

# Town of Nags Head Annual Report

Fiscal Year 2003-2004



**Town of Nags Head Annual Report**

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## **Administration**

The overall functions of this department include the following: maintain and safeguard official Town records, provide access to official Town records for research by all Town departments, elected officials, and citizens, and provide public notice of all official meetings. Additionally, this department provides administrative support for the Board of Commissioners, Town Manager, Citizens Advisory Committee, Festival of Thanksgiving Committee, Artwork Selection Committee, the Personnel Grievance Board, and any ad hoc committees appointed by the Board.

The goals of the Administration Department include efficient records management of the Town's central resource facility for quick and easy access by all Town departments, elected officials, and citizens. In addition, Administration strives to provide support for the Board of Commissioners, Town Manager, Citizens and other Town Departments. The automated indexing in the Clerk's Office to facilitate access to all permanent Town records by all departments through the shared drive on the Town computer system is a departmental goal as well as providing access to certain Town records on the Town's web site to include Board of Commissioners meeting agendas, backup materials, summary actions, and approved minutes.

### *Board/Committee Meetings, Agendas, Minutes, Public Notices*

#### *Objectives*

Prepare and distribute agendas, summary actions, and formal minutes of the Board of Commissioners meetings.



Prepare and distribute agendas and formal minutes of Citizens Advisory Committee meetings, Artwork Selection Committee meetings, Festival of Thanksgiving meetings, Personnel Grievance Board meetings, and various ad hoc committees and specialized meetings as requested by the Town Manager and the Mayor.

Prepare and distribute minutes of weekly staff meetings by Thursday after each Monday staff meeting.

Provide adequate public notice of Town board/committee meetings, public hearings, and events; maintain up-to-date Town Board/Committee meeting schedule.

Maintain Board of Commissioners paperless agenda process through the use of the Town's web site.

#### *Supporting Information*

During Fiscal Year 2003-2004, there were 210 agenda packets prepared and distributed for 21 Board of Commissioners meetings. All meetings were advertised in the Coastland Times and the 23 persons on the "Sunshine List" were notified individually of each meeting, either by fax, e-mail, or mail.

Approximately 60 Public Hearings were advertised in the Coastland Times. The Government Access Channel was used to post public notices concerning items of interest. Public notice and agendas, when appropriate, of meetings of Town boards, committees, and events were advertised in the Coastland Times.

Board actions and formal minutes were prepared for each Board meeting. Board actions were e-mailed to Board members; the hyperlink connection to Board actions was e-mailed to all Town employees. Board actions were also forwarded to the Planning Board, Citizens Advisory Committee, clerks in neighboring Towns and posted to the Town's web site.

The formal minutes of Board of Commissioners meetings filled 398 legal pages; actual text of the minutes was stored on the Town-wide shared drive and was included on the Town's web site.

Minutes were taken and prepared for 52 staff meetings by the Office Assistant/Deputy Town Clerk; these minutes were distributed to Board members as well as to all Town employees; they provide a weekly update of events/issues throughout the Town. The number of staff meetings is affected by the number of storm events impacting the Town.

Agendas, minutes and reports to the Board of Commissioners were prepared for ten Citizens Advisory Committee meetings and for nine Artwork Selection Committee meetings in Fiscal Year 2003-2004. Preparation of two types of annual awards presented by the CAC is taken care of by the Office Assistant/Deputy Town Clerk - the Commercial Community Appearance Award and the Residential Architecture Award.

Duties performed by this office for the Artwork Selection Committee include scheduling monthly artists, arranging for artwork delivery, ordering of artwork identification plates, preparation of each artist biography, and the ongoing update of an artwork biography binder which includes a digital photograph of each piece of artwork. Preparation of a letter of explanation was forwarded to each artist prior to Committee review.

Board packages are coordinated, organized, and distributed for Board members by the Town Clerk's office; Department Heads as well as media reporters obtain agendas and backup materials via the Town's web site. The Town Clerk's office is responsible for the downloading of Board agendas/backup materials to the Town web site.

All administrative duties of the Festival of Thanksgiving Committee are the responsibility of the Office Assistant/Deputy Town Clerk, including assistance in the coordination of the 5K run, historic district tour, and the live beach music band for the November event. The Committee meets on a monthly basis and has a membership made up of 12 volunteers. These volunteers include two public works employees, the Office Assistant/Deputy Town Clerk, and one Board member. The Festival of Thanksgiving Committee fills up a major portion of the Office Assistant/Deputy Town Clerk's time during the months of October and November. The Office Assistant/Deputy Town Clerk moves to the Lobby Front Desk whenever one of the Lobby Front Desk Office Assistants is absent.

The network computer located in the Board Room, used for minute-taking during Board of Commissioners and other Town Committee/Board meetings, is sometimes used to research the NC State Statutes by the Town Clerk as well as the Town Attorney. It is also used to communicate to the main Town Hall office, which has proven very useful during Board meetings.

## **Town code, Ordinances, Resolutions, Proclamations and Policies**

### *Objectives*

Process all ordinances, resolutions, proclamations, and policies adopted by the Board of Commissioners; process all policies approved by the Town Manager.

Maintain an up to date Town Code.

Prepare and distribute updates to the following Town documentation: Town Code, Consolidated Fee Schedule (CFS), and Policy Book.

Provide access to the Town Code, ordinances, resolutions and proclamations via the Town-wide shared drive; provide Town web site access to the Town Code and the CFS.

### *Supporting Information*

The 45 ordinances, 33 resolutions and 10 proclamations adopted during Fiscal Year 2003-2004 were processed through the Town Clerk's office.

All policies adopted by the Board of Commissioners and the Town Manager were prepared and distributed.

Two Town Code Supplements received from Municipal Code Corporation were processed, reviewed, and distributed.

Currently, there are six individuals/companies who maintain copies of the Nags Head Zoning Ordinance and 36 individuals/companies who maintain copies of the entire Nags Head Town Code and who receive updates, provided by the Office Assistant/Deputy Town Clerk, whenever Town Code Supplements are received. The Consolidated Fee Schedule adopted by the Board requires a fee for Town Code Supplements which has helped to recoup some of the costs.

In addition, the Town Code may be accessed on the Internet through the Town's web site. This is very helpful when outside inquiries/requests are received for specific sections of the Town Code.

Town Code recodification was completed during Fiscal Year 2003-2004; this lengthy process began with attorney/departments head/contractor review of each chapter during Fiscal Year 2002-2003.

## **Permits, Applications, Meeting Room Reservations**

### *Objectives*

Process permit applications for outdoor crowd gathering events, bona fide fishing tournaments, closing-out sales, massage therapy businesses, massage therapists, and taxi-cab businesses in a timely manner.

Establish Town Park reservations for residents/visitors - Coordinate special requests for Town Park events as necessary.

Reserve and coordinate special requests for Board Room, Town Hall Library, and Admin Conference Room.

Procure and return as necessary the clean-up deposits required for the Town Park and the Board Room.

### *Supporting Information*

Approximately 49 reservations for the Town Park were coordinated in Fiscal Year 2003-2004. This is an increase from 34 reservations the previous year.

In addition to Town boards/committees, many outside agencies schedule the Board Room for a meeting location. This scheduling task is performed by the Office Assistant/Deputy Town Clerk. Organizations utilize the Board Room for during and after-hour meetings. Maintaining the supplies, i.e., coffee and accessories, as well as special requests, i.e., coordinating table setup, and procuring deposits are also tasks performed by the Office Assistant/Deputy Town Clerk. The Board policy for the use of the Board Room has assisted the staff in answering inquiries about reservations.

Town Hall Library and Town Hall Admin Conference Room reservations are also scheduled by the Office Assistant/Deputy Town Clerk.

The processing of 31 Outdoor Crowd Gathering Applications was handled by the Office Assistant/Deputy Town Clerk in Fiscal Year 2003-2004.

There were 282 temporary beach driving permits generated, signed and sealed for the Nags Head Surf Fishing Tournament in October 2003.

There were no taxi-cab applications (request for certificate of public convenience and necessity) and one massage therapy business/massage therapist application was processed in Fiscal Year 2003-2004.

## **Records Management**

### *Objective*

Safeguard and maintain the Town's official permanent records, i.e., deeds, contracts, memorandums of understanding, agreements, minutes, ordinances, resolutions, proclamations, etc. for history and research by all Town departments, elected officials, and citizens.

### *Supporting Information*

All ordinances and resolutions are numbered and stored in permanent books. All formal Board of Commissioners minutes are also filed in permanent minute books.

All Town contracts/agreements/memorandums of understanding are stored in the fire-resistant vault; they are indexed automatically on the shared drive for easy retrieval.

The emergency evacuation box, provided to the Assistant Fire Chief during times of emergency, was updated – it contains various items including the Dare County Emergency Operations Plan, the Town Code, Re-entry cards, master key list and keys, Town facilities videos, computer system backup disks, and the latest version tax records.

## **Research**

### *Objective*

Research of Town records in an efficient and timely manner in response to requests for information, either from other Town departments, other municipalities, or from citizens

### *Supporting Information*

The Town Clerk's Office handled many inquiries, from other Town departments as well as the general public concerning Board agendas, past Board meeting minutes, research items, etc.

Clarification on specific actions, through verbatim transcriptions, is provided to Department Heads through this office.

Information requests from the general public are processed through this office.

The ability to index Board of Commissioners minutes from 1972 to the present has been very useful.

## **Bids, Certifications, Oaths, etc.**

### *Objectives*

Coordinate the formal bid process.

Attest all official documents for the Town; notarize documents when requested or required.

Administer all oaths.

### *Supporting Information*

Advertisement for formal bid openings for the acquisition of Town equipment is handled through this department. If required, reports on formal bid results are provided to the Board.

The Town Clerk certified, attested, and notarized several different types of documents in Fiscal Year 2003-2004. The Oath of Office was administered to five new Police Officers.

The Town Clerk certified various Police Division reports/forms, Planning Department plats, and several departmental requests throughout the year.

Forms to register to vote in Dare County are kept on file in the Town Clerk's office as well as in the office of the Office Assistant/Deputy Town Clerk and are provided upon request. Completed registration forms are mailed to Board of Elections when requested.

## **Town Web Site ([www.townofnagshead.net](http://www.townofnagshead.net))**

### *Objectives*

Provide and maintain useful information on the Town's web site.

Respond to all web site inquiries or refer to appropriate department for response.

### *Supporting Information*

Agendas, backup materials, summary actions, and minutes for all Board of Commissioners meetings – regular and adjourned sessions and Board retreats – are provided on the Town's web site. Positive feedback has been received from the general public concerning the availability of the agenda backup information.

News items of interest, i.e., large structure moratorium, are posted on the web site home page.

Notices of Board meeting public hearings are maintained on the Town's web site.

All Board/Committee membership rosters are maintained on the Town's web site; Board application form is also posted.

The Town Clerk's office receives all public inquiries to the web site; all inquiries are answered by the clerk or are forwarded to the appropriate department for response. Inquiries from the general public via the Town's web site increase each year as the Town's web site use increases. Approximately half of the inquiries are of a general nature requesting tourist information and only require a "canned" response.

## **Highlights of Fiscal Year 2003-2004 - Goals for Fiscal Year 2004-2005**

Highlights of Fiscal Year 2003-2004:

- Town Code - Entire Town Code recodification to include attorney review was completed
- Town web site - Home/Front page News modified to include easy access to latest Board meeting agenda/backup and to include items of specific interest, i.e., large structure ordinance/hotel ordinance information
- Town web site - Updated with all Board of Commissioners meeting agendas, backup materials, actions, approved minutes, and public hearing notices
- Town web site - Consistently updated with Administration information to include agenda/meeting minutes for CAC and Artwork committees
- Town web site - Town web site inquiries were received and forwarded to appropriate department as necessary - on average, two Town web site inquiries are received each day
- Email Broadcast - Weekly use of Town's Email Broadcast, usually by Administrative Assistant, with messages of interest, i.e., building height issue, street paving issues, water flushing schedules
- Consolidated Fee Schedule - Updated with new/revised fees - updated to include privilege licenses and included on Town web site
- Storm Event - Town Clerk's office (along with all other departments) assisted wherever necessary before and after Hurricane Isabel in September 2003

Goals for Fiscal Year 2004-2005:

- Board minutes - Continue microfilming by the State of all formal Board of Commissioners minutes for safeguarding
- Board minutes - Arrange for CD creation with Board minutes from 1961 to 1972 (currently have CD with minutes from 1972 to present) for easier research at minimal cost
- Policy Book - Update/automate Administrative Policies portion of Policy Book in conjunction with Administrative Assistant/Administrative Services staff
- Town web site - Continue to customize Town web site (Administration Department, Board of Commissioners, Town Boards/Committees): Continue to make web site more user-friendly with easier access/links to more items of interest
- Town web site - Update Frequently Asked Questions (FAQ)
- Town Code - Complete update of Town Code with ordinances adopted last Fiscal Year after cut-off date of new recodified Town Code
- Town artwork collection - Assist Town Artwork Selection Committee in organization of successful showing of Town artwork collection at Roanoke Island Festival Park during the month of December 2004

## **Administrative Services**

Each Department has been requested to submit it's accomplishments for the Fiscal Year 2003-2004. Accordingly, to follow you will find facts and figures associated with the vast amount of work accomplished by this department. The Administrative Services department provides continuous support for all of the other Town departments in the areas of human resources, information systems management and accounting, and collection matters. Further, the department safeguards the assets of the Town by implementing and maintaining internal controls and the Town's investment policy.

### **Accounting and Collections**

The Administrative Services department plays the key role in the preparation of the annual operating and the Capital Improvement budgets. Centralized purchasing allows for the timely identification of budget issues so they can be addressed. This department monitored spending closely and brought forward 12 budget adjustments in 2003-2004. There were 5,714 accounts payable checks issued during the Fiscal Year and \$1,783.09 was saved by taking advantage of purchase discounts. There were 1,237 purchase orders issued and 44 1099's prepared for the year. There were 366 new vendor files established bringing the total vendor files to 3,592.

The Town enjoyed a 99.88 percent tax collection rate (unaudited) for the Fiscal Year ending June 2004. This represents an increase over the prior year. There were 5,946 tax bills issued in 2003, 735 late tax notices, 828 privilege licenses issued (versus 1,037 in the prior year), 1,815 delinquent privilege license notices and 1,266 tax certifications for real estate transactions.

Water encountered another busy year as well with 26,770 water bills processed, 3,430 second notices and 307 cut-off tags prepared (down from 362). There were 110 new water service accounts (down from 264) and 93 Septic Health credits processed of the 157 issued. Our total active water accounts at June 30, 2004 were 4,505 (4,127 residential). The water billing policy that went into effect in 2002 continues to help with efficiencies of collections and tenant accounts.

An unqualified (clean) opinion was received from our auditors Pickrel, McGinnis & Dowdy on the Town's financial statements for the previous Fiscal Year.

This past year ten workers compensation claims were filed representing \$9,000.78 in total cost and 19 lost work days. We also facilitated 22 incident/damage claims totaling \$23,454.56. Administrative services also provided support for grants and land transactions.

### **Human Resources**

The Personnel Committee has been very active in the last Fiscal Year by holding numerous meetings. The Personnel policy continues to be updated and approved by the Board as needed. There were 17 full time vacancies advertised for the various departments in 2003-2004 and a total of \$2,265 was spent on advertising those vacancies. New employee orientation and processing was conducted for 15 full time employees and 41 part time employees. There were also seven promotions/ internal transfers and three retirements processed. There were 813 payroll checks issued in 2003-2004 along with 2,380 direct deposit advices. There were nine notices of potential unemployment claims processed with one hearing held in Elizabeth City. The average cost expended to hire a new general employee was \$233; \$3,430 for a Firefighter; \$4,458 for a Police Officer and \$798 for a Public Works employee. The variations here are mostly attributed to the initial uniform and equipment costs.

Since its inception, the Board adopted Employee Computer Lease / Purchase Program has been well received. One hundred and seventy one employees have participated in this program to date with 25 new loans in 2003-2004 totaling \$34,969.37. A cumulative total of \$307,842.23 has been loaned under this program. As part of the Town's commitment to its employees, the funds expended for training amounted to \$557.17 per employee for 2003-2004.

### *Isabel Effects*

Hurricane Isabel was an event that affected all activities of Administrative Services. As department members were able to return to Town Hall, all available employees were staffing centrally located telephones and handling the mass of walk-in traffic coming in for building permits, etc. Privilege licenses were issued in the Town Hall lobby to facilitate repair service companies.



Project accounting began even before the storm, so that our reimbursement from FEMA could be tracked and calculated as efficiently as possible. Total reimbursable expenditures through the 2003-2004 Fiscal Year for storm related items totaled \$2,214,411.26. At June 30, 2004, the Town had received \$1,673,934.18 leaving a balance of \$541,790.76. The remaining open Isabel project worksheets will be handled as they are completed with reimbursement to be requested at that time. MIS will address some of the specific identifiable impacts in their later discussion.

## **Management Information Systems**

The Management Information Systems (MIS) Division continues to facilitate the integration of new Information Technology systems into the Town's current information system. Also, MIS has continued to maintain the optimal performance levels of these systems during Fiscal Year 2003-2004.

Network security and maintenance, hardware and software support, phone systems, geographic information systems (GIS), Website maintenance and development, and customer service remain the core functions of the MIS Division.

One of the major events for MIS of the current year was Hurricane Isabel. Please reference the Isabel section of the MIS section of this report for how this event affected MIS operations.

### *Help Desk*

One of the primary functions of Management Information Systems is support.

Last year there were 472 calls for support and those calls took 559 hours to resolve. The top five work order types were software diagnostics, administrative, software installation, network administration, and Website administration. Moving off of the top five support calls list were phones and hardware diagnostics. Network and Website administration issues were moved to the top five list.

***Help Desk Summary by Department FY 2004***

	Work Orders	Hours
Undefined	96	81.00
Administration	36	23.75
Administrative Services	171	296.68
Building and Grounds	2	0.75
Fire	42	34.25
Governing Body	10	12.50
Planning and Development	34	43.00
Police	49	36.50
Public Works	20	25.00
PW Sanitation	12	5.50
<b>Grand Total</b>	<b>472</b>	<b>558.93</b>

Not all calls for support are tracked. Generally, calls are logged that take a support person longer than thirty minutes to resolve.

There was a slight increase in the number of calls logged by MIS, but a decrease in the amount of hours those calls took to resolve as compared to the previous Fiscal Year.

<i><b>FY</b></i>	<i><b>Number of Calls</b></i>	<i><b>Hours to Resolve</b></i>
2003	431	740
2004	472	559

***Training***

MIS facilitated numerous training sessions throughout Fiscal Year 2003-2004. Town-wide training was offered on Word, Access and Excel to employees and elected officials. There was one round table training on using search engines effectively; it was called "Search Engines 101".

MIS asked Munis to come on site to train the staff on utility billing, cash receipts, business licenses, payroll and accounts payable and end of period processing.

The Geographic Technologies Group, Inc.(GTG) trained staff members on how to use and administrate the GISmo tool. The expansion of GIS into each department's desktops has and will necessitate a continuing effort to train key staff members on administrating the Town's geographic information systems.

It should also be noted that MIS conducted over 15 new employee computer orientations during Fiscal Year 2004. The orientations were an explanation of the Town's computer policies and procedures by MIS staff to the new hire. Also, included in each session was an introduction to some of the basic software applications each employee is expected to use, e.g., Outlook and an introduction on how to navigate the Town's network, e.g., K: drive and I: drive.

MIS staff members attended an A+ Hardware class and a Security+ network security class.

***Software and Hardware Implementation***

It was a relatively quiet year for MIS as far as software and hardware implementation. The bulk of the servers and workstations were either replaced or upgraded during the previous Fiscal Year.

A Computer Room Upgrade Project took place thereby freeing up space in the Computer Room and consolidating servers by running them "headless". This project eliminated the need for each server to have its own monitor. A KVM switch was purchase to allow all ten servers in the Computer Room to be operated by one keyboard, one mouse and one monitor.

MIS added redundancy to the Town's Internet connection by not only contracting with Sprint to provide a partial T-1 connection to Town Hall, but also contracting with Charter Communications to provide a 2 megabit Internet connection. This second connection from Charter handles all of the Town's desktop Internet use. The Sprint connection is relegated to handling secure vendor access and all external email traffic. The redundancy lies in the fact that if one connection goes down, it is a matter of reconfiguring the firewall and switching over to the other connection by physically moving wires to ensure a consistent connection to the Internet.

One final project of merit was the installation of a firewall appliance. This appliance sits in the computer room and blocks unwanted traffic from entering the network from the Internet. "Firewalling" the Town's internal network was an industry standard method of securing it from threats from external forces. It also allows MIS to limit its users' access to the Internet.

### *Geographic Information Systems (GIS)*

Management Information Systems continues to facilitate the integration of a town-wide geographic information system as per the Town of Nags Head's GIS strategic plan. Fiscal Year 2003-2004 proved to be an exciting year for moving forward this strategic plan.

An "address point layer" was created using Dare County tax information and Munis utility billing (UB) information. This layer serves as the basis for querying all of the disparate databases throughout the Town. In other words, the address point layer serves to unify all of the disparate databases throughout the Town by means of defining a single common address field that the disparate databases can reference. This enables non-GIS applications to be map-enabled through a common user interface, i.e., GISmo.

The Town of Nags Head is working with Dare County and its municipalities to develop an inter-local GIS system. Several productive meetings have resulted in the formation of a technical committee and these meetings have also resulted in each municipality developing their own GIS strategic plan and a method to jointly utilize county resources. Nags Head has developed a fairly sophisticated GIS infrastructure over the past three years. This infrastructure surpasses any other municipalities and can easily integrate with the existing county GIS system. The Nags Head MIS Division has been helping to coordinate the ongoing inter-local project and is leading the technical committee by accepting the chair position.

### *Website*

The management of the townofnagshead.net Website falls under the purview of the MIS division. All of the department's individual Webmaster's continue to add content to the site, thereby increasing the amount of information made available to visitors of the site and reducing the amount of common requests via the Town's phone system.

There are approximately 800 unique visitors to the Town's Website on average per day in the early fall, late spring and summer months. July 2004 saw 26,420 unique visitors to the Website (880/day). These numbers are almost triple that of last year during the same period ( $\approx$ 250-300 visitors/day). Web traffic tapers off to an estimated 250 daily visitors during the off season.

### *Hardware*

MIS continues to support the Town network, which is comprised of a total of 10 servers (8 Win2k/ NT, one Novell and 1 Unix), 48 workstations operating in a homogenous XP environment, 39 notebook computers, 18 network printers and 9 stand alone printers. The workstation count decreased by two this year due to a lag in surplus administration. Laptops increased by one. The network printer count remained the same. A stand alone printer is an inkjet printer that is attached to a workstation.

### *Security*

Both the physical and the electronic security of the Town's computer, phone and networking equipment falls within the purview of MIS.

There was no significant down time due to virus related attacks. MIS devotes a significant amount of time each day monitoring virus threats to the network. The MIS policy of user education and installing centrally managed virus protection software on workstations and servers continues to be the most effective infestation deterrent. Ten thousand eight hundred and eighty-five virus alerts were generated by the Town's network virus monitoring software this year. This is nearly triple the amount of virus alerts as compared to last year's total, 3,863.

It should also be mentioned that information system security starts at the user level. Our users' diligence, their following of policies and procedures and their reporting any and all suspected security breaches to MIS continued to ensure the integrity of the Town's computer network throughout the past fiscal year.

#### Spam (spàm)

A trademark used for a canned meat product consisting primarily of chopped pork pressed into a loaf.

#### spam (spam) noun

An unsolicited e-mail message sent to many recipients at one time, or a news article posted simultaneously to many newsgroups. Spam is the electronic equivalent of junk mail. In most cases, the content of a spam message or article is not relevant to the topic of the newsgroup or the interests of the recipient; spam is an abuse of the Internet in order to distribute a message (usually commercial or religious) to a huge number of people at minimal cost.

The Town's spam filtering software continues to work diligently in the background. Fiscal Year 2003-2004 was the first full year the Town has had a spam filter in place on its network. Approximately 35 percent of all incoming mail has been identified as spam.

### *Phone System*

The Town Hall phone system and the Public Works phone system are maintained by MIS. There were 37 phone system support tickets logged in Track-It. Eleven of those tickets resulted in calls either to have Sprint come on site or to have Sprint fix the trouble from their office. Sprint responded to the MIS calls for service within eight business hours as required by our maintenance agreement with them.

The Town's call accounting system currently captures data for all incoming and outgoing calls on the Town Hall phone system, e.g., call volume and call durations. This system became operational in August of 2002. From July of 2003 until June 2004, 262,754 calls were logged with an average duration of one minute and twenty-nine seconds.

Close to 75,000 calls were processed through the two front desk positions.

MIS has consolidated the management and purchasing of Town-wide cell phone services. Though this consolidation MIS maintains 39 cell phones disbursed throughout the Town's departments. SunCom is the Town's cell phone vendor. Every 12 months MIS re-evaluates the cell phone contract.

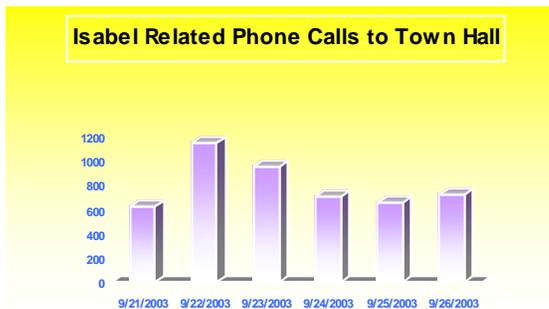
### *Isabel Effects*

Hurricane Isabel posed new challenges for Management Information Systems. Isabel helped redefine recovery operations in the MIS Division. Typically after a storm event, MIS planned for system-wide hardware failures and computer replacements. It has also planned for relocating computer and network operations to a remote location, i.e., Outer Banks Medical Center. This event had MIS operating with existing equipment and limited power. MIS worked to support "regular" operations with limited power to Town Hall and virtually no power to the network for more than a week. This all occurred during a time when all of the systems MIS supports were needed most, due to high customer demand.

MIS helped to relocate phones and set up ad hoc work areas throughout Town hall, i.e., phone center in the Library, CAMA permitting in the Police Training Room, one stop permitting and a reception area business license processing center. Also, MIS continued to help each department manage their technology needs before, during and after this event. Using this experience each department can better integrate technology into future disaster planning strategies.

MIS worked with the Planning and Development Department to successfully update the Town's Website with condemnation maps. MIS worked with the Department of Public Works to map waterline breaks and make them available online. It should be noted that this effort did not go unnoticed by the public, the business community and the press. Numerous residents throughout the county used the Town's Website as a means of staying current during this event. The Website was not only mentioned, but it was also praised in a New York Times review of how this event affected the ability of both resident and non-resident property owners to assess information about their property and to see their if property was adversely affected by the storm.

In the days following Isabel, the unique visitors to the Town's Website increased by 400 percent, totaling 28,329 visitors in a seven day period.



Website operations went smoothly due to the fact that the townofnagshead.net is hosted offsite in two different locations. One portion of the site is located in Pennsylvania and another portion is located in Minnesota. Updating the site went smoothly using laptop computers and dialup connections to the Internet.

Phone calls to Town Hall increase by over 300 percent over the levels of the weeks just prior to the storm.

### *Looking Ahead*

MIS will continue to work with every department to enhance the Town's GIS data and help each department consolidate their databases through a common desktop interface, i.e., GISmo. MIS will continue to work with Dare County and its municipalities by looking for ways to consolidate GIS services and by looking for ways to integrate Town data onto the Dare County GIS Website, e.g., damage assessment layer and zoning layer.

MIS looks forward to improving the online bill payment portion at the townofnasghead.net. Working to improve the way visitors access their tax and utility billing information should streamline this process and reduce the administration of this process at Town Hall.

Outlined in this report, MIS has shown that network security continues to be an area of concern not only is the evident by monitoring attacks from outside of the network on the firewall, but the increase of virus alerts by almost three hundred percent shows that current monitoring and maintenance routines must be adjusted.

The proliferation of geographic information system technologies throughout the Town has also increased Management Information System's role in supporting GIS technologies. Training MIS staff or Planning staff to compensate for this increased role may be necessary. MIS will continue to look outside of the organization to help move the Town's GIS program forward, e.g., Geographic Technologies Group.

## **Planning and Development**

The following are highlights of the Planning and Development Department's activities for the Fiscal Year 2003–2004.

### **Planning/Zoning**

#### *Hurricane Isabel Recovery*

Hurricane Isabel recovery has occupied a large portion of Planning and Development staff time since September. Directly after the hurricane, Planning and Development staff members were heavily involved in damage assessment activities including property evaluations and condemnation of structures. Five mutual aid building inspectors from other North Carolina communities joined Planning and Development to help with permitting and inspections. A permitting "triage" was established for assistance with storm damage permit applications and permitting information. Staff members from Administrative Services, Planning and Development, and the Division of Coastal Management were present to create a "one-stop" environment for information and the processing of permit applications.



Over 100 building permits were issued in two days. Also, the Board of Commissioners, during their October 15, 2003 meeting, agreed to waive all storm damage related building permit fees. There were 230 structures condemned due to the effects of Hurricane Isabel and an estimated \$25 million in damage during the damage assessment process was recorded. Notices were sent to owners of all condemned properties that included information on the damage that had been documented to each condemned structure and the process for removing the structure from condemned status. By the end of the fiscal year, 207 permits had been issued related to condemned structures and work under 133 of those permits has been completed. Eight structures had been determined as destroyed. Numerous inspections were conducted related to storm damage; both to condemned and habitable structures. Planning and Development was also heavily involved with the emergency berm project and acquisition of the CAMA major permit for this project.

#### *Hotel Overlay District Zoning Amendments*

Efforts continued this year to explore zoning modifications that would alleviate barriers to hotel development within the Town. These efforts culminated with the Board of Commissioners' adoption of a Hotel Overlay Zoning District covering properties on the sound side and between the highways from south of the Village at Nags Head to Whalebone Junction.

#### *Large Structure Text Amendments*

In August the Board of Commissioners ended the moratorium on homes greater than eight bedrooms and adopted a new ordinance to manage the development of large residential structures. The development of this ordinance relied heavily on input provided by the Large Structures Committee, the Board of Commissioners, the Planning Board, residents, businesses, non-resident property owners, and Town Staff.

#### *Nags Head Residential Design Manual*

To preserve and promote the Town's unique architectural heritage, the Town of Nags Head adopted architectural standards for homes greater than four bedrooms. These architectural standards are outlined in the Nags Head Residential Design Manual, developed by staff with assistance from Cahoon and Kasten Architects, and adopted into the Town Code by the Board of Commissioners.

### *Housing Issues*

The Town dealt with several zoning text amendments this year related to diversifying the housing supply. Ordinances were adopted to permit single-family homeowners to apply for conditional use permits to operate their homes as boarding houses. Also, Planning and Development is currently assisting the Board of Commissioners with the development of proposed zoning text amendments that would create an overlay zoning district within which a subordinate (accessory) dwelling could be permitted to be built on the same lot as a principal residential structure. Similarly, staff members are currently working with Town citizens on a draft amendment that would permit the rebuilding of documented historic "maid's quarters" in situations when the main house has reached the 8-bedroom maximum.

### *Lighting Standards*

Planning staff assisted the Planning Board and Board of Commissioners in the evaluation of a request to dramatically increase the maximum allowed lighting level under bank canopy structures. Citing the extreme increase in lighting intensity that was proposed and the proposal's incompatibility with the Town's desired lighting levels for commercial businesses; Planning staff recommended against approval of the amendment. The Planning Board and Board of Commissioners both agreed with staff and denied this request.

Planning also prepared an item from an applicant seeking a text amendment that would have permitted businesses to display illuminated merchandise items along street rights-of-way. The Planning Board, Board of Commissioners, and staff agreed that such a provision would have undermined the effectiveness of the lighting ordinance and degraded the Town's appearance. The Board denied these requested text amendments.

### *Commercial Appearance*

Prompted by concerns pertaining to commercial building appearance and excessive loss of vegetation on commercial sites, Planning and Development drafted ordinances to require architectural standards for commercial buildings and to preserve or enhance vegetation on commercial building sites. The commercial architecture standards classify commercial buildings according to their size and mandate minimum architectural design standards for each size classification. In large part, the commercial architecture requirements rely on the principles, concepts, and procedures developed for residential architecture in the Nags Head Residential Design Manual. Alternative standards were developed for larger commercial buildings that utilize 'flat roof' construction. Generally these standards involve the use of roof façades, porches, minimum and maximum window area requirements, and pre-defined siding choices. Design guidelines for hotels were also developed; these are more subjective in nature and will require input from staff, the Planning Board, and the Board of Commissioners during a design review process. Commercial vegetation preservation requirements were drafted as part of the commercial design ordinance, which require the preservation of ten percent of the site area in natural vegetation or the planting of fifteen percent of the lot area in new vegetation in lieu of meeting the preservation requirement.

### *Hazard Mitigation Plan*

The Planning and Development department, in conjunction with the Nags Head Hazard Mitigation Planning Committee, continued to coordinate the development of the Nags Head Hazard Mitigation Plan. This is being completed to satisfy the requirements of North Carolina Senate Bill 300 and Section 322 of the Disaster Mitigation Act of 2000. The Town of Nags Head is required to have a FEMA approved plan in place by November 1, 2004 to maintain eligibility for public assistance in the event of a declared disaster.

The Planning and Development department has been responsible for drafting the plan text and the hazard vulnerability assessment. The hazard vulnerability assessment required a Graphical Information System (GIS) analysis of property tax information overlaid with hazard data to determine levels of risk from various hazards. Generally, the dollar value of potential property damage was used as the benchmark to measure risk. Many of the mitigation strategies included in the plan were taken from current Town initiatives such as participation in the National Flood Insurance Program. Additionally, strategies were generated from citizen and Town Board member input using lessons learned from storm events as recent as Hurricane Isabel. The final plan should receive approval by FEMA in early/late September 2004.

### *Damage Assessment Procedures*

Planning and Development, in conjunction with MIS, is developing an electronic, handheld, GIS-based damage assessment procedure for post-hurricane/storm related damage assessment. This new process would enable field crews to electronically record storm damage information that could be quickly downloaded and processed when received by Planning and Development Department staff in the office; virtually eliminating office processing time. Additionally, each unit would be equipped with a camera that would automatically link photos of damaged buildings with the database record of that particular building address. The end product would be a GIS map containing locations and a database of all damaged structures with hyperlink capabilities to all building photos. Field crews would also benefit from easy to reference maps with building footprints and address information, which would eliminate confusion when trying to identify properties with no physical address markers. This database would also be used to identify structures declared to be condemned and would be used to promptly generate needed notices of condemnation to property owners. GIS information could also be uploaded to the internet for public consumption, should the Town acquire this capability. Currently this possibility is being explored between Town and County GIS staff, possibly using software and support provided by Dare County.

### *Site plans/conditional use applications processed for review:*

Heritage Shores Multifamily	YMCA Skate Park Expansion
Dare County Elementary School #5	BB & T Bank
Dare County Recreation Park	Nags Head Public Works Water Storage Tower
Dare County Well Sites 15 and 17	Still Waters Baptist Church
Atlantic Winds Retail Building	North Banks Office buildings
Grace Lutheran Expansion	Cineplex Conversion to Restaurant

### *Preliminary/final subdivision plats and/or waiver/variance requests processed for review:*

Atlantic Watch Subdivision subdivision plats	Southridge Section V preliminary subdivision plat
Elliott Estates Phase IV-A final plat	Seven Sisters South preliminary subdivision plat
Oaksmith Preliminary Subdivision and waiver request	Elliott Estates IV-B (Weeks) preliminary subdivision plat and variance request

Southridge Parcel A preliminary subdivision plat and waiver request

Thomas Alexander preliminary subdivision plat and waiver request

### *Board of Adjustment*

Staff members processed a total of 12 appeal and variance applications for Board of Adjustment consideration over the past fiscal year. Specifically, five variance requests and seven appeal requests were prepared. This year's cases ran a range of issues including lot coverage, set backs, tractor trailer loading and storage, usage of a house boat and relocation of a threatened ocean front structure.

### *Curlew Street Beach Access*

The Town applied for and received two grants to develop an ocean beach access site on Curlew Street. This access will provide parking and will be handicapped accessible. The two grants, one from the Division of Coastal Management and the other from the Outer Banks Visitors Bureau (Dare County Tourism Board) will result in little expenditure of Town funds.

### *Dare County Recreation Park*

The Dare County Parks and Recreation Department submitted and received approval on August 6, 2003 for a site plan for a recreation park on the 13.26-acre Twiford Tract located in the Carolinian Colony Subdivision. The proposed park consists of two multi-purpose recreation fields, a concession area, parking, passive recreation, and area for future tennis courts. Prior to the submittal of this site plan, Staff coordinated with the applicant and neighboring subdivisions to design a plan that exceeds many of the established zoning requirements. Additionally, Dare County agreed to use lighting technology for the recreation facility that will reduce glare, light spillover, and atmospheric light pollution. For the development of this site the Town applied for and was granted a variance from the Coastal Resources Commission for septic disposal. In late spring 2004 the site was cleared in preparation for development of the site which is currently underway.

### *Catfish Farm*

Several years ago the Town applied for and received grants from the Clean Water Management Trust Fund and the Outer Banks Visitors Bureau for the acquisition of an 11 acre parcel along the estuarine shoreline at Whalebone Junction. The parcel was acquired for green space and open space preservation. After considerable documentation, this spring the project was closed out with the Clean Water Management Trust Fund.

### *Wellfield Road Multiuse Path*

In the spring of 2004 staff submitted a grant application to develop a 4,200 foot-ten foot wide paved multi use path on Wellfield Road. This multi use path if funded will connect the County recreation park to Barnes Street and the subdivisions to the east.

### *Emergency Berm Project*

Planning and Development was responsible for public notification and permit acquisition for the emergency berm project.

The spring phase of the project was very successful with all of the stockpiled sand moved to the beach and all of the beach scapping completed. In addition 56,666 cubic yards of sand was

hauled in by truck. In all 103,000 cubic yards of sand was placed on the beach. This represents about 30 percent of the entire project.

## **Septic Health Initiative**

### *Inspection and Pumping Program*

#### *Inspection Refunds*

In September 2003 the incentive based septic inspection rebates once again became available to property and business owners whose septic systems are not managed by a state certified operator. These rebates reimbursed the full cost of an inspection (\$65) performed by Town approved contractors.

These contractors completed 176 septic system inspections between September 2003 and April 2004. Town reimbursements to property owners for system inspections in Fiscal Year 2003-2004 totaled approximately \$11,440.00. Furthermore, Town staff completed 95 additional courtesy inspections and assisted numerous other property owners directly with questions, concerns and septic loan applications.

#### *Pumping Voucher*

An incentive based pumping voucher is available to property owners who chose to have their septic tanks pumped. A \$30 water bill credit was given to owners who had their tanks pumped between September 2003 and April 2004. To date 154 vouchers were issued with 93 receiving water account credits as of July 29, 2004 and 37 still eligible for a voucher credit through September 8<sup>th</sup>, 2004.

#### *Addressing Failing Septic Systems and the availability of Septic Loans*

Nine loans have been granted for septic repair this fiscal year totaling \$13,570. Almost all repairs were a result of malfunctioning drain-fields.

#### *Water Quality Monitoring Program*

To determine the extent and impacts of leaking and improperly maintained septic tanks, the Septic Health Initiative is monitoring the water quality of ground and surface waters at selected sites throughout Nags Head. This monitoring currently includes 38 sites (24 wells and 14 surface sites).

The Town continues to utilize a contracted chemist to collect and perform lab analysis of water quality samples on a weekly basis at these thirty eight individual monitoring sites. Some of the parameters tested include fecal coliforms, ammonium and nitrates, phosphates, salinity, specific conductance, pH, and dissolved oxygen.

These parameters are currently being correlated with other factors to help give a better overall picture of the environmental health of the Town. These other factors include water temperature, wind velocity and direction, rainfall, tidal conditions and their possible influence on the water quality results.

#### *Septic Education Program*

The Septic Education program began with the development of brochures, door hangers and stickers that outlined proper septic maintenance such as knowing what to flush and not flush into

your system. These tools were given to property owners, businesses, rental agents, and also to new homeowners. These components help greatly to spread the word on how property owners and the environment can benefit from properly maintained septic systems. Through the use of the Internet, the Town has made information about this program and its goals, as well as the results of the water quality testing available to the public.

### *De-centralized Waste Water Management Study*

A consultant was hired to assist the Town in compiling septic inspection and water quality data and to look at possible management options for the privately and publicly owned on-site systems within the town. Stone Environmental, Inc. was contracted in March of 2004 to do just that and will work with staff through the spring of 2005 in order to reach this goal. A final report with recommendations will be presented to the Board of Commissioners no later than July of 2005.

## **Building Inspections**

It has been an extraordinarily busy year for inspections, although the number of inspections has decreased approximately 20 percent. It needs to be noted that the inspections during and after Hurricane Isabel, either by Town employees or outside help, are not statistically recorded for the annual report.

The total number of single-family permits is down from last year, (83 versus 104) along with commercial permits (4 versus 12). Miscellaneous permits have risen 262 percent (659 versus 251) with total permits issued up 42 percent. Hurricane Isabel is the direct cause for the tremendous increase in miscellaneous permits. It is thought that possibly both the hurricane event and the moratorium on large single-family homes were contributing factors in the decline of single-family dwelling permits.

There were 230 condemned structures as a result of damage sustained from Hurricane Isabel. Within this figure 207 have been issued repair permit of which 133 have been repaired and reoccupied and 74 are still in the stages of being repaired while 23 are still condemned and not under any building permit. There were 381 no cost permits issued for storm damage buildings immediately following the storm.

The building permitting trend is still demolishing older single-family structures and commercial buildings to build new larger single family dwellings for seasonal rental. At the former Cabana East Motel site there are now five new single-family dwellings with pools. At the former Newman's Shell Shop site there are two future single-family homes being proposed. The Sea Spray Motel had been proposed for demolition and applications had been received for the construction of six single-family dwellings on the underlying lots. These six applications that were received just prior to Hurricane Isabel were subsequently withdrawn a few months later when required updated surveys were not submitted.

A changing of the guard so to speak occurred when chief inspector Bryan Seawell departed to peruse his career in private enterprise and the entrance of an old veteran to inspections, Ronnie Ballance accepting the position of Chief Inspector after a 12-year absence from this position with the Town. This addition complemented the already well-qualified Building Inspector David Morton keeping building permits and inspections running smoothly during the transition between Chief Building Inspectors. Building Inspections still has two inspectors with four level three standard inspections certificates. The third inspector, Gary Cannon, has obtained a level one standard certificate in Electrical and is working on the other three certificates required.

Damage Assessment has undergone a few changes. The name of the team is now SEAT (Storm Emergency Action Team). Also, assessment of damaged properties may soon be recorded on

hand held computers in the field. The hand held units would have all property information loaded in them for each section assigned to any given SEAT team. This would be a point and click system. A trial run has been conducted; other than operator error, the system worked well. Damage information would be logged in the database on site, brought back to the command center, downloaded to the server. A manual backup would also be included in the system. Planning and Development is hopeful that this proposal will receive final approval by the Town Manager and be implemented.

Permitting software (BLACK BEAR) is up and running. As of July 1, 2004, all inspections are logged into the Black Bear permit files, prior to July all inspections numbers and type were hand calculated from the daily log book. This will greatly enhance the correct number and types of inspection conducted daily and make reports quick and easy. Logistics and time management has caused the use of laptops on the job site to be a little slow forth coming, these issues will take some time to work out.

## **Public Safety**

### **Department of Public Safety Overview**

The Department of Public Safety is comprised of two divisions: The Police Division and the Fire and Rescue Division.

The Police Division strives to deliver high quality police service to the residents of and visitors to the Town of Nags Head. The prevention of crime is the highest operational priority; and the Division places its highest value on the preservation of human life, the protection of property and "quality customer service" to the public. The Police Division is divided into four operational units: Administration, Patrol, Criminal Investigation, and Animal Control. The Administrative Unit consists of the Police Chief, Assistant Police Chief, and two Office Assistants. The Administrative Unit performs the administration, records keeping and computer operation of the Division.

The Patrol Unit is composed of all uniformed officers and functions to deliver basic law enforcement service to the residents and visitors in the Town of Nags Head. The Criminal Investigation Unit is composed of police officers designated and performing the duties of investigating crimes that occur within the Town's corporate limits. The Animal Control Unit is composed of a police officer responsible for the operation of an effective animal control and protection program in and for the Town of Nags Head.

The Fire and Rescue Division provides fire protection and ocean rescue services to the residents and visitors to Nags Head. The Fire and Rescue Division is composed of two operational units: Fire and Rescue Unit and the Ocean Rescue Unit.

The Fire and Rescue Unit responds to fire and general rescue calls for service, mutual aid requests from other jurisdictions, performs fire code inspections and completes fire cause investigations. The Ocean Rescue Unit provides water rescue services from April through October of each year. During the beach tourist season, Nags Head beaches are protected and patrolled by ocean rescue lifeguards on all terrain vehicles as well as lifeguards manning fixed lifeguard stands strategically positioned along the ocean front beach.

Additionally, the Town of Nags Head, through our Ocean Rescue Unit, continued to provide Ocean Rescue Service to the Town of Southern Shores on a contract basis during Fiscal Year 2003-2004.

### **Highlights**

The outstanding performance of all Department of Public Safety Personnel in preparing for, responding to and recovering from Hurricane Isabel.

The Town of Nags Head is awarded the State of North Carolina, Department of Labor, "SHARP" (Safety, Health Achievement Recognition) Award. Nags Head becomes the first municipality in the State to receive this prestigious award.

Nags Head Police Division, Criminal Investigation Unit, begins (and is still conducting) the largest illegal drug investigation in the history of the Town.

Contract executed with the TAF Group, Virginia Beach, Va. for the design and construction oversight for the proposed South Nags Head Fire Station.

Nags Heads Board of Commissioners approves Capital and Operating Budget Funds for the construction and staffing of the proposed South Nags Head Fire Station.

Fire Captain John Kenny and Police Officer First Class Kris Merithew represent the Fire and Rescue and Police Divisions for the Town's "Employee of the Year" Award.

Fire Captain John Kenny and Firefighter Billy Murray save two lives, in separate incidents, and will receive the Department of Public Safety Life Saving Award.

Nags Head Police Officers First Class Kris Merithew and Chris Montgomery successfully complete, and are certified, as Traffic Enforcement and Investigation specialists by the North Carolina Criminal Justice Training and Standards Division.

Department of Public Safety re-establishes Chaplain Program.

Nags Head prepares for the installation of Red Light Photo Enforcement Cameras in the Town.

Department of Public Safety's Superior Performance during the five day celebration of the "Centennial of Flight".

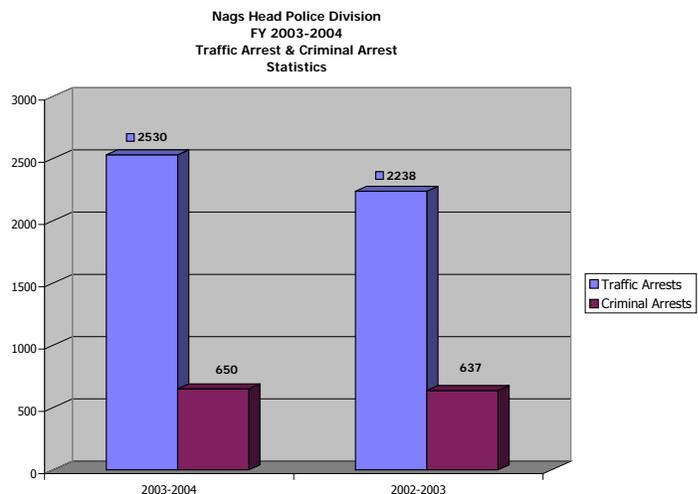
## **Police Division**

A review of Fiscal Year 2003-2004 found this to be a very successful year for the Police Division with policing services, provided to our residents and visitors, continuing to be consistent with those services provided by a well managed, professional law enforcement agency.

During Fiscal Year 2003-2004, calls for Service, dispatched through Dare Central Communication, saw Nags Head police officers responding to 9,974 calls for service. This reflects a decrease of 302 calls for service from the 10,276 dispatched calls for service responded to during Fiscal Year 2002-2003. Again this year, the Police Division provided over 400,000 miles patrolling and responding to calls for service in the Town.

Police Officers responded to 150 burglary calls during Fiscal Year 2003-2004 compared to the 115 burglary calls responded to during Fiscal Year 2002-2003 for an increase of 35 burglary calls. Nags Head Police Officers made 48 arrests for burglary during Fiscal Year 2003-2004 compared to the 20 arrests made during Fiscal Year 2002-2003. Burglaries to vacant rental cottages remain as the area in which the Town is, crime wise, most vulnerable especially during the late fall and winter off-seasons.

A significant decrease was noted in the larceny crime category, with 196 calls occurring during Fiscal Year 2003-2004 compared to 246 calls during Fiscal Year 2002-2003. The Police Officers made 47 arrests for larceny related calls during Fiscal Year 2003-2004 compared to the 56 arrests made in Fiscal Year 2002-2003.



Vandalism calls increased to 108 calls during Fiscal Year 2003-2004 compared to the 99 calls responded to during Fiscal Year 2002-2003. Police Officers made 11 arrests for vandalism during Fiscal Year 2003-2004 compared to the 7 arrests in Fiscal Year 2002-2003.

Trespassing calls decreased to 82 calls during Fiscal Year 2003-2004 compared to the 111 calls responded to during Fiscal Year 2002-2003. Police Officers apprehended 11 trespassing violators during Fiscal Year 2003-2004 compared to 13 during Fiscal Year 2002-2003. It is believed that the design, production and sale to property owners of Town of Nags "No Trespassing" signs contributed to the decrease in the incidents of trespass on private property.

Police Officers responded to 47 alcohol-related calls during Fiscal Year 2003-2004 compared to 53 alcohol-related calls during Fiscal Year 2002-2003. Police Officers initiated 169 alcohol related enforcement actions during Fiscal Year 2003-2004 compared to 212 in Fiscal Year 2002-2003. Extra Police Division enforcement effort, with assistance from the North Carolina Highway Patrol and North Carolina Alcohol Law Enforcement during Virginia High School Week, resulted in the decreased alcohol enforcement actions.

Dispatched "Alarm" calls increased during Fiscal Year 2003-2004 with 599 alarm calls being reported compared to 586 during Fiscal Year 2002-2003. A significant number of alarm calls were responded to during Hurricane Isabel in the last two weeks of September 2003.

The number of criminal arrests during Fiscal Year 2003-2004 was 650 compared to 636 criminal arrests made during Fiscal Year 2002-2003.

The number of traffic related apprehensions during Fiscal Year 2003-2004 was 2,530 compared to the 2,238 traffic related apprehensions during Fiscal Year 2002-2003.

### *Community Policing and Community Watch*

The expansion and success of the Community Policing Program, now in its tenth year, continued during Fiscal Year 2003-2004. The spirit of "Community Partnership" that exists between the Police Division and the Nags Head Community Watch Association continues to bear fruit. More of our permanent residents are participating in the "Community Watch" than ever before and they are calling us when suspicious conditions are occurring in their neighborhoods. Citizens and visitors reported 107 suspicious person(s) with another 90 reports of suspicious vehicles reported to the Police Division during Fiscal Year 2003-2004.



The success and strength of this continuing community partnership was again demonstrated on August 5th, 2003 when the Police Division, Community Watch Association and over 175 of our residents, absentee property owners and visitors turned out in 16 of our 21 neighborhoods to participate in the 20<sup>th</sup> Annual "National Night Out Against Crime". This year, for the third time, the Police Division hosted the Community Watch Association, the neighborhood Community Watch Block Captains and Community Watch members to a "National Night Out" Picnic. Over 140 citizens attended this picnic.

The Community Watch Association, along with the Police Division, once again participated in the Annual "St. Patrick's Day" parade, "Children's Easter Egg Hunt" program, and the Town's 4<sup>th</sup> Annual "Festival of Thanksgiving" celebration.

On December 4th, 2003 the Community Watch Association hosted the Department of Public Safety at a luncheon to extend their thanks and appreciation to the police, fire, and ocean rescue staff and civilian public safety personnel.

The Nags Head Police Division, in partnership with the Nags Head Community Watch Association, continued joint sponsorship of the A.A.R.P. "Alive 55" Senior Citizen Safe Driving Seminars. Fifteen residents of the Outer Banks attended safe driving seminars which were conducted by Mr. Perry White, a member of the Nags Head Community Watch Association.

On April 13, 2003 the Community Watch Association, along with the Police Division hosted the second annual "Substance Abuse Education Forum" which featured Amy Montgomery, Healthy Carolinians of the Outer Banks Coordinator. Ms. Montgomery provided an informative presentation addressing the continuing substance abuse problems in Dare County and the Town of Nags Head.

The Police Division continued the successful use of the Polaroid "Ident-A-Kid", "Domestic Violence Prevention", and "National Child Passenger Safety Seat" Programs during Fiscal Year 2003-2004. Each of these programs continues to be well received. Again this year, over 300 children were photographed and fingerprinted, giving their parents a permanent identifying record of their children. The parents are encouraged to come to the Police Division annually to have their children's photographs updated. In addition, the Police Division continues to inspect child safety seats on a regular basis. The Police Division and the Fire and Rescue Division held several child safety seat clinics during the fiscal year.

During Fiscal Year 2003-2004 the Town of Nags Head continued to be honored with the State of North Carolina, "Governor's Crime Prevention Community" Award. Through this award the State of North Carolina continues to recognize the Town, Police Division, Community Watch Association and our citizens for their active and continued efforts to prevent and reduce crime here in Nags Head.

### *Major Criminal Investigations Update*

During Fiscal Year 2003-2004 the Nags Head Police Division began conducting the largest illegal narcotics investigation in the 40 + year history of the Division. From a citizen's call and the subsequent and still on-going investigation, this investigation was adopted by the Drug Enforcement Administration and the United States Attorney's Office. To date a sizable amount of illegal narcotics, over \$100,000.00 cash, vehicles, and boats have been seized. Due to the on-going status of this investigation, I am unable to provide further details in the year's annual report. The Nags Head Police Division is jointly conducting this investigation with the Dare County Sheriff's Office with additional assistance being provided by North Carolina Alcohol Law Enforcement, Pitt County Sheriff's Office and the State of North Carolina Illegal Substance Taxation Unit.

On December 11, 2003, the Nags Head Police Division, Criminal Investigation Unit began investigating a Felony Sexual Offense with two victims, both under the age of ten years. A male relative of the victims has been charged with two counts of Taking Indecent Liberties. The suspect is presently awaiting trial in Dare County Superior Court.

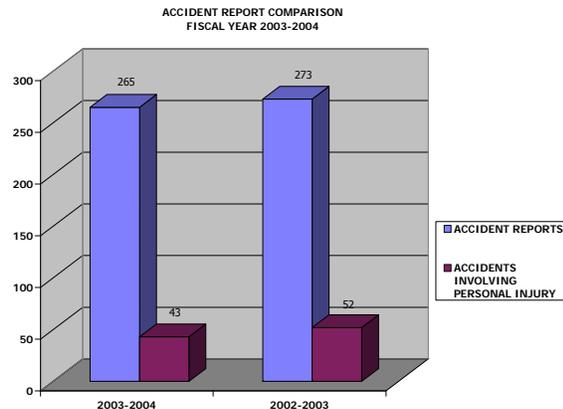
### *Motor Vehicle Accidents and Traffic Safety*

The Town of Nags Head experienced a total of 265 motor vehicle accidents during Fiscal Year 2003-2004, a decrease of 8 motor vehicle accidents from Fiscal Year 2002-2003. A total of 43 of the 265 motor vehicle accidents resulted in personal injury during Fiscal Year 2003-2004 compared to 52 personal injury motor vehicle accidents that occurred during Fiscal Year 2002-

2003. There were, however, no fatality accidents that occurred in Nags Head during the Fiscal Year.

Again, during Fiscal Year 2003-2004 the majority of the serious injury motor vehicle accidents that occurred did not involve alcohol or speed and in most accidents high speed or weather was not a contributing factor. A majority of the motor vehicle accidents continued to be the direct result of driver negligence and failure to maintain a proper lookout while turning, changing lanes, pulling onto roadways from private businesses or side streets, or where pedestrians failed to maintain proper lookout while crossing roadways. Drivers running red lights contributed to some of the most serious personal injury motor vehicle accidents.

The Police Division, acting with the approval of the Board of Commissioners, has been studying the feasibility of the installation of Red Light Photo Enforcement Cameras at selected intersections in Nags Head. A presentation, regarding Red Light Photo Enforcement Camera Systems was made to the Board of Commissioners at their March 2003 meeting. It is anticipated that these cameras will be installed at selected intersections in the spring of 2005.



The Police Division continued to address the issues of traffic safety, awareness and education by deploying throughout the Town's residential neighborhoods, commercial areas and along the major roadways and highways our Mobile Radar Display Trailer. This radar trailer was, as in previous years, deployed in all 21 neighborhoods during Fiscal Year 2003-2004. The radar display trailer continues to be re-deployed and rotated throughout the Town in our continuing efforts to improve traffic safety and to encourage voluntary speed compliance.

The Town, with the Police Division participating, held several meetings, throughout the year, with the North Carolina Department of Transportation to address traffic and pedestrian safety. Specific attention is focused on the U.S. Highway 158, South Croatan Highway, corridor from Hollowell Street, the entrance to Jockey's Ridge State Park through the Whalebone Intersection. The N.C. Department of Transportation (NCDOT) completed the "computer controlled looping" of all traffic signal lights in the Town during the spring and early summer of 2003. This "computer controlled looping system" is still undergoing some adjustments and modifications.

The installation of signal light and pedestrian activated cross walk on U.S. 158, S. Croatan Highway at Hollowell Street (the main entrance to Jockey's Ridge State Park) continues to provide for significantly improved both vehicle and pedestrian safety at this very busy intersection.

NCDOT completed traffic counts on U.S. Highway 158 at the entrance to the new Outer Banks YMCA. As a result of these traffic studies, which included the consideration of the now under construction Nags Head Elementary School, a traffic signal light with pedestrian activated crosswalk will be placed in service in the summer of 2005, at the intersection of U.S. Highway 158 with Bonnett Street. With the installation of this new traffic signal light the YMCA will re-align their main driveway entrance to marry up with the Bonnet Street/U.S. Highway 158 intersection.

During Fiscal Year 2003-2004 NCDOT continued in the replacement of wooden signal light poles with metal wind load and storm resistant metal poles in the Town. The signal light authorized and funded by NCDOT in Fiscal Year 2002-2003 for the intersection of North Seachase Drive with U.S. Highway 158 was completed and placed in service late in the spring of 2003.

Another major project, the resurfacing of U. S. Highway 158, was completed during this fiscal year.

Again, during this fiscal year, the Town has been working with NCDOT and Tanger Properties to improve the vehicular traffic patterns in and around the Tanger Outlet Center in Nags Head. The Town has been concerned, for many years, about the ingress and egress problems at this location. It is hoped that a new traffic control system will be in place at this location by the spring of 2005.

### *Personal Watercraft*

There were no personal watercraft injury accidents that occurred in the Town during Fiscal Year 2003-2004. There were also no personal watercraft violation calls for service reported during Fiscal Year 2003-2004 compared to the three personal watercraft violation calls in Fiscal Year 2002-2003.

### *July 4th, 2003 Fireworks Spectacular*

The July 4, 2003 Fireworks display was again hosted by the Town and held at Jennette's Fishing Pier. Pyrotechnico Incorporated provided a fireworks display that was unequalled anywhere in North Carolina. It is estimated that in excess of 35,000 persons viewed the display from various vantage points throughout the Town. The largest number of viewers observed the fireworks display from the ocean front beach. Traffic and crowd management plans worked flawlessly before, during and after the event.

The fireworks spectacular was a huge success and helped to further enhance the Town's image and commitment to remaining the "Premier Family Beach" on the east coast. Many of the Town's employees from the Department of Public Safety and the Department of Public Works contributed to the success of this fireworks event.

### *Festival of Thanksgiving*

The Department of Public Safety's, Police and Fire and Rescue Divisions participated in the year long planning and execution of the Town's Year 2003 Festival of Thanksgiving.

### *Police Bicycle Patrol Officer Program*

The Police Bicycle Patrol Unit, which consists of five trained and assigned uniformed police officers, continued, during Fiscal Year 2003-2004, to be a successful operation with bicycle patrols being conducted throughout the residential neighborhoods, along with business and entertainment areas in the Town. Residents and visitors alike continue to tell us that they like the program and feel that it helps bring our officers closer to the general public. The Police Bicycle Patrol Program continues to be a very important part of our "Community Policing" effort.

### *Police Training*

Police personnel, both sworn and civilian, continued to receive training during Fiscal Year 2003-2004 that amounted to approximately 3,280 hours. Our continued emphasis on training and career development has helped to make and maintain our police division as one of the best-

trained, professional and technically proficient law enforcement agencies in the State of North Carolina.

During this fiscal year, Police Officers First Class Chris Montgomery and Kris Merithew completed almost 600 hours of required training that resulted in these officers completing and being awarded their Traffic Enforcement and Investigation Certifications from the North Carolina Criminal Justice Training and Standards Division.

The hard work of these officers over an almost 4 year period resulted in the attainment of this certification that is held by less than 50 law enforcement officers in the State of North Carolina.

The State of North Carolina Criminal Justice Training and Standards Division will require 24 hours of mandatory law enforcement training each year to every State certified law enforcement officer. This mandatory training will begin in calendar year 2005 and will continue to be a mandatory training requirement each future calendar year.

### *Animal Control*

The Animal Control /Law Enforcement Officer continued to patrol the Town's neighborhoods and beaches during Fiscal Year 2003-2004. This helped to ensure that our citizens are protected from at-large and nuisance animals. The Animal Control Officer responded to citizen calls for service and as a result a total of 99 animals were taken into custody. A total of 13 animal related citations were issued by the Animal Control Officer during the Fiscal Year. Thirteen barking dog complaints were investigated and wildlife was relocated to safer settings on 15 occasions.

There were no animal bite incidents reported to the Animal Control Officer during Fiscal Year 2003-2004. The Animal Control Officer participated in Rabies educational efforts to increase the public knowledge of this most serious public health threat.

### *Weather Related Emergencies*

Hurricane Isabel, a huge Category II hurricane struck the Outer Banks on September 18th, 2003. The damage caused by Hurricane Isabel was only exceeded by Hurricane Hazel in 1954 and the "Ash Wednesday Storm of 1962". Police Personnel worked 12-hour shifts for a two week period without a day off. Power was out in some portions of the Town for up to five days. The part of the Town that was hardest hit was the South Nags Head area. Re-entry to the Town was prohibited and/or restricted for several days. As the Town recovered from the storm, dangerous working conditions existed east of the beach road and Old Oregon Inlet Road.

There was no "looting" in the Town. A few burglaries did occur in vacant rental cottages and at the Food Lion in the northern part of the Town. In each of these burglaries the person(s) responsible were arrested.

After Isabel, a Public Meeting was held to hear the public's comments about the Town's storm response and recovery performance. The comments ran the gamut from total satisfaction to total disgust of the Town's performance during the recovery from the Hurricane. Public Safety was praised to the highest limits by many citizens as well as being chastised by a few residents in South Nags Head for our handling of re-entry, and ingress and egress in the Town especially in the South Nags Head area.

Since Isabel many meetings have been held with Town staff in our continuing efforts to seek ways in which we can better respond and recover from weather related events and declared disasters. Meetings have also been held with Dare County officials, as well as with a representative from local real estate and property management agencies to gain their input. A

meeting was also held with the Outer Banks Hospital to go over the OBH storm closure protocol as it relates both to the hospital and the emergency room.

### *Chaplain's Program*

The Chaplain's Program was re-instituted during Fiscal Year 2003-2004. Pastor Rick Lawrenson from the Outer Banks Church and Pastor Jim Lewis from the Outer Banks Worship compose the Public Safety Chaplain's Corps. Both Pastors Lawrenson and Lewis attended several days of Public Safety Chaplain Training and are providing a valuable service to our residents, visitors and to the men and women of the Nags Head Public Safety Family.

During the Memorial Day Weekend of 2004 both Chaplains Lawrenson and Lewis responded to the drowning death of a four year old. This incident occurred at a rental cottage swimming pool in South Nags Head. On another occasion Chaplain Lawrenson responded to the unexpected death of a 14 year old male who was found dead in his bed at a rental cottage in South Nags Head. In both of these incidents our Chaplains provided comfort and compassion not only to the families of the victims but also to the members of Nags Head Public Safety and Dare County Emergency Medical Services who responded to these two tragic events.

### *Police Grant Initiatives*

In the beginning of Fiscal Year 2003-2004 the Police Division continued its efforts to build upon its current Records Management Software System, with the addition of the "Arrest Module", which enables each street officer to enter arrest records in their vehicles and download this information directly into the network at the end of work day.

During last Fiscal Year 2003-2004 the North Carolina Governor's Crime Commission accepted a Local Block Grant request made by the Nags Head Police Division for the Arrest Module software in the amount of \$8,888.88, with the Nags Head Police Division's share of this grant award being a 10% cash match of \$888.88.

This new software module allows for arrest reports to be obtained in a more direct manner than our current divisional process.

During Fiscal Year 2003-2004 the North Carolina Governor's Crime Commission accepted a regional grant request made by the Kill Devil Hills Police Department along with five other local law enforcement agencies, including the Nags Head Police Division for an Audio/Video Magistrate Conferencing System. The total amount of grant funding for this regional grant project is \$57,417.00 with a 25% cash match of \$19,139.01, to be shared between the five agencies, with an individual cash match share of \$3827.80 for each participating agency.

During Fiscal Year 2003-2004 the Nags Head Police Division continued our participation with several other municipal law enforcement agencies in a Video Magistrate grant project. The video magistrate system was installed during the year and has been tested to confirm the operation of the system. To date, however, the video magistrate system is not being utilized as it was intended due to training and other issues that have been raised by the Dare County Chief Magistrate.

In addition, the Town of Nags Head participated with the ten counties and all of the municipalities in Northeastern North Carolina in applying during Fiscal Year 2003-2004 for Federal Homeland Security Grant funds (administered by the NC Governor's Crime Commission) to replace the existing Public Safety Radio Communication System in all of Northeastern North Carolina. This grant request was for \$7.5 million and would have required no Town of Nags Head or other county or municipal local cash match funds.

## Fire and Ocean Rescue

### Fire and Medical Response

Total emergency response by the Nags Head Fire Rescue/Nags Head Volunteer Fire Department Inc. decreased from 900 emergency calls in Fiscal Year 2002-2003 to 708 in Fiscal Year 2003-2004. Responses to emergency medical calls declined by 65 calls for the year as a result of selective response based on dispatch information. Fire calls decreased as a result of selective response to automobile crashes resulting in property damage only.



A total of 231 emergency responses to commercial properties were logged in Fiscal Year 2003-2004, as compared to 350 responses the prior fiscal year, a reduction of 119 calls. Residential emergency incidents increased by 6.5 percent or 16 additional calls at the conclusion of Fiscal Year 2003-2004 for a total of 261 residential incidents. The remaining incidents were open land, beaches and highways. The overall structural fire dollar loss for Fiscal Year 2003-2004 was \$1,396,300 as compared to structural fire loss of \$1,037,750 in Fiscal Year 2002-2003.

Several significant fire events occurred in the Town during Fiscal Year 2003-2004. The first major incident was a residential fire resulting in a loss of \$210,000. The second major incident was another residential fire in the Village of Nags Head that resulted in a loss of over \$350,000 with damage to three structures. The most significant incident was a restaurant that was destroyed with a loss of \$800,000.

### Ocean Rescue

In July 2003 nine Ocean Rescue personnel competed in the United States Lifesaving Association – South Atlantic Regional Lifeguard Competition. Nags Head placed first in the "B" Division and third overall. This was the second year in a row Nags Head Ocean Rescue won its Division. In July 2003, four female members competed in the National Park Service All-Women Lifeguard Competition, taking third place in Division III. In August we sent two competitors to participate in the USLA National Championships. Nags Head placed 16<sup>th</sup> out of 36 teams including teams from Hawaii and Canada. A first year guard placed 3<sup>rd</sup> in the overall scoring out of 150 competitors.

The waters of the Atlantic Ocean were closed to swimming for 20 days this fiscal year, 19 of those days were due to very rough weather in September. Ocean Rescue numbers decreased across the board due to Hurricane Isabel and to another environmental condition; cold water.

	<u>Fiscal Year 2003-2004</u>	<u>Fiscal Year 2002-2003</u>
Water Rescue	11	106
People Assist	45	51
Watercraft Assist	10	8
Lost person Search	34	51
EMS Assistance	71	103
Near Drowning	0	2
Animal Calls	80	42
Education Advisories	43,364	62,826
Beach Closings	20	12
Emergency Response – NO assistance Needed	19	28
Mutual Aid Response	21	25

Beach Population

864,577

963,541

### *Fire Inspections*

There were 379 fire inspections of commercial properties completed as required by the State Department of Insurance. Highlights of the fire inspection program this year include training in North Carolina Laws and Administration and Level I and Level II Fire Inspector curriculum. In addition to commercial fire inspections, staff participated in numerous Planning Department Technical Reviews of commercial site plans and Crowd Gathering Permits. Fire Inspectors responded to mitigate citizen and staff reports of fire code non compliances in the community.

### *Fire Prevention and Mitigation*

Nags Head Fire Rescue is committed to the vision of fire safety for the citizens and visitors in Nags Head. Fire staff members and equipment were present with fire safety literature, youth fire helmets, stickers and fire apparatus at several public events. The Fire Prevention Committee meets regularly to address fire prevention issues and organize public events in Nags Head. Nags Head Fire staff assisted the Kill Devil Hills Fire Department with "Fire Prevention Week" activities at First Flight Elementary and Kitty Hawk Elementary schools and scheduled visits to all Nags Head Pre-schools. Nags Head residents and numerous vacationing visitors continue to stop by Fire Station 16 to visit the firefighters, take pictures of apparatus or tour the facilities. Nags Head Fire Rescue staff submitted various fire prevention articles to the local newspapers, Town of Nags Head "Lines" Newsletter and spoke to the Nags Head Community Watch committee regarding fire awareness and injury prevention. The Government Access Channel continues to display the "Fire Safe" power point for the benefit of all those who view channel 20.

National Fire Prevention Week activities in October offered community members an opportunity to tour Fire Station 16, meet firefighters, encourage resident participation in fire extinguisher training, promote educational opportunities about residential fire inspections and receive free smoke detectors. Participants also conducted "EDITH, Escape Drills in the Home" in the Dare Fire Safety Trailer. Approximately 200 people attended this important event.

### *Infant Car Seat Installation Program*

During Fire Prevention Night Out and Child Prevention Safety Week, Firefighter Infant Car Seat Technicians set up a car seat checkpoint so those transporting infants could determine if car seats were properly installed. Numerous deficiencies were found. The infant car seat inspection program is growing and visitors often stop in Fire Station 16 and request a car seat installation. Sixty-seven car seats were inspected this year. Four firefighters attended infant child seat installation class and continue to upgrade qualifications to maintain current status.

### *Nags Head Woods Firewise Program*

The Town and the North Carolina Division of Forestry partnership, "Firewise" grant of \$26,000 was utilized this year to reduce fuels and improve fire apparatus access in Nags Head Woods. Town approved contractors removed organic debris and limbs overhanging homes, creating a clear fire resistant space around the base of each structure. Apparatus access aisles and residential driveways were expanded to remove obstructions to response and permit fire operations. Eleven out of thirteen homeowners participated in this NO COST program that contributed to a more fire safe wild land urban interface in Nags Head Woods.

### *Fire Training*

Career fire staff attended numerous in-house and off-site training classes for an aggregate of 2,605 hours. Fire training has been seriously jeopardized by the lack of a live fire training facility. The County condemned the Buxton burn building and has no plans to repair it. We were able to arrange a live fire training session utilizing the Virginia Beach Fire Departments training Center at a cost of \$3,000. The College of the Albemarle, the local fire departments and the County are working on a plan that is looking at creating a live fire facility managed by the College of the Albemarle.

*Nags Head Volunteer Fire Department*

The participation of volunteers contributed to the success of fire operations in Fiscal Year 2003-2004. Fire Station 16/20 standby hours totaled 4,901 in Fiscal Year 2003-2004. Volunteer firefighter training hours this year totaled 897. The NHVFD responded exceptionally well to the July 4<sup>th</sup> Town fireworks event.

The Nags Head Volunteer Fire Department continues to provide services in the Town of Nags Head, however nationally, regionally and locally volunteerism has decreased. A core group of members has served the department well, but committed new members are a rare commodity and members active in the past have slowly faded from department activities. Attendance at regularly scheduled training has been lacking and response to emergency incidents has also not been up to expectations of the Volunteer Board of Directors.

	<u>03/04</u>	<u>02/03</u>		<u>03/04</u>	<u>02/03</u>
Arson – Incendiary	0	0	Fuel Spill	2	7
Electrical	2	7	Search Party	0	2
Fireplace	1	0	Rescue	18	14
Flammables	3	4	Alarm Malfunction	29	50
Gas Leaks	6	9	Malicious	0	4
Lightning	2	7	Unintentional	51	29
Smoke Only	5	9	Other/ Canceled in Route	16	50
Other	32	23	Mutual Aid	27	13
Helo Standby	1	0	EMS Assist	384	449
Vehicle Fire	6	13			
Brush/Refuse	24	17	Fire Calls	324	451
Bomb Threat	1	1	EMS Calls	384	449
NC Power	19	21	Ocean Rescue Calls	291	416
Elevator Emergency	2	6			
Vehicle Accident	77	127			

*Nags Head Safety Program*

The mission of the Nags Head Safety Program is to eliminate employee injuries, remove all hazards from the town; if hazards cannot be removed adequately protect employees and citizens from exposure to them. The Nags Head Safety Program experienced one of the most rewarding and productive years since inception. The Town of Nags Head requested and received an OSHA Health and Safety consultation in 2004. As a result of this inspection and subsequent mitigation efforts the Town received notification that all qualifications for the OSHA SHARP (Safety and Health Achievement Recognition Program) Award had been met and the recognition was presented to the Nags Head Board of Commissioners by OSHA Bureau Chief John Bogner.

The Town of Nags Head is dedicated to employee occupational safety and the maintenance of a healthful workplace. Receiving the OSHA SHARP award is an honor and a testimony to all the

employees that work daily to reduce injuries and accidents in the Town. It could not have been done without a total management commitment and regular supervisory mandates of "Safety First" in the workplace.

The SHARP award is more of a beginning than an end to our safety programming in Nags Head, and the Town will continue to strive for excellence in safety and health initiatives by enrichment of existing programs and regular job hazard analysis.

The Town decreased OSHA recordable incidents from a Fiscal Year 2001-2002 high of 19 recordable injuries to a total of 5 recordable injuries in Fiscal Year 2002-2003. There were five recordable injuries in Fiscal Year 2003-2004.

Safety continues to be a top priority of Town Administration, and this commitment is shown in the form of a safety operations line item, an inspection partnership with OSHA Consultation Services, a designated Town Safety Officer, Deputy Safety Officer and Employee Safety Committee. Special recognition must be paid to the workhorses of the safety program, the Nags Head Safety Representatives. They met for monthly safety meetings; the agenda included discussion/investigation of prior month incidents, near misses, and equipment damage and employee injuries. Without their efforts a majority of the work required to obtain the SHARP award would not have been realized.

*Highlights of the Fiscal Year 2003-2004 Nags Head Safety Program:*

- Nags Head received SHARP Award, becoming the **only** municipality in North Carolina to be awarded this level of excellence.
- Achieved OSHA Consultative Services approval of all Nags Head Municipal facilities for the fourth year in a row, again exempting Town facilities from all unscheduled OSHA compliance visits.
- May 10-16, 2004 declared Nags Head Safety Awareness Week, complete with a Mayoral proclamation and employee safety training.
- Conducted injury free employee operations during Hurricane Isabel.
- Presented Defensive Driving Class to all Nags Head employee motor vehicle operators and certified two instructor trainers to present DDC to new employees as needed.
- Conducted an annual Safety Committee/Department Head all hands meeting to discuss safety issues and determine if any equipment, training or procedures were necessary to eliminate hazards in the Town.
- Job Hazard Analysis completed for all employee positions within the Town.
- Provided CPR training for Town staff.
- Provided weekly beach access inspections, removing hazards and correcting non compliances that insured the safety of beach patrons using these walkways.
- Provided audiometric testing for all required employees.
- Provided mandatory physicals for all required employees.
- Safety Director/Deputy Safety Director/Town Staff attended trainings sponsored by the NC Safety and Health Council; Automobile Crash Investigation; Principles of Occupational Safety and Health; Defensive Driving Class Train the Trainer.
- Completed a bi-annual electrical outlet survey program for all Town facilities.
- Provided annual required safety training for Nags Head employees.
- Sponsored a North Carolina League of Municipalities Back Safety Training, attended by 15 employees. Nags Head employees sustained four back injuries last calendar year.

## **Public Works**

The Public Works Department is divided into five divisions: Public Facilities Maintenance, Maintenance Garage, Sanitation, Water Distribution and Water Operations. In addition, an Administrative section provides department coordination, technical assistance, and support for the Department's operating divisions.

### **Maintenance Garage**

The Town of Nags Head Fleet Maintenance Division performs equipment and vehicle preventive maintenance, vehicle repairs, emergency repairs, and other various modifications. The Division's strongest emphasis is placed upon the preventive maintenance efforts. The number of unexpected breakdowns affects the day-to-day operations of this division. There is no way these can be predicted and factored into daily or weekly work schedules. It is the goal of this division to achieve its maximum performance in order to help keep other Town departments operational.

A Town-wide vehicle replacement schedule has been developed and is maintained by the fleet maintenance supervisor and other Town management. This schedule helps keep the Division's staff aware of the expected service life of the vehicles. Keeping track of the schedule allows personnel to know where to place emphasis and work efforts (repair vs. replacement).

The Fleet Maintenance Division presently maintains 89 licensed vehicles. This is an increase of seven percent over the previous year and with the growth of the Town, this increase in the number of vehicles is likely to continue. Priority is placed on the repair of emergency vehicles. The Town's fleet of vehicles includes:

<b>Department/Division</b>	<b>Licensed Vehicles</b>
Police	32
Sanitation	17
Fire	11
Public Facilities Maintenance	11
Planning and Development	6
Water Distribution	4
Ocean Rescue	3
Water Plant	2
Fleet Maintenance	1
Town Hall	1
Public Works Administration	1

In addition to the maintenance of vehicles, the Division works on 47 various pieces of equipment that include all terrain vehicles, watercraft, loaders, backhoes, mobile and fixed generators, trailers, mowers, chipper, and a mobile air compressor.

Other operations of the fleet maintenance department also include:

parts and supplies inventory	surplus of old vehicles and equipment
preventive maintenance schedule	placement of new vehicles into service
fuel inventory	equipment installation on vehicles.
vehicle replacement schedule	

Disaster preparations prior to Hurricane Isabel proved successful. Staff members had the foresight to make ready and available generators to all departments, ensuring the Town's ability to maintain all operations, with little or no "down time." A new generator was secured from

Army surplus and was prepped and load tested for Town operations, in the event of future needs.

Fleet Maintenance is certified in various fields by ASE (Automotive Service Excellence). One member of the staff maintains a state vehicle inspection license in order to inspect and insure the safety of Town vehicles. The Division has someone on call and available 24 hours a day, 7 days a week, year-round.

Safety efforts on the part of the maintenance staff helped the Town earn the Department of Labor and OSHA Sharp Award, by meeting or exceeding safety expectations and requirements. Safety is a priority issue for the department.

## **Public Works Administration**

Public Works Administration was very busy with routine activities and preparing for, and recovering from, Hurricane Isabel. In addition to the cleanup of hurricane generated debris, which lasted 11 weeks, several construction projects were necessary to repair damaged dunes and replace destroyed roads, waterlines and public beach accesses.

Approximately 1,465 feet of waterline and 2,000 feet of two-lane road were replaced following the storm. Also, 50 percent of the Town's public ocean beach accesses were destroyed by Hurricane Isabel. Approximately a third of these had been replaced by June 30, 2004. Half of those being replaced were built to be handicapped accessible, in compliance with the Americans with Disabilities Act. The largest post-hurricane recovery project involved the design, and partial construction, of an emergency beach berm to protect the Town's infrastructure and developed property along nine miles of oceanfront. This project began March 2004 and was temporarily suspended May 1 at the onset of the endangered sea turtle nesting season. About a third of the berm has been built; construction will resume after the November 15, 2004 conclusion of the nesting/hatching season. A major non-hurricane construction project was the re-roofing of Fire Station 16.



Public Works Administration was again involved in planning the July 4<sup>th</sup> fireworks display on Nags Head Fishing Pier (Jennette's Pier was unavailable due to significant Hurricane Isabel damage). With the cooperation of Public Safety, this event was another success.

The Fleet Maintenance Division still maintains a strong preventive maintenance program. Work orders were less during the past year (1,572 in Fiscal Year 2002-2003 as opposed to 1,423 in Fiscal Year 2003-2004). A part of this can be attributed to a personnel shortage, due to the supervisor's retirement, which left a vacant position for four months.

During Fiscal Year 2003-2004, we processed 37 warning citations for Sanitation Code violations. A phone call to the customer is placed to attempt to solve the problem first; if this is not productive, a warning citation is then sent. Two Civil Citations were issued.

Calls were received and processed for special pickups as follows:

Bagged Yard Waste pickup: 57 calls	Dumpster repair: 2 calls
Bulk Pickup: 400 calls	Brush and Limb Pickup: 552 calls
Cardboard Pickup: 18 calls	Mulch Delivery: 31 calls
Cart Repair: 189 calls	Cardboard Recycling: 10 calls

**Public Facilities Maintenance**



Public Facilities Maintenance had a very busy year with work related to Hurricane Isabel in addition to our routine activities. Immediately following the hurricane, Public Facilities Maintenance spent over 1,200 man-hours during the months of September and October working on storm debris cleanup. Recovery efforts also included drainage work, sign repair and installation and removal of downed trees.

The Division has overseen the construction of 21 new beach accesses. In addition the Division has managed the construction of the emergency berm project and the reconstruction of the road on Surfside and Seagull Drives.

Working in conjunction with Public Works Administration, we were involved in the implementation of the July 4<sup>th</sup> fireworks display on Nags Head Fishing Pier. In addition we worked on several non-hurricane projects such as the re-roofing of Fire Station 16, and the repainting of the Epstein, Hargrove and Little Bridge bathhouses. Additional projects included the re-decking of the Epstein Street bathhouse as well as the construction of four rest stops along the multi-use path in South Nags Head.

Routine work continued to be heavy throughout FY2003-2004. Public Facilities Maintenance oversees all Town facilities such as buildings, landscaping, streets, signs, drainage, the Town Park, beach accesses, crosswalks, and picking of the trash cans on the beach. We service 130 trash cans and 6 public rest rooms daily from May 1<sup>st</sup> through October 1<sup>st</sup>. In addition, Public Facilities Maintenance oversees the 11 miles of bike path which runs the entire length of town. We also oversee 36 miles of streets and one mile of sidewalk.

Town buildings were provided with painting, electrical, and plumbing repairs. Public Facilities Maintenance also oversees all of the janitorial needs for the Town’s Municipal Complex, the Board of Commissioners meeting room, and the Public Works building.

Public Facilities Maintenance was instrumental in fulfilling the requirements set forth by OSHA relating to Town facilities which enabled the Town to acquire the SHARP Award.



**Sanitation**

The Sanitation Division had another busy year with routine work being heavy as usual.

The recycling program remained active with the following tonnage of the main items we accept being collected at drop-offs and commercial sites in Fiscal Year 2003-2004.

White Goods – 83.23	Plastic #1 – 7.11
Aluminum – 4.82	Plastic #2 – 10.74
Brown Glass – 13.56	Cardboard – 237.904
Clear Glass – 13.41	Mixed Paper – 94.38
Green Glass – 11.74	

The grand total recycled for Fiscal Year 2003-2004 was 476.894 tons, an 8.42 percent decrease from Fiscal Year 2002-2003 total of 520.78 tons.

The beach access recycle bins collected the following amount of Recyclables, the weight of which is included in the totals above. All amounts are in 32-gallon containers.

Aluminum – 168	Green Glass – 68
Brown Glass – 84	Plastic - 92
Clear Glass - 67	

A total of 547.70 tons of bulk pickup items were collected during Fiscal Year 2003-2004, a decrease of 26.9 percent or 201.77 tons from last year. This is lower than previous years because we recycle more yard waste now than in the past.

There was a total of 637 tons of mulch delivered back to Town of Nags Head residents this year and there is a pile of approximately 400 to 450 cubic yards of brush ready to be grinded in the brush yard at Public Works.

The largest amount of material collected and transported by Sanitation was of course residential and commercial refuse. The residential total was 4,181.53 tons and commercial 6,134.855 tons for a grand total of 10,316.385 tons. The total refuse rose 617.478 tons or a 6.3 percent increase over Fiscal Year 2002-2003. This gives us a total of 11.9 percent or a 1,100.288 ton increase over the past two years, which in turn causes an increase in operational funds and tipping fees.

## Water Distribution



Hurricane Isabel dealt quite a "blow" to the water system in September damaging or destroying over 1,000 feet of 6" water mains along Surfside and Seagull Drives as well as along South Old Oregon Inlet Road. Distribution Technicians did an excellent job of restoring water service and fire protection to the residents of South Nags Head after the storm.

We were once again hit in March with back to back northeasters that took out 60 feet of 2" water main along Surfside Drive. This division, at the request of Public Safety, set up a 6" tap and installed a fire hydrant at 9629 South Old Oregon Inlet Road at the location of a 16 bedroom house.

The Water Distribution Division performed the annual flushing and valve exercising program that began the first week of January and was completed the third week of March.

The Town purchased a tapping machine for this division that now enables us to do 6" taps on water mains that will allow the Town to install fire hydrants in areas of need as well as short 6" extensions.

The Town had 1 new water main installed consisting of 1,400 feet of 8" waterline from Dune Street to Diamond Street adding 4 additional fire hydrants to the system.

This year we had 15 water main failures (2" through 12") in the system including 2 fire hydrants that were repaired due to being damaged by vehicles, along with 59 service line repairs. This division also responded to 45 after normal working hours emergency call outs.

The Water Distribution Division installed the following number of water taps during Fiscal Year 2003-2004:

¾" – 52            1" – 65            1 ½" – 0            2" – 0

This compares to the following taps installed in Fiscal Year 2002-2003:

¾" – 81            1" – 136            1 ½" – 2            2" – 1

The number of locate requests were down to 1,719 from 1,827 in 2002-03.

## Water Operations

The Water Operations Division is responsible for supplying potable water to the citizens of Nags Head, as well as supplying treated water to the Dare County Regional Water System at a wholesale rate during the peak water demand period of the busy summer season.

### *Overview of Operation*

The Nags Head Water Plant remains staffed seven days per week, two shifts per day. Water plant operators answer calls and investigate water distribution complaints during weekends, off hours, and holidays. A state-certified laboratory, for state compliance testing of the Town's drinking water for Coliform bacteria is maintained. Fifteen water samples are gathered monthly from selected random sampling locations and analyzed for Coliform bacteria in our laboratory. The results are reported monthly to the state.



Water Operations also assists the Water Distribution Division during off-season by responding to customer calls after normal working hours.

### *Special Projects*

Water Operations received funding for CIP projects during Fiscal Year 2003-2004. The projects that were funded are as follows:

**Elevated Water Storage Tank** - Construction of a 500,000 gallon elevated water storage tank has not yet begun, however the project has been formally bid and engineers and staff are in the process of evaluating the bids prior to awarding the project.

**Water Master Plan** - The Town updates its Water System Master Plan every five years. This action was necessary to provide expansion of the water system commensurate with growth trends occurring in the Town.

**Chemical Storage Facility** – A project to refurbish and enhance the chemical storage facilities at the Nags Head Water Plant is currently underway.

**Vulnerability Assessment** – A Vulnerability Assessment (VA) has been prepared by our engineers, Cavanaugh and Associates, to comply with federal regulations. The purpose of the VA is to perform a risk assessment of the Town's water infrastructure and analyze its vulnerability to acts of terrorism and ability to function should such an act occur. Although our VA is not due until next year, it was the opinion of staff to have our VA completed early and in a comparable

time frame with Kill Devil Hills and the Dare County Regional water System. Staff members have received a draft copy of the VA and has reviewed it and returned it with annotations.

### *Fresh Pond*

During the summer of Fiscal Year 2003-2004 the water level of Fresh Pond was the highest experienced in several years, reaching almost nine feet above sea level. Water Operations staff operated Fresh Pond around the clock for six weeks from the July 4<sup>th</sup> weekend to the middle of August. This was a cooperative effort to assist Dare County Regional Water in providing sufficient water for anticipated seasonal peak demand flows.

### *Hurricane Isabel*

Select Water Operations staff remained in town to operate the Town's water supply facilities during Hurricane Isabel. The Nags Head Water Treatment Plant was able to receive water from the Dare Co. Regional Water System and pump it to the water distribution system thereby maintaining pressure and water for firefighting capabilities. The water treatment plant was without commercial electrical power for three days and relied upon a recently installed 275 kW generator to supply electrical power to the water plant until service was restored.