



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF APRIL 28, 2020
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.

2. Reports:

Manager

Council

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.

A. Public Safety Reports

B. Approval of Village Council Meeting Minutes.

End of Consent Agenda.

4. Review and Discuss Key Findings of the Library Services Needs Assessment and Draft ETC Survey.

5. Other Business.

6. Comments from Attendees.

7. Motion to Recess the Regular Meeting and Enter a Closed Session.

Pursuant to NCGS §143-318.11(a)(5) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease and pursuant to NCGS §143-318.11(a)(4) to discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body, including agreement on a tentative list of economic development incentives that may be offered by the public body in negotiations. Any action approving the signing of an economic development contract or commitment, or the action authorizing the payment of economic development expenditures, shall be taken in an open session.

8. Motion to Adjourn the Closed Session and Re-Enter the Regular Meeting.

9. Motion to Adjourn.

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.



**COUNCIL
ADDITIONAL AGENDA DETAILS:**

ATTACHMENTS:

Description

- ▣ 2020 Key Partners List



Council Member to Report	Partners & Collaborators
John Strickland	Moore County Transportation Committee
	Neighborhood Advisory Committee
	Pinehurst Resort
Judy Davis	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	FirstHealth
	Moore County
Lydia Boesch	Pinehurst Business Partners
	Convention and Visitors Bureau
	Bicycle and Pedestrian Advisory Committee
Kevin Drum	Triangle J. COG
	Partners in Progress
Jane Hogeman	NCDOT/TARPO
	Beautification Committee
	Moore County Schools



**PUBLIC SAFETY REPORTS
ADDITIONAL AGENDA DETAILS:**

FROM:

Beth Dunn

CC:

Jeff Sanborn

DATE OF MEMO:

4/20/2020

MEMO DETAILS:

Attached are the March, 2020 Public Safety reports.

ATTACHMENTS:

Description

- ☐ Fire Department Report
- ☐ Police Department Report



PINEHURST FIRE DEPARTMENT

By The Numbers - March 2020



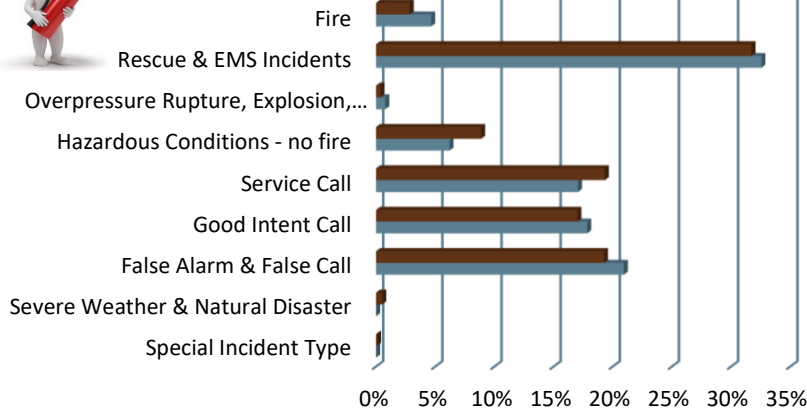
Month

Calls for Service **129**
 % Overlapping Incidents **8.53%**
 Busiest Day of Week **TUES**
 Busiest Hour of Day **5 pm**
 # of Times Staff Recalled **2**

Year

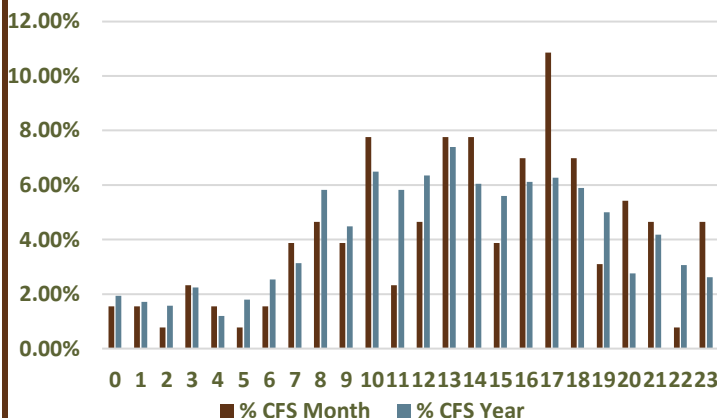
Calls for Service **1340**
 % Overlapping Incidents **8.67%**
 Busiest day of Week **TUES**
 Busiest Hour of Day **1 pm**
 # of Times Staff Recalled **12**

% of Calls for Service (CFS)

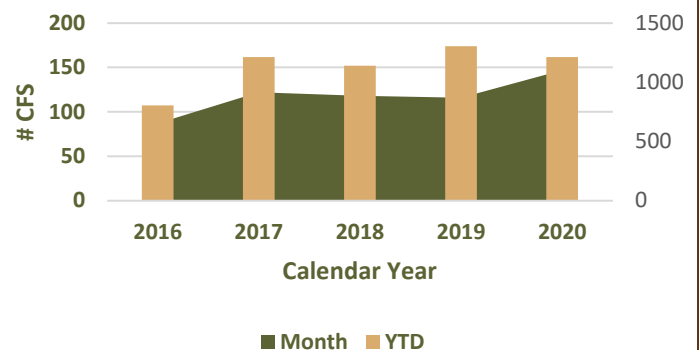


■ Year to Date % ■ Month %

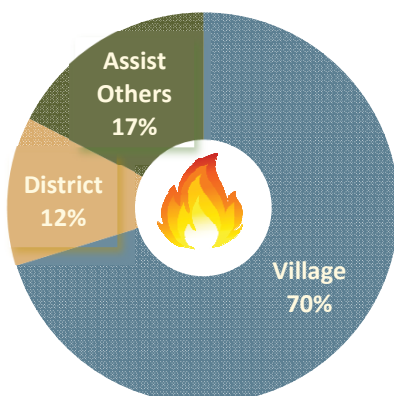
% CFS BY HOUR OF DAY



5 Year Comparison Through this Month of Year



LOCATION OF CFS FOR FY20



Inspections Completed this

MONTH **58**
 YEAR **348**

Code Violations Found this

MONTH **18**
 YEAR **131**

Percentage of Violations

Corrected YTD **73%**



Days Since Last Lost Time Accident in FD **47**

YTD Training Hours

IN HOUSE **5156**
 OUTSIDE **621.25**



Public Awareness Contacts



MONTH **9,313**
 YTD **35,610**



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF MARCH 2020

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Fire	6	38	9	33	15%
Overpressure Rupture, Explosion, Overheat - no fire	1	5	0	2	150%
Rescue & EMS Incidents	42	425	50	410	4%
Hazardous Conditions - no fire	8	119	11	138	-14%
Service Call	22	259	28	245	6%
Good Intent Call	23	228	29	237	-4%
False Alarm & False Call	27	258	11	285	-9%
Severe Weather & Natural Disaster	0	7	0	92	-92%
Special Incident Type	0	1	0	0	100%
TOTAL INCIDENTS	129	1340	138	1442	-7%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Residential	11	103	8	86	20%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	3	3	2	9	-67%
Commercial	28	104	4	157	-34%
Plan Review/Site Inspections	5	20	4	39	-49%
Reinspection	10	109	20	159	-31%
Occupancy Certificates	1	9	0	1	800%
TOTAL INSPECTIONS	58	348	38	451	-23%
Violations Found:	18	131	12	399	-67%
YTD Violations to be Corrected:		113		387	
YTD Violations Corrected:		83		339	
Correction Percentage:		73%		88%	

April 1, 2020

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

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

Police Department Monthly Report to Council

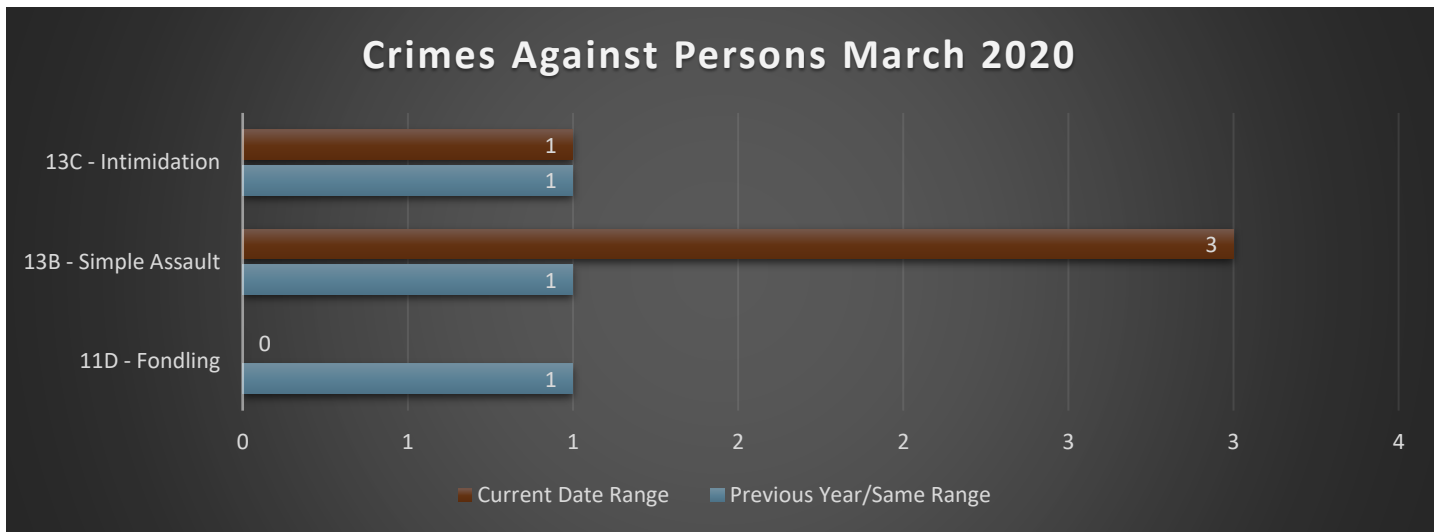
March 2020



Prepared by
Chief Earl L. Phipps

04/03/2020

Monthly Report March 1 through 31, 2020 (With Previous Year / Same Month Range)



March 2019 Total Crimes Against Persons: 3

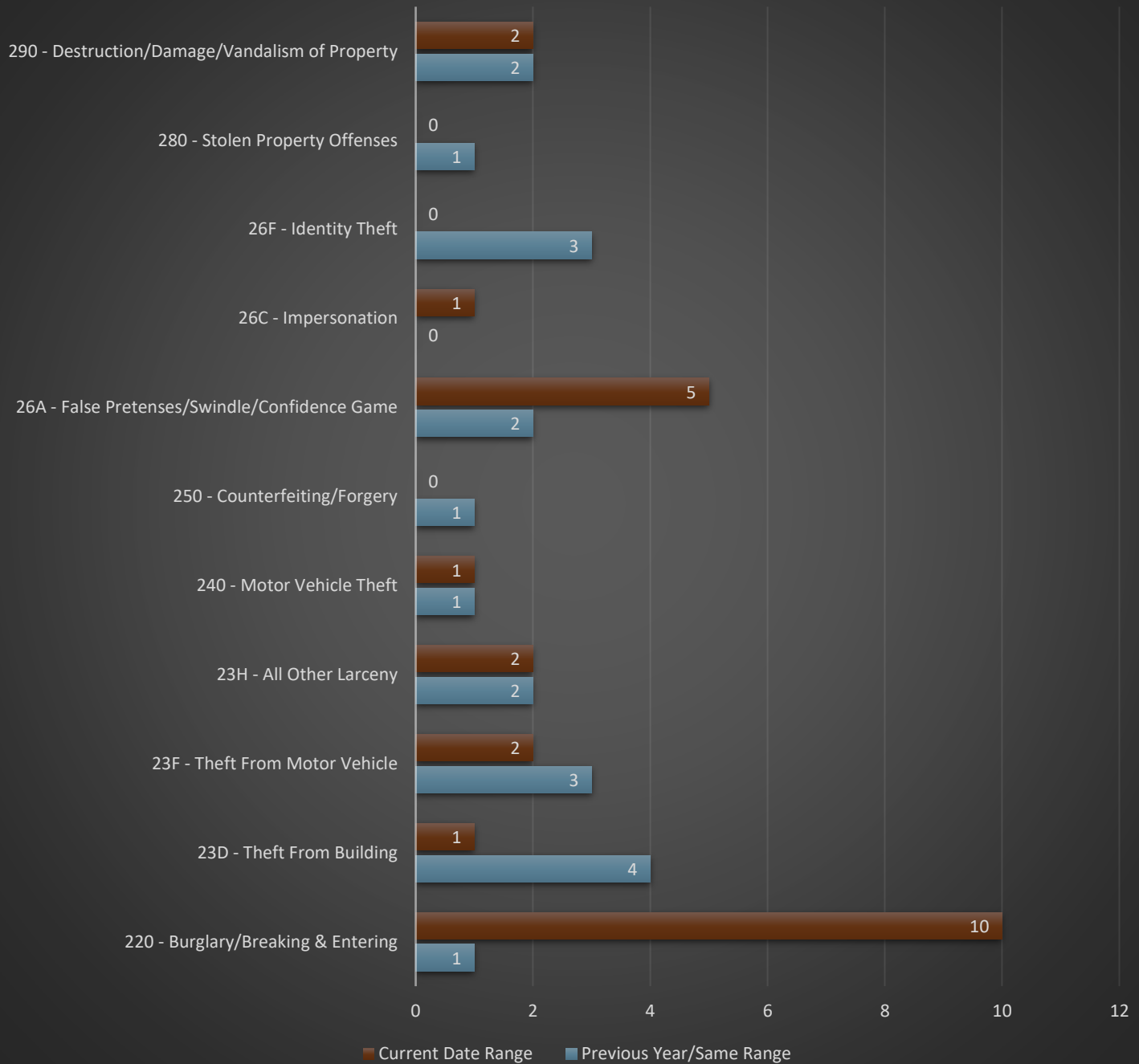
March 2020 Total Crimes Against Persons: 4



March 2019 Total Crimes Society Property: 36

March 2020 Total Crimes Society Property: 24

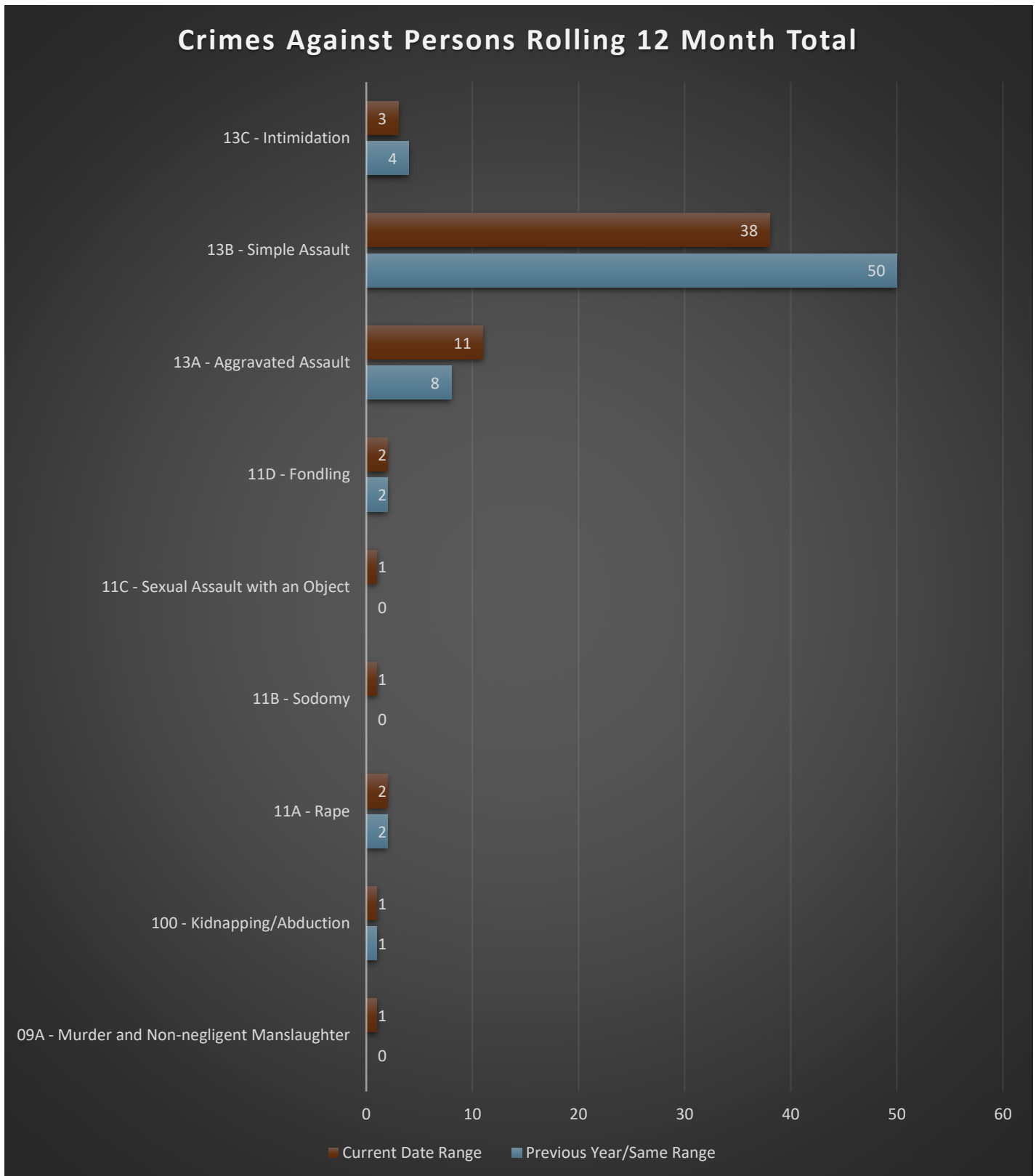
Crimes Against Property March 2020



March 2019 Total Crimes Against Property: 20

March 2020 Total Crimes Against Property: 24

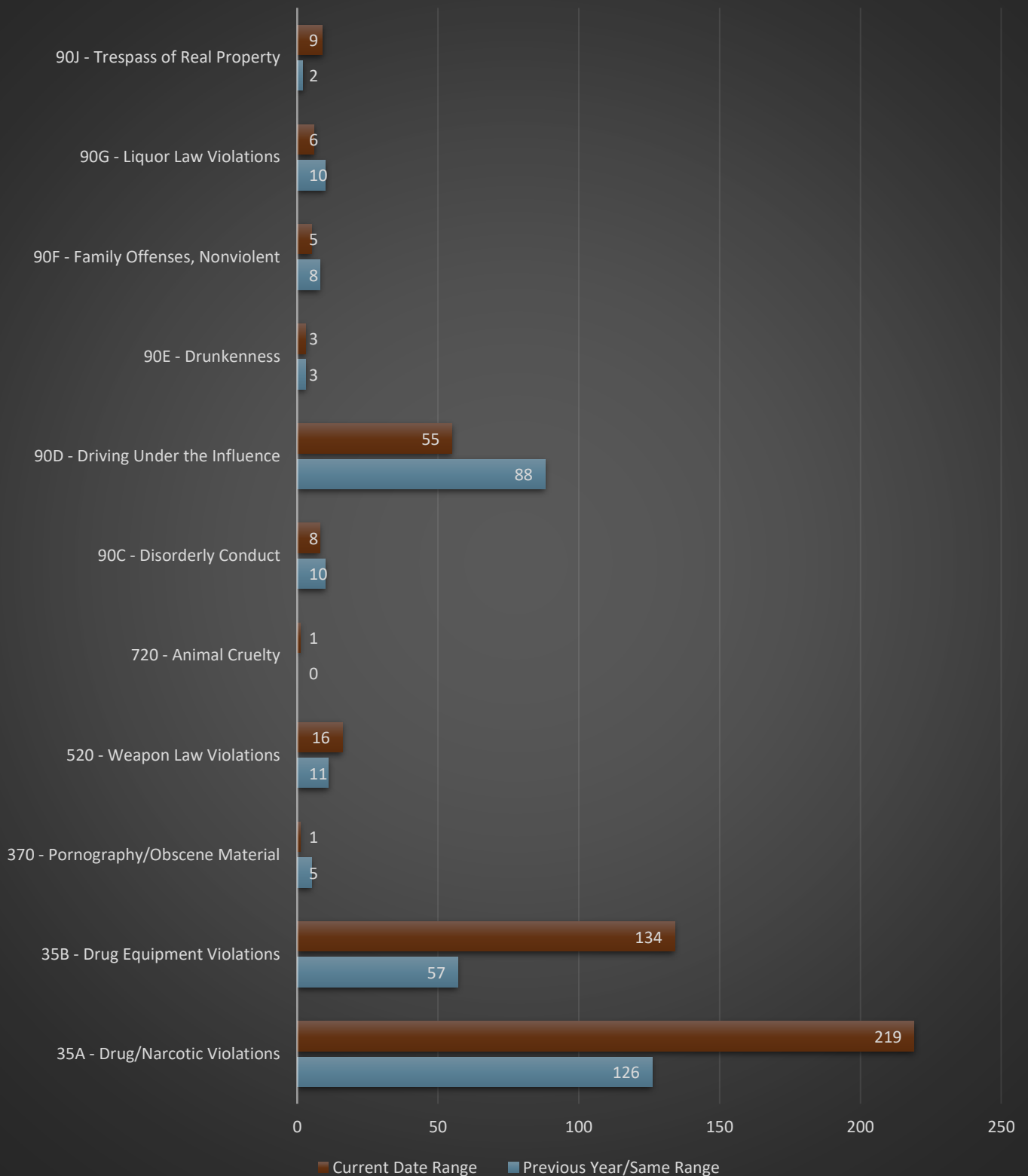
Rolling 12 Month, Total Crimes Reported (With Previous Year 122 Month Total)



2019 Rolling 12 Month Total Crimes Against Persons: 67

2020 Rolling 12 Month Total Crimes Against Persons: 60

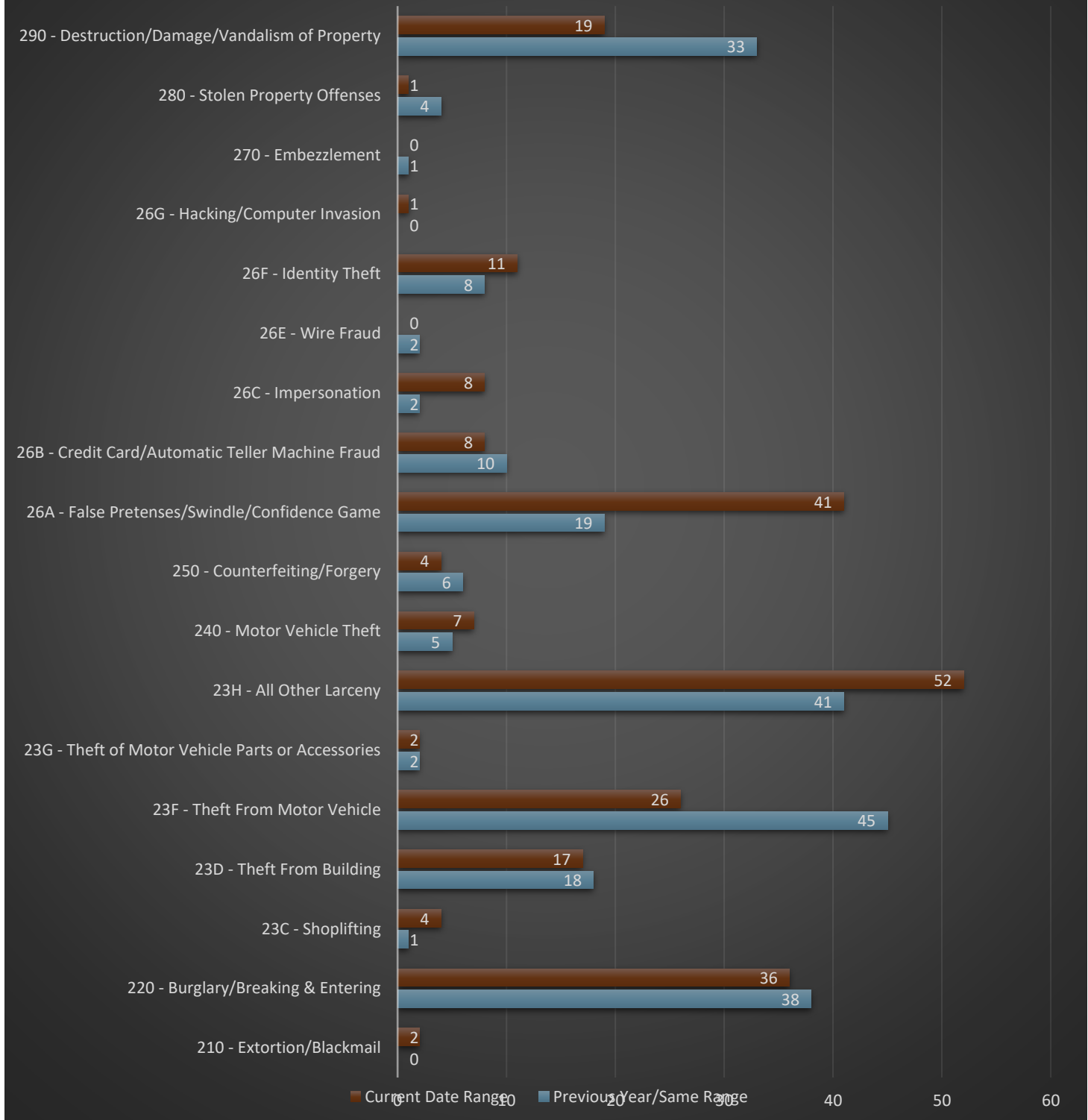
Crimes Against Society Rolling 12 Month Totals



2019 Rolling 12 Month Total Crimes Against Society: 321

2020 Rolling 12 Month Total Crimes Against Society: 455

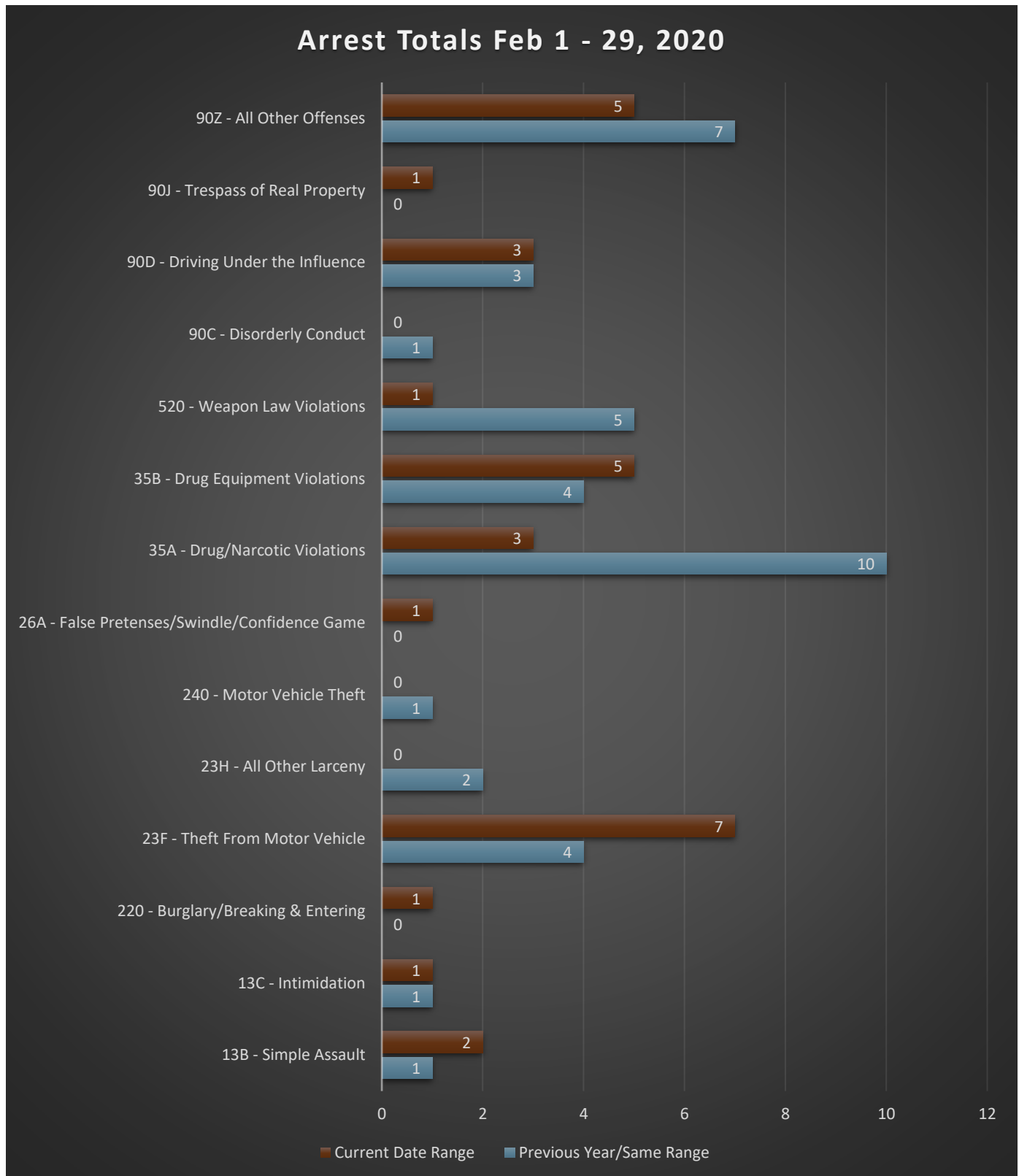
Crimes Against Property Rolling 12 Month Totals



2019 Rolling 12 Month Total Crimes Against Property: 235

2020 Rolling 12 Month Total Crimes Against Property: 239

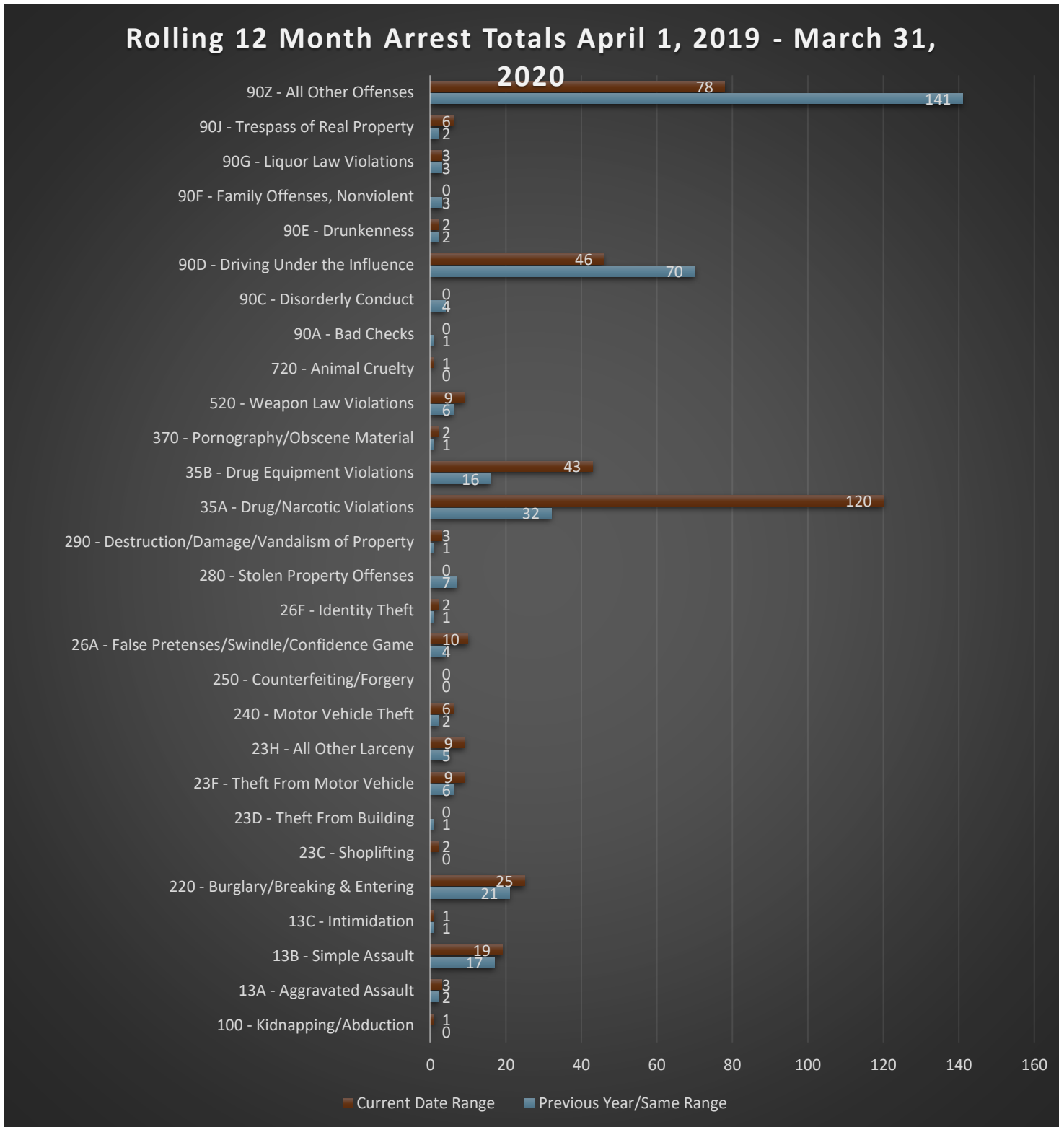
Arrest Totals February 1 through 29, 2020 (With Previous Year / Same Month Range)



February 2019 Total Arrests: 26

February 2020 Total Arrests: 28

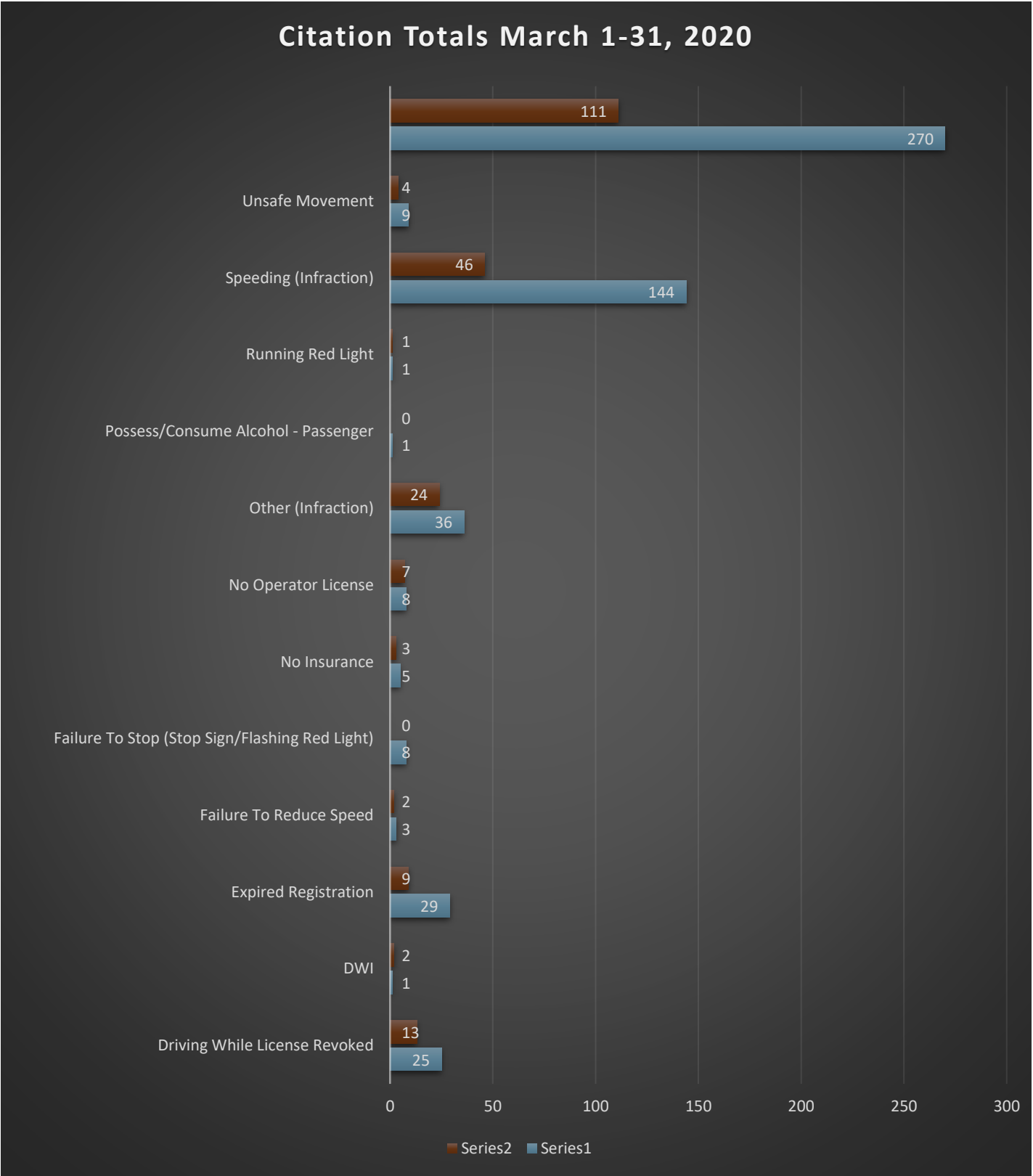
Rolling 12 Month Arrest Totals: March 1, 2019- February 29, 2020 (With Previous Year Same 12 Month Range):



Rolling 12 Month Arrest Totals 2019: 349

Rolling 12 Month Arrest Totals 2020: 400

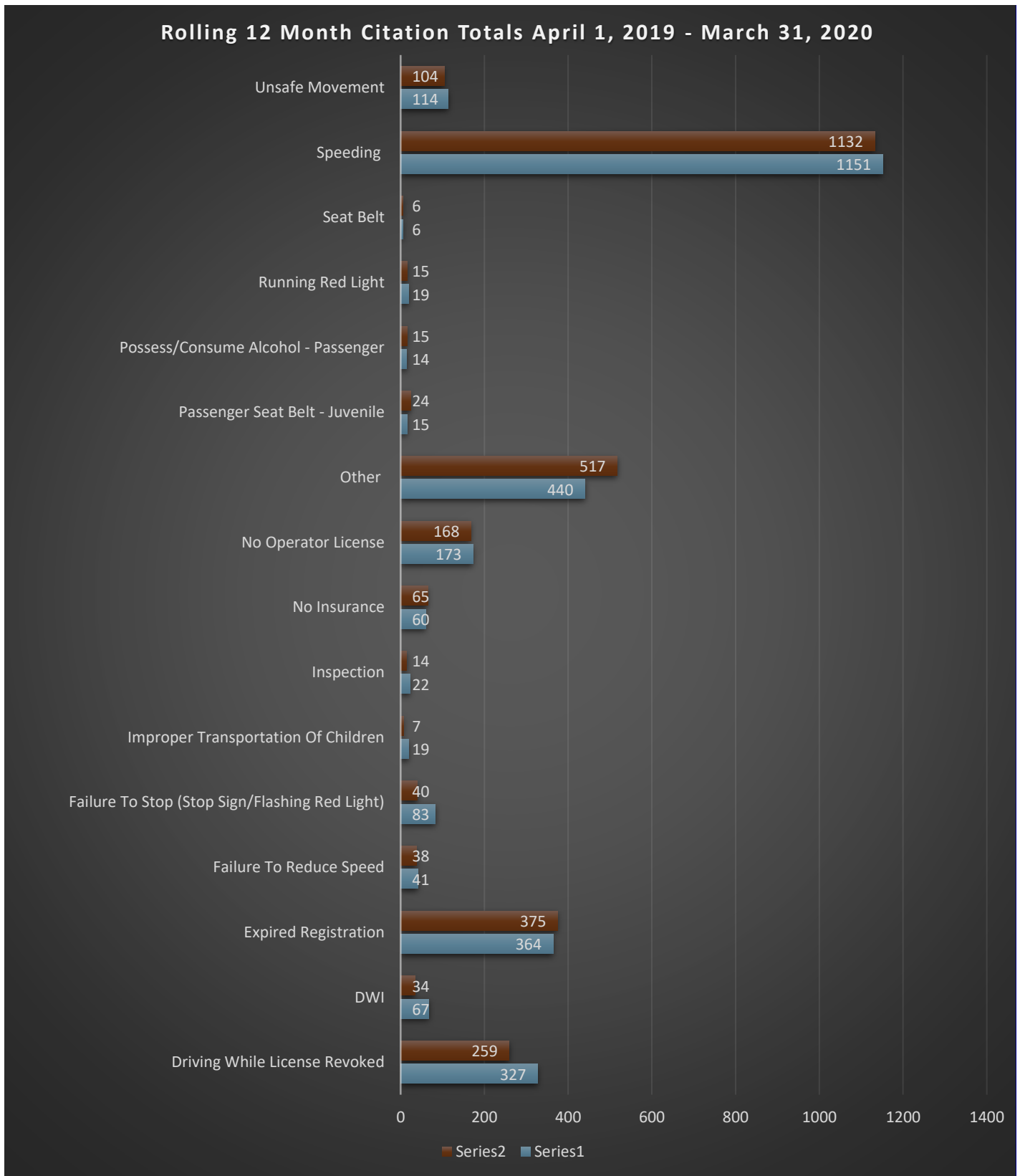
Citation Totals March 1-31, 2020 (With Previous Year / Same Month Range)



March 2019 Total Citations: 270

March 2020 Total Citations: 111

Rolling 12 Month Citation Totals (With Previous Year Same 12 Month Range):



Rolling 12 Month 2019 Total Citations: 2915

Rolling 12 Month 2020 Total Citations: 2813



**APPROVAL OF VILLAGE COUNCIL MEETING MINUTES.
ADDITIONAL AGENDA DETAILS:**

FROM:

Beth Dunn

CC:

Jeff Sanborn

DATE OF MEMO:

4/20/2020

MEMO DETAILS:

Attached are the draft minutes from the Village Council Special Meeting and Closed Session on April 9, 2020, Regular Meeting and Closed Session on April 14, 2020, and the Special Meeting and Closed Session on April 20, 2020.

ATTACHMENTS:

Description

- ☐ April 9, 2020 Special Meeting
- ☐ April 14, 2020 Regular Meeting
- ☐ April 20, 2020 Special Meeting



**VILLAGE COUNCIL
MINUTES FOR SPECIAL MEETING OF APRIL 9, 2020
VIDEO CONFERENCE - ZOOM
PINEHURST, NORTH CAROLINA
1:00 PM**

The Pinehurst Village Council held a special meeting at 1:00 p.m., Thursday, April 9, 2020, via video conference with Zoom.

The following people were present via video conference with Zoom:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager

1. Call to Order.

Mayor Strickland, called the Village Council special meeting to order.

2. Motion to Recess the Special Meeting and Enter a Closed Session.

Upon a motion by Councilmember Boesch, seconded by Councilmember Drum, Council unanimously approved to recess the special meeting and enter into a closed session, pursuant to NCGS §143-318.11(a)(4), for Village Council to discuss economic development matters involving a prospective new business or the expansion of an existing business or industry, by a vote of 5-0.

3. Motion to Adjourn the Closed Session and Re-enter the Special meeting.

Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously approved to adjourn the closed session and re-enter the special meeting, by a vote of 5-0.

4. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the special meeting by a vote of 5-0 at 2:00 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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

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**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF APRIL 14, 2020
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, April 14, 2020 remotely, via Zoom. Assembly Hall, located at Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina was open to the public to view the remote meeting live and to provide public comments in real time. The following were in remote attendance of the meeting:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 7 staff members.

1. Call to Order.

Mayor Strickland, called the Village Council meeting to order.

2. Reports:

Village Manager

- Staff did a great job getting things back to normal yesterday after the storm. He also thanked the power company for getting the power back up so quickly.
- Due to the storm the yard at the Public Service facility will open for residents to bring excess yard debris through the end of the month. Hours of operation will be from 9:00 a.m. to 4:00 p.m., Monday through Friday. Also, residents may leave excess yard debris out for curbside pick-up, which will be picked up on the normal collection schedule.
- He is contemplating purchasing speed trailers with funds available in this year's current budget, which may require a budget amendment to come back to Council.

Village Council

- Councilmember Boesch stated that a group of Pinewild residents have made 3,000 masks for First Health and have also produced 30 N95 masks. She thanked everyone for working so hard to get Pinehurst cleaned up after the storm.
- Councilmember Drum stated he met with the Triangle J Executive Committee, remotely, and they worked on the Families First Coronavirus Act Policy, to help assist the region. He also attended the monthly TARPO meeting, remotely, as well.
- Councilmember Hogeman thanked all the staff, Mayor, and Council for all of their hard work during this time.
- Mayor Pro Tem Davis thanked staff for reacting so quickly to the storm damage. She also noted to the Village Manager that addressing speeding will be well received, as speeders are on the minds of many people right now.
- Mayor Strickland stated at this time the County is reporting 85 confirmed cases of COVID-19 and 3 deaths. The hot spot is still at Pinehurst Rehabilitation. He received a letter from the Mayor of Zhijiang, China, our sister city, supporting us with their

thoughts and are wishing us the best during this time

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 Village Council Meeting Minutes.
 - March 31, 2020 Special Meeting
 - March 31, 2020 Closed Session
- Budget Amendment Report

End of Consent Agenda.

Upon a motion by Councilmember Drum, seconded by Councilmember Hogeman, Council unanimously approved the Consent agenda by a vote of 5-0.

4. Discuss and Consider a Resolution 20-08

Jeff Sanborn, Village Manager, stated the need to conduct electronic meetings for Village Council appointed boards has arose. This method would require parties to consent in writing to proceed with Quasi-Judicial proceedings electronically, in lieu of waiting until we could move forward with meeting in a safe manner. We have been following the guidance coming from the School of Government on this topic very closely and they have suggested that Council's give their advisory boards permission to conduct electronic meetings. Mr. Sanborn noted that Mike Newman, Village Attorney, feels our approach to this is acceptable.

Upon a motion by Councilmember Mayor Pro Tem Davis, seconded by Councilmember Drum, Council unanimously approved Resolution 20-08 authorizing Village Council appointed boards to conduct electronic meetings, by a vote of 5-0.

5. Discuss and Consider Approval of the Emergency Family and Medical Leave Expansion Act and Emergency Paid Sick Leave Policy.

Angie Kantor, Human Resources Director, stated that President Trump signed a second coronavirus emergency aid package into law on March 18, 2020. The purpose of the policy is to assist employees affected by the COVID-19 outbreak with job-protected, paid leave under the Emergency Family and Medical Leave Expansion Act and Emergency Paid Sick Leave effective April 1, 2020 through December 31, 2020.

Employees can take leave under this policy for certain qualifying reasons:

1. The employee is subject to a federal, state or local quarantine or isolation order related to COVID-19.
2. The employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19.
3. The employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis.
4. The employee is caring for an individual who is subject to either number 1 or 2 above.
5. The employee is caring for his or her child if the school or place of care of the child has been closed, or the childcare provider of such child is unavailable, due to COVID-19 precautions.
6. The employee is experiencing any other substantially similar condition specified by the U.S. Department of Health and Human Services.

Ms. Kantor explained that eligible employees are entitled for up to two weeks, or a part-time employee's two-week equivalent, of paid sick leave based on their rate of pay. The amount of pay will vary depending on the reason leave is needed. This policy does exclude emergency responders from reasons #4 and #5 above. Emergency Responders are eligible when their health is impacted. Councilmember Boesch stated she is impressed that staff was able to pull this policy together so quickly.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved Resolution 20-08 approving the Emergency Family and Medical Leave Expansion Act and Emergency Paid Sick Leave Policy, by a vote of 5-0.

6. Preview of Fiscal Year 2021 Strategic Operating Plan (SOP).

Jeff Sanborn, Village Manager, stated this item is to give a preview of the Fiscal Year (FY) 2021 Strategic Operating Plan (SOP) that was based on the guidance provided by the Council at the annual Strategic Planning Retreats and subsequent meetings. Mr. Sanborn reviewed the Strategic Challenges and Opportunities and the 8 Initiative Action Plans (IAP), identified by Council. Mr. Sanborn explained there are 67 projects planned to be completed between FY 2021-2025. He reviewed some of the more significant projects included in the plan that address Strategic Opportunities are construct pedestrian facilities, stormwater improvements, West Pinehurst Park master Plan and development, Village Place Streetscape enhancements, consolidate and align multi-modal transportation planning, and update Comprehensive Parks and Recreation Master Plan. Mr. Sanborn explained there are also 39 evaluations planned for FY 2021-2025.

Mr. Sanborn explained that last year around this time the Village had an increase in tipping fees from the County and an increase in the state mandated retirement contributions, both which impacted the five-year SOP forecasting. Mr. Sanborn reviewed some of the key highlights of the proposed FY 2021 five-year forecast. Staff is recommending a .005 tax rate increase to \$0.305, as projected in last years, FY 2020, five-year forecast. The tax rate for the FY 2022-2025 includes a tax rate increase of \$0.005 per year for FY 2022-2024, no tax rate increase planned for FY 2025. Mr. Sanborn explained that key external sources of operating expenditure pressures continue to include the state mandated retirement contribution increases, County mandated tipping fees, and 2.5% annual inflation rate for operating expenditures. The FY 2022-2025 forecast also includes funding of over 3 million for 2019 Comprehensive Plan implementation across the five-year planning period. Mr. Sanborn noted some key highlights for salaries and benefits in the 5 year forecast include cost of living adjustments of 1.8%; merit raises averaging 2% funded in FY 2021-2025, an addition of .75 full-time equivalents (FTEs) in FY 2021-2025, and restructuring one department.

Mr. Sanborn reviewed the funding planned for significant Comprehensive Plan implementation. Overall the 5 year forecast estimates funding, to implement strategies, at a total of \$3,262,100. The most costly being pedestrian facilities at \$1,850,000 and the lowest being creating a Multi-Modal Transportation Plan at \$100,000. Brooke Hunter, Financial Services Director, noted that this plan includes accelerating all of the remaining debt service payments that were programed in for FY 2022, those will now be paid in full in FY 2021.

Mayor Strickland asked how the plan has 1 less full time employee within an environment with increased demands on services. Mr. Sanborn stated they continue to evaluate need for staff but also look with a critical eye to requests for more and always look to the data. He noted he can't predict for certain that there won't be requests for additional staff with in the five year plan. Councilmember Boesch asked what a Transportation Planner would do and help us improve. Mr. Sanborn stated this position would be creating a Multi Modal Plan and overseeing that effort. Also, he explained this person would measure and map problem areas, study intersections, and have dialogue with the Department of Transportation and surrounding municipalities.

Mayor Pro Tem Davis asked what unit we are looking at to project the cost of pedestrian facilities. Mr. Sanborn stated that when the sidewalks were installed in Village Acres it cost around \$400,000 and they have used that number as a placeholder for future projects. Councilmember Drum stated there is a great need for pedestrian facilities and feels we are behind on building those. He also noted that he feels that funding the Transportation Planner will help fill the gap and help manage all of these issues cohesively. Councilmember Drum asked if there was a way to take control the recycling costs and services. Mr. Sanborn stated that currently we continue to work with the County on various options. Councilmember Hogeman asked if the Transportation Planner would be a credentialed traffic engineer. Mr. Sanborn stated this position would be a planner not an engineer.

Councilmember Hogeman asked if we had an update on the Library Needs Assessment. Natalie Hawkins, Assistant Village Manager, stated the consultants are evaluating all of the data and finalizing their recommendations. The recommendations will be the basis for the ETC Survey, which will come to Council to review before sending out to residents. Ms. Hawkins noted that she believes the consultants will have at least four different recommendations.

Councilmember Hogeman asked if we have we looked at projects that we could postpone, if we need to due to economic impacts of COVID-19. Mr. Sanborn stated they took potential COVID economic impacts into consideration when creating the budget and used some input from the state on what they are forecasting for sales tax revenues. Mayor Pro Tem Davis asked what the debt pay off amount was, that's being rolled into FY 2021. Ms. Hunter stated the total debt amount to be paid in FY 2021 is \$148,000.

Councilmember Hogeman asked if there was any to bury power lines in the Village. Mr. Sanborn stated that is very expensive and most of the above around lines are downtown, where the trees are in the right-of-ways. Council agreed this is something to look at moving forward with any new plans.

7. Other Business.

- Mayor Strickland stated that the traffic light on Hwy 211 and Gun Cub was out after the storm and the Police were directing traffic some during this time. He asked who's responsibility that was to direct the traffic. Mr. Sanborn stated Highway 211 is a state highway, however, directing traffic is up to us as State Troopers are usually dealing with other traffic issues. Our staff will fill in to the best of our ability.
- Councilmember Drum stated that Moore County is behind on the response to the 2020 Census and said he would like to see the Village communicate the need for residents to fill out the Census.

8. Comments from Attendees.

- Bernard Peters, Monticello Drive, submitted the following public comment by email: "I am writing to you, the Honorable City Council, concerning the motorists that continue to speed on Monticello Drive. I live on Monticello by the corner of Monticello and Surry Circle North and South intersection. About 95% of the drivers DO NOT go the posted 25 Mph speed limit and some even run the 4 way stop sign at the same intersection. I believe the average speed is around 40 MPH. The 4 way stop signs HAVE NOT reduced the speed as intended! I have contacted the PPD but was informed it is a manpower issue. I've offered my driveway as a radar location. I would appreciate anything that could be done. Increased radar monitoring or speed bumps would help. I hope it wouldn't depend on a child fatality or similar to see changes."
- Debbie Scaff, Pinehurst resident, submitted the following public comment by email: "There are many people walking the streets on Adam's Circle, Forest Drive and Longleaf that will not move for oncoming traffic. I see children not obeying traffic rules on Forest drive and Adam's Circle darting out in the street with no supervision on bikes and running across the street. Runners, walkers, dune buggies, unleashed dogs and children using Adam's circle as a track and will not move over for traffic and staying in the middle of the road impeding traffic. This is very dangerous since there are contractors building and several blind spots exist within the area causing very dangerous traffic issues. I don't know how to fix this but I wanted to bring this to the attention of the village and for the Council meeting."
- Dee Tenant, Pinehurst resident, submitted the following public comment by email: In the last 3 years, I have noticed more children driving golf carts. I have seen kids drive carts around Adams Circle, Barkley Lane, on the Greenway entrance at Forest Drive and on Longleaf. I have reported this to the police but this still happens. There needs to be some kind of police presence in Village Acres since there are so many people breaking rules. There is a man that drives a dune buggy around the neighborhood too. There is a man that shoots a crossbow on Tyler Way across the street across Forest Drive, people walking in the middle of the streets impeding traffic.
- Michael Pizzi, Pinehurst resident, submitted the following public comment by email: "On a walk yesterday I saw an 8 year old driving her family of 4. Why oh why is this permitted? And if it is not, why aren't police fining people (or are they?). Secondly- for adult drivers - aren't they too supposed to abide by the 25mph speed limit? The location was off Burning Tree Rd and Gingham for both instances. However I have witnessed this numerous times on major roadways. Please put a stop to this as it endangers not just the children but also pedestrians. I look forward to hearing from you."
- Megan Keating, Forrest Drive, submitted the following public comment by email: "Hello! I live in village acres on Forrest Dr. and we have a horrible speeding problem in the neighborhood. Between myself and my neighbor, we have contacted the police roughly 10 times. The police will come and sit along the street but this is only a temporary fix, for as long as they are sitting there. We have to do something. Of the 4 houses with driveways on Forrest, there are 6 children ages 7 and under. PLEASE do something. Signs, speed bumps. Something. We need to protect our children and encourage people to follow the law." And "Hi! Just me again, reminding you that speeding is a problem in village acres. Sidewalks or slow signs would be appreciated. I hope you all are willing to make a change before someone is killed."
- Melissa Kholman, Pinehurst resident, submitted the following public comment by email: "I have posted a post in Nextdoor Neighborhood that now has over 200 comments due to the speeding occurring on Forrest Drive. It is extremely out of control, dangerous, and no one cares. I would like to be present at the meeting. Something must be done. Sidewalks are a must and it's actually not even fair to have the trail connected to our neighborhood without sidewalks. Make people slow down. This is insane to me."
- Michael and Brenda Xeroteris, Idlewild Road, submitted the following public comment by email: "I am writing to complain about the lack of enforcement of our laws (speeding, running stop signs, and operating vehicles with helmets or proper licenses) in my neighborhood and around the Village of Pinehurst. This has been an ongoing problem; however, the critical nature has increased with more people at home, out of school, college and work that are practicing social distancing with more outdoor activities. It is beyond my understanding why this problem cannot be really resolved with formal citizen and officer presence, education and enforcement and we consequently find ourselves obliged to write this letter. We fear that someone is going to get hurt or have an

accident because of motorists violating speed limits and road signage or a child gets injured as their parents allows them to disrespect the laws of North Carolina and play in the streets without proper protective gear and or operating vehicles under age, or not licensed for the road. Or an unsuspecting motorist injures a child that is racing down a hill on the wrong side of the road with or without PPE or parent supervision using the road as a personal playground. It is important in this time of personal crisis to have increased police visibility, to educate children of our laws and proper rules for playing in the road (bicycle riding and walking) and wearing of helmets, and to recognize good behavior, and enforce our laws. Increased citizen patrols and officer presence also enhances safety and has been proven to reduce crime. It takes a Village and as long as we're all working together this problem can be sorted out at once. Most of our speed limits for the residential neighborhoods is 25 mph; which is fine; however, when cars are doing 35-40 mph with more people walking, riding bicycles, walking pets, driving golf carts, playing in the streets etc. it is not safe. The speed limit of 25 mph may be safe for St. Andrews and Lake Forest Drive and similar roads; however, on smaller neighborhood auxiliary streets with hills, curves, no sidewalks, blind curves and steep driveways and more outside activities occurring with children playing on the roadways it is not safe especially when drivers are not driving for conditions and unless things improve should be lowered to 15 mph. I would hate to see more signage, speed bumps, or sidewalks or lowering of speed limits as these costs dollars and ruins the Village feel; however, something must be done."

9. Regular Meeting and Enter a Closed Session.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to recess the special meeting and enter into a closed session, pursuant to NCGS §143-318.11(a)(4), for Village Council to discuss economic development matters involving a prospective new business or the expansion of an existing business or industry, by a vote of 5-0.

10. Motion to Adjourn the Closed Session and Re-enter the Regular Meeting.

Upon a motion by Councilmember Boesch, seconded by Mayor Pro Tem Davis, Council unanimously approved to adjourn the closed session and re-enter the regular meeting, by a vote of 5-0.

11. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 8:00 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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



**VILLAGE COUNCIL
MINUTES FOR SPECIAL MEETING OF APRIL 20, 2020
VIDEO CONFERENCE - ZOOM
PINEHURST, NORTH CAROLINA
10:00 AM**

The Pinehurst Village Council held a special meeting at 10:00 a.m., Monday, April 20, 2020, via video conference with Zoom.

The following people were present via video conference with Zoom:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager

1. Call to Order.

Mayor Strickland, called the Village Council special meeting to order.

2. Motion to Recess the Special Meeting and Enter a Closed Session.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to recess the special meeting and enter into a closed session, pursuant to NCGS §143-318.11(a)(4), for Village Council to discuss economic development matters involving a prospective new business or the expansion of an existing business or industry, by a vote of 5-0.

3. Motion to Adjourn the Closed Session and Re-enter the Special meeting.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the closed session and re-enter the special meeting, by a vote of 5-0.

4. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Boesch, Council unanimously approved to adjourn the special meeting by a vote of 5-0 at 11:00 a.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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

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**REVIEW AND DISCUSS KEY FINDINGS OF THE LIBRARY SERVICES
NEEDS ASSESSMENT AND DRAFT ETC SURVEY.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Dean Hawkins

CC:

Jeff Sanborn

DATE OF MEMO:

4/23/2020

MEMO DETAILS:

This agenda item is to:

1. Review and discuss the key findings and alternative strategies recommended by Library IQ in their Preliminary Library Services Needs Assessment Report, and
2. Review and discuss the draft ETC Survey and cover letter.

Both of these items are attached to this agenda item and Debbie Joy of Library IQ will attend the Council meeting remotely via Zoom to provide a high level review of the key findings and alternative strategies. These findings and their recommendations are the basis of the draft ETC Survey, which we would also like to review with the Council prior to its release. Specifically, we are seeking Council feedback on both the ETC Survey cover letter and survey questions to ensure:

1. The cover letter provides an appropriate amount of background information for residents, and
2. The survey asks questions that can provide the Council with data and information they need as they contemplate decisions regarding library services in the future.

Per the Library IQ contract, the Village will conduct the ETC Survey "to independently assess the community's interest in the potential solutions identified by Library IQ" and Library IQ will incorporate the results of the ETC Survey into the final report. The Village has contracted with ETC Institute to mail a 3-page survey to a random sample of Pinehurst households and ensure completion of a minimum of 400 surveys so the survey results will have a precision of at least +/- 5% at the 95% confidence level. Residents who receive a mailed survey will also be able to complete the survey electronically. ETC Institute will prepare a final report with charts, graphs, and tables to display the survey results and Library IQ will include the ETC Survey results in their final report.

In general, there are four different types of questions on the ETC survey:

1. **Questions to further explore and validate some of the key findings identified as a result of the existing conditions review and public input received to date (Q2 – Q6).**
2. **Questions that seek direct feedback on the recommended strategies included in the preliminary report to meet resident needs for library services (Q7 – Q8).**
3. **Questions that seek feedback on potential funding mechanisms (Q9 – Q10).**
4. **Questions that obtain demographic information for result segmentation (Q1; Q11 - Q14).**

The remaining project timeline is as follows:

May 15 - June 15, 2020 - ETC Institute will mail a survey to a random sample of Pinehurst households to test the findings of the Preliminary Library Services Needs Assessment. ETC Institute will also collect and summarize the survey results into a report.

June 15 - July 14, 2020 - Library IQ will incorporate the results of the ETC Survey into the FINAL Library Services Needs Assessment Report and finalize their recommendations.

July 14, 2020 - LibraryIQ will present the FINAL Library Services Needs Assessment Report to the Village Council on July 14, 2020 at the Council's 4:30pm Regular Meeting.

To date, the Village has received an extensive amount of input into the Library Services Needs Assessment through public input meetings, personal interviews, Community Conversations, and the online survey. In addition to conducting the ETC Survey, staff plan to post topics on Engage Pinehurst (www.engage.vopnc.org/library) to solicit general community feedback on the Preliminary Library Services Needs Assessment recommendations. Both the ETC Survey and additional Engage Pinehurst topics should ensure the Village Council has reliable data and information needed to make a fact-based decision about library services in the future.

If you have any questions on the report or the survey, please feel free to contact me directly.

ATTACHMENTS:

Description

- Presentation
- Preliminary Library Services Needs Assessment Report
- DRAFT ETC Library Survey Cover Letter
- DRAFT ETC Library Survey

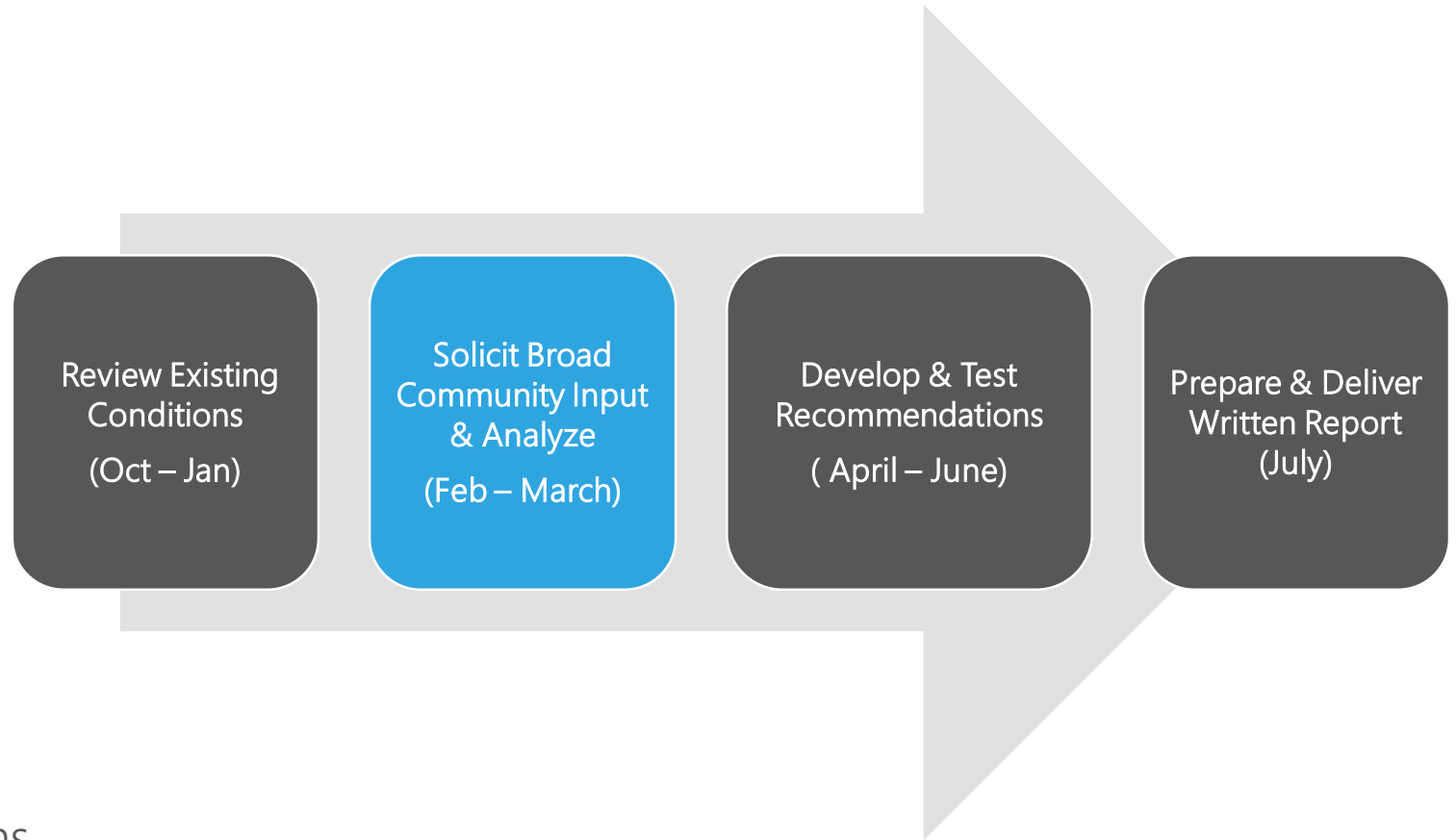
Library Services Needs Assessment DRAFT Report Overview



April 28, 2020

Research Activities: An intensive process.

- ✓ **October – January:** Collected & reviewed data; Held interviews with Village and Library staff/volunteers
- ✓ **February – March:** Online Survey (open until Feb. 28); *Public Input Workshops*; Community Conversations; Personal Interviews & Tours
- ✓ **April – June:** Draft recommendations & test via survey mailed to a random sample of Pinehurst households
- ✓ **July 28:** Deliver final recommendations to the Village Council



There is clear consensus: Resident needs are not being met by the Given Memorial Library today and residents want expanded public library services in the Village.

Village Council can confidently conclude that residents want an expanded public library in Pinehurst.

Key Themes and Takeaways

- ✓ Current funding structure is not sustainable and the Village should provide library services
- ✓ Building is too small to meet the desires and needs of residents, especially the needs of households with children
- ✓ Library operations should be separated from Tufts Archives operations
- ✓ Tufts Archives should remain in the current location and Library should relocate



- ✓ Residents do not want to expand Library at existing location based on potential impact to national historic landmark status
- ✓ A new Library should be close to the Village Center. (Cannon Park, Village Hall, and Village Place areas are all considered close)
- ✓ “Welcome Center” should be part of the Tufts Archives
- ✓ Expanded Library should offer a larger collection, more curriculum-based children’s programs and more teen programs



- ✓ Expanded Library should offer flexible children's space, community meeting/connected conference space, a digital learning lab, teen "hangout" space, and possibly a small performance space/amphitheater
- ✓ Expanded facility should retain the warm service and cozy, welcoming feeling of the current Given Memorial Library
- ✓ Basic technology (computers, Wi-Fi, software) should be included
- ✓ Library hours of operation currently restrict access for working people and families. Hours should be expanded
- ✓ Residents want a library in Pinehurst, especially households with children (some indicated they do not mind driving to other towns)
- ✓ The Southern Pines Library does not have capacity to serve as the Village library. The Sandhills Community College Library can provide services while a new Village library is constructed but is not a long-term solution. Moore County libraries declined to participate in the study

Recommendations:

1. VOP assumes responsibility for operating a public library
2. Relocate current library services to an existing facility

OR

3. Construct a new facility
-

Alternative Strategies to Meet Resident Library Needs	Viable	Basis
Collaborate with other locally operated municipal or academic libraries	No	Demand for library services at Southern Pines Library exceeds capacity. Southern Pines Library leaders are willing to collaborate with a Pinehurst library if the Village invests in facilities, staff, collection and programs. Sandhills Regional Library System/Moore County Library officials declined to participate in the assessment and it is unclear if collaboration is a possibility. The Sandhills Community College Library can help meet VOP's need for library services while an expanded facility is prepared but is not a long term solution.
Expand in existing library building	Partially	Does not meet space requirement but could be considered if other options are not feasible and if Tufts Archives are relocated. Residents are concerned about potential negative impact on the national historic landmark status if the building's footprint is expanded.
VOP assume responsibility for operating a public library	Yes	Residents expressed support in community conversations.
Relocate current library services to an existing facility	Yes	Two potential buildings were identified as potential existing facilities that could accommodate library operations
Construct new facilities	Yes	Two potential sites owned by the Village were identified as potential sites for a new facility

Recommended Locations

Four Alternative Sites	Approximate Construction Cost	Approximate Square Footage (sf)
Co-locate with Cannon Park Community Center	\$6,720,000-\$7,795,000	+/- 17,000 sf
Co-locate with Village Hall	\$7,140,000-\$8,225,000	+/- 17,000 sf
Renovate/Expand Historic Fire House	\$5,130,000-\$6,270,000	+/- 13,000 sf
Renovate 1922 Carolina Theatre	\$4,800,000-\$5,630,000	+/- 15,000 sf

Operational Models

Option	Includes	Approximate Cost
Village contracts for library operations (Outsource)	✓ Village owns building, collection, furniture, fixtures, equipment and technology ✓ Professional, trained staff to provide programs and services ✓ Centralized collection management, HR, finance, marketing, etc.	\$830,000 + <u>\$150,000 collection</u> \$980,000
Village staff operate the library (Insource)	✓ Village owns building, collection, furniture, fixtures, equipment and technology ✓ Village hires and manages staff ✓ Staff manage all library operations	\$1,015,000 + <u>\$150,000 collection</u> \$1,165,000

Funding Mechanisms - Construction

1. Issue long-term debt. Current debt service costs are low and all existing debt will be paid in two years under existing debt amortization schedules.
2. Conduct a fundraising campaign.
3. Save up money or use existing fund balance reserves.
4. Utilize a portion of the existing Given Memorial Library endowment.
5. Seek State Library of North Carolina LSTA grants.
6. Seek grants from federal government, state government, non-profit, and/or for-profit businesses.

Funding Mechanisms - Operation

1. Establish non-resident user fees for library cards.
2. Generate additional property tax revenue.
3. Apply for State Library of North Carolina State Aid.
4. Seek grants from Library Services and Technology Act (LSTA) or the Grants to States Program run by Institute of Museum and Library Services (IMLS).
The CARES Act provides additional funding for libraries to be distributed through IMLS.

ETC Survey: Find Out

1. Are residents satisfied with current Given Memorial Library size and services?
 2. Do residents think the Village should operate a library?
 3. What library services do residents want?
 4. If residents want an expanded library, which option do they prefer?
 5. Would residents support library construction financially through tax or donation?
-

VILLAGE OF PINEHURST

Library Services Needs Assessment



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Endnotes

The public library is where place and possibility meet.

- Stuart Dybek



PROJECT OVERVIEW

On behalf of the Village of Pinehurst (VOP), LibraryIQ performed an in-depth library services needs assessment to help understand community need and demand for public library services in the community. The needs assessment was conducted 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 focused on two key objectives:

1. Solicit broad community input to increase understanding of community needs and demands for library services, and
2. Identify opportunities to provide library services that align to community needs.



ENGAGE PINEHURST
YOUR VILLAGE · YOUR VISION · YOUR VOICE



RESEARCH APPROACH

To meet these objectives, Library IQ reviewed existing conditions including library utilization rates, existing program and event attendance, population and demographic historical trends and projections, relevant planning documents including the 2019 Comprehensive Plan and the 2008 New Core Master Plan, existing physical spaces, the business climate, and other local educational, cultural and enrichment opportunities.

The carefully designed, comprehensive and wide-ranging community input detailed below successfully reached a large number and variety of Pinehurst residents. VOP leaders and residents can confidently use the results of the broad community input to make decisions regarding library services.

1. Conducted 26 interviews with Village Council Members, Village staff, business leaders including the Pinehurst Resort, West Pine Middle School students, education leaders, and Given Memorial Library leaders.
2. Conducted two open Public Input Meetings with 115 VOP residents attending.
3. Conducted four 1 ½ hour Community Conversations with 53 volunteer residents who were carefully chosen from more than 100 applicants to provide representation from a variety of Pinehurst neighborhoods and diversity in age, gender, occupation, children in the household, and library users/non-users.
4. Conducted an online survey available at engage.vopnc.org/library with 386 VOP residents responding.
5. Conducted a follow-up survey mailed to 400 randomly selected VOP households to test draft conclusions and recommendations.

RESEARCH ACTIVITIES AND TIMELINE



The library services needs assessment addresses a 2019 Comprehensive Plan strategic opportunity to “evaluate possible expansion and construction of new Village facilities, such as a library” and provides VOP with the following benefits:

- A solid understanding of resident needs and demands for library services, and
- A foundation for developing a plan to meet community needs.

EXECUTIVE SUMMARY

Context:

The Given Memorial Library is a privately funded 501c(3) non-profit organization that provides free library services to Pinehurst residents in the historic building located on the Village Green in the Village Center. The library also operates the Tufts Archives located in the same building and the Given Bookshop located in the old post office in the Village Center. Currently, approximately 6,360 sf is allocated to the library. The Library is small in comparison to the population served, with extremely limited program space. The collection does not meet the needs of the community due to space and budget issues. Circulation of 43,887 physical items in 2019, or 2.6 items per capita, was 47 percent below the previous year's state average. The current open hours are not convenient for working adults and families.

The Village of Pinehurst currently provides \$150,000 in annual operating funding to support the otherwise privately funded library. Recent library fundraising efforts indicate this private funding structure is no longer sustainable to meet current or future library needs of the Pinehurst community.

The Village of Pinehurst has grown to a community where residents expect high quality library services that rival larger communities. Residents have lived all over the world and have had access to high quality resources and amenities; they expect the same from Pinehurst.

Using the inclusive public engagement strategy, Library IQ identified several key themes and takeaways from the multiple methods used to solicit extensive public input into the library services needs assessment. See **Appendix III** for supporting detail of the data and information obtained from each public engagement method.

The following **key themes and takeaways** are based on data and information obtained from public input meetings, Community Conversations, the online survey, and personal interviews:

- The current Given Memorial Library private funding structure is not sustainable and the Village should play a larger role in providing library services
- The current Given Memorial Library building is too small to meet the desires and needs of Pinehurst residents, especially the needs of households with children
- There was general agreement that the Given Memorial Library operations should be separated from the Tufts Archives operations
- The majority of residents in Community Conversations indicated a preference for the Tufts Archives to remain in the current location and be improved to become a "global destination," with the library being relocated
- Residents expressed concerns about expanding the existing footprint of the existing Given Memorial Library based on the potential impact to the Village's national historic landmark status
- A new Given Memorial Library should be close to the Village Center. The Cannon Park, Village Hall, and Village Place areas were considered close to the Village Center
- A "Welcome Center" should be part of the Tufts Archives
- An expanded Given Memorial Library should offer a larger collection, more curriculum-based children's programs and more teen programs
- An expanded Given Memorial Library should offer flexible spaces including children's space, community meeting/connected conference space, a digital learning lab, teen "hangout" space, and possibly a small performance space/amphitheater
- An expanded facility should retain the warm service and cozy, welcoming feeling of the current Given Memorial Library
- Basic technology access (computers, Wi-Fi, software) should be included at the library
- Given Memorial Library hours of operation restrict access for working patrons and families
- While some residents indicated they do not mind driving to other towns to meet their library needs, most residents indicated a desire for a library in Pinehurst, especially households with children
- The Southern Pines Library does not have capacity to provide library services to the Village. The Sandhills Community College Library can provide services while a new Village library is constructed but is not a long-term solution. Moore County libraries declined to participate in the study

There is clear consensus from Community Conversations and personal interviews: Resident needs are not being met by the Given Memorial Library today and residents want expanded public library services in the Village. This is especially true for the growing number of households with children, as evidenced by the online survey results and Community Conversations. Older residents expressed desires for a larger adult book collection, while younger residents expressed desires for a larger children's collection and additional children's programming.

While most agreed the Village needs a library, some are worried about how to fund it. This vocal group does not want any increase in taxes. Others feel taxes in the Village are quite low, particularly compared with their former communities, and are willing to fund a library.

RECOMMENDATIONS

Based on the extensive research conducted and community input received as part of the library services needs assessment, **the Village Council can confidently conclude that residents want an expanded public library in Pinehurst.**

Recommended Alternative Strategies

Alternative strategies evaluated to meet resident needs for library services are shown below:

Alternative Strategies to Meet Resident Library Needs	Viable	Basis
Collaborate with other locally operated municipal or academic libraries	No	Demand for library services at Southern Pines Library exceeds capacity. Southern Pines Library leaders are willing to collaborate with a Pinehurst library if the Village invests in facilities, staff, collection and programs. Sandhills Regional Library System/Moore County Library officials declined to participate in the assessment and it is unclear if collaboration is a possibility. The Sandhills Community College Library can help meet VOP's need for library services while an expanded facility is prepared but is not a long term solution.
Expand in existing library building	Partially	Does not meet space requirement but could be considered if other options are not feasible and if Tufts Archives are relocated. Residents are concerned about potential negative impact on the national historic landmark status if the building's footprint is expanded.
VOP assume responsibility for operating a public library	Yes	Residents expressed support in community conversations.
Relocate current library services to an existing facility	Yes	Two potential buildings were identified as potential existing facilities that could accommodate library operations
Construct new facilities	Yes	Two potential sites owned by the Village were identified as potential sites for a new facility

Recommended Library Facility Size

To estimate the square footage of a library facility to meet the needs of the Pinehurst community, Library IQ calculated a programmatic analysis of the desired program types and spaces identified during the community input process to determine a Low-High Square Feet Range and compared the results to the library size best practices standard of one square foot per capita. These estimates are considerably greater than the 5,000 sf allocated for library services today.

Estimation Method	Square Footage (sf) Range
Low-High Square Feet Programmatic Analysis	14,000 – 20,000 sf
Library Size Best Practice Standard	17,000 – 20,000 sf

Using the programmatic analysis of the desired program types and spaces:

- A 20,000 sf facility would accommodate the desired collection size with lower, movable shelving per current best practices and/or allow for future growth if needed.
- A 17,000 sf facility would generally accommodate the desired collection size (28,000 physical items on opening day) and program mix.
- A 14,000 sf facility would require reductions to recommended collection size and/or elimination of program spaces and is the smallest recommended facility.

Area	Square Feet	% of Total
Common Areas	1,400 - 2,500	10% - 13%
Entry	200 - 400	
Circulation Desk	600 - 700	
Marketplace ^{1, 3}	0 - 400	
Restrooms (Main Restrooms + Family Restroom)	600 - 1,000	
Adult Collection and Services ^{2, 4}	3,400 - 4,500	23% - 24%
Adult Collection w/ periodicals (60%) – 4,916lf of shelves, 4-5h	2,800 - 3,700	
Adult Reading Area	600 - 800	
Teen Collection and Services ^{2, 4}	750 - 900	5%
Teen Collection (5%) – 410lf of shelves, 4-5h	250 - 300	
Teen Reading Area	500 - 600	
Children's Collection and Services ^{2, 4}	1,900 - 2,400	12% - 14%
Children's Collection (35%) – 1,587lf of shelves, 3-4h	1,200 - 1,600	
Children's Program Area	700 - 800	
Community Spaces	1,000 - 2,400	7% - 12%
Flex Community Meeting / Living Room (also serves Adult Programming)	1,000 - 1,200	
Digital Learning Lab ³	0 - 500	
Flex Performance / Lecture Space (also serves as informal reading/seating) ³	0 - 700	
Administration	1,300 - 1,500	8% - 9%
Staff Workroom / Book Drop / Book Carts	400 - 500	
Director's Office	200 - 250	
Staff Office (2-3 workstations)	300 - 300	
Staff Break / Kitchen / Toilet	400 - 450	
Support and Service	1,000 - 1,200	6% - 7%
Mechanical	200 - 250	
Telephone / Data	50 - 100	
Janitor	30 - 50	
Storage	400 - 500	
Communicating Stair (if required)	250 - 250	
Elevator (if required)	50 - 50	
SUBTOTAL	10,750 - 15,400	77%
+/- 30% Circulation	3,250 - 4,600	23%
TOTAL	14,000 - 20,000	100%

¹ The Marketplace is a multifunctional interactive zone that can be adapted over time to changing trends and visitor needs. Some typical examples include micro local crafts market, historic displays, convenience snacks or drinks (such as a coffee cart or counter), self-checkout stations, etc.

² Square footages for adult, teen, and children's areas assume roving library services for improved service and reduced footprint in lieu of traditional dedicated service desks.

³ Marketplace, Digital Learning Lab, and Flex Performance Space would be eliminated for library scenarios <17,000sf

⁴ Collection size would be reduced for library scenarios <17,000sf

A common best practice standard of one square foot per capita is also often used to estimate the amount of square footage needed in libraries. **While this standard is ideal, some communities provide smaller spaces and more limited services due to budget constraints.** Using this standard indicates a range of 17,000 – 20,000 sf. This estimate is based on the current population of approximately 17,000 and the 20-year projected population of approximately 20,000, as indicated in the 2019 Comprehensive Plan (or possibly larger if the corporate limits of the Village are expanded due to annexations).

Recommended Staffing Requirements

The amount of full-time equivalents needed to operate a +/- 17,000sf library totals 8.5. This estimate is based on experience and best practices. These staffing needs could be accommodated with a combination of full-time and/or part-time professional staff. Positions include:

- Director
- Office Manager
- Librarian I
- Library Associate III
- On Call

In addition, volunteers are a valuable resource and should continue to be encouraged.

Recommended Critical Information Technology and Furnishings Requirements

Library technology to equip a +/- 17,000 sf facility is listed below.

ITEM	QTY
Firewall	1
Network Switch	3
Power Supply for Switches	3
Wireless Access Points	6
Server	1
VOIP Telephony	12
Mounting System	2
Battery Backup	3
Ancillary cabling and connectors	1
STAFF EQUIPMENT	
Computer w/keyboard, mouse	10
Barcode Readers	15
Laptop	3
Office Software	13
Copier/Printer/Scanner	1
PUBLIC EQUIPMENT	
Laptop	12
Desktop AIO PC	8
Copier/Printer/Scanner	1
Office Software	20
Patron Charging Station	1
Laptop Chg Cabinet	1
Coin and Bill Tower	2
SOFTWARE	
Faronics	14
Comprise Time and Print	14
Cloud Based Filtering	1

Recommended Suitable Locations

Community feedback received during the library services needs assessment suggested an overwhelming community desire to:

1. Maintain the Tufts Archives at the current location on the Village Green
2. Re-locate the Given Memorial Library to a new location somewhere within or close to the Village Center

Several potential sites for a new library have been identified in previous master plans and/or were suggested during the community input process. This needs assessment identified four potential alternative locations for a 13,000 – 20,000 square foot library facility as shown below:

FOUR ALTERNATIVE SITES	APPROXIMATE CONSTRUCTION COST	APPROXIMATE SQUARE FOOTAGE (SF)
1. Co-locate with Cannon Park Community Center	\$6,720,000 - \$7,795,000	+/- 17,000sf
2. Co-locate with Village Hall	\$7,140,000 - \$8,225,000	+/- 17,000sf
3. Renovate/Expand Historic Fire House	\$5,130,000 - \$6,270,000 ¹	+/- 13,000sf
4. Renovate 1922 Carolina Theatre	\$4,800,000 - \$5,630,000 ¹	+/- 15,000sf

¹ Excludes property acquisition costs

Alternative #2 (Co-locate with Village Hall) is recommended as the most impactful of the four options considered. The total estimated annual operating costs, including collection, for a +/- 17,000sf library range would likely range from \$980,000 - \$1,165,000.

The opportunities and challenges for each of the four alternative sites is summarized below:

1. Co-locate with Cannon Park Community Center

See **Appendix II** for drawings. This location generated mixed feedback during the community input process. It is within one of the Focus Areas (#4) of the 2019 Comprehensive Plan, which identifies this particular location as future open space.

Advantages of the site	Challenges of the site
The site is relatively flat and easily allows for a one-story building of adequate size with adjacent surface parking.	A library in this location would likely require removal of the existing outdoor restroom facilities and would also have some impact on the existing baseball field.
The introduction of a library in this location would increase the diversity of program offerings at the park and may help to assuage some of the community criticism that the existing Community Center is focused on athletics and does not adequately address other community needs.	A library in this location would limit possible future expansion of athletic fields and facilities in Cannon Park.

Approximate construction cost (+/-17,000sf facility)	
New Construction	\$5,100,000 – \$5,700,000
Site Construction + Utilities	\$700,000 – \$1,000,000
Professional Services (Survey, geotech, testing, design)	\$580,000 – \$670,000
FF&E (Furniture/shelving, equipment, library technology)	\$340,000 – \$425,000
TOTAL	\$6,720,000 – \$7,795,000

Conclusions:

This location would likely be the most straightforward of the options considered. Conversely, it offers the fewest ancillary urban design and community-building benefits:

- A library in this location is expected to have limited impact on efforts to activate, expand, and provide better connectivity to the historic Village Center.
- Based on its context and location, Cannon Park may better serve as a dedicated, amenity-rich athletic park for the Village.

2. Co-locate with Village Hall

See **Appendix II** for drawings. This location generated mostly positive feedback during the community input process. It is within one of the Focus Areas (#4) of the 2019 Comprehensive Plan, which identifies this particular location as future open space or municipal use.

Advantages of the site	Challenges of the site
This site is currently undeveloped and underutilized – construction of a library and associated site improvements in this location will enhance the value of buildability of the surrounding property.	Construction of a two-story building on a sloping site with limited infrastructure would be costlier than a one-story option.
The introduction of a library in this location would increase the diversity of program offerings at the municipal campus and, based on typical facility usage schedules, may allow for shared parking opportunities.	

Approximate construction cost (+/-17,000sf facility)	
New Construction	\$5,200,000 – \$5,800,000
Site Construction + Utilities	\$1,000,000 – \$1,300,000
Professional Services (Survey, geotech, testing, design)	\$600,000 – \$700,000
FF&E (Furniture/shelving, equipment, library technology)	\$340,000 – \$425,000
TOTAL	\$7,140,000 – \$8,225,000

Conclusions:

This location is more complex due to its topography and lack of infrastructure.

Conversely, it offers the broadest range urban design and community-building benefits, touching on a range of recommendations and strategic opportunities outlined in the 2019 Comprehensive Plan:

- As this site is located between the Village Center and the Municipal Campus, the library and associated site improvements in this location may be designed as part of a pedestrian (and possibly vehicular) path to enhance connectivity through the Village.
- A library and associated site improvements in this location may leverage the existing topography to provide ancillary community amenities such as an outdoor amphitheater that was identified by residents as the second highest facility priority (after a library) during the Visioning Workshops for the 2019 Comprehensive Plan.

This location is recommended as the most impactful of the four options considered.

3. Renovate/Expand Historic Fire House

See **Appendix II** for drawings. This location is within one of the Focus Areas (#4) of the 2019 Comprehensive Plan, which calls for an expansion of the village core into this portion of the focus area. It is also identified as one of the priorities in the 2008 NewCore Master Plan, which calls for the Fire House to be adaptively used for a civic or institutional function such as a public library. It was not discussed by residents during the community input process.

Advantages of the site	Challenges of the site
An adaptive use of the Historic Fire House would preserve a piece of Village history and restore the building to its place as a meaningful community anchor.	This property is not currently owned by the Village of Pinehurst, and acquisition costs are unknown.
The historic Fire Station is well-situated between the historic Village Center and the Municipal Campus. Along with the adaptive use of the former Steam Plant (Pinehurst Brewing Company), a library in this location would help to activate Village Place.	Based on the size of the current parcel, the overall size of this facility would be below the recommendation of 14,000sf. If the adjoining parcel behind this site is acquired, the size may be increased.
	While this site offers 8-10 parking spaces immediately adjacent to the front door, the size of the parcel precludes additional parking and would require use of a portion of the adjacent Village-owned parcel to accommodate parking.

Approximate construction cost (+/-13,000sf facility)	
Property Acquisition	\$ unknown
Renovation of Existing Structure (+/-2800sf)	\$700,000 – \$850,000
New Addition (+/-10,200sf)	\$3,000,000 – \$3,500,000
Site Construction + Utilities	\$700,000 – \$1,000,000
Professional Services (Survey, geotech, testing, design)	\$430,000 – \$530,000
FF&E (Furniture/shelving, equipment, library technology)	\$300,000 – \$390,000
TOTAL (not including property acquisition)	\$5,130,000 – \$6,270,000

Conclusions:

If considered as part of a larger Village revitalization effort as an enabling phase to help spur the implementation of the NewCore Master Plan, the reuse and expansion of the Historic Fire House as a library represents a meaningful opportunity to help activate and expand the edges of the Village Center.

4. Renovate 1922 Carolina Theatre

See **Appendix II** for drawings. This location generated limited, but mostly positive, feedback during the community input process.

Advantages of the site	Challenges of the site
An adaptive use of the Carolina Theater would preserve a piece of Village history.	This property is not currently owned by the Village of Pinehurst, and acquisition costs are unknown.
A library in this location would directly activate the Village Center and would increase the visibility of the library to Pinehurst visitors.	The overall size of this facility would be somewhat below the recommendation and does not allow for future expansion.

Approximate construction cost (+/-15,000sf facility) ¹	
Property Acquisition	\$ unknown
Renovation of Existing Structure	\$4,000,000 – \$4,500,000
Site Construction + Utilities	\$100,000 – \$250,000
Professional Services (Survey, geotech, testing, design)	\$410,000 – \$470,000
FF&E (Furniture/shelving, equipment, library technology)	\$320,000 – \$410,000
TOTAL (not including property acquisition)	\$4,830,000 – \$5,630,000

¹ Given the age of the current renovation, this option would require a more detailed assessment of building code and existing conditions of the existing structure.

Conclusions:

Locating the library in the historic Carolina Theater would help balance the day-to-day and destination/tourist offerings within the historic Village Center.

Recommended Tufts Archives and Welcome Center Operation

Public input indicated strong support for a Welcome Center in the library or the Tufts Archives. Because of the Tufts Archives' central Village Center location, it is recommended the Welcome Center be part of the Archives in the current facility. This would require public-private partnership with the entity that operates the Archives.

It is recommended the Archives remain in the current facility, with operation provided by a third party. The Village should consult an attorney to determine if deed restrictions or endowment restrictions exist.

Recommended Expanded Library Services

Information obtained from the various public input methods used during the library services assessment indicated a resident desire for expanded library services. Specific recommendations, based on this input, are indicated below:

1. Expanded print and digital collection for all ages

- Digital collection is more crucial post COVID-19 pandemic
- Opening day collection (print and digital materials) in a new library would be approximately 28,000 titles including the existing 15,500 titles
- Opening day collection cost is approximately \$520,000 for any recommended location

2. Curriculum-based educational programs provided by trained library staff

- Emergent literacy programs (story times, etc.) for young children
- STEM and literacy programs for school-age children
- Literacy and service programs for teens (teen advisory board, writers' groups, leadership)

3. Enrichment programs for adults

- Continued Gathering at the Given
- Book clubs (meeting space is required)
- Author visits, lectures
- Discussion groups, etc.

4. Flexible space

- Community meeting space
- Connected (Wi-Fi, technology) conference space
- Dedicated children's space
- Group study space
- Teen "hangout" space (can flex with other uses)
- Coffee shop/coffee cart

5. Technology

- Adequate computers/laptops, software and Wi-Fi access for population size
- Digital learning lab

Recommended Operating Hours

Public input indicates a resident need and demand for increased operating hours. Currently the Given Memorial Library is open 9:30am - 5:00pm Monday - Friday, 9:30am - 12:00pm on Saturdays, and is closed on Sundays. Many residents, particularly those with children, indicated a strong preference for expanded operating hours in the evening and on weekends to accommodate working families and the average employed resident. While there are many variations in public library operating hours, smaller libraries benefit from consistent library hours to reduce patron confusion. Library IQ recommends an expansion of the current operating hours of 40.5 hours per week to 48 hours per week. This could be accomplished with the following schedule for public operating hours:

Day of the Week	Public Operating Hours	Total Number of Operating Hours
Monday-Thursday	10:00am – 7:00pm	36
Friday	10:00am – 5:00pm	7
Saturday	10:00 am – 3:00 pm	5
TOTAL		48

Recommended Operational Model

Given that the current private funding structure is not sustainable, the most viable operational model to provide the library services residents need and demand is for the Village to operate the library independently. Collaboration is possible with the Town of Southern Pines, Sandhills Community College, and Village Parks & Recreation staff to offer programs at other local libraries and the new Village Community Center. Representatives from the Sandhills Regional Library System/Moore County Library officials declined to participate in the library services needs assessment and it is unclear if collaboration is a possibility. Southern Pines Library representatives indicated the Village must invest in facilities, staff, collection, and programs to be on "equal footing" for any collaboration.

The Village has two operational models it can consider: 1) outsource, or contract, operations to a separate entity, or 2) hire Village staff to operate the library. To develop estimated costs to operate a +/- 17,000sf library, Library IQ assumed library operating hours would be extended to 48 hours per week and assumed an annual collection budget of approximately \$150,000 to provide the variety, quality and access requested by residents (approximately 10,000 titles each year under outsourced model). The collection budget includes digital materials (eBooks, eAudiobooks, and databases) and streaming services (movies and music) that will be more important than ever post COVID-19 pandemic. In either model participation in statewide Inter-Library Loan is possible. Library volunteers could continue to be utilized to support professional staff under either operational model. Estimated costs for outsourcing and insourcing library operations for a +/-17,000sf library are shown below:

1. Village contracts for library operations (Outsource)

- The estimated annual cost, excluding the annual collection budget, would be approximately \$830,000. The total annual cost would be approximately \$980,000.
- Building, collection, furniture, fixtures, equipment and technology would be owned by the Village
- This model includes trained staff to provide programs and services

2. Village staff operate the Library (Insource)

- The estimated annual cost, excluding the annual collection budget, would be approximately \$1,015,000. Total annual cost would be approximately \$1,165,000.
- The library would realize a smaller number of titles (less than 10,000 titles each year) as an outsourced model provides larger vendor discounts

Recommended Funding Mechanisms

There are alternative ways the Village could fund construction of a new library or renovation of an existing structure to meet community needs and demands for library services. These funding mechanisms can be used in combination to fund all or a portion of the construction/renovation costs:

1. Issue long-term debt. The Village's current debt service costs are low, especially compared to other municipalities, and the Village will pay off all existing debt in two years under existing debt amortization schedules.
2. Conduct a fundraising campaign to solicit private resident and/or business donations.
3. Save up money or use existing fund balance reserves.
4. Utilize a portion of the existing Given Memorial Library endowment.
5. Seek State Library of North Carolina LSTA grants. A list of 2019-2020 grantees can be found at https://files.nc.gov/dncr-statelibrary/LD/LSTA/2019-20_abstracts_website.pdf
6. Seek grants from federal government, state government, non-profit, and/or for-profit businesses that provide grants or other types of funding assistance. Grants of this type are limited and the Village may not qualify based on the current socio-economic status of the community.

Alternative ways to generate funding for annual library operating and program costs include:

1. Establish non-resident user fees for library cards.
2. Generate additional property tax revenue.
3. Apply for State Library of North Carolina State Aid. (50% of total State Aid is allocated in equal block grants to each eligible county, plus an additional block grant to each multi-county regional library. The remaining 50% is allocated as per capita income equalization grants. This requires the Library Director hold an MLS degree.)
4. Seek grants from federal government, state government, non-profit, and/or for-profit businesses that provide grants or other types of funding assistance. The most viable grant opportunities are those for operating or program costs that are offered through the Library Services and Technology Act (LSTA) or the Grants to States Program run by Institute of Museum and Library Services (IMLS). The CARES Act provides additional funding for libraries to be distributed through IMLS.

The Village's financial condition and other long-term capital needs will impact which funding mechanisms are preferred over others.

Recommended Communication Campaign

While there are two "camps," mostly among senior residents, about whether the Village should operate a library, thought leaders agree that most who oppose funding an expanded library will accept the result if they believe their opinions were heard and valued. Residents do not want to feel left out and want to understand they have made a difference.

Therefore, should the Village choose to pursue an option to expand existing library services, Library IQ recommends a library communication campaign to share information and highlight community consensus regarding a library despite differing views. Communication, shared across multiple channels, should show residents "what's in it for me" with respect to library services. Effective messaging should help bring residents together on the matter. It is not unusual for a community, particularly one with highly engaged residents like the Village, to have some resistance when a new initiative

is proposed. This resistance is a useful part of the democratic process. Library IQ experience shows that direct and clear communication can help create unity and community support.

Recommended Given Book Shop Operation

It is recommended that operation of the Given Book Shop be managed completely by a Friends of the Library group. Public library bookshops are typically fundraising mechanisms operated, staffed and managed by volunteers.

Book Shop revenues should cover expenses without support from the Library's budget. Book Shop "profit" should be donated to the Library. Book Shop inventory would continue to comprise titles weeded from the Library's collection and donated materials.

CURRENT GIVEN MEMORIAL LIBRARY OPERATION

The Given Memorial Library is a well-loved community institution. The space is charming and pairs nicely with the downtown Village Center area. The Library and Tufts Archives welcomed 35,558 visitors in 2019, an increase over 2018 by 485 visits. The Library has 7,986 total registered cardholders, 5,960 of whom are Village residents.

The Library is small in comparison to the population served, with limited space dedicated to each age group. The Library provides one computer for public use, a combined collection area for youth and teens and has minimal collection area for adult non-fiction and fiction material. The Library currently serves as a cozy reading room with space for only a few patrons at one time. The collection does not meet the needs of the community due to space and budget issues. The Library circulated 43,887 physical items in 2019. 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. According to the IMLS, average per capita circulation in North Carolina in 2018 (most recent data available) was 4.9 items. The Given Memorial Library's average per capita circulation was 2.6 items, 47 percent below the previous year's state average.

Staff members greet every incoming patron and do their best to meet the service requests of the community. The library offers free notary services which is needed and well received. The library also sells tickets to local cultural events and proctors tests for students. The library adds an average of 48 new patrons per month. Currently, 78% or 2,169 library patrons are from the Village of Pinehurst, 19% or 535 are from the surrounding county, and the remaining 3% are from the state or another country.

Space for programming is minimal, almost nonexistent. The library offers between 3 to 7 children's programs a month. The library welcomed 604 guests to story times in 2019. The average library serving a population of 17,000 would host one weekly story time for young children, one weekly program for school aged children and two teen activities each month. It is recommended that a full-service library of this size also host monthly family programs, designed for all ages, as well as a minimum of two adult-only programs per month.

The current operating hours are not conducive to working parents or the average employed community member, with the Library open for only three hours on weekends and closing at 5 p.m. during the week. While the hours are limited, staff have taken steps to extend library services beyond the building, joining an eBook consortium in order to provide even more materials to the Village of Pinehurst.



APPENDIX I. SUMMARY OF EXISTING CONDITIONS

The Village of Pinehurst is located in Moore County in the southern central area of North Carolina, most commonly referred to as the Sandhills. The Village sits 60 miles southwest of Raleigh and 75 miles east of the Charlotte metro area. The area is easily accessible from NC Highway 5, NC Highway 211, and US Highway 15-501.ⁱ Famous around the world for the storied Pinehurst Resort and major USGA golf tournaments, “the Home of American Golf” holds a special and significant place in the history of the sport.

Pinehurst is a National Landmark Historic District, featuring a Village Center full of New England charm and a world-renowned golf resort with state-of-the-art facilities. Founded in 1895 and incorporated in 1980, the Village acreage was purchased by James Walker Tufts, whose dream was to create a health resort in the Sandhills.ⁱⁱ Surrounded by natural beauty with landscaping originally designed by Frederick Law Olmstead, this area still has most of the original buildings.

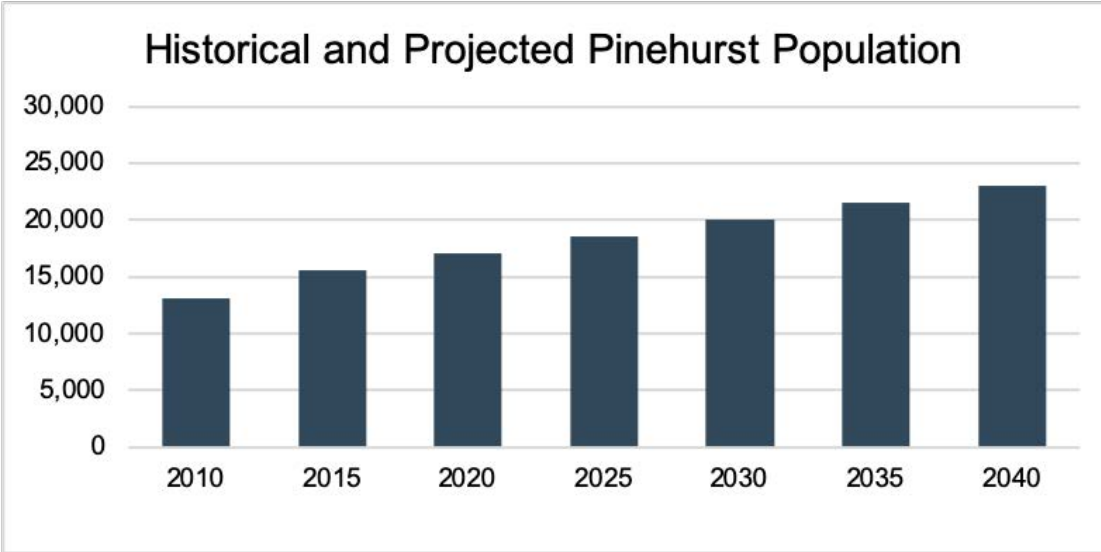
From the time the first golf course was laid out in 1897 through the community’s incorporation as a municipality in 1980, the community has been a magnet for people who love golf. Growing and evolving from a vacation destination to a majority part time or second home retreat to a thriving home to a diverse population of full-time residents, the Village has entered a new era.

Long known as a desirable place to retire, the Village is now known as a desirable place to live for families and people of all ages. Natural beauty, charm, good schools, low crime and proximity to leisure draw residents. In addition to golf tourism, growth in health care (FirstHealth Moore Regional Hospital), nearby Fort Bragg (BRAC-related construction resulted in significant growth) and proximity to the Research Triangle are driving Village growth.

The prosperity that growth brings is accompanied by increased demand on infrastructure. Full time residents expect the municipal services and amenities they enjoyed in communities where they previously resided. VOP’s population is currently 17,000

The Village of Pinehurst boasts a quiet and tranquil atmosphere, offering many opportunities for exploring its scenic downtown area and partaking in outdoor recreation activities. In the 2019 Community Survey, 93 percent of Pinehurst residents indicated the Village is either an “excellent” or “good” place to live, 22 percent higher than the national average.ⁱⁱⁱ

The Village is home to about 17,000 residents and is projected to grow to 20,000 in 2030 and 23,000 in 2040. Pinehurst is within close working proximity to the Research Triangle (Raleigh, Durham, and Chapel Hill), as well as Fort Bragg. This close proximity makes Pinehurst an extremely desirable place to live and raise a family. Between 1990 and 2000, Pinehurst’s population grew by 91 percent, compared to 27 percent for Moore County and 21 percent for the state of North Carolina.^{iv}



Demographics Overview

Median population age is 59.3.^v The Village's resort atmosphere provides a family-friendly and senior-friendly environment, which is reflected in the large number of young-family households and senior citizens. Almost half of Pinehurst's population (47 percent) is between the ages of sixty and eighty-five.^{vi} Likewise, 69 percent of residences in Pinehurst are considered "family households"^{vii}, suggesting demand for wellness, enrichment and educational programs.

Population Percentages by Race ^{viii}	
White	92.8%
Black	3.8%
Asian	1.3%
Hispanic or Latino	2.1%

Racial makeup is primarily White (92.8 percent). Less than four percent of the population is Black or African American, less than three percent Hispanic or Latino, and less than two percent Asian.^{ix}

The Village has a foreign-born population of about 840.^x Most households—93 percent—speak English only at home,^{xi} significantly higher than the U.S. average of 78 percent.

Consequently, there is a lower-than-average need for English as a Second or Other Language library programs; for the 7.3 percent that speak a language other than English, 67.3 percent speak English only or speak English "very well."

Population Percentages of ESL Speakers ^{xii}	
Spanish	3.5%
Other Indo-European Languages	2.2%
Asian and Pacific Island Languages	0.8%
Other Language not specified	0.7%

Families comprise 69 percent of households, including both married-couple families (62 percent) and families with children under 18 years of age (18.2 percent). Other households include individuals 65 and older (51.9 percent).^{xiii} The average household size is 2.13 and the average family size is 2.55.

Pinehurst is relatively affluent, with median household income \$66,436 (compared with North Carolina average of \$46,450). Only 4.1 percent of the population lives in poverty, compared to 16.8 percent statewide.^{xiv}

A Growing Area

From 1990 to 2019, Village population grew an amazing 460 percent from 3,038 to 17,000 residents. The 2020 Census is expected to reveal continued significant population growth. On average, this population growth equates to an increase of about 475 residents per year.

This population growth is predicted to only increase. In 2025, the US Census projects the population in Pinehurst to increase to 18,441. In ten years, 19,889; in fifteen, 21,337; and in twenty years—at 2040—an increase to 22,784.^{xv} The population for the Tri-Cities (Pinehurst, Southern Pines and Aberdeen together) is projected to be 53,387 in twenty years, with Pinehurst's population well over a third of that total.^{xvi} 2020 Census data is expected to confirm these projections.

2020 Estimated Population Ages ^{xviii}	
Under 19	3,036
Ages 20-34	1,479
Ages 35-54	3,707
Ages 55-64	2,522
Ages 65 and over	6,251

Two age cohorts comprise the majority of Village residents. Those aged 65 are estimated to be 37 percent of the population, and those aged 35 to 54 (parenting age) are the second largest group at 22 percent, followed closely by children under the age of 19 at 18 percent.^{xix}

Less than five percent of Pinehurst residents are in their 20s (and only 1.2 percent is aged 20 to 24.) ^{xx} Pinehurst is not currently a hub for college-age students or young professionals, as the only higher education available nearby is Sandhills Community College.

With significant growth at Fort Bragg, the largest military base in the world, military families are a growing part of Pinehurst. Higher-ranking members of the military are choosing to live in Pinehurst because of the high quality of life and excellent schools (although many military families choose to homeschool and rely heavily on local libraries for materials, programs and community. (121) ^{xxi}

A notable number of Village residents are veterans. Of the civilian population 18 years or over, 17.4 percent identify as veterans, and of those, 26.9 percent identify with a disability.^{xxii}

Military families comprise 25 percent of the housing market. A second 25 percent are children of existing older residents who move to the Village to be closer to family and another 25 percent represent commuters who work in the Research Triangle (Raleigh, Durham, and Chapel Hill), Fayetteville and Charlotte. The remaining 25 percent are working retired and second-home owners. ^{xxiii}

Youth & Education

Nearly all Village residents (98.2 percent) graduated from high school and many have college degrees.^{xxiv} In 2017, total school enrollment was 2,833. Moore County has 15 elementary schools, five middle grade schools, three high schools and one technical school. Sandhills Community College is the only higher education option in the area and is a significant resource.

Pinehurst Elementary has a performance grade score of 83 (B) for the 2017-2018 school year; 84 in math and 81 in reading and an exceeding academic growth of 93.7 percent.^{xxv} 83.1 percent of students entering Kindergarten Grade across the school are proficient, compared to the state-wide average of 49.9 percent. Students that are economically disadvantaged are only 16.2 percent, which is significantly lower than North Carolina’s average at 44.3 percent.^{xxvi}

Academic Growth 2017-2018 Year ^{xxvii}		
School	Percentage	Status
Pinehurst Elementary	93.7%	Growth Exceeded
West Pine Middle	58.7%	Growth Not Met
Pinecrest High	80.7%	Growth Met

West Pine Middle has a performance grade score of 72 (B) for the 2017-2018 school year with a rating of 71 percent in both math and reading. 65.7 percent of students entering sixth grade across the school are proficient, compared to the 46.6 percent of students state-wide. Students that report to be economically disadvantaged are 25.6 percent, still lower than the 46.5 percent across North Carolina.^{xxvii}

Pinecrest High has an overall performance grade score of 75 B with 49.7 percent of students entering 9th Grade considered proficient, compared to 40.9 percent state-wide. Lower than the 46.5 percent state-wide average, 30.4 percent of students report to be economically disadvantaged. 89.4 percent of Pinecrest High students have a 4-Year Graduation Rate, which is comparable to 90.0 percent of Moore County schools and 86.5 percent state-wide.^{xxix}

Concentrations Completed by Students – Pinecrest High^{xxx}	
Arts, A/V Tech & Communications	50%
Architecture & Construction	26%
Business Management	8%
Education & Training	1%
Health Science	35%
Hospitality & Tourism	26%
Information Technology	11%
Manufacturing	7%
Marketing	5%
STEM	3%
Transportation & Logistics	14%

A school library's number of book titles per student indicates the availability of different book titles for students to select—a higher number indicates a wider variety to choose from. West Pine Middle reports the lowest book titles per student with a ratio of 13.41, compared to Moore County schools (18.29) and the State of North Carolina (18.30).

Book Titles Per Student^{xxxi}	
Pinehurst Elementary	23.80%
West Pine Middle	13.41%
Pinecrest High	3.61%
Moore County Schools (Middle & High Grade)	18.29%
State of North Carolina (Middle & High Grade)	18.30%

The book titles per student ratio is extremely low for Pinecrest High students, reporting at a ratio of 3.61. These results promote an opportunity for the library to provide more collections materials, programs and services geared towards Middle Grade and High School Grade students.^{xxxii}

All three schools are relatively close to Given Memorial Library, with Pinehurst Elementary 0.5 miles away, Pinecrest High at 3.1 miles and West Pine Middle the farthest at 4.8 miles. All three schools are under a ten-minute drive to the Library.

Local Economy

Approximately 5,528 residents aged 16 or older are in the workforce. Of that number, 40 percent have jobs in the Village and 60 percent have jobs elsewhere. Many others commute into the Village to work as well. Pinehurst has a total of 9,100 jobs filled by 7,700 individuals who commute into Pinehurst for work on a daily basis.^{xxxiii}

The economy is driven by healthcare and hospitality, which provide nearly 80 percent of jobs.^{xxxiv} Healthcare accounts for nearly 60 percent of the local job base; primarily FirstHealth of the Carolinas, Inc., operating the Moore Regional Hospital and the Reid Heart Center. Tourism accounts for 20 percent of the economy, driven by Pinehurst, LLC's Pinehurst Resort & Spa with nine championship golf courses, including the world-famous Pinehurst No. 2. Financial services and real estate are other significant employers.

Many jobs in the Village are service-oriented, with only 15 percent professional and technical, eight percent administration, four percent of management employment and four percent manufacturing jobs. This helps explain the 60 percent of Pinehurst residents who commute elsewhere.

The median household income is estimated at \$81,724 for Pinehurst residents, well above the national average of \$57,652. The population in Pinehurst has an estimated unemployment rate of 3.1%, which is below the national rate of 6.6%.^{xxxv}

"Golf by Day, Arts by Night" Culture

One of the top ten strategic opportunities from the 2019 Comprehensive Plan is reinvigoration of the Village Center by

developing a thriving arts, culture, and entertainment market. The residents of Pinehurst expressed interest in enhancing the arts scene with galleries, performing arts venues, live music, and expanded cultural events.^{xxxvi}

As part of the long-range planning process, residents were asked in the Fall of 2018 to provide their opinion on the types of new facilities they would like to see in the Village. The most frequently chosen options included a public library, an outdoor amphitheater, and an indoor theatre/performing arts center.^{xxxvii} Currently, the Village of Pinehurst's primary cultural resource is the Given Memorial Library and Tufts Archives, with a high-quality collection of materials and exhibits dedicated to the preservation of the unique history of the Pinehurst Resort and the Village of Pinehurst.

Each year in the annual Community Survey, residents are asked whether their needs are being met in the Pinehurst community. In 2019, senior citizens reported that their needs were being met with opportunities and resources with 87 percent satisfaction. However, the opportunities and resources for children under the age of 18 seemed limited with the second lowest percentage rate (71 percent).^{xxxviii}

Are Your Needs Being Met in Pinehurst?^{xxxix}	
Safety and Security	96%
Quality Healthcare	95%
Availability of Golf Opportunities	95%
Sense of Community	89%
Types of Housing	87%
Opportunities/resources for Senior Citizens	87%
Quality of Housing	86%
Proximity to family or friends	82%
Proximity to work	81%
Quality of Public Education	81%
Availability of cultural arts opportunities	81%
Availability of other recreational opportunities	77%
Low property tax rate	72%
Opportunities/resources for children under 18	71%
Access to quality shopping	68%

Not just an aspiring arts community, the Village of Pinehurst and the Pinehurst Resort have been awarded the National Historic Landmark Status for their historical, significant role in the U.S. golf history. Home of the North & South Golf Amateur, the PGA Championships, the U.S. Open Championships and more, the Village of Pinehurst is known as "the cradle of American golf." ^{xl}

In addition to golf, Pinehurst residents expressed interest in expanding their outdoors facilities to include neighborhood parks, community gardens, dog parks, and neighborhood playgrounds.^{xli} These interests suggest a desire for more age-inclusive, leisurely outdoor activities with opportunities for library services offered outdoors.

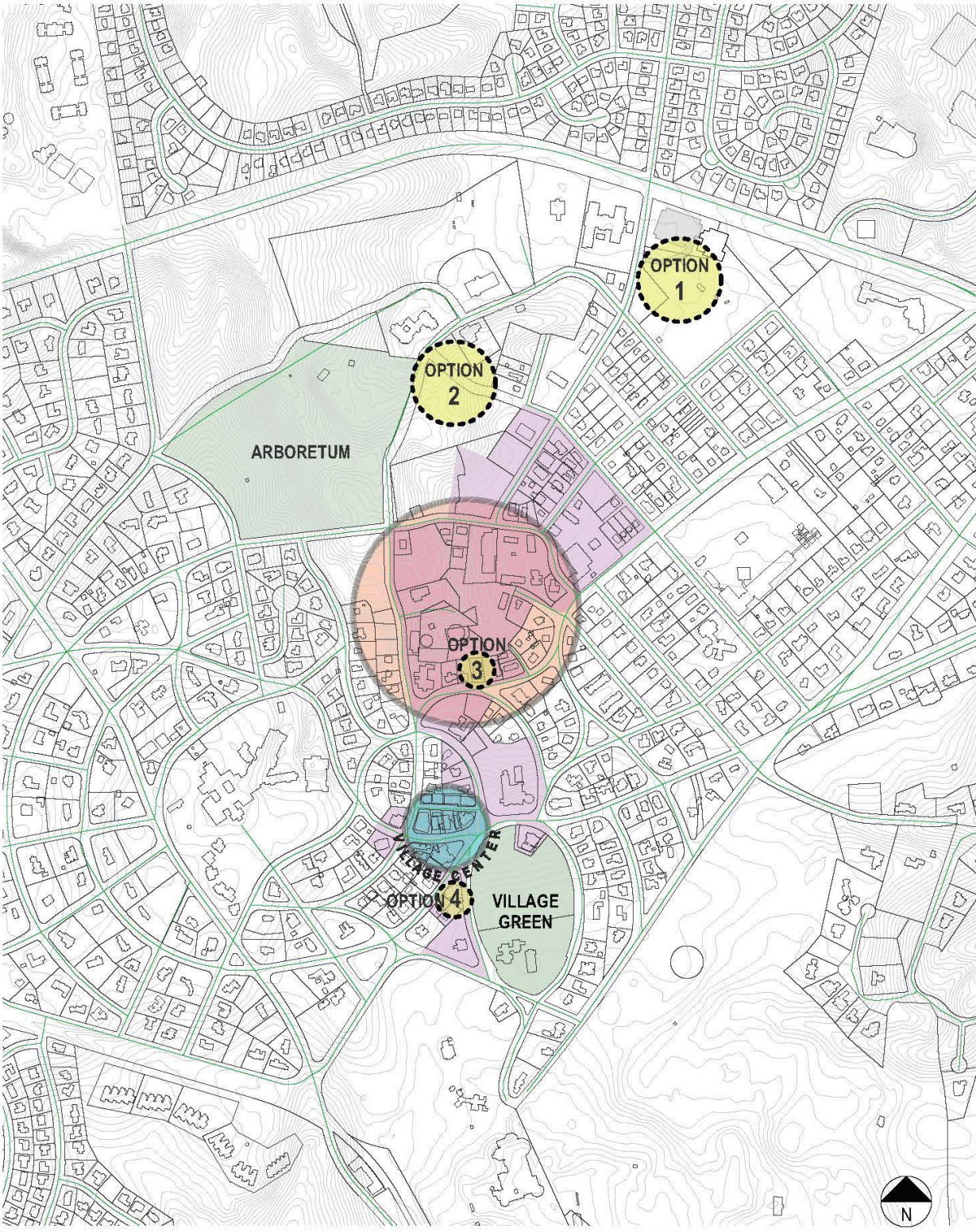
Digital Village

Becoming a "Digital Village" is another top strategic opportunity of the 2019 Comprehensive Plan. As a hub of digital literacy and connections, the library embodies this strategic opportunity to "expand digital infrastructure" and become a "community for innovative businesses and residents who want to work from home." ^{xlii}

Pinehurst residents have strong access to technology; 93.8 percent have one or more types of computing devices. An estimated 90.1 percent of households have a desktop or laptop; 71.2 percent have a smart phone; 58.1 percent have a tablet or other portable wireless computer; 5 percent have some other type of computer and only 6.3 percent have no computer.

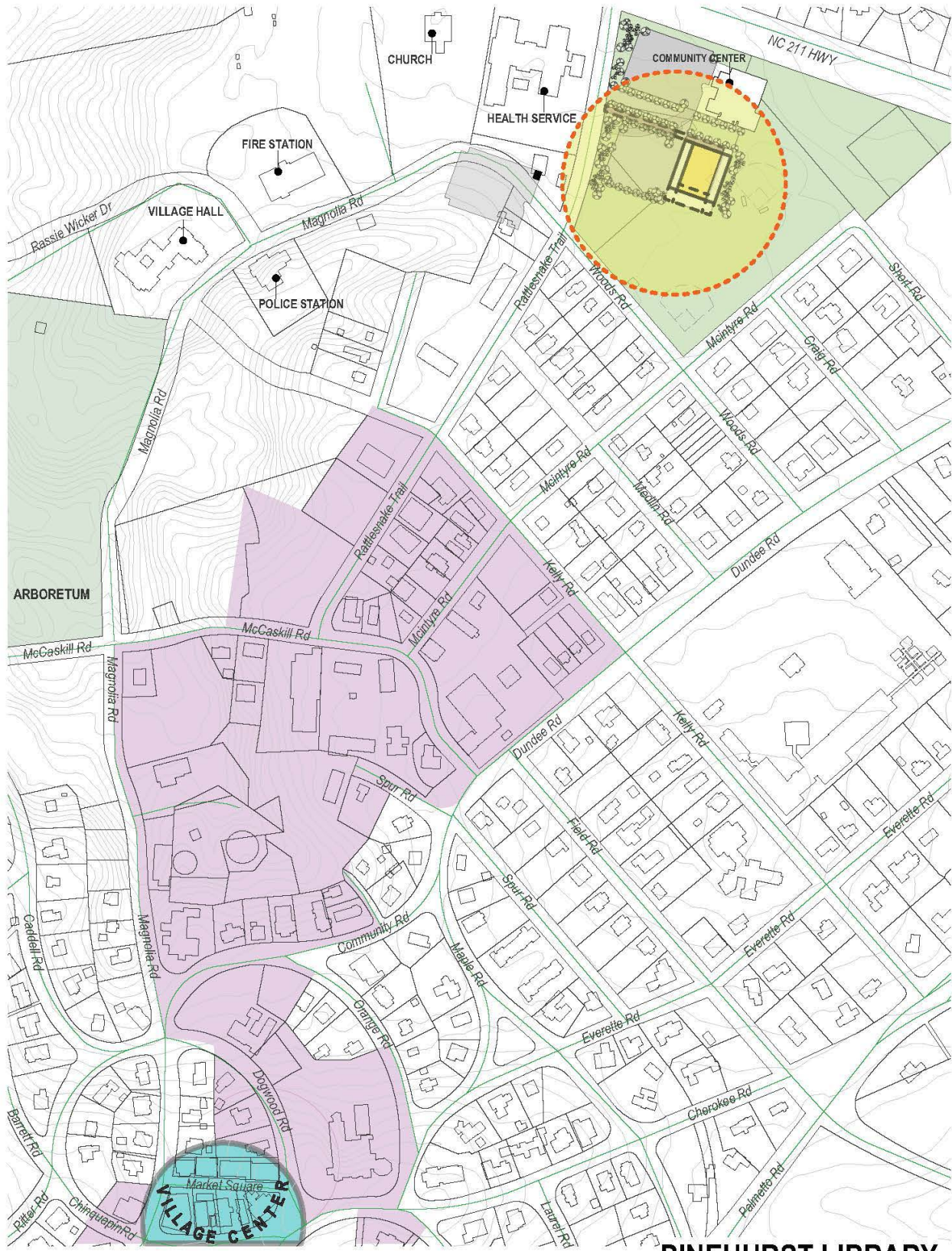
About 91 percent of households have an Internet subscription, with 0.6 percent a dial-up connection and 90 percent a broadband connection. Library Internet access is important for the 9.4 percent of residents do not have an Internet subscription and for visitors. ^{xliii}

APPENDIX II. SITE DIAGRAMS FOR RECOMMENDED LOCATIONS



- PUBLIC GREEN SPACE
- VILLAGE CENTER BUSINESS AREA
- VILLAGE CENTER
- NewCore AREA
- PROPOSED SITE

PINEHURST LIBRARY
SITE OPTIONS
CONTEXT MAP



PINEHURST LIBRARY
SITE OPTION 1
CO-LOCATE w/ COMMUNITY CENTER



+/-17,000 sf - NEW 1 Story

PINEHURST LIBRARY
SITE OPTION 1
 CO-LOCATE w/ COMMUNITY CENTER



**PINEHURST LIBRARY
SITE OPTION 2
CO-LOCATE w/ VILLAGE HALL**

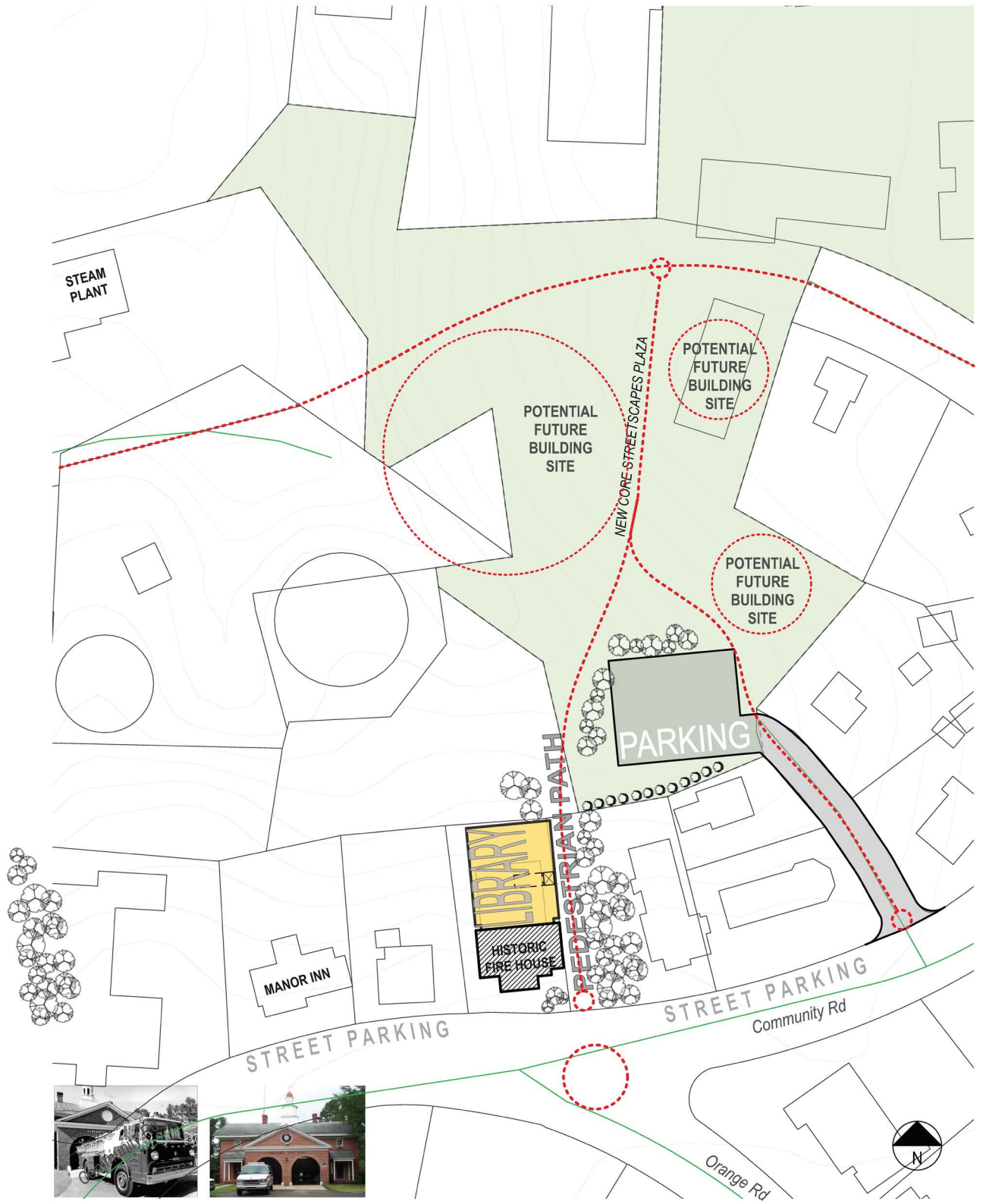


+/-17,000 sf - NEW 2 Stories
Location allows for integrated forest amphitheater

PINEHURST LIBRARY
SITE OPTION 2
CO-LOCATE w/ VILLAGE HALL



PINEHURST LIBRARY
SITE OPTION 3
RENOVATE+EXPAND HISTORIC FIRE HOUSE



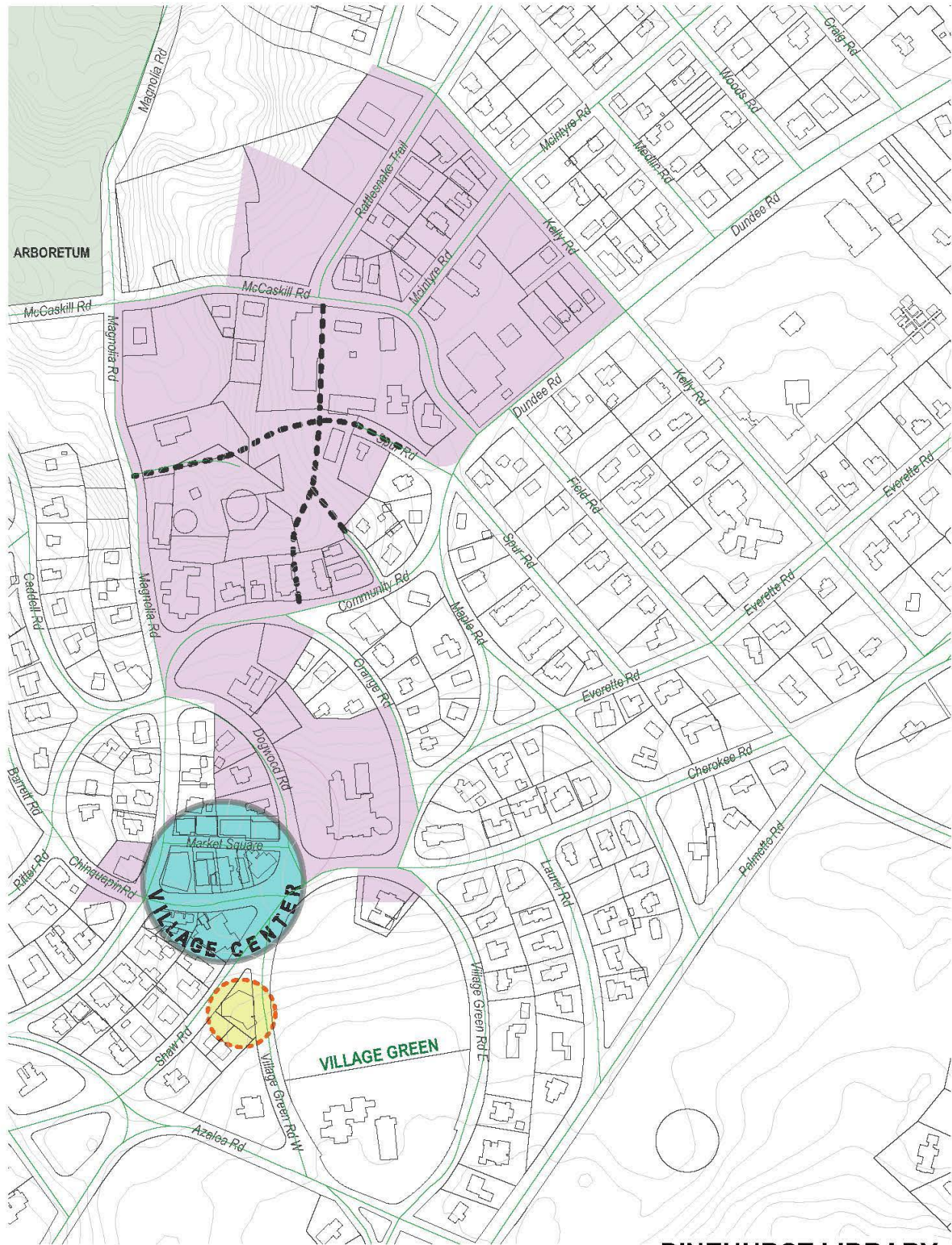
+/-10,000 sf - NEW 2 Stories

+/-2,800 sf - RENOVATED 2 Stories

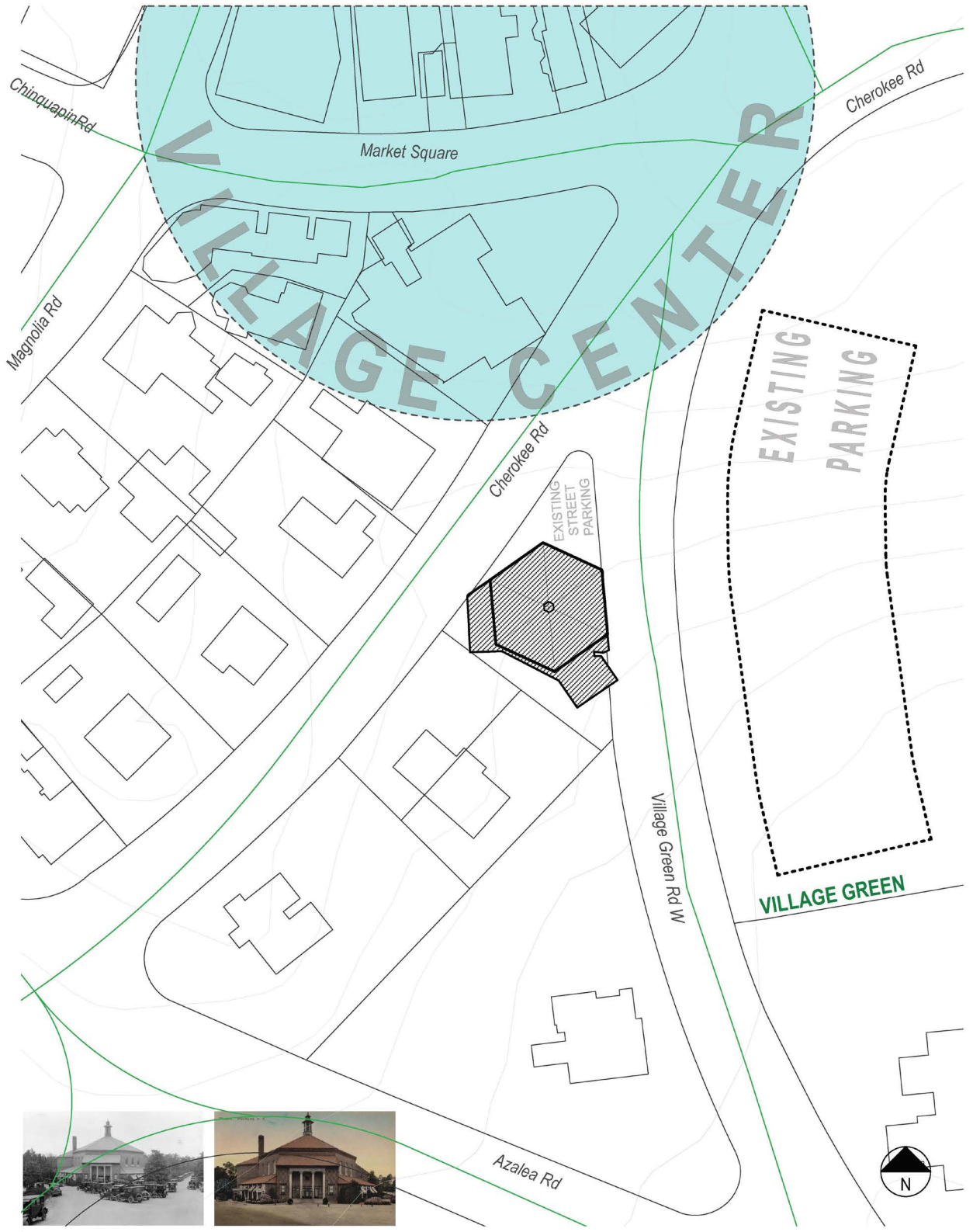
+/-13,000 sf - TOTAL

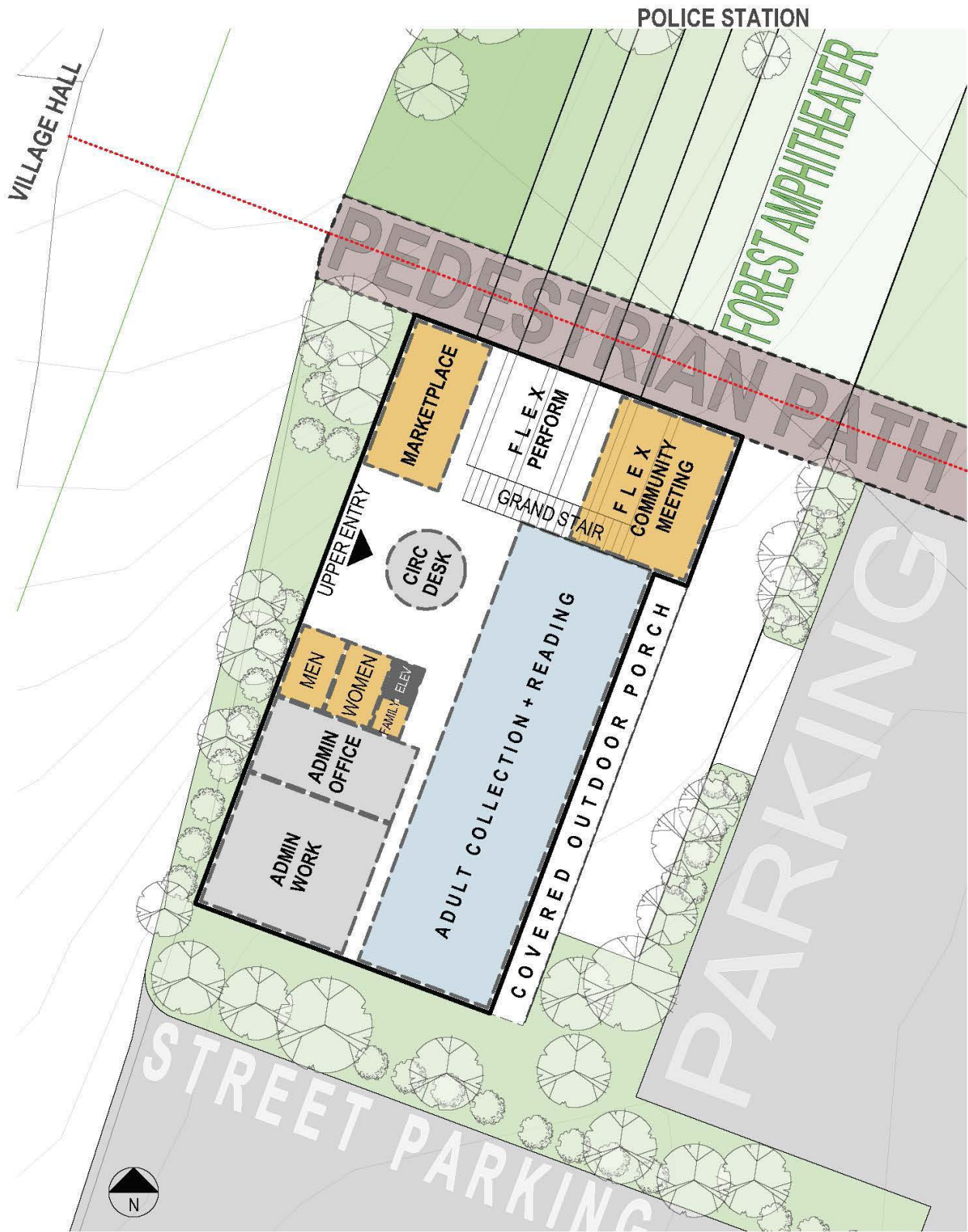


PINEHURST LIBRARY SITE OPTION 3 RENOVATE+EXPAND HISTORIC FIRE HOUSE



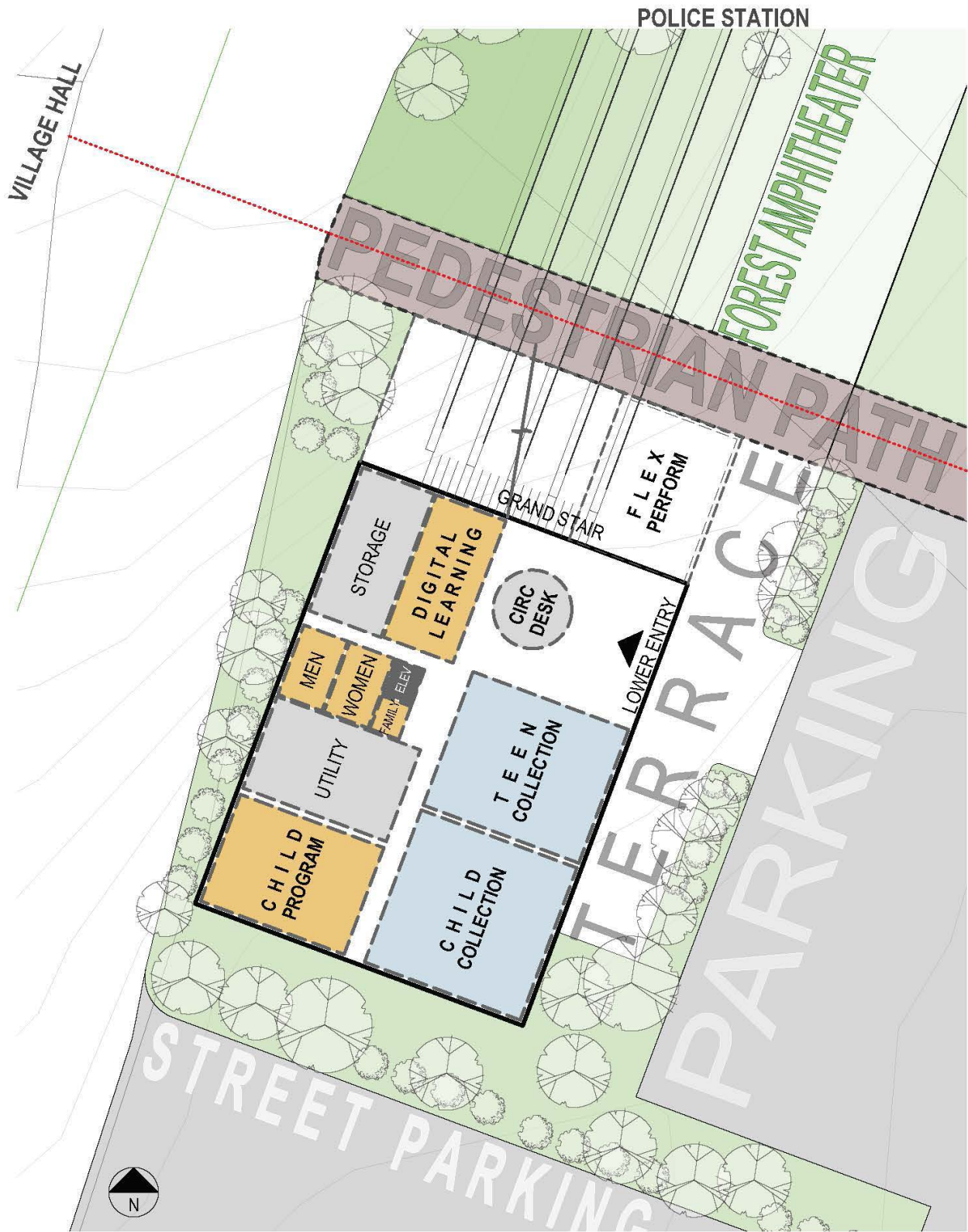
PINEHURST LIBRARY
SITE OPTION 4
 RENOVATE 1922 CAROLINA THEATRE





1 UPPER LEVEL
Scale: 1" = 30'-0"

PINEHURST LIBRARY
SITE OPTION 2
SAMPLE FLOOR PLAN - UPPER LEVEL



1 LOWER LEVEL
Scale: 1" = 30'-0"

PINEHURST LIBRARY
SITE OPTION 2
SAMPLE FLOOR PLAN - LOWER LEVEL

APPENDIX III. SUMMARY OF COMMUNITY INPUT

Please note the follow-up survey to be distributed to 400 Village residents via U.S. mail has not yet been administered; analysis will be added when data is available.

ONLINE PUBLIC SURVEY

An online survey was conducted January 27 - March 2, 2020. The survey was available at engage.vopnc.org/library and was completed by 386 Pinehurst residents. A survey completed by 400 residents is a statistically valid sample size for a population less than 100,000 with a +/-5 percent margin of error. **Please note this analysis includes only respondents who live in the Village of Pinehurst.**

The survey successfully reached both library users and non-users; 62.9 percent of respondents had used the Given Library during the past 12 months while 37.1 percent had not. The majority of users (41.3 percent) visit about once or twice a month and 33.6 percent use it three-five times per year.

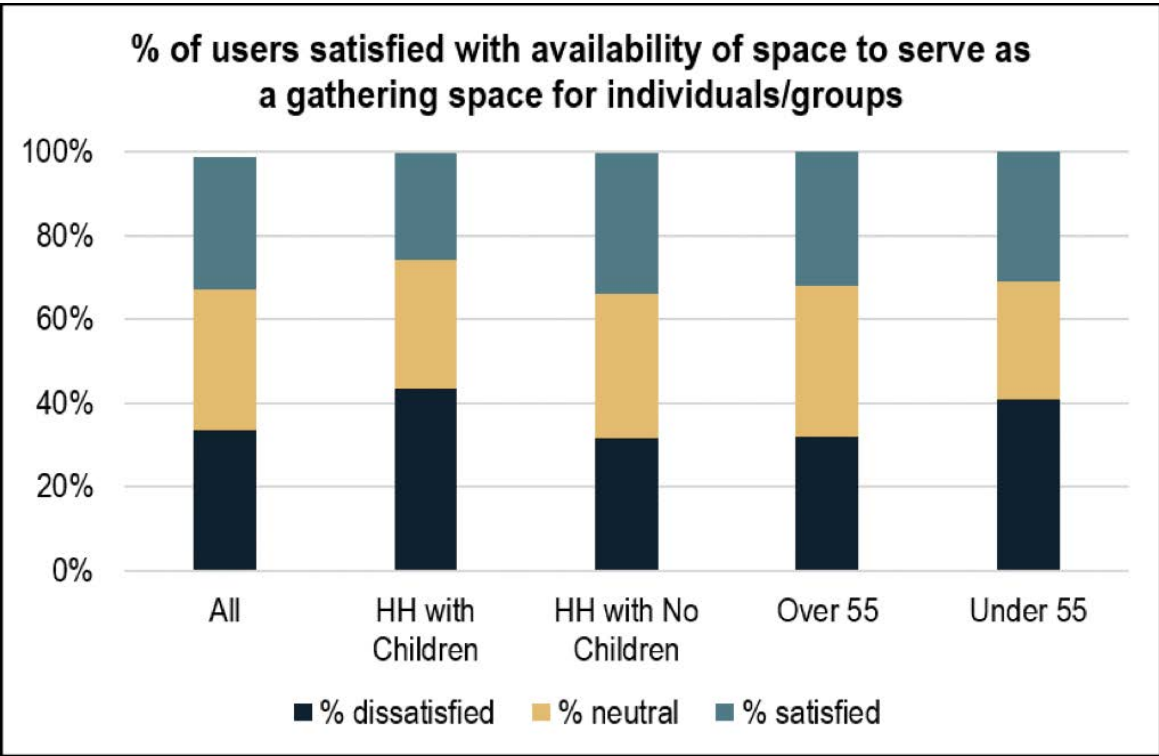
Library Programs and Services Use

Desire for Library Services

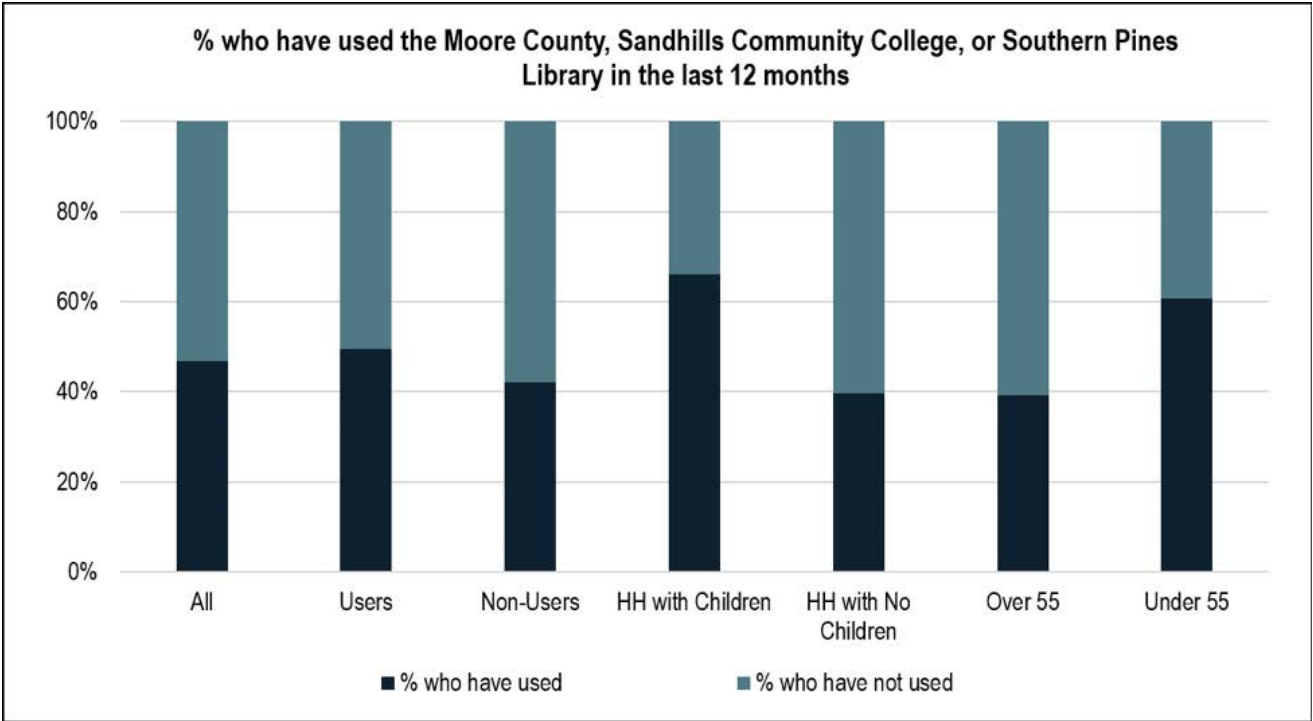
Percentage of respondents likely to use or would definitely use. Highlighted areas below indicate when 50% or more of respondents indicated they would likely or definitely use the service.

		All Respondents	Over 55	Under 55	Households with Children	Households without Children	Users	Non- Users
Educational Services	Book and Magazine Collection	73%	72%	76%	80%	71%	85%	54%
	Computer/Wi-Fi Access	33%	24%	47%	45%	28%	34%	30%
	Digital Media (eBooks, etc.)	61%	57%	69%	67%	59%	67%	51%
	Print, Copy, Scan & Fax Access	32%	28%	39%	32%	31%	32%	31%
Gathering Spaces	Individual Study/Work Space	37%	24%	61%	61%	28%	39%	34%
	Group Study/Work Space	47%	43%	53%	56%	43%	47%	46%
	Connected Conference & Meeting Space	62%	65%	58%	63%	62%	67%	54%
	Relaxation Space	33%	21%	56%	53%	26%	33%	34%
Programs/Activities	Adult Programs & Classes	37%	33%	41%	40%	35%	38%	34%
	Book Clubs/Lectures/Discussion Groups	50%	41%	63%	65%	43%	54%	40%
	Children's Programs/Classes	64%	68%	56%	59%	66%	68%	56%
	Teen Programs & Classes	28%	12%	57%	73%	12%	29%	26%
Creative Spaces	Art, Music, Performance & Exploration	20%	4%	50%	60%	6%	18%	25%
	Digital Learning Lab	57%	55%	62%	64%	55%	60%	52%
	Maker Space/Innovation Technology	34%	23%	53%	54%	27%	35%	33%
Partner Services	Other Community Services	37%	31%	47%	49%	33%	39%	34%
	Retail Co-Location (coffee shop, café)	52%	49%	58%	60%	49%	55%	48%
	Welcome Center	69%	63%	79%	82%	64%	70%	66%

Among all respondents, speaker and adult events are the most popular programs and materials checkout was the most popular service. The Library's limited technology is reflected in use; 79.3 percent of respondents do not use the computer, Wi-Fi, scanning/faxing or printing. Respondents are very pleased with staff with 86.2 percent of respondents either satisfied or very satisfied. Limited physical space was also noted; 34.5 percent of respondents are either dissatisfied or very dissatisfied with the availability of community meeting space.



Residents have a positive impression of the Library with 59.3 percent reporting very positive or positive. Almost half of respondents (46.8 percent) used the Moore County, Southern Pines or Sandhills Community College libraries during the past 12 months.



Non-User Responses

The top three reasons respondents **do not use the library** include:

1. They have Internet access at home or work
2. Prefer to get their books and other materials elsewhere
3. There are no library programs or services of interest

Other reasons include a library is not important to them, the selection of books is too limited and the respondent is too busy and does not have time to use the library. The majority of non-users (70.7 percent) do not have children living at home and 52.9 percent are age 55 or older.

A number of non-users do not know there is a library in the Village. Social media and flyers are the most effective means of communication. Nonusers report they would like to receive information by email, social media and ads in local newspaper/magazines. Non-user impression of the library is positive; 31.4 percent have a positive or very positive view; 14.3 percent have a negative or very negative view and 54.3 percent are neutral or have no opinion.

Some who do not use the Given Memorial Library use other nearby libraries. 42.1 percent report using the Moore County, Southern Pines or Sandhills Community College libraries during the past 12 months. Non-users are fairly evenly spread among neighborhoods, with the largest group (25.7 percent) living in the Old Town/Linden Road/Donald Ross/Clarendon Gardens areas.

Households with Children Responses

A majority (60.2 percent) of **households with children under 18** have used the Given Memorial Library in the past 12 months, with half visiting once or twice a month and 35.5 percent visiting three-five times per year. Not surprisingly, children's programs are by far the events most attended by this group and most (80.6 percent) check out books and materials. The Library's lack of technology is reflected in use; 83.9 percent have not used any technology resources.

Space for community gathering does not meet the needs of households with children; 43.5 percent are very dissatisfied or dissatisfied while 30.6 percent are neither satisfied nor dissatisfied. Staff are rated highly with 67.8 percent satisfied or very satisfied with staff experience and interaction.

The top four reasons **non-user households** with children do not use the Library are:

1. No programs or services of interest
2. Internet access is available at home or work
3. Hours of operation and program times are not convenient
4. There are not enough meeting areas, room or space/prefer to get books, movies or music from other places (tie)

Communicating with this group seems to be a challenge. Word of mouth and library posters are the most effective channels, but none of the channels reach more than 12 percent of respondents. Most would prefer to hear about programs and services through the website, social media or email.

Impression of the Given Memorial Library is split; 46.6 percent have a positive or very positive impression and 44.6 percent have a negative, very negative or neutral impression.

Households with children use libraries; 66 percent have used the Moore County, Sandhills Community College or Southern Pines libraries in the past 12 months. Homeschooling is not popular with survey respondents; 92.2 percent send their children to school.

Over Age 55 Responses

Respondents age 55 and older are library users; 70.3 percent have used the library in the past 12 months. More than half (57.1 percent) visit one-two times per month, weekly or more. Not surprisingly, this group most often attends speaker events and adult programs. Some (5.8 percent) attend children's programs, likely bringing their grandchildren. The collection is important to this group; 71.4 percent check out books and materials.

Similar to other user groups, most (78.3 percent) do not use the Library's single computer. Availability of gathering space

is also a concern; 32 percent are dissatisfied or very dissatisfied and 36 percent are neither satisfied nor dissatisfied. Satisfaction with staff is quite high with 70.9 percent very satisfied and 23.4 percent satisfied.

The top reasons **over 55 non-users** do not use the Library include:

1. They have Internet access at home or work
2. Prefer to buy their own books and materials
3. The library is not important to them

Ads in local newspaper/magazines, email and word of mouth are the most effective channels for communication at present; respondents report email, website and ads in local newspaper/magazines are their preferred channels. Overall impression is high with 67.4 percent reporting positive or very positive.

39.1 percent have used the Moore County, Sandhills Community College or Southern Pines libraries during the past 12 months. Most respondents in this group are over 65 (73.9 percent) and the remainder are 55-64. They represented a fairly even split of neighborhoods with slightly more from Old Town/Linden Road/Donald Ross/Clarendon Gardens (25.3 percent), Pinewild (15.3 percent) and Lake Pinehurst/Burning Tree/St. Andrews/Cotswold (17.3 percent).

Under Age 55 Responses

About half of **respondents under 55** (51.8 percent) have used the library in the past 12 months, the vast majority of whom visit one-two times a month (47.9 percent) to three-five times a year (36.6 percent). Children's programs are by far the most used service, followed by Gathering at the Given and adult programs and speaker events (tied). Most use the library for the collection; 83.1 percent check out books and materials and only 18.3 percent use technology.

A slightly larger proportion of this group (40.9 percent) is dissatisfied or very dissatisfied with community gathering space. 31 percent are satisfied or very satisfied (28.2 percent are neither). As with other age groups, most under 55 non-users (66.2 percent) are satisfied or very satisfied with staff.

Also similar to other groups, reasons **non-users under 55** do not use the library include:

1. They have Internet access at home or work
2. Limited selection of books and materials
3. Programs or services are not of interest

Website, email and ads in local newspaper/magazines are the best communication channels for the under 55 group, these are also their preferred channels with the addition of social media.

Overall impression of the library is mixed: 44.6 percent are positive or very positive, 14.6 percent are negative or very negative, 28.5 percent are neutral and 12.4 percent are nonusers and have no opinion.

Like other segments a majority (60.6 percent) use the Moore County, Sandhills Community College or Southern Pines Libraries and only 8.3 percent homeschool their children. Most respondents are 35-44 (38 percent), others are 45-54 (29.2 percent), under 25 (22.6 percent) and 25-34 (10.2 percent). About half of respondents live in the Old Town/Linden Road/Donald Ross/Clarendon Gardens (28.5 percent) or Village Acres/Murdocksville Road (21.9 percent) neighborhoods.

PUBLIC INPUT MEETINGS

Input sessions widely promoted and open to the public were held 6-8 p.m. on February 18, 2020 and 10 a.m.-noon on February 19, 2020. All Village neighborhoods and some neighboring communities were represented by 115 attendees. Meetings included a presentation on possibilities for modern library service followed by a chance for attendees to indicate which library services they are likely to use.

		Definitely Use	Likely to Use	Not Likely to Use
Educational Services	Book and magazine collection	70	22	8
	Computer/Wi-Fi access	29	32	37
	Digital media (eBooks, etc.)	42	32	21
	Print, copy, scan, & fax access	19	25	50
Gathering Spaces	Individual study/work space	27	24	43
	Group study/work space	23	24	47
	Connected conference & meeting space	25	33	40
	Relaxation space	28	23	43
Programs/ Activities	Adult programs & classes	45	38	14
	Book clubs/lectures/discussion groups	51	35	15
	Children's programs & classes	16	16	62
	Teen programs & classes	14	10	70
Creative Services	Art, music, performance, & exploration	37	38	25
	Digital learning lab	22	30	45
	Maker space/innovation technology	18	18	58
Partner Services	Other community services	18	30	39
	Retail co-location (coffee shop, cafe)	30	43	28
	Welcome Center	12	34	51

**Public Input Meeting attendees were also asked to
share their ideas and "like" the ideas of others.**

IDEAS	# OF LIKES
LIBRARY FACILITY/SPACES	
Facility should have handicap accessibility (parking as well)	16
Lots of parking	10
Lots of space for kids, reading, writing, and etc.	10
Although I wouldn't use an individual or group workspace, I think it is important to have it in the community- now and in the future	7
Adequate space for children section	7
Vail CO. library has glassed in room for kids' programs. They can be noisy!	5
Keep the room that records Pinehurst history and Donald Ross collections	5
Let's just build a great library	3
High school oriented-study areas for group projects	3
Adequate space for summer youth camps (STEM)	2
1 to 3-person quiet study areas	2
Build library with flexibility to meet future needs	2
Build a new library ADA compliant	1
PROGRAMS /SERVICES	
Encourage literacy with reading programs for all ages-very young children to adults	17
Liked the idea of Teens teaching tech. or vice versa	17
Online renewal	12
We need not have a business center-it is a library	12
Services for handicapped, visually impaired and blind. Audiobooks and eAudiobooks	11
Extend hours	10
Writing workshops, journal writing, short story writing, poetry writing, etc.	7
More e-books	7
Wine bar/books "Books and Booze"	7
Online listing of books on tape/CD, movies	6
Increase non-fiction section	6
There is a group that does small business help. They could meet at a new library.	6
Develop programs for pre-school children	5
A program with Elem. Schools where they go to the library once a month and get access to the library services to further engage community. Specifically, the Pinehurst Elem. Bc the school is mobilized and assume they lost a lot of library facilities	5
Children's programs- Note: Working or single parents don't have advantages of daytime events. More inclusive.	4

Offer afternoon class to introduce patrons to Facebook, Twitter, Instagram, and Snapchat	4
Author series TOP authors. Tap into those appearing in Triangle.	4
Young adult outreach/activities	3
Mentorship programs	3
GIVENS Specific: "Thin the Herd". Limited space-1 author should not have 2 shelves. VCR tapes? Does anyone still have one. Upgrade magazines and newspapers.	3
Determine the gap between what the schools cannot offer and what a library could offer for ALL age groups.	3
Don't forget needs of working adults without children. Arts & Culture programs, talks, evening and weekend events, and singles meeting singles.	2
Summer camps for kids	2
Multi-media resources will bring in teen-aged population	2
Large collection of children and teen books	2
What about those that don't live in the Village?	2
Recognize that library needs change as we age	2
Think inclusive	1
Increase technology. Other database able to get other libraries services. E.g. Language programs (foreign language instruction)	1
I support digital learning lab-as long as it is different than what SCC has.	1
ESL, tax prep, and SRS	
More computers for people to use	
Separate young adult section-not in kids' area	
Critical to have staff be active participants in the community	
LIBRARY LOCATION	
Make Tufts an enhanced museum or archives center. Build new library, small but up to date. Partner with Rec. building for larger arts/speaker programs.	20
Keep library as close to town center as possible. Example: Next to Community Center	20
Use existing library for Tuft's Archives and Pinehurst Museum	16
Move Tufts to upstairs Theatre Building with Welcome Center.	15
Pinehurst must have a museum to attract tourist. One that is open on the weekends like other museums. Turn Given into a full-service museum then build a library on Village property that is part of county wide system, sharing online and book loan services.	12
Let's not make the mistake of relocating the library out of the Village Center. We need the foot traffic in the Village.	10
Move Tuft's out. Expand in current building. Renovate.	8
Build library next to Police Station. Use Given for Archives and possibly Visitors Center	8
Relocate library facility to this municipal area for easier better access for all PH residents	5
Use current library facility for an expanded Archives facility	5

Library needs to be downtown	5
Move Archives into/near Welcome Center. Leave existing building for Library. Plus secure a satellite space for more.	4
Make current library Tufts Museum. Build new library elsewhere-how about where the Village voted against the medical center-next to apartments.	4
Should be walkable/accessible for Village residents	3
Should be a public library. Use current building for archives only and perhaps sell to the Resort so they can continue future archives. An additional would be more financially viable.	2
Keep library where it is and expand	2
Keep library in current location & expand. We don't need another Theater Building.	1
Facility: think outside box-Satellite locations for various components where needed most. Reuse & refurbishment of existing buildings.	
COORDINATION WITH OTHERS	
Consider County wide Library System-share resources	23
Inter Library loan	22
How do we leverage all 15 libraries in Moore Co. to work together?	21
Much of the services presentation is a duplication with the Community Center, SCC, Schools, clubs, health centers, and etc.	21
We have SCC, High School, and Community Center-No more Need	12
Disagree with comment above (# who do not agree with comment above)	19
We should use services already provided by County and surrounding towns	10
\$60 a year per resident is cheaper than building. Cost is nothing now.	9
Coordination with other libraries to give us access to larger/various resources	7
Establish a connection with other libraries to obtain books not available in the requesting library.	7
Many special programs can be held at Community Center	6
Use Community Center for group activity	5
Pinehurst-yes. Southern Pines- yes \$60 a year. Other communities?	1
OUTREACH	
Bookmobile to visit regular route. Senior Centers, Park, shut ins, etc.	4
Like the idea of providing transportation to seniors and kids. Otherwise they wouldn't get to use the library.	2
OTHER	
Use same money for police, fire, and infrastructure. Like storm water control and road repair.	

COMMUNITY CONVERSATIONS

A series of four Community Conversations were held February 18-20, 2020 at Village Hall. The groups were carefully curated to ensure a diversity of age groups, neighborhoods, genders, children in household, and occupation. More than 200 residents applied to participate in the groups; 53 gave their time and opinions generously. A summary of these conversations follows:

Hours of Service

Several participants, especially working families, want longer hours of operation.

- I think the library needs to start with more hours. They close so early and if you have children who are in school, by the time they finish their schoolwork the library is closed.
- I commute an hour each way every day, and so I don't get home until about 5:30 or 6:00, and the library's closed. And so that leaves me about three hours on a Saturday to use it.

Collection

There is consensus that the collection is too small. More variety is requested.

- I belong to book clubs and I'm always needing a particular book and it has been very difficult finding these books in our given library. I usually have to go to the Moore County System and find the book through them.
- I keep up on the New York Times, Washington Post best non-fiction books, and I'm always surprised at the books that they (the Given Library) don't have.
- I pay for a Southern Pines library card, Sandhills Community College, Moore County, as well as Fort Bragg. I go through at least four libraries to find a simple book just for homeschooling.

Information Services

- In my previous library you can get what we're looking for or get books or information from a lot of different points, but that also means we have extremely talented librarians whose real role is to help us find the information we're looking for. And honestly, my biggest disappointment here has been we really don't have a robust option. If you're interested in a subject that you'd like to learn about, it's quite hard to assemble basic data to find someone who might be better than you are at searching the internet, at getting publications sent to you. And I hope that we can move in that direction because I think a library should be more than a reading room with a repository of old novels and mysteries.

Library Building

Nearly all participants had an opinion on the current Given Memorial Library/Tufts Archives building. There was strong consensus that the current library facility is far too small to meet community needs. Several key themes emerged:

Keep Tufts Archives in current facility and move the library

- I just don't want us to spend a lot of money on a 19th century structure that's going to be obsolete because of what library technology is doing.

Only a few want to keep both the library and archives in the current facility:

- The library itself is a small portion of this structure. There's plenty of room in that building for a library. Did you ever go in the basement? It's massive.
- I do like the idea of having the library in the building it's already in. I like being able to be in the village, and being around other people. And they're all in walking distance of the village.
- The collection is not big enough, but if we move the archives out we could add more space for our collection.

A Village library should be centrally located (definition of a central location is not limited to the heart of the Village, it includes the Rattlesnake Trail area, Village Hall area and the Village Place area).

- Still utilize that building, but then have a true community library still in the village where they have larger hours, more events for all ages.
- I think that we need a new library. I think the majority of the people would like to keep it in the village area—I wanted it to go in the theatre building. I thought how great.
- They do a really good job with these little green walkways and things so it would be neat to tie it in to somewhere that's close to a green space or a walkway so you can easily access it.

- I love this idea of having the Given Library and the Welcome Center in the same building. I mean, the two go hand-in-hand; the Welcome Center and look here's the library.
- I feel like that the Village has a special environment where everything is neat, everything's clean and it just feels nice, it's refreshing to be there.
- I think this is a great spot. We're over here a lot doing things at the park and we just walk the trails over here a lot. For our family, it would make the most sense to have everything together, as much as possible.

Current building historical designation

Participants do not want to lose the building's designation as a historic landmark.

- If you touch that building where the library is right now and replace a brick, the archives or whoever will have a hissy fit. The Village has to decide what they're going to do about whether they care that much about the designation.

Build a new library building/convert an existing building

- I think, a lot of people like me who are moving to Moore County, moving to Pinehurst, having experienced much bigger communities. I could envision Pinehurst utilizing something much larger in a new, modern building.
- Do all of the components of the library need to be under one roof? Could we add an annex to the community center that might become a lab? I think if we continue to think of a traditional library in the way most of us are used to a library, then children are not going to have they are going to need in a place where we're looking for virtual reality, open access and all of the changes that are coming at us faster than a train.
- I don't believe there are a lot of open spaces that could have the square footage that a completely central library would need, as well as enough parking space for people.
- Ideally, if everything would be in one place, that that'd be wonderful.
- The theater building seems to be an underutilized space. And I know it's privately owned. But it seems like that's a really underutilized space and it has really great history.

Provide space for quiet reading and study

- One thing that I'm finding to be a detriment whenever I use the library is quiet space. Whenever you're in there there's always something else going on whether it be a meeting with a group or whether it be a children's program or something else. There's never a time I go in there where there isn't a distraction and to me that's what a library is supposed to be about, quiet so that you can sit there and read and concentrate.
- When I go into the library here, I feel really claustrophobic. You know, it's like there's really no place to kind of spread out and do work.

Ensure a welcoming, "cozy" atmosphere

- We love the library and we usually are at Pinehurst. Sometimes we use Southern Pines but the one thing that I hope that we can keep, I love the feel of Pinehurst library. I love how cozy it is and how you feel relaxed when you go in there.

Provide a dedicated space for children

- In one of the communities where we lived the libraries had a children's room where they would conduct the story time and they were able to have music, they would have shakers and toys, sometimes they would bring out books and it was such a cool happy, bright painted space.
- We're forced to go to some other library because they don't have the facilities or what we need for my kids.
- Some people have rowdy kids and they feel like library time is very much sit down, be quiet. If you're searching for books, it's a very quiet type space; and there's not a room for not being quiet.

Provide community meeting spaces

- Open rooms for community meetings. We have almost no spaces. People know friends and churches where they can use one of their rooms for this meeting or that meeting. So even beyond what the library might offer, just spaces for community meetings.
 - I see a demand for space for people to meet. I'll tell you, there's any number of book clubs and organizations that I belong to and they're saying, "Where can we meet?" You know, "Can we get a conference room at the Pinehurst Country Club or at the book store?"
1. We talked about the work at home. Well, work at home's fine but you also, from time to time, need collaborative

spaces where people can get together and use the technology to communicate, whether it be face time or Skype or even some of the newer technology. I think if the library could provide that, that's a gathering space that could be really useful.

Provide small performance/arts space

- They can play music, and it's not disturbing people in other parts of the building. But then that room then is available for non-story time hours for community meetings, HOA meetings, whatever else it may be used for--small concerts, and so on. But I think it's a super valuable space to have in a library.
- You're going to be duplicating space that is already existing in the community, such as the new community center. They do have smaller areas in the building that you can do something like that.

Village Community Center

Participants were split regarding ability to use the new Community Center for library services.

Some suggest using the Community Center:

- I'm curious, a lot of the comments by the younger people are services and I'm wondering from the town—we just built a big community center. How much of that can be used for services?
- I do think it would be awesome if it was a public service under municipal government. My one concern is getting too big for our britches and making sure that we are supporting the other areas of the municipality to where the library is one entity, but it supports the community center entity. So, it's not--and that's my point of it not being this big meeting place and community center, because we need to be able to support the community center and what it brings.
- We would want to make sure if we're saying we need more space in the library, let's evaluate the brand-new community center that was just built and whether it's actually going to meet that need.
- Look at the programs that are being offered at the community center, at the community college. I think we have to partner with other organizations in the area and collaborate with them.
- If you moved the physical library, the books and all of those things, to the community center, you would have so many more people using the library that don't currently use the library.

While others do not think Community Center space is a good solution:

- The community center is not adequate as built.
- There's nothing there – no space. It's a basketball arena and they charge to go there.
- I know originally when they were planning the community center there was a suggestion that the library be part of that community center because you would have the kids there already for other activities and they could go to the library very easily. Why was that not included when the final plans came out for that community center because that would've been an ideal thing for programs like you're talking about for the children? It would not have been so good for the adults because, again, I think the adults are looking for the quiet space, not for the activities, but we have to find a medium between the two.
- They did not listen to the community with that rec center.
- My wife has already told me we'll probably never use that.

Library remains in current space

A small minority think nothing should change.

- The library needs to be a library. The space is more than ample for the kids. The basement could be beautifully redone for the children. That keeps you out of the hearing zone of people who want private space, the older community that wants book access.
- Take the building, you got plenty of space, make it into a library, and find a wonderful historic home for the archives.

Partnering with Southern Pines, Moore County or Sandhills Community College Libraries

The majority of participants want a library in the Village:

- I would like a new library for Pinehurst for growing families because I don't want to drive 20 minutes to Southern Pines.
- There are so many families in Southern Pines. There are so many families in Pinehurst. We have too many children if we want to show up at those events too.
- I would love to have more opportunity for the kids and if we don't take them to the library, well, where are we

- going to go for that. I'd rather spend that time and money here in Pinehurst than go to Aberdeen.
- You know, libraries are culture spaces. We spent how many millions of dollars to build the community center across the way and maintain greenways? Libraries are just as critically important, and we do pay. I am paying \$60.00--so much for the Southern Pines Public Library. I don't want to pay that fee. I'll give you my \$60.00 every six months to build a Pinehurst Library.
- I take my children to the Moore County library in Carthage, which really is not convenient for me at all. And because of the hours, we can only go on Saturday morning. But we go there, not because we love the building, not because they have an enormous selection. We go there because they have interlibrary loan.
- I'm not a mom yet, but I wouldn't want my kid to have to drive all the way into Southern Pines at 9:00 at night to have to do that, when we do potentially have that facility available here.

Some suggested saving resources by combining with the Moore County or Southern Pines libraries.

- We have so many libraries within the area that we should join—including Southern Pines—the whole system should become a public library and we can access any one of them without having to pay a fee like we have to for Southern Pines. So that, and we don't need to spend \$4 million on another building when we've got all the facilities; they're just spread out.
- I think that if we were able to split that off and put the children over towards the resource center (new library) with the facilities that they need at a much less cost than what it would be for everyone and then the adults could use the Moore County System including the college. The college library is a fantastic facility. It's quiet all the time and they've got facilities for college-level students and adults and things.
- It seems that Pinehurst and Southern Pines and Moore County have not coordinated at all in terms of library services; and yet, there are other counties nearby, Wake and Cumberland, examples that have. And it seems to disjointed. Ideally, Pinehurst would get a great, big library; and become this benchmark for let's consolidate. Let's help Southern Pines residents. Come on down and get your library card.
- Where are the other libraries? Has there been any work to work between the three communities that are here? Do we really need to have a library in each one of these towns? Would people be satisfied with a large library that would service all of the three areas?
- But I don't see how a small town--because this is not a big place--how they each can have their own. I like the one we've got, I like the archives, I like all that stuff. But I mean, is there anything in putting stuff together so that all three may benefit, or something like that?

Tufts Archives

Participants value the Tufts Archives and want to ensure residents and visitors retain access to the collection. Most suggest the archives remain and expand in the current facility.

- We have that wonderful Tufts Archives, which is a treasure in that building which I would never want to lose, but that takes half the building.
- It should take the whole building.
- Keep the archives there and then find another facility for the library.
- I would love to see Tufts still expand because you have the resort close by, you have the Holly Inn right there and people can go over there and see the history of Pinehurst and everything and learn about it.
- When I look at the library here in Pinehurst, is it a library, or is it a museum? And if it's a museum, it seems to be very narrowly focused. But it takes up a lot of space, and it wants more space. I think we really have to figure out as a community do we want a library or do we want a museum. I, for one, I would take the museum.
- I think the Tufts Archive is super. That space could become an absolutely world class area that concentrates on that, that brings people who want to research and it becomes very important without burdening that space with the whole cohort of library users trying to use it.
- That is the center of the golf industry for this area. What is better than having the Tufts Archives be the draw for a museum and for research on golf?
- What if we kept the Tufts where it is, moved the Village Welcome Center over into the building, as well and then perhaps either kept the adults' books there and then maybe built onto or added somewhere else, a children's library to the community center or another building somewhere?
- I love the idea of the welcome center at Tufts. I love Tufts Archives. I think that building is perfect for that type of activity, drawing in people from around the world.

Some participants are very fearful of the Resort/Dedman Foundation gaining control of the Tufts Archives and building.

Only a few think the Archives should be moved:

- In the log cabin that's for sale on the village green on the Marshall Park, which is one of the first three historic buildings ever built in Pinehurst which would be perfect.

Teen Services

Teens comprise a small part of the population; this is reflected in the small number of services for teens in the Village.

While participants requesting teen services are a minority, they are strong in their request for teen spaces and programs.

- We're trying to raise the best human beings we can raise, and I think the library is part of that for kids in those middle grades. They need the resources. And of course, we don't want kids who just are good. We want to raise smart, intelligent, kind, hard-working human beings, and I think you need that library. And the thing is with these kids they need things to do that don't cost money.
- I feel this one (library) is severely just underused at all because there's nothing for middle school kids at all in there.
- I would just hate for our kids to have to go out into other communities when we could have something here.
- We miss that big place where kids can just study. Not only just get books but sometimes kids want a quiet place away from home that they can study and prepare. There's a lot for opportunities here but we also have a big number of kids that are into academics and intellectual studies, that it will be nice to have a place where they can just gather. We have middle and high school and I just think the Pinehurst should have a nice, bigger study space besides the books and computers available.

Adult Services

- I think somewhere in-between, there's a lot of services that appeal to younger families and I think they should be there. I think there's a lot of services that appeal to the older generation, if I can characterize myself, that want to go to small-scale cultural events, that want to go to learning things, maybe that approach which has been used over the number of years, have been reasonably successful. I think those two types of activities are important and I think they should be included.

Technology

Technology access in the library is not top of mind for participants. While more basic technology is desired, there were few requests for advanced or emerging technology access.

- Yes, we need technology. In the Mountain Brook Library, they have a whole center with so many computers for children with different programs, educational, on there, but parents also want—and kids love books, so you really need to merge both of those things. Books are not going away.
- I would say five years ago I really agree that we need to provide more technology. I think right now every kid has on their smartphone the ability to search whatever they need to search.
- That's not the purpose of a library. The purpose of a library, especially in Pinehurst, is to read books, to have a place to go, to not get swooped up in CAD tech. I don't agree with that.
- I'm not sure I agree that most people in Pinehurst would feel that the advanced technology is important. How much of our population is retired? Like, how many people are over 55? And I don't think to that group that top of the line technology is as important.
- We have enough electronics and we are fighting the electronics battle at home. Even though I love them and it's important I kind of want to protect the feel of walking into a library and physical books are important. And it's still important to have those options and it's still a viable option but I guess I want my kids to have that feeling that I have when I walk into a library about how exciting this is and how much information is in this space all at your fingertips.

Given Book Shop

- I'm a volunteer at the Given Book Shop; and I see the diversity of the people that come in that look for books and buy books. Given Book Shop is now a critical gathering place for the community; different age groups from young children up through seniors.
- For out of town visitors; that's their first stop, the used book store to load up the trunk to go home.
- I wouldn't give that space up for anything. It's very popular. I think that it can continue to serve as an extra revenue for the library and library type things.

- This tells you what a literary community we have in Pinehurst because within two years, we had to open the annex a couple of doors down. And subsequent to all of that, we now have the Given book shop in the heart of the village, which is a wonderful gathering place and it's just a wonderful place to go.

Economic Contribution

- This is part of a cultural connection, and it's important for Pinehurst residents, Moore County residents, Southern Pines. I mean, if you build another library; you might get those Southern Pines residents. When I go to the library, I go to the store and maybe get an ice cream. I look around. Yeah, good for business. You know, put it in a good spot. I think you could bring more money, and not in the respect of how many more taxes that we pay.

Funding

- I'm used to taxpayer supported, supplemented by a private foundation. So again, those are all things I'm comfortable with. But cost-effective is always, I think, a great option, when they exist.
- I think it would be wonderful to have all of these things that we're talking about; but when you consider it's going to cost a small town like Pinehurst probably \$10 million, at least, to build a new library, and it's going to increase our taxes probably 10% or more, and then--we just built a community center, so there are meeting spaces for other things to happen. And you know, the Southern Pines Library is not that far for people that want those kinds of services.
- We do have a lot of people who are retired from someplace else. And I think there are a lot of people here who would not want to have another \$5,000--\$500,000 on their tax bill every year for the library. I don't know what amount we're talking about.
- But we have to be realistic, you know. I would love to drive a Cadillac, but my budget only allows for a Volkswagen.
- I really think that Pinehurst needs to think beyond library as a place to check out a book. If it is a community space, where people want to go and read a book, sit in a well-lit room with windows, sit there in a comfortable chair or a couch and read their book, get their studying done, the people who work off-site want to go and just do their office work there, if it's a place that people really can believe in and have that shared space for multi purposes, then it's going to be supported financially.
- The amount of money that it would spend towards making, let's say, a brand-new library, we'd also have to think--what else can we do with that money. There's lots of things that the village is wanting to accomplish. And so, is this once a week library trip, or maybe two times a week, three times a week, is that worth it to you versus maybe having the roads in certain areas fixed?
- I have great concerns about the resources in providing what people want and need, and how that is going to work. I hope the new library will not be a private library because I do not think that we can sustain in perpetuity another private library.
- I think the focus should be on what the community would want and then, of course, what would really be needed. And then, of course, the affordability issue will obviously tie in at the end.
- Where do the funds come from to maintain a huge operation or even satellite operation in perpetuity or the taxes or whatever we're going to do. I personally hope that we do not become a library where someone pays \$60 a year. I went to join that library and when that lady said to me, "You can't join unless you pay \$60," all I could think of was the little children whose parents work as waiters and waitresses in this corporate town.
- I'm very practical. If we don't have the funding or the means to have a bigger place, conference rooms, etcetera, etcetera, then to me, this is nice sharing time but we're not going anywhere. I am really interested in more how are we going to afford all this and if it's feasible and it's reasonable and realistic to even talk about all these things.
- Whether or not taxes are going to be raised is a very, very important issue. And that's a very, very tender question here. Although I think, in general if it come up, if the library comes up with a plan that seems to be acceptable, desirable, not actually ridiculous I think the community will support that.
- Do not, please, give away our beautiful Given Memorial building without the partnership of the Pinehurst Corporation in building the new library.

INDIVIDUAL INTERVIEWS

Individual interviews were conducted in person and by phone from January 14-March 31, 2020. Village Council members, Library staff and board members, Village staff, business and education leaders, Moore County Literacy Council members, Southern Pines and Moore County Library leaders all shared their time and insight into library needs.

Economic contribution

- A library that supports our economy is in line with our comprehensive plan.
- Bring presenters from the community college to the library to do workforce development.
- Remember Pinehurst South focus area – accommodate incubator business opportunities.

Changing demographics

- Influx of military families – some residents don't want to "pay" to provide services. Encourage a spirit of cooperation.
- Most residents embrace diversity of age, some do not.
- Health care employees also changing fabric of community.
- Many commuters and remote workers in Village.
- Soccer fields are full – growing community of young families.
- When resort-built pool facility it was immediately successful. "Everything we have built illustrates 'if you build it they will come.'"
- The Pinehurst Brewing Company has been very successful – unexpected level of success. "Yoga moms come for brunch."
- Resort is diversifying and adding things for kids to do. Created a calendar of programs and events for all club members – this has been successful.
- For property owners: "It's not just about you; it's about who is going to buy your house." Library adds to property values.
- Make people decide they want to live in Pinehurst – this is great for property values. "Let's not think small."
- Resort is supportive of smart growth.
- Working moms and dads don't have time to come to meetings and make their voices heard. Retirees have more time to come to meetings and are more vocal.
- Changes at Fort Bragg have changed Pinehurst dramatically.
- "There is a growing sense of community responsibility."
- There is some polarization in the Village.
- If young people want a library we have to listen to them. We have to listen to residents and be responsive.
- Constituents do not necessarily want a library in the Village. The majority want a library in Pinehurst; a minority wants to partner with a neighboring community.
- Majority of population does not want too much growth – they come to Pinehurst because they like it as it is, regardless of their age.
- Conflict between affluent retired population and families "I think it's a growing pain."
- Southern Pines library balances resources well between retirees and families.

Library history

- Given Tufts board did not want to relinquish control in the past; previous mayors tried to fund the Library.

Educated, cultured community

- Residents value culture and literature.
- Need small performing arts space.
- Resort always seeking other activities for visitors beyond golf.
- Cultural activities for non-golfing visitors would be valued by Resort.
- People want to make the community better – community has limited resources and they want to pick projects carefully.
- Sandhills Community College has new, 600-seat Bradshaw Performing Arts Center.
- Pinehurst does not want to do things halfway.
- "Library and Pinehurst belong in the same sentence. I think the Council is on safe ground and would be doing what a substantial number of constituents would want. I would not be afraid of spending the money."

- Pinehurst people want the best of everything.
- Let's believe in our best – be the best community we can be .
- Don't scale it (the library) down so it's not what people want.
- It's more than a question of what the majority wants; it's a question of resources for a healthy community.
- What kind of a community do we want to be? Do we value education, literacy, culture and enrichment?

Tufts Archives

- Move library out and leave archives in current building.
- Current location would be a good fit for partnership with Resort; potential for investment.
- Maintain historic designation at current building.

Library Building

Provide space for quiet reading and study

- Lots of people go to the library to work – they need more workspace.
- Space is an issue – need more quiet space.

Renovate/expand to keep library at current location

- One interviewee supports this approach; suggested Village provide capital for improvement.
- Keep archives at existing location.
- Instead of expanding physical space expand website.
- Village retains ownership of building.
- "A lot of people really like it where it is."

Provide community meeting spaces

- Amphitheater or small performance venue resort could use for company meetings or corporate groups.
- "There are existing meeting spaces. The Performing Arts Center at the community college is another resource."
- Library does not need meeting rooms; we have solved this with the community center.

Provide dedicated children's space

- Need space for children's programs.
- There is not enough space currently to hold children's attention.

Build a new library building/renovate existing building for library use

- Build across from Village Hall.
- There are no suitable existing buildings near center of Village.
- Create a special library tailored to Pinehurst.
- "Even if the archives were to move the current building is not adequate. The building is adequate for the archives."
- "There will be more support for a library than for the community center."
- "I'm ok with building a new library. It will provide all the wonderful additions we would want in the Village core. I think Pinehurst could do it better than anybody."

Leverage existing community center

- Not sure if enough space is available.
- Construction of community center was highly controversial.

Central location

- Keep library close to center of Village.
- Should be walkable to center of Village.
- "The best place is near town hall where people are used to going. Make it welcoming."
- Consider development zone near brewery.
- Ensure there is adequate parking.
- The majority want a library in the enlarged core area near Village Hall or the Focus Area 4 development zone.

Collection

- Popular books library – not much nonfiction is available.
- A collection-focused lending library fits our community best.

Children's programs

- Average age is going down as military families and younger people move to Village.
- Need family/parent education programs.
- Offer children in Village services that residents enjoyed growing up in other places (before they moved to VOP).
- School libraries are inadequate (especially primary grades).
- Free programs are very important for young families.
- Homeschool parents have many requests not being met by school or Given libraries.
- Literacy programs for families should be offered by Village library.

Partnering with Southern Pines, Moore County or Sandhills Community College Libraries

- Don't duplicate services.
- The community college is getting the job done.
- Southern Pines library has good programs for children and underserved.
- Southern Pines library is crowded and services are maxed out.
- "We do not do well with group projects." Village likes to operate independently.
- Communities have different goals.
- "How do we leverage the 15 libraries in Moore County?"
- "The Given Library can't do everything – tell people to go to Sandhills."
- Sandhills Community College library can be part of the solution, especially as an interim solution while a new library is under construction.
- Sandhills is an academic library; it does have a children's reading program but does not have STEM programs and etc.
- Sandhills Community College isn't "looking for business" but can be a low-cost option.
- Sandhills Community College does not have much meeting space but there are spaces on campus in the evening.
- Sandhills Community College can't do what a nice new library can do. We could change ourselves enough to be a resource for the community – we could give it a pretty good shot. We are worth exploring and willing to explore.
- The College isn't a permanent solution – just until Village is ready for a larger project.
- Parents bring their children to Southern Pines library for professional, curriculum-based story times. They are very crowded – there is more demand than capacity. A strain on Southern Pines' staff; this service in Pinehurst is desired by Southern Pines.
- Demand for story time is so high Southern Pines library is not able to focus on other programs.
- Southern Pines library services are a response to that community; Pinehurst library can design responses to Pinehurst needs (more children's programs, collection for all ages, technology for those who don't have it/work in service jobs).
- Southern Pines, Moore County and Sandhills libraries are not meeting Village needs. Village has largest population and smallest library.
- Moore County does not have resources to provide library in Pinehurst.
- Collaboration with Southern Pines is only possible if Village builds comparable library (facility, staffing, collection and programs).

Tufts Archives

- Archives drive tourism – they are a destination.
- Leave archives in current location and expand.
- Makes sense for the Library to move – archives can be self-sustaining.
- Resort is not looking for Village to assume costs of operating archives.
- Resort wants to be part of solution – no time pressure to act.
- Some are very disturbed by the idea of archives being given to resort. They feel this is a "done deal" without public knowledge or input. Concerned with scandal.
- Some think the deed says the building will return to the resort if it is no longer a library and want to avoid this.

- “Don’t expand the current building. It’s a gem.”
- If you’re going to have a good library the archives and library need to separate.
- Let Dedman Foundation run the archives and make them a national destination.

Technology

- We want Pinehurst to be a great place to work remotely. Need to offer technology.
- Private and parochial schools do not have much technology and need library technology.

Library Services

- Find a balance between old and new types of services – checking out materials is core.
- Homeschooling is big here but we don’t do anything for this group.
- Some think the library should offer traditional (books only) services.
- People are looking for things to do and want educational programs.

Funding

- Currently receiving no federal or state money.
- Would rather see Given as a municipal library; should not be private.
- Given will become a state library July 1, 2020. This will mean access to state digital resources consortium, inter-library loan and about \$7,000 in unrestricted funding.
- Don’t miss opportunity for potential Dedman Foundation funding for archives.
- Residents have varied views on taxes – some think too low; many do not want any type of increase.
- Private funding is not sustainable. Library will go away without new funding model.
- Consider outsourcing model for library.
- Consider how many Village residents pay \$60 annually to use Southern Pines library.
- Two cents on the dollar of property taxes would pay for library.
- Previous effort – Village offered \$1 million for new library. Capital campaign for match failed to raise funds.
- “Instead of taking pride in having the lowest taxes, take pride in having the best of everything (in Pinehurst).”
- One interviewee suggests using endowment (about \$1 million for library) for operation; Village would also contribute operational funds.
- Many parents would pay taxes for a library – they currently pay to use Southern Pines library.
- Gated community feels they pay taxes for few services.
- Is there money in existing Village budget that would be better spent on a library?
- Expand library services without increasing taxes.
- Should the Village operate a library? Very mixed. Hard to determine majority.
- Find a strategic path that is possible. When we get through the capacity will be there.

Given Book Shop

- Loses money but people love it.
- Financial reports have been inconsistent and confusing; unclear how much money is lost on operation.
- “The Roast Office is a wonderful thing – best addition to Village Center in three-five years.”

ENDNOTES

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- iv. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 1, p. 3.
- v. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- vi. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 2, p. 3.
- vii. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 2, p. 3.
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- xxi. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 121.
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- xxvii. "Pinehurst Elementary," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
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- xxx. "Pinecrest High," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630336&year=2019&lng=en>
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- xxxv. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
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DRAFT



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

May 2020

Dear Village of Pinehurst Resident,

In September 2019, the Village Council engaged a consulting firm, Library IQ, to conduct a Library Services Needs Assessment to identify the community's needs and demands for public library services and recommend alternative solutions to meet resident needs. The Given Memorial Library in the Village Center is operated by a non-profit organization that is privately funded with some annual funding from the Village of Pinehurst. Because this funding model doesn't support expanding library services to meet community needs, the Village Council is considering if the Village of Pinehurst should operate a municipal library.

On April 28, 2020, the Village Council received the Preliminary Library Needs Assessment Report and is seeking resident input on alternative solutions identified by our consultant. 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. You are strongly encouraged to access and review this report and other information, located at engage.vopnc.org/library, prior to completing the attached survey.

Based on the existing conditions analysis and public input, our consultants recommend the Village construct and operate a +/- 17,000 square foot library to serve a growing community. This is significantly larger than the existing 5,000 square feet currently devoted to the library in the 8,400 square foot building at 150 Cherokee Road. To implement this recommendation would require a Village financial investment of \$5 million - \$8 million dollars for construction and approximately \$1.0 million in annual operating costs. Funding mechanisms to construct and operate a new library could include issuing debt, saving money over a period of years, conducting a fundraising campaign, seeking grants, issuing non-resident library cards for a fee, and/or adjusting the annual property tax rate or a combination of these options.

Each year we ask residents to prioritize capital investments in the annual Community Survey. A new library will be included in the 2020 Community Survey as one capital item for residents to prioritize along with other capital investments such as a 3rd fire station, a new Public Services Complex, walkways/sidewalks, etc. **Taking this 2020 Pinehurst Library Survey will help inform important Village Council decisions about library services that could have significant impacts on future Village capital investments.**

The results of this survey will be collected and analyzed by ETC Institute, one of the nation's leading governmental research firms, and incorporated into the final Library Services Needs Assessment Report. **Complete the survey using the paper survey and postage paid envelope provided or complete it online by visiting www.2020VOPLibrarysurvey.org.** If you have any questions about this survey, please contact me at 295-1900, ext. 1103. Thank you for participating in the 2020 Pinehurst Library Survey.

Sincerely,

Natalie D. Hawkins
Assistant Village Manager

ADMINISTRATION

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-1900 • Fax (910) 295-4434 • www.vopnc.org



Library Needs Assessment Survey (May 2020)

Please complete this important survey to provide the Village Council with feedback on alternative ways to meet Pinehurst resident needs for library services. You are strongly encouraged to read the Preliminary Library Services Needs Assessment Report and other information about the Library Needs Assessment at www.engage.vopnc.org/library prior to completing this survey. You may also complete this survey online at www.2020VOPIlibrarysurvey.org.

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

____ (1) Yes [Answer Q1a] ____ (2) No

1a. If you answered "Yes" on Question 1, indicate how often 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

2. Have you used other libraries in Moore County within the last 12 months?

____ (1) Yes [Answer Q2a] ____ (2) No

2.a. If you answered "Yes" on Question 2, indicate if you would you rather use an expanded library in Pinehurst?

____ (1) Yes ____ (2) No

3. Please indicate your level of agreement to the following statement: The Given Memorial Library, located at 150 Cherokee Road in the Village Center, 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

4. The Tufts Archives are located in the rear of the Given Memorial Library. Some residents have suggested the Tufts Archives and Given Memorial Library operations should be in separate buildings. 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 Q4a] ____ (3) Somewhat Disagree ____ (9) Do Not Know
____ (2) Somewhat Agree [Answer Q4a] ____ (4) Strongly Disagree

4a. If you answered "Strongly Agree" or "Somewhat Agree" to Question 4, 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

5. The Given Memorial Library is privately operated by a 501c(3) non-profit that receives financial support for its operations from the Village of Pinehurst to provide free library services. The Library Services Needs Assessment is being performed because this may no longer be a viable or sustainable funding model. Please rate your level of agreement with the following statement: The Village of Pinehurst should operate a municipally funded library and assume operations of the Given Memorial library?

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

6. Respondents to the Library Services Needs Assessment online survey administered in February 2020 indicated the library features their household would be most likely to use. On a scale of 1 to 5, where 5 means “Extremely Needed” and 1 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	5	4	3	2	1	9
Digital media (ebooks, etc.)	5	4	3	2	1	9
Individual study/work space	5	4	3	2	1	9
Group study/work space	5	4	3	2	1	9
Connected conference & meeting space	5	4	3	2	1	9
Relaxation space	5	4	3	2	1	9
Adult programs & classes	5	4	3	2	1	9
Book clubs/lectures/discussion groups	5	4	3	2	1	9
Children's programs & classes	5	4	3	2	1	9
Teen programs & classes	5	4	3	2	1	9
Art, music, performance, & exploration	5	4	3	2	1	9
Digital learning lab	5	4	3	2	1	9

7. The Preliminary Library Services Needs Assessment Report at www.engage.vopnc.org/library recommends a library in the range of 14,000 – 20,000 square feet (sf), with +/- 17,000 sf as optimal for a community our size. For comparative purposes, the new Community Center at Cannon Park is 19,700 sf. A library of approximately 17,000 sf is estimated to cost approximately \$5 - \$8 million and require approximately \$1 million in annual operating expenses. Please indicate your level of support for a financial commitment of this amount in order to meet the community's library needs.

____ (1) Strongly Support

____ (3) Do Not Support

____ (2) Support

____ (4) Strongly Do Not Support

8. Four (4) alternative sites for providing expanded library services, along with the advantages and challenges of each, are recommended and described in the Preliminary Library Services Needs Assessment Report at www.engage.vopnc.org/library. On a scale of 1 to 4, where 4 means “Strongly Support” and 1 means “Strongly Do Not Support” please indicate your level of support for the following alternative sites for an expanded library.

	Alternative Sites	Approximate Square Footage (sf)	Approximate Construction Cost (in millions)	Strongly Support	Support	Do Not Support	Strongly Do Not Support
1.	Co-locate with Cannon Park Community Center	+/- 17,000	\$6.7 – \$7.8 ¹	4	3	2	1
2.	Co-locate with Village Hall	+/- 17,000	\$7.1 – \$8.2	4	3	2	1
3.	Renovate/Expand Historic Fire House	+/- 13,000	\$5.1 – \$6.3 ²	4	3	2	1
4.	Renovate 1922 Carolina Theatre	+/- 15,000	\$4.8 – \$5.6 ^{2,3}	4	3	2	1

¹Excludes costs to relocate athletic facilities

²Excludes property acquisition costs

³Needs a structural building assessment to confirm cost estimates

8a. Which TWO of the alternative sites listed in Question 8 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 7, or circle "NONE".]

1st Choice: _____ 2nd Choice: _____ NONE

9. If the Village decided to construct a new library or renovate an existing building to expand library services for Pinehurst residents, how much of a financial donation would you be willing to make to a fundraising campaign?

_____ (1) Nothing _____ (3) \$51 - \$100 _____ (5) \$501 - \$1,000 _____ (7) \$5,001 - \$10,000
_____ (2) Up to \$50 _____ (4) \$101 - \$500 _____ (6) \$1,001 - \$5,000 _____ (8) + \$10,000

10. One penny on the Village tax rate generates approximately \$374,000 in annual revenue for the Village. If the Village decided to construct a new library or renovate an existing building to expand library services for Pinehurst residents, indicate how likely you would be willing to pay additional taxes to support the cost of ongoing operations.

_____ (1) \$0.01 tax increase _____ (3) \$0.03 tax increase _____ (5) Don't support a tax increase for a library
_____ (2) \$0.02 tax increase _____ (4) \$0.04 tax increase

DEMOGRAPHIC INFORMATION

11. Do you have children under the age of 18 in the household? _____ (1) Yes _____ (2) No

12. 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

13. 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.

14. 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.