



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF JANUARY 26, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
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

December, 2020 Police Report

December, 2020 Fire Report

B. Approval of Village Council Meeting Minutes.

January 12, 2021 Regular Meeting

January 12, 2021 Work Session

End of Consent Agenda.

4. Presentation of Final Library Services Needs Assessment Report.

5. Review and Approve the FY 2022 Balanced Scorecard, Including the FY 2022 Areas of Focus, and the FY 2022-2026 Initiative Action Plans.

6. Other Business.

7. Comments from Attendees.

8. 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 Partner & Collaborator 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
	NCDOT/TARPO
Jane Hogeman	Beautification Committee
	Moore County Schools



**PUBLIC SAFETY REPORTS
ADDITIONAL AGENDA DETAILS:**

December, 2020 Police Report
December, 2020 Fire Report

FROM:
Beth Dunn

CC:
Jeff Sanborn

DATE OF MEMO:
1/19/2021

MEMO DETAILS:
Attached are the December, 2020 Public Safety Reports.

ATTACHMENTS:

Description

- 📎 Police Report - December, 2020
- 📎 Fire Report- December, 2020

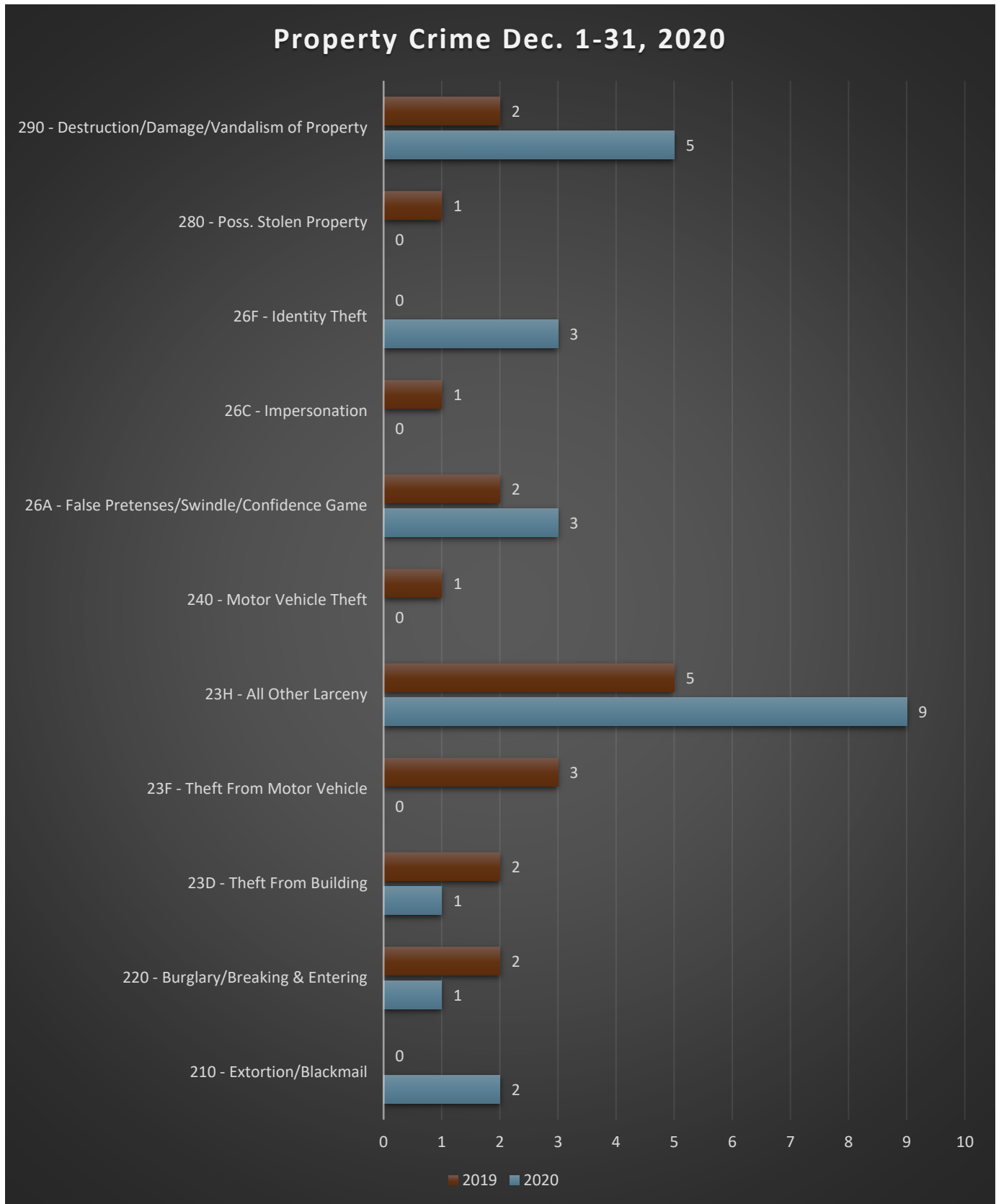
Police Department Monthly Report to Council December 2020



Prepared by
Chief Glen Webb

1/5/2021

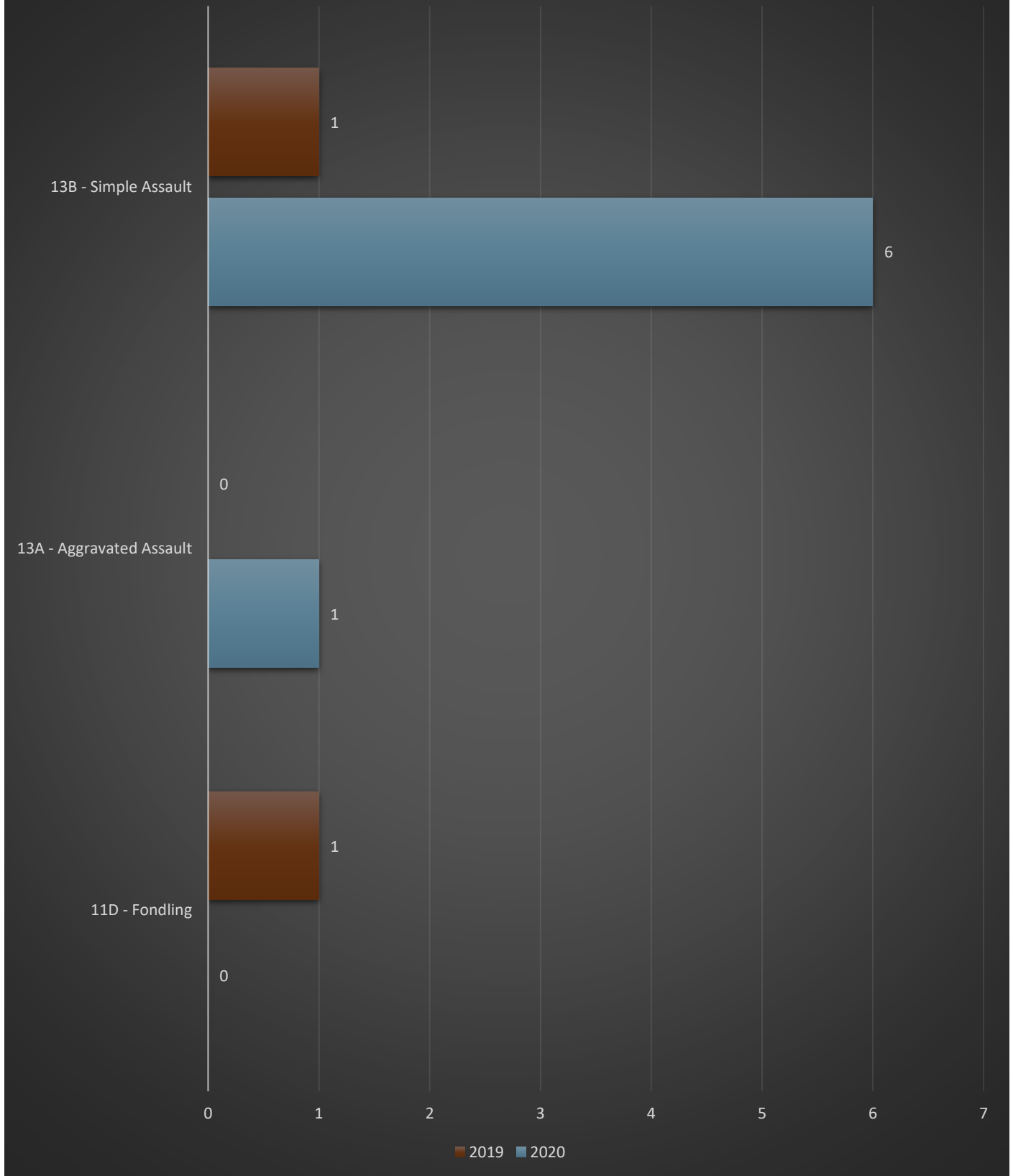
Monthly Report Dec 1 through 31, 2020 (With Previous Year / Same Month Range)



Dec 2019 Total Crimes Against Property: 19

Dec 2020 Total Crimes Against Property: 24

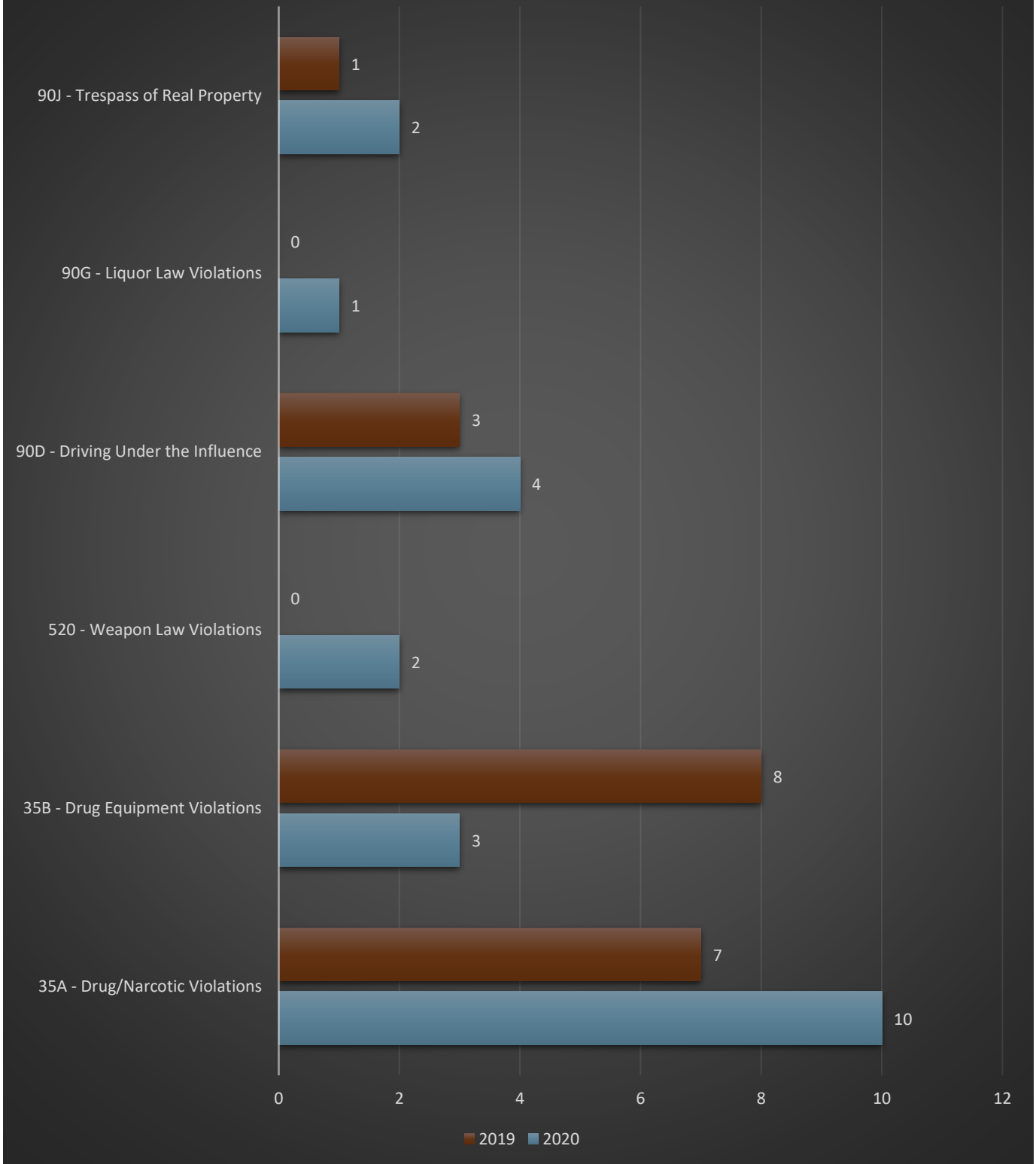
Crimes Against Persons Dec. 1-31, 2020



Dec 2019 Total Crimes Against Persons: 2

Dec 2020 Total Crimes Against Persons: 7

Crimes Against Society Dec. 1-31,2020

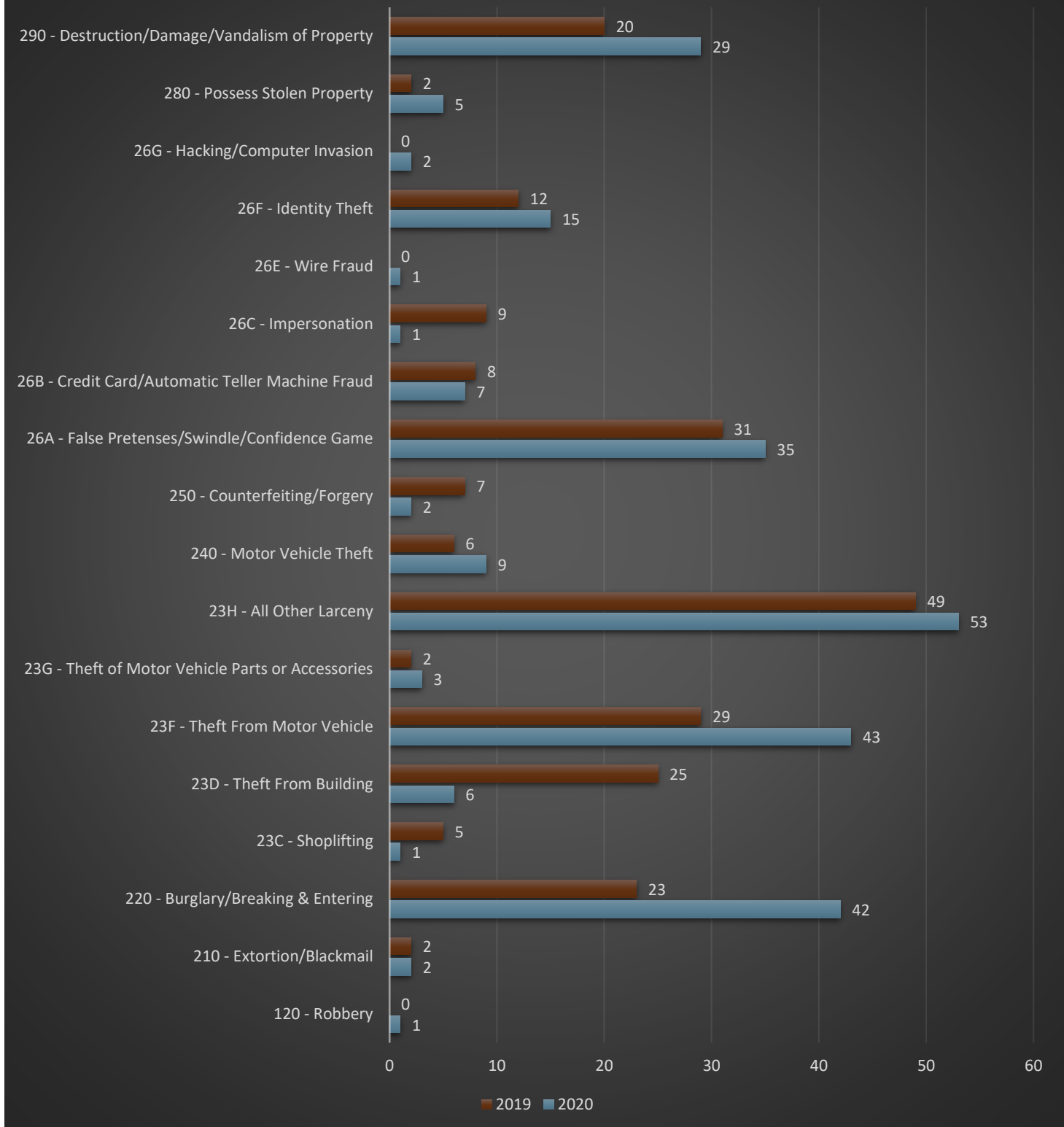


Dec 2019 Total Crimes Against Society: 19

Dec 2020 Total Crimes Against Society: 22

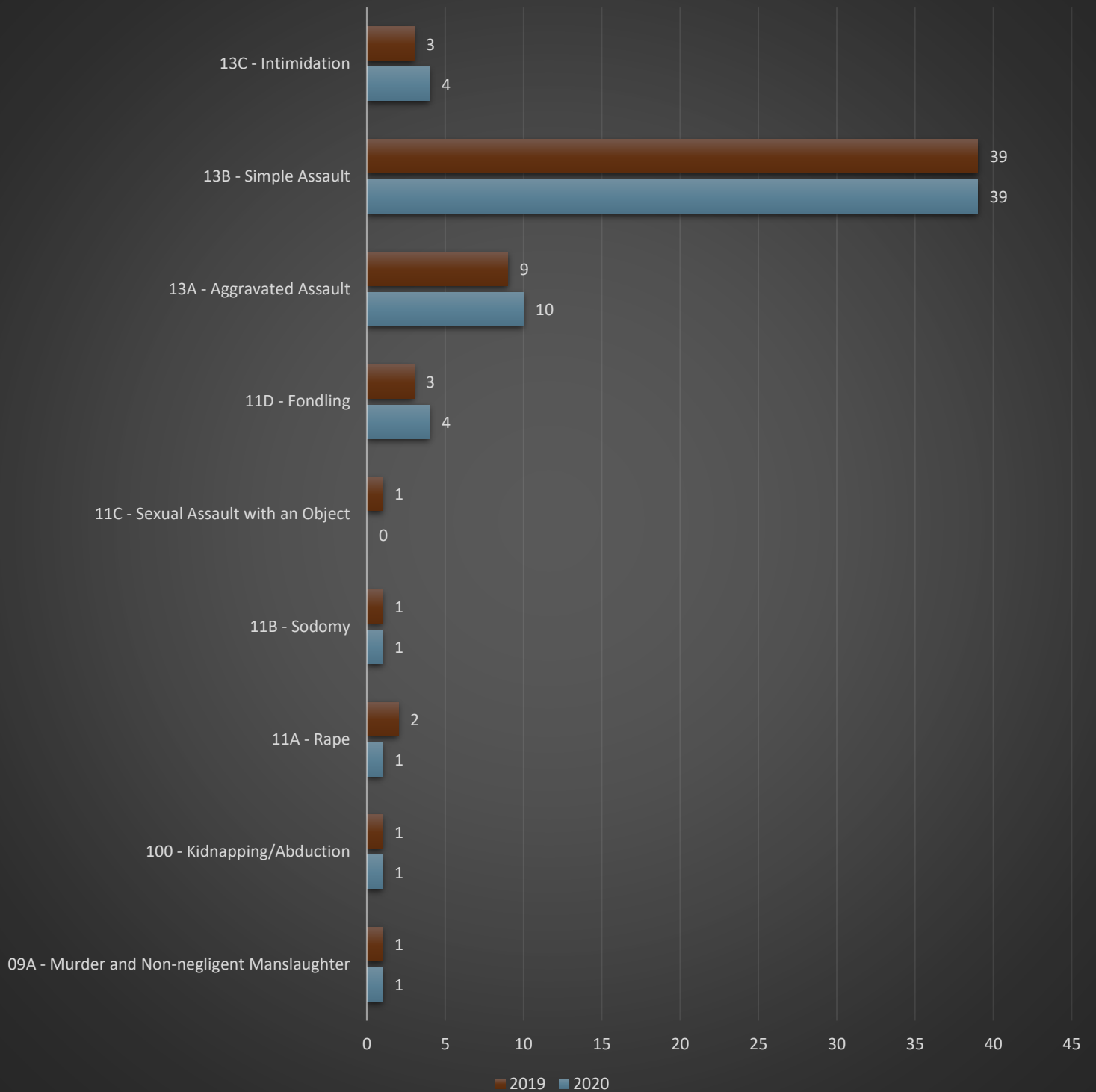
Rolling 12 Month Crimes Reported, Jan. 1, 2020- December 31, 2020
(With Previous Year 12 Month Total)

Property Crime Jan. 1, 2020 - Dec. 31, 2020



Rolling 12 Month Total Crimes Against Property 2019: 230
Rolling 12 Month Total Crimes Against Property 2020: 257

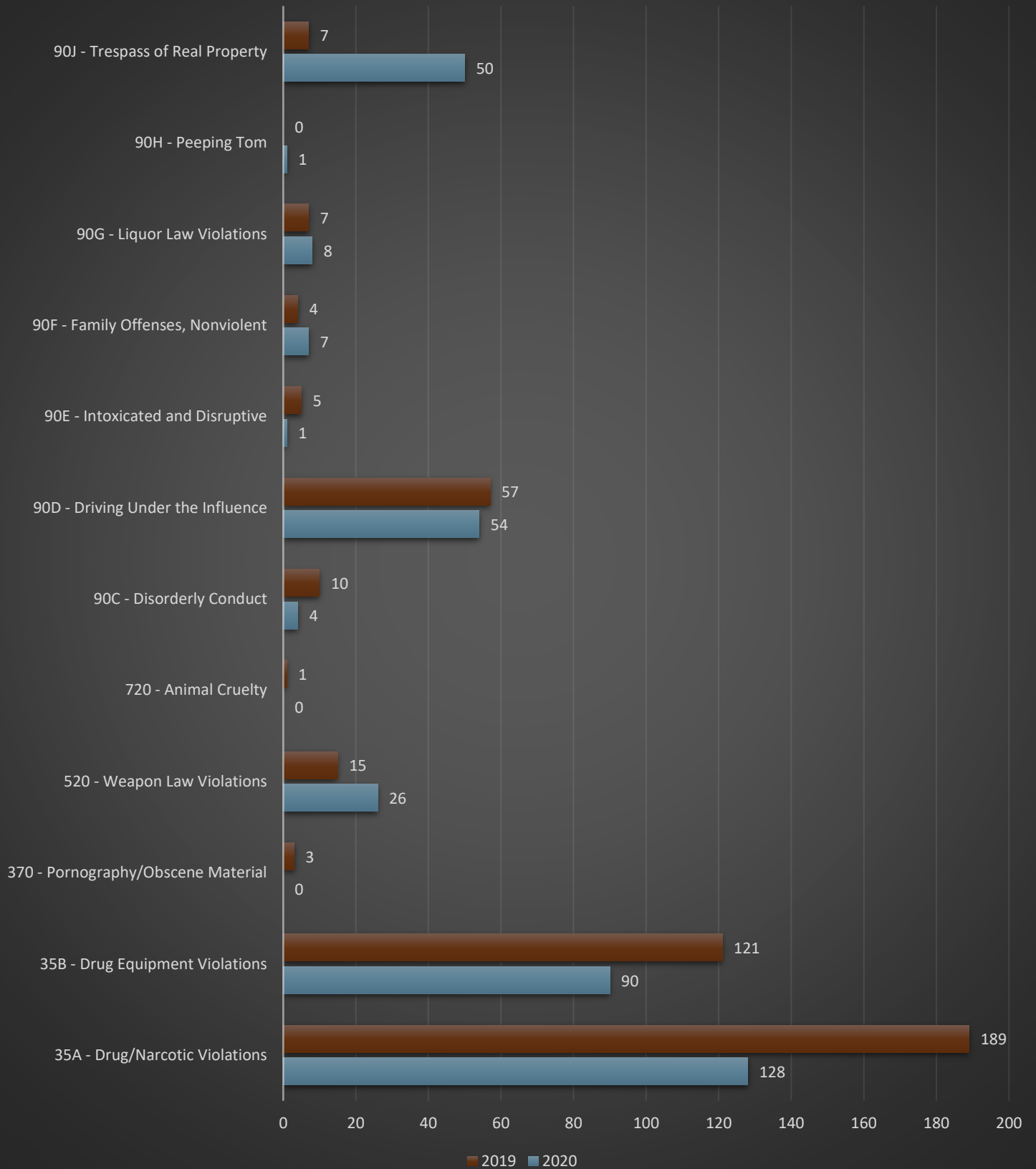
Crimes Against Persons Jan. 1, 2020 - Dec. 31, 2020



Rolling 12 Month 2019 Total Crimes Against Persons: 60

Rolling 12 Month 2020 Total Crimes Against Persons: 61

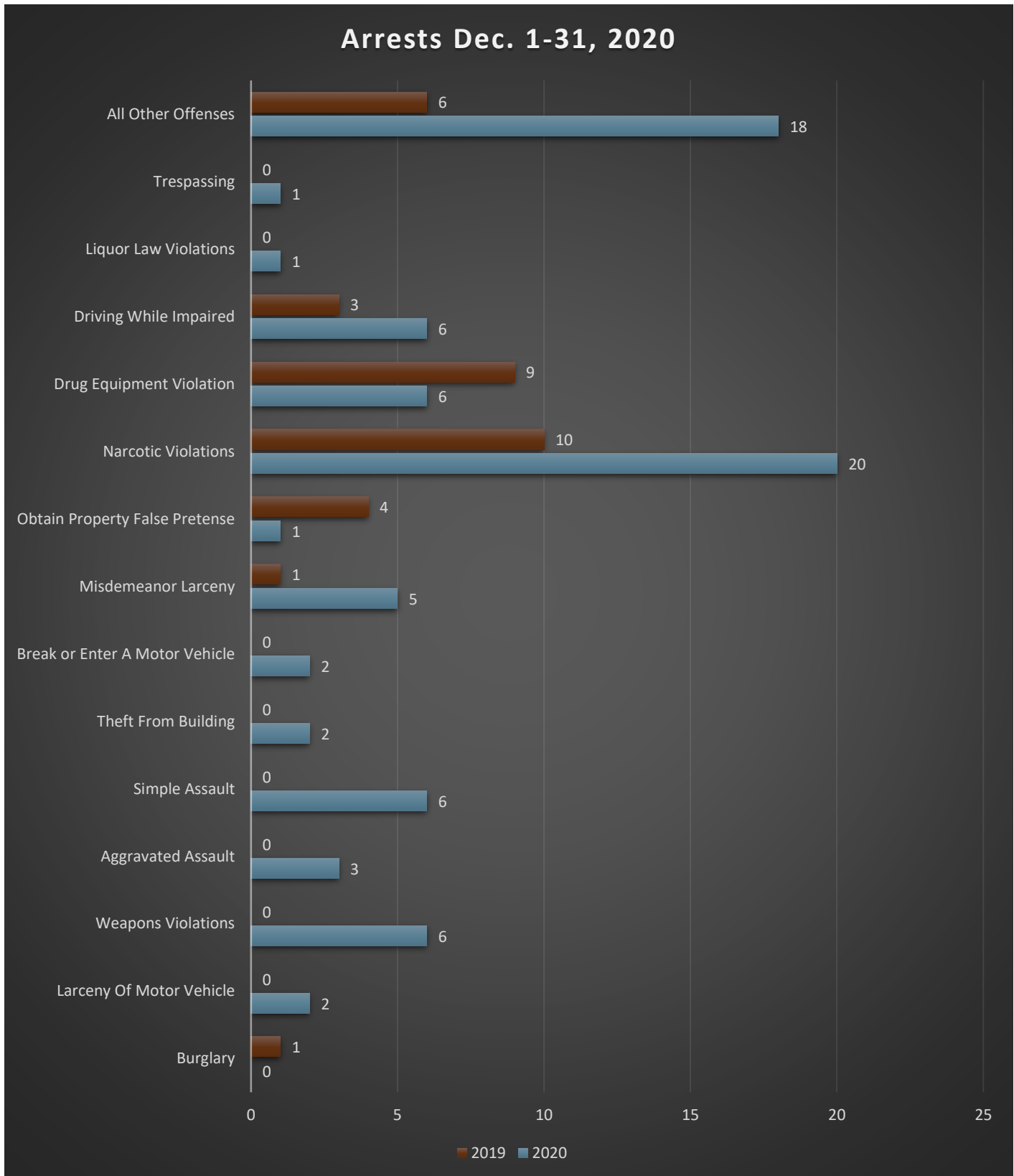
Crimes Against Society Jan. 1, 2020 - Dec. 31, 2020



Rolling 12 Month Total Crimes Against Society 2019: 419

Rolling 12 Month Total Crimes Against Society 2020: 369

Arrest Totals December 1 - 31, 2020 (With Previous Year / Same Month Range)

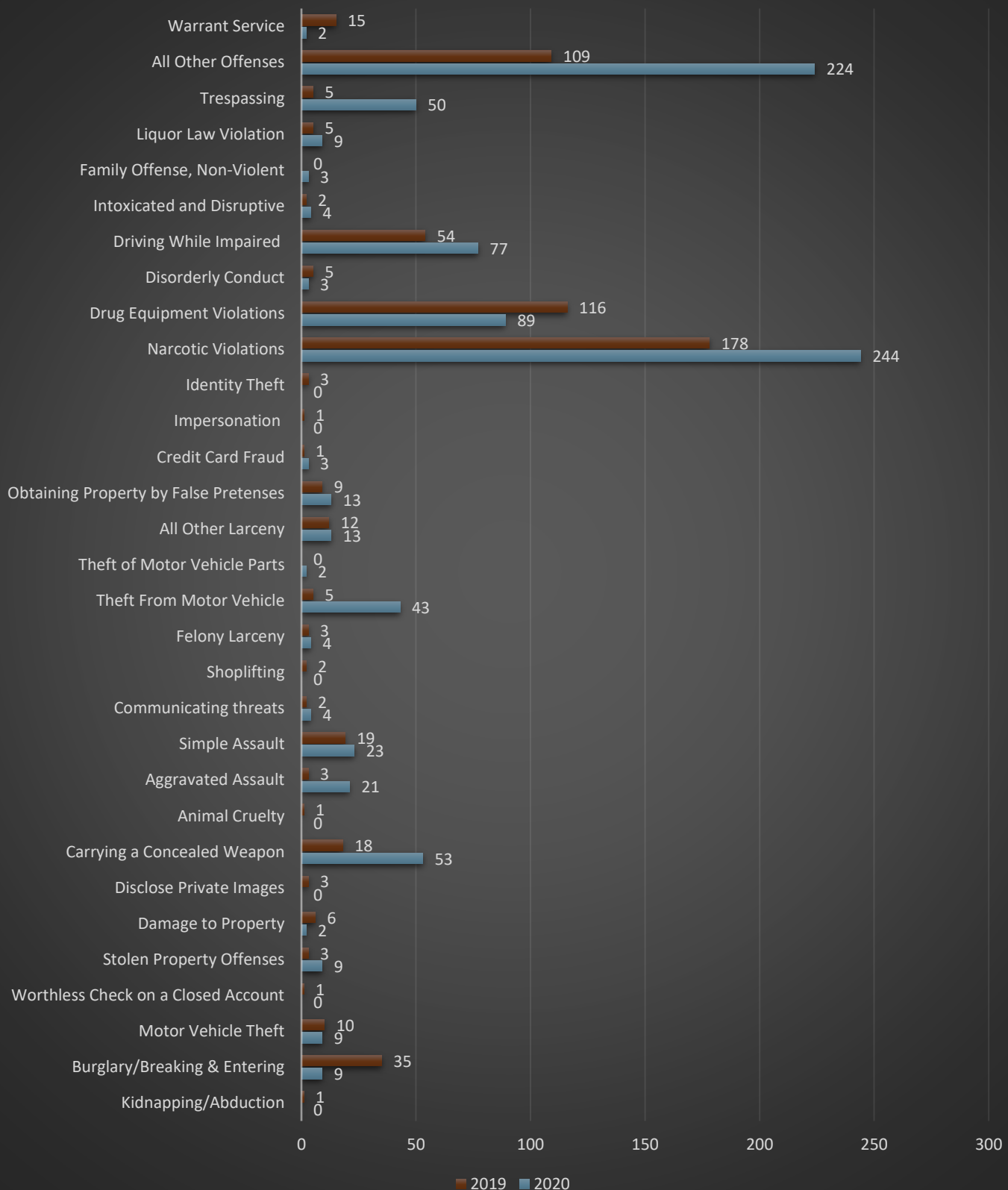


Dec 2019 Total Arrests: 34

Dec 2020 Total Arrests: 79

Rolling 12 Month Arrest Totals: Jan 1, 2020-December 31, 2020
 (With Previous Year Same 12 Month Range):

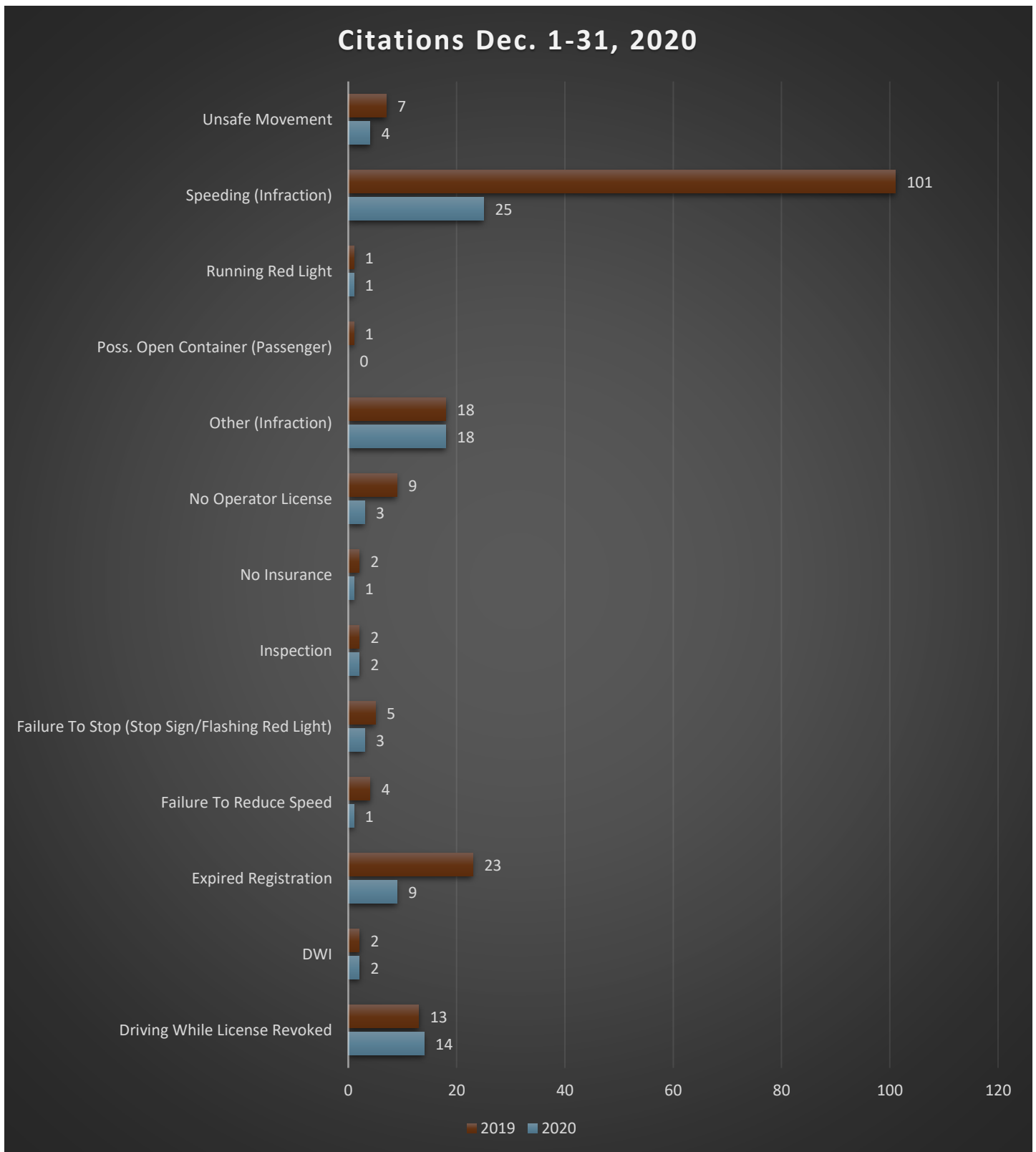
Arrests Jan. 1, 2020 - Dec. 31, 2020



Rolling 12 Month Arrest Totals 2019: 627

Rolling 12 Month Arrest Totals 2020: 913

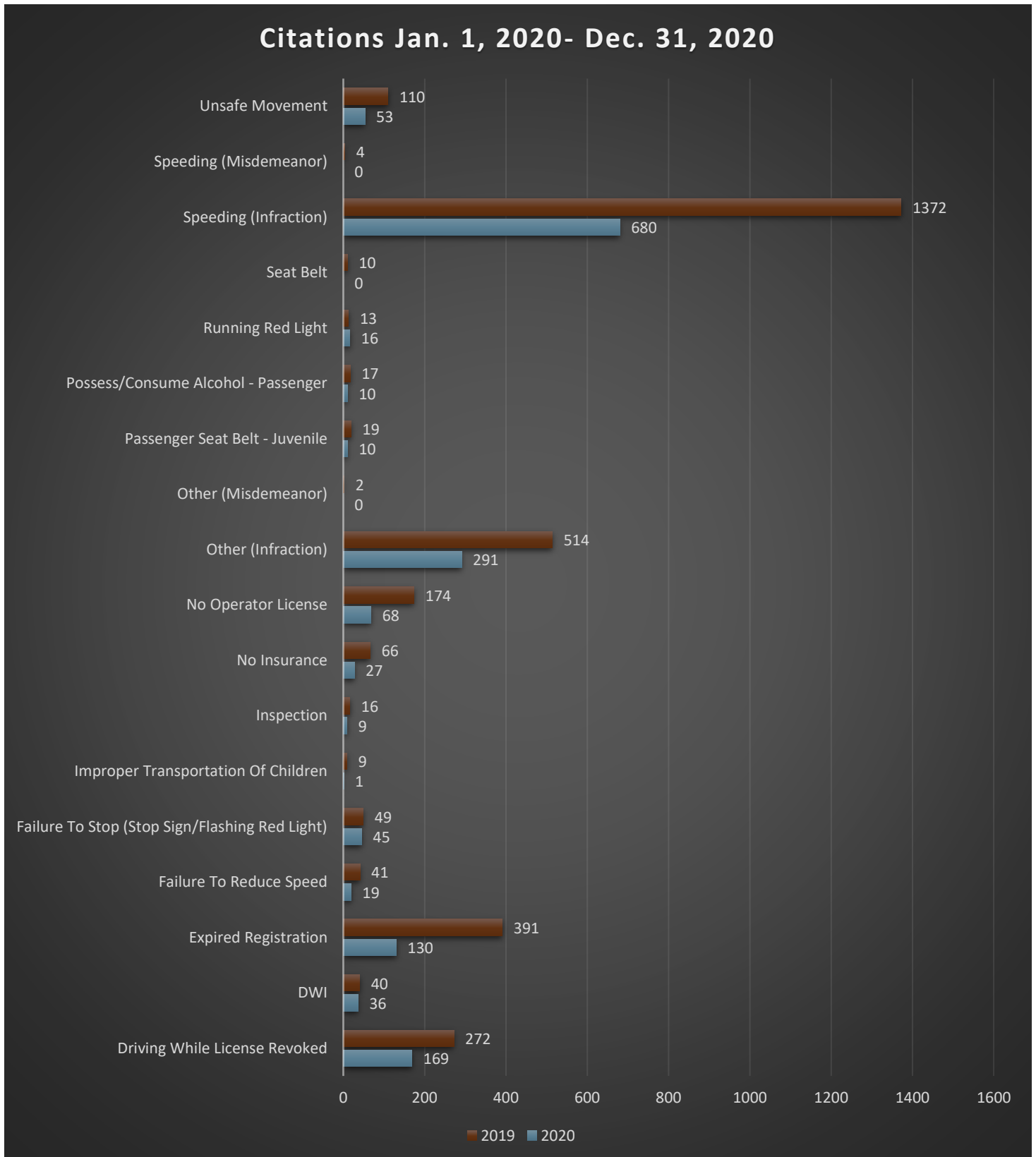
Citation Totals December 1-31, 2020 (With Previous Year / Same Month Range)



Dec 2019 Total Citations: 188

Dec 2020 Total Citations: 83

Rolling 12 Month Citation Totals: January 1, 2020- December 31, 2020
(With Previous Year Same 12 Month Range):



Rolling 12 Month 2019 Total Citations: 3119
Rolling 12 Month 2020 Total Citations: 1564

Notes

Property Crimes: Essentially flat. A few outlier events in 2020 account for the slight increase. In looking back you can trace most of the issues to three or four bad nights. I would like to note, that all but one of those events have been closed by arrest, and there are suspects identified in the Burning Tree area cases, however there isn't enough evidence to close that even yet.

Crimes Against Persons: No notable trends, near identical to the prior year.

Crimes Against Society: More violations this year, mainly centering around drug cases which reflect officer initiated activity. Our officers have also done a great job this year of getting illegal weapons off the street.

Arrests: Arrests are up, reflects both self-initiated activity and more seasoned officers recognizing violations and making arrests. This proactive activity and our ability to retain good officers contributes directly to this success.

Citations: About half what they were the previous year, however as a reminder this reflects our new deployment strategy that limits out of town events for Traffic. Further, COVID in 2020 halted a lot of activity for traffic stops as well as the state extending deadlines for regulatory violations such as registration and inspection.



PINEHURST FIRE DEPARTMENT

By The Numbers - December 2020



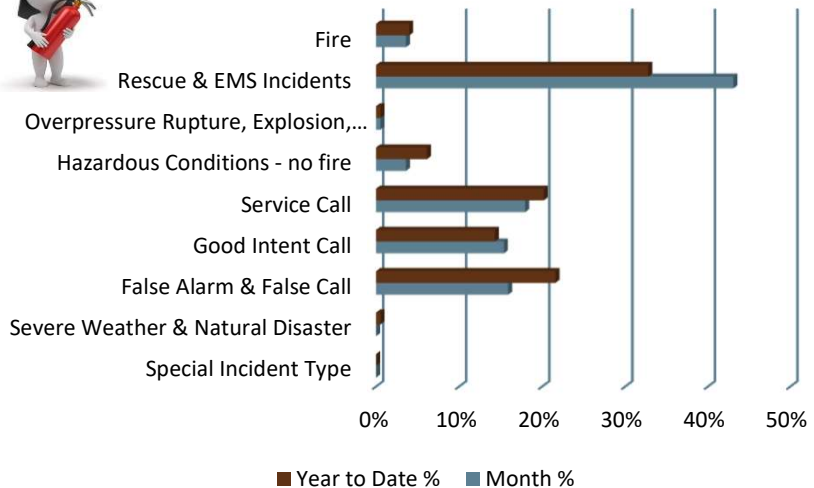
Month

Calls for Service **195**
 % Overlapping Incidents **20.00%**
 Busiest Day of Week **WED**
 Busiest Hour of Day **1 PM**
 # of Times Staff Recalled **1**

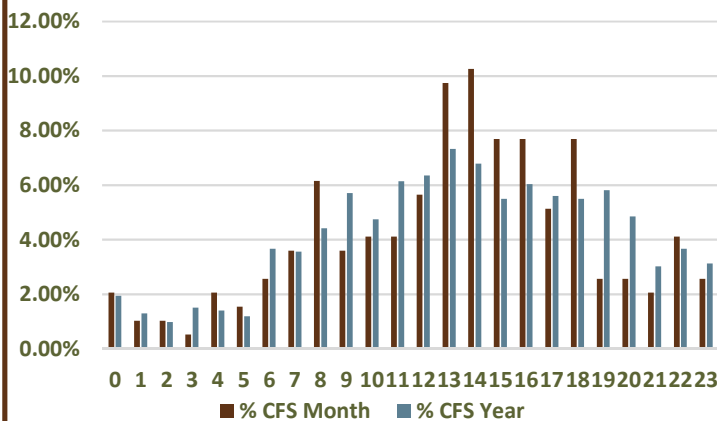
Year

Calls for Service **931**
 % Overlapping Incidents **15.47%**
 Busiest day of Week **THUR**
 Busiest Hour of Day **2 PM**
 # of Times Staff Recalled **6**

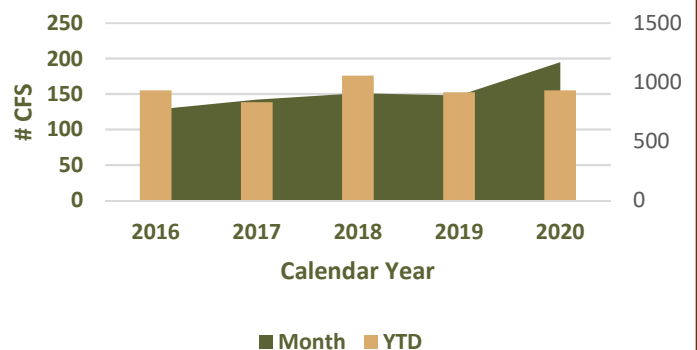
% of Calls for Service (CFS)



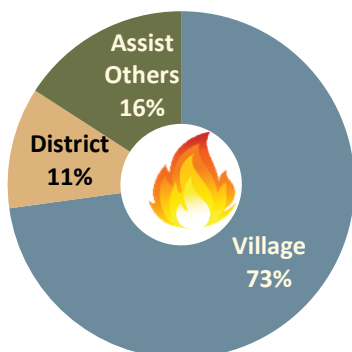
% CFS BY HOUR OF DAY



5 Year Comparison Through this Month of Year



LOCATION OF CFS FOR FY20



Inspections Completed this

MONTH **94**
 YEAR **569**

Code Violations Found this

MONTH **54**
 YEAR **298**

Percentage of Violations

Corrected YTD **93%**



Days Since Last Lost Time Accident in FD **322**

YTD Training Hours

IN HOUSE **3504**
 OUTSIDE **0**



Public Awareness Contacts

MONTH **10,619**
 YTD **76,061**



SUMMARY FOR THE MONTH OF DECEMBER 2020

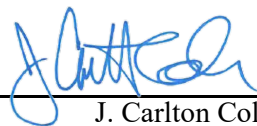
SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Fire	7	37	2	27	37%
Overpressure Rupture, Explosion, Overheat - no fire	1	5	0	4	25%
Rescue & EMS Incidents	84	305	40	280	9%
Hazardous Conditions - no fire	7	57	11	75	-24%
Service Call	35	188	33	185	2%
Good Intent Call	30	133	30	162	-18%
False Alarm & False Call	31	201	32	174	16%
Severe Weather & Natural Disaster	0	5	0	7	-29%
Special Incident Type	0	0	0	1	-100%
TOTAL INCIDENTS	195	931	148	915	2%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER FYTD	NUMBER THIS MONTH LAST YEAR	NUMBER FYTD LAST YEAR	PERCENTAGE YTD
Residential	22	85	9	83	2%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	4	20	0	0	2000%
Commercial	34	223	0	34	556%
Plan Review/Site Inspections	10	70	2	5	1300%
Reinspection	24	143	0	95	51%
Occupancy Certificates	0	28	0	0	2800%
TOTAL INSPECTIONS	94	569	11	217	162%
Violations Found:	54	298	0	75	297%
YTD Violations to be Corrected:		244		61	
YTD Violations Corrected:		228		53	
Correction Percentage:		93%		87%	

January 15, 2021



J. Carlton Cole, Fire Chief



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

January 12, 2021 Regular Meeting
January 12, 2021 Work Session

FROM:
Beth Dunn

CC:
Jeff Sanborn

DATE OF MEMO:
1/20/2021

MEMO DETAILS:
Attached are the draft minutes from the January 12th regular meeting and work session.

ATTACHMENTS:

Description

- ☐ January 12, 2021 Regular Meeting
- ☐ January 12, 2021 Work Session



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF JANUARY 12, 2021
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, January 12, 2021 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina and via the electronic meeting platform ZOOM. The meeting was streamed in real time on the Village's website.

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

The following were in remote attendance:

Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember

And approximately 19 attendees, including 8 staff and 1 press.

1. Call to Order.

Mayor Strickland, called the Village Council meeting to order.

2. Reports:

Village Manager

- FirstHealth will be administrating COVID vaccinations at the Fair Barn on Tuesdays and Wednesday, in general, until August. The Health Department is also administering vaccinations at their office in Carthage. Details on the vaccination plan can be found on the County's website, vaccinations are by appointment only. They hope to vaccinate 1,000 people per week at the Fair Barn.
- Morganton Road will close tomorrow at 8:00 a.m. for some work by NCDOT.

Village Council

- Mayor Strickland stated Council was contacted by FirstHealth on December 31st about providing space for vaccinations and the Village quickly stepped up. The January Neighborhood Advisory Committee meeting was canceled due to COVID.
- Mayor Pro Tem Davis stated she traveled on Highway 5 today and noticed the police helping with traffic coming and going from the vaccination clinic at the Fair Barn. She encouraged everyone to get their vaccination when it is their turn.
- Councilmember Drum stated his wife has received both shots for the COVID vaccination, as a medical provider, and everything went smoothly. He stated the Mayor, Jeff Sanborn, and his self meet with the railroad and he discussed the rails with trails program and received good reception and feedback for that program.

- Councilmember Hogeman stated the Bicycle and Pedestrian Advisory Committee has 3 stretches of sidewalks they are looking at. One is the Cannon Park stretch, which is in progress.
- Councilmember Boesch stated that the Bicycle and Pedestrian Advisory Committee discussed the surface to be used for the sidewalks along Cannon Park to Pinehurst Elementary. They will be bringing their recommendation to 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.

- Approval of Village Council Meeting Minutes.
 - December 1, 2020 Special Meeting
 - December 2, 2020 Special Meeting, Pre-Retreat
 - December 8, 2020 Special Meeting
 - December 8, 2020 Regular Meeting
 - December 8, 2020 Closed Session
 - December 10, 2020 Special Meeting, Retreat
 - December 11, 2020 Special Meeting, Retreat
 - December 17, 2020 Special Meeting

End of Consent Agenda.

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

4. **Discuss and Consider Resolution Appointing a Member to the Board of Adjustment and Planning and Zoning Board.**

Mayor Strickland stated Matthew Jones is being considered for a vacant position on the Planning and Zoning Board and Board of Adjustment. Cyndie Burnett, Planning and Zoning Board Chair, stated they are excited to have an engineer on the board and he will be a great addition. Matthew Jones stated he was excited for the opportunity to serve.

Upon a motion by Councilmember Hogeman, seconded by Councilmember Drum, Council unanimously approved resolution 21-02 appointing Matthew Jones to the Board of Adjustment and Planning and Zoning Board, by a vote of 5-0.

5. **Discuss and Consider Action on the Preliminary Plat for the Proposed Pinehurst South Cottages Major Subdivision.**

Darryn Burich, Planning and Inspections Director, explained that Council is being asked to approve a 14.4 acre subdivision containing a total of 42 lots located in the Village's Extraterritorial Jurisdiction (ETJ) located on the Village's south side in the Highway 5 Commercial Area, Focus Area 2 in the Comprehensive Plan. Mr. Burich stated the proposed subdivision contains 38 residential lots; one pump station lot; a stormwater management lot; and two undeveloped commercially zoned, Neighborhood Commercial (NC), lots. Lots 40 and 42 are not proposed to be developed at this time and identified on the plat as being "undeveloped area". The property is currently split zoned R5 and NC with all the proposed residential lots located in the R-5 zoned area.

Mr. Burich explained that on December 8, 2020 Council continued the public hearing to today's meeting to allow additional information to be gathered prior to taking action on the proposed subdivision. Additional information relative to:

- Ownership and access to Olivia Lane relative to the proposed emergency access.
- Status of the lease agreement with the Aberdeen Carolina & Western Railway (ACWR)
- Status of the undeveloped lots (40 and 42)
- Mailboxes/Kiosks
- Parking
- Curb and Gutter Waiver

Mr. Burich stated the applicant's attorney has furnished an opinion that "owners of property adjoining Olivia Lane have easement rights to use the road for access to their property under North Carolina statutes and case law". The Village Attorney is in agreement with this opinion letter. The opinion does state that easement rights are subject to the ACWR. Staff will continue to recommend a condition regarding fire suppression systems while this situation continues to be evaluated. The condition is flexible and allows the applicant to move forward with construction plans for the plat in conjunction with continuing research on the access

issue.

Mr. Burich explained the Village's current lease agreement with the ACWR is specific only to permitting Village emergency access to CCNC's emergency access gate. The lease agreement does not discuss permitting Village access to service other uses via the Olivia Lane crossing so a new agreement is needed to specifically permit emergency access to the proposed subdivision. Staff has had conversations with the ACWR and they have indicated support to modify the lease agreement to permit emergency access as proposed. Mr. Burich noted a condition is recommended to update the lease agreement with the ACWR to permit Village emergency access to the subdivision as proposed. ACWR has also stated that it would like to work with the Village in the long term to allow closure of either the Olivia Lane or Arnette Street crossings. In order to close one of the crossings, the street network would have to be improved to permit cross access between the two streets from neighborhood properties. The proposed plat shows a potential connection to Arnette Street between lots 14 and 41.

Mr. Burich explained that Lots 40 and 42, are shown as being undeveloped and zoned NC and noted that the applicant has stated that these lots will remain as undeveloped greenspace for the neighborhood. The applicant has informed staff that it is their intent to install a mail kiosk in the area north of proposed Lot 1 and west of proposed Street B. The Pinehurst Development Ordinance (PDO) has no requirements for mail kiosks or individual mail service. Staff has no objections and will review for PDO compliance during the construction drawing review and final platting stage. Mr. Burich also stated there is no guest parking requirement for residential subdivisions in the PDO and explained each dwelling that is developed will be required to provide parking based on existing PDO requirements. Current PDO parking requirement is a minimum of 2 parking spaces per residential dwelling unit.

Mr. Burich stated that the preliminary plat includes a request to waive the Village's Engineering Standards and Specifications Manual (ESSM) standard curb and gutter requirement to allow construction of valley curb and gutter, which waiver can only be granted by Council. The Public Services and Engineering Director supports the waiver request based on the subdivision's smaller lot sizes that will result in numerous driveway curb cuts. Valley curb and gutter will allow a continuous curb and gutter system to be maintained along with numerous driveway cuts.

Mayor Strickland asked the difference in the way valley curb and gutter handles stormwater compared to standard curb and gutter. Mr. Burich stated the water goes into the storm water system the same way. Mr. Burich noted that more catch basins would show up in the construction phase with the valley curb and gutter. Councilmember Boesch asked about the easement from the railroad. Mr. Burich stated ACWR are supportive of amending the current agreement, no money has ever been discussed to amend the agreement, as the Village currently maintains the access now. Mr. Burich noted that Mike Newman, Village Attorney, stated the opinion letter regarding the easement on Olivia Lane was solid. Councilmember Boesch inquired if emergency vehicles would have the right to enter the subdivision roads if they are private roads. Dave McNeill, applicant's attorney, stated the subdivision roads will be dedicated as public roads on the approved recorded plat.

Councilmember Hogeman asked if there is enough room at the designated mail kiosk for residents to park and get their mail without blocking the main entrance. Mr. Burich stated that design would be reviewed at the construction phase. Councilmember Hogeman asked if the lots on the neighborhood commercial area would be developed. Mr. McNeill stated the intent of those lots were to be used as common area and not be developed. Mr. McNeill noted the applicant agreed to reflect that intent on the recorded plat. Councilmember Drum stated that everyone has done a great job with the conditions for this project and asked about the clearing of the property. Tim Carpenter, LKC, stated they will minimize cutting down any unnecessary trees.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Drum, Council unanimously approved the Pinehurst South Cottages major subdivision preliminary plat identified as Moore County Parcel ID 00046287 and a portion of 00046241 with the following conditions, by a vote of 5-0:

A. All dwelling units shall be equipped with a fire sprinkler suppression system as approved by the Village of Pinehurst Fire Marshall unless the Village's current lease agreement with the Aberdeen Carolina and Western Railway Company is renegotiated to permit emergency secondary access to the subdivision. Prior to approval of construction drawings, the applicant is to provide information acceptable to the Village that an emergency access drive can be connected to Olivia Lane.

B. A sight distance analysis be performed and sealed by a qualified, licensed North Carolina Professional Engineer with transportation engineering experience for the proposed intersection with Blake Boulevard, to confirm compliance with the AASHTO and NCDOT requirements noted in the Village's ESSM as part of and prior to approval of the construction drawing submittal for this project.

C. A sight triangle compliant with Section 3.02(a) of the Village's Engineering Standards and Specifications Manual (ESSM) will be required at the intersection of proposed "Street A" and Blake Boulevard prior to approval of construction drawings and the final plat. The applicant may seek a variance from this condition through the Village of Pinehurst Board of Adjustment per North Carolina General Statute.

D. Council agrees to waive the requirement for curb and gutter per Section 3.02(a) of the ESSM and allow use of valley gutter as depicted on the Preliminary Plat.

6. Presentation of the Distinguished Budget Presentation Award.

Jeff Sanborn, Village Manager, explained the Village's Finance Department has once again been recognized with the Government Finance Officers Association's Distinguished Budget Presentation Award for the 2021 Strategic Operating Plan. This award marks the 13th consecutive year the Village's Budget and Strategic Operating Plan have met the highest governmental principles and standards for governmental budgeting. In addition, the Village's 2021 Strategic Operating Plan received Special Performance Measures Recognition. This marks the fourth time the Village has received this special recognition in the 13 years of achieving the award. Mr. Sanborn explained to receive the Distinguished Budget Presentation Award, the Village had to satisfy nationally recognized guidelines for effective budget presentations designed to assess how well the annual budget serves as a policy document, financial plan, operations guide, and a communications device. Mr. Sanborn congratulated the Finance Director, Brooke Hunter, the Finance Department staff, and Lauren Craig, Organizational Performance Director, for this tremendous accomplishment and well-deserved recognition.

7. Discuss the National Historic Landmark District Integrity & Condition Study.

Natalie Hawkins, Assistant Village Manager of Administration, stated that as previously reported to the Village Council, the National Park Service (NPS) is in the process of conducting an Integrity & Condition Study of the Pinehurst National Historic Landmark (NHL) District. The NPS is conducting this study to monitor the condition of Pinehurst NHL District to ensure it continues to possess the historic qualities for which it was designated in 1996. The NPS has contracted with Richard Grubb & Associates, Inc. to conduct fieldwork and perform visual inspections of properties in the district.

Ms. Hawkins stated the NPS issued a press release on November 19, 2020 announcing the launch of this comprehensive study and a project site where additional information about the study can be found at <https://parkplanning.nps.gov/pinehurst>. The objective of the Pinehurst NHL District Integrity & Condition Study is to document existing conditions in the district based on research, field surveys, photographic documentation, Geographical Information Systems analysis, and public engagement to determine if the district continues to possess the historic qualities for which it was nominated for. Ms. Hawkins noted that the NPS is conducting the study as a required statutory obligation.

Ms. Hawkins stated that the public engagement component of the study will include two virtual public input meetings that will be held on February 2nd at 10:00 a.m. and 6:30 p.m. The purpose of these sessions is to gain a greater understanding of the inner workings of Pinehurst to help aid in the stewardship of the NHL by providing policy makers and the public with a better understanding of the District. Through this public engagement process, Pinehurst residents and property owners will be asked to provide their thoughts on what is going well and not going so well with regards to historic preservation of properties in the district. Residents and property owners will also be able to discuss any specific projects, initiatives, or trends that they believe may be beneficial or harmful to the district. Ms. Hawkins explained that in addition to public meetings, NPS will be inviting community members with a direct role in the management of the district, including elected officials, business owners, and preservation experts, to a series of listening sessions. The preliminary Integrity & Condition Study is expected to be completed late this summer or early fall. Representatives of the NPS will host a public meeting upon completion of the study to review and discuss the findings with the community.

8. Discuss and Consider Approval of the Village of Pinehurst Emergency Paid Sick Leave Policy.

Jeff Sanborn, Village Manager, explained in March 2020, the Federal Government enacted the Families First Coronavirus Response Act (FFCRA), which provided job-protected paid leave to employees through December 31, 2020. Mr. Sanborn explained the federal policy expired December 31, 2020 and the Village would like to extend the 80 hours of emergency paid sick leave through March 31, 2021.

Angie Kantor, Human Resources Director, explained this paid leave is separate from the federal program, but would operate in the same manner. Employees would not be granted an additional 80 hours, but would be able to utilize any hours remaining from the federal policy. Eligible employees can take leave under this policy for certain qualifying reasons, as the same in the last policy. Ms. Kantor noted that only regular full time and regular part time employees would be eligible for the emergency sick leave and new hires would have a 30 day waiting period. Ms. Kantor noted that since the beginning of the year the Village has had 7 employees that have needed to take off for COVID related issues. Mayor Pro Tem Davis asked if we were being reimbursed for this sick leave. Ms. Kantor stated that private employers will receive a tax credit but the Village will not receive any reimbursement. Councilmember Hogeman asked if we knew what our sister cities and the County was doing. Mr. Sanborn stated Aberdeen was discussing an extension for 6 months and both Southern Pines and Moore County are discussing a similar policy.

Upon a motion by Councilmember Drum, seconded by Mayor Pro Tem Davis, Council unanimously approved resolution 21-01 approving the Village Pinehurst Emergency Paid Sick Leave Policy, by a vote of 5-0.

9. Discuss and Consider Budget Amendment for Land Purchase Completed in December.

Brooke Hunter, Financial Services Director, stated that previously \$200,000 was budgeted in FY2021 to potentially acquire land for a future third fire station if the opportunity presented itself. While a few sites have been considered, no realistic opportunities currently exist. As a result, those funds are not expected to be expended for that purpose. Ms. Hunter explained that a different opportunity arose to acquire a 7.62 acre tract located at 285 Bowman Road which is adjacent to West Pinehurst Park. Council elected to pursue the opportunity to add the acreage to West Pinehurst Park and the land was acquired in December. Instead of taking the park land acquisition funds from the Fund Balance, it was agreed to re-direct the existing land acquisition funds in the Fire Department's budget. Mr. Hunter stated that this proposed budget amendment would move \$182,000 from the existing Fire Department's Capital budget to the existing Parks and Recreation Department's Capital budget and is inclusive of purchase price plus due diligence and closing expenses. This accounting step is necessary to appropriately align the funds expended to acquire the 7.62 acre parcel.

Upon a motion by Councilmember Hogeman, seconded by Councilmember Boesch, Council unanimously approved ordinance 21-01 amending the ordinance appropriating funds for operations, regarding revenues and expenditures of the General Fund for the Village of Pinehurst, by a vote of 5-0.

10. Discuss and Consider Ordinance Amending the Municipal Code to Establish a Public Tree Protection Program.

Jeff Batton, Assistant Village Manager of Operations, stated this item is to consider establishing an ordinance that would protect public trees from unauthorized removal and establish guiding principles for when public trees should be considered for removal. While trees being removed from the right-of-way or other public spaces without first seeking permission from the Village is rare, it has happened in the past. The ordinance would establish penalties for such actions and is intended to compel adjacent landowners, tree services, and others to seek permission from the Village before taking any action to remove a tree from public property. The ordinance would also establish the Village's position on when trees can be considered for removal. The ordinance language mirrors staff's practices related to public tree removal but this ordinance would solidify the policy related to public tree protection.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved ordinance 21-02 amending the Pinehurst Municipal Code, by adding Chapter 96, as it pertains to Public Tree Protection, subject to the review and approval of Counsel for the Village of Pinehurst, by a vote of 5-0.

11. Other Business.

- Mayor Strickland stated the County has invited municipalities across Moore County to participate in a meeting with the Conventions Visitor's Bureau (CVB) on January 27th to discuss the request to increase the County's occupancy tax.
- Mayor Strickland noted that Council received a follow up letter from residents on McKenzie Road East requesting sidewalks. Councilmember Hogeman stated the Bicycle and Pedestrian committee has discussed proposing this area to extend sidewalks to tie into the Greenway.
- Mayor Strickland stated maybe we should refresh to-go lanes for the restaurants in the Village. Mr. Batton stated there

hasn't been a request for re-establishing curbside to-go lanes. With the outdoor dining it could pose a challenge as opposed to last winter when we installed them and there wasn't outside dining. Mr. Batton stated they would take a look at the arrangements and see what they could work out.

12. Comments from Attendees.

There were no comments from attendees.

13. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Drum, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 6:48 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 WORK SESSION OF JANUARY 12, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA**

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 6:55 p.m., Tuesday, January 12, 2021, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina and via the electronic meeting platform ZOOM. The meeting was streamed in real time on the Village's website.

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Mr. Jeffrey Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

The follow were in remote attendance:

Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember

And approximately 6 attendees, including 4 staff and 1 press.

1. Call to Order.

Mayor John Strickland, called the Council work session to order.

2. Review and Discuss the FY 2022 Balanced Scorecard, FY 2022 Areas of Focus, and the FY 2022-2026 Initiative Action Plans.

Lauren Craig, Organization Performance Director, stated this agenda item is to review and discuss the proposed Balanced Scorecard (BSC) and Initiative Action Plans (IAP), related to the development of the FY 2022 Strategic Operating Plan (SOP). These items were developed based on Council's discussions at the December 10-11, 2020 Strategic Planning Retreat.

Ms. Craig reviewed the proposed FY 2022 BSC, including the recommended Areas of Focus, proposed goals, strategic objectives, and key performance indicators (KPIs). Councilmember Hogeman inquired about the goals associated with maintaining a healthy financial condition. Ms. Craig explained those items are goals, not where we are or what is proposed financially, just best practices to stay within those areas. Councilmember Hogeman asked to put an asterisk by these to indicate they are tied to the Fund Balance policy. Council discussed the fund balance policy and the appropriate levels of fund balance.

Councilmember Hogeman asked why the Pinehurst Development Ordinance (PDO) rewrite IAP is scheduled out for 3 years and noted she wants to hire someone in house to start the process now. Natalie Hawkins, Assistant Village Manager, reviewed the timeline of the process. Council and staff discussed hiring a consultant verses completing the PDO re-write in house and the best way forward.

Jeff Sanborn, Village Manager, explained that this is a starting point for staff to start building the 5 year plan and the timelines and wording on some IAP's could change. Ms. Craig stated she will bring back the corporate balance scorecard at the next regular for

Council's consideration.

3. Discuss and Consider FY 2022 Key Partner and Collaborators.

Council reviewed the draft 2021 Key Partner and Collaborator List. Mayor Strickland noted that he would be in touch with Councilmembers about any assignment changes they would like to make.

4. Discuss a Process to Update the Comprehensive Plan.

Jeff Sanborn, Village Manager, stated at the Village Council's strategic planning retreat in December, staff indicated we would draft and present a proposed policy on how the Council may wish to ensure the Comprehensive Plan document remains relevant. Darryn Burich, Planning and Inspections Director, stated this draft policy would be guidelines to move forward with amendments to the Comprehensive Plan. Mr. Burich reviewed the draft policy with Council. The policy would propose that a comprehensive update be completed every 8 to 10 years, a biennial review would be completed every 2 years on odd number years, and annual updates would be reviewed in December at Council's retreat and approved in June as part of the annual Strategic Operating Plan. The policy would also give directive to complete other updates to the plan as necessary. Criteria is also included for Council to use when evaluating proposed amendments.

Mr. Sanborn stated this policy gives us a method to carry out what is prescribed in the Comprehensive Plan for periodic updates and there are more details that can be fleshed out in this document. Councilmember Hogeman stated she doesn't want to make the process so cumbersome that we can't make amendments to the plan. Council will discuss the draft policy again at the next work session on January 26th.

5. Discuss a Moratorium for Small Area Plan Focus Area.

Jeff Sanborn, Village Manager, explained during the Village Council's annual strategic planning retreat a moratorium was discussed to address incompatible development. Natalie Hawkins, Assistant Village Manager stated the last moratorium was when the New Core Master Plan was developed from 2004 to 2007. Staff is recommending a moratorium on development in two of the Focus Areas identified in 2019 Comprehensive Plan while Small Area Plans are being prepared, these areas include the NC Highway 5 Commercial Area (Focus Area 2) and the Village Place/Rattlesnake Trail Corridor (Focus Area 4). Ms. Hawkins explained NC General Statutes (NCGS) authorize municipalities to implement a moratorium on development and the statutory requirements for a moratorium are described in Section 160D-107. Ms. Hawkins stated that because existing zoning and design standards in these two Focus Areas are inconsistent with the stated vision of these areas in the 2019 Comprehensive Plan, this moratorium could prevent future development or re-development from occurring that is incompatible with this vision until such time as new development regulations and standards are enacted. Ms. Hawkins noted there are some projects in the works that could be impacted by this moratorium.

Darryn Burich, Planning and Inspections Director, shared current zoning maps of the focus areas. He explained there are a number of zoning designations and land uses that are inconsistent with the Comprehensive Plan. Mr. Burich explained in Focus Area 2 there are plans for a small strip type center, a dermatology clinic, and a parking lot expansion is under review. The moratorium would pause current developments under review until it is lifted or building exclusions in the ordinance. The Pinehurst South Cottages would be allowed to move forward per NCGS. Mr. Burich reviewed a draft ordinance for the proposed moratorium. The proposed time frame would be nine months with the option to renew 2 consecutive periods of 90 days. Mr. Burich explained there are ways to exclude some development. Councilmember Boesch asked what would happen to someone who already has plans in the cue. Mr. Burich explained they would have permit choice, allowed by NCGS, which will give them the ability to choose the old development standard or the new development standard. However, the development would be paused until the moratorium is rescinded and then the developer could choose which standard to use. Mr. Sanborn stated one possibility to cover those developments already in cue would be to exclude any development in which the Village has received an application. Mr. Burich explained the proposed exclusions in the ordinance are mostly statutory, except one which is existing single-family residential uses. Council agreed to have a public hearing on the moratorium at their regular meeting on February 9, 2021. Mayor Pro Tem Davis stated she is concerned about the projects already in progress and we need to communicate with them. Mr. Sanborn noted that these projects are more than just a building, they have business plans and investors that may walk away. Mayor Pro Tem Davis stated we need something objective in the ordinance to give them a way forward with their development. Ms. Hawkins stated we could add one more exclusion to the ordinance that states any development in review would be excluded from the moratorium. Mr. Burich stated the exclusion should state any development in review as of January 1, 2021. Staff will continue to revise the ordinance based on feedback from tonight's meeting and bring to Council at their January 26th work session for further review and discussion.

6. Other Work Session Business

Councilmember Hogeman explained that Focus Area 5, the Highway 211 commercial strip, doesn't have any protection. Pinewild residents have been concerned for many years, as the area abuts up to homes. Councilmember Hogeman explained the Comprehensive Plan states this area could be developed with office uses or as currently zoned, which would require PDO

changes. New standard will need to be put in place. Councilmember Hogeman also noted that the Comprehensive Plan also mentions developing Highway Corridor Overlay Standards for this Focus Area. Councilmember Hogeman stated she is concerned once the moratorium is established for Focus Areas 2 and 4 then developers will look for other areas that are zoned commercial, such as Highway 211, Focus Area 5. Councilmember Hogeman suggested imposing a moratorium on Focus Area 5 as well. Councilmember Boesch stated she supports protecting this area. Mayor Strickland stated he thinks maybe we could make the changes needed with text amendments and not impose a moratorium. Council discussed if rezoning was an option. Mr. Sanborn stated because this Focus Area is in the ETJ it must have a zoning that is already established in the Village's corporate limits. Mr. Sanborn stated the best solution may be to develop a Highway Corridor Overlay Standard for that area. Mayor Pro Tem Davis and Councilman Drum both stated they were not in favor of placing a moratorium in the area. Councilmember Hogeman stated she would like to come in and meet with staff on her ideas. Mr. Sanborn stated there are substantial impediments to developing this land, in regards to the power lines and approved crossings. Mayor Pro Tem Davis asked if there were development pressure in the area. Mr. Burich stated there are currently no pressures in this area. Staff will work on alternate solutions and bring those back to the next Council work session on January 26th.

7. Potential Future Agenda Topics.

No topics were discussed.

8. Motion to Adjourn.

Council unanimously approved to adjourn the work session, by a vote of 5-0, at 9:45 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

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

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PRESENTATION OF FINAL LIBRARY SERVICES NEEDS ASSESSMENT REPORT.

ADDITIONAL AGENDA DETAILS:

FROM:

Natalie Hawkins

DATE OF MEMO:

1/21/2021

MEMO DETAILS:

This agenda item is to receive the Final Library Services Needs Assessment Report from the Village's consultant. Debbie Joy of Library IQ and Fred Belledin of Clearscapes will present the attached presentation that provides a high level review of the Final Library Services Needs Assessment Report.

The Library Services Needs Assessment has been underway since the Fall of 2019 and many residents have contributed their valuable time to help the Council understand our community needs for library services. Staff would like to extend a very special thank you to the residents who participated and to Audrey Moriarty of the Given Memorial Library and Tufts Archives. Audrey was very supportive of staff efforts throughout the entire needs assessment process and she promptly provided requested information. Audrey's support was invaluable during this effort and I would like to recognize her for it.

Village staff and the Village's consultants will be available to answer any questions the Council may have about the contents of the Final Library Services Needs Assessment Report.

The public can find the Final Library Services Needs Assessment Report, as well as additional information about the assessment, on Engage Pinehurst at engage.pinehurst.org.

ATTACHMENTS:

Description

- ☐ Library Services Needs Assessment Presentation
- ☐ Library Services Needs Assessment Final Report

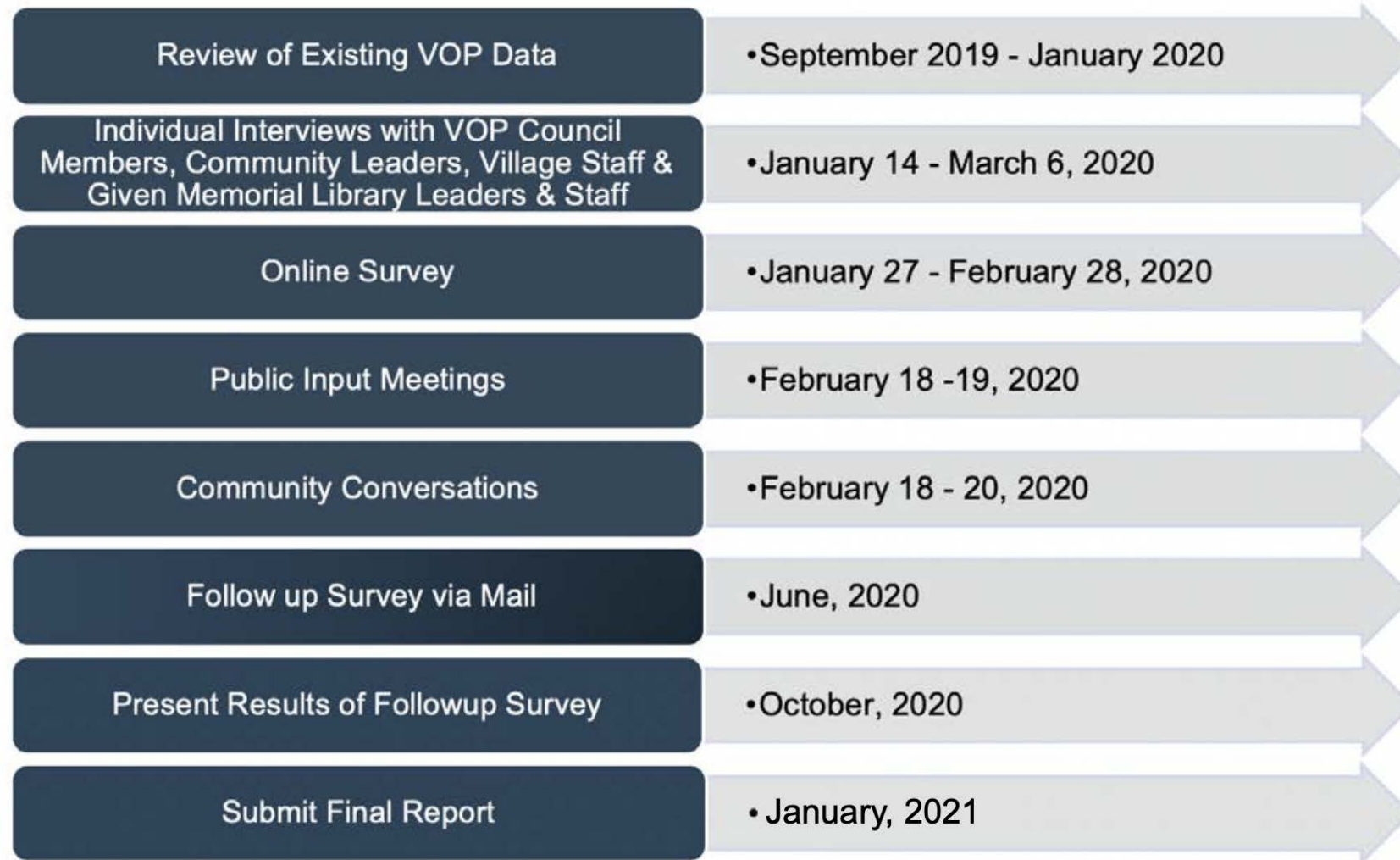


Library Services Needs Assessment Report Overview

January 26, 2021

library**IQ**

A Comprehensive Process



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:

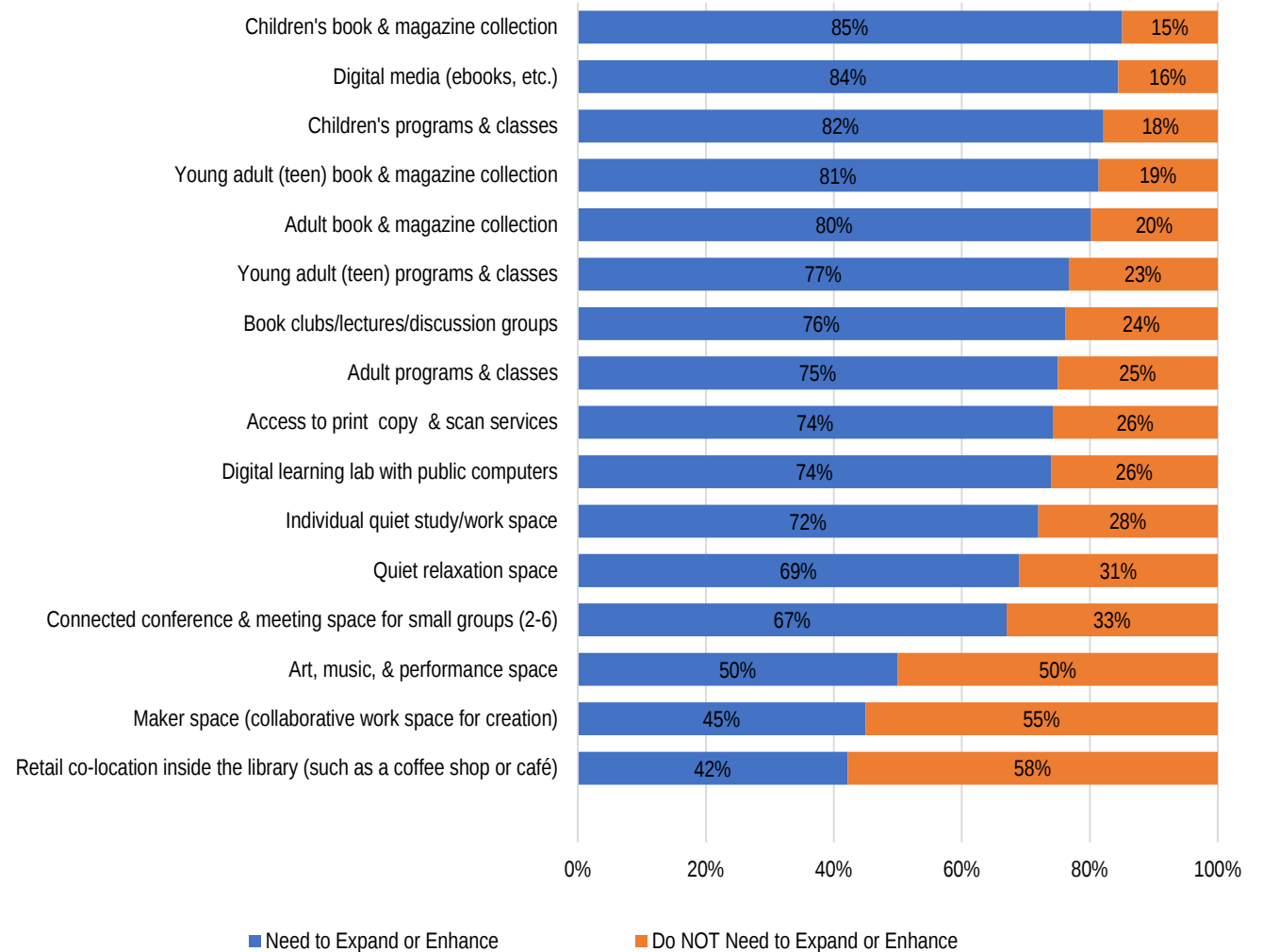
- Adult/Young adult programs
- Conference & meeting space
- Individual quiet study/work space



Findings indicate residents would like to see expanded library services. Top expansion requests include **children's collection, digital media, children's programs and classes and young adult collection.**

STATISTICALLY VALID MAILED SURVEY

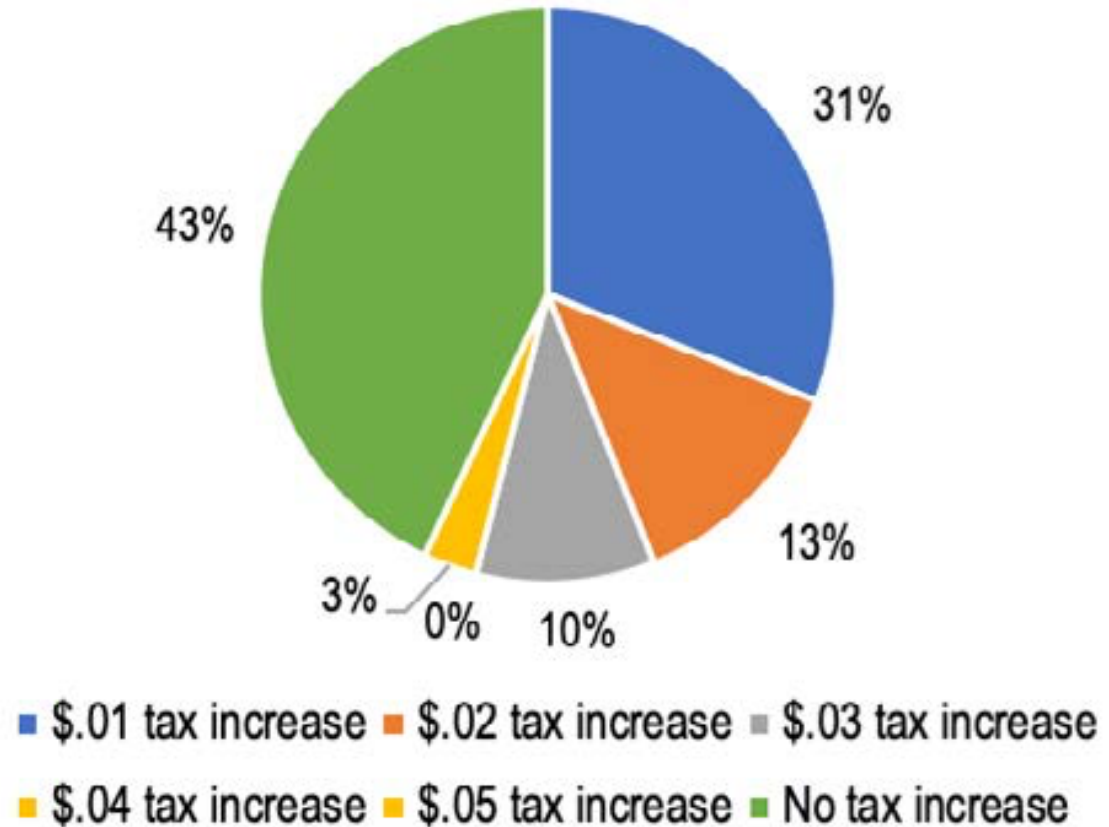
% of Residents Who Indicate Library Features/Capabilities
Should be Expanded or Enhanced



67 % of residents believe the Village should fund a library. A small majority are willing to pay increased taxes. **57 % support an increase of at least \$.01. 43 % do not support any tax increase.**

RESIDENT TOLERANCE FOR TAX INCREASE TO FUND LIBRARY OPERATIONS

\$ Amount of Tax Increase Residents are Willing to Pay to Support Ongoing Library Operations



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.

Library Facility Size

- Programmatic analysis benchmarked to 1 SF per capita standard
- Tier 1 = greatest needs expressed by residents
 - Expanded collection
 - Children's program space
 - Computer space
 - Flexible small group meeting space
- Tier 2 = additional needs, especially those under 55
 - All Tier 1 spaces
 - Flexible space for adult and teen programs
 - 6-8 person conference room with technology and quiet study spaces

Estimation Method	Square Footage (sf) Range		
	Low	Mid	High
Programmatic Analysis: Tier 1	10,100	12,370	14,600
Programmatic Analysis: Tier 2	11,500	14,250	17,000
Best Practice Standard for Library Size	17,000	18,500	20,000

Library Facility Options

Site Option	Approximate Construction Cost
1. Expand at the Current Location ¹	\$4.3 - \$6.2 million
2. Construct a New Library Near Village Hall	\$4.4 - \$5.8 million
3. Renovate and Expand the Historic Fire House ¹	\$3.9 - \$5.4 million
4. Construct a New Library Near the Community Center	\$3.6 - \$5.0 million

¹ Excludes property acquisition costs for land not owned by the Village

Library Facility Options

Option #1 – Current Location	Option #2 – Near Village Hall	Option #3 – Historic Firehouse	Option #4 - Near the Community Center
Renovation / Addition of 6,175 – 8,175 SF	New construction	Renovation/Addition of 7,200 – 9,200 SF	New construction
Allows library services to continue at existing location in heart of the Village Center	Located in Focus Areas 4 of the 2019 Comprehensive Plan as future open space or municipal use	Located in Focus Areas 4 of the 2019 Comprehensive Plan	Located in Focus Areas 4 of 2019 Comprehensive Plan as future open space
Assumes Tufts Archives remain in building with same amount of space		2008 New Core Master Plan calls for Fire House use for civic purpose	Feedback mixed during the community input process

Library Facility Options

	Option #1 – Current Location		Option #1A Current Location		Option #2 – Near Village Hall		Option #3 – Historic Firehouse		Option #4 – Near Community Center	
	Low \$	High \$	Low \$	High \$	Low \$	High \$	Low \$	High \$	Low \$	High \$
Renovate/Construct	3,010,000	4,170,000	2,303,000	3,305,000	2,600,000	3,360,000	2,502,000	3,304,000	2,300,000	3,120,000
Site preparation	300,000	600,000	300,000	600,000	900,000	1,200,000	600,000	900,000	500,000	800,000
FF&E	292,000	414,000	200,000	300,000	200,000	300,000	200,000	300,000	200,000	300,000
Professional services	324,000	518,000	252,000	420,000	333,000	437,000	297,000	405,000	270,000	380,000
Contingency	363,000	529,000	285,000	432,000	383,000	500,000	340,000	461,000	307,000	430,000
TOTAL	4,289,000	6,231,000	3,340,000	5,057,000	4,416,000	5,797,000	3,939,000	5,370,000	3,577,000	5,030,000

Does not include
land acquisition costs

Does not include
land acquisition costs

FF&E = Furniture/shelving, equipment, library technology

Professional services = survey, geotech, testing, design

Library Operation Components

Print and digital materials

- 28,000 – 30,000 titles, including existing 15,500 titles
- Collection size based on community input, NC state per capita averages and projected building size

Programs

- Expand curriculum-based educational programs
- Expand enrichment programs for adults

Hours of Operation

- Increase from 40.5 to 48 hours open per week

Technology

- Public access computers/tablets, Wi-Fi
- Library operation technology

Funding Mechanisms - Construction

- Issue long-term debt.
- Conduct a fundraising campaign.
- Save up money or use existing fund balance reserves.
- Utilize a portion of the existing Given Memorial Library endowment.
- Seek State Library of North Carolina LSTA grants.
- Seek grants from federal government, state government, non-profit, and/or for-profit businesses.

Should the Village decide to operate a municipal library, **two operational models** can be considered and there are **alternative funding mechanisms** available.

Library Operation Models

Municipal or Outsourced Operation:

- Current professional staff remain in place
- Volunteers continue to support professional staff
- Assets including building, collection, furniture, fixtures, equipment and technology owned by Village
- Library Advisory Board and Village staff make decisions

Outsourced Operation:

- Village contract for professional staff to plan, equip, develop collection and manage library operations
- Economies of scale, materials and technology discounts = lower cost

Funding Mechanisms - Operation

- Establish non-resident user fees for library cards.
- Generate additional property tax revenue.
- Apply for State Library of North Carolina State Aid.
- 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.

Approximate annual cost to operate a 10-12,000 SF library is about **\$800,000-\$940,000**. This is **\$650,000-\$790,000** more than the Village currently contributes.



Thank You

January 26, 2021

library**IQ**

VILLAGE OF PINEHURST

Library Services Needs Assessment



JANUARY 2021

STREETZON

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108

Endnotes

The public library is where place and possibility meet.

- Stuart Dybek

PROJECT OVERVIEW



Project Purpose

On behalf of the Village of Pinehurst (VOP), LibraryIQ performed an in-depth assessment to help understand community need and demand for public library services.

Project Approach

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 draft report
4. Prepare and deliver a written library services needs assessment report with options for library next steps

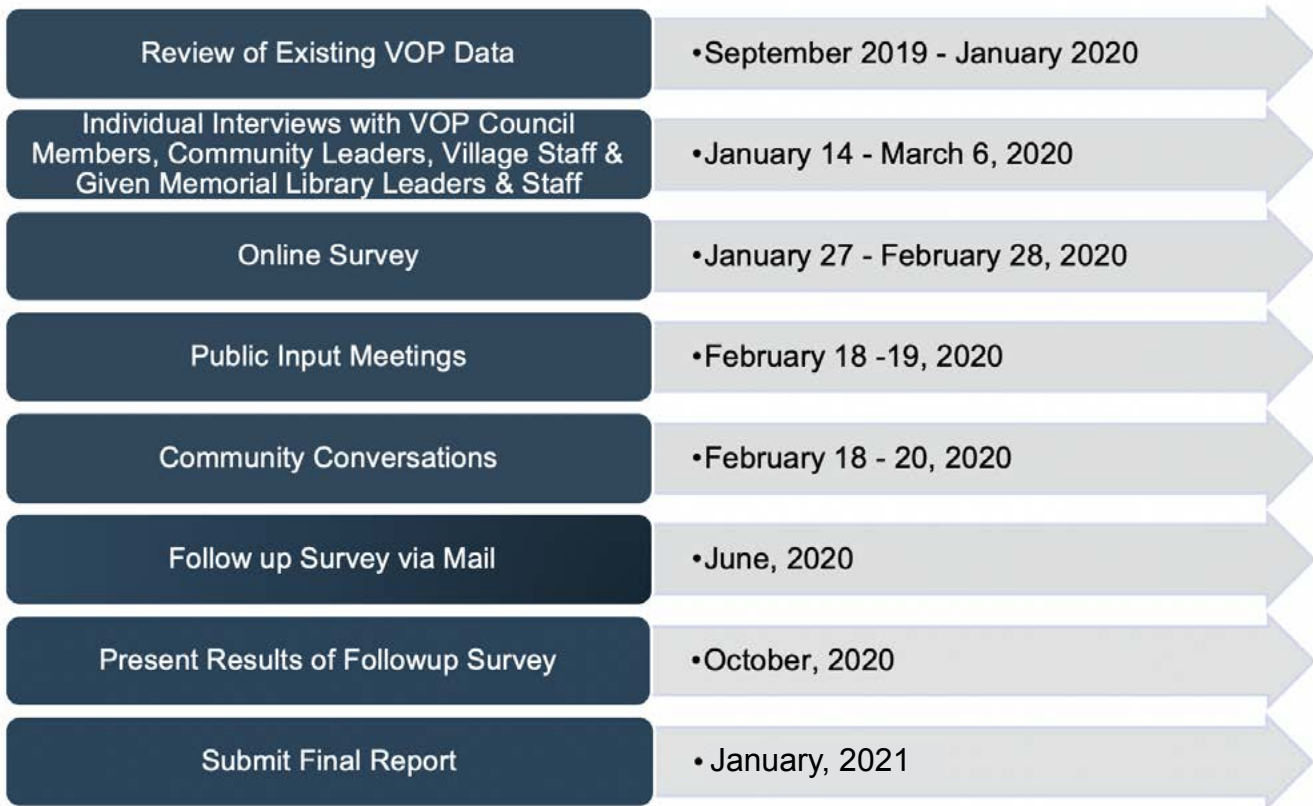
Library IQ reviewed existing conditions including library utilization rates, existing program and event attendance, population and demographic historical trends and projections, benchmark data, relevant planning documents including the 2019 Comprehensive Plan and the 2008 New Core Master Plan, existing physical spaces, 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.

1. Conducted 26 interviews with Village Council Members, Village staff, business leaders (including Pinehurst Resort leaders), 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. Participants were diverse in age, gender, occupation, children in the household, and library user/non-user.
4. Conducted an online survey available at engage.vopnc.org/library with 386 VOP residents responding.
5. Conducted a statistically valid survey of randomly selected VOP households to test draft results with 410 responding.



Project Activities and Timeline



CONTEXT

Current Library Model

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.

The Village of Pinehurst currently provides \$150,000 in annual operating funding to support the otherwise privately funded library. Recent library fundraising efforts indicate the current funding model for the library may not be sustainable.

The Given Memorial Library is a well-loved community institution. The space is charming and complements the downtown Village Center area. The Library and Tufts Archives welcomed 35,558 visitors in 2019, an increase of 485 over 2018. The Library has 7,986 total registered cardholders, 5,960 of whom are Village residents and adds an average of 48 new patrons per month. Currently, 78 percent or 2,169 library patrons are from the Village of Pinehurst, 19 percent or 535 are from the surrounding county, and the remaining 3 percent are from another state or county.

Staff members greet every incoming patron and do their best to meet the community's service requests. The Library also offers free notary services, sells tickets to local cultural events, and proctors tests for students.

The Library is small in comparison to the population served, with extremely limited program space for adults, teens and children. One computer is provided for public use and there is limited space for the print collection comprising 15,500 items.

The Library circulated 43,887 physical items in 2019. Circulation of physical materials has declined while digital circulation has increased, climbing from 14,632 eBook circulations in 2018 to 16,302 in 2019. According to Institute of Museum and Library Services (IMLS) data, 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.

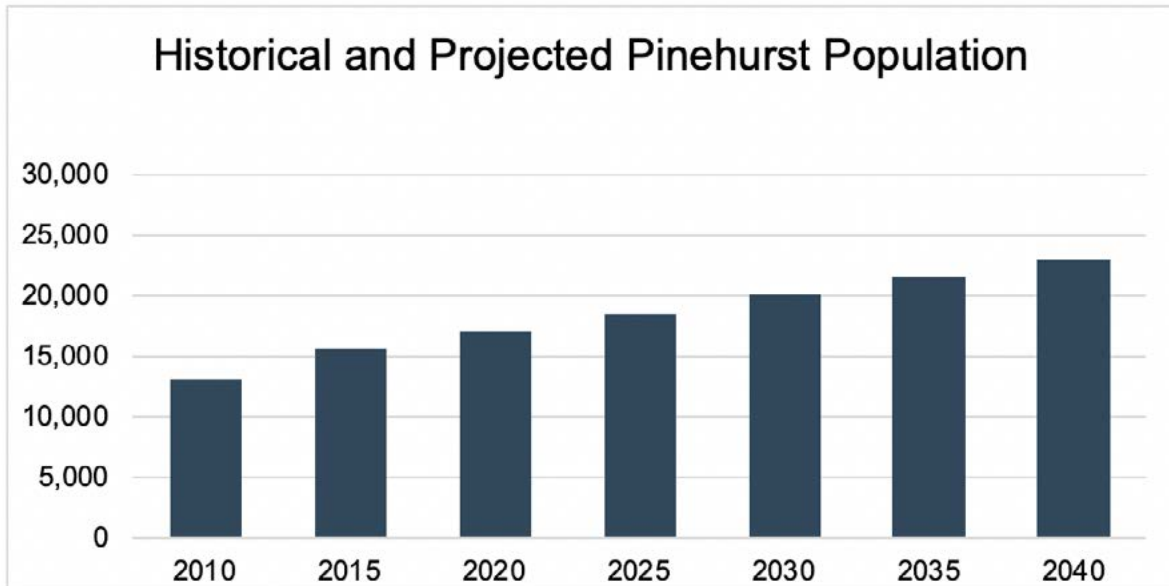
In November 2020, the Given Memorial Library became a member of the North Carolina State Library System, providing residents with access to the combined resources of North Carolina's public libraries through a shared catalog and statewide library card.

Projected Future Growth

The United States Golf Association's (USGA) plan to bring a second headquarters to Pinehurst combined with golf tourism, growth in health care industry (FirstHealth Moore Regional Hospital), growth in surrounding communities and proximity to the Research Triangle will drive significant growth in the Village's population.

In the 2020 Community Survey, 95 percent of Pinehurst residents indicated the Village is either an "excellent" or "good" place to live, 24 percent higher than the national average. 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.

The Village is currently home to about 17,000 residents and is projected to grow to 20,000 in 2030 and 23,000 in 2040. Using trend analysis based on historical US Census data, population in the Tri-Cities area could reach approximately 53,500 in 2040. According to U.S. Census data, the number of children and teens in the Village is growing. A more complete picture of demographic shifts will be available when 2020 Census data is released in Spring 2021.



Source: US Census Data Trend Analysis

EXECUTIVE SUMMARY

Findings from Public Input

During more than a year of extensive resident input gathered through qualitative and quantitative research, several key findings emerged. Village residents would like to see traditional library services expanded. Across multiple input methods, residents expressed desire for expanded:

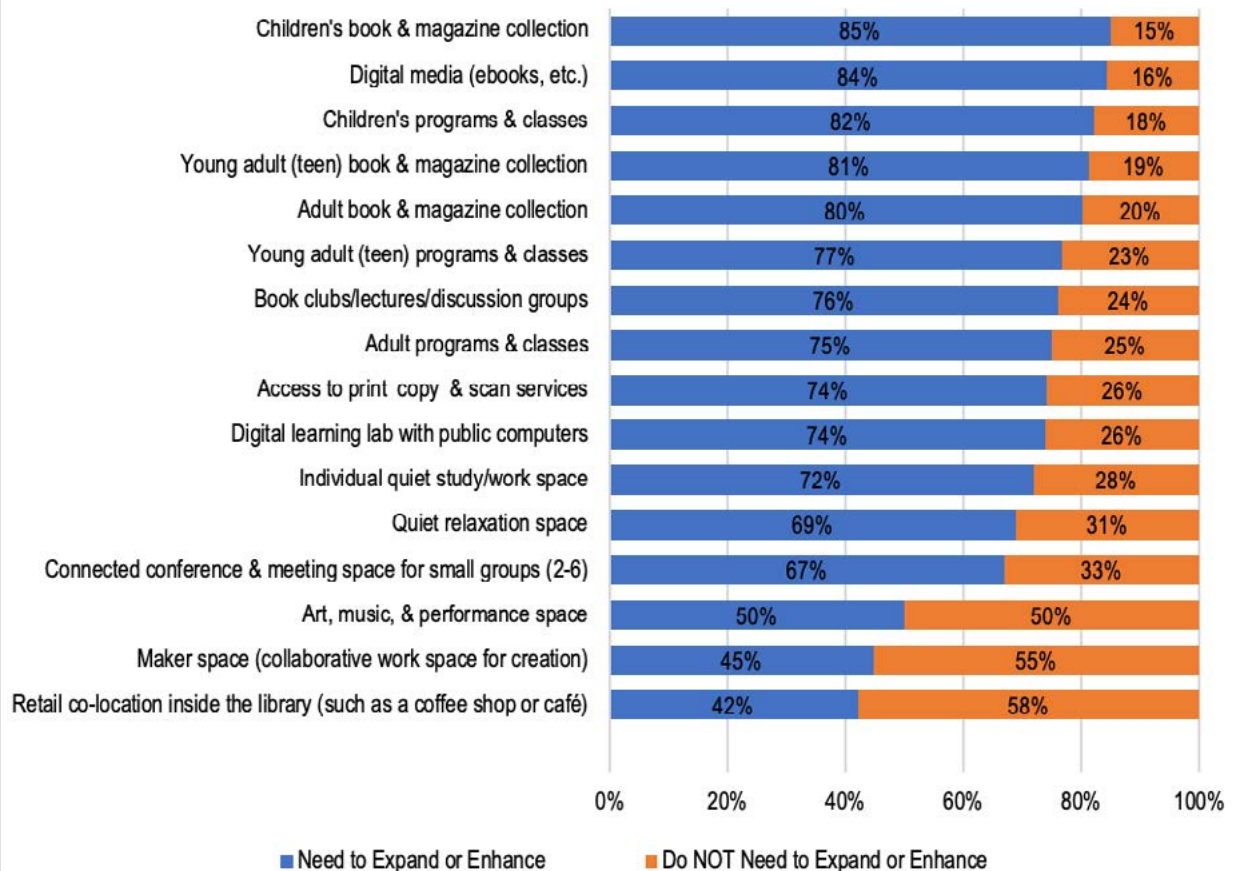
- Book & magazine collection (adult, children's and young adult)
- Digital media
- Children's programs
- Digital learning lab & public computers
- Print, copy, & scan services
- Book clubs, lectures, & discussion groups

Younger residents also expressed desire for expanded or enhanced:

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

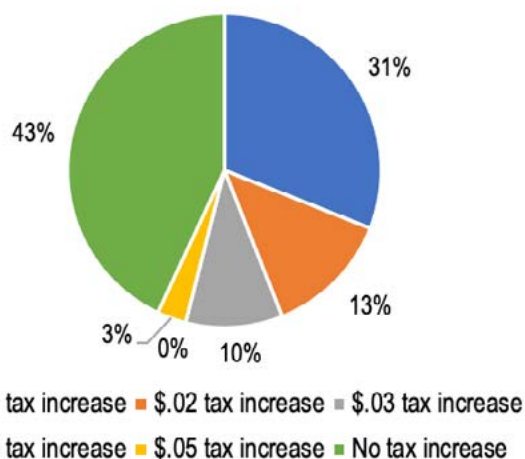
When asked what library features or capabilities need to be expanded or enhanced by the statistically valid survey mailed to randomly selected households (ETC survey), residents indicated a need for expansion of traditional library services as shown below.

% of Residents Who Indicate Library Features/Capabilities Should be Expanded or Enhanced



Source: Village of Pinehurst Library Services Needs Assessment Survey, 2020

\$ Amount of Tax Increase Residents are Willing to Pay to Support Ongoing Library Operations



A majority of residents (67 percent) indicated they believe the Village of Pinehurst should fund and operate a municipal library.

Resident's willingness to pay for expanded library services varied. 57 percent of residents supported a tax increase at some level to fund ongoing operating costs, while 43 percent did not support any tax increase, as shown in the graph below.

Source: Village of Pinehurst Library Services Needs Assessment Survey, 2020

Recommendations

Library Facility Size

Based on the results of the statistically valid mailed ETC survey, Pinehurst residents did not express a significant desire for services that are sometimes found in libraries (i.e. arts and performance space, innovation lab, and retail co-location). Based on this input, the approximate square footage (sf) required to meet the basic existing needs of Pinehurst residents for library services ranges from 10,000–12,000 sf.

Currently, there is only 3,825 sf (46 percent of total) allocated to the library in the current building, with the remaining 4,575 sf (54 percent of total) allocated to the Tufts Archives. This indicates a current deficit of approximately 6,175 – 8,175 sf of library space.

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.

Alternative Sites & Construction Cost Range

Alternative options and sites suitable to meet the expressed needs of Pinehurst residents have been identified in previous master plans and others were suggested during the community input process. This needs assessment identified four viable alternative sites for a 10,000 – 12,000 sf library with varying renovation and/or construction costs, shown as a rough order of magnitude below. These cost estimates include all costs (with the exception of Alternative No. 3) to renovate and/or expand facilities to provide 10,000 – 12,000 sf of library space.

Alternative Sites	Approximate Construction Cost for 10,000 – 12,000 sf of Library Space
1. Expand at the Current Location ¹	\$4.3 - \$6.2 million
2. Construct a New Library Near Village Hall	\$4.4 - \$5.8 million
3. Renovate and Expand the Historic Fire House ¹	\$3.9 - \$5.4 million
4. Construct a New Library Near the Community Center	\$3.6 - \$5.0 million

¹ Approximate construction cost excludes property acquisition costs

Annual Operating Costs

Ongoing annual costs to operate a 10,000 – 12,000 sf library are likely to be \$800,000 - \$940,000 per year. Operating cost for a two-story building is higher than for a one-story building. This is \$650,000 - \$790,000 more than the \$150,000 the Village currently contributes annually to support library services.

Library Services

Collection

The current collection size is approximately 15,520 items, or .9 per capita based on a population of 17,100. 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 state average.

Library staff have taken steps to expand the collection by participating in an eBook consortium to provide digital materials and recently joining the State of NC Library System. Demand for digital materials grew during the COVID-19 pandemic and is expected to remain high post-pandemic.

Older residents expressed desire for a larger adult collection, while younger residents expressed desire for a larger children's collection and additional children's programming. Based on this input, recommendations include:

1. Expand print and digital collection for all ages

- Opening day collection (print and digital materials) in a new 10,000 – 12,000 sf library would be approximately 28,000 – 30,000 titles, including the existing 15,500 titles

Programs

Current space for programming is minimal. The Library offers three-seven children's programs each month and welcomed 604 guests to story times in 2019. The average library serving a population of 17,000 offers at least one weekly story time for young children, one weekly program for school aged children and two teen activities each month. Best practice for a full-service library includes monthly programs designed for all ages, as well as a minimum of two adult-focused programs per month. Recommendations include:

1. Expand curriculum-based educational programs

- Emergent literacy programs (story times, etc.) for young children
- STEAM (science, technology, engineering, arts and math) and literacy programs for school-age children
- Literacy and leadership programs for teens (teen advisory board, writers' groups, job skills)

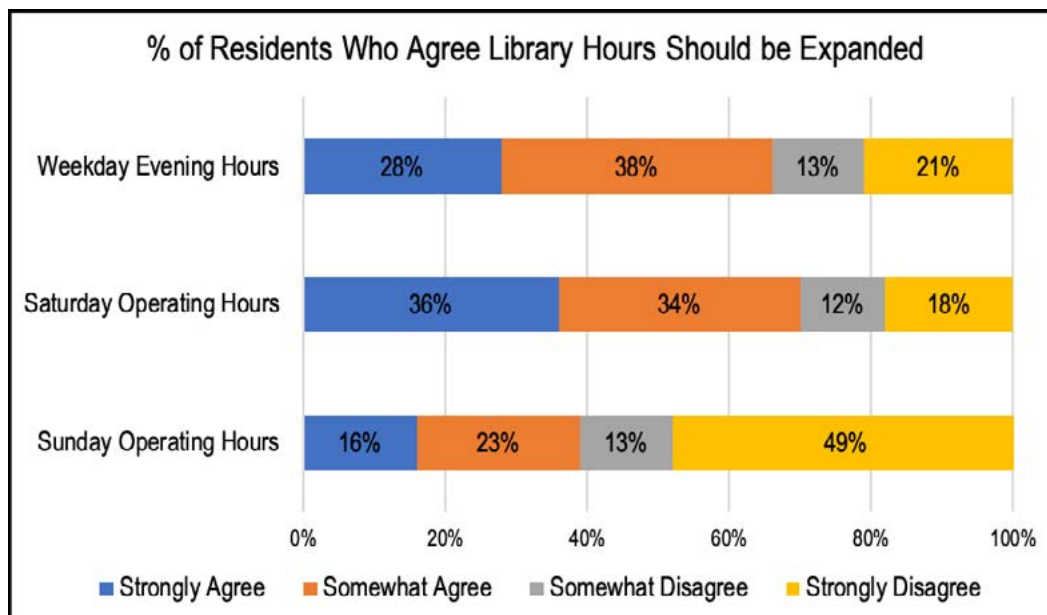
2. Expand enrichment programs for adults

- Continue Gathering at the Given
- Book clubs
- Author visits, lectures
- Discussion groups, etc.

Hours of Operation

Many residents, particularly those with children, indicated a preference for expanded operating hours in the evening and on weekends to accommodate working families and adults. Currently, the Given Memorial Library is open 9:30am - 5:00pm Monday - Friday, 9:30am - 12:00pm on Saturday, and is closed on Sunday. While there are many variations in public library operating hours, smaller libraries benefit from consistent hours to reduce patron confusion.

Residents who responded to the ETC Survey indicated a need to expand both weekday and weekend operating hours.



Source: Village of Pinehurst Library Services Needs Assessment Survey, 2020

Recommendations include:

1. Increase operating hours (currently 40.5 hours per week) to 48 hours per week

- This could be accomplished with the following schedule:

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

Facility Size

To determine an estimated square footage range for library space required to meet the needs of the Pinehurst community, Library IQ performed a programmatic analysis and benchmarked the results to best practice standard of one square foot per capita.

Library space needs are divided into two tiers based on responses to the ETC Survey question that asked residents to indicate “which library features or capabilities you believe need to be expanded or enhanced in the library.” Tier 1 represents the greatest needs expressed by residents, while Tier 2 represents additional needs expressed, especially among residents under 55:

- **Tier 1:** Expanded collection, children’s program space, digital learning lab with two-four computers and flexible meeting space for small groups and discussions
- **Tier 2:** All Tier 1 spaces plus flexible space for adult and teen programs, a six-eight person conference room with technology and quiet study spaces

Flexible spaces provide the most utility per square foot in public libraries. Planning for flexibility can allow the library to offer spaces most requested by residents, including group meeting and program space.

Based on the programmatic analysis of each tiered option, the range of sf needed compared to the library size best practice standard is shown below:

Estimation Method	Square Footage (sf) Range		
	Low	Mid	High
Programmatic Analysis: Tier 1	10,100	12,370	14,600
Programmatic Analysis: Tier 2	11,500	14,250	17,000
Best Practice Standard for Library Size	17,000	18,500	20,000

A 10,000 – 12,000 sf library would be near the midpoint of the sf range for Tier 1 services and near the bottom of the range for Tier 2 services.

While a 10,000 – 12,000 sf library may meet the basic library needs of Pinehurst residents today, it does not include expected future growth. Best practices suggest planning for a facility that can accommodate population growth 20 years into the future.

The table below indicates the sf range for spaces within the library and the percentage of overall space allocated to the collection, programs, administrative/storage and hallways/entryways and other common areas.

Tier	Library Service	Low SF	Mid-Point SF	High SF	Mid-Point %
1	Book, Magazine, & Digital Media Collection				40%
	Adult - 60% (4,916 lf of shelves; 4-5 ft high)	2,800	3,250	3,700	
	Children's - 35% (1,587 lf of shelves; 3-4 ft high)	1,200	1,400	1,600	
	Teens - 5% (410 lf of shelves; 4-5 ft high)	250	275	300	
	SUBTOTAL - Collection	4,250	4,925	5,600	
	Children's Programs/Classes	700	750	800	14%
	Digital Learning Lab w/ Printer, Scanner, & Copier ¹	190	265	340	
	Flex space for book clubs & discussion groups	500	750	1,000	
	SUBTOTAL - Program Space	1,390	1,765	2,140	
	Entry/Circulation Desk/Public Restrooms	1,200	1,350	1,500	25%
	Admin/Office Space (Break room, restroom)	900	1,000	1,100	
	Service/Support (Mechanical, Storage, Data, etc.)	700	800	900	
	SUBTOTAL - Admin/Storage Space	2,800	3,150	3,500	
	+/- 20% - 30% Circulation - Tier 1	1,688	2,530	3,372	20%
	TOTAL - TIER 1	10,128	12,370	14,612	100%
2	Flex Space for Adult/Young Adult Programs	300	500	700	
	Connected Conference & Meeting Space ²	150	175	200	
	Individual Quiet Study/Work/Relaxation Space	600	700	800	
	Incremental Admin/Storage Space (10% - 15%)	105	180	255	
	+/- 20% - 30% Circulation - Tier 2	231	311	391	
	SUBTOTAL - Incremental Space for Tier 2	1,386	1,866	2,346	
	TOTAL - TIERS 1 & 2	11,514	14,236	16,958	

¹ Assumes 2-4 public computer stations, plus one printer, scanner, & copier

² Assumes one 6-8 person conference seating

The amount of space allocated to the current library facility totals 3,825 sf as shown in the table below:

150 Cherokee Rd	Library SF	Tufts Archives SF	Total SF
1 st Floor	3,825	2,475	6,300
Basement	-	2,100	2,100
Percent of Total	45.5%	54.5%	100%
TOTAL	3,825	4,575	8,400

The Given Memorial Library also operates the Given Book Shop (used book store) in the old post office at 95 Cherokee Road. In this 4,420 sf building, 95 percent of the space is allocated to the book shop and 5 percent is allocated to the Roast Office. This space is filled with moveable shelves of used books that can be pushed aside for small programs and also includes seating for book shop or Roast Office patrons.

Staffing Requirements

Operating a 10,000 – 12,000 sf library would likely require 7.0 full-time equivalent (FTE) staff. This estimate is based on experience, best practices, and benchmark research. These full-time equivalents can be accommodated with a combination of full-time and/or part-time professional staff. Recommended library staff positions include:

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

A benchmark analysis of NC libraries 10,000 – 12,000 sf in size are operated with an average of 6.9 FTE. (Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries)

Currently, a total of 5.3 FTE operate the Library, Tufts Archives, and the Given Book Shop. These employees are supported by 12 library volunteers, who are a valuable resource and should continue to support library operations if the Village operates a municipal library.

Information Technology & Furnishing Requirements

Library technology to equip a 10,000 – 12,000 sf facility is listed below.

Item	Qty
Firewall	1
Network Switch	2
Power Supply for Switches	2
Wireless Access Points	4
Server	1
VOIP Telephony	10
Mounting System	1
Battery Backup	3
Ancillary cabling and connectors	1
Staff Equipment	
Barcode Readers	10
Laptop	3
Office Software	13
Copier/Printer/Scanner	1
Public Equipment	
Laptop	12
Desktop AIO PC	6
Copier/Printer/Scanner	1
Office Software	18
Patron Charging Station	1
Laptop Chg Cabinet	1
Coin and Bill Tower	1
Software	
Faronics	14
Comprise Time and Print	14
Cloud Based Filtering	1

Furnishings would be required including office furniture, seating, desks, tables, chairs and shelving for collection.

Location Options

Four viable locations for a 10,000 – 12,000 square foot library facility were identified. Two options are on land currently owned by outside entities and two options are on land owned by the Village. These alternative sites and the approximate construction costs are listed below:

Site Option	Approximate Construction Cost
1. Expand at the Current Location ¹	\$4.3 - \$6.2 million
2. Construct a New Library Near Village Hall	\$4.4 - \$5.8 million
3. Renovate and Expand the Historic Fire House ¹	\$3.9 - \$5.4 million
4. Construct a New Library Near the Community Center	\$3.6 - \$5.0 million

¹ Excludes property acquisition costs for land not owned by the Village

The advantages and disadvantages of each site, as identified by the Village Council, and a breakdown of approximate cost estimates for each location are below.

1. Expand at the Current Location

See [Appendix II](#) for drawings. This location is in the heart of the Village Center and would allow library services to continue at the existing location. This option assumes the Tufts Archives remains in the existing building and uses the same amount of space it currently occupies. This would result in an expansion of 6,175 – 8,175 square feet using materials compatible with the existing historic structure.

The Village Council identified advantages and disadvantages of this site:

Advantages	Disadvantages
Stable, accessible location for a quality resource for residents and visitors in Village core	Parking in core Village would likely need to be expanded
Proximity to Pinehurst Elementary	Negotiation with the GML Board necessary for acquisition of assets
If the bookstore remains in the Old Post Office proximity could result in staffing efficiency	Cost of renovation, particularly in keeping with existing building materials, can be more than new construction. Building must be ADA compliant
Proximity to the Carolina and Holly Inns and the new hotel could result in additional visitor traffic	Necessary to determine which assets might be suitable for archives and collaborate with the USGA to identify suitable assets
Land around the building is adequate for present or future expansion	Collaboration with National Park Service to retain landmark status could create delays
Potential deed restriction specifies use of building for library	Building size, even modestly expanded, may be too small for long term site of library, archives and/or museum operated in partnership with Resort and USGA
Investment in the building and Village Green ensures it will not become a commercial space	Logistics management necessary during renovation. Pinehurst Elementary School trailers could be used for interim library. Archives could be stored off-site
Outdoor space with view and access to Village Green can be leveraged to provide a patio, outdoor programs and performance space	VOP takes significant responsibility for archives curation in addition to library management requiring additional investment for presentation, curation and staffing
During renovation a high-quality digital library connecting VOP residents to materials, other libraries and other resources could be developed our citizens to the world and local libraries. This could build residents' habit of using the library during renovation	VOP takes responsibility for partnering with Resort and potentially USGA to create and present stronger archives content
Stays true to Given and Tufts family intent for original donation	
Likely economic benefit to core retail district	
Iconic classic architecture is a treasure	

Approximate Renovation/Construction Cost (14,575 – 16,575 sf)		
	Low	High
Renovation/Expansion Construction	\$3,010,000	\$4,170,000
Site Construction & Utilities	300,000	600,000
FF&E (Furniture/shelving, equipment, library technology)	292,000	414,000
Professional Services (Survey, geotech, testing, design)	324,000	518,000
Contingency	363,000	529,000
TOTAL	\$4,289,000	\$6,231,000

2. Construct a New Library Near Village Hall

See [Appendix II](#) for drawings. This location is in one of the Focus Areas (#4) of the 2019 Comprehensive Plan, which identifies this particular location as future open space or municipal use.

The Village Council identified advantages and disadvantages of this site:

Advantages of the Site	Disadvantages of the Site
Create government center with centralized operations	Potential negative impact on downtown businesses if library and possibly archives are relocated
Potential to bring more foot traffic to Village Hall, connecting residents and Village operations.	Visitors might be less likely to visit library if separated from archives
Proximity to Village management for operations oversight	Cost of construction, including site development
Village owns the property – no land acquisition cost	Potential loss of Village Green to a commercial enterprise and potential for archives collection to transfer ownership
Cost of new construction often less than renovation	Growth of digital library could potentially reduce need for large space
Flexibility in designing and constructing a facility that fully satisfies public need without limitations of existing building	Unclear if sufficient parking is available
Close to Pinehurst Elementary	Challenging site topography may increase building expense. Possible necessity for construction of new connector road
Parking challenges could be less than other locations	Architectural design could be less iconic
Village Hall meeting rooms could be leveraged for library use	Distance from residential areas
Close to Arboretum and Rassie Wicker Parks; potential for foot traffic from these locations. Timmel pavilion and Butterfly Garden could be used for educational programs	Location in the middle of government administration activity
Ability to connect Rattlesnake Trail to rear of site?	
Close to Cannon Community Center	
Ability to design a building the Village can afford	
Slope provides opportunity for outdoor space	

Approximate Construction Cost (10,000-12,000 sf)		
	Low	High
Renovation/Expansion Construction	\$2,600,000	\$3,360,000
Site Construction & Utilities	900,000	1,200,000
FF&E (Furniture/shelving, equipment, library technology)	200,000	300,000
Professional Services (Survey, geotech, testing, design)	333,000	437,000
Contingency	383,000	500,000
TOTAL	\$4,416,000	\$5,797,000

3. Renovate & Expand the 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 area. It is also identified as one of the priorities in the 2008 New Core Master Plan, which calls for the Fire House to be adaptively used for a civic or institutional function such as a public library.

The Village Council identified advantages and disadvantages of this site:

Advantages of the Site	Disadvantages of the Site
Located in the Village center historic district	Renovation costs could be high as the building is much older than current library location. Potential issues with ADA compliance, asbestos, lead-based paint, plumbing, electrical, etc.
Walkable to Pinehurst Elementary School and other businesses that attract residents and visitors	Possible limited parking
Potential to reuse space, adding to historic preservation efforts and National Park Service support	Rear of building might be too steep for safe vehicle access and egress
Building at rear of Fire Station possible for demolition and reconstruction	While most of renovation would be new addition, existing structural issues are unknown
Positive addition to Community Road area and Village Place	
Connects spine from core Village to library	
Repurposes historic building in historic community. History includes former home of fire chief, connections to old alarms across the street, etc.	
Serves as an anchor for corner of future Village Place with Manor and Brewery refurbished	
On-site and adjacent parking available	

Approximate Renovation/Construction Cost (10,000-12,000 sf)		
	Low	High
Renovation/Expansion Construction	\$2,502,000	\$3,304,000
Site Construction & Utilities	600,000	900,000
FF&E (Furniture/shelving, equipment, library technology)	200,000	300,000
Professional Services (Survey, geotech, testing, design)	297,000	405,000
Contingency	340,000	461,000
TOTAL	\$3,939,000	\$5,370,000

4. Construct a New Library Near the 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 location as future open space.

The Village Council identified advantages and disadvantages of this site as shown in the following table.

Advantages of the Site	Disadvantages of the Site
Village owns a small part of the land	Precludes expansion of Community Center
Use of rooms in Community Center, with advanced planning, could possibly alleviate need for such space in Library (this brings logistical challenges)	Possible loss of ball fields and park with negative impact on resident quality of life
Good access from Hwy 211	Limited VOP land available
One location with playing fields, community center and library results in convenience for residents	Without consideration of future community center use and growth, size of possible library likely to offer only a short-term use
Convenient and walkable to/from Pinehurst Elementary School	Parking could be a challenge
Concentrates VOP services on VOP-owned land	No room for a new building behind the Community Center building without disrupting the playing fields

Approximate Construction Cost (10,000-12,000 sf)		
	Low	High
Renovation/Expansion Construction	\$2,300,000	\$3,120,000
Site Construction & Utilities	500,000	800,000
FF&E (Furniture/shelving, equipment, library technology)	200,000	300,000
Professional Services (Survey, geotech, testing, design)	270,000	380,000
Contingency	307,000	430,000
TOTAL	\$3,577,000	\$5,030,000

Library Operation Models

Should the Village decide to operate a municipal library, two operational models can be considered:

1. Hire Village staff to operate the library, or
2. Outsource, or contract, operations to a separate entity

In either model, library volunteers should continue to support professional staff and all library assets such as the building, collection, furniture, fixtures, equipment and technology would be owned by the Village.

In an outsourced model, the Village could simply contract for the professional staff needed to plan, equip, develop collection and manage library operations. This model has a few benefits the Village may want to consider:

- Because outsourced professional staff are not “employees,” the Village would not be responsible for retirement contributions or payroll taxes, which can be as much as 20% of the cost of base employee salaries.
- The annual cost of the collection and technology would be lower due to price volume discounts obtained through a large consortium.
- Professional expertise in library design, technology, print and digital collections, programs, outreach and etc. would be included.
- There would be less demand on existing Village support service departments like Human Resources and Finance because the outsource agency recruits, hires, trains, and pays library professional staff directly.

Other Recommendations

Partner with Others

Two-thirds of respondents to the ETC Survey believe the Village should fund and operate a municipal library (See [Appendix IV](#)). To maximize municipal library services, the Village can actively seek ways to collaborate with other local libraries and the Village’s Parks & Recreation department, regardless of the location selected. This could include providing programs at other library or recreation facilities, offering jointly sponsored programs and events, and leveraging resources held by other local libraries.

Conduct a Communications Campaign

A library communication campaign to share information and highlight community consensus regarding a library despite differing views is something the Village may want to consider. Communication, shared across multiple channels, can show residents “what’s in it for me” with respect to library services. Effective messaging can 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.

Create a Library Advisory Board

The Village Council may want to consider appointing an independent library advisory board. Advisory boards commonly ensure library stakeholder needs are met. The Village Council would determine the size of board. In communities the size of Pinehurst, a library advisory board of approximately six members can be effective. A member of the Village’s staff would serve as a liaison with the library advisory board and the library director, a similar model to staff liaisons currently supporting other Village volunteer boards.

Create a Friends of the Library

Friends of the Library groups are formed to support municipally-operated libraries in many communities. These groups can help support the library through volunteerism and generate revenue through fundraising to help offset library operating costs. One option is for the Given Book Shop to be managed completely by the Friends of the Library. Public library bookshops are typically fundraising mechanisms operated, staffed and managed by volunteers. Given Book Shop revenues should cover expenses without support from the library’s budget and Given Book Shop “profit” can be donated to the library. Given Book Shop inventory would continue to comprise titles weeded from the library’s collection and donated materials.

POTENTIAL FUNDING MECHANISMS

Funding mechanisms for renovation or construction of a library facility can be used in combination to fund all or a portion of the cost:

1. Issue long-term debt. The Village has no outstanding debt and interest rates are low, making this a viable option to fund the capital costs associated with a library facility.
2. Conduct a fundraising campaign to solicit private resident and/or business donations. 66 percent of residents indicated they would be willing to donate at some level to a capital campaign in the ETC Survey (Q7).
3. Save money or use existing fund balance reserves.
4. Use 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 and state government, non-profit and for-profit businesses that provide grants or other types of funding. Construction grants are limited and the Village may not qualify based on the socio-economic status of the community.

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

1. Establish non-resident user fees for library cards.
2. Hold annual fundraising events specific to library needs (i.e. collections, special events, STEAM programs, etc.) through the recommended Friends of the Library.
3. Property tax revenues.
4. Apply for State Library of North Carolina State Aid. (50 percent 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 percent is allocated as per capita income equalization grants. This requires the Library Director hold an MLS degree.)
5. Seek grants from federal and state government, non-profit, and for-profit businesses that provide grants or other types of funding. Viable grant opportunities for operating or program costs 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 the Council might choose.

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.ⁱⁱⁱ 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.^{iv} 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 communities 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 approximately 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.^v

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.^{vi}

Demographics Overview

Median population age is 59.3.^{vii} 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.^{viii} Likewise, 69 percent of residences in Pinehurst are considered “family households”^{ix}, suggesting demand for wellness, enrichment and educational programs.

Population by Age	2010 Census	2000 Census	2000-2010 Change
0-4 Years	560	314	+78%
5-17 Years	1,559	814	+92%
18-64 Years	6,058	4,425	+37%
65 and Over	4,947	4,087	+21%

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.^x

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

The Village has a foreign-born population of about 840.^{xii} Most households—93 percent—speak English only at home,^{xiii} 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^{xiv}	
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).^{xv} The average household size is 2.13 and the average family size is 2.55.

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%.^{xvi}

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.^{xvii}

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.^{xviii} 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.^{xix} 2020 Census data is expected to confirm these projections.

2020 Estimated Population Ages^{xx}	
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.^{xxi}

Less than five percent of Pinehurst residents are in their 20s (and only 1.2 percent is aged 20 to 24.)^{xxii} 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 the largest military base in the world, at nearby Fort Bragg, 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) ^{xxiii}

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.^{xxiv}

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.^{xxv}

Youth & Education

Nearly all Village residents (98.2 percent) graduated from high school and many have college degrees. 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.^{xxvii} 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.^{xxviii}

Academic Growth 2017-2018 Year ^{xxix}		
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 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.^{xxx}

Pinecrest High has an overall performance grade score of 75 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.^{xxxi}

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 ^{xxxiii}	
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.^{xxxiv}

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.^{xxxv}

The economy is driven by healthcare and hospitality, which provide nearly 80 percent of jobs.^{xxxvi} 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%.^{xxxvii}

“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.^{xxxviii}

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.^{xxxix} 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).^{xi}

Are Your Needs Being Met in Pinehurst?^{xli}	
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.”^{xlii}

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

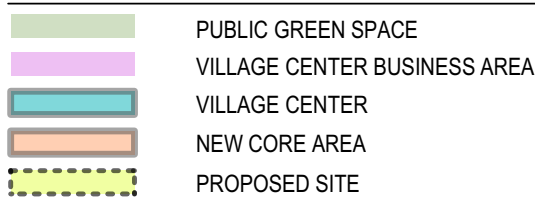
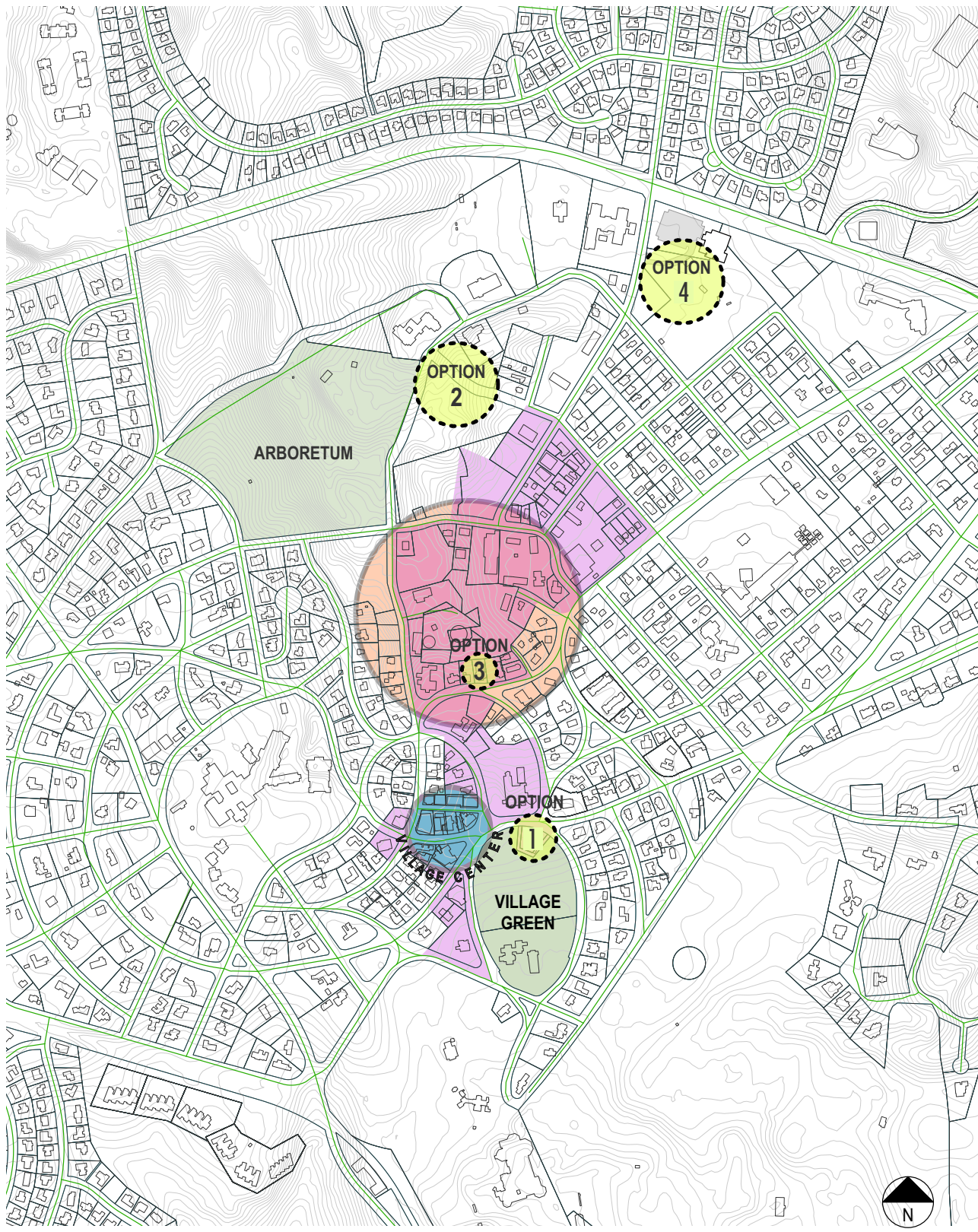
Digital Village

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.”^{xliv}

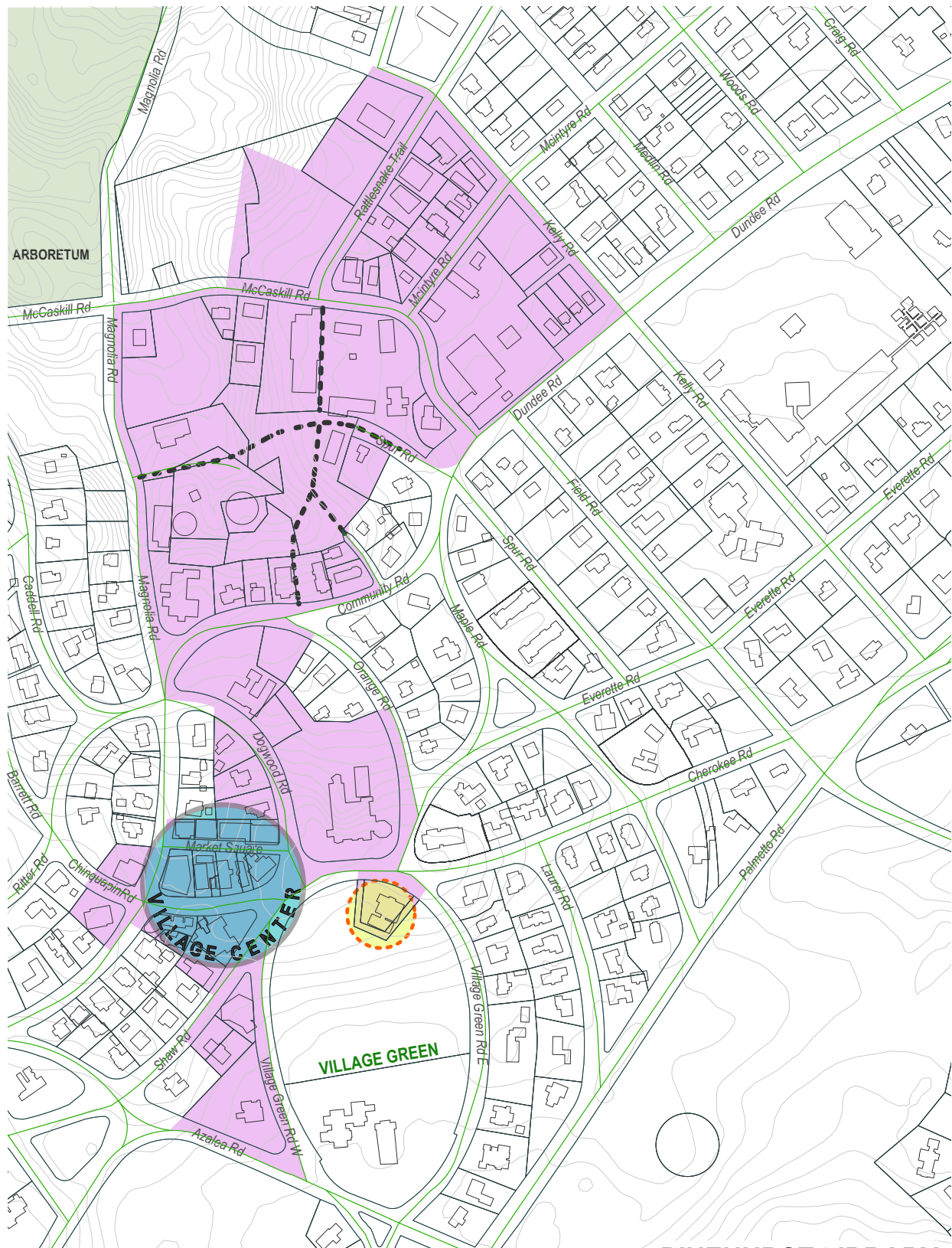
Pinehurst residents have strong access to technology; 93.8 percent have one or more types of computing devices. An estimated 90.1 percent of households have a desktop or laptop; 71.2 percent have a smart phone; 58.1 percent have a tablet or other portable wireless computer; 5 percent have some other 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 who do not have an Internet subscription and for visitors.^{xlv}

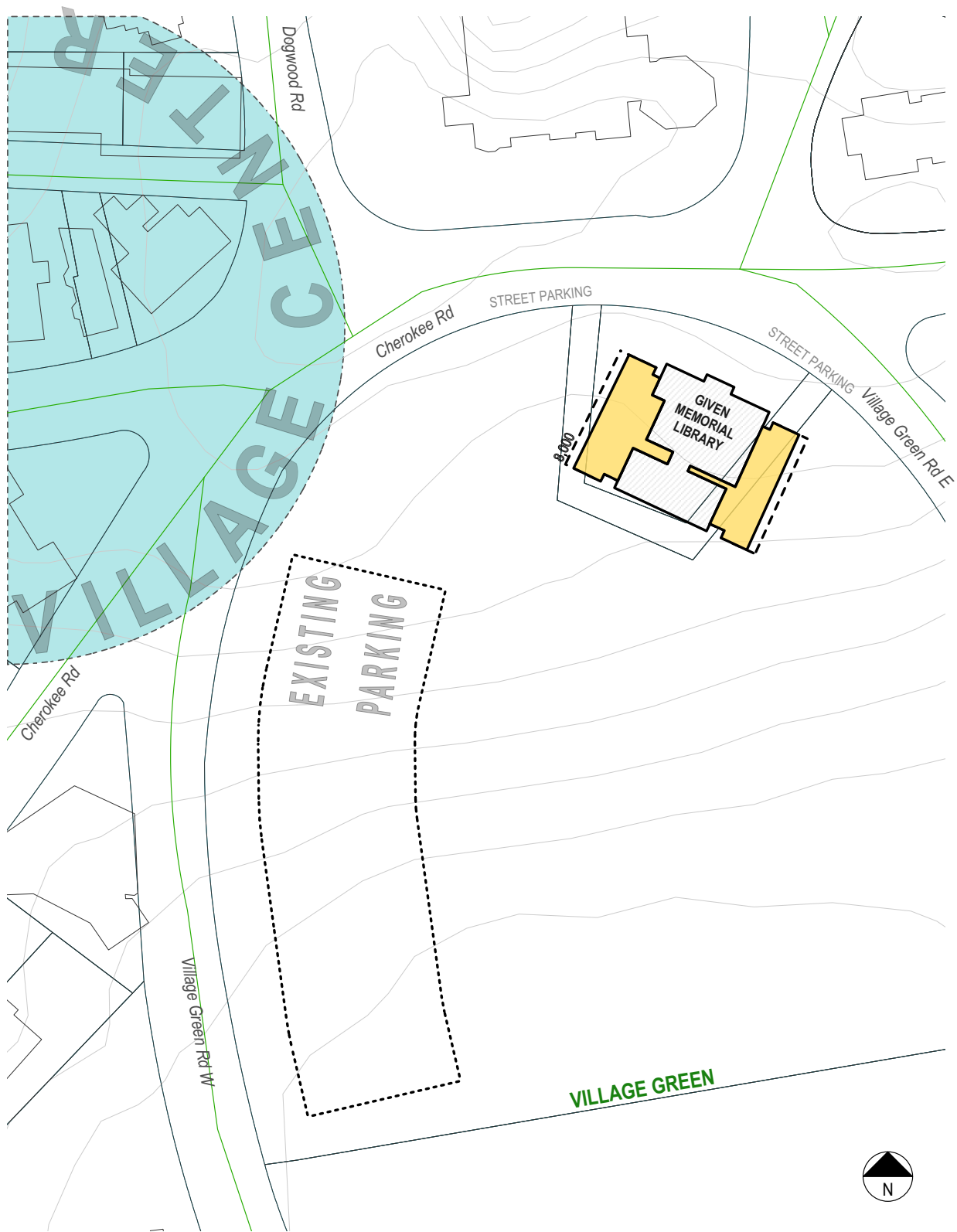
APPENDIX II. SITE DIAGRAMS FOR RECOMMENDED LOCATIONS



PINEHURST LIBRARY
SITE OPTIONS
CONTEXT MAP

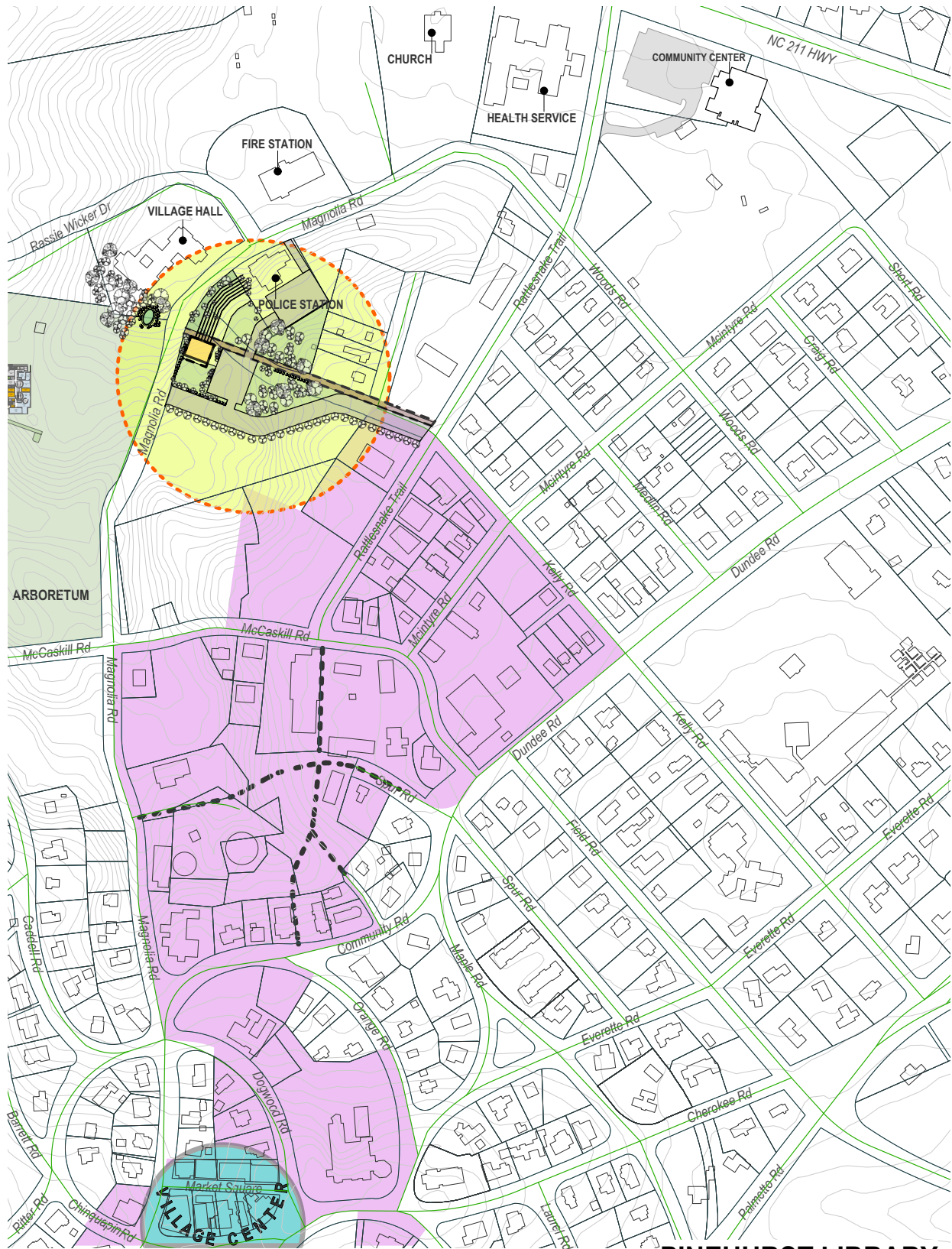


PINEHURST LIBRARY
SITE OPTION 1
 EXPAND AT THE CURRENT LOCATION



- +/-8,400 sf RENOVATED** One-Story (inc +/-4,575sf Archives) + Basement
- +/-6,175 sf NEW** One-Story
Configuration of Addition T.B.D. based on Conditions Assessment
- +/-8,175 sf NEW** Expanded One-Story

PINEHURST LIBRARY
SITE OPTION 1
EXPAND AT THE CURRENT LOCATION



PINEHURST LIBRARY
SITE OPTION 2
 CONSTRUCT A NEW LIBRARY NEAR VILLAGE HALL



+/-10,000 sf NEW Two-Story

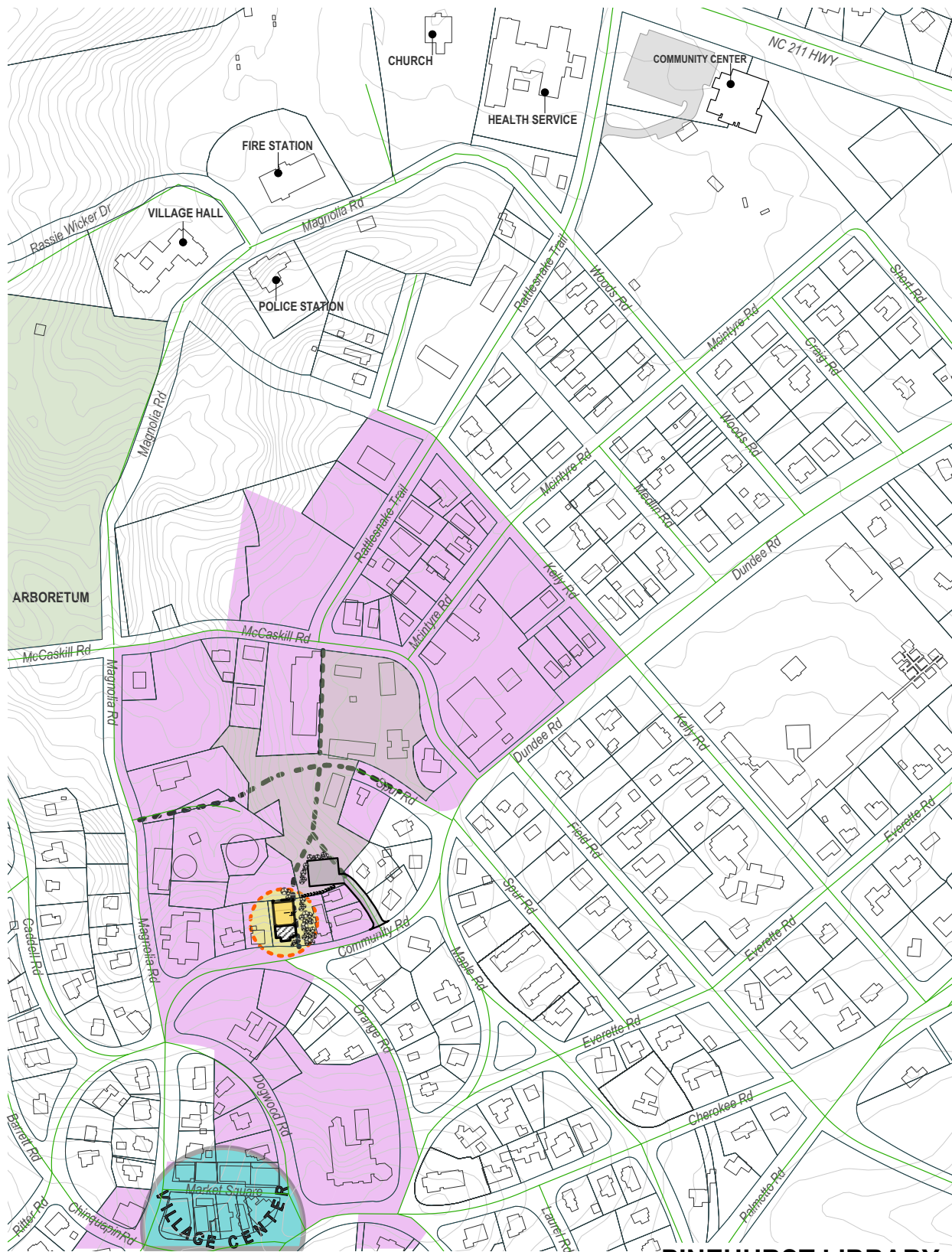


+/-12,000 sf NEW Expanded Two-Story / Potential Forest Theater

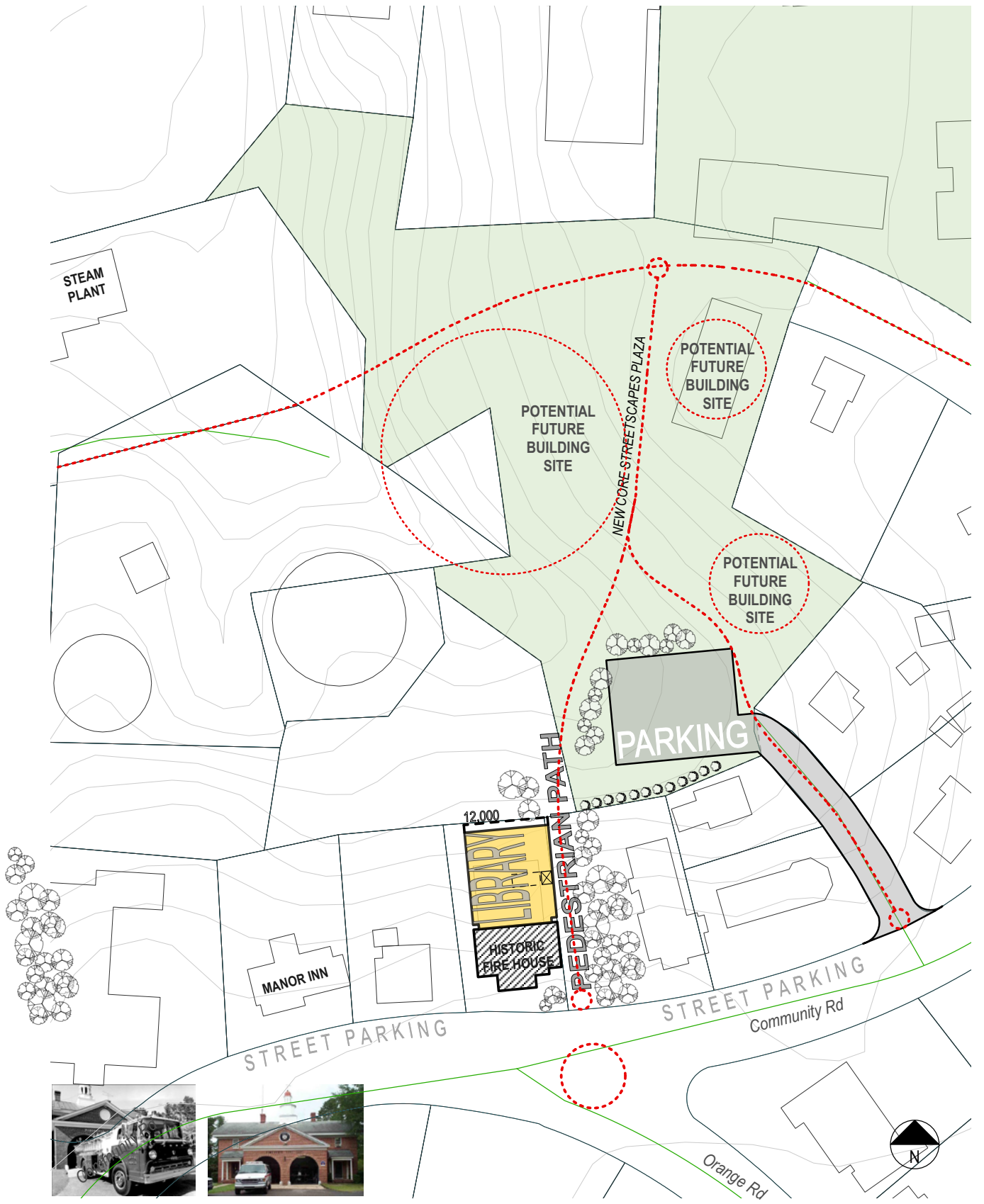
PINEHURST LIBRARY

SITE OPTION 2

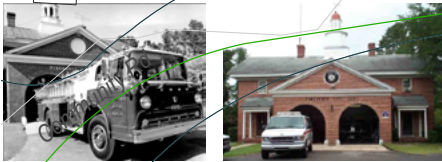
CONSTRUCT A NEW LIBRARY NEAR VILLAGE HALL



PINEHURST LIBRARY
SITE OPTION 3
 RENOVAE AND EXPAND THE HISTORIC FIRE HOUSE

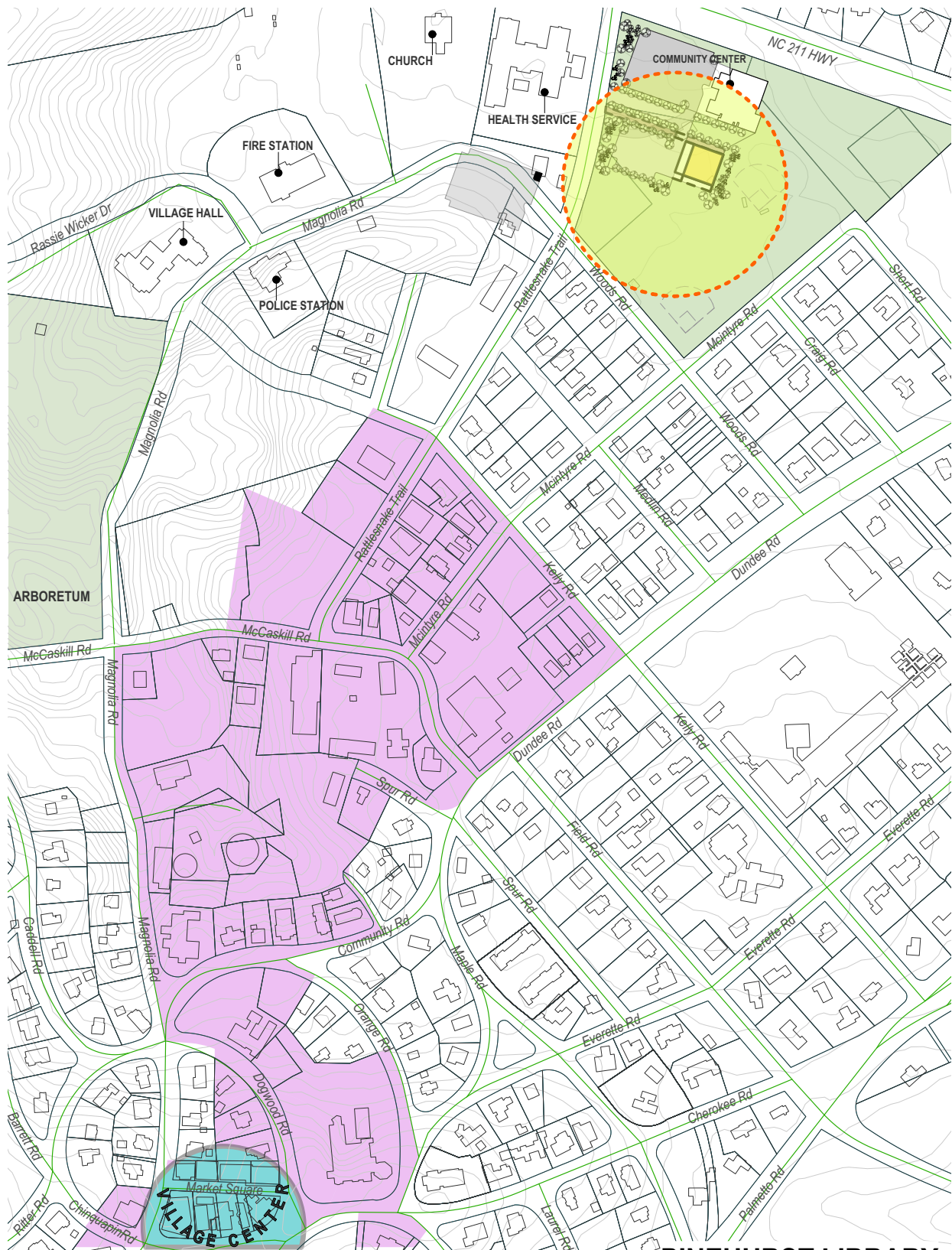


- +/-2,800 sf - RENOVATED Two-Story
- +/-10,000 sf - NEW Two-Story
- +/-12,000 sf - NEW Expanded Two-Story



PINEHURST LIBRARY SITE OPTION 3

RENOVATE AND EXPAND THE HISTORIC FIRE HOUSE



PINEHURST LIBRARY
SITE OPTION 4
 CONSTRUCT A NEW LIBRARY NEAR THE COMMUNITY CENTER



+/-10,000 sf NEW One-Story

+/-12,000 sf NEW Expanded One-Story

PINEHURST LIBRARY

SITE OPTION 4

CONSTRUCT A NEW LIBRARY NEAR THE COMMUNITY CENTER

APPENDIX III. 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

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.

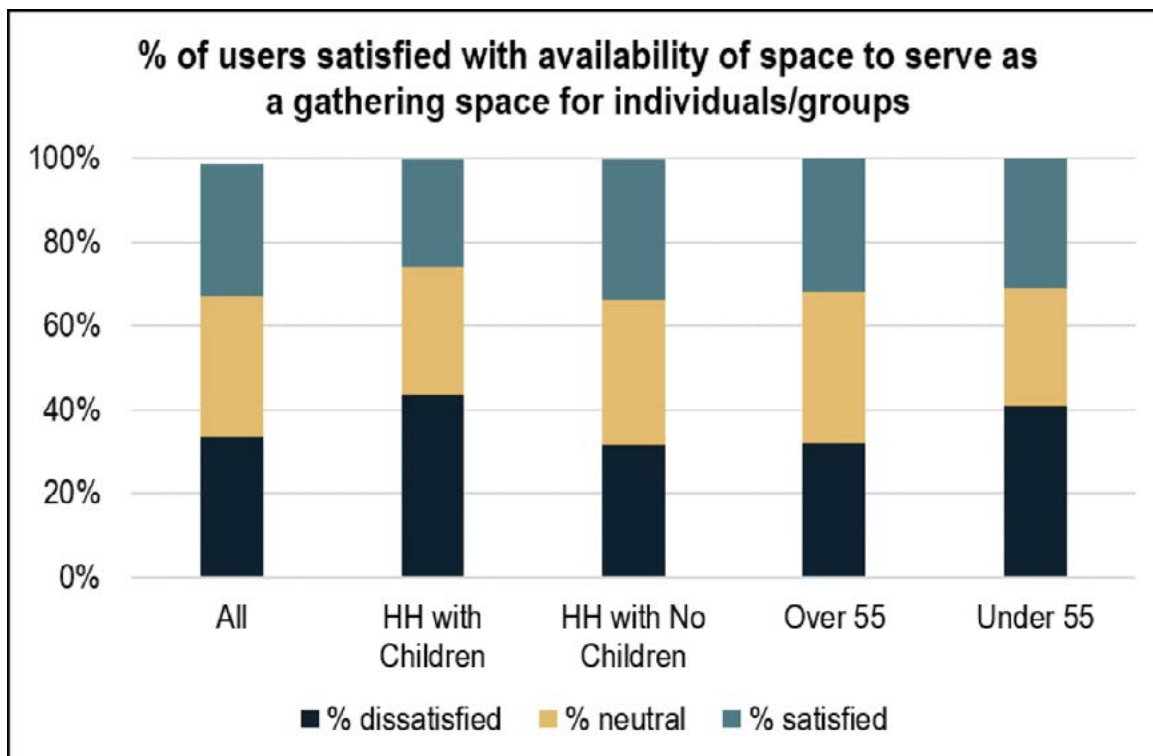
Library Programs and Services Use

Desire for Library Services

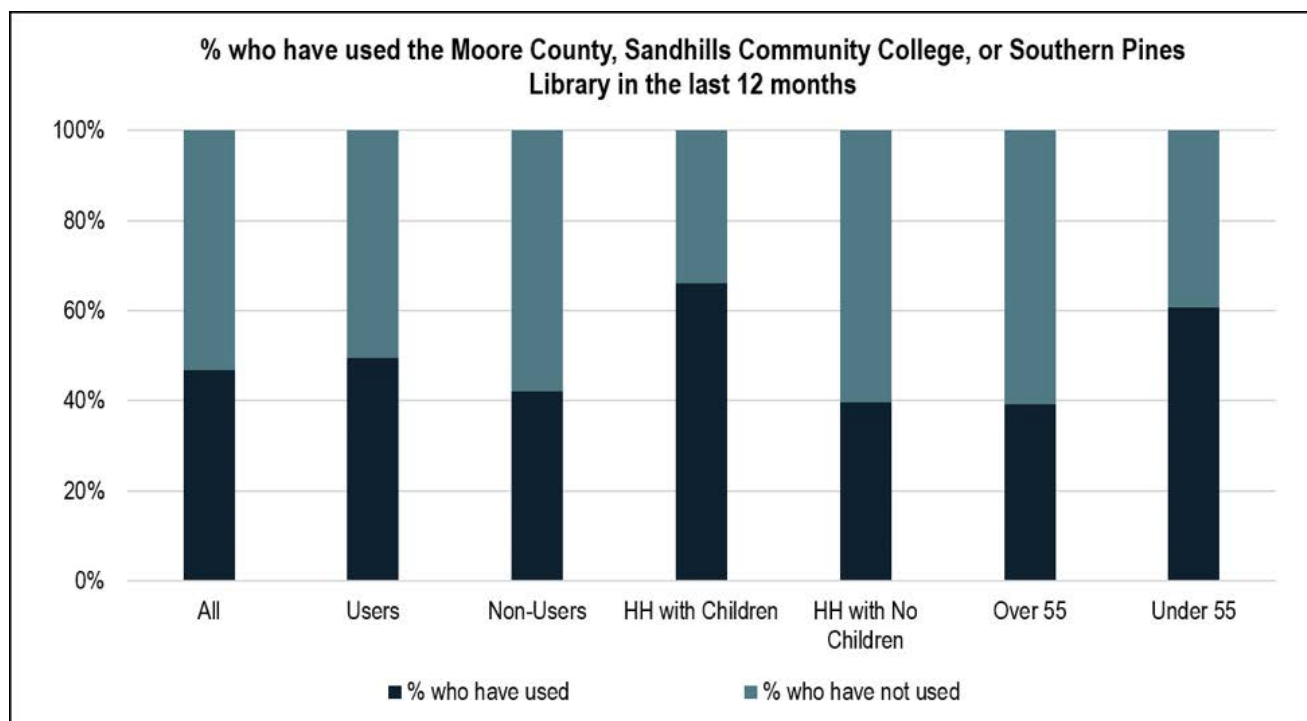
Percentage of respondents likely to use or would definitely use. Highlighted areas below indicate when 50% or more of respondents indicated they would likely or definitely use the service.

		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. 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 services 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 100 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 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

- 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

Some participants do not want to lose the Village's designation as a National Historic Landmark District.

- 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?"
- 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 the 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 be 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.

Children's Services

There is strong consensus that more books, materials and programs for children are needed.

- We need to meet the needs of people who have young children and I don't think our current library does that.
- Parents with young children our age are trying to keep their children off of the screens because they get so much screen time in school. We really want programs for young kids where they are not utilizing the screen, where they are interacting with books.
- I think children services are a big thing. When we first moved here, there was one story time a week and the problem is that it's at ten o'clock in the morning on Thursday, so if you want to bring your three-year-old, your four-year-old, well, they're in preschool then, so that really doesn't work but there's no other option.
- All the readers were volunteers, which is so kind of them to take the time out of their day to do it but they don't have as much of that dynamic personality, they don't have the librarian's skill set of, like, "Let me find out what you're interested in and drag you to these books and you really need this book."
- They have a wonderful summer camp. My daughter loved the summer camp. I'd love to see more like that. And as the kids get older, they don't have activities. I would love to see Lego building clubs or robotics because the elementary schools don't really have them.

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.”

Village of Pinehurst Library Services Needs Assessment Survey

Findings Report

...helping organizations make better decisions since 1982

2020

Submitted to the Pinehurst Village Council
(North Carolina)

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

August 2020



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Village of Pinehurst Library Services Needs Assessment Survey Executive Summary

Overview

ETC Institute administered an assessment in the Summer of 2020 for the Village of Pinehurst. This assessment was administered as part of the Village's efforts to develop library services for the community. Information compiled from the assessment will determine priorities for library services, offerings, and provide key data to set a clear vision for the future.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the Village of Pinehurst. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.2020VOPLibrarySurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the Village from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 410 residents completing the survey. The overall results for the sample of 410 households have a precision of at least +/-4.8% at the 95% level of confidence.

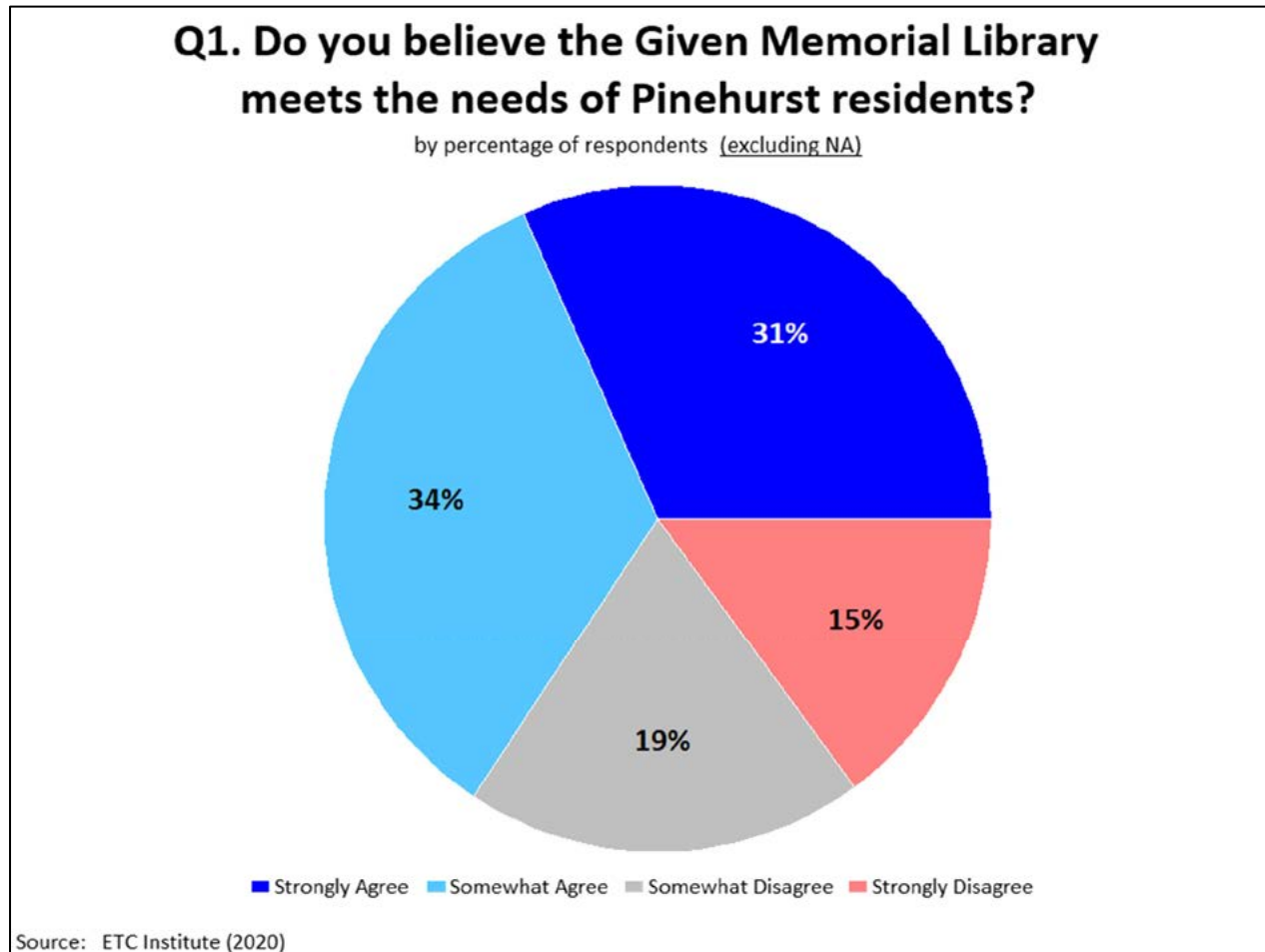
This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Tabular data showing the overall results for all questions on the survey (Section 2)
- Open ended comments from respondent households (Section 3)
- A copy of the survey instrument (Section 4)

The major findings of the survey are summarized below and on the following pages.

Assessment Findings

- Respondent households were asked if they believed the Given Memorial Library meets the needs of Village residents.
 - 31% of respondents strongly agree
 - 34% of respondents somewhat agree
 - 19% of respondents somewhat disagree
 - 15% of respondents strongly disagree



- The library features/capabilities with the highest levels of need, based on the sum of “extremely needed” and “very needed” responses among residents *who had an opinion*, were: digital media (53%), children’s book and magazine collection (53%), and adult book and magazine collection (49%).
 - Features/capabilities that respondent households feel are most needed in Pinehurst, based on the sum of respondents’ top three choices, were: adult book and magazine collection (36%), children’s book and magazine collection (28%), and digital media (28%).

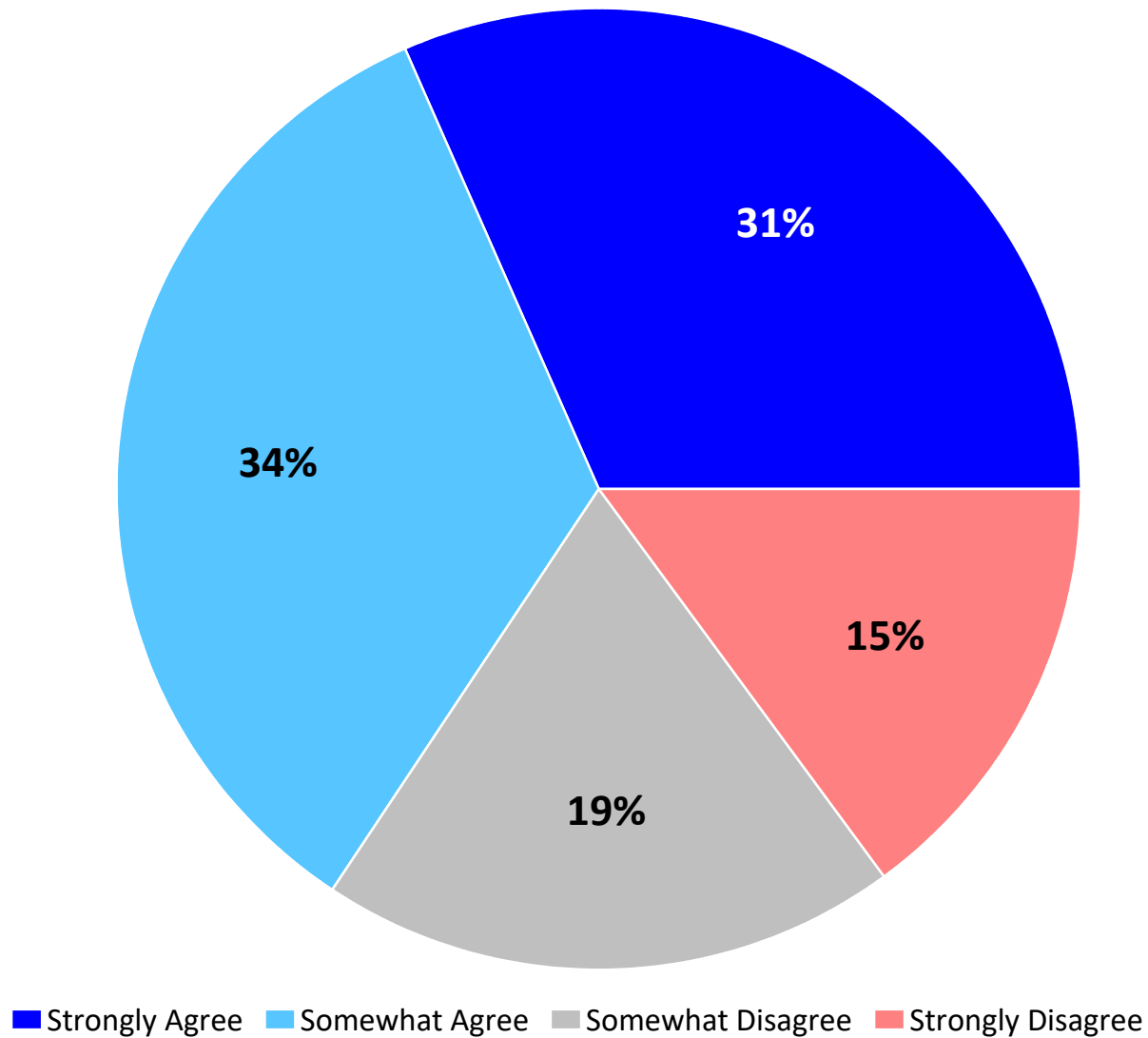
- Seventy percent (70%) of respondents indicated they strongly agree (36%) and somewhat agree (34%) with the extension of Saturday operating hours. Sixty-six percent (66%) of Village residents indicated they strongly agree (28%) and somewhat agree (38%) with the extension of weekday evening operating hours. Sixty-two percent (62%) of responding households strongly disagree (49%) and somewhat disagree (13%) with the extension of Sunday operating hours.
- Respondents were asked their level of agreement with the Village funding and operating the Village's public library.
 - 38% of respondents strongly agree
 - 29% of respondents somewhat agree
 - 8% of respondents somewhat disagree
 - 25% strongly disagree
- Forty-three percent (43%) of assessment participants indicated they would not be willing to pay a tax increase to support the costs on ongoing library operations.
 - 31% indicated they would pay a \$0.01 tax increase
 - 13% indicated they would pay a \$0.02 tax increase
 - 10% indicated they would pay a \$0.03 tax increase
 - 0.3% indicated they would pay a \$0.04 tax increase
 - 4% indicated they would pay a \$0.05 tax increase
- Respondents were asked how much they would be willing to donate if the Village organized a capital fundraising campaign for initial capital cost to renovate, expand, or construct library facilities.
 - 21% of respondents would donate up to \$50
 - 23% of respondents would donate \$51 to \$100
 - 15% of respondents would donate \$101 to \$500
 - 4% of respondents would donate \$501 to \$1,000
 - 2% of respondents would donate \$1,001 to \$5,000
 - 1% would donate \$10,000 or more
 - 34% of respondents would not donate
- Over half (55%) of respondents indicated they have used the Given Memorial Library within the last 12 months.
 - Of the respondents that visited the library within the last 12 months (55%),
 - 18% indicated they had used the library weekly or more,
 - 39% indicated they had used the library about once or twice a month,
 - 25% indicated they had used the library 3 to 5 times per year, and
 - 18% indicated they had used the library 1 to 2 times per year.
- Fourteen percent (14%) of responding households indicated they have children under the age of 18 in their household.

Section 1

Charts and Graphs

Q1. Do you believe the Given Memorial Library meets the needs of Pinehurst residents?

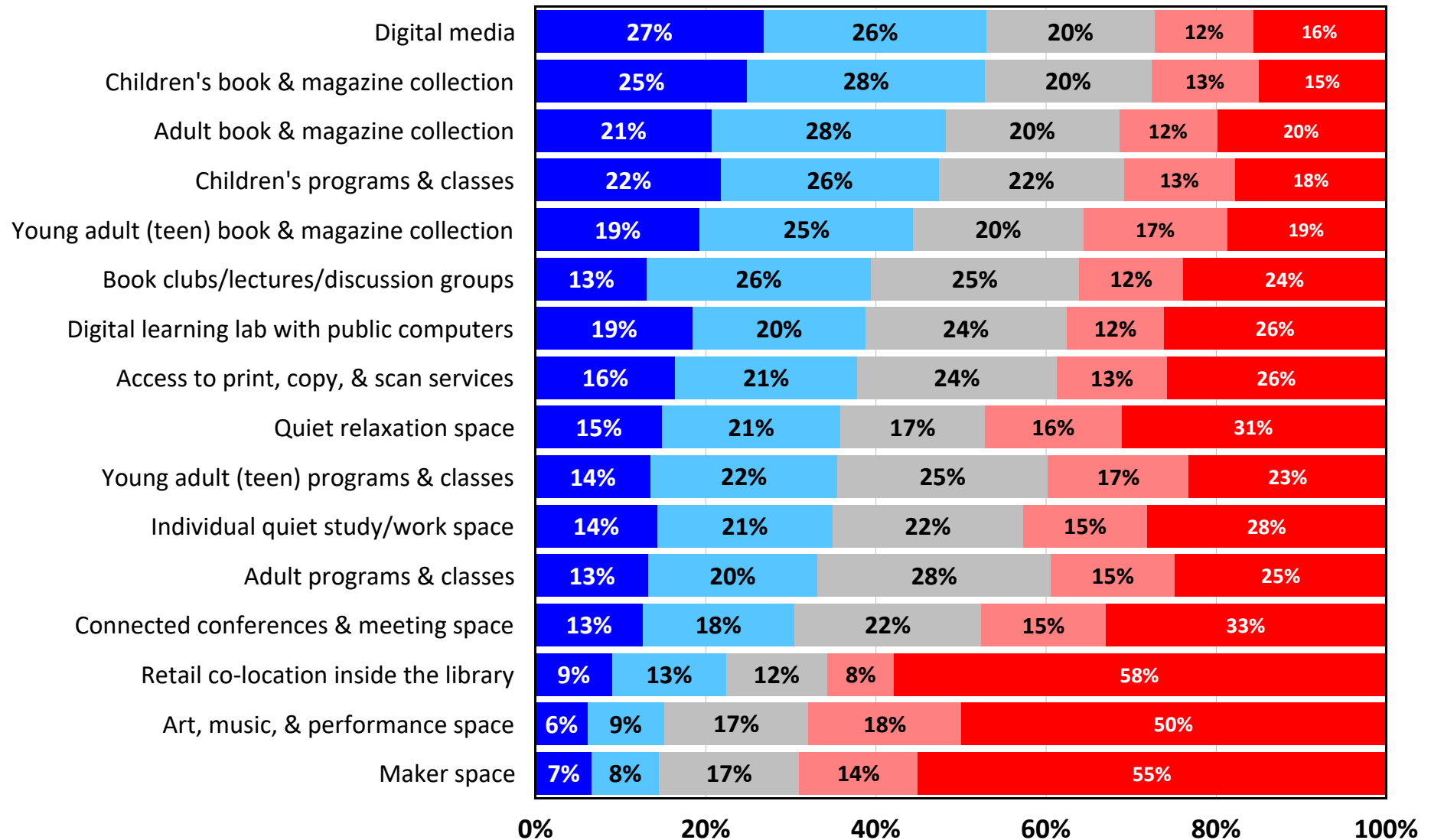
by percentage of respondents (excluding NA)



Source: ETC Institute (2020)

Q2. Library Features or Capabilities That Need to be Expanded or Enhanced in the Library

by percentage of respondents (excluding NA)

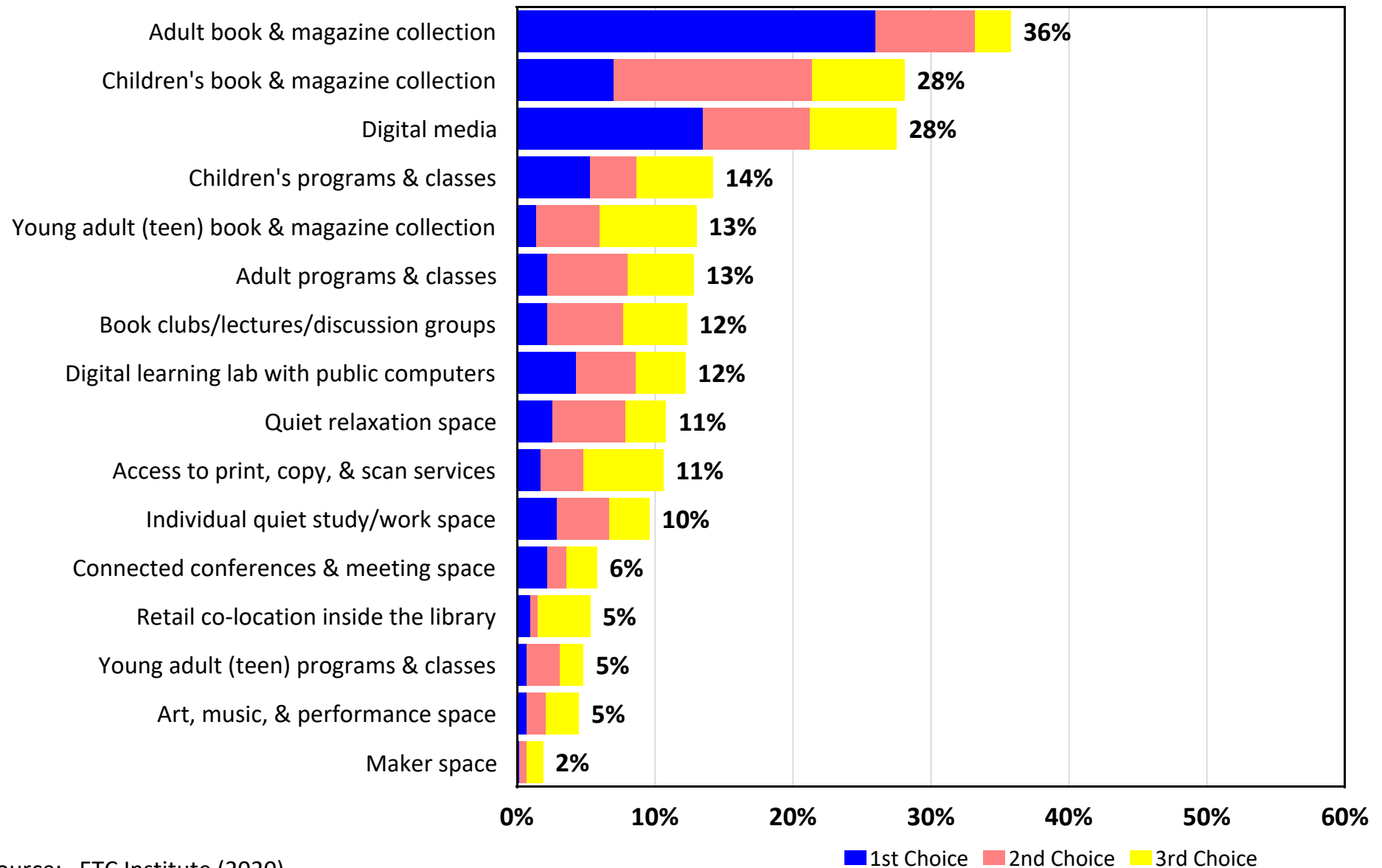


Extremely Needed (5) Very Needed (4) Moderately Needed (3) Slightly Needed (2) Not Needed (1)

Source: ETC Institute (2020)

Q3. Features/Capabilities Respondent Households Feel are the Most Needed in Pinehurst

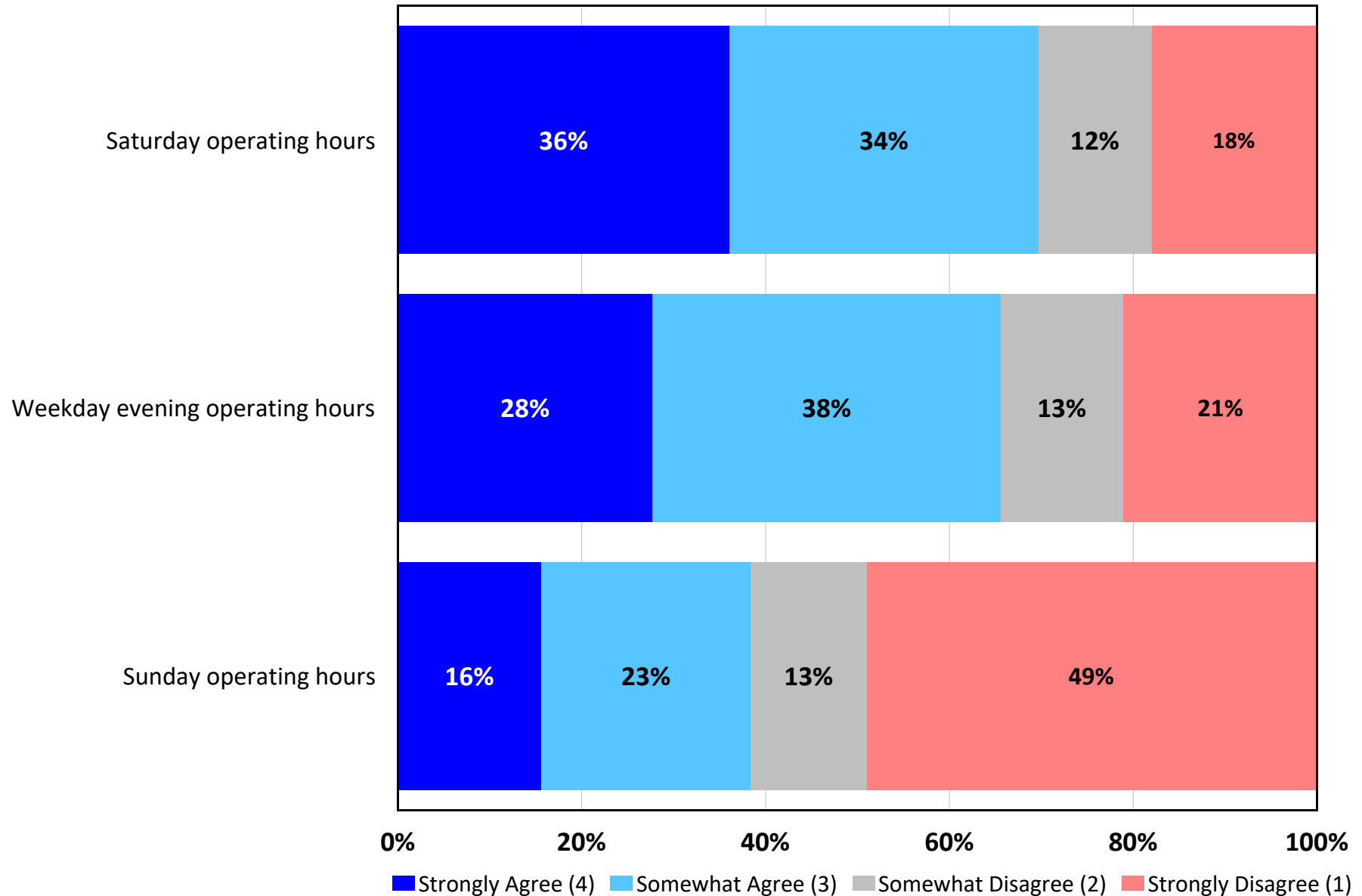
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2020)

Q4. Operating Hours to Extend at the Library

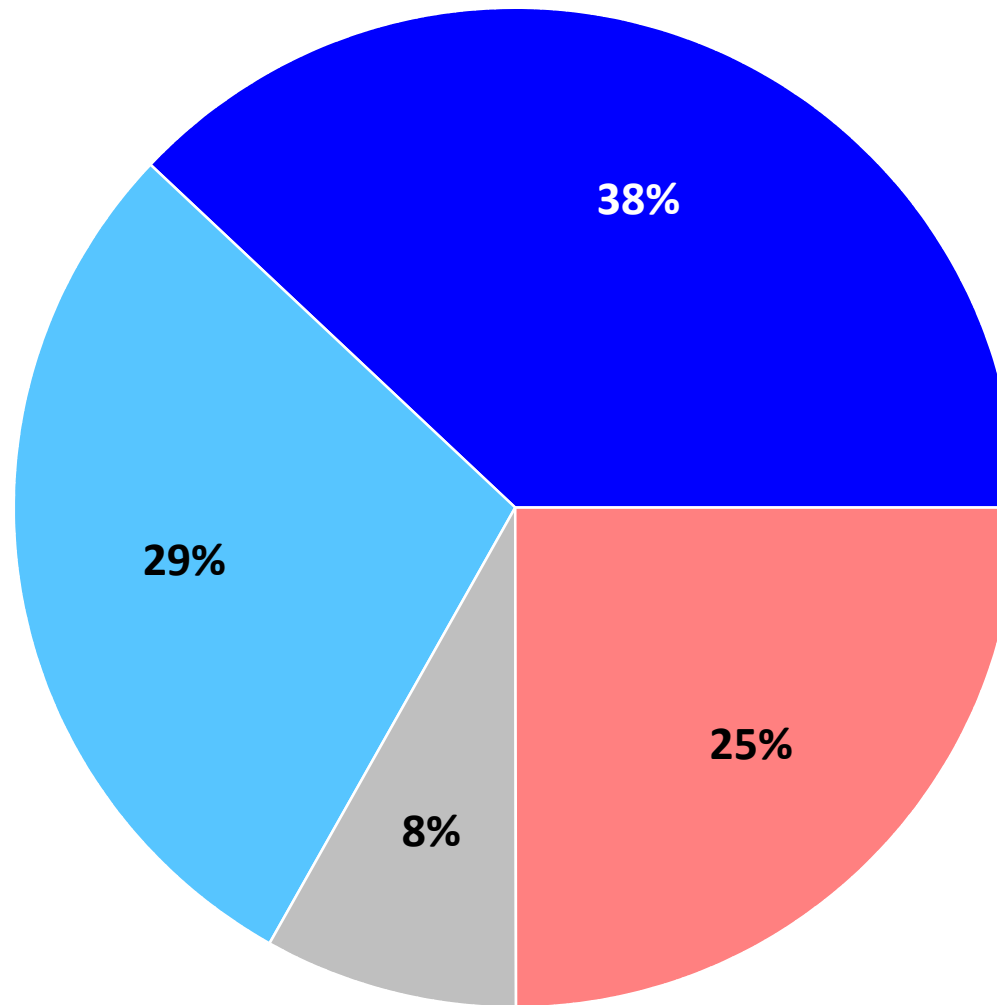
by percentage of respondents (excluding NA)



Source: ETC Institute (2020)

Q5. Do you agree the Village of Pinehurst should fund and operate the Village's public library?

by percentage of respondents

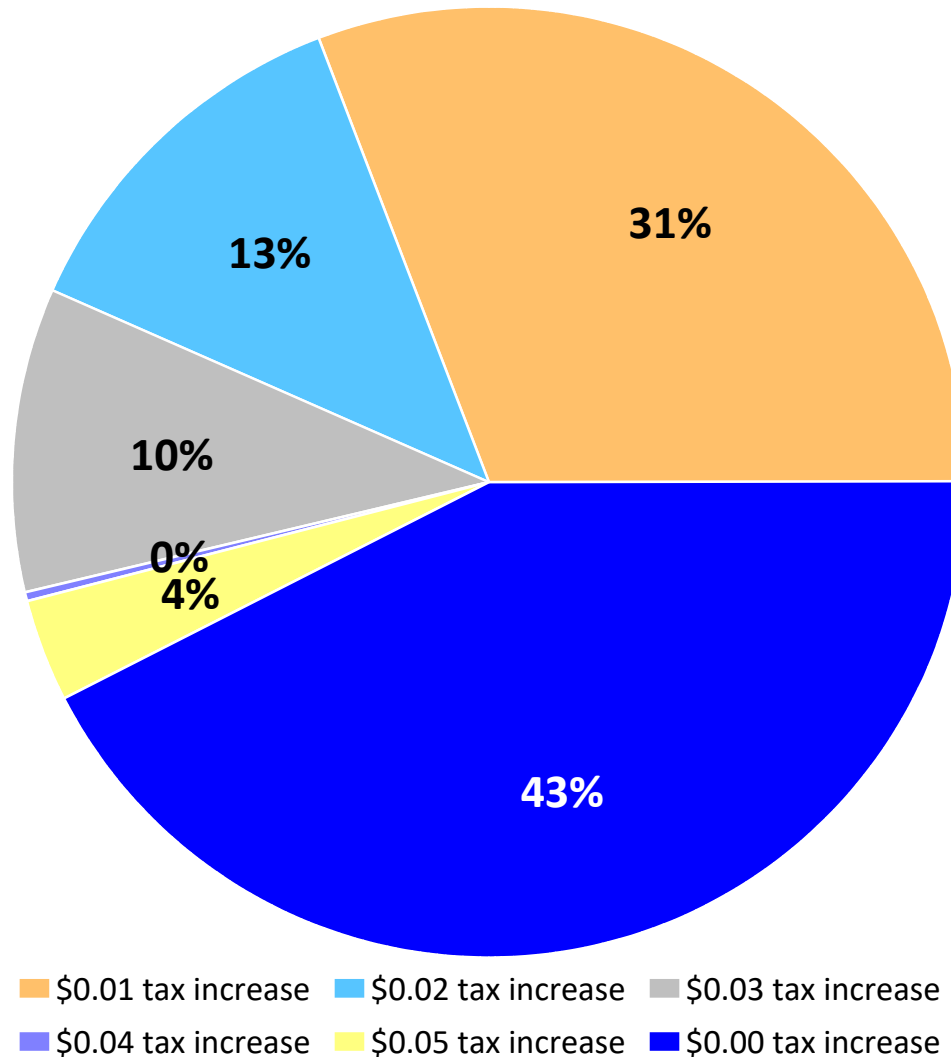


Strongly Agree Somewhat Agree
Somewhat Disagree Strongly Disagree

Source: ETC Institute (2020)

Q6. If the Village decides to operate a municipal library, how much would you be willing to pay in additional annual taxes to support the costs of ongoing library operations?

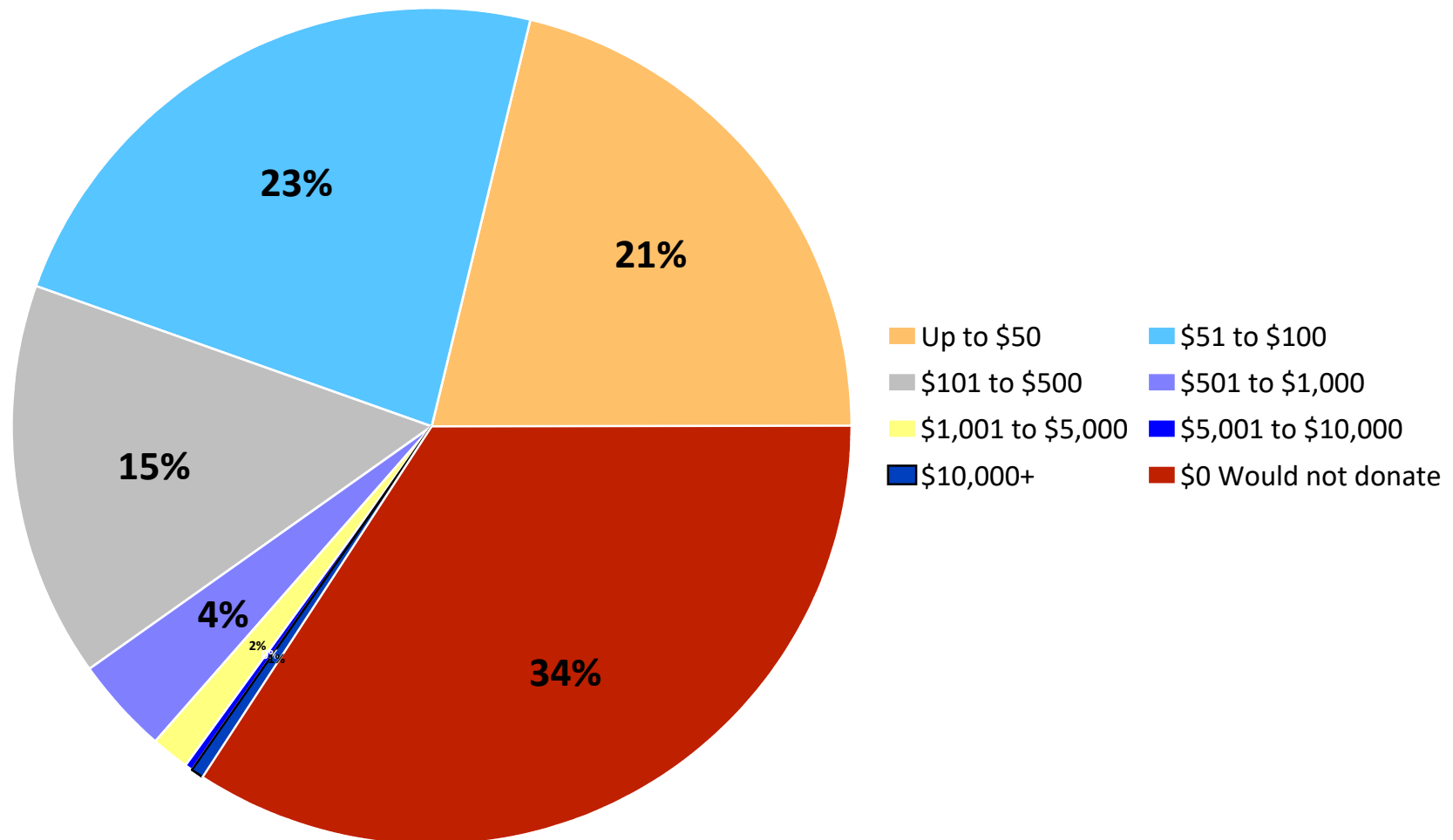
by percentage of respondents (excluding not provided)



Source: ETC Institute (2020)

Q7. If the Village organizes a capital fundraising campaign for the initial capital cost to renovate, expand, or construct library facilities, how much would you donate?

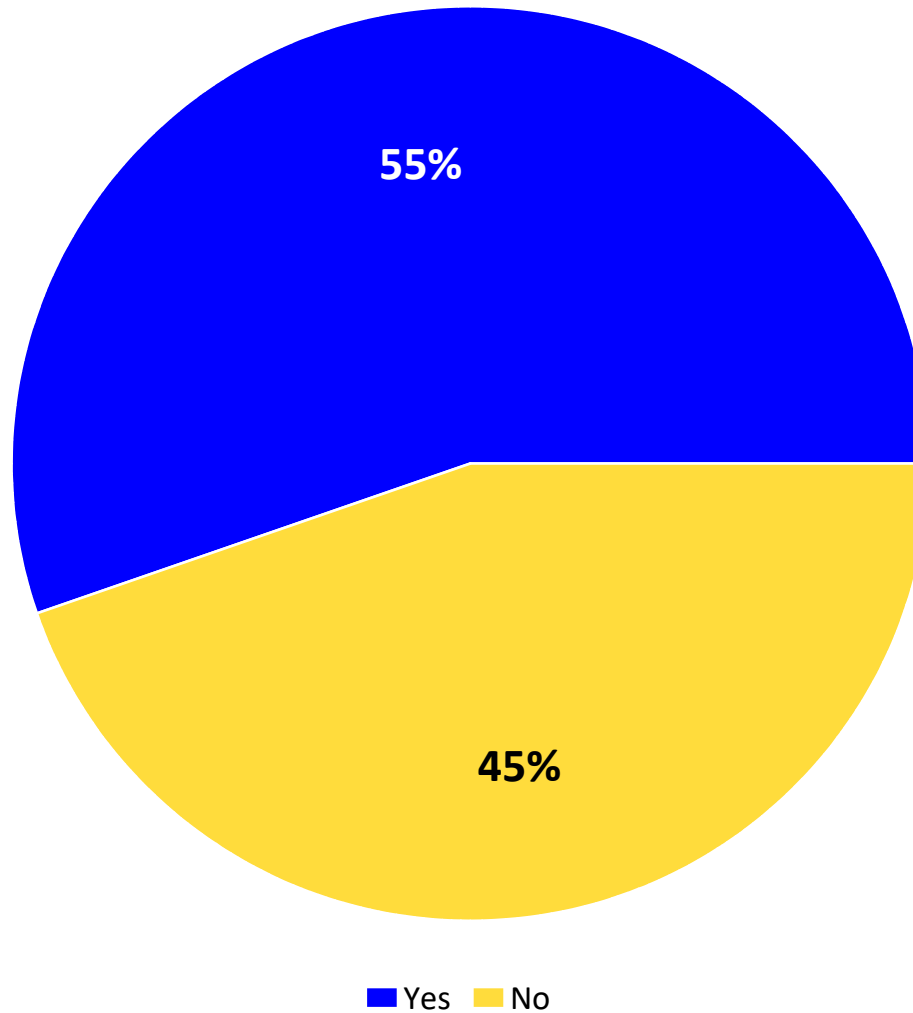
by percentage of respondents (excluding not provided)



Source: ETC Institute (2020)

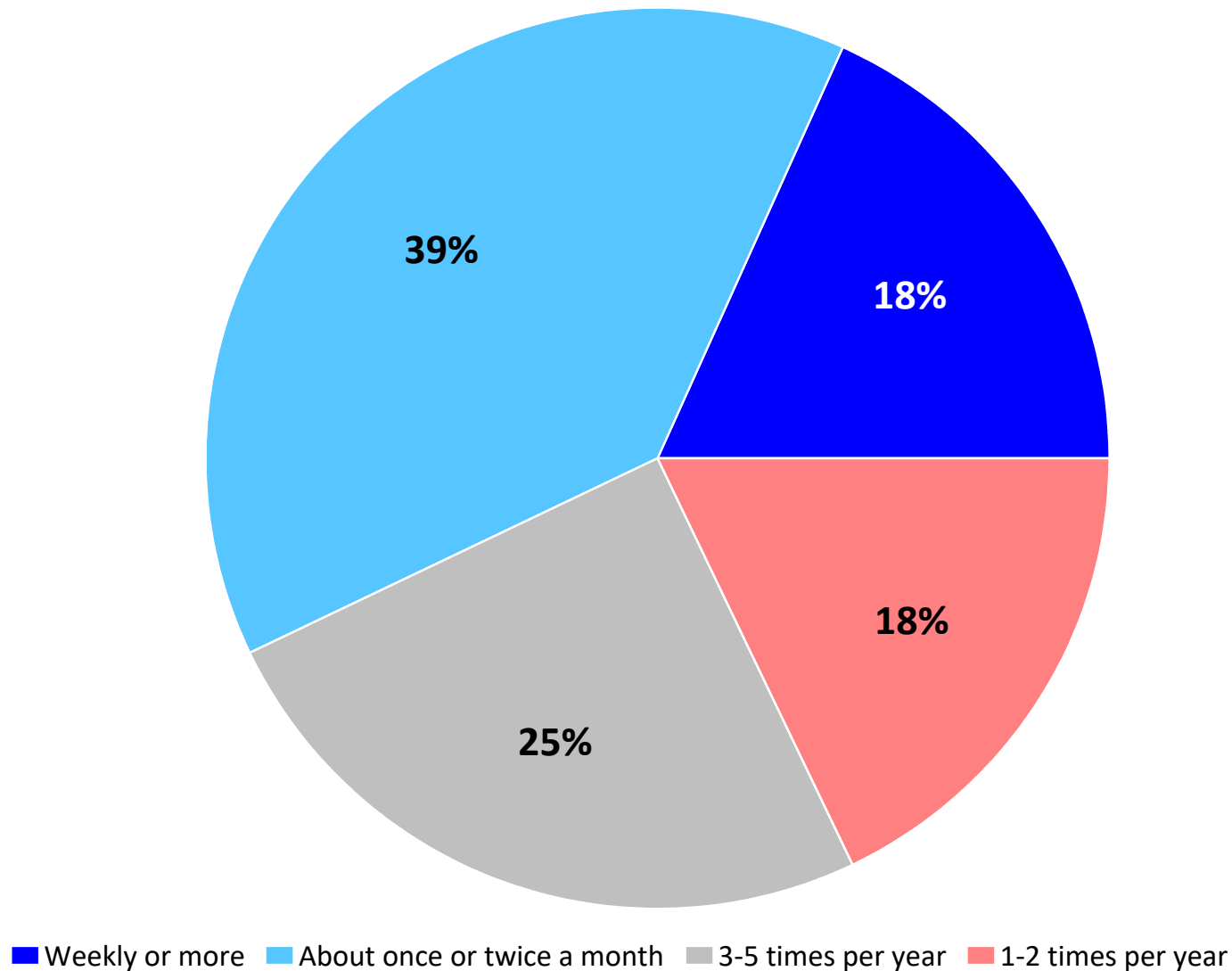
Q9. Have you used the Given Memorial Library within the last 12 months?

by percentage of respondents



Q9a. If you answered “Yes” to Question 9, please indicate how often you use the Given Memorial Library.

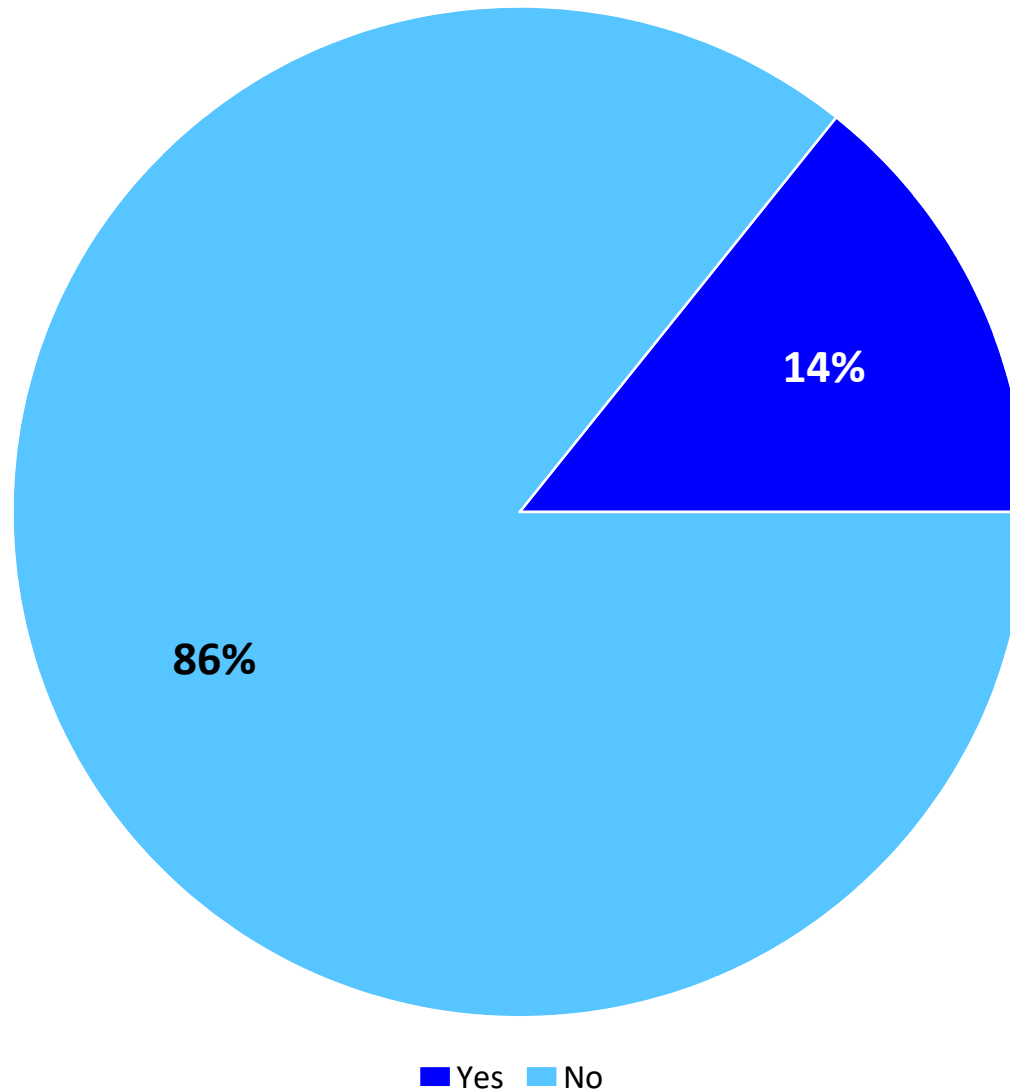
by percentage of respondents who have used the library (excluding NA)



Source: ETC Institute (2020)

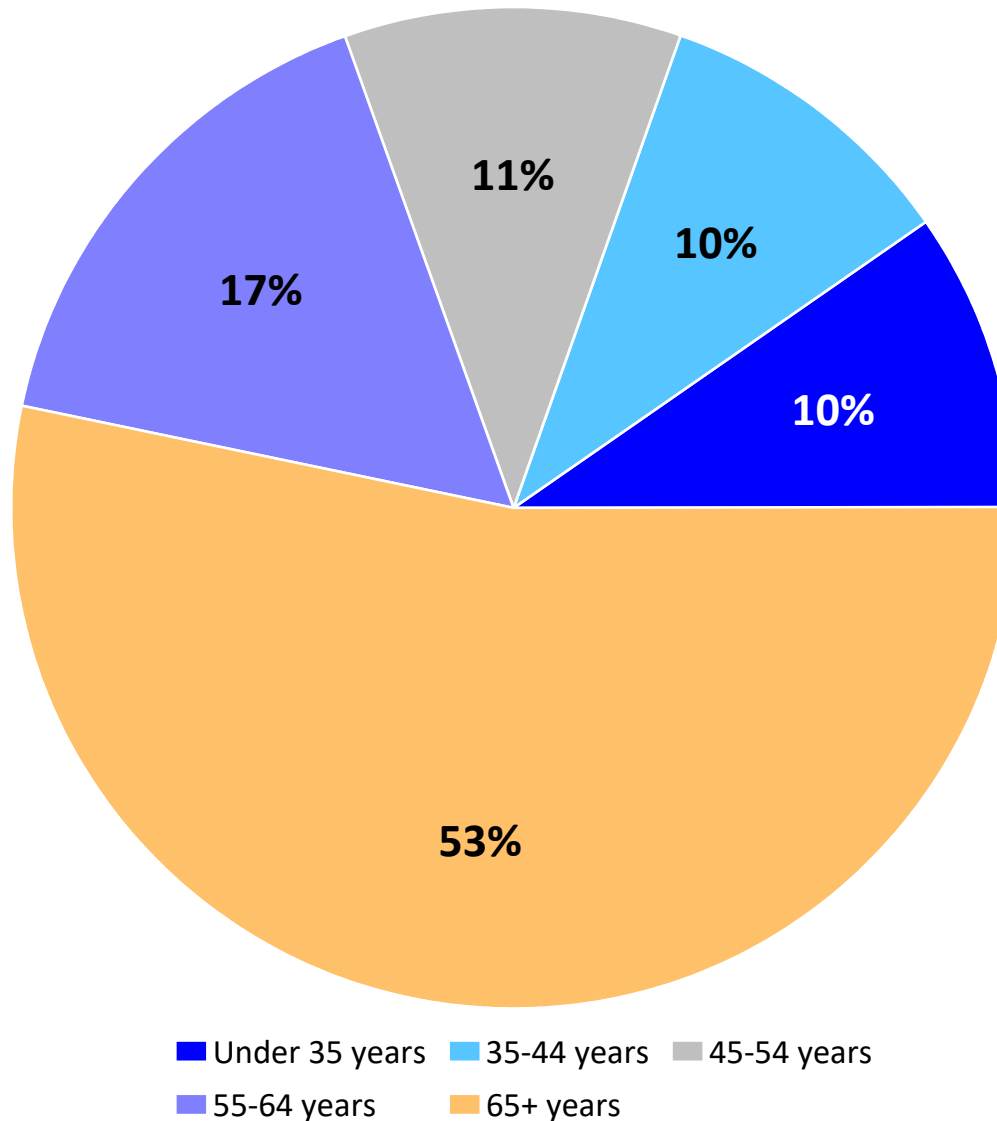
Q10. Do you have children under the age of 18 in your household?

by percentage of respondents (excluding NA)



Q11. Demographics: Which of the following best describes your age?

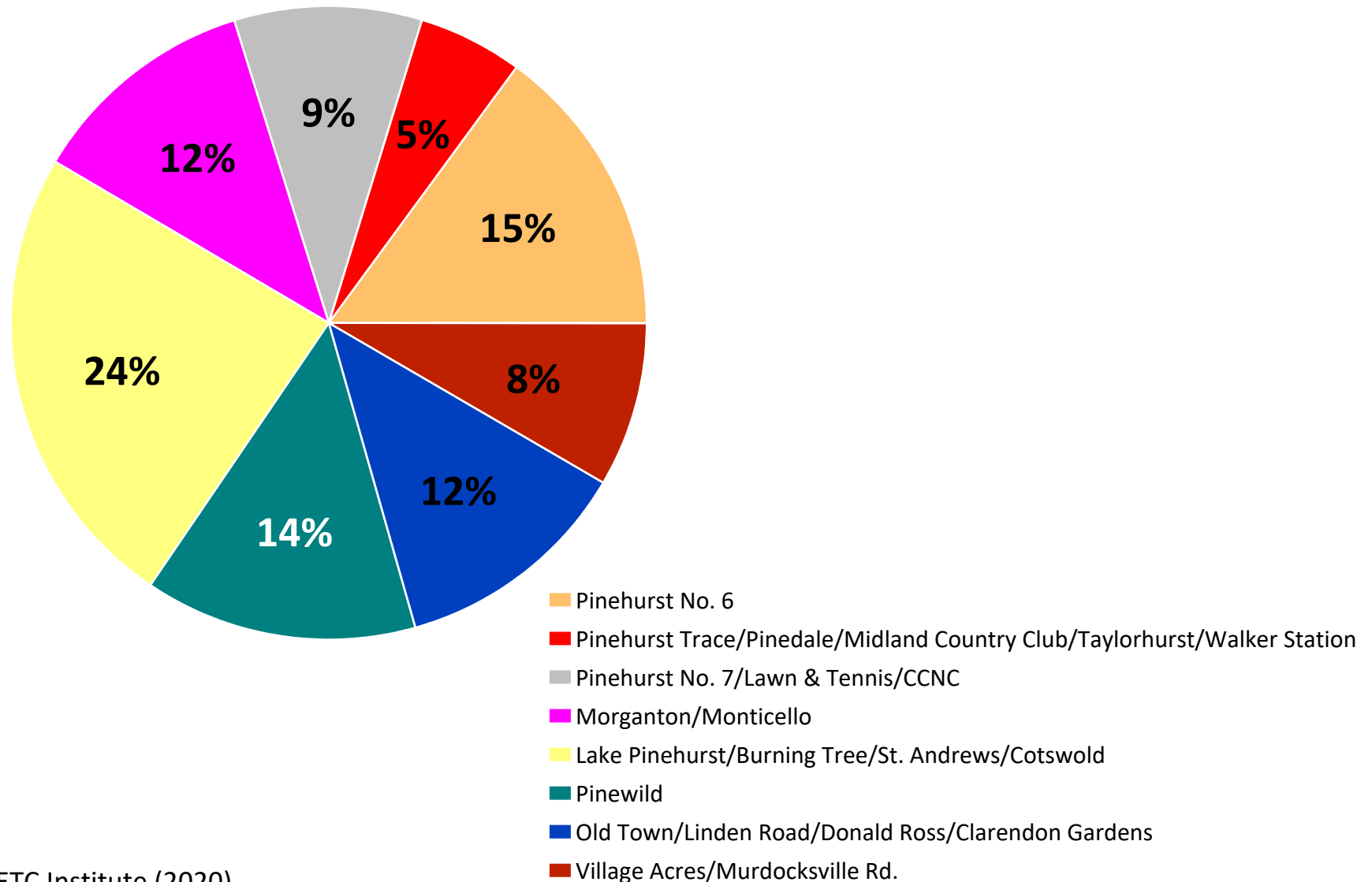
by percentage of respondents (excluding not provided)



Source: ETC Institute (2020)

Q12. Demographics: Which of the following neighborhood groupings best describes where you live?

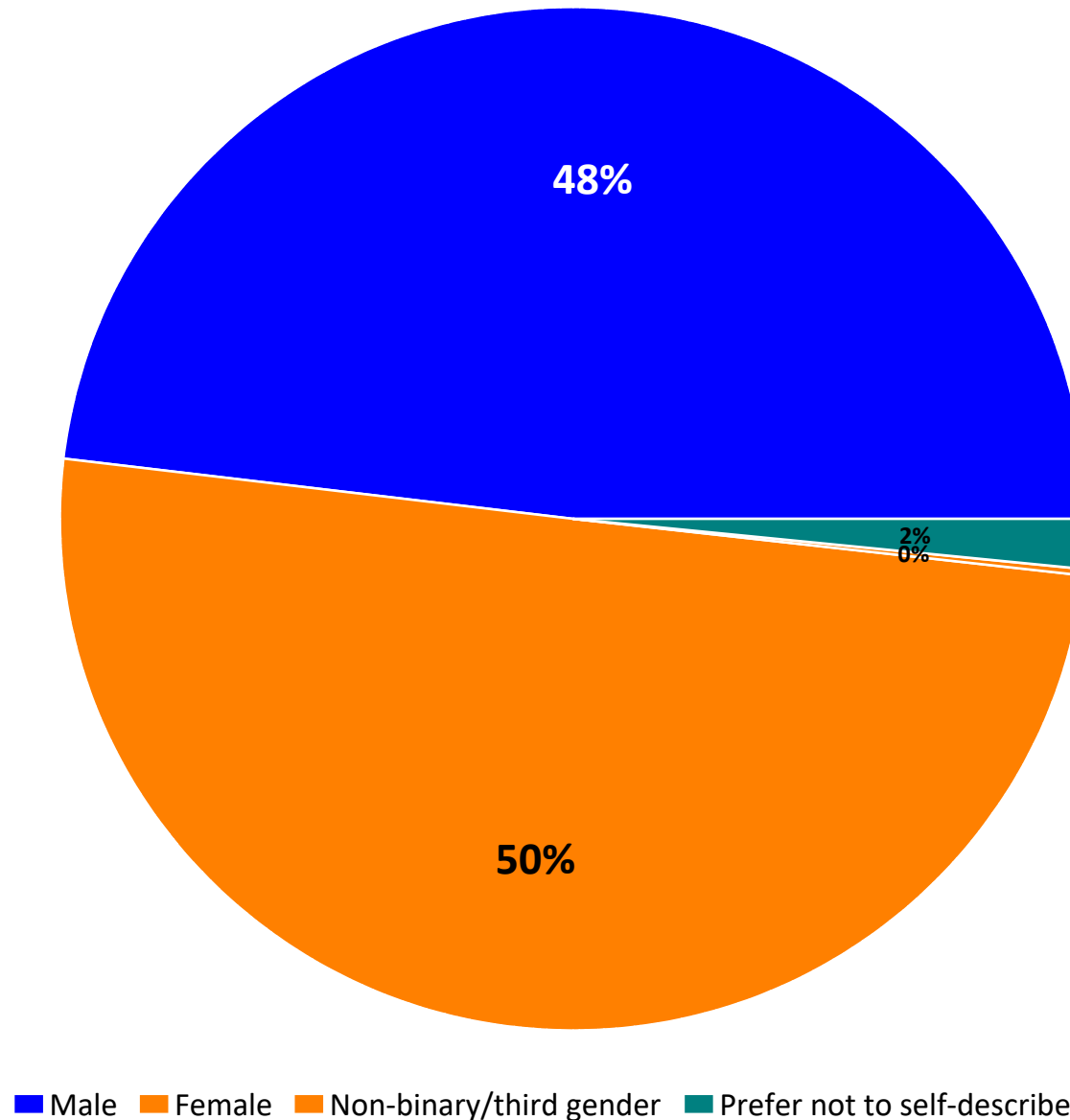
by percentage of respondents (excluding not provided)



Source: ETC Institute (2020)

Q13. Demographics: What is your gender:

by percentage of respondents (excluding not provided)



Source: ETC Institute (2020)

Section 2

Tabular Data

Q1. Do you believe the Given Memorial Library meets the library needs of Pinehurst residents?

Q1. Does Given Memorial Library meet library needs of Pinehurst residents	Number	Percent
Strongly agree	103	24.8 %
Somewhat agree	112	26.9 %
Somewhat disagree	63	15.1 %
Strongly disagree	49	11.8 %
Do not know	89	21.4 %
Total	416	100.0 %

WITHOUT DON'T KNOW**Q1. Do you believe the Given Memorial Library meets the library needs of Pinehurst residents? (without "don't know")**

Q1. Does Given Memorial Library meet library needs of Pinehurst residents	Number	Percent
Strongly agree	103	31.5 %
Somewhat agree	112	34.3 %
Somewhat disagree	63	19.3 %
Strongly disagree	49	15.0 %
Total	327	100.0 %

Q2. On a scale of 1 to 5, where 1 means "Extremely Needed" and 5 means "Not Needed," please indicate which library features or capabilities you believe need to be EXPANDED or ENHANCED in the library.

(N=416)

	Extremely needed	Very needed	Moderatel- y needed	Slightly needed	Not needed	Don't know
Q2-1. Adult book & magazine collection	16.8%	22.4%	16.6%	9.4%	16.1%	18.8%
Q2-2. Children's book & magazine collection	18.0%	20.2%	14.2%	9.1%	10.8%	27.6%
Q2-3. Young adult (teen) book & magazine collection	13.7%	17.8%	14.2%	12.0%	13.2%	29.1%
Q2-4. Digital media (ebooks, etc.)	21.2%	20.7%	15.6%	9.1%	12.3%	21.2%
Q2-5. Adult programs & classes	10.3%	15.4%	21.4%	11.3%	19.5%	22.1%
Q2-6. Children's programs & classes	16.1%	19.0%	16.1%	9.6%	13.2%	26.0%
Q2-7. Young adult (teen) programs & classes	9.6%	15.6%	17.5%	11.8%	16.6%	28.8%
Q2-8. Book clubs/lectures/discussion groups	10.6%	21.2%	19.7%	9.9%	19.2%	19.5%
Q2-9. Individual quiet study/work space	11.5%	16.6%	18.0%	11.8%	22.6%	19.5%
Q2-10. Connected conference & meeting space for small groups (2-6 people) with technology	9.4%	13.2%	16.3%	10.8%	24.5%	25.7%
Q2-11. Digital learning lab with public computers & access to specialized software	14.7%	16.1%	18.8%	9.1%	20.7%	20.7%
Q2-12. Access to print, copy, & scan services	13.5%	17.5%	19.2%	10.6%	21.2%	18.0%
Q2-13. Art, music, & performance space	4.6%	6.7%	12.7%	13.5%	37.5%	25.0%
Q2-14. Maker space (collaborative work space for creating, building, or making items)	5.0%	6.0%	12.5%	10.6%	41.8%	24.0%
Q2-15. Quiet relaxation space	12.0%	16.8%	13.7%	13.0%	25.0%	19.5%
Q2-16. Retail co-location inside library (such as a coffee shop or cafe)	7.5%	11.1%	9.9%	6.5%	47.8%	17.3%

WITHOUT DON'T KNOW

Q2. On a scale of 1 to 5, where 1 means "Extremely Needed" and 5 means "Not Needed," please indicate which library features or capabilities you believe need to be EXPANDED or ENHANCED in the library. (without "don't know")

(N=416)

	Extremely needed	Very needed	Moderately needed	Slightly needed	Not needed
Q2-1. Adult book & magazine collection	20.7%	27.5%	20.4%	11.5%	19.8%
Q2-2. Children's book & magazine collection	24.9%	27.9%	19.6%	12.6%	15.0%
Q2-3. Young adult (teen) book & magazine collection	19.3%	25.1%	20.0%	16.9%	18.6%
Q2-4. Digital media (ebooks, etc.)	26.8%	26.2%	19.8%	11.6%	15.5%
Q2-5. Adult programs & classes	13.3%	19.8%	27.5%	14.5%	25.0%
Q2-6. Children's programs & classes	21.8%	25.6%	21.8%	13.0%	17.9%
Q2-7. Young adult (teen) programs & classes	13.5%	22.0%	24.7%	16.6%	23.3%
Q2-8. Book clubs/lectures/discussion groups	13.1%	26.3%	24.5%	12.2%	23.9%
Q2-9. Individual quiet study/work space	14.3%	20.6%	22.4%	14.6%	28.1%
Q2-10. Connected conference & meeting space for small groups (2-6 people) with technology	12.6%	17.8%	22.0%	14.6%	33.0%
Q2-11. Digital learning lab with public computers & access to specialized software	18.5%	20.3%	23.6%	11.5%	26.1%
Q2-12. Access to print, copy, & scan services	16.4%	21.4%	23.5%	12.9%	25.8%
Q2-13. Art, music, & performance space	6.1%	9.0%	17.0%	17.9%	50.0%
Q2-14. Maker space (collaborative work space for creating, building, or making items)	6.6%	7.9%	16.5%	13.9%	55.1%
Q2-15. Quiet relaxation space	14.9%	20.9%	17.0%	16.1%	31.0%
Q2-16. Retail co-location inside library (such as a coffee shop or cafe)	9.0%	13.4%	11.9%	7.8%	57.8%

Q3. Which THREE of the features/capabilities listed in Question 2 do you and members of your household feel are the MOST NEEDED in Pinehurst?

Q3. Top choice	Number	Percent
Adult book & magazine collection	108	26.0 %
Children's book & magazine collection	29	7.0 %
Young adult (teen) book & magazine collection	6	1.4 %
Digital media (ebooks, etc.)	56	13.5 %
Adult programs & classes	9	2.2 %
Children's programs & classes	22	5.3 %
Young adult (teen) programs & classes	3	0.7 %
Book clubs/lectures/discussion groups	9	2.2 %
Individual quiet study/work space	12	2.9 %
Connected conference & meeting space for small groups (2-6 people) with technology	9	2.2 %
Digital learning lab with public computers & access to specialized software	18	4.3 %
Access to print, copy, & scan services	7	1.7 %
Art, music, & performance space	3	0.7 %
Maker space (collaborative work space for creating, building, or making items)	1	0.2 %
Quiet relaxation space	11	2.6 %
Retail co-location inside library (such as a coffee shop or cafe)	4	1.0 %
None chosen	109	26.2 %
Total	416	100.0 %

Q3. Which THREE of the features/capabilities listed in Question 2 do you and members of your household feel are the MOST NEEDED in Pinehurst?

Q3. 2nd choice	Number	Percent
Adult book & magazine collection	30	7.2 %
Children's book & magazine collection	60	14.4 %
Young adult (teen) book & magazine collection	19	4.6 %
Digital media (ebooks, etc.)	32	7.7 %
Adult programs & classes	24	5.8 %
Children's programs & classes	14	3.4 %
Young adult (teen) programs & classes	10	2.4 %
Book clubs/lectures/discussion groups	23	5.5 %
Individual quiet study/work space	16	3.8 %
Connected conference & meeting space for small groups (2-6 people) with technology	6	1.4 %
Digital learning lab with public computers & access to specialized software	18	4.3 %
Access to print, copy, & scan services	13	3.1 %
Art, music, & performance space	6	1.4 %
Maker space (collaborative work space for creating, building, or making items)	2	0.5 %
Quiet relaxation space	22	5.3 %
Retail co-location inside library (such as a coffee shop or cafe)	2	0.5 %
None chosen	119	28.6 %
Total	416	100.0 %

Q3. Which THREE of the features/capabilities listed in Question 2 do you and members of your household feel are the MOST NEEDED in Pinehurst?

Q3. 3rd choice	Number	Percent
Adult book & magazine collection	11	2.6 %
Children's book & magazine collection	28	6.7 %
Young adult (teen) book & magazine collection	29	7.0 %
Digital media (ebooks, etc.)	26	6.3 %
Adult programs & classes	20	4.8 %
Children's programs & classes	23	5.5 %
Young adult (teen) programs & classes	7	1.7 %
Book clubs/lectures/discussion groups	19	4.6 %
Individual quiet study/work space	12	2.9 %
Connected conference & meeting space for small groups (2-6 people) with technology	9	2.2 %
Digital learning lab with public computers & access to specialized software	15	3.6 %
Access to print, copy, & scan services	24	5.8 %
Art, music, & performance space	10	2.4 %
Maker space (collaborative work space for creating, building, or making items)	5	1.2 %
Quiet relaxation space	12	2.9 %
Retail co-location inside library (such as a coffee shop or cafe)	16	3.8 %
None chosen	150	36.1 %
Total	416	100.0 %

SUM OF TOP 3 CHOICES**Q3. Which THREE of the features/capabilities listed in Question 2 do you and members of your household feel are the MOST NEEDED in Pinehurst? (top 3)**

Q3. Sum of Top 3 Choices	Number	Percent
Adult book & magazine collection	149	35.8 %
Children's book & magazine collection	117	28.1 %
Young adult (teen) book & magazine collection	54	13.0 %
Digital media (ebooks, etc.)	114	27.4 %
Adult programs & classes	53	12.7 %
Children's programs & classes	59	14.2 %
Young adult (teen) programs & classes	20	4.8 %
Book clubs/lectures/discussion groups	51	12.3 %
Individual quiet study/work space	40	9.6 %
Connected conference & meeting space for small groups (2-6 people) with technology	24	5.8 %
Digital learning lab with public computers & access to specialized software	51	12.3 %
Access to print, copy, & scan services	44	10.6 %
Art, music, & performance space	19	4.6 %
Maker space (collaborative work space for creating, building, or making items)	8	1.9 %
Quiet relaxation space	45	10.8 %
Retail co-location inside library (such as a coffee shop or cafe)	22	5.3 %
None chosen	109	26.2 %
Total	979	

Q4. The Given Memorial Library is currently open Monday-Friday from 9:30 am-5:00 pm and Saturday from 9:30 am-noon. On a scale of 1 to 4, where 1 means "Strongly Agree" and 4 means "Strongly Disagree," please indicate if you agree the library operating hours should be EXTENDED to better meet the needs of the community.

(N=416)

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Q4-1. Weekday evening operating hours	23.6%	32.2%	11.3%	18.0%	14.9%
Q4-2. Saturday operating hours	31.0%	28.8%	10.6%	15.4%	14.2%
Q4-3. Sunday operating hours	12.5%	18.3%	10.1%	39.2%	20.0%

WITHOUT DON'T KNOW

Q4. The Given Memorial Library is currently open Monday-Friday from 9:30 am-5:00 pm and Saturday from 9:30 am-noon. On a scale of 1 to 4, where 1 means "Strongly Agree" and 4 means "Strongly Disagree," please indicate if you agree the library operating hours should be EXTENDED to better meet the needs of the community. (without "don't know")

(N=416)

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
Q4-1. Weekday evening operating hours	27.7%	37.9%	13.3%	21.2%
Q4-2. Saturday operating hours	36.1%	33.6%	12.3%	17.9%
Q4-3. Sunday operating hours	15.6%	22.8%	12.6%	48.9%

Q5. Do you agree the Village of Pinehurst should fund and operate the Village's public library?

Q5. Should Village of Pinehurst fund & operate Village's public library	Number	Percent
Strongly agree	140	33.7 %
Somewhat agree	108	26.0 %
Somewhat disagree	30	7.2 %
Strongly disagree	92	22.1 %
Do not know	46	11.1 %
Total	416	100.0 %

WITHOUT DON'T KNOW**Q5. Do you agree the Village of Pinehurst should fund and operate the Village's public library? (without "don't know")**

Q5. Should Village of Pinehurst fund & operate Village's public library	Number	Percent
Strongly agree	140	37.8 %
Somewhat agree	108	29.2 %
Somewhat disagree	30	8.1 %
Strongly disagree	92	24.9 %
Total	370	100.0 %

Q6. If the Village decides to operate a municipal library, how much would you be willing to pay in additional annual taxes to support the costs of ongoing library operations?

Q6. How much would you be willing to pay in additional annual taxes to support costs of ongoing library operations

	Number	Percent
\$0.01 (or 3.3%) tax increase	122	29.3 %
\$0.02 (or 6.6%) tax increase	51	12.3 %
\$0.03 (or 10%) tax increase	40	9.6 %
\$0.04 (or 13.3%) tax increase	1	0.2 %
\$0.05 (or 16.6%) tax increase	14	3.4 %
\$0.00-Don't support a tax increase	169	40.6 %
Not provided	19	4.6 %
Total	416	100.0 %

WITHOUT NOT PROVIDED

Q6. If the Village decides to operate a municipal library, how much would you be willing to pay in additional annual taxes to support the costs of ongoing library operations? (without "not provided")

Q6. How much would you be willing to pay in additional annual taxes to support costs of ongoing library operations

	Number	Percent
\$0.01 (or 3.3%) tax increase	122	30.7 %
\$0.02 (or 6.6%) tax increase	51	12.8 %
\$0.03 (or 10%) tax increase	40	10.1 %
\$0.04 (or 13.3%) tax increase	1	0.3 %
\$0.05 (or 16.6%) tax increase	14	3.5 %
\$0.00-Don't support a tax increase	169	42.6 %
Total	397	100.0 %

%

Q7. If the Village organizes a capital fundraising campaign for the initial capital cost to renovate, expand, or construct library facilities, how much would you donate?

Q7. How much would you donate	Number	Percent
Up to \$50	83	20.0 %
\$51-\$100	91	21.9 %
\$101-\$500	59	14.2 %
\$501-\$1,000	15	3.6 %
\$1,001-\$5,000	6	1.4 %
\$5,001-\$10,000	1	0.2 %
\$10,000+	2	0.5 %
\$0-Would not donate	133	32.0 %
Not provided	26	6.3 %
Total	416	100.0 %

WITHOUT NOT PROVIDED

Q7. If the Village organizes a capital fundraising campaign for the initial capital cost to renovate, expand, or construct library facilities, how much would you donate? (without "not provided")

Q7. How much would you donate	Number	Percent
Up to \$50	83	21.3 %
\$51-\$100	91	23.3 %
\$101-\$500	59	15.1 %
\$501-\$1,000	15	3.8 %
\$1,001-\$5,000	6	1.5 %
\$5,001-\$10,000	1	0.3 %
\$10,000+	2	0.5 %
\$0-Would not donate	133	34.1 %
Total	390	100.0 %

Q9. Have you used the Given Memorial Library within the last 12 months?

Q9. Have you used Given Memorial Library within last 12 months	Number	Percent
Yes	228	54.8 %
No	185	44.5 %
Not provided	3	0.7 %
Total	416	100.0 %

WITHOUT NOT PROVIDED**Q9. Have you used the Given Memorial Library within the last 12 months? (without "not provided")**

Q9. Have you used Given Memorial Library within last 12 months	Number	Percent
Yes	228	55.2 %
No	185	44.8 %
Total	413	100.0 %

Q9a. If you answered "YES" to Question 9, please indicate how often you use the Given Memorial Library.

Q9a. How often do you use Given Memorial Library	Number	Percent
Weekly or more	42	18.4 %
About once or twice a month	88	38.6 %
3-5 times per year	57	25.0 %
1-2 times per year	41	18.0 %
Total	228	100.0 %

Q10. Do you have children under the age of 18 in your household?

Q10. Do you have children under 18 in your household	Number	Percent
Yes	59	14.2 %
No	354	85.1 %
Not provided	3	0.7 %
Total	416	100.0 %

WITHOUT NOT PROVIDED**Q10. Do you have children under the age of 18 in your household? (without "not provided")**

Q10. Do you have children under 18 in your household	Number	Percent
Yes	59	14.3 %
No	354	85.7 %
Total	413	100.0 %

Q11. Which of the following best describes your age?

<u>Q11. What best describes your age</u>	<u>Number</u>	<u>Percent</u>
Under 35 years	39	9.4 %
35-44 years	41	9.9 %
45-54 years	43	10.3 %
55-64 years	67	16.1 %
65+ years	216	51.9 %
Not provided	10	2.4 %
Total	416	100.0 %

WITHOUT NOT PROVIDED**Q11. Which of the following best describes your age? (without "not provided")**

<u>Q11. What best describes your age</u>	<u>Number</u>	<u>Percent</u>
Under 35 years	39	9.6 %
35-44 years	41	10.1 %
45-54 years	43	10.6 %
55-64 years	67	16.5 %
65+ years	216	53.2 %
Total	406	100.0 %

Q12. Which of the following neighborhood groupings best describes where you live?

Q12. What neighborhood groupings best describes where you live	Number	Percent
Pinehurst No. 6	58	13.9 %
Pinehurst Trace/Pinedale/Midland Country Club/ Taylorhurst/Walker Station	21	5.0 %
Pinehurst No. 7/Lawn & Tennis/CCNC	36	8.7 %
Morganton/Monticello	46	11.1 %
Lake Pinehurst/Burning Tree/St. Andrews/Cotswold	93	22.4 %
Pinewild	53	12.7 %
Old Town/Linden Road/Donald Ross/Clarendon Gardens	48	11.5 %
Village Acres/Murdocksville Rd.	32	7.7 %
Not provided	29	7.0 %
Total	416	100.0 %

WITHOUT NOT PROVIDED**Q12. Which of the following neighborhood groupings best describes where you live? (without "not provided")**

Q12. What neighborhood groupings best describes where you live	Number	Percent
Pinehurst No. 6	58	15.0 %
Pinehurst Trace/Pinedale/Midland Country Club/ Taylorhurst/Walker Station	21	5.4 %
Pinehurst No. 7/Lawn & Tennis/CCNC	36	9.3 %
Morganton/Monticello	46	11.9 %
Lake Pinehurst/Burning Tree/St. Andrews/Cotswold	93	24.0 %
Pinewild	53	13.7 %
Old Town/Linden Road/Donald Ross/Clarendon Gardens	48	12.4 %
Village Acres/Murdocksville Rd.	32	8.3 %
Total	387	100.0 %

Q13. What is your gender?

<u>Q13. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	199	47.8 %
Female	207	49.8 %
Non-binary/third gender	1	0.2 %
Prefer to self-describe	6	1.4 %
Not provided	3	0.7 %
Total	416	100.0 %

WITHOUT NOT PROVIDED**Q13. What is your gender? (without "not provided")**

<u>Q13. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	199	48.2 %
Female	207	50.1 %
Non-binary/third gender	1	0.2 %
Prefer to self-describe	6	1.5 %
Total	413	100.0 %

Section 3

Open Ended Comments

Q8. What other thoughts about the library would you like to share as the Village Council evaluates the need for a renovated, expanded, or new library?

1. \$60 per year to use the South Pines library is a minimal cost for Pinehurst residents to enjoy a normally functional facility.
2. A kid's space away from the main library area would isolate the children from the adults who seek to use the library for other purposes. Southern Pines library does this very well, why Pinehurst library seems to be more than happy to let us go there to spend our money is absolutely insane to me. But, for 10 years of asking it's been made very clear to me that the older residents of Pinehurst have no interest in a space for those of us with kids. So, off to Southern Pines I go, with my money.
3. A library is a public good, an asset to the youth.
4. A library is an essential resource for any cultured, rational, and progressive community. We have lived here for 20 plus years and there is endless discussion and no action. It is an embarrassment.
5. A library should not compete with duplicate services with a brand-new village owned recreation center. Taxpayers do not need to pay for duplicate services. A library does not need to serve food/drinks or hire staff to manage food services. The expanded facility should not be a cash cow for the village at taxpayers' expense.
6. A more welcoming attitude by the staff. They are all too arrogant and not helpful.
7. A small village library would be nice. It does not need all the bells and whistles the large communities have.
8. Address parking for the disabled.
9. Adults can go to the community college via car for extra hours and services. Young folks cannot.
10. Advertise functions and facility. Add cardio equipment. Regular features or programs.
11. After recent events with school redistricting, I would not support a new or renovated library and would not support any property tax increase.
12. Agree with Paul Dunn's article, expand on Village Green.
13. All spaces should be ADA compliant. Keep library in village, expand by adding a second story. Instead of increasing taxes for all, charge a small fee for cards.
14. Any book, video, magazine etc. are available online.
15. Anything that keeps the library on the green. Renovation and expansion in small sections over main tiers. Go slow and easy.
16. At this time, I do not feel we need to construct a new library. Taxes will need to support new school and community center.
17. Be decisive.
18. Better library services would certainly enhance the experience of living in Pinehurst. I relocated from a city with a good library that was connected to a regional system. Almost any book, including current best sellers, was available in a reasonable amount of time. Music (cd's), DVD's and eBooks were also readily available.
19. Better weekend hours. Better digital.
20. Between online services and taxpayer funded internet and phones, there is no need for a library extension. These funds could be used for additional programs and operating times at the Community Center.
21. Building a new library is a great leap forward into decades past. Suggest a long list of other major items needed.

22. Coffee shop would be essential.
23. Conduct some marketing to raise awareness of the services currently available at the library. I've lived here for 17 years and I can't recall seeing anything published or online that provides any information to the community residents regarding what the library has to offer in terms of books, digital media, public computers, etc.
24. Do not use the library.
25. Do we really need a Library? Has the need been overlooked because a Library already exists although it isn't profitable? The salaries and vacation policies for the full-time employees are excessive when compared to other libraries of the same size, and it is unlikely the Library employees will willingly accept a cut in either if they come under the personnel rules of the Village.
26. Do what it does now but with expanded book collections for adults and children and a larger gathering space for kids programs.
27. Doesn't have to be co-located with current facility. Over by current municipal buildings or the new community center would be fine. Like the idea of a Starbucks as part of the facility to help pay operating costs.
28. Due to the economy, now is not the time to add a tax increase. Wait a year to see where things are. Use the community center for classes. Renovate the Givens Memorial Library, move the tufts archives (later years-not now).
29. Everything is online.
30. Everything the library offers can be found online. It is not necessary to have a space for this. Connected conference and meeting space for small groups with technology may be helpful, however, and at a much-reduced cost to the village.
31. Existing library is enough.
32. Expand current location - even at the peril of losing Historic designation! It is Pinehurst's history to have the library where it is. There is land space, it is a beautiful building, and it should be expanded to include library and archives!
33. Expand operating hours. Extend time to midnight on "date due" on books. It makes it hard for those employed to return by 5pm. SCC is very friendly with date and time due.
34. Expand the current library where it is. We don't have to spend 6 to 8 million dollars!
35. Expand the historical perspective of the tufts archives and significant history of Pinehurst.
36. Expanded library needs to have adequate parking for larger building/increased public usage. It needs to be easily accessible from main roads. A variety of different spaces is important for attracting maximum number of residents. I came from town that had expanded its library and loved the coffee shop/informal reading room that had mix of tables where people could work and comfy chairs where people could read magazines/newspapers. It was very inviting.
37. Find a suitable facility for the archives and expand the current library. It is so much a part of history.
38. First preference would be to expand the current Givens Library.
39. Focus should be digital not hard copy. Move tufts archives and take over that space.
40. Folks have access to the library services through the internet these days. In prior years that was not available. Charge admission or do fundraisers to operate the library, but folks that don't use it should not have to invest.
41. Give up the historical status and expand in place, great location, attractive. Small golf museum might help, not to compete with Florida.

42. Givens Memorial Library is a super facility.
43. Happy with the way it is.
44. Having an adult science fiction/fantasy section is an absolute. Many people born 1940-1980 are avid sci-fi readers. The lack of one is why I don't go to the library. I have never seen or worked at a library that did not have one. Join the sandhills regional library system-it brings access to ills (inter-library loans) and access to several eBook services like open library. With this access the collection does not need to be as big.
45. I am a frequent user of the library, and feel the staff does a great job! However, I can see the logic of having it a municipal operation, and would be in favor of the necessary tax increase, and would also donate. If there is one subject you did not cover, it would be to continue and enhance the jigsaw puzzle exchange closet take it out of the closet.
46. I am a new resident, just started using the Sandhills Library. Need more time to evaluate the system.
47. I am new to Pinehurst and typically do not use the library. I purchase used books online. I do believe a good functioning library is very important to the community as a whole.
48. I am not a big user of the library, so I do not support spending a lot of village assets on expansion. Looks like a small group is pushing for expansion, that will only benefit a few.
49. I am not impressed with the library (not the people). Not enough selection of books, no kindle availability or hoopla are the big disappointments.
50. I believe a new library should be built on municipal property away from the Village Green. This would free up parking spaces in the village center. Also the existing building could be used exclusively for the Donald Ross /Tufts archives and also a better place for the Village Welcoming Center.
51. I can't believe the Village would consider spending millions to renovate and expand the present library. I visit 2 to 3 times a week, and maybe, maybe see 4 or 5 people.
52. I currently pay \$100 plus to use the Southern Pines Library because Givens is not sufficient. I would much rather give that money in tax to Pinehurst for a library here. A wide selection of physical books is crucial to keeping my young children excited about reading, and a community library is very important for bonding residents to each other and their town.
53. I do not feel the expansion would be in the best interest of our Village. We love the small-town feel, let Moore County build a library for their residents.
54. I do not have a need for the library. Have not been in one since I graduated college.
55. I do not use the library.
56. I do not want to pay through any additional taxation for a new library. Southern Pines library and the NC electronic library meet my needs.
57. I don't think a food/coffee area is needed too dangerous to the books. I have noticed that when a children's story time is done, or I brought my class to visit, there is little room for all the kids to sit so definite larger space for that sort of activity is needed. I'd also like to see more children's programs - if they are already there, then more advertising/notification needs to be done to let residents know. I don't think the library is publicized enough, nor are the archives. We have a hidden gem here, but newer residents/families don't seem to know about it.
58. I don't think the library needs to be expanded nor should there be a new building. I believe in renovation only.

59. I don't think we need to expand, it should be open later in the evening, 8pm at least two nights a week.
60. I have been a donator for the last few years. Use strictly for recreation.
61. I have my own library in my home, or I use online research when needed. The majority of retired people here do not need a big library. I moved here because it was small and quaint, not crowded. People should move to big cities if they have children. This is a retirement community.
62. I have never lived in a NC county that did not have a good library.
63. I have not used the library services in a number of years, but I don't mind supporting those services through a property tax. Why is the tax based on property value? Why couldn't the library expenses be supported by a flat fee per property. Most other locations I have lived charged a flat fee (say \$35) per property, per annum, rather than linking the library fee to the value of the property. I am willing to accept the fact that as a single, I may pay the same fee as a family of four, but I do not understand why my neighbor, whose home might be worth twice as much as mine, needs to pay twice as much for the same library services.
64. I hope the library will remain in the Village. Hopefully, its historic position is not as important as expanding the current facility.
65. I like it just the way it is, don't think it needs expanded.
66. I like our library and all that it offers. Anything we can do to make it newer, brighter, and more efficient I would be in favor.
67. I like the library as it is. If they don't have a book, they will find it on inter-library loan. Wonderful service and great people there. I do not see a need to change, expand or build a new library.
68. I like the library where it is. Move tufts out. The club should provide space and money for its upkeep. Basement used for expansion or add a second floor.
69. I love our library and wish to keep it right in Pinehurst.
70. I love the CD'S Givens Library has; hope they purchase new ones!
71. I love this library; it does a great job. Perhaps the Archive, which is lovely, should be relocated so the library can have that space. But I think the current private arrangement works best for this Village. I donate annually to Given Library but do not support building a building or having the Village increase taxes to take it over.
72. I prefer public/private funding and private operation. Survey items 8/10/11/12/13/14/16 should not be part of a library basic function.
73. I really like the current library as it is. If you need a technology center, make it its own building.
74. I support other causes. I read everything online. I am the wrong person to ask.
75. I think if digital service can compensate for the space, maybe the village could develop performance/discussion space, or it could be done at the rec center. I don't think the village has to compete with or duplicate the services at given.
76. I think most younger people will use their phone/computer for most information they need.
77. I think that shared library services with Whispering Pines or South Pines would be a great idea. Let's join forces with these communities to have a central library services for Moore county. Tri City library. Libraries are changing with society's needs. Sandhills college could do lectures for free on a variety of subjects.
78. I think we need to consider that we are in a digital era when planning the space. I personally do not go to the library. I use eBooks. This is where I feel the library lacks selection. So, if others are the same as me, do we need that much physical infrastructure?

79. I think you need to look to the future. The village is changing greatly.
80. I took your advice and read the 32-page report. It must be concluded that the village needs to construct a modern public library and media center. This should be affordable given the demographics of the village residents.
81. I wonder why always the need to spend money. What is wrong with finding ways to conserve, cut taxes?
82. I would hope that a reasonable percentage of the local community uses the library. Any improvements will more than likely increase the usage.
83. I would like to see an expanded library at its current location.
84. I would like to see the library stay centrally located. Would a renovation of the theater building be a possibility? It has a lot of room, an elevator, and restrooms. It is near the book shop and roost office. The location is perfect.
85. I would love to see a larger library with a wider selection of books.
86. I would love to see more current large print books in stock.
87. I would prefer the library remain as is.
88. I wouldn't change the size or appearance of the building in the village center. From the report and past commentary, there appears to be many county and school resources available for residents, and I expect most already have internet connections and technology resources, including computers and cellphones for self-access of significant digital information.
89. If the village constructs a new library, then the current building could be the welcome center and expansion of the archives. The current building should not be sold or demolished!
90. In the current environment, covid and associated economic uncertainty, this project should be tabled. Even assuming the capital cost were donated, increasing this operating budget by \$.03 to accommodate the wish of a small percentage of people is totally unjustified. Some of the wanted features wanted can be accommodated by the community center.
91. In this age of technology a brick and mortar building is not needed. Find a way to provide services thru the internet that would not require billions of taxpayer money being spent. The village board should have planned ahead when the community center was constructed. Use the resources our money has already paid for.
92. In this age of technology a brick and mortar building is not needed. Perhaps the village board should have planned ahead when the community center was constructed if a room to provide these services.
93. In today's digital age, brick and mortar libraries are becoming obsolete. Exist only for nostalgia.
94. In your opening to this survey, you say the village may not be able to afford \$150k for Given's in the future. If that is true, were will the funds to operate another library owned by the town come from? It will certainly cost more per year to operate a town library.
95. It is important to have more digital audiobooks.
96. Just hope we get it done!
97. Keep costs to a minimum. Apply all good practices to combat Corona virus.
98. Keep Givens as is with minimal upgrades.
99. Keep it in the village.
100. Keep library in heart of the village. Consider Southern Pines for the museum. Three Donald Ross courses inside. Expand current library for children and enlarge adult section. Library public-museum private.

101. Keep the library at the present location.
102. Keep the Roast Office open - it is a unique gem and we should not let it disappear. We do not need a larger library and should not be catering to little kids.
103. Leave it alone, bigger is not always better!
104. Let me state that I like the feel of a newspaper or print book and I also use Kindle and other media extensively.
105. Libraries will soon be extinct with high tech getting better every year. Pinehurst is a retirement community, let's keep it that way.
106. Library is fine as it is. Use space at the community center for meetings and programs. Money should be used wisely, spend on more dire needs like the roads.
107. Library resources are desperately needed in this area and Pinehurst is poised to be the town with a great library facility. Even with the resources we currently have in Moore County, library services are lacking. Libraries help communities. They improve quality of life and promote an intellectual culture. A library would be great for Pinehurst.
108. Library should be located downtown so it keeps the village alive for its residents, otherwise it just makes downtown a tourist attraction. Pinehurst is exceptional for its charm. If you want something else go to South Pines or Aberdeen, they are very close.
109. Library should be expanded in current location. If Village Chapel can expand in current location, why can't the library. Do not worry about the Historical Preservation.
110. Library should not be allowed to create activities where it becomes a dumping ground for kids as parents do other things. The village is not a nanny.
111. Lived here 18 years and have never had a need to use the library.
112. Lived here over 25 years and do not know anyone who uses the library. You can google anything you want to know or just ask Alexa.
113. Location of future library is important, village location on Cherokee Rd would be ideal.
114. Location to remain in central village. Partnership between private donations and village to continue. Focus on expanding capability via technology like eBooks, research capabilities. Raise 2-3 million to expand space/tech, augment operation costs to 300-400 k a year vice taking on now \$1 million annual cost.
115. Love to have the library stay where it is and move the golf section. Village residents are more apt to use the library. Use the community center for meetings and classes.
116. Make sure that a few computers are available for those very few who don't have cell phones.
117. Many seniors depend on the library for books. Young families and people also need the library to support their resources. We have a community center. I personally don't understand how a village like Pinehurst can be considered a major community without a library.
118. Media/books/magazines that meet a variety of interest. Think "New York library" on a mini/baby scale. Move well-rounded, more open-minded, move light
119. Meetings and activities can be held at the new recreation center-if not-why did they build it.
120. Most of the new things are available elsewhere. Let's stick with books and magazines.
121. Must be all private funds. No expansion.
122. My in laws live on the eastern shore of Maryland. I was visiting them recently and their library uses their outdated card catalog drawers to store seeds that the community provides in packages with growing instructions. I thought that was a great use of the drawers and something that could be implemented and offered here.

123. My thoughts are about library services (not a physical building recommendation, Tufts archives or Given Outpost). Pinehurst should have excellent library services commensurate with the (projected) size of the Village and its relative wealth.
124. Need to extend operating hours one or two nights a week.
125. Needs more room for books, updated books, and classics.
126. Not much of a library goer, but willing to back the final decision.
127. Not Needed!! The internet is the library of today and the future.
128. Our community is growing and changing. We need to provide the services.
129. Our library needs to be the hub of downtown, providing books and magazines for all ages. Need programs for all ages. Computers for use with scan and print, copy services.
130. Parking is critical. Return Givens to its museum status. How about where temporary school is? Rec Center serves a handful of people. A Library serves everyone. We happily pay SP's fee for now but would prefer to pay for local service.
131. Parking is important. Would like to see it re-open now.
132. Parking needs to be addressed.
133. People who want to use a computer have one. Teenagers work from home. Too much space is used for tufts. Not that many people are really interested. Maybe more to the theater building as that is where more visitors will go. Meetings can be held in new park and rec building, civic center. Does not need to compare to large cities.
134. Pinehurst is an affluent, educated community. We deserve a first-class library.
135. Pinehurst just built and tried to open a recreation facility that due to Covid, which was unfortunate but barely used. Since we are all adjusting our lives and routines, some old routines will not return. Therefore monies in the budget for services or positions affected by Covid can be newly appropriated to the library. Those staff workers can be trained for a new position. We don't need another boondoggle. For your questions of quiet space and meeting space etc., some existing structures not being fully utilized can have a paradigm shift for a solution. Life needs to be valued in want to haves and have to haves. This is not the time with so many out of work and business hurting to tax the owners who are also residents of Pinehurst to be building something that may never be utilized for someone's dream of a perfect world and the ultimate in libraries as a theme park with restaurants and art and performance space. We are in a new world now and this questionnaire is even outdated.
136. Pinehurst needs a taxpayer run public library.
137. Place it near the municipal building campus and close to the school, so it is centrally located.
138. Please do it! I have not been to the library in 5 years because I was so disappointed.
139. Please explore ways to utilize the rec center. Utilize the buildings we have, stop wasting money.
140. Please get on with it. I do not believe that Tufts archives should be taking up library space. While Pinehurst is considered a past retirement community with a golfing heritage, not everyone is a golfer. Tuft's archives deserves its own location. A library is for the old and young to go and read, and relax. Just think how much space the library would have if the archives moved. In my 24 years living in Pinehurst I have used the Library up to 3 times a week. I have reserved the quiet room for a 2 to 3 hours for up to 2 weeks. Additionally I have used the sole computer and printer for up to 30 minutes at a time. I have never had a problem reserving the quiet room nor have I had to wait more than 15 minutes to get work at the sole computer. I believe in expansion of the library not relocation. I believe in the changing demographics of the residents of Pinehurst, we are seeing

younger families. These children are becoming IT savvy from their attending schools. They spend more time on their lap-tops/phones and other IT devices at their own homes. To date I have never felt crowded at the current library, but I would like to see space for more books.

141. Prefer renovation at existing site. Tuft's archives could be moved.
142. Private libraries can't provide the number of books, or access to them, a public library can. Just get rid of the golf course museum, fill it with books, and have a space for book club meetings. Spend tax money for more pressing needs. Taxes are going to skyrocket after COVID 19.
143. Promoting what we have now, lots of people haven't a clue how wonderful history we already have.
144. Put your focus on digital. Why do we need a huge space with thousands of books, most of which are not touched in years?
145. Reading needs to be promoted. A "learn to read" program provided by the library would be awesome.
146. Recently moved here, have not used much with the covid, hope to use when my son gets a little older.
147. Renovate existing structure.
148. Replace the staff with people who would be friendly to all. Better yet, merge the library with the one in Southern Pines, which, in my experience, is superior in every way and not really inconvenient.
149. Sandhills CC has an excellent library open to the Public that offers all services proposed by this survey. We ought not duplicate library services!
150. Senior membership. Let the users pay for the cost of operating. Use volunteer staffing if not now doing so.
151. Separate library from tufts archives by relocating library and permitting archives to occupy and use the entire existing facility.
152. Should be located near and be part of the municipal "campus" on Magnolia rd. This means free-standing building with appropriate staff. The existing given building should remain as the "tufts" library and golf museum expanded.
153. Should use the top floor of the village hall for extension of the library. The elevator, parking were perfect. Turn Givens into the archives with a room for rentals, picking up/returning books, and the other room could be used for computers. Building a new library with a rental would be good for the village.
154. Slowly changing from a retirement destination to a retirement and family mix. The library should coordinate with the local schools and mix missions. Students need to be able to research on more than a computer.
155. Stick with what you have & increase the village contribution to it. No need to create something new.
156. Stop investing in "pretty brick sidewalks" and put our tax money to better use.
157. Stop with this idea. It is not needed as library's are antiquated due to the internet. It would be cheaper and more cost effective to pay for a library pass at Southern Pines for the extremely few folks who actually use a library. No need for one.
158. Strongly disagree with cafe or coffee shop. Library should be a quiet, reflective place; cafe environment would destroy that.

159. Support the Village spending no more than \$2.5 million on capital cost. Want the Village to identify a long-term solutions to meet future community need, not just what we need today. Think the Archives should remain in the current location and the library should be moved.
160. The community center should have a library included. Therefore, be sure each school has a full and up to date library open to all children. Space could be used for evenings and homework opportunities. We have no idea about the near or far future. Our children are being raised on iPad, kindles, and virtual learning. Use the facilities we have. Perhaps the current facility could support our history/welcome center.
161. The council should discontinue the community center completely. Use the community center for the new library.
162. The current volunteers are extremely friendly and helpful.
163. The digital era is here and there is little need for a library.
164. The hours they are open are not good for working people.
165. The library belongs to the people. Current staff is arbitrary. Needs to be more professional and inclusive.
166. The library is a wonderful resource and the archival material is extraordinary.
167. The library is doing a great job as it currently is organized and doing. I especially like its location and lay out. The Roast Office is already supplying much of the needs related to the earlier questions.
168. The Library is fine the way it is, no tax increases, stop spending money.
169. The library is just fine for my use.
170. The library is virtually inaccessible to working adults with current hours. Publicly available meeting space for up to 15 people would mean that some non-profit boards could have a space to rent for regular board meetings, education sessions, etc.
171. The library meets all of our needs.
172. The library needs to serve the changing community. At this point, it doesn't. First if you are a working adult, you cannot visit during the hours offered. Online services are limited. Environment is old and inadequate/uninviting for adult who is not a retired person or family with young children. I strongly believe the library could close one day per week and be open on Sundays. IT should also organize activities like lectures, book clubs in evenings. A cafe within the library would attract different clientele.
173. The library we have is sufficient, especially in this digital age where so many people are reading eBooks. Print media is on its way out the door which is why so many newspapers are going out of business. 8 million dollars for a new library is a backwards step in our digital society.
174. The location of the library is perfect. Expansion and renovation would add appeal to it becoming a key and critical learning environment for future generations.
175. The only flaw I see is the insufficient parking. Relocating to the Village Hall would relieve that.
176. The town of SP has an excellent library. Our town needs and deserves that size and quality. We are no longer a sleepy village.
177. The users should pay for the library. Don't ask me to subsidize their hobby and I won't ask you to subsidize mine.
178. The Village has to deal with what it really wants to do about its historical landmark status. This needs to be a Village referendum on the ballot. Pinehurst is changing. We must be willing to

- change with it. It will not be a retirement community forever; the housing stock is too old and there isn't enough high-quality rental properties to attract retirees.
179. The village of Aberdeen, southern Pines and Pinehurst should work together on library services. We should have three independent libraries. Too much duplication of services in such a short area.
180. There are many libraries in the surrounding area available for use. The college library is fabulous! Pinehurst does not need another library. If they want another library, it should be made on a volunteer donation/private donations only. Stop nickel and diming Pinehurst!
181. This is the 21st century. The world has gone digital. Thanks to my alma mater's library I am able to check and use electronic resources there. These services are sorely lacking in the current library structure in Pinehurst. I personally have not purchased or borrowed a physical book in over 10 years. The last book I did purchase was by Nicholas Negroponte, titled, "Going Digital". It's time we caught up to the rest of the world. Most of a modern library services can be found via a network server.
182. This issue has been beat to deaf. Do whatever you need to do! I am tired of hearing about it.
183. Time to eliminate the physical library as only a small percent uses it.
184. Times have changed. People are changing to primarily digital. I feel it's a waste of money and time.
185. To the opportunity to be able to get more books in.
186. Use the community center for meetings, events, and a coffee shop. Our library is super special, have used it with my children for 16 years. Please do not change a thing.
187. Use the community center to provide the extra services needed.
188. Use the expensive community center for young children and teenager's needs. Keep the library for the adults that appreciate it. You are duplicating services; items 1-16 could be provided at the community center.
189. Use the resources we have, move tufts archives to the given store basement. We need space for books. Also feel there should be a fee to use the library. Use the community center for programs and meetings.
190. Very little consideration as to the impact on historical status of the area around Givens.
191. We already have the community college library and southern Pines library available for residents of Moore county. We have three libraries for 100,000 population, this is more than adequate. Over next 20 years-library building will be of much less use.
192. We currently are weekend residents only. I believe a public library is essential to a community. We have donated many books to the bookstore within the Roast office in support of the library. I applaud their partnership.
193. We do not need a library.
194. We do not use the facility, but feel it is a positive thing.
195. We have been fortunate to utilize Moore Co and Southern Pines library (at a cost).
196. We have much duplication and waste.
197. We have only gone to the library to visit the Tufts Museum with visitors. We have seen two or three people in the library. The current library is part of the Village and should be expanded as many have suggested. Libraries across the county are "closing", we do not need to build a new one.
198. We just moved here so we haven't been, but I answered based off of what we will use.

199. We just spent millions on a community center which now sits empty. We use the library. There is never more than one or two people there. We need better drainage, and more control of quality of new homes built. You are turning Pinehurst into Fayetteville.
200. We love the historical nature of the current library and don't want it to change much. Maybe collaborate with other libraries in the county for an inter-library book exchange type service?
201. We moved here because it was a small town, please keep it that way, if they want a big library, go somewhere else.
202. We need a bigger better library. This library was fine when the area was small but so many people and children have moved here. Also need an expanded eBook system.
203. We need a library in our community.
204. We tend to go to the community college library or the Moore county library in Carthage because they have more books for kids to do research papers, etc. It would be nice if the Pinehurst library had those kinds of books for kids and college students. We would definitely go there more often.
205. We would like to see you use the current building without Archives. Move Archives to the theater building, it would then be near the welcome center. Use the basement in current building to expand the library or excavated for meeting rooms. Add an elevator. All books would be on the main floor. Make the present Archives space a children's wing.
206. We would love to see the Library improved or love to see the library improved. It is one of the things that make Pinehurst special.
207. What happens to the Tufts archives museum?
208. Why not have a county library to serve more people and cost less per person?
209. Wish I could be more help with this survey. Love the library.
210. With personal computers, and so much available online our village does not need this kind of change or expansion. We have so much retail access it seems we could spend our funds better. As a "resort community" I don't believe Givens is the type of service that will ever validate expansion.
211. With the internet in the majority of homes, most periodicals are available online. Children and teens have access to a library at school, so taxpayers do not need to pay twice for the same services. Utilize new community center for group activities instead of library. Senior citizens should not have to pay for transient residents who move every two years.
212. With the internet, most of the library services are not needed.
213. With the number of families residing in Pinehurst that include school age children, I continue to be amazed that this issue has not been addressed before. My child starts high school this year and the need of study space and resources is huge, so I currently pay extra for her to use the Southern Pines Library.
214. Would make sense to have the library in the community center. Don't duplicate functions and services in a library plan that are or should be addressed in the community center & other areas of the recreation program.
215. Would be nice for families with school age children. Perhaps extended hours could be "adopted" by book clubs.
216. Would like it to stay in current location if possible. Hate the idea of not in the village. However, where the temp. School is now would work if really wanted a statement, a building designed in the trees behind village hall with parking hidden underneath. Could be outstanding with the right architect.

217. Would like to see library remain in present location.

218. Would like to see the tufts archives continue as part of the library if remains in the same location.

Having the library in the village brings visitors as well as residents.

Section 4

Survey Instrument



Library Services Needs Assessment Survey (June 2020)

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

The Village of Pinehurst is currently conducting a Library Services Needs Assessment to determine the community's needs for library services. To date, the Village has obtained resident input through 386 completed online surveys, two public input meetings with a combined 115 attendees, Community Conversations with 53 residents, and interviews with 26 key stakeholders. Input obtained so far and other background information is located at www.engage.vopnc.org/library. We encourage you to review this information prior to completing this survey.

The Given Memorial Library, located at 150 Cherokee Road, is operated by a private 501c(3) non-profit organization. The Village of Pinehurst currently augments private funding of the library with a \$150,000 annual contribution to help provide free library services to Pinehurst residents. Because this funding model may not be sustainable long term, the Village is seeking resident input to help determine:

- What library services Pinehurst residents need
- How much Pinehurst residents are willing to pay to support library services

LIBRARY SERVICES & OPERATING HOURS

1. Do you believe the Given Memorial Library meets the library needs of Pinehurst residents?

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

2. On a scale of 1 to 5, where 1 means "Extremely Needed" and 5 means "Not Needed", please indicate which library features or capabilities you believe need to be EXPANDED or ENHANCED in the library.

	Library Features/Capabilities to EXPAND or ENHANCE:	Extremely Needed	Very Needed	Moderately Needed	Slightly Needed	Not Needed	Don't Know
01.	Adult book & magazine collection	5	4	3	2	1	9
02.	Children's book & magazine collection	5	4	3	2	1	9
03.	Young adult (teen) book & magazine collection	5	4	3	2	1	9
04.	Digital media (ebooks, etc.)	5	4	3	2	1	9
05.	Adult programs & classes	5	4	3	2	1	9
06.	Children's programs & classes	5	4	3	2	1	9
07.	Young adult (teen) programs & classes	5	4	3	2	1	9
08.	Book clubs/lectures/discussion groups	5	4	3	2	1	9
09.	Individual quiet study/work space	5	4	3	2	1	9
10.	Connected conference & meeting space for small groups (2-6 people) with technology	5	4	3	2	1	9
11.	Digital learning lab with public computers and access to specialized software	5	4	3	2	1	9
12.	Access to print, copy, & scan services	5	4	3	2	1	9
13.	Art, music, & performance space	5	4	3	2	1	9
14.	Maker space (collaborative work space for creating, building, or making items)	5	4	3	2	1	9
15.	Quiet relaxation space	5	4	3	2	1	9
16.	Retail co-location inside the library (such as a coffee shop or café)	5	4	3	2	1	9

3. Which THREE of the features/capabilities listed above in Question 2 do you and members of your household feel are the MOST NEEDED in Pinehurst? [Write-in your answers below using the numbers from the list in Question 2, or circle "NONE".]

1st : ____ 2nd: ____ 3rd: ____ NONE

4. The Given Memorial Library is currently open Monday – Friday from 9:30 am – 5:00 pm and Saturday from 9:30 am – noon.

On a scale of 1 to 4, where 1 means “Strongly Agree” and 4 means “Strongly Disagree” please indicate if you agree the library operating hours should be EXTENDED to better meet the needs of the community.

	Operating Hours to EXTEND	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
1.	Weekday evening operating hours	4	3	2	1	9
2.	Saturday operating hours	4	3	2	1	9
3.	Sunday operating hours	4	3	2	1	9

LIBRARY FUNDING

If the Village decides to operate a municipal library, it would likely require a significant capital investment for renovation, expansion, or new construction. An initial investment could cost as much as \$8 million, including furniture, fixtures, and equipment, depending on the facility size required to meet the library needs expressed by Pinehurst residents. Annual operating expenses for an \$8 million library could be as much as \$1 million per year, depending on the size, staffing levels, and services provided.

The initial capital cost could be paid using a combination of resources, including General Fund balance (or reserves), debt financing, fundraising contributions, and/or grants. The majority of annual operating costs would likely be paid from additional property taxes, with some costs offset by revenue generated from user fees, used book sales, and/or grants.

Property taxes are expressed as pennies on each \$100 value of a house or commercial building. The current Village property tax rate is 30 cents per \$100 of valuation, or \$900 a year for a \$300,000 house. At this time, one penny of property taxes generates \$374,000 in revenue for the Village. This means a one-cent property tax rate increase would add an additional \$30 in annual property taxes for a resident who owns a \$300,000 home.

5. Do you agree the Village of Pinehurst should fund and operate the Village's public library?

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

6. If the Village decides to operate a municipal library, how much would you be willing to pay in additional annual taxes to support the costs of ongoing library operations?

☐ (1) \$0.01 (or 3.3%) tax increase
 ☐ (3) \$0.03 (or 10%) tax increase
 ☐ (5) \$0.05 (or 16.6%) tax increase
☐ (2) \$0.02 (or 6.6%) tax increase
 ☐ (4) \$0.04 (or 13.3%) tax increase
 ☐ (6) \$0.00 - Don't support a tax increase

7. If the Village organizes a capital fundraising campaign for the initial capital cost to renovate, expand, or construct library facilities, how much would you donate?

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

OPEN-ENDED COMMENTS

8. What other thoughts about the library would you like to share as the Village Council evaluates the need for a renovated, expanded, or new library?

ENDNOTES

- i. "Community Survey Findings Report," The Village of Pinehurst, ETC Institute, 2020, p. ii.
- ii. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 1, p. 3.
- iii. "Comprehensive Parks and Recreation Master Plan, 2011-2031," The Village of Pinehurst North Carolina, 2011, p. 1.
- iv. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 1, p. 2.
- v. "Community Survey Findings Report," The Village of Pinehurst, ETC Institute, 2019, p. ii.
- vi. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 1, p. 3.
- vii. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- viii. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 2, p. 3.
- ix. "2015 Comprehensive Pedestrian Plan," The Village of Pinehurst North Carolina, 2015, Section 2, p. 3.
- x. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- xi. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
- xii. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- xiii. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- xiv. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- xv. "2017 American Community Survey," U.S. Census. <https://factfinder.census.gov/>
- xvi. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
- xvii. "Adopted Comprehensive Plan," The Village of Pinehurst, 2019, Introduction, p. 3.
- xviii. "Historical Populations 2012-2040," The Village of Pinehurst, U.S. Census Data, 2019, taken from NC State Demographer (osbm.nc.gov/demog/municipal-population-estimates).
- xix. "Historical Populations 2012-2040," The Village of Pinehurst, U.S. Census Data, 2019.
- xx. "Historical and Projected Demographics and Population," The Village of Pinehurst, U.S. Census Data, 2019.
- xxi. "Historical and Projected Demographics and Population," The Village of Pinehurst, U.S. Census Data, 2019.
- xxii. "Adopted Comprehensive Plan," The Village of Pinehurst, 2019, p. 159.
- xxiii. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 121.
- xxiv. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
- xxv. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 121.
- xxvi. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
- xxvii. "Pinehurst Elementary," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
- xxviii. "Pinehurst Elementary," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
- xxix. "Pinehurst Elementary," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
- xxx. "West Pine Middle," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
- xxxi. "Pinecrest High," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630336&year=2019&lng=en>
- xxxii. "Pinecrest High," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630336&year=2019&lng=en>
- xxxiii. "West Pine Middle," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630342&year=2018&lng=en>
- xxxiv. "Pinecrest High," North Carolina School Report Cards, 2017-2018. <https://ncreportcards.ondemand.sas.com/src/school?school=630336&year=2019&lng=en>
- xxxv. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 137.
- xxxvi. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 159.
- xxxvii. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>
- xxxviii. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 172.
- xxxix. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 189.
- xl. "Community Survey Findings Report," The Village of Pinehurst, ETC Institute, 2019, Section 1, p. 6.
- xli. "Community Survey Findings Report," The Village of Pinehurst, ETC Institute, 2019, Section 1, p. 6.
- xl. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 39.
- xl. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 123.
- xl. "Adopted Comprehensive Plan," The Village of Pinehurst North Carolina, 2019, p. 26.
- xl. "2013-2017 American Community Survey 5-Year Estimates," U.S. Census. <https://factfinder.census.gov/>



**REVIEW AND APPROVE THE FY 2022 BALANCED SCORECARD,
INCLUDING THE FY 2022 AREAS OF FOCUS, AND THE FY 2022-2026
INITIATIVE ACTION PLANS.
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

1/15/2021

MEMO DETAILS:

This agenda item is to review and approve several items related to the development of the FY 2022 Strategic Operating Plan (SOP) based on Council's discussions at the December 10-11, 2020 Strategic Planning Retreat. Documents including the proposed Initiative Action Plans, projects, and FY 2022 Balanced Scorecard were discussed at the January 12 Work Session. Since that time, staff amended the materials based on Council's input and come to you seeking approval on the:

1. FY 2022 Balanced Scorecard (BSC), including the recommended Areas of Focus.

The ***"FY 2022 Balanced Scorecard"*** attachment to this agenda item indicates proposed goals, strategic objectives, key performance indicators (KPIs), and goals (short-term and long-term).

KPI goals are set by reviewing historical performance relative to benchmarks and comparable communities. Since initially adopting the BSC in FY 2014, we have expressed performance goals for survey results in 5% increments due to the margin of error with survey results. In most cases, the Village is currently achieving excellent performance results (90% satisfaction levels or higher).

Proposed Areas of Focus for FY 2022

The recommended Areas of Focus, which are highlighted in red on the FY 2022 Balanced Scorecard were selected based on:

1. VOP performance gaps (greater than or equal to 5% below benchmarks)
2. Strategic challenges identified by Council and Senior Leaders,
3. Strategic opportunities identified by Council and Senior Leaders, and/or
4. 2020 Community Survey areas for improvement (high levels of dissatisfaction >20%)

The following three (3) strategic objectives are proposed as the FY 2022 Areas of Focus:

1. Manage development to protect Village character;
2. Support the business community; and
3. Provide a safe and effective multi-modal transportation system.

2. Initiative Action Plans (IAPs) for FY 2022-2026.

To positively impact the KPIs identified for performance improvement, to address strategic challenges and opportunities, and to address resident high priorities for improvement, the Village has identified six proposed Initiative Action Plans for the five-year planning period. These are identified in the ***“FY 2022-2026 Initiative Action Plans”*** attachment. Initiative Action Plans are defined and measurable activities needed to address our strategic opportunities that involve a significant amount of financial and/or staff resources or have a significant community impact over the planning period.

In addition to the IAPs proposed, there are numerous other opportunities for improvement that were discussed at the Council Retreat that are classified as department *projects* or *evaluations*. Over the next two months, Senior Leaders will evaluate and prioritize these projects and evaluations and then program them over the planning horizon as they develop their annual budget requests. As opportunities are evaluated and developed over the course of the next few years, some of them will likely develop into IAPs in the future.

Today, we are seeking Council’s approval by motion for the FY 2022 Balanced Scorecard, including the FY 2022 Areas of Focus. We are also seeking a consensus on the proposed list of FY 2022-2026 Initiative Action Plans. This is being done now to ensure that Senior Leaders develop the FY 2022 SOP and submit budget requests that align to Council’s priorities.

If you have any questions about the proposed FY 2022 Balanced Scorecard or the proposed five-year Initiative Action Plans, please feel free to give me a call to discuss. We look forward to reviewing this information with Council at your meeting and appreciate your leadership and guidance as we work to develop a FY 2022 Strategic Operating Plan to advance the Village mission to “Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.”

ATTACHMENTS:

Description

- ▢ FY 2022 Balanced Scorecard
- ▢ FY 2022 Areas of Focus
- ▢ FY 2022-2026 Initiative Action Plans



Village of Pinehurst FY 2022 Balanced Scorecard

FY 2022 Balanced Scorecard								
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.								
	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 20	Est FY 21	ST Goal FY 22	LT Goal FY 26
Customer	1 - Safeguard the community	Deliver effective fire and rescue services	1.1	% of residents satisfied with fire services	100%	99%	95%	95%
			1.2	% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	95%	95%
			1.3	Fire incident rates per 1,000 residents	0.05	0.72	<0.35	<0.35
		Deliver effective police services	1.4	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	95%	95%
			1.5	% of residents satisfied with police services	98%	95%	95%	95%
			1.6	Crime rate per 1,000 residents	27	35	<40	<40
	2 – Promote high quality development and appearance	Manage development to protect Village character AOF	2.1	% of residents satisfied with the quality of new development	83%	80%	80%	85%
			2.2	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	90%	90%	90%	90%
		Enforce codes and ordinances	2.3	% of residents satisfied with the enforcement of Village codes and ordinances	86%	85%	85%	85%
		Maintain and enhance the appearance of public spaces	2.4	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	95%
	3 – Promote a thriving business community	Support the business community AOF	3.1	% of businesses satisfied with the overall quality of Village services	97%	95%	95%	95%
			3.2	% of businesses likely to recommend the Village as a business location	91%	91%	90%	90%
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	4.1	% of residents satisfied with the availability of walkways	71%	71%	70%	75%
			4.2	% of residents satisfied with the availability of greenway/walking trails	94%	94%	90%	90%
			4.3	# of collisions per 1,000 residents	33.8	32	40	40
		Maintain high quality streets	4.4	% of residents satisfied with the adequacy of street lighting	70%	72%	70%	70%
			4.5	% residents satisfied with street and right of way maintenance	89%	87%	85%	85%
	5 - Preserve the environment	Manage stormwater systems	5.1	% of residents satisfied with the quality of stormwater management	84%	81%	80%	85%
		Provide effective and efficient solid waste collection services	5.2	% of residents satisfied with solid waste services	96%	95%	95%	95%
		Conserve natural resources	5.3	% of residents satisfied with promotion of natural resource conservation	92%	90%	90%	90%
			5.4	% of refuse diverted from the landfill	20%	15%	20%	20%
	6 – Promote active living and cultural opportunities	Provide recreation programs and facilities	6.1	% of residents satisfied with P&R programs	99%	98%	95%	95%
			6.2	% of residents satisfied with P&R facilities	99%	97%	95%	95%
		Provide cultural services and events	6.3	% of residents satisfied with Village sponsored cultural arts events	93%	93%	90%	90%
Internal	7 - Professionally manage a high performing organization	Communicate with and engage the community	7.1	% of residents satisfied with Village communications	96%	95%	95%	95%
			7.2	% of residents satisfied with the level of public involvement in local decisions	92%	88%	85%	85%
		Provide a high level of customer service	7.3	% of residents satisfied with customer service provided by VOP staff	98%	98%	95%	95%
		Continuously improve and innovate	7.4	% of residents satisfied with the value received for taxes paid	93%	92%	90%	90%
		Maintain Village assets	7.5	% of depreciable life remaining on assets	40%	44%	40-60%	40-60%
Workforce	8 - Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	8.1	% of employees who agree that overall they like their job	99%	98%	95%	95%
			8.2	% of volunteers who agree that overall they like their role	100%	99%	95%	95%
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets	9.1	Total General Fund fund balance as a % of actual expenditures*	64%	47%	>30%	>30%
			9.2	General Fund operating margin*	80%	87%	81%-91%	81%-91%
			9.3	General Fund debt service ratio*	1.8%	0.7%	<10%	<10%

Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement. *ST and LT goals are based on established financial policies.



Village of Pinehurst

FY 2022 Areas of Focus Mapping

FY 2022 Areas of Focus							
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.							
	Goal We intend to...	Strategic Objective How we will...	Performance Gaps	Strategic Challenges	Strategic Opportunities	Community Survey Areas for Improvement	Areas of Focus
Customer	1 - Safeguard the community	Deliver effective fire and rescue services	7				
		Deliver effective police services					
	2 – Promote high quality development and appearance	Manage development to protect Village character	3	1, 3, 4, 5	1, 3		Short Term
		Enforce codes and ordinances	3			5	
		Maintain and enhance the appearance of public spaces	3				
	3 – Promote a thriving business community	Support the business community	4	1, 3, 4, 5	3, 6, 7, 9		Short Term
	4 - Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system	5, 6	2, 5	2, 5	1, 2, 3, 4	Short Term
		Maintain high quality streets		2			
	5 - Preserve the environment	Manage stormwater systems		3, 4	4		
		Provide effective and efficient solid waste services					
		Conserve natural resources		5			
Internal	7 - Professionally manage a high performing organization	Provide recreation programs and facilities	1, 2, 8	5	10		
		Provide cultural services and events		5	7		
		Communicate with and engage the community		5			
		Provide a high level of customer service		5			
Workforce	8 - Attract & retain an engaged workforce	Continuously improve and innovate					
		Maintain Village assets			8		
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets	9				

Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement. Short Term means to begin focusing Village efforts in FY 2022.



Village of Pinehurst FY 2022 Areas of Focus Mapping

The following performance gaps relative to comparisons, strategic challenges, strategic opportunities and community survey areas for improvement were identified by the Village Council and Senior Leaders at the December 2020 Pre-Retreat Meeting and the Village Council Strategic Planning Retreat.

Performance Gaps	Strategic Challenges
1. Quality of recreation indoor facilities 2. Quality of youth recreation programs 3. Resident satisfaction with efforts at maintaining quality of neighborhoods 4. Businesses who rate the business environment better today than 2 years ago 5. Resident satisfaction with street lighting 6. Resident satisfaction with availability of walkways 7. Fire response times 8. # acres of developed parks per 1,000 population 9. Employee turnover rates <i>Performance gaps are greater than or equal to 5% below benchmarks</i>	1. Managing the quality of development 2. Increasing traffic volume and congestion 3. Managing growth in a way that protects the Village's character 4. Limitations on development regulatory authority 5. Changing demographics
Strategic Opportunities	Community Survey Areas for Improvement (High Levels of Dissatisfaction - >20%)
1. Promote high quality development and design. 2. Seek ways to minimize traffic congestion throughout the Village. 3. Seek to expand the ETJ to the north of NC Highway 211 and west of US Highway 15-501. 4. Expand and enhance stormwater management efforts. 5. Become a pedestrian-friendly community. 6. Create a thriving business environment. 7. Reinvigorate the Village Center to create a "Golf by Day, Arts by Night" atmosphere. 8. Evaluate possible expansion and construction of new Village facilities. 9. Become a Digital Village and a premier destination to "Live and Work from Home". 10. Create new open spaces and amenities within neighborhoods.	1. Adequacy of street lighting 2. Ease of travel on NC Highway 5 3. Ease of travel through large traffic circle 4. Availability of walkways 5. Code enforcement (if used service within past year)



Village of Pinehurst

Proposed FY 2022-2026 Initiative Action Plans

Proposed FY 2022-2026 Initiative Action Plans (IAPs)								
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.								
	Goal We intend to...	Strategic Objective How we will...	Initiative Action Plans	FY22	FY23	FY24	FY25	FY 26
Customer	1 - Safeguard the community	Deliver effective fire and rescue services						
		Deliver effective police services						
	2 – Promote high quality development and appearance	Manage development to protect Village character <i>AOF</i>	Update the Pinehurst Development Ordinance	X	X	X		
			Small Area Plans for Village Place/Rattlesnake Trail Corridor and NC Highway 5 Commercial Area	X				
		Enforce codes and ordinances						
		Maintain and enhance the appearance of public spaces						
	3 – Promote a thriving business community	Support the business community <i>AOF</i>	Expand Downtown Parking Facilities	X	X			
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system <i>AOF</i>	Develop a Consolidated Multi-Modal Transportation Plan		X	X		
		Maintain high quality streets						
	5 - Preserve the environment	Manage stormwater systems	Develop a Comprehensive Stormwater Master Plan	X				
		Provide effective and efficient solid waste collection services						
		Conserve natural resources						
Internal	7 - Professionally manage a high performing organization	Provide recreation programs and facilities						
		Provide cultural services and events	Expand/Enhance Library Services	X	X			
		Communicate with and engage the community						
		Provide a high level of customer service						
Workforce	8 - Attract & retain an engaged workforce	Continuously improve and innovate						
		Maintain Village assets						
Financial	9 - Maintain a healthy financial condition	Provide a supportive and rewarding work environment						
		Meet or exceed established financial targets						

Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement.