Village of Pinehurst

Library Services Needs Assessment
Background Information

June 2020

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I.   Purpose of Library Services Needs Assessment

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

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

The Library Services Needs Assessment has three key objectives:

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

II.   Overview of the Given Memorial Library

The Given Memorial Library (GML) is a privately funded 501c(3) non-profit organization that provides free library services to Pinehurst residents. Incorporated in 1963 or before the Village municipal government was formed in 1980, GML was formed "to establish, own, operate and maintain a public library…and to own, maintain and operate a public museum."

Given Memorial Library, Pinehurst

Currently, the Village of Pinehurst supports the GML with an annual $150,000 contribution to augment private funding of library operations. This private funding structure is uncommon in NC, with most libraries that serve communities the size of Pinehurst publicly funded by the county or municipality.

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

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

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

A. Given Memorial Library Facilities

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

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

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

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

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

As the floor plan below indicates, the front of the GML building is dedicated to the library, the rear is dedicated to the Tufts Archives and shared space is in the middle of the building.
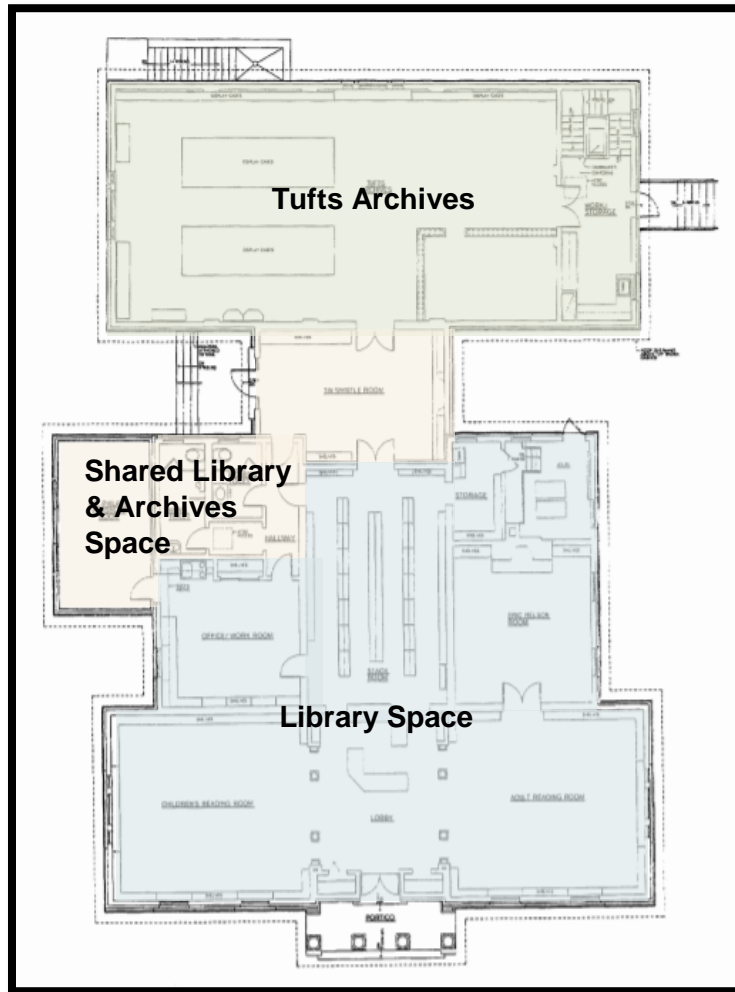
GML also operates the Given Book Shop (a used book store) in the old post office at 95 Cherokee Road. In this 4,420 SF building, space is allocated between the Given Book Shop (95%) and the independently operated Roast Office coffee shop (5%), as shown in the table below.

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

B. Operating Hours

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

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

C. Staffing Levels

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

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

D. Registered Cardholders

The Library has 7,986 total registered cardholders, 5,960 of whom are Village residents. This represents 39% of the total Pinehurst population of 17,100. Currently, GML does not track the frequency of library cardholder, or patron, use. The library adds an average of 48 new cardholders per month. Currently, 2,169 library patrons are from the Village of Pinehurst (78%), 535 are from other areas within Moore County (19%), and the remaining 3% are from outside of Moore Country.

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

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

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

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

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

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

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

Children's Room, Given Memorial Library

4. Babies, Songs, and Read-Alongs – Volunteer moms lead children ages 0-3 in stories, music, and movement twice a month. This program is held in the Children's Room and can sometimes attract up to 50 participants, including children and their parents.

Adult Programs
Regular adult programming occurs in the 575 SF Adult Reading Room, the 345 SF Eric Nelson Room, and the Given Bookshop (rolling bookcases are relocated, as needed). Other adult programs are associated with fundraising events that are held at various times throughout the year and at various locations. Regular adult programs provided by GML include:

Eric Nelson Room, Given Memorial Library

1. Adult Story Time – Library staff read short stories aloud to approximately 6 adults every other month and meet in the Eric Nelson Room.
2. Gathering at the Given – A monthly outside speaker series is organized by library staff and held in the Adult Reading Room, which attracts on average 30 residents.
3. Workshops – Quarterly evening programs such as crafts and wine tastings are organized and facilitated by library staff. These events are held at the Given Book Shop, with an average of 15-30 participants each quarter.
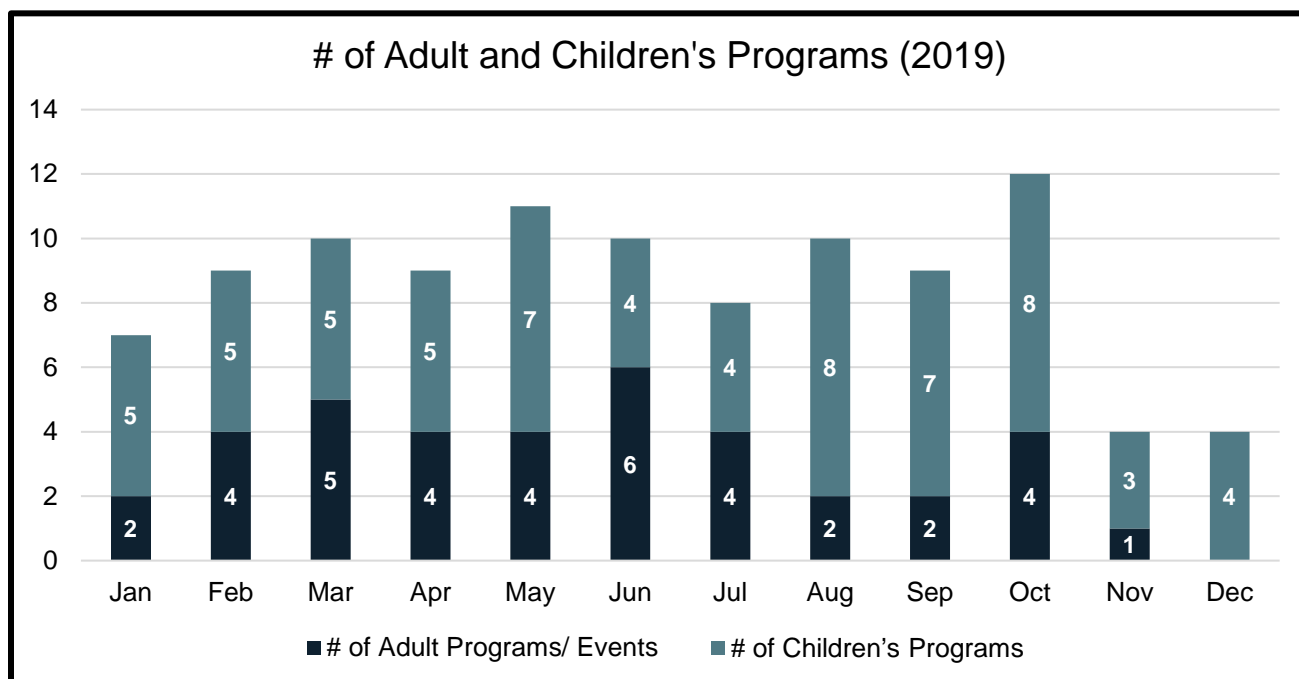
In addition to these adult programs, there is one book club and one discussion group that assemble at the library approximately 9 times a year:

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

The total number of adult and children's programs provided by GML in 2019, excluding the book club and discussion group, is shown below. Source: GML Online Calendar

of Adult and Children's Programs (2019)

Month	# of Adult Programs/ Events	# of Children's Programs
Jan	2	5
Feb	4	5
Mar	5	5
Apr	4	5
May	4	7
Jun	6	4
Jul	4	4
Aug	2	8
Sep	2	7
Oct	4	8
Nov	1	3
Dec		4

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

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

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

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

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

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

[1] Program revenue includes primarily proceeds from the sale of books, photos, and merchandise.
[2] Depreciation is a non-cash expense.

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

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

[1] Cash basis expenses exclude depreciation.

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

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

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

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

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

L. Restrictions on Library Building, Land, and Assets

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

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

In addition, the GML Articles of Incorporation indicate "in the event of the dissolution of the corporation all its assets shall be distributed equally to and among churches located in Pinehurst, North Carolina."
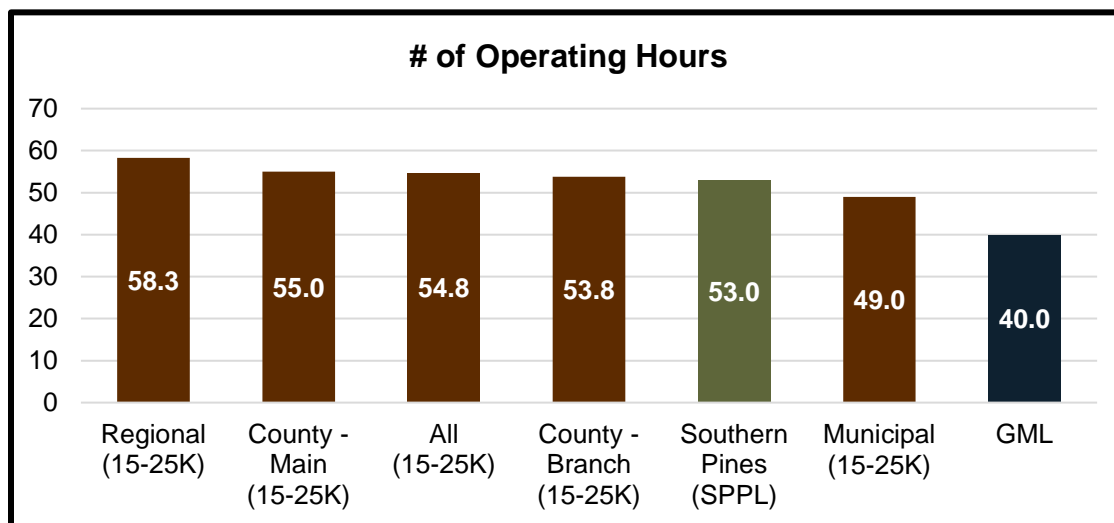
III.   Benchmark Comparisons/Best Practices

To ensure high quality services in all service areas, the Village of Pinehurst regularly benchmarks its performance with comparative data and looks for best practices to implement. Using recognized library standards, benchmark comparisons, and best practices provided by the State Library of NC may help provide context for GML services, facilities, and financial data and information.

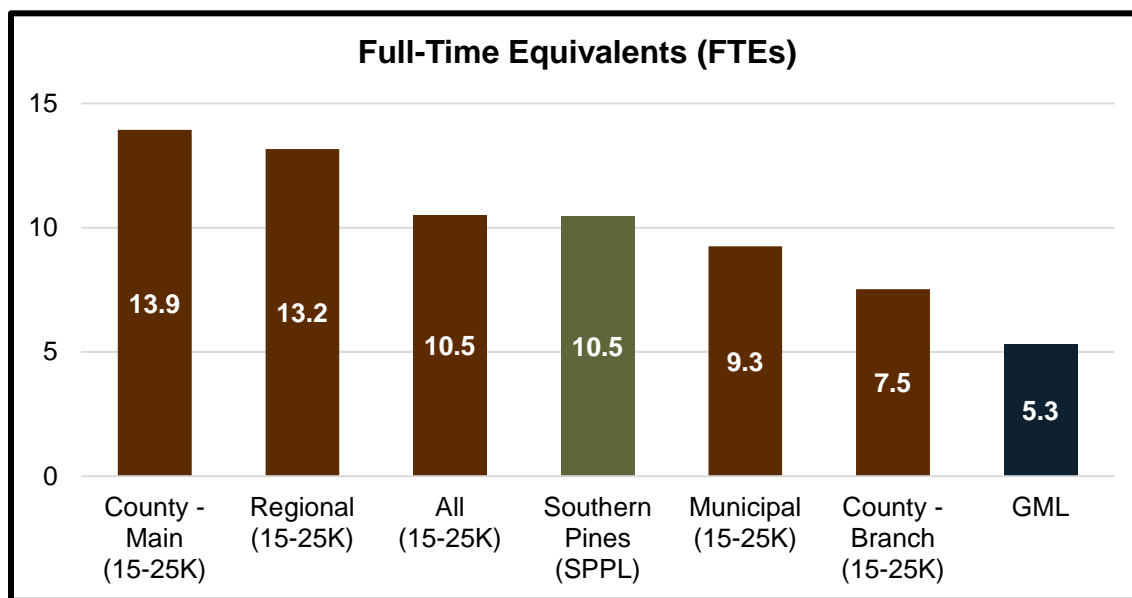### A. Benchmark Comparisons - Services

Operating Hours
Operating hours provide an indication of library accessibility to the public. The GML is currently open to the public 40 hours per week. A comparison of GML operating hours to other public libraries in NC towns with a population of 15,000 – 25,000 and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Library Directory, State Library of NC

# of Operating Hours

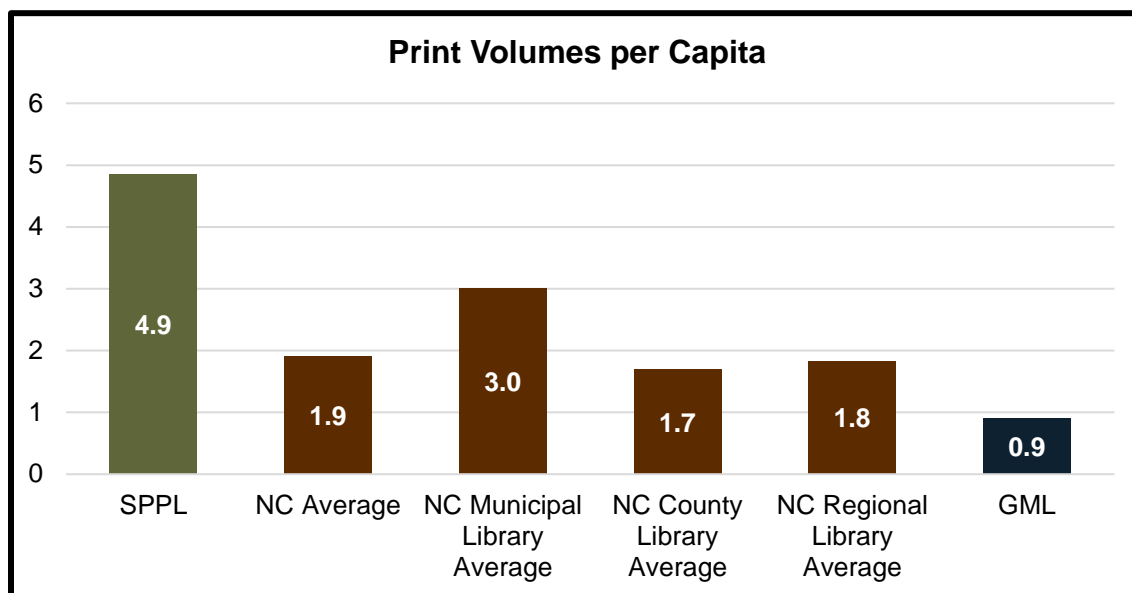|	
Regional (15-25K)	58.3
County - Main (15-25K)	55.0
All (15-25K)	54.8
County - Branch (15-25K)	53.8
Southern Pines (SPPL)	53.0
Municipal (15-25K)	49.0
GML	40.0

Staffing Levels

Staffing levels provide an indication of human resources available to provide library services and programs to the public. The GML currently employs 5.3 full-time equivalents (FTEs). A comparison of GML FTEs per capita to public libraries in NC towns with populations of 15,000 – 25,000 and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Library Directory, State Library of NC

Full-Time Equivalents (FTEs)

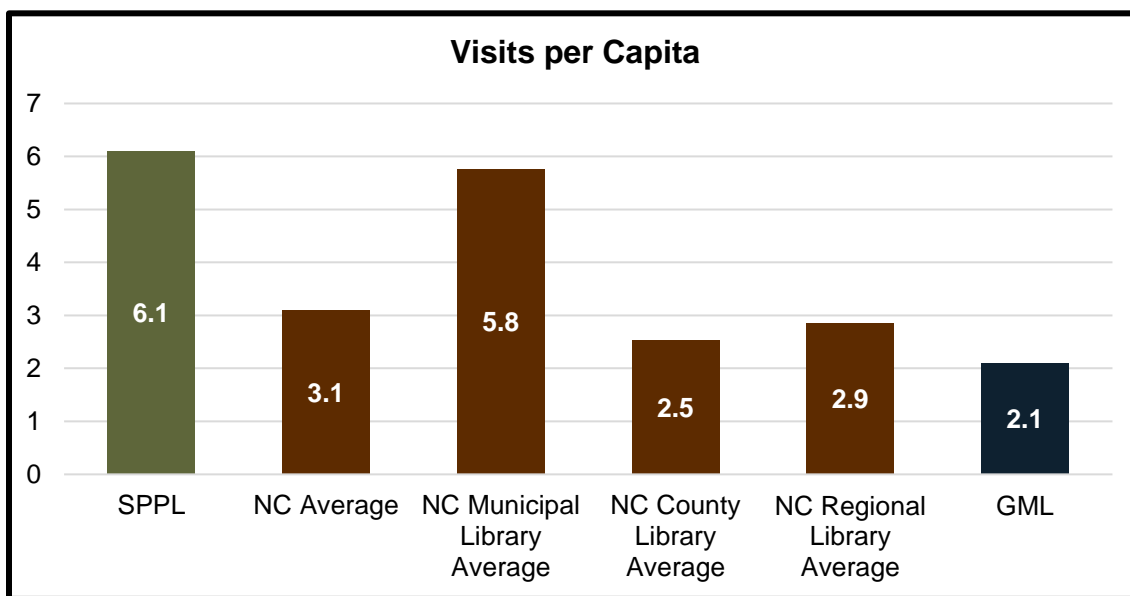| Category	FTEs
County - Main (15-25K)	13.9
Regional (15-25K)	13.2
All (15-25K)	10.5
Southern Pines (SPPL)	10.5
Municipal (15-25K)	9.3
County - Branch (15-25K)	7.5
GML	5.3

Collection

Collection size provides an indication of access to materials at the library. The GML's current print book collection size is approximately 15,520 items, or .9 per capita (or per resident). A comparison of GML print volumes per capita to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Print Volumes per Capita

Category	Volumes per Capita
SPPL	4.9
NC Average	1.9
NC Municipal Library Average	3.0
NC County Library Average	1.7
NC Regional Library Average	1.8
GML	0.9

Visits and Circulation

Visits provide an indication of how often residents visit a library. In 2019, GML visits to both the library and Tufts Archives per capita were approximately 2.1. A comparison of GML visits per capita to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

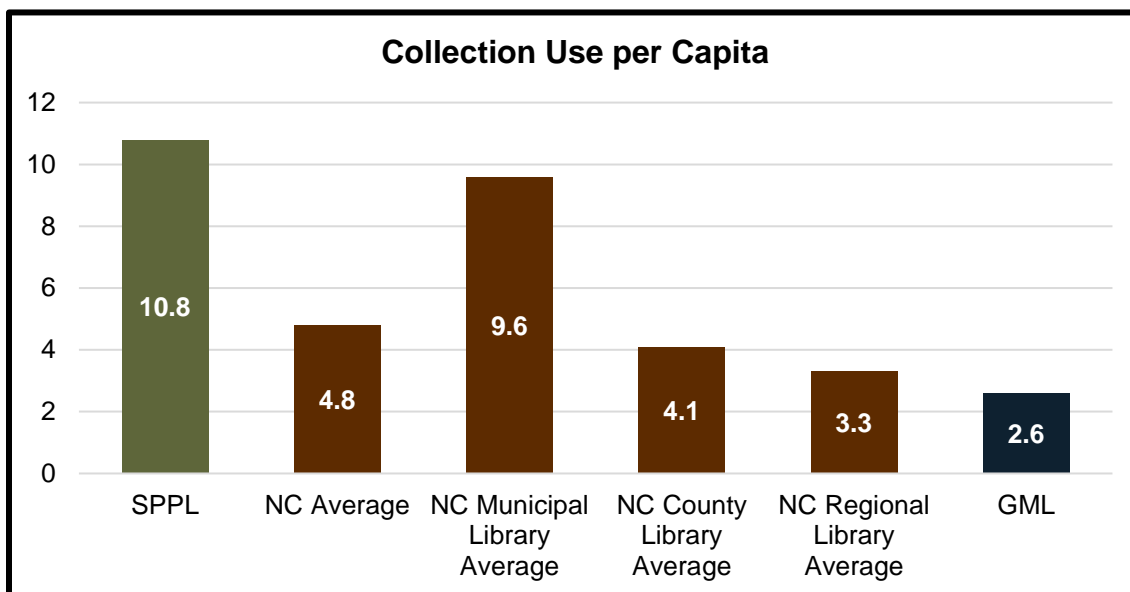**Visits per Capita**

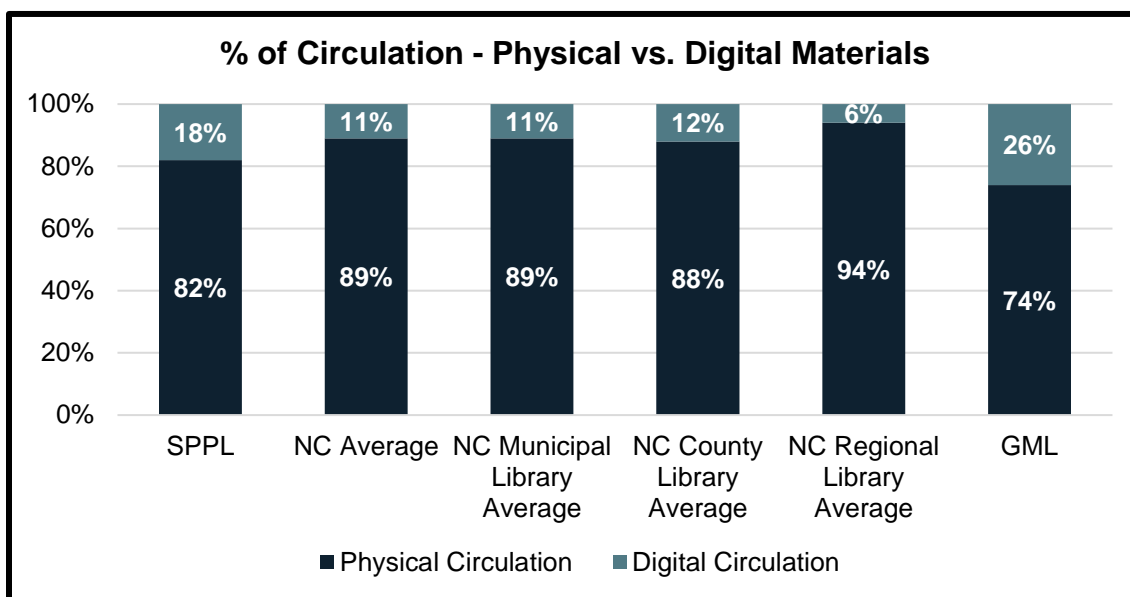| Category	Value
SPPL	6.1
NC Average	3.1
NC Municipal Library Average	5.8
NC County Library Average	2.5
NC Regional Library Average	2.9
GML	2.1

Collection use provides an indication of how frequently residents are checking out materials from the library. In 2019, GML's collection use per capita was 2.6. A comparison of GML collection use per capita to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Collection Use per Capita

Category	Value
SPPL	10.8
NC Average	4.8
NC Municipal Library Average	9.6
NC County Library Average	4.1
NC Regional Library Average	3.3
GML	2.6

In 2019, GML's total circulation was broken down between print (or physical) materials (79%) and digital materials (21%). A comparison of the breakdown between physical and digital materials circulation to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library
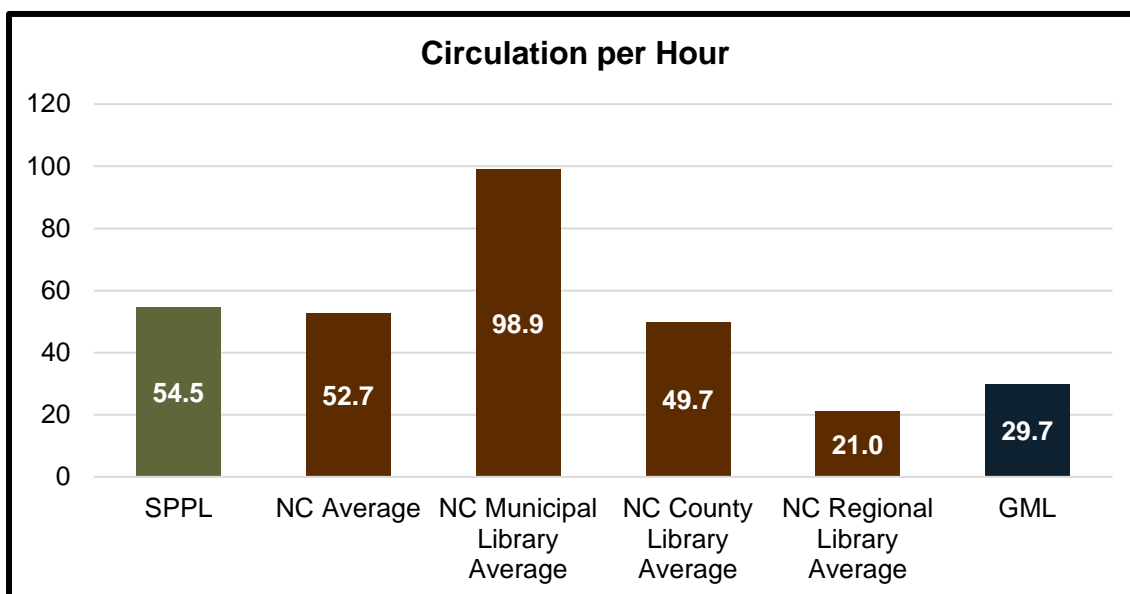
% of Circulation - Physical vs. Digital Materials

| Category	Physical Circulation	Digital Circulation
SPPL	82%	18%
NC Average	89%	11%
NC Municipal Library Average	89%	11%
NC County Library Average	88%	12%
NC Regional Library Average	94%	6%
GML	74%	26%

■ Physical Circulation ■ Digital Circulation

In 2019, GML circulated a total of 61,805 items (45,764 books and 16,041 eBooks), or a total of 29.7 materials per operating hour. A comparison of GML circulation per hour to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Circulation per Hour

Category	Value
SPPL	54.5
NC Average	52.7
NC Municipal Library Average	98.9
NC County Library Average	49.7
NC Regional Library Average	21.0
GML	29.7

Programs

The number of programs offered provides an indication of the availability of library programs. In 2019, GML held an average of 5.4 children's programs and 3.2 adult programs per month. A comparison of GML programs by type to the Town of Southern Pines Public Library (SPPL) is shown below. GML does not offer programming specifically for teens. Source: GML Online Calendar and Southern Pines Public Library (SPPL) Online Calendar

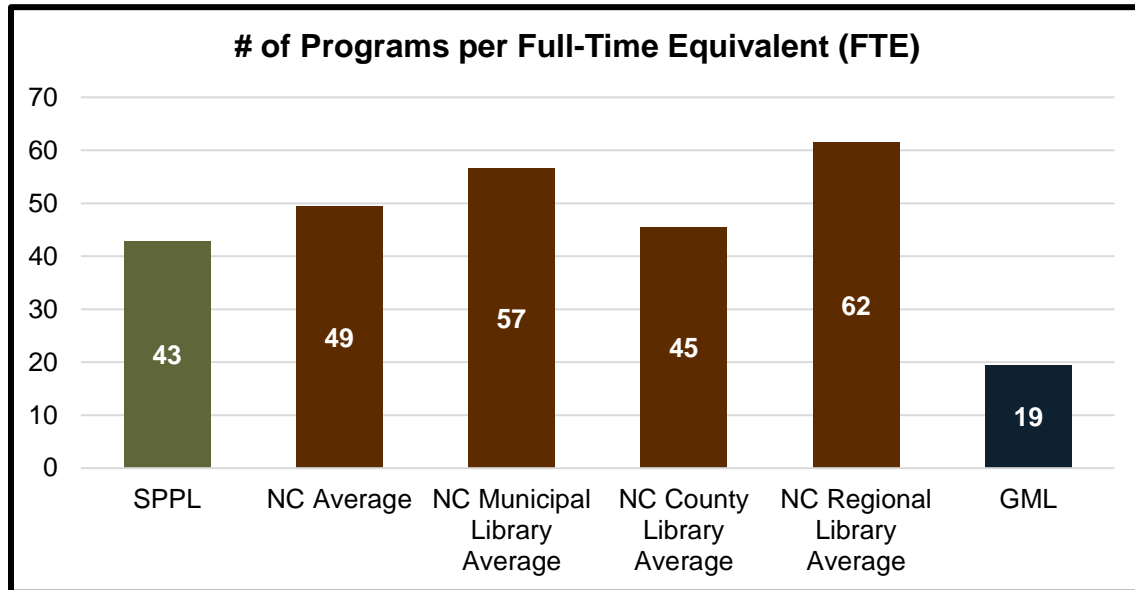**Average # of Programs per Month (By Type)**
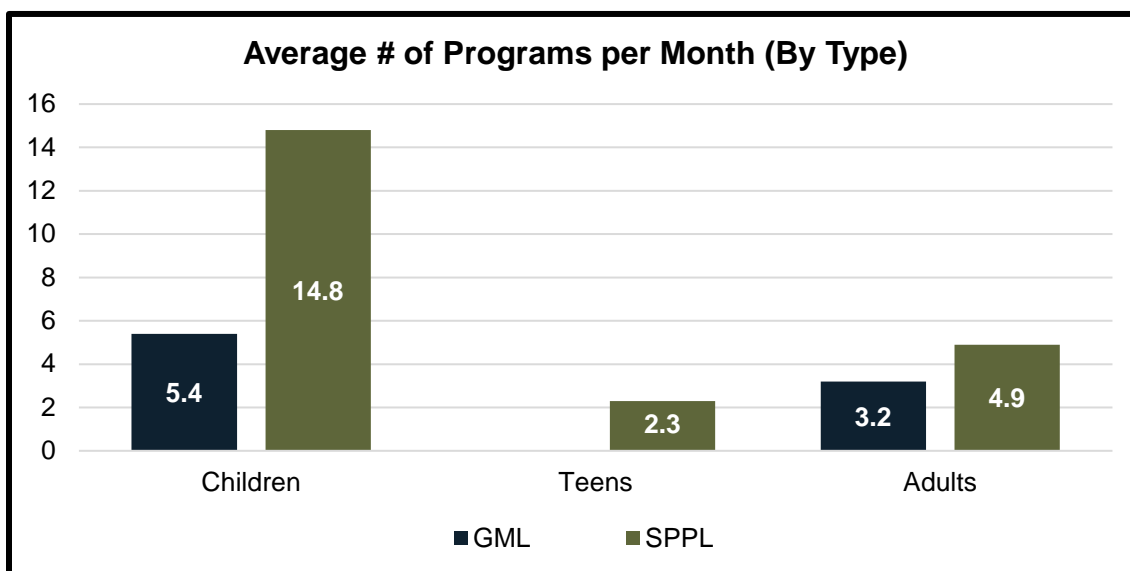
A comparison of the % of library programs GML holds for adults, young adults/teens, and children in 2019 compared to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library
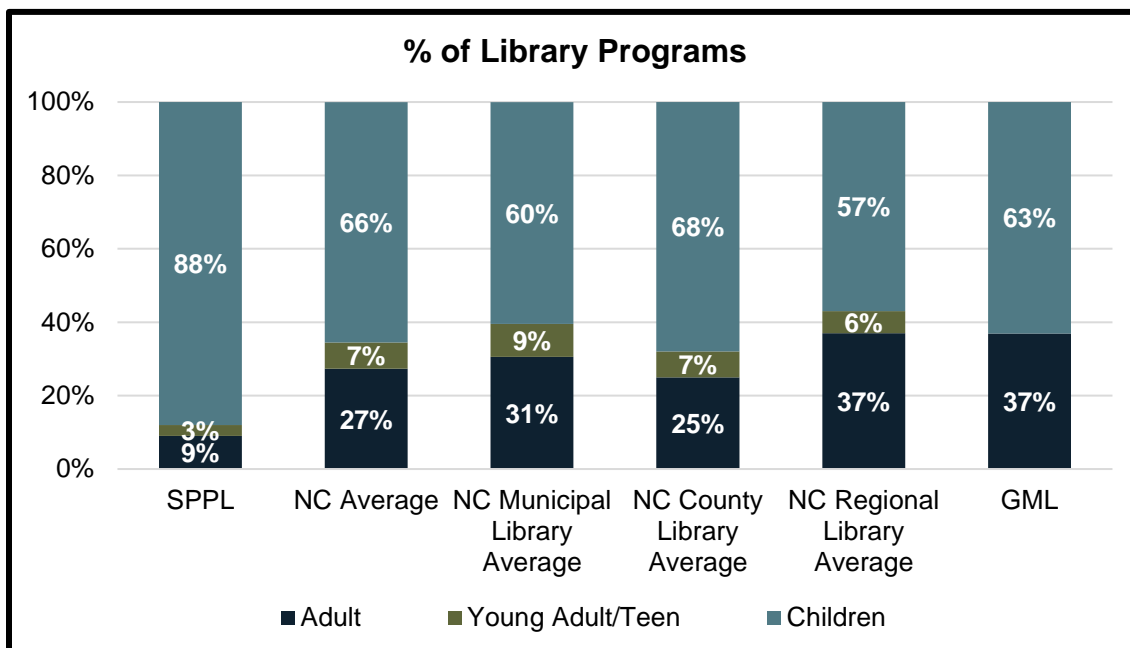
% of Library Programs

In 2019, GML provided 19 programs per full-time equivalent (FTE). A comparison of the number of programs offered per full-time equivalent (FTE) at the GML to the averages of other NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library
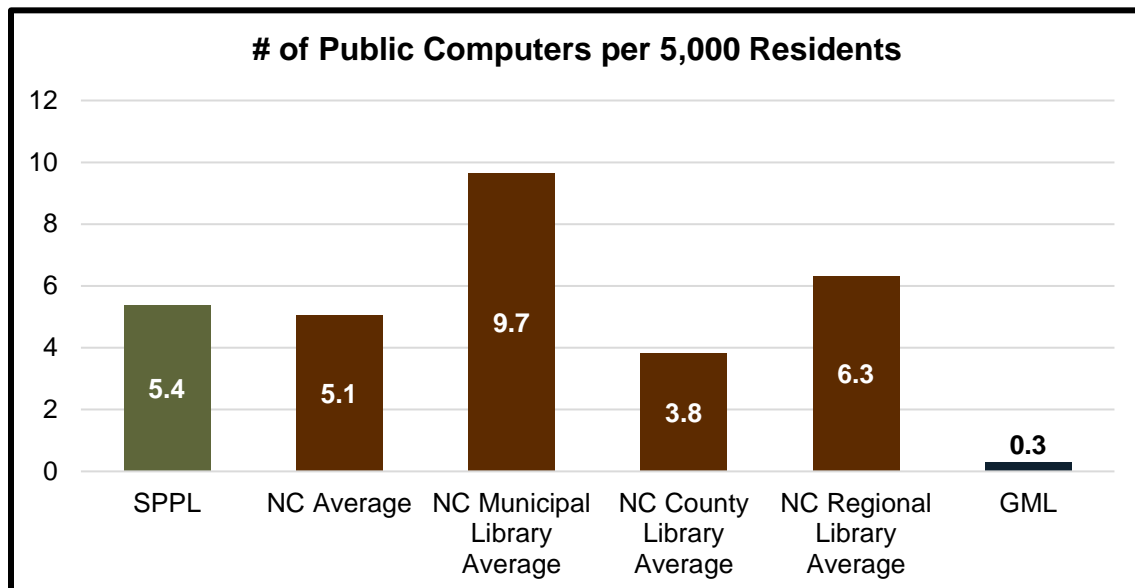
# of Programs per Full-Time Equivalent (FTE)

Category	Value
SPPL	43
NC Average	49
NC Municipal Library Average	57
NC County Library Average	45
NC Regional Library Average	62
GML	19

Technology

The number of public computers provide an indication of public access to technology in a library. GML has one computer available for public use, or 0.3 per 5,000 residents. A comparison of the number of public computers available at GML per 5,000 resident population to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

# of Public Computers per 5,000 Residents

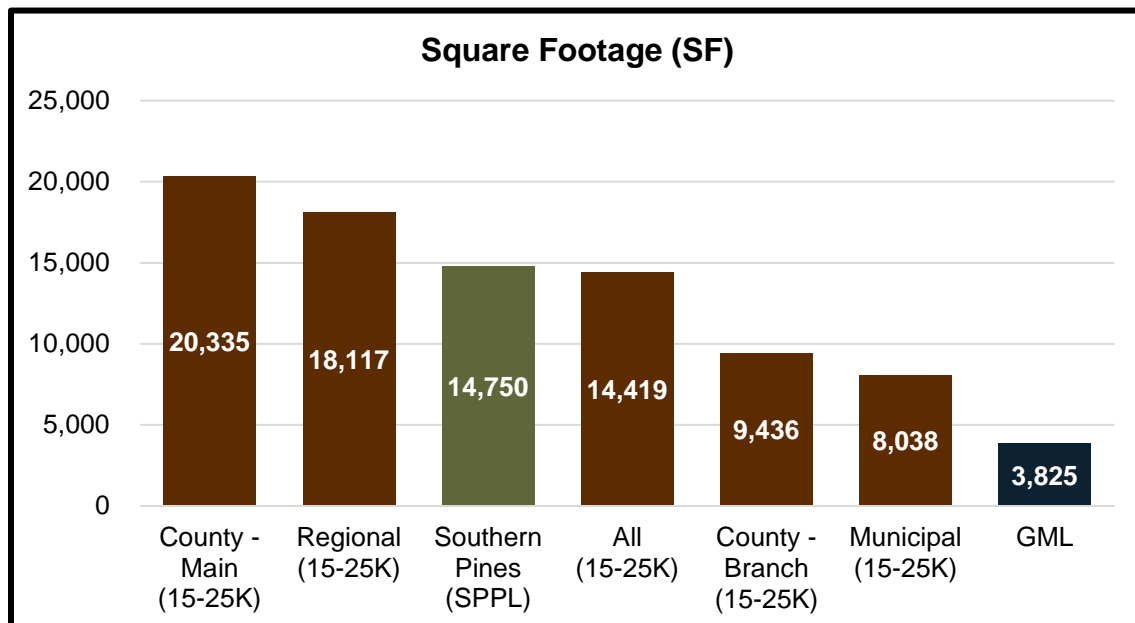| Category	Value
SPPL	5.4
NC Average	5.1
NC Municipal Library Average	9.7
NC County Library Average	3.8
NC Regional Library Average	6.3
GML	0.3

B. Benchmark Comparisons – Facilities

Currently, the privately operated GML serves a Pinehurst resident population of approximately 17,100. According to the State Library of NC, the vast majority of towns between 15,000 and 25,000 in population (75%) are served by county libraries, as shown below. Source: Library Directory, State Library of NC

Library Type	# of Towns With Population 15,000 – 25,000	% of Towns With Population 15,000 – 25,000
Municipal	1	4%
County - Branch	10	44%
County - Main	7	31%
Regional	4	17%
NONE	1	4%
TOTAL	**23**	**100%**

County libraries operated in Moore County are a part of the Sandhills Regional Library System (SRLS). The SRLS operates public libraries in the following Moore County towns: Aberdeen, Carthage, Pinebluff, Robbins, and Vass. The SRLS serves a total of five counties: Anson, Hoke, Montgomery, Moore, and Richmond. As shown in the table above, 17% of libraries serving NC towns between 15,000 and 25,000 in population are served by regional libraries and only 4% are served by an incorporated municipality. The Town of Southern Pines, which serves a population of 14,220, operates the Southern Pines Public Library (SPPL) and Sandhills Community College operates the Katherine Boyd Library, also in Southern Pines.

GML has a total of 3,825 square feet (SF) of library space. A comparison of the square footage of public libraries in NC towns with populations of 15,000 – 25,000 and the Town of Southern Pines Public Library (SPPL) is shown below. Source: Library Directory, State Library of NC

Square Footage (SF)

Category	SF
County - Main (15-25K)	20,335
Regional (15-25K)	18,117
Southern Pines (SPPL)	14,750
All (15-25K)	14,419
County - Branch (15-25K)	9,436
Municipal (15-25K)	8,038
GML	3,825

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

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

Page Memorial Library, Aberdeen

Southern Pines Public Library

The Town of Southern Pines also recently expanded its library offerings with the addition of a 24/7 self-service kiosk at Fire Station 2 in Whispering Pines to better serve the expanding population areas along Southern Pines' northeastern boundary. The self-service kiosk supplements services provided at the 14,750 SF library located in downtown Southern Pines that serves a resident population of approximately 14,220.
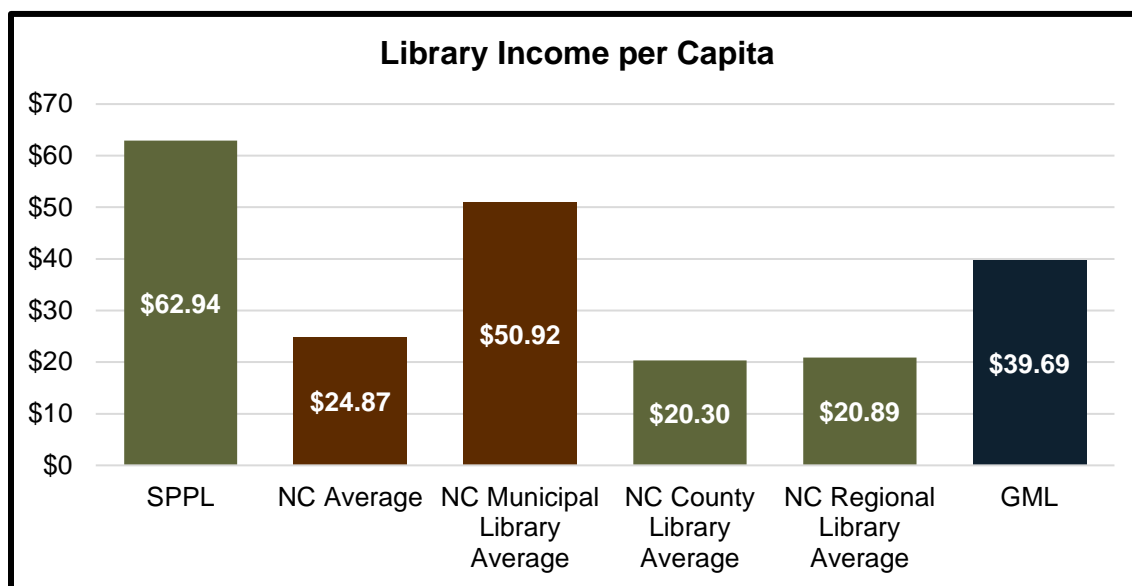
Square footage (SF) per capita is an indication of how much library space is available per resident of the community. The 2020 population in the Tri-cities area of Pinehurst, Southern Pines, and Aberdeen is approximately 39,180. Total library square footage and the square footage (SF) per capita in the Tri-Cities area is broken down between the three towns in the table below. Sources: Population Estimates, NC State Demographer and Library Directory, State Library of NC

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

C. Benchmark Comparisons – Financial Information

Income per capita provides an indication of the amount of funding allocated to meet resident library needs. In 2019, GML's per capita library income was $39.69. A comparison of GML's income per capita to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) are shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Library Income per Capita

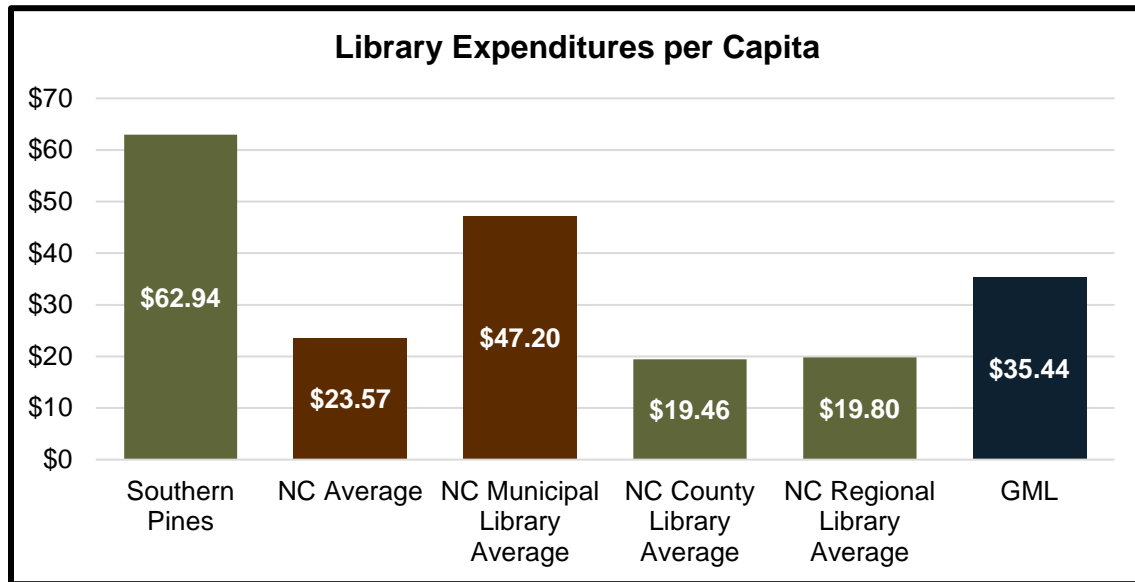| Category	Value
SPPL	$62.94
NC Average	$24.87
NC Municipal Library Average	$50.92
NC County Library Average	$20.30
NC Regional Library Average	$20.89
GML	$39.69

In 2018, 85% of GML funding was private and 15% came from the Village of Pinehurst. A comparison of GML's funding sources to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) are shown below. Of the 12 municipal libraries in NC, eight (67%) receive some level of funding from the county to support operations. The Town of Southern Pines Public Library (SPPL) does not receive funding from Moore County. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Library Revenues by Funding Sources

Legend: ■ Municipal ■ County ■ State ■ Federal ■ Other
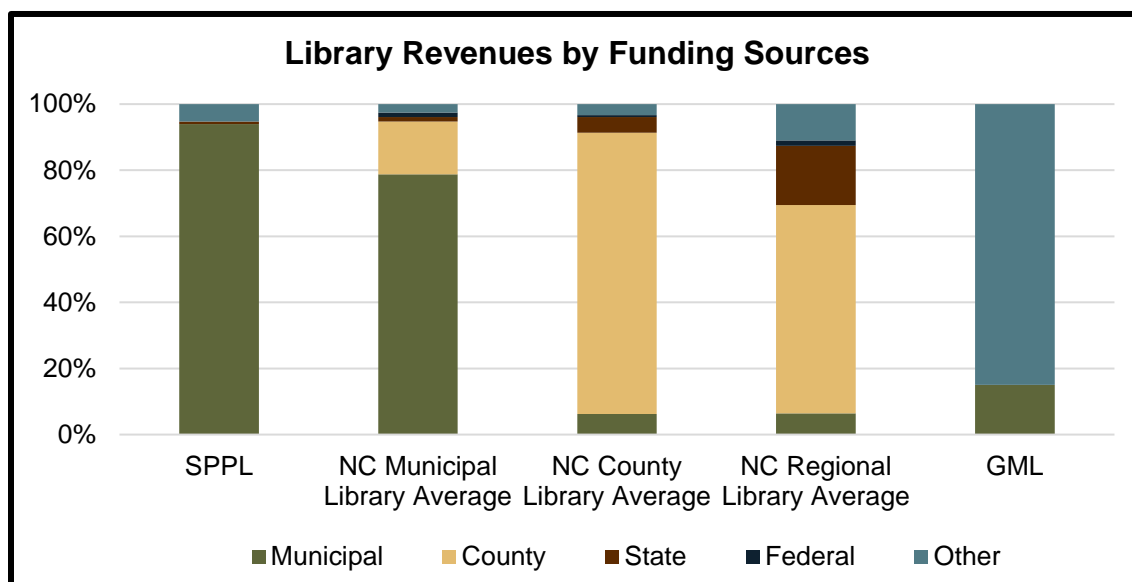
Expenditures per capita provides an indication of the amount of library spending to meet resident library needs. GML spent $35.44 per resident in 2019. A comparison of GML's expenditures per capita to the averages of NC public libraries and the Town of Southern Pines Public Library (SPPL) are shown below. Source: Fiscal Year 2019 Statistical Report of North Carolina Public Libraries, State of NC Library

Library Expenditures per Capita

Library	Expenditure per Capita
Southern Pines	$62.94
NC Average	$23.57
NC Municipal Library Average	$47.20
NC County Library Average	$19.46
NC Regional Library Average	$19.80
GML	$35.44

D. Public Library Standards & Best Practices

According to the Public Library Statistics Cooperative, some states such as Louisiana and Delaware specify 1.0 square foot (SF) per capita as a state standard (or recommendation) for public libraries. Some states have standards less than 1.0 SF per capita, while and others have standards that exceed 1.0 SF per capita. NC does not have a SF per capita standard. A general "rule of thumb", given the difference in standards across the US, is for libraries to have 1.0 SF of space per capita. SF of existing library facilities in the combined Tri-Cities area, relative to the "rule of thumb" is shown below.
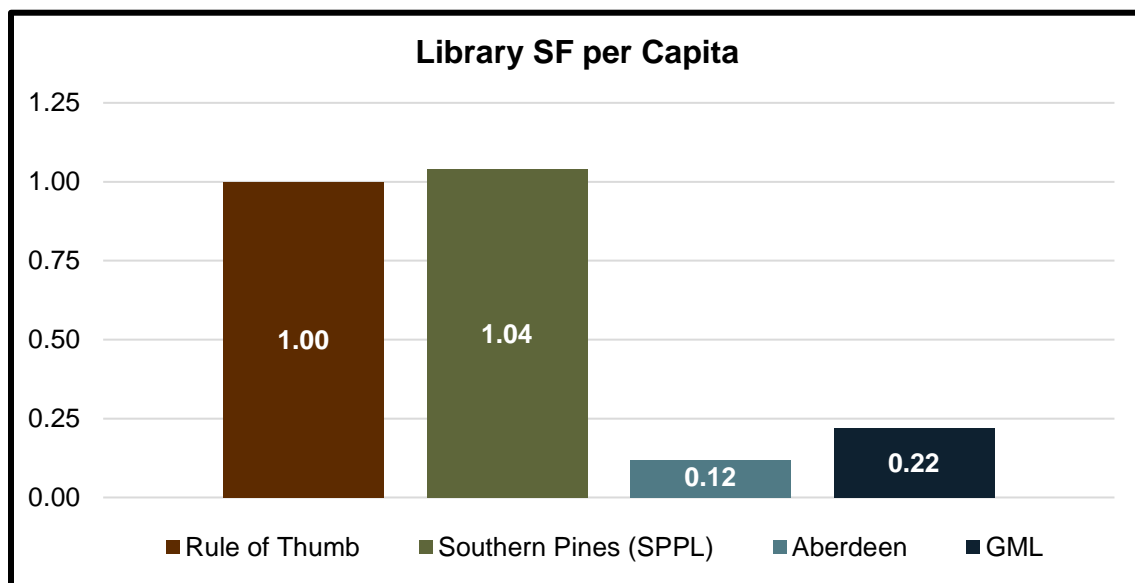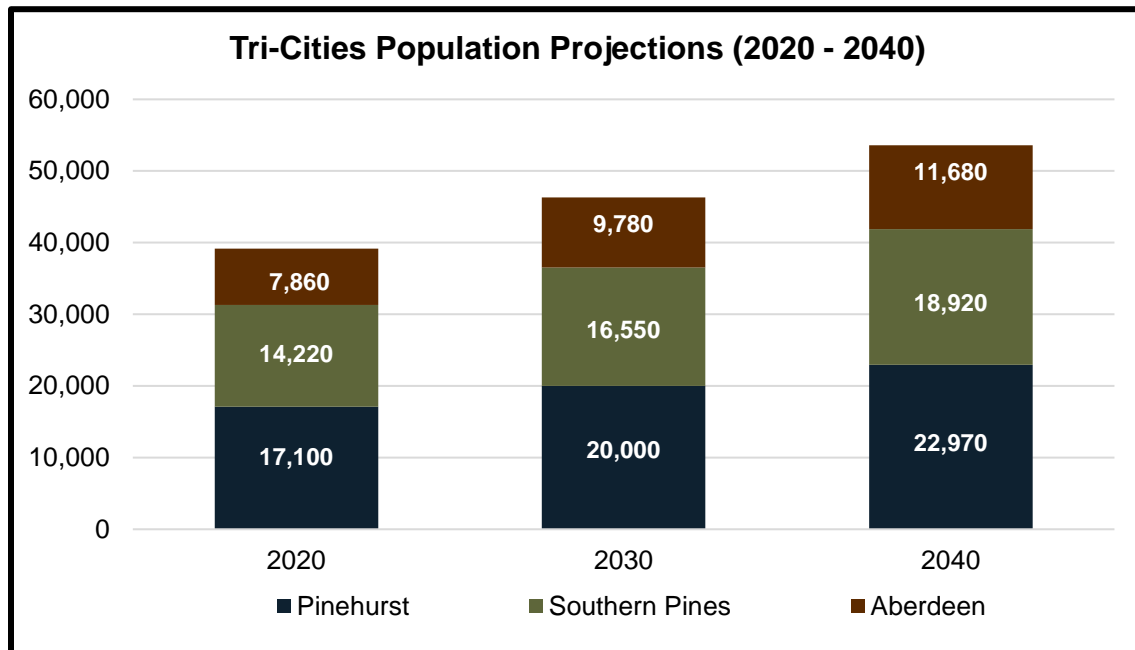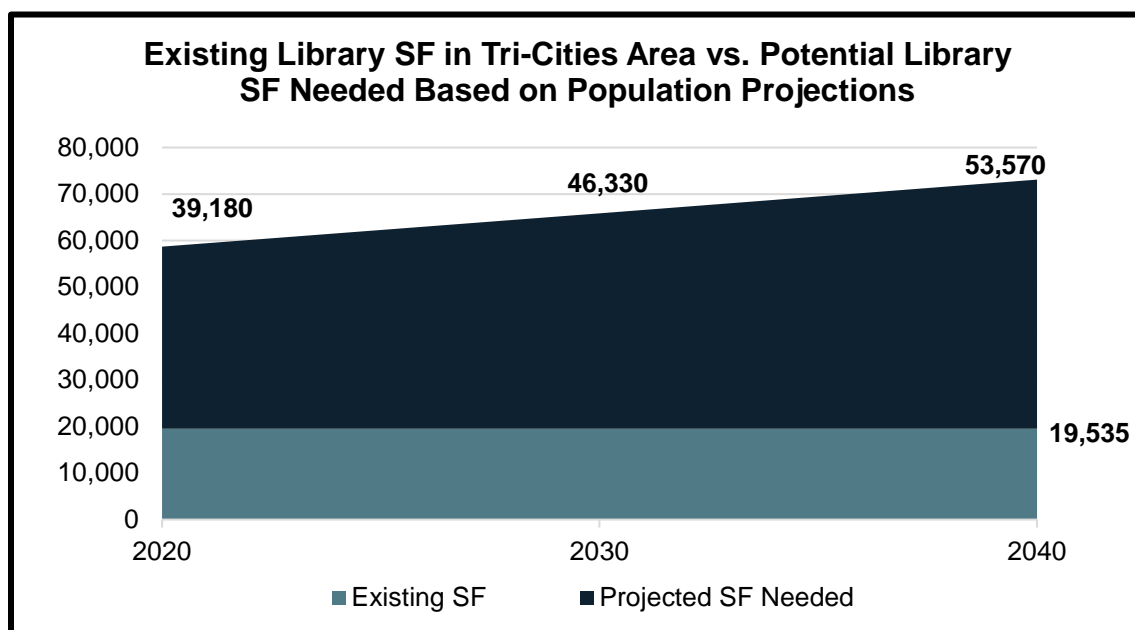
Library SF per Capita

Category	SF per Capita
Rule of Thumb	1.00
Southern Pines (SPPL)	1.04
Aberdeen	0.12
GML	0.22

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

Tri-Cities Population Projections (2020 - 2040)

Year	Pinehurst	Southern Pines	Aberdeen
2020	17,100	14,220	7,860
2030	20,000	16,550	9,780
2040	22,970	18,920	11,680

Using the 1.0 SF per capita rule of thumb indicates the total square footage of library space that may be needed to serve residents of the Tri-Cities area could approach 53,570 SF in total by 2040. This is 63% (or 34,035 SF) below the total of 19,535 SF of library space that exists today in Pinehurst, Southern Pines, and Aberdeen combined, as shown below. Source: Library Directory, State Library of NC and Population Projections, Village of Pinehurst

Existing Library SF in Tri-Cities Area vs. Potential Library SF Needed Based on Population Projections

Year	Projected SF Needed	Existing SF
2020	39,180	19,535
2030	46,330	
2040	53,570	19,535

If Aberdeen constructs its planned 10,000 SF new library, a shortage of library space totaling 9,645 SF would remain to meet the needs of the 39,180 residents today in the Tri-Cities area, as shown in the table below. The total amount of library SF that could be located in Pinehurst to help meet the library needs of Tri-Cities residents would total 13,470 SF. Source: Population Estimates, NC State Demographer and Library Directory, State Library of NC

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

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

A best practice published by the State Library of NC is to provide library service for all residents of the jurisdiction at geographic locations requiring no more than a 20 minute drive in metropolitan areas or a 30 minute drive in rural areas, or establish other service targets based on unique community needs. Source: 2012 NC Public Library Standards, State of NC Library

The chart below indicates the driving distance and driving time for Pinehurst residents to access other southern Moore County libraries, measured from the furthest residential point of the Village's municipal limits.

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

[1] Measured from furthest residential point of the Pinehurst corporate limits

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

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

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

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

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

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

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

IV.   Public Input

A. Public Engagement Methods

The Village of Pinehurst and the Village's consultant, Library IQ, carefully designed a comprehensive and inclusive public engagement strategy to obtain a diverse representation of Pinehurst residents to provide input on the Library Services Needs Assessment in February 2020.

1. Online Survey - Conducted an online survey available on Engage Pinehurst at www.engage.vopnc.org/library, with 386 VOP residents responding.
2. Public Input Meetings - Conducted two open Public Input Meetings with 115 VOP residents attending.
3. Community Conversations - Conducted four 1 ½ hour Community Conversations with 53 volunteer residents who were carefully chosen from more than 100 applicants to provide representation from a variety of Pinehurst neighborhoods and diversity in age, gender, occupation, children in the household, and library users/non-users.
4. Personal Interviews - Conducted 26 interviews with Village Council Members, Village staff, business leaders including the Pinehurst Resort, West Pine Middle School students, education leaders, and Given Memorial Library (GML) leaders.

B. What We Have Heard So Far

Online Surveys
An online survey was conducted January 28 - March 2, 2020 to answer five key questions:

1. How often are residents using library services/what services & programs are they using?
2. Are residents satisfied with the programs, services, & staff of GML?
3. Why do residents choose not to use the GML?
4. How do residents hear about (and would like to hear about) GML programs & services?
5. How likely would residents be to utilize specific programs & services if they were available?

Results of the 386 completed online survey were segmented by the following groups:

- Users/Non-Users;
- Households With/Without Children; and
- Under/Over the age of 55

386
Online Surveys

115
Public Input
Meeting Attendees

53
Residents in
Community
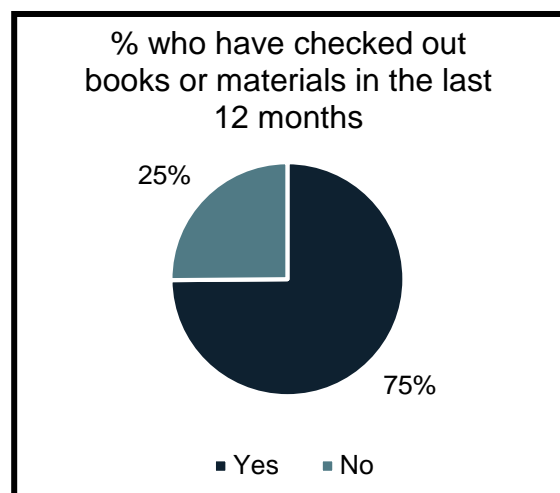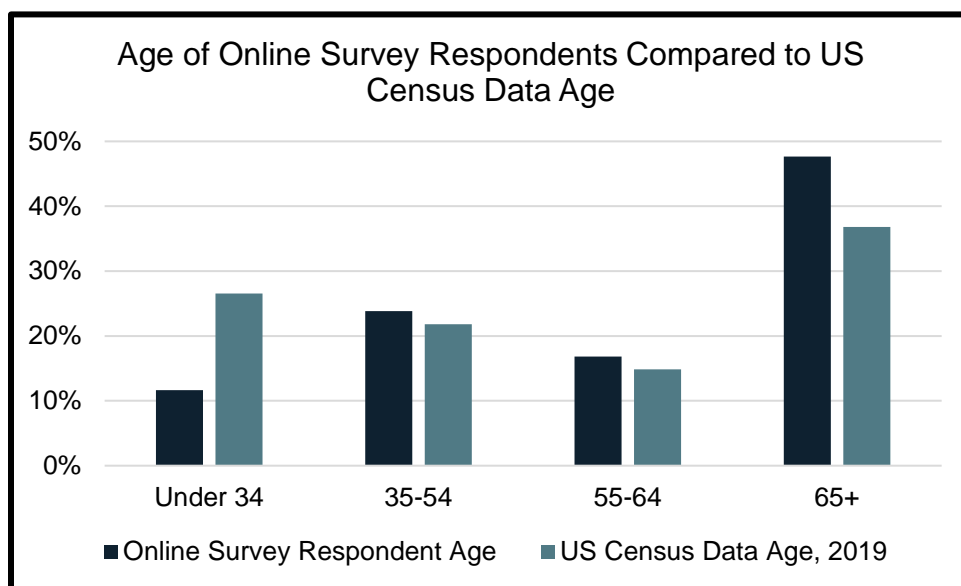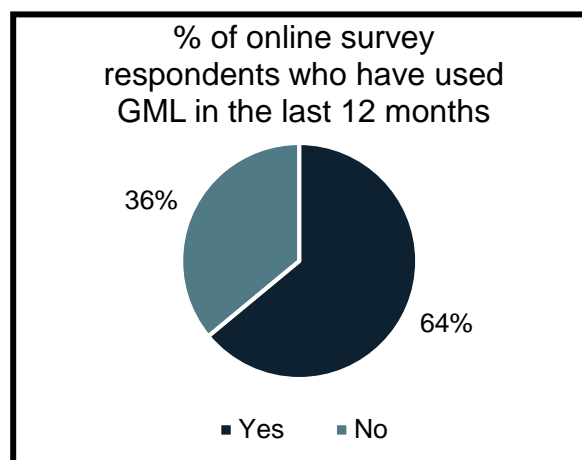Conversations

26
Personal
Interviews

Of the 386 Pinehurst residents who completed the online survey, 64% had used the GML within the last 12-months, while the other 36% were non-users of the library.

Almost 2/3 of the respondents were female and approximately and approximately ¼ of respondents reported they have children in the household.

An analysis of the age of online survey respondents compared to 2019 US Census Data indicates that those who responded to the survey were on average older than the general demographics of the community as a whole.

% of online survey respondents who have used GML in the last 12 months

36%

64%

▪ Yes   ▪ No

Age of Online Survey Respondents Compared to US Census Data Age

▪ Online Survey Respondent Age   ▪ US Census Data Age, 2019

% who have checked out books or materials in the last 12 months

25%

75%

▪ Yes   ▪ No

Among library users who completed the online survey, roughly ¾ reported they have checked out materials from the GML in the last 12 months. Only 25% indicated they used GML technology (or the one computer that is available for public use) in the last 12 months.

Overall, 47% of respondents have used other local libraries in the past 12 months to meet their library needs; 66% of households with children use other libraries to meet their needs.

Key Question	Key Resident Input
1. **How often are residents using library services and what services & programs are they using?**	• Nearly **2/3 of respondents have used the GML in the last 12 months**, with roughly ½ of respondents being frequent users • Approximately **¾ of respondents are using the GML to check out materials;** roughly ¼ use GML's technology resources • Nearly **2/3 of all households with children who responded utilize other local libraries** to meet their library needs
2. **Are residents satisfied with the programs, services, & staff of GML?**	• **All segments of GML users who responded indicated greater than 30% dissatisfaction with the availability of space at the GML**, with households with children expressing the highest dissatisfaction rate at 44% • Over **90% of respondents over the age of 55 expressed satisfaction with their overall experience & interactions with GML staff**, while respondents under the age of 55 expressed lower levels of satisfaction
3. **Why do residents choose not to use the GML?**	• **The most common reasons non-users do not use GML is because they have Internet access elsewhere (43%) and the selection of books is too limited (30%)** • Other top reasons for not using GML indicated by respondents include they prefer to get books from other places (29%) and there are no programs/services of interest (26%)
4. **How do residents hear about (and would like to hear about) GML programs & services?**	• More than **½ of all respondents do not hear about GML programs/services through any communication channels** • There is a disparity between how respondents hear about GML programs/services and how they would prefer to hear about GML programs/services
5. **How likely would residents be to utilize specific programs & services if they were available?**	• **More than 50% of respondents across all segments indicated they would definitely or likely use: Book & magazine collection; Digital media (ebooks, etc.); Children's programs & classes; Connected conference & meeting space; Welcome Center; and Digital learning lab** • **More than ½ of all respondents indicated they would be likely use a coffee shop/café or a book club, lecture, or discussion group,** with residents under the age of 55 and current library users more likely to use than other segments • **2/3 of all respondents without children in the household indicated they would be likely to use children's programs & classes;** this could represent grandparents wanting library access for grandchildren • The likelihood to use programs/services varied by respondent segment, with **households with children indicating they would be likely to utilize a wider variety of services than other segments**, such as teen programs, individual study/work space, and art, music & performance exploration space • **Most segments indicated they would not be likely to use: print, copy, scan, & fax access; maker space/innovation technology; and relaxation space**

The table below indicates the % of respondents to the online survey who indicated they would likely or definitely use the library services listed. Shaded areas indicate a response rate of 50% or greater. Source: VOP Online Library Services Needs Assessment Survey, Village of Pinehurst

% of respondents who would likely or definitely use library services		ALL	Over 55	Under 55	HH with Children	HH 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%

Items highlighted indicate 50% or more of respondents indicated they would likely or definitely use the service

Public Input Meetings

The Village conducted two public input meetings that were open to all residents on February 18, 2020 (6:00 pm – 8:00 pm) and on February 19, 2020 (10:00 am – noon) in Assembly Hall. All Village neighborhoods and some neighboring communities were represented by 115 attendees. The Public Input Meetings began with a brief presentation on possibilities for modern library services, followed by an opportunity for attendees to indicate which library services they would be likely to use and to provide any thoughts or ideas on an "Idea Wall." The table below indicates the percentage of participants who responded on their likelihood to use the library services listed.

Approximately ½ of participants in each of the two Public Input Meetings had completed the online survey prior to the meeting. In addition, the Public Input Meetings attracted an older demographic, with approximately 90% of participants in each of the two meetings over the age of 55.

Category	Library Service	Definitely Use	Likely to Use	Not Likely to Use
Educational Services	Book and magazine collection	70%	22%	8%
	Computer/Wi-Fi access	30%	33%	38%
	Digital media (eBooks, etc.)	44%	34%	22%
	Print, copy, scan, & fax access	20%	27%	53%
Gathering Spaces	Individual study/work space	29%	26%	46%
	Group study/work space	24%	26%	50%
	Connected conference & meeting space	26%	34%	41%
	Relaxation space	30%	24%	46%
Programs/ Activities	Adult programs & classes	46%	39%	14%
	Book clubs/lectures/discussion groups	50%	35%	15%
	Children's programs & classes	17%	17%	66%
	Teen programs & classes	15%	11%	74%
Creative Services	Art, music, performance, & exploration	37%	38%	25%
	Digital learning lab	23%	31%	46%
	Maker space/innovation technology	19%	19%	62%
Partner Services	Other community services	21%	34%	45%
	Retail co-location (coffee shop, cafe)	30%	43%	28%
	Welcome Center	12%	35%	53%

At the Public Input Meetings, residents were able to indicate their ideas on an "Idea Wall." Other residents could "like" an idea on the wall with a sticker to show their support for an idea previously identified by another participant. The tables on the following pages indicate the ideas provided by Village residents and the number of times the idea was "liked." Ideas are grouped into the following categories:

- Library Facility/Spaces
- Programs/Services
- Library Location
- Coordination with Others
- Outreach
- Other

Idea Wall – Resident "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

Idea Wall – Resident "Ideas"	# of Likes
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	

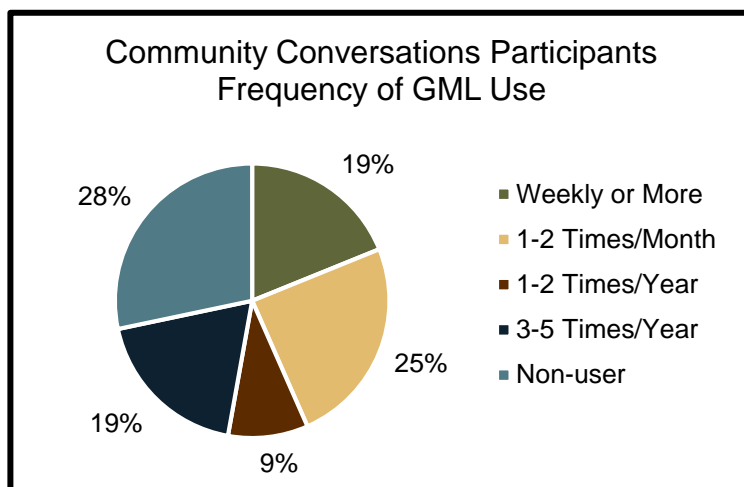| Idea Wall – Resident "Ideas"	# of Likes
LIBRARY LOCATION	
Make Tufts an enhanced museum or archives center. Build new library, small but up to date. Partner with Rec. building for larger arts/speaker programs.	20
Keep library as close to town center as possible. Example: Next to Community Center	20
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.	

Idea Wall – Resident "Ideas"	# of Likes
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 1 ½ hour Community Conversations were held with 53 volunteer residents over the three-day period of February 18-20, 2020 at Village Hall. The groups were carefully chosen from more than 100 volunteer applicants to provide representation from a variety of Pinehurst neighborhoods and diversity in age, gender, occupation, children in the household, and library users/non-users.

44% of participants in the Community Conversations were frequent GML users (i.e. those who use GML weekly or 1-2 times per month). 28% of participants in Community Conversations were infrequent users of GML (i.e. those who use the library 1-2 or 3-5 times per year). 28% of participants in the Community Conversations were Non-Users of the GML.
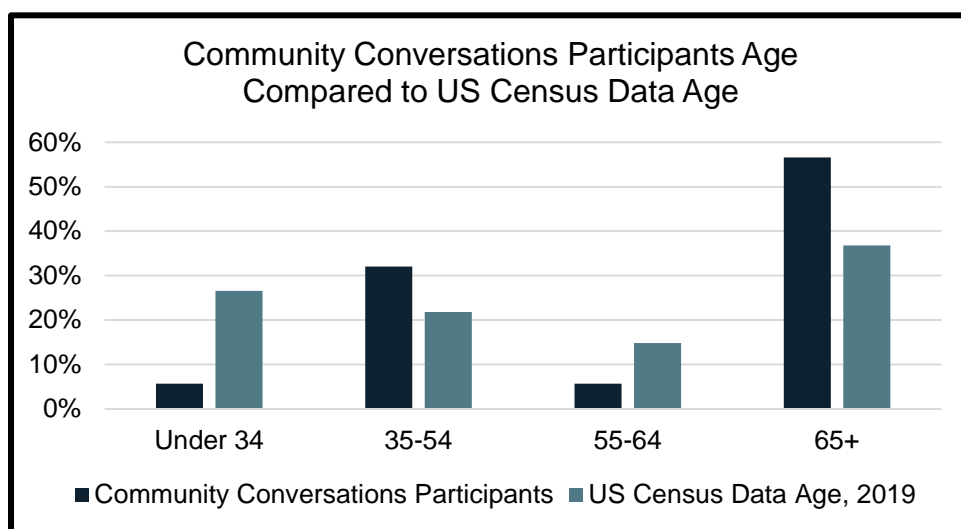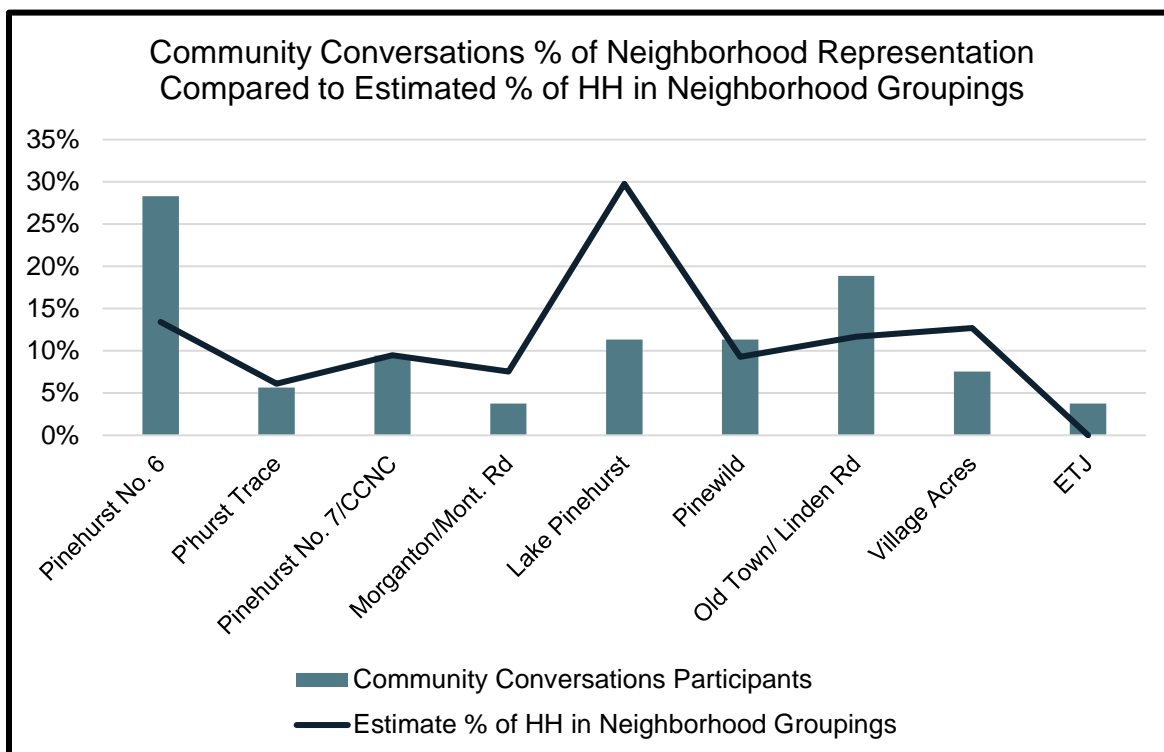
Community Conversations Participants Frequency of GML Use

- Weekly or More — 19%
- 1-2 Times/Month — 25%
- 1-2 Times/Year — 9%
- 3-5 Times/Year — 19%
- Non-user — 28%

The vast majority of residents who volunteered to participate in Community Conversations were those over the age of 65. Despite this, the Village was able to effectively recruit younger residents for the conversations by collaborating with the Moore County School System on communications to parents of school-aged children. Age ranges of Community Conversation participants relative to the most recent 2019 US Census Data is shown below. In addition, a total of 32% of participants reported having children under the age of 18 in the household.

Community Conversation volunteers were also selected to ensure a diverse representation from neighborhoods. Residents living in households (HH) in the Pinehurst No. 6 and Old Town/ Linden Road areas volunteered to participate at higher rates than other neighborhoods.

Some of the key library needs identified by participants in the Community Conversations included:

- Many participants indicated a desire for a larger collection (books, magazines, newspapers, etc.) with more variety, including access to interlibrary loan materials from other local libraries; collection for adults, children, and teens was requested by many participants.
- Participants expressed a desire for more dedicated space for children's programs where children can make noise and not disturb other library patrons.
- Parents and working adults would like extended library operating hours in the evenings and weekends.
- While some participants said they don't mind driving to other community libraries, others preferred a library in the Village Center, or the nearby area.
- Some participants expressed a preference for community meeting space for small groups, recognizing larger groups can be accommodated in other existing locations like the Community Center.
- Participants did not see a need for advanced or emerging technologies.
- Participants indicated a need for sufficient library parking.

Recurring themes observed by Village staff that cut across multiple Community Conversations were:

- Users of the GML indicated they like the charm of the existing library and do not want to lose that charm.
- Many participants viewed a library as more than a place to get books and referred to a library as a community gathering space, sometimes calling the library a "cultural space," a "cultural center," or a "resource center."
- Participants expressed desires for a traditional library with flexible spaces and segregated spaces for children to meet the needs of a changing demographic in Pinehurst.

Personal Interviews
The Village's consultant, Library IQ, conducted 26 individual interviews in person and by phone from January 14 - March 31, 2020. These interviews included representatives from the Pinehurst Village Council; Village staff; GML Board of Directors; GML staff and volunteers; business leaders from Partners in Progress and the Pinehurst Resort; the Moore County Literacy Council; Moore County School System; Town of Southern Pines Public Library (SPPL); Sandhills Community College; and students at West Pine Middle School. Representatives from the Sandhills Regional Library System declined an interview request. Some key topics or points discussed in the personal interviews included:

- Pinehurst is an educated and cultured community that values its library
- Pinehurst demographics are changing with more families moving to the area
- Ways to collaborate with other publicly funded libraries
- Alternative ways to fund a library
- Potential library locations beyond the existing location
- Unmet needs of the homeschooling community