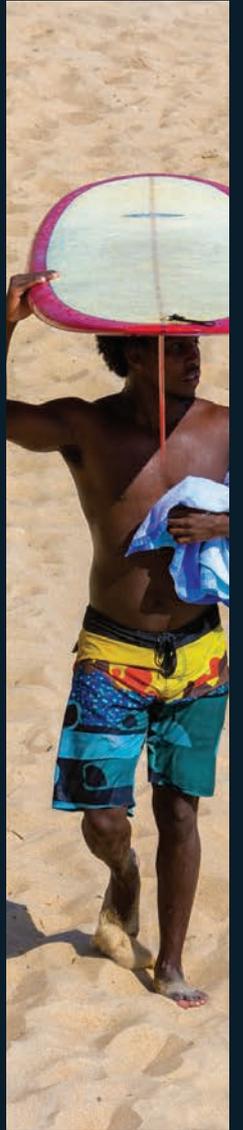


FISCAL YEAR  
**Adopted Budget 2023/2024  
& Financial Plan 2024/2025**



TOWN OF  
**NAGS HEAD**

# TOWN OF NAGS HEAD, NC

## 2023-2024 Fiscal Year Adopted Budget

### Nags Head's Board of Commissioners



**Mayor  
Ben Cahoon**



**Mayor Pro Tem  
Mike Siers**



**Commissioner  
Kevin Brinkley**



**Commissioner  
Renée Cahoon**



**Commissioner  
Bob Sanders**

#### Budget Staff

Andy Garman, Town Manager

Amy Miller, Deputy Town Manager/Finance Officer

Brooke Norris, Deputy Finance Director

Jan Mielke, Human Resources Officer

Roberta Thuman, Public Information Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Nags Head  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director



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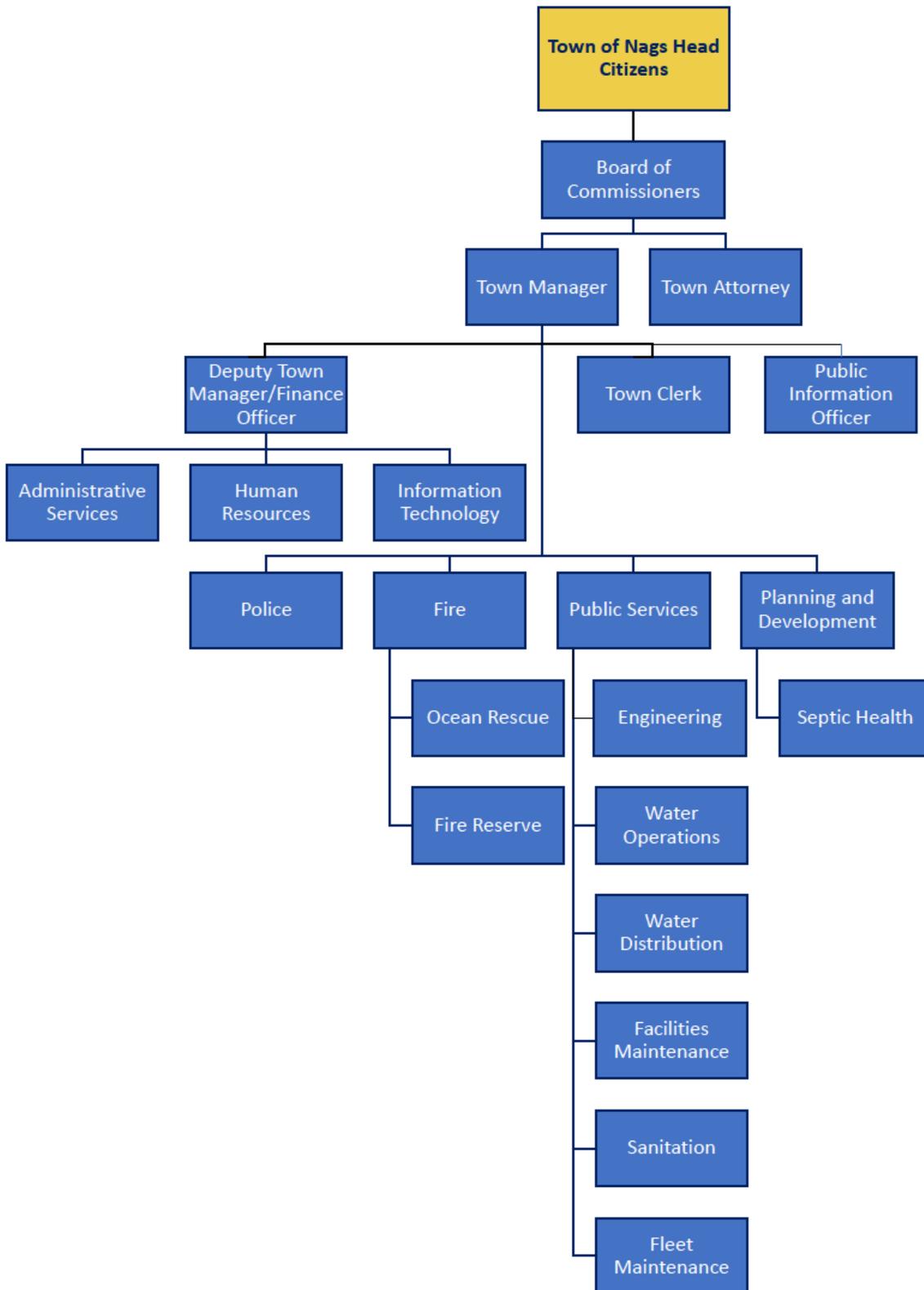
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TOWN OF NAGS HEAD ORGANIZATIONAL CHART





## CHANGES FROM RECOMMENDED TO ADOPTED BUDGET

### GENERAL FUND

#### Items Not Impacting Fund Balance

- Decrease capital outlay for Administrative Services vehicle by \$7,741 – Town travel vehicle budget reduced to \$40,000.
- Decrease transfers from the Capital Investment Fund (revenue) - \$7,741.
- Budget ordinance decreases by \$7,741 from \$37,710,997 to \$37,703,256.

#### Capital Investment Fund (CIF)

- Decrease transfers to the General Fund – Administrative Services vehicle - \$7,741.
- Decrease fund balance appropriations (revenue) - \$7,741.
- Budget ordinance decreases by \$7,741 from \$13,248,309 to \$13,240,568.



## TOWN MANAGER'S BUDGET MESSAGE / FY 2023-2024 BUDGET

May 3, 2023

The Honorable Mayor Benjamin B. Cahoon  
Members of Nags Head's Board of Commissioners

Dear Mayor Cahoon and Members of Nags Head's Board of Commissioners:

I am pleased to present the Fiscal Year 2024 recommended budget to the Board of Commissioners and to our Nags Head community. This budget was prepared in accordance with the provisions of the North Carolina Local Government Budget and Fiscal Control Act as required by North Carolina General Statute Chapter 159-11. I would like to express my sincere appreciation to our staff and our Board of Commissioners for their time and effort during the budget and strategic planning process.

As you recall from last year, we have a simplified format for departmental budgets, which includes a summary of recent accomplishments, budget highlights including upcoming projects, a summary budget table with accompanying graphics, and a line-item budget. At the end of each section there is also a list of items funded through our new capital investment fund. The section titled "[How to Read the Budget Document](#)" illustrates an outline of departmental budget tables. We have included our [Strategic Plan](#) as a reference in the Appendix for readers to understand how our budget proposals align with this.

There is also a [community profile](#), as well as more descriptive [information on the process we used to prepare the budget](#). Finally, we have included additional information on how the Town's finances work, including [the flow of money in and out of the Town's various funds](#), [revenue assumptions](#), [Fund Balance information](#), as well as a [glossary of budget terms](#).



This budget has been a work in progress over the past two years. Last year at this time we had completed a master plan for our new Public Services Complex. This project, which has been in the Board of Commissioner's strategic plan for several years, involves replacing most of our Public Services facilities, including the bulk waste and brush disposal site. Public Services is our largest division and is responsible for sanitation, maintenance of our facilities including parks, streets,



buildings and grounds, beach accesses, drainage infrastructure, water infrastructure, and our fleet.

The Public Services master plan included cost estimates, as well as a financial forecast, for capital needs for five years and beyond. This led to the adoption of a new capital investment fund, which offers a more comprehensive strategy to fund many of our infrastructure and equipment needs. During these discussions, we acknowledged that a future tax increase would be necessary to pay the debt service on the public services facility. Planning continued over the course of FY 2023, and we received bids on our new facility in December. At that time, the Town also decided to fund the replacement of our analog water meters with a new Advanced Metering Infrastructure (AMI) digital metering system, a project we had been looking at for several years. This system allows the meters to be read remotely through a wireless network and will ultimately lead to a higher level of service, providing much more accurate water usage data and the ability to notify customers of leaks in real-time. Together, the Public Services project and the water meter replacements represented a \$19 million public financing for which the Town sold Limited Obligation Bonds (LOBs) in February. We are now recommending a 4.25 cent tax increase to balance the budget, which will be largely used to pay the debt service for these projects. We are also recommending a 12.3% water rate increase to pay for the water fund portion of the debt service.



For reference, a property valued at \$500,000 would realize an additional \$212.50 per year, with a 4.25 cent tax increase. For the average water customer, the water rate increase would equal approximately \$8 every two months. The Nags Head tax rate is currently 28.75 cents per \$100 of assessed value. The proposed increase would bring the FY 24 tax rate to 33 cents per \$100 of assessed value.

For comparison purposes, below are the FY 23 tax rates of other Dare County communities. All rates are cents per \$100 of assessed value.

Duck	22.00
Kill Devil Hills	32.00
Kitty Hawk	30.00
Manteo	34.55
Southern Shores	23.58



Of course, we like to think Nags Head residents and property owners receive good value for their tax dollars. Nags Head provides services including police, fire, ocean rescue, planning, and public services including sanitation, maintenance of Town buildings, parks, streets, drainage systems, and numerous beach and sound accesses. We have several unique services provided at no additional charge to property owners. For example, we collect bulk waste and vegetative debris from the curbside for seven months out of the year. No other town in Dare County offers such a robust service. We have exceptional staff and facilities and a comprehensive shoreline management program. In addition, we are budgeting and planning for the long-term maintenance and replacement of our infrastructure and offer several community events throughout the year.

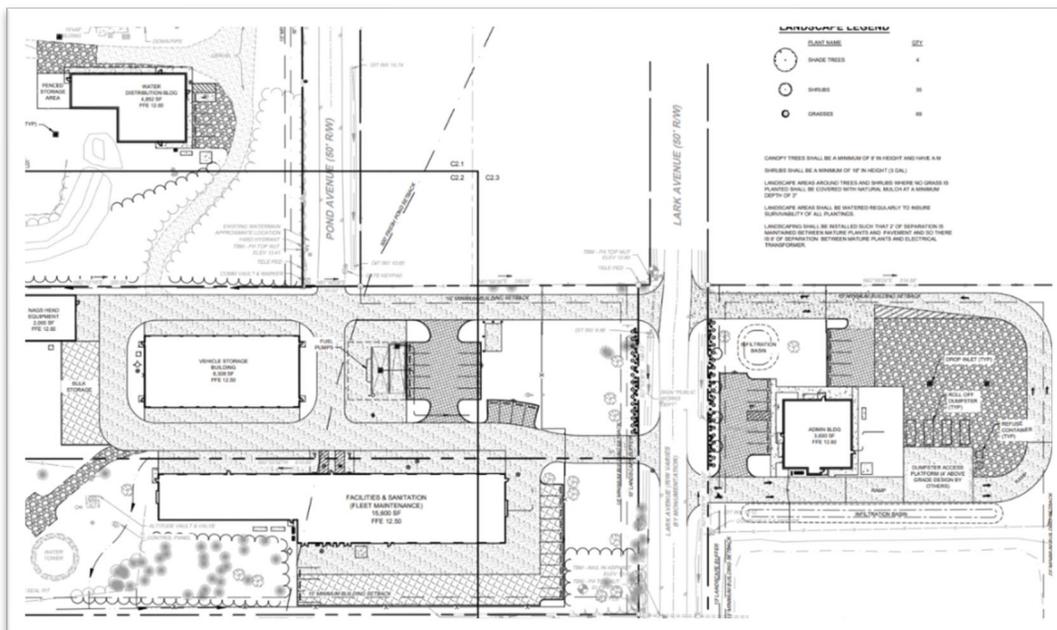


Rate increases of any kind are not popular. However, we think these projects are critical to provide Nags Head residents and property owners with the services they deserve and expect. These increases will assist Nags Head with meeting several significant long-term service goals.

**FY 2024 Initiatives**

**Public Services**

As stated above, the Public Services complex is a critical facility that is the operational hub of the Town’s largest department. The new facility involves the construction of 35,000 + square feet of indoor workspaces for administration, facilities maintenance, fleet maintenance, sanitation, and



water distribution. Also included are indoor garage spaces for much of the Town’s rolling stock, which is currently kept outside. This includes sanitation trucks (currently approximately



\$400,000 per truck) and heavy equipment, as well as the Town's inventory of supplies. The public bulk/brush yard will be reconfigured to provide better circulation and drop-off amenities and will offer the ability for the facility to be staffed more frequently. The main site will also include a new fueling and wash station for the Town's fleet. The project cost is approximately \$17 million, which has been financed over 20 years. The project lifespan is 60 years.

### **Streets/Stormwater/Water**

As part of our strategic plan, the Board has had a greater focus on maintenance of our assets and infrastructure. Part of this focus includes improving processes and our capacity for project delivery, as well as planning and forecasting our needs for different categories of infrastructure. We have master plans for streets, water, and stormwater infrastructure and we use a connected [Capital Improvement Program \(CIP\)](#) process to combine infrastructure improvement projects, when feasible, under a single project work scope. Infrastructure project work may consist of water distribution main (a main line in our water distribution system) and drainage system replacements or extensions, in combination with street construction/resurfacing. The pavement master plan serves as the guiding document towards project planning in association with the Stormwater CIP and the Water System Master Plan. This approach intends to avoid conducting separate infrastructure projects in the same location over different time periods in addition to preserving the street pavement condition. As part of the Capital Improvement Program, we have developed a five-year plan for these combined projects. In FY 2024, we will be planning and constructing the following:

- South Memorial Avenue from Bittern Street to Eighth Street (street resurfacing and storm drain replacements) - \$653,937 (general fund portion)
- Asbestos cement waterline replacements along South Memorial Avenue between Eighth Street and Driftwood Drive - \$271,855 (water fund portion)

### **Grants**

In accordance with our strategic plan, we continue to actively leverage grants. We realize this stretches each dollar and increases our budgeting capacity. We are opportunistic in supplementing our local funds to provide the greatest value to our taxpayers. We have been awarded over \$3.7 million in grants for fiscal year 2022-2023.



- As [stormwater management](#) continues to be a priority, the Town was successful in receiving close to \$3 million in American Rescue Plan Act (ARPA) funding for improvements along State Route 1243 (South Old Oregon Inlet Road), which involves an innovative pumping technique to remove floodwater from portions of the roadway.
- Protecting our natural resources is part of our strategic, long-term, focused shoreline management plan. The Town was awarded a \$300,000 NC Coastal Storm Damage Mitigation Grant for planning, layout design, and planting of native dune plants within a ten-mile length of oceanfront.
- We received an Asset Inventory and Assessment (AIA) grant of \$244,000, again thanks to ARPA funding. This grant will allow the Town to be proactive in managing our utility system and evaluating how to fund prioritized capital improvements.



We have applied for, and anticipate applying for, several other grants as part of a comprehensive look at infrastructure needs and projects. These are referenced in the portion of the budgeted titled "[Grant Funded Projects](#)" and include:

- Local Assistance for Stormwater Infrastructure Investments program (LASII) for a stormwater master plan update and a watershed restoration plan - \$400,000.
- Golden LEAF Flood Mitigation Program for public infrastructure flood mitigation - \$250,000.
- Water Resources Development grant to replace existing facilities at the Nags Head Causeway Estuarine Access Site and Interpretive Center - \$98,000.
- Coastal Management Beach & Waterfront Access Program for a new walkover at the Governor Street beach access - \$86,250.

**Sanitation**

We had a successful first year with our cart rollback service along South Virginia Dare Trail (NC12) and South Old Oregon Inlet Road (SR 1243) last year and will continue the service for the coming year with no changes to the schedule or fees. More information on this service can be found [here](#).

Tipping fees have increased significantly over the last two years:

Recommended FY 24	Estimated FY 23	Actual FY 22	Actual FY 21
\$902,950	\$870,914	\$807,055	\$828,826

The tipping fee budget is based on 9,400 residential and commercial tons at \$90 per ton, which includes a fuel surcharge.



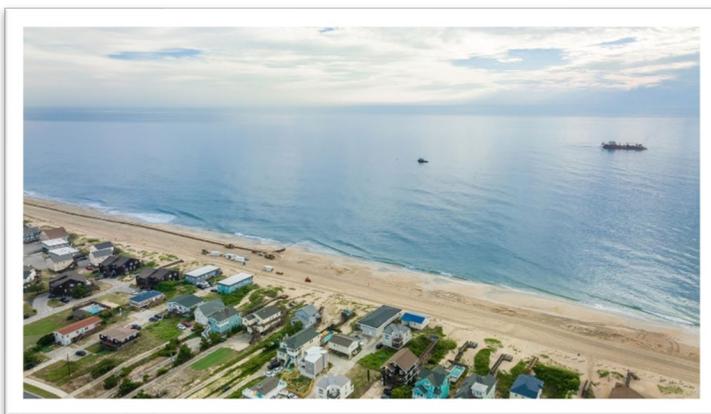
Although our revenue has also increased due to a rise in shared revenues, this has represented a significant increase in expenses. We continue to budget our sanitation services for both commercial and residential properties from the general fund although many communities have resorted to assessing additional fees for sanitation services. The Town also offers a subscription-based curbside recycling program, for which the Town supplements \$60 a year per subscriber, and a commercial cardboard recycling program, which diverts recyclables from the landfill.

Additionally, we have a robust curbside bulk collection service for seven months out of the year and operate a bulk/brush collection yard all year long, where the same material can be disposed of by our property owners. Staff time and tipping fees come from our general fund budget for this service. Dare County charges \$67 per ton for this Construction & Demolition (C&D) tonnage. This budget estimates 850 C&D tons.

In FY 2024 we are recommending the purchase of a replacement roll off truck to service containers at our bulk yard and recycling centers (\$232,000). We are also replacing a commercial sanitation truck to service side load dumpsters (\$381,000).

### **Other Facilities/Infrastructure**

Beaches – FY 2024 marks the last debt service payment from the large-scale project we completed in 2019. This combined a local project with Federal Emergency Management Agency (FEMA) and State of North Carolina disaster assistance funding for damages related to 2016's Hurricane Matthew. This expenditure can be found in the [bond debt section of the budget](#). We are not proposing a change to the town-wide or the MSD beach nourishment tax rates this coming year.



The Town completed a beach nourishment project in the summer of 2022 to replace sand lost in south Nags Head from 2019's Hurricane Dorian, primarily funded by FEMA and the North Carolina Division of Emergency Management. This project included sand fencing and vegetative sprigging to provide post-project stabilization.

Our beach nourishment capital project fund is also being used to support on-going planning for future projects. In FY 2024, we will be continuing work on a beach nourishment master plan, which is a long-term, 30- year plan, to identify sand sources and develop programmatic permits that address identified needs.



Town staff has developed a prioritized list of public beach access replacements that we are proposing to fund using the additional sales tax generated by the municipal service districts. In FY 24, we are proposing to replace the Loggerhead beach walkover (\$75,000). We are also seeking a grant from the Division of Coastal Management to construct a new walkover at Governor Street (Total = \$115,000; Grant - \$86,250, Town - \$28,750).

We are planning to construct the Epstein Street bath house in the Fall of 2023. We have budgeted an additional \$150,000 to account for cost increases expected with this facility. The Epstein bath house was funded with grants totaling \$450,000 in prior years.

In FY 2023, we created a dune management cost-share program that uses shoreline management funds to assist oceanfront owners dealing with migrating sand to relocate sand and/or provide vegetative sprigging or sand fencing. We received significant interest in this program this past year and recommend its continuation in FY 24.

Pedestrian Improvements – Last year the Board of Commissioners formed a committee to develop and prioritize a list of pedestrian improvements for future years. The priority list can be found [here](#). For FY 2024, the Town plans to seek grant funds from the Dare County Tourism Board to construct sidewalks on East Epstein Street and South Seachase Drive (Total = \$102,900; Grant - \$73,237, Town - \$29,663).



This year's budget also includes funds to replace a portion of the South Virginia Dare Trail multi-use path between East Lakeside and East Enterprise Street (\$260,000). This will be the first of four phases to reconstruct the path from Whalebone Junction to Eighth Street. We have also included \$80,000 for continued multi-use path maintenance including bulkhead replacements and concrete path repairs in south Nags Head adjacent to South Old Oregon Inlet Road (SR 1243).



Parks – Last year staff went through an exercise to solicit community input and design improvements at Whalebone Park to include a restroom facility, splash pad, shaded seating areas, and other amenities. The Town has applied for several state grants and a grant from the Dare County Tourism Board to fund these improvements. The Town was unsuccessful in receiving the state grants but plans to move forward with the construction of restrooms with the funds received from the Tourism Board in the Fall of 2023. We have included grant revenue in our FY 2025

budget to fund the remainder of these improvements.



For FY 2024 we plan to continue to host several Town sponsored activities at Dowdy Park including summer farmer's markets, winter holiday markets, concerts, exercise classes, family movie nights, and other activities. The Town has a full-time staff person dedicated to community events and recreational programs. Additionally, we have a sponsorship program where local businesses can contribute to these events. The Town charges vendor fees for its markets; in FY 24 we have budgeted \$21,000 in revenue from these fees.

### **Ocean Rescue Services**

Due to increases in the cost of living locally, we continue to evaluate our pay scale for Ocean Rescue to ensure we can recruit and retain qualified staff. For FY 24, we have raised wages to \$18 per hour from \$16 per hour and included several incentives to encourage staff to stay later in August when most guards leave for the year. This includes a \$600 end-of-season bonus for lifeguards and a \$1,000 end of season bonus for supervisors. We will also continue to provide services later in the season based on population trends in recent years. For FY 24, we are recommending funding for eight lifeguards from Labor Day through September 30, as well as maintaining two to three Ocean Rescue staff on patrol through October 31.



### **Equipment**

In recent years, the Town has made a concerted effort to more strictly follow a replacement schedule for rolling stock and equipment. This has helped limit downtime and stay on top of day-to-day activities. This year's budget is no different, replacing several large vehicles including sanitation collection vehicles, equipment, and work trucks. We will note that Police vehicles planned for next year have already been purchased this year using additional revenue and unspent funds within the capital investment fund from FY 23. A detailed list of equipment we are proposing to replace through pay-as-you-go (PAYGO) funding can be found in the [Capital Investment Fund Summary](#) and the [Water Fund Capital Outlay and Debt Service](#) summary.



## Our Team

The Board has prioritized the Town's employees, making sure Nags Head is a great place to work through pay, benefits, training, and an engaging work environment. This year's budget remains competitive by offering the following:



- A 6.5% cost of living adjustment (COLA) for both general fund and water fund employees. This equates to approximately \$585,000 in the general fund and \$65,000 in the water fund. This will move the pay scale for each position.
- To move team members up the salary range, a performance-based within-grade-increase pay plan continues to be implemented. Employees whose salaries fall below the midpoint of their pay grade will receive a 2.5% increase and employees whose salaries fall above the midpoint of their pay grade will receive a 1.25% increase.
- Funding is included to implement career progression programs, which have now been developed for all departments.
- Health insurance premiums increased by 2%. The Town offers the option of a high deductible health plan (HDHP) with a health savings account (HSA) and recommends increasing the Town contributions by \$250 each year.
- Funds are included to increase the Town's non-law enforcement officer 401k contribution to 5% with no required match. By state statute, the sworn law enforcement officer 401k contribution from the Town is 5% with no required match.

## Positions/Organizational Recommendations

For this year's budget, we have reviewed our pay scale with neighboring communities to ensure we remain competitive at each position. We are also continually evaluating areas where we have seen the most attrition. This has resulted in a recommendation to increase the grades of several positions. We have also recommended not funding two positions previously on the pay plan – the deputy public services director and the water system manager. Included with the budget is a revised pay plan with the recommended changes.



## Public Safety

In FY 24, we are recommending two new positions in our Police Department. The Town has not added staff to the department for more than 20 years. Additionally, with seasonal and non-seasonal growth and the increased demands on our staff, including the significant increase in the number of events, we believe these positions are warranted and will be well utilized. This should also reduce the number of overtime hours the department has utilized in recent years. The total cost of these positions is approximately \$192,000 including salary and benefits.

We have budgeted approximately \$24,000 for our Fire Department to use part-time off-duty professional staff from other agencies to fill shift gaps during peak periods and when staff take leave. This should increase the coverage at each station and reduce the number of overtime hours the department has utilized in recent years.



## Comparison of FY 2023-24 to FY 2022-23

This budget is integrated with the capital investment fund. Both have fund balance policies, and recommended expenditures fall within their parameters. These funds work together to enable this budget to meet the Town's growing operating and capital needs and are guided by sound fiscal policies. Our fund balance policies not only monitor our fiscal health and indicate our relative financial condition, but they also provide a framework to guide budgetary decisions and allow for creating multi-year plans. In addition, they allow us to grow our fund balance over time to be prepared for unanticipated challenges. If our general fund balance becomes too large (35% of expenditures, less bond debt), our fund balance is reduced and becomes monetized by moving into the CIF. If either fund balance falls below our minimum (25%), a replenishment period will follow. A healthy fund balance allows for stabilizing services and may offset revenue shortfalls. You can find out more about our fund balances, including historical and projected fund balance amount in the [Fund Balance](#) section of this budget.

At the end of fiscal year 2023, the estimated CIF fund balance will be 47%. Combined with fiscal year 2024 proposed funding of \$4,120,000, this maintains a fund balance above 25% in the foreseeable future. Maintaining a higher fund balance offsets higher years of expenditures; for example, fiscal year 2025, we will be able to absorb our highest year of debt service (\$1,276,200) on the Public Services Complex using our fund balance. Grant money received towards projects within the CIF will also be transferred from the general fund to the CIF. A proposed list of projects



funded through the CIF are included in the [Transfers from the Capital Reserve and Capital Investment Funds to the General Fund](#) section of this budget.

This year's [general fund budget totals \\$37,710,997](#), an increase of \$2,690,544, or 8% from the fiscal year 2022-2023 adopted budget. This is attributed to a \$1,355,955, or 25% increase, in the transfers from the capital investment fund to the general fund. Debt service and capital outlay are accounted for in the CIF. The new debt service payment of \$775,250 for the Public Services Complex accounts for this increase, as well as Capital Improvement Projects, including \$1,300,237 for South Old Oregon Inlet Road Project Area #13, which is 100% grant funded.

A 6.5% cost of living adjustment, tied to the January 2023 Consumer Price Index is recommended. The general fund cost is approximately \$585,000. Additionally, in accordance with pay and class study recommendations, a 1% increase to the non-law enforcement officer 401k brings the Town contribution to 5%, with no required match. This is an additional \$60,000 in the general fund.

Other personnel items include two new police officer positions, with salary and benefits totaling \$96,000 each, and funding for part-time firefighters, with salary and FICA budgeted at approximately \$24,000. These positions are partially offset by not funding the deputy public works director position. A Town-wide career progression plan will be introduced July 1. Although some employees will be eligible, most departmental budgets reflect increased training line items to develop progression. Finally, to move team members up horizontally within their grades, the

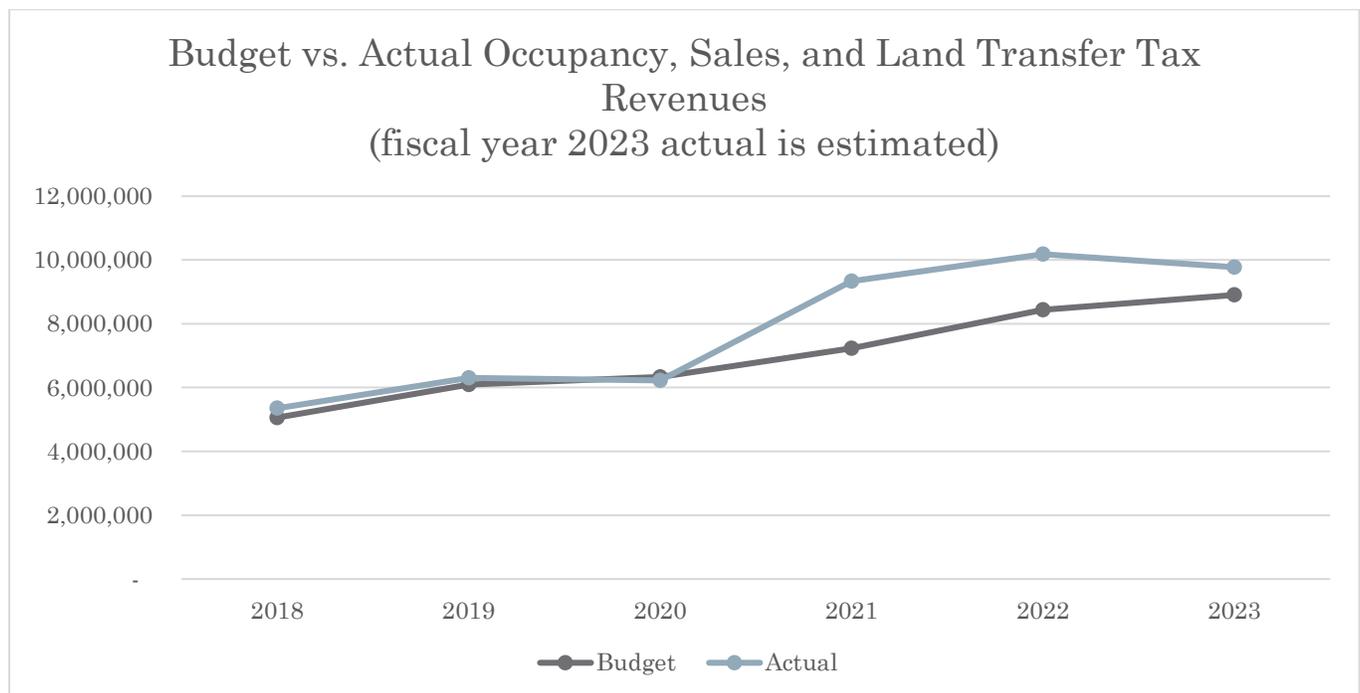


performance-based within-grade increases continue to be budgeted. A \$350,000 fund balance appropriation and a 4.25 cent increase to the ad valorem tax will supplement funding these initiatives. One cent generates approximately \$310,000.

Dare County distributes sales, occupancy, and land transfer



tax revenues using a formula based on our percentage of the total county-wide tax levy. Occupancy and sales tax revenues are good indicators of our tourism-driven economy and are budgeted 18% and 10% higher to reflect a continued healthy, growing economy. Prior history, as well as industry trends and projections, forecast conditions of these visitor-based tax revenues. Land transfer taxes are more aligned with national housing trends and have decreased compared to fiscal year 2022 but are still budgeted 6% higher than fiscal year 2023. Land transfer taxes account for an overall decrease in these three revenues sources compared to fiscal year 2022 despite inflation and tourism driving up occupancy and sales taxes. Increases in these revenue sources create the capacity to accommodate growth in our budget. Overall, these tax sources account for over \$10,000,000 in revenues, and are budgeted \$1,183,742, or 13% higher than fiscal year 2023. As compared to the prior fiscal year to date, sales tax revenue received is 13% higher and occupancy tax is 7% higher. Land transfer taxes are 38% lower as the housing peak has leveled off and mortgage interest rates are relatively higher.





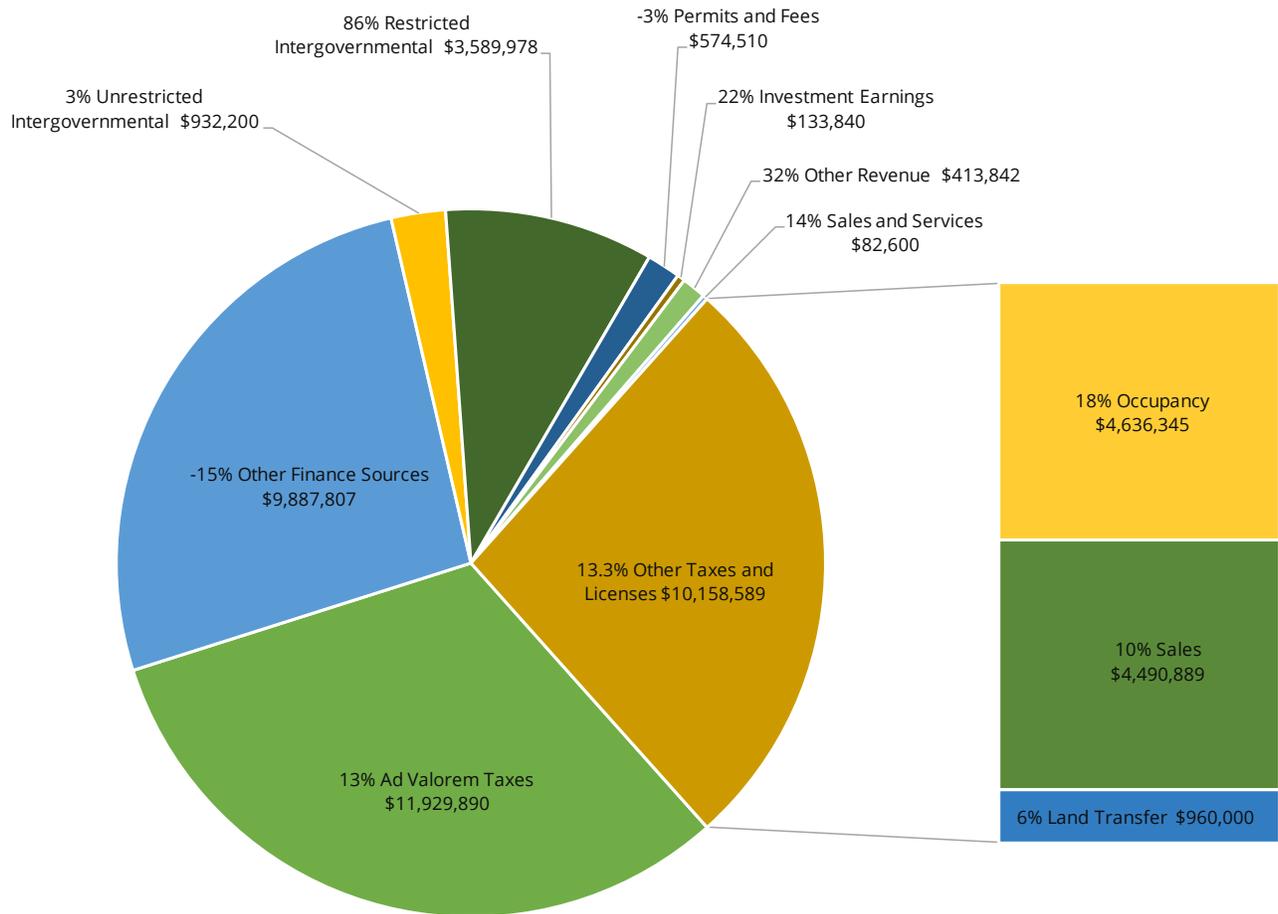
Total general fund expenditures including personnel and operating costs, debt service, and capital outlay are calculated as a percentage of the recommended budget in the section of the budget titled “ [Expenditures by Percentage](#) ”. A brief comparison between is included below:

<b>Adopted General Fund Revenues</b>	<b>Fiscal Year 2023-2024</b>	<b>Fiscal Year 2022-2023</b>
Ad Valorem Taxes	\$11,929,890	\$10,546,600
Other Taxes and Licenses (occupancy, sales and land transfer taxes)	10,158,589	8,974,102
Unrestricted Intergovernmental	932,200	900,700
Restricted Intergovernmental	3,589,978	1,934,069
Permits and Fees	574,510	593,950
Investment Earnings	82,600	110,000
Other Revenue	133,840	312,775
Sales and Services	413,842	72,525
Other Finance Sources (bond debt and appropriated fund balance)	9,887,807	11,575,732
<b>TOTAL</b>	<b>\$37,703,256</b>	<b>\$35,020,453</b>

<b>Adopted General Fund Expenditures</b>	<b>Fiscal Year 2023-2024</b>	<b>Fiscal Year 2022-2023</b>
Governing Body	\$ 190,690	\$ 176,341
Special Obligation Bond Debt	3,086,300	2,625,952
Town Manager	903,814	819,885
Administrative Services	1,162,484	1,031,450
Information Technology	518,216	431,730
Legal Services	155,086	130,296
Planning and Development	1,448,238	1,458,158
Public Works Administration	667,864	637,686
Facilities Maintenance	3,568,414	2,877,492
Garage	422,693	388,405
State Street Aid-Powell Bill	125,000	120,000
Sanitation	2,424,114	2,329,883
Solid Waste Disposal	902,950	850,818
Stormwater Management	2,989,169	1,703,238
Police	3,926,829	3,769,688
Fire	3,770,084	3,512,519
Ocean rescue	921,640	891,037
Transfer to Capital Investment Fund	6,513,474	7,450,015
Transfer to Capital Reserve Fund	3,856,197	3,690,860
Contingency	150,000	125,000
<b>TOTAL</b>	<b>\$ 37,703,256</b>	<b>\$ 35,020,453</b>

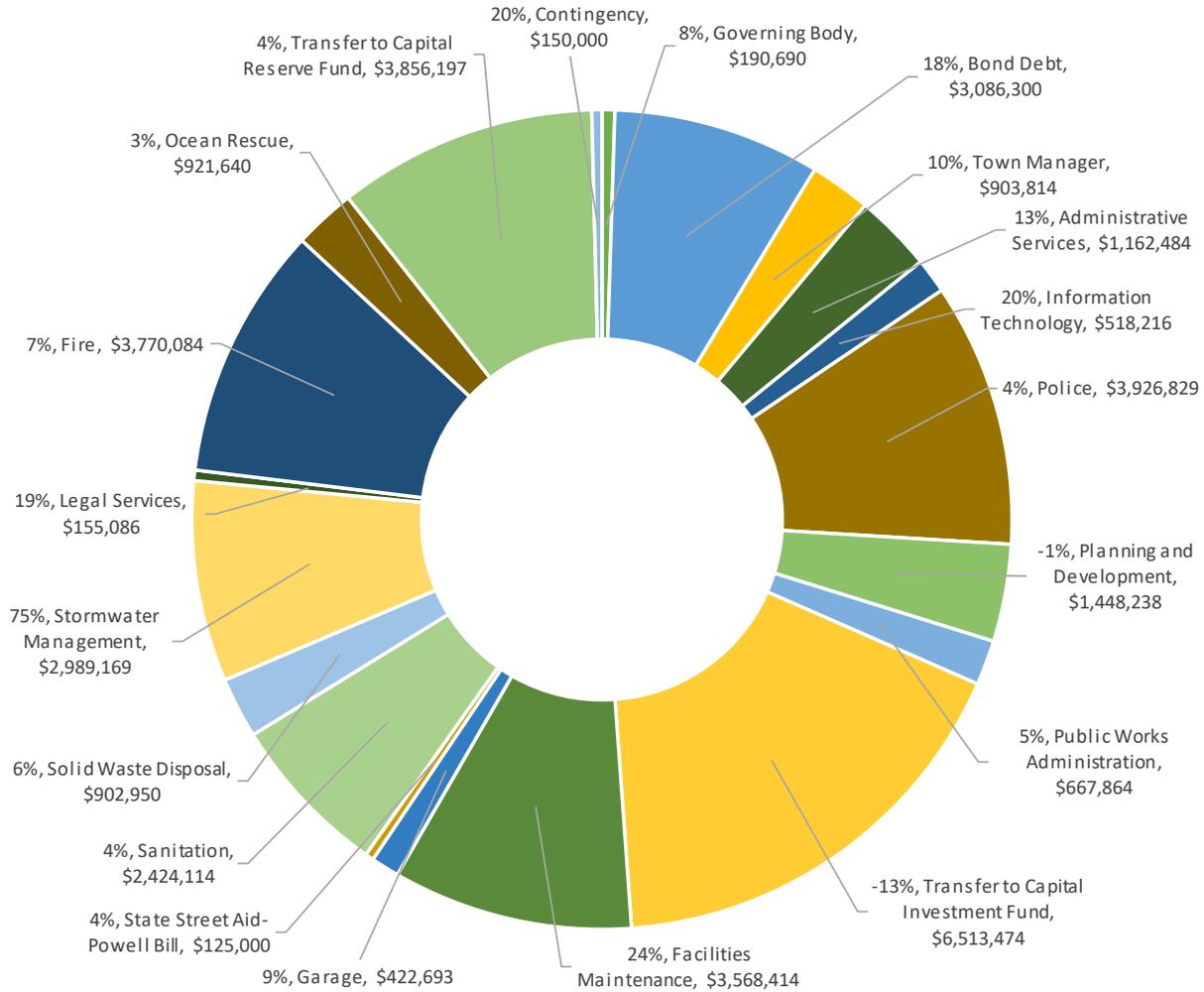


**ADOPTED 2023-2024 GENERAL FUND REVENUES/  
PERCENT CHANGES FROM FISCAL YEAR 2022-2023**





**ADOPTED 2023-2024 GENERAL FUND EXPENDITURES/  
PERCENT CHANGES FROM FISCAL YEAR 2022-2023**





## Water Fund Budget Highlights

The Town is building a more sustainable future by implementing the latest innovative technology for measuring water consumption. Smart Meters, or Advanced Metering Infrastructure (AMI), optimize energy consumption and minimize waste by avoiding water losses, which can unnecessarily contribute to increased groundwater levels. Usage data will be transmitted via a cellular network, significantly improving meter accuracy, and providing real-time data and leak information. This leads to increased transparency and efficiency for both the Town and our customers. The meters are fully funded through the water fund.

These meters were included in the same financing package as the Public Services Complex, which is 20% funded through water rates. As a result of incurred debt service payments, which total \$294,126 in fiscal year 2023-2024, both base and volumetric water rates are recommended to increase by 12.3%. As a point of reference, the current base rate for 0-3,000 gallons on a ¾" meter is \$39.80, bi-monthly. The proposed base rate would be \$44.70, which is a \$4.90 increase every two months. As responsible stewards of your money, this increase was carefully evaluated with our financial advisors to cover our debt service and continue to sustain reliable operations. This was the rate increase proposed to the NC Local Government Commission to receive approval to finance both of these projects.

Managing our capital spending will focus on prioritization and implementation of critical infrastructure. Our investments must be made to support growth, regulatory compliance, and capital renewal. Thanks to an Asset Inventory and Assessment (AIA) grant, we will be partnering with consultants to evaluate our 2018 Water System Master Plan, current water rates, and Capital Improvement Program to accomplish strategic objectives while maintaining equity among all customers. This project will also create a GIS database to create efficiencies in asset management and the integration of multiple data sources and platforms.

These types of efforts are integrated planning strategies that encompass regulatory and governmental issues regarding environmental quality and utility planning. Securing grants for long-term growth and sustainability as part of this process is key in evaluating our existing system and conducting multi-year planning. We are leveraging these opportunities to complete our initial inventory as part of the Lead and Copper Rule Revisions. The Environmental Protection Agency requires all community water systems to develop an inventory of all service line connections, both system and customer owned, by October 16, 2024.



## Septic Health

With over 85% of the town's wastewater treated by onsite wastewater treatment systems (septic systems), we understand that proactive maintenance and repair of septic systems is vital to protect the ecosystem. Our Todd D. Krafft Septic Health Initiative continues to grow since its inception in 1999. The Initiative provides homeowners with free septic system inspections, a septic pump out water utility bill credit of \$150, low-interest loans for septic system repairs or replacement, and water quality testing. In FY 22 we updated our Decentralized Wastewater Management Plan, outlining a path forward for the Town to continue to improve and grow this program. The intent of the update was to evaluate the overall effectiveness of the Septic Health Initiative, recommend additional measures, and expand and integrate the Plan, all while considering the relationship between onsite wastewater, stormwater, surface water, and groundwater.

With heightened awareness of water quality and rising groundwater levels, our Septic Health Initiative continues to gain momentum and is garnering attention at the state level. We recently hosted a forum, through collaboration with local governments and research institutions, to address community-wide regional issues, specifically local water quality issues in relation to septic health and groundwater



quality. Additionally, staff presented at the NCDEQ State Water Infrastructure Authority committee meeting regarding water quality in relation to septic and groundwater quality. We hope to gain state support in funding our septic health initiatives.

The purpose of the Decentralized Wastewater Management Plan and the Septic Health Initiative is to establish the promotion and implementation of decentralized wastewater management strategies for residents, visitors, and neighboring coastal communities. As the plan is designed to help decentralized systems remain a sustainable component of Nags Head's infrastructure, it strongly incentivizes proactive maintenance in order to function properly.

- The septic loan program is budgeted at \$60,000 and authorizes up to \$12,000 per project.
- Four additional remote water quality data loggers are recommended, totaling \$53,200.



- Funding of \$30,000 is budgeted for water quality testing.

### Comparison of FY 2022-23 to FY 2023-24

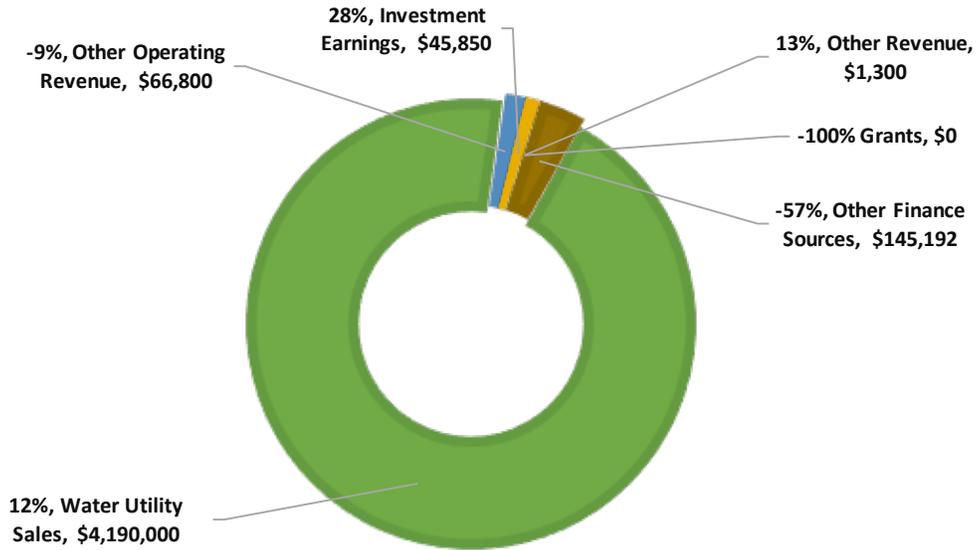
The [water fund budget](#) is \$4,449,142 for fiscal year 2023-2024, a decrease of \$2,364,822 or 35% from the prior fiscal year. In fiscal year 2022-2023, we budgeted \$2,609,925 in grants for asbestos cement pipe and Smart Meter replacements, as well water quality and groundwater data loggers. Of this, \$43,397 was awarded for the data loggers. Additionally, in fiscal year 2023-2024, two positions previously funded through the water fund are recommended to be frozen: the deputy public services director and water system manager. Other water fund highlights to note include:

- As the general fund provides resources and staff to support the water fund, \$844,331 is budgeted for the water fund to reimburse the general fund for indirect administrative costs.
- Interest-only debt payments totaling \$294,126 are included for the design and construction of the Public Services Complex, and Advanced Metering Infrastructure, both currently in progress.
- The Town has been systematically replacing aging asbestos cement pipe infrastructure with updated pipe distribution networks in conjunction with street and stormwater projects. This year, asbestos cement waterline replacement will occur along South Memorial Avenue between Eighth Street and Driftwood Drive, totaling \$271,855.
- Funding of \$850,000 is included for purchasing wholesale water from Dare County. The budget is based on the decrease from \$1.97 per thousand gallons of the most recent actual annual 429.862 million gallons purchased at the current wholesale rate of \$1.838 per thousand gallons.
- Annual contracted water tower and tank maintenance is included at \$81,000.

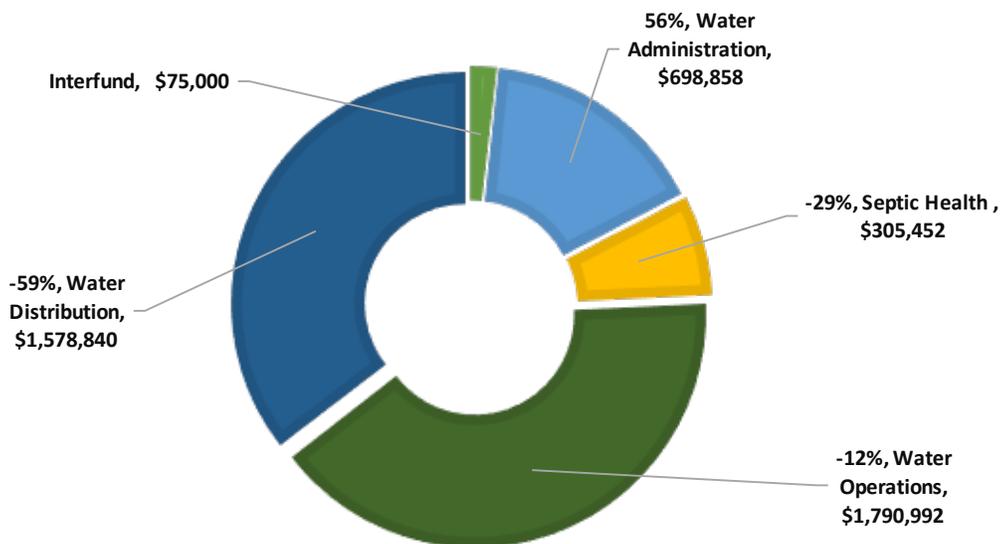




**FISCAL YEAR 2023-2024 ADOPTED  
WATER FUND REVENUES/  
PERCENT CHANGE FROM FISCAL YEAR 2022-2023**



**FISCAL YEAR 2023-2024 ADOPTED  
WATER FUND EXPENSES/  
PERCENT CHANGE FROM FISCAL YEAR 2022-2023**





## Conclusion

Thank you for the opportunity to present the FY 2024 Recommended Budget.

We recognize this year represents a substantial request from the Nags Head community. The additional financial resources necessary to balance this year's budget were driven by the Public Services project, which was a much-needed project we've been planning for several years. This is the largest vertical construction project in our history and one we hope to be proud of for 60+ years. As stated previously, it is the operational hub of our largest department, one that impacts us all daily, and provides the most visible level of service to our town and visitors. Much like beach nourishment, which also required significant additional resources, this is a foundational project for our community, and not something we do often.

With last year's addition of the capital investment fund, and this year's public financing, which involved the Town receiving an Aa1 rating from Moody's, we continue to improve the Town's capacity both financially and strategically. We believe our budgets reflect a sound financial strategy and enable us to move forward with planned initiatives and services, while maintaining financial resources to respond to unanticipated challenges. We hope this meets your expectations and reflects the priorities and vision you have established for the Nags Head community.

Finally, I would like to close by expressing the utmost gratitude to the staff who developed the budget and assisted throughout the budgeting and strategic planning process. Specifically, I would like to thank Deputy Town Manager/Finance Director Amy Miller, Deputy Finance Director Brooke Norris, Public Information Officer Roberta Thuman, Human Resources Director Jan Mielke, and the department heads and departmental staff.

We look forward to your comments and suggestions as we work to adopt the FY 24 budget.

Sincerely,

Andy Garman, ICMA-CM, AICP  
Town Manager



# FY 2024 BUDGET ORDINANCE

Ordinance No. 23-06-020  
FY 23-24 Budget Ordinance  
BOC Meeting June 21, 2023



**Town of Nags Head  
Budget Ordinance  
Fiscal Year 2023-2024**

BE IT ORDAINED by the Board of Commissioners of the Town of Nags Head, North Carolina, meeting in session this the 21st day of June 2023, that the budget ordinance adopted on June 21, 2023, effective July 1, 2023, to read as follows:

**SECTION I - GENERAL FUND**

Revenues Anticipated:

Current year ad valorem taxes	\$ 9,326,063
Municipal Service District taxes	1,639,351
Current town wide beach nourishment ad valorem taxes	764,431
Penalties and interest	6,000
DMV Taxes	194,045
Other taxes and licenses	10,158,589
Unrestricted intergovernmental revenues	932,200
Restricted intergovernmental revenues	3,589,978
Permits and fees	574,510
Sales and services	82,600
Investment earnings	133,840
Other revenues	413,842
Transfer from Capital Reserve Fund	2,780,713
Transfer from Capital Investment Fund	6,727,094
Sale of capital assets	30,000
Unassigned Fund Balance Appropriated	350,000
<b>Total General Fund Revenues</b>	<b>\$ 37,703,256</b>

**SECTION I - GENERAL FUND**

Expenditures Authorized:

Governing Body	\$ 190,690
Bond Debt	3,086,300
Town Manager	903,814
Administrative Services	1,162,484
Information Technology	518,216
Legal Services	155,086
Planning and Development	1,448,238
PW Administration	667,864
Facilities Maintenance	3,568,414
Garage	422,693
State Street Aid - Powell Bill	125,000
Sanitation	2,424,114
Solid Waste Disposal	902,950
Streets and Stormwater	2,989,169
Police	3,926,829
Fire	3,770,084
Ocean Rescue	921,640
Transfer to Capital Reserve Fund	3,856,197
Transfer to Capital Investment Fund	6,513,474
Contingency	150,000
<b>Total General Fund Expenditures</b>	<b>\$ 37,703,256</b>



**Town of Nags Head  
Budget Ordinance  
Fiscal Year 2023-2024**

**Section II - WATER FUND**

Revenues Anticipated:	
Charges for utilities	\$ 4,190,000
Taps/connection fees	20,000
Reconnection fees	1,800
System development fees	25,000
Interest on investments	45,850
Penalties and interest	20,000
Septic loan repayments	24,000
Miscellaneous revenues	1,300
Transfer from Water Capital Reserve Fund	30,000
Appropriated Net Position	<u>91,192</u>
 Total Water Fund Revenues	 <u>\$ 4,449,142</u>
 Expenses Authorized:	
Administration	\$ 698,858
Septic Health Initiative	305,452
Water Operations	1,790,992
Water Distribution	1,578,840
Transfer to Water Capital Reserve Fund	25,000
Contingency	<u>50,000</u>
 Total Water Fund Expenses	 <u>\$ 4,449,142</u>

**Section III - NAGS HEAD LEASING**

Revenues Anticipated	\$ -
Expenses Authorized	\$ -



Ordinance No. 23-06-020  
FY 23-24 Budget Ordinance  
BOC Meeting June 21, 2023



**Town of Nags Head  
Budget Ordinance  
Fiscal Year 2023-2024**

**Section IV - CAPITAL RESERVE FUND**

Revenues Anticipated:	
Transfer from General Fund	\$ 3,856,197
Appropriations/Special Obligation Bond - debt	2,311,050
Appropriations/Recreation Facility Fees - pedestrian project	29,663
Appropriations/Streets and Stormwater - drainage infrastructure improvements	250,000
Appropriations/Restricted sales tax - beach access reconstruction	<u>190,000</u>
<b>Total Revenues</b>	<b>\$ <u>6,636,910</u></b>
Expenditures Authorized:	
Transfer to General Fund	\$ 2,780,713
Contributions to Fund Balance	<u>3,856,197</u>
<b>Total Expenditures</b>	<b>\$ <u>6,636,910</u></b>

**Section V - CAPITAL INVESTMENT FUND**

Revenues Anticipated:	
Transfer from General Fund	\$ 6,513,474
Appropriations	<u>6,727,094</u>
<b>Total Revenues</b>	<b>\$ <u>13,240,568</u></b>
Expenditures Authorized:	
Transfer to General Fund	\$ 6,727,094
Contributions to Fund Balance	<u>6,513,474</u>
<b>Total Expenditures</b>	<b>\$ <u>13,240,568</u></b>

**Section VI - WATER CAPITAL RESERVE FUND**

Revenue Anticipated:	
Transfer from Water Fund	\$ 25,000
Appropriations/System development fees	<u>30,000</u>
<b>Total Revenues</b>	<b>\$ <u>55,000</u></b>
Expenses Authorized:	
Transfer to Water Fund	30,000
Contributions to Net Position	<u>25,000</u>
<b>Total Expenses</b>	<b>\$ <u>55,000</u></b>
<b>TOTAL BUDGET FISCAL YEAR 2023-2024</b>	<b>\$ <u>62,084,876</u></b>



**Town of Nags Head  
Budget Ordinance  
Fiscal Year 2023-2024**

**SECTION VII TAX RATES ESTABLISHED**

A Town wide tax rate of thirty three (\$.33) cents per hundred dollar valuation is hereby levied on all real estate, corporate utilities, and personal property in the Town of Nags Head as of January 1, 2023. The estimated valuation of said property is three billion, sixty five million, three hundred eighty nine thousand, one hundred forty seven dollars (\$3,065,389,147). The estimated collection rate is ninety-nine and three quarters percent (99.75%).

A tax rate of fourteen and three tenths (\$.143) cents per hundred dollar valuation is hereby levied on all real estate, personal property, and motor vehicle property located in municipal service districts 1 and 2 with an estimated value of one billion, fifty two million, four hundred ninety one thousand, six hundred nine dollars (\$1,052,491,609).

The estimated collection rate is ninety-nine and three quarters percent (99.75%) on all real estate and personal property and one hundred percent (100%) on all motor vehicle property. A tax rate of one (\$.01) cent per hundred dollar valuation is hereby levied on all real estate, personal property, and motor vehicle property located in municipal service district 4 with an estimated value of six hundred sixty seven million, three hundred ten thousand, seventyeight dollars (\$667,310,078).

The estimated collection rate is ninety-nine and three quarters percent (99.75%) on all real estate and personal property and one hundred percent (100%) on all motor vehicle property. A tax rate of one half (\$.005) cent per hundred dollar valuation is hereby levied on all real estate, personal property, and motor vehicle property located in municipal service districts 3 and 6 with an estimated value of one billion, four hundred thirty two million, nine hundred fifty four thousand, nine hundred forty three dollars (\$1,432,954,943). The estimated collection rate is ninety-nine and three quarters (99.75%) on all real estate and personal property and one hundred percent (100%) on all motor vehicle property. A tax rate of thirty three (\$.33) cents per hundred dollar valuation is hereby levied on all motor vehicle property in the Town of Nags Head as renewed throughout the State during the year. The estimated valuation of said property is fifty eight million, eight hundred one thousand, five hundred fifty one dollars (\$58,801,551). The estimated collection rate is hundred percent (100%). All estimated collection rates are based on the collection rates for the fiscal year ended June 30, 2023.

**SECTION VIII - SPECIAL AUTHORIZATION - BUDGET OFFICER**

The Budget Officer shall be authorized to transfer amounts between objects of expenditures not adopted in the Capital Improvements Program (CIP) within a department without limitation and without a report being requested.

The Budget Officer is authorized to reallocate appropriations between departments among the various objects of expenditures as (s)he believes necessary. Such changes shall be reported to the Finance Officer immediately and to the Governing Body at the next regular meeting or on the next succeeding monthly budget transfer report.

**SECTION IX - RESTRICTION - BUDGET OFFICER**

The use of any contingency appropriations shall be accomplished only with prior authorization from the Board of Commissioners.

Salary increases, beyond those set forth in the budget document, shall not exceed 5% without Board approval. Promotional or merit increase are excluded and shall be administered in accordance with the Personnel Policy. The use of appropriations established for Capital Reserve may be accomplished only with the approval of the Board.

Interfund transfers, not established in the budget document, may be accomplished only with prior authorization from the Board.

In case of emergency which threatens the lives, health, and safety of the public, the Town Manager may execute contractual documents and authorize expenditures in an amount necessary to meet the emergency so long as such amount does not exceed the amount in contingency accounts not to exceed \$125,000 and the expenditure is reported to the Board of Commissioners as soon as possible, and the appropriate budget amendments are submitted at the next regular meeting.



**Town of Nags Head  
Budget Ordinance  
Fiscal Year 2023-2024**

**SECTION X - AUTHORIZATION TO EXECUTE CONTRACTUAL DOCUMENTS**

The Town Manager, or in his absence his designee, is hereby authorized to execute contractual documents under the following conditions:

- (a) The Town Manager may execute contracts for: (1) Purchases or apparatus, supplies and materials, or equipment which are within budgeted department appropriations where formal bid is not required; (2) Leases of personal property for durations of one year or less which are within budgeted departmental appropriations; (3) Services and service contracts which are within budgeted departmental appropriations; and (4) formal bids involving purchase contracts, including rejecting bids and re-advertising to receive bids. This delegation can not be applied to construction or repair contracts.
- (b) The Town Manager may execute contracts, as the lessor or lessee of real property, which are of a duration of one year or less which are within budgeted departmental appropriations not to exceed an annual amount of \$20,000.
- (c) The Town Manager may execute contracts for design consultant services, where consultant fees are estimated to be less than \$50,000.
- (d) The Town Manager may execute contracts for construction or repair projects which do not require formal competitive bid procedures.
- (e) The Town Manager may execute change orders or amendments to construction contracts in amounts up to \$50,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
- (f) The Town Manager may execute grant agreements to or from public nonprofit organizations which are within budgeted appropriations unless the grantor organization requires execution by the Board of Commissioners.

**SECTION XI - UTILIZATION OF BUDGET AND BUDGET ORDINANCE**

This ordinance and the budget document shall be the basis of the financial plan for the Town of Nags Head, North Carolina Municipal Government during the 2023-2024 fiscal year. The Budget Officer shall administer the Budget and (s)he shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the Budget. The Accounting Section shall establish records which are in accordance with the Budget and this Ordinance and the appropriate statutes of the State of North Carolina.

ADOPTED THIS **21st** DAY OF **JUNE 2023**.

  
\_\_\_\_\_  
Benjamin Cahoon, Mayor

Attest:  
  
\_\_\_\_\_  
Carolyn F. Morris, Town Clerk



Motion to Adopt by Commissioner  
Motion Seconded By Commissioner  
Vote \_\_\_\_ Ayes \_\_\_\_ Noes  
Recorded in Minute Book \_\_\_\_\_, Page \_\_\_\_\_



## ORDINANCE ESTABLISHING A CAPITAL INVESTMENT FUND

Ordinance No. 22-06-012  
Capital Investment Fund  
BOC Meeting June 1, 2022



### TOWN OF NAGS HEAD CAPITAL INVESTMENT FUND

**BE IT ORDAINED** by the Governing Board of the Town of Nags Head, North Carolina that, in accordance with the provisions of NCGS-159-18, the following capital investment fund ordinance hereby follows:

**WHEREAS**, There is a need in the Town of Nags Head to set aside funds for future capital expenditures, debt service, and maintenance and repairs, and significant fiscal investments are essential to ensure the Town has necessary equipment and infrastructure; AND

**WHEREAS**, A fund needs to be established that will account for this specific revenue source, which is restricted for capital outlay, debt service, non-capital outlay repairs and maintenance, and Capital Improvement Program items; AND

**WHEREAS**, The Town maintains the Capital Investment Fund (CIF) within the general fund to account separately for these items; AND

**WHEREAS**, The Town emphasizes preventative maintenance as a cost-effective approach to maintain its assets; AND

**WHEREAS**, The Town maximizes pay-as-you-go (PAYGO) funding for rolling stock, equipment, and capital projects to reduce the need for debt financing.

**NOW THEREFORE BE IT RESOLVED** that the Town of Nags Head Board of Commissioners hereby establishes the Capital Investment Fund for the purpose of accumulating revenues as listed above by direct appropriation from the General Fund.

**Section 1.** The Finance Officer is authorized to create a fund to house revenues and expenditures for the Capital Investment Fund.

**Section 2.** Revenues for this fund will be generated through general fund transfers, grants, investment income, and miscellaneous other revenues as transferred from the general fund and will be defined each fiscal year in the adopted annual budget ordinance.

**Section 3.** Authorized expenditures for this fund will be defined each fiscal year in the adopted annual budget ordinance.

**Section 4.** Authorized uses of Capital Improvement Fund revenues are defined in the Capital Investment Fund Board of Commissioners Policy.

**Section 5.** Copies of this ordinance shall be furnished to the Budget Officer, the Finance Officer, and the Clerk to the Board of Commissioners.

**Section 6.** The Capital Investment Fund is to remain operational for a period not to exceed ten years (beginning July 1, 2022, and ending June 30, 2032), and unless terminated sooner, shall automatically renew for each succeeding year following June 30, 2032, until terminated by the Nags Head Board of Commissioners.

Adopted this 1st day of June 2022.

  
Benjamin Cahoon, Mayor  
Town of Nags Head

ATTEST:  
  
Carolyn F. Morris, Town Clerk





## POLICIES

### CAPITAL INVESTMENT FUND POLICY

**Benjamin Cahoon**  
Mayor

**Michael Siers**  
Mayor Pro Tem

**Andy Garman**  
Town Manager



**Town of Nags Head**  
Post Office Box 99  
Nags Head, NC 27959  
Telephone 252-441-5508  
Fax 252-441-0776  
[www.nagsheadnc.gov](http://www.nagsheadnc.gov)

**M. Renée Cahoon**  
Commissioner

**Kevin Brinkley**  
Commissioner

**Bob Sanders**  
Commissioner

Board of Commissioners Policy

#### **Capital Investment Fund Policy**

Original Adoption date: June 1, 2022

The Town maintains the Capital Investment Fund (CIF) within the general fund to account separately for capital assets, Capital Improvement Program projects, non-capital outlay major repairs and maintenance, and debt service. As a means to manage fund balance during both strong economic conditions and downturns, the Town will maintain a minimum fund balance within the CIF of 25% of CIF expenditures. A replenishment period will commence if CIF fund balance falls below 25%. Funds will be budgeted beginning with the subsequent fiscal year's adopted budget with a replenishment period not to exceed three consecutive fiscal years.

Funding within the CIF will include the Town's five-year capital improvement plan (CIP) which projects capital needs and expenditures and details the estimated cost, description and anticipated funding sources for capital projects. The first year of the CIP will be the basis of formal appropriations during the annual budget process. If new project needs arise during the year, a budget amendment will identify the funding sources and project appropriations to provide formal budgetary authority for the project.

The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. The Town maximizes the use of pay-as-you-go (PAYGO) funding for capital projects to reduce the need for debt financing.

The Capital Investment Fund will contain Capital Improvement Program (CIP) items, as defined by the Town's CIP policy, debt service payments, non-capital outlay major repairs and maintenance, and capital assets as defined by the Town's capital assets policy. Items excluded from this policy are defined in the Capital Reserve Fund, including the use of beach nourishment funds and facility fees.

Responsible for Update: Finance Officer



## DEBT POLICY

**Benjamin Cahoon**  
Mayor

**Michael Siers**  
Mayor Pro Tem

**Andy Garman**  
Town Manager



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**M. Renée Cahoon**  
Commissioner

**Kevin Brinkley**  
Commissioner

**Bob Sanders**  
Commissioner

Board of Commissioners Policy

### **Debt Policy**

Original Adoption date: June 1, 2022

The Town of Nags Head's Finance Officer is charged with the responsibility for prudently and effectively managing any and all debt incurred by The Town of Nag Head.

The Town utilizes various financing techniques to assist in the funding of capital improvements and equipment purchases. Debt may be incurred for financing capital assets that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current or budgeted resources. Debt will not be used for operational needs.

This may include general obligation bonds, limited obligation bonds, revenue bonds, installment financings, or any other financing instrument allowed under North Carolina law.

The Town will seek to structure debt and to determine the best type of financing for each financing need based on the flexibility needed to meet project needs, the timing of the project, taxpayer or rate-payer equity, and the structure that will provide the lowest interest cost in the circumstances.

Debt service models are maintained which identify resources available for current and future payment of principal and interest on all outstanding debt. Projections must be made prior to the issuance of additional debt which will clearly identify the impact of future debt service and the adequacy of designated resources. Requirements for future increases of designated resources must be included in the decision-making process for authorization of additional debt. Debt financing will be considered in conjunction with the approval by the Local Government Commission.

New debt issued by the Town may be for varying maturity terms depending upon; first the expected life of the asset being financed; and second, the existence of cash and investment balances which may be used to reduce the overall cost of capital improvements.



- Debt will normally have a term of 20 years or less.
- USDA funded debt will normally have a term of 30 years or less.

Debt Affordability

- The net general obligation debt of the Town, as defined in NCGS 159-55, is statutorily limited to eight percent (8%) of the assessed valuation of the taxable property within the Town. \*
- Total General Fund debt service will not exceed any limits imposed by the Local Government Commission (LGC).

The Town will monitor for opportunities to obtain interest rate savings on outstanding debt.

The Capital Investment Fund will contain all debt service payments and estimated future payments, consistent with the Capital Investment Fund policy.

Responsible for Update: Finance Officer

\*The Town of Nags Head's statutory debt limitation on June 30, 2022, is \$248,567,103



## FUND BALANCE POLICY

**Benjamin Cahoon**  
Mayor

**Michael Siers**  
Mayor Pro Tem

**Andy Garman**  
Town Manager



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**M. Renée Cahoon**  
Commissioner

**Kevin Brinkley**  
Commissioner

**Bob Sanders**  
Commissioner

Board of Commissioners Policy

### **Fund Balance Policy**

Original Adoption date: July 11, 2012

Adoption date: March 4, 2015

Amended: June 1, 2022

The Board of the Town of Nags Head recognizes the vital importance of sound fiscal management; and the Board of the Town of Nags Head also recognizes that the precarious location of the Town of Nags Head on the coast of North Carolina represents an additional threat to the financial security of the Town that is not otherwise faced by most municipalities in the State.

One of the primary keys to financial security is the maintenance of an adequate fund balance in the General Fund. In accordance with NCGS 159-8(a), appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum arising from liabilities, encumbrances, and deferred revenues arising from cash receipts at the close of the prior fiscal year. The Town will maintain an unassigned fund balance that exceeds eight percent (8%) of yearly expenditures in accordance with the North Carolina Local Government Commission's recommendation. However, it is the policy of the Town to maintain unassigned fund balance equal to 25-35% of general fund expenditures, less bond debt. Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the Town's total unassigned fund balance.

A replenishment period commences if unassigned fund balance falls below 25%. Funds will be budgeted beginning with the subsequent fiscal year's adopted budget with a replenishment period not to exceed three consecutive fiscal years.

Following the completion of the annual financial audit, any unassigned fund balance above 35% transfers to the Capital Investment Fund (CIF) to reduce reliance on debt.

Responsible for Update: Finance Officer



## CAPITAL ASSETS POLICY



### **Town of Nags Head**

Post Office Box 99  
Nags Head, NC 27959  
Telephone 252-441-5508  
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[www.nagsheadnc.gov](http://www.nagsheadnc.gov)

Board of Commissioners Policy

### **Capital Assets**

Adoption Date: March 5, 2003

Updated: June 4, 2003

Updated: March 1, 2017

Updated : March 14, 2018

Capital assets are defined as assets with an initial, individual cost of more than a certain cost and estimated useful life in excess of five years. Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at acquisition value. Minimum capitalization costs are as follows:

- Land, \$1, not depreciated
- Artwork, \$5,000, not depreciated
- Buildings \$20,000, useful life 10 to 40 years
- Improvements, \$5,000, useful life 5 to 40 years
- Infrastructure, \$100,000, useful life 5 to 40 years
- Equipment, \$5,000, useful life 5 to 20 years
- Vehicles, \$5,000, useful life 5 to 10 years
- Other capital assets, \$5,000, useful life 5 to 20 years

The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

Capital assets are depreciated using the yearly straight-line method based on the estimated useful life of each assets class.

It is appropriate to track certain expenditures even when the cost does not meet the requirements for capitalization. Some examples of these assets would include but not be limited to: ATV's, jet skis, boats, trailers, computer equipment, and weapons.

Responsible for Update: Town Manager/ Finance Officer



## CAPITAL IMPROVEMENT PROGRAM POLICY

**Town of Nags Head**  
Post Office Box 99  
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Telephone 252-441-5508  
Fax 252-441-0776  
[www.nagsheadnc.gov](http://www.nagsheadnc.gov)



Administrative Policy

### Capital Improvement Program

To allow for strategic planning and provide a basis for future fiscal policy decision making, the Town will annually update a Capital Improvements Program (CIP) which will be adopted by the Board of Commissioners. The annual update of the CIP will be conducted in conjunction with the annual operating budget process. The first year of the adopted CIP will be the basis of formal fiscal year appropriations during the annual budget year process and will be incorporated into the plan year budget and consolidated debt schedule. The CIP will be a minimum five (5) year plan along with future debt implications extending beyond.

The CIP will project capital needs and will address the following requests:

- New capital asset acquisition requests. For CIP purposes, a capital asset is defined by the Board of Commissioners Capital Assets Policy.
- Replacement item requests with a value of \$100,000 or more.
- A programming, cost estimation, or master plan study for which a future request is being considered in order to generate reliable cost estimates for the CIP.
- New requests should generally appear in the last year of the CIP



## COMMUNITY PROFILE

### **Brief Nags Head History**

Nags Head is one of the oldest seaside resorts in North Carolina. For over two centuries, people have come to relax in this oasis of sun, sand, and sea. The earliest visitors were wealthy Albemarle planters from inland river towns like Windsor, Edenton, and Elizabeth City, who brought their families to Nags Head during the summer months to escape miasmas, foul air from decomposing matter underground, which was thought to spread disease. Initial accommodations were family cottages built on the sound side near Jockey's Ridge, but soon a 200-room hotel was built, along with a small chapel—All Saints. In addition to the seasonal visitors, year-round residents known as “bankers” lived in a small community in Nags Head Woods. They made a living raising livestock, fishing, and salvaging shipwrecks.

By the dawn of the 20<sup>th</sup> century, Nags Head was a small, bustling seasonal village. Steamers running from Elizabeth City began making port at Nags Head regularly, sometimes twice a week during the summer months. By 1923 activity had increased to the point that Nags Head incorporated as a town. However, due to inactivity, the charter was repealed in 1949. The 1930s were particularly exciting for Nags Head. With the advent of the Wright Memorial Bridge and Virginia Dare Trail, in addition to the Roanoke Sound Bridge, Nags Head became accessible by automobile. In 1937, President Franklin Roosevelt stayed at the Buchanan Cottage on historic Cottage Row before attending the opening night of the Lost Colony. The first fishing pier along the Outer Banks, Jennette's Fishing Pier, opened in 1939 at Whalebone Junction.



Jennette's Pier as the headquarters for Nags Head Surf Fishing Tournament, ca 1952 - Aycok Brown Collection, Outer Banks History Center

On June 14, 1961, the Town of Nags Head was declared a municipality by special act of the North Carolina Legislature under a bill passed by



Representative Keith Fearing at the request of several freeholders. According to an article in *The Virginian-Pilot*, written for Nags Head's silver anniversary in 1986, the town incorporated to prevent the town of Kill Devil Hills from annexing the Carolinian Hotel. Less than a year after (re-)incorporating, the infamous Ash Wednesday Storm of March 7, 1962, wrought havoc upon Nags Head and the Mid-Atlantic coast, causing major flooding on



both ocean and sound sides. Saltwater infiltrated Nags Head's drinking water supply, spurring the fledgling Board of Commissioners to find ways to ensure safe water for the town's citizens.

The 1970s and 1980s saw a boom in development and a rise in population. In 1970, 414 people lived year-round in Nags Head. By 1990, that number had exploded to 1,800. In 1975, Jockey's Ridge, the largest sand dune on the East Coast, was made into a State Park, thanks to the efforts of concerned citizens like Carolista Baum. Today Jockey's Ridge is the most visited park in the North Carolina system. During the 1990s Nags Head completed its system of public beach accesses along both the ocean and sound, numbering 41 ocean side and 6 sound side. The Town of Nags Head, now over 3,000 residents strong, is currently endeavoring on a project to replenish its oceanfront in order to continue to have the wide beaches which first attracted visitors over two centuries ago.



### **Geography**

Nags Head is located on North Carolina's Outer Banks, a chain of barrier islands along the Atlantic Ocean, 90 miles south of Norfolk, Virginia. Its 11 miles of oceanfront and 6.5 square miles of area are home to a year-round residential population of 3,175 and a summer population of approximately 40,000. Nags Head's roughly 5,000 property owners enjoy average temperatures moderated by the surrounding waters, providing for year-round enjoyment of the natural environment.



**Quick Facts**



Year-round Population – 3,213  
 Seasonal Population - 40,000 people per day  
 Median Age – 55.6 years old  
 Per Capital Personal Income - \$59,240  
 Average unemployment rate (seasonally unadjusted) – 6.0%, higher than the State of North Carolina’s average of 4.8%. The town’s tourism-based economy experiences significant seasonality in rates.



Owner Occupied Houses:  
 Median property value - \$334,900  
 Average household size - 2.34



Total assessed property valuation - \$3,124,190,698  
 Net taxes levied - \$11,923,890  
 Budgeted tax collection rate - 99.75%

**Principal Employers (in ranking order):**

- Dare County Schools
- ECU Health
- Village Realty & Management Services
- Food Lion
- Town of Nags Head
- Kitty Hawk Kites
- State of NC Department of Cultural Resources

**Top Ten Property Taxpayers (in ranking order):**

- Dominion NC Power
- SRE Mustang
- The Outer Banks Hospital, Inc.
- Nags Head Company, LLC
- Ocean Carolina, LLC
- Stanford M. White
- Brian K. Newman
- Mildred Roughton
- ClubCorp Golf of North Carolina
- Surf Side Realty, LLC



## **Government**

The Town of Nags Head operates under a council-manager form of government, whereby the Mayor and the Board of Commissioners address the legislative needs of the town. Citizens elect the mayor and commissioners to staggered four-year terms. The mayor pro tem serves as mayor in the absence or incapacitation of the mayor. The mayor and four board members make policy decisions and adopt ordinances in accordance with procedures and responsibilities set out in North Carolina law. The town manager carries out policies and directives of the Mayor and Board of Commissioners. Working hand in hand with the town manager, the Board of Commissioners plays a key role in the financial well-being of the Town of Nags Head, with a focused mission to serve the community's citizens, property owners, businesses, and visitors through open governance.

## **Town of Nags Head Mission**

To provide for the health, safety and welfare of the citizens, property owners and visitors of the town, to fulfill the requirements placed on it by the State of North Carolina and to facilitate the achievement of community goals by providing municipal services in a flexible, cost effective, customer friendly manner and to achieve this through an open, consensus driven process that treats all with respect.



## FUND BALANCE

Fund balance is the difference between the assets and liabilities in a fund. Fund balance acts as a reserve or “rainy day” fund for unanticipated incidents or opportunities. Revenues and expenditures in the budget are estimates for the current fiscal year. Often, revenues and expenditures do not exactly offset each other at the end of the fiscal year. If revenues exceed expenditures, the result is a surplus of money added to the fund balance. If expenditures exceed revenues, the result is a deficit and the Town withdraws money from the fund balance to balance the budget.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated
<b>General Fund Unassigned Balance</b>			
Beginning	8,634,215	8,185,984	6,294,383
Ending	8,185,984	6,294,383	7,048,018
Increase/(Decrease)	(448,231)	(1,891,601)	753,635
% Change	-5.19%	-23.11%	11.97%
<b>Capital Reserve Restricted Fund Balance</b>			
Beginning	7,600,419	5,882,037	5,126,050
Ending	5,882,037	5,126,050	7,022,692
Increase/(Decrease)	(1,718,382)	(755,987)	1,896,642
% Change	-22.61%	-12.85%	37.00%
<b>Capital Investment Restricted Fund Balance</b>			
Beginning	-	-	-
Ending	-	-	2,103,473
Increase/(Decrease)	-	-	2,103,473
% Change	0.00%	0.00%	100.00%
<b>Beach Nourishment Committed Fund Balance</b>			
Beginning	2,386,849	4,477,581	4,429,883
Ending	4,477,581	4,429,883	3,395,277
Increase/(Decrease)	2,090,732	(47,698)	(1,034,606)
% Change	87.59%	-1.07%	-23.36%
<b>Public Services Complex Committed Fund Balance</b>			
Beginning	-	-	61,956
Ending	-	61,956	10,046,582
Increase/(Decrease)	-	61,956	9,984,626
% Change	0.00%	100.00%	16115.67%
<b>Water Fund Net Position</b>			
Beginning	9,280,809	9,093,938	9,730,094
Ending	9,093,938	9,730,094	9,397,483
Increase/(Decrease)	(186,871)	636,156	(332,611)
% Change	-2.01%	7.00%	-3.42%



## **Purpose of Fund Balance**

Fund Balance is available to help balance the Town's budget in the event expenditures exceed revenues. A strong fund balance helps the Town maintain a solid bond rating but also helps the Town in other ways, including:

- paying for unexpected expenses or to make up for revenue shortfalls,
- balancing the budget without increasing taxes or rates,
- responding to emergencies,
- taking advantage of unexpected opportunities, and
- paying for capital projects or needs without needing to borrow money.

## **Issues Concerning Fund Balance**

An inadequate fund balance can lead to cash flow problems, disruption of services, or the inability of the Town to respond in an emergency. Building a strong fund balance requires a substantial amount of time and often includes increases in taxes and fees and/or significant expenditure cuts. For these reasons, fund balance should be managed effectively to ensure it is not regularly used to offset operating deficits. While a strong fund balance provides the Town with flexibility and financial security, excessive fund balance can be an indicator that taxes or fees are too high or that the Town may not be spending money adequately to respond to the needs of citizens or the organization.

## **Funds & Line Items**

*General Fund.* The General Fund is the general operating fund of the Town. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, grants, and various other taxes and licenses. The primary expenditures are for general government services, public safety, public works, streets and drainage, and environmental protection services.

*Capital Reserve Fund.* This fund is a formalized savings mechanism within the General Fund to restrict fund balance for future capital purposes, including beach nourishment and community facilities and infrastructure.

*Capital Investment Fund (CIF).* This is a separately budgeted fund of the General Fund. It accounts for revenues restricted for capital expenditures and debt service. The CIF allows the Town to strategically plan for long-term capital expenditures.



The Town of Nags Head currently has three capital project funds, or funds used to account for financial resources in the acquisition or construction of capital items including land, improvements, facilities, and infrastructure. These capital project funds are multi-year funds and do not expire with each fiscal year, rather they are open for the life of the project. These multi-year funds, by nature, will see fluctuations year to year based on the acquisition, construction, and improvements of assets from a project's inception to completion. Therefore, capital project funds are typically used for major capital projects that span across more than one fiscal year. Each of these capital project funds has a separate budget ordinance that is currently adopted; consequently, their ordinances are not included in this annual budget document.

*Capital Project Fund – 2022 Beach Renourishment.* This fund is committed for the Town's maintenance on a 2022 beach nourishment restoration project.

*Capital Project Fund – Beach Renourishment Master Plan.* This fund is committed for long-term beach nourishment planning.

*Capital Project Fund.* A single capital project fund may be used to account for multiple capital projects as long as the revenues and expenditures can be segregated for each project. Currently there is one project being accounted for in this fund - the Public Services Complex.

The Town reports the following enterprise funds:

*Water Fund.* The Water Fund is used to account for the Town's water operations. Customers pay fees for water consumption to cover the cost of water treatment and distribution. This fund includes three divisions containing information similar to the department sections in the General Fund

*Water Capital Reserve Fund.* The Town has legally adopted a fund that is restricted for future capital projects and is consolidated in the Water Fund.

*Water Capital Project Fund:* – As described above, a single capital project fund (multi-year fund) may be used to account for multiple capital projects. Currently there are two projects being accounted for in this fund – the Public Services Complex and the Advanced Metering Infrastructure (AMI) project.

The budget for each fund consists of individual line items that represent specific expenditures and revenues. Examples of line-item expenditures include salaries, insurance, maintenance and repair, supplies, and capital outlay. Examples of line-item revenues include property tax revenues, sales tax revenues, grants, and fees. Line items are the most detailed way to list budgeted expenditure and revenue information.



## **Budgetary Data**

As required by the North Carolina General Statutes, the governing board must adopt, by July 1, an annual balanced budget ordinance for all funds except for those funds that operate under project ordinances. A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations. All annual appropriations lapse at fiscal year-end. The annual budget is prepared on the modified accrual basis of accounting to be compatible with the annual audited financial statements. Multi-year capital project ordinances have been adopted for the Capital Project Fund and the Beach Renourishment, Beach Nourishment Maintenance, and Beach Nourishment Master Plan Capital Project Funds. Capital Reserve ordinances have been adopted for the Capital Reserve, Capital Investment, and Water Capital Reserve Funds, and a revised budget is amended as reserve funds have been used.

Revenues may be amended during the year for unforeseen revenues such as grant monies. These amendments must meet board approval. Revenues from taxes levied may not be amended once the tax rate is set.

Expenditures may not legally exceed appropriations at the departmental level for all annually budgeted funds and at the object level for the multi-year funds. Budgetary control is exercised in all funds, and appropriations are made at the departmental level and amended as necessary by the governing board. The town manager, by law, is the budget officer in the council-manager form of government and is authorized to transfer amounts between objects of expenditures within a department without limitation and without a report being requested; however, any revisions that alter total expenditures of any fund must be approved by the governing board.

## **Estimated FY 2023 Fund Balance**

In FY 2023, the Town closed the Beach Renourishment Capital Project Fund. The committed fund balance was for beach nourishment planned maintenance and restoration from 2016's Hurricane Matthew. This project was complete, and the remaining funds (\$1,380,289) originally transferred from the Capital Reserve Fund were transferred back.

The Capital Investment Fund was newly established for FY 2023.

The Public Services Complex's construction contract was executed in FY 2023.



## REVENUE ASSUMPTIONS

**Ad Valorem Tax:** A property tax based on the assessed value of the property, which may or may not be equivalent to its market value. In this line item, the town records both current and previous years property taxes, beach nourishment taxes and personal property taxes collected during the fiscal year.

The recommended budget for fiscal year 2024 includes an increase to our ad valorem tax rate to \$.33 per \$100 valuation. The town had an impressive 99.99% collection rate in 2022, however, for budgeting purposes, a 99.75% collection rate has been applied. With a tax base of \$3,065,389,147, this results in a net budgeted amount of \$10,090,494. Of the ad valorem rate, \$.025 is restricted by the Board for beach nourishment.

The Municipal Service Districts (MSD's) taxes for the purpose of beach nourishment remained unchanged. With a total tax base of \$3,131,568,530, this results in a total levy of \$1,632,259 for all six districts. The tax rates in the MSD's remained unchanged at \$.143 per \$100 valuation in Districts 1 and 2, \$.005 in Districts 3 and 6, \$.01 in District 4, and no tax in District 5.

**Other Taxes & Licenses:** Taxes that are not based on the assessed value but other criteria such as occupancy tax, land transfer tax, sales tax, business license and registration fees, privilege license penalties, short term rental registration fees and mixed beverage tax.

Dare County distributes occupancy, sales, and land transfer taxes using a formula based on our percentage of the total county-wide levy, therefore these are collectively referred to as "shared revenues". These revenues are indicators of our tourism-driven economy.

**Intergovernmental Revenues:** Revenue in this category consists of amounts received from other governments, whether for use in performing specific activities, for general financial assistance, or as a share of tax proceeds.

**Unrestricted:** These revenues may be used for any legal purpose appropriate to the town. Included in this category are utilities sales tax, telecommunications sales tax, excise taxes, solid waste disposal tax, cable franchise fees and PEG funds, beer and wine, and ABC revenue. Utility sales taxes represent the largest amount of unrestricted intergovernmental revenues and have been budgeted for the fiscal year 23/24 at \$700,000, a 4% increase over prior year budget.

**Restricted:** These revenues are received for a particular purpose. They are permanently restricted for that purpose and cannot be used for other expenses. Included in this category are grants, FEMA reimbursements, contributions from Dare County, etc. A full list of grants are outlined in the [Grant Funded Projects](#) section of this budget. The town



expects to receive a total of \$3,589,978 in restricted intergovernmental revenues in FY23-24, with approximately 50% of that revenue from the North Carolina Department of Environmental Quality for stormwater management.

**Permits & Fees:** Predominantly consist of building permits, cart roll-back fees and beach driving permits. Items in this category are budgeted based on fee schedule changes as well as historical trends and information. For the fiscal year 23/24 budget, this category has a 3% or \$19,440 decrease compared to the prior year.

**Sales & Services:** Sale of dumpsters and , automated carts. Based on historical revenues and fee schedule changes, an increase of 10.6% for a total budget of \$52,000 in dumpster sales and an increase of 20% for a total budget of \$30,600 in automated cart sales were used in the FY24 budget.

**Investment Earnings:** Investment earnings include the return earned on cash and investment balances. Interest is earned on the cash balances invested with the North Carolina Capital Management Trust (NCCMT) and other allowable investments. Investments earning for the FY23-24 budget are \$133,840.

**Other Revenue:** Revenues in this category include rents, contributions, special events, and other revenues that do not easily fit into other categories. For the FY23-24 budget, there is a \$100,000 increase due to an expected private contribution from a public-private partnership, as permitted by our ordinance, towards a stormwater infrastructure project.

**Other Finance Sources:** Includes sale of capital assets, interfund transfers, and fund balance appropriations. For interfund transfers, \$2,780,713 will be transferred from the Capital Reserve Fund for the beach nourishment debt service payment and beach access and infrastructure improvements. Capital outlay, non-beach nourishment debt service, and maintenance and repairs to capital assets total \$6,727,094 will be transferred from the capital investment fund.



	Financial Plan 2024-2025	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
<b>Ad Valorem Taxes</b>	11,943,778	11,929,890	10,546,600	10,582,398	9,724,927	9,199,976
<b>Other Taxes &amp; Licenses</b>	10,355,760	10,158,589	8,974,102	10,260,892	9,398,513	6,288,313
<b>Unrestricted Intergovernmental</b>	939,300	932,200	900,700	952,365	918,654	932,135
<b>Restricted Intergovernmental</b>	2,189,521	3,589,978	1,934,069	1,010,044	1,332,338	9,038,449
<b>Permits &amp; Fees</b>	580,400	574,510	593,950	388,634	348,234	271,054
<b>Sales &amp; Services</b>	90,000	82,600	72,525	313,943	90,281	106,977
<b>Investment Earnings</b>	150,000	133,840	110,000	(866,305)	(52,908)	247,132
<b>Other Revenue</b>	326,745	413,842	312,775	82,619	229,128	186,699
<b>Other Finance Sources</b>	6,546,656	9,887,807	11,575,732	6,327,996	4,005,319	21,627,126
<b>TOTAL</b>	<b>33,122,160</b>	<b>37,703,256</b>	<b>35,020,453</b>	<b>29,052,586</b>	<b>25,994,486</b>	<b>47,897,861</b>



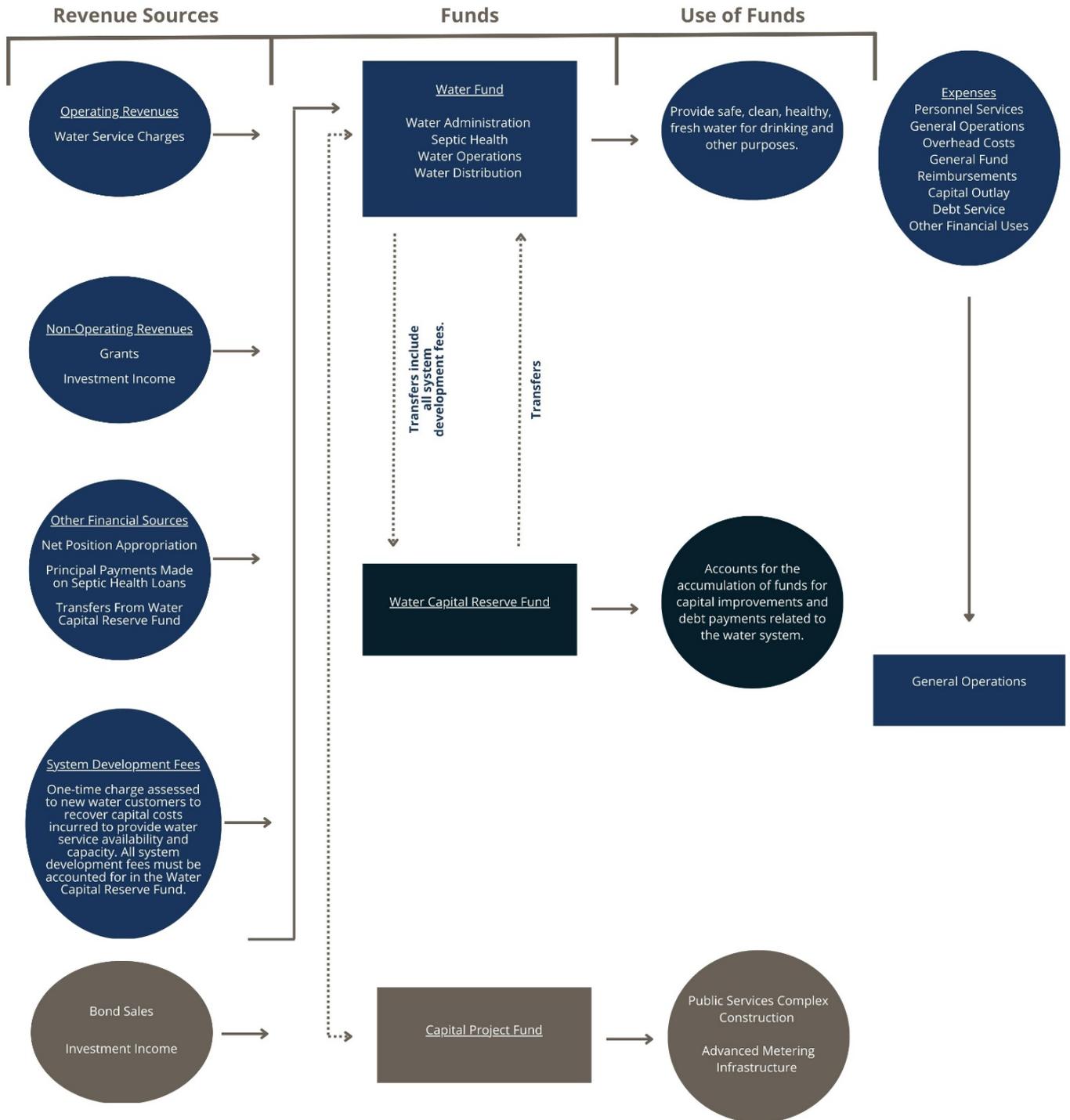
FLOW OF FUNDS

**Flow of Governmental Funds**





## Flow of Enterprise Funds





## HOW TO READ THE BUDGET DOCUMENT

Notes: The fiscal year runs from July 1 - June 30 each year.

Budgets are anticipated over a 2-year period. Changes to the financial plan may occur due to unfunded mandates, changes to Board goals, or other unforeseen circumstances.

Town manager's recommended budget for the new fiscal year.

Estimate of prior year final cost by category.

The departmental requested budget for the new fiscal year.

Budget for each category as originally adopted for the prior fiscal year.

Budget for each category as amended during the prior fiscal year.

Audited data from the last two completed fiscal years.

Expenditures							
	Financial Plan 2024-2025	Departmental Requested 2023-2024	Manager's Recommended 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022
Personnel	685,912	609,041	609,041	685,750	668,576	644,592	1,019,632
Operations	492,228	536,210	525,210	492,255	506,786	475,695	859,337
Cost Reimbursement	-	(108,288)	(108,288)	-	(73,094)	(73,094)	(172,969)
Capital Investment Fund Transfers	-	-	-	-	-	-	-
Capital Outlay	1,000	33,000	-	-	12,855	12,855	91,947
Debt Service	11,088	-	-	-	-	-	159,893
<b>Total</b>	<b>1,190,228</b>	<b>1,069,963</b>	<b>1,025,963</b>	<b>1,178,005</b>	<b>1,115,123</b>	<b>1,060,048</b>	<b>1,957,840</b>

Includes principal and interest loan payments.

Includes cost for land, buildings, equipment, and other purchases with an expected usefulness of 5 years or more and a cost of more than \$5,000.

Separate fund, maintained within the general fund, to account separately for capital projects and debt.

Includes reimbursement from the water fund to the general fund for indirect administrative costs.

Includes all operating costs except those related to personnel and capital outlay.

Includes wages, salaries, and employee benefits (FICA, insurances, etc...)

Revenues						
	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Revenues 2022-2023	Actual Revenues 2021-2022
General Revenues	10,901,532	9,980,557	9,161,401	9,161,401	9,690,324	9,199,976
Restricted	1,077,019	1,472,709	1,166,475	1,380,317	1,419,196	9,038,449
Permits and Fees	321,175	315,775	315,775	313,175	306,211	308,973
Sales and Services	65,000	57,525	65,000	56,834	106,977	65,191
Other Sources	4,934,945	5,266,876	5,333,588	6,657,680	4,704,678	21,627,126
<b>Total</b>	<b>17,299,671</b>	<b>17,093,442</b>	<b>16,042,239</b>	<b>17,569,407</b>	<b>16,227,386</b>	<b>40,239,715</b>

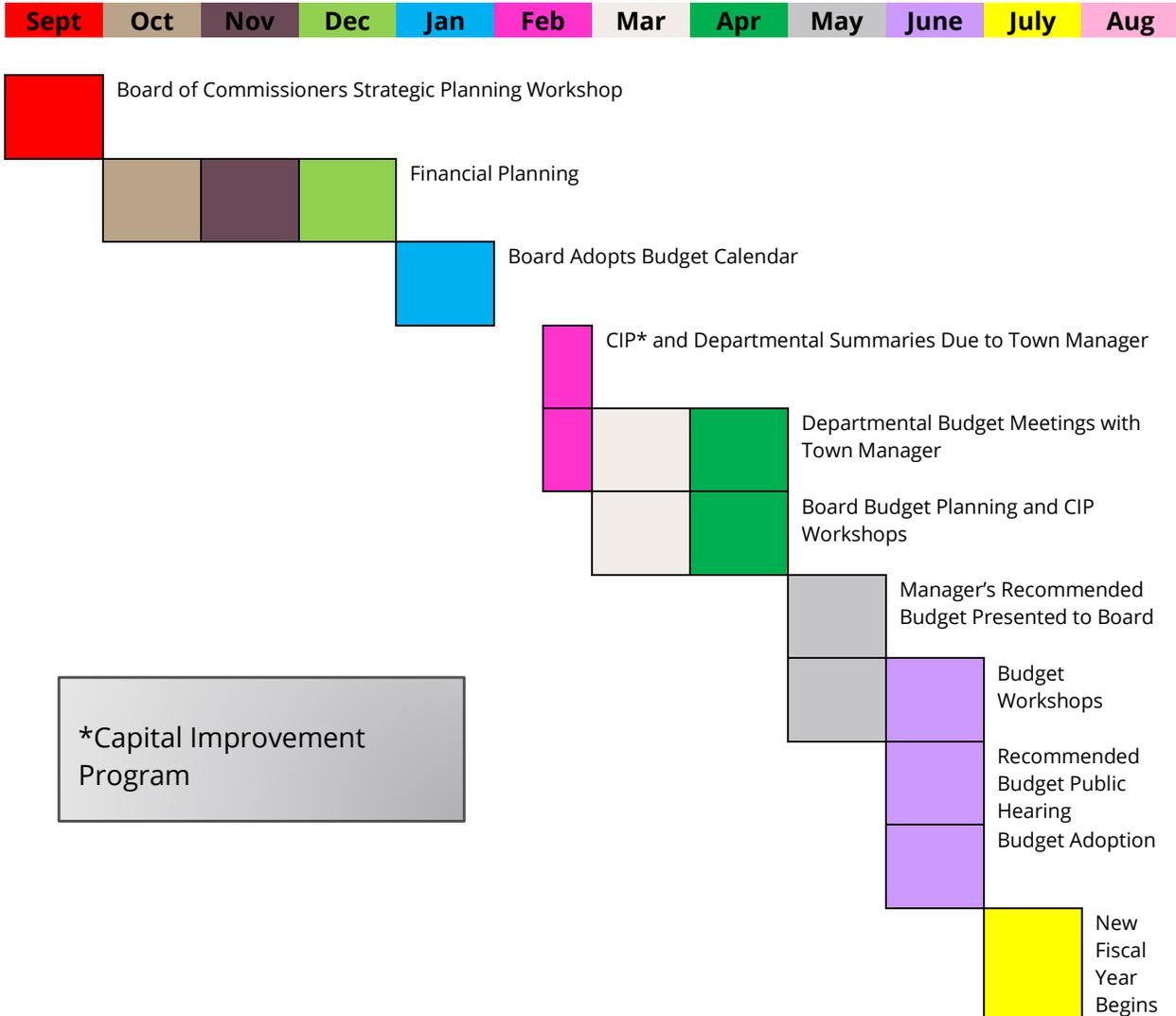
These revenues are directly related to departmental functions.

Revenues for the general benefit of the town and not related to specific functions. These revenues include property taxes, sales taxes, and other state-shared unrestricted revenues, occupancy tax, land transfer tax, interest earnings, and appropriated fund balance.



## BUDGET PROCESS

### Budget Process Overview



Budget preparation allows departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget may be heard by the Mayor and Board of Commissioners in May and adopted in June, its preparation begins at least six months prior, with projection of Town reserves, revenues, expenditure limit requirements, and financial capacity. It is with this “groundwork” that departmental expenditure requests are made and subsequently reviewed.



## **Financial Capacity Phase**

Forecasting is an integral part of the decision-making process. Both long-range and short-range projections are prepared. The Town's long-range financial projections are updated annually to assess not only the current financial condition given existing Town programs, but also the future financial capacity, given long-range plans and objectives.

## **Policy/Strategy Phase**

The Board of Commissioners' goals and directives set the tone for the development of the budget. Shortly after the budget is adopted for the next fiscal year, the Board meets, as early as September, to identify priorities, issues, and projects impacting the next fiscal year budget. This strategic planning workshop identifies key policy issues that will provide the direction and framework of the budget. The manager and finance officer provide an updated short-and long-range financial forecast to assist the Board in providing budget policy and direction for the upcoming budget.

## **Citizen Engagement**

It is important that community members provide input throughout the budget planning process. Soliciting input in Nags Head's choices further strengthens trust and engages stakeholders in the process. The annual budget directly affects providing services to the community, and thus is influenced by their needs and concerns. Once the budget is submitted to the Board of Commissioners, outreach efforts are conducted prior to adoption to ensure all stakeholders and interested parties can provide feedback. Opportunities for public input are provided during budget workshops and at the public hearing. After community input and review, the Board will adopt the budget.

Communicating both the recommended and adopted budget to the public is important so that all stakeholders have access to the same information, in multiple formats, both in print and online. Communicating the budget meaningfully is key for transparency. The final adopted budget shows relevant policy decisions and trade-offs made during the budget process.



## PERSONNEL SUMMARY

### Full Time Equivalent Personnel Summary - General Fund

	Adopted FY 2021-2022	Adopted FY 2022-2023	Existing FY 2022-2023	Adopted FY 2023-2024	Financial Plan FY 2024-2025
<b>Office of Town Manager</b>	5.75	5.00	5.00	5.00	5.00
<b>Administration</b>					
Full Time	6.50	5.50	5.50	5.50	5.50
Part Time	1.00	1.00	1.00	1.00	1.00
<b>Information Systems</b>	1.00	1.00	1.00	1.00	1.00
<b>Planning and Development</b>					
Full Time	10.25	10.25	10.25	10.25	10.25
Part Time	1.00	0.00	0.00	0.00	0.00
<b>Public Works</b>					
Public Works Administration	2.75	4.25	4.25	3.50	3.50
Facility Maintenance	13.00	13.00	13.00	13.00	13.00
Garage	4.00	4.00	4.00	4.00	4.00
Sanitation, Full Time	9.00	9.00	9.00	9.00	9.00
Sanitation, Part Time	1.00	1.00	1.00	1.00	1.00
<b>Public Safety</b>					
Police	25.00	25.00	25.00	27.00	27.00
Fire	27.33	27.33	27.33	27.33	27.33
Ocean Rescue, Full Time	0.67	0.67	0.67	0.67	0.67
Ocean Rescue, Seasonal	25.00	25.00	25.00	25.00	25.00
<b>Total, Full Time Equivalent</b>	<b>105.25</b>	<b>105.00</b>	<b>105.00</b>	<b>106.25</b>	<b>106.25</b>
<b>Total, Part Time</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total, Seasonal</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>



**Full Time Equivalent Personnel Summary - Water Fund**

	Adopted FY 2021-2022	Adopted FY 2022-2023	Existing FY 2022-2023	Adopted FY 2023-2024	Financial Plan FY 2024-2025
<b>Water Administration</b>	2.25	2.50	2.50	2.25	2.25
<b>Septic Health</b>	0.50	0.50	0.50	0.50	0.50
<b>Water Operations</b>	5.00	5.00	4.00	4.00	4.00
<b>Water Distribution</b>	5.00	5.00	5.00	5.00	5.00
<b>Total, Full Time Equivalent</b>	<b>12.75</b>	<b>13.00</b>	<b>12.00</b>	<b>11.75</b>	<b>11.75</b>



## GRANT FUNDED PROJECTS – GENERAL FUND

### Project Cost and Funding Sources

		<b>Adopted FY 2023-2024</b>	<b>Financial Plan FY 2024-2025</b>
<b><u>Outer Banks Visitors Bureau Grant</u></b>	<u>Total Project Cost:</u>	\$642,400	\$142,890
	<u>Funding Sources:</u>		
Pedestrian project	Grant Revenue	\$73,237	\$86,543
	Local Funding	\$29,663	\$28,847
Epstein Street bath house construction	Grant Revenue	\$250,000	-
	Local Funding	\$150,000	-
Whalebone Park restroom facility	Grant Revenue	\$112,000	-
Fourth of July fireworks display	Grant Revenue	\$13,750	\$13,750
	Local Funding	\$13,750	\$13,750
<b><u>N.C. Department of Environmental Quality Grant</u></b>	<u>Total Project Cost:</u>	\$1,921,294	\$1,657,724
	<u>Funding Sources:</u>		
South Old Oregon Inlet Road stormwater infrastructure improvements	Grant Revenue	\$1,300,237	\$1,657,724
Community waste reduction and recycling grant	Grant Revenue	\$15,000	-
	Local Funding	\$3,557	-
Electronic Vehicle charging station	Grant Revenue	\$10,000	-
	Local Funding	\$6,000	-
Stormwater Infrastructure Planning grant	Grant Revenue	\$400,000	-
Water Resources Development grant	Grant Revenue	\$98,000	-
	Local Funding	\$88,500	-
<b><u>Golden LEAF Foundation</u></b>	<u>Total Project Cost:</u>	\$600,000	\$250,000
	<u>Funding Sources:</u>		
Flood Mitigation Program	Grant Revenue	\$250,000	\$250,000
	Private partnership	\$100,000	-
	Local Funding	\$250,000	-
<b><u>NC Coastal Areas Management Grant</u></b>	<u>Total Project Cost:</u>	\$315,000	-
	<u>Funding Sources:</u>		
Epstein Street bath house construction	Grant Revenue	\$200,000	-
Governor Street beach access walkover	Grant Revenue	\$86,250	-
	Local Funding	\$28,750	-
<b>Total Grant Project Costs</b>		<b>\$3,478,694</b>	<b>\$2,050,614</b>



ADOPTED CAPITAL IMPROVEMENT PROGRAM

Yellow highlights indicate items on the Adopted Fiscal Year 2022-2023 CIP Schedule

Rank	Description	Fiscal Year	Cash Cost	Grant Funding	Capital Reserve Funding	Total Cost to Town (including interest)		Capital Investment Fund Impact FY 24	Capital Investment Fund Impact FY 25	Cash and Financing Payment Schedule					FY 2029 And Beyond	
						Capital Investment Fund	Total Cost			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
<b>Town Manager:</b>																
<b>General Fund</b>																
	Soundside boardwalk construction	2027	\$ 1,100,000	\$ 900,000	\$ -	\$ 200,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000	\$ -
<b>Planning:</b>																
17	Electronic Vehicle charging station	2024	\$ 16,000	\$ 10,000	\$ -	\$ 6,000	\$ 16,000	\$ 6,000	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Solar implementation at municipal complex	2024	250,000	250,000	-	-	250,000	-	-	250,000	-	-	-	-	-	-
11	Large format digitized touchscreen workstation	2024	8,000	-	-	8,000	8,000	8,000	-	8,000	-	-	-	-	-	-
16	Estuarine Shoreline Management Plan survey/design	2024	315,000	315,000	-	-	315,000	-	-	315,000	-	-	-	-	-	-
	Whalebone Park	2025	382,850	382,850	-	-	382,850	-	-	-	382,850	-	-	-	-	-
			\$ 971,850	\$ 957,850	\$ -	\$ 14,000	\$ 971,850	\$ 14,000	\$ -	\$ 589,000	\$ 382,850	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Public Services Administration:</b>																
12	E. Epstein St./S. Seachase Dr. pedestrian project	2024	\$ 102,900	\$ 73,237	\$ 29,663	\$ -	\$ 102,900	\$ -	\$ -	\$ 102,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	W. Blue Jay St./W. Baymeadow Dr. pedestrian project	2025	115,390	86,543	-	28,847	115,390	-	28,847	-	115,390	-	-	-	-	-
	Carolista Dr./Dune St.-west side multi-use path*	2026	1,298,548	354,150	-	1,158,138	1,512,288	-	-	-	-	449,840	136,938	132,216	793,294	-
	Grouse St./Admiral St. pedestrian project	2027	117,563	90,469	-	27,094	117,563	-	-	-	-	-	117,563	-	-	-
	E. Barnes St./Windjammer Dr. pedestrian project	2028	122,952	82,631	-	40,321	122,952	-	-	-	-	-	-	122,952	-	-
			\$ 1,757,353	\$ 687,030	\$ 29,663	\$ 1,254,400	\$ 1,971,093	\$ -	\$ 28,847	\$ 102,900	\$ 115,390	\$ 449,840	\$ 254,501	\$ 255,168	\$ 793,294	\$ -
<b>Public Works Facilities Maintenance :</b>																
10	Beach road multi-use path maintenance	2024	\$ 860,000	\$ -	\$ -	\$ 860,000	\$ 860,000	\$ 260,000	\$ 200,000	\$ 260,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
3	Edger/Blower	2024	45,019	-	-	45,019	45,019	45,019	-	45,019	-	-	-	-	-	-
15	Governor Street beach access (new walkover)***	2024	115,000	86,250	28,750	-	115,000	-	-	115,000	-	-	-	-	-	-
9	Loggerhead Street beach access maintenance***	2024	75,000	-	75,000	-	75,000	-	-	75,000	-	-	-	-	-	-
8	Causeway Estuarine Access Pier Replacement	2024	186,500	98,000	-	88,500	186,500	88,500	-	186,500	-	-	-	-	-	-
	Albatross Street beach access maintenance***	2025	80,000	-	80,000	-	80,000	-	-	-	80,000	-	-	-	-	-
	Holden Street beach access maintenance***	2025	175,000	-	175,000	-	175,000	-	-	-	175,000	-	-	-	-	-
	Pothole patcher	2026	100,000	-	-	100,000	100,000	-	-	-	-	100,000	-	-	-	-
	Hargrove bath house design and construction	2026	867,500	500,000	-	367,500	867,500	-	-	-	-	80,000	787,500	-	-	-
	Gulfstream Street beach access maintenance***	2026	80,000	-	80,000	-	80,000	-	-	-	-	80,000	-	-	-	-
	June Street beach access maintenance***	2026	170,000	-	170,000	-	170,000	-	-	-	-	170,000	-	-	-	-
	Juncos Street beach access maintenance***	2027	100,000	-	100,000	-	100,000	-	-	-	-	-	100,000	-	-	-
	Glidden Street beach access maintenance***	2027	160,000	-	160,000	-	160,000	-	-	-	-	-	160,000	-	-	-
	Barnes Street beach access maintenance***	2028	115,000	-	115,000	-	115,000	-	-	-	-	-	-	115,000	-	-
	Indigo Street beach access maintenance***	2028	180,000	-	180,000	-	180,000	-	-	-	-	-	-	180,000	-	-
	Tandem dump truck	2028	220,000	-	-	220,000	220,000	-	-	-	-	-	-	-	220,000	-
	4x4 tractor	2028	232,000	-	-	232,000	232,000	-	-	-	-	-	-	-	232,000	-
	Eighth Street beach access maintenance***	2029	132,000	-	132,000	-	-	-	-	-	-	-	-	-	-	132,000
	Ida Street beach access maintenance***	2029	80,000	-	80,000	-	-	-	-	-	-	-	-	-	-	80,000
			\$ 3,973,019	\$ 684,250	\$ 1,375,750	\$ 1,913,019	\$ 3,206,019	\$ 393,519	\$ 200,000	\$ 681,519	\$ 455,000	\$ 630,000	\$ 1,247,500	\$ 747,000	\$ 212,000	\$ -
<b>Public Works Garage:</b>																
	Rolling mobile toolbox	2025	\$ 7,999	\$ -	\$ -	\$ 7,999	\$ 7,999	\$ -	\$ 7,999	\$ -	\$ 7,999	\$ -	\$ -	\$ -	\$ -	\$ -
	Supply storage system	2025	8,296	-	-	8,296	8,296	-	-	8,296	-	-	-	-	-	-
	Automatic AC recovery recycle machine	2025	8,695	-	-	8,695	8,695	-	-	8,695	-	-	-	-	-	-
			\$ 24,990	\$ -	\$ -	\$ 24,990	\$ 24,990	\$ -	\$ 24,990	\$ -	\$ 24,990	\$ -	\$ -	\$ -	\$ -	\$ -



Rank	Description	Fiscal Year	Cash Cost	Grant Funding	Capital Reserve Funding	Total Cost to Town (including interest)		Capital Investment Fund Impact FY 24	Capital Investment Fund Impact FY 25	Cash and Financing Payment Schedule					FY 2029 And Beyond
						Capital Investment Fund	Total Cost			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>General Fund</b>															
<b>Public Works Sanitation:</b>															
2	Replacement roll off truck	2024	\$ 232,000	\$ -	\$ -	\$ 232,000	\$ 232,000	\$ 232,000	\$ -	\$ 232,000	\$ -	\$ -	\$ -	\$ -	\$ -
1	Replacement commercial truck (replace with residential)	2024	381,000	-	-	381,000	381,000	381,000	-	381,000	-	-	-	-	-
6	Additional sanitation truck (formerly on repl. schedule)	2024	46,350	-	-	46,350	46,350	46,350	-	46,350	-	-	-	-	-
	Replacement front load truck	2025	402,000	-	-	402,000	402,000	-	402,000	-	402,000	-	-	-	-
	Replacement knuckle boom truck	2026	180,000	-	-	180,000	180,000	-	-	-	-	180,000	-	-	-
	Replacement residential truck	2026	400,000	-	-	400,000	400,000	-	-	-	-	400,000	-	-	-
	Dump truck (new)	2026	139,916	-	-	139,916	139,916	-	-	-	-	139,916	-	-	-
	Replacement front load truck	2027	425,000	-	-	425,000	425,000	-	-	-	-	-	425,000	-	-
	Replacement residential truck	2028	400,000	-	-	400,000	400,000	-	-	-	-	-	-	400,000	-
	Replacement residential truck	2028	400,000	-	-	400,000	400,000	-	-	-	-	-	-	400,000	-
	Replacement residential truck	2028	400,000	-	-	400,000	400,000	-	-	-	-	-	-	400,000	-
			<b>\$ 3,406,266</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,406,266</b>	<b>\$ 3,406,266</b>	<b>\$ 659,350</b>	<b>\$ 402,000</b>	<b>\$ 659,350</b>	<b>\$ 402,000</b>	<b>\$ 719,916</b>	<b>\$ 425,000</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>
<b>Streets and Stormwater:</b>															
5	Streets-Stormwater-Water (Streets-Stormwater)	2024	\$ 653,937	\$ 89,400	\$ -	\$ 564,537	\$ 653,937	\$ 564,537	\$ 521,860	\$ 653,937	\$ 611,260	\$ 383,364	\$ 732,042	\$ 514,762	\$ -
14	Stormwater master plan update	2024	400,000	400,000	-	-	400,000	-	-	400,000	-	-	-	-	-
4	S. Old Oregon Inlet Road Project Area #13	2024	1,300,237	1,300,237	-	-	1,300,237	-	-	1,300,237	-	-	-	-	-
7	Pick up truck (new)	2024	58,195	-	-	58,195	58,195	58,195	-	58,195	-	-	-	-	-
	S. Old Oregon Inlet Road Project Area #12	2025	1,657,724	1,657,724	-	-	1,657,724	-	-	-	1,657,724	-	-	-	-
	Village at Nags Head drainage infrastructure	2026	150,000	-	-	150,000	-	-	-	-	-	150,000	-	-	-
	Bonnett St. pump station Project Area #4	2028	1,250,000	1,250,000	-	-	1,250,000	-	-	-	-	-	-	1,250,000	-
			<b>\$ 5,470,093</b>	<b>\$ 4,697,361</b>	<b>\$ -</b>	<b>\$ 772,732</b>	<b>\$ 5,470,093</b>	<b>\$ 622,732</b>	<b>\$ 521,860</b>	<b>\$ 2,412,369</b>	<b>\$ 2,268,984</b>	<b>\$ 533,364</b>	<b>\$ 732,042</b>	<b>\$ 1,764,762</b>	<b>\$ -</b>
<b>Police:</b>															
13	License Plate Reader-Whalebone/south end	2024	\$ 49,353	\$ -	\$ -	\$ 49,353	\$ 49,353	\$ 49,353	\$ -	\$ 49,353	\$ -	\$ -	\$ -	\$ -	\$ -
	License Plate Reader-Eighth Street/north end	2025	51,830	-	-	51,830	51,830	-	51,830	-	51,830	-	-	-	-
	Command trailer	2025	395,000	395,000	-	-	395,000	-	-	-	395,000	-	-	-	-
	License Plate Reader-SR 1243/Ramp 1	2026	54,418	-	-	54,418	54,418	-	-	-	-	54,418	-	-	-
			<b>\$ 550,601</b>	<b>\$ 395,000</b>	<b>\$ -</b>	<b>\$ 155,601</b>	<b>\$ 550,601</b>	<b>\$ 49,353</b>	<b>\$ 51,830</b>	<b>\$ 49,353</b>	<b>\$ 446,830</b>	<b>\$ 54,418</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fire:</b>															
	Pumper**	2028	\$ 1,000,000	\$ -	\$ -	\$ 1,295,046	\$ 1,295,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,295,046
<b>Contingency</b>															
		2024	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Total General Fund Debt Payments and Capital Outlay</b>								<b>\$ 1,788,954</b>	<b>\$ 1,279,527</b>	<b>\$ 4,544,491</b>	<b>\$ 4,146,044</b>	<b>\$ 2,437,538</b>	<b>\$ 3,259,043</b>	<b>\$ 4,566,930</b>	<b>\$ 2,350,340</b>

Costs are estimates  
 \*ten years at 5%, payment in advance  
 \*\*ten years at 5%, payment in arrears  
 \*\*\*funding source is beach nourishment capital reserve generated from sales tax



Description	Fiscal Year	Cash Cost	Grant Funding	Total Cost to Town (including interest)		Water Fund Impact FY 24	Water Fund Impact FY 25	FY 2024	Cash and Financing Payment Schedule				FY 2029 And Beyond
				Water Fund	Total Cost				FY 2025	FY 2026	FY 2027	FY 2028	
<b>Water Fund</b>													
<b>Septic Health:</b>													
Water quality data loggers	2024	\$ 146,300	\$ -	\$ 146,300	\$ 146,300	\$ 53,200	\$ 93,100	\$ 53,200	\$ 93,100	\$ -	\$ -	\$ -	\$ -
<b>Water Operations:</b>													
Liquid chlorine conversion at Gull Street	2025	\$ 186,300	\$ -	\$ 186,300	\$ 186,300	\$ -	\$ 186,300	\$ -	\$ 186,300	\$ -	\$ -	\$ -	\$ -
Liquid chlorine conversion at Eighth Street	2026	204,930	-	204,930	204,930	-	-	-	-	204,930	-	-	-
One million gallon treatment train*	2028	8,294,400	-	11,198,690	11,198,690	-	-	-	-	-	-	554,210	10,644,480
		<b>\$ 8,685,630</b>	<b>\$ -</b>	<b>\$ 11,589,920</b>	<b>\$ 11,589,920</b>	<b>\$ -</b>	<b>\$ 186,300</b>	<b>\$ -</b>	<b>\$ 186,300</b>	<b>\$ 204,930</b>	<b>\$ -</b>	<b>\$ 554,210</b>	<b>\$ 10,644,480</b>
<b>Water Distribution:</b>													
Streets-Stormwater-Water (Water Portion)	2024	\$ 271,855	\$ -	\$ 271,855	\$ 271,855	\$ 271,855	\$ 473,000	\$ 271,855	\$ 473,000	\$ 770,136	\$ 200,000	\$ 1,783,538	\$ -
Gull Street pump station improvements	2026	1,952,093	-	1,952,093	1,952,093	-	-	-	-	943,800	-	-	1,008,293
Back hoe loader	2026	250,000	-	250,000	250,000	-	-	-	-	250,000	-	-	-
		<b>\$ 2,473,948</b>	<b>\$ -</b>	<b>\$ 2,473,948</b>	<b>\$ 2,473,948</b>	<b>\$ 271,855</b>	<b>\$ 473,000</b>	<b>\$ 271,855</b>	<b>\$ 473,000</b>	<b>\$ 1,963,936</b>	<b>\$ 200,000</b>	<b>\$ 1,783,538</b>	<b>\$ 1,008,293</b>
<b>Total Water Fund Debt Payments and Capital Outlay</b>						<b>\$ 325,055</b>	<b>\$ 752,400</b>	<b>\$ 325,055</b>	<b>\$ 752,400</b>	<b>\$ 2,168,866</b>	<b>\$ 200,000</b>	<b>\$ 2,337,748</b>	<b>\$ 11,652,773</b>

Costs are estimates  
\*fifteen years at 5%, payment in advance

TRANSFERS FROM THE CAPITAL RESERVE AND CAPITAL INVESTMENT FUNDS TO THE GENERAL FUND

Description General Fund	Replace Year	Estimated Cost	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	FY 2029 and Beyond
<b>Bonds:</b>								
Beach Renourishment Series A**	19/20	\$ 11,380,000	\$ 2,311,050	\$ -	\$ -	\$ -	\$ -	\$ -
Public Services Complex	<b>23/24</b>	<u>12,404,000</u>	<u>775,250</u>	<u>1,276,200</u>	<u>1,243,400</u>	<u>1,210,600</u>	<u>1,177,800</u>	<u>13,692,000</u>
		<b>\$ 23,784,000</b>	<b>\$ 3,086,300</b>	<b>\$ 1,276,200</b>	<b>\$ 1,243,400</b>	<b>\$ 1,210,600</b>	<b>\$ 1,177,800</b>	<b>\$ 13,692,000</b>
<b>Town Manager:</b>								
Soundside boardwalk construction	26/27	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000	\$ -
<b>Administrative Services:</b>								
Town travel vehicle	<b>23/24</b>	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Planning:</b>								
Sidewalk Pedestrian Plan	19/20	\$ 1,121,068	\$ 195,888	\$ 191,367	\$ -	\$ -	\$ -	\$ -
SUV	21/22	28,565	9,732	-	-	-	-	-
Records management/digitization	<b>23/24</b>	8,000	8,000	-	-	-	-	-
Electronic Vehicle charging station	<b>23/24</b>	16,000	16,000	-	-	-	-	-
Whalebone Park restroom facility	<b>23/24</b>	112,000	112,000	-	-	-	-	-
Pickup	24/25	36,050	-	36,050	-	-	-	-
Pickup	27/28	33,500	-	-	-	-	33,500	-
		<b>\$ 1,355,183</b>	<b>\$ 341,620</b>	<b>\$ 227,417</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 33,500</b>	<b>\$ -</b>
<b>Public Services Administration:</b>								
Fuel tank conversion	19/20	\$ 164,208	\$ 28,693	\$ 28,031	\$ -	\$ -	\$ -	\$ -
E. Epstein St./S. Seachase Dr. pedestrian project**	<b>23/24</b>	102,900	102,900	-	-	-	-	-
W. Blue Jay St./W. Baymeadow Dr. pedestrian project	24/25	115,390	-	115,390	-	-	-	-
Carolista Dr./Dune St.-west side multi-use path^	25/26	1,298,548	-	-	449,840	136,938	132,216	793,294
Grouse St./Admiral St. pedestrian project	26/27	117,563	-	-	-	117,563	-	-
Pickup	26/27	45,800	-	-	-	45,800	-	-
Pickup	27/28	45,800	-	-	-	-	45,800	-
E. Barnes St./Windjammer Dr. pedestrian project	27/28	122,952	-	-	-	-	122,952	-
		<b>\$ 2,013,161</b>	<b>\$ 131,593</b>	<b>\$ 143,421</b>	<b>\$ 449,840</b>	<b>\$ 300,301</b>	<b>\$ 300,968</b>	<b>\$ 793,294</b>



Description	Replace Year	Estimated Cost	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	FY 2029 and Beyond
<b>General Fund</b>								
<b>Public Works Facilities Maintenance :</b>								
Dowdy Park lighting	19/20	\$ 78,375	\$ 13,695	\$ 13,379	\$ -	\$ -	\$ -	\$ -
105 W. Seachase Drive	21/22	1,200,000	145,596	142,752	139,908	137,064	134,220	508,440
Loader	21/22	194,795	40,883	40,883	40,883	-	-	-
Pickup	21/22	31,159	10,616	-	-	-	-	-
Street sweeper	21/22	168,351	57,354	-	-	-	-	-
Epstein Street Bath House Replacement	23/24	600,000	600,000	-	-	-	-	-
Beach road multi-use path maintenance	23/24	260,000	260,000	200,000	200,000	200,000	-	-
HVAC maintenance agreement	23/24	31,804	31,804	32,758	-	-	-	-
Town Hall window replacements	23/24	20,000	20,000	20,000	-	-	-	-
Town Hall HVAC replacement	23/24	45,200	45,200	45,200	-	-	-	-
Crosswalk lighting	23/24	20,000	20,000	20,000	-	-	-	-
Multi-use path repairs	23/24	80,000	80,000	85,000	85,000	85,000	85,000	85,000
Edger/Blower	23/24	45,019	45,019	-	-	-	-	-
Governor Street beach access maintenance**	23/24	115,000	115,000	-	-	-	-	-
Loggerhead Street beach access maintenance**	23/24	75,000	75,000	-	-	-	-	-
Causeway Estuarine Access Pier Replacement	23/24	186,500	186,500	-	-	-	-	-
Pickup	23/24	46,350	46,350	-	-	-	-	-
Pickup	23/24	46,350	46,350	-	-	-	-	-
Bobcat	23/24	69,000	69,000	-	-	-	-	-
Tandem trailer	23/24	18,000	18,000	-	-	-	-	-
Albatross Street beach access maintenance**	24/25	80,000	-	80,000	-	-	-	-
Holden Street beach access maintenance**	24/25	175,000	-	175,000	-	-	-	-
Dingo	24/25	35,000	-	35,000	-	-	-	-
Mower	24/25	15,000	-	15,000	-	-	-	-
Pothole patcher	25/26	100,000	-	-	100,000	-	-	-
Hargrove bath house design and construction	25/26	867,500	-	-	80,000	787,500	-	-
Gulfstream Street beach access maintenance**	25/26	80,000	-	-	80,000	-	-	-
June Street beach access maintenance**	25/26	170,000	-	-	170,000	-	-	-
Juncos Street beach access maintenance**	26/27	100,000	-	-	-	100,000	-	-
Glidden Street beach access maintenance**	26/27	160,000	-	-	-	160,000	-	-
Mower	26/27	16,800	-	-	-	16,800	-	-
Mower	26/27	16,800	-	-	-	16,800	-	-
Barnes beach access maintenance**	27/28	115,000	-	-	-	-	115,000	-
Indigo Street beach access maintenance**	27/28	180,000	-	-	-	-	180,000	-
Tandem dump truck	27/28	220,000	-	-	-	-	220,000	-
4x4 tractor	27/28	232,000	-	-	-	-	232,000	-
Eighth Street beach access maintenance**	28/29	132,000	-	-	-	-	-	132,000
Ida Street beach access maintenance**	28/29	80,000	-	-	-	-	-	80,000
		<b>\$ 6,106,003</b>	<b>\$ 1,926,367</b>	<b>\$ 904,972</b>	<b>\$ 895,791</b>	<b>\$ 1,503,164</b>	<b>\$ 966,220</b>	<b>\$ 805,440</b>
<b>Public Works Garage:</b>								
Automotive air condition recovery unit	23/24	\$ 6,400	\$ 6,400	\$ -	\$ -	\$ -	\$ -	\$ -
Rolling mobile toolbox	24/25	7,999	-	7,999	-	-	-	-
Supply storage system	24/25	8,296	-	8,296	-	-	-	-
Automatic AC recovery recycle machine	24/25	8,695	-	8,695	-	-	-	-
		<b>\$ 31,390</b>	<b>\$ 6,400</b>	<b>\$ 24,990</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Description	Replace Year	Estimated Cost	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	FY 2029 and Beyond
<b>General Fund</b>								
<b>Public Works Sanitation:</b>								
Residential Truck	19/20	\$ 306,328	\$ 58,519	\$ -	\$ -	\$ -	\$ -	\$ -
Residential Truck	20/21	274,533	56,719	55,813	-	-	-	-
Boom truck	20/21	236,876	48,939	48,157	-	-	-	-
Side Load truck	20/21	275,521	56,923	56,013	-	-	-	-
Commercial Truck	<b>23/24</b>	381,000	381,000	-	-	-	-	-
Roll off Truck	<b>23/24</b>	232,000	232,000	-	-	-	-	-
Sanitation truck (addition to fleet)	<b>23/24</b>	46,350	46,350	-	-	-	-	-
Front Load Truck	24/25	402,000	-	402,000	-	-	-	-
Knuckle Boom Truck	25/26	180,000	-	-	180,000	-	-	-
Residential Truck	25/26	400,000	-	-	400,000	-	-	-
Dump Truck (new)	25/26	139,916	-	-	139,916	-	-	-
Front Load Truck	26/27	425,000	-	-	-	425,000	-	-
Residential Truck	27/28	400,000	-	-	-	-	400,000	-
Residential Truck	27/28	400,000	-	-	-	-	400,000	-
Residential Truck	27/28	400,000	-	-	-	-	400,000	-
		<b>\$ 4,499,524</b>	<b>\$ 880,450</b>	<b>\$ 561,983</b>	<b>\$ 719,916</b>	<b>\$ 425,000</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>
<b>Streets and Stormwater:</b>								
Streets-Stormwater-Water (Streets-Stormwater paving)***	<b>23/24</b>	\$ 653,937	\$ 653,937	\$ 611,260	\$ 383,364	\$ 732,042	\$ 514,762	\$ -
S. Old Oregon Inlet Road Project Area #13	<b>23/24</b>	1,300,237	1,300,237	-	-	-	-	-
Pick up truck (new)	<b>23/24</b>	58,195	58,195	-	-	-	-	-
Old Nags Head Place drainage infrastructure	<b>23/24</b>	600,000	600,000	-	-	-	-	-
S. Old Oregon Inlet Road Project Area #12	24/25	1,657,724	-	1,657,724	-	-	-	-
Village at Nags Head drainage infrastructure	25/26	150,000	-	-	150,000	-	-	-
Bonnett St. pump station Project Area #4	27/28	1,250,000	-	-	-	-	1,250,000	-
		<b>\$ 5,670,093</b>	<b>\$ 2,612,369</b>	<b>\$ 2,268,984</b>	<b>\$ 533,364</b>	<b>\$ 732,042</b>	<b>\$ 1,764,762</b>	<b>\$ -</b>
<b>Police:</b>								
Replacement of 800Mhz Radios	20/21	\$ 240,085	\$ 49,602	\$ 48,809	\$ -	\$ -	\$ -	\$ -
License Plate Reader-Whalebone/south end	<b>23/24</b>	49,353	49,353	-	-	-	-	-
Police Vehicle equipment (5)	<b>23/24</b>	113,889	113,889	-	-	-	-	-
License Plate Reader-Eighth Street/north end	24/25	51,830	-	51,830	-	-	-	-
4x4 Utility Task Vehicle	24/25	26,000	-	26,000	-	-	-	-
Police Vehicles (4)	24/25	267,627	-	267,627	-	-	-	-
License Plate Reader-SR 1243/Ramp 1	25/26	54,418	-	-	54,418	-	-	-
Police Vehicles (3)	25/26	203,526	-	-	203,526	-	-	-
Police Vehicles (4)	26/27	274,396	-	-	-	274,396	-	-
Police Vehicles (1)	27/28	53,750	-	-	-	-	53,750	-
		<b>\$ 1,334,874</b>	<b>\$ 212,844</b>	<b>\$ 394,266</b>	<b>\$ 257,944</b>	<b>\$ 274,396</b>	<b>\$ 53,750</b>	<b>\$ -</b>



Description General Fund	Replace Year	Estimated Cost	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	FY 2029 and Beyond
<b>Fire:</b>								
Pumper	18/19	\$ 697,620	\$ 76,101	\$ 76,101	\$ 76,101	\$ 76,101	\$ 76,101	\$ -
Pumper/Quint	21/22	1,358,079	157,426	157,426	157,426	157,426	157,426	629,704
Boat motor	<b>23/24</b>	15,000	15,000	-	-	-	-	-
Concrete reapiir	24/25	61,000	-	61,000	-	-	-	-
Station 21 replacement flooring	24/25	22,454	-	22,454	-	-	-	-
Pickup	25/26	65,000	-	-	65,000	-	-	-
Station 21 replacement flooring	25/26	13,426	-	-	13,426	-	-	-
Pickup	26/27	55,000	-	-	-	55,000	-	-
Pumper*	27/28	1,000,000	-	-	-	-	-	1,295,046
		<b>\$ 3,287,579</b>	<b>\$ 248,527</b>	<b>\$ 316,981</b>	<b>\$ 311,953</b>	<b>\$ 288,527</b>	<b>\$ 233,527</b>	<b>\$ 1,924,750</b>
<b>Ocean Rescue:</b>								
Replacement of 800Mhz Radios	20/21	\$ 99,765	\$ 20,611	\$ 20,282	\$ -	\$ -	\$ -	\$ -
Pickup	21/22	47,364	16,136	-	-	-	-	-
Wave Runner	<b>23/24</b>	10,990	10,990	-	-	-	-	-
Four-wheelers for beach patrol (2 replacements)	<b>23/24</b>	13,000	13,000	-	-	-	-	-
Pickup	24/25	53,560	-	53,560	-	-	-	-
Four-wheelers for beach patrol (2 replacements)	24/25	13,000	-	13,000	-	-	-	-
Four-wheelers for beach patrol (2 replacements)	25/26	13,400	-	-	13,400	-	-	-
Four-wheelers for beach patrol (3 replacements)	26/27	20,700	-	-	-	20,700	-	-
Four-wheelers for beach patrol (2 replacements)	27/28	16,000	-	-	-	-	16,000	-
		<b>\$ 287,779</b>	<b>\$ 60,737</b>	<b>\$ 86,842</b>	<b>\$ 13,400</b>	<b>\$ 20,700</b>	<b>\$ 16,000</b>	<b>\$ -</b>
<b>Contingency:</b>	<b>23/24</b>	<b>\$ 50,000</b>						
<b>Total Transfers to the General Fund</b>			<b>\$ 9,597,207</b>	<b>\$ 6,256,056</b>	<b>\$ 4,475,608</b>	<b>\$ 5,354,730</b>	<b>\$ 6,346,527</b>	<b>\$ 17,265,484</b>

Replacement costs are estimates

^ten years at 5%, payment in advance

\*ten years at 5%, payment in arrears

\*\*full or partial funding source is capital reserve fund

\*\*\*less \$89,400 state street aid (Powell Bill) funding each year

WATER FUND CAPITAL OUTLAY AND DEBT SERVICE

Description	Replace Year	Estimated Cost	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	FY 2029 and Beyond
<b>Water Fund</b>								
<b>Water Administration</b>								
Fuel tank conversion	19/20	\$ 37,745	\$ 6,596	\$ 6,444	\$ -	\$ -	\$ -	\$ -
Advanced Metering Infrastructure	23/24	1,605,000	100,312	130,250	132,750	135,000	132,000	1,994,000
Public Services Complex	23/24	3,101,000	193,813	319,050	310,850	302,650	294,450	3,423,000
		<b>\$ 4,743,745</b>	<b>\$ 300,721</b>	<b>\$ 455,744</b>	<b>\$ 443,600</b>	<b>\$ 437,650</b>	<b>\$ 426,450</b>	<b>\$ 5,417,000</b>
<b>Water Operations:</b>								
Liquid chlorine conversion at Gull Street	24/25	\$ 186,300	\$ 186,300	\$ -	\$ -	\$ -	\$ -	\$ -
Liquid chlorine conversion at Eighth Street	25/26	204,930	-	204,930	-	-	-	-
Pickup	25/26	46,350	-	-	46,350	-	-	-
South Nags Head tower mixer	26/27	51,750	-	-	-	51,750	-	-
Pickup	27/28	46,350	-	-	-	-	46,350	-
Eighth Street tower mixer	27/28	51,750	-	-	-	-	51,750	-
1 Million Gallon Treatment Train*	27/28	8,294,400	-	-	-	-	554,210	10,644,480
		<b>\$ 8,881,830</b>	<b>\$ 186,300</b>	<b>\$ 204,930</b>	<b>\$ 46,350</b>	<b>\$ 51,750</b>	<b>\$ 652,310</b>	<b>\$ 10,644,480</b>
<b>Water Distribution:</b>								
Service truck	23/24	\$ 72,500	\$ 72,500	\$ -	\$ -	\$ -	\$ -	\$ -
Streets-Stormwater-Water (Water Portion)	23/24	271,855	271,855	473,000	770,136	200,000	1,783,538	-
Gull Street pump station improvements	25/26	1,952,093	-	-	943,800	-	-	1,008,293
Pickup	25/26	45,800	-	-	45,800	-	-	-
Back hoe loader	25/26	250,000	-	-	250,000	-	-	-
Air compressor	25/26	39,000	-	-	39,000	-	-	-
Excavator	26/27	50,000	-	-	-	50,000	-	-
		<b>\$ 2,681,248</b>	<b>\$ 344,355</b>	<b>\$ 473,000</b>	<b>\$ 2,048,736</b>	<b>\$ 250,000</b>	<b>\$ 1,783,538</b>	<b>\$ 1,008,293</b>
<b>Septic Health:</b>								
Water quality data loggers	23/24	\$ 53,200	\$ 53,200	\$ 93,100	\$ -	\$ -	\$ -	\$ -
Pickup	24/25	36,050	-	36,050	-	-	-	-
		<b>\$ 89,250</b>	<b>\$ 53,200</b>	<b>\$ 129,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Water Fund Capital Outlay and Debt Service</b>			<b>\$ 884,576</b>	<b>\$ 1,262,824</b>	<b>\$ 2,538,686</b>	<b>\$ 739,400</b>	<b>\$ 2,862,298</b>	<b>\$ 17,069,773</b>

Replacement costs are estimates  
\*fifteen years at 5%, payment in advance



## GENERAL FUND SUMMARY

### REVENUES AND EXPENDITURES SUMMARY

Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual 2022-2023	Actual 2021-2022	Actual 2020-2021
<b>REVENUES</b>								
Ad Valorem Taxes	\$ 11,943,778	\$ 11,929,890	\$ 11,929,890	\$ 10,546,600	\$ 10,546,600	\$ 10,621,644	\$ 10,582,398	\$ 9,724,927
Other Taxes & Licenses	10,355,760	10,158,589	10,158,589	8,974,102	8,974,102	9,802,067	10,260,892	9,398,513
Unrestricted Intergovernmental	939,300	932,200	932,200	900,700	900,700	954,370	952,365	918,654
Restricted Intergovernmental	2,189,521	3,589,978	3,589,978	1,934,069	1,481,250	1,005,025	1,011,169	1,332,338
Permits & Fees	580,400	574,510	574,510	593,950	593,950	602,042	371,317	348,234
Sales & Services	90,000	82,600	82,600	72,525	72,525	91,511	87,140	90,281
Investment Earnings	150,000	133,840	133,840	110,000	110,000	110,000	(866,305)	(52,908)
Other Revenue	326,745	413,842	413,842	312,775	318,475	331,027	325,614	229,128
Other Finance Sources	6,546,656	9,895,548	9,887,807	11,575,732	12,629,025	7,739,734	6,327,996	4,005,319
<b>TOTAL</b>	<b>\$ 33,122,160</b>	<b>\$ 37,710,997</b>	<b>\$ 37,703,256</b>	<b>\$ 35,020,453</b>	<b>\$ 35,626,627</b>	<b>\$ 31,257,420</b>	<b>\$ 29,052,586</b>	<b>\$ 25,994,486</b>
<b>EXPENDITURES</b>								
Interfund	\$ 8,930,314	\$ 10,519,671	\$ 10,519,671	\$ 11,265,875	\$ 10,267,044	\$ 10,208,303	\$ 4,963,341	\$ 3,977,779
Governing Body	190,657	190,690	190,690	176,341	176,341	157,147	156,690	117,769
Bond Debt	1,276,200	3,086,300	3,086,300	2,625,952	2,381,152	2,381,151	2,451,252	2,521,353
Town Manager	942,859	903,814	903,814	819,885	1,039,556	990,720	1,085,998	706,814
Administrative Services	1,158,036	1,170,225	1,162,484	1,031,450	1,041,795	990,242	1,098,132	974,756
Information Technology	524,816	518,216	518,216	431,730	433,730	404,056	352,106	370,215
Legal	155,086	155,086	155,086	130,296	130,296	130,296	166,176	102,894
Planning	1,401,109	1,448,238	1,448,238	1,458,158	1,446,016	1,343,148	1,233,043	1,746,088
Public Services Administration	711,067	667,864	667,864	637,686	637,686	504,091	396,386	361,479
Public Works Facilities	2,624,483	3,568,414	3,568,414	2,877,492	3,071,449	2,964,819	4,309,860	2,773,546
Public Works Garage	481,096	422,693	422,693	388,405	391,412	371,704	344,203	284,188
Street Aid	125,000	125,000	125,000	120,000	371,599	371,599	25,685	10,337
Public Works Sanitation	2,149,905	2,424,114	2,424,114	2,329,883	2,580,251	2,439,184	2,733,982	1,744,972
Public Works Solid Waste	902,950	902,950	902,950	850,818	850,818	870,914	807,055	828,826
Streets and Stormwater	2,263,234	2,989,169	2,989,169	1,703,238	2,077,242	2,048,073	570,681	456,785
Police	4,316,461	3,926,829	3,926,829	3,769,688	3,864,791	3,742,653	3,405,518	3,363,538
Police - Drug Forfeitures	-	-	-	-	6,968	6,968	-	5,295
Fire	4,033,888	3,770,084	3,770,084	3,512,519	3,906,237	3,729,299	4,162,135	3,282,964
Ocean Rescue	934,999	921,640	921,640	891,037	952,244	928,543	761,653	778,993
<b>TOTAL</b>	<b>\$ 33,122,160</b>	<b>\$ 37,710,997</b>	<b>\$ 37,703,256</b>	<b>\$ 35,020,453</b>	<b>\$ 35,626,627</b>	<b>\$ 34,582,910</b>	<b>\$ 29,023,896</b>	<b>\$ 24,408,591</b>



REVENUES – RECOMMENDED

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Revenues 2022-2023	Actual Revenues 2021-2022	Actual Revenues 2020-2021
<b>AD VALOREM TAXES</b>								
AD VALOREM REVENUES CURRENT	\$ 9,335,389	\$ 9,326,063	\$ 9,326,063	\$ 7,991,453	\$ 7,991,453	\$ 8,040,447	\$ 8,017,378	\$ 7,378,252
AD VALOREM TAXES PRIOR YEARS	-	-	-	-	-	140	3,121	7,324
AD VALOREM REVENUES SOB/MSD CURRENT	1,633,892	1,632,259	1,632,259	1,629,463	1,629,463	1,635,696	1,629,814	1,490,828
AD VALOREM SOB/MSD PRIOR YEARS	-	-	-	-	-	-	-	612
CURRENT TOWNWIDE BEACH NOURISH	767,159	764,431	764,431	761,091	761,091	765,226	762,935	684,310
PRIOR YR TOWNWIDE BEACH NOURISH	-	-	-	-	-	(11)	294	675
TAX PENALTIES/INTEREST	6,000	6,000	6,000	6,000	6,000	7,305	6,903	8,849
DMV REVENUES CURRENT	194,239	194,045	194,045	153,311	153,311	165,000	155,067	148,166
DMV SOB/MSD CY REVENUES	7,099	7,092	7,092	5,282	5,282	7,000	5,983	5,230
DMV INTEREST	-	-	-	-	-	841	903	681
<b>Subtotal Ad Valorem Taxes</b>	<b>\$ 11,943,778</b>	<b>\$ 11,929,890</b>	<b>\$ 11,929,890</b>	<b>\$ 10,546,600</b>	<b>\$ 10,546,600</b>	<b>\$ 10,621,644</b>	<b>\$ 10,582,398</b>	<b>\$ 9,724,927</b>
<b>OTHER TAXES &amp; LICENSES</b>								
OCCUPANCY TAXES	\$ 4,768,905	\$ 4,636,345	\$ 4,636,345	\$ 3,925,000	\$ 3,925,000	\$ 4,362,947	\$ 4,457,313	\$ 4,152,935
LAND TRANSFER TAXES	1,050,000	960,000	960,000	903,492	903,492	1,020,851	1,727,795	1,639,383
LOCAL GOVT SALES TAX	2,700,000	2,718,718	2,718,718	2,450,000	2,450,000	2,618,937	2,413,215	2,142,017
ONE HALF SALES TAX (40)	560,000	565,135	565,135	475,000	475,000	513,132	502,535	441,093
ONE HALF SALES TAX (42)	1,200,000	1,207,036	1,207,036	1,150,000	1,150,000	1,211,989	1,079,936	962,906
ONE HALF SALES TAX (44)	-	-	-	-	-	-	3	337
HOLD HARMLESS SALES TAX	-	-	-	-	-	-	-	-
BUSINESS LICENSE REVENUES	1,855	1,855	1,855	1,885	1,885	1,855	1,908	1,840
BUSINESS REGISTRATION FEES	18,000	18,000	18,000	16,725	16,725	18,150	18,000	16,325
PRIVILEGE LICENSE PENALTIES	2,000	1,500	1,500	2,000	2,000	1,700	2,550	3,100
SHORT TERM RENTAL REGISTRATION FEES	-	-	-	5,000	5,000	-	4,000	6,350
MIXED BEVERAGE TAX	55,000	50,000	50,000	45,000	45,000	52,506	53,637	32,227
<b>Subtotal Other Taxes and Licenses</b>	<b>\$ 10,355,760</b>	<b>\$ 10,158,589</b>	<b>\$ 10,158,589</b>	<b>\$ 8,974,102</b>	<b>\$ 8,974,102</b>	<b>\$ 9,802,067</b>	<b>\$ 10,260,892</b>	<b>\$ 9,398,513</b>
<b>UNRESTRICTED INTERGOVERNMENTAL</b>								
UTILITIES SALES TAX	\$ 700,000	\$ 700,000	\$ 700,000	\$ 670,000	\$ 670,000	\$ 723,582	\$ 715,919	\$ 685,944
TELECOMMUNICATIONS SALES TAX	21,000	20,000	20,000	22,000	22,000	19,423	20,138	27,232
FRANCHISE TAX - NATURAL GAS	5,000	5,000	5,000	3,000	3,000	8,186	7,913	5,441
SOLID WASTE DISPOSAL TAX	2,300	2,200	2,200	2,200	2,200	2,485	2,394	2,297
CABLE FRANCHISE FEES	110,000	107,000	107,000	108,000	108,000	108,080	110,672	108,146
CABLE FRANCHISE - PEG FUNDS	58,000	58,000	58,000	58,000	58,000	51,283	51,949	53,435
BEER AND WINE	13,000	12,500	12,500	12,500	12,500	12,500	12,601	12,818
ABC REVENUE	30,000	27,500	27,500	25,000	25,000	28,831	30,779	23,341
<b>Subtotal Unrestricted Intergovernmental</b>	<b>\$ 939,300</b>	<b>\$ 932,200</b>	<b>\$ 932,200</b>	<b>\$ 900,700</b>	<b>\$ 900,700</b>	<b>\$ 954,370</b>	<b>\$ 952,365</b>	<b>\$ 918,654</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Revenues 2022-2023	Actual Revenues 2021-2022	Actual Revenues 2020-2021
<b>RESTRICTED INTERGOVERNMENTAL</b>								
STATE STREET AID/POWELL BILL	\$ 125,000	\$ 125,000	\$ 125,000	\$ 120,000	\$ 120,000	\$ 132,184	\$ 132,696	\$ 110,487
FEMA GRANT	-	-	-	75,000	75,000	-	-	-
CORONAVIRUS RELIEF FUND	-	-	-	-	-	-	-	31,636
DEPARTMENT OF JUSTICE GRANT	-	-	-	-	-	-	423	2,480
HOMELAND SECURITY GRANT	-	-	-	-	-	5,913	10,836	12,664
NATIONAL FISH AND WILDLIFE GRANT	-	-	-	-	-	14,219	60,781	-
DRUG ENFORCEMENT SHARED REVENUE	-	-	-	-	-	9,255	1,076	5,392
DRUG ENFORCEMENT FED FUNDS	-	-	-	-	-	3,617	48,705	4,736
ASSISTANCE TO FIREFIGHTERS GRANT	-	-	-	-	67,523	67,267	22,458	267,496
VISITORS BUREAU GRANT	100,293	448,987	448,987	342,500	262,500	12,500	51,625	40,000
GOVERNMENT ACCESS CHANNEL GRANT	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
WELLNESS GRANT	-	-	-	-	2,500	2,500	4,000	7,456
NC PARKS AND RECREATION TRUST FUND GRAN	-	-	-	-	-	-	-	-
NC GOVERNORS CRIME COMMISSION	-	-	-	-	24,500	24,500	22,792	24,029
NC DEQ GRANTS	1,657,724	1,823,237	1,823,237	482,300	10,000	10,000	-	-
DOMINION POWER GRANT	-	-	-	12,765	17,723	17,723	-	-
NC COASTAL AREAS MANAGEMENT GRANT	-	286,250	286,250	245,000	245,000	45,000	-	169,458
NC EMERGENCY MANAGEMENT GRANT	-	-	-	-	-	-	-	-
GOLDEN LEAF GRANT	250,000	250,000	250,000	-	-	-	-	-
CONTRIBUTION FROM DARE COUNTY	24,000	624,000	624,000	624,000	624,000	624,000	623,273	624,000
NC GRANT- SCHOOL RESOURCE OFFICER	23,504	23,504	23,504	23,504	23,504	27,347	23,504	23,504
CONTRIBUTIONS - FIRE RANGE	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Subtotal Restricted Intergovernmental</b>	<b>\$ 2,189,521</b>	<b>\$ 3,589,978</b>	<b>\$ 3,589,978</b>	<b>\$ 1,934,069</b>	<b>\$ 1,481,250</b>	<b>\$ 1,005,025</b>	<b>\$ 1,011,169</b>	<b>\$ 1,332,338</b>
<b>PERMITS &amp; FEES</b>								
AUTOMOBILE LICENSES	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 1,001	\$ 1,008	\$ 803
BEACH DRIVING PERMITS	32,000	32,000	32,000	65,000	65,000	34,777	50,110	45,981
BUILDING PERMITS	230,000	225,000	225,000	215,000	215,000	243,185	234,818	221,105
CAMA PERMITS	4,000	3,500	3,500	3,500	3,500	3,800	3,400	3,700
MINOR PERMIT REIMBURSEMENT NC	2,875	2,760	2,760	2,500	2,500	2,935	2,875	7,075
CART ROLL BACK FEE	220,000	220,000	220,000	220,000	220,000	222,920	-	-
REVIEW FEES	15,000	16,000	16,000	15,000	15,000	39,110	15,558	15,822
INITIAL ALARM FEES	-	-	-	100	100	100	200	125
RENEWAL ALARM FEES	25	25	25	25	25	25	25	25
ADMIN FACILITY FEE	10,000	10,000	10,000	10,000	10,000	8,809	9,192	9,192
FIRE FACILITY FEE	10,000	10,000	10,000	10,000	10,000	3,064	4,503	3,065
POLICE FACILITY FEE	10,000	10,000	10,000	10,000	10,000	3,086	5,938	3,086
SANITATION FACILITY FEE	10,000	10,000	10,000	10,000	10,000	1,578	4,352	1,661
RECREATION FACILITY FEE	10,000	10,000	10,000	10,000	10,000	5,434	5,148	5,720
FIRE NEW CONSTRUCTION FEES	75	75	75	75	75	775	75	300
FIRE TENT FEE	825	800	800	650	650	1,300	1,200	800
FIRE HYDRANT TESTING FEES	500	250	250	-	-	500	-	250
PIT FIRE FEES	15,000	15,000	15,000	15,000	15,000	15,981	18,190	22,130
COURT COST, FEES, CHARGES	2,500	2,500	2,500	2,500	2,500	2,862	4,425	2,444
CIVIL PENALTIES PUBLIC SAFETY	4,000	3,000	3,000	1,000	1,000	6,600	7,850	4,050
CROWD GATHERING PERMIT FEE	3,000	3,000	3,000	3,000	3,000	4,200	2,450	900
<b>Subtotal Permits &amp; Fees</b>	<b>\$ 580,400</b>	<b>\$ 574,510</b>	<b>\$ 574,510</b>	<b>\$ 593,950</b>	<b>\$ 593,950</b>	<b>\$ 602,042</b>	<b>\$ 371,317</b>	<b>\$ 348,234</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Revenues 2022-2023	Actual Revenues 2021-2022	Actual Revenues 2020-2021
<b>INVESTMENT EARNINGS</b>								
INTEREST ON CASH/INVESTMENTS	\$ 150,000	\$ 133,840	\$ 133,840	\$ 110,000	\$ 110,000	\$ 110,000	\$ (866,305)	\$ (52,908)
<b>OTHER REVENUE</b>								
RENTS	\$ 272,245	\$ 266,342	\$ 266,342	\$ 260,625	\$ 260,625	\$ 260,625	\$ 254,517	\$ 183,462
PURCHASE DISCOUNTS	2,000	2,000	2,000	2,000	2,000	2,751	3,667	3,151
CONTRIBUTIONS	-	100,000	100,000	-	1,900	1,900	-	-
CONTRIBUTIONS POLICE	-	-	-	-	-	200	100	100
CONTRIBUTIONS FIRE/RESCUE	6,500	6,500	6,500	6,500	7,500	9,676	11,860	10,232
DONATIONS - ADOPT A BENCH	-	-	-	-	2,800	2,815	1,565	-
MISCELLANEOUS REVENUES	15,000	10,000	10,000	5,900	5,900	13,099	17,121	6,420
MISC REVENUES - RECYCLABLES	10,000	8,000	8,000	6,500	6,500	16,193	16,592	8,822
SPONSORSHIPS	-	-	-	7,000	7,000	200	-	-
SPECIAL EVENTS	21,000	21,000	21,000	24,250	24,250	23,568	20,192	16,941
<b>Subtotal Other Revenue</b>	<b>\$ 326,745</b>	<b>\$ 413,842</b>	<b>\$ 413,842</b>	<b>\$ 312,775</b>	<b>\$ 318,475</b>	<b>\$ 331,027</b>	<b>\$ 325,614</b>	<b>\$ 229,128</b>
<b>SALES &amp; SERVICES</b>								
SALE OF DUMPSTERS	\$ 55,000	\$ 52,000	\$ 52,000	\$ 47,000	\$ 47,000	\$ 59,939	\$ 50,880	\$ 55,051
SALE OF AUTOMATED CARTS	35,000	30,600	30,600	25,525	25,525	31,034	35,740	34,700
SALE OF SIGNS	-	-	-	-	-	388	420	330
SALE OF TOWN FLAGS	-	-	-	-	-	150	100	200
<b>Subtotal Sales &amp; Services</b>	<b>\$ 90,000</b>	<b>\$ 82,600</b>	<b>\$ 82,600</b>	<b>\$ 72,525</b>	<b>\$ 72,525</b>	<b>\$ 91,511</b>	<b>\$ 87,140</b>	<b>\$ 90,281</b>
<b>OTHER FINANCE SOURCES</b>								
PROCEEDS FROM LOAN	\$ -	\$ -	\$ -	\$ 389,950	\$ -	\$ -	\$ 3,028,313	\$ 1,373,008
TRANSFERS CAP RESERVE FUND	255,000	2,780,713	2,780,713	2,511,902	3,179,227	3,179,227	3,275,050	2,595,653
TRANSFERS CAPITAL INVESTMENT FUND	5,911,656	6,734,835	6,727,094	5,378,880	4,831,895	4,449,200	-	-
SALE OF CAPITAL ASSETS	30,000	30,000	30,000	20,000	20,000	111,307	24,633	36,658
STATE STREET AID FUND BALANCE	-	-	-	-	-	-	-	-
APPROPRIATED FUND BALANCE	350,000	350,000	350,000	3,275,000	4,597,903	-	-	-
<b>Subtotal Other Finance Sources</b>	<b>\$ 6,546,656</b>	<b>\$ 9,895,548</b>	<b>\$ 9,887,807</b>	<b>\$ 11,575,732</b>	<b>\$ 12,629,025</b>	<b>\$ 7,739,734</b>	<b>\$ 6,327,996</b>	<b>\$ 4,005,319</b>
<b>TOTAL</b>	<b>\$ 33,122,160</b>	<b>\$ 37,710,997</b>	<b>\$ 37,703,256</b>	<b>\$ 35,020,453</b>	<b>\$ 35,626,627</b>	<b>\$ 31,257,420</b>	<b>\$ 29,052,586</b>	<b>\$ 25,994,486</b>



EXPENDITURES BY ACCOUNT

	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>ADMINISTRATIVE</b>								
FEES PAID - ELECTED OFFICIALS	\$ 46,199	\$ 43,350	\$ 43,350	\$ 40,682	\$ 40,682	\$ 40,682	\$ 38,028	\$ 37,056
<b>Subtotal Administrative</b>	<b>\$ 46,199</b>	<b>\$ 43,350</b>	<b>\$ 43,350</b>	<b>\$ 40,682</b>	<b>\$ 40,682</b>	<b>\$ 40,682</b>	<b>\$ 38,028</b>	<b>\$ 37,056</b>
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 8,544,961	\$ 8,037,300	\$ 8,037,300	\$ 7,444,295	\$ 7,444,295	\$ 6,988,754	\$ 6,808,364	\$ 6,377,901
SALARIES - LONGEVITY PAY	220,832	199,797	199,797	177,174	177,174	177,174	3,943	-
SALARIES/WAGES - PARTTIME	693,305	688,894	688,894	626,836	626,836	624,589	545,097	497,231
OVERTIME PAY	86,001	82,200	82,200	91,300	91,300	91,300	-	-
HOLIDAY PAY	141,191	135,143	135,143	127,508	127,508	127,508	-	-
FICA TAX	737,787	695,959	695,959	645,452	645,452	573,905	532,602	500,476
GROUP HEALTH INSURANCE	1,579,512	1,498,049	1,498,049	1,421,718	1,421,718	1,378,724	1,303,161	1,329,666
RETIREEES GROUP HEALTH INSUR	139,931	137,297	137,297	146,274	146,274	144,059	164,786	169,228
RETIREMENT	855,444	804,333	804,333	715,422	715,422	654,731	575,897	488,136
RETIREMENT LAW ENFORCEMENT	317,764	297,698	297,698	245,189	245,189	211,253	201,943	168,339
UNEMPLOYMENT	10,000	10,000	10,000	10,000	10,000	8,030	3,326	7,957
401 K	331,826	312,000	312,000	235,724	235,724	215,655	153,051	78,821
401 K LAW ENFORCEMENT	113,164	106,018	106,018	98,230	98,230	82,082	83,599	74,894
EMPLOYEE WELLNESS	9,900	9,900	9,900	11,500	14,000	14,000	4,179	7,414
POLICE SEPARATION ALLOWANCE	46,111	46,111	46,111	57,563	57,563	57,563	68,278	69,017
<b>Subtotal Personnel Services</b>	<b>\$ 13,827,729</b>	<b>\$ 13,060,699</b>	<b>\$ 13,060,699</b>	<b>\$ 12,054,185</b>	<b>\$ 12,056,685</b>	<b>\$ 11,349,327</b>	<b>\$ 10,448,226</b>	<b>\$ 9,769,080</b>
<b>OPERATIONS</b>								
PLANNING BOARD FEES	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,080	\$ 9,230	\$ 9,660
BOARD OF ADJUSTMENT FEES	2,500	2,500	2,500	2,500	2,500	2,150	-	-
TRAVEL AND TRAINING	123,145	126,408	126,408	117,560	123,760	89,951	62,387	29,007
COMPUTER TRAINING	7,500	7,500	7,500	7,500	7,500	6,000	-	595
SAFETY TRAINING	4,683	4,683	4,683	2,563	2,563	1,475	4,332	4,239
OSHA COMPLIANCE COSTS	2,900	4,400	4,400	4,450	4,450	1,275	1,729	1,952
BUILDING/EQUIPMENT RENTAL	43,178	43,178	43,178	79,807	39,055	40,235	35,937	76,323
TELEPHONE	33,571	33,007	33,007	33,567	33,567	30,374	30,186	27,727
INTERNET COSTS	11,000	11,000	11,000	13,686	13,686	13,097	8,231	8,231
UTILITIES	240,625	236,015	236,015	225,002	225,002	229,217	209,954	214,494
POSTAGE	14,275	19,275	19,275	14,025	14,025	10,932	7,710	7,664
ADVERTISING	14,250	13,625	13,625	12,700	12,700	7,928	9,720	7,661
PRINTING	7,970	8,970	8,970	8,470	8,470	6,846	5,032	4,196
TIPPING FEES	902,950	902,950	902,950	850,818	850,818	870,914	807,055	828,826



	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
FUEL COSTS	389,550	388,300	388,300	405,800	402,625	327,767	276,101	171,173
STREET SUPPLIES	35,600	35,600	35,600	25,000	25,000	25,000	25,685	10,337
DEPARTMENT SUPPLIES	288,547	303,477	303,477	276,921	333,744	318,409	320,800	248,723
OTHER SUPPLIES	61,082	59,402	59,402	51,974	53,274	49,455	51,159	40,710
OTHER SUPPLIES - COMPUTER	20,030	27,070	27,070	3,843	28,343	27,543	54,000	46,839
MAINT/REPAIR BUILDINGS	99,473	110,398	110,398	50,360	72,220	51,229	275,891	311,616
MAINT/REPAIR EQUIPMENT	121,132	120,163	120,163	102,518	111,968	86,692	75,489	94,774
MAINT/REPAIR FIRING RANGE	4,000	4,000	4,000	4,000	22,827	22,827	6,618	-
VEHICLE MAINTENANCE	229,855	217,240	217,240	229,235	231,281	196,325	215,420	317,795
MAINT/REPAIR OTHER	92,200	82,000	82,000	59,605	79,719	58,472	41,500	56,598
UNIFORMS	90,255	87,581	87,581	77,441	85,369	78,765	47,559	47,254
PROFESSIONAL FEES	372,182	383,228	383,228	386,870	420,480	415,468	278,300	181,477
FINES & FORFEITURES BOC	7,500	7,500	7,500	7,000	7,000	7,000	7,061	3,844
PROF FEE/WATER QUALITY TESTING	2,000	2,200	2,200	2,000	2,000	1,720	1,975	1,560
INCENTIVE PAY	5,000	5,000	5,000	5,000	5,000	4,241	3,973	1,338
SIGNS	43,250	33,250	33,250	20,000	31,200	31,200	13,694	6,343
SPECIAL PROJECTS SAND FENCING	24,000	24,000	24,000	24,000	24,000	24,000	23,273	24,000
CONTRACTED SERVICES	731,441	1,123,285	1,123,285	595,092	739,342	723,670	561,706	362,983
CONTRACTED SERVICES - WEBSITE	10,170	10,170	10,170	12,805	12,805	11,903	10,920	10,571
CONTRACTED SERVICES - GIS	10,445	10,445	10,445	9,260	10,710	9,225	17,068	-
CONTRACTED ANNUAL SUPPORT/MAIN	139,999	133,073	133,073	114,141	111,141	109,145	103,093	100,983
SPECIAL CONTRACTED SERVICES	7,000	7,000	7,000	7,000	7,000	5,942	6,277	5,905
PURCHASES FOR RESALE	95,700	95,200	95,200	85,005	85,005	85,005	84,329	80,530
RECYCLING	72,090	90,647	90,647	83,604	83,604	81,113	75,941	78,677
SPECIAL EVENTS	21,100	24,500	24,500	22,750	22,750	18,185	13,450	5,955
SUPPLEMENTAL PENSION FUND	3,500	3,500	3,500	3,500	3,500	2,175	2,410	2,490
DUES AND SUBSCRIPTIONS	37,178	38,253	38,253	36,340	36,340	30,334	29,430	25,090
INSURANCE	388,673	388,673	388,673	355,000	355,000	374,656	358,352	307,739
SPECIAL INVESTIGATIONS	6,000	6,000	6,000	5,000	10,000	9,700	4,000	1,833
CONTRIBUTION GOVT ACCESS CHANNEL	59,000	59,000	59,000	59,000	59,000	52,449	52,949	54,435
CONTRIBUTIONS MISCELLANEOUS	10,450	10,750	10,750	10,750	10,750	10,250	10,200	10,550
DOWDY PARK	-	15,000	15,000	-	28,299	28,299	22,894	-
<b>Subtotal Operations</b>	<b>\$ 4,894,189</b>	<b>\$ 5,326,656</b>	<b>\$ 5,326,656</b>	<b>\$ 4,510,702</b>	<b>\$ 4,856,632</b>	<b>\$ 4,595,637</b>	<b>\$ 4,263,020</b>	<b>\$ 3,832,697</b>
<b>COST REIMBURSEMENT FROM THE WATER DEPARTMENT</b>								
COST REIMBURSEMENT	\$ (844,327)	\$ (844,327)	\$ (844,327)	\$ (796,773)	\$ (796,773)	\$ (796,773)	\$ (633,241)	\$ (667,283)
<b>Subtotal Reimbursement from the Water Department</b>	<b>\$ (844,327)</b>	<b>\$ (844,327)</b>	<b>\$ (844,327)</b>	<b>\$ (796,773)</b>	<b>\$ (796,773)</b>	<b>\$ (796,773)</b>	<b>\$ (633,241)</b>	<b>\$ (667,283)</b>



	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>NON-CAPITAL OUTLAY</b>								
NON-CAPITAL OUTLAY IMPROVEMENTS	\$ 85,000	\$ 80,000	\$ 80,000	\$ 25,000	\$ 76,943	\$ 76,943	\$ 37,959	\$ -
NON-CAPITAL OUTLAY BUILDINGS	65,200	65,200	65,200	37,500	42,815	42,815	-	-
NON-CAPITAL OUTLAY EQUIPMENT	20,000	20,000	20,000	20,000	25,700	25,700	14,250	26,700
NON-CAPITAL OUTLAY CONTRACTED SERVICES	32,758	31,804	31,804	30,878	30,878	30,878	-	-
<b>Subtotal Non-Capital Outlay</b>	<b>\$ 202,958</b>	<b>\$ 197,004</b>	<b>\$ 197,004</b>	<b>\$ 113,378</b>	<b>\$ 176,336</b>	<b>\$ 176,336</b>	<b>\$ 52,209</b>	<b>\$ 26,700</b>
<b>CAPTIAL OUTLAY</b>								
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872,780	\$ 872,532
CAPITAL OUTLAY BUILDING	83,454	600,000	600,000	598,446	785,039	785,039	992,986	44,991
CAPITAL OUTLAY OTHER	-	-	-	-	22,421	22,421	2,160	79,198
IMPROVEMENTS	455,000	748,500	748,500	392,250	312,250	312,250	142,898	109,959
CAPITAL OUTLAY IMPROVEMENTS	115,390	102,900	102,900	-	-	-	-	-
EQUIPMENT	140,830	244,362	244,362	452,596	505,741	489,119	312,166	631,150
CAPITAL OUTLAY EQUIPMENT	24,990	6,400	6,400	-	3,007	3,007	3,322	10,004
INFRASTRUCTURE	2,268,984	2,554,174	2,554,174	1,413,482	2,027,084	2,027,084	744,688	894,187
CAPITAL OUTLAY VEHICLES	759,237	971,875	964,134	984,708	1,583,605	1,583,605	2,755,236	653,589
<b>Subtotal Capital Outlay</b>	<b>\$ 3,847,885</b>	<b>\$ 5,228,211</b>	<b>\$ 5,220,470</b>	<b>\$ 3,841,482</b>	<b>\$ 5,239,147</b>	<b>\$ 5,222,525</b>	<b>\$ 5,826,236</b>	<b>\$ 3,295,610</b>
<b>DEBT SERVICE</b>								
L/P PRINCIPAL	\$ 1,524,707	\$ 3,276,380	\$ 3,276,380	\$ 3,523,093	\$ 3,563,191	\$ 3,563,191	\$ 3,818,547	\$ 3,807,427
L/P INTEREST	692,506	903,353	903,353	467,829	223,683	223,682	247,530	329,525
<b>Subtotal Debt Service</b>	<b>\$ 2,217,213</b>	<b>\$ 4,179,733</b>	<b>\$ 4,179,733</b>	<b>\$ 3,990,922</b>	<b>\$ 3,786,874</b>	<b>\$ 3,786,873</b>	<b>\$ 4,066,077</b>	<b>\$ 4,136,952</b>
<b>INTERFUND</b>								
TRANSFER TO CAPITAL RESERVE FUND	\$ 3,086,047	\$ 3,856,197	\$ 3,856,197	\$ 3,690,860	\$ 3,690,860	\$ 3,695,580	\$ 4,473,391	\$ 3,977,779
TRANSFER TO CAPITAL PROJECT FUND	-	-	-	-	-	-	489,950	-
TRANSFER TO CAPITAL INVESTMENT FUND	5,694,267	6,513,474	6,513,474	7,450,015	6,512,723	6,512,723	-	-
CONTINGENCY	150,000	150,000	150,000	125,000	63,461	-	-	-
<b>Subtotal Interfund</b>	<b>\$ 8,930,314</b>	<b>\$ 10,519,671</b>	<b>\$ 10,519,671</b>	<b>\$ 11,265,875</b>	<b>\$ 10,267,044</b>	<b>\$ 10,208,303</b>	<b>\$ 4,963,341</b>	<b>\$ 3,977,779</b>
<b>Total</b>	<b>\$ 33,122,160</b>	<b>\$ 37,710,997</b>	<b>\$ 37,703,256</b>	<b>\$ 35,020,453</b>	<b>\$ 35,626,627</b>	<b>\$ 34,582,910</b>	<b>\$ 29,023,896</b>	<b>\$ 24,408,591</b>



EXPENDITURES BY PERCENTAGE

	<b>Manager's Recommended 2023-2024</b>	<b>Adopted Budget 2023-2024</b>	<b>Recommended Net Change</b>	<b>Financial Plan 2024-2025</b>
ELECTED OFFICIALS	\$ 43,350	\$ 43,350	0.00%	\$ 46,199
PERSONNEL SERVICES	13,060,699	13,060,699	0.00%	13,827,729
OPERATIONS	5,326,656	5,326,656	0.00%	4,894,189
COST REIMBURSEMENT FROM THE WATER FUND	(844,327)	(844,327)	0.00%	(844,327)
NON-CAPITAL OUTLAY	197,004	197,004	0.00%	202,958
CAPITAL OUTLAY	5,228,211	5,220,470	-0.15%	3,847,885
DEBT SERVICE	<u>4,179,733</u>	<u>4,179,733</u>	0.00%	<u>2,217,213</u>
SUB-TOTAL	27,191,326	27,183,585	-0.03%	24,191,846
INTERFUND TRANSFERS	10,369,671	10,369,671	0.00%	8,780,314
CONTINGENCY	<u>150,000</u>	<u>150,000</u>	0.00%	<u>150,000</u>
<b>TOTAL</b>	<b>\$ 37,710,997</b>	<b>\$ 37,703,256</b>	<b>-0.02%</b>	<b>\$ 33,122,160</b>



	<b>Manager's Recommended 2023-2024</b>	<b>Percentage of Total</b>	<b>Adopted Budget 2023-2024</b>	<b>Percentage of Total</b>	<b>Financial Plan 2024-2025</b>	<b>Percentage of Total</b>
ELECTED OFFICIALS	\$ 43,350	0.11%	\$ 43,350	0.11%	\$ 46,199	0.14%
PERSONNEL	13,060,699	34.63%	13,060,699	34.64%	13,827,729	41.75%
OPERATIONS	5,326,656	14.12%	5,326,656	14.13%	4,894,189	14.78%
COST REIMBURSEMENT FROM THE WATER FUND	(844,327)	-2.24%	(844,327)	-2.24%	(844,327)	-2.55%
NON-CAPITAL OUTLAY	197,004	0.52%	197,004	0.52%	202,958	0.61%
CAPITAL OUTLAY	5,228,211	13.86%	5,220,470	13.85%	3,847,885	11.62%
DEBT SERVICE	<u>4,179,733</u>	11.08%	<u>4,179,733</u>	11.09%	<u>2,217,213</u>	6.69%
SUB-TOTAL	27,191,326	72.10%	27,183,585	72.10%	24,191,846	73.04%
INTERFUND TRANSFERS	10,369,671	27.50%	10,369,671	27.50%	8,780,314	26.51%
CONTINGENCY	<u>150,000</u>	0.40%	<u>150,000</u>	0.40%	<u>150,000</u>	0.45%
<b>TOTAL</b>	<b><u>\$ 37,710,997</u></b>	<b>100.00%</b>	<b><u>\$ 37,703,256</u></b>	<b>100.00%</b>	<b><u>\$ 33,122,160</u></b>	<b>100.00%</b>



## DEPARTMENTAL BUDGETS

### GOVERNING BODY

#### DESCRIPTION

The Governing Body manages all expenditures related to Nags Head's Board of Commissioners, which is comprised of four commissioners elected to staggered four-year terms and a mayor elected by popular vote to a four-year term.

The Board, which is responsible for establishing policy, initiating legislation, and providing for the general welfare of Nags Head's residents and visitors, meets the first Wednesday of each month and holds a mid-month recessed session on the third Wednesday of the month, as necessary.

During an existing or potential state of emergency, the mayor is empowered under G.S. 166A-19.31 to issue state of emergency proclamations to protect the lives and property of people more effectively in Nags Head. In addition, the mayor is also a member of the Senior Leaders in Dare County, which consists of the chairman of the Dare County Board of Commissioners, the six municipal mayors, the superintendent of the Cape Hatteras National Seashore, and the Dare County sheriff. The Senior Leaders provide direction and control during multi-jurisdictional emergencies and disasters such as hurricanes.

#### RECENT ACCOMPLISHMENTS

- Held a Board of Commissioners retreat focused on discussion of departmental work plans, as well as evaluation of, and progress updates on, strategic initiatives, as part of the framework for planning and budgeting.
- Hosted a forum, through collaboration with local governments and research institutions, to address community-wide regional issues, specifically local water quality issues in relation to septic health and groundwater quality.
- Participated in the American Flood Coalition's Mayors Summit. Mayor Cahoon is working with leaders throughout the country to explore solutions and drive action on flooding and sea level rise.
- Completed a successful post-Hurricane Dorian (2019) beach restoration project in the summer of 2022.
- Recognized the lifesaving efforts of staff during the summer of 2022.
- Received approval to initiate legislation concerning abandoning dangerous holes on the beach.

#### UPCOMING PROJECTS

- Construction of the new Public Services Complex



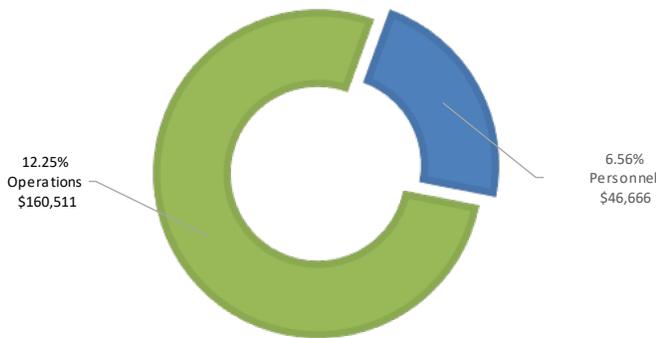
**FY 2023-24 BUDGET HIGHLIGHTS**

- Funds are included for the Government Access cable TV channel.
- Contributions reflect \$10,000 for environmental education/ programming in Nags Head Woods in partnership with The Nature Conservancy.
- Funds of \$27,500 are included for a 4th of July fireworks display. Grant funds of \$13,750 from the Outer Banks Visitors Bureau are included to assist with costs associated with the display.
- Local grant funds will be used to replace the Board of Commissioners Room audio system.
- The cost reimbursement of \$844,331 from the water fund to the general fund for indirect administrative costs is budgeted departmentally.

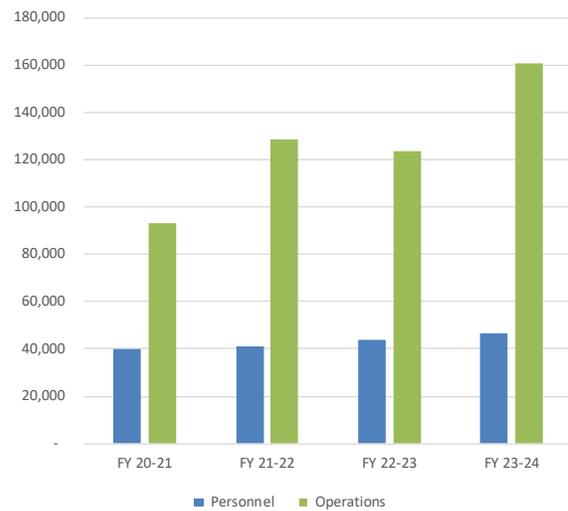
**BUDGET SUMMARY GOVERNING BODY**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 43,794	\$ 43,794	\$ 46,666	6.56%
Operations	123,797	142,991	160,511	12.25%
Capital Investment Fund	-	-	-	0.00%
<b>Subtotal</b>	167,591	186,785	207,177	10.92%
Cost Reimbursement	(10,444)	(10,444)	(16,487)	
<b>Total</b>	\$ 157,147	\$ 176,341	\$ 190,690	8.14%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET GOVERNING BODY

Account Description	Financial	Manager's	Adopted	Adopted	Amended	Estimated		
	Plan	Recommended	Budget	Budget	Budget	Actual	Actual	Actual
	2024-2025	2023-2024	2023-2024	2022-2023	2022-2023	Expenditures	Expenditures	Expenditures
						2022-2023	2021-2022	2020-2021
<b>ADMINISTRATIVE</b>								
FEES PAID - ELECTED OFFICIALS	\$ 46,199	\$ 43,350	\$ 43,350	\$ 40,682	\$ 40,682	\$ 40,682	\$ 38,028	\$ 37,056
FICA TAX	3,534	3,316	3,316	3,112	3,112	3,112	2,909	2,835
<b>Subtotal Administrative</b>	<b>\$ 49,733</b>	<b>\$ 46,666</b>	<b>\$ 46,666</b>	<b>\$ 43,794</b>	<b>\$ 43,794</b>	<b>\$ 43,794</b>	<b>\$ 40,937</b>	<b>\$ 39,891</b>
<b>OPERATIONS</b>								
TRAINING	\$ 7,870	\$ 5,370	\$ 5,370	\$ 5,370	\$ 5,370	\$ 2,370	\$ 1,330	\$ 443
BUILDING/EQUIPMENT RENTAL	50	50	50	50	50	3	3	3
POSTAGE	25	25	25	25	25	-	-	-
ADVERTISING	100	100	100	100	100	-	-	-
PRINTING	1,500	1,500	1,500	1,500	1,500	790	676	979
DEPARTMENT SUPPLIES	3,050	3,750	3,750	3,500	3,500	2,530	4,963	4,608
CONTRACTED SERVICES	58,732	64,932	64,932	50,000	50,000	46,128	49,849	12,868
SPECIAL EVENTS	3,600	2,000	2,000	1,750	1,750	1,118	826	660
DUES AND SUBSCRIPTIONS	13,034	13,034	13,034	10,946	10,946	8,159	7,602	8,442
CONTRIBUTION GOVT ACCESS CHANNEL	59,000	59,000	59,000	59,000	59,000	52,449	52,949	54,435
CONTRIBUTIONS MISCELLANEOUS	10,450	10,750	10,750	10,750	10,750	10,250	10,200	10,550
<b>Subtotal Operations</b>	<b>\$ 157,411</b>	<b>\$ 160,511</b>	<b>\$ 160,511</b>	<b>\$ 142,991</b>	<b>\$ 142,991</b>	<b>\$ 123,797</b>	<b>\$ 128,398</b>	<b>\$ 92,988</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (16,487)	\$ (16,487)	\$ (16,487)	\$ (10,444)	\$ (10,444)	\$ (10,444)	\$ (12,645)	\$ (15,110)
<b>Totals</b>	<b>\$ 190,657</b>	<b>\$ 190,690</b>	<b>\$ 190,690</b>	<b>\$ 176,341</b>	<b>\$ 176,341</b>	<b>\$ 157,147</b>	<b>\$ 156,690</b>	<b>\$ 117,769</b>



## BOND DEBT

### DESCRIPTION

In August 2019, the Town completed construction of a 4 million cubic yard beach nourishment maintenance collaborative cost-sharing project to add sand along 10 miles of its 11-mile shoreline. The construction came in on time and on budget at \$36,644,500. A special revenue bond of \$11,380,000 supplemented funding towards this project. The fifth of five annual debt payments at \$2,311,050 will be made in fiscal year 2023/2024. The annual debt payments are funded from beach nourishment taxes through a transfer from capital reserve fund supplemented by a \$600,000 contribution from Dare County.

An interest-only debt payment is included to pay for the design and construction of the Public Services Complex, currently under construction. Financing was provided through the Town's first public offering of a limited obligation bond (LOB), achieving Nags Head's first ever bond rating status. The financed cost of the project is \$15,505,000, with 80% funding from the general fund and 20% funding from the water fund. The general fund portion being financed is \$12,404,000, with an all-in true interest cost of 3.548410% on a 20-year principal repayment schedule, with the first principal repayment being made in fiscal year 2024/2025. The water fund portion being financed is \$3,101,000.

Advanced Metering Infrastructure (AMI) was also included in the financing package with the Public Services Complex. The debt payments for the meters are solely funded through the water fund through a 12.3% water rate increase, both to the base and volumetric charges. The total financed for the meters was \$1,605,000, with the same rate and structure.

### RECENT ACCOMPLISHMENTS

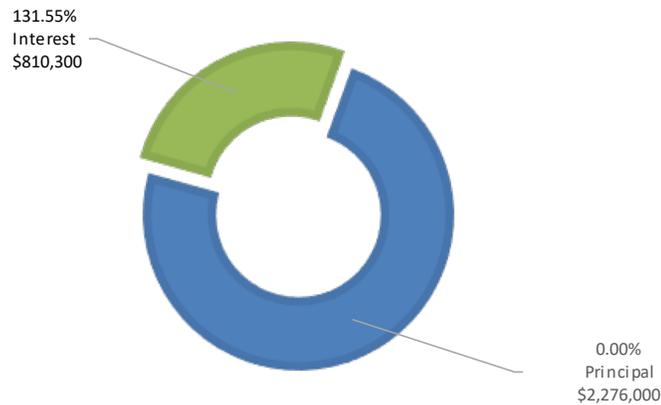
- Continued to use full-service financial advisors to plan for strategic long-term fiscal health and guidance through the capital planning process.
- Adopted new financial plans, including fund balance and debt policies, that align with best practices and meet capital planning needs.
- Created the capital investment fund, a capital reserve fund consolidated within the general fund, which accounts for capital items and debt services payments, including the annual general fund portion of the LOBs financing.
- Received an Aa1 issuer rating and an Aa2 to the Town's limited obligation bonds from Moody's Investors Service. The Aa1 issuer rating reflects the Town's strong financial position, with environmental risks mitigated by the Town's robust finances and manageable long-term liabilities. The LOBs are rated one notch off the issuer rating, reflecting the limited liability structure of the financing.



**BUDGET SUMMARY BOND DEBT**

<b>Expenditures By Type</b>				
<b>Type</b>	<b>FY 22-23 Estimated Actual</b>	<b>FY 22-23 Adopted Budget</b>	<b>FY 23-24 Adopted Budget</b>	<b>Percent Change</b>
Principal	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000	0.00%
Interest	105,151	349,952	810,300	131.55%
<b>Total</b>	<b>2,381,151</b>	<b>2,625,952</b>	<b>3,086,300</b>	<b>17.53%</b>

Adopted Expenditures  
by Function 2023-2024/  
Percentage Change from FY 2022-2023





LINE-ITEM BUDGET BOND DEBT

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000	\$ 2,276,000
INTEREST	-	35,050	35,050	105,152	105,152	105,151	175,252	245,353
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ 2,311,050</b>	<b>\$ 2,311,050</b>	<b>\$ 2,381,152</b>	<b>\$ 2,381,152</b>	<b>\$ 2,381,151</b>	<b>\$ 2,451,252</b>	<b>\$ 2,521,353</b>
<b>Capital Investment Fund Transfers</b>								
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 656,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTEREST	620,200	775,250	775,250	244,800	-	-	-	-
<b>Subtotal Debt Service</b>	<b>\$ 1,276,200</b>	<b>\$ 775,250</b>	<b>\$ 775,250</b>	<b>\$ 244,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,276,200</b>	<b>\$ 3,086,300</b>	<b>\$ 3,086,300</b>	<b>\$ 2,625,952</b>	<b>\$ 2,381,152</b>	<b>\$ 2,381,151</b>	<b>\$ 2,451,252</b>	<b>\$ 2,521,353</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Bonds:</b>				
<b>Debt Service</b>				
Beach Renourishment Series A	19/20	\$ 11,380,000	\$ 2,311,050	\$ -
Public Services Complex	<b>23/24</b>	<u>12,404,000</u>	<u>775,250</u>	<u>1,276,200</u>
		<b>\$ 23,784,000</b>	<b>\$ 3,086,300</b>	<b>\$ 1,276,200</b>



## TOWN MANAGER

### DESCRIPTION

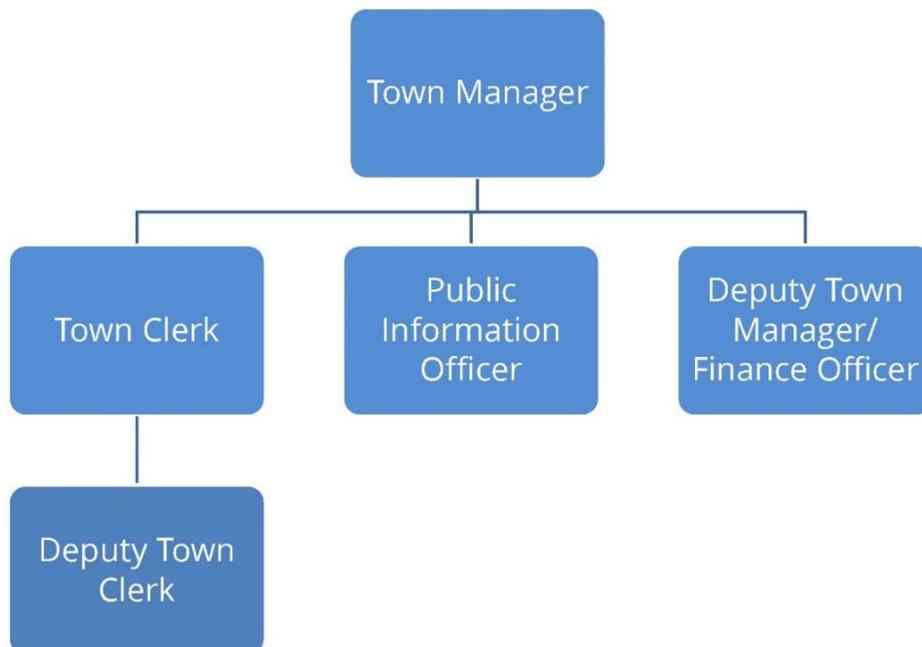
The town manager, appointed by the Board of Commissioners, is responsible for implementing the policies set forth by the governing body, and ensuring compliance with state and federal laws and regulations. This department exercises management control over all operational departments, except for the town attorney.

The town clerk, operating under the town manager, is responsible for the duties established by North Carolina General Statutes, specifically to maintain the official records of the Town and to provide required public notice of all official meetings. Additionally, the town clerk is responsible for coordinating the staffing of all Board-appointed committees, updating the Town Code of Ordinances/Unified Development Ordinance (UDO), and recording the minutes for all Board and committee meetings.

The public information officer, also part of this department, is responsible for managing the Town's external communications regarding policy/public information and any assigned projects by the town manager.

The other employees in this department are the deputy town manager/finance officer, and the deputy town clerk.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Completed a redesign of the Town's website to keep the design fresh and improve navigation.
- Developed a social media best practices guide to ensure consistency across the Town's multiple social media sites.
- Made process improvements, including a strategic planning framework integrated with a process for continuous evaluation of the strategic plan, budget, and capital improvement program.
- Coordinated with Soundside Road residents and Jockey's Ridge State Park officials to discuss issues of concern.
- Continued to employ resources to identify and administer grants, which has greatly assisted the Town with procuring over \$3.7 million in grants for several projects.
- Staff presented at the NCDEQ State Water Infrastructure Authority (SWIA) committee meeting regarding water quality in relation to septic and groundwater quality.
- Updated and renovated the Town's skate park.

## UPCOMING PROJECTS

- Complete a style guide to ensure consistency among external Town communications.
- Update the USS Huron information panels, which are located on the walkway at the Bladen Street public beach access. In addition, other improvements to the information pavilion will be completed.
- Conduct physical improvements at Town Hall, which will include structural security retrofits.
- Perform a town-wide survey that will provide a comprehensive and representative picture of stakeholders' needs and perspectives. Engaging our community will lead to evidenced-based policy decisions, budget priorities, and capital investments.

## FY 2023-24 BUDGET HIGHLIGHTS

- Departmentally funded salary and benefit costs include:
- A 6.5% cost of living adjustment (COLA). Salary ranges will be adjusted for the COLA each year.
- To move team members up the salary range, a performance-based within-grade-increase pay plan continues to be implemented. Employees whose salaries fall below the midpoint of their pay grade will receive a 2.5% increase and employees whose salaries fall above the midpoint of their pay grade will receive a 1.25% increase.



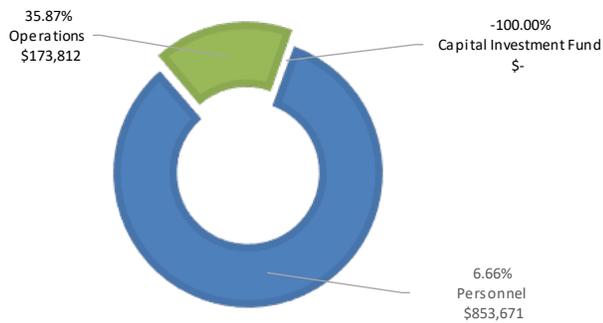
- Funding is included to implement career progression programs, which have now been developed for all departments.
- Health insurance premiums increased by 2%. The Town offers the option of a high deductible health plan (HDHP) with a health savings account (HSA) and recommends increasing the Town contributions by \$250 each year.
- Funds are included to increase the Town's non-law enforcement officer 401k contribution to 5% with no required match. By state statute, the sworn law enforcement officer 401k contribution from the Town is 5% with no required match.
- Professional fees include consulting assistance for design, grant administration, and financial advisory services.
- Furniture replacement is budgeted at \$15,000, in conjunction with the security retrofit project.
- The Town Manager's contingency is budgeted at \$150,000, with \$100,000 for the general fund and \$50,000 for the capital investment fund.



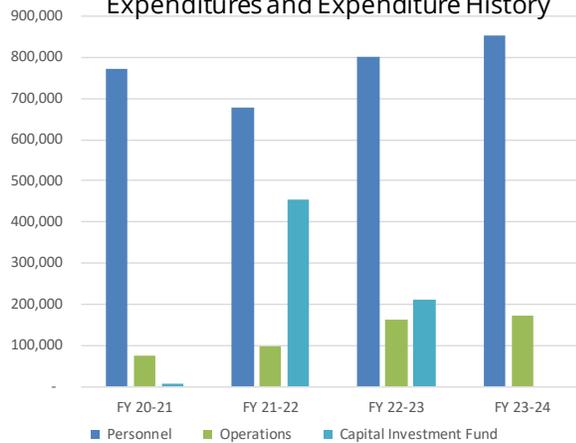
**BUDGET SUMMARY TOWN MANAGER**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 767,704	\$ 800,355	\$ 853,671	6.66%
Operations	148,364	127,925	173,812	35.87%
Capital Investment Fund	213,047	30,000	-	-100.00%
<b>Subtotal</b>	1,129,115	958,280	1,027,483	7.22%
Cost Reimbursement	(138,395)	(138,395)	(123,669)	
<b>Total</b>	\$ 990,720	\$ 819,885	\$ 903,814	10.24%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET TOWN MANAGER

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 616,169	\$ 578,685	\$ 578,685	\$ 549,273	\$ 549,273	\$ 516,646	\$ 475,575	\$ 559,102
SALARIES - LONGEVITY PAY	21,065	19,358	19,358	18,089	18,089	18,089	-	-
FICA TAX	48,569	45,571	45,571	43,224	43,224	37,107	34,625	40,502
GROUP HEALTH INSURANCE	93,657	88,776	88,776	84,216	84,216	96,420	85,749	88,727
RETIREEES GROUP HEALTH	15,548	14,710	14,710	14,358	14,358	14,364	14,358	14,358
RETIREMENT	81,838	76,786	76,786	68,594	68,594	63,998	53,627	56,886
401 K	31,745	29,785	29,785	22,601	22,601	21,080	14,258	11,251
<b>Subtotal Personnel Services</b>	<b>\$ 908,591</b>	<b>\$ 853,671</b>	<b>\$ 853,671</b>	<b>\$ 800,355</b>	<b>\$ 800,355</b>	<b>\$ 767,704</b>	<b>\$ 678,192</b>	<b>\$ 770,826</b>
<b>OPERATIONS</b>								
TRAINING	\$ 6,125	\$ 8,125	\$ 8,125	\$ 11,725	\$ 11,725	\$ 4,967	\$ 4,862	\$ 2,994
BUILDING/EQUIPMENT RENTAL	5,300	5,300	5,300	4,950	1,999	1,564	1,492	4,664
TELEPHONE	2,200	2,200	2,200	2,200	2,200	1,594	1,175	2,115
POSTAGE	1,000	1,000	1,000	1,000	1,000	643	684	176
ADVERTISING	8,625	8,000	8,000	7,000	7,000	5,747	6,217	5,544
FUEL COSTS	1,500	1,000	1,000	1,500	1,500	353	846	563
DEPARTMENT SUPPLIES	10,150	25,150	25,150	19,150	27,225	23,695	18,541	7,470
VEHICLE MAINTENANCE	-	-	-	-	-	-	328	50
PROFESSIONAL FEES	100,000	100,000	100,000	50,000	81,500	81,500	35,500	6,869
CONTRACTED SERVICES	17,900	17,900	17,900	24,200	24,200	24,200	22,675	40,139
DUES AND SUBSCRIPTIONS	5,137	5,137	5,137	6,200	6,200	4,100	6,159	5,499
<b>Subtotal Operations</b>	<b>\$ 157,937</b>	<b>\$ 173,812</b>	<b>\$ 173,812</b>	<b>\$ 127,925</b>	<b>\$ 164,549</b>	<b>\$ 148,364</b>	<b>\$ 98,479</b>	<b>\$ 76,083</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (123,669)	\$ (123,669)	\$ (123,669)	\$ (138,395)	\$ (138,395)	\$ (138,395)	\$ (145,175)	\$ (146,895)



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>NON-CAPITAL OUTLAY</b>								
PROFESSIONAL FEES	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -
<b>CAPITAL OUTLAY</b>								
IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 652
OTHER	-	-	-	-	21,250	21,250	-	-
EQUIPMENT	-	-	-	-	-	-	7,098	6,148
BUILDING	-	-	-	-	144,697	144,697	102,663	-
INFRASTRUCTURE	-	-	-	-	14,149	14,149	341,201	-
<b>Subtotal Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,096</b>	<b>\$ 180,096</b>	<b>\$ 450,962</b>	<b>\$ 6,800</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ -	\$ -	\$ -	\$ 2,945	\$ 2,945	\$ 3,520	\$ -
INTEREST	-	-	-	-	6	6	20	-
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,951</b>	<b>\$ 2,951</b>	<b>\$ 3,540</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 942,859</b>	<b>\$ 903,814</b>	<b>\$ 903,814</b>	<b>\$ 819,885</b>	<b>\$ 1,039,556</b>	<b>\$ 990,720</b>	<b>\$ 1,085,998</b>	<b>\$ 706,814</b>



## LEGAL

### DESCRIPTION

The primary goal of the Legal Department is to provide legal services to the Town of Nags Head. This service includes a wide range of legal matters such as litigation, real estate transactions, and drafting legal documents and ordinances. The Legal Department consists of the town attorney and the attorney's firm, paid on a monthly retainer.

The Town Attorney is the primary legal advisor for the Board of Commissioners, Town staff, and Town boards, and is appointed directly by the Board of Commissioners. The Town's Board of Adjustments is represented by a separate attorney.



LINE-ITEM BUDGET LEGAL

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>OPERATIONS</b>								
PROFESSIONAL FEES	\$ 185,000	\$ 185,000	\$ 185,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 183,660	\$ 119,401
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (29,914)	\$ (29,914)	\$ (29,914)	\$ (19,704)	\$ (19,704)	\$ (19,704)	\$ (17,484)	\$ (16,507)
<b>TOTAL</b>	\$ 155,086	\$ 155,086	\$ 155,086	\$ 130,296	\$ 130,296	\$ 130,296	\$ 166,176	\$ 102,894



## ADMINISTRATIVE SERVICES

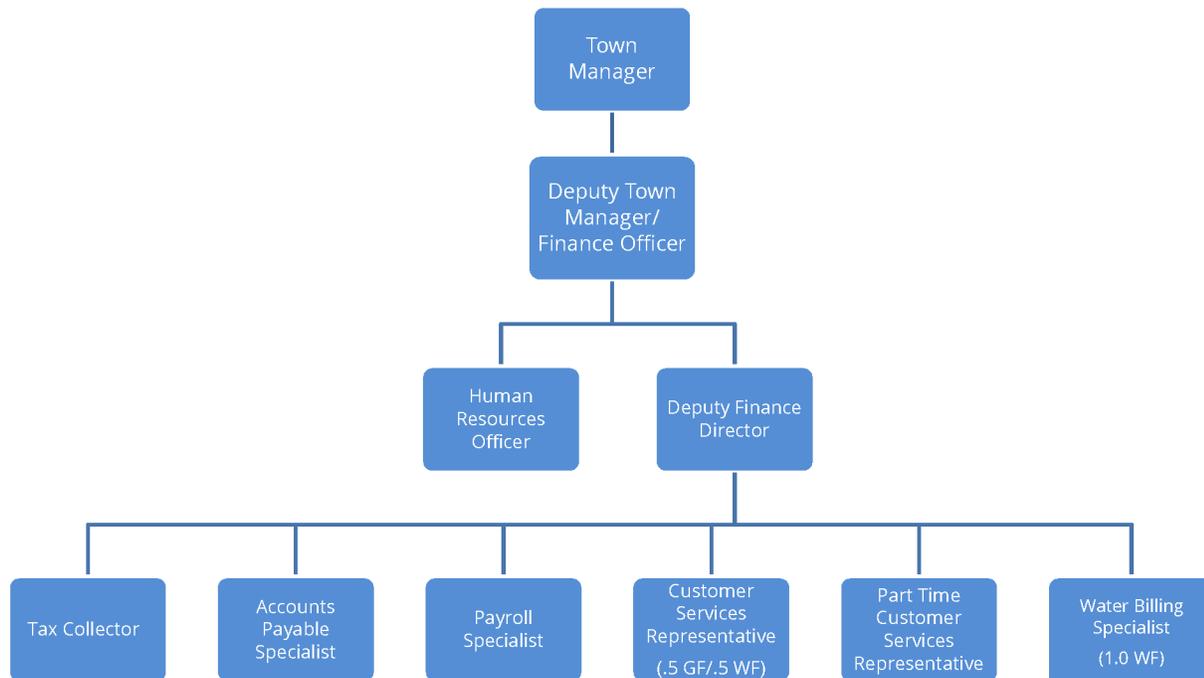
### DESCRIPTION

The Administrative Services Department is responsible for accounting, financial reporting, and human resources.

The Accounting, Collections, and General Administration section is responsible for general ledger accounting, budgeting, financial reporting, tax, business license/registration, and utility billing as well as collections, treasury management, beach driving permit administration, fixed asset administration, payroll processing, and purchasing. This section is also responsible for greeting and assisting the public, answering incoming calls and forwarding them to the appropriate people, accepting and processing customer payments, bank deposits, and processing all Town mail.

Human resources is responsible for developing and implementing human resources programs that directly contribute to achieving Town objectives. Activities may include employee development, benefit program creation and administration, engagement initiatives, employee relations, talent acquisition, recognition initiatives, compensation administration, policy development, and enhanced internal communications.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

### ADMINISTRATIVE SERVICES

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- Recognized by the Government Finance Officers Association for the Administrative Services Department's fiscal year 2021 reporting. A Certificate of Achievement for Excellence in Financial Reporting was awarded for the [fiscal year 2021 Annual Comprehensive Financial Report \(ACFR\)](#) for the sixth consecutive year as well as an Outstanding Achievement in [Popular Annual Financial Reporting \(PAFR\) for fiscal year 2021](#) for the fifth consecutive year.
- Recognized, for the first time, by the Government Finance Officers Association for the Administrative Services Department's with the Distinguished Budget Presentation Award for the fiscal year 2023 budget.

### HUMAN RESOURCES

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- Developed and enhanced town-wide career progressions plans to support employee development and better meet the Town's needs.
- Digitized historical personnel files, creating efficiencies in HR operations.
- Implemented new recruiting software resulting in superior candidate experience, increased exposure with job postings on [governmentjobs.com](#), and internal process enhancements.

## UPCOMING PROJECTS

### ADMINISTRATIVE SERVICES

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- Conduct an evolution of a strategic work plan that aligns goals and priorities with those of the Town.
- Continue to partner with consultants to evaluate grant strategies and identify funding opportunities.
- Work with financial consultant in evaluating the Municipal Service District tax rates.
- Publish a welcome packet for new property owners as a vital tool for making a good first impression in cultivating positive feelings and fostering a sense of community. Information will include services, utilities, amenities, and facilities.

### HUMAN RESOURCES

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- Develop and update the Personnel Policy, reflecting up-to-date employment laws, best-practices, and Town of Nags Head culture.
- Enhance our Total Rewards program with impactful performance reviews and management practices that will drive a high-performance, goal-orientated organization.



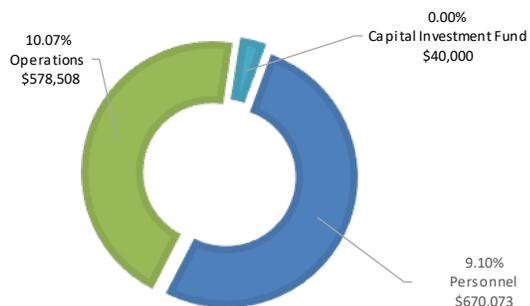
## FY 2023-24 BUDGET HIGHLIGHTS

- The General Fund proportionate share of insurance, including workers' compensation, general property and liability, and flood, are centrally budgeted at \$388,673 in Administrative Services.
- Professional fees include recurring annual services for the audit, trustee, and ratings fees associated with the local obligation bonds' bond rating, other post-employment benefits and law enforcement officer special separation allowance actuarial valuations, as well as independent testing of the Town's pension census data reported to the Office of the State Auditor.
- Funds are included for Team Advocacy Group initiatives such as team member activities and events, town-wide staff meetings, and wellness center equipment.
- Contracted services include pre-employment screenings, brokerage services, an Employee Assistance Program, and annual financial administration subscription services.
- Capital outlay includes a Town travel vehicle - \$40,000.

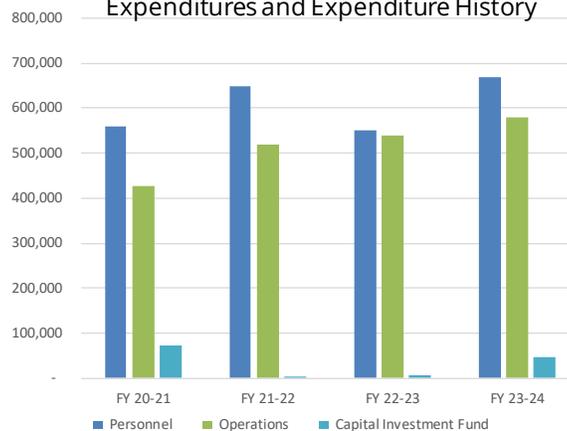
## BUDGET SUMMARY ADMINISTRATIVE SERVICES

Expenditures By Type				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 551,596	\$ 614,178	\$ 670,073	9.10%
Operations	539,088	525,560	578,508	10.07%
Capital Investment Fund	7,845	-	40,000	
<b>Subtotal</b>	1,098,530	1,139,738	1,288,581	13.06%
Cost Reimbursement	(108,288)	(108,288)	(126,097)	
<b>Total</b>	\$ 990,242	\$ 1,031,450	\$ 1,162,484	12.70%

Adopted Expenditures  
by Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET ADMINISTRATIVE SERVICES

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 483,846	\$ 455,067	\$ 455,067	\$ 415,872	\$ 415,872	\$ 365,341	\$ 481,538	\$ 396,459
SALARIES - LONGEVITY PAY	6,993	4,565	4,565	4,038	4,038	4,038	-	-
SALARIES/WAGES - PARTTIME	23,826	22,431	22,431	20,476	20,476	18,229	-	14,304
FICA TAX	37,430	35,048	35,048	32,004	32,004	28,311	35,615	30,261
GROUP HEALTH INSURANCE	68,468	64,999	64,999	67,571	67,571	68,277	63,634	67,080
RETIREMENT	59,997	56,173	56,173	48,302	48,302	44,666	49,873	40,246
UNEMPLOYMENT	10,000	10,000	10,000	10,000	10,000	8,030	3,326	7,957
401 K	23,273	21,790	21,790	15,915	15,915	14,704	13,230	3,199
<b>Subtotal Personnel Services</b>	<b>\$ 713,833</b>	<b>\$ 670,073</b>	<b>\$ 670,073</b>	<b>\$ 614,178</b>	<b>\$ 614,178</b>	<b>\$ 551,596</b>	<b>\$ 647,216</b>	<b>\$ 559,506</b>
<b>OPERATIONS</b>								
EMPLOYEE WELLNESS	\$ 9,900	\$ 9,900	\$ 9,900	\$ 11,500	\$ 14,000	\$ 14,000	\$ 4,179	\$ 7,414
TRAINING	10,515	11,515	11,515	10,015	10,015	8,000	7,277	4,325
BUILDING/EQUIPMENT RENTAL	9,340	9,340	9,340	9,230	9,230	7,392	7,248	7,521
POSTAGE	6,000	11,000	11,000	6,500	6,500	5,626	5,380	5,335
ADVERTISING	1,750	1,750	1,750	1,750	1,750	1,483	2,145	1,214
FUEL COSTS	1,300	1,300	1,300	1,000	1,000	336	1,394	172
DEPARTMENT SUPPLIES	10,000	10,000	10,000	10,000	10,000	9,959	14,700	8,198
MAINT/REPAIR EQUIPMENT	800	800	800	500	500	562	355	-
VEHICLE MAINTENANCE	1,000	1,000	1,000	1,000	1,000	511	4,291	230
PROFESSIONAL FEES	53,564	56,260	56,260	46,500	46,500	46,500	44,007	29,890
FINES & FORFEITURES BOC	7,500	7,500	7,500	7,000	7,000	7,000	7,061	3,844
CONTRACTED SERVICES	58,373	57,885	57,885	54,575	54,575	53,116	53,038	41,274
SPECIAL CONTRACTED SERVICES	7,000	7,000	7,000	7,000	7,000	5,942	6,277	5,905
PURCHASES FOR RESALE	2,600	2,600	2,600	2,350	2,350	2,350	1,644	2,310
DUES AND SUBSCRIPTIONS	1,985	1,985	1,985	1,640	1,640	1,655	1,652	1,220
INSURANCE	388,673	388,673	388,673	355,000	355,000	374,656	358,352	307,739
<b>Subtotal Operations</b>	<b>\$ 570,300</b>	<b>\$ 578,508</b>	<b>\$ 578,508</b>	<b>\$ 525,560</b>	<b>\$ 528,060</b>	<b>\$ 539,088</b>	<b>\$ 519,000</b>	<b>\$ 426,591</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (126,097)	\$ (126,097)	\$ (126,097)	\$ (108,288)	\$ (108,288)	\$ (108,288)	\$ (73,094)	\$ (85,382)



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>CAPITAL OUTLAY</b>								
EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 7,845	\$ 7,845	\$ 5,010	\$ 1,956
VEHICLE	-	47,741	40,000	-	-	-	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ -</b>	<b>\$ 47,741</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 7,845</b>	<b>\$ 7,845</b>	<b>\$ 5,010</b>	<b>\$ 1,956</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,810
INTEREST	-	-	-	-	-	-	-	1,275
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,085</b>
<b>TOTAL</b>	<b>\$ 1,158,036</b>	<b>\$ 1,170,225</b>	<b>\$ 1,162,484</b>	<b>\$ 1,031,450</b>	<b>\$ 1,041,795</b>	<b>\$ 990,242</b>	<b>\$ 1,098,132</b>	<b>\$ 974,756</b>

## Capital Investment Fund For the Fiscal Year 2023-2024

Description General Fund	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Administrative Services:</b>				
<b>Capital Outlay</b>				
Town travel vehicle	23/24	\$ 40,000	\$ 40,000	\$ -



## INTERFUND TRANSFERS – GENERAL FUND

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
TRANSFER TO CAPITAL RESERVE FUND	\$3,086,047	\$3,856,197	\$ 3,856,197	\$ 3,690,860	\$ 3,690,860	\$ 3,695,580	\$ 4,473,391	\$ 3,977,779
TRANSFER TO CAPITAL PROJECT FUND	-	-	-	-	-	-	489,950	-
TRANSFER TO CAPITAL INVESTMENT FUND	5,694,267	6,513,474	6,513,474	7,450,015	6,512,723	6,512,723	-	-
CONTINGENCY	150,000	150,000	150,000	125,000	63,461	-	-	-
<b>TOTAL</b>	<b>\$ 8,930,314</b>	<b>\$ 10,519,671</b>	<b>\$ 10,519,671</b>	<b>\$ 11,265,875</b>	<b>\$ 10,267,044</b>	<b>\$ 10,208,303</b>	<b>\$ 4,963,341</b>	<b>\$ 3,977,779</b>



## INFORMATION TECHNOLOGY

### DESCRIPTION

The Information Technology Department provides administration and support of all areas of information technology for Town management, Town staff, and the Board, to support the delivery of high quality, efficient, and cost-effective services.

Information Technology is responsible for planning, budgeting, installing, maintaining, and supporting Town computer systems, software, phone systems, network operations, and other devices. The Department provides technical assistance and support to Town employees, researches information technology solutions applicable to Town use, ensures the preservation and security of Town data, connects Town systems via a network and Internet connection, and assists in technical training to ensure the smooth operation of government for Town staff, management, the Board of Commissioners, and Nags Head's citizens and visitors.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Implemented an access control system at Town facilities utilizing ID badges/key cards to enhance building security.
- Established an online request management system (SeeClickFix) to manage internal work orders and for reporting issues and service requests.
- Installed Public Wi-Fi at Dowdy Park to improve communication technology for citizens and vendors.
- Deployed an enhanced camera system at Town facilities and parks for security and crime prevention/deterrence.
- Expanded Town's GIS system to include permits and violations layers integrated from Munis databases.

## UPCOMING PROJECTS

- Enhance internet connectivity and security at several Town facilities to include Wi-Fi and security cameras at Town Park, as well as security cameras at the Bonnett, Hargrove, and Epstein beach accesses.
- Expand use of SharePoint and the Town's Intranet as a central repository for digitized document management and file sharing to support a collaborative work environment.
- Continue to implement GIS parcel data mapping using GeoAdapter to leverage data spatially, layering information from databases for both internal and external use.
- Employ NeoGov Learn and Udemy training platforms to promote Cybersecurity Awareness and IT software training for all team members.

## FY 2023-24 BUDGET HIGHLIGHTS

- Annual funding of \$122,565 is included for a three-year professional information technology service contract.
- A hardware equipment lease is included in debt service with annual funding of \$50,000 for desktops, laptops, servers, and routers.
- Funding is included for team member educational learning and training opportunities.
- Installations to enhance security include cameras at the Bonnett and Hargrove beach accesses.
- Continued implementation of GIS data layering is budgeted.
- Upgraded battery backup systems and network switches are budgeted for Town Hall to ensure continuity of services.
- Contracted annual support is included for Town-wide Enterprise Resource Planning software and disaster recovery and security services.

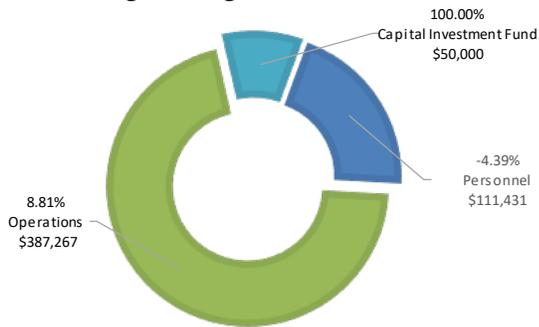


- Annual service maintenance support agreements are included for 3CX Phone System, DocuSign, Zoom, NeoGov, CivicPlus, SeeClickFix, Adobe, and Microsoft 365.

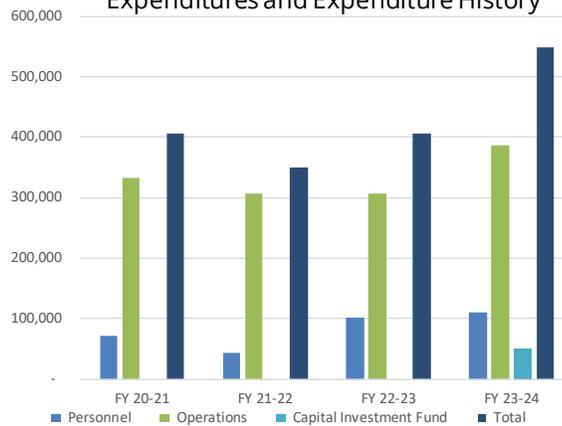
**BUDGET SUMMARY INFORMATION TECHNOLOGY**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 100,971	\$ 116,543	\$ 111,431	-4.39%
Operations	305,997	355,900	387,267	8.81%
Capital Investment Fund	37,801	-	50,000	100.00%
<b>Subtotal</b>	444,769	472,443	548,698	16.14%
Cost Reimbursement	(40,713)	(40,713)	(30,482)	
<b>Total</b>	\$ 404,056	\$ 431,730	\$ 518,216	20.03%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





**LINE-ITEM BUDGET INFORMATION TECHNOLOGY**

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 86,792	\$ 81,512	\$ 81,512	\$ 81,264	\$ 81,264	\$ 74,434	\$ 26,687	\$ 45,990
LONGEVITY	500	-	-	-	-	-	-	-
FICA TAX	6,618	6,176	6,176	6,157	6,157	5,050	2,008	3,488
GROUP HEALTH INSURANCE	9,808	9,300	9,300	16,132	16,132	9,611	2,900	7,467
RETIRES GROUP HEALTH INSUR	-	-	-	-	-	-	6,533	9,799
RETIREMENT	11,151	10,406	10,406	9,771	9,771	8,933	3,699	4,029
401 K	4,326	4,037	4,037	3,219	3,219	2,943	1,062	789
<b>Subtotal Personnel Services</b>	<b>\$ 119,195</b>	<b>\$ 111,431</b>	<b>\$ 111,431</b>	<b>\$ 116,543</b>	<b>\$ 116,543</b>	<b>\$ 100,971</b>	<b>\$ 42,889</b>	<b>\$ 71,562</b>
<b>OPERATIONS</b>								
TRAINING	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 2,500	\$ -	\$ -
COMPUTER TRAINING	7,500	7,500	7,500	7,500	7,500	6,000	-	595
BUILDING/EQUIPMENT RENTAL	11,826	11,826	11,826	48,890	11,089	16,325	10,294	47,797
TELEPHONE	9,468	9,468	9,468	9,468	9,468	7,702	8,701	7,781
INTERNET COSTS	11,000	11,000	11,000	13,686	13,686	13,097	8,231	8,231
DEPARTMENT SUPPLIES	6,700	6,700	6,700	5,500	8,500	3,371	3,457	2,980
OTHER SUPPLIES	-	-	-	-	-	-	-	500
OTHER SUPPLIES - COMPUTER	16,130	22,170	22,170	-	-	-	28,550	43,796
MAINT/REPAIR EQUIPMENT	13,300	13,300	13,300	9,310	9,860	8,270	5,940	5,850
PROFESSIONAL FEES	200	200	200	200	200	-	-	-
CONTRACTED SERVICES	133,365	147,415	147,415	121,010	121,010	118,329	111,092	104,400
CONTRACTED SERVICES - WEBSITE	10,170	10,170	10,170	12,805	12,805	11,903	10,920	10,571
CONTRACTED SERVICES - GIS	10,445	10,445	10,445	9,260	10,710	9,225	17,068	-
CONTRACTED ANNUAL SUPPORT/MAIN	139,999	133,073	133,073	114,141	111,141	109,145	103,093	100,983
DUES AND SUBSCRIPTIONS	-	-	-	130	130	130	-	-
<b>Subtotal Operations</b>	<b>\$ 374,103</b>	<b>\$ 387,267</b>	<b>\$ 387,267</b>	<b>\$ 355,900</b>	<b>\$ 320,099</b>	<b>\$ 305,997</b>	<b>\$ 307,346</b>	<b>\$ 333,484</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (30,482)	\$ (30,482)	\$ (30,482)	\$ (40,713)	\$ (40,713)	\$ (40,713)	\$ (35,929)	\$ (34,831)
<b>DEBT SERVICE</b>								
L/P PRINCIPAL	\$ 60,000	\$ 48,000	\$ 48,000	\$ -	\$ 37,153	\$ 37,153	\$ 36,942	\$ -
L/P INTEREST	2,000	2,000	2,000	-	648	648	858	-
<b>Subtotal Debt Service</b>	<b>\$ 62,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 37,801</b>	<b>\$ 37,801</b>	<b>\$ 37,800</b>	<b>\$ -</b>
<b>TOTALS</b>	<b>\$ 524,816</b>	<b>\$ 518,216</b>	<b>\$ 518,216</b>	<b>\$ 431,730</b>	<b>\$ 433,730</b>	<b>\$ 404,056</b>	<b>\$ 352,106</b>	<b>\$ 370,215</b>



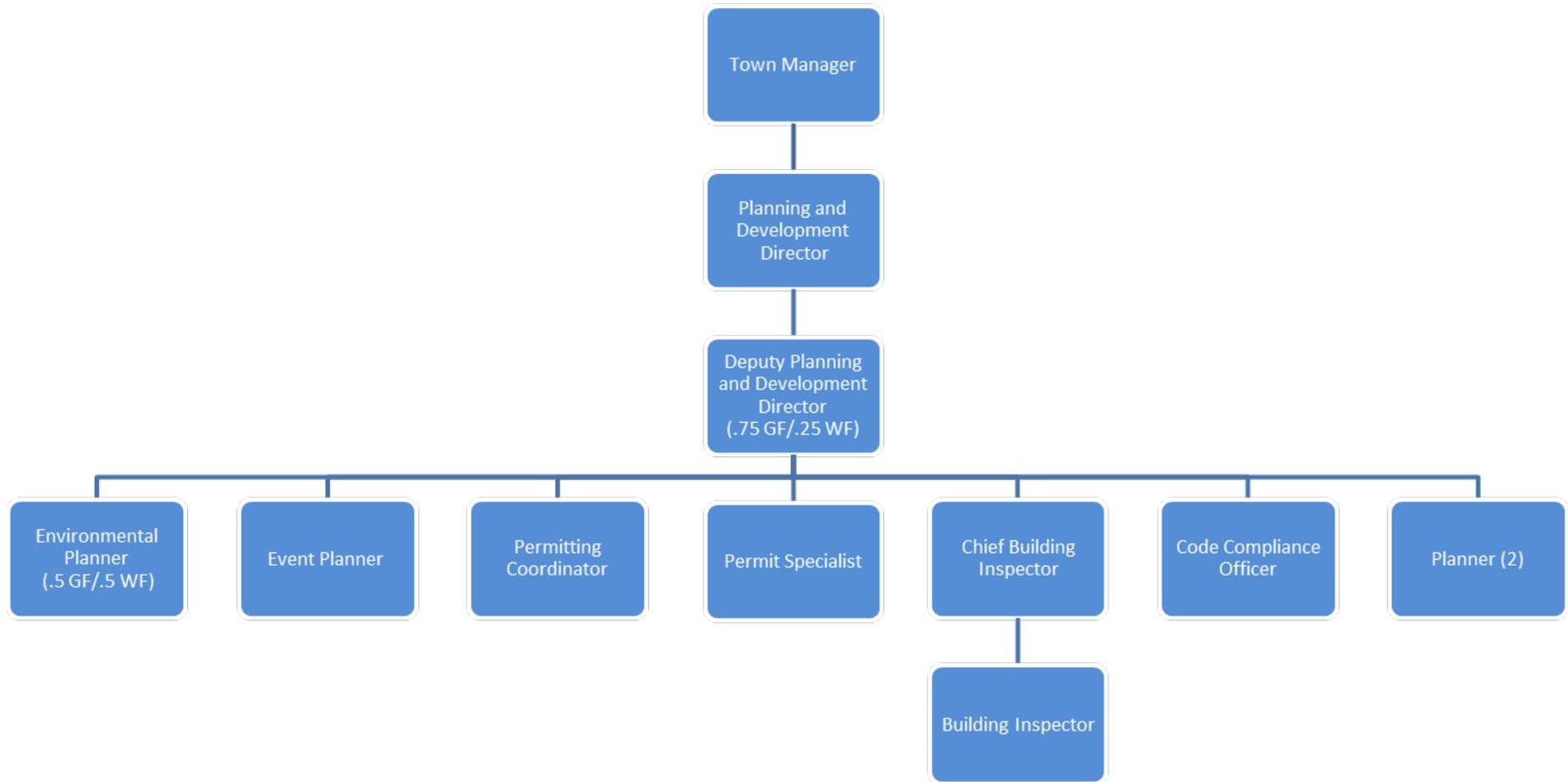
## PLANNING AND DEVELOPMENT

### DESCRIPTION

The Planning and Development Department implements Town goals related to the growth, development, environment, and quality of life in Nags Head. The Department is responsible for zoning and subdivision administration, code compliance, floodplain management, erosion and sedimentation control, long-range planning activities, and Planning Board, Board of Commissioners, Board of Adjustment, and Committee for Arts and Culture staffing. The Department provides building permitting and inspection services to enforce state and local regulations relating to the construction, renovation, or alteration of structures to ensure a safe, sanitary, and healthy community. The Department is also responsible for storm damage assessment and repair permits and provides local permitting services under the Coastal Area Management Act (CAMA) in areas of environmental concern (AEC) throughout the town.



ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Continued participation in the Community Rating System (CRS); received 100% correctness rate in annual review of Elevation Certificates for CRS Recertification.
- Began initiative to install reflective property address signs on South Virginia Dare Trail and South Old Oregon Inlet Road, as well as on the beach side.
- Continued digitization efforts with trade permits and large maps digitized offsite.
- Completed the North Carolina Resilient Coastal Communities Program final report and mapping tool.
- Completed a town-wide Estuarine Shoreline Management Plan.
- Completed a low impact development stormwater demonstration at Town Hall.
- Completed a residential energy and water conservation guide via the North Carolina American Institute of Architects (AIA) Activate program.
- Expanded the Dune Vegetation Cost-Share Program to offset costs of sand relocation on oceanfront properties.
- Completed an Electric Vehicle Action Plan.
- Worked with the Committee for Arts and Culture to hold numerous holiday events such as a decorating contest, tree lighting ceremony, and flashlight candy cane hunt.

## UPCOMING PROJECTS

- Update the Dog Park.
- Secure grant funding for Whalebone Park renovations.
- Implement Estuarine Shoreline Management Plan recommendations through grant opportunities.
- Begin Phase IV of the Resilient Coastal Communities Program (RCCP).
- Complete reference manual for the Unified Development Ordinance (UDO).
- Continue to develop strategy for digitizing permitting records.
- Develop resources for business retention and succession.
- Develop community education opportunities.
- Seek funding for electric vehicle chargers and solar panels at Town Hall.
- Continue to explore opportunities for housing for the Town's seasonal workforce.
- Continue to improve the UDO by the periodic correction of errors and clarifying regulations.
- Reinitiate regular communication with the building community and the public on online tools and updates on general departmental business.
- Update the 2012 Parks and Recreation Plan.



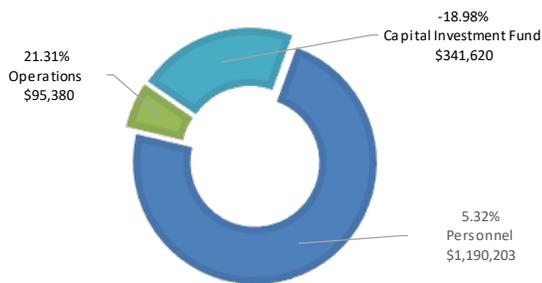
**FY 2023-24 BUDGET HIGHLIGHTS**

- Arts and Culture funds are budgeted for special events at Dowdy Park and art masts.
- Funds are budgeted for digitizing permits - \$10,000
- The fifth annual pedestrian path debt payment is included, totaling \$195,888, with the last debt payment being made in fiscal year 2024-2025.
- Construction of a grant-funded restroom facility at Whalebone Park - \$112,000
- Capital Improvement Program items include:
  - Town Hall Level Two Electric Vehicle Chargers - \$16,000
  - Digitization – large format iPlan Table - \$8,000

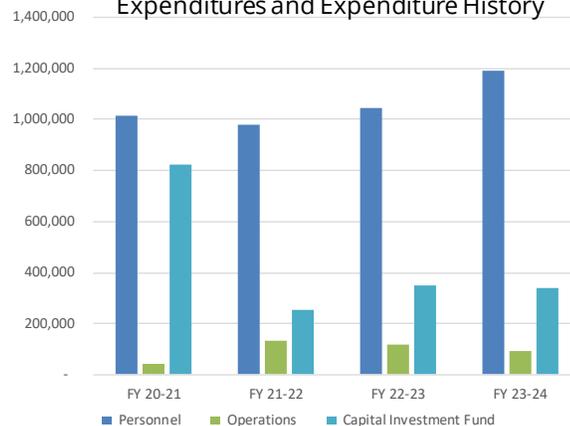
**BUDGET SUMMARY PLANNING AND DEVELOPMENT**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 1,045,743	\$ 1,130,063	\$ 1,190,203	5.32%
Operations	118,321	78,623	95,380	21.31%
Capital Investment Fund	351,254	421,642	341,620	-18.98%
<b>Subtotal</b>	<b>1,515,318</b>	<b>1,630,328</b>	<b>1,627,203</b>	<b>-0.19%</b>
Cost Reimbursement	(172,170)	(172,170)	(178,965)	
<b>Total</b>	<b>\$ 1,343,148</b>	<b>\$ 1,458,158</b>	<b>\$ 1,448,238</b>	<b>-0.68%</b>

Adopted Expenditures by Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted Expenditures and Expenditure History





LINE-ITEM BUDGET PLANNING AND DEVELOPMENT

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 852,638	\$ 800,422	\$ 800,422	\$ 763,920	\$ 763,920	\$ 723,336	\$ 696,685	\$ 734,765
SALARIES - LONGEVITY PAY	21,329	20,221	20,221	20,499	20,499	20,499	-	-
SALARIES/WAGES - PARTTIME	-	-	-	-	-	-	-	-
OVERTIME PAY	1,000	1,000	1,000	1,000	1,000	1,000	-	-
HOLIDAY PAY	250	250	250	250	250	250	-	-
FICA TAX	66,705	62,626	62,626	59,855	59,855	52,473	50,096	52,702
GROUP HEALTH INSURANCE	167,961	159,229	159,229	158,257	158,257	131,868	132,239	139,209
RETIREMENT	112,396	105,523	105,523	94,985	94,985	87,513	77,738	73,439
401 K	43,598	40,932	40,932	31,297	31,297	28,804	20,636	12,664
<b>Subtotal Personnel Services</b>	<b>\$ 1,265,877</b>	<b>\$ 1,190,203</b>	<b>\$ 1,190,203</b>	<b>\$ 1,130,063</b>	<b>\$ 1,130,063</b>	<b>\$ 1,045,743</b>	<b>\$ 977,394</b>	<b>\$ 1,012,779</b>
<b>OPERATIONS</b>								
PLANNING BOARD FEES	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,080	\$ 9,230	\$ 9,660
BOARD OF ADJUSTMENT FEES	2,500	2,500	2,500	2,500	2,500	2,150	-	-
TRAINING	8,500	8,500	8,500	8,500	8,500	3,460	2,195	1,807
BUILDING/EQUIPMENT RENTAL	2,800	2,800	2,800	2,200	2,200	1,986	2,559	2,131
TELEPHONE	4,800	4,800	4,800	4,800	4,800	4,128	3,887	3,893
POSTAGE	4,000	4,000	4,000	4,000	4,000	3,565	766	786
ADVERTISING	1,500	1,500	1,500	1,500	1,500	250	594	-
PRINTING	3,500	3,500	3,500	3,500	3,500	3,083	1,717	726
FUEL COSTS	4,000	4,000	4,000	4,500	4,500	3,216	2,740	2,085
DEPARTMENT SUPPLIES	5,900	6,400	6,400	6,400	6,400	5,925	4,374	3,361
OTHER SUPPLIES	1,500	1,500	1,500	1,500	1,500	1,344	786	2,546
OTHER SUPPLIES - COMPUTER	3,900	3,900	3,900	3,043	3,043	3,043	2,954	3,043
VEHICLE MAINTENANCE	1,440	1,440	1,440	1,440	1,440	167	1,550	649
BUILDING MAINTENANCE	-	-	-	-	-	-	-	-
UNIFORMS	1,000	1,300	1,300	1,000	1,000	730	449	219
PROFESSIONAL FEES	2,700	5,000	5,000	1,000	2,990	2,255	2,010	3,422
CONTRACTED SERVICES	10,000	10,000	10,000	-	56,256	56,256	83,244	-
CONTRACTED SERVICES - GIS	-	-	-	-	-	-	-	-
SPECIAL EVENTS	17,500	22,500	22,500	21,000	21,000	17,067	12,624	5,295
DUES AND SUBSCRIPTIONS	4,000	4,500	4,500	4,500	4,500	2,616	2,856	3,389
<b>Subtotal Operations</b>	<b>\$ 86,780</b>	<b>\$ 95,380</b>	<b>\$ 95,380</b>	<b>\$ 78,623</b>	<b>\$ 136,869</b>	<b>\$ 118,321</b>	<b>\$ 134,535</b>	<b>\$ 43,012</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (178,965)	\$ (178,965)	\$ (178,965)	\$ (172,170)	\$ (172,170)	\$ (172,170)	\$ (131,253)	\$ (132,260)



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>NON-CAPITAL OUTLAY</b>								
PROFESSIONAL FEES	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -
<b>CAPITAL OUTLAY</b>								
OTHER	\$ -	\$ -	\$ -	\$ -	\$ 1,171	\$ 1,171	\$ 270	\$ 2,322
EQUIPMENT	-	24,000	24,000	-	7,584	7,584	-	-
INFRASTRUCTURE IMPROVEMENTS	-	-	-	-	-	-	-	601,152
VEHICLE	36,050	112,000	112,000	201,500	121,500	121,500	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ 36,050</b>	<b>\$ 136,000</b>	<b>\$ 136,000</b>	<b>\$ 201,500</b>	<b>\$ 131,112</b>	<b>\$ 131,112</b>	<b>\$ 28,836</b>	<b>\$ 604,259</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 186,845	\$ 196,365	\$ 196,365	\$ 196,159	\$ 196,159	\$ 196,159	\$ 205,293	\$ 195,412
INTEREST	4,522	9,255	9,255	13,983	13,983	13,983	18,238	22,886
<b>Subtotal Debt Service</b>	<b>\$ 191,367</b>	<b>\$ 205,620</b>	<b>\$ 205,620</b>	<b>\$ 210,142</b>	<b>\$ 210,142</b>	<b>\$ 210,142</b>	<b>\$ 223,531</b>	<b>\$ 218,298</b>
<b>TOTAL</b>	<b>\$ 1,401,109</b>	<b>\$ 1,448,238</b>	<b>\$ 1,448,238</b>	<b>\$ 1,458,158</b>	<b>\$ 1,446,016</b>	<b>\$ 1,343,148</b>	<b>\$ 1,233,043</b>	<b>\$ 1,746,088</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Planning:</b>				
<b>Capital Outlay</b>				
Records management/digitization	23/24	\$ 8,000	\$ 8,000	\$ -
Electronic Vehicle charging station	23/24	16,000	16,000	-
Whalebone Park restroom facility	23/24	112,000	112,000	-
Pickup	24/25	36,050	-	36,050
		<b>\$ 172,050</b>	<b>\$ 136,000</b>	<b>\$ 36,050</b>
<b>Debt Service</b>				
Sidewalk Pedestrian Plan	19/20	\$ 1,121,068	\$ 195,888	\$ 191,367
SUV	21/22	28,565	9,732	-
		<b>\$ 1,149,633</b>	<b>\$ 205,620</b>	<b>\$ 191,367</b>

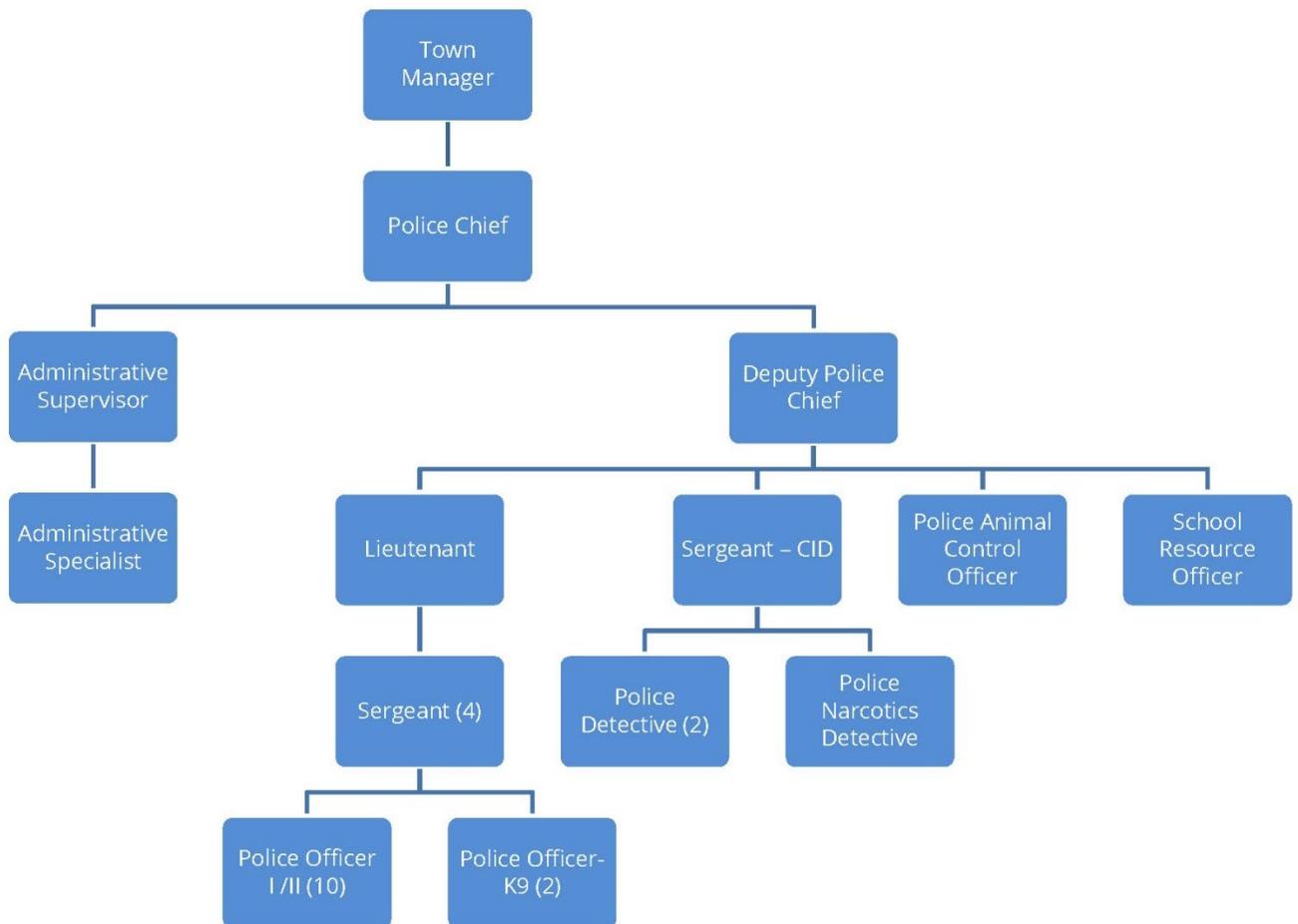


## POLICE

### DESCRIPTION

The Nags Head Police Department, comprised of Administration, Uniform Patrol, Criminal Investigations, and Animal Control, provides law enforcement services for the town. Officers enforce the laws and ordinances of the state and town in a fair and impartial manner, with emphasis placed on proactive policing and building community relationships.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Reported a five-year analysis of traffic crash data, which shows a decline in motor vehicle collisions.
- Received a federal conviction of two individuals for distribution of controlled substances and firearms violations.
- Have three cases awaiting trials on the federal level for narcotics and firearms cases directly related to our jurisdiction.
- Updated the Taser devices to the Taser-7CQ, which is the most advanced electronic controlled device available to law enforcement.
- Added a new tool to use of force options to include a conversion of shotguns to a less lethal device that deploys a beanbag round.

## UPCOMING PROJECTS

- Continue partnership with local law enforcement agencies to upgrade its computer aided dispatch (CAD) and records management system.
- Update all in-car and body-worn cameras systems that includes cloud storage for evidence-based video.
- Update the Departmental Policy and Procedure Manual.
- Utilization of the Town's SharePoint system for some departmental resources.

## FY 2023-24 BUDGET HIGHLIGHTS

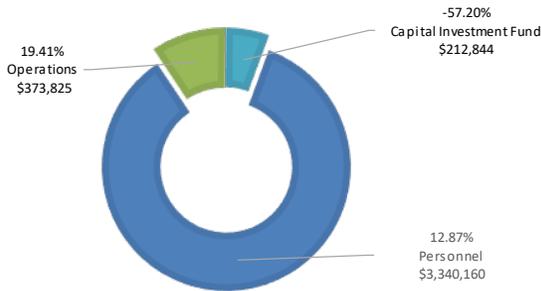
- Equipment on five police vehicles is budgeted, including an automated external defibrillator for each vehicle. Funds for the vehicles are encumbered in fiscal year 2022-2023 to circumvent price increases and supply chain shortages.
- Two additional police personnel have been adopted.
- Two license plate readers in two locations on the south end of Nags Head are budgeted.
- Debt service of \$49,602 is budgeted for the 800Mhz radios purchased in fiscal year 2020-2021.
- Funding of \$46,111 is included for the state statute-required police separation allowance for two retired officers.
- Annual subscription and maintenance fees of \$47,604 are budgeted for the Records Management System.



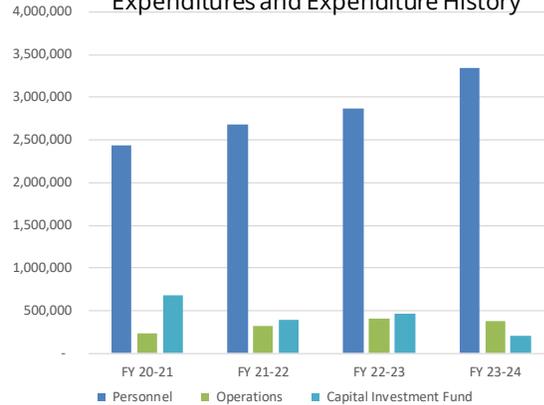
**BUDGET SUMMARY POLICE**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 2,868,564	\$ 2,959,276	\$ 3,340,160	12.87%
Operations	413,119	313,064	373,825	19.41%
Capital Investment Fund	460,970	497,348	212,844	-57.20%
<b>Subtotal</b>	3,742,653	3,769,688	3,926,829	4.17%
Cost Reimbursement	-	-	-	
<b>Total</b>	\$ 3,742,653	\$ 3,769,688	\$ 3,926,829	4.17%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





**LINE-ITEM BUDGET POLICE**

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES- REGULAR PAY	\$ 2,261,645	\$ 2,129,180	\$ 2,129,180	\$ 1,863,376	\$ 1,863,376	\$ 1,831,866	\$ 1,792,621	\$ 1,589,664
SALARIES - LONGEVITY PAY	55,535	51,194	51,194	45,888	45,888	45,888	-	-
OVERTIME PAY	35,179	33,500	33,500	45,300	45,300	45,300	-	-
HOLIDAY PAY	48,739	46,640	46,640	44,000	44,000	44,000	-	-
FICA TAX	183,565	171,988	171,988	152,069	152,069	141,178	130,476	114,513
GROUP HEALTH INSURANCE	396,562	376,115	376,115	331,482	331,482	335,978	330,990	352,601
RETIREES GROUP HEALTH INSUR	62,191	58,842	58,842	57,432	57,432	55,660	57,434	57,432
RETIREMENT	17,564	16,481	16,481	14,101	14,101	13,386	12,019	8,959
RETIREMENT LAW ENFORCEMENT	317,764	297,698	297,698	245,189	245,189	211,253	201,943	168,339
401 K	6,813	6,393	6,393	4,646	4,646	4,410	3,194	1,769
401 K LAW ENFORCEMENT	113,164	106,018	106,018	98,230	98,230	82,082	83,599	74,894
POLICE SEPARATION ALLOWANCE	46,111	46,111	46,111	57,563	57,563	57,563	68,278	69,017
<b>Subtotal Personnel Services</b>	<b>\$ 3,544,832</b>	<b>\$ 3,340,160</b>	<b>\$ 3,340,160</b>	<b>\$ 2,959,276</b>	<b>\$ 2,959,276</b>	<b>\$ 2,868,564</b>	<b>\$ 2,680,554</b>	<b>\$ 2,437,188</b>
<b>OPERATIONS</b>								
TRAINING	\$ 30,203	\$ 30,777	\$ 30,777	\$ 30,777	\$ 33,177	\$ 33,177	\$ 26,676	\$ 9,964
BUILDING/EQUIPMENT RENTAL	8,327	8,327	8,327	8,827	8,827	8,827	8,217	8,426
TELEPHONE	11,258	11,258	11,258	11,258	11,258	11,746	12,180	9,798
POSTAGE	1,950	1,950	1,950	1,200	1,200	741	547	1,075
ADVERTISING	475	475	475	350	350	210	150	131
PRINTING	770	1,270	1,270	1,270	1,270	924	411	749
FUEL COSTS	95,000	95,000	95,000	100,000	96,825	85,165	73,767	46,603
DEPARTMENT SUPPLIES	34,957	34,902	34,902	29,933	54,494	54,494	68,346	63,729
OTHER SUPPLIES	7,260	7,260	7,260	6,260	7,560	7,560	3,041	-
OTHER SUPPLIES, COMPUTER	-	-	-	-	24,500	24,500	22,496	-
MAINT/REPAIR EQUIPMENT	35,867	36,698	36,698	36,998	36,998	25,020	33,909	39,751
MAINT/REPAIR FIRING RANGE	4,000	4,000	4,000	4,000	22,827	22,827	6,618	-
VEHICLE MAINTENANCE	29,350	26,550	26,550	25,945	25,945	20,388	34,784	26,371
UNIFORMS	26,839	26,351	26,351	24,791	26,015	26,015	12,645	14,996
PROFESSIONAL FEES	13,418	13,418	13,418	10,960	10,960	9,150	7,336	4,938
CONTRACTED SERVICES	69,024	66,924	66,924	12,870	74,714	74,990	11,007	7,005
DUES AND SUBSCRIPTIONS	2,665	2,665	2,665	2,625	2,625	2,685	2,454	1,357
SPECIAL INVESTIGATIONS	6,000	6,000	6,000	5,000	5,000	4,700	4,000	1,833
<b>Subtotal Operations</b>	<b>\$ 377,363</b>	<b>\$ 373,825</b>	<b>\$ 373,825</b>	<b>\$ 313,064</b>	<b>\$ 444,545</b>	<b>\$ 413,119</b>	<b>\$ 328,584</b>	<b>\$ 236,726</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>CAPITAL OUTLAY</b>								
EQUIPMENT	\$ 77,830	\$ 49,353	\$ 49,353	\$ 170,096	\$ 134,975	\$ 134,975	\$ 13,770	\$ 240,085
VEHICLE	267,627	113,889	113,889	226,215	224,958	224,958	233,463	254,903
<b>Subtotal Capital Outlay</b>	<b>\$ 345,457</b>	<b>\$ 163,242</b>	<b>\$ 163,242</b>	<b>\$ 396,311</b>	<b>\$ 359,933</b>	<b>\$ 359,933</b>	<b>\$ 247,233</b>	<b>\$ 494,988</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 48,017	\$ 48,017	\$ 48,017	\$ 98,035	\$ 98,035	\$ 98,035	\$ 143,929	\$ 191,541
INTEREST	792	1,585	1,585	3,002	3,002	3,002	5,218	3,095
<b>Subtotal Debt Service</b>	<b>\$ 48,809</b>	<b>\$ 49,602</b>	<b>\$ 49,602</b>	<b>\$ 101,037</b>	<b>\$ 101,037</b>	<b>\$ 101,037</b>	<b>\$ 149,147</b>	<b>\$ 194,636</b>
<b>TOTALS</b>	<b>\$ 4,316,461</b>	<b>\$ 3,926,829</b>	<b>\$ 3,926,829</b>	<b>\$ 3,769,688</b>	<b>\$ 3,864,791</b>	<b>\$ 3,742,653</b>	<b>\$ 3,405,518</b>	<b>\$ 3,363,538</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description General Fund	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Police:</b>				
<b>Debt Service</b>				
Replacement of 800Mhz Radios	20/21	\$ 240,085	\$ 49,602	\$ 48,809
<b>Capital Outlay</b>				
License Plate Reader-Whalebone/south end	23/24	\$ 49,353	\$ 49,353	-
Police Vehicle equipment (5)	23/24	113,889	113,889	-
License Plate Reader-Eighth Street/north end	24/25	51,830	-	51,830
4x4 Utility Task Vehicle	24/25	26,000	-	26,000
Police Vehicles (4)	24/25	267,627	-	267,627
		<b>\$ 508,699</b>	<b>\$ 163,242</b>	<b>\$ 345,457</b>

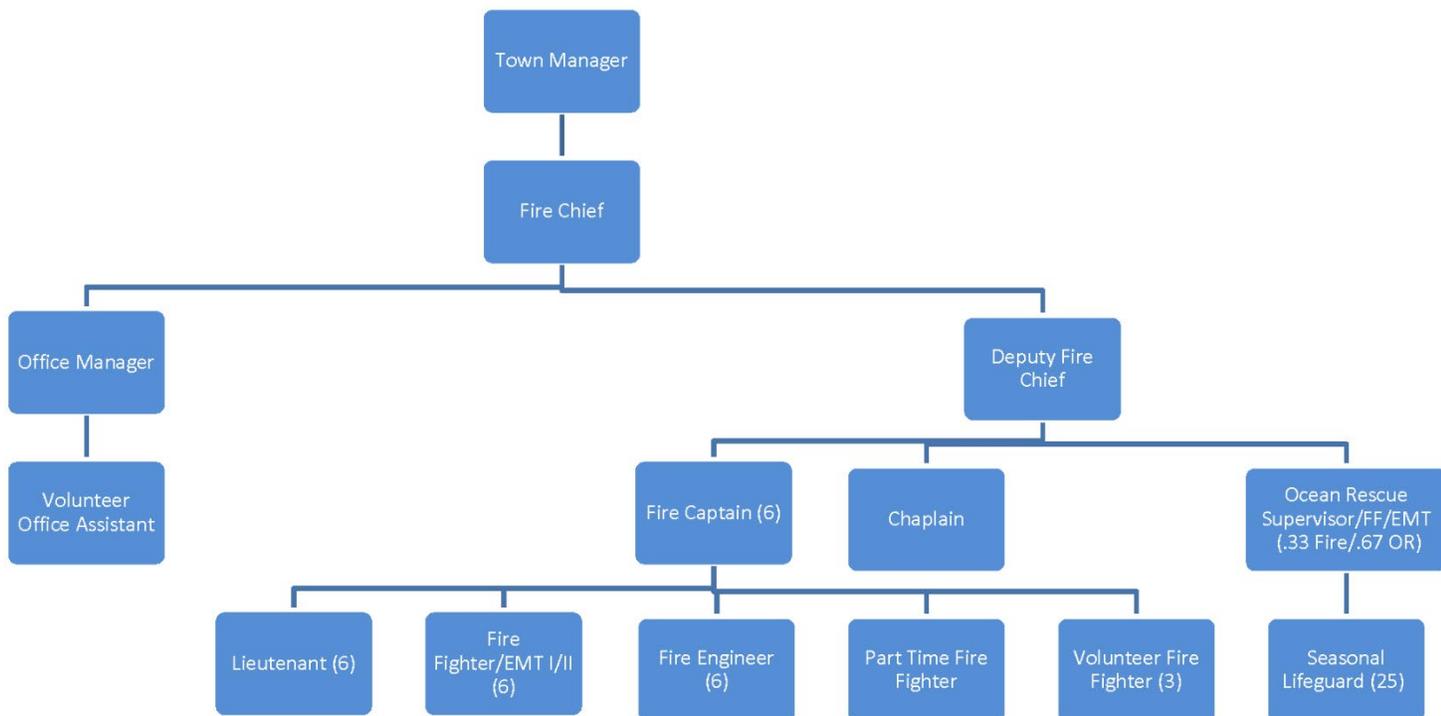


## FIRE AND OCEAN RESCUE

### DESCRIPTION

The Nags Head Fire and Ocean Rescue Department provides fire, emergency medical service rescue, community risk reduction, public education, fire investigation, and fire inspection services. To accomplish its mission, the Department operates out of two strategically located stations. Ocean Rescue, as a part of this department, provides seasonal beach patrol, lifesaving and rescue services, emergency medical services, and public education. They operate out of a separate, centrally located station and use several of the public bathhouses for equipment storage and training. Fire and Ocean Rescue currently has three functional divisions, including fire administration, fire operations, and Ocean Rescue. Dare County Emergency Medical Services also shares facilities with Nags Head Fire.

### ORGANIZATIONAL CHART



### RECENT ACCOMPLISHMENTS

- Improved the physical security of each fire station through the installation of key-card security door locks and video surveillance cameras.
- Placed into service a new response vehicle, Squad 16, which replaced our previous brush fire truck. This vehicle has additional storage space for EMS (Emergency Medical Services) and rescue tools that can be used for responses when staffing is



available. We have replaced all the department's gasoline-powered tools used for vehicle extrication with battery-operated devices.

- Continued to provide fire and life safety education to citizens and visitors, and Ocean Rescue continued to provide ocean hazards and swimmer awareness programs. A new program was introduced to broaden our community risk reduction efforts. We provided 45 bicycle helmets to community members at our fire prevention open house. Several of our staff became certified to instruct CPR (Cardiopulmonary Resuscitation), which will allow us to extend our community outreach program and better prepare our citizens for emergencies. We also replaced a beach wheelchair to help provide access to our beaches for those with disabilities.

## UPCOMING PROJECTS

- Update and improve the Town's Emergency Operations, and Continuity of Operations, plans thanks in part to a Hazard Mitigation Program grant.
- Improve communications and access to valuable data. Nags Head Fire Rescue is committed to increasing the use of quality data to improve operations, resource management, and planning.
- Continue our ongoing project that includes replacing all our gasoline-powered tools with battery-operated devices.
- Begin screening firefighters for specific cancers linked to firefighting.

## FY 2023-24 BUDGET HIGHLIGHTS

### FIRE

- Funding of \$23,683 (salary and FICA) is included in the budget for new part-time positions.
- A boat motor budgeted at \$15,000 is a capital outlay item.
- Debt payments will be made on two fire apparatuses purchased in fiscal years 2018-2019 and 2021-2022.
- Funding of \$10,000 is adopted to outsource maintenance on fire apparatuses.
- Stress tests and cancer screening tests for career firefighters are included.
- Funding of \$33,200 is included for turnout gear.

### OCEAN RESCUE

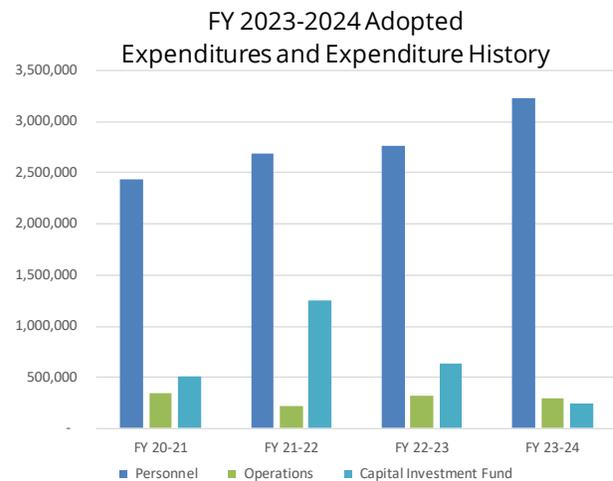
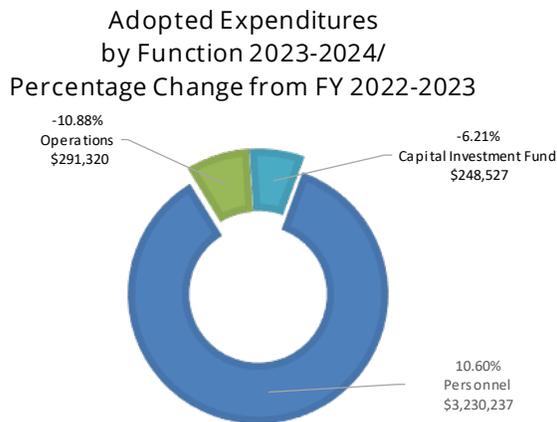
- To aid in recruiting summer lifeguards, a new pay plan includes a minimum base starting salary at \$18 per hour, increased seasonal bonuses, and Labor Day incentive pay.
- Budgeted \$10,000 to enhance the beach safety flag system and signage moving forward to match recommendations from the United States Lifesaving Association.



- Debt service includes 800Mhz radios purchased in fiscal year 2020-2021 and a pickup truck purchased in fiscal year 2021-2022.
- Capital outlay cash purchases include:
- One replacement WaveRunner - \$10,990
- Two all-terrain vehicle replacements for beach patrol - \$13,000

**BUDGET SUMMARY FIRE**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 2,765,369	\$ 2,920,630	\$ 3,230,237	10.60%
Operations	323,348	326,900	291,320	-10.88%
Capital Investment Fund	640,582	264,989	248,527	-6.21%
<b>Subtotal</b>	3,729,299	3,512,519	3,770,084	7.33%
Cost Reimbursement	-	-	-	
<b>Total</b>	\$ 3,729,299	\$ 3,512,519	\$ 3,770,084	7.33%





LINE-ITEM BUDGET FIRE

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 2,180,146	\$ 2,048,740	\$ 2,048,740	\$ 1,876,387	\$ 1,876,387	\$ 1,763,120	\$ 1,853,220	\$ 1,687,089
SALARIES - LONGEVITY PAY	66,121	59,836	59,836	53,074	53,074	53,074	-	-
SALARIES/WAGES - PARTTIME	23,650	22,000	22,000	-	-	-	-	-
OVERTIME PAY	33,231	31,800	31,800	30,000	30,000	30,000	-	-
HOLIDAY PAY	72,001	68,900	68,900	65,000	65,000	65,000	-	-
FICA TAX	181,219	170,560	170,560	154,738	154,738	139,532	135,271	121,926
GROUP HEALTH INSURANCE	411,422	390,236	390,236	370,003	370,003	361,883	370,017	375,205
RETIRES GROUP HEALTH INSUR	46,644	44,131	44,131	45,768	45,768	45,307	57,744	50,554
RETIREMENT	301,655	283,907	283,907	244,951	244,951	231,254	211,301	170,933
401 K	117,011	110,127	110,127	80,709	80,709	76,199	56,099	31,170
<b>Subtotal Personnel Services</b>	<b>\$ 3,433,100</b>	<b>\$ 3,230,237</b>	<b>\$ 3,230,237</b>	<b>\$ 2,920,630</b>	<b>\$ 2,920,630</b>	<b>\$ 2,765,369</b>	<b>\$ 2,683,652</b>	<b>\$ 2,436,877</b>
<b>OPERATIONS</b>								
TRAINING	\$ 20,192	\$ 21,192	\$ 21,192	\$ 17,378	\$ 21,178	\$ 17,378	\$ 9,951	\$ 6,745
SAFETY TRAINING	4,683	4,683	4,683	2,563	2,563	1,475	4,332	4,239
OSHA COMPLIANCE COSTS	2,900	4,400	4,400	4,450	4,450	1,275	1,729	1,952
BUILDING/EQUIPMENT RENTAL	3,435	3,435	3,435	3,560	3,560	2,454	3,960	3,688
TELEPHONE	2,881	2,881	2,881	2,881	2,881	2,283	1,824	1,824
POSTAGE	700	700	700	700	700	313	238	145
ADVERTISING	-	-	-	200	200	-	-	-
PRINTING	200	200	200	200	200	-	139	894
FUEL COSTS	30,000	30,000	30,000	26,000	26,000	22,312	20,197	12,463
DEPARTMENT SUPPLIES	77,830	76,875	76,875	66,921	74,782	74,782	69,962	68,069
OTHER SUPPLIES	4,570	4,570	4,570	3,870	3,870	5,097	4,344	5,018
OTHER SUPPLIES - COMPUTER	-	1,000	1,000	800	800	-	-	-
MAINT/REPAIR BUILDINGS	26,060	26,060	26,060	20,560	20,560	22,035	29,032	140,430
MAINT/REPAIR EQUIPMENT	6,720	7,020	7,020	7,220	8,110	7,386	5,802	4,970
VEHICLE MAINTENANCE	26,200	27,400	27,400	26,900	26,900	19,193	28,448	50,693
UNIFORMS	17,716	17,780	17,780	15,720	21,294	21,294	7,745	12,867
PROFESSIONAL FEES	13,220	19,220	19,220	82,110	82,110	82,110	3,087	2,435
INCENTIVE PAY	5,000	5,000	5,000	5,000	5,000	4,241	3,973	1,338
CONTRACTED SERVICES	35,550	32,879	32,879	32,408	32,408	32,408	21,909	18,695
SUPPLEMENTAL PENSION FUND	3,500	3,500	3,500	3,500	3,500	2,175	2,410	2,490
DUES AND SUBSCRIPTIONS	2,450	2,525	2,525	3,959	3,959	5,136	2,736	2,198
<b>Subtotal Operations</b>	<b>\$ 283,807</b>	<b>\$ 291,320</b>	<b>\$ 291,320</b>	<b>\$ 326,900</b>	<b>\$ 345,025</b>	<b>\$ 323,348</b>	<b>\$ 221,818</b>	<b>\$ 341,153</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>NON-CAPITAL OUTLAY</b>								
BUILDINGS	\$ 83,454	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CAPITAL OUTLAY</b>								
EQUIPMENT	\$ -	\$ 15,000	\$ 15,000	\$ 9,500	\$ 86,723	\$ 86,723	\$ 18,843	\$ 264,043
VEHICLE	-	-	-	-	298,370	298,370	1,062,005	65,074
<b>Subtotal Capital Outlay</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 9,500</b>	<b>\$ 385,093</b>	<b>\$ 385,093</b>	<b>\$ 1,080,848</b>	<b>\$ 329,117</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 197,139	\$ 192,434	\$ 192,434	\$ 209,539	\$ 209,539	\$ 209,539	\$ 164,935	\$ 165,200
INTEREST	36,388	41,093	41,093	45,950	45,950	45,950	10,882	10,617
<b>Subtotal Debt Service</b>	<b>\$ 233,527</b>	<b>\$ 233,527</b>	<b>\$ 233,527</b>	<b>\$ 255,489</b>	<b>\$ 255,489</b>	<b>\$ 255,489</b>	<b>\$ 175,817</b>	<b>\$ 175,817</b>
<b>Totals</b>	<b>\$ 4,033,888</b>	<b>\$ 3,770,084</b>	<b>\$ 3,770,084</b>	<b>\$ 3,512,519</b>	<b>\$ 3,906,237</b>	<b>\$ 3,729,299</b>	<b>\$ 4,162,135</b>	<b>\$ 3,282,964</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

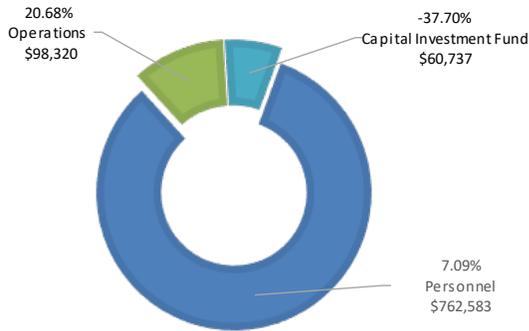
Description General Fund	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Fire:</b>				
<b>Non-Capital Outlay</b>				
Concrete repair	24/25	\$ 61,000	\$ -	\$ 61,000
Station 21 replacement flooring	24/25	22,454	-	22,454
		<b>\$ 83,454</b>	<b>\$ -</b>	<b>\$ 83,454</b>
<b>Debt Service</b>				
Pumper	18/19	\$ 697,620	\$ 76,101	76,101
Pumper/Quint	21/22	1,358,079	157,426	157,426
		<b>\$ 2,055,699</b>	<b>\$ 233,527</b>	<b>\$ 233,527</b>
<b>Capital Outlay</b>				
Boat motor	23/24	\$ 15,000	\$ 15,000	-



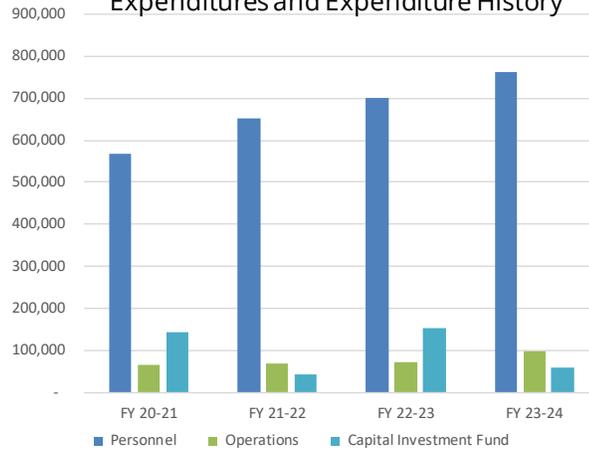
**BUDGET SUMMARY OCEAN RESCUE**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 699,911	\$ 712,080	\$ 762,583	7.09%
Operations	74,061	81,470	98,320	20.68%
Capital Investment Fund	154,571	97,487	60,737	-37.70%
<b>Subtotal</b>	928,543	891,037	921,640	3.43%
Cost Reimbursement	-	-	-	0.00%
<b>Total</b>	\$ 928,543	\$ 891,037	\$ 921,640	3.43%

Adopted Expenditures by Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted Expenditures and Expenditure History





**LINE-ITEM BUDGET OCEAN RESCUE**

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 59,265	\$ 57,382	\$ 57,382	\$ 52,999	\$ 52,999	\$ 47,626	\$ 48,098	\$ 35,798
SALARIES - LONGEVITY PAY	4,110	3,407	3,407	3,152	3,152	3,152	3,943	-
SALARIES/WAGES - PARTTIME	623,678	623,678	623,678	587,784	587,784	587,784	545,097	482,927
FICA TAX	52,538	52,340	52,340	49,280	49,280	43,103	37,364	37,196
GROUP HEALTH INSURANCE	15,763	14,951	14,951	9,762	9,762	10,115	8,540	7,253
RETIREMENT	8,133	7,800	7,800	6,847	6,847	6,116	5,904	3,659
401 K	3,155	3,025	3,025	2,256	2,256	2,015	1,576	735
<b>Subtotal Personnel Services</b>	<b>\$ 766,642</b>	<b>\$ 762,583</b>	<b>\$ 762,583</b>	<b>\$ 712,080</b>	<b>\$ 712,080</b>	<b>\$ 699,911</b>	<b>\$ 650,522</b>	<b>\$ 567,568</b>
<b>OPERATIONS</b>								
TRAINING	\$ 10,220	\$ 11,560	\$ 11,560	\$ 9,650	\$ 9,650	\$ 6,338	\$ 3,803	\$ 1,242
TELEPHONE	1,440	1,440	1,440	2,000	2,000	1,625	1,778	1,810
POSTAGE	300	300	300	300	300	31	51	27
ADVERTISING	1,000	1,000	1,000	1,000	1,000	-	-	-
PRINTING	2,000	2,500	2,500	2,000	2,000	2,050	2,089	848
FUEL COSTS	17,000	17,000	17,000	16,000	16,000	14,321	13,534	7,375
DEPARTMENT SUPPLIES	19,635	32,450	32,450	20,500	22,993	21,340	21,109	28,196
MAINT/REPAIR EQUIPMENT	5,900	6,400	6,400	6,400	6,780	6,558	4,056	5,299
VEHICLE MAINTENANCE	2,500	3,600	3,600	3,600	3,600	3,534	3,504	3,232
UNIFORMS	15,500	15,500	15,500	13,950	15,080	12,624	12,960	11,559
PROFESSIONAL FEES	2,900	2,950	2,950	2,950	3,070	2,670	2,400	4,246
CONTRACTED SERVICES	1,520	1,520	1,520	1,520	1,520	1,520	1,492	320
DUES AND SUBSCRIPTIONS	1,600	2,100	2,100	1,600	1,600	1,450	1,450	2,060
<b>Subtotal Operations</b>	<b>\$ 81,515</b>	<b>\$ 98,320</b>	<b>\$ 98,320</b>	<b>\$ 81,470</b>	<b>\$ 85,593</b>	<b>\$ 74,061</b>	<b>\$ 68,226</b>	<b>\$ 66,214</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b><i>CAPITAL OUTLAY</i></b>								
EQUIPMENT	\$ 13,000	\$ 23,990	\$ 23,990	\$ 12,000	\$ 24,249	\$ 24,249	\$ 5,499	\$ 110,763
VEHICLE	53,560	-	-	48,410	93,245	93,245	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ 66,560</b>	<b>\$ 23,990</b>	<b>\$ 23,990</b>	<b>\$ 60,410</b>	<b>\$ 117,494</b>	<b>\$ 117,494</b>	<b>\$ 5,499</b>	<b>\$ 110,763</b>
<b><i>DEBT SERVICE</i></b>								
PRINCIPAL	\$ 19,953	\$ 35,739	\$ 35,739	\$ 35,396	\$ 35,396	\$ 35,396	\$ 36,089	\$ 34,011
INTEREST	329	1,008	1,008	1,681	1,681	1,681	1,317	437
<b>Subtotal Debt Service</b>	<b>\$ 20,282</b>	<b>\$ 36,747</b>	<b>\$ 36,747</b>	<b>\$ 37,077</b>	<b>\$ 37,077</b>	<b>\$ 37,077</b>	<b>\$ 37,406</b>	<b>\$ 34,448</b>
<b>TOTALS</b>	<b>\$ 934,999</b>	<b>\$ 921,640</b>	<b>\$ 921,640</b>	<b>\$ 891,037</b>	<b>\$ 952,244</b>	<b>\$ 928,543</b>	<b>\$ 761,653</b>	<b>\$ 778,993</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description General Fund	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Ocean Rescue:</b>				
<b>Debt Service</b>				
Replacement of 800Mhz Radios	20/21	\$ 99,765	\$ 20,611	\$ 20,282
Pickup	21/22	47,364	16,136	-
		<b>\$ 147,129</b>	<b>\$ 36,747</b>	<b>\$ 20,282</b>
<b>Capital Outlay</b>				
Wave Runner	<b>23/24</b>	\$ 10,990	\$ 10,990	-
Four-wheelers for beach patrol (2 replacements)	<b>23/24</b>	13,000	13,000	-
Pickup	24/25	53,560	-	53,560
Four-wheelers for beach patrol (2 replacements)	24/25	13,000	-	13,000
		<b>\$ 90,550</b>	<b>\$ 23,990</b>	<b>\$ 66,560</b>



## PUBLIC SERVICES

### DESCRIPTION

Nags Head Public Services is comprised of six divisions: Administration, Facilities Maintenance, Fleet Maintenance, and Sanitation, discussed below, and Water Operations and Water Distribution, discussed in the Water Fund section of this budget.

Administration handles public inquiries and provides overall support and technical assistance for the department.

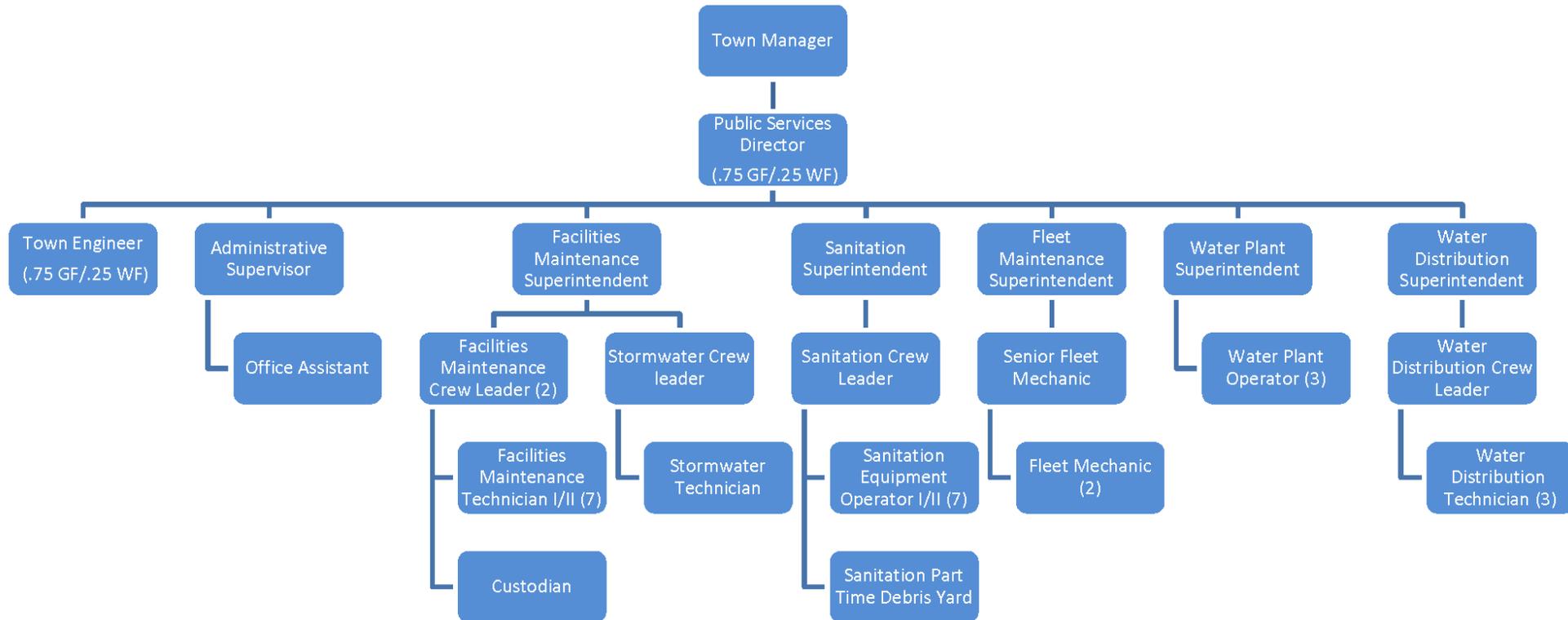
Public Facilities Maintenance maintains the overall appearance and cleanliness of the Town's facilities and provides efficient, cost-effective general maintenance and repair of Town-maintained streets, public beach accesses and rights-of-way.

Fleet Maintenance maintains, repairs, and services Town vehicles and heavy equipment. Efficient, cost-effective maintenance of equipment is essential to providing uninterrupted service.

Sanitation collects commercial and residential refuse, including bulk items and brush. This division is also responsible for coordinating Town recycling efforts, which are presently a subscription-based curbside service contracted through a franchise agreement.



ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Continued to inspect and renovate infrastructure including replacing the Conch and Hollowell public beach access walkovers and three sections of bulkhead on South Virginia Dare Trail.
- Installed rain sensors at Town Hall and Dowdy Park for irrigation savings.
- Installed six radar speed limit signs.
- Installed two sets of speed cushions on Soundside Road to reduce speeding.
- Remodeled the June and Islington public beach accesses.
- Replaced four air conditioning units at Town Hall.
- Enhanced pedestrian safety and improved the overall appearance of the town through a partnership with rental property managers that addresses sanitation issues through a new sanitation cart rollout service for South Virginia Dare Trail and South Old Oregon Inlet Road.
- Improved communications to the public regarding the curbside collection of bulk items and brush.
- Continued rebuilding sections of the State ditch on the west side of South Old Oregon Inlet Road due to erosion.
- Installed twenty solar streetlights at pedestrian crossings to further improve pedestrian safety.
- Received a grant for eight cardboard recycle dumpsters and distributed them to businesses in town.
- Began a pilot program that replaces dumpsters and 96-gallon carts where possible, with 300-gallon carts.
- Fleet Maintenance received and processed five new vehicles and five new pieces of equipment.
- Seventeen vehicles/equipment were sold on Gov Deals since July 1, 2022, for a total of \$79,899.
- Leveraged Dominion Energy North Carolina's non-residential lighting systems and controls program to upgrade existing lighting and install new energy efficient lighting and occupancy sensors across Town facilities.

## UPCOMING PROJECTS

- Continue pedestrian and traffic safety improvements throughout the town, including enhancing crosswalk safety through additional lighting and adding traffic calming features on South Virginia Dare Trail and throughout the neighborhoods.



- Continue to inspect and renovate Town-owned infrastructure, including bulkhead replacement on South Virginia Dare Trail and Town Hall window and shutter replacements.
- Replace the Loggerhead Street dune walk over.
- Construct the new Governor Street dune walk over.
- Replace the fishing pier at the US 64/264 causeway estuary site. This project is pending grant award notification of \$86,250.
- Received supplemental grant funds for additional cardboard recycling dumpsters that will be distributed to businesses in town.

## FY 2023-24 BUDGET HIGHLIGHTS

### PUBLIC SERVICES ADMINISTRATION

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- The public services director and town engineer positions are budgeted at a 75% general fund/25% water fund split. The deputy public services director position is not funded.
- Trash carts and dumpsters are purchased for resale and are budgeted as purchases for resale.
- A Pedestrian Project Advisory Committee assisted with prioritizing future pedestrian project improvements. Committee findings provide the basis for Capital Project Improvement recommendations, beginning with East Epstein Street/South Seachase Drive and West Blue Jay Street/West Baymeadow Drive in FY 24 and FY 25, respectively.

### PUBLIC WORKS FACILITIES MAINTENANCE

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- Capital Improvement Program cash purchases include:
  - South Virginia Dare Trail multi-use path maintenance - \$260,000
  - Edger/blower for the multi-use path - \$45,019
- Capital outlay cash purchases include:
  - Epstein Street bath house replacement - \$600,000
  - Two replacement pickup trucks - \$46,350 each
  - Bobcat - \$69,000
  - Tandem trailer - \$18,000
- Non-capital outlay repairs and maintenance include:
  - Multi-use path repair work - \$80,000
  - HVAC unit replacements - \$45,200
  - HVAC service contract agreement at all Town buildings - \$31,804



- Additional lighting for crosswalks and beach accesses on South Virginia Dare Trail/South Old Oregon Inlet Road- \$20,000
- Town Hall window replacements - \$20,000
- Funding of \$43,500 is included for beach access crosswalk repairs, refurbishments, and maintenance.
- Funds are included for maintaining Dowdy Park, Whalebone Park, Town Park, and the skate and dog parks.
- Town Hall shutter replacements are budgeted at \$18,000.

#### PUBLIC WORKS GARAGE

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- Fuel prices are calculated and budgeted on average usage for the prior twelve months and are reflected departmentally. For fiscal year 2023-2024, prices are budgeted at \$2.75 per gallon for regular unleaded and \$4 per gallon for diesel.
- Capital outlay includes an automotive air condition recovery unit - \$6,400.

#### PUBLIC WORKS STATE STREET AID

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- Powell Bill funds will be combined with streets and stormwater funding from the capital investment fund for infrastructure improvements along the length of the South Memorial Avenue corridor.

#### PUBLIC WORKS SANITATION

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- Tipping fees are budgeted at \$846,000 for an estimated 9,400 residential and commercial tons at \$90 per ton.
- Construction and demolition fees are budgeted at \$56,950 for 850 tons at \$67 per ton.
- Funding is included for contracted recycling at public Town drop off locations and forty-five recycling cart locations including public beach accesses, parks, and Town buildings, totaling \$17,590.
- A recycling supplement of \$60 per year is included for an estimated 850 customers using curbside recycling services totaling \$51,000.
- A \$15,000 grant was received for cardboard recycling containers at retail businesses.
- Capital Improvement Program cash purchases include:
  - One replacement roll-off truck - \$232,000.
  - One replacement commercial with residential truck that will be able to pick up 96-gallon carts and 300-gallon carts - \$381,000.
  - One pickup truck that that will be used for cart delivery and collection, roadside litter collection, and cart rollout in the off season - \$46,350.



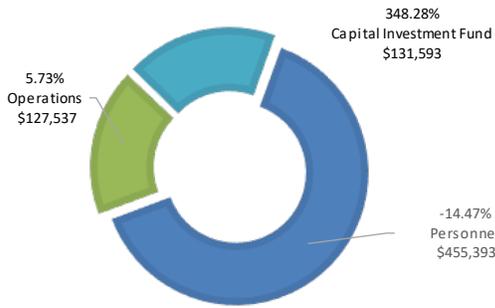
- Contracted services are included for six months of enhanced cart roll back services on South Virginia Dare Trail and South Old Oregon Inlet Road, totaling \$200,200. This will be the second season using this service. This cost is offset by an annual cart roll back fee.

**BUDGET SUMMARY PUBLIC SERVICES ADMINISTRATION**

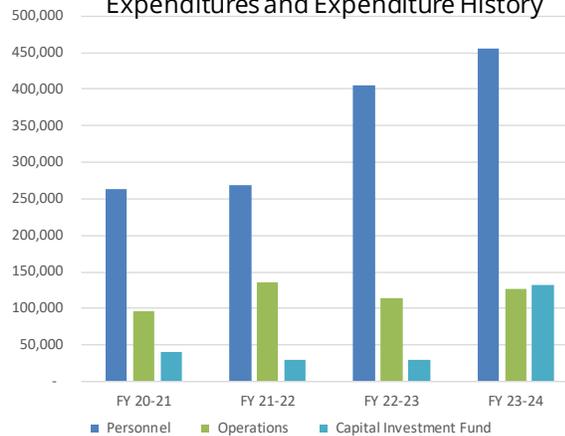


<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 406,107	\$ 532,450	\$ 455,393	-14.47%
Operations	113,378	120,630	127,537	5.73%
Capital Investment Fund	29,355	29,355	131,593	348.28%
<b>Subtotal</b>	548,840	682,435	714,523	4.70%
Cost Reimbursement	(44,749)	(44,749)	(46,659)	
<b>Total</b>	\$ 504,091	\$ 637,686	\$ 667,864	4.73%

Adopted Expenditures  
by Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET PUBLIC SERVICES ADMINISTRATION

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 322,367	\$ 302,619	\$ 302,619	\$ 357,836	\$ 357,836	\$ 278,407	\$ 178,994	\$ 180,787
SALARIES - LONGEVITY PAY	12,079	10,911	10,911	5,271	5,271	5,271	-	-
FICA TAX	25,496	23,896	23,896	27,643	27,643	19,708	12,258	12,720
GROUP HEALTH INSURANCE	65,488	62,086	62,086	83,378	83,378	57,991	51,618	42,947
RETIREES GROUP HEALTH INSURANCE	-	-	-	-	-	-	-	8,375
RETIREMENT	42,959	40,263	40,263	43,868	43,868	33,644	20,413	15,573
401 K	16,664	15,618	15,618	14,454	14,454	11,086	5,518	3,278
<b>Subtotal Personnel Services</b>	<b>\$ 485,053</b>	<b>\$ 455,393</b>	<b>\$ 455,393</b>	<b>\$ 532,450</b>	<b>\$ 532,450</b>	<b>\$ 406,107</b>	<b>\$ 268,801</b>	<b>\$ 263,680</b>
<b>OPERATIONS</b>								
TRAINING	\$ 5,975	\$ 5,824	\$ 5,824	\$ 3,600	\$ 3,600	\$ 3,208	\$ 515	\$ 52
BUILDING/EQUIPMENT RENTAL	2,100	2,100	2,100	2,100	2,100	1,683	2,164	2,093
TELEPHONE	1,524	960	960	960	960	1,297	641	506
POSTAGE	300	300	300	300	300	12	44	120
ADVERTISING	300	300	300	300	300	-	495	275
FUEL COSTS	2,000	2,000	2,000	2,500	2,500	2,090	1,237	1,224
DEPARTMENT SUPPLIES	9,000	8,500	8,500	7,300	7,300	7,300	33,425	6,198
VEHICLE MAINTENANCE	3,000	3,000	3,000	2,500	2,500	51	196	2,959
UNIFORMS	1,500	1,500	1,500	1,000	1,000	-	70	257
CONTRACTED SERVICES	5,000	5,000	5,000	12,725	12,725	10,729	9,261	3,435
PURCHASES FOR RESALE	93,100	92,600	92,600	82,655	82,655	82,655	82,685	78,220
DUES AND SUBSCRIPTIONS	5,453	5,453	5,453	4,690	4,690	4,353	4,521	875
<b>Subtotal Operations</b>	<b>\$ 129,252</b>	<b>\$ 127,537</b>	<b>\$ 127,537</b>	<b>\$ 120,630</b>	<b>\$ 120,630</b>	<b>\$ 113,378</b>	<b>\$ 135,254</b>	<b>\$ 96,214</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (46,659)	\$ (46,659)	\$ (46,659)	\$ (44,749)	\$ (44,749)	\$ (44,749)	\$ (37,686)	\$ (39,112)



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>CAPITAL OUTLAY</b>								
CAPITAL OUTLAY EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,004
CAPITAL OUTLAY IMPROVEMENTS	115,390	102,900	102,900	-	-	-	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ 115,390</b>	<b>\$ 102,900</b>	<b>\$ 102,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,004</b>
<b>Capital Investment Fund Transfers</b>								
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 27,368	\$ 27,368	\$ 27,368	\$ 27,368	\$ 27,368	\$ 27,368	\$ 27,368	\$ 27,368
INTEREST	663	1,325	1,325	1,987	1,987	1,987	2,649	3,325
<b>Subtotal Debt Service</b>	<b>\$ 28,031</b>	<b>\$ 28,693</b>	<b>\$ 28,693</b>	<b>\$ 29,355</b>	<b>\$ 29,355</b>	<b>\$ 29,355</b>	<b>\$ 30,017</b>	<b>\$ 30,693</b>
<b>TOTALS</b>	<b>\$ 711,067</b>	<b>\$ 667,864</b>	<b>\$ 667,864</b>	<b>\$ 637,686</b>	<b>\$ 637,686</b>	<b>\$ 504,091</b>	<b>\$ 396,386</b>	<b>\$ 361,479</b>

## Capital Investment Fund For the Fiscal Year 2023-2024

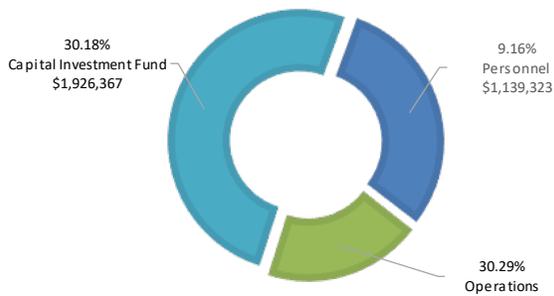
Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Public Services Administration:</b>				
<b>Capital Outlay</b>				
E. Epstein St./S. Seachase Dr. pedestrian project*	23/24	\$ 102,900	\$ 102,900	\$ -
W. Blue Jay St./W. Baymeadow Dr. pedestrian project	24/25	115,390	-	115,390
		<b>\$ 218,290</b>	<b>\$ 102,900</b>	<b>\$ 115,390</b>
*partial funding source (\$29,663) is capital reserve fund				
<b>Debt Service</b>				
Fuel tank conversion	19/20	\$ 164,208	\$ 28,693	\$ 28,031



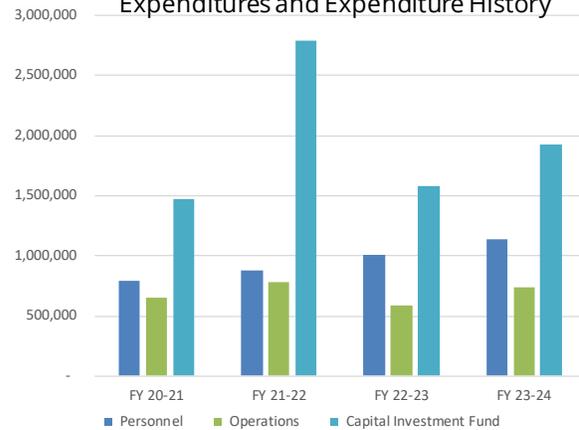
**BUDGET SUMMARY PUBLIC WORKS FACILITIES MAINTENANCE**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 1,005,303	\$ 1,043,719	\$ 1,139,323	9.16%
Operations	587,950	567,061	738,812	30.29%
Capital Investment Fund	1,584,570	1,479,716	1,926,367	30.18%
<b>Subtotal</b>	<b>3,177,823</b>	<b>3,090,496</b>	<b>3,804,502</b>	<b>23.10%</b>
Cost Reimbursement	(213,004)	(213,004)	(236,088)	
<b>Total</b>	<b>\$ 2,964,819</b>	<b>\$ 2,877,492</b>	<b>\$ 3,568,414</b>	<b>24.01%</b>

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET PUBLIC WORKS FACILITIES MAINTENANCE

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 794,595	\$ 749,740	\$ 749,740	\$ 701,924	\$ 701,924	\$ 664,633	\$ 618,783	\$ 569,909
SALARIES - LONGEVITY PAY	19,519	18,377	18,377	15,970	15,970	15,970	-	-
OVERTIME PAY	6,646	6,360	6,360	6,000	6,000	6,000	-	-
HOLIDAY PAY	5,539	5,300	5,300	5,000	5,000	5,000	-	-
FICA TAX	62,759	59,240	59,240	55,347	55,347	48,848	45,688	42,491
GROUP HEALTH INSURANCE	170,578	161,770	161,770	142,706	142,706	158,538	125,889	118,700
RETIREMENT	105,746	99,817	99,817	87,832	87,832	80,028	70,261	57,643
401 K	41,019	38,719	38,719	28,940	28,940	26,286	18,655	8,482
<b>Subtotal Personnel Services</b>	<b>\$ 1,206,401</b>	<b>\$ 1,139,323</b>	<b>\$ 1,139,323</b>	<b>\$ 1,043,719</b>	<b>\$ 1,043,719</b>	<b>\$ 1,005,303</b>	<b>\$ 879,276</b>	<b>\$ 797,225</b>
<b>OPERATIONS</b>								
TRAINING	\$ 13,000	\$ 13,000	\$ 13,000	\$ 10,000	\$ 10,000	\$ 4,944	\$ 3,661	\$ 473
UTILITIES	237,625	233,265	233,265	222,252	222,252	228,517	209,290	212,526
FUEL COSTS	49,000	49,000	49,000	50,000	50,000	38,286	34,027	21,849
DEPARTMENT SUPPLIES	35,000	35,000	35,000	29,980	29,980	28,998	36,769	19,710
OTHER SUPPLIES	31,500	30,000	30,000	25,000	25,000	19,816	28,862	21,129
MAINT/REPAIR BUILDINGS	73,413	84,338	84,338	29,800	51,660	29,193	246,859	171,186
MAINT/REPAIR EQUIPMENT	35,855	35,355	35,355	22,000	29,630	25,984	18,368	34,655
VEHICLE MAINTENANCE	17,320	17,000	17,000	15,380	15,380	12,856	9,410	13,347
MAINT/REPAIR OTHER	92,200	82,000	82,000	59,605	79,719	58,472	41,500	56,598
UNIFORMS	15,000	13,000	13,000	10,000	10,000	8,342	7,514	2,973
PROFESSIONAL FEES	280	280	280	250	250	250	200	4,708
SIGNS	43,250	33,250	33,250	20,000	31,200	31,200	13,694	6,343
SPECIAL PROJECTS SAND FENCING	24,000	24,000	24,000	24,000	24,000	24,000	23,273	24,000
CONTRACTED SERVICES	80,901	73,470	73,470	48,744	48,744	48,744	84,298	66,970
DUES AND SUBSCRIPTIONS	854	854	854	50	50	50	-	50
DOWDY PARK	-	15,000	15,000	-	28,299	28,299	22,894	-
<b>Subtotal Operations</b>	<b>\$ 749,198</b>	<b>\$ 738,812</b>	<b>\$ 738,812</b>	<b>\$ 567,061</b>	<b>\$ 656,164</b>	<b>\$ 587,950</b>	<b>\$ 780,619</b>	<b>\$ 656,517</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (236,088)	\$ (236,088)	\$ (236,088)	\$ (213,004)	\$ (213,004)	\$ (213,004)	\$ (139,588)	\$ (153,210)



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>Capital Investment Fund Transfers</b>								
<b>NON-CAPITAL OUTLAY</b>								
BUILDINGS	\$ 65,200	\$ 65,200	\$ 65,200	\$ 37,500	\$ 42,815	\$ 42,815	\$ -	\$ -
IMPROVEMENTS	85,000	80,000	80,000	25,000	76,943	76,943	37,959	-
EQUIPMENT	20,000	20,000	20,000	20,000	25,700	25,700	14,250	26,700
CONTRACTED SERVICES	32,758	31,804	31,804	30,878	30,878	30,878	-	-
<b>Subtotal Operations</b>	<b>\$ 202,958</b>	<b>\$ 197,004</b>	<b>\$ 197,004</b>	<b>\$ 113,378</b>	<b>\$ 176,336</b>	<b>\$ 176,336</b>	<b>\$ 52,209</b>	<b>\$ 26,700</b>
<b>CAPITAL OUTLAY</b>								
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872,780	\$ 872,532
BUILDINGS	-	600,000	600,000	598,446	640,342	640,342	890,323	44,991
IMPROVEMENTS	455,000	636,500	636,500	190,750	190,750	190,750	142,898	109,307
OTHER	-	-	-	-	-	-	1,890	76,876
EQUIPMENT	50,000	132,019	132,019	-	-	-	243,478	8,155
VEHICLE	-	92,700	92,700	240,941	240,941	240,941	203,866	31,100
<b>Subtotal Capital Outlay</b>	<b>\$ 505,000</b>	<b>\$ 1,461,219</b>	<b>\$ 1,461,219</b>	<b>\$ 1,030,137</b>	<b>\$ 1,072,033</b>	<b>\$ 1,072,033</b>	<b>\$ 2,355,235</b>	<b>\$ 1,142,961</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 171,999	\$ 237,553	\$ 237,553	\$ 298,927	\$ 298,927	\$ 298,927	\$ 374,241	\$ 288,277
INTEREST	25,015	30,591	30,591	37,274	37,274	37,274	7,868	15,076
<b>Subtotal Debt Service</b>	<b>\$ 197,014</b>	<b>\$ 268,144</b>	<b>\$ 268,144</b>	<b>\$ 336,201</b>	<b>\$ 336,201</b>	<b>\$ 336,201</b>	<b>\$ 382,109</b>	<b>\$ 303,353</b>
<b>TOTAL</b>	<b>\$ 2,624,483</b>	<b>\$ 3,568,414</b>	<b>\$ 3,568,414</b>	<b>\$ 2,877,492</b>	<b>\$ 3,071,449</b>	<b>\$ 2,964,819</b>	<b>\$ 4,309,860</b>	<b>\$ 2,773,546</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Public Works Facilities Maintenance :</b>				
<b>Non-Capital Outlay</b>				
HVAC maintenance agreement	23/24	\$ 31,804	\$ 31,804	\$ 32,758
Town Hall window replacements	23/24	20,000	20,000	20,000
Town Hall HVAC replacement	23/24	45,200	45,200	45,200
Crosswalk lighting	23/24	20,000	20,000	20,000
Multi-use path repairs	23/24	80,000	80,000	85,000
		<b>\$ 197,004</b>	<b>\$ 197,004</b>	<b>\$ 202,958</b>
<b>Debt Service</b>				
Dowdy Park lighting	19/20	\$ 78,375	\$ 13,695	\$ 13,379
105 W. Seachase Drive	21/22	1,200,000	145,596	142,752
Loader	21/22	194,795	40,883	40,883
Pickup	21/22	31,159	10,616	-
Street sweeper	21/22	168,351	57,354	-
		<b>\$ 1,672,680</b>	<b>\$ 268,144</b>	<b>\$ 197,014</b>
<b>Capital Outlay</b>				
Epstein Street Bath House Replacement	23/24	\$ 600,000	\$ 600,000	\$ -
Beach road multi-use path maintenance	23/24	260,000	260,000	200,000
Edger/Blower	23/24	45,019	45,019	-
Governor Street beach access maintenance*	23/24	115,000	115,000	-
Loggerhead Street beach access maintenance*	23/24	75,000	75,000	-
Causeway Estuarine Access Pier Replacement	23/24	186,500	186,500	-
Pickup	23/24	46,350	46,350	-
Pickup	23/24	46,350	46,350	-
Bobcat	23/24	69,000	69,000	-
Tandem trailer	23/24	18,000	18,000	-
Albatross Street beach access maintenance**	24/25	80,000	-	80,000
Holden Street beach access maintenance**	24/25	175,000	-	175,000
Dingo	24/25	35,000	-	35,000
Mower	24/25	15,000	-	15,000
		<b>\$ 1,766,219</b>	<b>\$ 1,461,219</b>	<b>\$ 505,000</b>

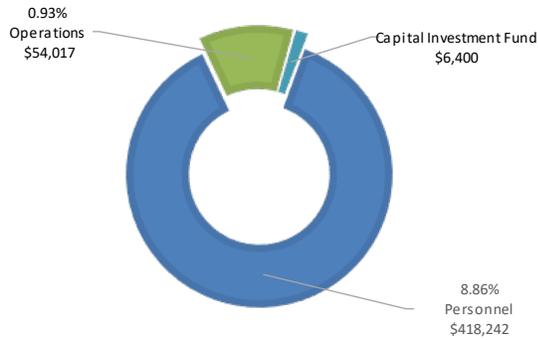
\*funding source is capital reserve fund



**BUDGET SUMMARY PUBLIC WORKS GARAGE**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 375,387	\$ 384,192	\$ 418,242	8.86%
Operations	42,616	53,519	54,017	0.93%
Capital Investment Fund	3,007	-	6,400	
<b>Subtotal</b>	421,010	437,711	478,659	9.36%
Cost Reimbursement	(49,306)	(49,306)	(55,966)	
<b>Total</b>	\$ 371,704	\$ 388,405	\$ 422,693	8.83%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET PUBLIC WORKS GARAGE

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 309,408	\$ 291,107	\$ 291,107	\$ 269,892	\$ 269,892	\$ 262,443	\$ 245,106	\$ 213,664
SALARIES - LONGEVITY PAY	8,617	7,709	7,709	6,758	6,758	6,758	-	-
OVERTIME PAY	530	530	530	500	500	500	-	-
HOLIDAY PAY	530	530	530	500	500	500	-	-
FICA TAX	24,410	22,941	22,941	21,240	21,240	20,460	18,391	15,995
GROUP HEALTH INSURANCE	44,051	41,777	41,777	40,489	40,489	41,059	40,647	37,241
RETIREMENT	41,130	38,654	38,654	33,707	33,707	32,803	28,009	21,593
401 K	15,954	14,994	14,994	11,106	11,106	10,864	7,444	3,973
<b>Subtotal Personnel Services</b>	<b>\$ 444,630</b>	<b>\$ 418,242</b>	<b>\$ 418,242</b>	<b>\$ 384,192</b>	<b>\$ 384,192</b>	<b>\$ 375,387</b>	<b>\$ 339,597</b>	<b>\$ 292,466</b>
<b>OPERATIONS</b>								
TRAINING	\$ 3,695	\$ 3,695	\$ 3,695	\$ 3,695	\$ 3,695	\$ 2,254	\$ 70	\$ 962
FUEL COSTS	2,000	2,000	2,000	2,300	2,300	1,380	1,285	794
DEPARTMENT SUPPLIES	30,775	18,250	18,250	18,250	18,250	17,895	21,883	16,805
OTHER SUPPLIES	16,252	16,072	16,072	15,344	15,344	15,638	14,126	11,517
MAINT/REPAIR EQUIPMENT	5,840	5,840	5,840	5,840	5,840	608	1,684	1,338
VEHICLE MAINTENANCE	2,500	2,250	2,250	2,250	2,250	822	368	265
UNIFORMS	3,900	3,550	3,550	3,480	3,480	1,949	1,593	1,521
PROFESSIONAL FEES	900	900	900	900	900	900	-	246
CONTRACTED SERVICES	1,580	1,460	1,460	1,460	1,460	1,170	662	2,250
<b>Subtotal Operations</b>	<b>\$ 67,442</b>	<b>\$ 54,017</b>	<b>\$ 54,017</b>	<b>\$ 53,519</b>	<b>\$ 53,519</b>	<b>\$ 42,616</b>	<b>\$ 41,671</b>	<b>\$ 35,698</b>
<b>COST REIMBURSEMENT FROM THE WATER FUND</b>								
COST REIMBURSEMENT	\$ (55,966)	\$ (55,966)	\$ (55,966)	\$ (49,306)	\$ (49,306)	\$ (49,306)	\$ (40,387)	\$ (43,976)
<b>Capital Investment Fund Transfers</b>								
<b>CAPITAL OUTLAY</b>								
CAPITAL OUTLAY EQUIPMENT	\$ 24,990	\$ 6,400	\$ 6,400	\$ -	\$ 3,007	\$ 3,007	\$ 3,322	\$ -
<b>TOTAL</b>	<b>\$ 481,096</b>	<b>\$ 422,693</b>	<b>\$ 422,693</b>	<b>\$ 388,405</b>	<b>\$ 391,412</b>	<b>\$ 371,704</b>	<b>\$ 344,203</b>	<b>\$ 284,188</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Public Works Garage:</b>				
Automotive air condition recovery unit	<b>23/24</b>	\$ 6,400	\$ 6,400	\$ -
Rolling mobile toolbox	24/25	7,999	-	7,999
Supply storage system	24/25	8,296	-	8,296
Automatic AC recovery recycle machine	24/25	8,695	-	8,695
		<u>\$ 31,390</u>	<u>\$ 6,400</u>	<u>\$ 24,990</u>



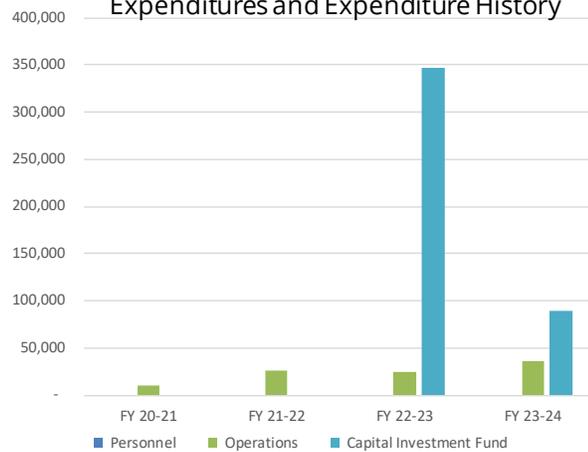
**BUDGET SUMMARY STATE STREET AID (POWELL BILL)**

<b>Expenditures By Type</b>				
Type	FY22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ -	\$ -	\$ -	
Operations	25,000	25,000	35,600	42.40%
Capital Investment Fund	346,599	95,000	89,400	-5.89%
<b>Subtotal</b>	371,599	120,000	125,000	4.17%
Cost Reimbursement	-	-	-	
<b>Total</b>	\$ 371,599	\$ 120,000	\$ 125,000	4.17%

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET STATE STREET AID (POWELL BILL)

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>OPERATIONS</b>								
STREET SUPPLIES	\$ 35,600	\$ 35,600	\$ 35,600	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,685	\$ 10,337
<b>CAPITAL OUTLAY</b>								
INFRASTRUCTURE	\$ 89,400	\$ 89,400	\$ 89,400	\$ 95,000	\$ 346,599	\$ 346,599	\$ -	\$ -
<b>Subtotal Capital Outlay</b>	<b>\$ 89,400</b>	<b>\$ 89,400</b>	<b>\$ 89,400</b>	<b>\$ 95,000</b>	<b>\$ 346,599</b>	<b>\$ 346,599</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 120,000</b>	<b>\$ 371,599</b>	<b>\$ 371,599</b>	<b>\$ 25,685</b>	<b>\$ 10,337</b>

## Capital Investment Fund For the Fiscal Year 2023-2024

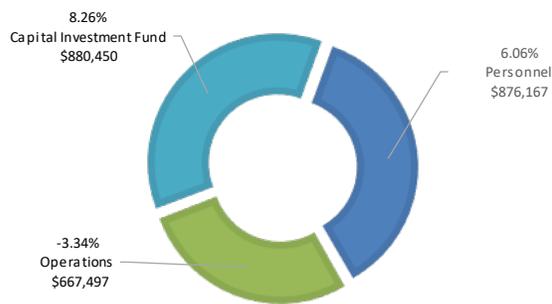
Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>State Street Aid (Powell Bill):</b>				
<b>Capital Outlay</b>				
Streets-Stormwater-Water (Streets-Stormwater paving)	23/24	\$ 89,400	\$ 89,400	\$ 89,400



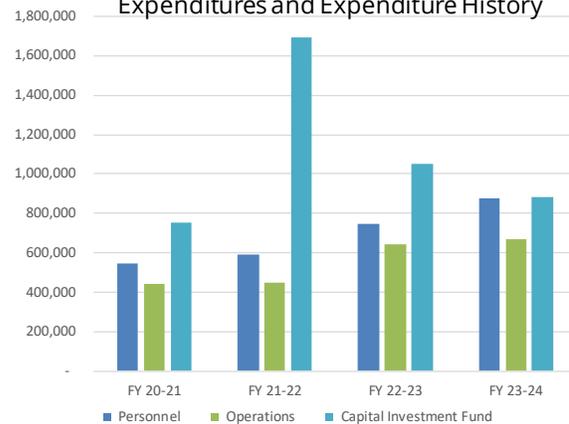
**BUDGET SUMMARY PUBLIC WORKS SANITATION**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 745,559	\$ 826,087	\$ 876,167	6.06%
Operations	640,913	690,541	667,497	-3.34%
Capital Investment Fund	1,052,712	813,255	880,450	8.26%
<b>Subtotal</b>	<b>2,439,184</b>	<b>2,329,883</b>	<b>2,424,114</b>	<b>4.04%</b>
Cost Reimbursement	-	-	-	-
<b>Total</b>	<b>\$ 2,439,184</b>	<b>\$ 2,329,883</b>	<b>\$ 2,424,114</b>	<b>4.04%</b>

Adopted Expenditures by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET PUBLIC WORKS SANITATION

Account Description	Financial Plan	Manager's Recommended	Adopted Budget	Adopted Budget	Amended Budget	Estimated Actual Expenditures	Actual Expenditures	Actual Expenditures
	2024-2025	2023-2024	2023-2024	2022-2023	2022-2023	2022-2023	2021-2022	2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 578,090	\$ 542,846	\$ 542,846	\$ 511,552	\$ 511,552	\$ 460,902	\$ 391,057	\$ 364,674
SALARIES - LONGEVITY PAY	4,964	4,219	4,219	4,435	4,435	4,435	-	-
SALARIES/WAGES - PARTTIME	22,151	20,785	20,785	18,576	18,576	18,576	-	-
OVERTIME PAY	9,415	9,010	9,010	8,500	8,500	8,500	-	-
HOLIDAY PAY	14,132	13,523	13,523	12,758	12,758	12,758	-	-
FICA TAX	44,944	42,257	42,257	40,783	40,783	35,023	27,901	25,847
GROUP HEALTH INSURANCE	135,754	128,810	128,810	117,722	117,722	106,983	90,938	93,236
RETIREES GROUP HEALTH INSURANCE	15,548	19,614	19,614	28,716	28,716	28,728	28,717	28,710
RETIREMENT	72,875	68,523	68,523	62,464	62,464	52,390	43,053	35,176
401 K	28,268	26,580	26,580	20,581	20,581	17,264	11,379	1,511
<b>Subtotal Personnel Services</b>	<b>\$ 926,141</b>	<b>\$ 876,167</b>	<b>\$ 876,167</b>	<b>\$ 826,087</b>	<b>\$ 826,087</b>	<b>\$ 745,559</b>	<b>\$ 593,045</b>	<b>\$ 549,154</b>
<b>OPERATIONS</b>								
TRAINING	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850	\$ 2,850	\$ 1,354	\$ 2,047	\$ -
ADVERTISING	500	500	500	500	500	238	119	497
FUEL COSTS	185,000	185,000	185,000	200,000	200,000	158,808	125,857	77,187
DEPARTMENT SUPPLIES	35,000	35,000	35,000	42,287	51,152	51,152	21,222	16,283
MAINT/REPAIR EQUIPMENT	9,500	8,500	8,500	7,500	7,500	5,553	1,116	2,409
VEHICLE MAINTENANCE	146,545	135,000	135,000	150,220	152,266	138,803	132,541	219,999
UNIFORMS	8,800	8,600	8,600	7,500	7,500	7,812	4,583	2,862
CONTRACTED SERVICES	201,496	201,400	201,400	196,080	196,080	196,080	87,500	45,016
RECYCLING	72,090	90,647	90,647	83,604	83,604	81,113	75,941	78,677
<b>Subtotal Operations</b>	<b>\$ 661,781</b>	<b>\$ 667,497</b>	<b>\$ 667,497</b>	<b>\$ 690,541</b>	<b>\$ 701,452</b>	<b>\$ 640,913</b>	<b>\$ 450,926</b>	<b>\$ 442,930</b>
<b>Capital Investment Fund Transfers</b>								
<b>CAPITAL OUTLAY</b>								
VEHICLE EQUIPMENT	\$ 402,000	\$ 659,350	\$ 659,350	\$ 469,142	\$ 725,234	\$ 725,234	\$ 1,227,336	\$ 301,727
	-	-	-	61,000	44,365	44,365	18,468	-
<b>Subtotal Capital Outlay</b>	<b>\$ 402,000</b>	<b>\$ 659,350</b>	<b>\$ 659,350</b>	<b>\$ 530,142</b>	<b>\$ 769,599</b>	<b>\$ 769,599</b>	<b>\$ 1,245,804</b>	<b>\$ 301,727</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 157,386	\$ 214,904	\$ 214,904	\$ 272,507	\$ 272,507	\$ 272,507	\$ 426,230	\$ 434,808
INTEREST	2,597	6,196	6,196	10,606	10,606	10,606	17,977	16,353
<b>Subtotal Debt Service</b>	<b>\$ 159,983</b>	<b>\$ 221,100</b>	<b>\$ 221,100</b>	<b>\$ 283,113</b>	<b>\$ 283,113</b>	<b>\$ 283,113</b>	<b>\$ 444,207</b>	<b>\$ 451,161</b>
<b>TOTAL</b>	<b>\$ 2,149,905</b>	<b>\$ 2,424,114</b>	<b>\$ 2,424,114</b>	<b>\$ 2,329,883</b>	<b>\$ 2,580,251</b>	<b>\$ 2,439,184</b>	<b>\$ 2,733,982</b>	<b>\$ 1,744,972</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Public Works Sanitation:</b>				
<b>Debt Service</b>				
Residential Truck	19/20	\$ 306,328	\$ 58,519	\$ -
Residential Truck	20/21	274,533	56,719	55,813
Boom truck	20/21	236,876	48,939	48,157
Side Load truck	20/21	275,521	56,923	56,013
		<b>\$ 1,093,258</b>	<b>\$ 221,100</b>	<b>\$ 159,983</b>
<b>Capital Outlay</b>				
Commercial Truck	<b>23/24</b>	\$ 381,000	\$ 381,000	-
Roll off Truck	<b>23/24</b>	232,000	232,000	-
Sanitation truck (addition to fleet)	<b>23/24</b>	46,350	46,350	-
Front Load Truck	24/25	402,000	-	402,000
		<b>\$ 1,061,350</b>	<b>\$ 659,350</b>	<b>\$ 402,000</b>



LINE-ITEM BUDGET SOLID WASTE DISPOSAL

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>OPERATIONS</b>								
TIPPING FEES	\$ 902,950	\$ 902,950	\$ 902,950	\$ 850,818	\$ 850,818	\$ 870,914	\$ 807,055	\$ 828,826
<b>TOTAL</b>	<b>\$ 902,950</b>	<b>\$ 902,950</b>	<b>\$ 902,950</b>	<b>\$ 850,818</b>	<b>\$ 850,818</b>	<b>\$ 870,914</b>	<b>\$ 807,055</b>	<b>\$ 828,826</b>



## STREETS AND STORMWATER

### DESCRIPTION

The Streets and Stormwater Department reflects a more holistic approach to the planning, design, and construction of combined streets, stormwater, and watermain project work. This methodology synthesizes the various utility and infrastructure plans and prioritizes them into a single combined project plan.

The Town recently completed a pavement condition survey and developed a pavement maintenance plan that addresses maintenance of all Town-owned streets (37 miles) over a period of 20 years. The Town has also developed a list of drainage and waterline projects that will be planned, in conjunction with, or in advance of, street work.

### RECENT ACCOMPLISHMENTS

- Awarded an NCDEQ Local Assistance for Stormwater Infrastructure Investments (LASII) Program grant in the amount of \$2,957,961 for two innovative stormwater improvement projects in South Nags Head.
- Received a \$45,000 Resilient Coastal Communities Program grant to conduct initial investigations and preliminary engineering work for Project Area #12.
- Replaced the South Wrightsville Avenue cross street culvert pipe.
- Performed vegetated swale construction along South Seachase Drive.
- Conducted shoulder scraping and remedial measures along South Virginia Dare Trail near Whalebone Park, East Gray Eagle Street, East Gull Street, and East Lakeside Street.
- Replaced the Baymeadow Street cross street culvert pipe.
- Took delivery of a new stormwater backhoe.
- Performed several rounds of town-wide drainage infrastructure maintenance.

### UPCOMING PROJECTS

- For FY 23-24, the focus is centered on existing storm drain and asbestos cement (A/C) waterline replacements in advance of the year 4 paving work along the South Memorial Avenue corridor between East Eighth Street and East Bladen Street. Asbestos cement watermain replacements are scheduled along South Memorial Avenue between East Eighth Street and Driftwood Drive, and near East Blackman Street. Additional A/C watermain replacements are scheduled along the length of Ario Street, Atlas Street, and Albatross Street. Existing cross-street culvert pipes are scheduled to be replaced along South Memorial Avenue in the following intersection locations: Bittern Street, Abalone Street, Atlas Street, Albatross Street, Driftwood Drive, and Gallery Row. Once the watermain and drainage infrastructure are in



- place, street resurfacing can be conducted along the length of South Memorial Avenue, from Eighth Street to Bittern Street.
- The \$2,957,961 NCDEQ LASII grant was awarded for implementation of two separate stormwater projects in South Nags Head. Of the two projects, Project Area #13, located between Hargrove Street and Tides Drive, is more shovel-ready than Project Area #12, situated between James Street and Juncos Street, and is, therefore, being requested for construction in FY 23-24. Project Area #13 intends to install an innovative nature-based solution to reduce the frequency, depth, and duration of flooding along a half mile stretch of South Old Oregon Inlet Road. The project consists of installing +/-2,400 linear feet of perforated pipe under the existing grassed shoulder on the eastern side of the roadway approximately from Hargrove Street to Tides Drive. Collection pipes will connect to a wet well near Harvest Drive. A submersible pump will distribute runoff to an infiltration gallery located north of Fire Station 21 on the west side of South Old Oregon Inlet Road, where the pumped floodwaters will soak into a shallow infiltration basin.
  - Planning and design will continue for the southernmost project, Project Area #12. Implementation for this project is scheduled for FY 24-25, providing additional time for system design and environmental permitting. The LASII grant funds are projected to finance the remaining design and construction of both projects.
  - An additional LASII planning grant was submitted to cover the cost of a Stormwater Master Plan update. This will be a comprehensive update to the 2006 Stormwater Master Plan, encompassing asset inventory, Capital Improvement Planning, review of policies and procedures, ordinance review, and watershed planning.

## FY 2023-24 BUDGET HIGHLIGHTS

- An economy of scale and a more streamlined approach will be realized in combining multiple paving projects along with associated drainage improvements and waterline upgrades. This integrated method uses a neighborhood-by-neighborhood approach based on a five-year paving plan.
- Powell Bill State Street Aid of \$89,400 is budgeted in conjunction with streets and stormwater funding of \$564,537, totaling \$653,937 towards design, drainage, and resurfacing paving projects in the following areas:
  - Street Resurfacing: South Memorial Avenue from East Bittern Street to East Eighth Street.
  - Drainage, infrastructure, and street intersection replacements: Bittern Street, Abalone Street, Atlas Street, Albatross Street, Gallery Row, and Driftwood Drive.
  - Drainage Improvement Project: Project Area #13 design and implementation for a stormwater collection system spanning along the east side of South Old Oregon Inlet Road from East Hargrove Street to East Tides Drive with integrated wet well and infiltration gallery. This project is proposed to be entirely grant funded in the amount of \$1,300,237. Planning and design will continue for the southernmost



project, Project Area #12. Implementation for this project is scheduled for FY 24-25, providing additional time for system design and environmental permitting. Design costs are projected to be covered by the NCDEQ LASII grant for Project Area #12, which is estimated at \$1,657,724.

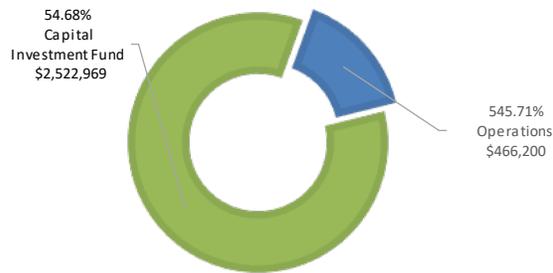
- Old Nags Head Place subdivision drainage infrastructure improvements are funded through a public-private partnership with additional grant assistance at a cost of \$600,000.
- Stormwater Master Plan: a Spring 2023 NCDEQ LASII planning grant will be applied for in the amount of \$400,000.
- Purchase a pickup truck with an expanded towing capacity to haul existing equipment such as the hydroseeder, culvert cleaner, and trailer mounted pumps at a cost of \$58,195.
- Asbestos-cement watermain replacements are scheduled in conjunction with the streets and drainage infrastructure improvements. The \$271,855 cost will be funded through the Water Fund.
- Funding of \$42,500 is budgeted for storm drain repair work and existing pump maintenance.



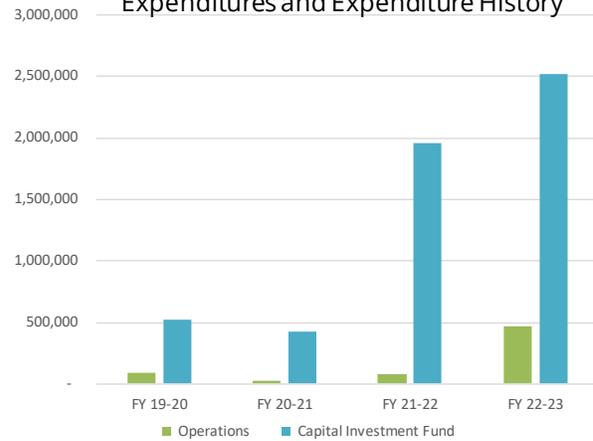
**BUDGET SUMMARY STREETS AND STORMWATER**

<b>Expenditures By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ -	\$ -	\$ -	
Operations	85,803	72,200	466,200	545.71%
Capital Investment Fund	1,962,270	1,631,038	2,522,969	54.68%
<b>Subtotal</b>	<b>2,048,073</b>	<b>1,703,238</b>	<b>2,989,169</b>	<b>75.50%</b>
Cost Reimbursement	-	-	-	
<b>Total</b>	<b>\$ 2,048,073</b>	<b>\$ 1,703,238</b>	<b>\$ 2,989,169</b>	<b>75.50%</b>

Adopted Expenditures  
by Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenditures and Expenditure History





LINE-ITEM BUDGET STREETS AND STORMWATER

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenditures 2022-2023	Actual Expenditures 2021-2022	Actual Expenditures 2020-2021
<b>OPERATIONS</b>								
UTILITIES	\$ 3,000	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ 700	\$ 664	\$ 1,968
FUEL COSTS	2,750	2,000	2,000	2,000	2,000	1,500	1,217	858
DEPARTMENT SUPPLIES	10,550	10,500	10,500	17,200	17,200	15,000	2,049	3,116
MAINT/REPAIR EQUIPMENT	7,350	6,250	6,250	6,750	6,750	6,750	4,259	502
PROFESSIONAL FEES	-	-	-	2,000	2,000	133	100	27
PROF FEE/WATER QUALITY TESTING	2,000	2,200	2,200	2,000	2,000	1,720	1,975	1,560
CONTRACTED SERVICES	58,000	442,500	442,500	39,500	65,650	60,000	25,679	20,611
<b>Subtotal Operations</b>	<b>\$ 83,650</b>	<b>\$ 466,200</b>	<b>\$ 466,200</b>	<b>\$ 72,200</b>	<b>\$ 98,350</b>	<b>\$ 85,803</b>	<b>\$ 35,943</b>	<b>\$ 28,642</b>
<b>Capital Investment Fund Transfers</b>								
<b>CAPITAL OUTLAY</b>								
EQUIPMENT	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 183,378	\$ -	\$ -
INFRASTRUCTURE	2,179,584	2,464,774	2,464,774	1,318,482	1,666,336	1,666,336	403,487	293,035
VEHICLE	-	58,195	58,195	-	-	-	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ 2,179,584</b>	<b>\$ 2,522,969</b>	<b>\$ 2,522,969</b>	<b>\$ 1,518,482</b>	<b>\$ 1,866,336</b>	<b>\$ 1,849,714</b>	<b>\$ 403,487</b>	<b>\$ 293,035</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ -	\$ -	\$ 109,162	\$ 109,162	\$ 109,162	\$ 124,000	\$ 124,000
INTEREST	-	-	-	3,394	3,394	3,394	7,251	11,108
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 112,556</b>	<b>\$ 112,556</b>	<b>\$ 112,556</b>	<b>\$ 131,251</b>	<b>\$ 135,108</b>
<b>TOTAL</b>	<b>\$ 2,263,234</b>	<b>\$ 2,989,169</b>	<b>\$ 2,989,169</b>	<b>\$ 1,703,238</b>	<b>\$ 2,077,242</b>	<b>\$ 2,048,073</b>	<b>\$ 570,681</b>	<b>\$ 456,785</b>



## Capital Investment Fund For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>General Fund</b>				
<b>Streets and Stormwater:</b>				
<b>Capital Outlay</b>				
Streets-Stormwater-Water (Streets-Stormwater paving)	<b>23/24</b>	\$ 564,537	\$ 564,537	521,860
S. Old Oregon Inlet Road Project Area #13	<b>23/24</b>	1,300,237	1,300,237	-
Pick up truck (new)	<b>23/24</b>	58,195	58,195	-
Old Nags Head Place drainage infrastructure	<b>23/24</b>	600,000	600,000	-
S. Old Oregon Inlet Road Project Area #12	24/25	1,657,724	-	1,657,724
		<u>\$ 4,180,693</u>	<u>\$ 2,522,969</u>	<u>\$ 2,179,584</u>

\*partial funding source is capital reserve fund



## WATER FUND SUMMARY

### REVENUES AND EXPENSES SUMMARY

Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>REVENUES</b>								
Water Utility Sales	\$ 4,190,000	\$ 4,190,000	\$ 4,190,000	\$ 3,756,333	\$ 3,756,333	\$ 3,751,526	\$ 3,760,396	\$ 3,664,298
Other Operating Revenue	63,000	66,800	66,800	73,500	73,500	69,000	77,414	71,470
Restricted Intergovernmental	-	-	-	2,609,925	761,999	517,459	474,062	43,000
Investment Earnings	50,850	45,850	45,850	35,850	35,850	25,880	(288,637)	(19,042)
Other Revenue	1,500	1,300	1,300	1,150	33,706	33,516	18,750	4,220
Other Finance Sources	834,338	145,192	145,192	337,206	558,611	29,621	82,237	967,506
<b>TOTAL</b>	<b>\$ 5,139,688</b>	<b>\$ 4,449,142</b>	<b>\$ 4,449,142</b>	<b>\$ 6,813,964</b>	<b>\$ 5,219,999</b>	<b>\$ 4,427,002</b>	<b>\$ 4,124,222</b>	<b>\$ 4,731,452</b>
<b>EXPENSES</b>								
Interfund	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ 22,276	\$ 23,412	\$ 15,930
Water Administration	872,138	698,858	698,858	448,861	387,661	295,051	300,729	298,860
Septic Health	389,524	305,452	305,452	428,347	385,519	327,365	262,109	178,711
Water Operations	2,056,865	1,790,992	1,790,992	2,035,886	2,092,476	1,863,662	1,896,117	2,034,087
Water Distribution	1,746,161	1,578,840	1,578,840	3,825,870	2,304,343	2,251,258	2,171,257	990,106
<b>TOTAL</b>	<b>\$ 5,139,688</b>	<b>\$ 4,449,142</b>	<b>\$ 4,449,142</b>	<b>\$ 6,813,964</b>	<b>\$ 5,219,999</b>	<b>\$ 4,759,613</b>	<b>\$ 4,653,624</b>	<b>\$ 3,517,694</b>



REVENUES-RECOMMENDED

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Revenues 2022-2023	Actual Revenues 2021-2022	Actual Revenues 2020-2021
<b>OPERATING REVENUES</b>								
WATER UTILITY SALES	\$ 4,190,000	\$ 4,190,000	\$ 4,190,000	\$ 3,756,333	\$ 3,756,333	\$ 3,751,526	\$ 3,760,396	\$ 3,664,298
10% LATE PAYMENT PENALTY	20,000	20,000	20,000	25,000	25,000	23,524	25,275	24,610
SYSTEM DEVELOPMENT FEES	25,000	25,000	25,000	25,000	25,000	22,276	23,412	15,930
AMMONS DARE FEES	-	-	-	-	-	-	4,000	6,000
TAPS AND CONNECTION FEES	16,000	20,000	20,000	20,000	20,000	21,400	21,277	19,530
TAG CUTOFF FEES	2,000	1,800	1,800	3,500	3,500	1,800	3,450	5,400
<b>Subtotal Operating Revenues</b>	<b>\$ 4,253,000</b>	<b>\$ 4,256,800</b>	<b>\$ 4,256,800</b>	<b>\$ 3,829,833</b>	<b>\$ 3,829,833</b>	<b>\$ 3,820,526</b>	<b>\$ 3,837,810</b>	<b>\$ 3,735,768</b>
<b>RESTRICTED INTERGOVERNMENTAL</b>								
GRANTS-AMERICAN RESCUE PLAN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 474,062	\$ 474,062	\$ -
INTERGOVERNMENTAL GRANTS	-	-	-	2,609,925	287,397	43,397	-	43,000
<b>Subtotal Restricted Intergovernmental</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,609,925</b>	<b>\$ 761,999</b>	<b>\$ 517,459</b>	<b>\$ 474,062</b>	<b>\$ 43,000</b>
<b>INVESTMENT EARNINGS</b>								
INTEREST ON CASH/INVESTMENTS	\$ 50,000	\$ 45,000	\$ 45,000	\$ 35,000	\$ 35,000	\$ 25,000	\$ (289,593)	\$ (19,946)
SEPTIC LOAN INTEREST PAID	850	850	850	850	850	880	956	904
<b>Subtotal Investment Earnings</b>	<b>\$ 50,850</b>	<b>\$ 45,850</b>	<b>\$ 45,850</b>	<b>\$ 35,850</b>	<b>\$ 35,850</b>	<b>\$ 25,880</b>	<b>\$ (288,637)</b>	<b>\$ (19,042)</b>
<b>OTHER REVENUE</b>								
INSURANCE PROCEEDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,850	\$ -
CONTRIBUTIONS	-	-	-	-	32,556	32,556	-	-
MISCELLANEOUS REVENUES	1,500	1,300	1,300	1,150	1,150	960	1,900	4,220
<b>Subtotal Other Revenue</b>	<b>\$ 1,500</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 1,150</b>	<b>\$ 33,706</b>	<b>\$ 33,516</b>	<b>\$ 18,750</b>	<b>\$ 4,220</b>
<b>OTHER FINANCE SOURCES</b>								
SEPTIC LOAN PRINCIPAL PAID	\$ 25,000	\$ 24,000	\$ 24,000	\$ 25,000	\$ 25,000	\$ 29,621	\$ 24,998	\$ 29,194
PROCEEDS FROM LOAN	-	-	-	-	-	-	-	65,780
SALE OF CAPITAL ASSETS	-	-	-	-	-	-	-	872,532
TRANSFER FROM WATER CAPITAL RESERVE	-	30,000	30,000	-	-	-	57,130	-
TRANSFER FROM NAGS HEAD LEASING FUND	-	-	-	-	-	-	109	-
RESTRICTED NET POSITION-AMERICAN RESCUE PLAN	-	-	-	-	-	-	-	-
APPROPRIATED NET POSITION	809,338	91,192	91,192	312,206	533,611	-	-	-
<b>Subtotal Other Finance Sources</b>	<b>\$ 834,338</b>	<b>\$ 145,192</b>	<b>\$ 145,192</b>	<b>\$ 337,206</b>	<b>\$ 558,611</b>	<b>\$ 29,621</b>	<b>\$ 82,237</b>	<b>\$ 967,506</b>
<b>TOTAL</b>	<b>\$ 5,139,688</b>	<b>\$ 4,449,142</b>	<b>\$ 4,449,142</b>	<b>\$ 6,813,964</b>	<b>\$ 5,219,999</b>	<b>\$ 4,427,002</b>	<b>\$ 4,124,222</b>	<b>\$ 4,731,452</b>



EXPENSES BY ACCOUNT

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	806,920	759,206	759,206	806,412	806,412	636,178	689,086	626,150
SALARIES - LONGEVITY PAY	16,408	15,158	15,158	15,167	15,167	15,167	-	-
OVERTIME PAY	2,382	2,279	2,279	2,150	2,150	2,150	-	-
HOLIDAY PAY	8,308	7,950	7,950	7,950	7,950	7,950	-	-
FICA TAX	63,487	59,741	59,741	63,327	63,327	44,760	49,479	45,394
GROUP HEALTH INSURANCE	229,349	217,433	217,433	177,057	177,057	167,929	159,934	145,072
RETIREES GROUP HEALTH INSUR	15,548	14,710	14,710	14,358	14,358	14,364	14,358	14,358
RETIREMENT	106,971	100,661	100,661	98,184	98,184	76,239	78,397	62,609
401 K	41,495	39,045	39,045	33,113	33,113	25,168	20,817	9,315
<b>Subtotal Personnel Services</b>	<b>\$ 1,290,868</b>	<b>\$ 1,216,183</b>	<b>\$ 1,216,183</b>	<b>\$ 1,217,718</b>	<b>\$ 1,217,718</b>	<b>\$ 989,905</b>	<b>\$ 1,012,071</b>	<b>\$ 902,898</b>
<b>OPERATIONS</b>								
TRAINING	17,100	17,600	17,600	18,765	18,765	7,807	4,783	5,068
BUILDING/EQUIPMENT RENTAL	940	940	940	940	940	377	316	444
TELEPHONE	6,680	8,463	8,463	7,391	7,391	2,861	3,055	2,019
UTILITIES	59,360	54,200	54,200	55,150	55,150	49,081	51,289	48,962
POSTAGE	20,225	20,150	20,150	21,150	21,150	13,910	13,966	14,825
ADVERTISING	3,500	3,800	3,800	3,760	3,710	1,268	979	906
PRINTING	6,135	6,135	6,135	5,826	5,826	3,753	3,102	2,975
FUEL COSTS	25,500	25,500	25,500	29,000	29,000	21,466	19,935	12,572
STREET SUPPLIES	3,096	3,240	3,240	3,240	3,240	3,074	1,440	2,697
DEPARTMENT SUPPLIES	67,950	63,750	63,750	63,637	64,336	61,520	58,617	55,347
OTHER SUPPLIES	34,700	28,700	28,700	36,415	36,415	24,093	16,671	17,814
MAINT/REPAIR BUILDINGS	3,000	3,000	3,000	34,600	81,190	81,190	3,900	670
MAINT/REPAIR EQUIPMENT	64,100	56,505	56,505	68,865	105,421	79,587	13,942	48,607
VEHICLE MAINTENANCE	4,890	4,690	4,690	7,150	7,150	3,641	2,647	3,589
MAINT/REPAIR OTHER	30,000	30,000	30,000	37,000	24,675	16,828	9,702	28,113
UNIFORMS	8,200	7,200	7,200	6,500	6,500	4,540	4,746	4,019
PROFESSIONAL FEES	45,980	50,845	50,845	135,770	386,715	367,466	45,070	19,306
PROF. FEES H2O QUALITY TESTING	30,000	30,000	30,000	54,000	55,700	55,700	12,180	32,952
CONTRACTED SERVICES	183,194	172,444	172,444	170,698	140,698	141,846	185,931	101,665
PURCHASES FOR RESALE	892,500	850,000	850,000	895,000	895,000	850,000	866,941	956,560
INSPECTIONS	10,000	10,000	10,000	10,000	10,000	10,000	7,800	11,775
PUMPING CREDIT FOR WATER USE	30,000	30,000	30,000	30,000	30,000	12,600	2,340	3,780
BAD DEBT EXPENSE	2,500	2,500	2,500	5,000	5,000	-	-	-
DUES AND SUBSCRIPTIONS	5,745	5,690	5,690	5,093	5,093	3,807	3,887	4,960
INSURANCE	70,000	70,000	70,000	65,000	65,000	65,000	59,192	55,680
<b>Subtotal Operations</b>	<b>\$ 1,625,295</b>	<b>\$ 1,555,352</b>	<b>\$ 1,555,352</b>	<b>\$ 1,769,950</b>	<b>\$ 2,064,065</b>	<b>\$ 1,881,416</b>	<b>\$ 1,392,431</b>	<b>\$ 1,435,305</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>COST REIMBURSEMENT TO THE GENERAL FUND</b>								
COST REIMBURSEMENT	844,331	844,331	844,331	796,773	796,773	796,773	633,241	667,283
<b>Subtotal Cost Reimbursement to the General Fund</b>	<b>\$ 844,331</b>	<b>\$ 844,331</b>	<b>\$ 844,331</b>	<b>\$ 796,773</b>	<b>\$ 796,773</b>	<b>\$ 796,773</b>	<b>\$ 633,241</b>	<b>\$ 667,283</b>
<b>CAPITAL OUTLAY</b>								
OTHER	-	-	-	-	-	-	120,169	29,831
IMPROVEMENTS	186,300	-	-	-	-	-	-	-
EQUIPMENT	93,100	53,200	53,200	2,539,875	281,347	281,347	42,771	44,240
INFRASTRUCTURE	473,000	271,855	271,855	264,500	508,857	508,857	619,313	284,798
AMERICAN RESCUE PLAN	-	-	-	-	212,291	212,291	735,834	-
VEHICLE	36,050	72,500	72,500	-	-	-	-	65,780
<b>Subtotal Capital Outlay</b>	<b>\$ 788,450</b>	<b>\$ 397,555</b>	<b>\$ 397,555</b>	<b>\$ 2,804,375</b>	<b>\$ 1,002,495</b>	<b>\$ 1,002,495</b>	<b>\$ 1,518,087</b>	<b>\$ 424,649</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	220,291	6,291	6,291	28,219	28,219	28,219	38,496	46,431
INTEREST	235,453	294,430	294,430	61,929	729	729	1,336	1,248
SEPTIC LOAN PROGRAM	60,000	60,000	60,000	60,000	60,000	37,800	34,550	23,950
<b>Subtotal Debt Service</b>	<b>\$ 515,744</b>	<b>\$ 360,721</b>	<b>\$ 360,721</b>	<b>\$ 150,148</b>	<b>\$ 88,948</b>	<b>\$ 66,748</b>	<b>\$ 74,382</b>	<b>\$ 71,629</b>
<b>INTERFUND</b>								
TRANSFER TO WATER CAP RESERVE FUN	25,000	25,000	25,000	25,000	25,000	22,276	23,412	15,930
CONTINGENCY	50,000	50,000	50,000	50,000	25,000	-	-	-
<b>Subtotal Interfund</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 22,276</b>	<b>\$ 23,412</b>	<b>\$ 15,930</b>
<b>Grand Total</b>	<b>\$ 5,139,688</b>	<b>\$ 4,449,142</b>	<b>\$ 4,449,142</b>	<b>\$ 6,813,964</b>	<b>\$ 5,219,999</b>	<b>\$ 4,759,613</b>	<b>\$ 4,653,624</b>	<b>\$ 3,517,694</b>



EXPENSES BY PERCENTAGE

	<b>Managers Recommended 2023-2024</b>	<b>Adopted Budget 2023-2024</b>	<b>Adopted Budget Net Change</b>	<b>Financial Plan 2024-2025</b>
PERSONNEL SERVICES	\$ 1,216,183	\$ 1,216,183	0.00%	\$ 1,290,868
OPERATIONS	1,555,352	1,555,352	0.00%	1,625,295
COST REIMBURSEMENT TO THE GENERAL FUND	844,331	844,331	0.00%	844,331
CAPITAL OUTLAY	397,555	397,555	0.00%	788,450
DEBT SERVICE	<u>360,721</u>	<u>360,721</u>	0.00%	<u>515,744</u>
SUB-TOTAL	4,374,142	4,374,142	0.00%	5,064,688
INTERFUND TRANSFERS	25,000	25,000	0.00%	25,000
CONTINGENCY	<u>50,000</u>	<u>50,000</u>	0.00%	<u>50,000</u>
<b>TOTAL</b>	<b>\$ 4,449,142</b>	<b>\$ 4,449,142</b>	<b>0.00%</b>	<b>\$ 5,139,688</b>



	<b>Managers Recommended 2023-2024</b>	<b>Percentage of Total</b>	<b>Adopted Budget 2023-2024</b>	<b>Percentage of Total</b>	<b>Financial Plan 2024-2025</b>	<b>Percentage of Total</b>
PERSONNEL	\$ 1,216,183	27.34%	\$ 1,216,183	27.34%	\$ 1,290,868	25.12%
OPERATIONS	1,555,352	34.96%	1,555,352	34.96%	1,625,295	31.62%
COST REIMBURSEMENT TO THE GENERAL FUND	844,331	18.98%	844,331	18.98%	844,331	16.43%
CAPITAL OUTLAY	397,555	8.94%	397,555	8.94%	788,450	15.34%
DEBT SERVICE	360,721	8.11%	<u>360,721</u>	8.11%	<u>515,744</u>	10.03%
SUB-TOTAL	4,374,142	98.31%	4,374,142	98.31%	5,064,688	98.54%
INTERFUND TRANSFERS	25,000	0.56%	25,000	0.56%	25,000	0.49%
CONTINGENCY	<u>50,000</u>	1.12%	<u>50,000</u>	1.12%	<u>50,000</u>	0.97%
<b>TOTAL</b>	<b>\$ 4,449,142</b>	<b>100.00%</b>	<b>\$ 4,449,142</b>	<b>100.00%</b>	<b>\$ 5,139,688</b>	<b>100.00%</b>



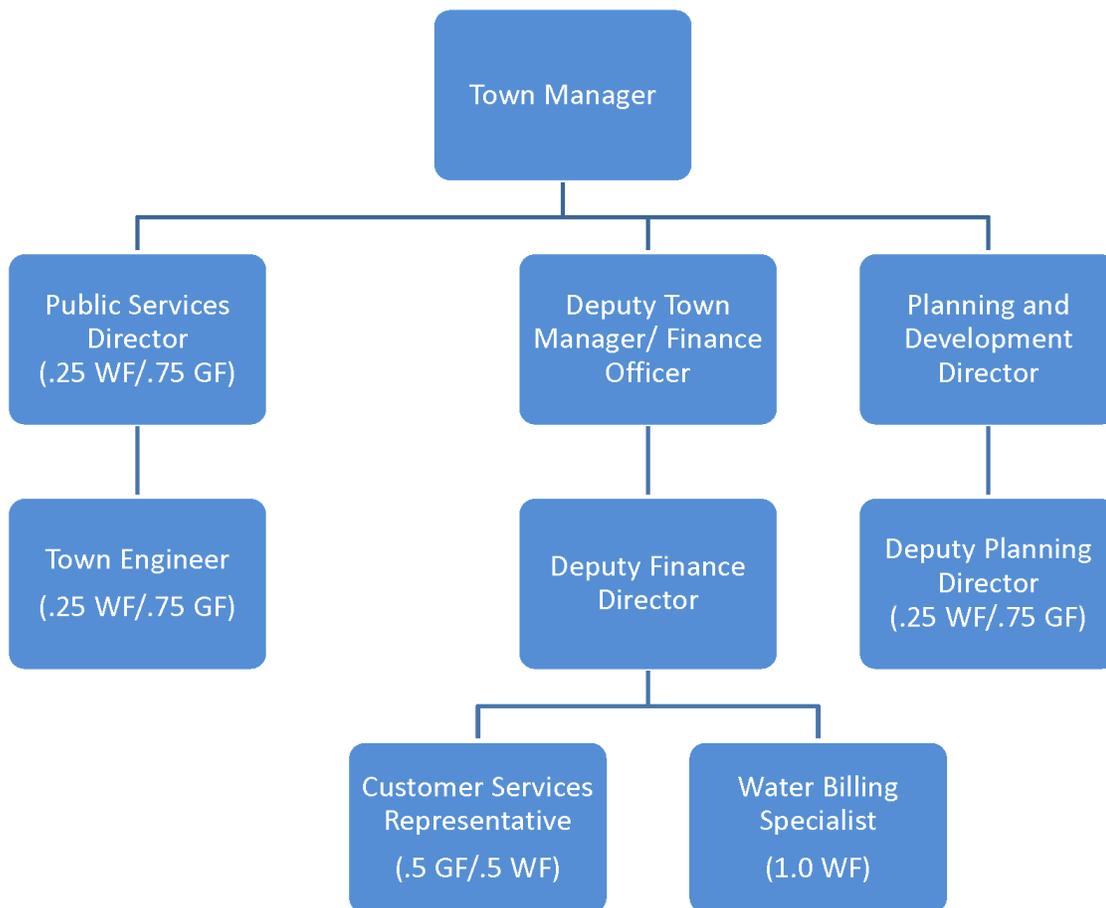
## DEPARTMENTAL BUDGETS

### WATER ADMINISTRATION

#### DESCRIPTION

Water Administration is responsible for billing and collecting revenues generated through distribution of water resources. Activities include scheduled utility billing; customer service changes; proactive leak identification, notification, and resolution; and courteous, timely responses to customer inquiries. Water Administration staff are in the Administrative Services Department, but are funded through the Water Fund, rather than the General Fund.

#### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Expanded a general billing module, which automates online bill pay and eliminates mailing invoices.

## UPCOMING PROJECTS

- Move all online forms into an electronic format that does not require the use of printing. Eliminating paper forms lowers costs, creates faster turnaround times, and elevates the customer experience.
- Migrate to online messaging for the annual water quality/Consumer Confidence Report (CCR).
- Provide timely water usage data including up-to-date leak/unusual account usage through advanced metering Infrastructure. The benefits extend to small leak detection and water conservation, which reduces non-revenue water loss.
- Pursue NCDEQ grant funding to comply with the Lead and Copper Rule Revisions to develop an initial inventory of all service line connections, both system-owned and customer-owned.
- Conduct an NCDEQ Asset Inventory and Assessment grant-funded capital improvement planning project and an associated rate study in conjunction with the Wastewater System Master Plan update.

## FY 2023-24 BUDGET HIGHLIGHTS

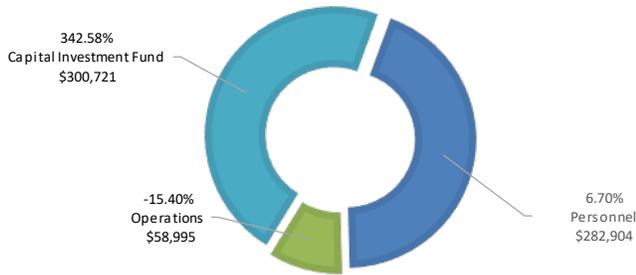
- The cost reimbursement of \$844,331 from the water fund to the general fund for indirect administrative costs is budgeted departmentally.
- The deputy public services director position is not funded.
- An interest-only debt payment is included to pay for the design and construction of the Public Services Complex, currently under construction. The financed cost of the project is \$15,505,000, with 80% funding from the general fund and 20% funding from the water fund. The water fund portion being financed is \$3,101,000, with an all-in true interest cost of 3.548410% on a 20-year principal repayment schedule, with the first principal repayment being made in fiscal year 2024/2025.
- Advanced Metering Infrastructure was also included in the financing package with the Public Services Complex. The debt payments for the meters are solely funded through the water fund though a 12.3% water rate increase, both to the base and volumetric charges. The total financed for the meters was \$1,605,000, with the same rate and structure.
- Professional fees are included for consulting assistance for grant administration, legal retainer fees, and professional services performed for the Town's annual audit.



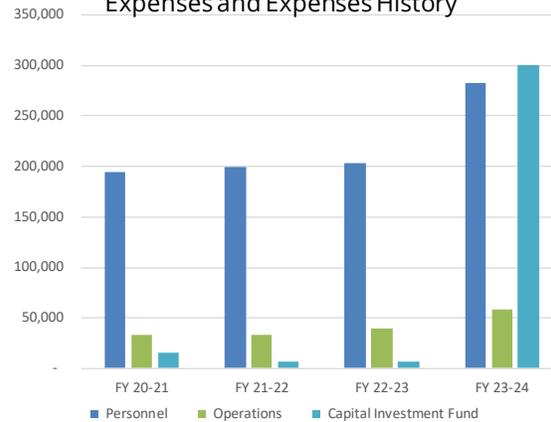
**BUDGET SUMMARY WATER ADMINISTRATION**

<b>Expenses By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 202,850	\$ 265,132	\$ 282,904	6.70%
Operations	39,407	69,735	58,995	-15.40%
Capital Investment Fund	6,748	67,948	300,721	342.58%
<b>Subtotal</b>	249,005	402,815	642,620	59.53%
Cost Reimbursement	46,046	46,046	56,238	
<b>Total</b>	\$ 295,051	\$ 448,861	\$ 698,858	55.70%

Adopted Expenses by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenses and Expenses History





LINE-ITEM BUDGET WATER ADMINISTRATION

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 174,828	\$ 164,106	\$ 164,106	\$ 177,500	\$ 177,500	\$ 133,808	\$ 133,421	\$ 134,249
SALARIES - LONGEVITY PAY	3,570	3,442	3,442	750	750	750	-	-
FICA TAX	13,603	12,773	12,773	13,576	13,576	9,152	9,053	9,224
GROUP HEALTH INSURANCE	76,714	72,713	72,713	44,662	44,662	38,225	38,076	35,530
RETIREMENT	22,920	21,522	21,522	21,545	21,545	15,694	15,168	12,716
401 K	8,891	8,348	8,348	7,099	7,099	5,221	4,044	2,585
<b>Subtotal Personnel Services</b>	<b>\$ 300,526</b>	<b>\$ 282,904</b>	<b>\$ 282,904</b>	<b>\$ 265,132</b>	<b>\$ 265,132</b>	<b>\$ 202,850</b>	<b>\$ 199,762</b>	<b>\$ 194,304</b>
<b>OPERATIONS</b>								
TRAINING	\$ 3,000	\$ 3,000	\$ 3,000	\$ 6,000	\$ 6,000	\$ 3,604	\$ 580	\$ 817
POSTAGE	14,000	14,000	14,000	15,000	15,000	11,940	12,061	13,217
DEPARTMENT SUPPLIES	4,950	4,950	4,950	3,950	3,950	3,427	2,708	3,967
MAINT/REPAIR EQUIPMENT	3,150	3,000	3,000	2,815	2,815	2,765	2,391	1,968
PROFESSIONAL FEES	29,230	28,895	28,895	34,520	34,520	15,271	13,940	11,420
CONTRACTED SERVICES	2,800	2,650	2,650	2,450	2,450	2,400	2,286	2,177
BAD DEBT EXPENSE	2,500	2,500	2,500	5,000	5,000	-	-	-
<b>Subtotal Operations</b>	<b>\$ 59,630</b>	<b>\$ 58,995</b>	<b>\$ 58,995</b>	<b>\$ 69,735</b>	<b>\$ 69,735</b>	<b>\$ 39,407</b>	<b>\$ 33,966</b>	<b>\$ 33,566</b>
<b>COST REIMBURSEMENT TO THE GENERAL FUND</b>								
COST REIMBURSEMENT	\$ 56,238	\$ 56,238	\$ 56,238	\$ 46,046	\$ 46,046	\$ 46,046	\$ 60,101	\$ 55,694
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ 220,291	\$ 6,291	\$ 6,291	\$ 6,291	\$ 6,291	\$ 6,291	\$ 6,291	\$ 14,402
INTEREST	235,453	294,430	294,430	61,657	457	457	609	894
<b>Subtotal Debt Service</b>	<b>\$ 455,744</b>	<b>\$ 300,721</b>	<b>\$ 300,721</b>	<b>\$ 67,948</b>	<b>\$ 6,748</b>	<b>\$ 6,748</b>	<b>\$ 6,900</b>	<b>\$ 15,296</b>
<b>Total</b>	<b>\$ 872,138</b>	<b>\$ 698,858</b>	<b>\$ 698,858</b>	<b>\$ 448,861</b>	<b>\$ 387,661</b>	<b>\$ 295,051</b>	<b>\$ 300,729</b>	<b>\$ 298,860</b>



## Water Fund Capital Outlay and Debt Service For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Water Fund</b>				
<b>Water Administration:</b>				
<b>Debt Service</b>				
Fuel tank conversion	19/20	\$ 37,745	\$ 6,596	\$ 6,444
Advanced Metering Infrastructure	<b>23/24</b>	1,605,000	100,312	130,250
Public Services Complex	<b>23/24</b>	3,101,000	193,813	319,050
		<b>\$ 4,743,745</b>	<b>\$ 300,721</b>	<b>\$ 455,744</b>



INTERFUND TRANSFERS – WATER FUND

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
TRANSFER TO WATER CAP RESERVE FUND	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 22,276	\$ 23,412	\$ 15,930
CONTINGENCY	50,000	50,000	50,000	50,000	25,000	-	-	-
<b>TOTAL</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 22,276</b>	<b>\$ 23,412</b>	<b>\$ 15,930</b>



## SEPTIC HEALTH

### DESCRIPTION

Septic Health is a division of the Planning and Development department although it operates on a separate budget. This division is structured around the components of the Todd D. Krafft Septic Health Initiative Program. While these components are separate, they are interconnected to promote water quality and education to maintain the town's wastewater infrastructure, improve private septic system performance, and protect our local waterbodies. The four core components of the Todd D. Krafft Septic Health Initiative Program are:

- 1. Wastewater System Inspection/Pumping** – This component encourages homeowners, through incentives and educational resources, to have their systems inspected and pumped (if needed) on a regular basis. Additionally, the Program administers a low-interest loan financing program to assist owners in the repair or replacement of malfunctioning wastewater systems. The inspection and pump out data collected has been used to develop the *Decentralized Wastewater Management Plan* and has informed the update of the Plan.
- 2. Water Quality Monitoring** - This component monitors 24 surface and groundwater sites for the presence of nutrients and bacteria to identify stormwater runoff and other source impacts. The updated Decentralized Wastewater Plan recommends adding additional water quality monitoring sites as well as the installation of remote water quality and groundwater data loggers.
- 3. Education** – This component is aimed at full time homeowners, part-time homeowners, and visitors to increase water quality awareness and knowledge of on-site wastewater function and maintenance.
- 4. Decentralized Wastewater Management Plan** – The Town adopted the updated Decentralized Wastewater Management Plan in 2022. The plan supports the continued viability for the use of on-site systems in the town and serves as the strategic plan for the Program and Division.



## ORGANIZATIONAL CHART



## RECENT ACCOMPLISHMENTS

- Adopted an update of the original 2005 Decentralized Wastewater Management Plan (DWWMP). As background, after entering into a contract with Tetra Tech, a four-person advisory committee was appointed to provide guidance and feedback on the DWWMP update. The plan update evaluated the overall effectiveness of the 2005 document, as well as the Septic Health Initiative Program, and made recommendations where necessary.
- Implemented several recommendations from the 2022 DWWMP.
- increased septic system pump out rebate from \$45 to \$150
- increased septic system repair/replacement loan amount from \$7,500 to \$12,000.
- Formed a Septic Health Advisory Committee to ensure the success of the program by providing advice and support to the program through the following pathways: as a channel for public input; reviewing and commenting on existing and proposed Septic Health Initiative (SHI) programs and community outreach efforts; and as



advocates for the SHI and its objectives within town government and the community.

## UPCOMING PROJECTS

- Working on implementing the recommendations outlined in the updated Decentralized Wastewater Management Plan. These include:
- Installing remote groundwater and water quality data loggers.
- Expanding the frequency of water quality monitoring.
- Increasing outreach and education efforts to the community and visitors.
- The identification of grants for further funding.

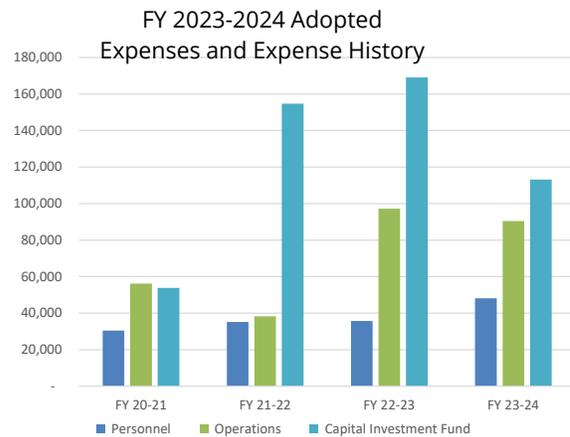
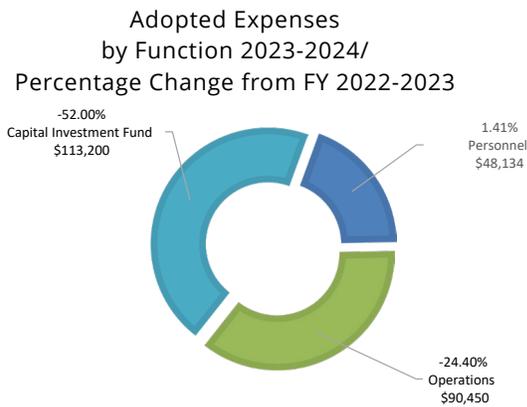
## FY 2023-24 BUDGET HIGHLIGHTS

- Funding has been included to implement recommendations outlined in the updated Decentralized Wastewater Management Plan:
- Purchase up to 4 remote water quality data loggers totaling \$53,200.
- Allocate \$60,000 for septic system repair/replacement loans.
- Septic system pump-out water bill credits are budgeted at \$30,000, estimating 200 participants.
- Funding of \$30,000 is set aside for water quality testing.
- Funding of \$10,000 is included for pumping out the Town's septic systems.
- Funding of \$10,000 is included in contracted work for septic inspections.



**BUDGET SUMMARY SEPTIC HEALTH**

<b>Expenses By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 35,698	\$ 47,463	\$ 48,134	1.41%
Operations	97,161	119,650	90,450	-24.40%
Capital Investment Fund	169,122	235,850	113,200	-52.00%
<b>Subtotal</b>	<b>301,981</b>	<b>402,963</b>	<b>251,784</b>	<b>-37.52%</b>
Cost Reimbursement	25,384	25,384	53,668	
<b>Total</b>	<b>\$ 327,365</b>	<b>\$ 428,347</b>	<b>\$ 305,452</b>	<b>-28.69%</b>





LINE-ITEM BUDGET SEPTIC HEALTH

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 32,733	\$ 30,810	\$ 30,810	\$ 30,316	\$ 30,316	\$ 25,869	\$ 25,215	\$ 25,092
LONGEVITY	250	250	250	-	-	-	-	-
FICA TAX	2,507	2,360	2,360	2,303	2,303	1,953	1,896	1,913
GROUP HEALTH INSURANCE	9,703	9,195	9,195	9,985	9,985	3,732	4,480	418
RETIREMENT	4,224	3,977	3,977	3,655	3,655	3,117	2,859	2,550
401 K	1,639	1,542	1,542	1,204	1,204	1,027	760	506
<b>Subtotal Personnel Services</b>	<b>\$ 51,056</b>	<b>\$ 48,134</b>	<b>\$ 48,134</b>	<b>\$ 47,463</b>	<b>\$ 47,463</b>	<b>\$ 35,698</b>	<b>\$ 35,210</b>	<b>\$ 30,479</b>
<b>OPERATIONS</b>								
TRAINING	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 711	\$ 485	\$ 1,092
POSTAGE	3,200	3,200	3,200	3,200	3,200	-	-	30
ADVERTISING	1,800	1,800	1,800	1,800	1,750	-	-	-
PRINTING	1,500	1,500	1,500	1,500	1,500	434	-	-
FUEL COSTS	1,000	1,000	1,000	1,000	1,000	544	279	162
DEPARTMENT SUPPLIES	500	800	800	500	550	1,074	464	417
VEHICLE MAINTENANCE	250	250	250	250	250	98	37	-
PROF. FEES H2O QUALITY TESTING	30,000	30,000	30,000	54,000	55,700	55,700	12,180	32,952
CONTRACTED SERVICES	16,000	10,000	10,000	16,000	16,000	16,000	14,755	6,027
INSPECTIONS	10,000	10,000	10,000	10,000	10,000	10,000	7,800	11,775
PUMPING CREDIT FOR WATER USE	30,000	30,000	30,000	30,000	30,000	12,600	2,340	3,780
DUES AND SUBSCRIPTIONS	400	400	400	400	400	-	-	-
<b>Subtotal Operations</b>	<b>\$ 95,650</b>	<b>\$ 90,450</b>	<b>\$ 90,450</b>	<b>\$ 119,650</b>	<b>\$ 121,350</b>	<b>\$ 97,161</b>	<b>\$ 38,340</b>	<b>\$ 56,235</b>
<b>COST REIMBURSEMENT TO THE GENERAL FUND</b>								
COST REIMBURSEMENT	\$ 53,668	\$ 53,668	\$ 53,668	\$ 25,384	\$ 25,384	\$ 25,384	\$ 33,840	\$ 38,216



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b><i>CAPITAL OUTLAY</i></b>								
OTHER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,169	\$ 29,831
EQUIPMENT	93,100	53,200	53,200	175,850	131,322	131,322	-	-
VEHICLE	36,050	-	-	-	-	-	-	-
<b>Subtotal Capital Outlay</b>	<b>\$ 129,150</b>	<b>\$ 53,200</b>	<b>\$ 53,200</b>	<b>\$ 175,850</b>	<b>\$ 131,322</b>	<b>\$ 131,322</b>	<b>\$ 120,169</b>	<b>\$ 29,831</b>
<b><i>DEBT SERVICE</i></b>								
SEPTIC LOAN PROGRAM	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 37,800	\$ 34,550	\$ 23,950
<b>Subtotal Debt Service</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 37,800</b>	<b>\$ 34,550</b>	<b>\$ 23,950</b>
<b>TOTAL</b>	<b>\$ 389,524</b>	<b>\$ 305,452</b>	<b>\$ 305,452</b>	<b>\$ 428,347</b>	<b>\$ 385,519</b>	<b>\$ 327,365</b>	<b>\$ 262,109</b>	<b>\$ 178,711</b>

## Water Fund Capital Outlay and Debt Service For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Water Fund</b>				
<b>Septic Health:</b>				
<b>Capital Outlay</b>				
Water quality data loggers	23/24	\$ 146,300	\$ 53,200	\$ 93,100
Pickup	24/25	36,050	-	36,050
		<b>\$ 182,350</b>	<b>\$ 53,200</b>	<b>\$ 129,150</b>



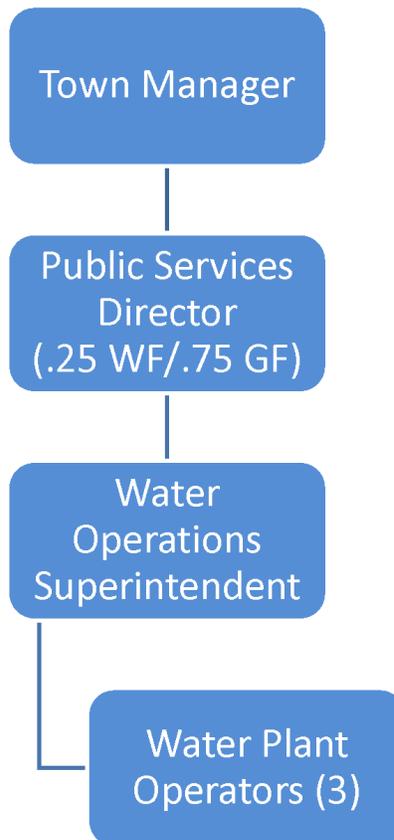
## WATER OPERATIONS

### DESCRIPTION

Water Operations is responsible for monitoring water quality distributed from Nags Head’s water plant into the Town’s distribution system.

Water Operations consists of the Eighth Street Water Treatment Plant and storage tank, the Gull Street Pump Station and storage tank, and two 500,000-gallon elevated water storage tanks. In addition, Water Operations maintains a state certified laboratory for bacteriological testing to ensure that water quality complies with state and federal regulations.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Replaced the mixer in the Gull Street ground tank. (Dare County replaced the pipe work in the meter vault, removed the altitude valve, and replaced it with an electric butterfly valve.)
- Completed the annual Total Trihalomethanes and Haloacetic Acids TTHM/HAA5 testing, with the next testing due in September 2023.
- Completed window replacement at the Eighth Street water plant.
- Washed out and inspected the south Nags Head water tower.
- Updated the SCADA system for redundancy at the Gull Street pump station.
- Cleared trees and brush on the east bank of Fresh Pond.

## UPCOMING PROJECTS

- Update the 2018 Water System Master Plan, along with an inventory assessment and GIS mapping.
- Replace the drainfield at the Gull Street pump station.
- Inspect and wash out the Eighth Street tower.
- Inspect and wash out the south Nags Head tower.

## FY 2023-24 BUDGET HIGHLIGHTS

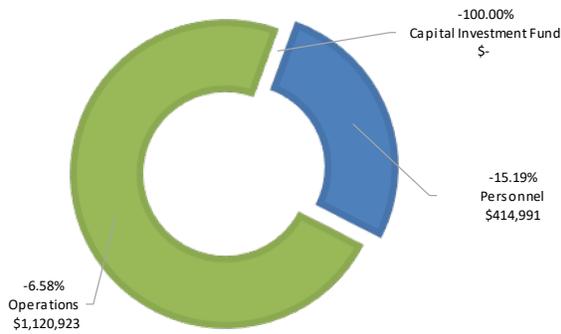
- Funding of \$850,000 is included for purchasing wholesale water from Dare County. The budget is based on the decrease from \$1.97 per thousand gallons of the most recent actual annual 429.862 million gallons purchased at the current wholesale rate of \$1.838 per thousand gallons.
- The water system manager position is not funded.
- The Water Fund proportionate share of utilities and insurances are budgeted in Water Operations including:
- Workers' compensation, general property and liability, and flood are centrally budgeted at \$70,000.
- Water Fund utilities are centrally budgeted at \$54,200.



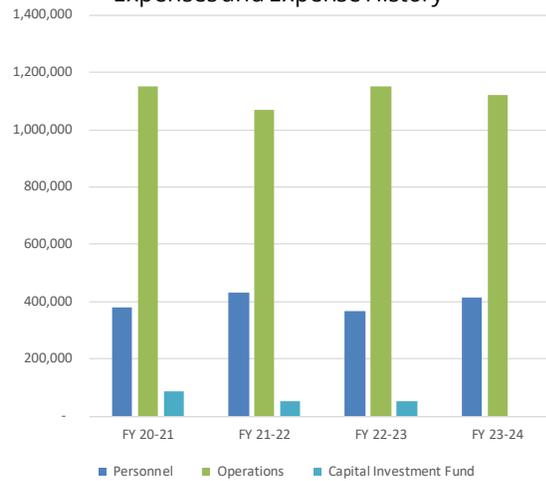
**BUDGET SUMMARY WATER OPERATIONS**

<b>Expenses By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Recommended Budget	Percent Change
Personnel	\$ 365,658	\$ 489,325	\$ 414,991	-15.19%
Operations	1,151,282	1,199,839	1,120,923	-6.58%
Capital Investment Fund	54,125	54,125	-	-100.00%
<b>Subtotal</b>	1,571,065	1,743,289	1,535,914	-11.90%
Cost Reimbursement	292,597	292,597	255,078	
<b>Total</b>	\$ 1,863,662	\$ 2,035,886	\$ 1,790,992	-12.03%

Adopted Expenses by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenses and Expense History





LINE-ITEM BUDGET WATER OPERATIONS

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 279,307	\$ 263,137	\$ 263,137	\$ 324,977	\$ 324,977	\$ 227,288	\$ 302,618	\$ 269,204
SALARIES - LONGEVITY PAY	10,588	9,466	9,466	13,417	13,417	13,417	-	-
OVERTIME PAY	720	689	689	650	650	650	-	-
HOLIDAY PAY	7,890	7,550	7,550	7,550	7,550	7,550	-	-
FICA TAX	22,716	21,393	21,393	26,423	26,423	16,231	22,218	19,695
GROUP HEALTH INSURANCE	66,196	62,728	62,728	62,874	62,874	63,961	63,176	59,670
RETIREMENT	38,275	36,046	36,046	39,618	39,618	27,500	34,467	27,350
401 K	14,847	13,982	13,982	13,816	13,816	9,061	9,134	4,048
<b>Subtotal Personnel Services</b>	<b>\$ 440,539</b>	<b>\$ 414,991</b>	<b>\$ 414,991</b>	<b>\$ 489,325</b>	<b>\$ 489,325</b>	<b>\$ 365,658</b>	<b>\$ 431,613</b>	<b>\$ 379,967</b>
<b>OPERATIONS</b>								
TRAINING	\$ 5,220	\$ 5,220	\$ 5,220	\$ 4,145	\$ 4,145	\$ 944	\$ 678	\$ 1,348
BUILDING/EQUIPMENT RENTAL	940	940	940	940	940	377	316	444
TELEPHONE	5,550	6,290	6,290	5,218	5,218	955	956	587
UTILITIES	59,360	54,200	54,200	55,150	55,150	49,081	51,289	48,962
POSTAGE	3,025	2,950	2,950	2,950	2,950	1,970	1,905	1,578
ADVERTISING	300	300	300	260	260	-	-	-
PRINTING	3,835	3,835	3,835	3,826	3,826	3,319	3,102	2,975
FUEL COSTS	12,000	12,000	12,000	15,000	15,000	10,943	11,567	6,669
DEPARTMENT SUPPLIES	40,000	40,000	40,000	38,712	38,712	37,738	37,435	39,884
OTHER SUPPLIES	16,000	10,000	10,000	14,365	14,365	7,424	3,404	2,803
MAINT/REPAIR BUILDINGS	3,000	3,000	3,000	34,600	81,190	81,190	3,900	670
MAINT/REPAIR EQUIPMENT	27,900	27,900	27,900	33,050	37,050	12,822	9,667	17,909
VEHICLE MAINTENANCE	2,400	2,200	2,200	1,900	1,900	721	1,574	2,057
UNIFORMS	3,200	3,200	3,200	3,000	3,000	1,670	1,852	1,732
PROFESSIONAL FEES	6,750	6,550	6,550	6,250	12,250	12,250	75	690
CONTRACTED SERVICES	19,865	19,265	19,265	17,600	17,600	12,660	13,450	8,582
PURCHASES FOR RESALE	892,500	850,000	850,000	895,000	895,000	850,000	866,941	956,560
DUES AND SUBSCRIPTIONS	3,103	3,073	3,073	2,873	2,873	2,218	2,473	3,159
INSURANCE	70,000	70,000	70,000	65,000	65,000	65,000	59,192	55,680
<b>Subtotal Operations</b>	<b>\$ 1,174,948</b>	<b>\$ 1,120,923</b>	<b>\$ 1,120,923</b>	<b>\$ 1,199,839</b>	<b>\$ 1,256,429</b>	<b>\$ 1,151,282</b>	<b>\$ 1,069,776</b>	<b>\$ 1,152,289</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>COST REIMBURSEMENT TO THE GENERAL FUND</b>								
COST REIMBURSEMENT	\$ 255,078	\$ 255,078	\$ 255,078	\$ 292,597	\$ 292,597	\$ 292,597	\$ 340,719	\$ 413,738
<b>CAPITAL OUTLAY</b>								
IMPROVEMENTS	\$ 186,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT	-	-	-	43,025	43,025	43,025	42,771	44,240
VEHICLE	-	-	-	-	-	-	-	32,890
<b>Subtotal Capital Outlay</b>	<b>\$ 186,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,025</b>	<b>\$ 43,025</b>	<b>\$ 43,025</b>	<b>\$ 42,771</b>	<b>\$ 77,130</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ -	\$ -	\$ 10,964	\$ 10,964	\$ 10,964	\$ 10,964	\$ 10,963
INTEREST	-	-	-	136	136	136	274	-
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,100</b>	<b>\$ 11,100</b>	<b>\$ 11,100</b>	<b>\$ 11,238</b>	<b>\$ 10,963</b>
<b>TOTAL</b>	<b>\$ 2,056,865</b>	<b>\$ 1,790,992</b>	<b>\$ 1,790,992</b>	<b>\$ 2,035,886</b>	<b>\$ 2,092,476</b>	<b>\$ 1,863,662</b>	<b>\$ 1,896,117</b>	<b>\$ 2,034,087</b>

## Water Fund Capital Outlay and Debt Service For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Water Fund</b>				
<b>Water Operations:</b>				
<b>Capital Outlay</b>				
Liquid chlorine conversion at Gull Street	24/25	\$ 186,300	\$ -	\$ 186,300



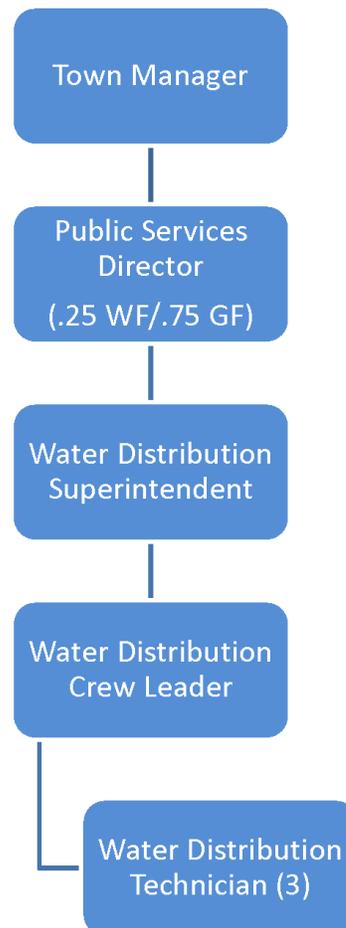
## WATER DISTRIBUTION

### DESCRIPTION

The Water Distribution Division is responsible for the overall quality of water in the Town's water system. Annual system flushing, monitoring system chlorine residuals, identifying water main tie ins to eliminate dead end lines, and the continued gradual change out of older water meters are several ways this is achieved.

Although Water Distribution is placed under the Public Services Department, for control and administrative support purposes, this division falls in the Water Fund, primarily because funding comes from revenues generated from water customers.

### ORGANIZATIONAL CHART





## RECENT ACCOMPLISHMENTS

- Relocated the water line at the entrance to the Bodie Island Lighthouse.
- Secured the south Nags Head ditch line for protection of watermain and water meters with help from Facilities Maintenance
- Replaced 3 fire hydrants in the system.

## UPCOMING PROJECTS

- Implement the Advanced Meter Infrastructure meters to be able to better detect leaking infrastructure, which equates to water conservation, as well as potentially saving homeowners significant billing with water leaks.
- Replace asbestos cement water line in conjunction with streets and stormwater infrastructure improvements.

## FY 2023-24 BUDGET HIGHLIGHTS

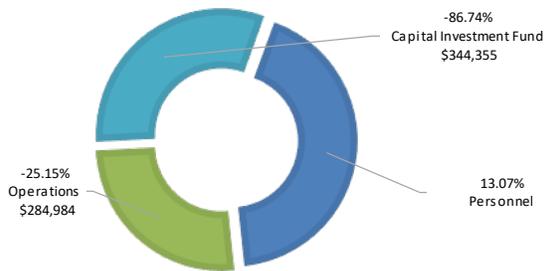
- Annual contracted water tower and tank maintenance is included at \$81,000.
- Due to erosion, ditch repairs will be completed in south Nags Head at \$25,000.
- Funding of \$15,000 is budgeted to replace fire hydrants.
- Annual fees for Advanced Metering Infrastructure are budgeted at \$16,829.
- Capital Improvement Program funding includes:
- Asbestos cement water line replacements - \$271,855.
- A replacement utility service truck - \$72,500.



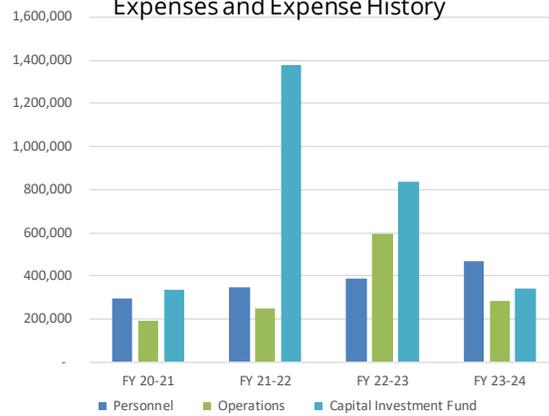
**BUDGET SUMMARY WATER DISTRIBUTION**

<b>Expenses By Type</b>				
Type	FY 22-23 Estimated Actual	FY 22-23 Adopted Budget	FY 23-24 Adopted Budget	Percent Change
Personnel	\$ 385,699	\$ 415,798	\$ 470,154	13.07%
Operations	593,565	380,726	284,984	-25.15%
Capital Investment Fund	839,248	2,596,600	344,355	-86.74%
<b>Subtotal</b>	1,818,512	3,393,124	1,099,493	-67.60%
Cost Reimbursement	432,746	432,746	479,347	
<b>Total</b>	\$ 2,251,258	\$ 3,825,870	\$ 1,578,840	-58.73%

Adopted Expenses by  
Function 2023-2024/  
Percentage Change from FY 2022-2023



FY 2023-2024 Adopted  
Expenses and Expense History





**LINE-ITEM BUDGET WATER DISTRIBUTION**

Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 320,052	\$ 301,153	\$ 301,153	\$ 273,619	\$ 273,619	\$ 249,213	\$ 227,832	\$ 197,605
SALARIES - LONGEVITY PAY	2,000	2,000	2,000	1,000	1,000	1,000	-	-
OVERTIME PAY	1,662	1,590	1,590	1,500	1,500	1,500	-	-
HOLIDAY PAY	418	400	400	400	400	400	-	-
FICA TAX	24,661	23,215	23,215	21,025	21,025	17,424	16,312	14,562
GROUP HEALTH INSURANCE	76,736	72,797	72,797	59,536	59,536	62,011	54,202	49,454
RETIREES GROUP HEALTH INSUR	15,548	14,710	14,710	14,358	14,358	14,364	14,358	14,358
RETIREMENT	41,552	39,116	39,116	33,366	33,366	29,928	25,903	19,993
401 K	16,118	15,173	15,173	10,994	10,994	9,859	6,879	2,176
<b>Subtotal Personnel Services</b>	<b>\$ 498,747</b>	<b>\$ 470,154</b>	<b>\$ 470,154</b>	<b>\$ 415,798</b>	<b>\$ 415,798</b>	<b>\$ 385,699</b>	<b>\$ 345,486</b>	<b>\$ 298,148</b>
<b>OPERATIONS</b>								
TRAINING	\$ 7,880	\$ 7,880	\$ 7,880	\$ 7,620	\$ 7,620	\$ 2,548	\$ 3,040	\$ 1,811
TELEPHONE	1,130	2,173	2,173	2,173	2,173	1,906	2,099	1,432
ADVERTISING	1,400	1,700	1,700	1,700	1,700	1,268	979	906
PRINTING	800	800	800	500	500	-	-	-
FUEL COSTS	12,500	12,500	12,500	13,000	13,000	9,979	8,089	5,741
STREET SUPPLIES	3,096	3,240	3,240	3,240	3,240	3,074	1,440	2,697
DEPARTMENT SUPPLIES	22,500	18,000	18,000	20,475	21,124	19,281	18,010	11,079
OTHER SUPPLIES	18,700	18,700	18,700	22,050	22,050	16,669	13,267	15,011
MAINT/REPAIR EQUIPMENT	33,050	25,605	25,605	33,000	65,556	64,000	1,884	28,730
VEHICLE MAINTENANCE	2,240	2,240	2,240	5,000	5,000	2,822	1,036	1,532
MAINT/REPAIR OTHER	30,000	30,000	30,000	37,000	24,675	16,828	9,702	28,113
UNIFORMS	5,000	4,000	4,000	3,500	3,500	2,870	2,894	2,287
PROFESSIONAL FEES	10,000	15,400	15,400	95,000	339,945	339,945	31,055	7,196
CONTRACTED SERVICES	144,529	140,529	140,529	134,648	104,648	110,786	155,440	84,879
DUES AND SUBSCRIPTIONS	2,242	2,217	2,217	1,820	1,820	1,589	1,414	1,801
<b>Subtotal Operations</b>	<b>\$ 295,067</b>	<b>\$ 284,984</b>	<b>\$ 284,984</b>	<b>\$ 380,726</b>	<b>\$ 616,551</b>	<b>\$ 593,565</b>	<b>\$ 250,349</b>	<b>\$ 193,215</b>



Account Description	Financial Plan 2024-2025	Manager's Recommended 2023-2024	Adopted Budget 2023-2024	Adopted Budget 2022-2023	Amended Budget 2022-2023	Estimated Actual Expenses 2022-2023	Actual Expenses 2021-2022	Actual Expenses 2020-2021
<b>COST REIMBURSEMENT TO THE GENERAL FUND</b>								
COST REIMBURSEMENT	\$ 479,347	\$ 479,347	\$ 479,347	\$ 432,746	\$ 432,746	\$ 432,746	\$ 198,581	\$ 159,635
<b>CAPITAL OUTLAY</b>								
INFRASTRUCTURE	\$ 473,000	\$ 271,855	\$ 271,855	\$ 264,500	\$ 508,857	\$ 508,857	\$ 619,313	\$ 284,798
AMERICAN RESCUE PLAN	-	-	-	-	212,291	212,291	735,834	-
EQUIPMENT	-	-	-	2,321,000	107,000	107,000	-	-
VEHICLE	-	72,500	72,500	-	-	-	-	32,890
<b>Subtotal Capital Outlay</b>	<b>\$ 473,000</b>	<b>\$ 344,355</b>	<b>\$ 344,355</b>	<b>\$ 2,585,500</b>	<b>\$ 828,148</b>	<b>\$ 828,148</b>	<b>\$ 1,355,147</b>	<b>\$ 317,688</b>
<b>DEBT SERVICE</b>								
PRINCIPAL	\$ -	\$ -	\$ -	\$ 10,964	\$ 10,964	\$ 10,964	\$ 21,241	\$ 21,066
INTEREST	-	-	-	136	136	136	453	354
<b>Subtotal Debt Service</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,100</b>	<b>\$ 11,100</b>	<b>\$ 11,100</b>	<b>\$ 21,694</b>	<b>\$ 21,420</b>
<b>TOTAL</b>	<b>\$ 1,746,161</b>	<b>\$ 1,578,840</b>	<b>\$ 1,578,840</b>	<b>\$ 3,825,870</b>	<b>\$ 2,304,343</b>	<b>\$ 2,251,258</b>	<b>\$ 2,171,257</b>	<b>\$ 990,106</b>

## Water Fund Capital Outlay and Debt Service For the Fiscal Year 2023-2024

Description	Fiscal Year	Estimated Cost	Adopted FY 2023-2024	Financial Plan 2024-2025
<b>Water Fund</b>				
<b>Water Distribution:</b>				
<b>Capital Outlay</b>				
Service truck	<b>23/24</b>	\$ 72,500	\$ 72,500	\$ -
Streets-Stormwater-Water (Water Portion)	<b>23/24</b>	271,855	271,855	473,000
		<b>\$ 344,355</b>	<b>\$ 344,355</b>	<b>\$ 473,000</b>



## APPENDIX

### PROPERTY TAX HISTORY

<u>Fiscal Year</u>		<u>Tax Rates</u>	<u>Gross Levy</u>	<u>Collected at June 30</u>	<u>Percent Collected</u>
2021-2022	Ad Valorem Tax	\$0.2625	\$8,017,604	\$8,016,810	99.99%
2021-2022	Beach Nourishment	\$0.0250	\$763,590	\$763,504	99.99%
2021-2022	MSD 1 and 2	\$0.1430	\$1,498,229	\$1,498,221	99.99%
2021-2022	MSD 4	\$0.0100	\$66,222	\$66,222	100.00%
2021-2022	MSD 3 and 6	\$0.0050	\$71,354	\$71,354	100.00%
2021-2022	NCDMV	\$0.2875	\$155,067	\$155,067	100.00%
2022-2023	Ad Valorem Tax	\$0.2625	\$8,050,974	\$8,049,247 (1)	99.979%
2022-2023	Beach Nourishment	\$0.0250	\$766,768	\$766,603 (1)	99.979%
2022-2023	MSD 1 and 2	\$0.1430	\$1,504,273	\$1,504,243 (1)	99.998%
2022-2023	MSD 4	\$0.0100	\$66,607	\$66,607 (1)	100.00%
2022-2023	MSD 3 and 6	\$0.0050	\$71,524	\$71,524 (1)	100.00%
2022-2023	NCDMV	\$0.2875	\$153,311	\$153,311 (5)	100.00%
2023-2024	Ad Valorem Tax	\$0.305	\$9,349,437	\$9,326,063 (2)	99.75%
2023-2024	Beach Nourishment	\$0.025	\$766,347	\$764,431 (3)	99.75%
2023-2024	MSD 1 and 2	\$0.1430	\$1,505,063	\$1,501,316 (4)	99.75%
2023-2024	MSD 4	\$0.0100	\$66,731	\$66,565 (4)	99.75%
2023-2024	MSD 3 and 6	\$0.0050	\$71,648	\$71,470 (4)	100.00%
2023-2024	NCDMV	\$0.2875	\$194,045	\$194,045 (5)	100.00%
2024-2025	Ad Valorem Tax	\$0.305	\$9,358,786	\$9,335,389 (2)	99.75%
2024-2025	Beach Nourishment	\$0.025	\$769,081	\$767,159 (3)	99.75%
2024-2025	MSD 1 and 2	\$0.1430	\$1,506,568	\$1,502,818 (4)	99.75%
2024-2025	MSD 4	\$0.0100	\$66,797	\$66,632 (4)	99.75%
2024-2025	MSD 3 and 6	\$0.0050	\$71,719	\$71,541 (4)	100.00%
2024-2025	NCDMV	\$0.2875	\$194,239	\$194,239 (5)	100.00%

(1) As of April 25, 2023

(2) Town wide ad valorem adjusted budgeted at 99.75% collection

(3) Town wide beach nourishment budgeted at 99.75% collection

(4) Municipal service districts beach nourishment budgeted at 99.75% collection

(5) Levy per the North Carolina Vehicle Tax System budgeted at 100% collection



STRATEGIC PLAN

**TOWN OF NAGS HEAD MISSION, VALUES, LEGACY AND COMMUNITY GOALS**



**MISSION**

*The mission of the Town of Nags Head is to provide for the health, safety and welfare of the citizens, property owners and visitors of the town, to fulfill the requirements placed on it by the State of North Carolina and to facilitate the achievement of community goals by providing municipal services in a flexible, cost effective, customer friendly manner and to achieve this through an open, consensus driven process that treats all with respect.*



**SHARED VALUES**

*The Town of Nags Head is a unique coastal community built upon a legacy rooted in shared values, including our most recognized common bond - a love for 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 strive to preserve and protect the Nags Head character, environment, tourism-based economy, and sense of place to ensure a high quality of life for residents and a memorable family vacation experience for present and future generations.*



**LEGACY**

*We uphold our legacy by protecting and promoting our small-town character that includes a sustainable local economy based on family vacation tourism, a high-quality beach experience, and small, locally owned businesses. Fundamental to our legacy and quality of life are preserving the historic architecture and culture that distinguishes our town, providing residents and visitors with excellent public services and well-maintained recreational amenities; and ensuring access to a well-protected natural coastal environment.*

*Our legacy will be strengthened and preserved by a focused, transparent decision-making process that is comprehensive and consistent with the community's vision. To maintain that focus, our decisions are directed by five goals described below.*

**Community Goals**

Preserve our community's distinctive heritage and unique lifestyle	Protect our critical natural resources and coastal ecosystem	Build and promote a sustainable economy that supports residents and visitors	Plan for orderly and sustainable growth and redevelopment	Maintain a well-run and efficient government that provides high quality and cost-effective services
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# TOWN OF NAGS HEAD VISION 2025

*Visioning looks into the foreseeable future and imagines what is possible. Nags Head has envisioned its future for decades, considering ‘how can our town be its best self?’ The vision set forth over the years is still relevant today. During the 2021 retreat, the long-term vision was affirmed.*

## Reforming Process to Tackle Technical Issues



In 2025 Nags Head has integrated infrastructure to meet all needs.



In 2025 Nags Head has long-term, focused shoreline management.



In 2025 Nags Head has integrated groundwater management.

## Empowering the Delivery of Consistent and Exemplary Public Service



In 2025 Nags Head has a high performing, strategic organization.



In 2025 Nags Head has well-informed, engaged public and staff.



In 2025 Nags Head has streamlined, efficient public works services.

## Facilitating Collaboration to Address Community Wide Regional Issues



In 2025 Nags Head is collaborating to identify regional needs and develop solutions.

### Most Pressing Issues/Needs of 2021/22

- ◇ Beach Traffic
- ◇ Employee Health and Wellness
- ◇ Sustainable Tourism
- ◇ Communication
- ◇ Covering Expenses and Timing of Expenses
- ◇ Pressure to Increase Density
- ◇ Sanitation
- ◇ Beach Nourishment



## Reforming Processes to Tackle Technical Issues



### Reformulating Processes to Tackle Technical Issues

This strategic direction is designed to make progress on lingering or threatening issues for the community such as groundwater protection, shoreline management, and sanitation. The Board and Staff want to ensure the long-term viability and health of the eco-system and the economic vitality of the Town.



### First Year Actions

1. **Continue progress on integrated Public Works Plan**
2. **Establish connectivity process (streets, stormwater)**
3. Clarify expectations and language on ordinances and land use plan (Stormwater)
4. Communicate new ordinances to the public (develop resources)
5. Develop partnership with property managers to address sanitation and collection issues; sanitation plan approved and in place and communicated to the public in advance of next season
6. Develop and initiate communication plan for the public
7. Complete decentralized wastewater management plan
8. Build framework for one water plan
9. Develop Municipal Service District cross-section diagram
10. Develop pedestrian safety plan
11. Develop master plan for estuarine shoreline

### Two-Year Results

1. Property owners have more clarity on MSD's
2. A framework/plan is in place addressing integrated groundwater management
3. Commercial recycling is implemented
4. Stakeholders have a better understanding and participation in sanitation collection approach
5. A managed sound shoreline is protecting the natural environment



## Empowering the Delivery of Consistent and Exemplary Public Service



### A high performing, Nags Head team will be known for

Personal and Organizational Accountability and Leadership	Employees and Public Have Mutually Respectful, Valued, Trusted, and Engaged Relationship	Employees are Valued, Trusted, Respected and Engaged	Pride Earned Through Excellence, Ownership, and Passion	Collective Commitment to a Belief in Excellence	Open, Transparent Communication Across the Organization and Community	Empowered to Think Freely Without Being Afraid to Fail
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### Empowering the Delivery of Consistent and Exemplary Public Service

Town leaders recognize the best way to ensure **consistent and exemplary service delivery** is to have an exceptional organization that is strategic and high performing. The components of a high performing team and process for driving results were reviewed with an emphasis on communication.



### First Year Actions

1. Establish **strategic planning framework to integrate department plans into overall plan**
2. **Conduct mid-year budget/CIP review**
3. Initiate cross-department reporting system for violations/issues
4. Develop design process for mid-year evaluation of strategic plan
5. Develop an asset management program for equipment, facilities, and infrastructure
6. Establish norms (best practices) for board-staff communication
7. Establish grant strategy including grant monitoring
8. Review comprehensive employee benefits
9. Create book of ordinance interpretations to ensure consistency

### Two-Year Results

1. Each department has a strategic plan that is integrated with the Town's strategic plan
2. An integrated master plan for Public Works facilities is in place
3. Integrated remote services for citizens is in place
4. Employees feel engaged, interactive, and connected as evident through surveys
5. Board members have 100% satisfaction with communications
6. Expectations are consistent and met on communications
7. Employees are engaged in providing feedback loops



## Facilitating Collaboration to Address Community-Wide Regional Issues



### Facilitating Collaboration to Address Community-Wide Regional Issue

Nags Head is a unique and beautiful place to live and visit. The high quality of life has made the community an attractive place to make a home. The desire to live in Nags Head and the investment in rental housing has impacted the affordability of housing, especially for seasonal workers who are the backbone of the small businesses and for the Town's own ocean rescue team. The communities of the Outer Banks must work together to solve the housing situation. Through collaboration with other local governments and businesses, Nags Head will bring the topic of housing and other regional issues to the table.



### First Year Imperatives

1. Establish mental health protocols/ program
2. Engage with regional partners on calls for mental health
3. Re-initiate seasonal employee housing conversation
4. Develop clear understanding of housing needs and disposition of board
5. Broaden intergovernmental local agreements for additional services
6. Engage quarterly meetings with Dare County (i.e. beach/sanitation)
7. Re-engage with region on waste/recycle programs
8. Annual county forum on regional issues

### Two-Year Results

1. A better living wage and information on moving regional issues forward
2. Beach nourishment long-range planning is taking place
3. A plan is in place for Town employee housing
4. Transportation continuity on cross-jurisdictional boundaries exists
5. Public safety collaboration towards shared resources and service delivery is underway
6. There is ongoing discussion between public safety agencies
7. Inter-local agreements for key personnel are in place (sharing staff resources)
8. Region-wide discussion is happening to address mental health
9. The Town is collaborating with regional partners to address sanitation and recycling



## PROCESS FOR CREATING AND ACCOMPLISHING STRATEGIC GOALS

The strategic plan contemplated several process improvements including a strategic planning framework integration, a process for mid-year evaluation of the strategic plan, and a mid-year budget review. An annual planning cycle integrates the strategic planning process with development of the budget and the capital improvement program.

Strategic planning should occur all year as an annual cycle. The budget and capital improvement program are planning tools that are the primary mechanism for implementing the strategic plan. Departments should have internal processes to prepare a department-based strategic plan and/or a work plan that can be integrated into the Town's overall strategic plan. The format and content will be determined by each department based on function and operational needs. Generally, departmental strategic plan elements should consider the following, as necessary:

- Department goals and objectives
- Current and future operational needs
- Projections for service demands and associated equipment and personnel needs
- Capital needs/projects
- Training
- Career development and succession planning
- Special projects
- Department-related board priorities
- Asset management

Each year the Board of Commissioners holds a strategic planning retreat in September at the conclusion of the summer. This is an ideal time to begin the annual planning cycle since it is well in advance of the budget preparation cycle. This gives the board an opportunity to reflect on the year, re-establish goals and priorities, and have the strategic plan feed the budget and capital improvement process.

The strategic planning retreat involves the board working with staff to establish a collective set of values and specific action strategies to implement board goals and priorities. The format of the retreat is determined each year and normally involves two full days of exercises with the board, typically at an off-site location, with a third day conducted by staff to develop a plan based on the work of the previous two days. The retreat serves to set the tone for a positive working relationship, allowing for an in-depth, informal dialogue between board members and staff as well as the free exchange of thoughts and ideas. At the conclusion of the retreat, the board receives a report documenting the discussion and detailing the implementation plan. Staff should prepare



an internal implementation document that clearly defines each item as well as milestones to track progress. Specific objectives, performance measures, and performance targets should be incorporated that identify specific strategies for implementation. The Capital Improvement Program, the annual budget, and Capital Project Funds link specific strategies to organization-wide goals and align resources to achieve results. Continuous process improvement requires analyzing processes to determine current levels of performance, establishing performance targets, and identifying strategies to close the gap between current levels of performance and the target.

The formal budget process begins each December when the budget team meets to review the Town's budget priorities. Following this meeting, Departments are tasked with preparing a baseline operating budget to meet their internal needs and capital improvement packages for significant new requests. Departments should be provided with budget templates and CIP sheets in early January. Draft operating and capital budgets should be submitted to the budget preparation team by mid-February. A capital improvement package is required for all new capital requests. The Town maintains a policy describing what constitutes a capital improvement request that must be considered as part of the Capital Improvement Program. As part of the CIP, departments are tasked with reviewing their future needs and identifying all significant new requests for a five-year period.

As Departments are preparing their operating budgets, the budget team finalizes future year revenue projections. This is accomplished by reviewing revenue monthly to identify short-term and long-term trends. In addition, the Town holds periodic revenue meetings where Departmental staff are asked to provide input on key workload indicators. For example, staff in the Planning and Development Department provides critical information related to trends in the development community which impact revenue growth.

Following the submission of the Departmental budgets, the budget team reviews the Town's baseline requirements, new requests, and projected revenue increases. This information is developed into a current year and a five-year forecast that are shared with the board at a late February workshop/retreat. This allows the board to provide guidance based on both current conditions and long-term priorities. Using the additional guidance from the board, the budget team is tasked with preparing a balanced budget that is ultimately presented to the Board of Commissioners at a regular meeting. Following the release of the recommended budget, the board will hold several work sessions based on priority topics (i.e., new programs, requests for new positions, major expenditure requests, changes to services) and to review the budget and CIP requests. Following the work sessions, staff will prepare a revised budget for which a public hearing will be held to offer the public an opportunity to provide input. Finally, staff prepares a budget ordinance that summarizes the appropriation level of each department. The ordinance is considered and then approved by the board and the budget is formally adopted.



## GLOSSARY

**Accrual Basis of Accounting (or Full Accrual):** Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

**Ad Valorem Tax:** A tax levied in proportion to the value of property.

**Amortization:** Paying the principal amount of a debt issue through periodic payments. Amortization payments include interest and any payment on principal.

**Annual Comprehensive Financial Report (ACFR):** A complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants.

**Appropriation:** Authorization granted by the Board of Commissioners to obligate and expend resources for purposes specified in the budget document.

**Appropriated Fund Balance:** The amount of fund balance the Board of Commissioners authorizes as a financing source to help fund specific expenditures.

**Assessed Valuation:** The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

**Audit:** An independent evaluation of the accuracy of the Town's financial statements, financial practices, and internal controls designed to ensure compliance with generally accepted accounting principles. Audits are conducted annually in accordance with state law.

**Balanced Budget:** Budget in which planned expenditures equal anticipated revenues. North Carolina state law requires municipalities to adopt a balanced operating budget.

**Basis of Accounting:** Accounting method that determines when revenues, expenditures, expenses, and transfers (and the related assets and liabilities) are recognized in accounts and reported in financial statements. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

**Bond:** A written promise to pay a specific amount of money with interest within a specific time, usually long-term. An obligation issued by the Town as a method of borrowing large amounts of resources for capital projects; bonds are issued for fixed terms and have fixed interest rates.

**Bonded Debt:** The portion of indebtedness represented by outstanding bonds.

**Bond Rating:** A grade indicating a governmental unit's investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit.



**Budget:** A plan for the coordination of resources and expenditures. The budget document outlines the Town's financial plan for a fiscal year indicating how the Town intends to allocate resources to support goals, objectives, and desired service levels.

**Budget Amendment:** A legal procedure used by Town staff and Board of Commissioners to revise a budget appropriation.

**Budget Calendar:** The schedule of key dates that Town departments follow in the preparation, adoption, and administration of the budget.

**Budget Message:** A written overview of the proposed budget from the town manager to the Mayor and Board of Commissioners and the public that discusses the major budget items, changes from the current and previous fiscal years, and the Town's financial condition.

**Budget Ordinance:** The official enactment by Board of Commissioners to establish legal authority for Town officials to obligate and expend resources.

**Budgetary Control:** The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital Assets:** Tangible property that is not easily converted into cash and is usually held for a long period, such as property, machinery, vehicles, equipment, etc.

**Capital Improvement Program (CIP):** A multi-year plan for the construction or acquisition of major capital items. The plan usually outlines spending needs, the financing source or sources expected, and the impact of the CIP on future annual operating budgets.

**Capital Investment Fund (CIF):** A separate fund maintained within the General Fund to account separately for capital projects and debt.

**Capital Outlay:** Expenditure expected to have a useful life greater than one year or a total value of \$5,000 or more resulting in the acquisition of or addition to a fixed asset.

**Capital Project:** A capital improvement that usually requires a major initial investment, and a significant and continuing financial commitment in the form of operating costs.

**Capital Project Fund:** A fund used to account for the acquisition and construction of major capital facilities, infrastructure, or improvements.

**Capital Reserve:** An account used to indicate that a portion of a fund's balance is restricted for a specific capital purpose and is not available for general appropriation.



**Capital Reserve Fund:** permits the district to set aside money for future construction projects and major purchases.

**Cash Accounting:** An accounting method where receipts are recorded during the period they are received, and the expenses in the period in which they are actually paid.

**Cash Management:** The management of cash necessary to pay for governmental services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, and establishing and maintaining banking relationships.

**Committed Fund Balance:** That portion of fund balance that can only be used for specific purposes imposed by majority vote by quorum of the Town of Nags Head's governing body. Any changes or removal of specific purposes requires a majority action of the governing body.

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Debt Limit:** The maximum amount of outstanding gross or net debt permitted by law.

**Debt Service:** The portion of the budget pertaining to payment of principal and interest requirements on outstanding debts.

**Deferred inflows of resources:** An acquisition of net assets that are applicable to a future reporting period.

**Deferred outflows of resources:** A consumption of net assets that are applicable to a future reporting period.

**Deficit:** The amount by which expenditures exceed revenues during an accounting period.

**Department:** An organizational unit of the Town responsible for overall management of a major governmental function.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

**Disbursement:** Payment for goods and services in cash or by check.

**Encumbrance:** A financial commitment of appropriated funds for services, contracts, or goods that have not yet been delivered by a specified time, usually the end of the fiscal year.



**Enterprise Fund:** A fund that accounts for a governmental activity supported primarily with user fees or charges and operated using business principles. Nags Head's Water Fund is an Enterprise Fund.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditures:** The measurement focus of governmental fund accounting identifying financial resources expended.

**Expenses:** The measurement focus of proprietary fund accounting identifying costs expired. Expenses reflect the cost of goods or services used.

**FICA:** Social Security Tax and Medicare tax paid by the Town for each permanent, seasonal and temporary employee.

**Fiscal Policy:** The financial plan embracing the general goals and acceptable procedures for managing the Town's financial resources.

**Fiscal Year (FY):** The time designating the beginning and the ending period for recording financial transactions. In North Carolina, a municipal government fiscal year begins July 1 and ends June 30.

**Fringe Benefits:** A collection of various benefits provided by an employer, which are exempt from taxation as long as certain conditions are met.

**Full-time Equivalent (FTE):** An FTE converts the hours worked by a position into a percentage of a full year's number of hours. Generally, one FTE equals 2080 hours per year per permanent position.

**Full-time Employee:** A Town employee hired to work forty (40) hours per week on a continuing basis who is eligible to participate in the Town's health, dental and life insurance, and retirement programs.

**Function:** A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a similar broad goal or major service such as public safety, environmental protection, cultural activities, etc.

**Fund:** A fiscal and accounting entity that has a self-balancing set of accounts recording cash and other financial resources, as well as related liabilities and residual equity. These are segregated to carry on specific activities or objectives in accordance with special regulations, restrictions, or limitations as established by State and Federal governments.



**Fund Balance:** The amount of assets in excess of the liabilities or appropriations for expenditures also known as surplus funds. North Carolina General Statutes require general fund balance reserves of at least 8% of General Fund expenditures at the end of the fiscal year. The Board of Commissioners has adopted a policy to set this at 25%.

**Fund Balance, Unassigned:** That portion of the fund balance that is not legally segregated for a specific future use; available for appropriation at any time by the Board of Commissioners in the event of a natural or financial emergency.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices.

**General Fund:** A governmental fund used to account for financial resources of the Town, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees, and service fees. This fund usually includes most of the basic operation services, such as fire and police protection, finance, public works, general administration, planning, and recreation.

**General Ledger:** A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**Limited Obligation Bond (LOB):** A bond issued by a municipality, state, or public agency authorized to build, acquire, or improve a revenue-producing property such as a mass transit system, an electric generating plant, an airport, or a toll road.

**Installment Financings/Limited Obligation Bonds (LOBs):** General obligation debt that does not require voter approval. Debt service obligations are subject to the annual appropriation by the Board of Commissioners. Installment financing are secured by a lien on all or a portion of the property being financed.

**Interfund:** Transactions in which assets (such as cash) move between funds within the Town.

**Land Transfer Tax:** The Town's proportional share of an authorized excise tax on instruments conveying certain interests in real property. The tax is imposed by Dare County at \$1 per each \$100 or fraction thereof of the total consideration or value of the interest conveyed.

**Local Government Commission:** Established by NCGS 159-3, division of the NC Department of the State Treasurer that provides oversight and assistance to local governments in North Carolina. This includes approval of debt issuance and fiscal management assistance.



**Modified Accrual Basis of Accounting:** Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available and measurable. Expenditures are recognized in the period the fund liability is incurred, if measurable, except for unmatured interest on (and principal of) general long-term debt, which should be recognized when due.

**Municipal Service District (MSD):** A defined area within the Town in which the Board of Commissioners levies an additional property tax in order to provide projects or extra services that benefit the properties in the district.

**Net Position:** The difference between total assets plus deferred outflows of resources, and total liabilities plus deferred inflows of resources.

**North Carolina General Assembly (NCGA):** The legislative body of the State's government.

**North Carolina General Statutes (NCGS):** Laws governing the State of North Carolina.

**Objective:** A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. An objective should imply a specific standard of performance for a given program.

**Occupancy tax:** Receipts derived from the rental of room, lodging, or similar accommodation including private residences and cottages.

**Occupational Safety and Health Act (OSHA):** Regulations passed by the US Department of Occupational Safety and Health Administration to assure safe and healthful working conditions for working men and women by authorizing enforcement of the standards developed under the Act.

**Operating Budget:** A financial plan for the provision of direct services and support functions.

**Operating Expenses:** The portion of the budget pertaining to the daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, and materials.

**Ordinance:** a piece of legislation enacted by a municipal authority.

**Part-time Employee:** For budget purposes, a Town employee, either regular or temporary, who is regularly scheduled to work less than 30 hours per workweek.

**Pay-As-You-Go (or Pay-Go):** Financial policy of a government unit that finances capital outlays from current revenues rather than from borrowing.

**Peer Group:** Other municipalities with similar characteristics, such as population, services provided, and tax base used for comparison of financial condition and performance.



**Personal Property:** Movable property classified within two categories- tangible and intangible. “Tangible” or touchable property includes items of visible and movable property not permanently affixed to real property. “Intangible” or non- touchable property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights, and similar assets.

**Personnel Services:** Salaries and wages paid to employees for fulltime, part-time, and temporary work including overtime and similar compensation.

**Policy:** A definite course or method of action considering given conditions to guide and determine present and future decisions.

**Powell Bill Funds:** Funding from state-shared gasoline taxes that are restricted for use on maintenance of local streets and roads.

**Program:** An organized set of related work activities that are directed toward accomplishing a common goal.

**Property Taxes:** Taxes levied on both real and personal property according to the property's valuation and tax rate.

**Proprietary Funds:** Funds used to separate, control, and track financial resources of business-type activities carried out by a government. Nags Head's proprietary fund type include its Enterprise Funds.

**Real Property:** Land, buildings, and items permanently affixed to land or buildings.

**Reclassification:** Change in a position title and/or the associated pay range based on changes in the job skills required for a given position.

**Reserve:** An account designated for a portion of the fund balance that is to be used for a specific purpose.

**Resources:** Assets that can be used to fund expenditures such as property taxes, user fees, beginning fund balance, or working capital.

**Restricted Fund Balance:** Monies over the year that remain unspent after all budgeted expenditures have been made, but which can be spent only for the specific purposes stipulated by statutes, external resource providers, or through enabling legislation.

**Restricted Intergovernmental Revenues:** Grants, entitlements, and shared revenues that are recorded in the appropriate fund and classified by both source and function for which the revenues are to be spent.



**Revaluation:** The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

**Revenue:** Funds the Town receives as income including tax payments, fees from specific services, receipts from other governments, fines, grants, shared revenues, and interest income.

**Revenue-Neutral Rate:** The tax rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred. The revenue-neutral rate is calculated as follows: 1) Determine a rate that would produce revenues equal to those produced for the current fiscal year, 2) Increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal, and 3) Adjust the rate to account for an annexation, de-annexation, merger, or similar events.

**Sales and Use Tax:** Taxes based on the consumption of goods and services that the state collects for local governments and distributes based upon set formulas.

**Special Assessment:** A compulsory levy made against certain properties to defray part of the cost of a specific improvement or service, which are deemed primarily to benefit those properties.

**Special Obligation Bond (SOB):** Debt secured by a pledge of any revenue source or asset available to the Town of Nags Head, except the Town's taxing power.

**Strategic Plan:** A specific set of strategies, implementing them, and evaluating the results of executing the plan, regarding the Town's overall long-term goals. It focuses on integrating various departments to accomplish these goals.

**Surplus:** The amount by which revenues exceed expenditures.

**Tax Base:** The assessed valuation of all taxable real and personal property within the Town's corporate limits.

**Tax Levy:** The resultant product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

**Taxes:** Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or to user charges for enterprise type services.



**Transfer:** Movement of cash or other resources between funds.

**Unassigned Fund Balance:** The portion of a fund's unspent monies, or reserves that are not restricted for a specific purpose and are available for general appropriation.

**User Fee/Charge:** The payment for direct receipt of a service by the party benefiting from the service. These charges may or may not be designed to recover the full cost associated with providing the service or facility.



## COMMON ACRONYMS

<b>ACFR</b>	Annual Comprehensive Financial Report	<b>LEO</b>	Law Enforcement Officer
<b>ACP</b>	Asbestos Cement Pipe	<b>LGBFCA</b>	Local Government Budget and Fiscal Control Act
<b>AMI</b>	Advanced Metering Infrastructure	<b>LGC</b>	Local Government Commission
<b>CIF</b>	Capital Investment Fund	<b>LOB</b>	Limited Obligation Bond
<b>CIP</b>	Capital Improvement Program	<b>MSD</b>	Municipal Service District
<b>CO</b>	Certificate of Occupancy	<b>N/A</b>	Not Applicable
<b>EEO</b>	Equal Employment Opportunity	<b>NC</b>	North Carolina
<b>FEMA</b>	Federal Emergency Management Administration	<b>NCDEQ</b>	North Carolina Department of Environment Quality
<b>FLSA</b>	Fair Labor Standards Act	<b>NCDMV</b>	North Carolina Division of Motor Vehicles
<b>FT</b>	Full-time	<b>NCDMV</b>	North Carolina Division of Motor Vehicles
<b>FTE</b>	Full-time Equivalent	<b>NCDOT</b>	North Carolina Department of Transportation
<b>FY</b>	Fiscal Year	<b>NCDOT</b>	North Carolina Department of Transportation
<b>GAAP</b>	Generally Accepted Accounting Principles	<b>NCDWQ</b>	North Carolina Division of Water Quality
<b>GASB</b>	Government Accounting Standards Board	<b>NCLM</b>	North Carolina League of Municipalities
<b>GF</b>	General Fund	<b>OPEB</b>	Other Post-Employment Benefits
<b>GFOA</b>	Government Finance Officers Association	<b>OSHA</b>	Occupational Safety and Health Act
<b>GIS</b>	Geographic Information Systems	<b>PT</b>	Part-time
<b>GS / N.C.G.S.</b>	General Statutes / North Carolina General Statutes	<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning	<b>SOB</b>	Special Obligation Bond
<b>IP</b>	Instalment Purchase	<b>UDO</b>	Unified Development Ordinance
<b>IT</b>	Information Technology	<b>WF</b>	Water Fund
<b>LCG</b>	Local Government Commission		



CONSOLIDATED FEE SCHEDULE

Town of Nags Head

**Consolidated Fee Schedule**

1

<b>Administration</b>		
Town Code Bound		\$100
Town Code Unbound		\$50
Town Code Supplements	per year	\$50
Unified Development Ordinance (UDO)		\$30
Unified Development Ordinance (UDO) Supplements	per year	\$15
Copies	per page	.15
Copy of digital information	(Purchase of USB flash drives/DVDs, etc., mailing envelopes, mapping service, copy service, etc. – does not include paper copies)	Actual cost (minimum \$10)
Sunshine List	per year	\$10
Use of public building	Refundable clean-up deposit	\$50
Town lapel pin		\$2 + tax
50th Anniversary Cookbook		\$13 + tax
Dowdy Park Adopt-a-Bench	per bench	\$1,400
	Vendor-supplied bench. Made with engineered wood to withstand a lot of activity and to match existing benches, for placement within Dowdy Park	
<b>Permits</b>		
Crowd Gathering Event		\$100
Special Event	Event Site (former Windmill Pt site)	\$100
Vendor Fee	assoc w/Crowd Gathering or Special Events permit	\$25 each or \$200 for all
Tent inspection (if applicable)	assoc w/Crowd Gathering or Special Events permit	\$75
	A permit shall be issued for tents, membrane structures, and temporary stage canopies based on the requirements of the 2018 NC Fire Prevention code and shall be determined by the Fire Chief or designee.	
Electrical inspection (if applicable)	assoc w/Crowd Gathering or Special Events permit	\$75



*Town of Nags Head*

***Consolidated Fee Schedule***

2

*Administration (cont.)*

Placement of message boards and/or  
tower lights for events by Police Dept staff

\$150



**Administrative Services**

<b>Tax Rate</b>	\$0.33 per \$100 value
Tax Rate - Municipal Service Districts 1 and 2 - additional tax	\$.143 per \$100 value
Tax Rate - Municipal Service District 4 - additional tax	\$.01 per \$100 value
Tax Rate - Municipal Service Districts 3 and 6 - additional tax	\$.005 per \$100 value
Return Check Fee (Excl. Tax Payment) G.S. 25-3-506.	\$35
Return Check Fee (Tax Payment)	\$25 /check or 10% of check, whichever is greater

**Delinquent Taxes – Per G.S. 105-360 (a):**

Interest accrues on taxes paid on or after January 6 as follows:

(1) For the period January 6 to February 1, interest accrues at the rate of two percent (2%).

(2) For the period February 1 until the principal amount of the taxes, the accrued interest, and any penalties are paid, interest accrues at the rate of three-fourths of one percent (3/4%) a month or fraction thereof.

<b>Cart Roll Fees*</b>	<b>No. of bedrooms</b>	<b>Per property cost</b>
*Not required to be in rental program	4 or less*	\$100
	5-6	\$250
	7 or more	\$425

**Permits**

Beach driving permit - Resident/Property Owner	only available for purchase at Town Hall	\$50
- Non-resident		\$100
Beach driving permit	Duplicate decal	\$2
Bonafide fishing tournament permit	NH Surf Fishing Tournament OB Association of Realtor Fraternal Order of Eagles	N/C
Beach Equipment Vendor	Annual	\$75



**Administrative Services (cont.)**

**Applications**

<b>Massage Therapist</b> (business)	Application includes fingerprint fee	\$150
Operator license	w/verification of State license	N/C
<b>Vehicle for Hire</b> (business)		
Taxicab or Limousine	Application	\$50
Driver permit	Application includes fingerprint fee	\$90
	Driver permit annual renewal	\$7.50

**Dowdy Park**

Sponsorship	Movie & licensure (includes set up/tear down; equipment; popcorn treat)	\$650
Music in the Park	Includes fee for band and professional sound	
	Level I	\$1,100
	Level II	\$1,500
	Level III	\$2,000
T-shirts		\$25 + tax
General donations accepted for Dowdy Park events		

**Farmers Market**

Membership Fee	Annual	\$240
Drop-In Fee	Per market date	\$25

**Fees for Business License/Registration**

<b>Per G.S. 105-113.77:</b>	<b>Privilege License Tax</b>	
	City Beer On and Off Premises	per location \$15
	City Beer Off Premises only	per location \$5
	City Wine On and Off Premises	per location \$15
	City Wine Off Premises only	per location \$10



**Administrative Services (cont.)**

**Per G.S. 20-97(d):**

**Privilege License Tax**

Taxicabs	per vehicle	\$15
Limousines	per vehicle	\$15
Vehicle for Hire	Application fee only	-

**Business Registration:**

Business Registration	per location	\$25
Massage Therapist	with State license	-
Massage Business	Application fee only	-

Licenses/Registrations not renewed by September 1<sup>st</sup> shall be considered delinquent.

- Business Registrations are subject to a civil penalty of \$50.
- Business Licenses are subject to a penalty of 5%.

Penalties will be assessed on September 2<sup>nd</sup>.

**Miscellaneous**

Town License Plate	Current year	\$10 + tax
	Prior years	\$1 + tax
Town Flag		\$125 + tax
Budget or Audit documents		\$10
Street (Powell Bill) map		\$2
Zoning map		\$17
Notary public service		N/C
	Nags Head resident	\$25
Catamaran Rack Storage at Harvey Sound Access Season runs from June 1 until November 1	Non-resident	\$45
	Monthly	\$10
	Weekly	\$5



**Administrative Services (cont.)**

**Facility Fees** Town Code Sec. 10-337

**(1) Police facility fee:**

Single-family/duplex, per unit; private dock	\$154.32
Multifamily, including hotel/motel, per unit	\$155.00
Commercial/industrial, per 1,000 square feet	\$445.66

**(2) Fire facility fee:**

Single-family/duplex, per unit; private dock	\$153.23
Multifamily, including hotel/motel, per unit	\$95.08
Commercial/industrial, per 1,000 square feet	\$246.10

**(3) Solid waste collection:**

Single-family/duplex, per unit; private dock	\$83.04
Commercial/industrial, incl. multifamily and hotel/motel, per cy of dumpster required	\$357.20

**(4) Administration facility fee:**

All uses, per unit; private dock	\$382.99
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**(5) Recreation facility fee:**

New single-family/multifamily/hotel/motel construction, per dwelling unit; private dock	\$286.00
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**Credit and debit card convenience fee:**

Tax, utility, and all other payments	VISA, MasterCard, Discover (AMEX not accepted)	2.95% of total charge \$1.00 minimum
Pit Fire and Beach Driving Permits (charged by a third-party vendor)	Use of credit card to pay online	\$1.15 (flat fee)
E-check convenience fee		\$1.05 (flat fee)



Town of Nags Head

**Consolidated Fee Schedule**

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**Fire Department**

Pit Fire Permits		\$10
- Credit card fee to pay online (charged by a third-party vendor)		\$1.15 (flat fee)
Structure Burn Permit	water use additional cost	\$1,500/day burn
Tent inspection	A permit shall be issued for tents, membrane structures, and temporary stage canopies based on the requirements of the 2018 NC Fire Prevention code and shall be determined by the Fire Chief or designee	\$75
Electrical inspection	associated w/large tent or event	\$75
Vehicle use for events	Pickup truck (1/2 ton) – per day	\$12.30
	Mobile command vehicle – per day	\$19.00
	Fire truck – per day	\$78.90
Copy of Incident Report		\$5

**Fire Inspection Business**

First inspection		N/C
First re-inspection		N/C
Second re-inspection		\$25
Third re-inspection	per day	\$50

**New Construction**

Standpipe system inspection		\$50
Fire Sprinkler system inspection		\$75
Fire Alarm system acceptance testing		\$75
Kitchen suppression system acceptance testing		\$75
2-Hr Hydrostatic test witness		\$100



Town of Nags Head

**Consolidated Fee Schedule**

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**Fire Department (cont.)**

**False Alarms**

First False Alarm of calendar month	N/C
Second False Alarm of calendar month	\$25
Third False Alarm of calendar month	\$50

**Fire Hydrant Testing**

Flow testing required for sprinkler system installation or upgrades	\$250
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**Planning & Development**

**New Construction**

Residential (per sq. ft.)	heated non-living	0.75
		0.40
Commercial (per sq. ft.)	heated & non-living	0.80
Pool		\$250
Electric		\$75
HVAC	\$40/unit + \$5 electrical	min \$75
Plumbing		\$75
Gas		\$75
Sprinkler		\$75
Refrigeration		\$75
Sign		\$75
Multi-family (per sq. ft.)	\$100/unit + heated & non-living	0.80
Hotel (per sq. ft.)	\$50/unit + heated & non-living	0.80

**Building permit fees**

Building re-inspection		\$50
Proceeding work w/o a building permit		2x permit cost
Proceeding work w/o required inspection		½ permit cost

**Demolition**

Single Family		\$150/building
Duplex		\$150/building
Hotel	\$50/unit	min \$250
Multi-family	\$100/unit	min \$250
Commercial (per sq. ft.)	0.75	min \$250



**Planning & Development (cont.)**

**Moving**

Single Family		\$500/building
Duplex		\$600/building
Hotel	\$150/unit	min \$1,000
Multi-family	\$300/unit	min \$1,000
Commercial (per sq. ft.)	\$1.00	min \$1,000

**Clean Up Deposits**

*Demolition within AEC*

Single family		\$1,000/building
Duplex		\$1,250/building
Hotel	\$100/unit	min \$1,000
Multi-family	\$500/unit	min \$1,000
Commercial (per sq. ft.)	\$1.00	min \$1,000

*Demolition outside AEC*

Single family		\$500/building
Duplex		\$600/building
Hotel	\$75/unit	min \$900
Multi-family	\$75/unit	min \$900
Commercial		\$900/permit

*Move Within AEC*

Single family		\$500/building
Duplex		\$600/building
Hotel	\$150/unit	min \$1,000



**Planning & Development (cont.)**

Move Within AEC (cont.)

Multi-family	\$300/unit	min \$1,000
Commercial (per sq. ft.)	\$1.00	min \$1,000

Move Outside AEC

Single family		\$500/building
Duplex		\$600/building
Hotel	\$75/unit	min \$1,000
Multi-family	\$75 unit	min \$1,000
Commercial (per sq. ft.)	0.50	min \$1,000

**Miscellaneous Permit Fees**

Bulkhead, dock, pier	See Alteration, Additions, Remodeling section	
Commercial towers/new tower	\$1.00 Lin. Ft. + \$100 for subs	
Electrical inspection	assoc. w/large tent or event	\$75
Fuel pumps	\$25 per pump	min \$50
Fuel storage tank	Per tank	\$200
Hood/duct		\$100



**Planning & Development (cont.)**

Alterations, Additions, Remodeling (based on actual cost)

*Residential, Commercial, Accessory structures, Storage*

From	To	
0	\$2,500	minimum \$100
\$2,501	\$5,000	\$130
\$5,001	\$10,000	\$160
\$10,001	\$20,000	\$190
\$20,001	\$30,000	\$220
\$30,001	\$40,000	\$250
\$40,001	\$50,000	\$280
\$50,001	\$60,000	\$310
\$60,001	\$70,000	\$340
\$70,001	\$80,000	\$370
\$80,001	\$90,000	\$400
\$90,001	\$100,000	\$430
\$100,001	\$110,000	\$460
\$110,001	\$120,000	\$490
\$120,001	\$130,000	\$520
\$130,001	\$140,000	\$550
\$140,001	\$150,000	\$580
\$150,001	\$160,000	\$610
\$160,001	\$170,000	\$640
\$170,001 and over		\$640 + \$1.50 per \$1,000 valuation above \$170,001 or fraction thereof



**Planning & Development (cont.)**

**Service Unit Fees**

Gallons per Day (GPD)

To calculate Gallons per Day, refer to the NC Administrative Code – 15A NCAC 02T .0114 \$2.79

**Small Wireless Facility Review**

per application    \$100 per facility – first 5 facilities  
\$50 each – next 20 facilities

**Miscellaneous Administrative and Zoning Fees**

Site Plan, Major		0.50/sf
Site Plan, Minor (without or less than 250 sq. ft. of new floor area or lot coverage)		\$75 Waived for eligible Temporary Use Permits
Site Plan, Minor (with 250 sq. ft. or greater of new floor area or lot coverage)		\$400 Waived for eligible Temporary Use Permits
Variance or Appeal		\$500 Variance \$300 Appeal
Conditional Use		\$500
Erosion & Sedimentation Control (commercial projects only)	\$50/up to 1 acre + \$40/additional acre and revision	
Floodplain Review (not associated with building permit)		\$50
Zoning Permit for new single family/duplex		\$150 single; \$275 duplex
Zoning Permit associated with single family/duplex with no building permit (i.e., driveway, land disturbance, etc.)		\$25
Zoning Permit for commercial/multifamily in conjunction with building permit		No charge
Zoning Permit for commercial/multifamily in conjunction with no building permit (i.e., change of occupancy or use)		\$50
Zoning review fee for signage	\$75 (per application, inclusive of all signs)	
Zoning permit for home occupation		\$50
Zoning map amendment		\$750 + \$500/acre or fraction thereof



**Planning & Development (cont.)**

Unified Development Ordinance (UDO) text amendment	\$750
Application/Investigation of Sexually Oriented Business (SOB)	\$300
Subdivision, Minor or Major	\$75 per lot
Exempt subdivision/Recombination	\$50 per lot
GIS maps 11x17	\$5/parcel data only \$10/aerial photography
GIS maps 17x22	\$10/parcel data only \$25/aerial photography
GIS maps 22x34 through 36x48	\$25/parcel data only \$50/aerial photography
Zoning or Flood Determination Letter	\$50



**Police Department**

Town Ordinance Violation	\$50
Permit 24-hr parking at beach accesses for fishing Sep 1 - Feb 1	\$25
Copies of Accident Reports	\$5
Copies of Investigative Reports	\$5 or 0.15/pg. < 33 pgs.
Off-Duty Security Vehicle Use	\$19.75 per day
Fingerprint charges	\$5/set
Use of public building	Refundable clean-up deposit \$50

**Civil Penalties** as listed below: **\$50 each**

**Traffic Violations** **\$50 each**

Section 42-41	Failure to obey traffic control devices
Section 42-92	Prohibited riding coasters, roller skates, or similar devices
Section 42-92	Motorized vehicles prohibited on multi-use/pedestrian path
Section 42-132	Obstructing passage of other vehicles
Section 42-138	Prohibited parking in certain places
Section 42-139	Parking in front of driveway or fire hydrant
Section 42-140	Parking in Fire Lane
Section 42-141	Parking on certain streets

**Taxi Cab Violations** **\$50 each**

Section 46-8	Exceed maximum number of passengers
Section 46-9	Failure to properly mark taxi cab
Section 46-11	Failure to post rates and fares
Section 46-13	Failure to maintain daily manifest
Section 46-81	Taxi cab drivers permit required
Section 46-89	Failure to display taxi cab drivers permit



**Police Department (cont.)**

**Animal Violations**

**\$50 each**

Section 6-2	Owner responsibility violation
Section 6-3	Dog must wear identification and rabies tags
Section 6-6	Mandatory removal of feces

**Beach Violations**

**\$50 each**

Section 8-1	Surfing without a leash/within 300 ft. of a pier
Section 8-2	Swimming prohibited (red flags posted)
Section 8-4	Personal watercraft
Section 8-62	Driving on sand dune

**Noise Violation**

**\$50 each**

Section 16-76	Prohibited noise
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**Street Numbering**

Section 36-46	Failure to display proper street nos. front/rear of structure
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**Other**

**\$50 each**

Section 26-1	Disorderly conduct/urinating in public
Section 12-103	Peddler/itinerant merchant license required
Section 12-104	Peddler/itinerant merchant-regulations generally

**Alarms**

Alarm Protection System Permit-Initial	\$50
Alarm Protection System Permit-Renewal	\$25
A - First False Alarm of Calendar Month	N/C
B - Second False Alarm of Calendar Month	\$25
C - Third False Alarm of Calendar Month	\$50
D - Fourth False Alarm of Calendar Month	\$50
E - Fifth False Alarm of Calendar Month	\$50



**Police Department (cont.)**

Towing of automobiles, vans, pick-up trucks, motorcycles	\$275 (during business hours) + 10% (after-hours)
Responding to tow request where no hook-up is rendered	1/2 the corresponding rate above
Storage charges until owner/operator takes possession	\$50 per day
Excavation application permit	\$50
<b>Police Escort to move house/commercial building</b>	\$100 first 2 hours \$50/hour additional hours



**Public Services**

**Sanitation Dept.**

**Dumpsters**

4 yd side load		\$1830 + tax
6 yd front load		\$1705 + tax
8 yd front load		\$2095 + tax

**Trash Carts**

Trash cart		\$75 + tax
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**Trash cart repair parts**

Lid (Toter lids only)		\$30 + tax
Thru hole Town wheel system	(2 wheels, 1 rod)	\$45 + tax
Wheel	Separate	\$15 + tax
Rod	Separate	\$15 + tax
300-gallon trash cart		\$770 + tax

**Rental**

Trash carts		\$15 / day
4 yd side load dumpster	Minimum 1-week rental fee	\$366 / week
6 yd front load dumpster	Minimum 1-week rental fee	\$341 / week
8 yd front load dumpster	Minimum 1-week rental fee	\$419 / week
30 yd roll-off dumpster	Minimum 1-week rental fee	\$887 / week
40 yd roll-off dumpster	Minimum 1-week rental fee	\$1,715 / week

**Miscellaneous**

"No Trespassing" signs	two (2) styles	\$30 + tax
Town Parks reservation	Refundable clean-up deposit	\$50
Electricity at parks	Upon request	\$5
Review of plans for improvements for existing streets		\$200 < 250 linear ft
		\$200 > 250 linear ft
		+ \$50 per linear ft over 250



**Water Rates**

**Water Meter Deposit**

Residential	\$25 per bedroom	\$50 min.
Motel/Hotel/Cottage Court	\$25 per bedroom	\$100 min. \$750 max.
Restaurant	\$10 per seat	\$100 min. \$750 max.
Commercial		\$100
Hydrant (for use at Town of Nags Head Public Works/Nags Head Water Distribution)		\$500
Hydrant (for use at locations not maintained by Nags Head Water Distribution)		\$450

**Hydrant Deposit**

Hydrant 2 1/2" meter with RPZ	\$4,200
Hydrant	\$2,630

**Excessive water consumption**

Water leaks - if undetected water loss is due to a broken or damaged water line, valve, or water heater (toilet valve N/A) - bill adjustment can be made in accordance with Town Policy

**Installation of water meter - drop in**

3/4" meter	\$410
1" meter	\$525
1 1/2" meter	\$1,150
2" meter	\$1,175

**Repair Charges**

Charges on repairs by the Town to meters, meter boxes, hydrants, and valves Cost of materials + 20% per incident  
\$50 min



**Water Rates (cont.)**

**Water Tap Connection**

¾" tap	\$1,050 + meter dep
1" tap	\$1,130 + meter dep
1 ½ "tap	\$5,210 + meter dep
2" tap	\$5,570 + meter dep
Over 2" tap	Cost of materials + 20% + meter dep

**Water Rates/Usage – Billed bi-monthly**

**Year-Round Rate**

Minimum 0 - 3,000 gallons	\$44.70 (¾" meter)
3,001 - 15,000 gallons	\$7.80 /thousand gallons
15,001 - 40,000 gallons	\$8.76 /thousand gallons
40,001 – 75,000 gallons	\$9.32 /thousand gallons
75,001 - 200,000 gallons	\$10.28 /thousand gallons
200,001 + gallons	\$10.78 /thousand gallons

**Penalty**

Late fee applied after due date	10% of balance
Non-Payment Fee	\$50

**Meter Size – Billed bi-monthly**

**Minimum**

¾ " meter	\$44.70
1" meter	\$67.00
1 ½ " meter	\$128.70
2" meter	\$245.00
2 ½ "meter	\$354.15
3" meter	\$465.00
4" meter	\$758.40
6" meter	\$1,890.35



**Water Rates (cont.)**

**Miscellaneous Water**

Meter test \$25

(N/C if meter fails - bill will be adjusted)

The customer will be responsible for the repair or replacement cost of damage done by tampering with Town of Nags Head water meters. Criminal and/or civil charges can be filed under G.S. 14-151

Due to the administrative cost of processing reimbursements, the Town of Nags Head does not automatically reimburse final utility bill overpayments of \$5.00 or less. Customers may call and request a refund. After one year, monies will be sent to NC unclaimed funds.



*Septic Health*

Septic Loan Interest Rate

Prime less 2.5%, minimum of 2.5%



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