VILLAGE COUNCIL
AGENDA FOR WORK SESSION OF APRIL 11, 2017
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

4:30 P.M.

1. Call to Order.

2. Recognition of SWAC Girls Basketball State Championship Team.

3. Discuss and consider awarding the contract to construct the Village Acres sidewalk project.

4. Discussion on Downtown Parking.

5. FY 2018 Strategic Operating Plan Preview.

6. Discuss and consider a budget amendment to upgrade a Financial Services Technician position from part-time to full-time.

7. Discuss the concept of the New Leaf Society.

8. Discuss the composition of small planning group for land use analysis efforts.

9. Village Council's work session discussion.

10. Review the preliminary list of items for the 4/25 Regular Meeting agenda.

11. Adjournment.

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Competent, Courteous, Professional, and Responsive.

RECOGNITION OF SWAC GIRLS BASKETBALL STATE CHAMPIONSHIP TEAM.

ADDITIONAL AGENDA DETAILS:

FROM:
Mark Wagner

CC:
Jeff Sanborn

DATE OF MEMO:
3/29/2017

MEMO DETAILS:
The Parks and Recreation Department would like to formally introduce and recognize our 11 & 12 year old Girls Basketball Team that recently competed in the Statewide Athletics Committee (SWAC) District and State Championships.

This group of young ladies played in our joint basketball league that is coordinated with the Southern Pines Recreation & Parks Department and the Aberdeen Parks and Recreation Departments. Coached by Mike Apke, Mike Dunn and Brian Casey, the team finished 2nd in the District tournament which qualified them to advance to the State tournament held in Clinton, NC. In the State tournament, they compiled a 4-1 record, winning back to back games against a previously undefeated team to claim the State Championship.

Players on the 11 & 12 Girls All Star team are: Anna Apke, Allie Casey, Imani Davis, Mikayla Dunn, Brooke LaFrenz, Chloe Modlin, Emmie Modlin, Donaka Owens, Jakaya Scott, Brittney Sparrow and Marian Yeboah.

DISCUSS AND CONSIDER AWARDING THE CONTRACT TO CONSTRUCT THE VILLAGE ACRES SIDEWALK PROJECT.

ADDITIONAL AGENDA DETAILS:

FROM:
Mark Wagner

CC:
Jeff Sanborn, John Frye, Jeff Batton

DATE OF MEMO:
3/29/2017

MEMO DETAILS:
The Spring Lake Drive sidewalk bids were received and staff seeks Council's authorization to enter into a contract with Elite Roofing, LLC, who is a properly licensed general contractor for this type of work. The contract amount will be in the amount of $337,521.25.
A letter of recommendation from McGill Associates along with the bid tally sheet is attached.

ATTACHMENTS:

	Description
🗋	Award Recommendation

McGill
ASSOCIATES
ENGINEERING • PLANNING • FINANCE

March 31, 2017

Mr. Mark Wagner, Parks and Recreation Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, North Carolina 28374

RE: Recommendation of Award
Gun Club Drive and Spring Lake Drive Sidewalk
Village of Pinehurst, North Carolina

Dear Mr. Wagner:

On March 29, 2017, two (2) bids were received and opened for the Gun Club Drive and Spring Lake Drive Sidewalk project at Village Hall. Since the project value falls within North Carolina's "Informal" bidding requirements, no minimum number of bids were required. The low base bid was submitted by Elite Roofing, LLC from Aberdeen, North Carolina in the amount of $343,521.25. The submitted bids are summarized in the attached Certified Bid Tabulation.

We understand that the low bid slightly exceeds the amount of budgeted funds that are available to construct this project. Per our recent e-mail correspondence, the low bid includes the removal of an existing fire hydrant at the intersection of Spring Lake Drive and Fox Run Road, and the installation of a new hydrant adjacent to the proposed sidewalk. The total bid amount for these items is $6,000.00 (Line Items 15 and 16 on the attached Bid Tabulation).

In an effort to reduce costs to within the funds available, we can work with the contractor to install the sidewalk in this area without the need to remove the existing hydrant or install a new hydrant. This would result in a reduction to the low bid in the amount of $6,000.00.

Elite Roofing is licensed as a General Contractor in the State of North Carolina. In addition, we understand that they intend to subcontract the majority of the work to Brooks Hauling, Grading, and Landscaping, who has successfully completed numerous projects for the Village. McGill Associates therefore recommends that the Village of Pinehurst award the Gun Club Drive and Spring Lake Drive Sidewalk project to Elite Roofing, LLC in the revised bid amount of $337,521.25 (Bid amount of $343,521.25 minus $6,000 fire hydrant costs).

If you have any questions regarding this letter of recommendation, please feel free to give me a call. We look forward to working with you and the Village of Pinehurst through the construction phase of this important project.

Sincerely,

McGILL ASSOCIATES, P.A.

Michl S. Apke

MICHAEL S. APKE, P.E.
Director – Pinehurst Office

Enclosure – Certified Bid Tabulation

16.04024/Recommendation of Award.doc

McGill Associates, P.A. • 5 Regional Circle, Suite A, Pinehurst, North Carolina 28374
Phone: 910-295-3159 • Fax: 910-295-3647

Gun Club Drive and Spring Lake Drive Sidewalk
Village of Pinehurst, North Carolina
CERTIFIED BID TABULATION

ITEM NO.	DESCRIPTION	QUAN.	UNIT	ELITE ROOFING, LLC UNIT PRICE	ELITE ROOFING, LLC TOTAL	SANDHILLS CONTRACTORS, INC. UNIT PRICE	SANDHILLS CONTRACTORS, INC. TOTAL
1.	Mobilization (Max 3% of Total Construction)	1	LS	$5,000.00	$5,000.00	$12,254.00	$12,254.00
2.	Construction Surveying	1	LS	$9,000.00	$9,000.00	$24,328.00	$24,328.00
3.	Pavement Driveway Removal	249	SY	$13.25	$3,299.25	$12.00	$2,988.00
4.	Gravel Driveway Removal	306	SY	$11.00	$3,366.00	$4.00	$1,224.00
5.	Removal and Replacement of Unsuitable Soils with Select Backfill	100	CY	$35.00	$3,500.00	$44.00	$4,400.00
6.	Grading (including any necessary borrow material)	1	LS	$75,000.00	$75,000.00	$94,881.00	$94,881.00
7.	6" Perforated HDPE Underdrain Pipe	71	LF	$21.00	$1,491.00	$29.00	$2,059.00
8.	Removal of Existing Pipe	108	LF	$6.00	$648.00	$10.00	$1,080.00
9.	Trench Drain	2	EA	$2,000.00	$4,000.00	$1,169.00	$2,338.00
10.	8" PVC Drainage Pipe	8	LF	$50.00	$400.00	$48.00	$384.00
11.	15" RCP	182	LF	$44.00	$8,008.00	$35.00	$6,370.00
12.	15" RCP (CLASS V)	29	LF	$47.50	$1,377.50	$75.00	$2,175.00
13.	18" RCP	116	LF	$49.00	$5,684.00	$55.00	$6,380.00
14.	Class B Rip Rap	15	TON	$60.00	$900.00	$49.00	$735.00
15.	Existing Fire Hydrant Assembly Removal	1	LS	$1,000.00	$1,000.00	$2,737.00	$2,737.00
16.	Fire Hydrant Assembly	1	LS	$5,000.00	$5,000.00	$5,991.00	$5,991.00
17.	12" Asphalt Wedge Curb	12	LF	$50.00	$600.00	$61.00	$732.00
18.	4" Concrete Sidewalk	2875	SY	$25.00	$71,875.00	$42.00	$120,750.00
19.	ABC Stone Base	810	TON	$37.00	$29,970.00	$36.00	$29,160.00
20.	Concrete Curb Ramps	10	EA	$1,200.00	$12,000.00	$1,048.00	$10,480.00
21.	Concrete Curb & Gutter	1100	LF	$21.00	$23,100.00	$42.00	$46,200.00
22.	6" Concrete Driveway Aprons	535	SY	$26.00	$13,910.00	$57.00	$30,495.00
23.	Catch Basin/Junction Box/Yard Inlets	9	EA	$2,800.00	$25,200.00	$2,092.00	$18,828.00
24.	Pedestrian Crossing Signs, to be placed as directed by owner	5	EA	$260.00	$1,300.00	$615.00	$3,075.00
25.	Pavement Markings (Crosswalks)	5	EA	$550.00	$2,750.00	$2,250.00	$11,250.00
26.	Select Tree/Shrub Removal and pruning	1	LS	$9,500.00	$9,500.00	$6,690.00	$6,690.00
27.	Seed & Straw	2	AC	$2,500.00	$5,000.00	$5,384.00	$10,768.00
28.	Erosion Control	1	LS	$8,500.00	$8,500.00	$608.00	$608.00
29.	Wood Fence Guard Rail	115	LF	$39.50	$4,542.50	$44.00	$5,060.00
30.	Temporary Traffic Control	1	LS	$7,600.00	$7,600.00	$35,580.00	$35,580.00
	TOTAL BASE BID (SUM OF ITEMS 1 to 30)				**$343,521.25**		**$500,000.00**

This is to certify that the bids tabulated herein were publicly opened and read aloud at 2:00 p.m. local time on the 29th day of March, 2017 in the offices of the Village of Pinehurst, North Carolina.

McGill ASSOCIATES

MIKE APKE, PE
5 Regional Circle, Suite A
Pinehurst, North Carolina 28374

NORTH CAROLINA PROFESSIONAL SEAL 27394 ENGINEER MICHAEL S. APKE

Michael S. Apke

3-31-17

DISCUSSION ON DOWNTOWN PARKING.
ADDITIONAL AGENDA DETAILS:

FROM:
Natalie Hawkins

DATE OF MEMO:
4/6/2017

MEMO DETAILS:
This agenda item represents a Council discussion on downtown parking in the Village Center. Staff will present the results of the recent Open Village Hall survey which includes resident, businesses, and visitor feedback.

ATTACHMENTS:

	Description
🗋	2017 Downtown Parking Presentation

Downtown Parking

April 11, 2017

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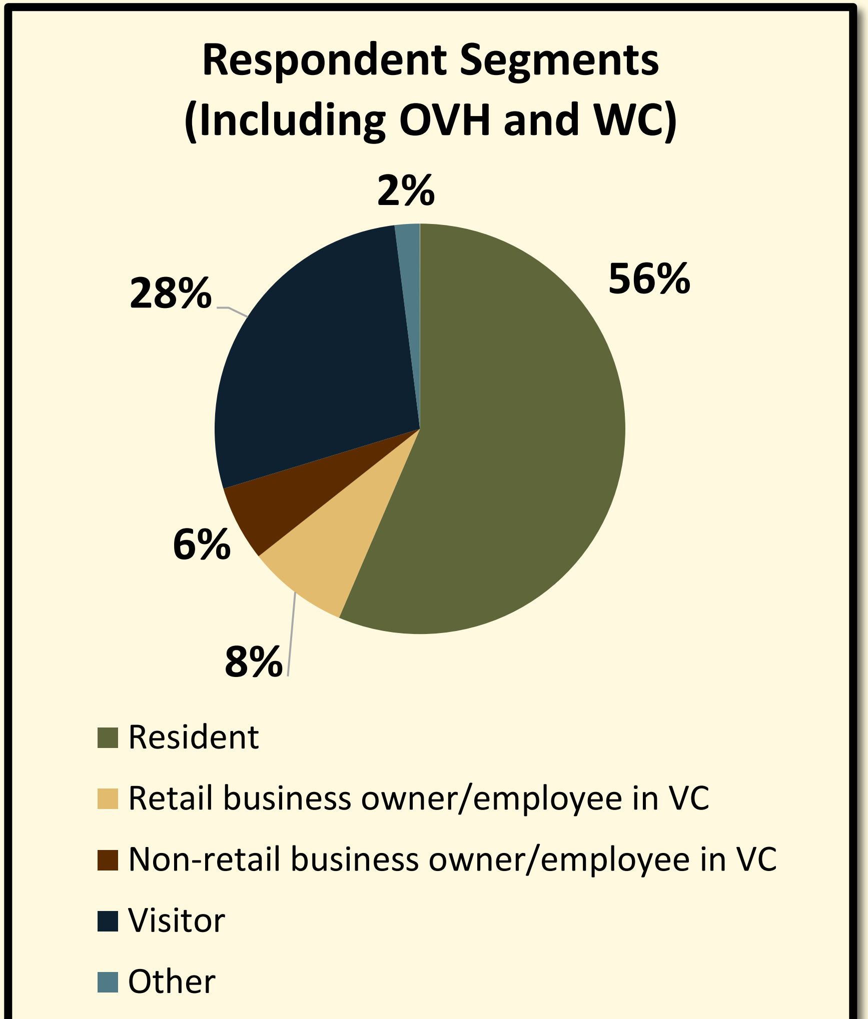
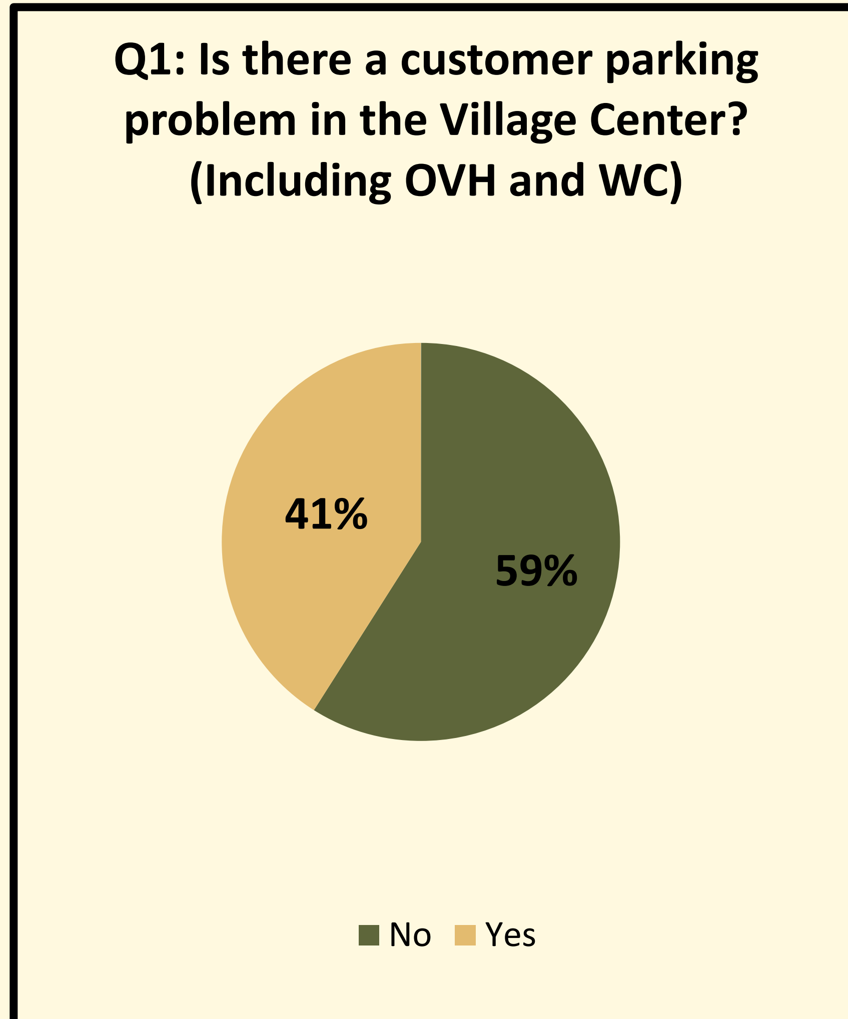
March 2017 Downtown Parking Survey

- On March 14 Council directed staff to obtain public input on downtown parking
- The Open Village Hall topic was open from March 20 through March 31 and had **204 responses**
- The Welcome Center (WC) volunteers also surveyed visitors for two weeks asking for feedback on their parking experience. They collected **56 responses** from visitors

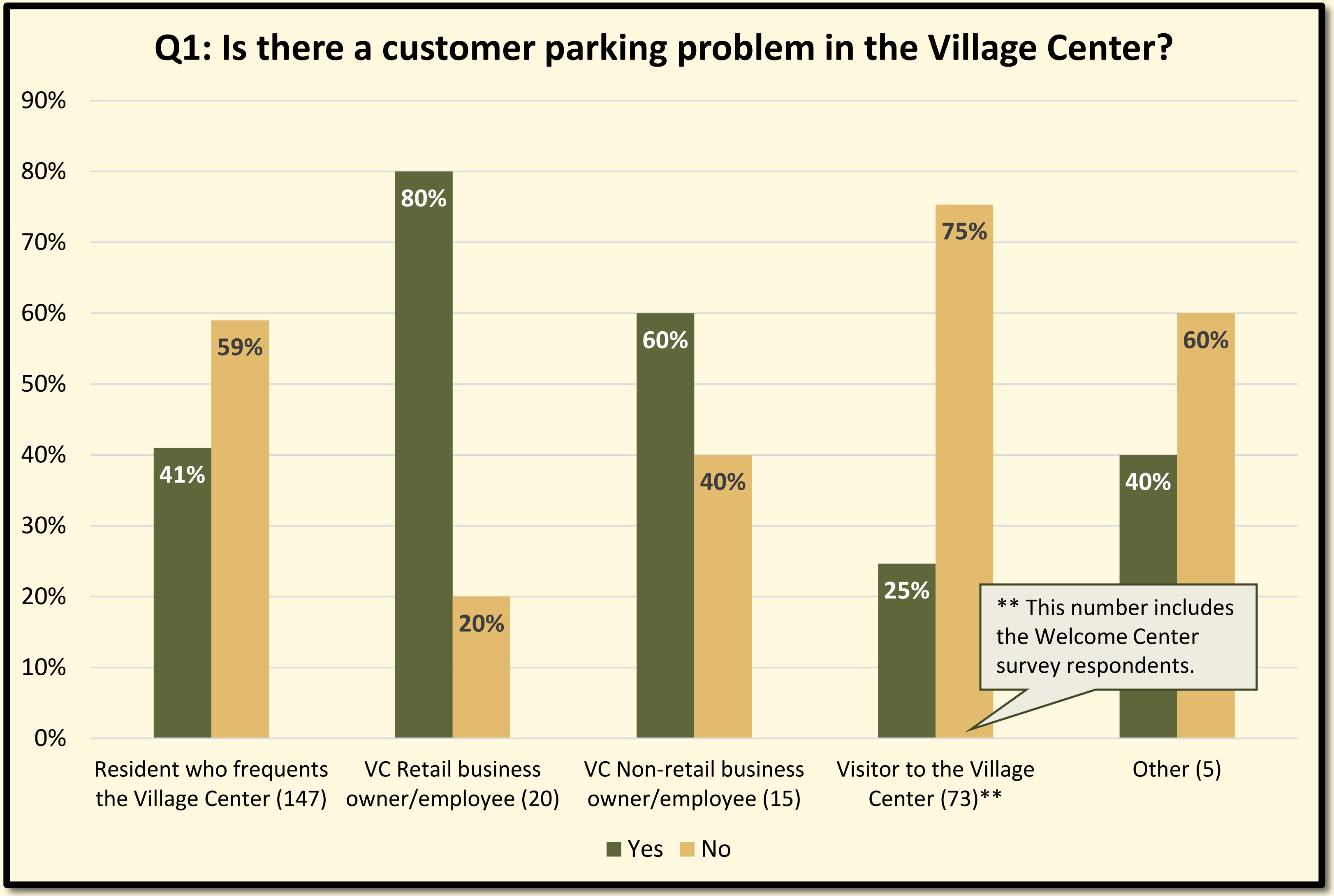
Open Village Hall and Welcome Center Survey Results

March 2017 Downtown Parking Survey





March 2017 Downtown Parking Survey

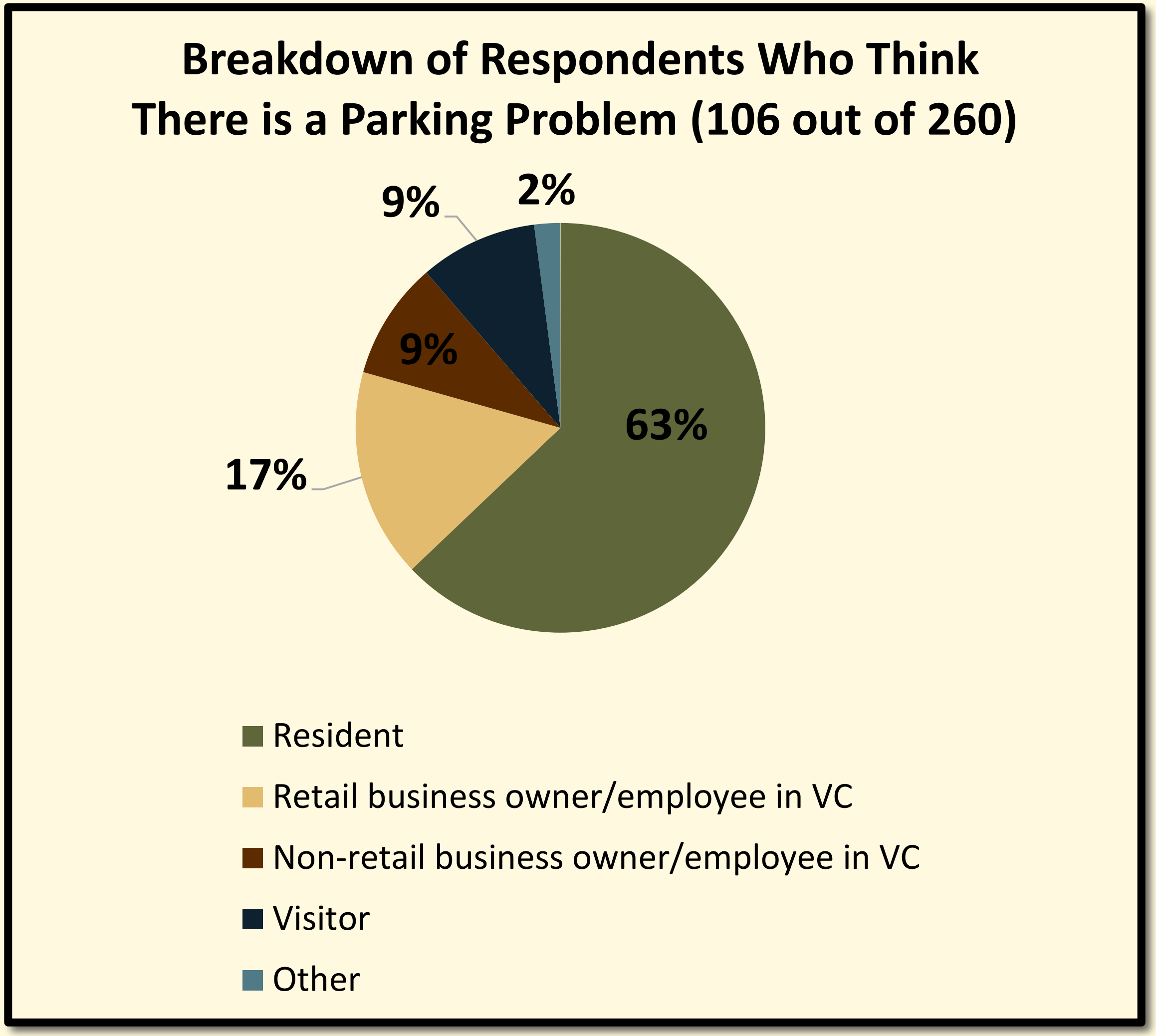


March 2017 Downtown Parking Survey

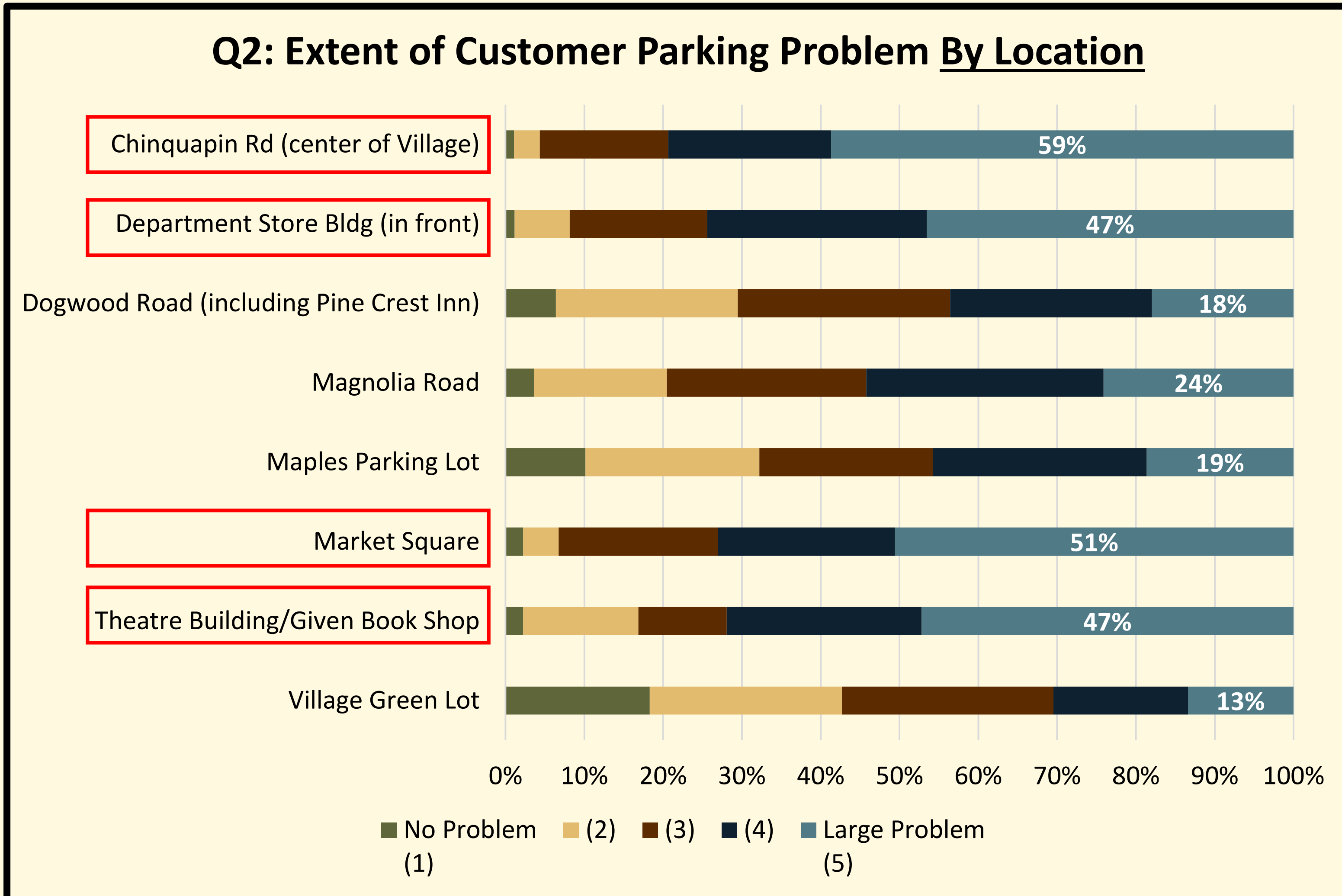
- Out of the 204 survey responses, **107** indicated customer parking <u>is not a problem</u> and did not complete the remainder of the survey.

- The **97** respondents who indicated customer parking <u>is a problem</u> completed the remainder of the survey.

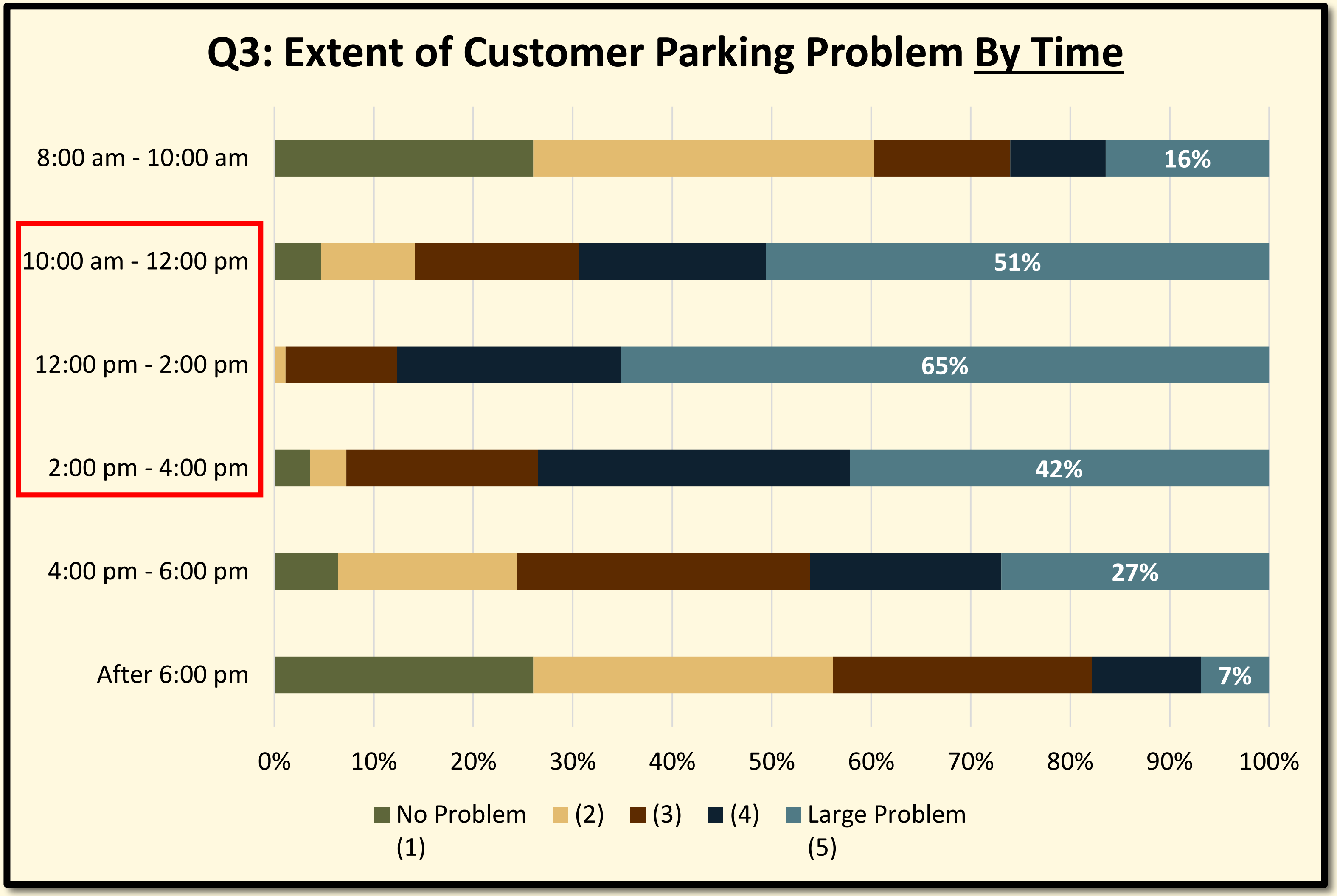
March 2017 Downtown Parking Survey



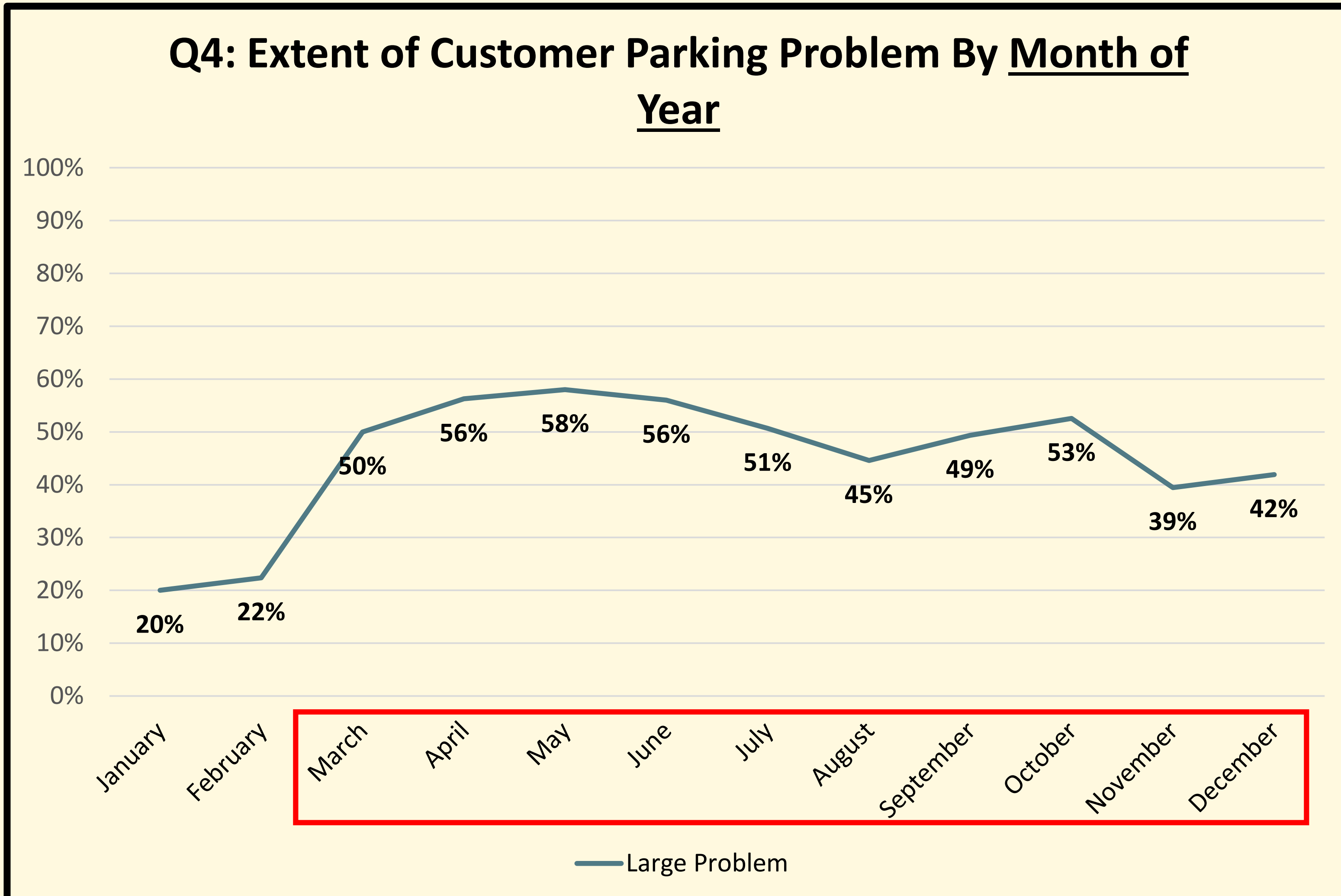
March 2017 Downtown Parking Survey



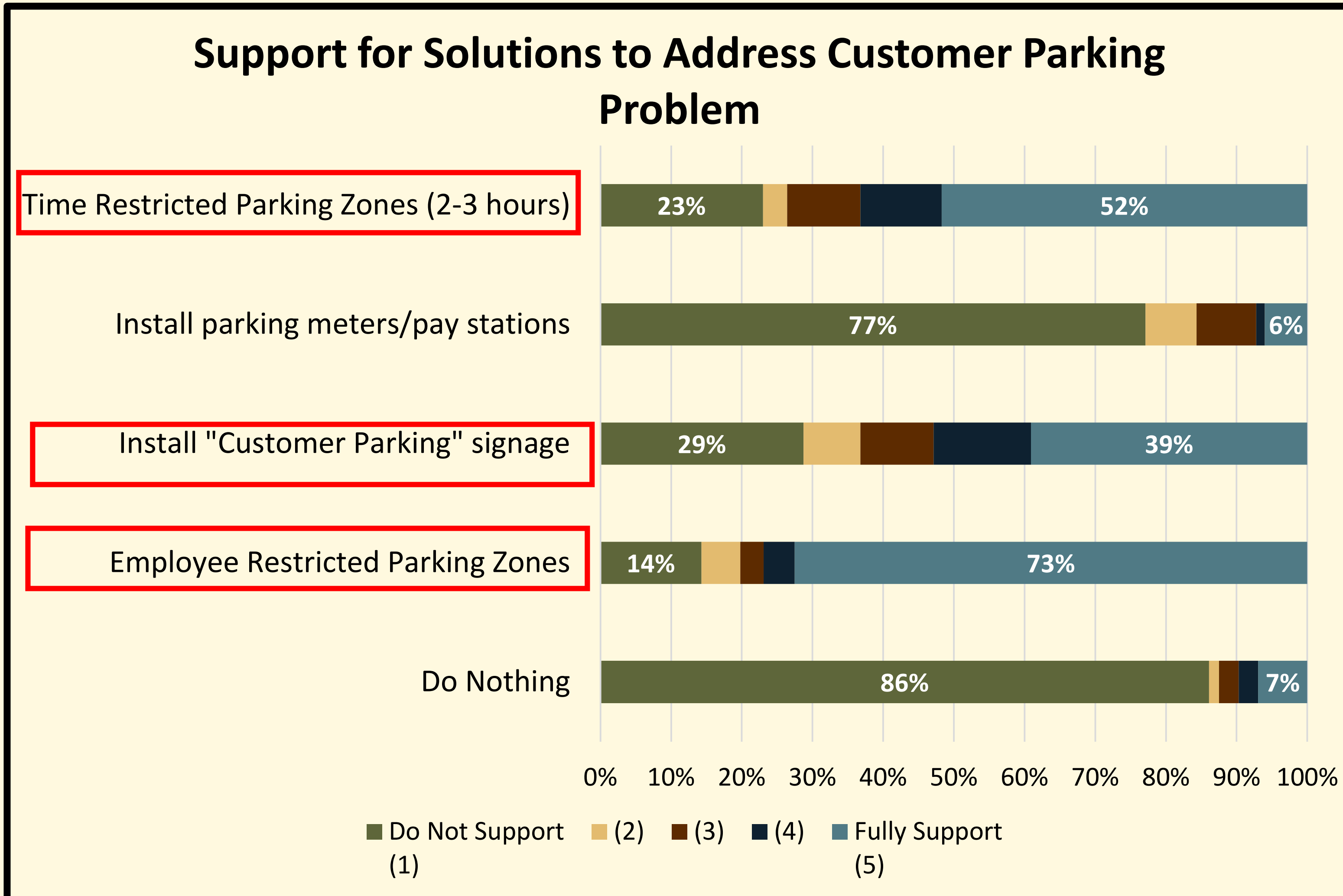
March 2017 Downtown Parking Survey



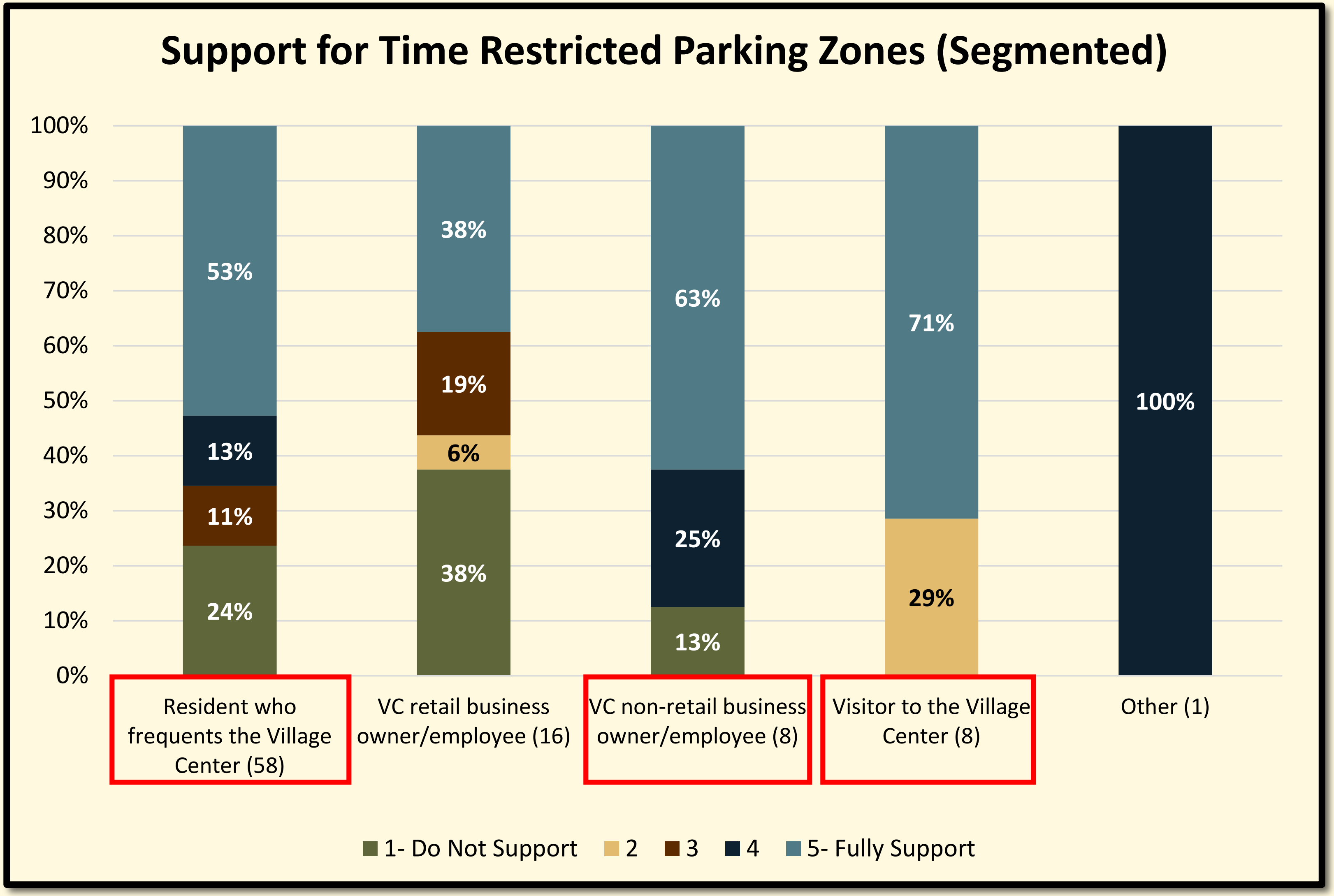
March 2017 Downtown Parking Survey



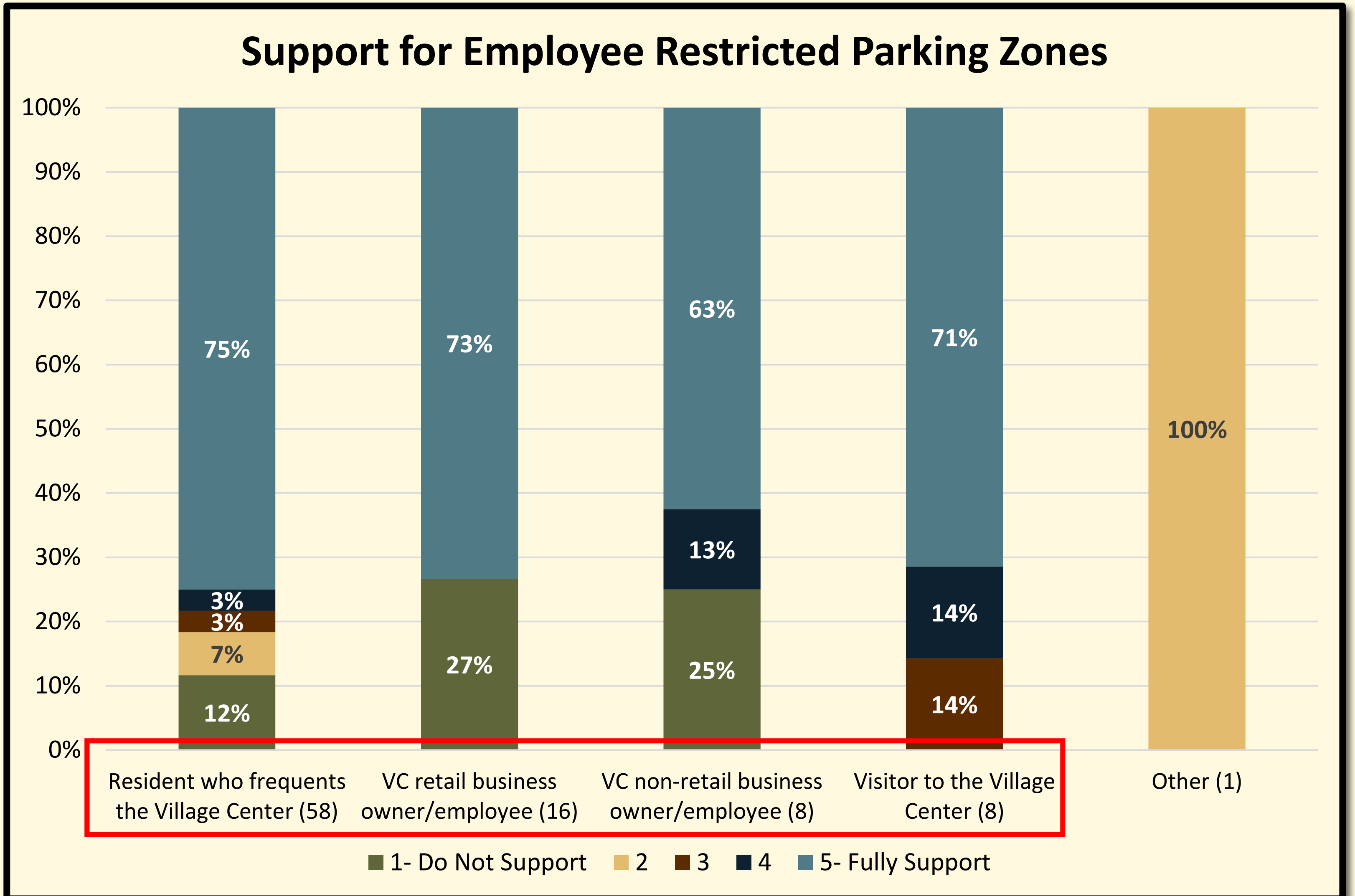
March 2017 Downtown Parking Survey



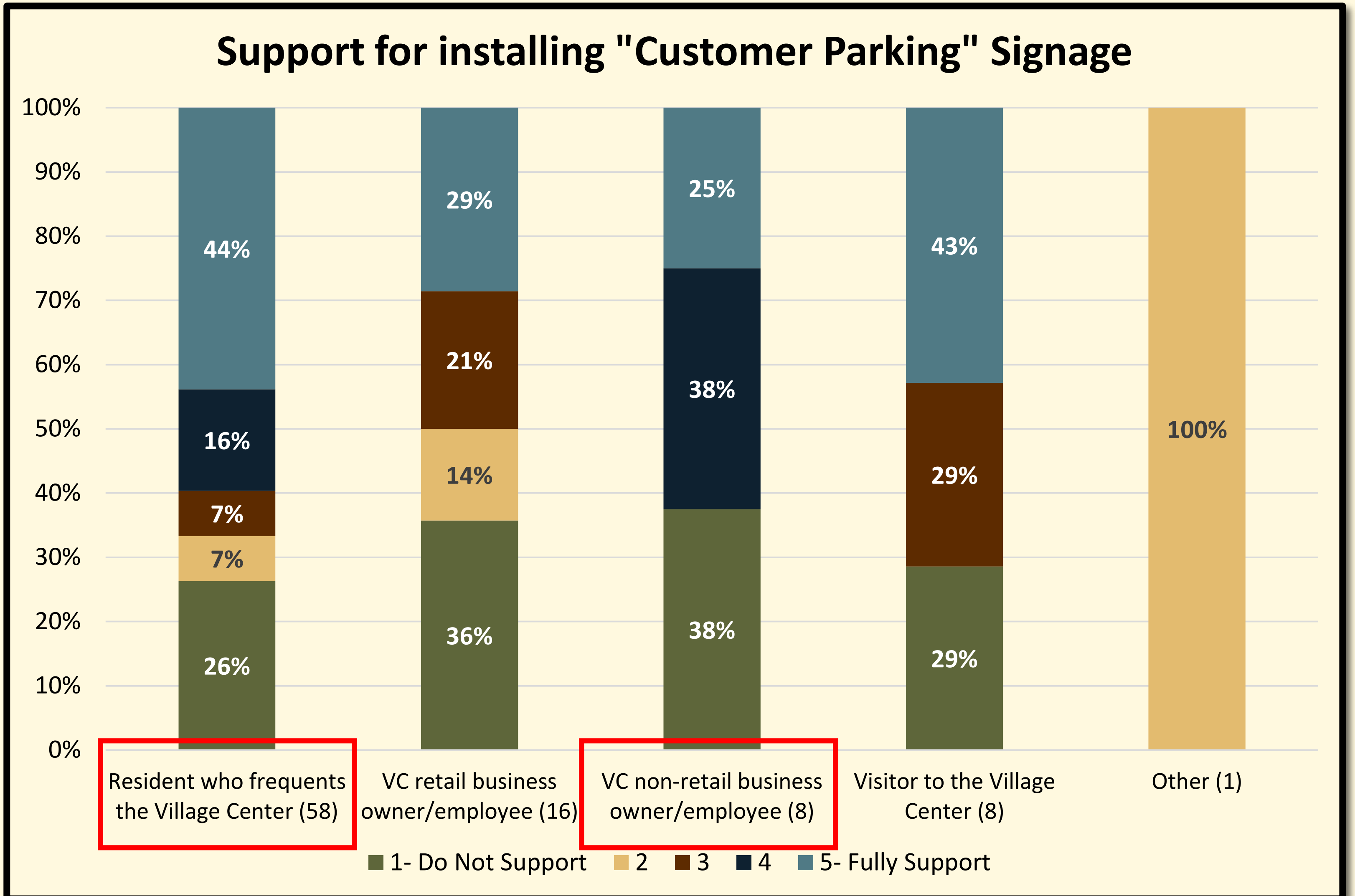
March 2017 Downtown Parking Survey



March 2017 Downtown Parking Survey



March 2017 Downtown Parking Survey



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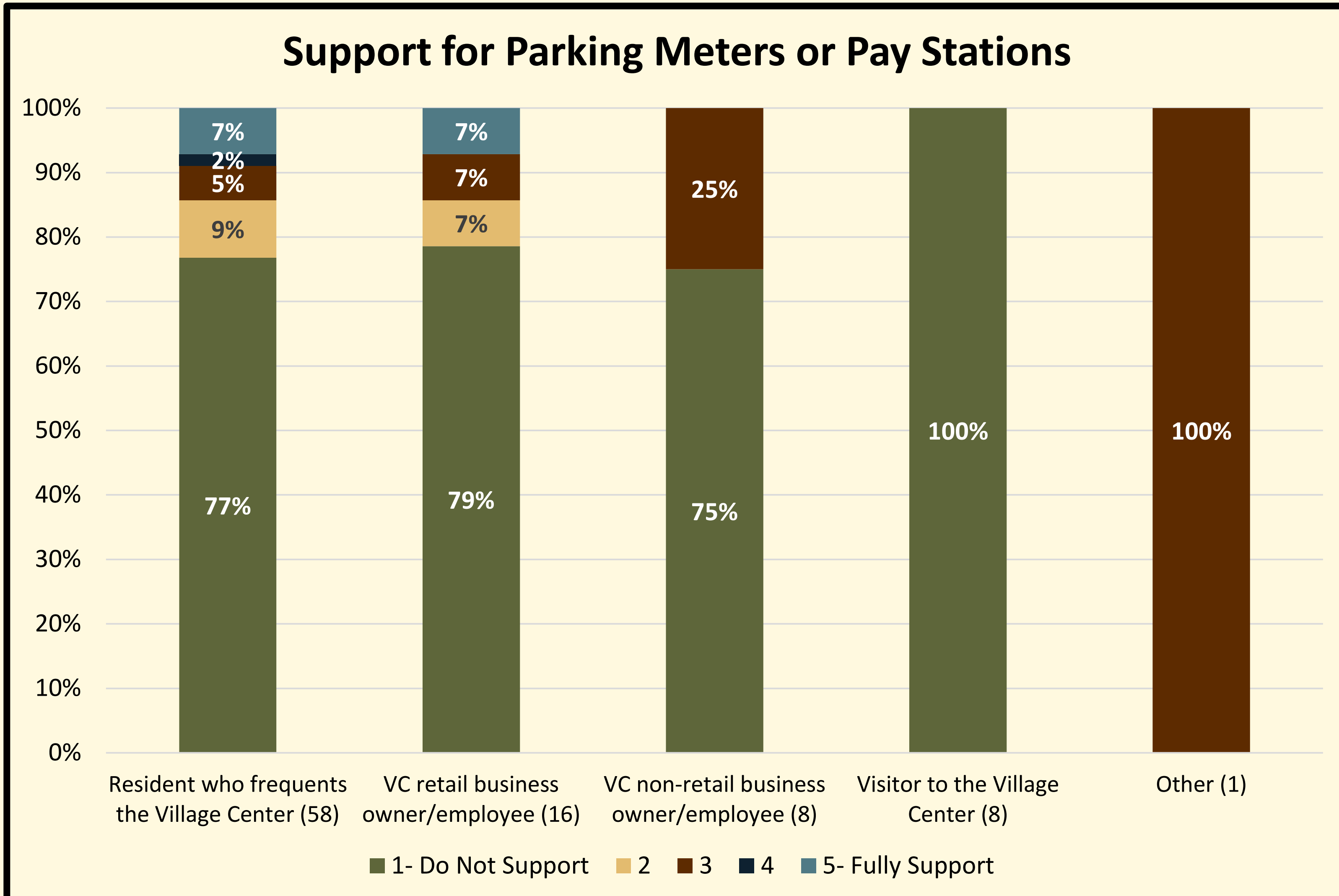
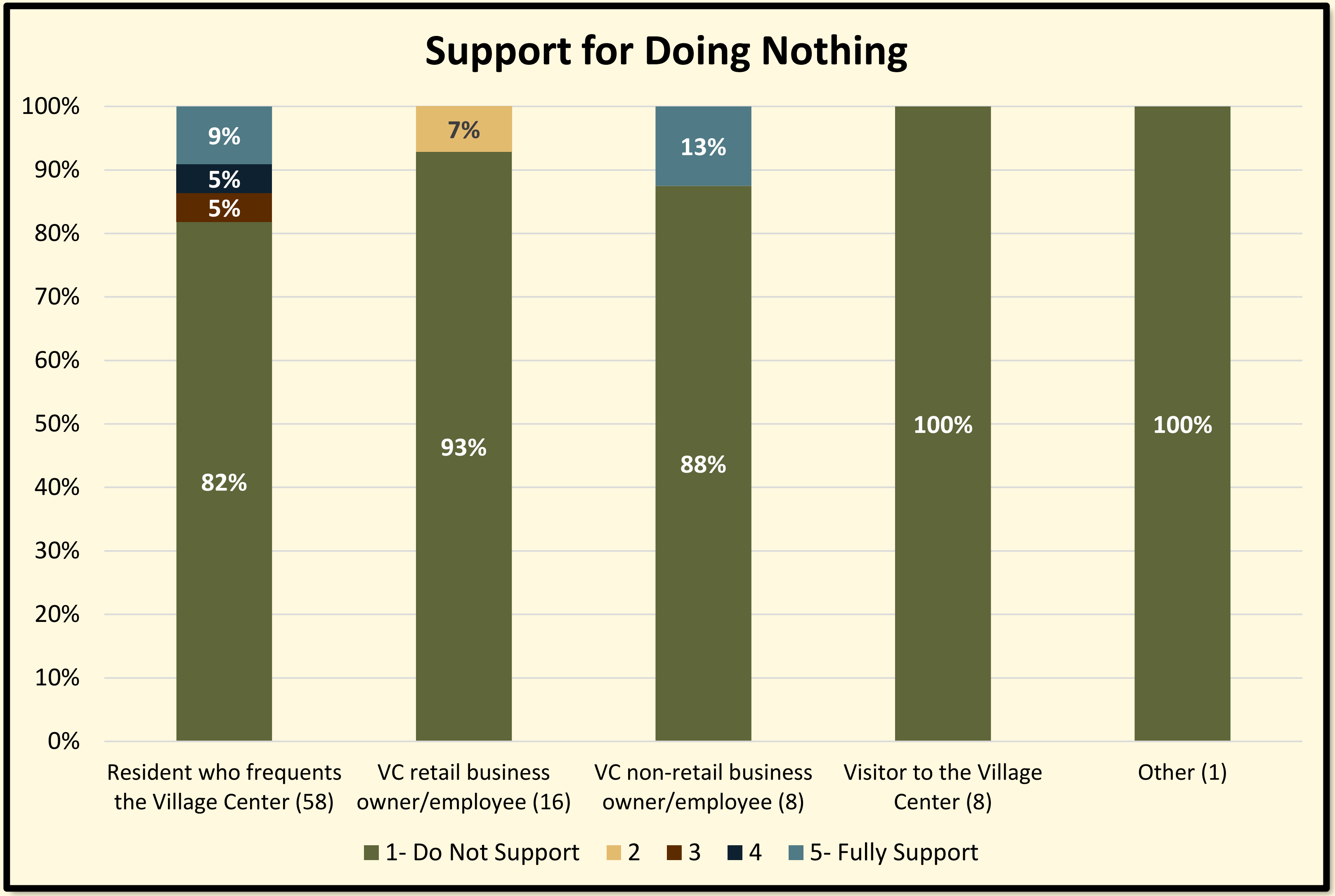


March 2017 Downtown Parking Survey



Summary and Evaluation of Alternatives

Summary & Evaluation of Alternatives

Summary:

- 59% of respondents indicated there is not a parking problem in the Village
- Of the 41% who think parking is a problem:
  - Their preferred solutions (in order of rating) were:
    1. Employee Restrictions
    2. Time Restrictions
    3. Customer Parking Signage
  - The four problem areas identified include:
    1. Chinquapin
    2. Department Store (in front)
    3. Theatre Building/Given Book Shop
    4. Market Square
  - Parking is a more of a problem March – July and October
  - Parking is more of a problem between 10 am and 4 pm

Evaluation of Supported Solutions

Employee Restrictions	
Advantages	**Disadvantages**
Will free up on-street parking for customers	Significant ongoing costs & time needed to monitor and enforce – *greater than time restrictions*
#1 choice of businesses and residents who think there is a parking problem	Village may have difficulty enforcing in a way that changes parking behaviors
Considered business, customer, Village staff and financial perspectives	

Unless a reliable method of enforcement is available such as reporting unpaid tickets to credit agencies or using vehicular disabling devices to ensure unpaid tickets don't accumulate, any parking restrictions will likely be ineffective at modifying behaviors.

Evaluation of Supported Solutions

Time Restrictions	
Advantages	**Disadvantages**
May turnover parking spaces more frequently	Ongoing costs and staff time needed to monitor and enforce
#2 choice of businesses and residents who think there is a parking problem	May limit the amount of time customers can spend in the Village before needing to move their car
	Could result in a negative perception of the Village not being "friendly" and hurt business
	Village may have difficulty enforcing in a way that changes parking behaviors
Considered business, customer, Village staff and financial perspectives	

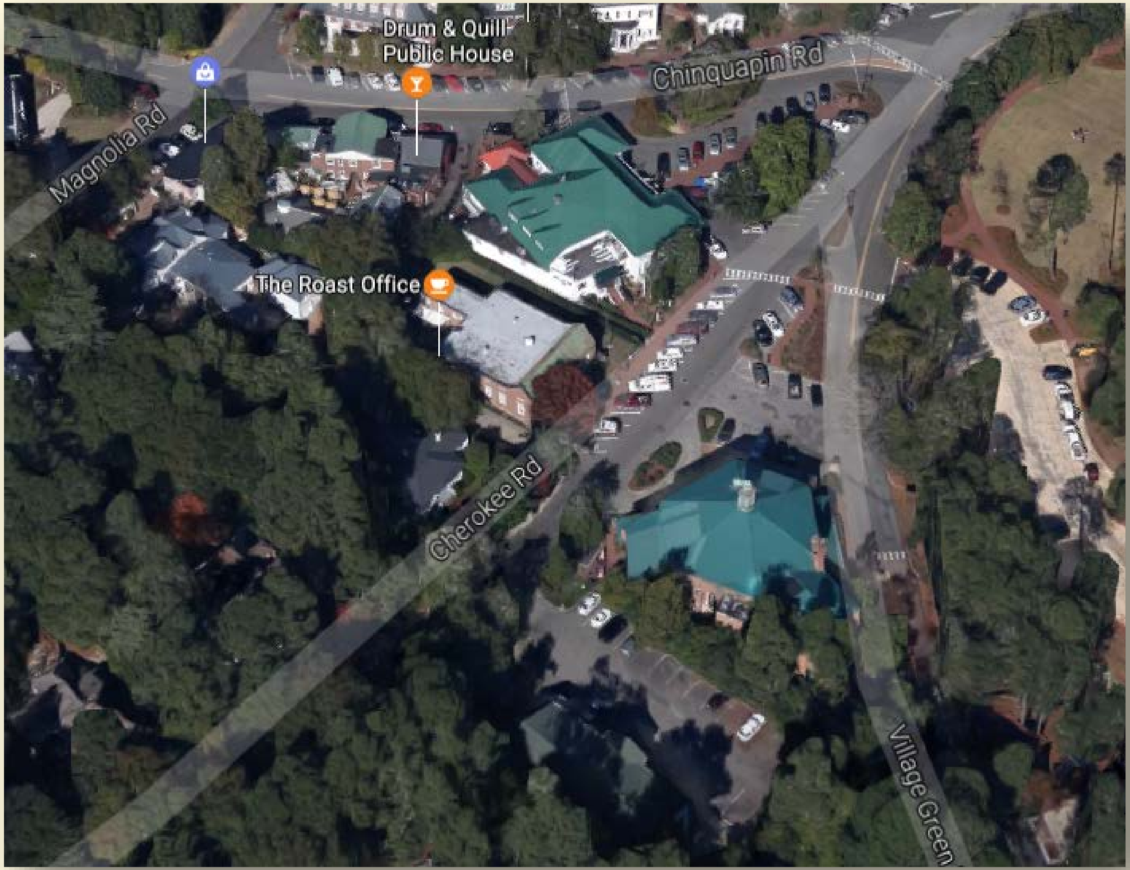
Unless a reliable method of enforcement is available such as reporting unpaid tickets to credit agencies or using vehicular disabling devices to ensure unpaid tickets don't accumulate, any parking restrictions will likely be ineffective at modifying behaviors.

Evaluation of Supported Solutions

Customer Parking Signage	
Advantages	**Disadvantages**
Staff time to install signs would be less than that to enforce regulations	May not be enough to change parking behaviors with no enforcement
Clearly designates customer parking areas in the Village	#3 choice of businesses and residents who think there is a parking problem
Minimal upfront costs to install signs; no recurring financial cost	Signage clutter may detract from the appearance of the Village Center
Considered business, customer, Village staff and financial perspectives	

Evaluation of Supported Solutions

- Another alternative to address parking would be to add spaces around the Theatre Building and Given Book Shop



FY 2018 STRATEGIC OPERATING PLAN PREVIEW.
ADDITIONAL AGENDA DETAILS:

FROM:
Natalie Hawkins

DATE OF MEMO:
4/5/2017

MEMO DETAILS:
This agenda item represents a preview of the FY 2018 SOP that was based on the guidance provided by the Council in December at the annual Strategic Planning Retreat. Staff will review the more significant items currently proposed in the five-year plan and will seek Council input on any modifications you may like to see before staff prepares the budget document for submission to Council in May.

Attached to this agenda item are two documents associated with this discussion:

1. FY 2018 SOP Preview Presentation
2. The Supplemental Report to the Indoor Recreation Facilities BIRDIE (January 2016)

ATTACHMENTS:

	Description
🗋	FY 2018 SOP Preview
🗋	Jan 2016 Community Center Study Team Report

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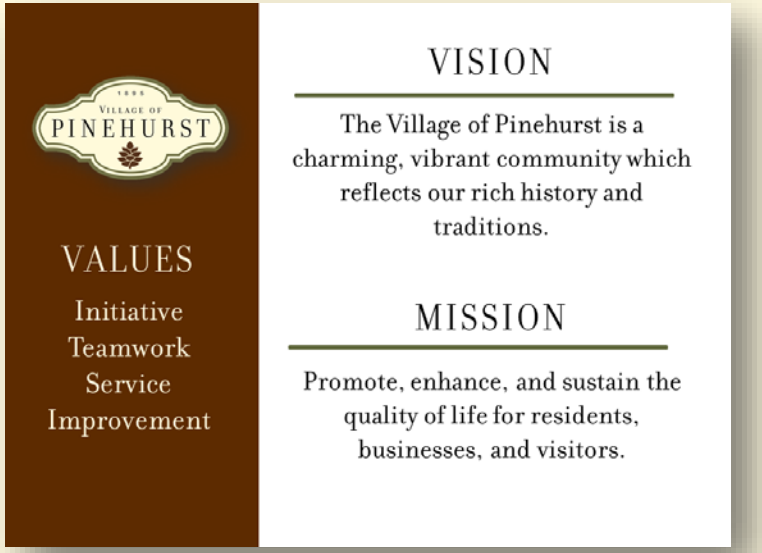
FY 2018 Strategic Operating Plan Preview

April 11, 2017

What we will cover:

1. Review proposed **Initiative Action Plans** (IAPs) & how they address strategic challenges & opportunities
2. Review proposed **five-year staffing** levels
3. Review **other significant items** impacting the five-year financial plan
4. Review the **five-year financial plan**



Proposed Initiative Action Plans (IAPs)

FY 2018 Strategic Operating Plan Preview

FY 2018 Areas of Focus						
	Goal (We intend to…)	Strategic Objective (How we will…)	Performance Levels	Strategic Challenges	Strategic Opportunities	Resident Priorities
Customer	Safeguard the community	Deliver effective public safety services		X		
Customer	Ensure an attractive residential community	Maintain a high level of overall appearance of Pinehurst public spaces		X	X	
Customer	Ensure an attractive residential community	Ensure compliance with Village codes and ordinances	X			X
Customer	Ensure an attractive residential community	Guide appropriate redevelopment and growth AOF		XX	XX	
Customer	Ensure a thriving business community	Provide a business-friendly environment		X		
Customer	Provide multimodal transportation systems	Provide interconnected greenway trails, bike paths, and sidewalks AOF	X	X	XX	X
Customer	Provide multimodal transportation systems	Maintain high quality streets AOF	X	X	X	X
Customer	Protect the environment	Provide effective and efficient solid waste collection services				
Customer	Protect the environment	Reduce, reuse, and recycle resources				
Customer	Maintain an active, healthy community	Provide recreation programs, leisure activities, and cultural arts events for all ages AOF	X	X	X	X
Internal	Professionally manage a high performing organization	Enhance community engagement	X			
Internal	Professionally manage a high performing organization	Continuously improve operational effectiveness through quality performance, use of technology, and innovation			X	
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment		X		
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets				
Financial	Maintain a healthy financial condition	Maintain capital assets				

FY 2018 Strategic Operating Plan Preview

	IAP Name	IAP Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
1	Transparent Operations	Creating online dashboards to better inform public of VOP performance	$0	$0	$0	$0	$0	$0
2	Workforce Learning & Development	Develop VOP employees and succession planning	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
3	Incentive Reward Program	Program to reward VOP employee financially for performance	$0	$40,000	$40,000	$40,000	$40,000	$160,000
4	Neighborhood Sidewalks AOF	Construct approximately 1 mile sidewalks in neighborhoods each year	$433,500	$407,000	$407,000	$407,000	$407,000	$2,061,500
5	Recreation Facilities AOF	Community Center (FY 18-19); Pave Cannon Park parking lot (FY18), Rassie Wicker playground (FY22); W. Pinehurst Park Master Plan (FY22)	$533,200	$3,904,900	$179,760	$186,000	$390,300	$5,194,160
6	Land Use Planning AOF	Develop a comprehensive land use plan	$65,000	$0	$0	$0	$0	$65,000
7	P&I Process Improvements	Conduct a BIRDIE & implement new technology to improve processes	$53,600	$10,000	$10,000	$10,000	$10,000	$93,600
8	Comp Plan Update AOF	Conduct a 10 year update to the Comprehensive Long Range Plan	$0	$50,000	$70,000	$0	$0	$120,000
9	Traffic Pre-emption Program	Complete installation of devices at all 13 Village intersections	$15,000	$15,000	$15,000	$7,500	$0	$52,500
10	Commercial Streetscape Enhancements	McCaskill/McIntyre streetscape enhancements	$145,000	$2,500	$2,500	$2,500	$2,500	$155,000
11	Street Lighting AOF	Install approximately 20 street lights in neighborhoods each year	$9,500	$11,900	$14,300	$16,700	$19,100	$71,500
12	Community Aesthetics	Develop and implement multi-year master plan for Hwy 211 landscaping	$25,000	$24,000	$23,000	$22,000	($4,000)	$90,000
13	Transportation Improvements AOF	Collaborate with NCDOT and fund state road improvements in Village	$0	$0	$50,000	$0	$0	$50,000
		TOTAL NET COST	$1,284,800	$4,470,300	$816,560	$696,700	$869,900	$8,138,260

FY 2018 Strategic Operating Plan Preview

	FY 2018 Strategic Challenges Addressed								
IAP Description	Address WF Capacity	Obtain Council consensus and direction for long term land use policy & strategy AOF	Meet the demands for cultural and recreational activities AOF	Reduce the number of vacant homes AOF	Improve road systems to accommodate increasing traffic volumes AOF	Address aesthetic issues as a result of DOT projects	Address surrounding area crime through collaboration	Meet every day commercial service needs of residents in the core Village	Create a walkable community AOF
Transparent Operations									
Workforce Learning & Development									
Incentive Reward Program									
Neighborhood Sidewalks									
Recreation Facilities									
Land Use Planning									
P&I Process Improvements									
Comp Plan Update									
Traffic Pre-emption Program									
Commercial Streetscape Enhancements									
Street Lighting									
Community Aesthetics									
Transportation Improvements									

FY 2018 Strategic Operating Plan Preview

VILLAGE OF PINEHURST 1895

	FY 2018 Strategic Opportunities Leveraged							
IAP Description	Improve pedestrian mobility with neighborhood sidewalks and bike paths AOF	Increase street lighting in neighborhoods AOF	Create recreation and cultural center facilities AOF	Expand commercial development/ zoning AOF	Collaborate with other municipalities and Moore County	Enhance appearance of right-of-ways and streetscapes	Conduct long-term transportation planning AOF	Develop land use plans AOF
Transparent Operations								
Workforce Learning & Development								
Incentive Reward Program								
Neighborhood Sidewalks								
Recreation Facilities								
Land Use Planning								
P&I Process Improvements								
Comp Plan Update								
Traffic Pre-emption Program								
Commercial Streetscape Enhancements								
Street Lighting								
Community Aesthetics								
Transportation Improvements								

Proposed Staffing Plan

FY 2018 Strategic Operating Plan Preview

VILLAGE OF PINEHURST 1895

- Proposed staffing in FY 2018-2022
  - Addition of 5.95 FTEs

Fiscal Year	Dept	Type	Job Title	FTE
2018	HR	20 to 30 Hrs	Human Resources Assistant	0.25
2018	BG	New FT	Grounds Specialist II	1.00
2018	SG	New Seasonal	Maintenance Worker	0.70
2019	B&G	New FT	Maintenance Technician	1.00
2020	PR	New FT	Admin Assistant	1.00
2020	IT	New FT	GIS Analyst	1.00
2020	AD	New FT	Performance Manager	1.00
			TOTAL	5.95

Fiscal Year	# of FTEs
FY 2018	1.95
FY 2019	1.00
FY 2020	3.00
FY 2021	-
FY 2022	-
TOTAL	5.95

Other Significant Items

Other Significant Items:

1. Consistent tax rate of $0.295 for FY 2018-2022
2. Healthy revenue growth projected
3. Merit raises for employees at 3% in FY 2018-2022
4. Land Use and Comprehensive Plans included in FY 2018-2020
5. $4.1 million Community Center capital project in FY 2018-2019
6. Continued Given Memorial Library funding:
   - $100,000 final capital contribution in FY 2018, for a total of $1 million
   - $100,000 annual operating support in FY 2018-2022
7. $380,000 placeholder for EMS bays at Station 91 in FY 2019

Community Center Financial Impact:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
Revenues	$-	$-	$35,000	$36,100	$37,200	$108,300
Expenses						
Salaries & Benefits	$-	$46,200	$91,000	$93,800	$96,600	$327,600
Operating	-	2,500	71,060	74,000	77,000	224,560
Capital	344,000	3,805,000	-	-	-	4,149,000
Debt Service	-	94,167	92,333	90,500	88,667	365,667
Total Expenses	$344,000	$3,947,867	$254,393	$258,300	$262,267	$5,066,827
Net Cost	$344,000	$3,947,867	$219,393	$222,200	$225,067	$4,958,527

Funding:

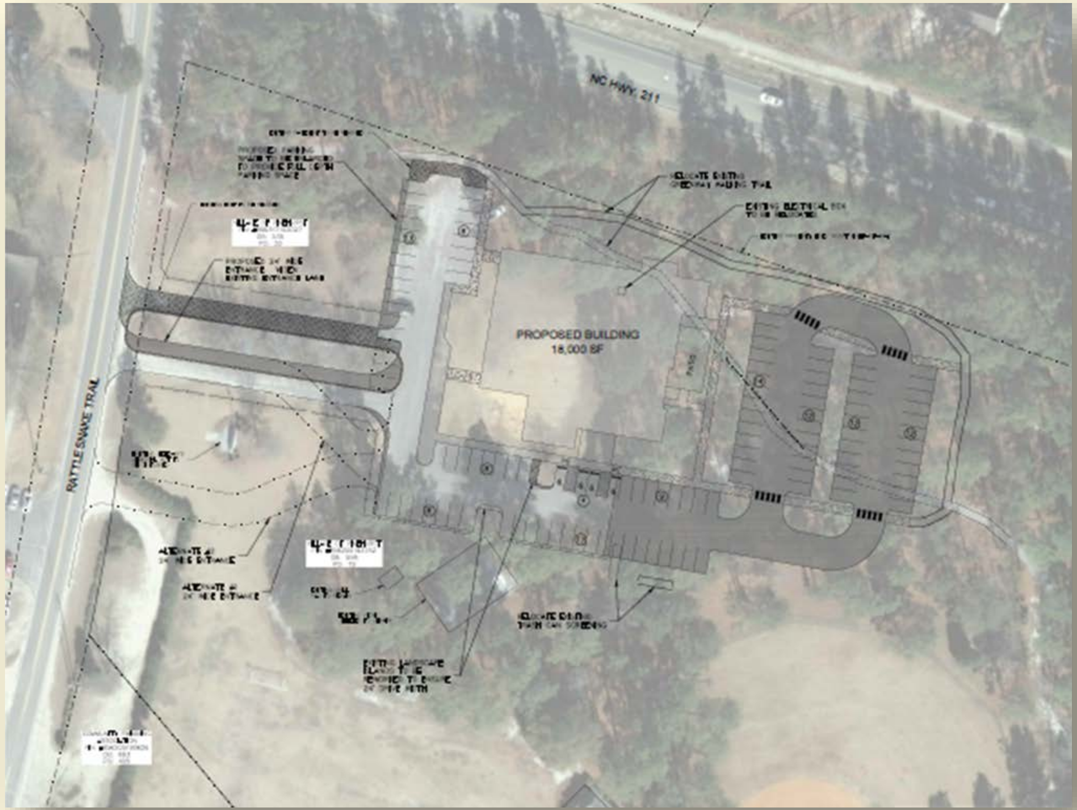
-$3.1 from fund balance and $1 million financed

Timeline:

– Design in FY 2018; construct in FY 2019; open in FY 2020

Community Center Alternative Locations:

Rassie Wicker Park



Cannon Park

Five-year Financial Plan

FY 2018-2022

Proposed Five-Year Plan - FY 2018-2022:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Tax Rate	$0.295	$0.295	$0.295	$0.295	$0.295
Full Time Equivalents (FTEs)	138	139	142	142	142
General Fund Operating Revenues	$17,854,580	$18,213,000	$18,562,000	$18,843,000	$19,077,000
General Fund Operating Expenditures	16,566,093	17,052,149	17,849,485	18,097,119	18,640,422
Transfer to Community Center Capital Project Fund	344,000	2,775,000	-	-	-
Operating Income	$944,487	$(1,614,149)	$712,515	$745,881	$436,578
Capital Expenditures	2,204,600	2,026,500	1,354,000	1,048,500	1,138,000
Total Expenditures	$19,114,693	$21,853,649	$19,203,485	$19,145,619	$19,778,422
Budget to Actual Variance *	988,725	1,014,037	1,057,894	1,083,936	1,115,741
Projected Actual Gain/(Loss)	$(271,388)	$(2,626,612)	$416,409	$781,317	$414,319
Projected GF Balance as a % of Total Budget	48.0%	30.0%	36.3%	40.4%	41.2%
Operating Margin*	.89	1.02	.90	.90	.92

**Assumes actual revenues of 101% of budget and actual expenditures of 95% of budget*

Council Discussion/ Direction

Council Discussion/Direction:

- Have we addressed Council's higher priorities in the proposed five-year plan?
- Are there any other Council priorities that we need to address?
- Are there any modifications you would like to make to the proposed five-year plan?

Supplemental Report to Indoor Recreation Facilities BIRDIE

Community Center Facility Study

January 12, 2016

Village Council Meeting

Summary

In accordance with the Indoor Recreation Facility BIRDIE team's recommendation to conduct a separate report on the size, location and projected cost of a community center, a team of Village staff and one Councilmember set forth a plan to evaluate and make certain recommendations relative to a Community Center. This team's first step was to define its overall mission as follows:

Evaluate a community facility as a potential long-term solution for Indoor Recreation Space needs. Utilizing data from previous Indoor Recreation Space BIRDIE Study:

- ***Identify the appropriate size of a new facility***
- ***Identify preferred location***
- ***Determine construction costs and ongoing operating costs***
- ***Identify potential partnerships***
- ***Identify how Village could pay for a new facility***

This team was not tasked with answering the question of "if" a facility is warranted but rather determine important factors that would need to be known should a facility become a community priority.

The team conducted a thorough review of information accumulated during the initial Indoor Recreation Facility BIRDIE to determine and understand the various recreation programs and the spatial needs of each. The programs were classified according to those that needed similar size rooms with similar amenities in order to help narrow and refine the overall quantity of rooms and the square footage needed for each. Based on this a recommended size was determined and construction costs were ascertained through consult with engineers and architects. On-going operational costs were also projected.

Primary Considerations

- **Size**
- **Partnerships**
- **Location**
- **Funding**
- **Cost**

The team then brainstormed a variety of potential locations and interviewed representatives from FirstHealth Health and Fitness Center, Moore County Public Schools, and Pinehurst Resort and Country Club in order to understand their current program offerings and to determine if any future plans for expansion of space could include a partnership with the Village. It should be noted at this point that the Parks and Recreation Department has close ties with FirstHealth and the Pinehurst Elementary School and already makes use of certain spaces to the extent possible.

Lastly the team identified, but did not research in depth, a variety of methods that could be considered for funding the construction of a facility. These should be evaluated in depth at the time a facility is determined to be a Council priority.

Conclusions/Recommendations

The team's conclusions and recommendations are as follows:

- The appropriate size of the facility should be approximately 18,000sf and include a gymnasium, office space and four different sized activity rooms. Each of these would have their own set of unique amenities for use by multiple, yet similar types of programs and activities. For example, one room could have a sound system, wood floor and a wall of mirrors that could be utilized for a wide variety of youth and adult exercise and dance classes.
- The team identified two locations as top choices and would recommend them in this order:
    1. Wicker Park (directly behind the Village Hall)
    2. Cannon Park (site of Old Village Hall)
- Construction cost is estimated to be between $3.325M and $3.825M at the Wicker Park location based on architectural and engineering estimates. Ongoing operating costs are estimated between $155,000 and $185,000 annually depending on different staffing models. Based on current interest rates, annual debt service for 15 years would be between $305,000 and $351,000. The combined debt and operating costs annually would range between $460,000 and $536,000.
- Partnerships with FirstHealth Health and Fitness Center or Pinehurst Resort & Country Club for joint development and use do not appear to be viable options as neither of these indicated they had available space or any plans to expand. Moore County Schools is planning an expansion of Pinehurst Elementary on the existing campus and plans to replace the existing gymnasium with a new gymnasium. It is envisioned that this gymnasium will continue to be utilized by the Parks and Recreation Department even if a new community center were constructed. Absent the gym being replaced, our facility recommendation for size would have been larger to account for this loss of space. *
- A list of various funding options without in-depth analysis is provided in the Evaluation section of this report. It should be noted however, that the current revenue stream of the Village is not likely to support on-going operational costs without additional revenues and/or reductions in other services.

* When the Pinehurst Elementary School tears down its gymnasium, which is currently projected in 2018, our Parks and Recreation youth and adult basketball programs will be without a place to play for two seasons. The Parks and Recreation Department is currently working on alternative locations outside of the Village limits in order to continue to provide these services but it may become necessary for Council to play a role in securing another school gymnasium. It is critical for continuity of programming and to serve our residents that access to a gymnasium is secured at one of three primary locations currently under review - West Pine Middle School, The O'Neal School or Sandhills Community College.

Evaluation

The team members responsible for the execution of the study and content of this report were:

- Jeff Batton, Assistant Village Manager (Chair)
- John Cashion, Village Council
- John Frye, Financial Services
- Kevin Reed, Planning and Inspections
- Mark Wagner, Parks and Recreation
- Nicole Benbow, Parks and Recreation
- Dave White, Parks and Recreation

The team started by clearly defining the mission and determining a work plan complete with major steps that needed to be accomplished as well as an anticipated schedule and timeline. The following details the methodology and reasoning behind the recommendations segmented by size, location, cost, partnerships, and funding.

Size

The team began by reviewing a list of all programs and activities currently offered. This program listing included the type of activity, target audience, frequency and time of day, participation totals by season/session, and whether a wait list was required due to space limitations. The list also had current class locations, quality of current space, and the size of space utilized. The ideal type and size of space for each activity was added in order to easily compare and begin grouping classes and programs that could use similar sized space with similar room amenities. By grouping in this manner, the team could determine the quantity and square footage of rooms necessary for the various types of programs and activities. The team also listed missed opportunities for programs due to lack of appropriate space and these were also incorporated into the spatial needs lists.

The team then interviewed representatives of FirstHealth Health and Fitness Center, Pinehurst Resort and Country Club and Moore County Schools representatives to determine any future plans they may have that would impact the need for space or to determine if dual usage of space on their property was a possibility. We learned that Moore County Schools plans to renovate Pinehurst Elementary School and that their previous model of not including a gymnasium for elementary schools had been changed. They found that not including a gym is disadvantageous and have changed their model to include gyms at elementary schools going forward. As the Parks and Recreation Department already makes substantial use of the Elementary School gymnasium, and will continue to do so even if a Community Center were constructed, a loss of that space would have resulted in a considerable impact on the size of a future Community Center.

Based on the information, the proposed size of a Community Center should be approximately 18,000sf consisting of an 8,100sf gymnasium (to be used in conjunction with the School gym), four activity rooms ranging in size from 600sf to 1300sf with each having certain amenities that can accommodate several different, but related activities, a small service kitchen, up to five offices, restrooms, and storage. A sample floor plan is provided in appendix A.

The timeline for construction of a facility is estimated at eighteen (18) months with twelve (12) months for construction and six months for design, bidding, etc.

Location

Selecting a location that we felt offered the best opportunity took quite a bit of time. The team first generated a list of potential properties that may be appropriate. Both owned and non-owned Village property was initially considered. Non-owned Village property was limited to Moore County Schools or FirstHealth properties as being most likely to have the willingness to partner. Neither FirstHealth nor Moore County Schools turned out to have any viable options leaving only Village owned property for consideration. Seven sites were selected for review.

The team developed a scoring matrix (appendix B) by which to rate and score each site given more weight to certain criteria that were considered most important such as ease of access and water and sewer infrastructure. There were seven criteria used at this stage. Each site was scored and the choices were narrowed to two preferred locations. Next, the list of criteria was expanded to fourteen (14) factors (appendix C) and the two sites were re-scored. In the end, Wicker Park site #2 (appendix D) rose slightly above Cannon Park (appendix E) primarily for three reasons. First, traffic congestion created near the intersection of Rattlesnake Trail and Hwy 211 may become problematic with the close proximity of the center's entrance/exit location to the Hwy 211 intersection. The second was the close proximity to the wide variety of complimentary recreation amenities either present or planned in Wicker Park and third is the opportunity to provide shared parking for Village Hall and Arboretum events.

Cost

Once the appropriate size of the facility was determined consultation was made with the architectural firm of Oakley Collier who has designed multiple community centers. Their estimated cost of construction is $175 to $200 per square foot. Based on this, the cost for the structure itself would be $3.15M to $3.6M. The team also consulted with McGill Associates who did an in depth look at the sites. They provided a site work estimate between $175,000 and $225,000 for the Wicker Park location. The Cannon Park site is estimated by McGill at around $100,000.

The ongoing operating cost is estimated to be between $155,000 and $185,000 depending on different staffing models.

Partnerships

The size recommendation of the Community Center contemplates the continued use of the Pinehurst Elementary School gymnasium. The addition of a gymnasium in the Community Center will allow for expansion of certain programs and increase quality of the experience of existing programs. Currently, the gymnasium at Pinehurst Elementary School is used for youth basketball six days a week. On Saturday, thirty-two youth teams conduct practices in the gym from 8 am to 8 pm. The half court practice sessions are limited to 45 minutes, which is below the norm of 60 minutes usually allotted. Additional adult programs are held after youth basketball on certain nights and the adult basketball program concludes their season in the fall before the youth start due to space limitation. The gymnasium (no a/c) and other school space are utilized daily by the Village during the summer for day camps.

When Moore County Schools begins renovations of Pinehurst Elementary School they intend to tear down the gymnasium. It will be out of service for at least eighteen (18) months resulting in the need to look outside Pinehurst Village limits for space to continue our programs until the gymnasium is reconstructed.

Moore County Schools currently offers both traditional and year round school schedules at Pinehurst Elementary School. After renovations, they have indicated they will only offer one schedule. That schedule has not been confirmed however, if a year round calendar is selected it will displace the Village's summer day camp program impacting approximately 530 camp registrants. We are able to operate summer day camp now because the school has vacant space in the gym and classroom areas due to summer break for those on the traditional schedule.

It may become necessary for the Village Council to work with the Moore County School Board to ensure our resident's recreation services are able to continue in another school location, such as West Pine Middle and West Pine Elementary, while renovations are underway.

Funding

The Committee did not study in depth particular funding options but rather is providing a list of potential options that could be considered. Our recommendation is that if Council eventually commits to constructing a Community Center, that the various funding options be vetted and a decision made as to which option or combination of options is best suited at that time. Interest rates are low now and philanthropic donations have lagged in recent years as corporate income was pinched through the economic downturn. Based on these kinds of variables it's difficult to predict which funding mechanism would be the best option at the time of commitment to construct.

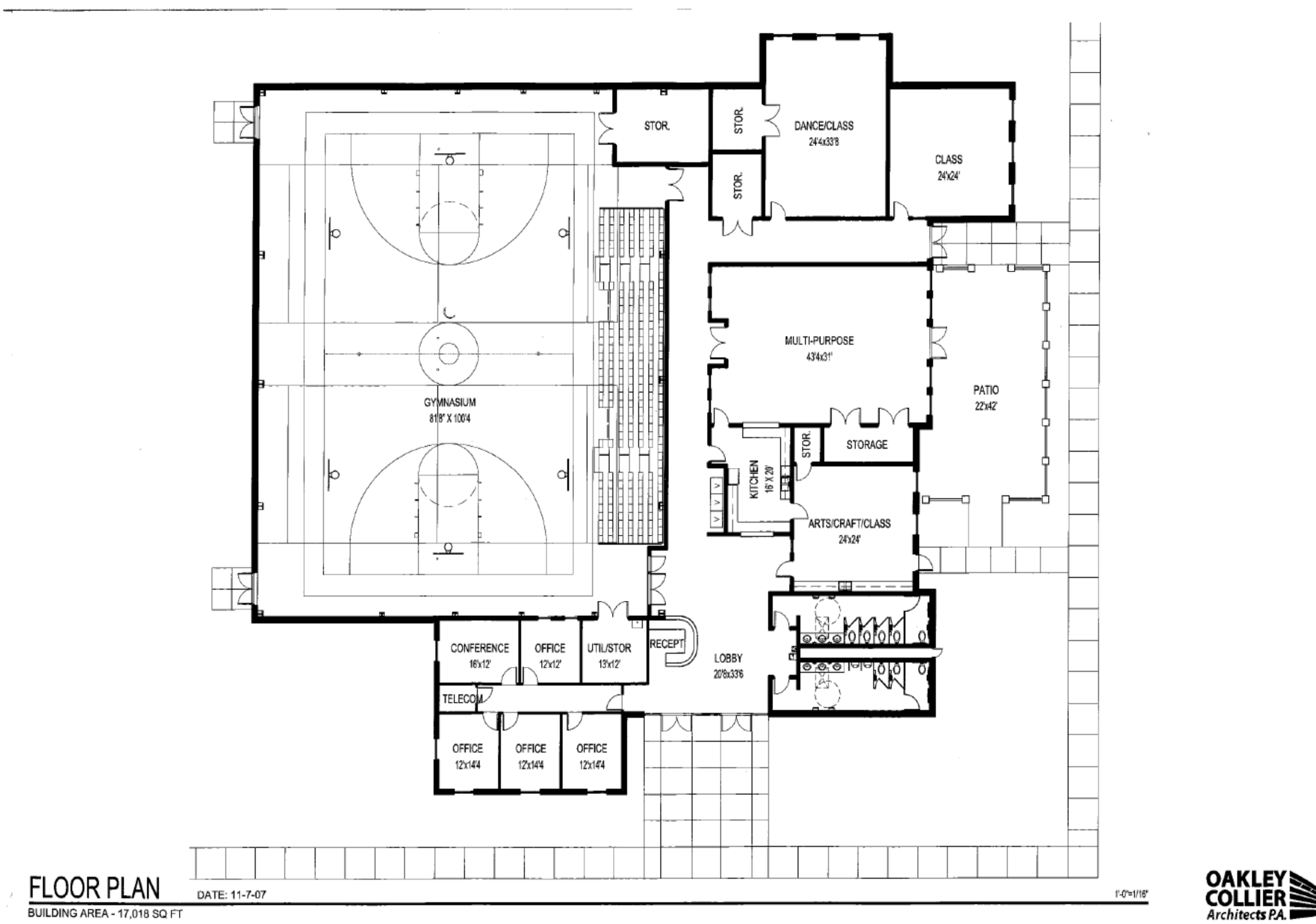
Some funding options that could be considered are as follows:

- Debt issuance (bank loan).
- Create a project sinking fund to set aside funds for the project.
- Partnership with community organization (Ex. FirstHealth Health and Fitness Center).
- Fundraising campaign, naming rights, etc.
- Privately built with lease back.

In all likelihood, any funding will likely require a combination of methods for funding.

Appendixes

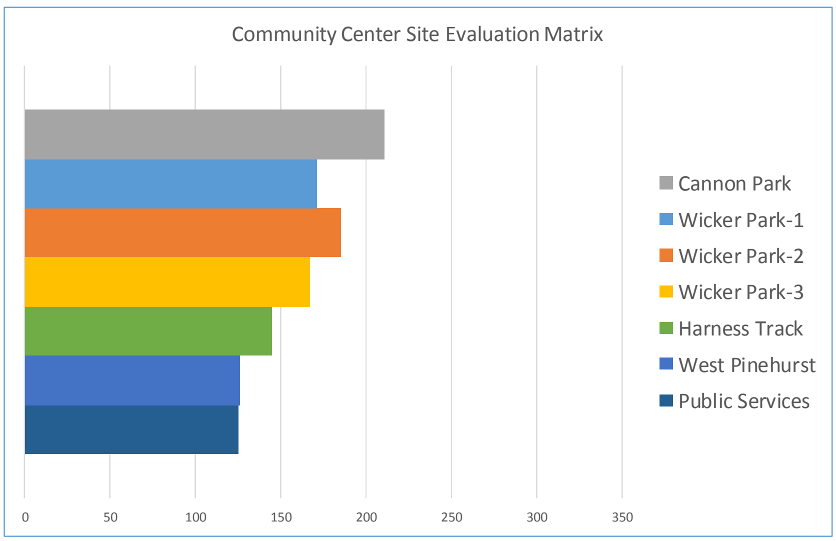
Appendix A


STOR.
STOR.
STOR.
DANCE/CLASS
24'4x33'8
CLASS
24'x24'
GYMNASIUM
81'8" X 100'4
MULTI-PURPOSE
43'4x31'
PATIO
22'x42'
STOR
STORAGE
KITCHEN
16' X 20'
ARTS/CRAFT/CLASS
24'x24'
CONFERENCE
16'x12'
OFFICE
12'x12'
UTIL/STOR
13'x12'
RECEPT
LOBBY
20'8x33'6
TELECOM
OFFICE
12'x14'4
OFFICE
12'x14'4
OFFICE
12'x14'4
FLOOR PLAN
DATE: 11-7-07
BUILDING AREA - 17,018 SQ FT
1'-0"=1/16"
OAKLEY COLLIER
Architects P.A.

Appendix B

Village of Pinehurst
Community Center Study Committee
Community Center Site Evaluation Matrix
October 2015

		Wicker Park-1 (across Fire)		Wicker Park-2 (behind VH)		Cannon Park (Old VH site)		Wicker Park-3 (PD Magnoia Rd)		West Pinehurst Park		Harness Track (Monticello Rd)		Public Services (Village Place)	
Criteria	Weight	Raw Score	Total	Raw Score	Total	Raw Score	Total	Raw Score	Total	Raw Score	Total	Raw Score	Total	Raw Score	Total
Proximity to other park amenities	5	7	35	9	45	9	45	7	35	2	10	2	10	5	25
Accessibility (easy to get to)	4	8	32	7	28	10	40	8	32	2	8	5	20	7	28
Topography (site prep cost)	4	6	24	5	20	10	40	2	8	10	40	8	32	5	20
Impact on traffic flow	3	7	21	7	21	7	21	7	21	9	27	9	27	2	6
Access to utilities	3	10	30	10	30	10	30	10	30	5	15	10	30	10	30
Ability to share parking	3	3	9	7	21	5	15	7	21	2	6	2	6	2	6
Aesthetics	2	10	20	10	20	10	20	10	20	10	20	10	20	5	10
Weighted Score			171		185		211		167		126		145		125



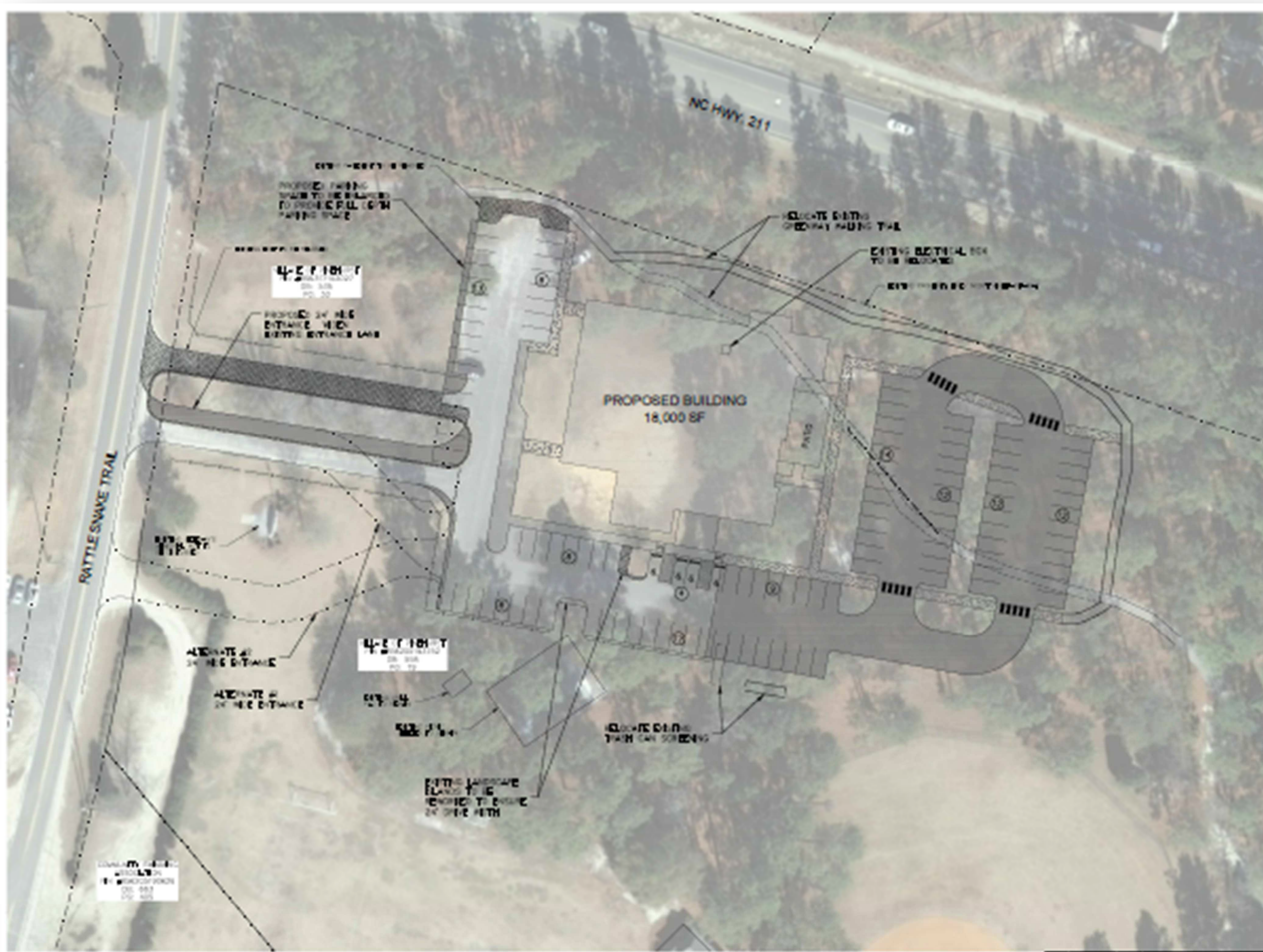
Appendix C

Criteria	Weight	Wicker Park-2 (behind VH)		Cannon Park (Old VH site)	
		Raw Score	Total	Raw Score	Total
Proximity to other park amenities	5	10	50	9	45
Accessibility - Auto primary road	4	6	24	10	40
Accessibility - Auto secondary road	4	8	32	8	32
Accessibility - Walking/Biking	4	10	40	10	40
Environmental - Soils suitable for construction	4	7	28	9	36
Environment - Topography (site prep cost)	4	5	20	10	40
Environment - Drainage	4	6	24	6	24
Impact on traffic flow	3	8	24	5	15
Impact on surrounding park property	3	8	24	5	15
Access to utilities - H20, Sewer, Electricity, Gas	3	9	27	9	27
Access to utilities - Fiber	3	9	27	3	9
Access to utilities - Irrigation	3	8	24	8	24
Ability to share parking	3	8	24	6	18
Aesthetics	2	10	20	10	20
Weighted Score			388		385

Appendix D


NC HWY. 211
PROPOSED STORM DRAINAGE INLET, TYPICAL
PROPOSED FES OUTLET, TYPICAL
PROPOSED RETAINING WALL AND FENCE
PROPOSED BUILDING 18,000 SF FIN. FL. ELEV. 469.33
PATIO
PROPOSED ASPHALT DRIVE AND PARKING
PROPOSED STEPS, TYPICAL
PROPOSED WALKING TRAIL CONNECTION WITH BOLLARDS AT END OF PARKING AREA
PROPOSED CROSSWALK
PROPOSED WALKING TRAIL CONNECTION TO VILLAGE HALL
PROPOSED CONCRETE SIDEWALK, TYPICAL
PROPOSED WALKING TRAIL CONNECTION WITH BOLLARDS AT END OF PARKING AREA
RASSIE WICKER DRIVE

Appendix E



DISCUSS AND CONSIDER A BUDGET AMENDMENT TO UPGRADE A FINANCIAL SERVICES TECHNICIAN POSITION FROM PART-TIME TO FULL-TIME.

ADDITIONAL AGENDA DETAILS:

FROM:
Angie Kantor

CC:
Jeff Sanborn, Natalie Hawkins, John Frye

DATE OF MEMO:
4/11/2017

MEMO DETAILS:
During FY 2012, one of the two full-time Financial Services Technicians resigned and subsequently, the position was reduced to part-time as part of the Village's cost containment efforts. It was decided that certain responsibilities of this position could be delegated to others or even eliminated to accommodate the change in status.

However, increased workloads, anticipated staff turnover and training needs have uncovered the need for additional workforce capacity in the department. Currently the part-time payroll technician has announced her intention to retire in July and there are other employees in the department nearing retirement. Reinstating the payroll technician position to full-time will allow the Financial Services department to balance the workloads and facilitate an orderly staffing transition for these positions.

The FY 2017 budget only includes funding for a part-time Financial Services Technician in the Financial Services department. The position upgrade will be included in the Village Manager's FY 2018 budget request, however, upgrading the position now will assist us with transitioning a new employee before the current payroll technician's retirement date.

I respectfully request that Council amend the FY 2017 budget in accordance with the attached budget ordinance. This ordinance reinstates the Financial Services Technician to full-time status which increases the salaries and benefits line items by $3,100.

ATTACHMENTS:

	Description
🗋	Ordinance 17-04 Budget Amendment (Financial Services Tech PT to FT)

ORDINANCE #17-04:

AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2017, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (FINANCIAL SERVICES POSITION)

THAT WHEREAS, the Financial Services Technician payroll position was reduced to part time in FY 2012; and

WHEREAS, increased workloads, anticipated staff turn-over, and training needs have uncovered the need for additional workforce capacity in the Financial Services Department; and

WHEREAS, after careful consideration it has been determined to be necessary to reinstate the position to full-time status;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in work session assembled this 11th day of April, 2017, as follows:

SECTION 1. To amend the FY 2017 General Fund budget with regard to revenues and expenditures, the revenue and expenditure accounts are to be changed as follows:

Account No.	Account Name	Debit	Credit
10-00-230-4000	Salaries & Wages	$ 2,100	
10-00-230-4200	Social Security	200	
10-00-230-4300	Group Insurance	600	
10-00-230-4500	Retirement	200	
10-00-990-9999	General Contingency		$ 3,100

SECTION 2. Copies of this budget amendment shall be furnished to the Clerk to the Village Council, Village Manager, and Financial Services Director for their direction and implementation.

THIS ORDINANCE passed and adopted this 11th day of April, 2017.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: ______________________________
Nancy Roy Fiorillo, Mayor

Attest:

____
Lauren M. Craig, Village Clerk

Approved as to Form:

____
Michael J. Newman, Village Attorney