shown in the table below.

GML # of FTEs	# of FTEs for NC Towns with a Population of 10,000 – 20,000	GML # of FTEs per Capita Below Comparison
5.3	10.4	5.1

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Collection

The GML's current collection size is approximately 15,520 items, or .9 per capita. A comparison of GML print volumes per capita to the NC average public library, as reported by the State Library of NC, is shown in the table below.

Given Memorial Library Print Volumes Per Capita	2019 NC Average Print Volumes Per Capita	GML Print Volumes Per Capita <u>Below</u> Comparison
0.9	1.48	0.58

Visits and Circulation

In 2019, GML visits to both the library and Tufts Archives per capita were approximately 2.1. A comparison of GML visits per capita to the NC average public library, as reported by the State Library of NC, is shown in the table below.

GML Visits Per Capita	2019 NC Average Visits Per Capita	GML Visits Per Capita <u>Below</u> Comparison
2.1	2.9	0.8

In 2019, the GML circulated 2.6 items per capita. A comparison of GML circulation per capita to the NC average public library, as reported by the State Library of NC, is shown in the table below.

GML Circulation Per Capita	2019 NC Average Circulation Per Capita	GML Circulation Per Capita <u>Below</u> Comparison
2.6	5.84	3.24

Programs

The table below indicates the number of GML programs for children and adults compared to what an average full-service library serving a population of 17,100 would hold.

Type of Program	GML 2019 Average # of Monthly Programs	Average Full-Service Library Serving 17,100 Residents # of Monthly Programs	GML # of Monthly Programs Above (Below) Comparison
Children's Programs	5.4	8.0	(2.5)
Teen Program	0.0	2.0	(2.0)
Adult Programs	3.2	2.0	1.2
Family Programs	0.0	1.0	(1.0)

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Benchmark Comparisons – Facilities

Currently, GML serves a Pinehurst resident population of approximately 17,100. According to the State Library of NC, the vast majority of towns between 10,000 and 20,000 in population (66%) are served by county libraries. As shown below, most libraries in NC that serve communities about the size of Pinehurst are operated by the county, a municipality, or a regional library system.

Library Type	# of Towns With Population 10,000 – 20,000	% of Towns With Population 10,000 – 20,000
Municipal	4	11%
College	1	3%
County	25	66%
Private (GML)	1	3%
Regional	4	11%
NONE	3	8%
TOTAL	38	100%

County libraries operated in southern Moore County are a part of the Sandhills Regional Library System (SRLS). The SRLS serves a total of five counties: Anson, Hoke, Montgomery, Moore, and Richmond. The Town of Southern Pines operates the Southern Pines Public Library (SPPL) and Sandhills Community College operates the Katherine Boyd Library, also in Southern Pines.

Pinehurst residents who want full access to the collection and services of the SPPL in Southern Pines pay a non-resident fee of \$60/year or can obtain a limited access card for juvenile and young adult collection and services for \$20/year. Access to public libraries operated by the SRLS and Sandhills Community College are free for Pinehurst residents.

Pinehurst is not the only southern Moore Co. town trying to meet the library needs of a growing community. Currently, the Friends of the Aberdeen Library are raising funds and moving forward with plans to construct a new library in Aberdeen to supplement the 960 SF Page Memorial Library (operated by the SRLS) to serve its 7,860 residents. Upon construction of the planned 10,000 – 12,000 SF library, the Friends of the Aberdeen Library intend to donate the building and property to the Town of Aberdeen to operate as a municipal library.



Page Memorial Library, Aberdeen

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Southern Pines Public Library

The Town of Southern Pines also recently expanded its library offerings with the addition of a 24/7 self-service kiosk at Fire Station 2 in Whispering Pines to better serve the expanding population areas along Southern Pines' northeastern boundary. The self-service kiosk supplements services provided at the 14,750 SF library located in downtown Southern Pines that serves a resident population of approximately 14,220.

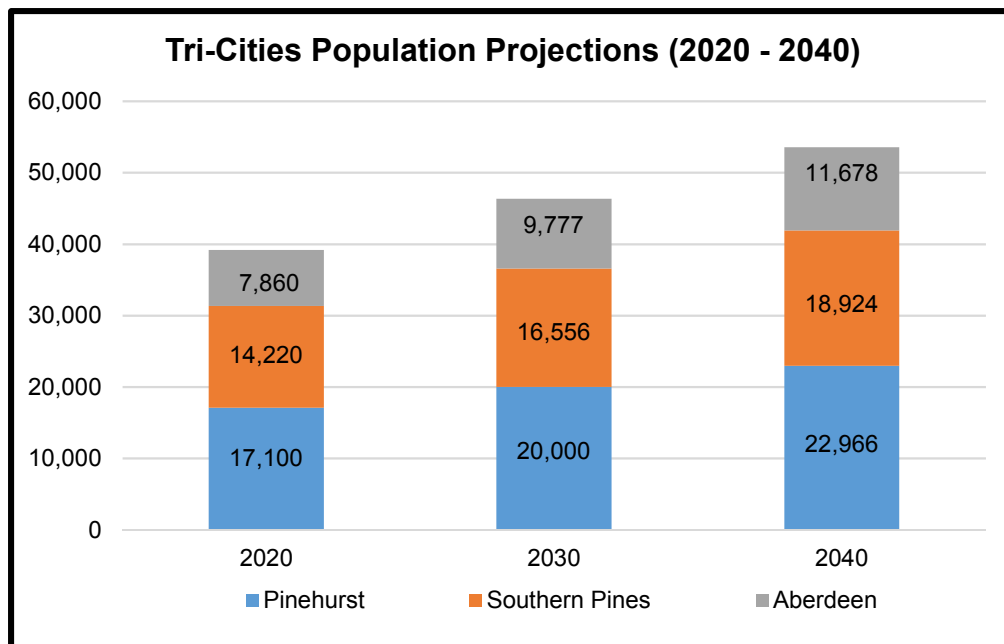
The 2020 population in the Tri-cities area of Pinehurst, Southern Pines, and Aberdeen is approximately 39,180, according to the NC State Demographer. Total library square footage between the three towns is shown below.

Town	SF of Library Space	2020 Population	2020 SF Per Capita
Aberdeen	960	7,860	0.122
Pinehurst	3,825	17,100	0.224
Southern Pines	14,750	14,220	1.037
TOTAL	19,535	39,180	0.499

According to the Public Library Statistics Cooperative, some states such as Louisiana and Delaware specify 1.0 SF per capita as a state standard for their libraries. Other states have standards that are less than 1.0 SF per capita and others have standards that exceed 1.0 SF per capita. NC does not have a SF per capita standard. A general rule of thumb, given the difference in standards across the US, is for libraries to have 1.0 SF of space per capita. Existing library facilities in the combined Tri-Cities area are approximately ½ of this amount. SF per capita is significantly lower than 1.0 in both Aberdeen and Pinehurst.

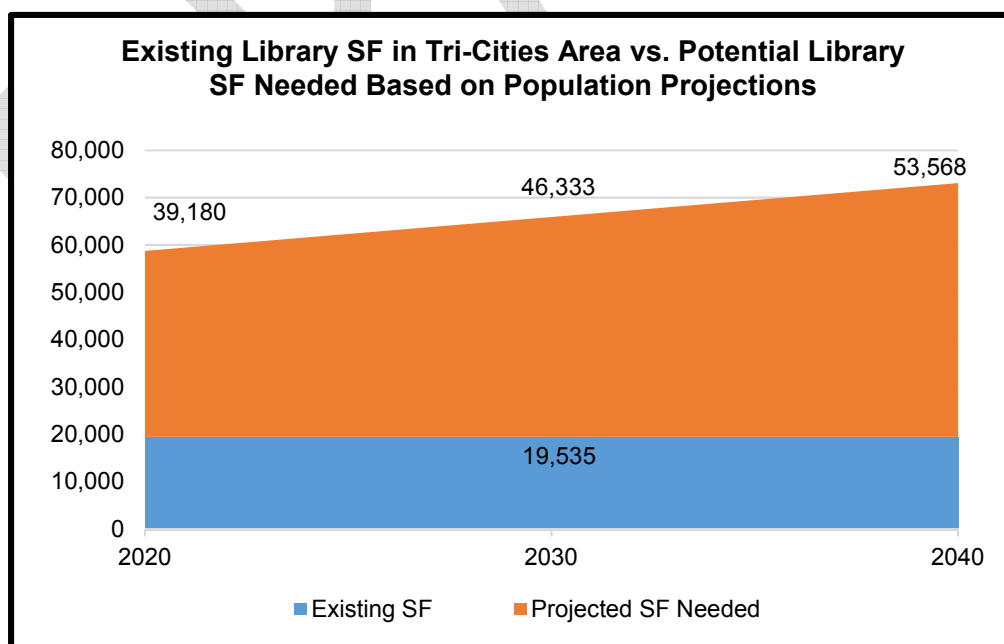
A best practice when considering new or expanded library facilities is to project population growth 20 years into the future. Using trend analysis based on historical US Census data, population in the Tri-Cities area could reach approximately 53,500 in 20 years from now, or in 2040. These projections may look differently after the results of the 2020 Census become available.

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Source: Village of Pinehurst

Using the 1.0 SF per capita rule of thumb indicates the total square footage of library space that may be needed to serve residents of the Tri-Cities area could approach 53,000 SF in total by 2040. This is 63% (or approximately 34,000 SF) below the total of 19,535 SF of library space that exists today in Pinehurst, Southern Pines, and Aberdeen combined as shown below.



Source: Village of Pinehurst

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If Aberdeen constructs its planned 10,000 SF new library, the amount of SF of remaining library space that could be located in Pinehurst to help meet the library needs of the Tri-Cities area would total 13,470 SF, as shown in the chart below.

Town	Current SF of Library Space	Minimum SF Expansion	Total SF to Meet Regional Needs
Aberdeen	960	10,000	10,960
Southern Pines	14,750	0	14,750
Pinehurst ¹	3,825	9,645	13,470
TOTAL	19,535	19,645	39,180

¹ Total SF for Pinehurst to help meet regional needs is calculated as follows: Current Tri-Cities population - (SF of Southern Pines library + SF of current and proposed Aberdeen library), or 39,180 - (14,750 + 10,960) = 13,470

A best practice published by the State Library of NC is to provide library service for all residents of the jurisdiction at geographic locations requiring no more than a 20 minute drive in metropolitan areas or a 30 minute drive in rural areas, or establish other service targets based on unique community needs. The chart below indicates the driving distance and driving time for Pinehurst residents to access other southern Moore County libraries, measured from the furthest residential point of the Village's municipal limits.

Library	Operated By	Location	Driving Distance/ Driving Time ¹
Carthage Library	SRLS	Carthage	15 miles/20 min
Southern Pines Library	Town of Southern Pines	Southern Pines	10 miles/22 min
Page Memorial Library	SRLS	Aberdeen	8 miles/15 min
Katherine Boyd Library	Sandhills Community College	Southern Pines	9 miles/15 min

¹ Measured from furthest residential point of the Pinehurst corporate limits

Public Library Best Practices

The [2012 NC Public Library Standards](#) represent "best practices" for library directors to implement while taking into account community needs and expectations. They are meant to inform and guide library funders, supporters, and staff; serve as a point of reference for evaluation; support a change in policy or services; and provide a framework for ongoing development.

The Standards are written as benchmarks of conditions necessary for effective library service in North Carolina. Each benchmark is supported by one or more activities that contribute to the development of those conditions. While a few activities do specify requirements established by North Carolina General Statute or Administrative Code, they do not generally include statistical measures that set a minimum requirement or represent an average public library. The benchmarks are divided into five sections:

1. Administration
2. Facilities
3. Human Resources
4. Resources
5. Services

Within each section, the benchmarks are organized by three categories:

1. Public Value – includes practices that demonstrate effective stewardship of public funds and establish the Library’s relevance and impact in the community.
2. Management – includes practices that result in effective and sustainable library operations.
3. Community Engagement – includes practices that build collaborative relationships and involve community members in planning, developing, using and evaluating library services.

Each benchmark has a desired outcome for a library’s community or community members. These are broad statements intended to provide libraries with a foundation for establishing more specific, measureable outcomes appropriate to the needs of their communities

The graphic is a rectangular box with a black border, divided into several sections. At the top, a grey header contains the text 'Public Value' in white, followed by a description: 'To create library spaces that offer the community a compelling invitation to explore, gather, and engage, and to ensure equitable access to resources through appropriate infrastructure and up-to-date technology.' Below this, on the left, is a white section labeled 'COMMUNITY ANCHOR'. To its right is a large blue box containing the 'BENCHMARK' text: 'Library facilities express the community's pride in its past, confidence in its present, and hope for its future.' Below the benchmark text are three bullet points: 'Assess community perceptions of library facilities.', 'Provide access to library facilities for cultural and community activities.', and 'Promote the library as a cultural and civic partner in the community.' At the bottom of the graphic is a grey box containing the 'OUTCOME' text: 'Community recognizes the library as cultural capital and as a symbol of civic pride.'

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COMMUNITY ANCHOR

BENCHMARK: Library facilities express the community's pride in its past, confidence in its present, and hope for its future.

- Assess community perceptions of library facilities.
- Provide access to library facilities for cultural and community activities.
- Promote the library as a cultural and civic partner in the community.

OUTCOME: Community recognizes the library as cultural capital and as a symbol of civic pride.

Sample Library Facilities Benchmark (Source: 2012 NC Public Library Standards)