Village of Pinehurst
Transportation Planner Outcomes
May 2020

At the May 19, 2020 Budget Work Session, Councilmember Judy Davis requested information on the outcomes or deliverables the Village Council could expect if the requested Transportation Planner position were approved. The information that follows was prepared by staff in response to this request.

According to Wikipedia, "Transportation planning is the process of defining future policies, goals, investments, and designs to ***prepare for future needs*** to move people and goods to destinations. As practiced today, it is a collaborative process that incorporates the input of many stakeholders including various government agencies, the public and private businesses. ***Transportation planners apply a multi-modal and/or comprehensive approach to analyzing the wide range of alternatives and impacts on the transportation system to influence beneficial outcomes***."

Transportation related issues, or how residents move from one destination to another, have become increasingly important to Pinehurst residents. These needs are evidenced in our annual Community Surveys, the recent 2019 Comprehensive Plan update, and resident complaints. The Transportation Planner request is Village leadership's unanimous recommendation for how to best address resident dissatisfaction rates with increasing traffic and insufficient multi-modal transportation systems and how to achieve the Village Council's adopted Balanced Scorecard Goal to "Promote transportation mobility and connectivity."

Addressing vehicular traffic related issues is only <u>one</u> role of a Transportation Planner. The Transportation Planner role extends far beyond this and is one that can help position the Village to address resident needs for alternative modes of transportation, parking, street lighting, and wayfinding. Other significant roles of a Transportation Planner include:

1. **Identifying ways to ensure pedestrian, cyclist, and golf cart mobility** throughout the community with holistic and systematic transportation system reviews,
2. **Ensuring pedestrian, cyclist, and golf cart safety** on transportation facilities with systematic evaluation of facilities and intersections or crossings,
3. **Addressing parking deficiencies** and issues in commercial areas by conducting regular parking studies and identifying appropriate and effective parking strategies to meet resident, business, and visitor parking needs,
4. **Being an effective liaison** with the NC Department of Transportation (NCDOT), the Triangle Regional Planning Association (TARPO), and the Bicycle and Pedestrian Advisory Committee (BPAC) to identify and advocate for transportation system improvements in long range transportation plans,
5. **Ensuring effective transportation wayfinding** and other signage to help the public reach their destinations, and
6. **Ensuring adequate street lighting** to aid the public in navigating roads and pedestrian facilities at night.

Each year in December, the Village Council identifies both strategic challenges and strategic opportunities in the annual strategic planning retreat based on a comprehensive review and analysis of data and other information in pre-retreat meetings. In December 2019, the Village Council identified three strategic challenges (of eight) that relate to the Village's transportation systems. Village leadership believes these strategic challenges are best addressed with additional staff resources:

FY 2021 Strategic Challenges
1. Minimizing traffic congestion, especially on Hwy 5
2. Responding to increased demand on existing services due to growth
3. Changing service needs due to changing demographics

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Seven of the 16 strategic opportunities (44%) identified by the Village Council in December 2019 can also be best addressed with the additional staff resource of a Transportation Planner:

FY 2021 Strategic Opportunities
1. Update the Pinehurst Development Ordinance
2. Prepare a small area plan for Village Place
3. Develop a comprehensive plan for mitigating traffic on Highway 5
4. Consolidate and align multi-modal transportation planning/engineering
5. Expand street lighting
6. Implement elements of the 2015 Comprehensive Pedestrian Plan and Bicycle Plan
7. Prepare consolidated multi-modal plan

Village leadership has a responsibility to provide the Village Council with the data and information needed to make fact-based decisions to achieve the Council's goals and meet resident needs. After a thorough review and analysis of data and information, leadership's collective conclusion is that the Village does not have adequate staff capacity or capability to meet resident needs for transportation mobility and connectivity with existing resources.

Village staff conducted a capacity analysis when preparing the position request for a Transportation Planner which indicated consolidating transportation responsibilities would result in approximately a 30-hour per week position. Village staff evaluated the option of contracting transportation planning services and have concluded it is more beneficial to in-source this function for the following reasons:

1. The estimated cost to outsource transportation planning services at 30 hours/week would be approximately $200,000 based on billing rate information provided by a potential consultant. This estimate is based on a stated bill rate of approximately $130/hour. In contrast, the total estimated cost to hire a Transportation Planner is approximately $100,000 for 40 hours/week. If this amount is pro-rated to 30 hours/week, the comparable cost would be $75,000, or $125,000/year less than outsourcing transportation planning services.
2. Hiring an in-house Transportation Planner would provide roughly 10 hours/week in additional planning staff capacity. This additional capacity could help the Planning Department staff be more proactive in addressing overall community needs and Council goals such as improving the quality of development. For many years now, our Planning Department has had a difficult time being responsive to resident and builder needs due to volume of work created by continued growth and development pressures (one of the Village's consistent strategic challenges). This has left little time to adequately plan for the future of our Village and has resulted in excessive work demands on our staff. This is represented by the Planning Department indicating their workloads are unacceptable in our annual Workforce Survey.
3. Contracting transportation services would be less efficient from an operational standpoint due to contract administration requirements. Other inefficiencies that would result from contracting would be a lesser understanding of our specific community needs and current community issues. Communicating these needs and issues would consume valuable and limited staff time under a contract arrangement.

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There are several functions of a Transportation Planner that Village leadership believes we are not able to adequately address with existing staff resources. These include:

- Review, analyze, interpret & project traffic data (NCDOT counts, Village traffic counts, & Street Light origin/destination studies)
- Evaluate key intersections for transportation & pedestrian safety improvements
- Conduct parking studies, review and revise parking standards & strategies
- Develop streetscape & street lighting plans
- Oversee implementation of Pedestrian and Bicycle Master Plans or multi-modal transportation plans (including golf carts)
- Apply for and administer state/federal grants for transportation improvements

Without additional staff resources, Village leadership believes existing staff will not be able to effectively and efficiently implement the following near term (5 years) strategies in the 2019 Comprehensive Plan:

- 4.7 Consider developing and adopting a Complete Streets policy.
- 4.3 Evaluate the need to include other key intersections in the MCCTP and work with NCDOT to amend the MCCTP to include these intersections improvements including pedestrian crossings, lighting, and signage as needed.
- 4.7 Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.
- 4.8 Periodically review and update the Comprehensive Pedestrian and Comprehensive Bicycle Plans every 7-10 years to ensure that the plans still align with the desires of the community.
- 4.9 Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.
- 4.11 Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.
- 4.12 Explore ways to expand accessibility of golf carts on Village roads to improve golf cart safety and access to destinations such as golf courses, the Village Center and shopping and dining destinations.
- 4.16 Work with Village businesses to identify solutions to minimize employee on-street parking to provide convenient parking for customers.
- 2.7 Consider ways to ensure safe pedestrian crossings on Page Road and Memorial Drive in the Medical District depicted in Focus Area 3.
- 3.4 Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.
- 3.5 Prepare a Village-wide, neighborhood-specific sidewalk and street lighting plan with the understanding that implementation will be a neighborhood-by-neighborhood approach dependent on consensus in each neighborhood to add sidewalks and additional lighting.

One of the three Village Council's Areas of Focus on the FY 2021 Balanced Scorecard is to "Provide a safe and effective multi-modal transportation system." This was based on a review of the Village's strategic challenges, strategic opportunities, and areas for improvement identified in the December 2019 Council strategic planning retreat. The ultimate outcome expected from the addition of a Transportation Planner position is to address this Area of Focus and impact resident satisfaction levels by meeting resident needs for transportation systems. The table that follows indicates specific outcomes, how those outcomes might be measured, and examples associated with each key proposed job duty of a Transportation Planner.

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Key Responsibilities	Key Outcomes	How to Measure Outcomes	Examples
Review, analyze, interpret & project traffic data	Forecast future traffic volumes, identify effective transportation solutions, and develop transportation plans using data on: 1. Traffic patterns (origins & destinations) 2. Traffic congestion 3. Traffic volumes	1. Traffic Patterns – Street Light origin/destination data 2. Traffic Congestion – Intersection Level of service (LOS) studies 3. Traffic Volumes - NCDOT Annual Average Daily Traffic (AADT) counts and VOP traffic counter data	- MCCTP - NCDOT State Transportation Improvement Program (STIP) - VOP Capital Improvement Plan
Review and analyze traffic related impacts of development proposals (TRC)	Development reviews consider overall transportation system impacts and integration or connectivity that can lead to: 1. A more connected multi-modal transportation system 2. Increased vehicular and pedestrian safety 3. Improved transportation network design with increased connections to disburse traffic more effectively and connect neighborhoods to destinations (i.e. make it easier to get around, through, and across)	1. # of linear feet of walkways installed; # of new sites connected with a walkway; # of discontinuous sidewalk locations 2. # of collisions/accidents 3. Intersection Level of Service (LOS); AADT/traffic counts as a % of road capacity; # of new development connections to the transportation system (vehicular & pedestrian)	- Traffic Impact Analysis (TIA) reviews - Pedestrian crossing at Page Rd for the Cancer Center - Village Place/ Rattlesnake Trail - Pinehurst South/Hwy 5 - Community Presbyterian (Kelly Rd)
Update and develop long range transportation plans	1. More relevant transportation plans with more frequent updates 2. More holistic transportation planning that incorporates all modes of transportation (walkways, golf carts, etc.) 3. Inclusion of potential additional projects in MCCTP not previously included	1. # of years since last update of transportation plans 2. # of transportation plans consolidated 3. # of additional Pinehurst projects identified in the MCCTP	- MCCTP - Pedestrian/Bike Plans - Golf carts - Greenways trails - Complete Streets - Thoroughfare Plan
Liaison with NCDOT, TARPO, & BPAC on planned transportation improvements	1. More regular and consistent communication/engagement with NCDOT, TARPO, & BPAC representatives 2. Greater ability to advocate for Village transportation projects on state roads	1. # of meetings attended 2. # of NCDOT projects scheduled & implemented that impact Pinehurst	- NCDOT Hwy 5 improvements (Barrett/McCaskill Rd intersection) - NCDOT Midland Rd corridor improvements - Morganton Rd/Hwy 5 realignment

Village of Pinehurst
Transportation Planner Outcomes
May 2020

Key Responsibilities	Key Outcomes	How to Measure Outcomes	Examples
Coordinate, review, & analyze annual Level of Service (LOS) intersection studies	1. Identification of needed intersection improvements on Village roads for inclusion in VOP Capital Improvement Plan 2. Identification of needed intersection improvements on state roads to facilitate inclusion in NCDOT's STIP 3. Increased pedestrian safety at intersections	1. # of intersections evaluated with a "C" rating or below 2. # of resident complaints about intersection and pedestrian safety	- Annual contract with CMS Engineering for LOS intersection studies
Conduct parking studies, review and revise parking standards & strategies	1. Parking studies to provide data and information on parking patterns and utilization 2. Identification of effective parking strategies based on parking studies 3. More appropriate parking standards (PDO) to meet resident, business, and visitor parking needs	1. % of parking facility utilization 2. Effectiveness of parking strategies implemented (Dependent on the strategy) 3. PDO parking regulations revised	- Village Center/ Downtown - Carolina Hotel - Pinehurst Brewery - Community Center - Village Hall/ Arboretum (events)
Develop streetscape & street lighting plans	Creation of formal streetscape and street lighting plans to: 1. Improve streetscape appearance in business districts and gateway corridors 2. Increase resident satisfaction with street lighting 3. Increase pedestrian safety at night 4. Make wayfinding easier at night	1. # of streetscape plans developed; # of LF of streetscape improvements made 2. # of streetlight plans developed; # of streetlights installed according to plan 3. % of residents who feel safe walking in their neighborhood and business areas after dark 4. % of intersections with visibility at ___ feet from the intersection	- Village Center - Village Place (Magnolia Rd, McCaskill Rd, Rattlesnake Trail, etc.) - Gateway corridors
Review, revise, & design transportation standards in PDO and Engineering Standards Manual	Updated and more effective standards to improve transportation safety and efficiency (network connections, etc.)	#/% of standards reviewed, updated, or created	- PDO update to Unified Development Ordinance (UDO)
Oversee periodic traffic counts on Village roads	Data and information to make transportation system improvements to Village roads (e.g. stop signs, pedestrian/bike facilities, etc.)	Number of traffic count studies; Results of traffic count studies (e.g. # of vehicles, etc.)	- Monticello and Village Acres stop signs - Reduced speed limits to 25 MPH

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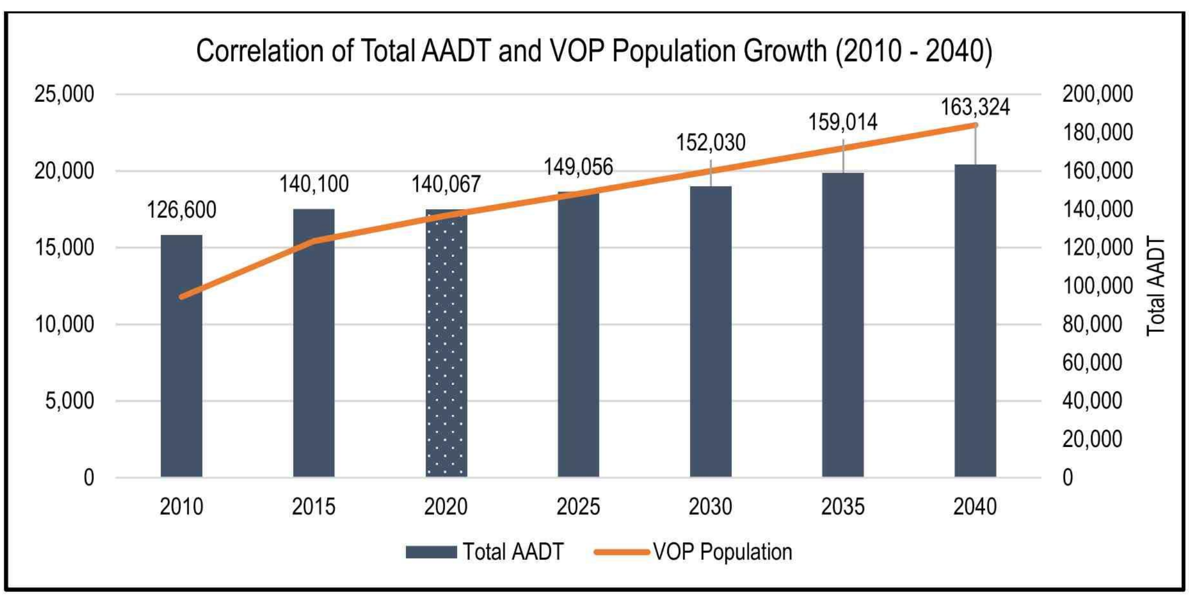
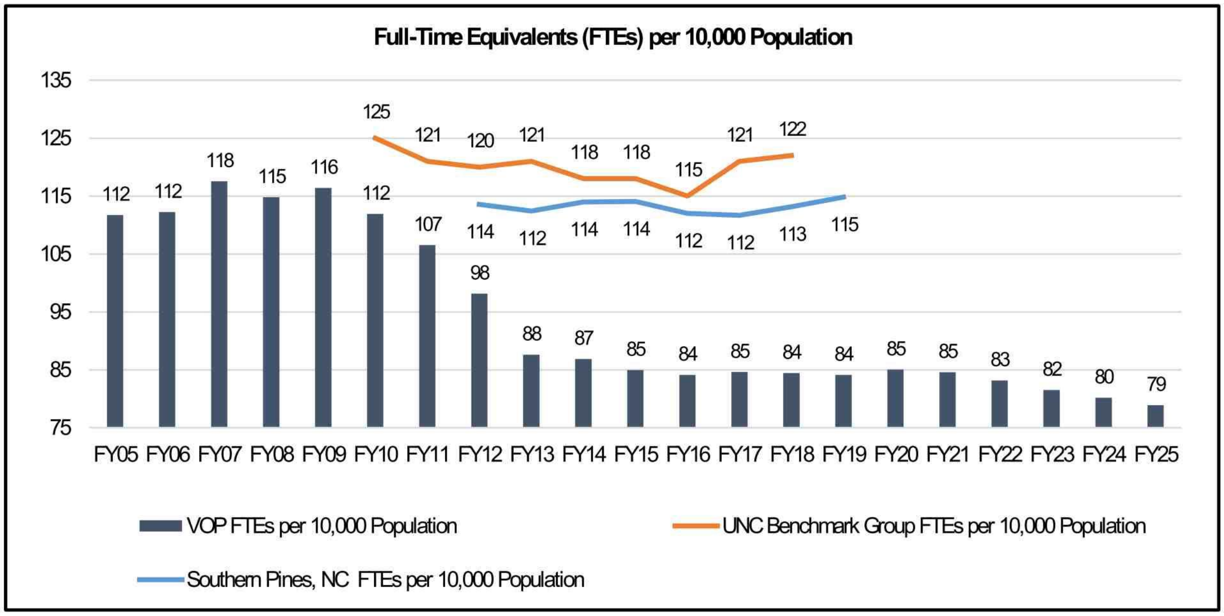
Key Responsibilities	Key Outcomes	How to Measure Outcomes	Examples
Oversee implementation of Pedestrian and Bicycle Master Plans or multi-modal transportation plans (including golf carts)	1. Increased pedestrian/golf cart connectivity between destinations 2. Increased pedestrian/golf cart safety 3. More appropriate walkway design & materials in keeping with the character of the Village	1. # of linear feet of walkways; # of new sites connected with a walkways; # of discontinuous walkway locations 2. # of collisions/accidents; # of resident complaints about pedestrian/golf cart safety 3. # of linear feet of walkways by surface type	- Greenway system development - Village Acres sidewalks - Multi-modal facilities on state roads
Administer sign ordinance for transportation, wayfinding, parking etc.	Improved transportation, wayfinding, and parking signage throughout the Village	% compliance with Manual on Uniform Traffic Control Devices for Streets & Highways	- Wayfinding signage on NC 5, Hwy 211, NC2, etc.
Apply for and administer state/federal grants for transportation improvements	Reduced cost to the Village for transportation improvement projects; Ability to proceed with transportation improvement projects that Village may not otherwise implement without a grant	% of transportation grant applications awarded; $ amount of state/federal grants awarded for transportation projects	- NCDOT grant for a brick sidewalk on Magnolia Rd (2001) - NCDOT grant funding for Bicycle and Pedestrian Master Plans (2015)

As previously mentioned, the role of transportation planning is to "***prepare for future needs*** to move people and goods to destinations." Population projections suggest that the Village's transportation system issues will likely increase in the future if we do not adequately plan for anticipated future growth. For example, there is a direct correlation of Pinehurst population growth to increasing traffic volumes in the Village. Using linear regression analysis of the total of historical average annual daily traffic (AADT) counts at all nine (9) NCDOT traffic monitoring stations in the Village, total traffic volumes could potentially increase by another 17% in the next 20 years. Planning and implementing alternative modes of transportation and identifying transportation system improvements is critical to ensuring a high quality of life for today's Pinehurst residents and future Pinehurst residents. This is the role and responsibility of a Transportation Planner.



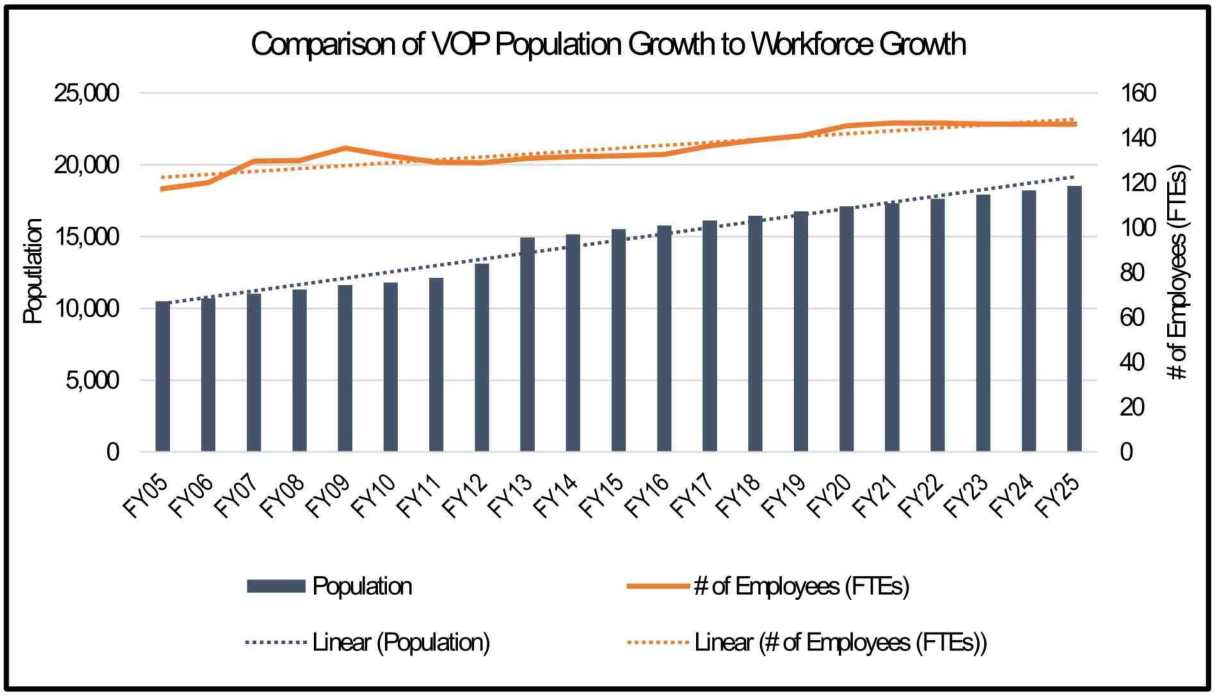
Village of Pinehurst
FTEs per 10,000 Popultation
FY 2005 - 2025



The UNC Benchmark Group includes 13 municipalities in the State of NC that participate in the UNC School of Government Benchmarking Project

Fiscal Year	VOP # of FTEs	Southern Pines # of FTEs	VOP FTEs per 10,000 Residents	Southern Pines FTEs per 10,000 Residents	UNC SOG FTEs per 10,000 Residents	% Southern Pines FTEs per 10,000 Residents Exceeds Pinehurst	% UNC Benchmark Group FTEs per 10,000 Residents Exceeds Pinehurst
FY12	128.8	140.5	98.14	113.58	120.00	16%	22%
FY13	130.8	140.5	87.61	112.43	121.00	28%	38%
FY14	131.6	144	86.86	113.98	118.00	31%	36%
FY15	131.9	149	84.96	114.05	118.00	34%	39%
FY16	132.6	149	84.12	112.01	115.00	33%	37%
FY17	136.4	150	84.60	111.67	121.00	32%	43%
FY18	138.9	155	84.43	113.16	122.00	34%	45%
FY19	140.9	160.5	84.10	114.82	n/a	37%	n/a

Village of Pinehurst
Historical and Projected Population & Number of Employees
FY 2005 - FY 2025



Fiscal Year	Population	# of Employees (FTEs)	# of Residents Served Per Employee
FY05	10,498	117.3	89.5
FY06	10,694	120	89.1
FY07	11,026	129.6	85.1
FY08	11,316	129.9	87.1
FY09	11,632	135.4	85.9
FY10	11,795	132	89.4
FY11	12,119	129.1	93.9
FY12	13,124	128.8	101.9
FY13	14,929	130.8	114.1
FY14	15,150	131.6	115.1
FY15	15,525	131.9	117.7
FY16	15,763	132.6	118.9
FY17	16,123	136.4	118.2
FY18	16,452	138.9	118.4
FY19	16,754	140.9	118.9
FY20	17,100	145.4	117.6
FY21	17,331	146.6	118.2
FY22	17,627	146.6	120.2
FY23	17,924	146.1	122.7
FY24	18,220	146.1	124.7
FY25	18,517	146.1	126.7

FTEs per 1,000 Population
11.2
11.2
11.8
11.5
11.6
11.2
10.7
9.8
8.8
8.7
8.5
8.4
8.5
8.4
8.4
8.5
8.5
8.3
8.2
8.0
7.9

2005 - 2020		
% Inc. in Population	% Inc. in # of Employees (FTEs)	% Inc. in Residents Served per Employee
63%	24%	31%

Village of Pinehurst
Five-Year Forecast Scenario Comparisons
FY 2021 - 2025

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Original Tax Rate Proposal					
Scenario 1 - Proposed Forecast with Original Sales Tax Revenue Projections					
Tax Rate	$ 0.305	$ 0.310	$ 0.315	$ 0.320	$ 0.320
Projected Actual Gain (Loss) [1]	$106,346	$418,664	$378,637	$405,750	$421,593
Operating Margin	88%	90%	90%	89%	91%
Projected Ending GF Fund Balance	$9,963,139	$10,381,804	$10,760,441	$11,166,191	$11,587,784
Fund Balance as a % of Expenditures	46.9%	48.6%	49.0%	48.7%	50.6%
Scenario 1a - Proposed Forecast with Potential Worst Case Scenario Sales Tax Revenue Projections					
Tax Rate	$ 0.305	$ 0.310	$ 0.315	$ 0.320	$ 0.320
Projected Actual Gain (Loss) [1]	($665,294)	($352,976)	($423,303)	($436,590)	($445,997)
Operating Margin	92%	93%	93%	92%	94%
Projected Ending GF Fund Balance	$9,191,499	$8,838,524	$8,415,221	$7,978,631	$7,532,634
Fund Balance as a % of Expenditures	43.2%	41.4%	38.3%	34.8%	32.9%
No Tax Increase in 5 Year Forecast					
Scenario 2 - No Tax Rate Increase in 5 Year Forecast with Original Sales Tax Revenue Projections					
Tax Rate	$ 0.300	$ 0.300	$ 0.300	$ 0.300	$ 0.300
Projected Actual Gain (Loss) [1]	($84,544)	$30,824	($208,173)	($386,090)	($377,317)
Operating Margin	89%	91%	92%	92%	94%
Projected Ending GF Fund Balance	$9,772,249	$9,803,074	$9,594,901	$9,208,811	$8,831,494
Fund Balance as a % of Expenditures	46.0%	45.9%	43.7%	40.1%	38.5%
Scenario 2a - No Tax Rate Increase in 5 Year Forecast with Potential Worst Case Scenario Sales Tax Revenue Projections					
Tax Rate	$ 0.300	$ 0.300	$ 0.300	$ 0.300	$ 0.300
Projected Actual Gain (Loss) [1]	($856,184)	($740,816)	($1,010,113)	($1,228,430)	($1,244,907)
Operating Margin	93%	95%	96%	96%	98%
Projected Ending GF Fund Balance	$9,000,609	$8,259,794	$7,249,681	$6,021,251	$4,776,344
Fund Balance as a % of Expenditures	42.3%	38.7%	33.0%	26.2%	20.8%
Delay FY 2021 Tax Increase to FY 2022					
Scenario 3 - Delay Planned FY 2021 Tax Increase to FY 2022 with Original Sales Tax Revenue Projections					
Tax Rate	$ 0.300	$ 0.310	$ 0.315	$ 0.320	$ 0.320
Projected Actual Gain (Loss) [1]	($84,544)	$418,664	$378,637	$405,750	$421,593
Operating Margin	89%	90%	90%	89%	91%
Projected Ending GF Fund Balance	$9,772,249	$10,190,914	$10,569,551	$10,975,301	$11,396,894
Fund Balance as a % of Expenditures	46.0%	47.7%	48.1%	47.8%	49.7%
Scenario 3a - Delay Planned FY 2021 Tax Increase to FY 2022 with Potential Worst Case Scenario Sales Tax Revenue Projections					
Tax Rate	$ 0.300	$ 0.310	$ 0.315	$ 0.320	$ 0.320
Projected Actual Gain (Loss) [1]	($856,184)	($352,976)	($423,303)	($436,590)	($445,997)
Operating Margin	93%	93%	93%	92%	94%
Projected Ending GF Fund Balance	$9,000,609	$8,647,634	$8,224,331	$7,787,741	$7,341,744
Fund Balance as a % of Expenditures	42.3%	40.5%	37.4%	33.9%	32.0%

[1] Projected actual gain (loss) includes the Budget to Actual variance of 101% of revenues and 93% of operating expenditures.

Note: Fund Balance includes $1 million returned from library which equates to approximately 4.7% of fund balance as a % of expenditures.

Assumptions Used for Sales Tax Growth Beyond FY 2021 for all scenarios:
- 0% growth for FY 2022
- 4% growth for FY 2023
- 5% growth for FY 2024
- 3% growth for FY 2025

Village of Pinehurst
Potential Impact of COVID-19
FY 2021 Budget

FY 2021 Recommended General Fund Budget			**$21,261,917**
Potential Revenue Reductions:			
Eliminate $0.005 tax increase		($187,000)	
Potential worst case sales tax scenario		($764,000)	
Potential Fair Barn lost revenues (Q1)		($43,000)	
	Subtotal	**($994,000)**	
Potential Expenditure Deferments/Eliminations:			
Accelerate debt payments by 1 year		$52,000	
Cannon Park parking improvements		$103,000	
Wicker Park maintenance storage expansion		$60,000	
Magnolia Road streetscape improvements		$250,000	
Pedestrian facilities (e.g. walkways)		$250,000	
Pipe inspection camera		$95,000	
Close the Welcome Center		$23,000	
Defer hiring the Transportation Planner position to Oct 1 [1]		$22,750	
	Subtotal	**$855,750**	
Additional Unbudgeted Expenditure:			
Traffic circle plantings for spring and fall [2]		($35,000)	
	Subtotal	**($35,000)**	
Net Potential Impact of Revenue Reductions and Expenditure Deferments/Eliminations [3]			**($173,250)**
			$21,088,667

[1] If the Transportation Planner position is eliminated, the amount would be $97,800

[2] NCDOT notified the Village on 5/20/20 that they will not fund traffic circle plantings in FY 2021

[3] Amounts to 0.65% of the FY 2021 Recommended General Fund Budget

Original Fund Balance Projections	
Projected Ending Fund Balance in FY 2021 Recommended General Fund Budget	$9,963,139
Fund Balance as a % of Expenditures	46.9%

Revised Fund Balance Projections, with net potential COVID-19 impacts	
Projected Ending Fund Balance - Net Potential Impact of Revenue Reductions	$9,789,889
Fund Balance as a % of Expenditures - Net Potential Impact of Revenue Reductions	46.4%

In the 5/19/20 budget work session, Council identified two items for potential removal from the FY 2021 Budget: 1) the $0.005 tax increase, and 2) the Transportation Planner position. Other potential expenditure deferrals or eliminations that staff recommend as potential ways to offset worst case scenario revenue reductions due to COVID-19 are listed above. Staff recommends proceeding with including these items in the FY2021 budget, but with the caveat that staff not expend funds for these items until the potential revenue impacts of COVID-19 become more clear. Village staff will closely monitor revenues each month and will provide the Council with updated revenue estimates at the end of Q1 FY 2021.