



**VILLAGE COUNCIL
AGENDA FOR WORK SESSION OF FEBRUARY 13, 2024
ASSEMBLY HALL**

PINEHURST, NORTH CAROLINA

1. Call to Order.
2. Discussion on the Size and Budget of the New Given Library
3. Determine the 2024 Partners and Collaborators Assignments
4. Other Business.
5. Adjournment.

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

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

Values: Service, Initiative, Teamwork, and Improvement.



**DISCUSSION ON THE SIZE AND BUDGET OF THE NEW GIVEN LIBRARY
ADDITIONAL AGENDA DETAILS:**

FROM:

Doug Willardson

DATE OF MEMO:

2/8/2024

MEMO DETAILS:

Please see attached memo.

ATTACHMENTS:

Description

- ▣ Library Size Recommendation Memo
- ▣ Library Size Recommendation Presentation



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

MEMORANDUM

To: Village Council

From: Doug Willardson, Assistant Manager for Administration

Date: 2/7/2024

Subject: Evaluation of Expanded Library Options

Dear Councilmembers,

In 2021, the Village of Pinehurst (hereafter the Village) entered into an agreement with the Given Tufts Foundation that stated the Village must pursue updating the Given Tufts Memorial Library to meet the needs of the community. This memo outlines recommendations for the appropriate size of a high-quality library that meets the needs of our community while being cognizant of cost restraints. With the balance of community need and expense driving the assessment of a new library, Village staff concluded the appropriate size should be approximately 11,000 square feet. However, given budget limitations, the new library should reflect the square footage of Oakley Collier Architects recent design: 9,250.

The following are the main reasons why Village staff recommends a library of at least 9,250 square feet:

- A. All of the Village's library and design consultants, as well as best practice benchmarks, recommend a larger library**
- B. Other libraries in the region are, for the most part, larger than our proposed library**
- C. The Needs Assessment determined that residents want a larger and enhanced library**
- D. The cost differential is minor in the long term**

These are discussed in detail further below.

Village Council and staff recognize that libraries provide benefits to communities. These benefits can be difficult to quantify and sometimes even to express, but we know that we want to live in a community with a quality library. The following is a list of community benefits of a library adapted from the American Library Association:

- a) Helps build a sense of community
- b) Promotes life-long learning
- c) Enhances children's reading and social skills and literacy development
- d) Provides free educational resources
- e) Promotes cultural enrichment

ADMINISTRATION

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- f) Professional development/work from home opportunities
- g) Maintains history of a community; fosters community engagement
- h) Community resources like libraries, parks, and museums promote general public health
- i) Collaboration space for students who increasingly need space outside of school or home

Our new library will help ensure the above benefits continue and are enhanced for this and future generations.

A. Our library and design consultants, as well as best practice benchmarks, recommend a larger library

To date, the library has conducted five reports concerning the size of a proposed expansion. All of the consultants recommended a library at or larger than 9,250 square feet. Below is a list of those reports and their recommendations:

- a) 1992 – Space needs program completed. Called for 12,500 square feet with 10,000 net square feet solely for the library.
- b) 1996 – Building Program recommended a 13,000 square foot building with 47,000 items in the collection when our population was approximately 7,000.
- c) 2012 – Recommended 23,540 square feet for 26,400 items in collection. Included 3,000 square foot multi-purpose room and 1,500 square foot museum.
- d) 2020-2021 – The Needs Analysis recommended square footage to meet basic existing needs is 10,000 to 12,000 square feet. The analysis notes that a library of 10,000 to 12,000 square feet is a short-term solution to meet the basic existing library needs and may not meet the needs of a growing community.
- e) 2023 Oakley Collier Architects – Our team’s most recent proposal is for 9,250 square feet. This size recommendation is with the understanding that we have a limited budget. Oakley Collier’s proposal is an attempt to stay as close as possible to the existing budget, but still have the minimum space necessary. With this said, Oakley Collier’s size recommendation would be larger if our budget would allow it. Additionally, they do not recommend a smaller building even though the current size of 9,250 exceeds our original budget.

In addition to the above recommendations by design experts, national industry standards call for libraries that are 1 to 1.5 square feet per capita. These industry standards were corroborated by design recommendation standards for municipal libraries in Wisconsin, Rhode Island, and Massachusetts. In fact, to receive state funding for municipal libraries in Massachusetts, the building must be at least 1.5 square feet per capita. Following this best practice, our library would be 18,000 to 27,000 square feet. Even at the low end of that range, our proposed library of 9,250 square feet is roughly half the recommended size.

The State Library of North Carolina also publishes public library standards in which it states that an “essential” square footage is .7 square feet per capita, “enhanced” is .75 square feet per capital and

	Facility Total Gross SF per Capita by LSA Population Size	Required SF for Pinehurst
Essential	.7 SF per capita	12,600 SF
Enhanced	.75 SF per capita	13,500 SF
Exemplary	.8 SF per capita	14,400 SF

“exemplary” is .8 square feet per capita. According to this recommendation, a new Village library should be at least 12,600 square feet. The average square footage for municipal libraries in North Carolina is .92 square feet per capita. For all public libraries in our state, the average is .56 square feet per capita of population served, and the vast majority of those libraries were built many years ago to serve much smaller populations. If the Village used the .56 as a benchmark, the results suggest that a 10,000 square foot library is appropriate for our community.

Another approach is to look at collection size. The industry standard for collection size is 3.9 physical items per capita, or approximately 66,300 items for the Village of Pinehurst. At the industry standard of 10 volumes per square foot, the library would require collection space of 6,630 square feet. The Oakley Collier proposal only has 2,830 square feet of collection space currently in design. North Carolina municipal libraries average 2.8 physical items per capital. Using that ratio, the extrapolation for the Village of Pinehurst would be 50,400 books or 5,040 square feet of collection space alone.

As recommended, our 9,250 square foot library has already undergone trimming and cost-saving strategies to reduce it to the currently proposed size from larger recommendations/industry standards. There is no ability to reduce the size of the library more without eliminating prioritized features.

B. Other libraries in the region are, for the most part, larger than our proposed library

Outside of industry and North Carolina municipal benchmarks, Village staff reviewed regional comparisons, listed below. For community size comparisons, Village staff included the municipal population. Most other libraries in the region are larger than our proposed library. Some may argue that a number of these libraries are county libraries and, thus, should be bigger. However, most library visitors come from the immediate area. The American Library Association states that 70 to 80% of library patrons live within 15 minutes of the library. Outlying areas are served by library branches or do not have library services. For example, the Moore County library system consists of libraries in five different municipalities and a mobile library unit.

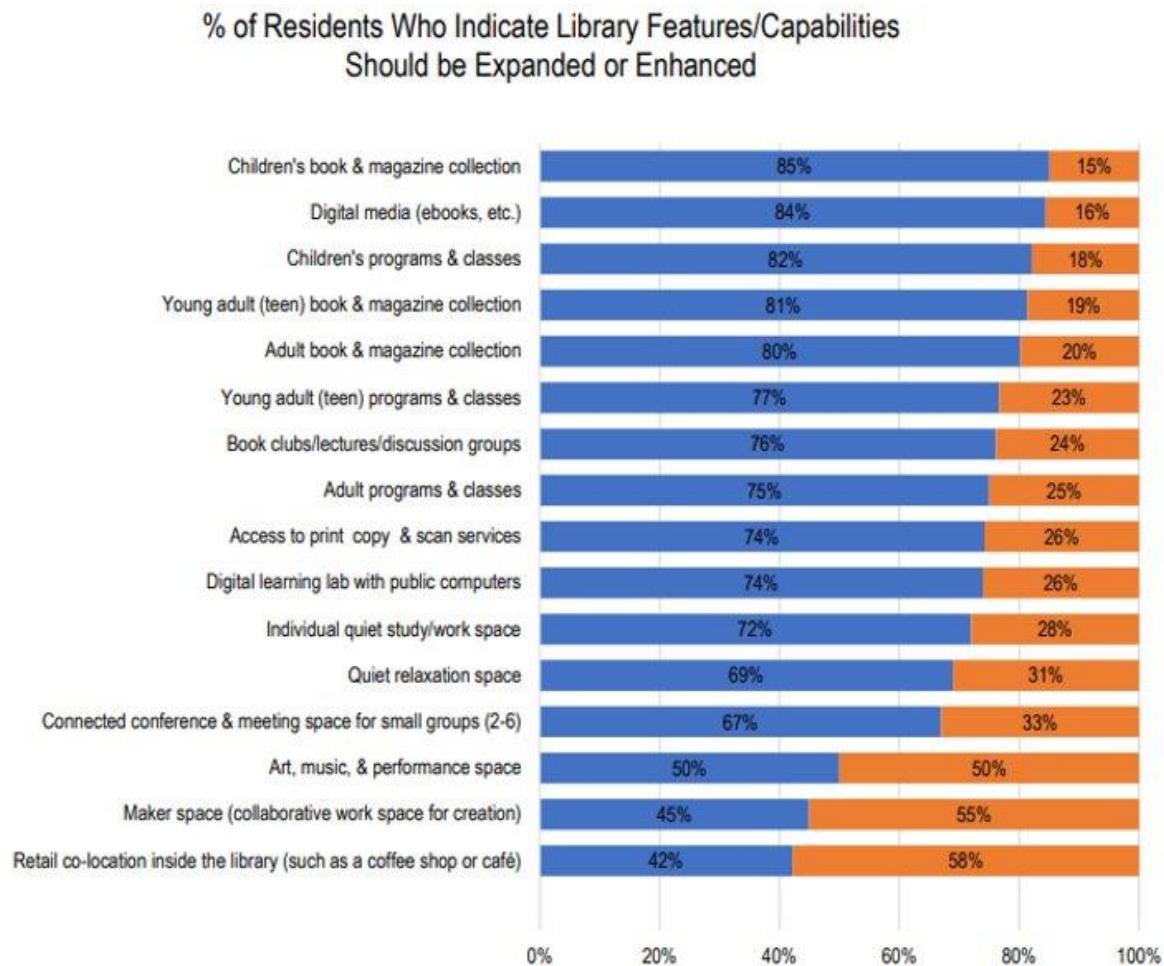
- i) Southern Pines (population–15,550): 11,800 square feet
- ii) Aberdeen (population–8,520) proposed library: 10,000-12,000 square feet
- iii) Moore County Library in Carthage (population–2,780): 7,000 square feet
- iv) Lee County Library in Sanford (population–30,260): 18,155 square feet
- v) Hoke County Library in Raeford (population–4,560): 13,992 square feet
- vi) Scotland County Library in Laurinburg (population–14,980): 8,400 square feet
- vii) Richmond County Library in Rockingham (population–9,240): 14,588 square feet
- viii) Harnett County Library in Lillington (population–4,740): 20,000 square feet

As shown, libraries exceeding our proposed 9,250 are the norm in the region.

C. The Needs Assessment determined that residents want a larger and enhanced library

The Needs Assessment, concluded in 2021, determined that residents want a larger and enhanced library. As part of the Needs Assessment, a survey was conducted by ETC Institute. The survey

had a precision of at least +/-4.8% at the 95% level of confidence. As shown on the chart below, the community strongly supported all proposed library features, except art, music and performance space, a maker space, and a retail co-location. The current proposal does not offer any of the non-supported library features and some of the requested features were also not included in the draft plans. Staff and the architects eliminated some requested features, such as a computer lab, because the space could be better utilized. To meet the enhanced services desired by the residents requires, at minimum, the 9,250 square feet of space recommended by Oakley-Collier.



Additionally, the following is a summary of the community input from Appendix III in the Needs Assessment:

- The current library is too small to meet residents' desires, especially those with children.
- An expanded library should offer a larger collection, more curriculum-based children's programs, and more teen and adult programs.
- An expanded library should offer flexible spaces that can be configured for different purposes and needs.

- An expanded facility should retain the warm service and welcoming feeling of the current library.

In the 2023 resident survey, 83% of respondents said they are currently satisfied with the library; however, that question was only for those that have used the library within the past year. We do not have information on those who chose not use the library because it does not meet their needs—61.2% have not used the library in the past year. The resident survey also asked residents to prioritize potential capital improvements. A library expansion came in sixth after additional walkways and bike paths, streetlighting, downtown parking, storm drainage, and street resurfacing, but was the top large-scale capital project. Overall, community assessments clearly show that Pinehurst residents want a library with modern library features to meet the needs of our community.

D. The cost differential between a smaller library and the proposed library is minor in the long term

The cost difference between Mayor Pizzella’s proposed size of 7,600 to 8,400 square feet to the architect’s proposed size of 9,250 is minor when factoring in the lifespan of a new library facility. Based on a \$475 per square foot construction cost, a 7,600 square foot library has an estimated cost of \$5.2 million. An 8,400 square foot library is \$5.6 million, and Oakley Collier’s 9,250 square foot library is estimated at \$6.1 million.

7,600 square feet	8,400 square feet	9,250 square feet
\$5.2 million	\$5.6 million	\$6.1 million

Village staff have confirmed that there are adequate funds available to construct the 9,250 square foot library as well as enough funds to renovate the Tufts Archives. Staff provided the following breakdown of available funds to the Council in September.

- i) Current budget: \$5,000,000
- ii) Previous library set aside: \$545,000
- iii) Given/Tufts Foundation: Unknown
- iv) FY23 Surplus Above Expectation: \$1,700,000
- v) **TOTAL: \$7.2 million + fundraising efforts**

Conversely, if the decision was made to not use the FY23 surplus and to borrow the difference between a smaller library and the 9,250 square feet library, then the debt service costs to the average Pinehurst property owner is minimal. Borrowing \$500,000 for 15 years would cost the average property owner (assuming a \$550k home) \$3.71 annually for the 15 years. If interest is not included (i.e. paying interest from fund balance), the equivalent would be \$3.06. This represents minimal pressure on tax rates (~ a tenth of a penny), while using fund balance exclusively would not directly apply any pressure to future tax rates.

Local Library Comparisons

It is difficult to envision what a library of significant size looks like, which may account for the difference of opinions on adequate library size. It is hard to get a feel of what 7,600 square feet

feels like compared to 9,250. To this end, Village staff strongly recommended that the Council visit the Moore County 7,000 square foot library in Carthage as well as the 11,800 square foot library in Southern Pines.

The Moore County library in Carthage, at 7,000 square feet, is crowded with little available seating. There is no comfortable seating space for reading and very little study space. It is the opinion of Village staff that a library this size is not the library we want to build for our community. The Moore County Library system completed a study in the early 2010's that recommended the Carthage library be expanded to 25,000 square feet.

In contrast, the Southern Pines library at 11,800 square feet is larger than our current proposal but shows how additional space feels and can be used in a library setting. The table below takes each of the functional areas and compares the size allotments of those functions at the Moore County Library in Carthage, the Southern Pines Library, and the currently proposed Oakley Collier design.

Some things to note on the table below: first, the collection space in the Carthage library is roughly equivalent to the collection space laid out in the Oakley Collier design. If the library size was reduced even further, the reduction in size would have to be from the collection size or meeting room space. (The staff space, restrooms, utilities, etc. require the same space requirements whether or not the rest of the building is decreased.) Reducing the collection size from what are already cramped conditions in the Carthage library would be problematic. Additionally, the meeting room spaces are the most anticipated features of the new library as the current Eric Nelson is always in high demand.

The second item of note is that the Carthage library provides very little sitting space, no "living room" space, and limited meeting room space. Those three items are the main differences between the 7,000 square feet the Carthage library and the 9,250 Oakley Collier proposal. The Oakley Collier Design has 945 square feet serving as the 'living room' space—similar to the room to the right as one enters the current Given Memorial Library. The other size differences are summarized in the table.

The final item concerning the table below is the differences between our proposal and the 11,800 Southern Pines library. The collection space is 1,000 square feet, or 33%, more than the Oakley Collier design. There is also a lot more seating space or "living room" space in Southern Pines. They have approximately 2,225 square feet of sitting space compared to our design of 945 square feet for general seating. The Oakley Collier design has more meeting space than the Southern Pines library. The Southern Pines library has a 620 square foot multi-purpose space attached to their children's area. The Oakley Collier design has a 430 square foot multi-purpose room attached to our children's area, plus a 396 square foot meeting room similar to the Eric Nelson room. Lastly, the Oakley Collier design does not have any computer lab space. Staff plans on having laptops available to check out that could be used in the general seating area.

Use of Space by Square Footage	Carthage	Southern Pines	Oakley Collier
Collection space:			
Adult	1,953	1,856	1,132
Young Adult	0	498	799
Children's	1,025	1,648	1,084
Entry/lobby/display	565	640	540
Circulation	630	925	938
Workstations	200	498	90
User seating space	150	2,226	945
Staff work space	1,094	1,106	1,164
Storage	200	350	322
Restrooms	155	395	342
Meeting room space	304	804	1,037
Special use space	404	420	350
Non-assignable space	320	434	507
TOTAL	7,000	11,800	9,250
*Young Adult materials are co-located with adult materials in Carthage			

It has been stated that the Village should leave space for potential future expansion of the library. A library smaller than 9,250 will not meet the current Village's needs. To build a library smaller than 9,250 square feet and immediately need an expansion is imprudent. An expansion in the future will be more expensive than anything constructed now. Construction costs have increased double digits year-over-year. There will be additional mobilization costs and any expansion project would also disrupt the operations of the library. Leaving space for expansion is a good idea, because even at 9,250 square feet, there will be pressures to expand the building in the near future.

Conclusion

In conclusion, the minimum size of the new Given Memorial Library should be the proposed 9,250 square feet. There is no good option for reducing the size of the library. The Village has been waiting for an adequately sized library for decades. In the end, the Village should follow the recommendation of all the previous consultants and best practice benchmarks that recommend a larger library. A larger library would not only be aligned with industry standards, but also in line with the size of other libraries in the region. Additionally, the Needs Assessment informs us that our residents want this larger and enhanced library. To accomplish enhanced library services requires space. Last of all, the Village already has the funds for this proposed Oakley Collier library and even if it were required to borrow additional funds for the building construction, the cost per average taxpayer is minimal. This is the Village's best and most economic opportunity to make a lasting investment by constructing a library that meets the needs of our community.

A group of people, mostly older adults, are seated in a room that appears to be a library or a community center. They are sitting in rows of chairs, facing towards the left side of the frame. The room has large windows on the right side, letting in natural light. Bookshelves filled with books are visible in the background. The text "Given Memorial Library Size Recommendation" is overlaid in large white font across the center of the image.

Given Memorial Library Size Recommendation

Staff recommends at least
9,250 SF in latest Oakley
Collier Design—ideally the
library should be 11,000 SF

Agenda



- A. All our library and design consultants, as well as best practice benchmarks, recommend a larger library.
- B. Other libraries in the region are, for the most part, larger than our proposed library.
- C. The Needs Assessment determined that residents want a larger and enhanced library; and
- D. The cost differential is minor in the long term.



Community Benefits of a Public Library



- Helps build a sense of community
- Promotes life-long learning
- Enhances children's reading and social skills and literacy development
- Provides Free educational resources
- Cultural enrichment
- Professional development/work from home opportunities
- Maintain history of a community; fosters community engagement
- Community resources like libraries, parks, and museums promote general public health
- Collaboration space for students who increasingly are needing to work on group projects
 - *Source: ala.org*

**All our library and design
consultants recommend a
larger library**

History of Library Expansion Studies



- **1992:** 12,500 square feet with 10,000 square feet solely for the library.
- **1996:** 13,000 square foot building with 47,000 items in the collection when our population was approximately 7,000.
- **2012:** Recommended 23,540 square feet for 26,400 items in collection. Included 3,000 square foot multi-purpose room and 1,500 square foot museum.
- **2020-2021:** 10,000 to 12,000 square feet. Would be a short-term solution to meet the basic existing library needs and may not meet the needs of a growing community.
- **2023 Oakley Collier Architects:** 9,250 square feet. This size recommendation is based on a limited budget.

**Library industry standards
and best practices
recommend a larger library**

Source	Recommendation or Actual SF per Capita	Pinehurst Equivalent
"Library Space: A Planning Resource for Librarians" published by MBLC	1.5 SF per capita	27,000 SF
American Library Association	1.0 SF per capita	18,000 SF
Current Average SF of all North Carolina Municipal Libraries	.92 SF per capita	16,560 SF
North Carolina State Library "Exemplary" Recommendation under 25,000 population	.8 SF per capita	14,400 SF
North Carolina State Library "Enhanced" Recommendation under 25,000 population	.75 SF per capita	13,500 SF
North Carolina State Library "Essential" Recommendation under 25,000 population	.7 SF per capita	12,600 SF
Average of all North Carolina libraries	.56 SF per capita	10,080 SF

- Current: 3,917 sq ft & 17,000 collection size
- Oakley Collier Recommendation: 9,250 sq ft & 36,000 books

Programming Space Needs

Use of Space	Explanation	Industry Standard	Needs Analysis	Oakley Collier
Collection space	estimate 10 volumes per sq ft; 35,000 books	3,500 sq ft	4,250 sq ft	2,830 sq ft
Workstations:	45 sq ft per computer. Assume only 3 public work stations.	135 sq ft	190 sq ft	90 sq ft
User seating space:	5 user spaces per 1,000 population; 1 seat per 30 sq ft	2,550 sq ft	1,900 sq ft	950 sq ft
Staff work space:	150 sq ft per staff work station. Assume 6 work stations & 2 roaming work stations	1,000 sq ft	1,005 sq ft	920 sq ft
Meeting room space:		1,825 sq ft	1,481 sq ft	1,680 sq ft
Special use space:	display cases, photocopier, newspaper rack, etc.	500 sq ft	300 sq ft	310 sq ft
Non-assignable space:	assume 25% of total program needs for restrooms, hallways, mechanical, etc.	2,300 sq ft	2,388 sq ft	2,258 sq ft
TOTAL:		11,810 sq ft	11,514 sq ft	9,038 sq ft

**Other libraries in the region
are, for the most part, larger
than our proposed library**

Sizes of Local Libraries



- Southern Pines: 11,830 sq ft
- Aberdeen proposed library: 10,000-12,000 sq ft
- Moore County Library in Carthage: 7,000 sq ft
- Lee County Library in Sanford: 18,155 sq ft
- Hoke County Library in Raeford: 13,992 sq ft
- Scotland County in Laurinburg: 8,400 sq ft
- Richmond County in Rockingham: 14,588 sq ft
- Harnett County Library in Lillington: 20,000 sq ft



**The Needs Assessment
determined that residents
want a larger and
enhanced library**

Needs Assessment Findings



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.

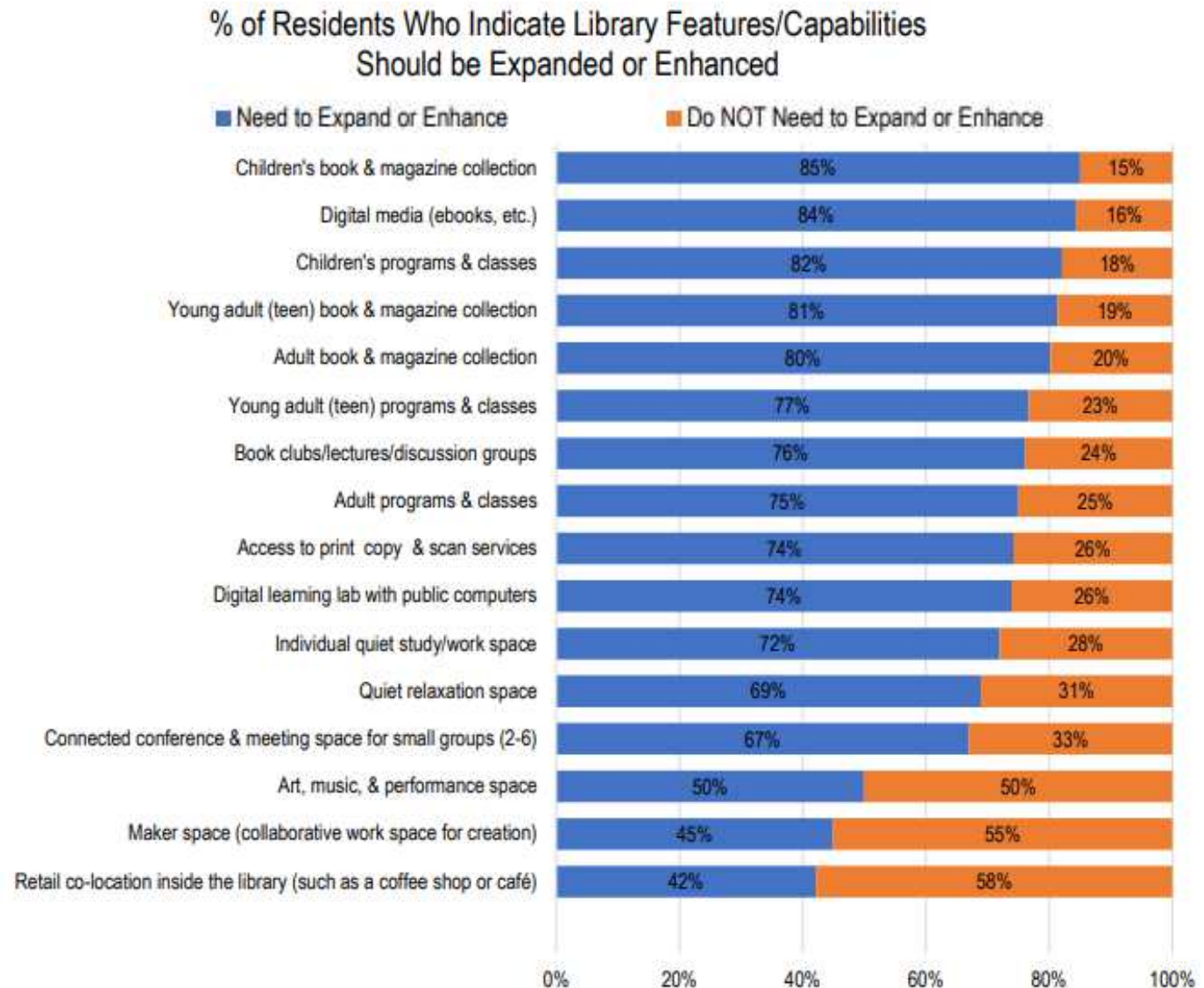


Approximate square footage to meet basic existing needs is **10,000-12,000 square feet**. In the current building, **3,825 square feet** are allocated to library services.

It is important to note that a library of 10,000 – 12, 000 sf is a short-term solution to meet the basic existing library needs and may not meet the needs of a growing community.

Results of the 2020 ETC survey done as part of the Needs Analysis

Precision of at least
+/-4.8% at the 95%
level of confidence



Public Input Findings

Across multiple input methods, residents expressed desire for expanded:

- Book & magazine collection (adult, children's and young adult)
- Digital media
- Children's programs
- Digital learning lab & public computers
- Print, copy, & scan services
- Book clubs, lectures, & discussion groups

Younger residents expressed desire for expanded:

- Adult/Young adult programs
- Conference & meeting space
- Individual quiet study/work space



Summary of Community Input



The following key themes 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 challenging and sustainability is an issue
- The current Given Memorial Library building is too small to meet resident desires, especially those with children
- An expanded Given Memorial Library should offer a larger collection, more curriculum-based children's programs and more teen and adult programs
- An expanded Given Memorial Library should offer flexible spaces that can be configured for different purposes and needs.
- An expanded facility should retain the warm service and 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 Village may have the opportunity to collaborate and work with other libraries in the area to augment programs. Space at the Community Center could also be used for some library programs

The cost differential between
a smaller library and the
proposed library is minor in
the long term

Cost of Reduced Libraries



7,600 SF	\$5.2 million
8,400 SF	\$5.6 million
9,250 SF	\$6.1 million

Average Annual Cost to Taxpayer



Amount to be Borrowed	Average Annual Cost with Interest	Average Annual Cost without Interest
\$250,000	\$1.86	\$1.53
\$500,000	\$3.71	\$3.06
\$750,000	\$5.56	\$4.59
\$1,000,000	\$7.42	\$6.12

Note: Assumes average taxpayer at \$550,000 value.
Borrowing period of 15 years at 5% interest rate.

Available Funds



- Current budget: \$5,000,000
- Previous library set aside: \$500,000
- Given/Tufts Foundation: Unknown
- FY23 Surplus Above Expectation: \$1,700,000
- **TOTAL:**
\$7.2 million + fundraising efforts



Recommended Expenditures



	Low	High
Single-Story Library	5,721,270	6,392,550
Archives (no expansion)	1,362,930	1,669,350
TOTAL	\$7,084,200	\$8,061,900



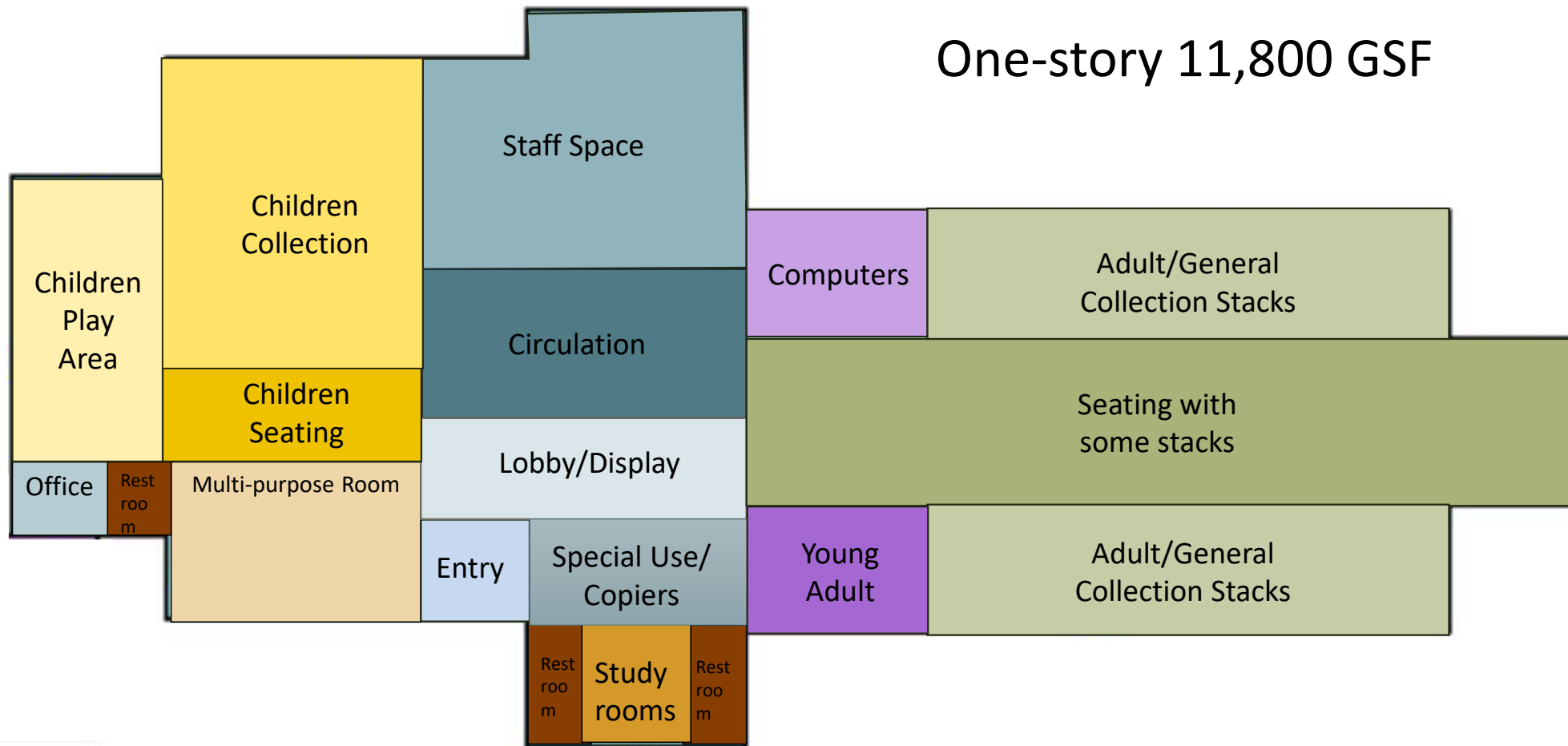
Carthage and Southern Pines Library Comparisons

Use of Space by Square Footage	Carthage	Southern Pines	Oakley Collier
Collection space:			
Adult	1,953	1,856	1,132
Young Adult	0	498	799
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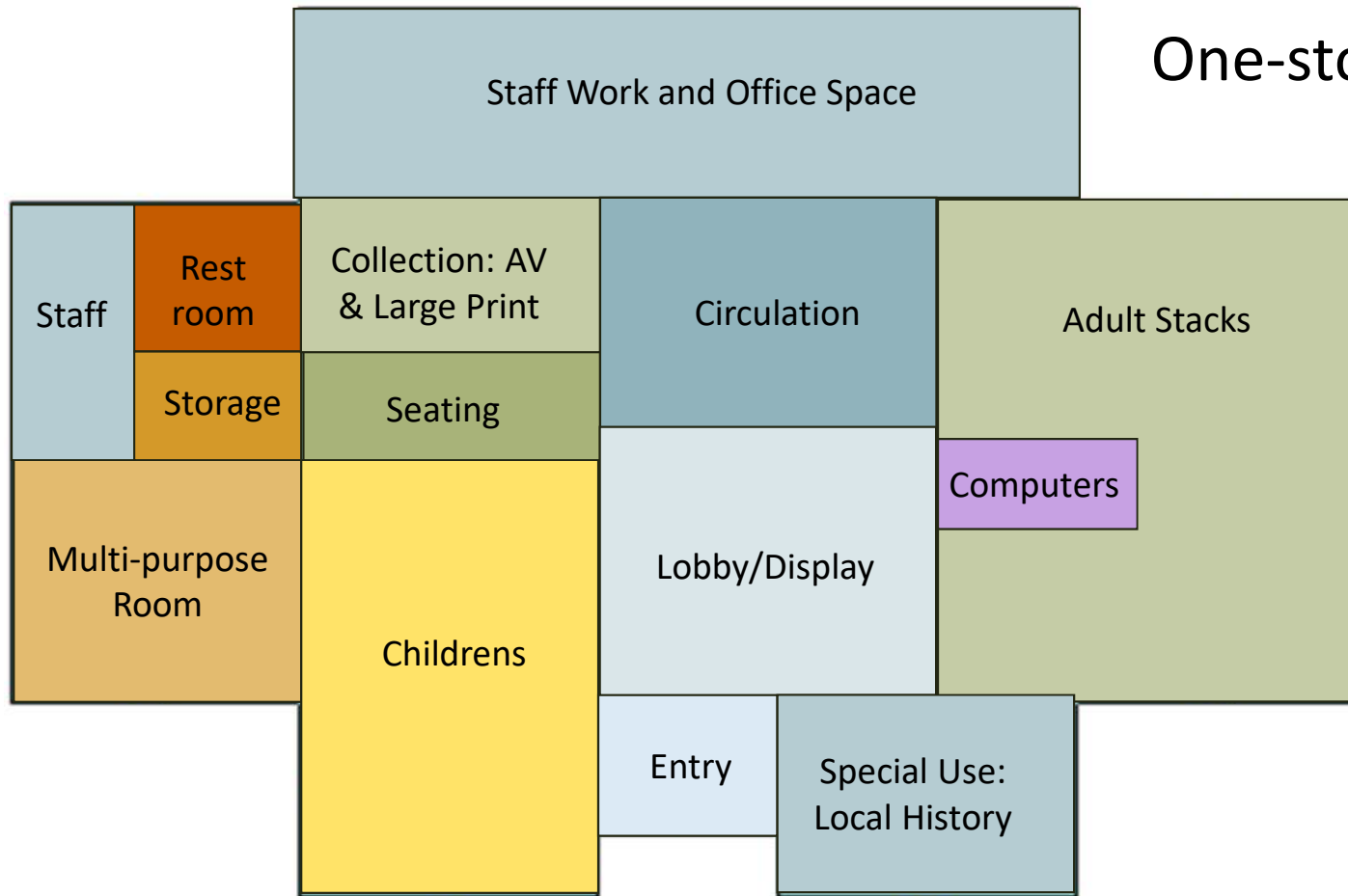
Southern Pines



One-story 11,800 GSF



Carthage



One-story 7,000 GSF

One-story 9,250 GSF



Low Estimate

High Estimate

\$5,721,270

\$6,392,550

Possible Reduction?



Use of Space by SF		Explanation
Collection space	3,015	Already at same size as Carthage.
Entry/lobby/display	540	At minimum for walk-in area. Similar to Carthage & SP
Circulation	938	Same as SP; Larger than Carthage, but Carthage says current desk is too small.
Workstations	90	At minimum for collection lookup.
User seating space "LR"	945	Current library has 576 SF, not much bigger.
Staff work space	1,164	Required for library of any size. Similar to Carthage & SP.
Storage	322	Already minimal.
Restrooms	342	At a minimum. Would like to add a family restroom if possible.
Meeting room space	1,037	Most anticipated feature of new library.
Non-assignable space	857	Closets, riser, mechanical, electrical, janitorial, IT, hallways.
TOTAL	9,250	

Conclusion



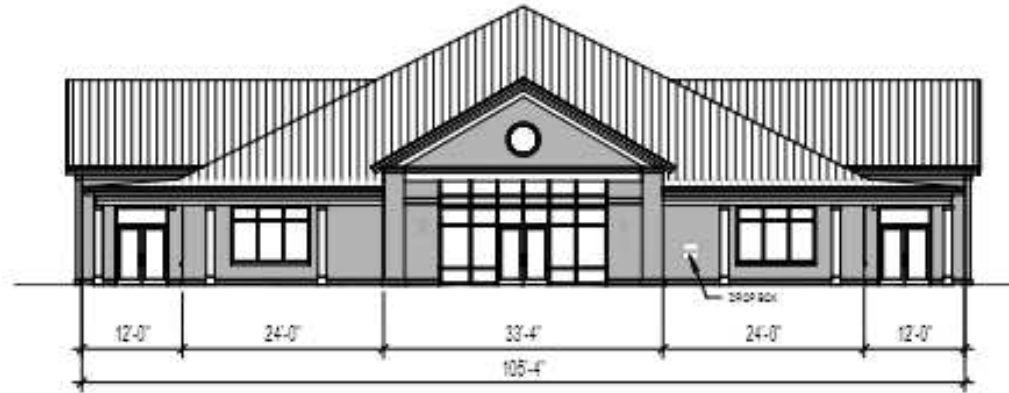
- Moderately sized library of 11,000 SF would be most appropriate.
- Due to budget restraints, a 9,250 SF building will suffice.
- Any building smaller than 9,250 SF will eliminate vital aspects of the building.

Next Steps





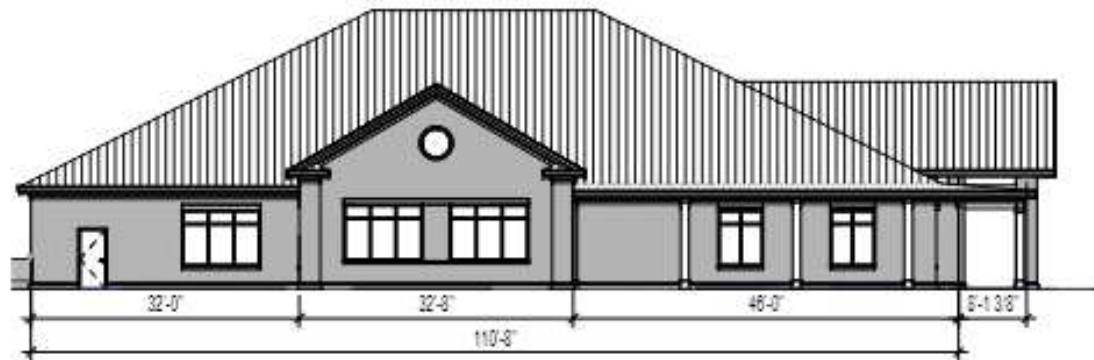
GIVEN MEMORIAL LIBRARY - PINEHURST, NC



1
PR3

FRONT ELEVATION

1/16" = 1'-0"



2
PR3

LEFT ELEVATION

1/16" = 1'-0"



1
PR4

BACK ELEVATION

1/16" = 1'-0"



2
PR4

RIGHT ELEVATION

1/16" = 1'-0"

One-story 11,500 GSF



Low Estimate

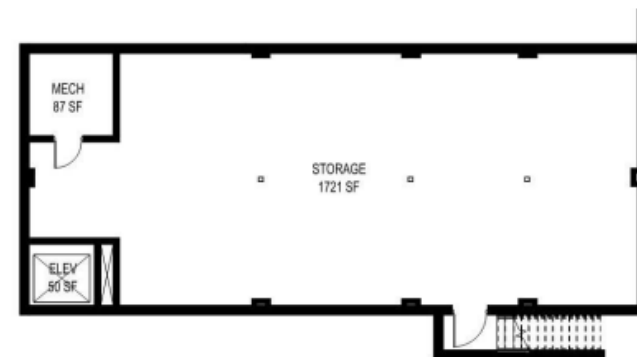
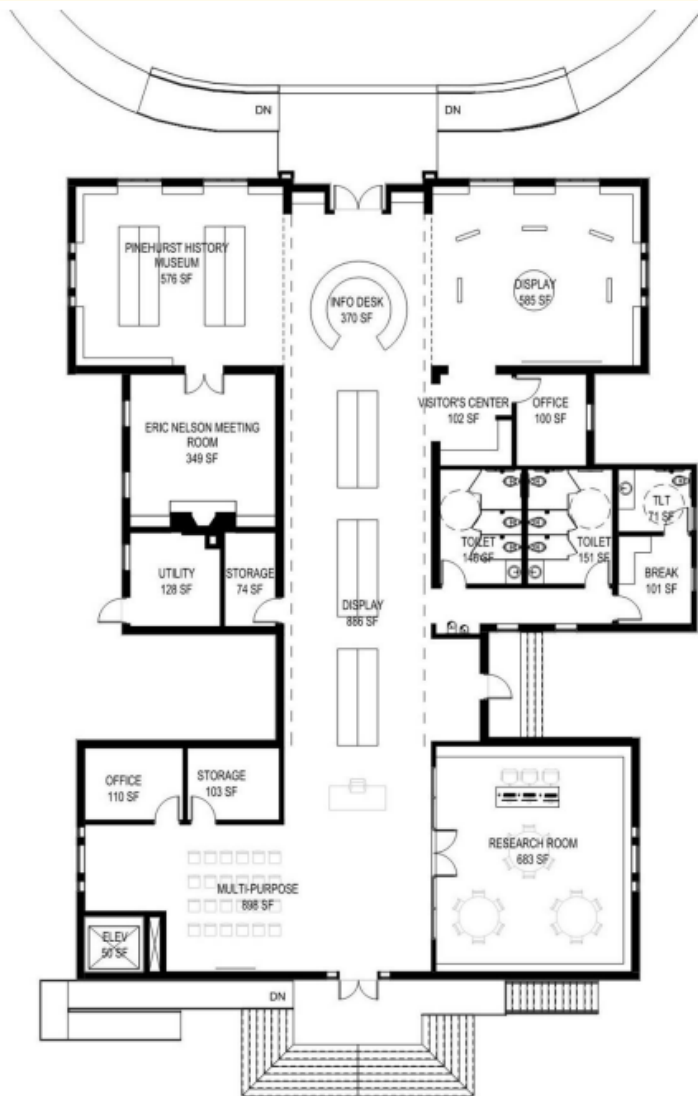
\$6,733,770

High Estimate

\$7,517,550

Archives Current Footprint 8,150 GSF

Low Estimate	High Estimate
\$1,362,930	\$1,669,350



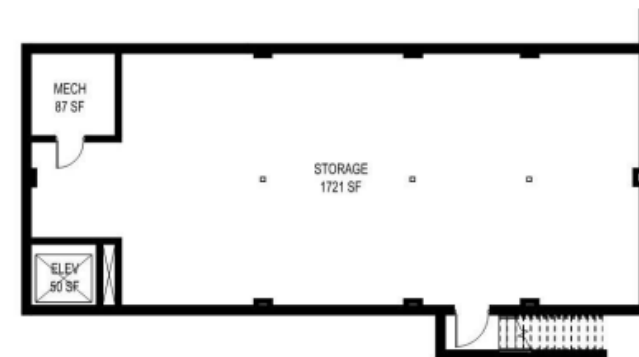
BASEMENT PLAN

3/32" = 1'-0"

Archives Expanded 8,860 GSF



Low Estimate	High Estimate
\$2,001,030	\$2,328,750





**DETERMINE THE 2024 PARTNERS AND COLLABORATORS
ASSIGNMENTS
ADDITIONAL AGENDA DETAILS:**

FROM:

Shannon Konstantinou

CC:

Jeff Sanborn; Councilmembers

DATE OF MEMO:

2/7/2024

MEMO DETAILS:

Please, see the attached material related to this item.

ATTACHMENTS:

Description

📎 2024 Key Partners and Collaborators



2024 PARTNERS AND COLLABORATORS

The term "**partners**" refers to those key organizations or individuals who are working in concert with the Village of Pinehurst to achieve a common goal or to improve performance. Partners are typically formal arrangements for a specific aim or purpose such as to achieve a strategic objective or to deliver a specific product.

The term "**collaborators**" refers to those organizations or individuals who cooperate with the Village of Pinehurst to support a particular activity or event or who cooperate on an intermittent basis when short-term goals are aligned or are the same.

Partners:	What We Partner On:	Council Liaison(s):
NCDOT/**SMPO *	Regional transportation planning and improvements	Pizzella & Taylor
North Carolina State Government	Legislative Actions	Pizzella & Morgan
Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen) *	Regional planning and cooperative services	Pizzella & Farrell
Moore County Economic Development Partnership	Economic development services	Pizzella & Taylor
Collaborators:	What We Collaborate On:	Council Liaison(s):
Pinehurst Resort / USGA*	Major golf events; Marketing and promotions	Farrell
Moore County, NC *	NCDOT	Pizzella & Morgan
Moore County Schools*	Temporary school site; P&R events/programs	Morgan
***Central Pines Regional Council	Inter-governmental issues and policies	Morgan & Ficklin
Pinehurst Business Partners*	Business in the Village	Ficklin
Convention and Visitors Bureau	Welcome Center services; Marketing	Taylor
Chamber of Commerce	Business in the Village	Ficklin
National Park Service		
FirstHealth	P&R/ Health and Fitness	Morgan
VOP Committees:	What We Collaborate On:	Council Liaison(s):
Bicycle and Pedestrian Advisory Committee	Village programs and services	Pizzella
Beautification Committee	Village programs and services	Ficklin

* Denotes a **KEY** partner or collaborator

*** SMPO and Central Pines Regional Council require Resolutions