



Annual Report Town of Nags Head

Fiscal Year 2010-2011



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1 Administration

The overall functions of this department include maintaining and safeguarding official Town records, providing access to those records, and providing public notice of official meetings. In addition, the Administration Department provides administrative support for the Board of Commissioners, town manager, and all Board-appointed committees. Finally, this department issues broadcasts/media releases, maintains the Town's social media sites, and provides support to the Town and Dare County during emergency events via participation in the Joint Information Section.



Automating the indexing in the clerk's office to facilitate access to permanent Town records by all departments through the shared drive on the Town computer system is a department goal, along with providing access to certain Town records on the Town's web site to include Board of Commissioners meeting agendas, backup materials, summary actions, public notices, resolutions, ordinances, and approved minutes. Finally, Administration strives to release items of interest in a timely manner to the media and the general public and perform as the link between the Town and the County via the public information officer.

Board/Committee Meetings - Objectives

- Prepare and distribute agendas, summary actions, and formal minutes of Board of Commissioners meetings
- Prepare and distribute agendas and formal minutes of Town Board/Committee meetings, various ad hoc committees and specialized meetings as requested by the mayor and the town manager
- Prepare and distribute minutes of staff meetings
- Provide adequate public notice of Town Board/committee meetings, retreats, public hearings, and events; maintain up-to-date Town Board/Committee meeting schedules

Board/Committee Meetings - Supporting Information

- Twenty-four Board of Commissioners meetings; 30 persons on Sunshine List notified as required
- Meeting agendas published and posted
- Twenty-four Public Hearings (decreased from 22 last year)
- Board actions/formal minutes prepared for each Board meeting and posted on web site
- Formal Board of Commissioners minutes filled 247 legal pages
- Minutes were prepared and distributed for 7 staff meetings. Department heads are now responsible for sharing the staff meeting information with their staff
- Agendas, minutes and reports prepared for four Citizens Advisory Committee meetings
- Citizens Advisory Committee awards (Town's 50th Anniversary celebration held June 14 2011, Nags Head

Lightkeeper Award)

- Town web site includes listings of artwork purchased; sorted by acquisition date, artist name, and title
- Two hundred and sixteen Board of Commissioners packages coordinated, organized, and distributed for Board members. Department heads and the media now obtain agendas/backup materials via the Town's web site

Town Code, Ordinances, Resolutions, Proclamations and Policies - Objectives

- Process ordinances, resolutions, proclamations, and policies adopted by Board of Commissioners/town manager
- Maintain up to date Town Code of Ordinances
- Prepare and distribute updates to the following Town documentation: Town Code, Consolidated Fee Schedule, Policy Book, and Record Retention Schedule
- 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, the Consolidated Fee Schedule, Board adopted resolutions and ordinances

Town Code, Ordinances, Resolutions, Proclamations and Policies - Supporting Information

Adopted, processed, and distributed by this office during Fiscal Year 2009 - 2010:

- Forty-two ordinances
- Thirty-two resolutions
- Six proclamations
- Four Town Code supplements received from Municipal Code Corporation

Permits, Applications, Meeting Room Reservations - Objectives

- Process permit applications for outdoor crowd gathering events, bonafide fishing tournaments, closing-out sales, massage therapy businesses, massage therapists, and taxi-cab businesses in a timely manner
- Accept and process permit applications for crowd gathering events for the Windmill Point property, which is owned in conjunction with the Dare County Tourism Board
- Establish Town Park (Harvey Sound Site and Barnes Street) reservations for residents/visitors; Coordinate special requests as necessary; Reserve/coordinate special requests for Board Room, Library, and Administration Conference Room
- Procure and return as necessary clean-up deposits required for Town Parks and Board Room; utilize Town policy for priority reservations of the Board Room

Permits, Applications, Meeting Room Reservations - Supporting Information

- Forty-one Town Park (Barnes Street/Harvey Soundside) reservations, procured/refunded deposits
- Scheduled Board Room for meeting location, maintained supplies, table setup, procured/refunded deposits
- Processed 22 Outdoor Crowd Gathering Applications
- Processed 282 temporary beach driving permits for Nags Head Surf Fishing Tournament
- Processed 1 taxi-cab business application and 7 taxi-cab driver denial appeals

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

Records Management - Supporting Information

- Ordinances, resolutions, proclamations, minutes filed in permanent books - stored in fire-resistant vault
- Contracts/agreements/MOU's/MOA's stored in vault; indexed on shared drive for easy retrieval
- Approximately 16 contracts/agreements/deeds were processed during FY 2010-2011
- Contracts now included on Town web site
- Emergency evacuation box provided to the Fire Chief during times of emergency and updated annually, prior to the start of the hurricane season

Research - Objective

- Research Town records in an efficient and timely manner in response to requests for information

Research - Supporting Information

- Researched numerous inquiries/requests from other Town departments, the general public\Board members concerning Board agendas, past Board meeting minutes, historical data, legal issues, etc.

Bids, Certifications, Oaths, Etc. - Objectives

- Coordinate the formal bid process
- Attest all official documents for the Town; notarize/certify documents when requested/required
- Administer all oaths of office

Bids, Certifications, Oaths, Etc. - Supporting Information

- Processed formal bid openings to include advertisement, vendor letters, security deposit
- Certified, attested, and notarized numerous documents from citizens, departments, Board members
- Public Safety Oath was administered to 2 new/promoted police officers

Public Information Officer - Objectives

- Notify/release information to the general public and media concerning events; respond to various media inquiries
- Expand the Town's information dissemination methods
- Disseminate accurate information regarding emergencies and other Town-related information
- Participate in Dare County Joint Information Section

Public Information Officer - Supporting Information

- Prepared/forwarded 38 news releases
- Distributed 76 e-mail broadcasts to over 570 broadcast subscribers
- Sent 157 Tweets to over 850 followers
- Managed and maintained the Town web site home page to include all pertinent emergency information
- Participated in Dare County Joint Information Section, which allows the Town to remain current with storm procedures before/during/after an event as well as general items of interest to Town residents and visitors

Town Web Site - Objectives

- Provide and maintain useful information on the Town's web site; provide user-friendly access to pertinent information

- Update and maintain Town web site's home page
- Respond to all web site inquiries or refer to appropriate department for timely response

Town Web Site - Supporting Information

- Created and maintained the Beach Nourishment section of the Town's web site, which includes Frequently Asked Questions, oceanfront ownership diagrams, and a comprehensive glossary
- Expanded Customer/On-Line services to include links to: Town Code, Fee Schedule, Outdoor Crowd Gatherings
- Agendas, backup, actions, minutes, etc. for Board of Commissioners meetings/retreats - provided on Town's web site
- News items of interest are posted on the web site home page
- Notices of public hearings, public notices, bid openings are maintained on the Town's web site
- Board of Commissioners meetings are aired live via web site; Board meetings are replayed 4 times on the Friday and Saturday following the meeting on the Government Access Channel
- Video archive of Board meetings is maintained; meetings may be viewed in their entirety online via Town's web site
- Each Town Board/Committee, including ad hoc committees, has page on web site; application to serve is also included
- Town Clerk's office receives public inquiries/comments/etc. submitted via web site; inquiries are answered by the Clerk or are forwarded to appropriate department for response

Highlights/Accomplishments Fiscal Year 2010 - 2011

- Beach Nourishment - Coordinated the drafting, mailing, and recording of 462 easements. Also coordinated the receipt and filing of assessment petitions. Responded to numerous calls regarding beach nourishment.
- Town Celebrations - Coordinated Veterans Day celebration in support of nation's military; Town's 50th Anniversary on June 14, 2011; Celebration events included a quilt and necklace raffle, carnival, art reception, and Gala at Jennette's Pier
- Town inquiries - Respond promptly, distribute inquiries for appropriate departmental response
- Town web site - PIO maintains updated web site to include easy access – often via “News & Information” on Home Page or as separate sidebar items – to BOC agendas, backup, actions, minutes, ordinances, resolutions, contracts, etc. as well as items of specific interest, i.e., public hearings concerning “hot” topics such as beach nourishment, upcoming storm events, etc.
- Town web site – Increased links to appropriate agencies/sites added to Town web site
- Email Broadcast - Weekly Town Email Broadcast transmits messages of interest, i.e., ocean rescue information, street paving schedule, street closures, weather information, water flushing schedules, etc. to those registered for the email broadcast
- Expanded Administration web site - Frequently Asked Questions (FAQ) - Weddings/receptions on the beach - Clerk's office has seen increased interest and information included on Town's web site has been expanded
- Traffic Control Map – Map was downloaded to GIS system for in-house updating
- Emergency Box - Updated emergency box to include proclamations on flash drive for easier access to proclamations after a storm event
- Paperless agendas – Paperless BOC agendas/backup for Board members went into effect August 3, 2011
- Research – Implement more equitable employee service award/recognition system

Goals Fiscal Year 2011 - 2012

- Town web site – Maintain updated information re: ad hoc committees; Continue to customize Town web site (Administration Department, BOC, Town Boards/Committees, Home page): Continue to make web site more user-friendly with easier access and links to more items of interest; Continue to respond to web site inquiries promptly; Add proclamations to web site in addition to ordinances/resolutions
- Library - Organize Town Library to make it more useful; include areas for beach nourishment resources, individual departmental information, specify section for general statutes, finance, etc.
- Document Imaging - Research document imaging technology to determine benefit to office procedures - pending funding availability
- Evaluate - Evaluate methods to encourage citizen participation on Town Boards/Committees
- Traffic Control Map – Maintain GIS Traffic Control Map database in-house/prepare narrative detail of each map amendment
- Emergency box – Update data i.e. convert VHS taped records to DVD/flash drive for emergency evacuation box held by Town Clerk's Office

2 Administrative Services

The Administrative Services department provides continuous support for all of the other Town departments in the areas of revenue billing, payroll and benefits, 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 a 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 that they can be addressed. This department monitored spending closely and brought forward 14 budget amendments, which included 111 adjustments in 2010-2011. There were 2,367 accounts payable checks issued during the fiscal year and \$2,207.36, up from \$1,940.62, was saved by taking advantage of purchase discounts. We also continued payment by ACH and made an additional 810 vendor payments electronically, saving the cost of both checks and postage up from 771 last fiscal year. In addition, credit card payments of \$30,472 were processed and allocated to the appropriate expenditure account, compared to \$31,481 during the prior fiscal year. There were 113 new vendor files established, bringing the total vendor files to 2,834, excluding temporary customer repayment vendors. There were 909 purchase orders issued and 46 federal tax form 1099's prepared for the year. Through monthly sales and use tax reporting, and the annual sales and use tax report, the Town was able to receive back from the state \$83,774 from sales and use taxes paid, compared with \$51,911 in the prior year.



To maximize investment earnings and minimize risk, the investment pool was further diversified during recent years to include the investment of funds in Finistar and increase the amount invested in large certificates of deposit with BB&T and RBC. This diversification of invested funds helped somewhat to offset the decline in market interest rates, which resulted in reduced investment earnings for the Town to \$157,511 from \$205,535 in the prior fiscal year. Rates earned on short term funds invested in NCCMT fell from .20% in July 2010 to .02% in June 2011 (versus .47% down to .17% in the prior year) compared to rates of .75% to 2.25% earned on the larger longer term certificates of deposit throughout the full fiscal year.

The department of Administrative Services is also responsible for seeking proposals for financing the purchase of the Town's capital assets. During the year the Town financed \$167,420 over three years at a rate of 1.625%, with proposals ranging from 1.625% to 3.75%. The Town also financed \$671,658 over five years at a rate of 2.025 %, with proposals ranging from 2.025% to 3.75%. To finance the costs of beach nourishment, the Town Board approved the issuance of special obligation bonds in the amount of \$18 million to be repaid over five years at a rate of 2.48%, with proposals requested from 11 financial institutions. This financing proposal also required the approval of the Local Government Commission, which was received in early April of 2011.

During the year ended June 30, 2011, the Department also requested proposals for new financial software based on increasing annual support costs and deficiencies in the existing software. Staff met with three different vendors and participated in several demonstrations before deciding on Edmunds as the lowest cost proposal that still adequately

met the needs of the Department. Staff was also able to obtain vendor financing at 0% interest in place of typical bank financing, allowing the Town to equally spread the purchase cost over four fiscal years, further reducing the cost to the Town. Conversion began in late spring of the fiscal year with several modules going live July 1, 2011, with the remainder to be completed later during fiscal year 2012.

The Town also facilitated the celebration of the Town's 50th Anniversary by assisting with the sale of birthday items and event tickets, as well as tracking expenditures relative to revenues on a regular basis in the months leading up to the event.

The Town maintained a 99.75% tax collection rate for the fiscal year ending June 2011, which represents a slight increase from our prior year collection rate of 99.68%. The breakdown includes a collection rate of 95.26% for DMV and 99.79% for advalorem taxes. There were 6,010 tax bills issued, 1,725 late tax notices, and 84 uses of enhanced collection methods including bank and rent attachments, but no initiation of the in rem foreclosure process. There were 1,150 privilege licenses issued (versus 1,150 the prior year).

Water encountered another busy year as well with 28,464 water bills processed, 2,872 second notices, 2,872 late fees added, and 234 cut-off tags prepared (down slightly from 245). We also continued making courtesy phone calls to each customer prior to cut off of water service. There were 15 new water service accounts (no change from prior year of 15) and 202 accounts were final billed and transferred to new owners. There were 58 Septic Health credits processed of the 58 requested to be issued. Our total active water accounts at June 30, 2011 were 4,724 (including 4,333 residential). During the year, 229 adjustments were made to water accounts. The water billing policy that went into effect in 2002 continues to help with efficiencies of collections and tenant accounts.

The Town began billing the new stormwater fee of \$4 per water bill in March of 2005 with total revenues listed below as of the year ended June 30:

2005	\$36,776
2006	\$110,796
2007	\$111,720
2008	\$112,378
2009	\$112,368
2010	\$112,612
2011	\$113,252

An unqualified (clean) opinion was received from our auditors Martin Starnes & Associates on the Town's financial statements for the previous fiscal year in the first year of a new three year contract for audit services. The Board approved extending the prior three year contract for an additional three years through the FY ending June 30, 2012.

This past year 6 workers compensation claims were filed, representing \$1,315 in total costs and 0 lost work days compared with the prior year's 18 claims with \$26,326 in total cost and 68 lost work days. We also facilitated 8 incident/damage claims totaling \$19,063 in reimbursements to the Town. Administrative Services also provided support for grants and storm reimbursement transactions.

Payroll and Benefits

There were 7 full time vacancies advertised for the various departments in 2010-2011 and a total of \$309 was spent on advertising those vacancies due to the use of free resources. New employee orientations and processing were conducted for 7 full time employees and 32 part time employees. The average turnover rate for the year was 6%, with an average of two months time to fill a vacant position. Six positions remained vacant and frozen as of the end of the fiscal year. There were zero promotions, 5 resignations, and 1 retirement. There were 471 payroll checks issued in 2010-2011, along with 3,252 direct deposit advices. A total of \$7,233 was paid for unemployment costs, down from the prior year of \$7,440 and significantly down from the highest level of \$26,439 paid in 2005-2006. There were 2 notices of potential unemployment claims processed with no phone hearings held. The average cost expended to hire

a new general employee was \$575; \$3,889 for a firefighter; \$3,627 for a police officer; and \$775 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. Two hundred and forty nine computer loans have been processed in this program to date, with no new loans in either 2009-2010 or 2010-2011. A cumulative total of \$418,856 has been loaned under this program. The total amount outstanding at June 30 2011 was \$4,575. As part of the Town's commitment to its employees, the funds expended for training amounted to an average of \$75 per employee for 2010-2011, up slightly from \$69 per employee in 2009-2010.

In addition, several improvements were made to the Town's benefit plan for employees for the year ended June 30, 2011 including improved wellness coverage, decreased deductible levels, increased co-insurance percentage, and adding back office co-pays for specialist visits.

3 Information Technology



Equipment Deployment

- Public WiFi Access Installed for Town Hall Reception Area
- 6 Additional Laptops for Board of Commissioners
- 1 Virtual Machine (VM) Host Server
- Townwide Voice Over IP (VOIP) Telephone System
- 8 Local Area Network (LAN) Switches
- 13 Desktop Computer Replacements
- 2 General Use Laptop Replacements

Software Deployment

- Moodle Teaching/Training Software Deployed
- Antivirus Software Replaced by Symantec End Point Protection.
- Review and Approval of Edmunds Financial Software
- Review and Approval of Blue Prince Permitting Software

Other Major Changes

- Logical Restructuring of Local Area Network (LAN)

Equipment Supported – Fiscal Year End

Telephone Equipment

- 1 Director Server
- 7 Voice Switches
- 102 Telephone Sets

Storage

- 1 Email Archiver
- 2 Storage Area Network (SAN)

Computers and Printers

- 11 Servers
- 60 Desktops
- 47 Laptops
- 37 Printers

Network Infrastructure

- 2 WAN Firewalls
- 1 Spam Firewall
- 1 Router/CSU/DSU
- 12 Fiber Converters
- 11 Managed Switches
- 7 Wireless Access Points
- 4 Wireless Backhaul Points

Mobile Devices

- 48 Cell Phones
- 14 Air Cards

Phone System Replacement

Over the past several years the IT Department and Town Manager have considered many choices for new telephone systems. The solutions considered varied widely from onsite and hosted VOIP systems, to traditional PBX systems. Providers varied from the local telephone company, to Dare County, to North Carolina Information Technology Services, to private businesses.

Considering initial and continuing costs, business continuity and features, the choices were narrowed down to an on-site VOIP system. The IT Department met with Town staff to determine needs and desired features and an informal selection committee was formed to review proposals and presentations. A Shoretel VOIP telephone system provided and installed by IPC Technologies was the unanimous choice. This system provides unified messaging, desktop integration, advanced call handling features, and unifies all Town locations onto one phone system.

Prior to cutover, all employees were provided training by the installer and the network was prepared. To segregate and provide quality of service (QOS) prioritization for voice traffic, the Town local area network LAN was upgraded and restructured. Aged network switches were replaced and the logical organization of the network was reconfigured and expanded from a flat network to multiple virtual LANs (VLANs) and subnets to segregate voice and data traffic and improve performance. Cabling for each phone extension was evaluated and additions and changes were made as needed.

Additionally, IT worked with each department to evaluate the number of telephone sets and extensions needed for each location. The overall number of phone sets was reduced from 108 to 102. This reduced the initial installation cost by approximately \$1,100.00

Existing line usage and call capacity also needed to be evaluated. The IT Department performed an internal audit of all Town phone lines and costs. As a result, many individual lines were eliminated and replaced by two PRI trunks. The line deletions and additional trunks resulted in a slight decrease from approximately \$1,866.00/month to \$1,833.00/month.

The PRI trunks are installed at separate locations and provide failover if one goes down. Each trunk provides capacity for 23 calls for a total capacity of 46 simultaneous voice calls. These lines are pooled for use by anyone at any location which balances and effectively increases overall voice call capacity for the Town and should be adequate for many years.

Final cutover to the new system was on May 25, 2011. The cutover went quickly and the transition was relatively painless for Town staff and citizens. Total budgeted cost for the new system and network upgrade was \$100,000. The final cost of the phone system, network upgrade, installation and training was \$90,417. The old system will be sold for parts to further offset the cost.

Virtual Machine Infrastructure

Initial work to incorporate VM technology into the Town IT environment began in FY 2009-2010. The IT Department continued to develop, test and prepare VM infrastructure in FY 2010-2011. Prior to the end of FY 2010-2011, a second host server was purchased and added.

The server for the new VOIP telephone system was initially hosted in production within the VM environment. However, it had to be relocated to a physical machine due to ongoing problems with the storage area network (SAN).

As of this writing the VM environment is now in production and is hosting the town's most critical servers. A more detailed report on this new technology will be included in the annual report for FY 2011-2012.

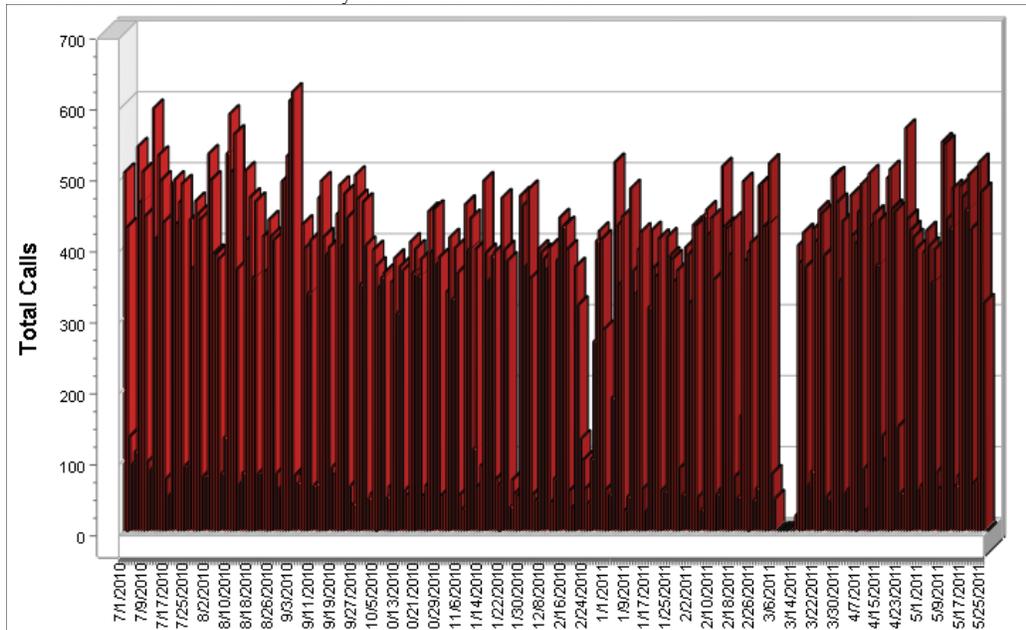
Town Hall Phone System Utilization

To compare consistently with previous years, call volume estimates were made based on data from the old Town Hall phone system before it was replaced. An estimated total of 114,555 calls passed through the Town Hall phone system during business days in FY 2010-2011. The average number of calls recorded per business day was 428. This

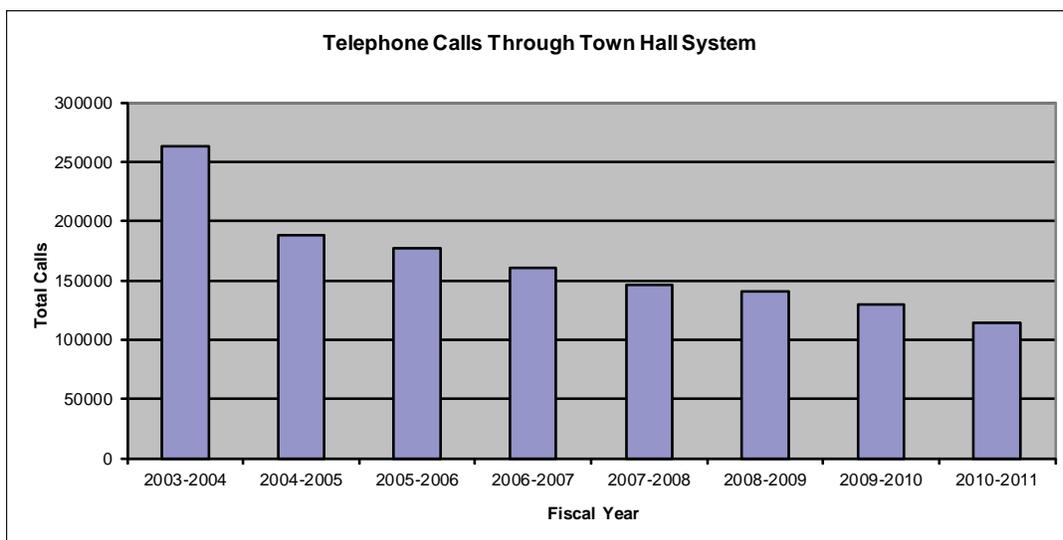
continues the steady trend in call volume reduction that has been observed for the past 8 years.

Notes: Data was not recorded from 3/7/11 – 3/14/11 due to technical problems. Also, since the Town Hall phone system was replaced on 5/25/11, data was not recorded from 5/26/11 – 6/30/11. Data for these two periods was estimated based on the average number of calls per day of week from the remaining fiscal year data. Extension to extension calls are not included. Also, call data for the Public Works phone system, Ocean Rescue Station 20, and Fire Station 21 was not included in the old Town Hall system. Fire Station 16 was serviced by the old Town Hall system and calls to and from this location are included in this report.

Total Calls Town Hall Phone System 7/1/10 – 5/25/11



The effect of Hurricane Earl on call volume can be seen in the above graph the Week of August 30th, 2010. As seen in the graph below, the number of calls through the Town Hall phone system have steadily decreased over the past 8 years. Hurricane Isabel was responsible for an unusually high call volume in FY 2003-2004. The IT Coordinator attributes this trend to increased utilization of wireless and broadband communications services (cell phone, Internet, and email communications).



4 Planning and Development

Planning/Zoning

Overview

The Planning and Development Department works to manage development and redevelopment to promote the health, safety and welfare of Nags Head residents and visitors in a manner consistent with community goals. These goals are enumerated in the 2010 Land Use Plan in support the Town's adopted Vision Statement:

The Town of Nags Head is working to build a community populated by diverse groups whose common bond is a love of the Outer Banks. We recognize that the Town must be a good place to live before it can be a good place to visit. We recognize that those who have lived on this land before us have forged our path and that we must learn from them and respect their memory. We recognize that our natural environment is an integral part of our community and must be considered in all decisions. We recognize that in order to secure this future we must work together, treating all with respect and fairness and focusing on our common goals.

In carrying out this vision, the Department strives to provide:

- Timely and quality service to customers who are seeking zoning, building, subdivision, or other permits through our office;
- Staffing to Town Boards, Committees and the Board of Commissioners in a manner that seeks citizen participation and input;
- Balanced information and recommendations for public decision making; and
- Long term planning strategies that position the Town to take advantage of future opportunities and challenges.

Staffing and Services

The Town hired Elizabeth Teague, AICP to be the new director of the Department in April, 2011. She supervises an experienced team to provide a variety of Town services, including:

- **The Septic Health and Water Quality Initiative** is managed by Todd Krafft and is designed to improve septic system performance while maintaining acceptable surface and ground water quality. The Septic System Inspection and Tank Pumping Program offers incentives to qualifying property and business owners in Nags Head to provide free system inspections and a \$30 credit voucher toward their water service account if owners provide proof of having pumped-out their system.
- **Building Inspections** are managed by Ronnie Ballance, Chief Building Inspector with assistance from Senior Inspector David Morton. Building Inspectors review and approve new construction, renovation and repair permits, conduct construction inspections and issue certificates of occupancy in accordance with local and NC Building Codes. Ronnie Balance is also our community's Floodplain Administrator responsible for assuring that new projects comply with the National Flood Insurance Rate Maps and FEMA regulations.

- **Coastal Area Management Act (CAMA) Local Permitting Program** authorizes local governments such as Nags Head to handle CAMA minor permits through an agreement with the Division of Coastal Management. Our Departments Local Permitting Officers (or LPO's) are Kim Allen, Dabni Shelton, Kelly Wyatt, David Morton and Todd Krafft.
- **GIS Services** are provided by Planner Angela Welsh to assist all Town Departments with mapping services to provide planning, administrative support and visual illustrations for use in Town initiatives. This involves coordination with Dare County Land Records and other Town Departments to maintain current parcel and infrastructure data.
- **Hazard Mitigation Plan and Community Rating System Program** is managed by Ronnie Balance and Angela Welsh in order to qualify Nags Head citizens to maintain a 20% discount in the National Flood Insurance Program, and to encourage mitigation and hazard prevention activities in order to promote public safety.
- **Hurricane Damage Assessment** is carried out by the Planning and Development Department. After a Hurricane or other event, Damage Assessment Teams are sent into the field within 24 hours after the Hurricane to evaluate and file damage reports for use by Dare County to qualify for State and Federal Assistance. Damage Assessment and subsequent permitting and inspections is managed by the Department.
- **Zoning Administration and Code Compliance** is carried out by the Town's Certified Zoning Officials: Kelly Wyatt, Dabni Shelton. They ensure compliance with local zoning regulations, review permit applications and manage technical reviews for large projects. Zoning administrators also staff the planning board, zoning board of adjustment and Board of Commissioners as part of zoning approval processes, and certify compliance in coordination with building inspectors. Code Compliance Officer Kim Allen is responsible for managing complaints and on-going enforcement of zoning rules and the Town's lighting and sign ordinances.
- **Permits Administration** is managed by Lily Nieberding who is responsible for accepting applications and ensuring the timely processing and tracking of building, zoning and CAMA permit applications. This year Lily is coordinating the installation of new permitting software in expectation of the Town improving customer access to digital permitting services and real-time information on building inspections.
- **Long-Range Planning** is an on-going activity to promote the goals of the 2010 Land Use Plan and to problem-solve emerging issues. In FY2010/11 focus areas included Parks and Recreation Planning, Transportation, and monitoring of CAMA policies related to Sea Level Rise.
- **Grant Writing** is a service provided to the Town by the Department on an as needed and as requested basis, such as grant programs through the Parks and Recreation Trust Fund, Clean Water Management Trust Fund, Dare County Tourism Board, CAMA, and the Division of Emergency Management.

While each member of the Department has their area of expertise and job description, all members play an important role in providing a cohesive approach to development issues and Town planning goals. To this end, the Department initiated weekly department meetings to coordinate building, zoning and planning considerations. Staff also pursues professional training opportunities and maintains certifications to stay current with emerging trends, technologies and requirements.

Fiscal Year 2010-2011 Highlights

CAMA Permits Issued	170 (68 Minor Permits and 102 Exemptions) CAMA Application Fees Collected - \$6,800
Zoning Permits Issued	425 Review Fees Collected - \$9,355
Total Permits Issued	1,296 (336 Building Permits and 960 Trade Permits) Building Permit Fees Collected - \$130,979.55
Compliance Officer Inspections	425 (23 Notices of Violations and 63 Civil Citations)
Septic Health	309 Tanks Inspected 73 Tanks Pumped 267 Water Quality Samples Taken

Planning Board/Board of Commissioner Items

Total Text Amendments Presented - 22

- Approve – Fudge & Italian Ice Stand as accessory to Shopping Center
- Table 60 days – Village Commercial Signage, Landscaping Lighting
- Deny – Vehicles used as signage.
- Approve – Temporary Crowd Gathering in vacant buildings (Seamark)
- Adopted – Architectural points for mansard roofs w/in the Village for signage purposes.
- Adopted – Reduce regulations on zoning nonconformities (50% rule)
- Deny – Automated Ice Vending Structures as accessory to shopping center.
- Adopted – Reduced parking for shopping centers greater than 25,000 sq. ft.
- Adopted – Modify setbacks for replacement HVAC stands.
- Adopted – Multiple principal uses within multiple buildings in C3 District (Warehouses).
- Adopted – Definition for “Customer Accessible Area”
- Adopted – Permit Porous Concrete on same basis as Open Face Paving Blocks.
- Adopted – Limit the removal of vegetation within the right-of-way.
- Discussion – SED-80 Ordinance
- Adopted – Rear wall signage when not visible
- Adopted – Beach Chair & Umbrella Rental accessory use to Hotels
- Adopted – Porous Pavement without Operation & Maintenance Agreement
- Discussion – Beach Road Committee Signs in right-of-way.
- Adopted – Beach Chair & Umbrella Rental at Village Private Beach Access.
- Table/Denial – SED-80 eliminate Boarding Homes (Crouse Gray)
- Deny – Beach Chair & Umbrella Rental as an accessory use to Fishing Piers.
- Adopted – Soften buffer requirements, increase height of signs within the Village.

Total Site Plans Presented (Amendments/Conditional Use) - 4

- Approved - Island Limousine

- Approved after fines paid - Sonic Grading Plan
- Denied - Deel's "Residential Cluster Housing" – 3 homes
- Approved - Deel's "Residential Cluster Housing" – 2 homes

Total Subdivisions Presented - 2

- Approved - Bowman & Waid – 2 lot subdivision
- Approved/Dedications Accepted - Moongate (Final Plat) – 14 single family lots

Total Rezoning Requests = 1

- Tabled (Denied after fiscal year) – Brian McDonald rezone from R2 to C3 on Carolinian Circle

Board of Adjustment Items

Total Variance Requests - 5

- Denied – Hoegerman, Side Yard Setbacks for Handicap Ramp.
- Denied – Freidman, Flood Hazard Reduction, Elevated Buildings.
- Tabled – Robinson, Side Yard Setbacks (BOC Subdivision Variance first)
- Approved – Keyes, Lot Coverage Overage
- Approved – Grimstead, Side & Rear Yard Setbacks for Handicap Ramp

Planning Projects

- Parks and Recreation Master Plan
- Whalebone Park
- Pedestrian Safety and Jeanette's Pier
- Expansion of the Multi-use Trail
- Update to the Hazard Mitigation Plan
- Beach Road Planning Committee Work

5 Police



Overview

The Nags Head Police Department strives to deliver high quality service to the residents and visitors of our town. The prevention of crime is the highest operational priority; the Department places its highest value on the preservation of human life, the protection of property, and “quality customer service” to the public.

The Police Department is divided into 4 operational units: Administration, Patrol, Criminal Investigation, and Animal Control. The Administrative Unit consists of the police chief, deputy police chief, a police lieutenant (currently frozen), an office/systems manager, and an office assistant. The Administrative Unit performs the administration, records keeping and computer operations of the Department.

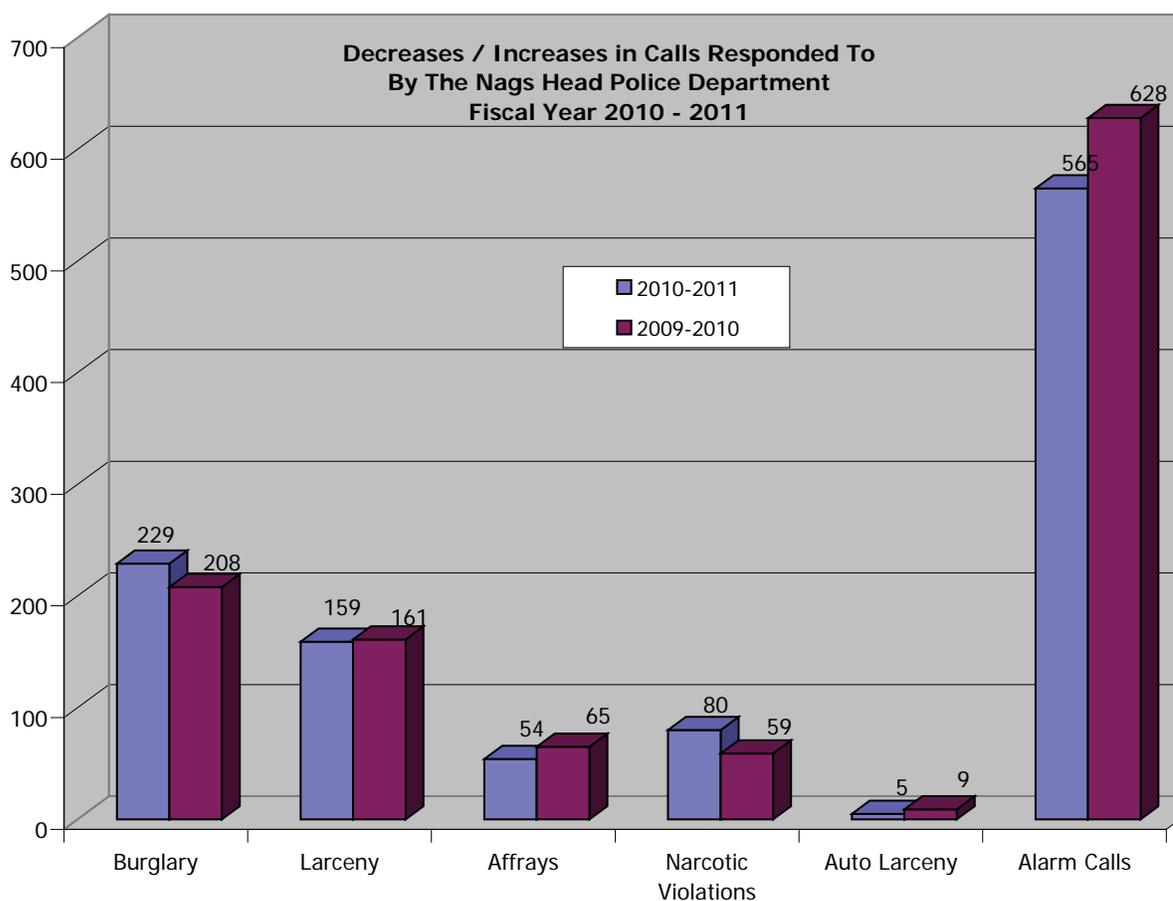
The Patrol Unit is composed of four sergeants and all uniformed police officers. The Patrol Unit function is to deliver basic law enforcement service to the residents and visitors in Nags Head.

The Criminal Investigation Unit is composed of a sergeant who oversees the Unit, along with police officers specifically designated to performing the duties of investigating crimes that occur within the town’s corporate limits.

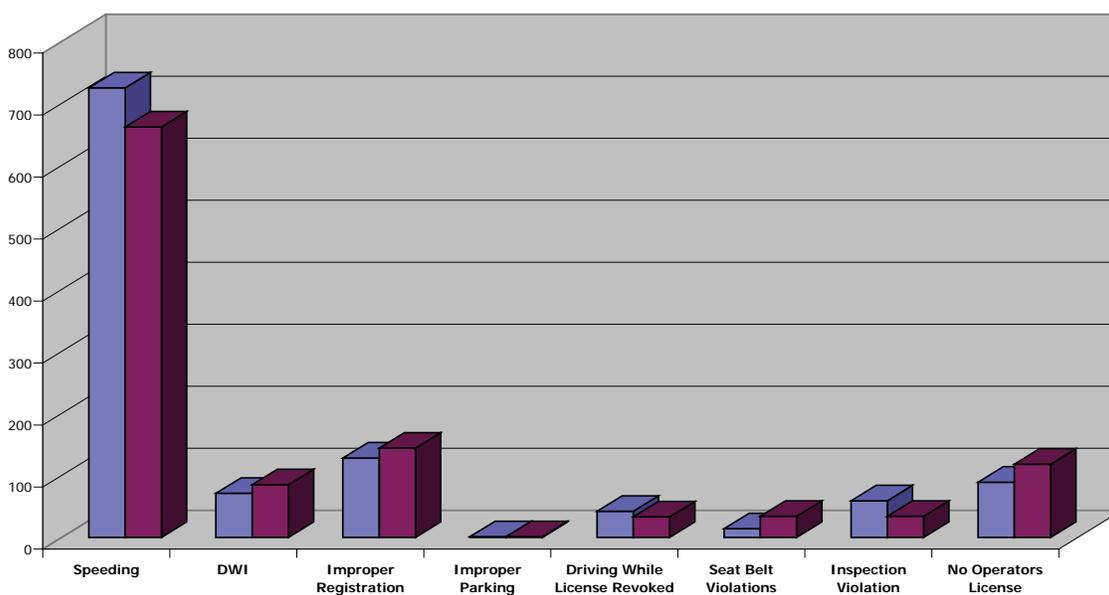
The Animal Control Unit is composed of a police officer who is responsible for the operation of an effective animal control and protection program.

In Fiscal Year 2010 - 2011, the Nags Head Police Department experienced some exciting changes. First, K-9 “Boss” retired from service on June 17, 2011. Boss was the first Police K-9 for Nags Head and began service in October of 2005. To replace Boss, the Nags Head Police Department used State and Federal Asset Seizure funds to purchase K-9 “Atilla.” Atilla and Officer Jeb Tate completed an 8 week training academy in Wilmington, NC and together began service June 20, 2011. Atilla is certified in narcotics detection, tracking, and suspect apprehension and has already proved to be an effective tool to our department.

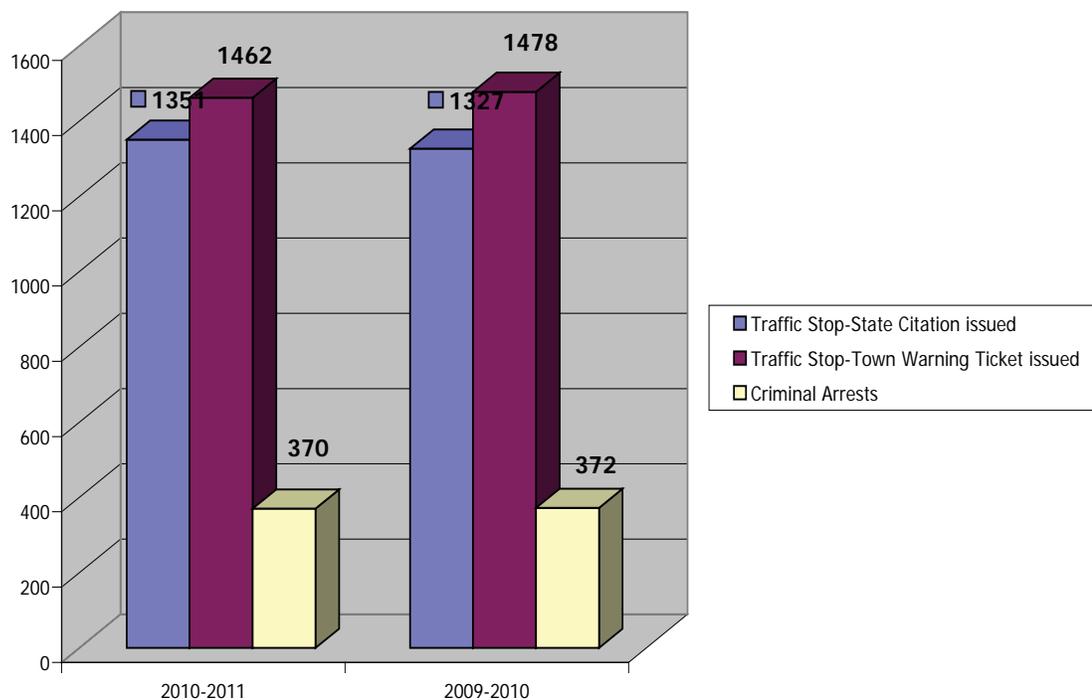
Another change with our department in Fiscal Year 2010 - 2011 was the assignment of Officer Trey Lipscomb to the Dare County Sheriff’s Office Narcotics Unit. In February, Officer Lipscomb, along with an officer from the Kill Devil Hills Police Department, began working with the 5 deputies that make up the Narcotics Unit. Officer Lipscomb has done an outstanding job with many arrests for trafficking level narcotic offenses as well as asset seizure. This assignment was made using existing personnel and has certainly increased our service level to the Town of Nags Head.



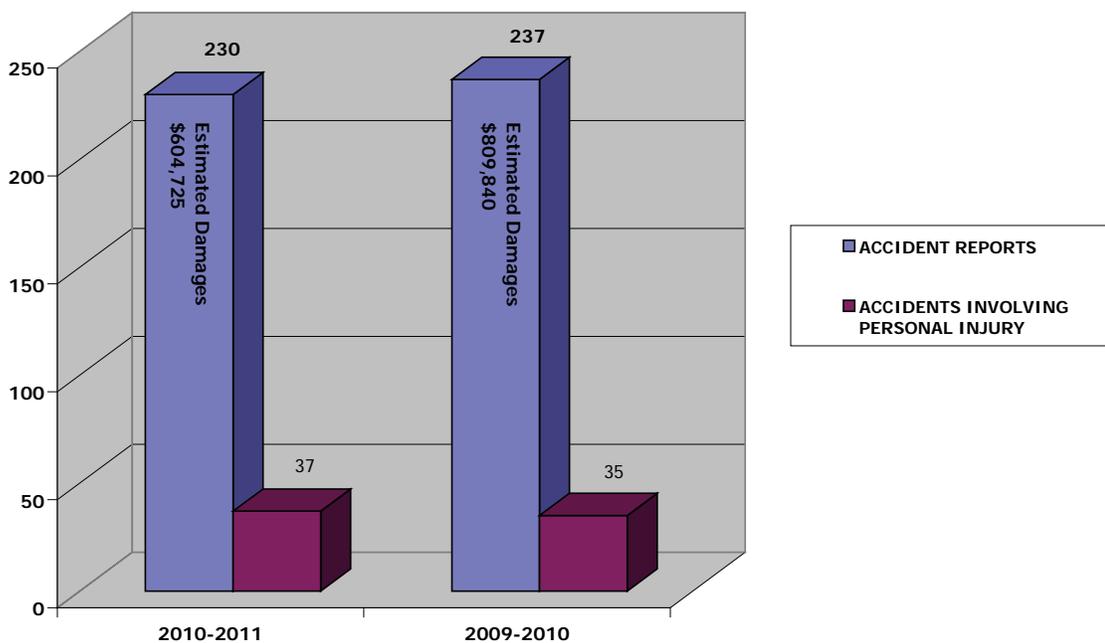
Nags Head Police Division FY 2010-2011 Specific Traffic Arrest Statistics



Nags Head Police Division
 FY 2010-2011
 Traffic Arrest & Criminal Arrest
 Statistics



ACCIDENT REPORT COMPARISON
 FISCAL YEAR 2010-2011



6 Fire and Rescue



Fire and Medical Response

Total emergency responses by Nags Head Fire and Rescue increased from 810 in Fiscal Year 2009-2010 to 850 in Fiscal Year 2010-2011. Nags Head Fire and Rescue responses, to emergency medical calls alone, totaled 400 calls.

Fire responses involving Nags Head commercial properties in Fiscal Year 2010-2011 totaled 219 responses. Residential emergency incidents increased by 34 calls, for a total of 356 incidents. The remainder of incidents responded to were open land, beaches, and highways. The overall structural fire dollar loss was \$243,950 for Fiscal Year 2010-2011; a majority of this amount was sustained due to the total fire loss of an oceanfront residence and contents located in south Nags Head.

Fire Inspections

The Nags Head Fire Inspections Program is the heart of the damage and injury prevention efforts in Nags Head and provides ongoing recognition and correction of hazards in commercial facilities.

Fire staff completed 256 inspections of Nags Head commercial and multi-family properties this past year. The commercial inspections included a majority of the restaurants, businesses, and institutional occupancies such as Outer Banks Hospital, Colony Ridge Nursing Home, and educational facilities like Nags Head Elementary School. Along with commercial occupancies, inspections were conducted at multi-family residential facilities, which include all motel/hotels and buildings that contain three or more residential units.

Throughout the year fire staff, working closely with the Planning Department, completed numerous technical reviews of commercial sites and building plans for the development of Nags Head. Ongoing fire department evaluation of crowd permits helped to ensure that citizens attending special events would remain safe and experience an enjoyable gathering.

For the inspectors to conduct hazard recognition activities with accuracy, education provided increased depth and knowledge to the fire prevention program. A key element to the success of the overall program is continuing education consisting of six hours of annual fire code related topics, as required by the NC Department of Insurance. This training was completed by all fire inspectors this past spring.

Town of Nags Head fire inspectors continue to solve more complex and interactive fire code matters. Onsite mitigation efforts helped reduce the chances of uncontrolled fire in commercial occupancies. This intervention, in turn, improved occupant safety and improved the overall quality of life for Nags Head residents and visitors.

Fire Prevention and Mitigation

Nags Head Fire and Rescue staff are committed to the vision of fire safety for the citizens and visitors in Nags Head. Overall, the total number of fire prevention education attendees increased from 1,260 last year to 1,613 this fiscal year. Fire staff and equipment were present with fire safety literature, youth fire helmets, stickers, and fire apparatus at the following public events: Annual Fire and Rescue Youth Fire Prevention Night, Police Annual Easter Egg Hunt, Police National Night Out, and the St Patrick's Day Parade. Fire and Rescue staff played an integral role in the plan-

ning/participation for the July 4th fireworks show at Nags Head Pier, the Jennette's Pier grand opening, the Town of Nags Head 50th Anniversary celebration, the annual Memorial and Veterans Day ceremonies, and the Outer Banks Marathon.

The Fire Prevention Committee met regularly to address prevention issues and organize public events in Nags Head. For example, Fire staff assisted the Kill Devil Hills Fire Department with Fire Prevention Week activities at First Flight and Kitty Hawk Elementary schools, while other visits were made during the year at Nags Head Elementary School and various preschools. In addition, Fire staff hosted several station tours and spoke to visitors regarding vacation fire safety.

Various fire prevention articles were published in the local newspapers and the Town's quarterly newsletter in addition to the group e-mail advisories that were distributed. The Fire and Rescue web site, too, was, and is, used to disseminate fire and consumer safety information, informing a curious public about injury prevention.

Nags Head Fire Rescue Youth Fire Prevention Night in October offered community members an opportunity to meet firefighters, participate in fire extinguisher training, learn 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 430 people attended the important event that established Nags Head Fire Rescue as a fall gathering point for community fire education.

The Fire Department endorses community participation in the "Knox Box" program. This program provides for the secure access to building keys and information for use by first-arriving firefighters. A lockable box is installed in a designated location for access by firefighters in emergencies. As new businesses come on-line, they are encouraged to install Knox Boxes.

Fire Training

During Fiscal Year 2010 -2011, the career fire staff attended numerous in-house and off-site training classes for an aggregate of 2,528.5 hours. Additionally, in-house training concerning ocean rescue, vehicle extrication, and technical rescue were attended.

Several fire fighters, captains, and the fire chief attended training classes at the National Fire Academy in Maryland, as well as the Dare County Fire Academy. These classes focused on fire prevention, leadership, driver operator, and officer training. Other off-site training included the North Carolina Safety Conference and Pender County Community Fire College. In March 2011, Nags Head Fire and Rescue coordinated with the local fire departments for a series of fire training events at the former Windmill Point restaurant site. Firefighters participated in smoke training, search and rescue, "Mayday" Safety & Survival training ,and finally, a live burn evolution that provided local fire-fighters hands on fire suppression practice.

Ocean Rescue

Equipment

During Fiscal Year 2010-2011, Ocean Rescue updated two significant areas of equipment: two Honda ATV Ranchers and one Ford F150 pick-up truck. The replacement ATV's and pick-up truck have provided for more timely and efficient response and rescue operations.

Education

Large group educational lectures were provided by Nags Head lifeguards to the following groups: National Association of Retired Federal Employees, First Flight High School, Manteo Library (Manteo Elementary students), and Nags Head Elementary School.

Public education advisories for the Fiscal Year 2010-2011 totaled 136,346, an increase of more than 36,000 from the previous fiscal year. This increase in prevention is commensurate with the rise in beach population, up by 161,000 people. In May of 2011, in an attempt to educate more beach goers, the lifeguards started a new program nicknamed "Public Education Mondays". Lifeguards conducted foot patrols every Monday morning by introducing themselves

and handing out educational materials.

A new lifeguard tower was added at the Ida Street public beach access in south Nags Head, bringing the total stand count to 11 stationary observation points. Stationary lifeguard stands introduce a surveillance location for rescuers and helps them to more quickly locate swimmers in distress. Subsequent efforts introducing new lifeguard stand locations will help to create overlapping tower coverage and close gaps in surveillance to improve safety for swimmers. To improve visibility for beach patrons, all lifeguard stands were painted white and marked with the access name and mile-post marker. Also new in 2011, Ocean Rescue started using the “Yellow Dangerous Current Flags” to identify dangerous rip currents. The flags also acted as a talking point when placed on the beach to educate the beach goers on the dangers associated with rip currents.

Competition

In early July, Nags Head hosted the inaugural OBX vs. VA Beach Lifeguard Challenge at the Epstein public beach access. Lifeguards from Nags Head joined forces with other local lifeguard agencies to defeat VA Beach in this challenge. In mid July 2010, 12 Nags Head Ocean Rescue personnel traveled to Virginia Beach, to compete in the United States Lifesaving Association – South Atlantic Regional Lifeguard Championship. Nags Head took third place in the “B” Division (a staff of less than 50 guards). Having the opportunity to participate in lifeguard competition provides extra motivation to the lifeguard staff for physical training required for the job. The unit also gains respect and admiration from the beach going public when they see the lifeguards training and competing!

Beach Closure: The beaches were closed for 16 days this fiscal year, due to several northeasters and tropical systems, creating dangerous surf and rip current conditions along the beach.

The following statistics pertain to Ocean Rescue activity for the 2009 - 2010 and 2010 - 2011 fiscal years.

	Fiscal Year 2010-2011	Fiscal Year 2009-2010
Water Rescue	364	156
People Assist	555	231
Watercraft Assist	9	11
Lost Person Search	25	14
EMS Assistance	76	27
Near Drowning	1	12
Drowning	2	0
Deaths on Beach	0	1
Animal Calls		
Dogs	641	91
Marine Animals	10	36
Education Advisories	136,346	100,133
Beach Closings	16	17
Emergency Response (No assistance needed)	58	13
Mutual Aid Response	2	0
Beach Population	936,351	775,311

Nags Head Reserve Firefighters

There were a total of 17 members on the reserve staff in Fiscal Year 2010-2011, up four from last year. In addition to Station 16 standbys and response to emergency calls, members spent 1261 hours participating in fire training and 1,140 hours in station standby. Two reserve firefighters obtained Firefighter II certification, and five reserve staff are now involved in the certification process for NC EMT and NC Firefighter.

Seventeen Nags Head Reserve firefighters and support staff continue to provide services in Nags Head. The Nags

Head Reserve core group has served the department well and although small in number, they economically support the efforts of career staff and participate in firefighting, training and special events. An ongoing recruitment effort continues to see interested candidates apply, and we recruited three new active firefighters and one support person this fiscal year. Our goal is to attract more participation within the Firefighter Reserve program, collaterally improving emergency response, life safety and property conservation efforts.

Infant Car Installation Program

Nags Head Fire and Rescue maintains an excellent Child Seat Safety Program. Firefighters install and/or adjust child seats, as well as provide education to parents on a daily basis. The Fire Department has also become involved in a statewide program. We are the secondary county coordinator for the North Carolina Child Safety Seat Coalition. This includes providing quarterly reports to the state, as well as reporting the number of seats that have been checked. The Fire Department has been able to provide approximately 18 child seats in FY 10/11, to families who could not otherwise purchase them on their own.

During the Fiscal Year 2010-2011, Firefighter Infant Car Seat Technicians set up several child seat inspection stations. The goal is for those transporting children to determine if their car seats were properly installed. Residents and visitors often stop at Station 16 and Station 21 to request a car seat installation or inspection. We conducted child seat inspections during Fire Prevention Night, Child Prevention Safety Week, YMCA Healthy Kids Day, and the Town of Nags Head Easter Egg Hunt. Nags Head Fire & Rescue had an information booth and child seat inspection station at the Outer Banks Hospital Annual Baby Birthday Day event as well. At the event, we shared information with over 100 guests and child advocate services. During these child seat inspections, numerous deficiencies were corrected and parents were educated on proper installation techniques. Seventy-nine car seats were inspected this year. These numbers compare to last years numbers of seventy-five, showing that parents are still looking to the Fire Division to provide education on providing for the safety of their children.

We provided informational pamphlets and posters to services such as Dare County Health Department, Parents as Teachers program, and the Outer Banks Hospital. The Town of Nags Head looks forward to future participation in this initiative, focusing on infant injury prevention. The Fire Department currently has 18 technicians on staff. This number of Technicians has enabled us to provide an excellent service to the community, and has become a well-respected program.

Nags Head Safety Program

The desired outcome of the Nags Head Safety Program is to eliminate employee injuries and mitigate hazards in town facilities. The Town of Nags Head is dedicated to employee occupational safety and the maintenance of a healthful workplace. The Town's safety accomplishment this year could not have been completed without a total management/employee commitment, communication, and a priority of "Safety First" in the workplace.

Nags Head personnel lost workdays for FY10/11 totaled two. This was a great improvement over the previous year of seventy. The losses were attributed to three recordable injuries.

The most frequent "damage to equipment" incidents, occurred while employees were operating motor vehicles. Consequently, this identifies the need for ongoing driver training and situational awareness programs.

The Safety Committee meets monthly to discuss occupational matters, review incidents, and recommend new equipment or processes. Town staff participated in various safety events and training opportunities this year including CPR for Employees, Audiometric Testing, Wellness Facility upgrades, inspections, and personal protective equipment distribution for all affected employees. Town employees also began taking online safety classes through the North Carolina League of Municipalities, aiding in the adherence of safety expectations regulated by the North Carolina Department of Labor.

In February 2011, the Town of Nags Head was subject to an unexpected inspection by the North Carolina Department of Labor. During this inspection, several deficiencies were cited in our safety programs. Following the inspection, several new safety policies were created and other policies adjusted to provide for a safer working environment for our employees. After abatement of all cited violations, an inspection from the Department of Labor Consultative Services Division was requested. This inspection was a voluntary inspection to ensure we were meeting safety expect-

tations town wide. Numerous improvements, which were a result of the previous inspection, enabled the Town of Nags Head to receive an excellent inspection with only minor issues noted. Concerning the future, the Town will be looking into the Carolina Star Program, which is designed to recognize municipalities for their efforts in providing a safer work environment for employees.

Safety Program highlights included a May 5th Safety Luncheon for employees, and a 2011 Safety Week Proclamation declared by the Nags Head Board of Commissioners.

Emergency Management

In early September 2010, the Town of Nags Head successfully dealt with the adverse conditions posed by Hurricane Earl. Thankfully, the category two storm packing 105 mile per hour winds passed by the Outer Banks of North Carolina with little more than rough seas as a challenge.

The Nags Head Emergency Operations Plan received annual updating; all position descriptions, departmental duties and incident organizational chart were adjusted to reflect the organization, current staffing and mission. Town staff and Dare County essential staff met with Colony Ridge Nursing Home and Outer Banks Hospital to discuss pre hurricane season preparedness, evacuation, recovery and support needed during small and large scale disaster events.

Nags Head essential staff completed all required FEMA disaster preparedness training as required by HSPD 5, further enabling our sufficient response to potential and real threats in the Town of Nags Head.

Communications

Dare County Communications activated the 800 MHz radio system in April 2011, allowing all emergency services organizations to begin using this advanced, interoperable and efficient network for both day to day and urgent use. The transition from an antiquated VHF system was seamless, save for a very few service interruptions. Nags Head Fire Rescue fortunately obtained federal funding, exclusively for mobile/portable radios from the following sources and amounts;

Assistance To Firefighters Grant - \$107,075

Rural Assistance Fire Grant - \$19,327

7 Public Works



The Public Works Department is comprised of an Administrative section and five divisions: Fleet Maintenance, Public Facilities Maintenance, Sanitation, Water Distribution, and Water Operations.

Fleet Maintenance

Fleet Maintenance performs scheduled equipment and vehicle preventive maintenance procedures (including maintaining sufficient parts inventory), vehicle repairs, call-out emergency repairs, and various modifications to meet other departmental needs. The Division's major emphasis and goal is preventive maintenance. However, the number of unexpected breakdowns affects the day-to-day operations. There is no way these can be predicted and factored into daily or weekly work schedules. It is the goal of Fleet Maintenance to achieve its maximum performance in order to help keep other Town departments operational.

The garage staff maintains a \$31,676 repair parts and fluids inventory along with diesel fuel and unleaded fuel for the Nags Head fleet. The Fleet Maintenance Division is fully staffed with Fleet Superintendent Charlie Bliven, Senior Fleet Mechanic Patrick Norcross, and Fleet Mechanics David Fronius and Ron Watson.

There were 820 work orders for Fiscal Year 2010-2011 and 2,898.7 labor hours. All four employees are certified North Carolina Vehicle State Inspectors. All Maintenance Garage Staff are certified in various areas of automotive, medium/ heavy truck and busses through Automotive Service Excellence.

New vehicles and equipment that were prepared, modified, and made ready for service in Fiscal Year 2010-2011 by the garage staff include:

#4130 Police Mobile Radar Trailer	#4145 Ocean Rescue Ford Pickup Truck
#4131 Ocean Rescue Honda 4-Wheeler	#4139 Marked Police Car
#4132 Ocean Rescue Honda 4-Wheeler	#4140 Marked Police Car
#4133 Ocean Rescue Honda 4-Wheeler	

Two marked Police vehicles #966 and #969 were stripped of all Police decals and converted to CID by the garage staff. All the Ocean Rescue 4-wheelers were stripped and treated with POR-15 this year to help reduce the rust and maximize the frame integrity.

Members of the garage staff helped with the new fuel pump modifications at Public Works in April 2011 to bring the fueling station up to current compliance standards.

The garage staff continues to stay current with scheduled preventive maintenance, technology, and training to do their best for the Town of Nags Head.

Administration

Public Works Administration had an extremely busy year with routine activities and several construction projects. This division of Public Works provides project bidding, contract preparation and administration for all 6 divisions of Public Works. Major projects completed included completion of the shutdown of the Fresh Pond Water Treatment

Plant at Eighth Street. While the Plant was deactivated during Fiscal Year 2008-2009, the last unneeded components were sold during Fiscal Year 10-11 through GovDeals.com. Grouse Street road and drainage improvements were completed during Fiscal Year 2011. This project included stormwater improvements along the north side of the street, and widening and repaving of the street. Public Works Admin also oversaw the design and removal of a portion of the median island at the entrance to the North Ridge Subdivision. This work was done to improve the safety of southbound traffic turning into the subdivision. The section of the island that was removed was replaced with new paving as part of the annual Powell Bill contract work.

Another major project completed in Fiscal Year 2010-2011 was the upgrading of the fuel pumps at Public Works. This project, completed in April 2011, was necessary to comply with stricter state standards for underground fuel storage tanks and the associated fuel dispensing systems. The Town did not conduct a sand fencing project in Fiscal Year 2010-2011 due to the impending Beach Nourishment Project. However, Dare County allowed the Town to carry forward its Fiscal Year 2010-2011 allocation to the current year, so twice as much fencing can be installed this year following beach nourishment.

Hurricane Earl, during the first week of September, generated small amounts of debris and sand to be removed/relocated, but Town crews quickly moved to address these areas and only minor disruptions to normal operations were required. In addition to the Powell Bill work on Grouse Street, other street work included widening (a portion of) and repaving Admiral Street and adding a "bump out" at the western end to restrict through traffic to westbound only between Memorial and Wrightsville Avenues. Other streets repaved during Fiscal Year 2010-2011 included portions of S. Cobia Way, W. Old Cove Road and W. Windjammer Road.

Public Works/Water Operations also completed a major study of the water distribution system and how the Town can meet stricter water quality standards in 2013. Following the development of a dynamic system model in Fiscal Year 2009-2010, the Town's consultant did detailed analysis of system deficiencies regarding fire flows and flows for domestic use. They also developed recommendations for enhancing water quality (reducing disinfection by-product formation) to meet new state and federal standards in 2013. Several capital projects were recommended to improve system performance, increase fire flows and improve water quality.

Calls were received and processed for special pickups as follows:

Bagged Yard Waste Collection: 51 calls	Cracked Carts: 4 calls
Brush and Limb Collection: 633 calls	Dumpster Delivery: 23 calls
Bulk Collection: 350 calls	Dumpster Repair: 21 calls
Cardboard Collection: 10 calls	Mulch Delivery: 6 calls
Cart Delivery: 149 calls	Rollback Carts: 21 calls
Cart Repair: 292 calls	Special Requests: 0 calls
Christmas Trees: 18 calls	White Goods: 92 calls

Public Facilities Maintenance

Public Facilities Maintenance (PFM) continues to maintain the Multi-use Path along with maintaining the highway beautification beds along US 158 at the north end of town and in the vicinity of Town Hall. The department also assisted with storm water projects. PFM replaced culvert pipes along with asphalt repair thru out the town.

Facilities Maintenance assisted Sanitation picking up storm debris throughout the town after Hurricane Irene. They also assisted in the spring and fall clean up, and helped haul debris to the County's C&D landfill.

The fifth Annual Outer Banks Marathon preparations, set-up, and tear down were completed this year along with mulching of the path from Town Park to the Nags Head Woods Road, in addition to mulching the path from the town park to the YMCA.

Routine work continued to be heavy throughout Fiscal Year 2010-2011. Facilities Maintenance oversees all Town

facilities such as buildings, landscaping, streets, signs, drainage, the Town Park, beach accesses, crosswalks, and emptying of the trash cans on the beach. They service 130 trash cans and 6 public restrooms daily from May 1st through October 1st. In addition, Facilities Maintenance oversees the 11 miles of Multi-use Path along the beach road the entire length of town. They also oversee 36 miles of streets and a mile of sidewalk. The department has also picked up the mowing of Windmill Point and Water Sports along with the prep of the windmill point restaurant to get ready to burn and with the clean up after and any maintenance to the water sports build.

Town buildings were provided with painting, electrical, and plumbing repairs. 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.

Hours spent on specific work include:

Building Maintenance: 1,109.5 hours	Landscaping Town Facilities: 1,649 hours
Beach Access Cleaning: 2,121 hours	Right-of-Way Mowing: 462 hours
Beach Access Repairs: 1,091.5 hours	Multi Use Path Maintenance: 1,349.5 hours
Cleaning Town Facilities: 2,023 hours	Miscellaneous: 736 hours
Street Maintenance: 663 hours	Installation of Regulation Signs: 75.5 hours
Drainage: 94 hours	Work in Other Departments: 22.5 hours

Sanitation

The Sanitation Division had another busy year with heavy routine work and being short-handed. Overall trash volume (Residential and Commercial) decreased slightly from the previous fiscal year (by 2.3 %) after increasing in Fiscal Year 2009-2010 (by 3.0%) for the first time in several years. For the recent years indicated, total trash tonnage had declined when compared to the prior fiscal year by 7.0% (Fiscal Year 2009), 6.0 % (Fiscal Year 2008), 1.0% (Fiscal Year 2007) and 2.0% (Fiscal Year 2006). Some of this past year's decline can be attributed to increase recycling.

Now that the Town delivers the majority of the recycling tons we collect directly to Dare County, individual (by material type), and total, tonnages are not available. While the Town has not seen a significant decline in the recyclables brought to our three trailer locations – Public Works, Town Hall and the Huron Street Beach Access – the franchise service available through Outer Banks Hauling has seen a steady increase in the number of subscribers in town, as well as the average monthly tonnage. In June 2010, the program had grown to 271 subscribers, and averaged 11-½ tons per month through the fiscal year. In June 2011, there were 418 subscribers, and the program averaged 16-¾ tons per month for Fiscal Year 2011. These figures represent an increase of 54% in total “subscribers” and a 46% increase in tonnage. A total of 855.22 tons of bulk items were collected during Fiscal Year 2010-11, which is an increase of 7.90% or 62.5 tons more than last year.

The Town collected, or had dropped off at our Brush/Bulk Item Drop-off Yard, approximately the same quantity of vegetative debris as in recent (non-storm) years. Once this material was mulched, we were once again able to distribute it to town citizens as the Japanese Black Pine blight appeared to be on the decline. We were also able to use the mulch at Town facilities, on the paths in Nags Head Woods that are used as part of the OBX Marathon course, and in roadside beautification beds.

The largest amount of material collected and transported by Sanitation was of course residential and commercial refuse. The residential total was 4,013.17 tons and commercial was 4,521.75 tons for a grand total of 8,523.92 tons. Total refuse (including bulk items) decreased by 138.56 tons, or a 1.45 % decrease from Fiscal Year 2009-2010.

In Fiscal Year 2010-2011, the Town instituted a sticker system for access to the Brush/Bulk Item Drop-off Yard. The days of operation for the Brush Yard are Monday, Thursday, & Saturday. The number of loads for fiscal year 2010-2011 (by day) was as follows, with the previous year's daily totals in parentheses): Monday 1,493 (1,396); Thursday 1,940 (1,770); and Saturday 1,911 (1,941). Overall, total visits were up by 237 (4.6% increase).

Sanitation collects Electronics at the Brush Yard for recycling. Once a large volume is collected, they contact a company outside of Raleigh, NC and they pick them up to be recycled.

Water Distribution

There was a very small increase in new residential water service installations this year along with a drop in commercial installations. Water Distribution continues to commit the majority of its efforts to infrastructure and meter route maintenance. Water Distribution Technicians continued to serve significant time training and serving as operators in the Water Operations division before having one Technician permanently reassigned in April.

We had one very large, long awaited project get underway this spring with the replacement and upgrading of the distribution system within the Cape Hatteras National Seashore. This project will not only replace asbestos cement water mains but will upgrade the main line from 6" to 8" from the Town/park service line to the Oregon Inlet Marina. Included in this is the up grading (to a 6" main) the mile long 3" main from Hwy. 12 to the Bodie Island Lighthouse for increased fire flows if and when the need arises. This project is the longest directional drill project ever performed in the Town's water distribution system, eliminating the destruction of "green areas" due to the conventional open cut method of installing water mains.

We also had one medium sized, in house project, performed this summer when the Water Distribution Division replaced all the culverts in the South Nags Head drainage ditch that ran behind fire hydrants.

This year, Distribution Technicians performed 10 water main repairs (2" through 12") in the system, 45 service line repairs (3/4" through 2") and responded to 14 after hour call outs.

In addition to having the one Water Service Technician reassigned to Water Operations, there was also performed a total of 410 hours of duty in other divisions within the Public Works Department.

All Water Distribution Operators received the required contact hours to keep their existing mandatory state certifications active.

The Water Distribution Division installed the following number of water taps during Fiscal Year 2010-2011:

3/4" – 23 1" – 9 1 1/2" – 1 2" – 0

This compares to the following taps installed in Fiscal Year 2009-2010;

3/4" – 22 1" – 8 1 1/2" – 3 2" – 2

The number of locate requests decreased this year to 1008 compared to 1134 in 2009-2010.

Water Operations

The Water Operations Division of the Public Works Department is responsible for supplying potable water to the citizens of Nags Head.

Water Operations is headquartered at the Nags Head Water Treatment Plant located at 2110 Pond Avenue. Water Operations also maintains a pump station located at 104 Gull Street, 5 system flushers, two elevated water tanks, two ground storage tanks and serves Nags Head citizens by providing an after hours contact for Public Works.

Water Operations staff is dedicated to providing water that meets or exceeds all federal and state standards and at a pressure and volume adequate for the Town's fire fighting capabilities.

Operation Overview

The Nags Head Water Plant is staffed 7 days per week, 2 shifts per day. Water plant operators assist Water Distribution by answer calls and investigate water distribution complaints during weekends, after hours, and holidays. Water Operations Superintendent, Nancy Roop Carawan, has A-Well, A-Surface, and C-Distribution licenses. She is the Operator in Responsible Charge for Water Operation and is responsible for monthly reports to N.C. Public Water

Supply and state compliance sampling. Staff consists of 3 Water Operators. All operators are certified by the state of North Carolina in water treatment. David Perry has A-Well and A-Surface license. Buddy Beacham and John Ryan have a C-Well license.

Nancy Carawan is certified as a Grade II Wastewater Treatment Plant Operator and Grade 1 Physical/Chemical Water Pollution Control System operator. David Perry is also certified as a Grade 1 Physical/Chemical Water Pollution Control System operator. Nancy, David and Buddy have the certification in Bacteriological Analysis for Drinking Water issued by the North Carolina State Laboratory of Public Health. John Ryan is scheduled to attend school for Bacteriological Analysis in November 2011.

Water Plant Operators are responsible for supplying potable water to the citizens of the Town of Nags Head, insuring that all water storage tanks are full and that adequate water pressures are maintained throughout the water system. They perform preventive maintenance of equipment and general house keeping of the 8th Street Water Plant, Gull Street Pump Station, system flushers, filter and raw water buildings and both elevated towers. In the spring and summer months, the operators are also responsible for the grounds maintenance at the 8th Street Water Plant, Gull Street Pump Station, the South Nags Head Tower and the 8th Street Tower.

As compliance requirements for water systems (by the State of North Carolina and the Environmental Protection Agency) increase, so do the duties of the Water Operations staff. Water Operations personnel collect, analyze and record daily, weekly and monthly information that is included in the monthly reports to the State. Operators are responsible for the collection and analysis of daily chlorine residuals at the entry points at the 8th Street water plant, Gull Street pump station and in the distribution system. Staff maintains a state-certified laboratory, for state compliance testing of the Town's drinking water for Coliform bacteria. Fifteen water samples are collected monthly from selected random sampling locations throughout the Town and are analyzed for Coliform bacteria in our laboratory. The results are reported monthly to the state.

Special Projects

- Chemical Bulk storage area fence removed at Eighth street plant and bulk storage tanks removed (July 2010)
- Hurricane Earl (September 2, 2010)
- Skyco directed to lower chlorine residual leaving plant from 1.5 ppm to 1.0 ppm (October 6, 2010)
- Eighth Street pump #3 repaired by Pearson Pumps (Nov 2010)
- Heater Block replaced on Eighth Street generator by Hart Power Solutions (December 2010)
- Whole sale water rate decreased from \$1.894 per thousand gallons to \$1.787 per thousand gallons (January 2011)
- Cummins Atlantic replaced the generator transfer switch at the Gull street pump station (January 31, 2011)
- OSHA Inspection – the west door in hall way and south door in pump room were re-hung to open out. (February 16, 2011)
- Collected Asbestos sample in distribution system for State compliance. Collect this sample every 9 years (March 2011)
- Stage 1 DBP Rule THM max residence site changed from Oregon Inlet (M01) to Pelican Park Hydrant (SM2) per Harry Bailey from Public Water Supply (March 2011)
- Eighth Street tower cathode inspection by Corropro for corrosion control (April 2011) Cathodes are in good condition.
- Repaired Public Works security fence by soccer field (April 2011)
- Aluminum ladder and cage installed on 8th Street ground storage tank around top man way per OSHA inspection- Harbor Welding ((May 2011)
- Diehl and Phillips completed work to update the Water Master Plan: Phase 1 – System Hydraulic Modeling

(March 2010)

- Phase 2 - Improvements for Disinfection by-Product Control, Fire Protection and System Upgrades (June 2011)
- Collected 10 Lead and Copper samples for State compliance. These samples are collected every 3 years. (June 2011)