

VILLAGE OF PINEHURST
CONTRACT CONTROL FORM



SECTION 1: CONTRACT INFO

PURPOSE:



CONTRACT DOCUMENT

OR



NO CONTRACT DOCUMENT (P.O. WITH LABOR)

ATTACHMENTS:



PURCHASE REQUISITION REQUIRED



HOLD HARMLESS AGREEMENT AND/OR CERT. OF INS.



DRAFT CONTRACT (2) IF APPLICABLE



ESSENTIAL COMM. FORM FOR KEY SUPPLIERS (if app.)

VENDOR NAME: **Library Systems & Services, LLC**

POC: **Debbie Joy**

PHONE: **410-456-5881**

PURPOSE: **Library Services Needs Assessment**

CONTRACT TERM: **1 year**

EXPIRES: **9/30/2020**

CONTRACT AMOUNT: **\$ 35,053**

Contractor's most recent contract performance rating from SharePoint Contract List **New** (A,B,C,F, or New)

DEPARTMENT: **Administration**

VOP EMPLOYEE: **Natalie Hawkins**

DATE SUBMITTED: **09/03/19**

SECTION 2: CONTRACT ROUTING (ALL CONTRACTS USE THIS ROUTING ORDER)

I. FINANCE OFFICER



YES



NO

Sufficient funds are available in the proper category to pay for this expenditure.

- After B.A. on 9/10/19



YES



NO

A budget amendment is required for approval of this agreement.

- Council on 9/10/19



YES



NO

Pre-audit has been completed.



YES



NO

If applicable, contract has e-verify language.

This document has been reviewed and the following person has been determined eligible to execute the contract:

☐ FINANCE DIRECTOR (PO ONLY)

☐ DEPARTMENT HEAD

☒ VILLAGE MANAGER

- Council on 9/10/19

FINANCE OFFICER SIGNATURE: Brooke Hunter

DATE: 9/4/19

II. RISK MANAGER

☐ No insurance required

☒ Hold Harmless and/or Certificate of Insurance included

HH included in contract.

☐ YES

☒ NO

Legal review is required.

Legal review has been completed: _____

RISK MANAGER SIGNATURE: [Signature]

DATE: 9/4/19

III. VILLAGE CLERK

Please submit one fully executed, original contract to the Village Clerk.

VILLAGE CLERK SIGNATURE: Beth [Signature]

DATE: 9/10/19

MASTER SERVICES AGREEMENT

This **MASTER SERVICES AGREEMENT** ("Agreement") is made as of the 4th day of September 2019 between: LIBRARY SYSTEMS & SERVICES, LLC, a Maryland limited liability company with a mailing address at 2600 Tower Oaks Drive, Rockville, Maryland 20852 ("LS&S"); and the VILLAGE OF PINEHURST, NORTH CAROLINA, with a mailing address at 395 Magnolia Road, Pinehurst, NC 28374 ("Customer"). LS&S and Customer are each sometimes referred to herein as a "Party" and collectively, the "Parties".

The Parties agree as follows:

1. *Services and Goods.*

(a) *Services.* During the term of this Agreement, LS&S will use commercially reasonable efforts to provide the services described on Schedule A (collectively, "Services").

2. *Term and Termination.*

(a) *Term.* This Agreement shall be in effect for a period of one (1) year commencing on September 20th, 2019 ("Effective Date") and continues in force until September 20th, 2020 ("Expiration Date"), unless sooner terminated in accordance with this Section 2.

(b) *Termination for Default.* If either Party breaches any material provision of this Agreement and fails to correct the breach within thirty (30) days after receiving written notice specifying the breach (or, if the breach cannot be corrected within thirty (30) days, fails to progress diligently towards correction), then the other Party may terminate this Agreement by giving written notice to the breaching Party, except that LS&S shall have the right to terminate this Agreement if Customer fails to pay any amount due LS&S and such failure continues for ten (10) days after written notice thereof.

(c) *Effect of Termination.* Upon any termination of this Agreement, each Party shall (i) immediately discontinue all use of the other Party's Confidential Information; (ii) delete the other Party's Confidential Information from its computer storage or any other media, including, but not limited to, online and off-line libraries; (iii) shall return to the other Party or, at the other Party's option, destroy, all copies of such other Party's Confidential Information then in its possession (including the Documentation); and (iv) shall promptly pay all amounts due and remaining payable hereunder.

(d) *Survival of Obligations.* The provisions of Sections 5, 6(b), 7, and 8-10, as well as Customer's obligations to pay any amounts due and outstanding hereunder, shall survive termination or expiration of this Agreement.

3. *Price and Payment.*

(a) *Price.* LS&S shall perform the Services for the Charges (exclusive of any current or future taxes) set forth in Schedule A.

(b) *Payments.* LS&S shall invoice Customer as set forth in Schedule A. Customer shall pay all invoices, without offset or deduction, by bank wire transfer or Automated Clearing House

(ACH) direct debit to a bank account designated by LS&S on or before the fifth (5th) day of such month (the "Due Date") and shall bear interest at the rate of one and one quarter percent (1¼%) per month if not paid in full by the Due Date. If LS&S has not received payment by the Due Date, it may suspend performance contemplated under this Agreement until full payment has been received.

(c) *Taxes.* LS&S shall add to its invoices any current or future taxes (other than LS&S's income tax) payable by LS&S on account of this Agreement, the Services, or Customer's payments hereunder, except to the extent Customer furnishes in advance a valid certificate of exemption from such taxes. This Agreement does not include charges for any sales or use tax that now, or in the future, may be deemed by a taxing authority to be applicable to the Services. In the event a taxing authority determines now or in the future that the Services are subject to such tax, LS&S shall invoice such taxes to the Customer and the Customer shall pay same simultaneously with the payment to which such taxes relate. In the event the Customer is not subject to or liable for such taxes, the Customer shall not be required to pay such taxes, shall provide LS&S with the legal basis of such exemption and shall agree to indemnify LS&S with respect to the nonpayment by LS&S of any such taxes to the extent permitted by the laws of North Carolina.

4. *Insurance.*

(a) *Insurance.* During the term of this Agreement, LS&S shall maintain in force at its own expense commercial general liability insurance coverage of at least one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) annual aggregate. LS&S also shall maintain workers compensation insurance providing the statutory benefits required by law.

(b) *Property Insurance.* Customer will keep its buildings and their contents insured against loss, cost, damage or expense resulting from fire, explosion or any other casualty in an amount equal to the full replacement cost thereof ("Casualty Insurance"). If any loss, cost, damage or expense resulting from fire, explosion, or any other casualty or occurrence is incurred by Customer in connection with its buildings or their contents, then Customer hereby releases LS&S, its owners, officers, employees, agents and volunteers from any liability it may have on account of such loss, cost, damage or expense to the extent of any amount receivable by reason of such Casualty Insurance, and waives any right of subrogation which might otherwise have existed or accrued to any person on account thereof.

5. *Confidential Information and Intellectual Property.*

(a) *Confidential Information.* In the performance of this Agreement, LS&S may be exposed to information regarding the identity of Customer's patrons, Customer may be exposed to information regarding LS&S's proprietary library management techniques, and either Party may be exposed to other written or oral information, disclosed by either Party to the other, related to either Party or a third party that has been identified as confidential or that by the nature of the circumstances surrounding disclosure ought reasonably to be treated as confidential(collectively, "Confidential Information"). Each Party shall: (1) use the same care to protect the other Party's Confidential Information from disclosure that such Party uses to protect its own information of like importance; (2) limit duplication of Confidential

Information to the extent needed to perform this Agreement; and (3) disclose Confidential Information only to employees having a need to know in connection with performance of this Agreement, and who are informed of the contents of this provision prior to disclosure. This provision shall survive termination or expiration of this Agreement; and, on such termination or expiration, each Party shall return all Confidential Information, including all copies, to the owner of such information and, if requested, shall certify in writing that all such information has been returned. Because the damage resulting from a breach of this provision would be difficult or impossible to quantify and remedy at law, in case of such breach, or the threat of such breach, the Party whose Confidential Information is threatened to be disclosed shall be entitled to injunctive or other equitable relief.

(b) Exceptions. Notwithstanding the foregoing, the provisions of Section 5(a) above, shall not apply to Confidential Information that (i) is publicly available or in the public domain at the time disclosed; (ii) is or becomes publicly available or enters the public domain through no fault of the recipient; (iii) is rightfully communicated to the recipient by persons not bound by confidentiality obligations with respect thereto; (iv) is already in the recipient's possession free of any confidentiality obligations with respect thereto at the time of disclosure; (v) is independently developed by the recipient; or (vi) is approved for release or disclosure by the disclosing Party without restriction. Notwithstanding the foregoing, each Party may disclose Confidential Information to the limited extent required (x) in order to comply with the order of a court or other governmental body, or as otherwise necessary to comply with applicable law, provided that the Party making the disclosure pursuant to the order shall first have given written notice to the other Party and made a reasonable effort to obtain a protective order; or (y) to establish a Party's rights under this Agreement, including to make such court filings as it may be required to do.

(c) Intellectual Property. Subject to the terms and conditions of this Agreement, LS&S hereby grants to Customer a limited, non-exclusive, non-transferable, non-sublicensable right and license to use the Documentation, as provided by LS&S, during the term of this Agreement, solely for Customer's internal business purposes. Customer shall not use the Documentation for any purposes beyond the scope of the license granted in this Agreement. Without limiting the generality of the foregoing, Customer shall not (i) market or distribute the Documentation; (ii) make any copies of the Documentation; (iii) assign, sublicense, sell, lease, or otherwise transfer or convey, or pledge as security or otherwise encumber, Customer's rights under the license granted in this Section 5(c); or (iv) modify the Documentation, except with prior written consent of LS&S. The Parties acknowledge and agree that if Customer modifies or improves the Documentation, all such modifications or improvements shall be considered part of the Documentation, and shall be owned by LS&S, and Customer hereby assigns to LS&S all right and title to such modifications or improvements. Other than as set forth in this paragraph, nothing in this Agreement confers any license or right to use any trademark, service mark, copyright or other intellectual property right, whether now owned or hereafter developed, of either Party. For the purposes of this Agreement, "Documentation" means the standard user manuals, instructions and related documentation made available by LS&S to Customer.

6. *Warranties; Disclaimers.*

- (a) **Warranty.** LS&S warrants that it will perform the Services with at least the care, diligence and expertise generally accepted in the library service industry.

- (b) **Disclaimer.** EXCEPT AS OTHERWISE EXPRESSLY WARRANTED IN THIS AGREEMENT, THE SERVICES AND GOODS PROVIDED BY LS&S ARE PROVIDED "AS IS" AND "WITH ALL FAULTS," AND LS&S EXPRESSLY DISCLAIMS ALL OTHER WARRANTIES OF ANY KIND OR NATURE, WHETHER EXPRESS, IMPLIED OR STATUTORY, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF OPERABILITY, CONDITION, TITLE, NON-INFRINGEMENT, NON-INTERFERENCE, QUIET ENJOYMENT, VALUE, ACCURACY OF DATA, OR QUALITY, AS WELL AS ANY WARRANTIES OF MERCHANTABILITY, SYSTEM INTEGRATION, WORKMANSHIP, SUITABILITY, FITNESS FOR A PARTICULAR PURPOSE, OR THE ABSENCE OF ANY DEFECTS THEREIN, WHETHER LATENT OR PATENT. NO WARRANTY IS MADE BY LS&S ON THE BASIS OF TRADE USAGE, COURSE OF DEALING OR COURSE OF TRADE. LS&S DOES NOT WARRANT THAT THE SERVICES OR GOODS WILL MEET CUSTOMER'S REQUIREMENTS OR THAT THE OPERATION THEREOF WILL BE UNINTERRUPTED OR ERROR-FREE, OR THAT ALL ERRORS WILL BE CORRECTED. CUSTOMER ACKNOWLEDGES THAT LS&S' OBLIGATIONS UNDER THIS AGREEMENT ARE FOR THE BENEFIT OF CUSTOMER ONLY.

7. ***Limitation of Liability.*** IN NO EVENT SHALL LS&S BE LIABLE TO CUSTOMER FOR ANY INCIDENTAL, INDIRECT, SPECIAL, CONSEQUENTIAL OR PUNITIVE DAMAGES, REGARDLESS OF THE NATURE OF THE CLAIM, INCLUDING, WITHOUT LIMITATION, LOST PROFITS, COSTS OF DELAY, ANY FAILURE OF DELIVERY, BUSINESS INTERRUPTION, COSTS OF LOST OR DAMAGED DATA OR DOCUMENTATION OR LIABILITIES TO THIRD PARTIES ARISING FROM ANY SOURCE, EVEN IF LS&S HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THIS LIMITATION UPON DAMAGES AND CLAIMS IS INTENDED TO APPLY WITHOUT REGARD TO WHETHER OTHER PROVISIONS OF THIS AGREEMENT HAVE BEEN BREACHED OR HAVE PROVEN INEFFECTIVE. THE CUMULATIVE LIABILITY OF LS&S TO CUSTOMER FOR ALL CLAIMS ARISING FROM OR RELATING TO THIS AGREEMENT, INCLUDING, WITHOUT LIMITATION, ANY CAUSE OF ACTION SOUNDING IN CONTRACT, TORT, OR STRICT LIABILITY, SHALL NOT EXCEED THE LESSER OF (I) THE ACTUAL DAMAGES SUFFERED BY THE AGGRIEVED PARTY, OR (II) THE TOTAL ANNUAL ECONOMIC VALUE OF THIS CONTRACT.

8. ***Conflict of Interest.***

LS&S shall not, directly or indirectly, acquire any interest which will conflict in any manner or degree with the performance of its services hereunder. In this connection, LS&S, its employees and consultants shall make no political contributions to any political campaign or initiative affecting the Customer, nor should the customer make such a request of LS&S to do so.

9. ***Notices***

Any notice regarding the performance of services under this contract shall be considered delivered using regular U.S. mail services, email, or fax to the attention of the parties listed below:

LS&S
Todd Frager, CFO
2600 Tower Oaks Blvd. Suite 500,
Rockville, MD 20852
Email: Todd.Frager@LSSLibraries.com
Office: 301-540-5100

Customer

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

10. Miscellaneous.

(a) *Independent Contractors.* The relationship of the parties is that of independent contractors, and no partnership, joint venture, agency, employment, or other relationship is intended.

(b) *Assignment.* Neither Party may assign this Agreement to a third party not affiliated with such Party without the prior written consent of the other Party, except that LS&S may subcontract or delegate portions of the Services; provided, however, that in no case shall Customer be liable to any party other than LS&S, or for any amount in excess of the price specified on Schedule A, plus any additional charges permitted hereunder.

(c) *Nondiscrimination, etc.* LS&S shall not discriminate against any employee or applicant for employment because of race, color, sex, age, ancestry, medical condition (cancer or HIV Positivity including AIDS or ARC), national origin, sexual orientation, creed, religion, age, physical or mental disability, political affiliation, citizenship or any other characteristic prohibited by State or federal law.

(d) *Nonsolicitation of Employees.* Customer acknowledges and agrees that the employees and consultants of LS&S who perform the Services are a valuable asset to LS&S and are difficult to replace. Accordingly, Customer agrees that, during the Term of the Agreement, and for a period of one (1) year after the termination or expiration of this Agreement, it shall not offer employment or engagement (whether as an employee, independent contractor or consultant) to any LS&S employee or consultant who performs any of the Services.

(e) *Force Majeure.* LS&S shall not be liable for any failure or delay in performance of this Agreement due to causes beyond its control, including, but not limited to, act of god, strike, war or civil disturbance, weather emergency, or general failure of any necessary supply, service, utility or other cause beyond its reasonable control, such failure to perform shall not be grounds for termination of this Agreement.

(f) *Customer's Representation.* Customer represents and warrants that it has all necessary legal authority to enter into and perform this Agreement and that the person executing this Agreement on its behalf is legally authorized to do so.

(g) *Notices.* Notices required or permitted under this Agreement shall be effective upon the third (3rd) business day after deposit in First Class mail, or the next business day after deposit with a recognized overnight courier, or upon receipt if e-mailed or faxed to the respective e-mail addresses or fax numbers, if addressed to the parties' respective addresses and marked to the attention shown on the first page of this Agreement.

(h) *Law and Enforceability.* This Agreement shall be governed by and construed in accordance with the laws of the State of Maryland. If any provision of this Agreement is conclusively determined to be illegal, invalid or unenforceable, then such provision shall be severed, and the remaining provisions of this Agreement shall be so construed to carry out, as nearly as legally permitted, the intentions of the parties.

(i) *Other Rights.* Customer hereby grants to LS&S the limited right to use Customer's name, logo and/or other marks for the sole purpose of listing Customer as a user of the applicable Offering in LS&S's promotional materials. LS&S agrees to discontinue such use within fourteen (14) days of Customer's written request.

(j) *Survival.* The provisions of Sections 5 and 6 shall survive any termination or expiration of this Agreement.

(k) *Entire Agreement.* This Agreement contains the entire understanding of the parties on the subject matter hereof and supersedes all prior statements and agreements on that subject. No failure or delay by either Party in enforcing any provision of this Agreement shall operate as a waiver. This Agreement may be modified or waived only in writing signed by the Party against whom such modification or waiver is sought to be enforced.

Intending to be legally bound, the parties have caused this Agreement to be executed by their duly authorized representatives.

VILLAGE OF PINEHURST, NC

LIBRARY SYSTEMS & SERVICES,
LLC

By:

Nancy Roy Fiorino

Name:

NANCY ROY FIORINO

Title:

MAYOR OF PINEHURST

By:

Todd Frager

Todd Frager

COO

THIS INSTRUMENT HAS BEEN PRE-AUDITED IN THE
MANNER REQUIRED BY THE LOCAL GOVERNMENT
BUDGET

Bruce Hart AND FISCAL CONTROL ACT
9/20/19
DATE

Schedule A

Master Services Agreement

A. Statement of Work

This Statement of Work No. 001 (“Statement of Work”) is incorporated by reference to the Master Services Agreement dated September 4, 2019 (the “Agreement”) between the VILLAGE OF PINEHURST, NORTH CAROLINA (“Customer”) and LIBRARY SYSTEMS & SERVICES, LLC (“LS&S”). Any capitalized terms used but not defined in this Schedule A retain the same meaning given them in the Agreement.

The following terms shall govern this Service Order No. 1:

1. Description of Services:

LIBRARY SERVICES NEEDS ASSESSMENT

PROJECT UNDERSTANDING

LS&S will utilize LibraryIQ to 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. 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 the Customer 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.
2. **Solicit Broad Community Input.** LibraryIQ will work with Customer staff to formulate and execute an innovative and inclusive public engagement strategy designed to ensure broad community input 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.*
3. **Analyze Needs Assessment Findings and Formulate a Recommendation.** LibraryIQ will compile and analyze the data and information collected to understand the need and public demand for library services in Pinehurst. Library IQ 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, LibraryIQ will 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.** LibraryIQ will prepare and deliver a written Library Services Needs Assessment report summarizing existing conditions, community input, research and analysis performed, alternative solutions evaluated, and a final recommendation. LibraryIQ will present the Final Library Services Needs Assessment report to the Pinehurst Village Council.

DELIVERABLES

Stakeholder and public input will be gathered using the following methods. A Library Needs Assessment Committee will be formed. A representative from this committee will choose locations and collaborate with LS&S consultants on scheduling.

Personal Interviews:

- Village of Pinehurst leaders and staff
- Given Memorial Library leaders and staff

Focus Groups such as (up to six focus groups):

- One focus group with community business leaders, such as (FirstHealth, Pinehurst Resort, 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 Village of Pinehurst leaders
- One focus group with teens (if possible)
- One focus group with Library staff
- One focus group with patrons and the public

Community Conversations (up to two sessions):

- Listening sessions to be conducted at meetings or gatherings of civic groups, nonprofit boards, faith-based groups, Rotary or other gatherings as identified by Customer staff/Library Working Group. It is suggested these sessions be added to the agenda of pre-planned meetings in order to ensure attendance. One community conversation will consist of a Village of Pinehurst Library Public Input meeting open to the public.

Surveys

Online Survey

- 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
- The Library Needs Assessment Committee 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 Customer 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. The Library Needs Assessment Committee will ensure this promotion occurs. This wide-ranging approach will yield the largest number of survey participants.

ETC Random Survey

- LibraryIQ consultants will collaborate with ETC Institute to develop survey questions, with input from the Library Needs Assessment Committee, for a random survey of 400 Pinehurst households to obtain public feedback on the initial findings. The Village of Pinehurst will contract separately with ETC Institute to administer the random survey and LibraryIQ consultants will incorporate the survey results provided by ETC Institute into the draft and final reports. The ETC survey will be conducted at the conclusion of Phase 3 to independently assess the community's interest in the potential solutions identified by Library IQ.

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 groups identified
- Community conversations scheduled
- Community conversations conducted
- Online survey conducted
- ETC random survey conducted

Data and Information Strategy

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

- Funding
- Strategic plan
- 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
- Tufts Archives separation from Given Memorial Library

An onsite project kickoff meeting will include members of the Library Needs Assessment Committee and LibraryIQ project lead to share the approach to data collection and analysis (including comprehensive information request), confirm project scope, travel schedule, communication protocols and verify project deliverables.

The process will continue with a review of existing information provided by Customer staff/ Library Needs Assessment Committee including, but not limited to: ILS data, current and past budget reports, master facility plans, floor plans, Given Memorial Library, Tufts Archives, 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, and etc.

Key Milestones

- Onsite project kickoff meeting scheduled
- Onsite project kickoff meeting complete
- Travel/visits scheduled
- Information/data request shared with the Library Needs Assessment Committee
- Information/data received

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
- Final recommendation

Clearscapes consultants will provide one-three general renderings that may be of the exterior and/or interior space of a new or refurbished facility.

All deliverables will be provided digitally in pdf, Microsoft Word, Microsoft Excel or Microsoft PowerPoint format.

Feedback on the draft will be sought from the Library Needs Assessment Committee. This feedback will be incorporated into the draft report.

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. Customer shall not withhold feedback and a lack of response for thirty days will be considered as final.

Proposed Timeline*

Phase One: Review Existing Conditions/Data and Information Gathering
January 15, 2020 – February 15, 2020

Phase Two: Solicit Input/Public Engagement
February 16, 2020 – March 30, 2020

Phase Three: Conduct Needs Assessment/Form Recommendation
April 1, 2020 – June 15, 2020

Phase Four: Prepare and Deliver Written Report
June 16, 2020 – June 30, 2020

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

Payment Schedule

ITEM	COST
Travel includes three visits to the Village of Pinehurst: Visit one: 1-day onsite kickoff Visit two: Two consultants, three days onsite; Clearscapes consultant one day onsite Visit three: Presentation of final report. One consultant, one day onsite	\$7,123
Consulting services for all project activities	\$27,930
Total project cost	\$35,053
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

Total Cost is \$35,053. Payable 50% upon execution and 25% upon presentation of draft presentation and 25% upon presentation of final report.

By executing below, the parties agree to the terms and conditions set forth in this Statement of Work No. 001.

VILLAGE OF PINEHURST, NC

LIBRARY SYSTEMS & SERVICES,
LLC

By: Nancy Roy Fiorillo
Name: NANCY ROY FIORILLO
Title: MAYOR OF PINEHURST
Date: 9/20/19

By: Todd Frager
Name: Todd Frager
Title: COO
Date: 9/4/2019

THIS INSTRUMENT HAS BEEN PRE-AUDITED IN THE
MANNER REQUIRED BY THE LOCAL GOVERNMENT

BUDGET

Page 5 of 5

AND FISCAL CONTROL ACT
Brooke Hutton 9/20/19
DATE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/4/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HUB Int'l Mid-Atlantic Inc. formerly The Insurance Exchange, Inc. 9713 Key West Avenue Suite 401 Rockville, MD 20850	CONTACT NAME: Jeremy Welsh		
	PHONE (A/C, No, Ext): (301) 279-2039	FAX (A/C, No):	
	E-MAIL ADDRESS: welsh.jeremy@tie-inc.com		
INSURED Library Systems & Services, LLC 2600 Tower Oaks Blvd., Suite #510 Rockville, MD 20852	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Hartford Fire Insurance Company		19682
	INSURER B : Hartford Casualty Insurance Company		29424
	INSURER C : Hartford Underwriters Insurance Company		30104
	INSURER D :		
	INSURER E :		
INSURER F :			

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PROJECT ☐ LOC OTHER:			42UUNIA5417	12/1/2018	12/1/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			42UUNIA5417	12/1/2018	12/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			42RHUIA5174	12/1/2018	12/1/2019	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☒ N	N/A	42WECI0183	12/1/2018	12/1/2019	☒ PER STATUTE ☐ OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Village of Pinehurst, North Carolina
395 Magnolia Road
Pinehurst, NC 28374

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



Library Services Needs Assessment Survey (May 2020)

Please complete this important survey to provide the Pinehurst Village Council with your feedback on resident needs for library services. You may also complete this survey online at www.2020VOPLibrarysurvey.org.

The Village of Pinehurst is currently conducting a Library Services Needs Assessment to determine the community's needs for library services. To date, the Village has obtained input through public input meetings, interviews of key stakeholders, Community Conversations, and an online survey. Data and information obtained from these methods are summarized in the Preliminary Library Needs Assessment Report and summary of the online survey results, which can be found at www.engage.vopnc.org/library. You are strongly encouraged to review this information prior to completing this survey.

This survey is being administered by the Village of Pinehurst to understand:

- If the community wants the Village to operate a municipal library,
- what library services residents believe are most needed,
- where is the best location for the library in Pinehurst, and
- how much residents are willing to pay to support a library.

The results of this survey will be collected and analyzed by ETC Institute, one of the nation's leading governmental research firms, with the full report made available to the public when complete.

The Given Memorial Library, located at 150 Cherokee Road, is operated by a 501c(3) non-profit organization that is privately funded with \$150,000 in annual funding from the Village of Pinehurst. Because this funding model **may not be** sustainable long term, the Village is seeking resident input on if it should operate a municipal library in place of the existing non-profit.

1. Please rate your level of agreement with the following statement: The Village of Pinehurst should assume operations of the Given Memorial Library and operate a municipally funded library?

____ (1) Strongly Agree ____ (3) Somewhat Disagree ____ (9) Do Not Know
____ (2) Somewhat Agree ____ (4) Strongly Disagree

2. On a scale of 1 to 5, where 1 means "Extremely Needed" and 5 means "Not Needed" please rate which the library features you believe are **MOST NEEDED** to be **EXPANDED** or **ENHANCED** in a Pinehurst library.

Library Features to EXPAND or ENHANCE	Extremely Needed	Very Needed	Moderately Needed	Slightly Needed	Not Needed	Do Not Know
Book and magazine collection	1	2	3	4	5	9
Digital media (ebooks, etc.)	1	2	3	4	5	9
Children's programs & classes	1	2	3	4	5	9
Teen programs & classes	1	2	3	4	5	9
Adult programs & classes	1	2	3	4	5	9
Book clubs/lectures/discussion groups	1	2	3	4	5	9
Individual study/work space	1	2	3	4	5	9
Connected conference & meeting space for small groups with technology	1	2	3	4	5	9
Digital learning lab with computers and access to specialized software	1	2	3	4	5	9

3. Please indicate your level of agreement with the following statement: The operating hours of the library should be expanded.

____ (1) Strongly Agree ____ (3) Somewhat Disagree ____ (9) Do Not Know
____ (2) Somewhat Agree ____ (4) Strongly Disagree

4. Please indicate your level of agreement to the following statement: The Given Memorial Library is adequately sized to meet the library needs of Pinehurst residents?

☐ (1) Strongly Agree ☐ (3) Somewhat Disagree ☐ (9) Do Not Know
☐ (2) Somewhat Agree ☐ (4) Strongly Disagree

LIBRARY LOCATION

5. The Tufts Archives are located in the rear of the Given Memorial Library.

Please indicate your level of agreement with the following statement: The Given Memorial Library and the Tufts Archives should be located in separate buildings so both operations can be expanded and enhanced?

☐ (1) Strongly Agree [Answer Q6a] ☐ (3) Somewhat Disagree ☐ (9) Do Not Know
☐ (2) Somewhat Agree [Answer Q6a] ☐ (4) Strongly Disagree

5a. If you answered “Strongly Agree” or “Somewhat Agree” to Question 5, which operation do you believe should remain in the existing building at 150 Cherokee Road?

☐ (1) Given Memorial Library ☐ (2) Tufts Archives ☐ (9) Do Not Know

6. If the Village decides to operate a municipal library in Pinehurst and expand library space, potential locations where that could best occur listed in the table below.

On a scale of 1 to 4, where 1 means “Strongly Support” and 4 means “Strongly Do Not Support” please indicate your level of support for the following alternative sites for an expanded library.

	Potential Locations	Key Advantages of the Location	Key Challenges of the Location	Strongly Support	Support	Do Not Support	Strongly Do Not Support
1.	Beside the Community Center in Cannon Park (Village owns the land)	- Flat site with existing shared parking available nearby - Possible synergies with recreational & cultural programming in close proximity	Would require relocation or removal of existing athletic fields and other structures (picnic shelter and restrooms), increasing the overall cost	1	2	3	4
2.	Across from Village Hall (Village owns the land)	- Could provide additional shared parking for the Village Hall & Arboretum - Could help stimulate private investment (redevelopment) in and around the area	- Sloping site makes a two-story building more costly to build - Limited transportation connectivity to Rattlesnake Trail could increase the cost with a new road constructed	1	2	3	4
3.	Dedicate the existing building entirely to a library (renovate the interior and relocate the Tufts Archives)	- Centrally located in the Village Center - May be the least costly alternative	- Limited parking and handicap accessibility in close proximity - May not be enough space to provide desired library services - Would need to relocate the Tufts Archives	1	2	3	4
4.	Acquire, renovate and/or expand an existing building (including the current library) in or around the Village Center	- Centrally located in the Village Center - Could help stimulate private investment (redevelopment) & retail activity in the Village Center	- Some privately owned buildings may not be for sale - May be as costly as other locations if additional parking in close proximity is required	1	2	3	4

6a. Which TWO of the alternative sites listed in Question 6 do you think would be the BEST site to locate an expanded library? [Write in your answers below using the numbers from the list in Question 6, or circle "NONE".]

1st Choice: _____ 2nd Choice: _____ NONE _____

6b. Is there another location that should be considered? _____

LIBRARY CAPITAL & OPERATING COSTS/FUNDING ALTERNATIVES

7. If the Village decides to operate a municipal library, it would likely require a significant initial capital investment. This initial investment could approach approximately \$8 million to meet current and projected future needs, but could be much less than that based on the size and scope of any library expansion. The Council will consider many factors when deciding the size and scope of an expanded library such as the highest resident needs for library services, the amount of existing cash available to fund an expansion, and the availability of other funding mechanisms (e.g. debt financing, grants, fundraising contributions, and/or additional property tax revenue).

If the Village decided to make a capital investment to expand library services and programs in Pinehurst, what level of initial capital investment by the Village would you support?

- ____ (1) \$0 – I do not support the Village spending any money to expand library services and programs
____ (2) \$1 million to \$3 million
____ (3) \$3 million to \$5 million
____ (4) \$5 million to \$8 million

8. One way to offset the initial capital cost of an expanded library is to conduct a capital fundraising campaign.

If the Village organized a capital fundraising campaign to fund the initial capital cost of a library expansion, how much of a financial donation would you be willing to make?

- ____ (1) Up to \$50 ____ (3) \$101 - \$500 ____ (5) \$1,001 - \$5,000 ____ (7) +\$10,000
____ (2) \$51 - \$100 ____ (4) \$501 - \$1,000 ____ (6) \$5,001 - \$10,000 ____ (8) \$0 – Would not donate

9. Ongoing annual costs to operate an expanded library to meet current and projected future needs could approach \$1 million, but could be less than that based on the size of any library expansion and the amount of initial capital costs financed with long term debt. Today, one penny on the Village tax rate generates approximately \$374,000 in annual revenue for the Village. The tax property tax rate is applied to every \$100 of property valuation. This means a \$0.01 tax rate increase would cost \$30/year for a resident who owns a \$300,000 home.

If the Village decided to operate a municipal library, indicate how much you would be willing to pay in additional taxes to support the costs of ongoing library operations and any annual debt service payments.

- ____ (1) \$0.01 tax increase ____ (3) \$0.03 tax increase ____ (5) \$0.05 tax increase
____ (2) \$0.02 tax increase ____ (4) \$0.04 tax increase ____ (6) \$0.00 - Don't support a tax increase

10. Major capital investments require a few years of lead time to plan and design before construction or renovation can begin.

Indicate the general timeframe below of when you think the Village should have an **expanded library in Pinehurst.**

- ____ (1) 1-2 years ____ (3) 5+ years
____ (2) 3-4 years ____ (4) Never – Don't support the Village expanding the library

11. As the Village Council contemplates an expanded or new library in Pinehurst, what other information you would like to share?

DEMOGRAPHIC/LIBRARY USER INFORMATION

12. Have you used the Given Memorial Library within the last 12 months?

☐ (1) Yes [Answer Q12a] ☐ (2) No

12a. If you answered "Yes" on Question 12, indicate how often do you use the Given Memorial Library?

☐ (1) Weekly or more ☐ (3) 3-5 times per year
☐ (2) About once or twice a month ☐ (4) 1-2 times per year

13. Do you have children under the age of 18 in your household? ☐ (1) Yes ☐ (2) No

14. Which of the following best describes your age?

☐ (1) Under 25 years ☐ (4) 45-54 years
☐ (2) 25-34 years ☐ (5) 55-64 years
☐ (3) 35-44 years ☐ (6) 65+ years

15. Which of the following neighborhood groupings best describes the where you live?

☐ (1) Pinehurst No. 6
☐ (2) Pinehurst Trace/Pinedale/MidlandCC/Taylorhurst/Walker Station
☐ (3) Pinehurst No. 7/Lawn & Tennis/CCNC
☐ (4) Morganton/Monticello
☐ (5) Lake Pinehurst/Burning Tree/St. Andrews/Cotswold
☐ (6) Pinewild
☐ (7) Old Town/Linden Road/Donald Ross/Clarendon Gardens
☐ (8) Village Acres/Murdocksville Rd.

16. What is your gender?

☐ (1) Male ☐ (3) Non-binary/third gender
☐ (2) Female ☐ (4) Prefer to self-describe

This concludes the survey. Thank you for your time.

Please Return Your Completed Survey in the Enclosed Return-Reply Envelope Addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. **The information printed on the right will ONLY be used to help identify areas with special interests. If your address is not correct, please provide the correct information.** Thank you.

Village of Pinehurst

Proposed Changes to the Preliminary Report and ETC Survey/Proposed Way Forward

May 2020

Preliminary Library Services Needs Assessment Report

Based on the Council's feedback on the Preliminary Report from Library IQ, staff has identified three key sources of Council concern with the Preliminary Report and some suggested ways to address those concerns.

Three Key Sources of Council Concern	Suggested Ways to Address Council Concerns
1. Council would like “definitive conclusions” removed, inconsistencies corrected, and some additional information included	- Library IQ can modify the Preliminary Report to indicate the initial findings are based on the input of those who have participated thus far and findings may be modified after the results of the ETC survey are reviewed and analyzed. - Library IQ can re-name the report to “Preliminary Findings Based on Initial Public Engagement” and remove any detail the Council thinks is appropriate to remove at this point in the process. - Library IQ can clarify any inconsistencies and insert additional information requested by the Council in the Preliminary Report, such as square footage amounts. - Library IQ can incorporate the results of the ETC survey that will indicate resident library needs and preferences (with a 95% confidence level) into the Final Report.
2. Council would like the findings consolidated and analysis to support the initial findings summarized	- Library IQ can summarize their “key themes and takeaways” as “initial findings” and place them into logical groupings in the Executive Summary (Attachment A). - Library IQ can include a comprehensive summary of the quantitative and qualitative data and information used to formulate each initial finding at the beginning of Appendix III, with quantitative data indicated before qualitative data (Attachment B) - Library IQ can update the Final Report with additional analysis and documentation obtained from the ETC survey. Note: The Council should agree to their preferred format for displaying the supporting documentation and analysis before Library IQ proceeds with modifying the Preliminary Report.
3. Council members want to clarify essential library services and include a broader range of possible solutions that may be less than 14,000 square feet	- The Council can use the results of the online survey to determine preliminary 1st, 2nd, and 3rd tier resident needs for library services. A suggested methodology is to identify library services residents indicated they are most likely to use across different segments (Attachment C). Library IQ can identify the “tiered” resident needs in the Preliminary Report. - The Council can use a similar methodology for the ETC survey responses and Library IQ can include those in the Final Report. - Council can identify other solutions it may want to consider that are not identified in the Preliminary Report. Note: Clarifying what the Council believes are “essential” services should help determine the minimum size requirements the Council is comfortable with.

Staff would like to provide Library IQ with a consolidated list of Council changes once the Council reaches consensus.

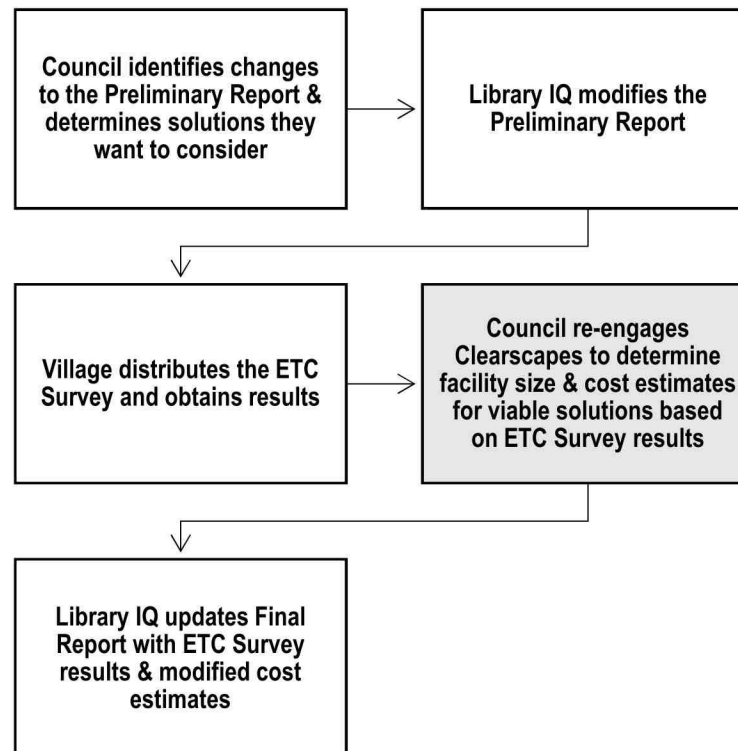
ETC Survey

Based on the Council's feedback on the first draft of the ETC survey, staff has identified a key source of Council concern and a suggested way to address those concerns.

Key Source of Council Concern	Suggested Ways to Address Council Concerns
Council wants a broader range of solutions and more general survey questions	• Council can modify the ETC survey as it sees fit. Councilmember Boesch suggested the ETC survey questions be designed to help the Council determine: • if the community wants the Village to operate a municipal library, • what library services residents believe are most needed, • where is the best location for a library in Pinehurst, and • how much residents are willing to pay to support a library. A revised draft of the ETC survey is attached to this agenda item based on Council feedback thus far.

Possible Way Forward

One option to help the Council determine feasible solutions to meet resident library needs is to re-engage Clearscapes to update size and cost estimates after cost constraints are more clearly identified in the ETC survey results and additional financial analysis of potential funding mechanisms. In hindsight, maybe this part of the engagement should have been scheduled after the ETC survey was conducted. **Any options considered by the Council associated with property not owned by the Village will require the Village to engage those property owners to determine if that solution is an option.**



Attachment A

The following is a staff proposal for how the Executive Summary of the Preliminary Report might group and indicate the key preliminary findings. Staff is seeking Council input on the proposed format below before Library IQ modifies the Preliminary Report.

POTENTIAL REVISED LANGUAGE FOR THE EXECUTIVE SUMMARY

Key Preliminary Findings:

Based on an analysis of data and information obtained from inclusive and extensive public engagement (personal interviews, Public Input Meetings, Community Conversations, and an online survey), Library IQ has identified several **preliminary needs assessment findings**. These findings represent the input of Pinehurst residents who have participated in the library needs assessment thus far:

I. Resident Needs for Library Services

- i. Current operating hours may limit utilization for working patrons and households with children
- ii. Current amount of library space may be inadequate to meet resident needs
 - a. Residents may need a larger collection (print and digital)
 - b. Residents may need expanded access to technology
 - c. Residents may need expanded programs

II. Opportunities to Coordinate and Collaborate

- i. Residents may want greater coordination with other libraries in Moore County
- ii. There may be opportunities to expand library programming through partnership with the Village's Parks & Recreation Department

III. Resident Preferences for the Library Location

- i. The community may be better served to separate the operations of the Given Memorial Library from the Tufts Archives
- ii. Residents may prefer to have a Pinehurst library in or around the Village Center

See [Appendix III](#) for a summary of the basis for the preliminary findings. Details of both quantitative and/or qualitative data and information obtained from each of the public engagement methods are included as supporting documentation.

To determine if these preliminary findings are representative of the needs and desires of the broader Pinehurst community, the Village has contracted with ETC Institute to conduct a survey of randomly selected Pinehurst households that will be administered in May 2020. The ETC survey results will include at least 400 completed surveys that represent the US Census age demographics of Pinehurst to ensure a 95% confidence level in the findings. Survey results should provide the Village Council with additional data and other information to determine what actions the Village may want to take to address identified resident library needs.

Attachment B

The following is a staff proposal for how the basis for the preliminary findings might be presented in Appendix III of the Preliminary Report. Staff is seeking Council input on the proposed format below before Library IQ modifies the Preliminary Report.

EXAMPLE WAY TO PRESENT SUPPORT FOR PRELIMINARY FINDINGS IN APPENDIX III

I. Resident Needs for Library Services

A. Current operating hours may limit utilization for working patrons and households with children

- Currently the Given Memorial Library is open 9:30am - 5:00pm Monday - Friday, 9:30am - 12:00pm on Saturdays, and is closed on Sundays. For working patrons, this only provides library access for 3 hours on a Saturday.
- 29% of respondents to the online survey who are non-users that represent households with children indicated the operating hours were too limited as one of their top reasons for not using the Given Memorial Library.
- Extended hours was a commonly “liked” idea by residents at the Public Input Meetings; 11 out of the 115 participants (10%) supported this idea.
- Working patrons and parents expressed a preference for extended operating hours in the Community Conversations.

Attachment C

One potential way the Council could prioritize essential resident needs for library services would be to analyze the survey results by the key segments indicated below and look for major themes across segments. (Shaded areas indicate >50% of respondents would likely or definitely use)

Library Needs by Potential Tiers	% of online survey respondents who would <u>likely or definitely</u> use library services							
	Library Services	All Respondents	Over 55	Under 55	Households with Children	Households without Children	Users	Non-Users
1st Tier Essential Need Over 50% in all segments	Book and Magazine Collection	73%	72%	76%	80%	71%	85%	54%
	Welcome Center ²	69%	63%	79%	82%	64%	70%	66%
	Children's Programs/Classes	64%	68%	56%	59%	66%	68%	56%
	Connected Conference & Meeting Space	62%	65%	58%	63%	62%	67%	54%
	Digital Media (eBooks, etc.)	61%	57%	69%	67%	59%	67%	51%
	Digital Learning Lab	57%	55%	62%	64%	55%	60%	52%
2nd Tier Over 50% for all respondents, but not all segments	Retail Co-Location (coffee shop, café)	52%	49%	58%	60%	49%	55%	48%
	Book Clubs/Lectures/Discussion Groups	50%	41%	63%	65%	43%	54%	40%
3rd Tier Under 50% for all respondents, but over 50% for some segments	Group Study/Work Space	47%	43%	53%	56%	43%	47%	46%
	Individual Study/Work Space ¹	37%	24%	61%	61%	28%	39%	34%
	Maker Space/Innovation Technology	34%	23%	53%	54%	27%	35%	33%
	Relaxation Space	33%	21%	56%	53%	26%	33%	34%
	Teen Programs & Classes ¹	28%	12%	57%	73%	12%	29%	26%
	Art, Music, Performance & Exploration	20%	4%	50%	60%	6%	18%	25%

¹ May be an exception to 3rd tier. **Consider moving to 2nd Tier.**

² Some could have interpreted this as a welcome center (or reception area), not the VOP Welcome Center at the Theatre Building. **Consider moving to 3rd Tier.**