AGENDA
TOWN OF NAGS HEAD BOARD OF COMMISSIONERS
NAGS HEAD MUNICIPAL COMPLEX – BOARD ROOM
WEDNESDAY, MAY 6, 2026; 9:00 AM
REGULAR SESSION

A. CALL TO ORDER AT DOWDY PARK

B. GRANT PRESENTATION(TRILLIUM) AT DOWDY PARK - TIME SPECIFIC 09:00 A.M.

C. RECESS TO BOARD OF COMMISSIONERS ROOM

D. RECONVENE/MOMENT OF SILENCE/PLEDGE OF ALLEGIANCE APPROX. 09:30 A.M.

E. ADOPTION OF AGENDA

F. RECOGNITION

1. FIFTEEN YEARS – Senior Police Officer/K-9 Matthew Huntingford – Mar 21, 2011

   RETIREMENT – Water Plant Operator Marvin "Buddy" Beacham – April 30, 2026

   PROCLAMATION – National Police Week - May 10 – 16, 2026
   PROCLAMATION – National Public Works Week - May 17 – 23, 2026

G. PUBLIC COMMENT

H. CONSENT AGENDA

1. Consideration of Budget Amendment #11 to FY 25/26 Budget

2. Consideration of Tax Adjustment Report

3. Approval of Minutes

4. Adoption of the Classification and Compensation Study

5. Consideration of Personnel Policy Updates
   - Updated Motor Vehicle Record (MVR) Check Policy
   - Addition of Generative Artificial Intelligence (GenAI) Policy

6. Request for Public Hearing to Consider Citizen Comments on the Town Manager's Proposed Operating Budget for July 1, 2026 – June 30, 2027, Proposed CIP Requests for FY 26/27 through FY 30/31, and Updated Consolidated Fee Schedule

I. PUBLIC HEARINGS

1. Public Hearing to Consider a Vested Right/Special Use Permit/Site Plan Amendment Submitted by WithersRavenel on Behalf of Outer Banks Hospital, for the Cancer Treatment Center Located at 4927 S. Croatan Highway. This Includes a Parking Reduction Request as Allowed by the Town's Unified Development Ordinance.

2. Public Hearing to Consider a Board of Commissioners Initiated UDO Text Amendment to Establish New

Allowable Uses, "Wine Bar" and "Taproom," with Associated Supplemental Regulations.

3. Public Hearing to Consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on Behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations.

4. Public Hearing to consider a Special Use Permit/Site Plan Amendment Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) Seeking Approval of the Unified Development Plan for Blue Moon Restaurant and a Proposed Restaurant Waiting Lounge Pursuant to the Supplemental Standards Proposed in Section 7.31.3 of the UDO. The Subject Properties are Zoned C-5, Historic Character Commercial District, and Located at 101 & 102 E. Dove Street.

J. REPORTS AND RECOMMENDATIONS FROM THE PLANNING BOARD AND THE PLANNING AND DEVELOPMENT DIRECTOR

1. Update from Planning Director

K. OLD BUSINESS/ITEMS TABLED FROM PREVIOUS MEETINGS

1. Actions Necessary to Approve Financing of the 2026 Beach Nourishment Project
   - Consideration of Interlocal Agreement with Dare County to Provide Funding for the Project
   - Consideration of Special Obligation Bond Issuance Resolution
   - Consideration of Beach Nourishment Capital Project Ordinance Amendment #19
   - Consideration of Budget Amendment #11.4

L. NEW BUSINESS

1. Committee Reports

2. Discussion of Dare Housing Foundation Appointment

3. Consideration of Water Operations/Distribution Floater Position

4. Consideration of Appointments/Reappointments to Board/Committee
   - Planning Board
   - Personnel Grievance Panel

M. ITEMS REFERRED TO AND PRESENTATIONS FROM TOWN ATTORNEY

N. ITEMS REFERRED TO AND PRESENTATIONS FROM TOWN MANAGER

1. Presentation of Town Manager's Recommended Budget for July 1, 2026 – June 30, 2027, the Proposed Capital Improvement Program Requests for FY 26/27 through FY 30/31, and Updated Consolidated Fee Schedule

2. 2026 Beach Nourishment Project Update

O. BOARD OF COMMISSIONERS AGENDA

P. MAYOR'S AGENDA

Q. CLOSED SESSIONS

1. Mayor Cahoon – Request for Closed Session to Consider Applications for the Nags Head Lightkeeper and Nags Header Awards Pursuant to GS 143-318.11(a)(2)

R. OTHER BUSINESS

S. ADJOURNMENT/RECESS TO MID-MONTH FOLLOWED BY FY 26/27 BUDGET WORKSHOP

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM F.1.

FIFTEEN YEARS – Senior Police Officer/K-9 Matthew Huntingford – Mar 21, 2011

RETIREMENT – Water Plant Operator Marvin "Buddy" Beacham – April 30, 2026

PROCLAMATION – National Police Week - May 10 – 16, 2026
PROCLAMATION – National Public Works Week - May 17 – 23, 2026

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

Congratulations!

Specific Action Requested

Recognize employees; adopt proclamations

Summary

Recognition at the May 6, 2026 Board of Commissioners meeting will include the above-listed items; National Police Week and National Public Works Week Proclamations are attached for Board consideration.

Attachments

1. 5 C1 Police Officer Week proc
2. 5 C1 Public Works Week proc

Proclamation
National Police Week

WHEREAS, The Congress and President of the United States have designated May 15th as National Peace Officers Memorial Day, and the week in which May 15th falls as National Police Week; AND

WHEREAS, The members of the Nags Head Police Department play an essential role in safeguarding the rights and freedoms of the residents and visitors of the Town of Nags Head; AND

WHEREAS, It is important that all citizens know and understand the duties, responsibilities, hazards, and sacrifices of their law enforcement agency, and that members of our law enforcement agency recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; AND

WHEREAS, The men and women of the Nags Head Police Department unceasingly provide a vital public service; AND

WHEREAS, Let each of us take the time to reflect on the ultimate sacrifice Sgt. Earl Murray, Jr. made for the Town of Nags Head on May 15, 2009 and the rest of the officers that have done so nationwide. And let each of us keep their family, friends, and all fellow officers in our thoughts and prayers.

NOW, THEREFORE, the Nags Head Board of Commissioners calls upon all citizens of the Town of Nags Head and upon all patriotic, civic, and educational organizations to observe the week of May 10 - 16, 2026 as National Police Week with appropriate ceremonies and observances in which all our people may join in commemorating law enforcement officers, past and present, who, by their faithful and loyal devotion to their responsibilities, have rendered a dedicated service to their community and, in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

THEREFORE, we do hereby proclaim the week of May 10 - 16, 2026, as National Police Week and call upon all citizens of Nags Head to observe the 15th day of May 2026, as National Peace Officers Memorial Day in honor of those law enforcement officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty, and let us recognize and pay respect to the survivors of our fallen heroes.

This the 6th day of May 2026.

_____
Benjamin Cahoon, Mayor
Town of Nags Head

ATTEST

_____
Brittany A. Phillips, Town Clerk

Proclamation
National Public Works Week
"Rooted in Service, Powered by Community"

WHEREAS, public works professionals focus on infrastructure, facilities, and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life, and well-being of the people of Nags Head; AND

WHEREAS, these infrastructure, facilities, and services could not be provided without the dedicated efforts of public works professionals, who are responsible for rebuilding, improving, and protecting our town's transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; AND

WHEREAS, it is in the public interest for the citizens, civic leaders, and children in Nags Head to gain knowledge of and maintain an ongoing interest and understanding of the importance of public works and public works programs in their respective communities; AND

WHEREAS, the year 2026 marks the 66th annual National Public Works Week sponsored by the American Public Works Association.

NOW, THEREFORE BE IT RESOLVED THAT, the Nags Head Board of Commissioners do hereby designate the week May 17–23, 2026, as National Public Works Week, and further extends its appreciation to our public services department for the vital services they perform. We encourage all citizens to thank and celebrate our public services employees and to recognize the substantial contributions they make to protecting our health, safety, and quality of life and for making Nags Head a great place to live, work, and visit.

This the 6th day of May 2026.

_____
Benjamin Cahoon, Mayor
Town of Nags Head

ATTEST

_____
Brittany A. Phillips, Town Clerk

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.1.

Consideration of Budget Amendment #11 to FY 25/26 Budget

Prepared by	Reviewed by
Amy Miller, Deputy Town Manager/Finance Officer	Amy Miller Brittany Phillips Andy Garman

Staff Comments/Recommendation

There is a justification included under the budget amendment which explains the purpose of the amendment.

Specific Action Requested

This item is provided for Board review and approval.

Summary

Attached please find Budget Amendment #11 to the FY 25/26 Budget which is provided for Board review and approval at the 5/6/2026 Board of Commissioners meeting. Budget Amendment #11 is in accordance with the FY 25/26 Budget Ordinance, adopted at the June 11, 2025 meeting.

Attachments

1. 5 H1 Budget amend 11 to FY25-26

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TOWN OF NAGS HEAD

BUDGET AMENDMENT REQUEST
FY 2025-2026

BUDGET AMENDMENT NO. **11**
Amendment **11.1**

SOURCE OF FUNDS | USE OF FUNDS

CODE	ACCOUNT	AMOUNT		CODE	ACCOUNT	AMOUNT
	General Fund Expenditures				**General Fund Facilities Maintenance Expenditures**	
900-599900	Manager's contingency	25,000.00		530-543500	Maint/Repair buildings	25,000.00
TOTAL CHARGES		$ 25,000.00		TOTAL CREDITS		$ 25,000.00

JUSTIFICATION

Use Manager's contingency-replace stairs/ramp at Board of Commissioners building.

ADMINISTRATIVE SERVICES 4/10/2026
RECOMMENDED BY DATE

APPROVED BY BOC: DATE

TOWN OF NAGS HEAD

BUDGET AMENDMENT REQUEST
FY 2025-2026

BUDGET AMENDMENT NO. **11**
Amendment **11.2**

SOURCE OF FUNDS | USE OF FUNDS

CODE	ACCOUNT	AMOUNT		CODE	ACCOUNT	AMOUNT
	General Fund Expenditures				**General Fund Fire Expenditures**	
900-599900	Manager's contingency	1,552.00		730-577200	Capital outlay buildings	4,000.00
	General Fund Ocean Rescue Expenditures					
792-577400	Capital outlay equipment	2,121.00				
	General Fund Police Expenditures					
610-577500	Capital outlay vehicles	327.00				
TOTAL CHARGES		$ 4,000.00		TOTAL CREDITS		$ 4,000.00

JUSTIFICATION

Use Manager's contingency and left over CIF funds in the Public Safety function for Fire Station 16 generator overage.

ADMINISTRATIVE SERVICES 4/15/2026
RECOMMENDED BY DATE

APPROVED BY BOC: DATE

BUDGET AMENDMENT REQUEST
FY 2025-2026

BUDGET AMENDMENT NO. **11**
Amendment **11.3**

SOURCE OF FUNDS				USE OF FUNDS		
CODE	ACCOUNT	AMOUNT		CODE	ACCOUNT	AMOUNT
	General Fund Expenditures				**General Fund Admin. Services Expenditures**	
900-599900	Manager's contingency	10,000.00		440-532000	Travel/training	10,000.00
TOTAL CHARGES		$ 10,000.00		TOTAL CREDITS		$ 10,000.00

JUSTIFICATION

Use Manager's contingency for organizational development training/Senior Executive Institute.

ADMINISTRATIVE SERVICES 4/17/2026
RECOMMENDED BY DATE

APPROVED BY BOC: DATE

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.2.

Consideration of Tax Adjustment Report

Prepared by	Reviewed by
Jackie Szymanski, Tax Collector	Jackie Szymanski Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board review and approval.

Summary

Attached please find the list of adjustments to the 2025 Tax Levy (per information received from Dare County) for the monthly Property and MSD valuations.

These reports are submitted for your approval at the May 6, 2026 Board of Commissioners meeting.

Attachments

1. 5 H2 Tax Adj Town-Wide Report
2. 5 H2 Tax Adj MSD Report

Town of Nags Head, North Carolina
ANALYSIS OF CURRENT 2025-2026 TOWN WIDE TAX LEVY
2025 Tax Levy As of Apr 24 , 2026 for May 6, 2026 BOC

	Town-Wide Tax			Total Levy	
	Property Valuation	Rate	Total Levy	Property Excluding Registered Motor Vehicles	Registered Motor Vehicles
Original levy:					
Property taxed at current 2025 rate	5,171,302,058	0.002320	11,998,450.08	11,998,450.08	
Registered Motor Vehicles at current 2025 rate	40,250,307	0.002320	93,379.58		93,290.13
Registered Motor Vehicles at 2024 year's rate	15,952,116	0.003300	52,641.98		52,641.99
Registered Motor Vehicles at 2023 year's rate	22,400	0.003300	73.95		73.95
Penalties			5,552.37	5,552.37	
Total	**5,227,526,881**		**12,150,097.97**	**12,004,002.45**	**146,006.07**
Discoveries & Adjustments:					
Current year discoveries & adjustments tax	41,768		88.55	88.55	
Town wide beach nourishment tax			8.35	8.35	
Corporate Utilities discoveries & tax	24,132,206		51,160.27	51,160.27	
Corporate Utilities beach nourishment tax			4,826.43	4,826.43	
Penalty Discoveries			0.00	0.00	
Total	**24,173,974.00**		**56,083.60**	**56,083.60**	
Releases & Adjustments:					
Current year releases & adjustments	(16,996,279)		(37,233.29)	(36,476.31)	(756.98)
Town wide beach nourishment			(3,441.16)	(3,441.16)	
Penalty Releases			(47.76)	(47.76)	
Total	**(16,996,279)**		**(40,722.21)**	**(39,965.23)**	**(756.98)**
Write-offs (under $1.00) or Adjustments:			(0.25)	(0.25)	
Total Property Valuation	**5,234,704,576**				
Net levy		**12,165,369.66**		**12,020,120.57**	**145,249.09**
Uncollected Taxes & Penalties		(19,879.23)		(19,879.23)	0.00
Uncollected Town Wide Beach Nourishment		(2,717.59)		(2,717.59)	
TOTAL UNCOLLECTED TAXES AS OF 04/24/26:		**(22,596.82)**		**(22,596.82)**	**0.00**
CURRENT YEAR TAXES COLLECTED:		**12,142,772.84**		**11,997,523.75**	**145,249.09**
CURRENT LEVY COLLECTION PERCENTAGE:		**99.814%**		**99.812%**	**0.000%**

Town of Nags Head, North Carolina
ANALYSIS OF CURRENT 2025-2026 MSD TAX LEVY
2025 Tax Levy As of Apr 24 , 2026 for May 6, 2026 BOC

	BEACH NOURISHMENT DISTRICT					
	MSD Valuation	Rate	Total Levy	MSD Excluding Registered Motor Vehicles	Registered Motor Vehicles	
Original MSD Levy:						
MSD Beach Nourishment at Current 2025 Dist 1 Rate	966,453,299	0.00090	869,807.94	869,807.94		
MSD Beach Nourishment at current 2025 Dist 2 Rate	826,305,310	0.00090	743,674.87	743,674.87		
MSD Beach Nourishment at Current 2025 Dist 3 Rate	1,764,477,822	0.00005	88,225.53	88,225.53		
MSD Beach Nourishment at Current 2025 Dist 4 Rate	1,181,551,706	0.00010	118,155.31	118,155.31		
MSD Beach Nourishment at Current 2025 Dist 6 Rate	0	0.00000	0.00	0.00		
Registered Motor Vehicles at Current 2025 Dist 1 Rate	1,858,641	0.00090	1,171.49		1,171.49	
Registered Motor Vehicles at Current 2025 Dist 2 Rate	1,486,463	0.00090	1,441.13		1,441.13	
Registered Motor Vehicles at Current 2025 Dist 3 Rate	5,418,900	0.00005	275.62		275.62	
Registered Motor Vehicles at Current 2025 Dist 4 Rate	3,489,011	0.00010	354.35		354.35	
Registered Motor Vehicles at Current 2025 Dist 5 Rate	0	0.00000	0.00		0.00	
Registered Motor Vehicles at Current 2025 Dist 6 Rate	0	0.00000	0.00		0.00	
Registered Motor Vehicles at 2024 Dist 1 Rate	271,252	0.00143	387.89		387.89	
Registered Motor Vehicles at 2024 Dist 2 Rate	822,517	0.00143	1,176.20		1,176.20	
Registered Motor Vehicles at 2024 Dist 3 Rate	1,783,400	0.00005	89.17		89.17	
Registered Motor Vehicles at 2024 Dist 4 Rate	1,618,500	0.00010	161.85		161.85	
Registered Motor Vehicles at 2024 Dist 6 Rate	1,342,600	0.00005	67.13		67.13	
Registered Motor Vehicles at 2023 rate	0	0.00143	0.00		0.00	
Penalties			0.00			
Total	**4,756,879,422**		**1,824,988.48**	**1,819,863.65**	**5,124.83**	
Discoveries & Adjustments:						
Current year discoveries & adjustments	0		0.00	0.00		
			0.00	0.00		
Total	**0**		**0.00**	**0.00**		
Releases & Adjustments:						
DMV Current year valuation adjustments	0		0.00	0.00	0.00	
DMV Current year tax releases	(1,394,194)		0.00	0.00	0.00	
Real/Personal Current year releases & adjustments	(8,604,956)		(7,986.99)	(7,986.99)		Dist 2,3 & 4
Total	**(9,999,150)**		**(7,986.99)**	**(7,986.99)**	**0.00**	
Write-offs (under $1.00) or Adjustments:			(0.81)	(0.81)		
Total MSD Valuation	**4,746,880,272**					
Net levy		**1,817,000.68**		**1,811,875.85**	**5,124.83**	
TOTAL UNCOLLECTED MSD AS OF 04/24/26:		**(4,324.13)**		**(4,324.13)**	**0.00**	
CURRENT YEAR MSD COLLECTED:		**1,812,676.55**		**1,807,551.72**	**5,124.83**	
CURRENT MSD COLLECTION PERCENTAGE:		**99.762%**		**99.761%**	**0.000%**	

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.3.

Approval of Minutes

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board review and approval.

Summary

Attached for Board review and approval are the following DRAFT Board of Commissioners meeting minutes:

April 1, 2026 Regular Session
April 1, 2026 Budget Workshop
April 15, 2026 Recessed Session
April 15, 2026 Stormwater Master Plan Workshop

Attachments

1. 5 H3 Apr 1 2026 DRAFT BOC mins
2. 5 H3 Apr 1 2026 DRAFT Bud Workshop mins
3. 5 H3 Apr 15 2026 DRAFT BOC mins
4. 5 H3 Apr 15 2026 DRAFT Stormwater MP Workshop mins

DRAFT MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS
REGULAR SESSION
WEDNESDAY, APRIL 1, 2026

The Nags Head Board of Commissioners met at the Board Room located at 5401 S Croatan Highway, Nags Head, North Carolina on Wednesday, April 1, 2026 at 9:00 a.m. for a Regular Meeting.

Board Members Present:	Mayor Ben Cahoon; Mayor Pro Tem Megan Lambert; Comr. Bob Sanders Comr. Megan Vaughan; and Comr. Molly Harrison
Board Members Absent:	None
Others Present:	Town Manager Andy Garman; Attorney Lauren Arizaga-Womble; Amy Miller; Kelly Wyatt; David Ryan; Perry Hale; Randy Wells; Chris Montgomery; Nancy Carawan; Joe Costello; Roberta Thuman; Karen Snyder; Katie Anzalone; Jan Mielke; Matthew Swain; Rebecca Swain; Chris Braddy; Sarah Radcliff; Paige Griffin; Skyla Lamberto-Egan; Trey Simmons; Chris Trembly; Jackie Hart; Paulette Mathews; John Kenny; Mike Kelly; Mary Ann Newman; Jeff Bellantine; Donna Creef; Corinne Saunders; Lory Patrick; Crystal Miscio; Harold Tuberville; and Town Clerk Brittany A. Phillips

Mayor Cahoon called the meeting to order at 09:01 a.m. A moment of silence was followed by the Pledge of Allegiance.

ADOPTION OF AGENDA
MOTION: Comr. Sanders moved to adopt the April 1st agenda as presented. The motion was seconded by Comr. Vaughan, which passed unanimously.

RECOGNITION
FIFTEEN YEARS – Fire Chief Randy Wells introduced Fire Captain Matthew Swain, who was recognized by the board for fifteen years of service.

TWENTY YEARS – Police Chief Perry Hale introduced Police Sergeant Chris Braddy, who was recognized by the board for twenty years of service.

RECESS/RECONVENE – The board took a brief recess at 09:08 a.m. to correct an audio issue. They reconvened at 09:10 a.m.

PROCLAMATION – April 10, 2026 - Local News Day
Mayor Cahoon acknowledged local news reporter, Corinne Saunders, who was in the audience, and then read the proclamation designating Local News Day as follows:
"WHEREAS, Americans overwhelmingly say local news and information is the most important and most trusted source of news; and

'WHEREAS, local journalism is a foundational element of a functioning and healthy democracy; and

'WHEREAS, local journalism equips communities for civic engagement and action; and

'WHEREAS, communities across the state are joining together to recognize and celebrate the importance of local news during the second week of April; and

'WHEREAS, the Town of Nags Head community relies on trusted local news for reliable, vetted information, both in daily living and in moments of crisis; and

'WHEREAS, the Town of Nags Head is served by several news outlets; and

'WHEREAS, the Town of Nags Head recognizes the critical importance of local news in many forms;

'THEREFORE, we, the Town of Nags Head Board of Commissioners, do hereby proclaim April 10, 2026 as "Local News Day" in the Town of Nags Head and commend its observance to all residents."

MOTION: Comr. Vaughan moved to adopt the Proclamation declaring April 10, 2026 as Local News Day presented. The motion was seconded by Comr. Sanders, which passed unanimously.

PROCLAMATION – Dark Sky Week - April 13-20, 2026

Planner Chris Trembly spoke on the progress of the Town's Dark Skies, Bright Stars initiative. He invited the community to attend the Dark Skies, Bright Stars event on April 18, 2026, from 7:30 p.m. - 9:30 p.m., at Town Park. The board was presented with a red flashlight, lanyard, and cup.

Mayor Cahoon read the proclamation designating Dark Sky Week as follows:
"WHEREAS, the Town of Nags Head recognizes that the preservation of the night sky is essential for the protection of the natural environment, human health, safety, and the quality of life of its residents and visitors; and

'WHEREAS, excessive and misdirected artificial light contributes to light pollution, which negatively impacts wildlife, disrupts ecosystems, wastes energy, and obscures views of the stars and planets; and

'WHEREAS, dark skies are essential for the health of nocturnal species, including sea turtles, migratory birds, and other wildlife that rely on natural darkness for survival; and

'WHEREAS, scientific research indicates that exposure to artificial light at night can disrupt human circadian rhythms, contributing to sleep disorders and other health issues; and

'WHEREAS, the preservation of dark skies contributes to tourism, recreational activities, and the overall enjoyment of the natural environment, which are vital to the town's economy and community identity; and

'WHEREAS, the Town of Nags Head has launched the Dark Skies, Bright Stars Initiative to raise awareness about the importance of reducing light pollution and to encourage responsible outdoor lighting practices; and

'WHEREAS, the Town of Nags Head is committed to promoting public education, voluntary residential light evaluation, and sky quality monitoring, particularly on new moon nights, to better understand and mitigate the effects of light pollution; and

'WHEREAS, the town encourages businesses, residents, and visitors to be respectful neighbors and allow others the peaceful enjoyment of their property, and to utilize fully shielded outdoor lighting fixtures, use lighting only when necessary, and choose warmer color temperature lighting (3000 Kelvin or less) to minimize glare and light trespass.

'THEREFORE, we, the Town of Nags Head Board of Commissioners, do hereby proclaim support for the town's Dark Skies, Bright Stars Initiative and Dark Sky Week, April 13-20 2026, and encourages the community to join in efforts to protect and preserve the beauty and integrity of the night sky.

'BE IT FURTHER RESOLVED, that the town will continue to work with local organizations, businesses, and residents to promote best lighting practices, enhance public education, and support efforts aimed at reducing light pollution."

MOTION: Comr. Harrison moved to adopt the Proclamation declaring April 13-20, 2026 as Dark Sky Week as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

PROCLAMATION – April 2026 - Tick-Borne Disease Awareness Month

Mayor Cahoon read the proclamation designating Tick-Borne Disease Awareness Month as follows: "WHEREAS, tick-borne diseases, including Lyme disease, Rocky Mountain spotted fever, ehrlichiosis, and other vector-borne illnesses, pose significant public health risks in North Carolina; and

'WHEREAS, the State of North Carolina has recognized April as Tick and Mosquito Awareness Month to promote prevention, early detection, and education regarding vector-borne illnesses; and

'WHEREAS, certain tick-borne diseases, including Lyme disease, are serious bacterial infections that can affect the joints, heart, nervous system, and other organs if left untreated; and

'WHEREAS, tick bites may go unnoticed due to their small size, and symptoms may not always include a recognizable rash, increasing the importance of vigilance and medical evaluation when illness occurs; and

'WHEREAS, early diagnosis and prompt medical treatment significantly reduce the risk of long-term health complications associated with tick-borne disease; and

'WHEREAS, prolonged or untreated tick-borne illness can result in significant physical hardship and may also contribute to emotional and mental health challenges for affected individuals and their families; and

'WHEREAS, the Town of Nags Head's coastal and maritime forest environment creates conditions where tick exposure may occur through outdoor work, recreation, and daily activities among residents, visitors, and employees; and

'WHEREAS, awareness, personal protective measures, routine tick checks, and proper tick removal techniques are effective tools in reducing the risk of infection; and

'WHEREAS, fostering an informed and supportive community encourages individuals to seek timely medical care and helps reduce stigma associated with tick-borne illness and related health challenges;

'THEREFORE, we, the Town of Nags Head Board of Commissioners, do hereby proclaim April 2026 as Tick-Borne Disease Awareness Month and encourages all residents, visitors, and employees to practice preventive measures, remain vigilant when engaging in outdoor activities, and support continued education regarding tick-borne diseases."

MOTION: Comr. Sanders moved to adopt the Proclamation declaring April 2026 as Tick-Borne Disease Awareness Month as presented. The motion was seconded by Comr. Vaughan, which passed unanimously.

PROCLAMATION – April 2026 - Child Abuse Prevention Month
Mayor Cahoon read the proclamation designating Child Abuse Prevention Month as follows:
"WHEREAS, children are vital to our state's future success, prosperity, and quality of life, as well as being our most vulnerable assets; AND

'WHEREAS, all children deserve safe, stable, and nurturing homes and communities that foster their healthy growth and development; AND

'WHEREAS, child abuse and neglect are community responsibilities, affecting both the current and future quality of life of our communities; AND

'WHEREAS, communities that provide parents with social support, knowledge of parenting and child development, and the resources they need to cope with stress and nurture their children help ensure that all children grow to their full potential; AND

'WHEREAS, effective child abuse prevention strategies succeed because of partnerships among citizens, human service agencies, schools, faith communities, health care providers, civic organizations, law enforcement agencies, and the business community.

'THEREFORE, we, the Town of Nags Head Board of Commissioners, do hereby proclaim April 2026 as Child Abuse Prevention Month and call upon all citizens, community agencies, faith groups, medical facilities, elected leaders, and businesses to increase their participation in our efforts to support families, thereby preventing child abuse and strengthening the communities in which we live."

MOTION: Comr. Vaughan moved to adopt the Proclamation declaring April 2026 as Child Abuse Prevention Month as presented. The motion was seconded by Comr. Harrison, which passed unanimously.

PUBLIC COMMENT
Town Attorney Lauren Arizaga-Womble opened Public Comment at 09:22 a.m.

Lory Patrick - Nags Head property owner - Addressed safety concerns regarding a deteriorating boardwalk on her Pelican Park property, noting rotted boards, splintered handrails, and exposed nails. She expressed an opinion of a lack of town ordinance enforcement since December 2025 and requested prompt action to secure and remove the structure she views as unsafe and non-compliant.

Mike Kelly - Nags Head resident - Spoke on behalf of the 35th Annual Kelly's St. Patrick's Day parade organizers, thanking the town for its support. He recognized town staff, commissioners, the mayor, and public works for their contributions, and acknowledged Bob Muller's 28 years of managing the parade. He then showed a brief video highlighting the parade.

Jeff Bellantine - Kelly's staff member - Provided additional details on the Kelly's St. Patrick's Day parade, noting strong community engagement with nearly 30,000 Facebook users reached and approximately 15,000 in-person attendees. He highlighted AI-analyzed aerial footage for attendance estimates and expressed appreciation for the town's support, noting plans to discuss the parade's future with the town and Dare County Tourism Board.

Corinne Saunders - Outer Banks Insider - Invited the board and residents to Local News Day on Friday, April 10, from 9–11 AM at Waveriders in Nags Head. She explained the initiative, launched by Montana Free Press and now statewide, will feature casual conversations, free coffee, and participation from seven news organizations. The event provides an opportunity for the community to meet local journalists.

There being no one else present who wished to speak, Attorney Womble concluded Public Comment at 09:40 a.m.

CONSENT AGENDA
The Consent Agenda consisted of the following items:
- Consideration of Budget Amendment #9 to FY 25/26 Budget

- Consideration of Tax Adjustment Report
- Approval of Minutes
- Consideration of Fair Housing Month Proclamation
- Request for Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

MOTION: Comr. Sanders moved to approve the Consent Agenda as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

Budget Amendment #9, as approved, is attached to and made a part of these minutes as shown in Addendum "A".

The Tax Adjustment Report, as approved, is attached to and made a part of these minutes as shown in Addendum "B".

The minutes from the March 4, 2026, Regular Session, the March 4, 2026, Budget Workshop, and the March 18, 2026, Recessed Session were approved by the board and are on file in the Town Clerk's office and on the town's website.

The Fair Housing Month Proclamation, as adopted, read in part as follows:
"WHEREAS, The Fair Housing Act, enacted on April 11, 1968, enshrined into federal law the goal of eliminating racial segregation and ending housing discrimination in the United States; and

'WHEREAS, The Fair Housing Act prohibits discrimination in housing based on race, color, religion, sex, familial status, national origin, and disability, and commits recipients of federal funding to affirmatively further fair housing in their communities; and

'WHEREAS, The Town of Nags Head is committed to the mission and intent of Congress to provide fair and equal housing opportunities for all; and

'WHEREAS, Our social fabric, the economy, health, and environment are strengthened in diverse, inclusive communities; and

'WHEREAS, More than fifty years after the passage of the Fair Housing Act, discrimination persists, and many communities remain segregated; and

'WHEREAS, Acts of housing discrimination and barriers to equal housing opportunity are repugnant to a common sense of decency and fairness.

'THEREFORE, we, the Town of Nags Head Board of Commissioners do hereby proclaim April 2026 as Fair Housing Month in the Town of Nags Head as an inclusive community committed to fair housing, and to promoting appropriate activities by private and public entities to provide and advocate for equal housing opportunities for all residents and prospective residents of the Town of Nags Head. "

The summary sheet concerning the request for Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway, as approved, read in part as follows:
"The applicant, WithersRavenel on behalf of Outer Banks Hospital, requests approval of a Vested Right/Special Use Permit/Site Plan Amendment to allow a reduction of three (3) parking spaces at the Cancer Treatment Center located at 4927 S. Croatan Highway. The reduction is necessary to accommodate an approximately 280-square-foot expansion of the existing HVAC mechanical area and associated stormwater improvements, which are required to support ongoing operational needs and maintain appropriate treatment conditions within the facility.

'The proposed modification will reduce on-site parking from 57 to 54 spaces. Based on the operational characteristics of the facility, including appointment-based scheduling and a limited number of treatment bays, as well as findings of a third-party parking analysis/utilization study, staff finds that the existing and proposed parking supply exceeds the actual demand. The expansion does not increase patient capacity or staffing and will not generate additional parking demand.

'The request remains consistent with all applicable use and development standards, including lot coverage, landscaping, stormwater management, and traffic circulation. The proposal satisfies the required findings for a parking reduction under Sections 10.15.2.1 and 10.15.2.6 of the UDO and supports continued access to critical healthcare services without creating adverse impacts to adjacent properties or public infrastructure.
'Staff finds that the proposal remains consistent with the applicable use and development standards, as well as relevant land use policies. Additionally, staff finds that the criteria necessary to allow a reduction in parking pursuant to Sections 10.15.2.1 and 10.15.2.6 of the UDO, in conjunction with the submitted parking analysis, have been satisfied. Based upon staff's review of the proposal, staff recommends approval of the Vested Right/Special Use Permit/Site Plan Amendment as presented.

'PLANNING BOARD RECOMMENDATION
At their March 17, 2026, meeting, the Planning Board voted unanimously to recommend approval of the Vested Right/Special Use Permit/Site Plan Amendment as presented.

'Schedule the Public Hearing for the Vested Right/SUP/Site Plan Amendment at the Board of Commissioners May 6, 2026, meeting."

REPORTS AND RECOMMENDATIONS FROM THE PLANNING BOARD AND THE PLANNING AND DEVELOPMENT DIRECTOR

Update from Planning Director

Planning Director Kelly Wyatt summarized her report which read in part as follows:
"This memo provides an overview of selected Planning and Development Department activities, projects, and initiatives. If requested, staff will be prepared to discuss any of this information in detail at the Board of Commissioners meeting on Wednesday, April 1, 2026.

'Monthly Activity Report
In addition to permitting, inspections, code enforcement, and Todd D. Krafft Septic Health Initiative activities, staff were involved in the following meetings or activities of note during the month of March:

- Tuesday, March 3rd — Technical Review Committee Meeting
- Wednesday, March 4th — Board of Commissioners Meeting
- Wednesday, March 11th — Committee for Arts and Culture Meeting
- Thursday, March 12th — Board of Adjustment Meeting (no hearings)
- Saturday, March 14th — Dowdy Park Winter Market 9am - noon
- Tuesday, March 17th — Planning Board Meeting
- Wednesday, March 18th — Board of Commissioners Mid-Month
- Tuesday, March 24th — All-Hands Staff Meeting

'Planning Board — Pending Applications and Discussions
The Planning Board most recently met on Tuesday, March 17, 2026. At that meeting, the board took the following actions:

- Consideration of a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, requesting a reduction in required parking spaces to accommodate a 280-square-foot expansion of the existing HVAC mechanical area and redesigned stormwater management infrastructure. The expansion is necessary to support ongoing operational and equipment needs of the existing Cancer Treatment Center. The property is zoned SPD-C, Village Hotel, and is located at 4927 S. Croatan Highway. The Planning Board voted unanimously to recommend approval of the Special Use Permit/Site Plan Amendment as presented.

- Consideration of text amendments submitted by Albemarle & Associates, Ltd., on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to create a new use titled "Restaurant Waiting Lounge," together with associated supplemental regulations, parking requirements, and definitional clarifications. The Planning Board voted unanimously to recommend approval of the proposed text amendment, with additional language to address pedestrian connectivity between contiguous lots.

- Consideration of a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd., on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), seeking approval of a unified development plan for the principal restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards outlined in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and are located at 101 and 102 E. Dove Street. Approval of this request is contingent upon adoption of the proposed "Restaurant Waiting Lounge" use. The Planning Board voted unanimously to recommend approval of the Special Use Permit/Site Plan Amendment with the condition that pedestrian connectivity be provided between the principal restaurant and the Restaurant Waiting Lounge.

- Deputy Planning Director, Joe Costello provided updates on the Estuarine Shoreline Management Plan and the ongoing review of the Commercial Outdoor Recreation Overlay District.

'The next Planning Board meeting is scheduled for Tuesday, April 21, 2026. At this time, no formal action items are anticipated, and the meeting will provide an opportunity to focus on staff updates and ongoing departmental initiatives.

'Board of Adjustment – Recent and Pending Applications — There were no items for the Board of Adjustment's consideration in March 2026.
'Additional Updates

- DWMP/Septic Health Advisory Committee — The next meeting of the Septic Health Advisory Committee (SHAC) is scheduled for Monday, April 27th. Staff have worked with Access Design to update a townwide

mailer postcard aimed at increasing awareness of and participation in the town's Septic Health Initiative. The updated mailer emphasizes that the program is voluntary and intended solely to provide education, resources, and support related to septic system health and maintenance. Staff recognize that some property owners may be hesitant to participate due to concerns about regulatory implications; however, the initiative is focused exclusively on septic system function and water quality, not broader code enforcement. The mailer is anticipated to be distributed in the coming week.

In addition, the town has officially received approval for the scope of work associated with the DWI zero-interest loan program. Staff will provide a brief presentation at the meeting with additional details regarding program implementation and next steps.

- Estuarine Shoreline Management Plan — Work continues to advance multiple priority project areas identified in the ESMP, with several projects moving through design, coordination, and permitting phases.

  Harvey/Soundside Event Site Living Shoreline Project — The major permit application was submitted to the Division of Coastal Management on January 14th and is currently under review. Construction is anticipated to occur in fall 2026.

  Villa Dunes Drive Project Area — The town has contracted with Environmental Professionals, Inc. to coordinate directly with Villa Dunes Drive property owners to better understand site-specific concerns and identify feasible, implementable solutions for this area.

  Soundside Road Project Area — Staff have requested a scope modification to the RCCP grant to remove the previously proposed offshore breakwaters and instead focus funding on the design of a resiliency berm along Soundside Road. The request also includes expanding the scope to incorporate stormwater management design as part of the project. A project kickoff meeting was held on March 26th. This effort is focused on developing a nature-based shoreline stabilization approach that reduces wave overtopping, enhances habitat, and protects public infrastructure. Public engagement and due diligence will continue through the summer, with permit application anticipated in January 2027 and design development and permitting targeted for completion by April 2027.

  Catfish Farm/Causeway Living Shoreline Project — Staff have also requested a scope modification to redirect RCCP funding toward the design of a living shoreline project at the Catfish Farm/Causeway area, identified in the ESMP as an alternative pilot site. This location includes critical public infrastructure and environmentally sensitive areas that are experiencing ongoing erosion. The project area presents opportunities for nature-based solutions, including potential oyster reef establishment and other habitat-enhancing stabilization techniques, which may provide both erosion control and water quality benefits. The town-owned Catfish Farm parcels, which are under conservation easement and confirmed to allow living shoreline treatments, are included within the proposed design scope along with adjacent properties.

  Staff have submitted all requested scope and location modifications to the RCCP grant team, and all project areas remain active and moving forward.

- Sand Relocation and Dune Management Cost Share Program – Planning staff continue to process a high volume of applications for both the Sand Relocation and Dune Management Cost Share programs. As of March 27, 2026, the town has received a total of 235 sand relocation applications (nearly 70 of which have been submitted since last month's update) as well as 115 dune management cost share applications. To date, approximately $340,000 of the $400,000 allocated for these programs has been committed.

- Dowdy Park Events/Farmers Market/Holiday Markets/Art & Culture — The Committee for Art & Culture met in March and continued preparations for the upcoming event season. The Committee voted to maintain the current Farmers Market structure, including retaining all returning full-time vendors and continuing the rotating vendor program without advancing additional vendors to full-time status at this time. This approach reflects a desire to maintain a consistent and manageable market size given space and operational considerations.

  The Committee also reviewed and approved updates to the market rules, including the establishment of a Vendor Compliance and Progressive Enforcement Policy. The policy introduces a clear, tiered approach to enforcement, ranging from warnings to suspension and potential removal, and is intended to address challenges related to vendor compliance. The goal is to ensure a consistent, well-managed market environment while maintaining flexibility to respond to more serious or safety-related concerns. The policy will be reviewed by the town attorney prior to implementation.

  Event Coordinator Paige Griffin has finalized planning for the upcoming summer season, including a 14-week Summer Concert Series, Farmers Markets, fitness and wellness programming, family and children's events, and other recurring offerings such as Waggin' Wednesdays. While much of this work occurs behind the scenes, the coordination required to schedule, staff, and manage a full season of programming is substantial and continues to be a significant undertaking.

Additional public art initiatives are also moving forward. Two new art panels have been received as part of the Art Mast project, one by Dawn Gray Moraga ("RedDawn") honoring Kerry Oaksmith Sanders, to be installed at the Bittern Street beach access, and one by Noah Snyder, to be installed at the June Street beach access in coordination with ongoing walkway improvements. Two additional panels are expected in the coming months for placement at Forrest Street and Curlew Street. At Dowdy Park, the Peek-A-Boo Wall has been rebuilt by Public Services, and staff are exploring opportunities for a local artist to complete a mural installation on the newly restored surface. Staff also met with local artist Julie Moye to discuss incorporating artistic elements, such as tile mosaic installations, into the new walking path extension at Dowdy Park as a way to further integrate public art into park improvements.

The final Winter Market of the season is scheduled for Saturday, April 11th from 9:00 a.m. to 12:00 p.m. This season of Winter Markets has been very well received, particularly by local residents who have expressed strong appreciation for the opportunity to access fresh, locally sourced goods during the off-season. The smaller, more relaxed market atmosphere and consistent presence of core vendors continue to make the Winter Markets a valued and well-attended community offering.

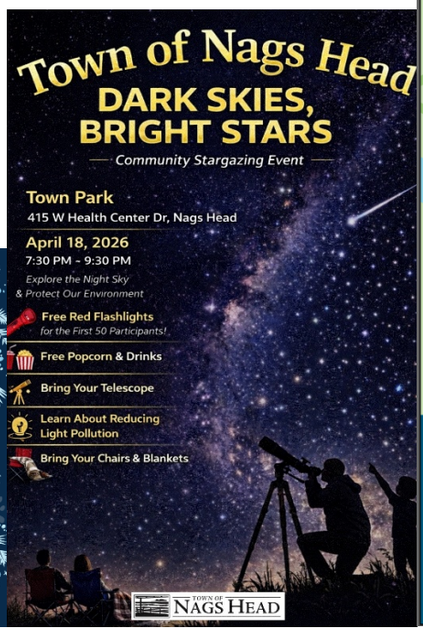
'Upcoming Meetings and Other Dates

- Wednesday, April 1st — Board of Commissioners Meeting (Budget Workshop)
- Tuesday, April 7th — Technical Review Committee Meeting
- Wednesday, April 8th — Committee for Arts and Culture Meeting
- Thursday, April 9th — Board of Adjustment Meeting (no hearings)
- Saturday, April 11th — Dowdy Park Winter Market 9am - noon
- Wednesday, April 15th — Board of Commissioners Mid-Month Meeting
- Saturday, April 18th - Dark Skies, Bright Stars Stargazing Event, Barnes Street Town Park 7:30pm - 9:30pm
- Tuesday, April 21st — Planning Board Meeting
- Monday, April 27th — Septic Health Advisory Committee Meeting

'Please find attached a monthly update from Planning Director Kelly Wyatt that includes permitting and code enforcement data through February 2026."

Mayor Cahoon and the board thanked Director Wyatt for her efforts. In addition to Director Wyatt, the mayor thanked the town manager and staff for their work on the new crowd gathering and event rules, noting that the recent St. Patrick's Day parade was the first under these new regulations and that it proceeded very smoothly.









Update on North Carolina Division of Water Infrastructure Septic Health Grant and Zero Interest Loan Program
Planning Director Kelly Wyatt introduced this item. The summary sheet read in part as follows:
"DWI Zero-Interest Loan Program – Status Update

'The town has received approval from the Division of Water Infrastructure (DWI), North Carolina Department of Environmental Quality, for the proposed scope of work associated with a zero-interest loan program of up to $500,000 for septic repair. The program is intended to function as a revolving loan fund, similar to the town's existing Septic Health Initiative, to assist property owners with septic system repairs and maintenance. Staff are proceeding with initial planning and coordination efforts to support program rollout. This includes anticipated outreach to previously identified "high-risk" properties, coordination with the Septic Health Advisory Committee, and engagement with local contractors regarding program participation requirements.

'Staff will provide a brief status update to the Board of Commissioners outlining next steps and implementation strategy."

Planning Director Wyatt presented details about the town's approved $500,000 zero percent interest septic repair loan program through the Division of Water Infrastructure. The program builds on the existing low-interest septic loan program but offers up to $20,000 per property with a five-year payback at zero percent interest.

Staff identified 283 properties presenting higher risk due to proximity to sensitive water bodies, mapping properties adjacent to marsh, sound, and large drainage areas. The list was refined by removing properties with recent septic maintenance, newer or non-conventional systems, and those already participating in the existing loan program.

The outreach approach will be direct and personalized, with each identified property owner receiving a letter explaining their selection, the opportunity, and its importance. The town will also reach out to rental management companies where applicable. The program is designed as a straightforward process with Environmental Planner Twiddy guiding applicants through applications, Dare County Health Department permits, and contractor selection from a pre-qualified list.

Implementation preparation is underway even while awaiting formal funding confirmation. Staff is connecting with interested contractors to ensure their ability to work within funding parameters, particularly regarding Davis Bacon Act prevailing wage requirements and American Iron and Steel Act compliance. The planning and finance departments are coordinating internal workflows to launch as soon as funding is confirmed.

Director Wyatt's presentation is attached to and made a part of these minutes as shown in Addendum "C".

The board thanked Director Wyatt for her efforts and she extended thanks to Deputy Town Manager Miller, Deputy Planning Director Costello, Environmental Planner Twiddy, and the Septic Health Advisory Committee.

OLD BUSINESS/ITEMS TABLED FROM PREVIOUS MEETINGS

Review of Town Legislative Agenda

Manager Garman introduced this item. The summary sheet read in part as follows:
"Staff met virtually with our lobbying firm, Ward and Smith, P.A. on January 13, 2026 to review the status of the Legislative Agenda established in 2025. Based on the status and feedback from staff, a DRAFT Legislative Agenda for 2026 has been created.

'Whitney Campbell Christensen and Marley Peterson from Ward and Smith, P.A. attended the March 4, 2026 Board of Commissioners meeting and advised the board on the upcoming short session. At that meeting, the board voted to remove the terminal groin item from the DRAFT legislative agenda and to bring the item back for later review.

'Attached is the draft legislative agenda for the upcoming year as well as the legislative agenda from last year with status updates on each item.

'Largely, this is a continuation of the town's legislative agenda from last year, since very little was accomplished by the legislature during the last session. We acknowledge that there are several new board members who may have questions/comments regarding these items. Staff will present the items and answer questions for the board.

'Request board feedback/modifications and approval to move forward with the updated 2026 Legislative Agenda."

MOTION: Comr. Harrison moved to approve the updated 2026 Legislative Agenda as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

The draft legislative agenda, revised March 4, 2026, for the upcoming year and the legislative agenda from last year with status updates on each item are attached to and made part of these minutes as Addendum "D".

NEW BUSINESS

Committee Reports

Comr. Harrison – Reported that she attended the meeting of the Current TV(GEACC) Committee, in anticipation of replacing Mayor Pro Tem Lambert. Public information officers from nearby local towns discussed upcoming programming initiatives.

Mayor Pro Tem Lambert – Acknowledged Planning Director Wyatt's comprehensive report on the Septic Health Committee and then initiated a motion for Comr. Harrison to replace her on the GEACC.

MOTION: Mayor Pro Tem Lambert moved to appoint Comr. Harrison to the GEACC. The motion was seconded by Comr. Vaughan, which passed unanimously.

Comr. Sanders – Stated he had no additional updates beyond what Director Wyatt reported regarding the Estuarine Shoreline Committee.

Comr. Vaughan – Reported that she was unable to attend last week's rescheduled Tourism Board meeting due to a conflict. She noted the upcoming ribbon cutting for the new boardwalk in April and committed to keeping the board informed on developments.

Presentation of Classification and Compensation Study Report

Human Resources Officer Jan Mielke presented this item. The summary sheet read in part as follows:
"The Town of Nags Head selected the Archer Company to conduct a Classification and Compensation Study that began in October.

'The primary objectives of this effort are to evaluate our total rewards program to:

- Promote internal equity
- Ensure market competitiveness
- Establish clear and consistent position classifications
- Align our total rewards with current best practices

'Staff will present the findings of this study and recommendations for the board to consider for adoption.

'This item was included in the FY 2025/26 budget. Staff invites the board to review the Draft Classification and Compensation Study Report and provide any questions or comments. The board will receive the final Classification and Compensation Study Report for adoption at the May board meeting."

Human Resources Officer Mielke acknowledged the comprehensive work provided by partner Archer and Company, particularly consultant Marianne Oyaas. She explained that classification and compensation studies are conducted every five years to examine current total rewards (pay and benefits), compare with market practices, and establish internal market positioning.

The process included thorough job evaluations with position descriptions review, comprehensive position questionnaires, and interviews with every position. Archer used their proprietary Matrix Point System to assign values to positions. A market survey was designed for 53 benchmark positions, soliciting pay ranges and benefit information from peer organizations.

Key findings showed the town at or above market in several areas: the pay structure moved up 7% compared to peers' 6.7% over the last two fiscal years; the town offers competitive benefit plan options with significantly higher premium contributions than peer average; 5% 401k contributions are very competitive; paid parental leave is offered while most peers do not provide this; longevity programs (both dollar amount and percentage-based) are above market; and the town offers 100% coverage for unlimited counseling and therapy, which is highly unusual.

Outside of market offerings include: gap time (offered only by Duck and Manteo among peers); night shift differential for police (offered by about half of peers but town's rate is less competitive); designated holidays are about one day below market; tuition reimbursement is not offered while most peers provide this; and promotion pay policy is not competitive.

The updated pay structure features 22 grades instead of the current 26, with each grade having a 58% range width compared to the current 55%. The structure uses market reference points based on average market midpoints rather than traditional midpoints, allowing staff to reach market-based pay within six years instead of the current approximate twelve years.

Implementation will place employees at target salaries based on length of time in role and placement in the new range, reducing compression by allocating more dollars to employees with greater tenure. The approach aligns with the budgeted $250,000 and affects approximately 87 employees. A 3% COLA will be applied July 1st, subject to board approval.

The study also includes updated position descriptions, salary administration policies for board consideration, and development of a formal compensation philosophy. Next steps include board review of the draft study with feedback due by April 15th and consideration of formal study adoption at the May 6th meeting.

Mayor Cahoon inquired about the level of staff interaction with the consultant. Mielke explained that Archer was chosen specifically for their high level of employee engagement, conducting preliminary kickoff meetings, interviewing 85-90% of staff either individually or in small groups, and participating in a board retreat presentation. Additional staff meetings are planned for April 26th to present findings and implementation steps. Staff feedback indicated appreciation for being heard and having their positions thoroughly understood.

Comr. Sanders asked for clarification about market reference points being derived from average midpoints of surveyed towns, which Officer Mielke confirmed. No other commissioners had questions, but they all expressed appreciation for the comprehensive work.

The Classification and Compensation Study presentation is attached to and made a part of these minutes as shown in Addendum "E".

RECESS/RECONVENE – The board took a brief recess at 10:23 a.m. and reconvened at 10:32 a.m.

OLD BUSINESS CONT.

Update and Discussion of the 2026 Beach Nourishment Project — Moffatt & Nichol - Time Specific 10:30 a.m.

- Presentation of Project Schedule and Logistics
- Request Approval of McKim & Creed Proposal to Conduct Post-Nourishment Monitoring Survey

Town Engineer David Ryan introduced the presentation, which would cover project schedule, sequencing, and logistics, followed by a request for annual beach condition survey approval. The summary sheet read in part as follows:

"Beach Nourishment Update Presentation
Presentation by Dr. Beth Sciaudone and Dr. Ayse Karanci of Moffatt & Nichol providing an informational update on the upcoming 2026 Beach Nourishment Project. The presentation will review the preliminary construction schedule, beach fill sequencing, and the logistical coordination required to successfully complete the project.

'Annual Beach Survey Data Collection
Each year, the town conducts an annual beach condition survey extending from the northern corporate limits southward into the Cape Hatteras National Seashore. The resulting data are incorporated into a monitoring report that provides a valuable dataset for evaluating beach conditions and supporting planning for future nourishment cycles.

'This annual monitoring effort will be disrupted this summer due to the beach nourishment project, which includes its own survey data collection within the project area and slightly beyond the limits of fill. While this construction-related data is critical for monitoring sand placement, it does not provide the full spatial coverage necessary to meet FEMA requirements for potential reimbursement or to maintain consistency with the town's long-term annual

monitoring program.

'McKim & Creed has submitted a proposal in the amount of $71,980 to perform a post-nourishment annual beach survey.

'Staff recommends proceeding with a full annual beach survey to preserve continuity in the town's coastal monitoring database. Although a separate annual monitoring evaluation is not anticipated this year due to the nourishment project and its associated reporting, completing the full survey will ensure consistency in the dataset for future analyses. A similar approach was taken in 2019, when a full post-nourishment survey was conducted.

'Staff recommends proceeding with the post-nourishment survey to maintain continuity with its annual monitoring program.

'Authorize the town manager to execute the Post Nourishment Beach Monitoring Survey with McKim & Creed in the amount of $71,980."

Dr. Beth Sciaudone from Moffatt & Nichol presented the project update. Pre-construction preparation is underway, with NV5 survey company scheduled to perform cultural resources surveys and pre-construction beach condition surveys either later this week or early next week. The surveys will help determine placement locations for the 200,000 cubic yards of additional material awarded by the town, targeting areas of greatest need. The updated project schedule shows mobilization beginning April 19th with shore side work and equipment delivery. In-water pipeline installation will occur from April 23rd through May 4th, followed by dredge mobilization.

The project will utilize two dredges operating simultaneously: the hopper dredge Magdalen and the hydraulic (cutter) dredge RS Weeks. Dredging and beach fill operations are scheduled from May 4th through July 6th, with potential for earlier completion given the dual-dredge approach. Dune planting and sand fencing will occur from June 20th through July 20th, followed by demobilization.

The hopper dredge will primarily work in Reach 1 (northern part of town), while the cutter dredge will work in the borrow area using two sub-lines pumping first to the south then moving north. Regarding the July 4th celebration, Dr. Sciaudone acknowledged concerns about completing work near the Nags Head Pier during this period. The town has initiated discussions with the contractor to explore options for adjusting the schedule to start work south from C7 to C5, thus attempting to lessen the project's impact on the celebration.

Access and staging areas include Gulf Stream Way, Juncos St., and Ramp 1 (with National Park Service cooperation) for the cutter dredge, and Forrest St., Enterprise St., and Conch St. for the hopper dredge. Traffic control plans will be coordinated with NCDOT, with intermittent closures expected during operations.

The beach experience will include 24/7 operations with active work area closures of approximately 1,500-2,000 feet during the daytime and 1,000 feet at night. Sand ramps will provide beach access every 500 feet and at public access points. Operations in specific areas should not exceed 2–4 days. Additionally, the project will consider impacts on beach structures including homes, sandbags, dune walkovers, and ocean outfalls. Coordination with NCDOT will ensure that ocean outfalls are not adversely impacted, and plans are underway to address and accommodate any structures potentially affected by the operations.

Environmental commitments include comprehensive turtle monitoring with nighttime monitors at both work areas, morning clearance surveys by nest organizations, relocation trawling during hopper dredge operations, escarpment monitoring and leveling of any escarpments over 18 inches high for more than 100 feet, sediment quality monitoring with daily visual checks and weekly lab samples, and post-project compaction monitoring with beach tilling if necessary.

Staff emphasized the schedule is likely to change as we get closer to the project. The public is encouraged to check the Town and/or the Project website for the most recent information. Public information updates will include weekly progress plans from the contractor, daily work area updates communicated to the town, daily website updates, and a progress tracking map showing both work areas updated daily.

Comr. Harrison asked about the recovery time for sandbars and sloughs after beach nourishment. Dr. Sciaudone indicated this depends on weather and wave conditions, estimating that a rough winter could restore conditions by the following year, though she noted this varies significantly based on project cross-sections and placement volumes.

Town Manager Garman noted the different cross-sections throughout the project, comparing South Nags Head to the northern part of town. Dr. Sciaudone confirmed that South Nags Head will see much more impact due to the dune construction and wide berm, though this area has also experienced significant erosion.

Mayor Pro Tem Lambert expressed appreciation for the coordination with NEST for turtle monitoring and other environmental measures, adding that it was reassuring to hear about all the steps being taken to protect wildlife and educate the public.

Comr. Sanders asked about beach access for oceanfront property owners during active work. Dr. Sciaudone explained that residents may need to drive to different access points when active pumping occurs directly in front of their homes, prioritizing safety while making efforts to provide walkways around work areas where safe to do so.

The board thanked Dr. Sciaudone for her presentation.

Town Engineer Ryan requested approval for an annual beach condition survey by McKim & Creed for $71,980.

MOTION: Comr. Harrison moved to authorize the town manager to execute the contract for the post-nourishment annual beach survey with McKim & Creed for $71,980. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

Dr. Sciaudone's report slides are attached to and made a part of these minutes as shown in Addendum "F". The McKim & Creed contract is on file in the Town Clerk's office.

Actions Necessary to Approve 2026 Beach Nourishment Project
- Consideration of Findings Resolution

Deputy Town Manager/Finance Officer Amy Miller introduced this item. The summary sheet read in part as follows: "This resolution is required for approval by the North Carolina Local Government Commission of the town's beach nourishment financing. The resolution states the reason the beach nourishment project is necessary and has a "not to exceed" (NTE) amount to be financed. The town can always finance less but it cannot finance more than the amount stated in the resolution. Therefore, the NTE amount has a cushion built in as we lock down the financing. The LGC will approve the financing at their May 5, 2026, meeting.

'This is the initial resolution prepared by our financing team."

MOTION: Comr. Sanders moved to approve the Findings Resolution. The motion was seconded by Comr. Vaughan, which passed unanimously.

The resolution, as adopted, read in part as follows:
"WHEREAS, the Town of Nags Head, North Carolina (the "Town") is a validly existing municipal corporation, existing as such under and by virtue of the Constitution, statutes and laws of the State of North Carolina (the "State"); and

'WHEREAS, it is necessary to provide beach nourishment for the purpose of beach erosion control and flood and hurricane protection works (the "2026 Project"); and

'WHEREAS, the Town has created a Municipal Service District (the "MSD"), in accordance with Article 23 of Chapter 160A of the North Carolina General Statutes, in which the 2026 Project will be located; and

'WHEREAS, it is in the best interest of the Town to issue its special obligation bond (the "Bond") pursuant to N.C. Gen. Stat. § 159-146 in an aggregate principal amount not to exceed $15,000,000 and sell the Bond to a financial institution to be determined (the "Purchaser") to finance the 2026 Project; and

'WHEREAS, a portion of the costs of the 2026 Project is expected to be paid from other Town funds and from funds to be provided by Dare County, North Carolina (the "County") through its beach nourishment fund program, which program is supported by a dedicated portion of the County's occupancy tax and is used to assist beach nourishment projects within the County; and

'WHEREAS, the Board of Commissioners of the Town (the "Board") wishes to retain Parker Poe Adams & Bernstein LLP, as bond counsel, and DEC Associates Inc., as municipal advisor (collectively, the "Financing Team"); and

'WHEREAS, the Board desires that the Finance Officer of the Town file with the Local Government Commission of North Carolina (the "Commission") an application for its approval of the 2026 Bond on a form prescribed by the Commission, requesting that the Commission approve the negotiation of the sale of the 2026 Bond to the Purchaser and the Town's use of the Financing Team; and

'WHEREAS, in connection with such application, the Board authorizes the Finance Officer to (1) provide the Commission with such facts and information regarding the 2026 Bond and the Town and its financial condition as the Commission may require and (2) take all other action necessary for the issuance of the 2026 Bond; and

'WHEREAS, the Town will incur and pay certain expenditures (the "Original Expenditures") in connection with the 2026 Project prior to the date of issuance of the 2026 Bond, such Original Expenditures to be paid for originally from a source other than the proceeds of the 2026 Bond, and the Town intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the 2026 Bond; and

'NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Nags Head, North Carolina, as follows:

1. The Town shall issue the 2026 Bond to (1) finance a portion of the costs of the 2026 Project and (2) pay the costs of issuing the 2026 Bond, as set out fully in the documents attached to the Town's application to the Commission. The use of the proceeds of the 2026 Bond, as described, is necessary to provide for beach erosion control and flood and hurricane protection works in the MSD.

2. The use of the Financing Team in connection with the Town's issuance of the 2026 Bond is approved and ratified. The Finance Officer is authorized to retain the services of other professionals as she deems necessary and appropriate to complete the transactions contemplated by this Resolution.

3. The Finance Officer, or her designee, with advice from the Town Manager, the Town Attorney, and the Town's municipal advisor and bond counsel, is authorized, directed, and designated to file an application with the Commission for its approval of the issuance of the 2026 Bond.

4. The Board requests that the Commission sell the 2026 Bond to the Purchaser pursuant to the plan of finance described in this Resolution.

5. The Board finds and determines and asks the Commission to find and determine from the Town's application and supporting documentation that:
(1) the issuance of the 2026 Bond is necessary or expedient;
(2) the not to exceed stated principal amount of the 2026 Bond will be sufficient but is not excessive, when added to other money available to the Town, for the proposed 2026 Project;
(3) the proposed 2026 Project is feasible;
(4) the Town's debt management procedure and policies are good; and
(5) the 2026 Bond can be marketed at a reasonable interest cost to the Town.

6. The Mayor, the Town Manager, the Finance Officer, the Town Clerk, and their respective designees (collectively, the "Authorized Officers") are authorized, individually and collectively, to do any and all other things necessary to complete the steps for the issuance of the 2026 Bond.

7. The Town presently intends, and reasonably expects, to reimburse itself for Original Expenditures in an amount not to exceed $15,000,000 on or after the date occurring 60 days prior to the date of adoption of this Resolution from a portion of the proceeds of the 2026 Bond. The Town adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the Town's intent to reimburse itself for the Original Expenditures from proceeds of the 2026 Bond. The Authorized Officers, with advice from the Town's bond counsel, are authorized, directed, and designated to act on behalf of the Town in determining and itemizing all of the Original Expenditures incurred and paid by the Town in connection with the 2026 Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Resolution and ending on the date of issuance of the 2026 Bond.

8. All motions, orders, resolutions and parts thereof in conflict herewith are hereby repealed.

9. This Resolution is effective on the date of its adoption. The attorney for the Town of Nags Head has rendered an opinion that the proposed Project is authorized by law and is a purpose for which public funds may be expended pursuant to the Constitution and laws of North Carolina."

NEW BUSINESS CONT.

Consideration of Resolution Supporting Continued Direct Local Citizen Input in Municipal Property Tax Program

Manager Garman introduced this item. The summary sheet read in part as follows:
"Staff has prepared the attached resolution to provide feedback to the North Carolina General Assembly on proposals currently being considered which would impact/limit local government authority to levy property taxes. Other local communities are currently considering similar resolutions. "

Town Manager Garman explained that neighboring communities were circulating resolutions regarding legislative discussions about property taxes. Various proposals in both houses of the legislature could affect municipal authority to levy property taxes, including potential ballot measures for voters to weigh in on municipal tax authority. The town views this as problematic since property taxes are the primary mechanism to raise revenue for government services, and placing such authority on the ballot could undermine municipal operations.

Mayor Cahoon spoke to the resolution, emphasizing that while nobody likes paying taxes, local government is where citizens have direct access to their representatives. Citizens can voice concerns and make changes at the local level if they disagree with spending decisions. He noted that Nags Head does a good job spending tax dollars wisely in ways that provide visible public benefits, citing beach nourishment as an example. During budget public hearings, citizens typically support the town's work and encourage continued efforts. The Mayor noted state-level political posturing that could put the state in a precarious financial position, suggesting the state should learn from local government efficiency.

MOTION: Comr. Vaughan moved to approve the resolution supporting continued direct local citizen input in the municipal property tax program as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed

unanimously.

The resolution, as approved, read in part as follows:
"WHEREAS, Section 2 of Article V of the North Carolina Constitution states, in part, that "The General Assembly shall not authorize any county, city or town, special district, or other unit of local government to levy taxes on property, except for purposes authorized by general law uniformly applicable throughout the State, unless the tax is approved by a majority of the qualified voters of the unit who vote thereon;" and

'WHEREAS, Nags Head property tax revenues help to fund town operations for the safety and welfare of our citizens, including every police officer dispatch, every fire fighter call for assistance, every ocean rescue lifeguard response, and every public safety equipment such as police and fire vehicles, radios, and gear that protects them while they protect our citizens; and

'WHEREAS, property tax revenues provide residential and commercial trash collection, street maintenance, stormwater management, and planned pedestrian opportunities through sidewalks and multi-use paths, serving our community with a healthy and safe environment; and

'WHEREAS, Nags Head's property tax revenues are integral to its Shoreline Protection Program, including beach nourishment projects that protect the town's streets, water, power, sewer infrastructure and improved properties, which greatly decrease the potential damage from hurricanes and nor'easters and potentially lessen the need for limited state and uncertain federal aid. The town's current tax rate dedicates 2 cents per $100 of assessed value specifically for beach nourishment, with a $40 million beach nourishment project tentatively scheduled for fiscal year 2026–2027; and

'WHEREAS, in response to its citizens, Nags Head has utilized property tax revenues to develop a wide scope of community-centered recreational opportunities and to maintain and improve parks and recreational facilities that enhance the quality of life for residents and visitors; and

'WHEREAS, Nags Head's property tax revenues support critical stormwater and drainage infrastructure improvements, including innovative nature-based flood mitigation projects, drainage upgrades in south Nags Head, and capital investments that reduce flooding risks for both residential and commercial properties; and

'WHEREAS, our residents directly choose their municipality's representatives in the Mayor and Board of Commissioners positions in regular elections; and

'WHEREAS, a municipality's property tax rates, along with scheduled fees, services, and capital projects are presented as part of an annual operating budget that is adopted by the voters' representatives following public hearings in which our town's residents and citizens provide direct input; and

'WHEREAS, Nags Head's revenue from property taxes (ad valorem taxes) as a percentage of general fund revenues in Fiscal Year 2025-2026 is approximately 41.5%, and any limitation on our ability to set those rates would create a financial challenge for our town, threatening essential services and the long-term infrastructure investments our community depends upon; and

'WHEREAS, the Town of Nags Head is directly responsible to its citizens and must have the flexibility to adjust property tax revenues with the input and support of the people who directly benefit from the services and amenities provided by the town: its citizens;

'THEREFORE, BE IT RESOLVED, that the Board of Commissioners for the Town of Nags Head supports the current property tax revenue program outlined by the Constitution of the State of North Carolina, which places ultimate authority with a municipality's citizens on property tax rate changes; and

'BE IT FURTHER RESOLVED, that the Board of Commissioners asks the General Assembly not to support a ballot referendum for any Constitutional amendment that would alter the current system, as such changes would greatly limit our town's ability to be directly responsive to its citizens, their health and safety, and their vision for our community."

ITEMS REFERRED TO AND PRESENTATIONS FROM TOWN ATTORNEY
Attorney Womble noted that she had nothing to present today.

ITEMS REFERRED TO AND PRESENTATIONS FROM TOWN MANAGER
Financial Update
Deputy Town Manager/Finance Officer, Amy Miller presented a financial update to the board, the summary sheet read in part as follows:
"At the April 1,2026 Board of Commissioners meeting, Deputy Town Manager/Finance Officer, Amy Miller, will provide a financial update to the board.

'For shared revenues (sales, occupancy, land transfer taxes), we are projected to be approximately $53,000 over budget. This covers through January of fiscal year 2026. Land transfer tax is 5% higher than this

time last fiscal year, while sales tax is the same and occupancy tax is 2% lower.

'We have collected 99.69% of our ad valorem taxes.

'For water utility sales, we have collected 77.9% of budgeted revenues through March, which is tracking about the same compared to last March at 76.2%. Regarding wholesale water purchased from Dare County, we are at 51.7% of our budget through February, compared to 67.3% for the same time last year. This year the wholesale water rate was reduced to $2.032/thousand gallons delivered from $2.109/thousand gallons delivered. Total gallons delivered (in millions) have also decreased from 275 to 262, or 5%.

'Tipping fees are at 62.8% of the budget through February, which is tracking just slightly higher than this time last fiscal year at 59.7%. We did reduce the budget by 6% this year as we forecasted a drop in tipping fees.

'We appreciate the board's confidence and support and staff are available to answer any questions. We will continue to provide a financial update to the board on a quarterly basis. This will allow the board to have a better understanding throughout the year of where we stand and make adjustments, if necessary, before the entire year has passed."

Mayor Cahoon asked whether changes in the town's water sales and purchasing trends are related to the implementation of smart meters and leak response efforts. Deputy Town Manager/Finance Officer Miller indicated that smart meters have likely contributed by enabling quicker identification of leaks, with both homeowners and staff actively monitoring and addressing issues through a prioritized response process. Comr. Sanders shared an example of a significant underground leak detected through the system that otherwise may have gone unnoticed, noting the system's effectiveness. Mayor Pro Tem Lambert also reported personal experience with two leaks identified through the smart meter program.

The board thanked Amy for her efforts.

Consideration of Unspent Capital Improvement Program Funds From Public Services Financing
-Approval of Capital Project Ordinance Amendment #12
-Approval of Water Capital Project Ordinance Amendment #6
-Approval of Budget Amendments #9.3 and #9.4

Deputy Town Manager/Finance Officer Amy Miller provided an overview of this item. The summary sheet read in part as follows:
"The town has met its arbitrage benchmarks for the Public Services Complex financing. We would like to use what is left for:

- Paying for part of the sanitation knuckle boom from the remaining general fund portion of the Public Services Complex. The amount remaining in the general fund is $159,684. This frees up $159,684 from the general fund/capital investment fund this fiscal year if we can shift that funding amount from the Public Services Complex.
- Purchase a replacement excavator this fiscal year rather than FY 26/27. The cost is $155,565. We are able to get a trade in value of $75,000 for the excavator we are trading in. The net cost is $80,565.
- Purchase a new side-by-side for sanitation cart rollbacks. The cost is $30,675. They are offering a trade-in of $47,500 for a skid-steer that we no longer need or use. The net cost of this transaction is we receive $16,825.
- By shifting Public Services money for the knuckle boom, leveraging trade-in offers, and purchasing items now to lock in pricing and avoid any cost increases, we have enough funds budgeted this year in the capital investment fund (CIF) to cover the funding we need for the excavator. The leftover money that was budgeted and not used will roll back into the CIF.
- There is additional funding of $40,069 from the water fund portion of the Public Services Complex. The cost of the inserta valve identified as a need that would provide a ROI is $66,596, and we can identify additional funding from the water fund.

'Approve use of Public Services Complex financing for a knuckle boom, rather than it being totally funded from the general fund/capital investment fund. This would allow us to purchase a side-by-side and an excavator this year and we can take advantage of trade in offers vendors have made. There is additional funding of $40,069 from the water fund portion of the Public Services Complex. They recommend purchasing an inserta valve, saving us $15,000 per valve we would have to pay to have installed. There is an ROI on this, having identified 2 locations as well as hydrants that need valves. The cost is $66,596 and we can identify additional funding from the water fund.
-Approval of Capital Project Ordinance Amendment #12
-Approval of Water Capital Project Ordinance Amendment #6
-Approval of Budget Amendments #9.3 and #9.4"

MOTION: Mayor Pro Tem Lambert moved to adopt the Capital Project Ordinance Amendment #12 as presented. The motion was seconded by Comr. Harrison, which passed unanimously.

MOTION: Comr. Harrison moved to adopt the Water Capital Project Ordinance Amendment #6 as presented. The

motion was seconded by Comr. Sanders, which passed unanimously.

MOTION: Comr. Sanders moved to adopt Budget Amendments #9.3 and #9.4 as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

The ordinances and budget amendments, as approved, are attached to and made part of these minutes as shown in Addendum "G".

Discussion of Upcoming Budget Preparation Meetings Schedule
Manager Garman outlined the budget schedule. The summary sheet read in part as follows:
"At the April 1, 2026 Board of Commissioners meeting, Manager Garman will discuss the upcoming budget preparation meetings schedule."

Manager Garman noted that today's workshop includes discussion of the Capital Improvement Program (CIP) and departmental requests. The Manager's Recommended Budget will be presented at the May 6 regular meeting. The mid-month April meeting will focus on stormwater masterplan updates, while a mid-month May workshop will provide an opportunity for the board to offer input on the recommended budget. The June regular meeting will include a public hearing and may also include potential budget adoption, with final action possible at the mid-month June meeting depending on the level of board discussion and any remaining needs for deliberation.

BOARD OF COMMISSIONERS AGENDA
Mayor Pro Tem Lambert – Wished everyone a Happy Easter and expressed appreciation to police, fire, and public works personnel for their service during the holiday.

Comr. Harrison – Commended Town Clerk Brittany Phillips and Deputy Town Clerk Katie Anzalone on their excellent work on the detailed minutes from the previous quasi-judicial hearing meeting.

MAYOR'S AGENDA
Consideration of Board of Directors Voting Delegate for the North Carolina League of Municipalities (NCLM)
The agenda summary sheet read in part as follows:
"Mayor Cahoon has requested appointment as the town's Voting Delegate for the North Carolina League of Municipalities (NCLM) upcoming election for Board of Directors. Please find below the information provided by the League for this purpose."

The NC League of Municipalities has launched our Board of Directors Elections Process. On April 13th, the voting period will open for member cities and towns to cast their vote for the 2026-2027 Board of Directors. **Each member municipality must designate one voting delegate in order to vote on the proposed slate from the NCLM Nominating Committee; voting is done by voting delegates.**

To designate your municipality's voting delegate, please complete this Voting Delegate Form. When voting opens in mid-April, voting delegates will receive instructions and an electronic ballot via email.

MOTION: Comr. Vaughan moved to appoint Mayor Cahoon to represent the town as NCLM Board of Directors voting delegate. The motion was seconded by Comr. Sanders, which passed unanimously.

CLOSED SESSIONS
Request for Closed Session to Consult with the Town Attorney Regarding Matters Protected by the Attorney/Client Privilege and to Preserve that Privilege, to include the Cherry, Inc Litigation Pursuant to GS 143-318.11(a)(3)

Request for a Closed Session to Consider a Personnel Matter Pursuant to 143-318.11(a)(6)

MOTION: Mayor Cahoon moved to enter closed session to confer re: a matter of attorney/client privilege and to preserve that privilege to include the Cherry Inc. litigation, and other matters protected by attorney/client privilege pursuant to GS 143-318.11(a)(3). The motion was seconded by Comr. Lambert, which passed unanimously. The time was 11:19 a.m.

OPEN SESSION
The board re-entered Open Session at 11:21 a.m.

CLOSED SESSIONS
MOTION: Mayor Cahoon moved to enter closed session to confer re: a matter of attorney/client privilege and to preserve that privilege to include the Cherry Inc. litigation, and other matters protected by attorney/client privilege pursuant to GS 143-318.11(a)(3). and to consider a personnel issue pursuant to 143-318.11(a)(6). The motion was seconded by Comr. Lambert, which passed unanimously. The time was 11:22 a.m.

OPEN SESSION
The board re-entered Open Session at 12:07 p.m. Mayor Cahoon reported that the board heard a report on manager compensation but took no action. Attorney Womble reported that the board discussed confidential litigation matters and other matters within the attorney/client privilege including in relation to this morning's public

comment regarding the walkway.

ADJOURNMENT/RECESS TO FY 26/27 BUDGET WORKSHOP

MOTION: Comr. Sanders moved to recess to the FY 26/27 Budget Workshop. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously. The time was 12:08 p.m.

_____
Brittany A. Phillips, Town Clerk

Date Approved: _____

Mayor: _____
Benjamin Cahoon

DRAFT MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS
BUDGET WORKSHOP
WEDNESDAY, APRIL 1, 2026

The Nags Head Board of Commissioners met in the Board Room located at 5401 S Croatan Highway, Nags Head, North Carolina on Wednesday, April 1, 2026 for a FY 26/27 Budget Workshop that followed the Regular Meeting.

Board members Present:	Mayor Ben Cahoon; Mayor Pro Tem Megan Lambert; Comr. Bob Sanders Comr. Megan Vaughan; and Comr. Molly Lambert
Board members Absent:	None
Others present:	Town Manager Andy Garman; Amy Miller; Roberta Thuman; Nancy Carawan; Perry Hale; Chris Montgomery; Kelly Wyatt; Joe Costello; David Ryan; Stephen Panaro; Randy Wells; Karen Snyder; Katie Anzalone; and Town Clerk Brittany A. Phillips

CALL TO ORDER
Mayor Cahoon called the Budget Workshop to order at 12:08 p.m.

CIP PROJECT REVIEW
- Streets/Stormwater/Water
- Facilities
- Vehicles and Equipment
- Planning/Design
- Grant Projects

Manager Garman introduced the Budget/CIP workshop noting that the session would review the Capital Improvement Program, benefits, as well as some positional, organizational, and programmatic changes. The board was provided with both digital and hard copies of the CIP.

He explained that CIP items proposed for FY 2026–2027 are ranked by priority, while projects in future years are not ranked. The ranking methodology prioritizes essential operational needs, particularly maintenance and replacement of equipment required for core services, over new or expansion projects. The board was invited to provide feedback on these priorities.

The highest-ranked item remains the replacement of a sanitation truck. Manager Garman outlined the current fleet management strategy, which includes maintaining eight frontline trucks and following a six- to eight-year replacement cycle, with the goal of replacing one truck per year. Improvements in maintenance practices, including indoor storage, are expected to extend the useful life of the vehicles. In related discussion, staff confirmed that conversion from side-load dumpsters to front-load and/or cart-based collection is ongoing but not yet complete.

The second-ranked item is Year 7 of 20 out from the street paving plan. The proposed work includes a one-inch surface overlay across various streets throughout the town, coordinated with drainage and utility improvements where possible. Staff noted that costs have increased significantly since the plan's inception—from approximately $300,000 per year covering nearly two miles, to roughly $300,000 per mile today—making it difficult to maintain the original 20-year schedule. Future reevaluation of the plan will be necessary, particularly in light of potential impacts from stormwater planning efforts, water system improvements, and funding opportunities.

Additional CIP items were reviewed, including the continued use and planned replacement of a culvert cleaner, which staff identified as a valuable and frequently used piece of equipment. Staff also outlined a proposed financing strategy to bundle several projects, including a multi-use path, the replacement of the Town Hall elevator, and an electrical transfer switch. The elevator replacement was emphasized as a priority due to its age and the increasing difficulty of obtaining parts and service.

Beach access improvements remain a recurring priority, with a goal of completing two projects annually. For the upcoming fiscal year, staff identified the Albatross and Glidden Street accesses, with the latter expected to include ADA-related upgrades supported by grant funding. Similarly, staff discussed ongoing and planned pedestrian and multi-use path projects, including efforts to connect West Soundside Road to Carolista Drive and the phased completion of the Beach Road multi-use path, with design and construction spread across multiple fiscal years.

The board also reviewed several facility and operational support projects, including design work for a future bathhouse at Hargrove, the purchase of an enclosed trailer to support Dowdy Park holiday events, and initial planning and schematic design for a future fire station. Staff emphasized the importance of advancing design work to improve readiness for grant funding opportunities.

Operational equipment needs were also discussed, including the acquisition of an additional knuckle boom truck to support the town's extensive brush collection program. Staff agreed to provide additional data on usage trends. Public safety needs included the proposed replacement of a department drone nearing the end of its useful life, which is utilized for crash reconstruction, emergency response, and interdepartmental support. The board also reviewed the need to replace the town's outdated Knox access system, which enables non-destructive entry for emergency responders, as well as the acquisition of training equipment to improve forced-entry response capabilities.

Staff presented a proposal to update the Parks and Recreation Master Plan, noting that the current plan is approximately 14 years old and no longer reflective of current facilities or community needs. A consultant-led process was recommended to support a comprehensive update with community engagement.

Staff also discussed a proposed fiber infrastructure project to connect key facilities to the town's network, improving reliability, security, and long-term cost efficiency for internet services.

Discussion turned to the water fund, where staff outlined two proposed water line connections intended to improve system reliability. One project would connect Finch Street to Forbes Street (approximately 255 feet), and another would extend from Dune Street to Soundside Road (approximately 1,500 feet). These connections would create system loops, allowing sections to be isolated during breaks and reducing the number of customers affected by service disruptions. Staff noted that these projects are part of an ongoing effort to address gaps in the system, particularly on the east side of Highway 158, with approximately eight similar connections remaining on the priority list.

Staff also described the proposed purchase of a vacuum trailer, which would support water distribution operations by assisting with water main breaks, dewatering, and maintenance of valve cans and hydrants. The equipment could also be utilized by the stormwater division and for tasks such as cleaning along multi-use paths. The need for this equipment was reinforced by staff as a means to expedite repairs and improve operational efficiency.

Non-CIP items- Capital Outlay
Staff presented a summary slide outlining various capital outlay items that are not formally part of the Capital Improvement Program (CIP) but will be included in the budget. These items primarily consist of routine equipment replacements and operational infrastructure needs. Notable items include replacement of police vehicles, remaining funding allocations for the Lakeside Street and Soundside Event Site traffic signal projects upon completion, and a Town Hall transfer switch replacement (to be financed). Additional proposed expenditures include a South Nags Head water tower mixer and replacement pumps at Eighth Street, as well as the acquisition of an excavator. It was noted these items are standard capital replacements rather than standalone CIP projects.

Soundside Boardwalk
Staff introduced a discussion item related to future boardwalk improvements, noting that it had been included in the Capital Improvement Program (CIP) for future years as a placeholder to support ongoing planning and discussion. Using recent pricing information from the Visitors Bureau related to similar work, staff estimated that proposed boardwalk extensions would cost approximately $500,000 per segment. The concept includes a southern extension connecting the Soundside Event Site to the Outlets and a northern extension extending toward the Full Throttle Speedway. Preliminary planning envisions design work beginning in FY2028, with construction in FY2029, resulting in an approximate three-year gap from recent related improvements. Staff emphasized that these projects would likely be pursued as grant-funded opportunities and are intended to support broader pedestrian connectivity goals in the area, with the timing and scope remaining subject to future board direction.

Mayor Cahoon confirmed that the town owned the soundfront property just north of the project area.

Manager Garman clarified that the CIP had been ranked and that inclusion of projects would depend on affordability within the upcoming budget. The board was encouraged to provide feedback on priorities either after the meeting or during upcoming budget workshops, with the understanding that adjustments could still

be made during the budget development process, including at the mid-May budget workshop.

OPERATING BUDGET PLANNING
• Organizational/Position Changes
- HR Assistant
- Part-Time Events Coordinator Assistant
- Water Operations/Distribution Floater
- Facilities Maintenance Equipment Operator
- Ocean Rescue/Fire
• Benefit Recommendations
• Program Recommendations

Organizational/Position Changes
Staff presented organizational staffing considerations for the board's review, noting that some proposals do not involve creating new full-time positions but rather reallocating existing resources to improve efficiency and support evolving operational needs.

Human Resources Officer Mielke proposed the addition of an HR Assistant position to the pay plan; however, this would not increase overall headcount. Instead, the position would be created by reallocating duties with existing staff. The HR Assistant would focus on day-to-day administrative and operational responsibilities, allowing the HR leadership role to concentrate more fully on organizational development initiatives and strategic priorities identified during the Board Retreat. Staff emphasized that this approach is intended to strengthen HR capacity and maintain existing services while enhancing the town's ability to support broader organizational performance in a cost-effective manner.

Planning Director Wyatt requested consideration of a part-time, year-round support position (20 hours per week) to assist the department's Events Coordinator, with an estimated annual budget of $21,000. The position would provide support with event coordination, logistics, communications, on-site operations, and social media. It was noted that the Events Coordinator is currently a single-employee function within the Planning Department and manages a growing workload as town events become increasingly year-round rather than seasonal. Staff explained that while limited support can occasionally be provided by other planning personnel, there is no dedicated backup, creating operational vulnerability when the coordinator is unavailable due to illness or emergencies. The proposed position is intended to provide consistent, institutional support that improves continuity, reduces strain on existing staff, and enhances event execution and planning efficiency. It was further noted that the current seasonal staffing model presents challenges in training and maintaining institutional knowledge, reinforcing the need for a more stable, year-round support role.

Public Services Director Carawan presented a request for the addition of a Heavy Equipment Operator position within Facilities Maintenance. She explained that the Facilities Maintenance division currently consists of 13 employees, with only three staff members qualified to operate heavy equipment. The proposed position is intended to expand capacity to support a growing workload, particularly given the increase in town-maintained rights-of-way since 2008, as well as additional responsibilities such as cleaning beach accesses after storms, grading beaches for driving access, and responding to marine strandings including turtles and whales. In addition to heavy equipment operation, the position would also perform general facilities maintenance duties, including plumbing, painting, carpentry, and cleaning tasks when not operating equipment. Staff emphasized that the intent of the position is to enhance operational flexibility, improve response capability, and support the overall upkeep, safety, and appearance of town facilities and public spaces for both residents and visitors.

Public Services Director Carawan presented a proposed staffing adjustment within the Water Department. It was noted that the water distribution team has been reduced over time from four technicians to three, while responsibilities have continued to increase, including ongoing work associated with automated meter infrastructure (AMI) systems. Staff explained that although AMI meters are often perceived as self-operating, they generate frequent alerts requiring daily review and ongoing maintenance, in addition to standard meter-related duties. To help address staffing needs and improve operational flexibility, the Water Plant Operator position scheduled for retirement on May 1st of this year is proposed to be restructured into a "floater" role. This position would support both the water operation and distribution as needed, providing additional coverage and assistance across functions. Staff indicated that this adjustment is intended to improve overall departmental efficiency and responsiveness without necessarily expanding the workforce, and that the concept would be refined further prior to implementation.

Fire Chief Wells presented a request for an additional position to help fulfill the year-round demands of ocean rescue operations. He explained that Captain Motz currently serves as the primary leader for ocean rescue, a role that remains active throughout the year, not only during the summer season. In addition to managing lifeguard operations during peak beach season, he is responsible year-round for recruitment, training development, coordination of certifications and testing, attendance at job fairs, and ongoing operational planning for the lifeguard program. It was noted that these responsibilities are continuous and significant, requiring sustained focus even during the off-season, when he is currently assigned to fire operations. To better align responsibilities and workload, the proposal would transition Captain Motz into a full-time ocean rescue

leadership role. This would allow him to concentrate fully on that division while maintaining its operational readiness and development needs. He noted that a similar position previously existed but was eliminated during past budget reductions, and the current proposal is aimed at restoring necessary operational support in a more efficient structure.

Chief further proposed restructuring internal fire operations coverage by creating a lieutenant-level position that would share responsibilities across fire and ocean rescue functions. They would promote internally for this position if appropriate. This approach is intended to improve organizational efficiency, support career progression within the department, and strengthen overall staffing capacity. This transition could possibly be done in phases.

Benefits Recommendation
Human Resources Officer Mielke presented several proposed employee benefit enhancements developed in response to feedback from the staff engagement survey and findings from the recent pay and classification study, with the goal of improving competitiveness and employee retention.

The first proposal is the creation of a Lifestyle Reimbursement Account, providing a $250 annual allowance per employee, which would replace previously offered complimentary alternative medicine benefits and could be used for services such as massage therapy and acupressure, among others.

Additional proposed benefits include the establishment of a designated mental health day, reflecting survey feedback indicating a need for additional time off and alignment with peer agencies. Rather than adding an additional holiday, Human Resources Officer Mielke suggested developing a policy to formalize this benefit. She also introduced the concept of a work-related trauma or crisis therapy program, intended to provide rapid access (within 24 to 48 hours) to counseling services for employees experiencing job-related trauma or critical incidents, particularly for first responders. This concept is still in development and will be further evaluated based on discussions with service providers.

Finally, she proposed revising the town's longevity pay structure. Currently, two different longevity systems exist based on hire date, with the post July 1, 2008 structure not having been updated since its implementation. The proposal would effectively double longevity payments for employees hired after July 1, 2008, at an estimated annual cost of approximately $43,000, in order to address equity concerns and remain competitive in the labor market.

Program Recommendations
Planning Director Wyatt presented a proposed Property Owner Technical Assistance Program under the Estuarine Shoreline Management Plan intended to provide guidance and support to private property owners seeking nature-based shoreline stabilization solutions while minimizing direct town involvement in on-site work. The program, developed collaboratively by staff, would allocate up to $10,000 in the budget to establish an on-call consulting arrangement to assist eligible property owners.

Under the proposed structure, soundfront property owners could apply on a first-come, first-served basis to receive assistance in exploring options such as living shorelines, natural erosion control measures, and "green" enhancements to existing shoreline structures. Participating property owners would be eligible for up to $1,000 in consultant support to help evaluate options and navigate permitting processes if they choose to proceed with a project. The program would be limited to nature-based shoreline solutions and would not apply to traditional hard stabilization measures such as bulkheads. Staff noted that interest in shoreline management alternatives has been increasing modestly and that the initiative is intended to expand educational and technical support while promoting environmentally sustainable shoreline practices.

BEACH NOURISHMENT PLANNING
Manager Garman raised a discussion regarding long-term funding strategy for the town's beach nourishment program, noting that current project costs are being significantly supported by cash reserves and that future project funding may become more constrained depending on available fund balance. It was explained that without additional dedicated revenue, future beach nourishment projects could require substantial tax rate increases at the time of implementation, particularly as project costs continue to rise.

To address this, he suggested the potential consideration of a future adjustment to the beach nourishment fund tax rate to gradually build reserves over time. This would be intended to maintain a more sustainable fund balance, support future project costs, and provide greater financial resilience for both planned nourishment cycles and potential emergency needs, such as storm-related impacts where FEMA participation may be limited or delayed. He noted that Dare County is maintaining limited reserves for similar purposes.

The board acknowledged the need for more proactive long-term planning and agreed that the concept warrants further discussion at a future workshop, including the possible inclusion of a placeholder tax rate adjustment in a future budget cycle. Manager Garman indicated he would return with additional analysis and options for board consideration.

Today's presentation is attached to and made a part of these minutes as shown in Addendum "A".

ADJOURNMENT
Comr. Vaughan moved to recess to a mid-month meeting on Wednesday April 15, 2026 at 9:00 a.m. in the Board of Commissioners Room. The motion was seconded by Comr. Sanders, which passed unanimously. The time was 1:19 p.m.

_____
Brittany A. Phillips, Town Clerk

Date Approved: _____

Mayor: _____
Benjamin Cahoon

DRAFT MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS
RECESSED SESSION
WEDNESDAY, APRIL 15, 2026

The Nags Head Board of Commissioners met at the Board Room located at 5401 S Croatan Highway, Nags Head, North Carolina on Wednesday, April 15, 2026 at 9:00 a.m. for a Recessed Meeting.

Board Members Present:	Mayor Ben Cahoon; Mayor Pro Tem Megan Lambert; Comr. Bob Sanders Comr. Megan Vaughan; and Comr. Molly Harrison
Board Members Absent:	None
Others Present:	Town Manager Andy Garman; Attorney John Leidy; Amy Miller; Kelly Wyatt; David Ryan; Perry Hale; Randy Wells; Nancy Carawan; Joe Costello; Roberta Thuman; Karen Snyder; Shane Hite; Katie Anzalone; Jay Overton; Scott Shields; Melissa Shields; Ken Slaughter; Marty Slaughter; Cameron James; Graham Scherle; and Town Clerk Brittany A. Phillips

Mayor Cahoon called the meeting to order at 09:00 a.m.

ADOPTION OF AGENDA
MOTION: Comr. Sanders moved to adopt the April 15th agenda as presented. The motion was seconded by Comr. Vaughan, which passed unanimously.

PUBLIC COMMENT
Town Attorney John Leidy opened Public Comment at 09:01 a.m.

There was no one present who wished to speak during Public Comment.

CONSENT AGENDA
The Consent Agenda consisted of the following items:
- Consideration of Budget Amendment #10 to FY 25/26 Budget
- Approval of Minutes

MOTION: Comr. Sanders moved to approve the Consent Agenda as presented. The motion was seconded by Comr. Harrison, which passed unanimously.

Budget Amendment #10, as approved, is attached to and made a part of these minutes as shown in Addendum "A".

The minutes from the February 26-27, 2026, Board Retreat, were approved by the board and are on file in the Town Clerk's office and on the town's website.

PUBLIC HEARINGS
Public Hearing to Consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge," with Associated Supplemental Regulations.
Notice of the Public Hearing was published in the Coastland Times on Wednesday, April 1, 2026 and on Wednesday, April 8, 2026 as required by law.

Attorney John Leidy opened the Public Hearing at 09:02 a.m.

Planning Director Kelly Wyatt summarized her report which read in part as follows:
"Albemarle & Associates, Ltd., on behalf of Blue Moon Five 2, LLC (Blue Moon Beach Grill), has submitted the attached request to amend the Town of Nags Head Unified Development Ordinance (UDO) to create a new use category titled "Restaurant Waiting Lounge."

'Blue Moon Beach Grill relocated to its current location at 102 E. Dove Street in 2023 and has experienced significant success and popularity as a dining destination within the Town of Nags Head. While the restaurant's

success has been positive for the local economy and community, it has also resulted in operational challenges related to customer waiting areas and parking demand during peak dining periods. During busy service times, patrons often wait outside the restaurant or in nearby areas until seating becomes available. During peak periods, this has contributed to patrons circulating through the parking lot seeking available spaces, parking along nearby roadways where parking is not permitted, and occasionally utilizing adjacent vacant lots. While these issues were largely the result of the restaurant's popularity, they created traffic circulation and parking concerns that needed to be addressed.

'In late 2024, the owners of Blue Moon Beach Grill (the Shields family) purchased the property located at 101 E. Dove Street, directly across the street from the restaurant, at 102 E. Dove Street. The property was already permitted for Indoor Public Assembly (Keepers Galley). Since acquiring the property, the owners have primarily utilized the site to provide additional parking relief for the restaurant.

'Recognizing that ownership of the additional property was helping alleviate many of the overflow parking concerns, the owners began exploring ways the existing structure could be utilized in a manner that would remain operationally connected to the restaurant, while avoiding the creation of a new principal commercial use that could compete for parking.

'In early 2025, the Shields and their engineer, Jay Overton of Albemarle & Associates, met with town staff to discuss potential options. One concept involved utilizing the existing structure as a waiting and gathering space for patrons awaiting seating at the restaurant, where guests could sit comfortably and potentially purchase a beverage while waiting for their table. However, as discussions progressed, it became apparent that the town's UDO does not currently contain a provision that would allow this type of arrangement between two properties operating in conjunction with a single restaurant use. Likewise, the UDO does not permit stand-alone bars as principal uses.

'Additionally, the Alcoholic Beverage Control (ABC) licensing structure required for the proposed waiting area concept differs from the licensing associated with the building's existing Indoor Public Assembly use, which has historically been used primarily for catered events.

'Because the ordinance did not provide a mechanism to allow this type of arrangement while maintaining the town's policy framework, the applicant submitted a text amendment request proposing the creation of a new use category titled Restaurant Waiting Lounge.

'The proposed ordinance amendment would establish a new accessory use category titled "Restaurant Waiting Lounge", along with associated definitions, supplemental regulations, and parking standards. If adopted, the ordinance would allow a restaurant to establish a waiting lounge within a detached structure located on the same parcel or on a contiguous parcel separated only by a town maintained public street or right-of-way, provided the parcels are under common ownership or operational control and approved as part of a unified development plan.

'Importantly, the ordinance is structured so that the waiting lounge remains accessory and subordinate to the principal restaurant use and cannot operate as an independent establishment.

'The Town of Nags Head has historically taken a deliberate approach to limiting bars, nightclubs, and similar alcohol-focused establishments as principal uses due to potential impacts related to public safety, nuisance, and compatibility with nearby residential areas. Establishments primarily oriented toward alcohol service often operate later into the evening and can generate more substantial impacts than traditional restaurants if not properly managed. As a result, the town's regulatory framework has historically allowed alcohol service primarily as an accessory component of restaurant uses rather than as a stand-alone principal use.

'The proposed amendment establishes two new definitions within the UDO. Restaurant Waiting Lounge, defined as an indoor, detached, and fully enclosed permanent structure accessory to a principal restaurant use that provides waiting or gathering space for patrons of the associated restaurant. The definition was intentionally crafted to avoid confusion with outdoor gathering spaces, patios, bars, stages, tents, or other temporary or unenclosed areas commonly associated with restaurants. The definition ensures that outdoor restaurant spaces remain regulated as part of the principal restaurant use and prevents temporary structures, such as tents, from being used as waiting lounges.

'The ordinance also introduces a definition for "Bar, Tavern, or Drinking Establishment" to provide clarity regarding establishments where the principal activity is the sale and consumption of alcoholic beverages. This definition was included to clearly distinguish the proposed waiting lounge use from establishments primarily oriented toward alcohol service. The amendment also updates Section 6.5 – Classification and Review of Unlisted Uses to expressly prohibit Bar, Tavern, or Drinking Establishments as principal uses within the town's zoning jurisdiction.

'Section 6.6, Table of Uses and Activities is proposed to be amended to include "Restaurant Waiting Lounge – Accessory to Restaurant, Sit Down" within the Accessory Uses category. The use would be allowed by Special Use Permit in the same commercial districts where a Restaurant, Sit Down is permitted. Including the use in the table ensures clarity within the ordinance and confirms that the waiting lounge is only permitted as an accessory use to a restaurant and not as a principal commercial use.

'The proposed ordinance includes several provisions intended to ensure the waiting lounge remains clearly tied to the restaurant and cannot evolve into a separate alcohol-focused establishment. Key safeguards include:

- Approval through a Special Use Permit and Unified Development Plan.
- Requirement that the lounge remain an accessory and subordinate to the restaurant.
- Limiting the restaurant waiting lounge to the same hours of operation as the restaurant.
- Prohibiting the restaurant waiting lounge from operating as an independent bar, tavern, nightclub, or drinking establishment.
- Requiring signage to incorporate the associated restaurant name.
- Requiring that the lounge serve patrons of the restaurant only.

'These provisions are intended to allow restaurants to better manage customer waiting areas while maintaining the town's longstanding policy of not allowing stand-alone bars or drinking establishments.

'The ordinance also clarifies how parking for a Restaurant Waiting Lounge would be calculated. The town's existing parking standard for Restaurant, Sit Down, requires one parking space for every 55 square feet of indoor customer service area. The amendment updates Section 10.16, Required Parking by Use to specify that the square footage of any Restaurant Waiting Lounge must be included in the calculation of indoor customer service area for the associated restaurant. This ensures that any additional waiting area contributes to the restaurant's total parking demand and prevents the lounge from creating additional parking impacts without being accounted for.

'As with all Unified Development Ordinance text amendments, the request before the board is legislative in nature and not site-specific. While the request was prompted by the circumstances surrounding Blue Moon Beach Grill, if adopted, the ordinance would apply to any restaurant within the applicable zoning districts that meets the ordinance requirements and obtains approval through the Special Use Permit process. The Special Use Permit requirement provides an additional level of oversight by allowing the Board of Commissioners to review each proposal individually and impose conditions as necessary to ensure the use remains clearly accessory to the principal restaurant.

'POLICY CONSIDERATIONS

LU-1 — Ensure that the character of Nags Head is preserved as a single-family residential beach community with ties to its natural environment. This character is defined by:

- Commercial development that serves the needs of residents and visitors but respects the goals of the community related to design and appearance.
- Land uses that are compatible with the community and with adjacent properties that don't create excessive noise, light, unsafe conditions, or other nuisances.

LU-5 — Promote contiguous and cohesive nodes of commercial development of appropriate size and massing for the surrounding area.

LU-9 — Encourage land uses that serve the needs of both year-round and seasonal residents in support of the town's overall vision for the community.

LU-10 - Discourage high intensity land uses that produce significant noise, light, heavy vehicle traffic, noxious fumes or poor air quality, are unsightly, encourage unsafe behavior, or require large amounts of land for heavy industrial uses, processing, or storage or material or equipment.

LU-23 — Require sufficient parking for commercial businesses with parking area design regulations that limit impacts on neighbors and surrounding land uses.

EC-6 — Support and foster small, local businesses that preserve and uphold the vision and legacy of the town.

'STAFF RECOMMENDATION

Based on staff's review of the request and the proposed ordinance language, staff believes the amendment provides a reasonable regulatory mechanism for restaurants to manage customer waiting areas while maintaining the town's longstanding policy of not allowing stand-alone bars or drinking establishments. The ordinance establishes clear definitions, operational safeguards, and parking standards to ensure that a Restaurant Waiting Lounge remains subordinate to a principal restaurant and cannot operate independently. Staff therefore recommends approval of the proposed Unified Development Ordinance text amendment creating the use category "Restaurant Waiting Lounge" as presented.

'If the Board of Commissioners is inclined to adopt this proposed text amendment, please reference Appendix A for the Statement of Consistency with the town's adopted Comprehensive Land Use Plan requirements (attached).

'PLANNING BOARD RECOMMENDATION

At their March 17, 2026 meeting, the Planning Board reviewed and discussed this item and voted unanimously to recommend adoption of the proposed text amendment. The recommendation included additional language within

the supplemental regulations to address pedestrian connectivity between contiguous lots, which has since been incorporated into the ordinance for the Board of Commissioners' consideration."

Mayor Cahoon asked how outdoor restaurant seating areas (patios, pergolas, gazebos, outdoor bars) are regulated. Director Wyatt confirmed they are part of the principal restaurant use and included in the 15% supplemental standards, not treated as a separate waiting lounge. He then raised a theoretical question: if two buildings currently separated by a street were instead located on a single parcel, and if in aggregate they met all applicable standards—kitchen proportionality, parking ratios, entertainment area limits—could a restaurant operator today run what was effectively a two-building restaurant under the existing ordinance without this amendment? He referenced the Sugar Creek and Sugar Shack properties on the Causeway as a possible precedent, noting they were originally under single ownership with food service in separate buildings. Director Wyatt acknowledged she was not certain the current scenario was "much different" from what had been approved for those properties in the past via a text amendment, noting that Sugar Shack was originally approved as a takeout.

Mayor Pro Tem Lambert added to the Sugar Shack discussion, noting that it also has an oyster bar serving food, making it operate somewhat as a restaurant—not merely as a waiting area for a bar. Director Wyatt concurred. Comr. Harrison sought clarification on the 15% limitation: under the Blue Moon situation, the bar inside the existing principal restaurant building counts against the 15% allowance, but the proposed waiting lounge in the separate building would not be subject to that 15% standard. Director Wyatt confirmed this was correct, the principal restaurant would comply with its own supplemental regulations, and the proposed accessory use would be separately governed by the new ordinance.

Mayor Pro Tem Lambert summarized that if it's inside the principal, it adheres to the 15%. If it's accessory to the principal in a separate building across the street, it does not have to adhere to the 15%. Director Wyatt confirmed this was an accurate characterization.

Comr. Vaughan confirmed that the supplemental regulations for sit-down restaurants would not apply to the ordinance under consideration, and Director Wyatt confirmed that the principal restaurant must still comply with its own supplemental regulations, while the waiting lounge would be separately governed.

Comr. Sanders asked whether entertainment is permitted in the restaurant waiting lounge. Ms. Wyatt stated it is not specifically addressed but could be regulated through added conditions, including entertainment and operating hours. She noted the current language requires lounge hours to match the principal use, but the board could require matching or separate closing times. She also noted the proposal does not prohibit entertainment and may require further discussion, including whether simultaneous entertainment in both areas would be appropriate. Comr. Sanders then asked whether the town could legally set specific hours of operation. Attorney Leidy confirmed that it has that authority.

Attorney Leidy then asked the board if they had any additional questions for Ms. Wyatt or if she had further information to present. Both responded that they did not.

Jay Overton, with Albemarle and Associates, Ltd., representing Blue Moon Five-2, LLC, stated the request is driven by increased demand, describing it as a "positive problem" and noting added pressure from the loss of other Nags Head restaurants. He said the primary issue is insufficient waiting space and long waiting times under standards not designed for current demand. He noted the owners purchased adjacent property to address parking, which has helped but not resolved overflow and wait-area needs, and explained the need for additional shaded waiting space using an existing structure. He also noted the property is approved as an event site and raised concern about combined impacts if both uses operate simultaneously. He stated the proposal reflects months of coordination with staff and the Planning Board and is intended to improve operations and help support small business.

Mayor Cahoon, noting he had been the architect for both buildings, provided context on the physical layouts: the Blue Moon has a minimal interior waiting area but an enormous kitchen; the Keepers Galley building has a small kitchen and an open floor space with a minimal second floor. He returned to his earlier theoretical question, asking Mr. Overton whether the exception being sought was essentially to allow across two sides of a street what another restaurant owner, with a large enough single site, might already be permitted to do today.

Mayor Pro Tem Lambert stated that without the street separation, the arrangement would not be permissible because it would effectively function as 100% bar seating rather than within the 15% allowance.

Additional discussion ensued with ending with the mayor acknowledging that in Blue Moon's case his question would not apply.

Mr. Overton responded that he believed two separate parcels anywhere in town, both meeting regulatory standards, could be used for two separate businesses. He noted the distinction here was that the Shields, by seeking the text amendment, were effectively giving up the opportunity to operate the second property as an independent business in exchange for using it to support the first. He stressed that no additional dining tables were being added in the principal restaurant. Comr. Vaughan asked whether there would be tables in the waiting lounge at all. Mr. Overton confirmed there would be seating—approximately 1,200 square feet of seating area—

but clarified these would not be dining tables in the restaurant sense.

Mayor Pro Tem Lambert pressed on a key concern: could a person walk into the waiting lounge, order a drink, and leave without ever going to the principal restaurant? Mr. Overton acknowledged that was technically possible but noted the same is true at any restaurant that has a bar in town. He stated the intent was for all patrons to enter through Blue Moon's front door and be part of the restaurant's waiting system. Mayor Pro Tem Lambert characterized this as potentially "adding a third bar to that property," suggesting that even with the "waiting lounge" designation, it could generate independent bar traffic. Mr. Overton replied that anyone seeking just a drink would be equally able to go to the existing bar inside the restaurant today, and that the waiting lounge would not introduce a new type of behavior.

Comr. Sanders asked about plans for a pedestrian connection between the properties, considering lot coverage and safety concerns, particularly to avoid patrons crossing at the bypass. Mr. Overton responded that he was aware of the issue but could not discuss specific details at that time, noting it would need to be addressed later in the process.

Attorney Leidy asked the board if there were any additional questions, and the board indicated there were none.

Mr. Overton said that if the proposed solution is not accepted, it is unclear how the issue will be resolved. He emphasized that staff, the Planning Board, and stakeholders have worked collaboratively to develop what they believe is the best approach. If the proposal is not agreeable, additional guidance or alternatives will be needed, as the underlying problems, parking and space for customers waiting for meals, remain unresolved.

Attorney Leidy asked if any member of the public wished to comment, and no one came forward. The email below was submitted to the board prior to the meeting:
"I am unable to attend the Public Hearing on April 15, so I am writing to state my objection to the proposed changes.

'Section 31 of the UDO specifically addresses sit-down restaurants and, among other things, has the obvious intent of prohibiting bars. Seems to me that the term "Restaurant Waiting Lounge" is a thinly veiled attempt to permit bars, so long as they use this moniker. Regardless of the moniker, surely many patrons would go there for cocktails, etc., with no intent of dining at the Blue Moon.

'If the building being addressed is considered an accessory use building on the same "site" as Blue Moon, is it not a reach to consider a piece of real estate separated by a street part of the same "site"?

'If the requirement for a sit-down restaurant is for 75% seating for full service dining, presumably the seats in the "Restaurant Waiting Lounge" will be in the 25% without full service dining - I will venture a guess that combining the two buildings would make the non-full service dining seats far exceed the 25% limitation.

'Isn't safety a major concern? No sidewalk, no crosswalk, yet patrons of the "Restaurant Waiting Lounge" likely will consume alcohol before crossing the street to dine at the Blue Moon. If the "Restaurant Waiting Lounge" would be on a parcel across bypass would it not come under the same rules?

'Parking is already an issue, and additional customer traffic will exacerbate the issue. Quite frequently, both parking lots are already filled and more. Blue Moon removed the grass from the vegetation barrier on the original site plan and replaced the grass with packed soil, creating at least 7 parking places that were not on the original site plan - see photo attached. This reduction of drainage could affect me and other neighbors during an extreme storm.

'Finally, a code revision so complicated and carefully construed that it will likely only apply to one specific business seems to be patently unfair.

'Thank you for consideration of my thoughts.

'Chuck Bradshaw 4328 S Virginia Dare Trail, Nags Head."

Attorney Leidy then asked the board if there were any additional questions for Director Wyatt.

Comr. Harrison asked how many other sites in town could use the proposed amendment. Director Wyatt confirmed it would apply broadly in the C-2 and C-5 districts and is not limited to a specific property. She stated staff has not completed a full analysis of eligible sites but could do so if requested and noted she could not estimate how many sites might qualify.

Director Wyatt noted that when creating the ordinance, her thoughts were that if a restaurant owned a contiguous parcel, it might make more sense to pursue a separate, principal use development rather than limit itself with the restrictions that come with an accessory use. She viewed the accessory space mainly as a controlled extension of the restaurant (like a waiting/lounge area), not a standalone drinking spot. If it ever turns into a bar

where people mostly drink without dining, that will violate its special use permit and could be shut down.

Comr. Harrison stated that even with restrictions, the ability to sell alcohol (which is profitable) could make the accessory use appealing, so restaurants might still choose this option. She then asked what enforcement would look like if we received complaints. Noting that, while a business like Blue Moon might follow the rules, it could be harder to monitor and enforce compliance across many businesses in town. Director Wyatt replied that enforcement would likely rely on visibility—if it becomes obvious that people are mainly coming just to drink and leave, staff, neighbors, or others would notice and report it. She also suggests a possible method of requiring businesses to submit sales data showing the proportion of alcohol vs. food sales. Attorney Leidy agreed enforcement would mostly come from observation and complaints, possibly followed by inspections. He noted sales records could serve as supporting evidence—either to prove a violation (too much alcohol-focused business) or as a defense (showing most customers still dine).

Mayor Pro Tem Lambert questioned whether there's a solid legal basis to revoke a special use permit if the space starts functioning more like a bar than a restaurant accessory. She felt that it was unclear whether the ordinance explicitly prohibits people from using the space just to drink, and whether that would be strong enough grounds to revoke a permit. She worries it could turn into a dispute over conflicting evidence. Attorney Leidy responded that the key legal test isn't simply whether people drink without eating, but whether the space is operating in conjunction with the restaurant or as an independent business. He noted that distinction is covered in the ordinance. Also, if evidence shows people are regularly using the space to drink, especially when they could have dined but didn't, that could demonstrate its functioning as a standalone bar. That would support enforcement or revocation.

Director Wyatt explained that the ordinance clearly states the lounge must serve restaurant patrons and not function independently. Enforcement would follow a typical process: if there's a problem, issue a violation notice, request proof of compliance, and potentially revoke the permit if it continues. Mayor Pro Tem Lambert feels that the ordinance is too vague. It doesn't define a threshold (like how many people can just drink without dining), so it's unclear how to consistently enforce it. Without a clear standard, it could effectively function as a bar despite the wording.

Comr. Vaughan questioned the feasibility of long-term observation. Ms. Wyatt responded that intermittent observation may be used, but continuous monitoring is not practical, and enforcement is typically complaint-driven and may require multiple approaches.

Manager Garman emphasized that ordinance drafting should consider whether provisions are practical to implement and enforce and cautioned against standards that require an unrealistic level of oversight or ongoing monitoring of businesses. He noted that more practical regulations would reduce the need for intensive enforcement and supervision.

Mayor Pro Tem Lambert stated that any permit revocation would require board review and expressed concern about the difficulty of evaluating and verifying documentation for accuracy and reliability, given the seriousness of revoking a permit.

Attorney Leidy asked the board if they had any additional questions for Director Wyatt or if Director Wyatt had anything further to present. All responded that they did not. Attorney Leidy asked Mr. Overton if he had anything further to add regarding the issues raised.

Mr. Overton responded to Mayor Pro Tem Lambert by explaining that land use regulations don't ensure perfect compliance, comparing enforcement to speed limits that rely on observation and complaints. Any issues would be handled through standard enforcement processes. Blue Moon was described as a regulated business with internal standards and staff oversight, not an unmanaged space. The business is expected to protect its reputation, and each special use permit will be reviewed individually, taking into account operational history and reputation.

Attorney Leidy asked whether the board wished to receive any additional information regarding the proposed UDO text amendment. Hearing no response, he stated that the public hearing would be closed and that the board could proceed with deliberations on the proposed amendment. The time was 09:54 a.m.

Mayor Cahoon stated that several outstanding questions remained, including how many sites in town could utilize the proposed amendment and how enforcement would be implemented. He also noted discussion of whether a separate, independent business model on the site might better address the concerns. He stated the board had two options: proceed with deliberation and vote, or table the item to allow staff additional time to provide information, address questions, and explore alternative approaches.

Comr. Harrison stated that while she appreciated the intent to support the business, her focus was on townwide impacts. She said she was not comfortable with the ordinance as written, noting the restaurant waiting lounge closely resembles a bar, which is not currently an allowed use, and expressed concern that the amendment could be used by other operators in the future. She stated that special use approvals should not be based on reputation and raised fairness concerns, noting the proposal could allow a higher proportion of alcohol service space than

currently permitted for other restaurants. She concluded she is open to alternatives but has significant concerns with the ordinance as drafted.

Mayor Pro Tem Lambert stated concerns regarding fairness, consistency, and unintended consequences. She said the proposed "restaurant waiting lounge" functions as a bar in practice if patrons can enter, socialize, and consume alcohol without clear enforcement standards. She stated it could undermine the 15% bar and entertainment limitation by allowing a separate structure to effectively operate as 100% bar seating, creating an uneven playing field for property owners. She also noted multiple properties could use the amendment, raising concerns about cumulative impacts, enforcement demands, and increased bar-style uses near residential areas. She concluded she views the ordinance as a workaround to existing restrictions and cannot support it.

Comr. Sanders disclosed he owns a restaurant and has purchased adjacent property for parking. He stated that parking and waiting area constraints create significant operational challenges, particularly with long wait times causing congestion and service impacts. He said he understands both the applicant's position and other board members' concerns and does not view the proposal as a standalone bar but as a way to manage wait times and improve operations across two high-demand buildings. He noted patrons can already obtain drinks at restaurants without dining. He concluded he sees merit in the proposal as an operational solution but remains undecided, leaning generally in favor.

Comr. Vaughan expressed appreciation for the efforts of staff and the applicant but raised concerns regarding the specificity of the proposed amendment and whether it effectively serves the broader needs of the community. It was noted that the amendment may function as a workaround to allow a use similar to a bar, which had previously been considered but not advanced. Concerns were raised about whether the proposal adequately addresses parking issues, as it may instead result in more patrons remaining on site for extended periods. She also questioned the enforceability of the provisions, noting that reliance on complaint-driven enforcement may be insufficient. Additional concern was expressed regarding the potential for similar developments throughout town, which could disadvantage smaller businesses lacking comparable resources or space. She then emphasized the importance of considering community-wide impacts and advocated for a more comprehensive, holistic planning approach rather than increased reliance on special use permits. While acknowledging the applicant as a valued contributor to the community, Comr. Vaughan cautioned against creating precedents that may lead to enforcement challenges and difficult decisions for future boards.

Mayor Cahoon noted having reviewed prior comments and presented a simplified interpretation of the current ordinance framework. It was stated that, under existing regulations, a single restaurant operation could theoretically be structured across multiple buildings on one site, with proportional allocations of principal and accessory uses (including kitchen space, entertainment space, seating, and parking calculations) still meeting applicable standards when considered in aggregate. He further noted that there are no specific regulations governing the distribution of food service between principal and accessory buildings or establishing operating hours, and that oversight of food and alcohol balance would largely be managed by the establishment itself within the approved framework. Concern was expressed that the current proposal is being evaluated more narrowly due to the circumstance of two separate parcels divided by a street, rather than a single contiguous property, despite similar functional outcomes potentially being achievable elsewhere under existing regulations. Mayor Cahoon concluded by stating uncertainty as to whether the proposed ordinance is workable in its current form and requested guidance from the board regarding next steps.

MOTION: Comr. Vaughan moved to table the ordinance creating a new accessory use to Restaurants, "Restaurant Waiting Lounge" with associated supplemental regulations. The motion was seconded by Mayor Pro Tem Lambert.

Attorney Leidy recommended that the motion to table include a specific duration, noting that the item should not be tabled indefinitely. He suggested setting a timeframe, such as 30, 60, or 90 days, for staff to bring back a revised proposal for consideration. Manager Garman stated that staff understands the questions raised and will bring back answers regarding the ordinance, along with potential modifications. He noted the question of whether the ordinance is fixable and whether there may be an alternative approach that is more practical to enforce and more equitable. He asked for board guidance on whether an alternative should be explored to help staff determine the path forward.

Comr. Vaughan suggested considering a modification to the ordinance, noting that Nags Head prohibits bars, drinking establishments, and nightclubs. She asked whether a provision could be modified to allow lounges townwide. She stated this could support the applicant and other businesses while allowing restrictions to prevent the use from functioning as a bar or nightclub. Mayor Pro Tem Lambert stated that, for clarity, she views bars as full-liquor establishments and lounges as beer and wine establishments and asked for confirmation of that distinction. Manager Garman stated that new definitions would likely be needed, noting that the current definition of bar would encompass those uses. He added that communities sometimes differentiate between establishments serving liquor and those serving only beer and wine. Mayor Pro Tem Lambert noted that the town currently allows microbreweries, which may serve beer and wine but not liquor.

Comr. Vaughan stated that an ordinance like this would provide flexibility to establish other requirements related to hours and other standards. Manager Garman responded that supplemental standards are typical for such

ordinances and then discussed the intent of regulating bars, noting that the town has historically sought to prevent nightclub-type uses. He explained that the 15% standard reflects concern about restaurants transitioning into late-night entertainment venues with alcohol service extending into early morning hours, which can create issues such as noise, parking problems, and increased police calls. Comr. Sanders noted that prior establishments included entertainment, while the proposed concept would not necessarily include entertainment.

Comr. Vaughan mentioned that a townwide provision allowing lounges would not necessarily preclude entertainment and could be viewed as an opportunity rather than a restriction. It was suggested that allowing limited entertainment, such as a small group performing for a few hours in the evening within a waiting lounge or similar space, would not cause harm. She expressed that such flexibility could benefit businesses and enhance use options without creating negative impacts. Manager Garman pointed out that simply allowing something explicitly, with appropriate restrictions, is often more practical than attempting to enforce a prohibition with undefined thresholds.

Comr. Sanders questioned whether a separate business would assist in addressing parking concerns. Mayor Cahoon responded that, in theory, a separately permitted operation could be structured to meet all regulatory requirements while allowing flexibility in how it is operated, and that such a structure could potentially reduce parking impacts depending on how the business is managed.

Comr. Harrison suggested that adopting a separate ordinance explicitly allowing beer and wine service could provide greater clarity to the public and reduce confusion, noting that the term "waiting lounge" may be misleading if it does not clearly communicate the presence of alcohol service. Mayor Pro Tem Lambert expressed concern that members of the public appeared unaware that alcohol service was included in the proposal, raising concerns that the concept of a "waiting lounge" may be misleading and could contribute to public misunderstanding.

Manager Garman noted that the item is part of a fluid process and that the board and staff have already been discussing potential revisions to address identified concerns. He indicated that there is sufficient time before the May 6th meeting to prepare both revisions to the existing ordinance and a potential alternative ordinance reflecting additional options discussed by the board. Staff could present both items to the Planning Board the following week and meet required public notice and advertising deadlines for a public hearing at the May 6th meeting. He recommended bringing forward both versions for consideration so that the board may evaluate all options simultaneously.

MOTION CONT.: Comr. Vaughan amended her motion to table the ordinance creating a new accessory use to Restaurants, "Restaurant Waiting Lounge" with associated supplemental regulations to the May 6, 2026 Board of Commissioners meeting. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

MOTION: Mayor Pro Tem Lambert moved to schedule a public hearing for May 6, 2026 to consider an UDO text amendment to create an allowable use, "Wine Bar, Tap Room, and/or Lounge", with associated supplemental regulations. The motion was seconded by Comr. Harrison, which passed unanimously.

Public Hearing to Consider a Special Use Permit/Site Plan Amendment Submitted by Albemarle & Associates, Ltd on Behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) Seeking Approval of the Unified Development Plan for Blue Moon Restaurant and a Proposed Restaurant Waiting Lounge Pursuant to the Supplemental Standards Proposed in Section 7.31.3 of the UDO. The Subject Properties are Zoned C-5, Historic Character Commercial District, and Located at 101 & 102 E. Dove Street, Nags Head.
Notice of the Public Hearing was published in the Coastland Times on Wednesday, April 1, 2026 and on Wednesday, April 8, 2026 as required by law.

MOTION: Mayor Cahoon moved to table this item until the May 6, 2026 Board of Commissioners meeting. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.

NEW BUSINESS

Presentation of the Strategic Plan Update from February 2026 Board of Commissioners Retreat
Manager Garman introduced this item. The summary sheet read in part as follows:
"In November of 2023, the Nags Head Board of Commissioners held a retreat for the purpose of developing a strategic plan. The strategic plan was developed with input from our community and through a joint effort of our dedicated Board of Commissioners and staff. The starting point for this plan was the mission, vision, goals, and actions from the 2021 Strategic Plan. In addition to reviewing strategic guidance from our prior plan, the town actively sought the input of our community to understand their needs, concerns, and aspirations for the town's future through the 2023 Community Survey. The insights gathered in the survey played a pivotal role in shaping the strategic priorities outlined in the plan.

'The 2024 Strategic Plan, formally adopted in February of 2024, established a revised mission and vision statement for Nags Head. In addition, the strategic plan went beyond routine operations and defined a set of goals, objectives, and action items that are forward-thinking, innovative, and designed to address both current challenges and future opportunities. They represent a commitment to proactive, intentional efforts to enhance the well-being

of all residents and visitors.

'In October of 2024, the board held a retreat to review progress on implementation of the strategic plan and to make updates as necessary to reflect evolving circumstances and priorities. This review resulted in revisions to the plan, including recognition that many initiatives are multi-year efforts intended to be implemented over time, with updated timelines and adjustments to select action items.

'Most recently, in February of 2026, the Board of Commissioners held a retreat to further evaluate implementation progress, consider feedback, and refine strategic plan priorities. Based on this discussion, the strategic plan has been further updated to reflect completed actions, clarify or adjust ongoing initiatives, and incorporate emerging priorities and community needs.

'Attached for the board's review is the most recent revised version of the strategic plan, which incorporates the changes discussed at the February 2026 retreat. The minutes from the February 2026 retreat are included in the packet for the board's review.
'In order to provide information to our citizens on the strategic planning process—and recognizing that the strategic plan is a living document—staff has created an interactive version of the plan on the town's website: https://www.nagsheadnc.gov/1114/Strategic-Planning. This resource explains the strategic planning process and is intended to be revised as necessary to reflect the current version of the plan. Links are included on this page to external sources of information referenced in the plan. For instance, when the plan discusses shoreline management strategies, a link is provided that takes the reader directly to the recently adopted Beach Nourishment Master Plan. Additionally, readers can click the number to the left of each action item to navigate directly to the corresponding page in the status report, where progress on that item is described.

'An updated version of this web page will be published should the board adopt the updated plan.

'We would ask the board for feedback on the attached documents at the upcoming meeting and whether the board wishes to formally adopt this revision to the plan.

'We hope the attached Strategic Plan Update accurately reflects the discussions from our retreat and the board's priorities for the coming year."

Mayor Cahoon said the discussion captured the board's work during the retreat and distilled it into key action items. He expressed thanks to the board, staff, and facilitators for their participation and effort in developing the plan. He observed that this level of strategic planning is uncommon in many communities encountered through intergovernmental work, emphasizing its value even when resources are limited. Appreciation was noted for the town's continued commitment to a shared vision and ongoing strategic planning. In closing, he said the depth of the discussion demonstrates a collaborative approach to building consensus and protecting the community's character over the long term.

Comr. Sanders noted that the plan was a useful tool when answering constituent questions, and that the website allowed him to direct people there for more information.

Comr. Vaughan stated that the information can be reviewed together and emphasized appreciation for staff's work on the public interface. She noted that it supports transparency and makes it easier for the public to stay informed and follow town activities.

Comr. Harrison stated she had been taking the system for granted but found it very helpful as a new board member. She noted it provides a clear, organized overview of the town's work and appreciated the level of staff and board input involved.

Mayor Pro Tem Lambert expressed appreciation for the work on the item and noted the consistency between prior and current boards. She stated it is reassuring to remain on a consistent path and thanked staff for their hard work.

Manager Garman stated that if the board had no further changes, it could consider adopting the item or defer it to the May agenda for additional time. He noted staff would suggest holding another retreat in the fall for further discussion, with additional ideas to be brought forward at that time but emphasized that the timing would be at the board's discretion.

MOTION: Mayor Pro Tem Lambert moved to adopt the Strategic Plan Update as presented. The motion was seconded by Comr. Vaughan, which passed unanimously.

Consideration of Resolution in Support of Mid-Currituck Bridge
Mayor Cahoon introduced this item. The summary sheet read in part as follows:
"At the April 15, 2026 Board of Commissioners meeting, request board consideration of the following resolution showing the board's support for continuing the Mid-Currituck Bridge project, which would improve evacuation safety and reduce heavy traffic to the Outer Banks. While rising construction costs have created a funding gap, the

Town of Nags Head urges keeping the project in the state funding program and exploring solutions like higher tolls, federal grants, and partnerships.

Dare County and Dare County Municipalities are in various stages of adopting similar resolutions in support of this important project."

Mayor Cahoon reported that the issue was discussed at a recent mayors and county board chair luncheon and that Dare County has adopted a related resolution. He noted Southern Shores has requested additional time for further consideration and referenced a letter from a Southern Shores resident. The bridge project already has permits, completed design work, and significant investment. Current discussion centers on economic viability and whether the state has fully evaluated alternative tolling models. The request is to allow one additional cycle to determine if a viable funding approach can be identified; otherwise, the effort may conclude.

MOTION: Comr. Vaughan moved to adopt the resolution in support of the Mid-Currituck Bridge project as presented. The motion was seconded by Mayor Pro Tem Lambert, which passed unanimously.
The resolution, as adopted, read in part as follows:
"WHEREAS, the Mid-Currituck Bridge is a critical infrastructure project designed to provide a second crossing of the Currituck Sound, connecting the mainland to the Outer Banks near Corolla; and

'WHEREAS, the project is essential to reducing hurricane evacuation clearance times, which currently exceed state-established standards for the northern Outer Banks; and

'WHEREAS, the purpose of the Mid-Currituck Bridge is to substantially improve traffic flow on the project area's thoroughfares, i.e. NC 12 and US 158, substantially reduce travel time for persons traveling between the Currituck County mainland and the Currituck County Outer Banks, and to substantially reduce the hurricane clearance time for residents and visitors who use US 158 and NC 168 during coastal evacuation; and

'WHEREAS, updated financial analyses indicate that projected construction costs have increased, resulting in a significant funding gap between currently committed state funds, anticipated toll revenues, and total project costs; and

'WHEREAS, the North Carolina Department of Transportation (NCDOT) is considering withdrawing previously committed funding and requiring the project to re-compete for inclusion in the State Transportation Improvement Program (STIP); and

'WHEREAS, the Nags Head Board of Commissioners finds that removing or de-prioritizing the project at this stage would jeopardize decades of planning, environmental review, and recent legal progress that have positioned the project for construction; and

'WHEREAS, maintaining the project in the STIP for at least one additional funding cycle will allow state and regional partners, including the N.C. Turnpike Authority, sufficient time to identify and secure alternative funding sources, including federal grants and updated tolling strategies.

'NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Town of Nags Head that the Mid-Currituck Bridge project is reaffirmed as the town's highest transportation priority in support of regional safety, emergency preparedness, and economic resilience; and

'BE IT FURTHER RESOLVED that the board strongly urges the NCDOT and the North Carolina Board of Transportation to retain and advance the Mid-Currituck Bridge project (STIP No. R-2576) within the current and future State Transportation Improvement Program; and

'BE IT FURTHER RESOLVED that the town supports and encourages a coordinated effort among state and local partners to aggressively pursue additional funding sources, including federal U.S. Department of Transportation grants and public-private partnerships, to close the identified funding gap."

ITEMS REFERRED TO AND PRESENTATIONS FROM TOWN ATTORNEY
Request to Discuss Updated Town Attorney Retainer and Fee Agreement
Attorney Leidy requested an update to his contract.

MOTION: Comr. Harrison moved to approve the revised attorney contract as presented. The motion was seconded by Comr. Sanders which passed unanimously.

The town attorney's contract, as approved, is on file in the Town Clerk's office.

MAYOR'S AGENDA
Mayor Cahoon – noted that he will be out of town most of next week for Coastal Leadership Institute and NCBIWA Spring Meeting.
ADJOURNMENT/RECESS TO STORMWATER MASTER PLAN WORKSHOP

MOTION: Comr. Harrison moved to recess to the Stormwater Master Plan Workshop. The motion was seconded by Comr. Vaughan, which passed unanimously. The time was 10:38 a.m.

_____
Brittany A. Phillips, Town Clerk

Date Approved: _____

Mayor: _____
Benjamin Cahoon

DRAFT MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS
STORMWATER MASTER PLAN WORKSHOP
WEDNESDAY, APRIL 15, 2026

The Nags Head Board of Commissioners met in the Board Room located at 5401 S Croatan Highway, Nags Head, North Carolina on Wednesday, April 15, 2026 for a Stormwater Master Plan Workshop that followed the Recessed Meeting.

Board members Present:	Mayor Ben Cahoon; Mayor Pro Tem Megan Lambert; Comr. Bob Sanders Comr. Megan Vaughan; and Comr. Molly Lambert
Board members Absent:	None
Others present:	Town Manager Andy Garman; Amy Miller; Roberta Thuman; Nancy Carawan; Perry Hale; Kelly Wyatt; Joe Costello; David Ryan; Karen Snyder; Katie Anzalone; Cameron James; Graham Scherle; and Town Clerk Brittany A. Phillips

CALL TO ORDER
Mayor Cahoon called the Stormwater Master Plan Workshop to order at 10:47 a.m.

AGENDA REVIEW
Project Overview
Survey and Condition Assessment
GIS Dashboard
Conceptual Project Plan Development
Priorities and Deliverables

Town Engineer Ryan opened the workshop, introducing Cameron James and Graham Sherrill of McAdams, the town's engineering consultant, who co-presented the slides which are attached to and made a part of these minutes as shown in Addendum "A". Nags Head Stormwater Master Plan preliminary conceptual plans were given to the board at the meeting.

Project Overview
Engineer Ryan outlined the goals of the Stormwater Master Plan, which has been a work in progress for over a year. He described the following primary objectives: assessing the condition of existing drainage infrastructure; updating the town's GIS inventory to reflect completed work from the past several years; engaging stakeholders and incorporating citizen feedback gathered at a public workshop held in August of 2025 and over time; establishing new tools and metrics for staff use in the field; evaluating the performance of projects from the 2015 CIP update, which included 13 projects (9 of which are completed or nearing completion); analyzing the South Memorial Avenue drainage corridor, where an older standard had led to capacity concerns; and developing a scalable, phased plan that considers funding opportunities and incorporates successful methods from past projects, particularly the perforated "sock pipe" approach that simultaneously addresses surface runoff and groundwater elevation management.

He noted the project is funded through a $400,000 planning grant from the North Carolina Department of Environmental Quality (DEQ), Division of Water Infrastructure. The grant scope includes asset inventory and condition assessment, development of an interactive GIS dashboard, problem area identification and conceptual design development, project prioritization, completion of a stormwater master plan report, and a watershed action plan. Engineer Ryan stated the anticipated schedule calls for a return to the board in late summer for project prioritization, a final stormwater master plan report presentation in November, and full completion of deliverables by December 31, 2026, as required by the grant performance period.

Survey and Condition Assessment
Cameron James of McAdams presented the survey and conditions assessment work completed during the prior year. He reported that McAdams surveyed approximately 540 structures and 344 individual culverts and storm mains across town. Combined with the town's existing GIS inventory and as-built data from recently

completed and in-construction projects, the updated database now encompasses approximately 1,658 structures and 1,320 culverts and storm mains.

Mr. James explained that each asset was evaluated using a dual-criteria methodology: likelihood of failure (based on pipe condition, clogging percentage, material type—noting that corrugated metal pipes are far more susceptible to damage than concrete or HDPE—maintenance access, and downstream conveyance compatibility) and consequence of failure (based on geographic location, proximity to critical infrastructure such as hospitals, and ownership). This framework allowed McAdams to generate a prioritized list of assets most in need of remedial action, which the town has already begun integrating into its maintenance program.

GIS Dashboard
Graham Scherle of McAdams demonstrated the new interactive GIS dashboard developed as part of the grant scope. He described it as a tool that allows town staff to access all surveyed information—condition ratings, pipe material, elevations, clogging percentage, maintenance access notes, and photographs of each structure—in a single filterable and searchable interface. Staff can sort by structure type, data source, condition rating, or project priority ranking and visually locate assets on a map before going into the field. Mr. Scherle noted that the dashboard consolidates data from McAdams' survey, the town's previous GIS inventory, and as-built data from recent years, and includes links to the prioritization and condition assessment report for each feature. Board members and staff showed clear enthusiasm, and Mayor Cahoon noted that the tool was well received.

Conceptual Project Plan Development
Mr. James then presented the 17 identified flooding hotspot areas and their associated conceptual improvement projects, noting that the documents provided to the board contained more detailed information including preliminary cost estimates and site constraints.

Project Area 1 — Carolinian Circle: A northern hotspot experiencing nuisance flooding, partly receiving runoff from Jockey's Ridge hillside. The primary issue is a lack of infrastructure along the loop section of Carolinian Circle. The proposed design involves new yard and drop inlets connected by a new HDPE sock pipe storm drainage trunk line, tying into the existing drainage system on the western side of South Croatan Highway. Constraints include proximity to existing water lines and the limitation of an 18-inch pipe on South Croatan Highway downstream.

Project Area 2 — West Blue Jay Street: A steep road that flattens at South Pamlico Drive, causing drainage to pond at the base. The proposal calls for extending curb and gutter along the full length of Blue Jay Street to South Croatan Highway, adding a double inlet system at the curve, and installing a new 24-inch HDPE sock pipe system.

Project Area 3 — Buccaneer Drive and West Lookout Road: A low-lying area between Jockey's Ridge and South Croatan Highway experiencing flooding as well as backflow from the swale on the western side of South Croatan Highway. The proposed design adds new infrastructure to capture runoff and installs a backflow prevention device at the outlet.

West Lookout Road: Similar issues to Buccaneer Drive, including backflow from the South Croatan swale. The existing outfall pipe was assessed as being in adequate condition, so the proposal calls for cleaning the outfall and installing a new HDPE sock pipe storm drainage system with a backflow prevention device.

Project Area 4 — Soundside Road: Described as a "long standing issue," Soundside Road experiences overwashing from the sound as well as flooding from storm events. Approximately 200 acres drains from the east side of South Croatan Highway into this area. The water table is very high given proximity to the sound, and water can remain for days to over a week following storm events. Given the scale, the project was broken into four phases:

- Phase 1: Installation of a new 36-inch HDPE sock pipe closed drainage system along Soundside Road to provide flood storage and infiltrative benefit.
- Phase 2: Addition of a new storm drainage system along Ridgeview Way and installation of piping through private property (requiring a permanent drainage easement along the property line) to tie into the Phase 1 system.
- Phase 3: Acquisition of an empty parcel at the intersection of Soundside Road and Deering Street to convert into an infiltration basin for additional flood storage, with the potential to directly outfall the Phase 1 trunk line into the basin.
- Phase 4: Adding a pump station and force main and acquisition of state-owned parcels near Jockey's Ridge to pump water from the infiltration basin to a higher elevation with greater separation from the water table for improved infiltration during high-flow events.

Project Area 5 — West Deering Street: Located just north of Soundside Road, this area experiences flooding in swales along the right-of-way and ponding at the Breeze Way and West Duppies Court intersection due to a lack of infrastructure and inadequate driveway culverts. The proposal involves installing new driveway culverts, grading and reconstructing swales to better convey runoff, and connecting ultimately to the

proposed Soundside Road Phase 3 infiltration basin. This project can also be constructed independently with outfall at the existing swale.

Project Area 6 — Barracuda Drive: Runoff flows from the Hesperides Drive right-of-way northward, causing flooding of private properties along West Barracuda Drive. The proposal includes installing a grass swale with earthen check dams to slow runoff and provide infiltrative benefit, and a new 30-inch HDPE sock pipe closed system to store and infiltrate water before it crosses Barracuda Drive. The proposal also includes dry well systems for the Salmon Court and Mackerel Court cul-de-sacs, which currently experience flooding with no adequate outfall. Dual 15-inch HP storm pipes would connect to dry wells constructed in the center of each cul-de-sac. Mayor Cahoon inquired whether the dry wells would involve removing pavement and installing a grassed infiltration area, referencing the approach used at Old Nags Head Place. Engineer Ryan confirmed this was the concept and noted that the large sizes of those cul-de-sacs allow for the approach while still meeting fire truck and sanitation vehicle turning radius requirements.

Project Area 7 — Dune Street: Water frequently ponds at the eastern end of Dune Street at the intersection with South Virginia Dare Trail due to a lack of infrastructure. The project is split into phases:

- Phase 1 installs a 24-inch perforated sock pipe along the southern right-of-way as a closed system for storage and infiltration
- Phase 2a adds a pipe to allow outfall to an existing swale approximately 750 linear feet to the north
- Phase 2b involves potential acquisition of a parcel at the Dune Street and South Virginia Dare Trail intersection to construct an infiltration basin.

Project Area 8 — Seven Sisters Subdivision (Enterprise Street): The area lacks infrastructure along Enterprise Street, experiences flooding during storm events, and experiences backflow from the swale along South Virginia Dare Trail. An unusual feature of the site is that the driveways of properties along Enterprise Street are inverted—graded to channel flow along the bottom of the driveways rather than having elevated culverts underneath. The proposal involves installing a new HDPE sock pipe storm drainage system, reconstructing driveway inlets, installing outfall to the existing swale on South Virginia Dare Trail, and adding backflow prevention.

Project Area 9 — South Old Road: Close proximity to the sound limits feasible options. Only approximately 7 to 8 acres drain through this area, but flooding is exacerbated by overwash from a nearby channel that drains golf course runoff.

- Phase 1 proposes installing a new storm drainage trunk line, a new outfall before the existing wetlands, and backflow prevention at both the outlet and the northern end of the road.
- Phase 2 involves potential acquisition of a parcel at the corner of West Lakeside Street and South Croatan Highway to convert into an infiltration basin, with a pump station to convey water from South Old Road to an elevation with greater separation from the water table. Mr. James noted that without pumping, the benefit of Phase 1 alone will be present but limited.

Mayor Cahoon asked, regarding backflow prevention devices more broadly, whether the town was prepared for the maintenance burden of the additional flap gates proposed across multiple projects. He noted that unmaintained flap gates can become stuck. Engineer Ryan confirmed the town currently has close to a dozen flap gates or backflow preventers and acknowledged the maintenance requirement, noting that ocean outfalls also have flap gates. He stated the benefits outweigh the risks when maintenance is properly performed. Mr. James added that the HDPE sock pipe flap gates proposed for most of the hotspot projects are simpler than the more robust devices on CMP ocean outfall pipes—they consist essentially of a hose clamp and a plastic flap gate at the pipe end, are visually inspectable, and require less intensive maintenance.

Project Areas 10 — Whalebone Junction: The Whalebone Junction area near Gulfstream Street and Jeanette's Pier experiences parking lot flooding at the Dune Burger restaurant due to runoff from South Virginia Dare Trail. The proposal involves two segments: on the north, installing a valley curb and curb inlets to capture runoff and convey it to an existing storm drainage system through Whalebone Park; and on the south, installing an 18-inch HDPE storm drainage trunk line along driveway entrances to convey water to an existing channel that outfalls to the sound. A third component is installing a flap gate backflow prevention device at the outfall of the existing 30-inch HDPE pipe, which currently experiences sound backflow that diminishes its conveyance capacity.

Mayor Cahoon also asked about the backflow prevention device at the ditch associated with Project Area 10, noting from the contours that the bank of the ditch might be near elevation 4, suggesting sound water could overtop the ditch rather than being stopped by the flap gate. He asked whether a berm or other protection along the north and west side of the adjacent park was warranted. Engineer Ryan confirmed that the finished grade of the park is approximately elevation 5, the bottom of the ditch is approximately 1.5 to 2 feet above mean sea level and acknowledged that additional grading could be incorporated to provide protection from backflow or overflow into the park area.

Project Areas 11 — Ramp 1 Outfall: The primary issue is a corrugated metal pipe that experiences sound backflow into the swale on the western side of South Oregon Inlet Road. The proposal is to install a new

junction box and retrofit a flap gate backflow prevention device into the existing 36-inch outlet pipe.

Project Areas 12 — South Memorial Avenue (Four Sub-Areas): McAdams performed detailed hydrologic and hydraulic modeling for the South Memorial Avenue trunk line, which runs from the north end at 8th Street to two ocean outfalls. Drainage areas were delineated to individual inlets and pipes, and the system was analyzed for capacity and conveyance against the town's level-of-service standard of the 10-year storm event.

Four critical areas were identified:

- *Area 1 (near Atlas Street):* Existing pipes surcharge in the 1-year storm event. Proposal is to replace culverts with new 24-inch HDPE pipes, positively regraded. Constraints include proximity to an existing water main.
- *Area 2 (near Admiral Street):* Pipes flow full in the 10-year storm, meeting a lesser level of service. Existing pipes are negatively sloped. Proposal is to upsize from 24-inch to 30-inch HDPE and integrate with ongoing storm drainage and sidewalk construction near Admiral Street.
- *Area 3 (near Bonnett Street):* An existing 15-inch pipe surcharges in the 2-year storm event and is restricted by downstream conveyance capacity. Proposal is to upsize to a 24-inch HDPE pipe.
- *Area 4 (near East Baltic Street):* An existing 24-inch corrugated metal pipe surcharges in the 2-year storm event. Proposal is to upsize to a 30-inch HDPE pipe and regrade swales along the eastern shoulder of South Memorial Avenue for positive drainage.

Project Area 13 — East Epstein Street: Modeling determined portions of the existing 24-inch pipe are hydraulically insufficient for the upstream drainage area. The proposal is to upsize several sections to 30-inch pipe from the northern side of East Epstein Street to a dual 24-inch outfall pipe on the east side of South Croatan Highway. Additionally, a 36-inch pipe was recently installed at the fire station entrance nearby, and the design includes upsizing the bounding pipes to 36 inches as well to better promote conveyance.

Priorities and Deliverables
Mr. James discussed the prioritization process for the stormwater projects. He highlighted that the prioritization matrix will be aligned with the Town's Stormwater Management Standard Operating Procedure, scoring each project based on factors like flood frequency, impact, system condition, site constraints, and cost estimates.

Watershed Action Plan – Mr. James briefly described the watershed action plan component of the project, which addresses impaired waters along the Roanoke Sound shoreline between Jockey's Ridge and the Whalebone Junction area. The plan will follow the EPA nine-element watershed plan framework to assess contributing drainage areas, evaluate potential redevelopment or water quality retrofits, and position those projects for Section 319 EPA grant funding. It will be delivered as an interactive story map and as a portion of the final stormwater master plan report.

Engineer Ryan outlined the path forward. He invited board members to review the conceptual materials and submit comments or questions, which will be incorporated before the next presentation. He anticipated returning to the board in late summer with a prioritized CIP project list for consideration and finalizing the master plan report for presentation in November 2026.

In response to Comr. Harrison's question about the total cost of all proposed work, Mr. James stated that the total for all current phases across all 17 areas is approximately $3,900,000. Including potential future phases, the total rises to approximately $6,400,000. He indicated that the detailed cost estimate table could be shared with the board. Manager Garman noted that one of the strengths of this plan is the many ways the work can be phased and combined with existing neighborhood paving and drainage maintenance programs. He highlighted that the plan allows the town to do initial phases and assess their effectiveness before committing to more expensive future phases.

Comr. Harrison asked for clarification on grant requirements, asking whether grant applications must be tied to specific actionable projects rather than stormwater needs in general. Engineer Ryan confirmed that a specific, actionable project is required to be competitive for grant funding.

The board praised the presentation for its quality and thoroughness.

ADJOURNMENT
Comr. Vaughan moved to adjourn. The motion was seconded by Comr. Sanders, which passed unanimously. The time was 11:52 a.m.

_____
Brittany A. Phillips, Town Clerk

Date Approved: _____

Mayor: _____
Benjamin Cahoon

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.4.

Adoption of the Classification and Compensation Study

Prepared by	Reviewed by
Jan Mielke, Human Resources	Jan Mielke Brittany Phillips Andy Garman

Staff Comments/Recommendation

This item was included in the FY 2025/26 budget. Staff recommends the Board adopt the final Classification and Compensation Study. The Classification and Compensation presentation and draft report were provided at the April 1st meeting for the Board's consideration.

Specific Action Requested

This request is for the Board to adopt the final Classification and Compensation Study.

Summary

The Town of Nags Head selected the Archer Company to conduct a Classification and Compensation Study that began in October. The primary objectives of the Classification and Compensation study are to:

- Promote internal equity
- Ensure market competitiveness
- Establish clear and consistent position classifications
- Align our total rewards with current best practices

Staff presented the findings of the Study and subsequent recommendations at the April 1st Board meeting. Staff is requesting the Board adopt the final Classification and Compensation Study Report.

Attachments

1. 5 H4 Classification and Compensation Study - Final

FINAL REPORT:

Classification and Compensation Study for the Town of Nags Head, North Carolina

TOWN OF NAGS HEAD

March 25, 2026

THE ARCHER COMPANY

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EXHIBITS

I. INTRODUCTION AND STUDY METHODOLOGY

The Town of Nags Head, North Carolina ("Town"), contracted with the Archer Company to provide comprehensive classification and compensation study services and report the findings and recommendations of the study.

A. Objectives and Areas of Service

Fourteen (14) areas of service were identified for this study in order to meet the needs of the Town for a thorough, independent analysis of its classification and compensation plan:

One. **Ensure Internal Pay Equity** – Through job analysis and job evaluation as well as a wholistic review of the Town's Job Classification and Compensation Plan, we partnered with the Town to optimize the appropriate pay grade assignment for each Town job classification. Each job was studied both from an "internal worth" standpoint, using our proprietary point factor job evaluation system, and from an "external" worth standpoint via our custom market assessment – to ensure the final pay grade and range is both internally equitable and market competitive.

Our recommendations for the final grade assignments for each class title reflect true *internal equity*. Consistency and equity within the Job Classification System is critical so that jobs that perform similar functions are provided similar pay opportunities. Equity within the compensation plan is assured by determining the appropriate pay grade for each job classification identified in the study.

Another form of *pay equity* refers to appropriate placement of each employee within their assigned pay grade and range. Pay equity in a pay plan infers that actual pay differences between multiple incumbents within a job title and a given pay grade are *not based on pe*rsonal characteristics (such as age, ethnicity and gender) but are based on legal, logical factors such as related education, experience, time in the job and sometimes, performance. Our recommended implementation option is designed to minimize pay inequities through crediting of time in the employee's current job.

Two. **Create Updated, Multi-Purpose Job Descriptions –** We are completing the update of new job descriptions for each job title identified in the study. To do this, we agreed with the Town on a job description format and are using the job analysis questionnaires completed by employees, and other job analysis information gathered, to create a new set of job descriptions.

Three. **Create the Optimal Market Position for Pay and Benefits** – Through facilitated working sessions with the Town's Project Team, we explored options and implications of different market positions for all aspects of total rewards (otherwise known as "total compensation"), as well as the best way to operationalize a certain market position given the complexity of "total rewards." This report provides our recommendations around base salaries, benefits and other components of total rewards that will align with the Town's chosen market position.

Four. **Understand Current Market Competitiveness** – To ensure the Town provides competitive compensation and benefits in the marketplace, we designed and

executed a highly customized market assessment process, guided by the Town's Compensation Philosophy and compensation program objectives.

The market competitiveness review included understanding the market demands at all key points along the pay range:

- Minimums - For hiring purposes
- Midpoint/Market Control Points - Ensuring they are fully competitive at the market position desired by the Town (e.g., "at market," "above market") and
- Maximums - Ensuring appropriate salary growth is possible given the desire to retain trained, seasoned employees over the long run

Part of this process included gathering and reporting market information about compensation-related best practices for the list of peer communities chosen for market analysis.

Please see **Exhibit 1** for the Benchmark Job Survey Summary Report created to capture the results of the Benchmark Job Survey.

Five. **Review of the Competitiveness of the Town's Total Rewards Offerings** – The Archer Company worked with the Project Team to understand and assess all benefit offerings in place as well as all elements of the Town's *total rewards program*. From the analysis we identified the key benefit programs to be included in the market assessment. The highly-customized Total Rewards survey we administered was designed so we could provide the Town with sufficient market information on benefits, other aspects of monetary and non-monetary rewards, as well as direct compensation, from the defined market within whom the Town competes for talent.

Please see **Exhibit 2** for the custom Pay Practices and Benefits survey we administered and **Exhibit 3** for the detailed Pay Practices and Benefits Survey Results Report.

Six. **FLSA Compliance** – From the job analysis, evaluation, and classification phase we reviewed the appropriate classification of each job role as exempt or non-exempt under the federal Fair Labor Standards Act. *We found that 100% of the Town's FLSA classifications were correct.*

Seven. **Provide a Set of Recommendations to Ensure Market Competitiveness of Total Compensation –** From the market assessment and our deep experience in public sector compensation and benefits programs, we delivered a comprehensive set of recommendations aimed at preserving the Town's desired level of competitiveness with respect to all elements of the Total Rewards/Total Compensation Program. Market data we provided can be used to guide potential modifications to pay practices and benefits where a gap was found. We have provided a pay structure which is set at the desired "market position" recommended by the Town. Finally, our recommendations for ongoing plan maintenance (**Section IV**) and described in our recommended Salary Administration Policies (**Exhibit 4**) describe the processes needed in the future to maintain the competitive position of the new pay structure.

Eight. **Review and Recommendations on Salary Administration Policies –** The most solid and defensible classification and compensation plan will fall far short of effectiveness without sufficient, and carefully-considered salary administration policies around all "compensation events" including hiring salaries; promotions, demotions and transfer pay; temporary/acting assignments; job classification and reclassification; salary structure adjustments and a number of others. In this deliverable we used market practice information, Town compensation philosophy objectives and our deep experience to analyze current salary administration policies and recommend additions and/or modifications. Our report of findings and recommendations are provided in **Exhibit 4.**

Nine. **Development of a New Pay Structure -** We used regression analysis to draw a "pay line" based on the integration of market data and job evaluation points from the application of our trademarked job evaluation system, the Archer Matrix Point Factor Evaluation System. This methodology ensures an internally equitable grade structure coupled with market-competitive pay ranges. We built ranges with the components of Range Minimum, Market Reference Point (sometimes referred to as "Midpoints"), Maximum, desired range width and differentials between pay grades, based on several elements that will be defined in the development of Compensation Philosophy, including:

1. Desired level of hiring competitiveness
2. Desired Maximum pay rate, per grade, versus market pay levels
3. The way in which employees move through pay ranges and the link to performance
4. The point of time in a job at which the Town believes the salary or wage should be fully competitive

These and other factors were used to create the ideal pay structure for the Town. We found the current pay structure to be solid but have recommended some modifications that we believe will align the structure more closely to the Town's objectives for its compensation program.

Ten. **Complete an Equity Review, Compression Analysis, Recommend Remediation Strategies with Estimated Costs** – The intent of this phase was to fully understand the nature of the compression issues at play, measure the degree of severity, and work with the Project Team to explore and cost out potential remediation strategies. In the end we created a plan implementation strategy to provide some relief to pay compression found in the pay plan, despite a very proactive strategy used by the current Human Resources Department to minimize compression by careful setting of starting salaries. We have also provided pay data comparing earnings between supervisors and their subordinate staff, with recommendations as to how to approach an appropriate pay differential.

Eleven. **Create an Implementation Plan** – By fully understanding all results from the internal and external analysis, by learning the Town's objectives, priorities, and pain points, we developed an interactive Excel model that will allow the modeling

of potential costs under 4 scenarios aligned with the Town's fiscal assets and specific objectives and priorities. We are recommending the implementation of **Scenario 4,** and that information is described in detail in this report in **Section 3**. Scenario 4 is designed to minimize pay compression within the pay plan. This option is based on a time in position and prioritizes implementation funding to employees whose current salary is the farthest from an equitable target salary.

Twelve. **Provide A Plan for Maintaining Competitiveness and Compensation Philosophy** - This includes specific strategies for monitoring market position, inflation, compression, and internal equity annually and a series of steps to take once the analysis of said factors is complete. These steps include the appropriate considerations to take, and supporting data to use, to determine periodic pay structure adjustments and the budget amount for the annual pay increase program. The specific recommendations are elaborated on in our recommended Classification and Compensation Administration Guidelines Report (**Exhibit 4)**.

Thirteen. **Communication and Education** – Through the development of a comprehensive communication plan, and in partnership with the project Team, several steps were taken throughout the project to ensure department directors and employees were appropriately informed and updated about the project, including results and recommendations. These steps included initial orientations sessions with all town employees, individual interviews with each department director and virtually every Town employee, and as part of the roll-out of the Final Report, we will present the study to groups of Town employees. We also believe all employees should have access to this report for a fuller understanding of our objectives, methodologies, findings and recommendations.

Fourteen. **Human Resources Training for Program Administration –** *We are committed to set up the Town for success.* We will provide Human Resources Team training on job analysis, market assessment, job evaluation and managing job change – in order to support ongoing Classification and Compensation Program effectiveness. We will provide the content, tools, and resources to enable the Human Resources Team to administer the Classification and Compensation Plan independently over time.

Topics to be covered include understanding job changes and effective job analysis, use of the Archer Matrix Point Factor Evaluation System, market assessment, integration of market data and internal evaluation scores to ensure plan effectiveness, a practically-focused review of all salary administration policies and recommendations, and annual decisions that are necessary to maintain the market competitiveness of the Compensation Plan (i.e., pay structure adjustments, pay increase budgeting).

B. Project Phases

To fulfill the project objectives, working with Town's Project Team, the Archer Company completed the following eight (8) project phases, focusing our approach to ensure an alignment of the recommendations and all deliverables to the Town's Compensation

Philosophy, Human Resources strategy, and strategic and operational objectives.

Phase One: Project Initiation

This phase included relevant data-gathering, kick-off meetings, and agreement on project plan, objectives, and study steps.

Discussions were held with the Town's Project Team to discuss expectations, gather information, and plan project implementation. The Archer Company worked with the Project Team and appropriate staff to obtain clarification regarding the Town's organizational structure, classification and compensation concerns, expectations of study results, and other relevant matters. During this time, we will also collected relevant data and information and solidify the project timeline and mutual accountabilities. The following tasks were completed:

A. **Project Plan:** The Archer Company finalized a specific project plan for the Town that outlined every task to be completed and due dates for key milestones and deliverables. We managed the project to the plan consistently throughout the project.

B. **Meetings with the Project Team**: The Archer Company conducted meetings with the Project Team at key points during the project timeframe. Initially we focused on the overall goals and objectives for the study, as well as specific concerns, from the perspective of top leadership within the organization, in order that our approach and methodology are in alignment with the needs of the Town. We gained valuable insight in the following areas:

1. The Town's mission, vision, and values
2. Stakeholders' expectations of the process and deliverables
3. Identification of roles and responsibilities
4. The Current Classification and Compensation Plan, pay structure, and salary administration guidelines

C. **Meeting with Department Directors:** The Department Director meeting was held to introduce our firm, the team, and our background. We previewed the study timeline, phases, and ways in which their input would be gathered and be important to the success of the study.

C. **Review the Current Classification and Compensation System**: Through several working sessions, we performed a qualitative and quantitative review of the Town's current classification plan and all aspects of its pay delivery system. This work kicked off in Phase One.

D. **Review the Current Organizational Structure and Reporting Relationships**: We reviewed all organizational charts, job descriptions, assignment of functions, and job titles for each department.

E. **Review the Current Career Ladders, Job Series and Pay Progression Plans**: We came to understand the Town's identified job families, job series, career ladders and pay progression plans/policies to establish a baseline.

Phase Two: Job Analysis, Evaluation, Classification and Definition of Job Architecture

The intent of this phase was to analyze each position and apply sound job evaluation and classification analysis processes to establish an internally equitable Classification Plan. Granular data gathered through this process was used to fully understand each specific role that is present at the Town and then to define job families, job series, and levels of work within each job series. Minimum qualifications were defined and vetted with leaders, also to be used in the development of the final classifications, job series and job levels. This step included several crucial activities.

The critical methodologies utilized by The Archer Company to support this objective around internal equity were structured job analysis, job classification, and job evaluation.

The purpose of this key phase of the project was to ensure that the classification structure is appropriate and reflective of the Town's philosophy of job classification, that all positions are properly classified, and that the job evaluation for each classification (and therefore the pay grade) is consistent with the work performed. *This process became the foundation of the pay plan's principle of internal equity.*

The Archer Company established internal equity in the pay plan by conducting a job analysis of every Town position, ensuring a logical and internally equitable classification structure and plan, and evaluating classifications using our copyrighted point factor evaluation system.

The analysis utilized our tailored job analysis questionnaire (called the "Comprehensive Position Questionnaire" or "CPQ," completed by Town employees, with input and review provided by the manager and department director. *Additional input was gathered through individual interviews with department directors.*

Specific **Phase Two** tasks completed by the Archer Company are described below:

A. **Job Analysis:** A detailed job analysis was performed for every position included in the study for two primary purposes:

- → Ensure that each position is properly defined and aligned within the pay plan based on job duties, responsibilities, and qualifications
- → Provide the information needed to establish the most appropriate classification plan for the Town and to ensure each position is properly allocated to the correct classification

The Archer Company utilized two integrated methods of conducting job analysis: the use of a thorough position questionnaire and information gathered from each department, and in-depth interviews with all department directors supplemented by job analysis interviews with representatives of each current job title.

1. **Employee Questionnaires:** The Archer Company copyrighted CPQ questionnaire has proven a highly effective tool to gather in-depth data about each position without placing too high an administrative burden on employees. The questionnaire data is essential to the proper analysis, classification, and evaluation of the Town's positions and will also be used to update job descriptions. *Every question has a purpose*.

We received an excellent response rate for virtually all *Comprehensive Position Questionnaire* (CPQ) needed for our team to complete a thorough review of each Town job title.

The Archer Company asked that department management review each completed CPQ to make sure they were complete and accurate, and to provide management perspective on minimum qualifications and other key attributes of each job title. In fact, Department Directors play a key role in ensuring that all information collected from employees provides accurate, thorough, and quality data for use in the job analysis of their subordinate positions.

2. **Interviews:** The Archer Company conducted interviews with each Department Director and virtually every Town employee, for ***four key purposes***:

   → Review the departmental structure and operations, including all reporting relationships and interrelationships between positions

   → Understand how the department is impacted by the classification and compensation plan under the current state, and

   → Review and discuss specific classification and compensation concerns

   → Receive answers to questions we had from reviewing the CPQs on qualifications, essential functions, and other key aspects of each position

   Each department director also completed a tailored **Department Director Issues Form** to gather specific information with respect to any and all classification and/or compensation concerns. Those responses were a key focus of our individual department director interviews, many of which were attended by the designated deputy director.

B. **Classification of Positions:** All positions within each classification were reviewed and analyzed against the information captured in the job analysis phase. Each position was reviewed to ensure that (1) essential functions are accurate and up to date; (2) knowledge, skills, competencies, and abilities are identified; and (3) minimum qualifications (criteria for entrance), physical requirements, and environmental factors are reflective of the work performed.

We discussed the ***current classification system and philosophy*** with the Project Team around such issues as preference for specific versus broad classifications, the utilization of "job series"/career ladders for career progression and the preferred format for classification specifications. We also gathered information to understand the *Career Progression Program* available to all non-exempt employees.

Based on the input from the Project Team and our analysis of the current classification structure as it relates to the actual duties of the various Town job roles, The Archer Company made final recommendations as to the appropriate classification for each existing position. *Relatively few major changes were made to the current Classification Structure, as we found it to be solid and equitable in general with only minor changes recommended.*

Once the final classification plan was determined and each classification clearly

defined, we completed three other key tasks:

1. Defined the appropriate ***distinguishing characteristics between levels*** in each classification series for clarity purposes and to assist with allocation of individual positions,
2. ***Allocated each position*** to ensure assignment to the appropriate job classification, and
3. ***Discussed potential changes to internal ranking*** of classifications.

C. **Job Evaluation:** To ensure the outcome of **internal equity**, the Archer Company used our valid and reliable quantitative job evaluation system to objectively measure and determine the relative worth of each classification to the organization. The Archer Company utilizes the Archer Matrix Point-Factor Job Evaluation System as our primary method to objectively measure and determine the relative worth of each classification to the organization.

Jobs with similar point scores were placed together in the same pay grade. This is the basis of an internally equitable pay plan.

D. **FLSA Evaluation:** Each classification identified in the study was evaluated against the potential FLSA exemptions (administrative, executive, etc.) to determine if the classification meets one or more of the tests and can therefore be classified as "exempt" under the FLSA. If none of the tests are met, the job was categorized as "non-exempt."

We found that every Town position is in fact, appropriately classified under the Fair Labor Standards Act, at this point in time.

Phase Three: Finalize and Execute a "Market Assessment Strategy"

This phase involved the finalization of the process we used to measure market competitiveness and current market conditions via the completion of a comprehensive market assessment.

The Town's compensation program is a key aspect of competitiveness. This study focused on ensuring results support the Town's Compensation Philosophy including the Town's desired "market position."

The goal of this objective was to provide a robust picture of the Town's current pay as well as key benefits programs visa vis the Town's intended level of competitiveness. From that "gap analysis," we created recommendations and an implementation plan to align the pay structure and benefits programs to the desired market position.

The end of this task was marked by the presentation of a detailed report on the Town's market competitiveness overall and for each of the benchmark jobs included in the Market Assessment. Prior to that time, several key decisions were made in conjunction with the Town about the true market in which the organization competes, and then the Archer Company conducted a comprehensive survey process to give the Town's a full and complete picture of its competitiveness at this time.

Specific **Phase Three** tasks we completed are described below:

A. **Identification of "Benchmark" Positions and Pay Practices Questions:** The Archer Company worked with the Project Team to identify the list of benchmark classifications to be included in the custom survey and included in the use of published survey data.

Every good market study requires us to make sure and select jobs that represent the continuum of the Town's classifications, focusing on: (1) positions/classes which are widely recognized as possessing similar job content in most organizations; (2) positions/classes which represent a substantial number of employees as well as the various job families; (3) jobs that are considered to be core functions that serve to anchor the pay plan; (4) positions/classes for which the Town's may have had difficulty recruiting and retaining a qualified work force; and/or (5) positions/classes which represent the full spectrum of salary grades and ranges in the pay plan (including executive and various administrative classifications).

B. **Identification of Organizations to Be Surveyed:** Based on the Project Team's feedback on recruitment and retention outcomes, with some input from Department Directors to the Project Team, we surveyed 19 peer organizations focusing on similarly situated organizations with whom the Town is truly competing for talent. The Town approved the final list of targeted survey participants. Employers with the following characteristics were chosen: (1) organizations with which the Town clearly has been competing for employees; (2) resort/seasonal communities; (3) forward-thinking communities that have a similar compensation philosophy; (4) organizations which are recognized as important, or influential, in the local marketplace; (5) organizations which are within proximity to the Town's competitive market (i.e., the same geographic region); and/or (6) organizations with similar population, demographics, and scope of services.

C. **Creation of Customized Web-Based Compensation Survey:** The Archer Company constructed a customized survey designed to collect the data requested by the Town.

D. **Custom Survey Data Collection:** The Archer Company uses a very "hands-on" approach with survey participants to facilitate ease of participation as well as to maximize participation for our clients.

We identified the contact information for the targeted organizations. Each organization was contacted by phone to invite their participation prior to distribution of the survey.

The Archer Company contacted each participant after the survey has been distributed and provide any follow-up assistance needed to complete the survey.

The Archer Company examined all survey responses and contacted participants as needed to clarify their responses and to solicit additional information as necessary to ensure that appropriate comparisons are made.

Collection of Published Survey Data to Supplement Custom Survey: In this step we compiled, organized, and analyzed additional data from well-respected surveys in our possession, to acknowledge the role of private sector in the market in which the Town is competing.

We used published survey data for the base salary competitive analysis and also to

gather market data on key compensation administration policies, and trends in pay structure adjustments and individual pay adjustments.

E. **Create and Present a Market Competitiveness Report:** We prepared a detailed report on the current competitiveness of the Town's compensation overall and with specific detail for each of the job titles assessed.

With regard to the ***Benefits Program***, we provided a comparison of the Town's programs (employer/employee costs, major plan provisions) against the prevalent market practice and identified areas where the Town's practice was similar to, or dissimilar from, the prevalent market practice.

Phase Four: Pay Structure Development and Recommendations for a Pay Progression Program

Based on the results of direction we received in an initial working session as well as Department Director input; we developed specific pay structure recommendations.

The Archer Company incorporated our findings from the review of the current Classification and Compensation Plan, as well as the Market Assessment, in order to provide recommendations for the Town's pay structure. This phase constituted several steps:

A. **Pay Structure Working Session:** We conducted a working session with the Project Team to understand the market results and gain input on the strengths and potential weaknesses of the current pay structure.

Part of this discussion required us to focus on understanding whether the Town wished to have a consistent market position with each employee department/job function or whether there was an interest, and perhaps market rationale, for using more aggressive ranges for certain groups.

As we created the proposed structure in this phase of the project, our goal was to ensure the structure supports and facilitates the Town's objectives, Compensation Philosophy, and operations. The creation of a compensation structure involves a detailed understanding of the Town's human resources objectives as well as philosophy with regard to compensation, so that the structure supports both elements as well as appropriately balances internal equity and market competitiveness. Key structural elements such as the number of pay grades and pay range width are recommended based on a thorough understanding of the Town's Compensation Philosophy and policies with respect to key "compensation events" such as hiring salaries, promotions, and reclassifications.

B. **Final Pay Plan and Pay Structure Design:** A full understanding of the Classification Plan, input from the Project Team and Department Directors and of course the market data provided the necessary input to create a structure or structures that best aligns with the Town's unique challenges and concerns.

Phase Five: Pay Compression Diagnostic and Strategy Process

We completed a thorough compression analysis and create remediation strategy recommendations.

Through a thorough diagnosis of the types of level of inequities present in the current pay plan, we identified a series of recommendations to minimize pay compression issues, which overall were minor in nature.

We first worked with the Project Team to identify the type or type(s) of inequities including compression issues occurring in the Town and from that identification process, we gathered the data required from the Town, completed the data analysis, and provided recommendations to rectify the specific compression occurring at the Town.

Compression analysis centers around the type of pay compression in the salary plan. We looked at two kinds of compression. The first type is compression in pay between supervisors and subordinate employees. We found a very small number of cases where we found some compression due to high base/overtime earnings of subordinates compared to the earnings of their exempt supervisors/managers. These cases were identified by completing a total earnings analysis of all supervisor/managers and each of their subordinates. The Director of Human Resources is examining those instances to determine if other factors are influencing the "compression" such as differences in performance and other legally-defensible factors.

The second type of compression is where there is a disconnect between current pay within a range and time in the job (i.e., "newer" employees are earning too close to or more than more "senior" employees), and the reasons can't be explained by merit increases and career progression increases. For this type of compression, we created an overall pay plan implementation option that will not cure all compression but will make a substantial positive impact in reducing current and potential compression.

Phase Six: Review and Recommend Enhancements, Additions and Modifications to the Town's Compensation Philosophy and Salary Administration Policies

Compensation Philosophy:

A Compensation Philosophy should address several important items including desired market position, governance, role of benefits, communication, and compensation administration.

We reviewed the Town's current Compensation Philosophy and based on input throughout the project, we drafted a total compensation philosophy document in draft form.. We have discussed the draft with the Project Team as a *separate deliverable.*

Our recommended Compensation Philosophy key messages were designed to provide positive key messages to Town employees and other stakeholders about the comprehensive nature of the Town's Total Compensation Program and commits the Town to ensure the Plan remains competitive and aligned with the Town's strategic objectives as well as human resources objectives.

It is noteworthy that Town leadership—including the Board of Commissioners, Town Manager, and Project Team—has demonstrated a commendable commitment to an educative and inclusive compensation communication strategy. This dedication to transparency ensures that employees across all departments and roles understand the methodology behind the program, effectively fostering a culture of mutual respect and organizational trust. The efficacy of this approach was validated during employee interviews, where a significant majority expressed gratitude for leadership's transparent administration and the respectful, employee-centric culture that defines the organization. This level of organizational transparency and cultural health is notably distinctive in our experience. The Town's commitment to an inclusive, respect-based compensation model represents an exemplary standard that sets it apart from peer organizations.

Salary Administration Policies:

Primarily, this phase consisted of a review of the Town's needs and challenges with respect to the Plan, culminating in a set of best-in-class compensation policies and practices that are suitable for the Town's situation and objectives.

We conducted two working sessions with the Project Team, reviewing current policies as well as concerns and "pain points" within the current Compensation Program. Based on a review of the current compensation policies, input from the Project Team, an and an analysis of market data collected in this study and best "contemporary" practices of similar employers, we have prepared a comprehensive set of recommendations in regard to policies pertaining to both the Classification and Compensation plans at the Town of Nags Head.

This report is provided as **Exhibit 4.**

Phase Seven: Develop a Compensation Plan Implementation Action Plan

In this phase we provided options for timing and expenditure levels that align with the Town's compensation objectives and philosophy.

With the preceding objectives complete, The Archer Company worked with input from the Project Team to create four options for the implementation of the new pay structure. This work included the steps and costs necessary to move all employees onto the new structure or structures, ensure all employees are paid at their new Range Minimum, and then consider options for placement of employees into the new pay grades and ranges.

To support the costing of our recommendations, The Archer Company collected current payroll and supplemental information. Each employee was assigned to a job title, pay grade and salary range. The implementation options were based on significant input from the Project Team.

Phase Eight: Draft and Final Reports; Develop Communications Plan

Provide and present a draft and final report and present the report to the Town Board of Commissioners in an oral presentation and create a Communications Plan for appropriate communications about study findings and recommendations.

The Archer Company met with the Board of Commissioners to present our major findings and recommendation, at an in-person meeting in February.

We are now delivering the Final Report, documenting recommendations and providing detail on our objectives, methodologies and findings supporting the recommendations.

We have worked with the Project Team to finalize a communications plan, and we will be on-site to deliver a final presentation of our report to groups of Town employees at the end of April.

II. STUDY FINDINGS AND DISCUSSION

A. Job Analysis, Job Evaluation and Job Classification

We analyzed and evaluated a total of 66 job titles or classifications within Town through the review of CPQs and other job documentation and interviews with the Department Directors. These job titles represent approximately 119 current positions.

Job Evaluation and Internal Equity: The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. This principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan – especially for organizations dependent upon taxpayer funding – cannot be overstated. To achieve internal equity in any employer's pay structure, it is necessary to employ an organized and rational job evaluation system to determine the relative worth of jobs.

As stated earlier, The Archer Company utilized the Archer Matrix Point Factor Job Evaluation System™, which is a copyrighted, matrix-point-factor job evaluation system developed by the late Earnest R. Archer, Ph.D., P.E., and founder of the Archer Company. Supported by 25 years of research and testing and an additional 30 years of use in hundreds of organizations and further supported by well-defined criteria and verifiable job information, it is a highly dependable evaluation method.

The purpose of the Archer Job Evaluation methodology is to:

1) Provide a common system to evaluate the degree of difficulty of all jobs in the organization against a set of universal criteria
2) Determine the relative worth of jobs in the organization in accordance with the degree of difficulty associated with each job, (i.e., to establish *internal equity* in the organization's pay structure)
3) Provide an objective basis for establishing pay grade levels for jobs in the organization
4) Provide the independent variable necessary to integrate with the salary survey data to develop a pay structure that possesses both *internal equity* (job evaluation) and *external equity* (market analysis)

The Archer Matrix-Point-Factor Job Evaluation System employs universal factors that address work requirements, aptitude factors, and responsibility factors. Each job is evaluated using a matrix-point-factor method that involves the analysis of a combination of work requirements, aptitude factors and responsibility factors listed below.

Work Requirements

- Data Utilization
- Human Interaction
- Equipment, Tools, and Materials Utilization

Aptitude Factors

- Language/Verbal Comprehension
- Mathematical
- Functional Reasoning
- Situational Reasoning
- Dexterity
- Physical Effort
- Sensory Awareness
- Previous Experience
- Education
- Environmental Adaptability

Responsibility Factors

- Managerial Span of Control
- Scope of Planning
- Financial Accountability

Applying the Archer Matrix-Point-Factor Job Evaluation System involves determining the relationships between the degrees of difficulty associated with the work requirements and the degrees of difficulty associated with the aptitude factors. These relationships determine the total evaluation point score for a job. In addition to the work requirement and aptitude factor determination, the three responsibility factors are applied to each job. The responsibility factors are summarized as a multiplier and are considered to apply to all aspects of a job. Consequently, the responsibility factor multiplier is applied to the evaluation point total.

The job evaluation process yields a quantitative measurement stated as evaluation points which are based on the job content, which is the duties, responsibilities, and the qualifications required for each job. The point totals derived from the evaluation process are then translated directly in the establishment of pay grades in the pay plan. The pay grade represents a way of defining the relative value of each job to Town. *All jobs in the same pay grade are considered to be of very similar value to Town*. Accordingly, jobs assigned to higher pay grades are considered to be of greater value to Town in terms of job complexity, responsibilities, and required knowledge, skills, and experience and thus, will have higher pay ranges measured in dollars than jobs in lower pay grades.

This report reflects the FINAL determinations with respect to job classification/job titles, pay grades, and pay ranges.

B. Salary Survey Process and Analysis

The Archer Company adheres to the principle that an organization's pay structure must possess competitive integrity (i.e., the ability to secure a competent labor force from the

labor market(s) in which it competes with other organizations for its labor supply) without harming its relative competitive position with regard to the cost and pricing of its products and services. This principle is fundamental to the concept of external equity.

The impact of current labor market conditions and basic supply-and-demand economics must be considered when developing an organization's pay structure. Jobs that have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates.

Selection of Benchmark Jobs

Benchmark jobs typically represent the continuum of an organization's jobs, focusing on jobs which are likely to be found in other similar organizations; jobs which represent a substantial number of employees; and jobs which represent the diversity of an organization's workforce in terms of department functions and pay levels.

In the market assessment, we benchmarked 50 Town job titles, covering about 80% of current Town job titles and the great majority of Town employees. Sufficient data were secured for 50 of the 53 benchmark jobs.

Because we utilized best practices for survey sample selection (variety of disciplines, pay grades, utilization of commonly found jobs in the market), these statistics are more than what is required to develop a compensation structure integrating internal and external equity principles. We use the market data from the majority of jobs to predict the market pay for the jobs that were not surveyed, statistically.

With respect to **Pay Practices questions**, we worked with the Town to add 18 additional questions that query peer pay practices around key compensation events such as pay structure increase practices; pay increase budget practices; and a variety of supplemental pay practices.

The benchmark jobs in the classification and compensation study are listed in **Table 1**:

Table 1: Benchmark Jobs Utilized in Classification and Compensation Study

The Town of Nags Head Benchmark Positions	
1	Accounts Payable Specialist
2	Administrative Specialist
3	Administrative Supervisor
4	Building Inspector
5	Chief Building Inspector
6	Code Compliance Officer
7	Deputy Finance Director

The Town of Nags Head Benchmark Positions (Cont'd)	
8	Deputy Fire Chief
9	Deputy Planning Director
10	Deputy Police Chief
11	Deputy Town Clerk
12	Deputy Town Manager/Finance Officer
13	Environmental Planner *
14	Event Planner
15	Facilities Maintenance Superintendent
16	Facilities Maintenance Technician
17	Fire Captain
18	Fire Chief
19	Fire Engineer
20	Fire Lieutenant
21	Firefighter/EMT
22	Fleet Maintenance Superintendent
23	Human Resources Officer
24	It Administrator
25	Ocean Rescue Supervisor *
26	Office Manager
27	Payroll Specialist
28	Permit Specialist
29	Permitting Coordinator
30	Planner
31	Planning And Development Director
32	Police Chief
33	Police Detective
34	Police Lieutenant
35	Police Officer
36	Police Sergeant
37	Police System Administrator
38	Public Information Officer

The Town of Nags Head Benchmark Positions (Cont'd)	
39	Public Services Director
40	Sanitation Equipment Operator
41	Sanitation Superintendent
42	Senior Facilities Maintenance Technician
43	Senior Fleet Mechanic
44	Tax Collector*
45	Town Clerk
46	Town Engineer
47	Town Manager
48	Water Billing Specialist
49	Water Distribution Superintendent
50	Water Distribution Technician
51	Water Operations Superintendent
52	Water Plant Operator
53	Water Systems Manager

Definition of Town's Labor Market

Archer worked with Town to select eighteen (18) organizations with whom Town believes are direct talent competitors in the public sector, those within a "commuting distance" and those that are seasonal/tourist communities and/or have a similar compensation philosophy to that of Nags Head. We were confident that the Town had sufficient evidence to support the fact that as an employer, Nags Head competes with each of these organizations, for many of the wide variety of benchmark positions selected for analysis.

In the end we received data from 18 peer organizations in the custom benchmark survey, and we utilized private sector published data to incorporate private sector pay levels for Town benchmark positions that exist in the private sector.

The 18 peer organizations are listed in **Table 2** on the following page**:**

Table 2: The Town of Nags Head (Town) Peer Participating Employers

Town of Nags Head (Town) Peers Used in the Market Assessment	
1	Dare County, NC
2	Kill Devil Hills, NC
3	Duck, NC
4	Southern Shores, NC
5	Kitty Hawk, NC
6	Manteo, NC
7	Currituck County, NC
8	Wilmington, NC
9	Asheville, NC
10	Carolina Beach, NC
11	Concord, NC
12	Davidson, NC
13	Huntersville, NC
14	Cary, NC
15	Apex, NC
16	Chesapeake, VA
17	Highlands, NC
18	Wake County, NC

Data Adjustments for Custom Survey Data and Inclusion of Private Sector Data

Two kinds of data adjustments were made to the raw data supplied by the 18 public sector peers:

1. Peers Chosen for Scope-Related Jobs

In compensation matters **"scope-related jobs"** are roles whose valuation and hierarchy are defined by measurable dimensions of organizational impact, such as budgetary oversight, headcount, or revenue responsibility. For the Nags Head organization, we define "scope-related" jobs as department directors and deputy department directors.

With input from the Project Team, because of the marked differences in scope between these "scope-related" jobs at Nags head and those at Concord, NC, Chesapeake, VA and Wake County, NC, we eliminated those three peers from the analysis of the department director and deputy department director roles. For those higher-level roles, the differences between Nags

head and those three organizations in terms of budget, population and number of FTEs is not comparable at the level we believe justifies them for being included in the peer organizations for the purposes of setting appropriate pay ranges. For all other jobs in the organization, the differences in scope does not directly impact the fundamental nature of the jobs to the same degree, so in those cases, we used all 18 organizations for the market analysis.

2. Workweek Adjustments

For non-exempt jobs only, we also adjusted the market data based on scheduled work week for non-exempt positions that have a work week different than the Town's full time work week. For example, both the City of Asheville and Town of Cary report a 2,080 full time schedule for many non-exempt jobs where Nags Head has a 1,950 annual work schedule. In those cases, the raw data were adjusted down by a small percentage to reflect a lower annual hour's expectation at the Town of Nags Head (2,080 versus 1,950 hours is a difference of 130 hours).

Addition of Private Sector Data

A number of Nags Head jobs exist in the private sector. Department Director interviews confirmed that the Town is in fact competing with many local/area businesses for talent. Therefore we utilized the Economic Research Institute ERI Salary Assessor Survey, which provides data on thousands of U.S. employers, to provide "general industry" data for many of the benchmark jobs. General industry data from this survey includes organizations from all sectors including private sector (all industries reported in the survey) as well as any data reported by public sector organizations.

Because we only added private industry data from one survey, the overall weighting of the private industry data for these jobs is not skewing the overall results. In other words, the vast majority of all data points are coming from the public sector peers listed above.

Benchmark Jobs Market Findings

As information was compiled from the peer agencies, and in some cases supplemented by data available on the participant's websites, the Archer study team reviewed the data for reasonableness and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark job. **Exhibit 1** details the results of the benchmark market analysis, titled "Pay Range Competitiveness Report – 2025 Market Assessment". *In this exhibit, we provide a comparison of the key elements of Town's current pay structure to the market: Pay Range Minimums, Midpoints and Maximums.*

The Archer Company defines the "competitive range" as any market index where the value is in the range of 90% to 110% of the market average. There is variability in any market index we calculate, representing differences in pay philosophy from peer to peer. In our opinion if the Town's pay range, particularly at the Range Midpoint, is within 10% above or below the "average" rate from the market, the Town's pay is reasonably competitive.

Overall, the Town's pay structure is within the competitive range:

- On average, Nags Head's Range Minimum rates are at about **99%** of market
- On average, Nags Head's Range Midpoint rates are at about **97%** of market
- On average, Nags Head's Range Maximum rates are at about **95%** of market

Exhibit 1 *summarizes* the market analysis in terms of the current competitiveness of The Town of Nags Head (Town)'s pay ranges. In terms of comparing the Town's pay structures to the market, there is considerable variation between positions, however. In **Exhibit 1**, we use green highlighting to indicate jobs where the Town's rate is 10% or more above market, yellow highlighting where Town's rate is more than 10% below the market value, and finally red highlighting where the Town's rate is more than 20% below the market value.

There are eleven (11) jobs where the Town's Range Midpoint is more than 10% or more ***below*** the average market Midpoint. There are only four (4) jobs where Town's Midpoint is more than 10% ***above*** market. In the case of the remaining 35 jobs, the Town's Midpoint is within the Competitive Range (=/- 10% of market average). Similar findings for Range Minimums and Range Maximums can be seen on **Exhibit 1.**

Again, we typically advise that if an organization's pay range midpoint is within +/- 10% of the "average" market value, the job is paid fairly from an external competitiveness standpoint. We use this principle in developing our new salary ranges.

Article III of the Town's Personnel Policies 9, "The Position Classification Plan" states:

> "It is the policy of the Town of Nags Head to compensate its employees at a level sufficient to encourage excellence of performance and to maintain the labor market competitiveness necessary to recruit, retain and develop a competent and diverse workforce."

This language indicates that ideally, the pay structure should be *at, if not a modest amount higher than*. market average rates. We utilized this principle in the development of the new, recommended pay structure. In other words, the new structure is designed specifically to support the Town's compensation philosophy.

The results and recommendations of this project will serve to bring all Town pay ranges into line with the "competitive range" for the defined labor market. The new pay ranges in our recommendations will ensure that the lower end of the new pay ranges, which represent typical "hiring ranges" within the larger range will enable Town to attract and hire qualified employees. The higher end of the pay range will support the Town's objective of retaining qualified, high-performing employees in whom the Town has invested in training and development over a period of time.

Pay Practices and Select Benefits Market Findings

We also collected pay practice information from the peer organizations that participated in the custom survey. The results of the Pay Practices and Select Benefits survey of the peer employers are provided in **Exhibit 3.**

Overall we found that Town's practices in the areas covered in the Pay Practices and Benefits survey are quite competitive. Particularly in the case of the most significant benefit investments, the Town's offerings are very strong and should continue to be an aid in recruitment and retention.

There are many areas where Nags Head's practice or policy is "**at or above**" the typical/average market practice:

Nature of Pay Structure:

- Most peers, like Nags Head, use an "open range" pay structure, rather than using designated "pay steps"

Pay Structure Movement:

- In this and the previous fiscal year, Nags Head moved up its structure more than the average among the peers (cumulatively, 7% at Nags Head compared to 6.7% average among the reporting peers)
- Like Nags Head, most peers tightened their structure increases a moderate amount this year compared to last year

New Hire Pay:

- All peers, like Nags Head, allow new employees to be hired "above minimum" based on relevant education and experience

Longevity Reward Programs:

- Longevity reward programs are in place at 2/3rds of the peer organizations
    - The Town's "dollar amount" longevity bonus plan is "above market," modestly, except at the "Year 5" service increment (small lag)
    - For employees on the "bonus percentage" longevity plan, the Town's bonus percentages are above market at the 15 and 20 year service increments.

Employees at Range Maximum:

- Nags Head's policy of allowing for lump sum payments for employees who are at Range Maximum is consistent with most peers

Health Plan Types:

- Most peers, like Nags Head, offer both PPO and HDHP health plan options

Employer Contributions to Health Plan Premiums and Maximum-Out-Of-Pocket expenses (paid by Employee):

- For the PPO plan, Nags Head's EMPLOYER contribution is higher than the peer average for EMPLOYEE ONLY coverage, and SIGNIFICANTLY higher for all other tiers of coverage including the FAMILY tier.

- For the HDHP plan, Nags Head's EMPLOYER contribution is also higher – same trend as PPO.
    - However, also in the HDHP Plan, the "maximum out-of-pocket" amount at Nags Head is *higher than the market average* for all tiers of coverage.

Short- and Long-Term Disability Insurance:

- Like Nags Head, most peers do not offer short-term or long-term disability coverage

Vacation Leave:

- The addition of additional vacation for 25 years and another increase at 30 years is very unusual – this is a highly competitive provision

Employer Contribution to the 401(K) Plan:

- The Town's contribution percentage to the 401(k) plan is competitive

Retiree Health Benefit:

- About half of the peers have some sort of retiree health benefit. Nags Head requirement of 25 years of service for eligibility is consistent with the market.

Benefits Offered by Nags Head That Are Rare Among the Peer Organizations:

- The provision of a paid parental leave program is "above market" - most peers do not offer this benefit
- Only one other peer offers a mental health/wellness day off benefit (Nags Head provides, however, for Police Department only)
- The Town's benefit of 100% payment for unlimited counseling/therapy is very unusual (and with no limit on the number of covered visits)

There are fewer areas where Nags Head's practice or policy is not consistent with, and in some cases "below," the predominant market practice:

The Budget Amount Set Aside for Merit; Ways Employees Can "Grow" Their Pay Within Their Pay Grade:

- The Town's merit budget of 1.5% is less than the market average of 2.3%. However, the number of ways Nags Head employees can move through their pay ranges appears to exceed the predominant market practice.

"Gap Time" Policy – Work 37.5 Hours (generally); Receive Pay for 40 Hours

- Nags Head's "gap time" policy is only in place at the Towns of Duck and Manteo – it is generally quite unusual, in our experience

Pay Increase Upon Promotion:

- Nags Head's policy for a one grade promotion is competitive, but it is not competitive in cases of a larger promotion (two or more pay grades)

Night Shift Differential:

- While data was limited, the Town's night shift differential does not appear to be competitive

Pay for Movement Through Career Progression Levels:

- Unlike Nags Head which provides "within-grade" pay increases for career progression movement, most peers provide actual pay grade increases for movement

Number of Designated Paid Holidays:

- Most peers offer the federal Juneteenth holiday; Nags Head does not recognize this holiday. Therefore, the number of designated holidays at Nags Head is below the market average by 1 day.

Number of "Floating" Paid Holidays:

- Three organizations have very generous "floating holiday" policies, but these are not the norm. The Town may want to consider adding 1 or 2 floating holidays as there are none offered now and in our experience, the option to choose holidays is a strong trend in benefits.

Tuition Reimbursement:

- Most peers offer a Tuition Reimbursement Program - Nags Head does not offer this benefit at present.

Vacation Accrual Amounts:

- The Town's vacation accrual is a little "low" for employees with the fewest years of service – only a slight increase would be needed.

The results of the Pay Practices and Select Benefits Survey were discussed with the Project Team. The Director of Human Resources has prepared certain recommendations to align the Town in areas where the Town's practice is out of market prevalence.

Conclusion: While there are some distinct competitive components among the benefits program at Nags Head, there are a few potential areas of improvement to meet the Town's objective of offering competitive Total Compensation. These decisions are weighty, particularly in looking at all elements of Total Compensation (direct pay and benefits) and involve in-depth comparisons of the Town's financial investments given different choice points under potential consideration.

We do wish to note, however, that from a fiscal standpoint, we are fairly confident that the Town's monetary investment in benefits, on behalf of its employees, is likely significantly above the market average investment. We hope the Town continues to educate the employees about the true value of their total compensation package (base salary, salary growth opportunities, and the various benefits). It is important that these benefits are well-communicated to applicants and potential applicants in order for the Town to maximize the benefits of the additional investments they make in these program areas.

C. Pay Plan Development

The Archer Company's approach to pay plan development seeks to find a balance between internal equity concerns (e.g., fairness across all positions in the organization) and external equity (i.e., establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data with the market data. Utilizing data derived from the market analysis and the job evaluation process, benchmark job average range midpoints were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization's pay line.

Regression Analysis: While the goal is to use as much of the data gathered as possible, analysis determines whether or not specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements:

1) A sufficient number of matches from responding jurisdictions
2) The definition of the benchmark has not changed significantly from the description provided in the survey, and
3) The matches from an organization remain true to the intent of the benchmark description

Next, each individual response is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. In some cases, follow-up contacts were made to surveyed organizations to ensure the appropriateness of job matches. If it was concluded that a response was an *outlier*, the response was not included, and the market average was recalculated to reflect the shift in matching responses.

These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e., molding the market average by selectively discarding responses).

As part of our analysis, the Archer Company identified benchmark positions with a high residual between the predicted market and the survey responses (i.e., the market data appeared to be out-of-line with the Archer Company's initial job evaluation). The Archer Company re-examined these benchmarks to ensure that the job was evaluated correctly.

After thorough analysis of the survey data, we determined a pay line using exponential regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.

Statistical Results: A "line of best fit" – the pay line – is drawn from the regression analysis, and that line becomes the market rate (translated into grade "control points) for the proposed salary ranges for Town. When displayed graphically (see the graph below), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the exponential regression provides

a “good fit” for the benchmark positions.

Relationship Between Job Evaluation Points (Internal Equity) and Average Market Midpoints (Market Competitiveness) for the Benchmarked Job Titles – The Creation of a New “Pay Line”



A good fit—measured statistically using correlation and standards of error calculations— is

one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions. Not all of this variance may be explained; therefore, some points will be above and below the line.

This relationship is typically measured by the coefficient of determination as well as the coefficient correlation. The regression statistics displayed in the charts above show a very high degree of relationship between job evaluation points and market pay. Practically speaking, this means that the job evaluation points assigned to Town jobs by the Archer Point Factor Job Evaluation System are an excellent predictor of the worth of the job in the outside market. In that way, we are confident that the new pay ranges built on the new pay lines will effectively balance internal equity and market equity.

In this regression analysis, the coefficient of determination is .9287 – a good fit between internal value and market value. An R^2 of 0.9287 indicates that 93% of the differences in pay across the Town in our proposed pay structure are directly explained by the increasing complexity and scope of the roles. This high level of 'predictive power' confirms that the exponential model is an accurate reflection of the Town's organizational hierarchy."

The pay grades and ranges are built around the pay line (line of best fit, above) such that the *new Pay Range "Market Reference Points" for each grade are close to the average Range Midpoint found in the market for the jobs assigned to any particular grade.*

Proposed Pay Structures, Pay Grades and Pay Ranges

The assignment of jobs to pay grades based on job evaluation results and the use of market data to create the pay ranges is the basis for the development of our recommended pay structure.

The proposed pay structures consists of grouping jobs into pay grades based on similarity in evaluation points (internal equity) and market pay levels. Theoretically, each job could be assigned to its own pay grade and pay range. The disadvantage of this approach is that it could require adjusting the pay grade assignment and pay range for a job up or down for relatively small changes in job duties and responsibilities. So, we use the approach employed in this study as a reasonable and sustainable methodology for pay structure design and administration.

Key Pay Structure Elements: (See **Exhibit 5**)

- Each Town job is placed in the pay grade within the assigned structure along with jobs of similar internal value (measured by our job evaluation system) and similar market value
- Each pay grade has been assigned an "open range" with a defined Minimum, "Market Reference Point," and Maximum
- The "Market Reference Point" replaces the concept of a "Range Midpoint" (halfway between Minimum and Maximum" with a rate that approximates the market value of all jobs assigned to a given pay grade. The Market Reference Point is meant to be used, ideally for employees that are fully proficient in all aspects of their job role.
- Each pay range is 58% wide from Minimum to Maximum.

- There is a 22% spread between the Minimum and Market Reference Point in each grade, and a wider spread of 30% from the Market Reference Point to the Maximum. Relative to the current pay structure, the new structure adds additional pay growth opportunities for the employees who, once earning above the Market Reference Point, represent a substantial mutual investment on behalf of both the Town and the employee. We believe, to maximize the return on that investment, offering a reasonably generous future earnings potential opportunity will aid in that goal.
- The ranges associated with each pay grade are designed to be competitive for all jobs within a given pay grade (assuming the Town does adjust the structures based on the market every 1-3 years, and ideally, no less often)

The recommended pay structure (**Exhibit 5**) was designed to align with the Town's long-term compensation philosophy and talent acquisition strategy in several ways, including an adjustment of the initial structure we created by a total of **8.0%**. This adjustment is comprised of two distinct strategic components: first, a 5.0% 'Market Lead' policy to ensure the Town remains a competitive employer of choice; and second, a 3.0% annual structural adjustment effective July 1, 2026. The 3% value aligns to the Town's recommendation of a 3.0% cost-of-living increase on July 1, 2026 and follows the Town's policy of moving the structure up the same percentage of the cost-of-living increase. We also note that our market analysis indicates that a 3% structure adjustment is market competitive.

Pay Range Width: A recommended range spread of 58% aligns with the "average" range width among the pay structures in place in the peer organizations' pay plans. It will be important that the structure itself be adjusted every year or two at the most, based on then-current market information on pay structure increase trends.

The administration of an employee's pay through their pay grade range is a very important compensation policy decision for any organization.

As stated, all jobs subject to the Town's pay plan have been assigned pay grades based on their job evaluation points (internal worth). The assignment of each job to a Classification Title, with the commensurate assigned pay grade and FLSA classification, are shown in several exhibits

Exhibit 6 Recommended Pay Grade List

Exhibit 7 Recommended Classification Title List

Exhibit 8 Cross-Reference List of Current to New Job Title, Grade and FLSA designation

The last column in **Exhibit 8** shows the relationship between the proposed Market Reference Points for each recommended pay grade and the average Market Grade Midpoint for each of the surveyed (benchmarked) jobs. This exhibit shows that the new ranges will be competitive in the market in which the Town competes for its employees, with the average variance between the recommended Market Reference Point and market Midpoint at 8% above market.

III. IMPLEMENTATION OF THE RECOMMENDED PAY PLAN

The Archer Company recommends the Town approves and implements the pay plan recommendations associated with this study, as soon as administratively and financially feasible.

To that end, we discussed a number of plan implementation options with the Project Team, based on successful models we have employed in similar municipalities and our understanding of the Town's objectives and compensation philosophy.

The Project Team chose, and we endorse a recommended implementation plan. The assumption in calculating estimated implementation costs is full implementation on 7/1/26, the first day of the next fiscal year. The recommended implementation strategy can be characterized as a "Pay Compression Reduction Strategy" which places each employee within their pay ranges at a "target salary" based on length of time in their role and their current "range position" within the new pay range (once the 3% across-the-board increase has been applied).

The rationale for the "target salary" adjustments is to improve the pay of jobs relative to market pay levels for jobs that are currently paid below the Market Refence Point for the assigned pay grade. Relatively larger increases are provided to employees with more tenure in their job and those employees that are currently the farthest from the market reference point in their assigned pay grade and range (and therefore farther away from a fully competitive pay rate).

Any employee whose salary is currently above the "target salary" based on their length of time in the job and current compa-ratio, will not receive a target salary adjustment, but will receive the 3% across-the-board increase on July 1 of this year.

As stated, the calculation of each employee's "target salary" is based on the length of time they have completed in their current role and their range position, within the new structure, defined as "compa-ratio," which is calculated as follows:

Compa-Ratio = Salary/Pay Range Midpoint

Within any pay grade and range, the target salary increases as the length of service increases as well as the current-compa-ratio increases, as can be seen in **Table 3.** The magnitude of the difference between current and target compa-ratio (and therefore target salary) is highest in the case of employees who are either currently paid below the new Range Minimum as well as employees who are low in their new pay range and have also been in their job several years. *It is these employees that are the focus of correcting pay inequities that currently exist in the pay plan related to the market as well as internal pay relationships.*

Implementation Steps – July 1, 2026:

1. Provide a 3.0% across-the-board (ATB) increase to all employees covered by the Plan. This accounts for a cost of living adjustment and allows the Town to maintain its position in the labor market in which it competes.

2. If an employee is still below their range minimum after the 3% ATB increase, their salary is automatically moved to range minimum.
3. Each employee is placed into their new grade and range based on years of service in their current job tittle. In that way, the longer an employee has been in their job, ideally, the higher the pay, compared to employees in the same job with less tenure. If any employee's current salary at implementation date exceeds the Target Placement Salary value, the employee receives no implementation adjustment.

A total of 87 employees will receive pay adjustments required to satisfy the requirements of the recommended implementation strategy. As stated earlier, all Town employees will receive a 3.0% cost-of-living increase on July 1, 2026 as well.

The range placement, or "target salary" is based upon **Table 3** on the next page, linking completed years of service to the target salary:

Table 3: Implementation Target Salary Placement (CR="Compa-Ratio")

Number of Years of Tenure		Actual CR in New Range	Target CR In New Range	Difference	Number of Years of Tenure		Actual CR in New Range	Target CR In New Range	Difference	Number of Years of Tenure		Actual CR in New Range	Target CR In New Range	Difference
	>1		Range Minimum		3.00	6.99	79%	84%	5.00%	7.00	99.99	79%	85%	6.00%
	2.99	79%	83%	4.00%	3.00	6.99	80%	84%	4.00%	7.00	99.99	80%	85%	5.00%
	2.99	80%	83%	3.00%	3.00	6.99	81%	85%	4.00%	7.00	99.99	81%	86%	5.00%
	2.99	81%	84%	3.00%	3.00	6.99	82%	86%	4.00%	7.00	99.99	82%	87%	5.00%
	2.99	82%	85%	3.00%	3.00	6.99	83%	87%	4.00%	7.00	99.99	83%	88%	5.00%
	2.99	83%	86%	3.00%	3.00	6.99	84%	88%	4.00%	7.00	99.99	84%	89%	5.00%
	2.99	84%	87%	3.00%	3.00	6.99	85%	88%	3.00%	7.00	99.99	85%	89%	4.00%
	2.99	85%	87%	2.00%	3.00	6.99	86%	89%	3.00%	7.00	99.99	86%	90%	4.00%
	2.99	86%	88%	2.00%	3.00	6.99	87%	90%	3.00%	7.00	99.99	87%	91%	4.00%
	2.99	87%	89%	2.00%	3.00	6.99	88%	91%	3.00%	7.00	99.99	88%	92%	4.00%
	2.99	88%	90%	2.00%	3.00	6.99	89%	92%	3.00%	7.00	99.99	89%	93%	4.00%
	2.99	89%	91%	2.00%	3.00	6.99	90%	92%	2.00%	7.00	99.99	90%	93%	3.00%
	2.99	90%	91%	1.00%	3.00	6.99	91%	93%	2.00%	7.00	99.99	91%	94%	3.00%
	2.99	91%	92%	1.00%	3.00	6.99	92%	94%	2.00%	7.00	99.99	92%	95%	3.00%
	2.99	92%	93%	1.00%	3.00	6.99	93%	95%	2.00%	7.00	99.99	93%	96%	3.00%
	2.99	93%	94%	1.00%	3.00	6.99	94%	96%	2.00%	7.00	99.99	94%	97%	3.00%
	2.99	94%	95%	1.00%	3.00	6.99	95%	97%	2.00%	7.00	99.99	95%	98%	3.00%
	2.99	95%	96%	1.00%	3.00	6.99	96%	98%	2.00%	7.00	99.99	96%	99%	3.00%
	2.99	96%	97%	1.00%	3.00	6.99	97%	99%	2.00%	7.00	99.99	97%	100%	3.00%
	2.99	97%	98%	1.00%	3.00	6.99	98%	100%	2.00%	7.00	99.99	98%	100%	2.00%
	2.99	98%	99%	1.00%	3.00	6.99	99%	100%	1.00%	7.00	99.99	99%	100%	1.00%
	2.99	99%	100%	1.00%	3.00	6.99	100%	100%	0.00%	7.00	99.99	100%	100%	0.00%

The "target salary adjustments" are a *one-time pay adjustment*, for implementation only, to minimize pay compression. In future years, salary increases will be subject to the Town's compensation administration guidelines.

While the implementation strategy is not a perfect solution, there will be significant compression mitigation that occurs. Because there are approximately 32 employees currently paid higher than the Target Placement Salary, and because we do not recommend pay cuts for any employee, there will still be some limited pay inequities.

The **estimated** implementation costs for the recommended implementation strategy are:

Base Salary Increase (not including benefits): $234,714

Percent Increase to Current Base Salaries: 2.4%

The implementation costs are in fact costs associated with implementation, but they represent an *ongoing additional expense* to the Town. In terms of their value in supporting Town's effort to attract and retain a competent workforce to deliver Town services at the level expected by the Town's taxpayers, these expenses should be viewed instead as an *investment.*

IV. OTHER REPORTS AND RECOMMENDATIONS

Along with the basic implementation recommendations described in the last section, The Archer Company has a few other compensation plan recommendations for Town's consideration:

1. Consider our recommendations for additional language as well as enhancements to the Town's current Salary Administration policies **(presented in Exhibit 4).**
2. Consider the following steps to ensure the Classification and Compensation Plan is maintained optimally, over time:

Ongoing maintenance of the assignment of jobs to pay grades and the adjustment of pay ranges as the competitive job market changes will ensure the viability of this plan as a long-term solution to Town's compensation needs. The key elements of effective compensation administration and maintaining the integrity of a compensation plan over time are relatively simple:

One. As new jobs are added or as existing jobs change, a comprehensive job analysis and evaluation should be performed to accurately measure the value of the job to Town similar to the process used to develop the original pay plan. The results of the evaluation process will determine the proper pay grade placement and pay range for these jobs.

We urge Town to be consistent in the application of this process, to maintain the integrity of the pay plan and accuracy of the pay grades themselves over time.

The Archer Company will provide individual evaluations of new and/or changed jobs *for no charge* until March 31, 2026. Also, our current engagement includes training the HR Team on the use of our trademarked job evaluation system, enabling the Town to evaluate and pay grade new jobs independently in the future.

Two. Commit to a comprehensive market study and adjustment of the pay ranges every 3-4 years. At that time, the market data can be integrated with job evaluation scores once again to determine if adjustments to one or both pay structures are needed to continue to maintain a plan that in fact integrates internal and market worth.

Three. In the interim years, we recommend that the Town gather market data on pay structure increases from sources such as The Archer Company, World at Work, Mercer and/or by querying the peer organizations, and use that market data to determine 1. If a structure adjustment is merited to remain competitive and 2. The amount of the structure adjustment.

We recommend the analysis be completed annually, thought the Town may choose to adjust structures every 1, 2 or even 3 years and depending on what is occurring with the external market, should be able to remain competitive in its two pay structures.

Also, the Archer Company provides guidance to our clients each year on recommended pay structure movement, at no additional cost.

Four. Formalize a policy and process for the determination the (generally) *annual increase amount for individual employee pay increases*. Market data and trends on pay increases for the current year and next year can be gathered form several large survey houses, from The Archer Company, in our annual guidance report to clients, and/or from querying this information from the chosen peer organizations.

Understanding the market trends among competitors will help Town determine the best way to utilize limited salary increase funds.

Note: We have described recommended policies which support these "pay increase" and "pay structure" annual research and recommendation processes in our Classification and Compensation Policy Recommendations report (Exhibit 4).

Five. To maximize recruitment and retention, the Town should proactively market its Total Compensation Package, which includes both direct salary and the full suite of employer-provided benefits. For example, the Town's contributions made to health plan premiums and some of the specific benefits provisions (e.g., 100% coverage for mental health services) are quite generous and should provide a competitive advantage in recruitment and retention of talented staff.

Data confirms that organizations that transparently communicate their total investment—including the "hidden" costs of indirect compensation—see a measurable increase in qualified applicant pools. Furthermore, providing current staff with Annual Total Compensation Statements arms them with a comprehensive view of their true earnings. This transparency is a powerful retention tool, ensuring employees have the necessary data to accurately compare the Town's value proposition against external offers.

We would like to thank the members of the Town of Nags Head Project Team for their partnership in completing this project:

Andy Garman	*Town Manager*
Amy Miller	*Deputy Town Manager/Director of Finance*
Jan Mielke	*Director of Human Resources*

Exhibit 1:

Benchmark Job Survey Summary Report

Town of Nags Head, North Carolina

Pay Range Competitiveness Report - 2025 Market Assessment

Compiled by the Archer Company
1.20.26

Town rate is more than 10% below the Market Mean value

Town rate is more than 10% above the Market Mean value

Insufficient # of Responses for statistical analysis in creation of pay structure

- Indexes (columns E, I and M) within a range of -10% to 10% are considered within a "competitive range"

- Raw data is adjusted, for non-exempt jobs only, when peer annual hours differ from Nags Head annual hours

-The most senior jobs at Nags Head (department head, deputy department head and other senior management roles) are much smaller in scope, staff and budget size than Wake County and cities of Chesapeake and Concord. Market data were removed for these jobs from these three peer organizations for this reason.

Overall/Average:		-1%			-3%				-5%		

	PAY RANGE MINIMUM				PAY RANGE MIDPOINT					PAY RANGE MAXIMUM			
Job Title	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Percentile Rank Value of Nags Head Midpoint	Current	Market Mean	% Difference from Market Mean	Number of Responses
ACCOUNTS PAYABLE SPECIALIST	$52,275	$52,259	0%	12	$64,722	$64,658	0%	13	54%	$77,169	$80,562	-4%	12
ADMINISTRATIVE SPECIALIST	$49,786	$45,736	9%	18	$61,639	$57,596	7%	18	72%	$73,493	$69,174	6%	18
ADMINISTRATIVE SUPERVISOR	$60,515	$57,623	5%	7	$74,923	$71,149	5%	7	86%	$89,331	$85,784	4%	7
Building Inspector I	$66,717	$60,324	11%	12	$82,603	$75,751	9%	12	75%	$98,488	$92,637	6%	12
CHIEF BUILDING INSPECTOR	$81,096	$74,344	9%	9	$100,404	$95,192	5%	9	56%	$119,713	$132,122	-9%	9
CODE COMPLIANCE OFFICER	$63,541	$55,279	15%	12	$78,669	$70,364	12%	12	83%	$93,798	$86,427	9%	12
DEPUTY FINANCE DIRECTOR	$89,409	$102,936	-13%	9	$110,697	$127,909	-13%	9	0%	$131,984	$155,685	-15%	9
DEPUTY FIRE CHIEF	$89,409	$92,975	-4%	14	$110,697	$115,939	-5%	14	36%	$131,984	$140,585	-6%	14
DEPUTY PLANNING DIRECTOR	$89,409	$100,586	-11%	8	$110,697	$124,516	-11%	8	25%	$131,984	$150,772	-12%	8
DEPUTY POLICE CHIEF	$89,409	$95,747	-7%	13	$110,697	$120,999	-9%	13	38%	$131,984	$148,435	-11%	13
DEPUTY TOWN CLERK	$54,889	$57,845	-5%	7	$67,957	$71,716	-5%	7	43%	$81,025	$87,853	-8%	7
Deputy Town Manager / Finance Officer	$145,639	$135,591	7%	11	$180,316	$177,460	2%	12	58%	$214,992	$215,544	0%	11
ENVIRONMENTAL PLANNER	$63,541	$61,011	4%	3	$78,669	$74,794	5%	3	67%	$93,798	$92,685	1%	3

Town of Nags Head, North Carolina

Pay Range Competitiveness Report - 2025 Market Assessment

Compiled by the Archer Company
1.20.26

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	PAY RANGE MINIMUM				PAY RANGE MIDPOINT					PAY RANGE MAXIMUM			
Job Title	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Percentile Rank Value of Nags Head Midpoint	Current	Market Mean	% Difference from Market Mean	Number of Responses
EVENT PLANNER	$57,633	$61,865	-7%	8	$71,355	$76,247	-6%	8	38%	$85,077	$91,941	-7%	8
FACILITIES MAINTENANCE SUPERINTENDENT	$70,053	$72,917	-4%	13	$86,733	$91,987	-6%	13	46%	$103,413	$111,812	-8%	13
FACILITIES MAINTENANCE TECHNICIAN	$49,786	$45,416	10%	17	$61,639	$56,398	9%	17	88%	$73,493	$68,782	7%	17
FIRE CAPTAIN	$70,053	$74,440	-6%	15	$86,733	$94,376	-8%	15	53%	$103,413	$114,889	-10%	15
FIRE CHIEF	$108,677	$110,728	-2%	13	$134,554	$141,611	-5%	14	43%	$160,430	$167,670	-4%	13
FIRE ENGINEER	$60,515	$63,075	-4%	13	$74,923	$78,604	-5%	13	54%	$89,331	$94,880	-6%	13
FIRE LIEUTENANT	$63,541	$66,692	-5%	11	$78,669	$84,722	-7%	11	36%	$93,798	$103,234	-9%	11
FIREFIGHTER/EMT	$57,633	$52,264	10%	14	$71,355	$64,436	11%	15	73%	$85,077	$78,803	8%	14
FLEET MAINTENANCE SUPERINTENDENT	$70,053	$80,245	-13%	11	$86,733	$101,828	-15%	11	18%	$103,413	$125,081	-17%	11
HUMAN RESOURCES OFFICER	$89,409	$106,502	-16%	13	$110,697	$143,969	-23%	14	7%	$131,984	$168,292	-22%	13
IT ADMINISTRATOR	$73,556	$94,337	-22%	11	$91,071	$118,044	-23%	11	9%	$108,585	$145,818	-26%	11
OCEAN RESCUE SUPERVISOR	$73,556	$66,428	11%	3	$91,071	$85,926	6%	3	67%	$108,585	$103,801	5%	3
OFFICE MANAGER	$57,633	$53,939	7%	9	$71,355	$67,113	6%	9	78%	$85,077	$81,152	5%	9

Town of Nags Head, North Carolina

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Job Title	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Percentile Rank Value of Nags Head Midpoint	Current	Market Mean	% Difference from Market Mean	Number of Responses
PAYROLL SPECIALIST	$54,889	$58,874	-7%	15	$67,957	$74,161	-8%	15	27%	$81,025	$90,023	-10%	15
PERMIT SPECIALIST	$52,275	$48,487	8%	10	$64,722	$60,605	7%	10	80%	$77,169	$73,425	5%	10
PERMITTING COORDINATOR	$54,889	$56,637	-3%	9	$67,957	$71,770	-5%	9	44%	$81,025	$87,980	-8%	9
PLANNER	$66,717	$60,580	10%	16	$82,603	$76,758	8%	16	75%	$98,488	$93,979	5%	16
PLANNING AND DEVELOPMENT DIRECTOR	$108,677	$105,777	3%	15	$134,554	$133,504	1%	15	33%	$160,430	$162,970	-2%	15
POLICE CHIEF	$108,677	$114,340	-5%	15	$134,554	$151,480	-11%	16	31%	$160,430	$174,842	-8%	15
POLICE DETECTIVE	$63,541	$63,707	0%	13	$78,669	$80,223	-2%	13	38%	$93,798	$96,767	-3%	13
POLICE LIEUTENANT	$81,096	$84,998	-5%	16	$100,404	$106,056	-5%	16	25%	$119,713	$130,487	-8%	16
POLICE OFFICER	$60,515	$56,287	8%	19	$74,923	$70,863	6%	19	74%	$89,331	$86,150	4%	19
POLICE SERGEANT	$70,053	$73,694	-5%	19	$86,733	$92,742	-6%	19	32%	$103,413	$112,465	-8%	19
POLICE SYSTEM ADMINISTRATOR	$60,515	$55,666	9%	5	$63,541	$71,149	-11%	5	40%	$93,798	$85,740	9%	5
PUBLIC INFORMATION OFFICER	$63,541	$91,259	-30%	12	$78,669	$114,199	-31%	12	8%	$93,798	$141,501	-34%	12
PUBLIC SERVICES DIRECTOR	$108,677	$104,467	4%	11	$134,554	$134,642	0%	12	50%	$160,430	$163,531	-2%	11

Town of Nags Head, North Carolina

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Job Title	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Percentile Rank Value of Nags Head Midpoint	Current	Market Mean	% Difference from Market Mean	Number of Responses
SANITATION EQUIPMENT OPERATOR	$54,889	$46,156	19%	12	$67,957	$58,614	16%	12	83%	$81,025	$71,960	13%	12
SANITATION SUPERINTENDENT	$70,053	$73,789	-5%	12	$86,733	$92,992	-7%	12	58%	$103,413	$116,307	-11%	12
SENIOR FACILITIES MAINTENANCE TECHNICIAN	$54,889	$52,143	5%	11	$67,957	$65,695	3%	11	64%	$81,025	$79,515	2%	11
SENIOR FLEET MECHANIC	$60,515	$56,684	7%	11	$74,923	$70,906	6%	11	64%	$89,331	$86,362	3%	11
TAX COLLECTOR	$63,541	$56,914	12%	2	$78,669	$70,404	12%	2	100%	$93,798	$83,893	12%	2
TOWN CLERK	$77,235	$78,305	-1%	13	$95,623	$103,978	-8%	15	53%	$114,012	$118,838	-4%	13
TOWN ENGINEER	$103,502	$121,635	-15%	5	$128,145	$151,769	-16%	5	20%	$152,788	$185,501	-18%	5
TOWN MANAGER	N/A	$141,407	N/A	4	$206,000	$248,102	-17%	16	50%	N/A	$228,561	N/A	4
WATER BILLING SPECIALIST	$52,275	$49,328	6%	11	$64,722	$62,186	4%	11	73%	$77,169	$75,998	2%	11
WATER DISTRIBUTION SUPERINTENDENT	$70,053	$77,510	-10%	11	$86,733	$96,243	-10%	11	27%	$103,413	$119,669	-14%	11
WATER DISTRIBUTION TECHNICIAN	$49,786	$48,095	4%	10	$61,639	$60,205	2%	10	40%	$73,493	$75,670	-3%	10
WATER OPERATIONS SUPERINTENDENT	$70,053	$80,541	-13%	9	$86,733	$104,037	-17%	9	22%	$103,413	$128,566	-20%	9
WATER PLANT OPERATOR	$49,786	$52,748	-6%	12	$61,639	$65,975	-7%	12	25%	$73,493	$81,934	-10%	12

Town of Nags Head, North Carolina

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Overall/Average:			-1%				-3%					-5%	
	PAY RANGE MINIMUM				PAY RANGE MIDPOINT					PAY RANGE MAXIMUM			
Job Title	Current	Market Mean	% Difference from Market Mean	Number of Responses	Current	Market Mean	% Difference from Market Mean	Number of Responses	Percentile Rank Value of Nags Head Midpoint	Current	Market Mean	% Difference from Market Mean	Number of Responses
WATER SYSTEMS MANAGER	N/A	$101,650	N/A	6	N/A	$135,979	N/A	7	N/A	N/A	$160,909	N/A	6

Exhibit 2:

Pay Practices and Select Benefits Custom Survey

TOWN OF NAGS HEAD, NORTH CAROLINA
2025 Compensation and Benefits Survey:
Pay Practices & Benefits Questions

About this survey:

- To complete the form electronically, use the tab key or your mouse to move through the document and select the appropriate field. Type your information into the spaces provided; to select a checkbox, use your spacebar or your mouse.
- Please complete the questions with information specific to your organization.
- Responses are due by **FRIDAY, DECEMBER 12.**

Who should we contact regarding the data collected in this survey?

Organization: _____ Name: _____ Email: _____

City/State _____ Title: _____ Phone: _____

GENERAL INFORMATION:

1. Number of employees in your organization: Full-time:_____ Part-time / Seasonal:_____
2. What is your **annual operating budget** (including all funding sources such as General Fund, enterprise funds, etc.)?

   _____
3. How many pay periods do you have per year? 26 pay periods ☐ 24 pay periods ☐

EMPLOYEE PAY INCREASES

4. How do employees progress through the pay range for their current job title? Check all that apply.
   - ☐ Longevity or time in job increases
   - ☐ Merit/Performance Increases (varies by performance rating)
   - ☐ Market Data Adjustments
   - ☐ Cost of Living or General Wage Increases (We are referring to increases that apply to all employees, regardless of pay structure, length of service, performance, or other increases.)
   - ☐ Step Increases within a formal "step-based" plan
   - ☐ Other "automatic increases" within an "open range" pay plan meant to move employees through their pay ranges according to a specific compensation strategy
   - ☐ Hybrid/Combination (Please describe:)
   - ☐ Other (Please describe:)
5. If you checked "cost of living or general wage increases" above, please answer the following:
   a. What is the general increase/COLA based on? *Choose all that apply*.
      - ☐ Consumer Price Index (CPI)
      - ☐ Employer Cost Index (ECI)
      - ☐ Use World at Work, Conference Board, Mercer, or other major Compensation Consulting Firm Survey Results
      - ☐ Budget/financial ability
      - ☐ Other (please specify):

   b. Please provide the percentage increases of the general/COLA increase for the three periods below:
      - in **the previous fiscal year**? Yes ☐ (_____%) No ☐
      - in **the current fiscal year**? Yes ☐ (_____%) No ☐
      - in **the upcoming fiscal year**? Yes ☐ (_____%) No ☐ Unknown ☐
6. If you checked "Merit/performance increases" in question 4, please answer the following:
   a. Does your organization establish a separate budget for merit increases each year? Yes ☐ No ☐

b. If "Yes", what amount is set aside as a percentage of payroll for merit increases (e.g., 1.5% of base payroll)? _____

c. What is the percentage or percentage range eligible? _____

7. If you checked "other "automatic increases" within an "open range" in question 4, what is the percentage or percentage range amount for these increases (e.g., "2% below midpoint, 1% above midpoint")? _____

8. Please provide any additional information regarding your pay increases or attach a copy of your policies and, if applicable, add examples: _____

PAY STRUCTURES

9. Do you have a formal pay structure with established pay grades and salary ranges? Yes ☐ No ☐

10. If you answered "No" to question 9, please skip to question 11. If you answered "Yes," please answer the following:
    a. Please choose the answer below that best describes your pay structure:
    ☐ Open Ranges (e.g., Minimum, Midpoint, Maximum)
    ☐ Pay Ranges Divided into Step Amounts
    ☐ Other (Please describe: _____)

    b. Did/will you adjust your ***pay ranges*** (We are referring to increases that apply to *the pay ranges themselves*, not to actual employee pay increases such as across-the-board, length of service, performance, or other individual pay increases):
    - in **the previous fiscal year**? Yes ☐ (_____%) No ☐
    - in **the current fiscal year**? Yes ☐ (_____%) No ☐
    - in **the upcoming fiscal year**? Yes ☐ (_____%) No ☐ Unknown ☐

OTHER PAY POLICIES

11. Do you provide "gap" time? Yes ☐ No ☐
    Definition: A gap time policy is one where the actual hours worked are less than the hours ***paid*** for a week. For example, the work schedule is for 37.5 hours/week, but the employees are ***paid*** for 40 hours.

12. Do you allow new employees to start at a wage or salary amount higher than the Salary Range Minimum?
    Yes ☐ No ☐
    If "Yes", how is the starting salary determined? _____

13. Does your organization provide additional pay, allowances, stipends, or reimbursements for any of the following? Check all that apply.

Type of Bonus	Yes/No	Eligible Positions	Bonus Amount
Hiring/Recruitment Bonus			
Retention Bonus			
Referral Bonus			
Acting Status Pay (Temporary Promotion)			

14. Does your organization have a formal written policy to address the percentage differential (pay compression) between supervisors and subordinates? Yes ☐ No ☐

    If "Yes," please answer the following:
    a. What is your standard base salary percentage differential between supervisor and subordinate? _____
    b. Do you maintain that percentage throughout the entire pay structure? Yes ☐ No ☐

c. Please provide any additional information appropriate to describe how you address pay compression in your organization: _____

15. Does your organization offer ***longevity pay***? ☐ Yes ☐ No

If "Yes," please complete the table below:

Years of Service	Lump Sum (one-time payment) Amount ($) or Percentage (%)	Base Salary Increase Amount ($) or Percentage (%)
After 5 Years of Service		
After 10 Years of Service		
After 15 Years of Service		
After 20 Years of Service		
After 25 Years of Service		
After 30 Years of Service		

16. Which of the following best describes your "policy" regarding employee salaries exceeding the Range Maximum pay rate of the grade?

☐ Base pay cannot exceed the Range Maximum, but employees may receive lump-sum payments if their pay is at or near the Range Maximum, in lieu of performance-based, step, or other base pay increases.

☐ We do allow base pay increases to take an individual employee's pay above the Range Maximum. The Pay Range Maximum is not strictly enforced.

☐ Base pay cannot exceed the Range Maximum, and there are no lump sum payments for employees whose salary is at the Range Maximum.

☐ Other (Please describe): _____

17. Does your organization have a formal policy for internal promotional increases? Yes ☐ No ☐

If "Yes," please answer the following:

a. Does your organization establish a separate budget for promotional increases each year, and if so, what amount is set aside as a percentage of payroll (e.g., 0.5% of base payroll)? _____

b. What guideline is in place for a **one-grade promotio**n (e.g., 8%; range of 5-10%; to the range minimum or 7% - whichever is greater, etc.): _____

c. What guideline is in place for a **two- or more-grade promotion** (e.g., 10%; range of 9-14%; to the range minimum or 11% - whichever is greater, etc.): _____

d. Please provide any additional information appropriate to describe your formal compensation policy for promotional increases: _____

18. Do you offer shift differential pay for evenings, nights, and/or weekends? Yes ☐ No ☐

If yes, please provide the following information:

SHIFT DIFFERENTIALS	
What positions are eligible for shift differentials?	_____
Evening Shift Differential Amount (enter N/A if this doesn't apply):	_____
Night Shift Differential Amount (enter N/A if this doesn't apply):	_____
Weekend Shift Differential Amount (enter N/A if this doesn't apply):	_____
Please provide any additional information appropriate to describe your shift differential program:	_____

Go to next page

19. Does your organization have a formal policy for career progression/career development (e.g., Utility Worker I, II, and III)? Yes ☐ No ☐

Definition: A career progression exists when two or more levels of a job are established, with progression between the levels based on the acquisition of additional skills, possibly education or certification, and a certain amount of successful time at the lower level. The employee can progress up the levels of their current job title (e.g., from Level I to Level II and possibly more levels) if they meet the criteria for the next higher level, without having to "compete" for the higher-level role.

If "Yes", please answer the following:

a. When an employee moves up a level within their progression, is the pay increase in the form of an actual pay grade increase (e.g., movement from grade "5" to grade "6", or is the pay increase in the form of a base pay adjustment within the employee's *current pay grade*? (*Please pick one*)

☐ Pay grade movement (that is, movement from one grade to a higher grade)

☐ Increase in pay within the employee's current pay grade and range

b. If the pay increase is within the employee's *current pay grade*, what guideline is in place for the amount of the career progression pay increase (e.g., 3% increase upon obtaining the training requirements)? _____

c. Please provide any additional information appropriate to describe your formal compensation policy for career progression increases: _____

BENEFITS

Health Insurance

20. Please indicate which of the following types of health insurance plans you offer to active employees:

☐ PPO – Preferred Provider Organization
☐ HDHP – High-Deductible Health Plan
☐ HDHP + MERP – High-Deductible Plan + Medical Expenses Reimbursement Plan
☐ OTHER (Please specify Plan Type): _____

21. For each type of plan offered, as indicated above, please provide the following information:

Employee Only Coverage			
Plan Type	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Out-of-Pocket ($)**
PPO	%	%	
HDHP	%	%	
HDHP + MERP	%	%	
OTHER	%	%	

Employee + Spouse Coverage			
Plan Type	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Out-of-Pocket ($)**
PPO	%	%	
HDHP	%	%	
HDHP + MERP	%	%	
OTHER	%	%	

Employee + Child Coverage			
Plan Type	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Out-of-Pocket ($)**
PPO	%	%	
HDHP	%	%	
HDHP + MERP	%	%	
OTHER	%	%	

Employee + Children Coverage			
Plan Type	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Out-of-Pocket ($)**
PPO	%	%	
HDHP	%	%	
HDHP + MERP	%	%	
OTHER	%	%	

Employee + Family Coverage			
Plan Type	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Annual Out-of-Pocket ($)**
PPO	%	%	
HDHP	%	%	
HDHP + MERP	%	%	
OTHER	%	%	

22. Does your organization pay for Short Term Disability Insurance? ☐ Yes ☐ No

23. Does your organization pay for Long Term Disability Insurance? ☐ Yes ☐ No

Vacation, Holidays, Personal/Floating Holidays

24. Please indicate the number of accrued days per year and hours per pay period for **vacation** leave.

Completed Years of Service	Vacation Days Accrued Per Year	Non-Exempt	Exempt	Police	Fire
		Vacation Hours Accrued per pay period			
Before 5 years					
After 5 years					
After 10 years					
After 15 years					
After 20 years					
After 25 years					
After 30 years					

25. Do you provide credit for related experience for the purposes of determining vacation leave accrual rates?
Yes ☐ No ☐ If yes, please provide the parameters: _____

26. Is your organization closed to the public on the following holidays?

New Year's Day	Yes ☐	No ☐
Martin Luther King, Jr.'s Birthday	Yes ☐	No ☐
Presidents' Day	Yes ☐	No ☐
Good Friday	Yes ☐	No ☐
Memorial Day	Yes ☐	No ☐
Juneteenth National Independence Day	Yes ☐	No ☐
Independence Day	Yes ☐	No ☐
Labor Day	Yes ☐	No ☐
Columbus Day (also observed as Indigenous Peoples Day)	Yes ☐	No ☐
Election Day	Yes ☐	No ☐
Veterans Day	Yes ☐	No ☐
Thanksgiving Day	Yes ☐	No ☐
The Day After Thanksgiving	Yes ☐	No ☐

Christmas Eve	Yes ☐	No ☐
Christmas Day	Yes ☐	No ☐
Third day at Christmas	Yes ☐	No ☐
New Year's Eve	Yes ☐	No ☐

27. How many personal days (also known as "floating holidays" (in days) do employees receive each year (in addition to paid holidays, vacation, and sick leave)? _____days

Retirement: Defined Contribution 401(k) Plan

28. If your organization contributes to employees' 401(k) plan, please answer the following:
    a. Amount: _____ % of salary $_____ flat dollar amount
    b. What percentage, or flat-dollar amount, of the employer 401(k) contribution requires an employee match? _____

Retiree Benefits

29. Do you offer medical benefits to employees retiring today? Yes ☐ No ☐
    If "Yes", please provide the parameters of the premiums offered (e.g., 100% for 20 years of service to the Town, 50% for 15-20 years of service, etc.) _____

Other Benefits

30. Please choose any of the following benefits your organization offers to employees. *Choose all that apply.*

☐ Tuition Reimbursement — If "yes," benefit amount offered: _____

☐ Paid Parental Leave — If "yes", total days offered: _____

☐ Paid Caregiver — If "yes", total days offered: _____

☐ Mental Health Days / Wellness-related leave (in addition to sick leave)
If "Yes", describe parameters and total days offered: _____

☐ Birthday Day Leave

☐ Employee Assistance Program

☐ Remote Work Policy
If "Yes", describe parameters (hybrid, 100% remote, etc.): _____

☐ Flexible Scheduling Options Program (e.g., 4 – 10-hour days, alternate start and end times, etc.)

☐ Paid Volunteer Leave
If "Yes", describe parameters and total days offered: _____

☐ Sabbatical Leave

☐ Other. Please describe _____

31. Please describe any benefits that are meant to support employee wellness activities (e.g., wellness benefits, gym memberships, etc.):_____

32. Please describe any unique employer-paid benefits offered by your organization that employees particularly enjoy (Examples might include: pet insurance, legal services, financial planning assistance, childcare subsidy, lifestyle reimbursement account, complementary and alternative medicine (CAM), vacation buy-back program, ability to forfeit insurance coverage for a higher salary, etc.) _____

Don't forget to save your responses and return to Archer Company at amylee@archercompany.com by FRIDAY, DECEMBER 12!

Thank you for taking the time to complete this survey!

Exhibit 3:

Pay Practices and Select Benefits Detailed Report

Town of Nags Head
Pay Practices and Select Benefits Custom Survey
Detailed Response Tables and Observations

4/23/2026

Table 1. Organization Information

1. Number of employees in your organization:
2. What is your annual operating budget?
3. How many pay periods do you have per year?

Peer	# of Full Time Employees	# of Part Time/Seasonal Employees	Annual Budget (Full)	Number of Pay Periods Per Year	
				26	24
City of Asheville	1300	288	$250,000,000	X	
City of Chesapeake	3542	962	$1,646,333,520		X
City of Concord	1188	50		X	
Currituck County	458	142	$88,400,000	X	
Dare County	769	335	$240,563,350	X	
Town of Apex	650	132	$31,752,000	X	
Town of Cary	1328	400-600	$420,285,347	X	
Town of Davidson	79	76	$22,900,000	X	
Town of Duck	41	5	$13,123,835	X	
Town of Huntersville	279	122	$125,000,000	X	
Town of Kill Devil Hills	125	21	$36,476,148	X	
Town of Kitty Hawk	52	24	$12,539,728	X	
Town of Manteo	36	6	$10,469,039	X	
Town of Southern Shores	35	2	$11,796,772	X	
Wake County	5218	1341	$2,100,000,000		X
Market Average	**1007**	**250**	**357,831,410**	**12**	**2**
Town of Nags Head	**119**	**55**	**$37,000,000**	**X**	

Data Effective Date: 12/15/2025

Footnotes: Town of Kill Devil Hills - "21 staffed Lifeguard stands"

Observations: The peer organizations used in this study vary considerably in terms of the number of employees and the size of the annual budget. Nevertheless Archer Company concurred that for a true comparison of Nags Head's competitive market, a broad grouping of organizations made sense.

From a pay period perspective, the Town of Nags Head's use of 26 pay periods is consistent with the prevalent market practice.

Table 2. Employee Pay Progression

4. How do employees progress through the pay range for their current job title? Check all that apply.

Peer	Longevity/ Time in Job Increases	Merit/ Performance Increases	Market Data Adjustments	Cost of Living or General Wage Increases	Other "automatic increases" within an "open range"	Step Increase	Hybrid/ Combination	Other	Observations
City of Asheville				X					
City of Chesapeake			X	X					
City of Concord		X	X	X					
Currituck County	X								
Dare County		X		X					
Town of Apex		X	X	X	X			X	
Town of Cary		X							
Town of Davidson		X	X	X					
Town of Duck		X						X	Professional Development
Town of Huntersville		X	X	X					
Town of Kill Devil Hills		X		X			X		Employees move through the plan via COLA; Merit; and Career Development
Town of Kitty Hawk		X		X		X			
Town of Manteo	X			X					
Town of Southern Shores		X	X	X					
Wake County		X	X					X	Market Range Increase
Market	**2**	**11**	**7**	**11**	**1**	**1**	**1**	**3**	
Town of Nags Head		**X**		**X**	**X**				

Data Effective Date: 12/15/2025

Footnotes: Town of Apex - "Other" increase not specified

Observations: The Town of Nags Head incorporation of merit/performance and cost of living increases into its pay increase program is consistent with the prevalent market practice. Step increases are used only at one of the peers at this time.

Table 3. COLA Adjustment - Data Source

5. If you checked "cost of living or general wage increases" above, please answer the following:

a. What is the general increase/COLA based on? Choose all that apply.

Peer	Consumer Price Index (CPI)	Employer Cost Index (ECI)	World at Work, Other Major Survey, or Compensation Consulting Firm	Budget/Financial Ability	Other	Observations
City of Asheville				X		
City of Chesapeake				X		
City of Concord				X	X	Benchmark from nearby town/cities
Currituck County						
Dare County	X			X		
Town of Apex	X					
Town of Cary						
Town of Davidson	X			X		
Town of Duck						
Town of Huntersville	X			X		
Town of Kill Devil Hills	X					
Town of Kitty Hawk	X					
Town of Manteo	X			X		
Town of Southern Shores	X					
Wake County						
Market	**8**	**0**	**0**	**7**	**1**	
Town of Nags Head	**X**					

Data Effective Date: 12/15/2025

Footnotes:

Observations: About half of the peer organizations use the Consumer Price Index (CPI) as a main factor in determining a "cost-of-living" or general adjustment amount; Nags Head also uses CPI information in determining the cost-of-living increase. It is noteworthy that almost half of reporting peers conduct some kind of assessment of the Town's financial status as part of the cost-of-living decision.

Table 4. COLA Increases (%)

5. b. Please provide the percentage increases of the general/COLA increase for the three periods below:

Peer	Previous Fiscal Year		Current Fiscal Year		Cumulative Increase Over the Last Two Fiscal Years		Upcoming Fiscal Year	
	Offered?	Increase	Offered?	Increase			Offered?	Increase
City of Asheville	Yes	3.0%	No	0.0%	3.0%		Unknown	
City of Chesapeake	Yes	3.0%	Yes	3.5%	6.5%		Unknown	
City of Concord	Yes	3.0%	Yes	3.0%	6.0%		Unknown	
Currituck County	Not Applicable							
Dare County	Yes	4.0%	Yes	3.0%	7.0%		Unknown	
Town of Apex	Yes	2.0%	Yes	2.0%	4.0%		Unknown	
Town of Cary	Not Applicable							
Town of Davidson	Yes	3.0%	Yes	3.0%	6.0%		Unknown	
Town of Duck	Not Applicable							
Town of Huntersville	Yes	4.1%	Yes	3.0%	7.1%		Unknown	
Town of Kill Devil Hills	Yes	4.5%	Yes	3.0%	7.5%		Unknown	
Town of Kitty Hawk	Yes	4.0%	Yes	3.0%	7.0%		Unknown	
Town of Manteo	Yes	5.0%	Yes		5.0%		Unknown	
Town of Southern Shores	Yes	4.0%	Yes	3.0%	7.0%		Unknown	
Wake County	Not Applicable							
Number of "Yes" Responses; Market Averages	**11**	**3.6%**	**10**	**2.7%**	**6.3%**			
Town of Nags Head	**Yes**	**4.0%**	**Yes**	**3.0%**	**7.0%**		**Unknown**	

Data Effective Date: 12/15/2025

Footnotes: Town of Manteo - increase was $3000 rather than percentage

Observations: The Town of Nags Head's cost-of-living adjustment at 4% was above the market by about 0.4% for the previous fiscal year. For this fiscal year, the Town's cost-of-living adjustment was above market by about 0.3%. Cumulatively, over two fiscal years, the Town of Nag's Head's total cost-of-living adjustment led the market average by about 0.7%, which in compensation terms, is not insignificant.

In both the market data as well as at Nags Head we see a lowering of the cost-of-living increase percentage provided this year versus the previous fiscal year. This confirms a general "tightening" of pay growth we are seeing across our practice, and discussed by several major compensation survey firms.

Table 5. Merit Increases

6. If you checked "Merit/performance increases" in question 4, please answer the following:
a. Does your organization establish a separate budget for merit increases each year?
b. If "Yes", what amount is set aside as a percentage of payroll for merit increases?
c. What is the percentage or percentage range eligible?

Peer	Separate Budget		Amount Set Aside (%)	Note	Percentage or Range Eligible
	Yes	No			
City of Asheville	Not Applicable				
City of Chesapeake	Not Applicable				
City of Concord		X			1% - 4%
Currituck County	Not Applicable				
Dare County	X		2.5% of FT salary budget		
Town of Apex		X			2% - 4%
Town of Cary	X		Determined each FY with proposed budget		Dependent on rating and pay range segment
Town of Davidson	X		3% Pool		1% - 3.5%
Town of Duck	Not Applicable				
Town of Huntersville	X		Varies based on budget year		Varies based on budget year
Town of Kill Devil Hills	X		2.5%	2.675% for departments with less than 4 employees	1% - 10%
Town of Kitty Hawk	X		2.0%		1% - 2%
Town of Manteo	Not Applicable				
Town of Southern Shores	X		2.5%		1% - 3%
Wake County	X		2.3%		1.5% - 4.5%
Number of "Yes" or "No" Responses; Market Averages	**8**	**2**	**2.32%**		**1.17% - 4.42%**
Town of Nags Head	**X**		**1.5%**	**2.5% below midpoint, 1.25% above midpoint (applies to within grade increases only; does not apply to merit increases)**	**3%-5%**

Data Effective Date: 12/15/2025

Footnotes: Town of Duck - Details for Merit Increases not provided; Wake County - amount set aside can vary by year, amount provided is for FY 2025

Observations: Of the 10 organizations with some type of "pay-for-performance" program, 8 of 10 establish a separate budget for the merit component. On average, the merit budget is about 2.3%, compared to 1.5% at the Town of Nags Head.

Nine of the ten organizations provide for a range of potential pay increase percentages which extends below and above the percentage budget established for the merit pay component of the pay increase policy, rather than providing the same merit increase percentage for all employees eligible for a merit increase. In our experience the range of pay possible most commonly varies based on the current "range position" in the employees' assigned pay grade and range, and/or their performance score. The Town of Cary, for example, uses those two factors in determining the actual merit percentage increase awarded to any given employee. While Nags Head does not vary the merit increase percentage based on performance, the increase does vary depending on if the employee's current salary is below midpoint (2.5%) or above midpoint (1.25%)

Table 6. Other Automatic Increases

7. If you checked "other "automatic increases" within an "open range" in question 4, what is the percentage or percentage range amount for these increases

Peer	Percentage or Range Eligible
City of Asheville	
City of Chesapeake	
City of Concord	
Currituck County	
Dare County	
Town of Apex	
Town of Cary	
Town of Davidson	
Town of Duck	
Town of Huntersville	
Town of Kill Devil Hills	
Town of Kitty Hawk	
Town of Manteo	
Town of Southern Shores	
Wake County	
Market	
Town of Nags Head	

Data Effective Date: 12/15/2025

Footnotes:

Observations:

Table 7. Additional Comments

8. Please provide any additional information regarding your pay increases or attach a copy of your policies and, if applicable, add examples:

Peer	Response
City of Asheville	
City of Chesapeake	
City of Concord	
Currituck County	
Dare County	
Town of Apex	N/A
Town of Cary	
Town of Davidson	
Town of Duck	
Town of Huntersville	
Town of Kill Devil Hills	
Town of Kitty Hawk	
Town of Manteo	
Town of Southern Shores	
Wake County	
Town of Nags Head	

Data Effective Date: 12/15/2025

Footnotes:

Observations:

Table 8. Pay Structure

9. Do you have a formal pay structure with established pay grades and salary ranges?
10.a. If you answered "Yes," please answer the following: Please choose the answer below that best describes your pay structure:

Peer	Offered?	Open Ranges	Ranges Divided into Steps	Other
City of Asheville	Yes	X		
City of Chesapeake	Yes	X	X	
City of Concord	Yes	X		
Currituck County	Yes	X		
Dare County	Yes	X		
Town of Apex	Yes	X		
Town of Cary	Yes		X	
Town of Davidson	Yes			
Town of Duck	Yes	X		
Town of Huntersville	Yes			
Town of Kill Devil Hills	Yes	X		
Town of Kitty Hawk	Yes		X	
Town of Manteo	Yes			
Town of Southern Shores	Yes	X		
Wake County	Yes	X		
Market	**15**	**10**	**3**	**0**
Town of Nags Head	**X**	**X**		

Data Effective Date: 12/15/2025

Footnotes: City of Asheville - did not choose pay structure, response based on Archer's previous work with the City; Town of Davidson, Town of Huntersville, & Town of Manteo - did not choose pay structure;

Observations: All peer organizations utilize a formal pay structure approach to managing pay and the predominant market practice is to use "open ranges", with only 3 peers using a step-based pay structure. The Town's use of open ranges is consistent with the prevalent market practice.

Table 9. Pay Structure Increases (%)

10b. Did/will you adjust your pay ranges (We are referring to increases that apply to the pay ranges themselves, not to actual employee pay increases such as across-the-board, length of service, performance, or other individual pay increases):

Peer	Previous Fiscal Year		Current Fiscal Year		Upcoming Fiscal Year	
	Offered?	Increase	Offered?	Increase	Offered?	Increase
City of Asheville	Yes	4.11%	No	0.00%	Unknown	
City of Chesapeake	Yes	2.50%	Yes	2.50%	Unknown	
City of Concord	Yes		Yes		Unknown	
Currituck County	No		No		Unknown	
Dare County	Yes	4.00%	Yes	3.00%	Unknown	
Town of Apex	Yes	2.00%	Yes	2.00%	Unknown	
Town of Cary	Yes	Not provided	Yes	Not provided	Unknown	
Town of Davidson	Yes	3.00%	Yes	3.00%	Unknown	
Town of Duck	Yes	3.38%	Yes	2.68%	Yes	Unknown
Town of Huntersville	No Answer					
Town of Kill Devil Hills	No		Yes	Not provided	No	
Town of Kitty Hawk	Yes	3.00%	Yes	3.00%	Unknown	
Town of Manteo	No Answer					
Town of Southern Shores	Yes	4.00%	Yes	3.00%	Yes	Unknown
Wake County	No Answer					
Number of "Yes" Responses; Averages	**9**	**3.25%**	**10**	**2.40%**	**2**	
Town of Nags Head	**Yes**	**4%**	**Yes**	**3%**	**Unknown**	

Data Effective Date: 12/15/2025

Footnotes: Town of Huntersville, Town of Manteo & Wake County - did not provide details

Observations: The clear majority of peer organizations adjusted their pay structure one or both of the current and previous fiscal years, as was true with Nags Head. The structure movement percentages for both years at Nags Head exceeded the market average.

In several peer organizations, as well at Nags Head, the current year structure increase was typically less than last year's structure increase, indicating a moderate "tightening" of the market we see across our practice, and commented on by several major compensation survey firms.

Table 10. Gap Time

11. Do you provide "gap" time?

Peer	Yes	No
City of Asheville		X
City of Chesapeake		X
City of Concord		
Currituck County		X
Dare County		X
Town of Apex		X
Town of Cary		X
Town of Davidson		X
Town of Duck	X	
Town of Huntersville		X
Town of Kill Devil Hills		X
Town of Kitty Hawk		
Town of Manteo	X	
Town of Southern Shores		X
Wake County		X
Market	**2**	**11**
Town of Nags Head	**X**	

Data Effective Date: 12/15/2025

Footnotes:

Observations: the "gap time" policy used at Nags Head is an uncommon policy among the peer organizations, used only at the Town of Duck and Town of Manteo.

From our understanding of the federal Fair Labor Standards Act, the legal definition of "gap time" refers to the hours worked that are not overtime (meaning not over 40 in a seven day work period) but are not covered by the employees' regular salary or hourly agreement. For example if any employee is hired to work 35 hours a week but works 38 hours, these 3 extra hours are "gap time". Under the FLSA, extra pay for gap time is not required as long as the employee's total weekly pay divided by total hours worked, still equals at least the minimum wage. It appears that the Town's practice here is not common among market peers, and is more generous than the law requires. The law is arguably vague and confusing in certain areas, and we trust the Town has vetted this practice with an employment attorney.

Table 11. Starting Wage Above Minimum

12. Do you allow new employees to start at a wage or salary amount higher than the Salary Range Minimum? If "Yes", how is the starting salary determined?

Peer	Yes	No	Salary Determination
City of Asheville	X		Department Directors have discretion to start new employees up to 10% of the pay grade minimum. Anything exceeding this amount has to have approval by the Compensation Review Committee.
City of Chesapeake	X		Salary analysis performed based on current incumbents in job class.
City of Concord	X		Depends on education, experience and/or certifications/licenses
Currituck County	X		For some positions the starting salary is determined based on certifications or level of education. For the majority of positions, the starting salary is the minimum of the pay range.
Dare County	X		
Town of Apex	X		Education & experience
Town of Cary	X		Varies - Depends on experience & qualifications
Town of Davidson	X		Experience, degree pay, certifications
Town of Duck	X		Qualifications and experience combined with internal equity
Town of Huntersville	X		Experience, College Degree
Town of Kill Devil Hills	X		Based on experience
Town of Kitty Hawk	X		Level of experience
Town of Manteo		X	
Town of Southern Shores	X		Amount of experience
Wake County	X		Equity
Market	**14**	**1**	
Town of Nags Head	**X**		**Analysis of experience and internal equity. Will not hire above midpoint.**

Data Effective Date: 12/15/2025

Footnotes: Dare County - determination details not provided

Observations: Virtually all peer organizations, wit the exception of the Town of Manteo, provide for some flexibility to set new hire salaries above the Range minimum rate. In these organizations the factors considered seem to be pretty consistent and are levels of education, and experience, certifications/licenses and other qualifications. The Town's practice of allowing salary offers to extend above the Range Minimum based on experience (and internal equity) is consistent with the prevalent market practice.

Table 12. Bonuses

13.Does your organization provide additional pay, allowances, stipends, or reimbursements for any of the following? Check all that apply.

Peer	Hiring/Recruitment			Retention		Referral		Acting Status	
	Yes/No	Eligible Positions	Amount	Yes/No	Amount	Yes/No	Amount	Yes/No	Amount
City of Asheville	No			No		No		Yes	Depends on assignment
City of Chesapeake	Yes	Multiple	Varies	Yes	Varies	Yes	Varies	Yes	Based on pay grade
City of Concord	No			Yes	Case by case	No		No	
Currituck County	No			No		No		No	
Dare County									
Town of Apex	No			No		No		No	
Town of Cary	Yes	Varies - Dependent on pos & need	Varies	No		Yes	$2,000	No	
Town of Davidson	Yes	Police	up to $7500	No		Yes	$2,500	Yes	10%
Town of Duck	No			No		No		Yes	5%
Town of Huntersville	Yes	Sworn Positions in Police Dept.	$2,000 - $7,000	No		Yes	$1,000	Yes	
Town of Kill Devil Hills	No			No		No		No	
Town of Kitty Hawk	No			No		Yes	$500	Yes	Depends
Town of Manteo	No			No		No		No	
Town of Southern Shores	No			Yes	$1000 - $5000 depending on length of service	No		Yes	5%
Wake County	Yes	Requested by department and approved by Central HR		No		Yes		Yes	10%
Number of "Yes" Responses; market averages	**4**			**1**		**5**	**$1,500**	**6**	**7.50%**
Town of Nags Head	**No**			**No**		**No**		**Yes**	**5%**

Data Effective Date: 12/15/2025

Footnotes: Town of Cary - only for referrals for new employees, if successfully hired and referrals must be received by HR while the job posting is active; Town of Highlands - did not provide details for Acting Status Pay

Observations: "Hiring", "retention", "referral" and "acting status" bonuses are not commonly used among this group of peer organizations, with less than 50% of the responding organizations offering any of these programs, when looked at individually.

A number of organizations do offer a bonus for "acting status", as does Nags Head, so all in all, Nags Heads practices follow the market fairly well in these areas. The bonus payment percentage (5%) provided for "acting status" at Nag's Head is below the market average, but consistent with 1/3rd of the 6 organizations that offer an "acting status" bonus.

These findings are generally consistent with our larger practice findings. We did see an increase in the use of "referral" bonuses in the last five years, but at a fairly slow rate.

Table 13. Compression

14. Does your organization have a formal written policy to address the percentage differential (pay compression) between supervisors and subordinates?
If "Yes," please answer the following:
a. What is your standard base salary percentage differential between supervisor and subordinate?
b. Do you maintain that percentage throughout the entire pay structure?
c. Please provide any additional information appropriate to describe how you address pay compression in your organization:

Peer	Formal Policy		Standard Differential (%)	Maintained Throughout Structure		Additional Information
	Yes	No		Yes	No	
City of Asheville		X				
City of Chesapeake		X				
City of Concord		X				
Currituck County		X				
Dare County		X				
Town of Apex		X				
Town of Cary	Not provided					
Town of Davidson		X				
Town of Duck		X				
Town of Huntersville		X				
Town of Kill Devil Hills		X				
Town of Kitty Hawk		X				
Town of Manteo	X		5%	X		
Town of Southern Shores		X				
Wake County		X				
Market	**1**	**10**	**5%**	**1**	**0**	
Town of Nags Head		**X**				

Data Effective Date: 12/15/2025

Footnotes:

Observations: The finding that only one organization has a compression policy is consistent with our overall market findings. Pay compression continues to be an issue among public sector employers for a number of reasons, but the lack of a cogent policy we think reflects the difficulty and complexity involved in identifying compression and enacting a reasonable and consistent policy. We can certainly assist in this area.

Table 14. Longevity/Years of Service

15. Does your organization offer longevity pay? If "Yes," please complete the table below:

Peer	Offered?	After 5 Years				After 10 Years				After 15 Years				After 20 Years				After 25 Years				After 30 Years			
		Lump Sum		Base Salary Increase		Lump Sum		Base Salary Increase		Lump Sum		Base Salary Increase		Lump Sum		Base Salary Increase		Lump Sum		Base Salary Increase		Lump Sum		Base Salary Increase	
		Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)	Amount ($)	Percentage (%)
City of Asheville	No																								
City of Chesapeake	No																								
City of Concord	No																								
Currituck County	Yes				4.0%				6.0%								14.0%				18.0%				
Dare County	Yes		1.0%				2.0%				3.0%				3.0%				3.0%				3.0%		
Town of Apex	Yes	$300.00				$500.00				$700.00				$1,000.00				$1,000.00				$1,000.00			
Town of Cary	No																								
Town of Davidson	Yes	$500.00				$600.00				$600.00				$800.00				$800.00				N/A			
Town of Duck	Yes	$350.00				$600.00				$750.00				$1,000.00				$1,250.00				$1,250.00			
Town of Huntersville	Yes	40 hrs of pay				40 hrs of pay				40 hrs of pay				40 hrs of pay				40 hrs of pay				40 hrs of pay			
Town of Kill Devil Hills	Yes		2.5%				3.5%				4.0%				4.5%				5.0%				5.0%		
Town of Kitty Hawk	Yes	$500.00				$1,000.00				$1,500.00				$2,000.00				$2,000.00				$2,000.00			
Town of Manteo	Yes		2.5%				3.5%				4.0%				5.0%				5.0%				5.0%		
Town of Southern Shores	Yes	$1,000.00				$2,000.00				$3,000.00				$4,000.00				$5,000.00				$5,000.00			
Wake County	No																								
Market:	**10**	**$530.00**	**2.0%**		**4%**	**$940.00**	**3.0%**		**6%**	**$1,310.00**	**4%**			**$1,760.00**	**4%**		**14%**	**$2,010.00**	**4%**		**18%**	**$2,312.50**	**4%**		
Town of Nags Head	**Yes**	**$500.00**				**$1,000.00**				**$1,500.00**				**$2,000.00**				**$2,500.00**				**$2,500.00**			

Data Effective Date: 12/15/2025

Footnotes: Town of Davidson - 1-3 yrs = $200, 3-5 yrs = $300

***Observations:** Two thirds of the peer organizations offer some type of longevity reward program, as does Nags Head. The predominant vehicle for the reward is a one time payments as opposed to increasing base salaries permanently. The form of the one time reward is more commonly a dollar amount, which increases as time with the organization increases, but four organization's report using a percentage of base salary instead of a dollar amount. One organization, Huntersville, provides a payment based on 40 hours of work, meaning the payment varies based on the employees' actual salaries*

The size of the longevity award, regardless of how it is paid, varies quite a bit from organization to organization, but the averages provide some guidance. In terms of the employers that provide a one time dollar payment, the amounts provided at Nags Head are a modest amount higher than the market average amounts, except at the fifth year of service, where Nags Head's payment is below the market average by a small amount.

Table 15. Salaries Exceeding Range Maximum

16. Which of the following best describes your "policy" regarding employee salaries exceeding the Range Maximum pay rate of the grade?

Peer	Cannot Exceed; CAN Receive Lump Sum	Allow Base Pay to Exceed	Cannot Exceed; NO Lump Sum	Other
City of Asheville	X			
City of Chesapeake			X	
City of Concord	X			
Currituck County			X	
Dare County	X			
Town of Apex	X			
Town of Cary	X			
Town of Davidson	X			
Town of Duck			X	
Town of Huntersville	X			
Town of Kill Devil Hills	X			
Town of Kitty Hawk	X			
Town of Manteo			X	
Town of Southern Shores	X			
Wake County	X			
Market	**11**	**0**	**4**	**0**
Town of Nags Head	**X**			**X**

Data Effective Date: 12/15/2025

Footnotes: Nags Head - Lump sum for performance based or career progression increase, not for within grade

Observations: Nags Head's policy of allowing for a lump sum payment for employees whose salary is near or at the Range Maximum is consistent with the predominant market practice. Fewer than 30% of the peers do not allow for a lump sum in these situations, meaning there is no further financial reward for employees in those organizations who have reached the Range Maximum. No peer organization allows salaries to exceed the Range Maximum.

Table 16. Internal Promotional Increase

17. Does your organization have a formal policy for internal promotional increases? If "Yes," please answer the following:

a. Does your organization establish a separate budget for promotional increases each year, and if so, what amount is set aside as a percentage of payroll?

b. What guideline is in place for a one-grade promotion:

c. What guideline is in place for a two- or more-grade promotion:

d. Please provide any additional information appropriate to describe your formal compensation policy for promotional increases:

Peer	Formal Policy		Separate Budget		One-grade Promotion	Two- or More-grade Promotion	Additional Information
	Yes	No	Yes	No			
Town of Nags Head	X			X	10% or to the minimum (whichever is greater) unless employee is above midpoint in which case promotion increase is 5%	10% or to the minimum (whichever is greater) unless employee is above midpoint in which case promotion increase is 5%	The first 5% is provided at the time of promotion and the second 5% is provided after a six month probation period (and only if the employee's pay is below the Range Midpoint)

Data Effective Date: 12/15/2025

Footnotes: Town of Kill Devil Hills - says to see attached policies, but no policies attached.

Observations: All peers with the exception of Currituck County have a formal policy for promotion pay. In those organizations, only one establishes a separate promotional pay budget (Town of Kitty Hawk). Among these peer organizations, the average pay increase for a one grade increase is approximately 5.5% and the average increase is approximately 10.3% for a two or more grade increase. The promotional policy for a one grade increase at Nags Head is close to the market average in the case of a one grade increase, but is not market competitive in the case of a larger promotion (two or more pay grades).

Table 17. Shift Differentials

18. Do you offer shift differential pay for evenings, nights, and/or weekends? If yes, please provide the following information:

Peer	Evening Differential Offered?	Night Differential Offered?	Eligible Positions	Evening Amount	Night Amount	Weekend Amount	Additional Information
City of Asheville	Yes	Yes	Non Exempt	$2.00/hr	$2.00/hr	N/A	
City of Chesapeake	Yes	Yes	Telecommunicators, Forensic Specialists, WTP Operators, Automotive Technicians	5%	7%	N/A	Policy provided
City of Concord	No	No					
Currituck County	Yes	Yes	Non-Exempt Sheriff's Office: Deputy thru Sergeant	N/A	$1.00/hr	N/A	
Dare County	No	No					
Town of Apex	No	No					
Town of Cary	Yes	Yes	some Police and Emergency Communications shift positions				Amount varies and dependent on total shifts worked in a quarter
Town of Davidson	Yes	Yes	Police Officer	N/A	$2.00/hr	N/A	N/A
Town of Duck	No	No					
Town of Huntersville	No	Yes	Sworn Police Employees	N/A	$2.00/hr	N/A	Must work a minimum of 6 continuous hours during the night shift hours (6p to 6a)
Town of Kill Devil Hills	No	No					
Town of Kitty Hawk	No	No					
Town of Manteo	No	No					
Town of Southern Shores	No	No					
Wake County	Yes	Yes	Non-exempt; Non-sworn law enforcement or non-emergency services personnel	10% of reg hrly rate	10% of reg hrly rate		Hours worked during the 4:00 p.m. to 8:00 a.m.
Market	**6**	**7**		**Inadequate data**	**Inadequate data**		
Town of Nags Head	**Yes**	**Yes**	**Police**		**$1.00/hr**		**For any hours worked 6:00 pm - 6:00 am**

Data Effective Date: 12/15/2025

Footnotes: Wake County - have copy of policy

Observations: Shift differentials are used in a bit less than 50% of the peer organizations in the case of both evening and night shift diferentials. Among the organizations that provide a differential, the most common group to which it applies is public safety positions.

Where they are provided, they are either provided as a dollar amount or percentage add on to the employee's base pay rate. Because the sample is so small, we can not really generalize as to the "going rate" or trends. Our larger practice among southeast public sector organizations would suggest an evening differential of $1.50 and a night differential of $2.25 would be generally market-competitive. The Town of Nags Head may want to consider adding these differential amounts to their pay practices.

We strongly advise that if differentials are used, they should apply to any and all non-exempt employees required to work an evening and/or night shift on a regular basis.

Table 18. Career Progression

19. Does your organization have a formal policy for career progression/career development? If "Yes", please answer the following:
a. When an employee moves up a level within their progression, is the pay increase in the form of an actual pay grade increase or is the pay increase in the form of a base pay adjustment within the employee's current pay grade? (Please pick one)
b. If the pay increase is within the employee's current pay grade, what guideline is in place for the amount of the career progression pay increase?
c. Please provide any additional information appropriate to describe your formal compensation policy for career progression increases:

Peer	Offered?	Pay Grade Increase	Increase Within Current Pay Grade	Current Pay Grade Increase Guideline	Additional Information
City of Asheville	Yes		X		Certain positions have career ladders that provide compensation increases in their current pay grade when established criteria is met. Typical in-grade compensation per criteria achievement is 2.5%.
City of Chesapeake	Yes	X			
City of Concord	Yes	X			
Currituck County	Yes	X			
Dare County	No				
Town of Apex	Yes		X	5%	N/A
Town of Cary	Yes	X			Some positions have career ladder and specific career ladder progression criteria. Typically career ladder promotions come with a 5% pay increase into the new position/grade
Town of Davidson	Yes	X			Only in Public Works
Town of Duck	Yes	X			These are enacted by department
Town of Huntersville	Yes	X			
Town of Kill Devil Hills	Yes		X		Each department has a policy based on what is best for their department approved by the HR Director
Town of Kitty Hawk	Yes	X			
Town of Manteo	Yes	X			5%
Town of Southern Shores	Yes		X	5%	
Wake County	No				
Market	**13**	**9**	**4**	**0**	
Town of Nags Head	**Yes**		**X**	**2.5% for completion; 5% for Police**	**Applies to all non-exempt positions and Public Services Superintendents.**

Data Effective Date: 12/15/2025

Footnotes:

Observations: The existence of a career progression/career ladder program at Nags Head is consistent with the prevalent market practice among these peers (87%). Unlike Nags Head, which uses "within-grade" increase for career ladder movement, the most commonly-cited pay practice (69%) is actual grade increases among the peers who have such a program.

Although the number of responses is low, the data at least suggest that Nags Head non-police career ladder increases for 2.5% may not be competitive, whereas the provision of a 5% increase for Police roles appears to be competitive, based again on a small number of organizations.

Table 19. Type of Health Coverage Plans

20. Please indicate which of the following types of health insurance plans you offer to active employees:

Peer	Has Multiple Plan Types	PPO	HDHP	HDHP + MERP	Other	Other Plan Type
City of Asheville	X		X			
City of Chesapeake	X	X		X	X	HMO
City of Concord	X		X	X	X	Narrow Network Plan - HPN
Currituck County		X				
Dare County	X	X	X			
Town of Apex		X				
Town of Cary	X	X	X			
Town of Davidson	X	X	X			
Town of Duck		X				
Town of Huntersville	X	X	X			
Town of Kill Devil Hills			X			
Town of Kitty Hawk			X			
Town of Manteo		X				
Town of Southern Shores		X				
Wake County		X	X		X	
Market	**7**	**11**	**9**	**2**	**3**	
Town of Nags Head	**X**	**X**	**X**			

Data Effective Date: 12/15/2025

Footnotes:

Observations: A little more than 50% of the peers offer more than one plan type. The most popular plan type is a Preferred Provider Organization (PPO), offered at 73% percent of the peers, followed by High Deductible Health Plans (HDHP, offered at 60% of the peers. Very few peers offer an HDHP + MERP Plan or some other plan type. So, Nags Head's decision to offer multiple plan types, and the fact that those are PPO and HDHP plans places Nags Head as consistent with the prevalent market practice.

Table 20A. Health Plan Detail by Coverage Type - PPO

21. For each type of plan offered, please provide the following information:

Employee Only Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	78%	22%	$4,000.00
City of Concord			
Currituck County	100%	0%	$5,000.00
Dare County	100%	0%	$4,500.00
Town of Apex	100%	0%	$3,000.00
Town of Cary	80%	20%	$3,000.00
Town of Davidson	100%	0%	$3,000.00
Town of Duck	100%	0%	$4,000.00
Town of Huntersville	100%	0%	$5,000.00
Town of Kill Devil Hills	100%	0%	$4,500.00
Town of Kitty Hawk			
Town of Manteo	100%	0%	$2,000.00
Town of Southern Shores	100%	0%	$6,250.00
Wake County	96%	4%	$6,500.00
Market Average	**96%**	**4%**	**$4,229.17**
Town of Nags Head	**100%**	**0%**	**$4,000.00**

Observations: Nags Head's contribution percentage is a small amount higher than the market average, but the most common market employer contribution, like Nags Head, is 100%. Likewise, the Town's "Maximum Out-of-Pocket" amount is less than $100 higher than the market average.

Table 20A. Health Plan Detail by Coverage Type - PPO

21. For each type of plan offered, please provide the following information:

Employee + Spouse Coverage:

Peer	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)
City of Asheville			
City of Chesapeake	55%	45%	$8,000.00
City of Concord			
Currituck County	65%	35%	$10,000.00
Dare County	85%	15%	$9,000.00
Town of Apex	40%	60%	$8,289.36
Town of Cary	80%	20%	$6,000.00
Town of Davidson	55%	45%	$6,000.00
Town of Duck	75%	25%	$12,000.00
Town of Huntersville	71%	29%	$10,000.00
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo	60%	40%	$4,000.00
Town of Southern Shores	0%	100%	$12,500.00
Wake County	81%	19%	$1,000.00
Market Average	**61%**	**39%**	**$7,889.94**
Town of Nags Head	**93%**	**7%**	**$8,000.00**

Observations: Nags Head's contribution percentage is significantly higher than the market average employer contribution for this tier of coverage, and in fact is the highest among theis peer group, by a substantial margin. The " "Maximum Out-of-Pocket" amount is less than $100 higher than the market average.

Table 20A. Health Plan Detail by Coverage Type - PPO

21. For each type of plan offered, please provide the following information:

Employee + Child Coverage:

Peer	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)
City of Asheville			
City of Chesapeake	60%	40%	$8,000.00
City of Concord			
Currituck County	78%	22%	$10,000.00
Dare County			
Town of Apex	40%	60%	$5,328.36
Town of Cary	80%	20%	$6,000.00
Town of Davidson	55%	45%	$6,000.00
Town of Duck	75%	25%	$12,000.00
Town of Huntersville	76%	24%	$10,000.00
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo	60%	40%	$4,000.00
Town of Southern Shores	0%	100%	$12,500.00
Wake County	90%	10%	$13,000.00
Market Average	**61%**	**39%**	**$8,682.84**
Town of Nags Head	**93%**	**7%**	**$8,000.00**

Observations: Nags Head's contribution percentage is significantly higher than the market average employer contribution for this tier of coverage, and in fact is the highest among theis peer group, by a substantial margin. The " "Maximum Out-of-Pocket" amount is less than $100 higher than the market average.

Table 20A. Health Plan Detail by Coverage Type - PPO

21. For each type of plan offered, please provide the following information:

Employee + Children Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	51%	49%	$8,000.00
City of Concord			
Currituck County	64%	36%	$10,000.00
Dare County	85%	15%	
Town of Apex	40%	60%	$5,328.36
Town of Cary	80%	20%	$6,000.00
Town of Davidson	55%	45%	$6,000.00
Town of Duck	75%	25%	$12,000.00
Town of Huntersville	76%	24%	$10,000.00
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo	60%	40%	$4,000.00
Town of Southern Shores	0%	100%	$12,500.00
Wake County	90%	10%	$13,000.00
Market Average	**61%**	**39%**	**$8,682.84**
Town of Nags Head	**91%**	**9%**	**$8,000.00**

Observations: Like the "Employee + Spouse" tier of coverage, Nags Head's contribution percentage is significantly higher than the market average employer contribution for this tier of coverage, and in fact is the highest among theis peer group, by a substantial margin. The " "Maximum Out-of-Pocket" amount is less than $100 lower than the market average amount.

Table 20A. Health Plan Detail by Coverage Type - PPO

21. For each type of plan offered, please provide the following information:

Employee + Family Coverage:

Peer	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)
City of Asheville			
City of Chesapeake	43%	57%	$8,000.00
City of Concord			
Currituck County	57%	45%	$10,000.00
Dare County	85%	15%	$11,000.00
Town of Apex	40%	60%	$11,309.52
Town of Cary	80%	20%	$6,000.00
Town of Davidson	55%	45%	$6,000.00
Town of Duck	75%	25%	$12,000.00
Town of Huntersville	65%	35%	$10,000.00
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo	60%	40%	$4,000.00
Town of Southern Shores	0%	100%	$12,500.00
Wake County	80%	20%	
Market Average	**58%**	**42%**	**$9,080.95**
Town of Nags Head	**87%**	**13%**	**$8,000.00**

Observations: Compared to the "Employee + Spouse" and "Employee + Child" tiers of coverage, while Nags Head's contribution percentage is significantly higher than the market average employer contribution for this tier of coverage, the amount of the gap is not so large, with three piers contributiing 80% or more. The amount of the "Maximum Out-of-Pocket" at Nags Head is over $1,000 lower than the market average.

All Data Effective Date: 12/15/2025

Table 20B. Health Plan Detail by Coverage Type - HDHP

21. For each type of plan offered, please provide the following information:

Employee Only Coverage:

Peer	Employer Contribution to Monthly Premium (%)	Employee Contribution to Monthly Premium (%)	Maximum Out-of-Pocket ($)
City of Asheville	97%	3%	$4,500.00
City of Chesapeake			
City of Concord	91%	9%	$8,000.00
Currituck County	100%	0%	$3,500.00
Dare County			
Town of Apex			
Town of Cary	80%	20%	$3,300.00
Town of Davidson	100%	0%	$2,500.00
Town of Duck			
Town of Huntersville	100%	0%	$3,700.00
Town of Kill Devil Hills	100%	0%	$4,500.00
Town of Kitty Hawk	100%	0%	$2,000.00
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**96%**	**4%**	**$4,000.00**
Town of Nags Head	**100%**	**0%**	**$4,500.00**

Observations: Nags Head's contribution percentage is only a small amount higher than the average Employer contribution; however the majority of peers also contribute 100% of the Employer-Only premium. The Town's "Maximum Out-of-Pocket" payment is 12.5% higher than the market average.

Table 20B. Health Plan Detail by Coverage Type - HDHP

21. For each type of plan offered, please provide the following information:

Employee + Spouse Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville	90%	10%	$10,500.00
City of Chesapeake			
City of Concord	79%	21%	$16,000.00
Currituck County	85%	15%	$5,000.00
Dare County			
Town of Apex			
Town of Cary	80%	20%	$6,600.00
Town of Davidson	55%	45%	$5,000.00
Town of Duck			
Town of Huntersville	71%	29%	$5,400.00
Town of Kill Devil Hills	75%	25%	$9,000.00
Town of Kitty Hawk	78%	22%	$4,000.00
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**77%**	**23%**	**$7,687.50**
Town of Nags Head	**93%**	**7%**	**$9,000.00**

Observations: Nags Head's contribution percentage is significantly higher than the market average, and represents the highest contribution percentage among the entire peer group. The Town's "Maximum Out-of-Pocket" payment is significantly higher than the market average.

Table 20B. Health Plan Detail by Coverage Type - HDHP

21. For each type of plan offered, please provide the following information:

Employee + Child Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville	90%	10%	$10,500.00
City of Chesapeake			
City of Concord	80%	20%	$16,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary	80%	20%	$6,600.00
Town of Davidson	55%	45%	$5,000.00
Town of Duck			
Town of Huntersville	76%	24%	$5,400.00
Town of Kill Devil Hills	75%	25%	$9,000.00
Town of Kitty Hawk	83%	17%	$4,000.00
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**77%**	**23%**	**$8,071.43**
Town of Nags Head	**93%**	**7%**	**$9,000.00**

Observations: Like the "Employee + Spouse" tier of overage, Nags Head's contribution percentage is significantly higher than the market average, and represents the highest contribution percentage among the entire peer group. Also like the "Employee + Spouse" tier of coverage, the Town's "Maximum Out-of-Pocket" payment is also significantly higher than the market average.

Table 20B. Health Plan Detail by Coverage Type - HDHP

21. For each type of plan offered, please provide the following information:

Employee + Children Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville	90%	10%	$10,500.00
City of Chesapeake			
City of Concord	80%	20%	$16,000.00
Currituck County			
Dare County	85%	15%	$5,000.00
Town of Apex			
Town of Cary	80%	20%	$6,600.00
Town of Davidson	55%	45%	$5,000.00
Town of Duck			
Town of Huntersville	76%	24%	$5,400.00
Town of Kill Devil Hills	75%	25%	$9,000.00
Town of Kitty Hawk	83%	17%	$4,000.00
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**78%**	**22%**	**$7,687.50**
Town of Nags Head	**91%**	**9%**	**$9,000.00**

Observations: Like the "Employee + Child" and "Employee + Spouse" tiers of overage, Nags Head's contribution percentage is significantly higher than the market average for the "Employee + Children" tier of coverage. The Town's "Maximum Out-of-Pocket" payment is also significantly higher than the market average for this tier of coverage.

Table 20B. Health Plan Detail by Coverage Type - HDHP

21. For each type of plan offered, please provide the following information:

Employee + Family Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville	90%	10%	$10,500.00
City of Chesapeake			
City of Concord	79%	21%	$16,000.00
Currituck County			
Dare County	85%	15%	$5,000.00
Town of Apex			
Town of Cary	80%	20%	$6,600.00
Town of Davidson	55%	45%	$5,000.00
Town of Duck			
Town of Huntersville	65%	35%	$5,400.00
Town of Kill Devil Hills	75%	25%	$9,000.00
Town of Kitty Hawk	72%	28%	$4,000.00
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**75%**	**25%**	**$7,687.50**
Town of Nags Head	**87%**	**13%**	**$9,000.00**

Footnotes: City of Concord - Percentages for HRA without wellness incentive

All Data Effective Date: 12/15/2025

Observations: While the Employer's contribution to premium is significantly higher than the market average for "Family" coverage, the gap for this tier is not as large as the gap for the other "Employee +" tiers of coverage. Like the other "Employee +" tiers of coverage, the Town's "Maximum Out-of-Pocket" amount is significantly higher than the market average.

Table 20C. Health Plan Detail by Coverage Type - HDHP + MERP

21. For each type of plan offered, please provide the following information:

Employee Only Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	97%	3%	$3,500.00
City of Concord	90%	10%	$7,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**94%**	**7%**	**$5,250.00**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Observations: The data provided for this type of coverage is too limited to draw significant conclusions.

Table 20C. Health Plan Detail by Coverage Type - HDHP + MERP

21. For each type of plan offered, please provide the following information:

Employee + Spouse Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	95%	5%	$7,000.00
City of Concord	29%	71%	$14,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**62%**	**38%**	**$10,500.00**
Town of Nags Head			

Observations: The data provided for this type of coverage is too limited to draw significant conclusions.

Table 20C. Health Plan Detail by Coverage Type - HDHP + MERP

21. For each type of plan offered, please provide the following information:

Employee + Child Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	95%	5%	$7,000.00
City of Concord	73%	27%	$14,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**84%**	**16%**	**$10,500.00**
Town of Nags Head			

Observations: The data provided for this type of coverage is too limited to draw significant conclusions.

Table 20C. Health Plan Detail by Coverage Type - HDHP + MERP

21. For each type of plan offered, please provide the following information:

Employee + Children Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	94%	6%	$7,000.00
City of Concord	73%	27%	$14,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**83%**	**17%**	**$10,500.00**
Town of Nags Head			

Observations: The data provided for this type of coverage is too limited to draw significant conclusions.

Table 20C. Health Plan Detail by Coverage Type - HDHP + MERP

21. For each type of plan offered, please provide the following information:

Employee + Family Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake	91%	9%	$7,000.00
City of Concord	63%	37%	$14,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County			
Market Average	**77%**	**23%**	**$10,500.00**
Town of Nags Head			

Footnotes: City of Concord - Percentages for HRA without wellness incentive

All Data Effective Date: 12/15/2025

Observations: The data provided for this type of coverage is too limited to draw significant conclusions.

Table 20D. Health Plan Detail by Coverage Type - Other

21. For each type of plan offered, please provide the following information:

Employee Only Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake - HMO	92%	8%	$4,000.00
City of Concord - Narrow Network Plan	92%	8%	$4,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Highlands			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County - Plan type not specified	97%	3%	$5,000.00
Market Average	**94%**	**6%**	**$4,333.33**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Observations: Data provided is too sparse to draw firm conclusions, as they represent multiple types of plans.

Table 20D. Health Plan Detail by Coverage Type - Other

21. For each type of plan offered, please provide the following information:

Employee + Spouse Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium ($)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake - HMO	87%	13%	$8,000.00
City of Concord - Narrow Network Plan	88%	12%	$8,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County	81%	19%	$10,000.00
Market Average	**85%**	**15%**	**$8,666.67**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Observations: Data provided is too sparse to draw firm conclusions, as they represent multiple types of plans.

Table 20D. Health Plan Detail by Coverage Type - Other

21. For each type of plan offered, please provide the following information:

Employee + Child Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake - HMO	88%	12%	$8,000.00
City of Concord - Narrow Network Plan	89%	11%	$8,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County	90%	10%	$10,000.00
Market Average	**89%**	**11%**	**$8,666.67**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Observations: Data provided is too sparse to draw firm conclusions, as they represent multiple types of plans.

Table 20D. Health Plan Detail by Coverage Type - Other

21. For each type of plan offered, please provide the following information:

Employee + Children Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake - HMO	85%	15%	$8,000.00
City of Concord - Narrow Network Plan	89%	11%	$8,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County	90%	10%	$10,000.00
Market Average	**88%**	**12%**	**$8,666.67**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Observations: Data provided is too sparse to draw firm conclusions, as they represent multiple types of plans.

Table 20D. Health Plan Detail by Coverage Type - Other

21. For each type of plan offered, please provide the following information:

Employee + Family Coverage:			
Peer	**Employer Contribution to Monthly Premium (%)**	**Employee Contribution to Monthly Premium (%)**	**Maximum Out-of-Pocket ($)**
City of Asheville			
City of Chesapeake - HMO	78%	22%	$8,000.00
City of Concord - Narrow Network Plan	87%	13%	$8,000.00
Currituck County			
Dare County			
Town of Apex			
Town of Cary			
Town of Davidson			
Town of Duck			
Town of Huntersville			
Town of Kill Devil Hills			
Town of Kitty Hawk			
Town of Manteo			
Town of Southern Shores			
Wake County	81%	19%	
Market Average	**82%**	**18%**	**$8,000.00**
Town of Nags Head			
Nags Head as % of Mkt Avg			

Footnotes: City of Concord - Percentages are for HPN without wellness incentive

All Data Effective Date: 12/15/2025

Observations: Data provided is too sparse to draw firm conclusions, as they represent multiple types of plans.

Table 21. Short-Term Disability

22. Does your organization pay for Short Term Disability Insurance?

Peer	Yes	No
City of Asheville		X
City of Chesapeake	X	
City of Concord	X	
Currituck County		X
Dare County		X
Town of Apex		X
Town of Cary		
Town of Davidson	X	
Town of Duck	X	
Town of Huntersville		X
Town of Kill Devil Hills		X
Town of Kitty Hawk		
Town of Manteo	X	
Town of Southern Shores		X
Wake County		X
Market	**5**	**8**
Town of Nags Head		**X**

Data Effective Date: 12/15/2025

Footnotes: Town of Cary & Town of Kitty Hawk - Question not answered

Observations: Like Nags Head, the majority of peers do not offer short term disability insurance. Yet a third of the peers do offer the program, a noteable finding.

Table 22. Long-Term Disability

23. Does your organization pay for Long Term Disability Insurance?

Peer	Yes	No
City of Asheville	X	
City of Chesapeake	X	
City of Concord		X
Currituck County		X
Dare County		X
Town of Apex		X
Town of Cary		X
Town of Davidson		X
Town of Duck		X
Town of Huntersville	X	
Town of Kill Devil Hills		X
Town of Kitty Hawk		
Town of Manteo		X
Town of Southern Shores		X
Wake County	X	
Market	**4**	**10**
Town of Nags Head		**X**

Data Effective Date: 12/15/2025

Footnotes: Town of Kitty Hawk - Question not answered

Observations: Like Nags Head, the vast majority do not offer this benefit, so Nags Head's lack of long-term disability coverage is consistent with the prevalent market practice.

Table 23. Annual Vacation Days & Vacation Hours Per Pay Period

24. Please indicate the number of accrued days per year and hours per pay period for ***vacation leave***

Benefit accrual rate "tops out"

Paid Vacation Days	Years of Service						
Peer	**< 5 Years**	**> 5 Years**	**> 10 Years**	**> 15 Years**	**> 20 Years**	**> 25 Years**	**>30 Years**
City of Asheville	12.0	16.0	19.0	22.0	25.0	25.0	25.0
City of Chesapeake	12.0	15.0	18.0	21.0	24.0	24.0	24.0
City of Concord	14.0	17.0	21.0	25.0	28.0	28.0	28.0
Currituck County	11.8	16.7	19.8	22.8	25.7	25.7	25.7
Dare County	12.0	15.0	18.0	21.0	24.0	27.0	30.0
Town of Apex	10.0	15.0	18.0	21.0	24.0	24.0	24.0
Town of Cary	15.0	18.0	21.0	24.0	27.0	27.0	27.0
Town of Davidson	10.0	12.0	15.0	20.0	20.0	20.0	20.0
Town of Duck	12.0	15.0	20.0	20.0	22.0	22.0	22.0
Town of Huntersville	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Town of Kill Devil Hills	12.0	15.0	18.0	21.0	24.0	24.0	24.0
Town of Kitty Hawk	12.8	19.0	22.5	22.5	22.5	22.5	22.5
Town of Manteo	12.0	12.0	18.0	18.0	18.0	18.0	18.0
Town of Southern Shores	12.0	15.0	20.0	20.0	24.0	24.0	24.0
Wake County	14.0	17.0	20.0	23.0	26.0	26.0	26.0
Market Average:	**12.24**	**15.31**	**18.69**	**20.89**	**23.08**	**23.28**	**23.48**
Town of Nags Head	**12.00**	**15.00**	**18.00**	**21.00**	**24.00**	**27.00**	**30.00**
Town Days vs Market Average	**-0.24**	**-0.31**	**-0.69**	**0.11**	**0.92**	**3.72**	**6.52**

Footnotes: City of Asheville - Gave total annual hours; calculated per pay period; they also provided information about base rates and max annual accruals; City of Chesapeake - Reflects Annual Leave calculated from monthly accrual - they also have Sick & PTO, policy document provided; Town of Huntersville - an additional 5 hours per year of service is earned each year; Town of Kitty Hawk only provided per pay period hours, calculated days

Observations: The Town of Nag Head's vacation accrual is fairly close to the average amount among the peer organizations for each level of service with the exception of the two highest length of service categories (> 25 years and > 30 years. The Town's accrual lags the market by less than a day for the first three seniority categories, and then starts to lead for the three highest categories, and considerably so for the top two seniority categories. Moreover, only Dare County and Nag's Head actually offer higher accrual benefits for these two length of service categories. It is also noteworthy that the majority of peers set their highest accrual amount at around 20 years, whereas Nags Head continues to add to the accrual benefit each five years, topping out at 30 years. Clearly Nags Head's policy is generally competitive in the market, and provides additional incentive for long-term employees. The Town may wish to consider a slight increase for the lowest

Table 23. Annual Vacation Days & Vacation Hours Per Pay Period

24. Please indicate the number of accrued days per year and hours per pay period for ***vacation leave***

Benefit accrual rate "tops out"

Vacation Hours Accrued Per Pay Period: Non-Exempt	Years of Service						
Peer	**< 5 Years**	**> 5 Years**	**> 10 Years**	**> 15 Years**	**> 20 Years**	**> 25 Years**	**>30 Years**
City of Asheville	3.46	4.62	5.48	6.35	7.21	7.21	7.21
City of Chesapeake	4.00	5.00	6.00	7.00	8.00	8.00	8.00
City of Concord	4.31	5.23	6.46	7.69	8.69	8.69	8.69
Currituck County	3.62	5.15	6.08	7.00	7.92	7.92	7.92
Dare County							
Town of Apex	3.69	4.62	5.54	6.46	7.38	7.38	7.38
Town of Cary							
Town of Davidson	3.08	3.69	4.62	6.15	6.15	6.15	6.15
Town of Duck	3.69	4.62	6.15	6.15	6.72	6.72	6.72
Town of Huntersville	3.69	3.69	3.69	3.69	3.69	3.69	3.69
Town of Kill Devil Hills							
Town of Kitty Hawk	3.70	5.50	6.50	6.50	6.50	6.50	6.50
Town of Manteo	3.75	3.75	5.63	5.63	5.63	5.63	5.63
Town of Southern Shores	3.69	4.61	6.15	6.15	7.38	7.38	7.38
Wake County	4.67	5.67	6.67	7.67	8.67	8.67	8.67
Market Average:	**3.78**	**4.68**	**5.75**	**6.37**	**6.99**	**6.99**	**6.99**
Town of Nags Head	**3.46**	**4.33**	**5.19**	**6.06**	**6.92**	**7.79**	**8.65**
Town Hours vs Market Average	**-0.32**	**-0.35**	**-0.56**	**-0.31**	**-0.07**	**0.80**	**1.66**

Footnotes: City of Asheville - Gave total annual hours; we calculated per pay period; they also provided information about base rates and max annual accruals; City of Chesapeake - Reflects Annual Leave calculated from monthly accrual - they also have Sick & PTO, policy document provided; Dare County, Town of Cary, & Town of Kill Devi Hills - Hours/pay period not provided; Town of Apex - Hours/Pay Period provided were annual, calculated to per pay period; Town of Huntersville - an additional 5 hours per year of service is earned each year

Observations: The Town of Nag Head's vacation accrual per pay period is very close to the market average for all categories, but is a very small amount lower for all but the two highest seniority categories, where the Town is higher than the market average. Again, like the "overall" vacation accrual table above, the Town of Nags Head continues to increase the accrual amount for a much longer timeframe than all of the peer organizations.

Table 23. Annual Vacation Days & Vacation Hours Per Pay Period

24. Please indicate the number of accrued days per year and hours per pay period for ***vacation leave***

Benefit accrual rate "tops out"

Vacation Hours Accrued Per Pay Period: Exempt	Years of Service						
Peer	**< 5 Years**	**> 5 Years**	**> 10 Years**	**> 15 Years**	**> 20 Years**	**> 25 Years**	**>30 Years**
City of Asheville	3.46	4.62	5.48	6.35	7.21	7.21	7.21
City of Chesapeake	4.00	5.00	6.00	7.00	8.00	8.00	8.00
City of Concord	4.31	5.23	6.46	7.69	8.69	8.69	8.69
Currituck County	3.62	5.15	6.08	7.00	7.92	7.92	7.92
Dare County							
Town of Apex	3.69	4.62	5.54	6.46	7.38	7.38	7.38
Town of Cary							
Town of Davidson	3.08	3.69	4.62	6.15	6.15	6.15	6.15
Town of Duck	3.69	4.62	6.15	6.15	6.72	6.72	6.72
Town of Huntersville	3.69	3.69	3.69	3.69	3.69	3.69	3.69
Town of Kill Devil Hills							
Town of Kitty Hawk	3.70	5.50	6.50	6.50	6.50	6.50	6.50
Town of Manteo	3.75	3.75	5.63	5.63	5.63	5.63	5.63
Town of Southern Shores	3.69	4.61	6.15	6.15	7.38	7.38	7.38
Wake County	4.67	5.67	6.67	7.67	8.67	8.67	8.67
Market Average:	**3.78**	**4.68**	**5.75**	**6.37**	**6.99**	**6.99**	**6.99**
Town of Nags Head	**3.69**	**4.62**	**5.54**	**6.46**	**7.38**	**8.31**	**9.25**
Town Hours vs Market Average	**-0.09**	**0.99**	**0.96**	**1.01**	**1.06**	**1.19**	**1.32**

Footnotes: City of Asheville - Gave total annual hours; we calculated per pay period; they also provided information about base rates and max annual accruals City of Chesapeake - Reflects Annual Leave calculated from monthly accrual - they also have Sick & PTO, policy document provided; Dare County, Town of Cary, & Town of Kill Devi Hills - Hours/pay period not provided; Town of Apex - Hours/Pay Period provided were annual, calculated to per pay period; Town of Huntersville - an additional 5 hours per year of service is earned each year

Observations: The Town of Nag Head's vacation accrual per pay period is very close to the market average for all categories, and exceeds the market average for all but the lowest seniority category. Again, like the "overall" vacation accrual table above, the Town of Nags Head continues to increase the accrual amount for a much longer timeframe than all of the peer organizations.

Table 23. Annual Vacation Days & Vacation Hours Per Pay Period

24. Please indicate the number of accrued days per year and hours per pay period for ***vacation leave***

Benefit accrual rate "tops out"

Vacation Hours Accrued Per Pay Period: Police	Years of Service						
Peer	**< 5 Years**	**> 5 Years**	**> 10 Years**	**> 15 Years**	**> 20 Years**	**> 25 Years**	**>30 Years**
City of Asheville	3.69	4.92	5.84	6.76	7.69	7.69	7.69
City of Chesapeake	8.33	9.34	10.33	11.34	12.34	12.34	12.34
City of Concord	4.60	5.59	6.91	8.22	9.21	9.21	9.21
Currituck County	3.80	5.40	6.38	7.35	8.31	8.31	8.31
Dare County							
Town of Apex							
Town of Cary							
Town of Davidson	3.23	3.88	4.85	6.46	6.46	6.46	6.46
Town of Duck	3.95	4.93	6.58	6.58	7.23	7.23	7.23
Town of Huntersville	3.87	3.87	3.87	3.87	3.87	3.87	3.87
Town of Kill Devil Hills							
Town of Kitty Hawk	4.15	6.05	7.15	7.15	7.15	7.15	7.15
Town of Manteo	4.00	4.00	6.00	6.00	6.00	6.00	6.00
Town of Southern Shores	3.95	4.94	6.58	6.58	7.90	7.90	7.90
Wake County	4.92	5.97	7.02	8.07	9.13	9.13	9.13
Market Average:	**4.41**	**5.35**	**6.50**	**7.13**	**7.75**	**7.75**	**7.75**
Town of Nags Head	**3.95**	**4.94**	**5.93**	**6.91**	**7.90**	**8.89**	**9.88**
Town Hours vs Market Average	**-0.46**	**0.92**	**0.91**	**0.97**	**1.02**	**1.15**	**1.27**

Footnotes: City of Asheville - Gave total annual hours; we calculated per pay period; they also provided information about base rates and max annual accruals City of Chesapeake - Reflects Annual Leave calculated from monthly accrual - they also have Sick & PTO, policy document provided; Dare County, Town of Cary, & Town of Kill Devi Hills - Hours/pay period not provided; Town of Apex - Police hours not provided; Town of Huntersville - an additional 5 hours per year of service is earned each year

Observations: The Town of Nag Head's vacation accrual per pay period is close to the market average for all categories, but exceeds the market for all but the lowest seniority category. Again, like the "overall" vacation accrual table above, the Town of Nags Head continues to increase the accrual amount for a much longer timeframe than all of the peer organizations.

Table 23. Annual Vacation Days & Vacation Hours Per Pay Period

24. Please indicate the number of accrued days per year and hours per pay period for ***vacation leave***

Benefit accrual rate "tops out"

Vacation Hours Accrued Per Pay Period: Fire	Years of Service						
Peer	**< 5 Years**	**> 5 Years**	**> 10 Years**	**> 15 Years**	**> 20 Years**	**> 25 Years**	**>30 Years**
City of Asheville	5.54	7.38	8.77	10.15	11.53	11.53	11.53
City of Chesapeake	ver	13.07	14.47	15.87	17.27	17.27	17.27
City of Concord	6.03	7.32	9.05	10.77	12.06	12.06	12.06
Currituck County	5.07	7.21	8.51	9.80	11.08	11.08	11.08
Dare County							
Town of Apex							
Town of Cary							
Town of Davidson	4.31	5.17	6.46	8.62	8.62	8.62	8.62
Town of Duck	4.89	6.12	8.15	8.15	8.97	8.97	8.97
Town of Huntersville	5.17	5.17	5.17	5.17	5.17	5.17	5.17
Town of Kill Devil Hills							
Town of Kitty Hawk	5.10	7.55	9.00	9.00	9.00	9.00	9.00
Town of Manteo	4.20	4.20	6.30	6.30	6.30	6.30	6.30
Town of Southern Shores	3.88	4.85	6.46	6.46	7.75	7.75	7.75
Wake County	6.92	7.97	9.37	12.17	12.17	12.17	12.17
Market Average:	**5.11**	**6.91**	**8.34**	**9.31**	**9.99**	**9.99**	**9.99**
Town of Nags Head	**4.62**	**5.77**	**6.92**	**8.08**	**9.23**	**10.38**	**11.54**
Town Hours vs Market Average	**-0.49**	**0.84**	**0.83**	**0.87**	**0.92**	**1.04**	**1.15**

Footnotes: City of Asheville - Gave total annual hours, calculated per pay period; they also provided information about base rates and max annual accruals City of Chesapeake - Reflects Annual Leave calculated from monthly accrual - they also have Sick & PTO, policy document provided; Dare County, Town of Cary, & Town of Kill Devi Hills - Hours/pay period not provided; Town of Apex - Fire hours not provided; Town of Huntersville - an additional 5 hours per year of service is earned each year

Observations: The Town of Nag Head's vacation accrual per pay period is close to the market average for all categories, but exceeds the market average for all but the lowest tenure category. Again, like the "overall" vacation accrual table above, the Town of Nags Head continues to increase the accrual amount for a much longer timeframe than all of the peer organizations.

All Data Effective 12/15/2025

Observations:

Table 24. Experience Credit

25. Do you provide credit for related experience for the purposes of determining vacation leave accrual rates? If yes, please provide the parameters:

Peer	Yes	No	Parameters
City of Asheville		X	
City of Chesapeake		X	
City of Concord			
Currituck County		X	
Dare County		X	
Town of Apex		X	
Town of Cary		X	
Town of Davidson	X		Only If negotiated during the hiring process
Town of Duck	X		All full-time government (local, state, and federal, including military) years are counted as years of service.
Town of Huntersville		X	
Town of Kill Devil Hills		X	
Town of Kitty Hawk	X		In senior roles, with town manager approval
Town of Manteo		X	
Town of Southern Shores		X	
Wake County		X	
Market	**3**	**11**	
Town of Nags Head		**X**	

Data Effective Date: 12/15/2025

Footnotes:

Observations: Only a small number of peer organizations credit previous job experience for the purposes of vacation accrual, and in one of the three cases it must be negotiated and at another location it is only available for "senior roles". The Town of Nags Head policy to not credit previous experience is consistent with the prevalent market practice.

Table 25. Designated Paid Holidays

26. Is your organization closed to the public on the following holidays?

	New Year's Day	MLK Birthday	President's Day	Good Friday	Memorial Day	Juneteenth	Independence Day	Labor Day	Indigenous Peoples/ Columbus Day	Election Day	Veterans Day	Thanksgiving Day	Day After Thanksgiving	Christmas Eve	Christmas Day	3rd Day at Christmas	New Year's Eve	Total
Peer	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	**Yes or No**	
City of Asheville	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
City of Chesapeake	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	15
City of Concord	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	No	11
Currituck County	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	12
Dare County	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	12
Town of Apex	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	14
Town of Cary	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
Town of Davidson	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
Town of Duck	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	14
Town of Huntersville	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
Town of Kill Devil Hills	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	12
Town of Kitty Hawk	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	15
Town of Manteo	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
Town of Southern Shores	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	12
Wake County	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	13
Town of Nags Head	**Yes**	**Yes**	**No**	**Yes**	**Yes**	**No**	**Yes**	**Yes**	**No**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**No**	
Number of "Yes" Responses	**15**	**14**	**4**	**14**	**15**	**9**	**15**	**15**	**2**	**1**	**15**	**15**	**15**	**15**	**15**	**14**	**2**	
Number of "No" Responses	**0**	**1**	**11**	**1**	**0**	**6**	**0**	**0**	**13**	**14**	**0**	**0**	**0**	**0**	**0**	**1**	**13**	
Town Practice Not Consistent with Prevalent Market Practice:						**X**												

Data Effective Date: 12/15/2025

Market Average Number of Designated Holidays:	**13.0**
Town of Nags Head Number of Designated Holidays:	**12.0**
Town Hours Versus Market Average:	**-1.0**

Footnotes:

Observations: The majority of peers do include the Juneteenth federal holiday as a holiday and Nags Head does not. In all other holidays included in the survey, Nag Head's policy is consistent with the prevalent market practice. Also, the Town of Nags Head is below the market average number of designated holidays by 1 day.

Table 26. Floating Holidays

27. How many personal days (also known as "floating holidays" (in days) do employees receive each year (in addition to paid holidays, vacation, and sick leave)?

Peer	Number of Floating Holidays	
City of Asheville	0	
City of Chesapeake	0	
City of Concord	13	Need to verify this is their "Paid Personal Holiday" Plan on website - ask for policy
Currituck County	0	
Dare County	3	
Town of Apex	10	Peak Paid Time Off Policy: Employee Benefits | Apex, NC - Official Website
Town of Cary	10	Verified on submission - 10 "Leave My Way" days per fiscal year - ask for policy
Town of Davidson	0	
Town of Duck	0	
Town of Huntersville	0	
Town of Kill Devil Hills	1	
Town of Kitty Hawk	0	
Town of Manteo	0	
Town of Southern Shores	1	
Wake County	0	
Market Average:	**2.5**	
Town of Nags Head	**0**	
Town vs. Market:	**-2.5**	
Number of Orgs With Floating Holidays:	**6**	

Data Effective Date: 12/15/2025

Footnotes: City of Concord entered "1 personal day 12 floating holidays"; Town of Cary - These are additional 'Leave My Way" days per fiscal year; Town of Kill Devil Hills - 1 (birthday) & they can opt to take Martin Luther or Juneteenth in lieu of Presidents Day

Observations: Fewer than half of the peers offer floating holidays in addition to vacation and sick leave. Of those who do, there are three organizations with very generous benefits, but overall the average number of floating holidays is 2.5 days per year.

Table 27. Defined Contribution Plans

28. If your organization contributes to employees' 401(k) plan, please answer the following:
a. Amount: % of salary or $ flat dollar amount
b. What percentage, or flat-dollar amount, of the employer 401(k) contribution requires an employee match?

Peer	Percent of Salary Contributed	Flat Dollar Amount Contributed	Employee Match Requirement
City of Asheville	5%		1%
City of Chesapeake	N/A	N/A	N/A
City of Concord	5%		Voluntary
Currituck County	5%		
Dare County	3%		
Town of Apex	5%		
Town of Cary	5%		0%
Town of Davidson	5%		0%
Town of Duck	5%		0%
Town of Huntersville	5%		0%
Town of Kill Devil Hills	3%		2%
Town of Kitty Hawk	2%		Varies
Town of Manteo	5%		0%
Town of Southern Shores	5%		0%
Wake County	5%		0%
Town of Nags Head	**5%**		**0%**
Market Average:	**5%**		**0%**
Nags Head as % of Mkt Avg:	**110%**		**0%**

Data Effective Date: 12/15/2025

Footnotes: Town of Kitty Hawk - They must participate but if less than 2% of salary they do not get the full match

Observations: The Town's contribution percentage is consistent with the prevalent market practice. Like Nags Head, the vast majority of the peers do NOT require an employee match to the 401(K) plan before the employer will make their designated contribution.

Table 28. Retiree Benefits

29. Do you offer medical benefits to employees retiring today? If "Yes", please provide the parameters of the premiums offered.

Peer	Offered?	Length of Service Requirement for 100% Employer	Premium Parameters
City of Asheville	No		
City of Chesapeake	Yes		15-19 YOS = 0% (Employee pays 100% for all Plan Types and covered individuals/family members) 20+ YOS = 43% - 97% (Depending on Plan Type and covered individuals/family members)
City of Concord	Yes		**Hired prior to 7/04** - < 10 YOS = 0% (Employee pays 100% for all Plan Types and covered individuals/family members) +10 YOS = 63% - 92% (Depending on Plan Type and covered individuals/family members) **Hired after 7/04 -** 10 YOS < 25 YOS = 32% - 46% (Depending on Plan Type and covered individuals) 25+ YOS = 63% - 92% (Depending on Plan Type and covered individuals/family members)
Currituck County	Yes	20+	**Hired prior to 9/07 -** 10 YOS < 15 YOS = 50% of active employee rate, 15 YOS < 20 YOS = 75% of active employee rate, 20+ YOS = 100% of active employee rate. **Hired after 9/07 & before 1/17** - 20+ YOS = 100% of active employee rate. **Hired on or after 1/17** - not eligible for County-paid insurance at retirement.
Dare County	Yes		30+ YOS = 100%
Town of Apex	No		
Town of Cary	Yes	25+	15 years - 50% subsidy towards health insurance cost, goes up 5% each year until 100% subsidy after 25 years of service
Town of Davidson	No		
Town of Duck			
Town of Huntersville	Yes	25+	100% for eligible employees retiring from the Town with 25 years of service, until they reach age Medicare eligibility
Town of Kill Devil Hills	Yes	20+	20 YOS = 100%
Town of Kitty Hawk	Yes		It is based on hire date for this coverage and several changes over the years
Town of Manteo	Yes	25+	15 YOS - Medicare Supplement 20 YOS - 50% 25 YOS - 100%
Town of Southern Shores	Yes	20+	10-14 YOS - 50% 15-19 YOS - 75% 20 YOS - 100%
Wake County	Yes	20+ (if hired before 7/1/2011)	**Hired before 7/1/2011** with 20+ years of service.
Number of "Yes" Responses	**7**		
Town of Nags Head	**Yes**	**25+**	**10 Years: Town Pays 25%, Employee 75%** **15 Years: Town Pays 50%, Employee 50%** **20 Years: Town Pays 75%, Employee 25%** **25 Years: Town Pays 100%, Employee 0%**

Data Effective Date: 12/15/2025

Footnotes: City of Concord - Percentages are for all Plan Types without Wellness Incentive; Town of Kill Devil Hills - additional details not provided

Observations: 50% of the peers, like Nags Head, have some sort of retiree health benefit. The premium parameters vary considerably but the details will be of interest. For the communities that provided the information, we see that the market practice for 100% of employer contribution for retiree health coverage requires either 20 or 25 years of service. The Town of Nags Head's policy of requiring 25 years is consistent with many peers in this market.

Table 29. Other Benefits

30. Please choose any of the following benefits your organization offers to employees. Choose all that apply.

Peer	Tuition Reimbursement		Paid Parental Leave		Paid Caregiver Leave		Mental Health/Wellness Days			Birthday Leave	Employee Assistance Program	Remote Work Policy		Flexible Scheduling	Paid Volunteer Leave			Sabbatical Leave
	Offered?	Benefit Amount	Offered?	Total Days	Offered?	Total Days	Offered?	Parameters	Total Days			Offered?	Parameters		Offered?	Parameters	Total Days	
City of Asheville	Yes	Varies	Yes	Varies	No		No			No		Yes	Hybrid	No	No			No
City of Chesapeake	Yes		No		No		No			No	Yes	Yes	up to 2 days per week at manager discretion	Yes	No			No
City of Concord	Yes	BD - $2,000 AD - $1,000	Yes	30	No		No			No	Yes	Yes	Hybrid based on department - 2 days /wk	Yes	No			No
Currituck County	No		No		No		No			No	Yes	No		No	No			No
Dare County	No		No		No		No			No	Yes	Yes	Hybrid, compressed, flex, remote (max 2	Yes	No			No
Town of Apex	Yes	$2,500	Yes	40	Yes	15	No			No	Yes	Yes	Hybrid	Yes	No			No
Town of Cary	Yes		No		No		No			No	No	No		No	No			No
Town of Davidson	Yes		Yes		No		No			No	Yes	Yes	1 day/wk if position can work remotely	Yes	No			No
Town of Duck	Yes	$1,200	No		No		No			No	No	No		No	No			No
Town of Huntersville	Yes	$2,000	No		No		No			No	Yes	Yes	1-2 days/wk	Yes	No			No
Town of Kill Devil Hills	Yes	$1,000	No		No		No			Yes	Yes	No		No	No			No
Town of Kitty Hawk	Yes	subject to budget approval	No		No		No			No	No	No		No	No			No
Town of Manteo	Yes	Per case basis	No		No		No			No	No	No		No	No			No
Town of Southern Shores	Yes	$1,000	No		No		No			No	Yes	No		Yes	No			No
Wake County	Yes	$2,500	Yes	40	Yes	15	Yes		2	No	Yes	Yes	by department	Yes	Yes		2 days	No
Number of "Yes" Responses/ Select Market Average Data	**11**	$1,700	**4**	**0**	**2**	**0**	**1**			**1**	**9**	**6**		**7**	**1**			**0**
Town of Nags Head	**No**		**Yes**	**30**	**No**		**Yes**	**Police Only - based on YOS**	**5 days - 15 days**	**No**	**Yes**	**No**		**No**	**No**			**No**
Town Practice Not Consistent with Prevalent Market Practice:	**X**		**X**				**X**											

Data Effective Date: 12/15/2025

Footnotes: Town of Cary - Noted in "Additional Leave My Way days referenced above is an annual program which provides leave options that supplement vacation and sick leave to support employee needs and different phases of life. It's available to use in addition to regular vacation leave" - since this was already represented in the floating holiday section, I didn't add here; Town of Highlands, Town of Kill Devil Hills, & Town of Southern Shores - Tuition benefit is available per fiscal year; Town of Kitty Hawk - Bereavement Leave, includes Pets; Wake County - Bereavement Leave

***Observations:** There are a few areas where Nags Head's current policy is different than the prevailing market practice. First, the vast majority of peers offer tuition reimbursement, averaging about $1,700, whereas the Town has no benefit in this area. Second, the fact that Nags Head offers a parental leave program is more generous than the most prevalent practice, which is to NOT offer this benefit. Nevertheless, one third of the peers do have paid parental leave, which is a significant number to consider. Third, the provision of a mental health/wellness day program at Nags Head Police Department is very unusual offered only at one peer (Wake County).*

We also note that a sizeable minority of peers have some type of remote work policy, with differing parameters noted, while the Town of Nags Head does not have any type of remote work policy. We note that 53% is not a strong "prevalent" practice but it does represent the majority of Nags Head's peers. 40% does not constitute a prevalent practice, but in our experience, there is a consistent market trend toward offering some remote work potential for jobs where it is reasonable.

Table 30. Wellness Benefits

31. Please describe any benefits that are meant to support employee wellness activities

Peer	Response
City of Asheville	N/A
City of Chesapeake	Free Community Center membership, Walking Wednesdays, Yoga, mobile mammograms, health huts, health screenings
City of Concord	gyms on site and two gym facilities; wellness incentives; onsite health clinic/wellness center; telemedicine; nutritional counseling;
Currituck County	N/A
Dare County	Employee Wellness Clinic
Town of Apex	$1,200 annual wellness payment
Town of Cary	Additional benefits range from a "Benefits My Way" annual lifestyle reimbursement program to include reimbursements for eligible health and wellness and lifestyle expenses
Town of Davidson	Health and Wellness Coach participation tied to HSA contributions
Town of Duck	Police and fire contracted mental health counselor
Town of Huntersville	Discount on gym membership; wellness program where employees can earn gift cards thru Healthcare Provider.
Town of Kill Devil Hills	30 minutes per day of wellness activity of choice (paid time) based on wellness policy
Town of Kitty Hawk	FD has gym accessible to all, PD has gym accessible to the PD staff.
Town of Manteo	YMCA membership - $20/month
Town of Southern Shores	$250 annually towards a gym membership or weight loss program
Wake County	no/low cost employee health center, educational webinars, virtual wellness platform, wellness incentive program (participate to avoid premium surcharge and earn premium discount)
Town of Nags Head	**Town Gym for employee and spouses, 100% paid counseling services - unlimited visits, Move More Initiative - Exercise Program pays $250 year upon completion**

Data Effective Date: 12/15/2025

Footnotes: City of Concord - some info pulled from Benefits brochure; Town of Cary - noted tuition in this comment, I entered in Other Benefits & financial planning, I entered in Unique Benefits

Observations: Like Nags Head, the vast majority of peers offer at least one type of wellness program or incentive and several offer more than one. From our experience, the Town's benefit of 100% employer payment of unlimited counseling/therapy sessions is very unusual in terms of the commitment to pay for the sessions, and with no limitation on the number of covered visits.

Table 31. Unique Benefits

32. Please describe any unique employer-paid benefits offered by your organization that employees particularly enjoy.

Peer	Response
City of Asheville	
City of Chesapeake	
City of Concord	Coworker Purchasing Program; Home & Auto Discount Program; Money Coaching; Identity Theft Protection; Legal Insurance; Pet Insurance
Currituck County	
Dare County	
Town of Apex	
Town of Cary	Vacation sell back program; financial planning
Town of Davidson	In Town incentive for police officers that live in town
Town of Duck	
Town of Huntersville	
Town of Kill Devil Hills	
Town of Kitty Hawk	
Town of Manteo	
Town of Southern Shores	In lieu of paying a % of dependent coverage for insurance, the Town has a cafeteria plan of $750 per month. This can be used to help offset the cost of dependent coverage if needed, can be taken in their checks as cash, or they can choose to put it in their 401k. Town Council thinks this is fair to all employees so that everyone is getting a benefit, not just those with a family.
Wake County	pet insurance, legal/ID protection, wellness program, no/low cost employee health center, discounts on various products and services, professional development.
Town of Nags Head	

Data Effective Date: 12/15/2025

Footnotes: City of Concord - Info pulled from Benefits brochure

Observations: There is a variety of addiitonal benefits mentioned. We are seeing more legal insurance and pet insurance among our larger client base, and a general trend toward more flexibility in time off policies (that is more choice on days off).

Exhibit 4:

Review and Recommendations for The Town of Nags Head's Classification and Compensation Plan Policies

Review and Recommendations for

The Town of Nags Head's

Classification and Compensation Plan Policies

DRAFT

March 23, 2026

THE ARCHER COMPANY, LLC.

7652 Sawmill Road, Suite 295

Dublin, Ohio 43016

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A. Background and Introduction

The Town of Nags Head engaged The Archer Company to review and enhance its salary administration guidelines. Our scope of work included auditing existing classification and compensation policies, identifying regulatory or strategic gaps, and developing targeted recommendations based on the specific priorities identified by the Town's Project Team as well as best contemporary practices for similar, successful municipal employers.

We focused on the majority of current policies, each which were discussed in working sessions with the Compensation Study Project Team (Town Manager, Deputy Town Manager/Director of Finance, Director of Human Resources). We are also providing a number of additional policies for the Town's consideration, as well as in some cases, a different organization of existing policies. For example we have created one policy section that describes all pay programs and policies that provide for salary growth within an employee's existing job title and commensurate pay grade and range.

Current Policies Reviewed:

Current Policy: Personnel Policy; Article III - The Position Classification Plan

- Section 1: Adoption
- Section 2: Allocation of Positions to Salary Grade
- Section 3: Administration of the Position Classification Plan
- Section 4: Amendment of the Position Classification Plan Position Classification Plan

Current Policy: Personnel Policy; Article IV - The Pay Plan

- Section 1: Pay Plan Adoption
- Section 2: Maintenance of the Pay Plan
- Section 3: Transition to Pay Plan (applicable to implementation of periodic pay studies)
- Section 4: Use of Salary Ranges
- Section 5: Payment at Listed Rate
- Section 6: Pay Rates in Promotions, Demotions, Transfer and Reclassification
- Section 7: Pay rates in Salary Range Revisions
- Section 8: Pay for Temporary and Part Time Work
- Section 9: Overtime
- Section 9: Compensatory Time
- Section 9: Use of Accrued Time
- Section 10: Call-Back Pay

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- Section 11: Service Awards
- Section 12: Longevity Pay
- Section 16: Merit Award Policy
- Employee Incentive Plan
- Section 18: Shift Differential

Current Policy: Personnel Policy; Article V - Recruitment and Employment

- Section 10. Probationary Period of Employment (Compensation language only)
- Section 11 – Promotion (Compensation language only)

Current Policy: Personnel Policy; Article VI – Work Conditions and Expectations

- Section 2 – Call-back, On-Call, Stand-By Policy

Additional Policies for Consideration (in some cases, some policy language exists)

- Creation of a Responsibility Matrix (leadership, HR, managers, employees)
- Cost-of-Living Increase Policy (Not documented)
- Managing Pay Within Ranges
- New Hire Pay Determination
- Pay for New Hires
- Sign-On Bonus Program
- Referral Bonus Program
- Shift Differential Pay
- Weekend and Holiday Premiums
- Market Adjustments to Pay
- Equity Adjustments to Pay
- Compression Adjustments to Pay
- Certification/License Completion Pay
- Compensation Terms Glossary

The remainder of this document covers each one of these policy areas in terms of recommendations in some cases, but in many more cases, draft policy language.

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There are a few other minor policies in the Compensation Plan policy document about which we have no recommendations. They are fine as they are, or if we have additional comments, they are indicated below. These areas are:

- Section 11. Service Awards
- Section 14. Longevity Pay (Town is in process of considering a major plan amendment)
- Sectio n17. Employee Incentive Program (The Project Team has concluded that the plan is of no ongoing value and recommend its elimination. We concur with their logic).
- Section 19. Clothing Allowance
- Section 20. Handler Compensation

General Comments

Our review found the current classification and compensation policies to be generally thoughtful and well-structured. We have provided the current language for each policy area we reviewed, followed by recommendations for additional and/or different language. Our recommendations are based on reducing some specific areas of ambiguous language and several areas where the written policy no longer reflects actual pay practices. We are also adding additional potential provisions and specific language with the objective of creating a comprehensive, *best-in-class* Classification and Compensation Policy Manual (this could of course be incorporated into the Town's Personnel Policies document) as well.

We are recommending the Town's Classification and Compensation Policy Manual, or other document include five key sections:

Section 1: Classification and Compensation Program Overview

Section 2: The Job Classification Plan

Section 3: The Compensation Plan

Section 4: Classification Administration Guidelines

Section 5: Compensation Administration Guidelines

We have also drafted an important policy section to define the different Employe Categories within the Town. Understanding these categories is important as it determines eligibility for benefits, overtime and leave accruals. We think the section belongs in the general Personnel Policies document. In our report, this section is placed before the Classification and Compensation Policy Manual proposed sections listed above.

All of our policy recommendations are designed to align the policies with the Town's operational practices and the core objectives of the Classification and Compensation program. Once

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completed, the document serves as a ***strategic governance document*** clearly reflecting the Town's goals and objectives for the Classification and Compensation Program.

Adding Certain Language for Risk Management Purposes

In reviewing the Town's current Classification and Compensation policies we observed there is little "protective language" that, when present, assists the Town in management of long-term financial risk.

Managing Expectations: Without protective language, the Town runs the risk of encouraging a general "entitlement" mentality among the employee population, specifically that pay and benefits will only go one way (up). Incorporating some clear language reminding employees that conditions can change, and therefore policies and expenditures may need to be altered, is a form of "risk management" for the Town as an organization and an employer.

It is always better to be clear upfront than to over-promise and under-deliver. Select phrases in the right places can help protect the Town's reputation by setting realistic expectations from day one.

Budgetary Safety Valve: Even more important, without such language, employees may view the salary scale and every other aspect of the current compensation plan as a binding contract. If the Town at some point encounters a significant recession or a major budget shortfall, the Town needs the legal flexibility to freeze pay and/or enact another compensation reduction without facing "breach of contract" grievances.

"No Guarantee" Clause:

With these considerations in mind, we have recommended a "no guarantee" clause with a statement of intent:

"While the Town strives to provide competitive wages and regular adjustments to keep pace with the market, all increases remain contingent upon the Town's overall financial health and budgetary constraints."

Pay Program Transparency

The Town will want to consider the degree of pay program "transparency" it wishes to administer and maintain in the future. This has implications for the content of the employee-facing Classification and Compensation handbook or manual versus a manual that provides guidance to management. It is likely that in the context of a North Carolina public sector employer, however, both documents would need to be available to anyone requesting them. While an attorney should be consulted, we believe that Under N.C.G.S. § 132-1, the Public Records Law, nearly all documents created or received by a government agency in the course of public business are public property. While specific individual personnel files are protected (confidential) under N.C.G.S. § 126-22, high-level policies and manuals are not.

- Public Information: Compensation policies, salary ranges/pay grades, job classifications, and the "rules of the game" (how raises are calculated) are public records.

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- What is Confidential: Private details of a specific employee (e.g., performance reviews, social security numbers, medical info) remain protected. However, even within those files, an employee's name, age, current salary, and salary history are always public in NC.

It is important to fully understand the legal requirements for the compensation policies and practices. Then, the decision about the relative amount of pay transparency becomes the focus. At its core, **pay transparency** is the degree to which an employer such as the Town of Nags Head shares information about how, why, and how much employees are paid.

Modern pay transparency is driven by a mix of new labor laws, a desire to close the gender and racial wage gaps, and a shift in workplace culture where younger generations value openness.

Sharing compensation policies and practices is an example of "process transparency," where the employer doesn't share specific dollar amounts but explains the **logic** behind the pay. We generally recommend this level of transparency, where you share the compensation philosophy, and publish the considerations that are used to make pay decisions that are not in some way formulaic or predetermined. The goal is to build trust in the system, even if individual number remain private (except upon an official FOIA-type request).

Other recommendations we have around transparency and education on the classification and compensation system include:

External Transparency of Pay Ranges: Disclose pay ranges in all public job postings.

- **Internal Range Access:** At a minimum, allow current employees to see the pay scale for their own level and the level immediately above them (the "career path" view).
- **Managerial Transparency:** Train managers to have deep, "tough" conversations about why an employee is at a certain point in their range (e.g., "You are at the market reference point because you meet expectations, but you need X skill to move toward the maximum").
- **Pay Determination Factors:** You will see these describe in several places in our recommended policy draft language. We believe the benefits of sharing these factors outweighs the likely questions and in some cases, challenges you may face. The language should be clear in regard to what factors are taken into consideration, as well as who has input, and who makes the final decision. Clear delineation of the governance process for compensation matters is important to communicate.

Define the "Tone of Voice" of the Classification and Compensation Policies

Because the Town is contemplating updates to the entire Personnel Policies document, this section would apply more broadly to the entire set of policies.

Before writing, the Town should decide which of these three "voices" best fits your organizational culture:

- What is Confidential: Private details of a specific employee (e.g., performance reviews, social security numbers, medical info) remain protected. However, even within those files, an employee's name, age, current salary, and salary history are always public in NC.

It is important to fully understand the legal requirements for the compensation policies and practices. Then, the decision about the relative amount of pay transparency becomes the focus. At its core, **pay transparency** is the degree to which an employer such as the Town of Nags Head shares information about how, why, and how much employees are paid.

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Other recommendations we have around transparency and education on the classification and compensation system include:

- **External Transparency of Pay Ranges:** Disclose pay ranges in all public job postings.
- **Internal Range Access:** At a minimum, allow current employees to see the pay scale for their own level and the level immediately above them (the "career path" view).
- **Managerial Transparency:** Train managers to have deep, "tough" conversations about why an employee is at a certain point in their range (e.g., "You are at the market reference point because you meet expectations, but you need X skill to move toward the maximum").
- **Pay Determination Factors:** You will see these described in several places in our recommended policy draft language. We believe the benefits of sharing these factors outweighs the likely questions and in some cases, challenges you may face. The language should be clear in regard to what factors are taken into consideration, as well as who has input, and who makes the final decision. Clear delineation of the governance process for compensation matters is important to communicate.

Define the "Tone of Voice" of the Classification and Compensation Policies

Because the Town is contemplating updates to the entire Personnel Policies document, this section would apply more broadly to the entire set of policies.

Before writing, the Town should decide which of these three "voices" best fits your organizational culture:

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- **The Protective Steward (Formal/Legal):** Focuses on compliance, equity, and preventing grievances.

  We believe this is best for high-conflict environments or very large municipalities, neither of which describe the Town of Nag's Head.

- **The Transparent Partner (Modern/Accessible):** Focuses on clarity and "the why" behind the numbers. This "voice" is best for building morale and attracting new talent. *We see this voice in many successful private sector firms.*

- **The Public Servant (Mission-Driven):** Ties compensation directly to the Town's ability to serve the community. The focus of the language is on fairness to the taxpayer, internal equity, and the "social contract," that is "contribute your skills to our community's mission; in exchange, we will provide competitive pay, a transparent career path, and professional respect." This "voice" works well with small- to-mid sized towns where there is a feeling of strong camaraderie along the employees.

  We believe this "voice" may best align with the culture of Nags Head as an organization within the context of a public employer with a strong mission to serve the local community.

  As part of the final language approval, the Town can decide if the use of "shall" (as an "auxiliary verb") needs to replace the less formal use of "will" within the final document. Any action or expectation within the policies that should not be discretionary, we believe, merits the use of "shall." Moreover, we tend to recommend the word "shall" in language where the Town is making a promise to the employee and where a statement protects the taxpayer.

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B. Proposed Employee Classification and Status Policy

Comments: *This section should be added to the overall Personnel Policies document, with your appropriate edits and can be referenced as needed in the final section on the Classification and Compensation Plan.*

Proposed Policy Language:

1. Purpose

To ensure consistency in the administration of salaries, benefits, and performance expectations, the Town of Nags Head classifies employees into specific categories. These definitions align with the **Fair Labor Standards Act (FLSA)** and the Town-specific operational needs.

2. Fair Labor Standards Act Position Classification

Regardless of status, every position is designated as either:

- **Non-Exempt:** Employees entitled to overtime pay at the rate of 1.5 times their regular rate for all hours worked in excess of the FLSA work period designated for their job classification.
- **Exempt:** Employees in executive, administrative, professional, sales or computer roles, as defined by the FLSA, and as such are exempt from the overtime provisions of the FLSA and are paid a predetermined salary. **29 U.S.C. § 213(a)(1)**

3. Employment Status Definitions

Regular Full-Time

Employees who are not in a temporary status (i.e., hired for a specific duration of less than one full year) and who are regularly scheduled to work the Town's full-time schedule.

- **Schedule:** Normally expected to work **37.5 hours** per seven-day work period, with compensation based on a **40-hour work week**. Fire protection and Law Enforcement personnel have different schedules (**See Section 4,G**).
- **Eligibility:** Eligible for the Town's full benefits package, and all pay increase programs (cost-of living, within-grade, career progression, and merit).

Regular Part-Time

Employees who are not in a temporary or introductory status and who are regularly scheduled to work fewer than 37.5 hours per week.

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- **Schedule:** Hours vary based on departmental needs.
- **Eligibility:** Eligible for pro-rated benefits (where applicable) and may be eligible for across-the-board increases and within-grade increases, based on the Town's specific budgetary guidelines.

Limited-Term (Project-Based)

Employees hired for a specific period of time or until the completion of a specific project (e.g., a grant-funded initiative or a 12-month infrastructure project).

- **Duration:** Generally exceeds six months but has a defined end date.
- **Eligibility:** May be eligible for certain benefits and pay increases (like across-the-board increases, depending on the terms of their employment agreement, but are typically ineligible for Career Progression, merit increases and within-grade increases.

Temporary / Seasonal

Employees hired as interim replacements, to supplement the workforce during peak seasons (e.g., summer tourism), or to assist in short-term projects.

- **Duration:** Employment is usually for a period of six months or less.
- **Eligibility:** Ineligible for the Town benefits and the town's Pay Increase Programs. Temporary/Seasonal employees are paid only for actual hours worked.

Status Comparison Table

Status	Standard Hours	Benefits Eligible?	WGI/Merit Eligible?	Pay Basis
Regular FT	37.5 (40 Paid)	Yes	Yes	Salary or Hourly
Regular PT	< 37.5 Hours	Pro-rated	Case-by-case	Hourly
Limited-Term	Varies	Limited	Usually No	Hourly or Salary
Temporary/Seasonal	Varies	No	No	Hourly

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C. Proposed Section 1: Classification and Compensation Program Overview

Comments:

We believe the Town as an employer is large enough that organizing the Classification and Compensation Plans together as an overall "program" is a good approach.

Proposed Language:

(consider integrating the final Compensation Philosophy into this section of the entire manual or other policy document as the first section of this topic).

Authority

This Classification and Compensation Program is established under the authority of the Town of Nags Head Code (add citation as necessary) and is intended to comply with all applicable state and federal laws, including the Fair Labor Standards Act (29 U.S.C. § 201 et seq.) and the North Carolina Wage and Hour Act (N.C.G.S. § 95-25.1 et seq.) as it applies to municipal governments. The Town is committed to maintaining a pay and classification system that is both legally compliant and fiscally responsible.

Program Objectives

The **Classification and Compensation Program** is the formal system for defining roles and establish equitable pay for the employees of the Town of Nags Head, North Carolina. The Program is divided into two (2) distinct components:

(1) The Classification Plan – A systematic grouping of positions based on essential duties, required qualifications, and level of responsibility into standardized job titles.

(2) The Compensation Plan – Provides the Town's salary structure, which in turn consists of the Town job classifications assigned to pay grades and ranges, and the set of policies and practices used to maintain the Plan on an ongoing basis.

The Classification and Compensation Program at the Town has three main objectives:

- Establishing a competitive and internally equitable salary ranges that considers roles, responsibilities, and requirements of each job role
- Determining the appropriate salary *for individuals*, with consideration of their knowledge, skills, expertise, and job performance

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- Providing the foundation for which the Town can attract and retain exceptional talent reward efficient and effective organizational and individual performance in the service of the community of Nags Head

Note that while the Town strives to provide competitive wages and regular adjustments to keep pace with the market, all increases remain contingent upon the Town's overall financial health and budgetary constraints. ***("No Guarantee" clause)***

Program Administration and Creation of a Responsibility Matrix (Leadership, HR, Managers, Employees)

Comments:

We think it is important, from a governance and communication perspective, to clarify the roles of leadership, Human Resources, department management and even employees, in the administration of the Classification and Compensation Program.

We have provided recommendations on Communication and Plan Governance in our recommendations on the Town's Compensation Philosophy, provided under separate cover.

The roles can be incorporated into language about the administration of both the Classification and Compensation Program:

Proposed Language:

The Classification and Compensation Program has been designed to meet the needs of Nags Head to effectively retain, recruit, engage and develop all employees.

The development and maintenance of Nags Head's Classification and Compensation Administration Guidelines is the responsibility of the Human Resources Department. In fact, though, Leadership, Human Resources, Managers and Employees have important roles to play in program administration.

The Town Board of Commissioners	*With respect to the Town's Classification and Compensation Program, the Board of Commissioner's primary responsibility is to approve the Compensation Philosophy, provide fiscal guardrails, and approve the pay plan (pay structure and set of Classification and Compensation policies)* • Establish the Town's Compensation Philosophy • Approve annual budget dollar amounts necessary to fund all facets of the Compensation Program • Determine the salary of the Town Manager role • Approve the Town's Compensation Plan (pay structure, Classification and Compensation policies) and any changes to the Plan components

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The Town Manager	*The Town Manager, through their leadership, translates the Board of Commissioner's Compensation Philosophy and related guidance into execution of a Classification and Compensation Program that is competitive and equitable, administered in accordance with its design, and maintained to ensure on-going relevance. Specific responsibilities include the following:* • Translate all Board of Commissioners objectives for the Classification and Compensation Program into appropriate policy and action • Communicate openly, regularly, and clearly with the Nags Head employees on total compensation related matters • Endorse total compensation program design and implementation processes • Establish and communicate organizational philosophy and operational goals to the employees across the organization • Set the standard for performance planning, coaching and feedback, and holding direct/indirect reports accountable for the same • Review and endorse updates of the salary structure, as appropriate • Within the constraints of limited resources and the prioritization process for the annual operating budget, provide the resources needed to maintain the salary program • Hold other leaders and managers accountable for adhering to and upholding the principles of the compensation program and effective, consistent compensation management • Approve the assignment of pay grades to each Town job classification • Approve relevant salary actions, where applicable • Support and promote the program including the development and maintenance of the program • Support Human Resources in maintaining adherence to the program • In the case of all salary offers that exceed the Range Market Reference Point, approve final salary offer
Human Resources	*Human Resources is responsible for the architecture and custodian duties with respect to administering the Classification and Compensation program and ensuring pay decisions are competitive, equitable, and meet regulatory standards. Human Resources will provide specialized experience and expertise to:* • Proactively plan classification and compensation programs, program changes and other activities to support the ongoing management of Nags Head's Classification and Compensation Program • Extend all salary offers, gaining approval for any offers above Range Market Reference Point, from the Town Manager

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	• Provide an analysis with recommendation to the Town Manager in the case of any potential exception to established compensation policies or in situations where said policies require such a process • Facilitate the development of the program design, job classification, and administrative guidelines • Administer and maintain Nags Head's pay structures as well as the classification plan (assignment of job titles) • Ensure consistency and the application of appropriate equitable principles across all departments, equally • Collaborate with leaders and hiring managers to establish and maintain appropriate salaries • Provide information, education and advice on market practices, trends, and analysis to leadership and managers, including market research to guide annual decisions on pay structure movement, merit funding, and Across-The-Board adjustments • Assess and respond to employee questions and concerns regarding their compensation • Complete job analysis on new and changed job roles, resulting in a pay grade recommendation for each Town job classification, to the Town Manager. Provide guidance to managers on documenting new jobs or changes to jobs • Participate in various compensation surveys, and regularly collect benchmark data from the appropriate sources, assess salary competitiveness • Recommend adjustments to the salary structure as well as individual salaries • Audit how compensation is administered to ensure legal compliance, equity, and alignment with effective compensation practices, and regularly monitor the effectiveness of the salary program and practices including Nags Head's continued competitiveness • Communicate the salary program and ensure understanding within the employee population and the applicant community • Work with managers to ensure job descriptions are current and accurate • Conduct compensation program training to ensure understanding of program components
Department Heads	*Department Heads, assisted by other managers as appropriate, play a critical role in ensuring credibility, consistent application of the guidelines and communication with employees. Specifically, Department Heads are responsible to:* • Obtain and maintain knowledge of the program and how it impacts employees in their area of responsibility • Support the program and follow its guidelines, communicating the impact of new Classification and Compensation Program changes (e.g., structure changes, policy changes) to the individual employees in their area • Consult with Human Resources to ensure alignment of compensation with guidelines

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	• Communicate positively with employees to inform them on the program and how it affects them • Provide Human Resources with the necessary information to establish and maintain appropriate salaries • Understand job responsibilities and requirements of jobs in area of responsibility, and the skills, knowledge, experience, and performance levels of staff in their areas • Maintain accurate and current job descriptions and review them with the employees, at least annually, ensuring the descriptions accurately describe the qualifications, essential functions, and competencies of each job classification within their area • Foster open and trusting relationships with employees in area of responsibility, and with colleagues across the Town • Advise Human Resources and the Town Manager on the appropriate structure of their department, ensuring appropriate service levels and efficiency of departmental operations • Set performance expectations, provide clear and helpful feedback, and evaluate performance • Provide guidance for staff development and progression • Recommend salary actions to Human Resources and provide input when requested
Employees	*While employees are not responsible for making compensation decisions or actively managing the program, they do have other important responsibilities such as to:* • Understand own job responsibilities, requirements, and expectations • Understand the Compensation Program by familiarizing themselves with the information provided by Nags Head, and discuss questions or concerns with their manager • Perform job responsibilities effectively and ask for guidance when necessary • Work with manager to ensure job description is current and accurate • Proactively reach out to manager to obtain feedback on performance • Communicate openly and regularly with manager to address any issues and concerns • Seek opportunities for development and advancement through outreach to manager, and/or Human Resources • Inform their manager if their job is changing or is expected to change in the near future

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D. Proposed Section 2: The Job Classification Plan

Current Policy Language:

Section 1. Adoption

The position classification plan, as from time to time approved by the Board of Commissioners, is hereby adopted as the position classification plan for the Town.

Section 2. Allocation of Positions to Salary Grade

The Board of Commissioners shall assign each position covered by the classification plan to its appropriate grade in the Position Classification Plan.

Section 3. Administration of the Position Classification Plan

It is the policy of the Town of Nags Head to compensate its employees at a level sufficient to encourage excellence of performance and to maintain the labor market competitiveness necessary to recruit, retain, and develop a competent and diverse workforce. In order to meet this expectation the human resources director will review the pay plan every 2-3 years and present recommendations to the town manager. All final recommendations will be presented to the Board of Commissions.

Department heads shall be responsible for bringing to the attention of the town manager and human resources director (1) the need for new positions, and (2) material changes in the nature of duties, responsibilities, working conditions or other factors which may affect the classification of any existing positions.

When the town manager finds that a substantial change has occurred in the nature or level of duties and responsibilities of an existing position, the town manager shall recommend to the Board of Commissioners that the existing class specification be revised, reallocated to the appropriate class within the existing classification plan, or that the position classification plan be amended to establish a new class to which the position may be allocated. New positions shall be established only with the approval of the Board of Commissioners.

Section 4. Amendment of Position Classification Plan

Classes of positions shall be added and deleted from the position classification plan, upon the recommendation of the Town Manager, by the Board of Commissioners.

Proposed Policy Language

Administration

The Director of Human Resources is responsible to review and recommend all classifications, reclassifications and pay actions related to classification and reclassification decisions. Final decisions on the classification of each Town job role, as well as the pay grade assigned to each job classification, is the responsibility of the Town Manager.

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The Human Resources Department administers the day-to-day activities to support the Town's Job Classification Plan.

Definitions

Job Classification Plan:

The Town's Job Classification Plan is the systematic arrangement of all positions into specific classifications, or "classes", based on the similarity of duties, responsibilities, and the required qualifications. It ensures that positions with substantially similar work are treated consistently regarding titles, pay grades, and minimum requirements, regardless of which department they belong to.

Position:

A position is a specific slot or "seat" in the organizational chart assigned to an individual employee. It is the smallest unit of the organization. It is a specific collection of duties and responsibilities assigned by management to be performed by one person.

Job Classification:

A "classification' refers to a grouping of one or multiple positions on the basis of approximately equal difficulty and responsibility which required the same qualification, and which can be equitably compensated within the same pay grade

Purpose of the Plan

The Job Classification Plan is used to:

1. Establish qualifications, prepare hiring requirements
2. Determine the appropriate title and "level" of each role, using consistent Job Titling Guidelines (e.g., what constitutes a "Manager" or "Director," etc.)
3. Determine the appropriate pay range for each of the classifications at the Town
4. Determine potential lines of promotion, career ladders and career lattices
5. Develop appropriate training and development opportunities

The Four Pillars of the Plan

The Job Classification Plan identifies, for each role in the Town government, four key components:

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Nature of Work: What is the employee actually doing? (e.g., Manual labor, technical analysis, executive leadership)

Level of Responsibility: Identifies and measures the level of responsibility for the supervision of other employees and budget management, as well as the impact on Town operations and the external community

Difficulty & Complexity: Measures the level of independent judgment, the relative level of independent thought and action required, and the nature of problems encountered in performance of the work.

Minimum Qualifications: Defines specific formal education, certifications and/or licenses required, as well as the minimum number of months or years of experience and the specific type(s) of experience required to perform each Town job safely and competently.

Job Classification Plan Elements

The Job Classification Plan consists of these elements:

1. Classifications:

   (see definition above)

2. Classification Titles (a.k.a. "Job Titles")

   Classification titles (a.k.a. "job titles") are determined by Human Resources with input of the department head or heads in which a given classification (job) exists. Classification titles are based on industry standard job titles. All positions assigned to the same classification title are placed in the same pay grade and range. The approved Classification Title will be used on all human resources, accounting, budget, and related official records.

3. Pay Grade Assignments

   Assignment of the appropriate pay grade, based on internal and market value of the job classification, relative to all other Town job classifications.

4. Fair Labor Standards Act Designation:

   Designation as "exempt" or "non-exempt" under the federal Fair Labor Standards Act of 1938 (29 U.S.C. § 201 et seq.) ("FLSA").

5. Classification (Job) Descriptions

   Classification (job) descriptions are an essential management tool and can be used for many purposes, including recruitment, organizational planning, pay benchmarking, FLSA

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classification, ADA (Americans with Disabilities Act) compliance, and conveying expectations for job duties and performance. Since jobs are assigned to pay grades based on their content, role, and responsibilities, it is important that job descriptions be current, accurate, and complete. Annually, managers should review job descriptions with their employees during the performance evaluation process and whenever a job is vacated.

Classification descriptions (a.k.a. "job descriptions") contain a summary of the work of the classification, the required minimum qualifications and preferred qualifications, and a listing of essential functions and duties performed in the classification. If a classification is part of a series (e.g., Engineer I, II), the classification description for each level will define the distinguishing characteristics for the particular level within the defined series.

For every job, a job description will be developed by the manager and approved by the department of Human Resources. Job descriptions should not be viewed as an exhaustive list of tasks, but rather as an overview of the duties and responsibilities of the role. Human Resources will provide a job description template to managers for this process. Human Resources is responsible for archiving current job descriptions for all the Town jobs.

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E. Proposed Section 3: The Compensation Plan

Current Policy Language:

Section 1. Adoption

The schedule of salary ranges and class titles, as periodically adjusted by the Board of Commissioners is hereby adopted as the pay plan for the Town. The Pay Plan shall include all regular classes of positions included in the Classification Plan.

Section 2. Maintenance of the Pay Plan

The town manager shall be responsible for the administration and maintenance of the pay plan. The pay plan is intended to provide equitable compensation for all positions, reflecting differences in duties and responsibilities, the comparable rates of pay for positions in private and public employment in the area, changes in the cost of living, the financial conditions of the Town, and other factors. To this end, the human resources director shall, from time to time, make comparative studies of all factors affecting the levels of salary ranges, including internal relationships between classes to reduce or eliminate any inequities, and shall recommend to the town manager such changes in salary ranges as appear to be warranted.

Section 3. Transition to Pay Plan

The following principles shall govern the transition to a new pay plan:

A. No employee shall receive a salary reduction as a result of the transition to a new pay plan.
B. All employees being paid at a rate lower than the minimum rate established for their respective classes shall have their salaries raised to the new minimum for their classes.
C. All employees being paid at a rate below the maximum rate established for their respective classes shall be paid at a rate listed in the salary schedule. All employees not at a listed rate in the salary schedule shall have their salaries raised to a listed rate within the grade for their class of position closest to their current rate.
D. All employees being paid at a rate above the maximum rate established for their respective classes shall remain at their present salaries as long as the maximum rate is below the employees' present salaries (see also Section 7B of this Article).

Proposed Language:

Definition

The Compensation Plan is a comprehensive system that categorizes every position within the Town into a specific pay grade based on the complexity, responsibility, and required qualifications of the role. Each pay grade contains a minimum, market reference point, and maximum rate of pay, with a pay range established within the minimum and maximum rates. This structured framework provides the Town's Compensation Philosophy, which among other tenets, recognizes that jobs vary in terms of market (external) value and internal value (job difficulty, complexity, etc.), and the use of a formal Compensation Plan is optimal to ensure

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legally compliant, equitable and market competitive pay for all Town employees. The Plan ensures that employees are compensated fairly based on the relative value of their work to the organization.

Administration

The Town Manager and the Human Resources Department are responsible for the ongoing administration of the Compensation Plan (which is approved by the Town Board of Commissioners). Plan administration includes the periodic review of salary ranges to ensure market competitiveness, the classification of new positions, the oversight of all salary actions (such as promotions, demotions, and lateral transfers) and the creation and monitoring of the fiscal requirements to fund all elements of the Plan.

In addition, to maintain integrity, the Plan is audited regularly to ensure that pay practices remain consistent, fiscally responsible, and compliant with all state and federal regulations, including the Fair Labor Standards Act (FLSA).

Purpose of the Plan

The purpose of the Town's Compensation Plan is to establish a transparent, market-responsive, and fiscally sustainable system for rewarding the Town's workforce. The Plan is designed to attract and retain high-performing individuals by providing competitive wages that reflect the economic standards of our region, while ensuring internal equity so that employees are compensated fairly relative to their responsibilities and contributions. Above all, this Plan serves as a commitment to the responsible management of public funds by aligning our human capital investment with the Town's long-term strategic goals.

By rewarding professional achievement and skill growth, the Plan supports a results-oriented culture that aligns individual performance with the Town's strategic goals.

The Three Core Pillars

Competitive Fairness: The Town is committed to a compensation philosophy of **competitive fairness**. This ensures that pay opportunities are objectively calibrated against established market levels within our peer organizations, while simultaneously maintaining internal equity by differentiating pay based on the varying levels of difficulty, responsibility, and complexity inherent in each Town role.

Strategic Alignment: The plan is a tool to align base compensation and compensation policies with the strategic, operational and human resources objectives that are important to the Town Board of Commissioners and the Nags Head community. The "pay-for-performance" provisions of the Plan ensure that rewards are directly tied to the acquisition of skills and competencies, and performance results.

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Fiscal Responsibility: The Compensation Plan recognizes the sources of funding directly relate to taxpayer investment, and as such, ensures that compensation-related expenses are logical, defensible and aligned with the available monetary resources, which may change from time to time.

Plan Elements

The Compensation Plan consists of these elements:

- Base Pay: The fixed compensation paid to an employee for performing their core job duties, based upon a pay structure consisting of pay grades and ranges.
- Pay Structure: The formal framework that organizes the Town's positions into a hierarchy of pay grades based on their relative value and complexity, as well as relative market value, of each job classification determined in the Town's Classification Plan. Each grade consists of a defined salary range—including a minimum, market reference point, and maximum—which together reflect the competitive market rate for the roles within that grade. This structure provides a consistent basis for making salary decisions, ensuring that pay is administered equitably across departments while allowing for financial growth as employees gain experience and proficiency.

  Each employee is paid an hourly rate (non-exempt employees) or salary (exempt employees) within the job classification, pay grade and range to which their position is currently assigned.
- Market Adjustments (to the pay structure) & COLA Increases (to employees): Periodic updates to the salary structure and employee wages and salaries, in order to recognize changes in the cost of living and shifts in the regional labor market. While the Town reviews these economic factors at least annually, the Town does not directly tie any compensation changes (e.g., structure increases, COLA increases) to any one external economic indicator. The final decisions on these matters are always in line with available financial resources.
- Career Progression: A series of pathways that reward non-exempt employees for gaining new skills, broadening competencies and/or taking on broader responsibilities
- Performance & Merit: A mechanism for rewarding employees who exceed performance expectations and contribute significantly to the Town's objectives.
- Differentials & Incentives: Targeted pay (such as longevity pay or shift differentials) designed to address specific operational needs or reward long-term commitment.

Each of these components is subject to funding approval on an annual basis by the Board of Commissioners as part of the budget.

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F. Proposed Section 4: Classification Administrative Guidelines

Proposed Policy Language:

Maintenance of the Classification Plan

The Human Resources Department will be responsible to maintain the Classification Plan and provide the continued, appropriate designation of each employee into the correct job classification.

1. Job Analysis and Classification Studies – Evaluating New or Changed Positions for Classification and Pay Grade Determination

On the basis of studies made by the Human Resources Department on new or proposed positions and on the recommendations resulting from such studies, the Human Resources Director will place the position in the proper classification reflecting the nature, duties, and requirements of the work.

On the basis of such studies, the Human Resources Director may determine a reclassification of a position to a different classification due to a significant change in job duties and/or qualifications is warranted.

In the case of proposed changes to an existing job or a proposed new position, in every such case, the position must be analyzed, and the appropriate job classification determined before administrative action can be taken on appointments, transfers, promotions, changes in pay grade or new hire decisions.

A. Evaluating New Positions

Over time, departments may require the creation of new positions within their area to meet new and evolving needs. Departments will submit required position documentation when they request a new position. Human Resources will determine the appropriate job classification of the new position based on position documentation. Human Resources will also provide consultation on the appropriate staffing of the new position, if it is approved by the Town Manager, including whether a role must be posted and advertised outside of the department and/or to the public.

A new job within the Town's Classification Plan is created only when it is demonstrated that a current job does not exist to adequately capture the scope and/or primary purpose of a position.

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B. Classification Reviews at the Time of a Position Vacancy or Department Reorganization

a. Position Vacancies

When a position becomes vacant, the Department Head must notify Human Resources of an intent to fill the position and indicate whether the essential job functions and qualifications are still the same, or if different, must submit the required position documentation to Human Resources.

b. Department or Division Reorganizations

When a department or division is reorganized, the Department Head must submit a new position questionnaire for all affected positions, and a proposed organization chart, and finally appropriate written justification for re-organizing the department or division. Justification should be based on cost reduction, improved productivity and efficiency or a combination of these factors.

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In the case of both vacant positions and reorganizations, the Human Resources Department will perform a job analysis and determine the appropriate job classification for each impacted role.

Final job classification decisions are the responsibility of the Director of Human Resources, with the exception of the "executive team" roles, for which the final classification decision is approved by the Town Manager.

C. Reclassification of Existing Job Classes or Positions within an Existing Job Class

Comments:

We think it is optimally effective to position the Town's Job Reclassification policy within a more general policy on Job Analysis and Compensation Studies, as we have done here, incorporating all the reasons a job will be studied for classification purposes (to assign or review appropriate title, FLSA designation and pay grade/range).

Current Language:

Section 6, D. Reclassification: An employee whose position is reclassified to a class having a higher salary grade shall be assigned to the minimum salary in the new grade or maintain the same salary, whichever is higher. If the position is reclassified to a lower pay range, the affected employee will maintain the same salary until such time as the new classification's pay grade is increased above the employee's current salary.

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Proposed Language:

1. Introduction

Job responsibilities and requirements may evolve over time to meet the Town's changing needs. Human Resources will review the program and market data regularly, to take these incremental changes into account. However, there may be times when there are significant permanent changes to the responsibilities of a job due to reorganizations, business needs, new initiatives, etc. The Director – Human Resources may initiate a reclassification review, or a review can be requested by a Department Head.

A formal reclassification review of an existing job class or an individual position within a job class is an objective evaluation of the position, not the incumbent.

The key element which must be present in any request for reclassification is a clear case of "significant change" in the job itself (discussed below).

2. Reclassification Process

A reclassification review must include:

a. Position control information

b. Justification of the change/business change

c. Clear definition of the type and level of change in the role that constitutes a "significant change" as defined above, and further discussed below

d. Completed position analysis questionnaire for the identified role with a written description of the nature and extent of the changes including addition/deletion of duties and responsibilities

e. Current and proposed organization charts (if the organization structure is being modified)

f. Availability of funding in the current Fiscal Year to support the reorganization

3. Requirement for "Significant Job Change"

The reclassification of an existing classification or position within a multi-incumbent classification should be based on significant changes (normally minimum of twenty percent (20%) of the positions' duties and responsibilities. Such changes should typically be reflected in such factors as increases in the level of training or skills, knowledge, responsibility, scope of

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supervision, independent decision-making, working conditions and accountability.

The Reclassification policy should not be used to reward or punish job performance, to circumvent the Town's merit increase policy, to recognize an increased volume of work, dependability, loyalty, or financial need. Reclassification may result in a classification or a position within a multiple incumbent classification being moved into a higher or lower pay grade, deepening on the nature of the change.

In cases where a position within a classification with multiple incumbents is found to perform work significantly differently than other incumbents in the same class, the position will be reclassified to the appropriate job classification and pay grade.

In some cases, the Human Resources Department will initiate a Reclassification study if the Department becomes aware of significant changes in one or more positions or entire job classifications.

Not all changes to a job warrant a grade or salary change. Examples include:

- Use of different tools to handle the same responsibilities – this most frequently would be the introduction of technology to automate current manual processes, or updates to existing technology
- The need for additional training to perform an existing task differently, e.g., the introduction of a new computer system. Training does not generally change the fundamental nature of the job itself
- Similar responsibilities are being added or exchanged for existing responsibilities
- Volume of work is increasing or decreasing somewhat but the complexity of the work does not change
- Attainment of a degree or other educational milestone, unless this results in changes to the job, level of authority, scope of responsibility, etc.
- The temporary assignment of additional duties (**See Section 16**).

Examples of significant job changes that warrant a review of the pay grade and/or salary include:

- Introduction of technology that has a material impact on responsibilities and/or that requires additional specialized training
- Additional responsibilities are different from the existing responsibilities and require considerable training/study to learn

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- The level of accountability has changed significantly, such as significant changes to budget responsibility, additional people management responsibilities, etc.

4. Impact of a Reclassification on Compensation

To maintain the integrity of the Classification and Compensation program, salary adjustments resulting from a reclassification must follow the same logic as promotions, demotions, and transfers.

The outcome of a reclassification analysis may result in:

a. A change in job classification with a higher salary grade

b. A change in job classification with a lower salary grade

c. No change in job classification and no change in salary grade

a. Upward Reclassification (Aligns with Promotion Policy)

When a position is reallocated to a higher pay grade:

- **Follow the Promotion Guidelines (Section 10)**
- **Placement Guidelines:** Use the "Proficiency Levels" from the Promotional Worksheet (Entry, Proficient, Expert) to determine if a higher percentage is warranted based on how long the employee has already been performing the higher-level duties.

b. Downward Reclassification (Aligns with Demotion Policy)

When a position is reallocated to a lower pay grade due to restructuring or removal of duties:

- **Follow the Determination of Demotion Pay Increase Amount Guidelines (Section 11, C). Specifically,**
  - **Salary Adjustment:** If the employee's current salary is above the new grade maximum, the salary should be **"Y-Rated" (frozen)** until the range catches up.
  - **Consistency Check:** If the change in duties is due to performance (disciplinary), the salary must be reduced according to the **Disciplinary Demotion** rules

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(minimum 10% reduction or move to Market Reference Point, whichever value is lower).

c. Lateral Reclassification (Aligns with Lateral Transfer Policy)

When a job class is modified to meet organizational and/or operational needs, but the nature of the work does not change enough to merit a change in pay grade:

- **Follow the Lateral Transfer Guidelines (Section 12). Specifically,**
  - **Salary Adjustment:** Typically results in **no change** to base salary.
  - **Outcome:** The job title and description are updated to reflect current practices, ensuring "clear language" for future recruitment.

Summary of Primary Reclassification Scenarios

Scenario	Job Class (Title) Change?	Grade Change?	Typical Scenarios
Lateral Reclassification	**Yes**	**No**	The job duties shifted to a different functional area, but the level of responsibility/complexity remains the same. (e.g., *Admin Assistant* to *Office Coordinator*).
Upward Reclassification	**Yes**	**Yes**	The role has "grown" significantly. The employee is now doing higher-level work that warrants a higher pay grade under the Town's Compensation Program.
Downward Reclassification	**Yes**	**Yes**	The role has been significantly reduced in terms of some combination of essential duties; scope; level and breadth of responsibility; minimum requirements for hire; knowledge, skills and competencies. The job classification now warrants a lower pay grade under the Town's Compensation Program.
Title Cleanup	**Yes**	**No**	Usually part of an internal "leveling" project to make titles consistent across the Town departments, without changing the pay grade.

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Scenario	Job Class (Title) Change?	Grade Change?	Typical Scenarios
Market Adjustment	**No**	**Yes**	The duties haven't changed at all, but the "market" value of the role has changed significantly. See **Section 19,C** for Market Adjustment policy.

5. Reclassification Versus Promotion

Because the terms “reclassification” and “promotion” are easily confused, the table below presents the differentiators between these two compensation matters.

Summary Table: Reclassification vs. Promotion

Feature	Reclassification	Promotion
Focus	The **Job** (the duties evolved).	The **Person** (moved to a new role).
Vacancy	No vacancy required.	Requires an open, budgeted position.
Competition	Usually non-competitive.	Usually involves a competitive application.

6. Other Reclassification Provisions

Only applicants who meet minimum qualifications can be considered for a reclassified position assigned to a Town of Nags Head job classification (single or multi-incumbent).

A job may not be considered for reclassification more than once in a rolling 12-month period.

Please note: If Human Resources receives information that indicates a position is classified incorrectly, Human Resources has the right to request position documentation, review and make appropriate changes.

Final job classification and pay grade decisions are the responsibility of the Director – Human Resources, with the exception of the “executive team” roles, for which the final classification decision is approved by the Town Manager.

Use of “Working” Job Classification Titles

In addition to, and apart from the classification title assigned to a position, a department or unit may wish to grant to an employee a working title. Each position is assigned a formal classification

title based on the responsibilities and scope of the position. The classification title is the official payroll title and, in most cases, adequately describes a position. However, if a position needs further clarification to identify a specific function, area, or specialty, a working title may be used to provide a better understanding of the job. Working titles may also be used to differentiate between similar roles in a workgroup or distinguish between similar specialties within a classification.

The Town of Nags Head Working Title Guidelines:

1. A position may have only one working title.

2. The working title may not duplicate another classification title.

3. Working titles must clearly describe the function, responsibilities, or scope of the position, and should not misrepresent the legitimate authority or function of the position.

4. Terms that are easily recognized and understood by internal and external entities should be used in lieu of abbreviations.

5. Titles that connotate a level of "people leader" within the Town's organization structure can only be assigned by Human Resources. These titles include "Director," "Assistant" or "Deputy" Director, "Manager," and "Supervisor."

6. All working titles must be approved by the Director of Human Resources prior to their use.

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G. Proposed Section 5: Compensation Administrative Guidelines

1. Introduction

The Compensation Plan includes a single pay structure, which is comprised of a number of pay grades and ranges. The purpose of pay ranges is to provide a range of base pay appropriate in consideration of different levels of education, experience, contribution to the organization and performance. The purpose of the Administrative Guidelines is to ensure the equitable, consistent, and compliant administration of the Compensation Plan across all departments and functions of Town government.

2. Maintenance of the Compensation Plan

The Director of Human Resources is responsible for the development, maintenance, and administration of the Compensation Plan.

3. Standards for the Development of the Compensation Plan

The basic framework of the Compensation Plan is made up of a pay structure, pay grades, and pay ranges. Pay ranges themselves are determined with consideration given to such factors as:

- Recruiting and retaining competent individuals
- Uniformity of pay for each classification (job title)
- Internal equity as measured through point factor job evaluation to provide jobs with similar levels of responsibility, effort, and impact similar pay opportunities, regardless of department
- External competitiveness as measured by collecting and analyzing the prevailing rates of pay in both public service and private industry, based upon comprehensive and valid salary surveys
- The amount and kind of training and experience required to perform the work
- The desire to reward job performance as well as growth in knowledge, skills and competencies
- The fiscal policies of the Town, targeting a Plan that is affordable over a three to five-year horizon, accounting for inflation and revenue fluctuations
- Other pertinent economic considerations that may change from time to time

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4. Hours of Work, Work Periods and Pay Periods, Overtime and Compensatory Time, Communication Outside the Regular Schedule, Hours Recordkeeping

Current Policy Language:

Section 9. Overtime

To the extent that local government jurisdictions are so required, the Town will comply with the Fair Labor Standards Act (FLSA).

The town manager shall determine which jobs are nonexempt, as specified in the Position Classification Plan, and are therefore subject to the FLSA in areas including hours of work and work periods, rates of overtime compensation, and other provisions. Hours worked beyond the FLSA statutory minimum will be compensated in the appropriate manner outlined below. In determining eligibility for overtime in a work period, only hours actually worked shall be considered.

Overtime work must be of an unusual, unscheduled, or emergency nature and be directed or authorized by the department head or authorized representative of the department head, in writing, in advance.

Whenever practicable, departments will schedule time off on an hour-by-hour basis within the applicable work week/period for nonexempt employees instead of paying overtime. When time off within the work week/period cannot be granted, overtime worked will either be paid at a rate of one and one-half times the employee's regular rate or as compensatory time at a rate of one and one-half hours for each hour of employment for which overtime compensation is required, in accordance with FLSA regulations.

Overtime Pay:

Unless otherwise agreed upon by the Town and the individual employee to receive compensatory time, the employee will be paid overtime at the rate of one and one-half times the employee's regular rate.

Compensatory Time:

The Town may provide compensatory time for overtime work at a rate of one and one-half hours for each hour of employment for which overtime compensation is required.

The Town may only provide compensatory time in lieu of overtime pay if there is an agreement between the Town and the employee that receives compensatory time for their overtime work.

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The agreement must occur prior to the performance of work. The Supervisor authorizing the overtime work is responsible for documenting the agreement substituting compensatory time.

The Town has a right to restrict compensatory time to certain hours of work only and the agreement may include provisions allowing the Town to pay overtime in cash instead of compensatory time, consistent with the FLSA. The Town is not required to adopt the same agreement with different employees or provide compensatory time to all employees.

The FLSA permits the Town to reduce accrued compensatory time hours by paying an employee cash compensation for unused compensatory time or the Town may halt the accrual of compensatory time by paying cash compensation for overtime work. Overtime payment in cash will not affect any future compensatory time off.

Nonexempt employees who work in public safety activities, emergency response activities, or seasonal activities must not accrue more than 480 hours of compensatory time for overtime hours. All other nonexempt employees must not accrue more than 240 hours of compensatory time for overtime hours. Upon exceeding the maximum hours allowed as stated above, any approved overtime earned must be paid in cash.

Use of Accrued Time:

Employees will be required to use accrued leave (i.e., "on call" time, compensatory time and administrative leave) in lieu of vacation if the employee has accrued more than the number of hours listed below. The accrued hours must be taken in lieu of sick leave until the hours are below the listed threshold. Once the total accrued hours are below the threshold, the employee will have the option to use sick time in lieu of accrued time.

Maximum Threshold of Accrued Hours:

Regular Employee – 75 hours

Police Officer – 85.5 hours

Fire Fighter – 106 hours

The maximum threshold applies regardless of whether the employee: (1) takes leave with advance approval; or (2) is involuntarily placed on leave by the Town for any reason. The Town may also designate leave taken under FMLA as leave consistent with this policy. The order for designation of leave may not be varied without written approval from the town manager.

This policy is established in an effort to ensure that employees are able to use the paid leave available to them and to reduce the excessive accrued leave, which is a financial liability to the Town.

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Employees wishing to use accrued compensatory time must make a written request to their immediate supervisor. Use of such time will be allowed within a reasonable period following the request as long as the use does not unduly disrupt the operations of the Town. The Town reserves the right to schedule use of compensatory time.

Employees in positions determined to be exempt from FLSA—such as Executive, Administrative, or Professional staff—will not receive pay for hours worked in excess of their normal work periods. These employees may be granted occasional administrative leave by their department head or the town manager where the convenience of the department allows.

Proposed Policy Language:

A. Hours of Work (For all but Employees Covered under FLSA Section 207(K) – see Section G)

Standard Work Schedule

All Departments (Except Police and Fire "sworn" positions): The Town's standard operational schedule is 37.5 hours per week, typically configured as 8:30 a.m. to 5:00 p.m. with a one-hour unpaid lunch. Employees are generally expected to complete their primary duties within this timeframe.

Full Paid Workweek

To provide flexibility for fluctuating workloads and organizational needs, all full-time employees are compensated based on a 40-hour workweek.

Additional Hours Requirement

While the standard expectation is 37.5 hours, the organization reserves the right to require employees to work up to the full 40-hour paid threshold as business needs dictate.

Notification: Supervisors will provide as much advance notice as possible when a 40-hour week is required.

Compensation

Because employees are already compensated for 40 hours, no additional pay or "comp time" will be granted for hours worked between 37.5 and 40 in a single work week.

Comments: The recommendations for this next section align with sometimes complex FLSA requirements.

Definition of Hours Worked (Known as "Compensable Time")

The following circumstances are considered "hours worked," unless otherwise indicated, and time spent in these activities are calculated in the "hours worked" calculation for each work period.

Waiting Time:

The hours spent by an employee who is required by the Town to respond outside of their normal work hours is counted as hours worked.

On-Call Time:

Comments: Once Section 22 is finalized, make sure the language is consistent with this language.

An employee who is required to remain on call on the employer's premises is working while "on call."

An employee who is required to respond within thirty (30) minutes, from another location, is also considered “on call”. However, an employee who is required to remain on call at home, or who is allowed to leave a message where he/she can be reached, is not working (in most cases) while on call. (See **Section 22** for further detail).

On-call time as defined in this section is considered “hours worked.”

Rest and Meal Periods:

Rest periods of short duration, usually 15 minutes or less, are paid for as hours worked. Unauthorized extensions of authorized work breaks will not be counted as hours worked. Bona fide meal periods (typically 30 minutes or more) are not compensated as work time unless the employee is directed by their supervisor to continue working and/or remain at their workstation during their mealtime.

Lectures, Meetings and Training Programs:

Time spent in attendance at lectures, meetings or training programs is NOT considered as hours worked ***if all four (4) of the following criteria are met:***

- Attendance is outside the employee’s regular working hours
- Attendance is voluntary
- The meeting, lecture or training program is not directly related to the employee’s job as when the purpose is to prepare the employee for advancement, and
- The employee does not perform productive work for the Town while attending the lecture, course, meeting or while participating in the training program

Travel Time:

Travel time spent traveling is counted as hours worked only under the following circumstances:

- Time in travel status during the workday if the employee is traveling from one job site to another job site during the normal workday and as part of the employees’ principal job activity

- Out-of- Town travel, which does not require an overnight stay if the time the employee spends traveling from home or work to an out-of-town destination is at the request of the Town. However, travel time ceases to be considered time worked when the employee reaches the destination and the calculation does not include time spent traveling between home and an airport or railroad station, not time spent stopping for meals.

- Home to Work Travel: An employee who travels from home before the regular workday and returns to his/her home at the end of the workday is engaged in ordinary home to work travel, which is not work time. This is true even if the employee is commuting to a different work site than where they are normally scheduled.

- Travel Away from Home Community:

    - Travel that keeps an employee away from home overnight is "travel away from home." Travel hours away from home is clearly work time when it occurs during the employee's normal workday hours.

    - The time is not only "hours worked" on regular working days during normal working hours but also during corresponding hours on nonworking days.

    - Time spent in travel away from home outside of regular working hours as a passenger on an airplane, train, boat, bus, or automobile is not considered "hours worked."

B. Pay Periods and FLSA Work Periods

Current Policy Language:

Section 14. Pay Periods

All employees shall be paid on a bi-weekly basis with the pay day being every other Friday. The pay received on Friday will pay the employee for work performed from the Monday proceeding the last pay day through the Sunday proceeding the current pay day. Effective July 1, 2011, all employees will be required to use direct deposit as the sole method for receiving pay. The town's banking institution offers free limited checking accounts for employees that wish to open an account for direct deposit.

Proposed Policy Language:

Pay Period

The Pay Period is the recurring schedule which the Town uses for administrative processing of payroll and distribution of paychecks. The Town operates on a [e.g., bi-weekly] pay period, beginning on [day, e.g., Sunday at 12:00 AM] and ending on [Day, e.g., Saturday at 11:59 PM] fourteen days later."

FLSA Work Period

The Work Period is the fixed and regularly recurring period of work used to determine an employee's eligibility for overtime compensation under the Fair Labor Standards Act (FLSA). The Work Period may or may not coincide with the Pay Period.

The defined FLSA work period for all non-exempt employees (See Section **4G** for exceptions pertaining to Law Enforcement and Fire Protection___ personnel) is a fixed, 7-day period consisting of 168 consecutive hours (seven consecutive 24-periods). The FLSA work period of seven days begins every (DAY) at (exact time) and ends the following (DAY) at (exact time).

Non-Exempt Employee

A *non-exempt employee* is an individual who is entitled to minimum wage and overtime pay (time-and-a-half) for all hours worked in excess of 40 hours in a given seven day defined work period. These employees are subject to strict record-keeping requirements for all hours worked and must be compensated for all "sufferance of work," including prep time, clean-up, and travel between job sites.

C. Overtime Policy:

Introduction

The Town aims to manage its financial resources responsibly while ensuring all employees are compensated fairly in accordance with the Fair Labor Standards Act (FLSA). This policy applies to all non-exempt employees.

Non-exempt employees may be required to work overtime hours upon the request of the immediate supervisor. It is the policy of the Town of Nags Head to comply with the federal Fair Labor Standards Act (FLSA) with regard to overtime policy for non-exempt employees.

Determination of Eligibility of an Employee for Overtime Compensation

The Town Manager shall determine which jobs in the Position Classification Plan are "non-exempt" and therefore subject to the federal Fair Labor Standards Act provisions related to hours or work and work periods, rates of overtime compensation, accrual of and use of compensatory time, and other provisions.

The Regular Rate of Pay

The Regular Rate of Pay is the actual hourly rate paid to an employee for all hours worked in a given work period. It is calculated by dividing the total remuneration (all qualifying compensation) received by the total number of hours actually worked in that workweek.

The Regular Rate is a "weighted average" and may vary from week to week depending on stipends, differentials, or incentives earned.

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Included Compensation in the Regular Rate

The following payments are included when calculating the Regular Rate:

- Base Hourly Wages: The standard rate for the position.
- On-Call/Standby Stipends: Any hourly or flat-fee payments made to an employee for being available to work, even if no work is performed. (**See Section 22**)
- Shift Differentials: Extra pay for working night, weekend, or holiday shifts.
- Longevity Pay: Non-discretionary payments based on years of service.
- Retroactive Pay: Payments for work performed in a prior period.

Excluded Compensation in the Regular Rate

Per FLSA Section 7(e), the following are excluded from the Regular Rate calculation:

- Benefit Contributions: Employer-paid health insurance, retirement, or life insurance premiums.
- Paid Leave: Annual leave, sick leave, worker's compensation time, disability pay, bereavement leave, jury duty, holidays and any other approved leave will not count toward the hours worked in the seven day work period for overtime purposes.
- Expense Reimbursements: Travel, mileage, or tool allowances.

The Overtime Rate of Pay

In accordance with the Fair Labor Standards Act (FLSA), non-exempt employees will receive overtime pay at a rate of 1.5 times their regular hourly rate only for actual hours worked in excess of the defined seven day work period that applies to their position.

The overtime rate of pay is calculated by multiplying the regular rate of pay by 1.5 times.

Calculation of Overtime Pay (*See Section 4G Pertaining to Fire Protection and Law Enforcement Employees*)

When the number of hours *worked* by non-exempt employees exceeds 40 hours in the designated seven day work period, and those hours have been approved by the supervisor, the excess hours are considered overtime. In all cases of non-exempt employees, overtime legally calculated based on the work period, not the Pay Period.

Each 7 day work period stands alone for the purpose of calculating overtime. Hours worked in one work period cannot be "averaged" or "offset" against hours worked in a subsequent work period, even within the same pay period.

For the purposes of calculating overtime, a work shift that overlaps two designated work periods shall be credited in its entirety to the work period in which the shift **commenced**. Hours worked after the start of a new work period as part of a continuous shift beginning in the prior period shall not be counted toward the overtime threshold of the new work period. The Town will apply this method consistently across all departments.

Excludes Paid Time Off: In determining eligibility for overtime in a work period, only hours actually worked shall be considered. Sick time, vacation time and other time away from work, paid or unpaid, does not count toward the calculation of overtime pay.

Overtime Starts at 40 Hours Within Pay Period: Any hours worked between 37.5 and 40 within a given seven day work period are compensated at the regular rate of pay. Only hours worked in excess of 40 within the work period are eligible for the overtime rate.

Comment on Timekeeping Requirement: *Even if you pay for 40 hours regardless of whether they work 37.5 or 40, non-exempt employees must still record their actual hours worked. If they work 39 hours, their timesheet should show 39, not a flat 40. This is vital for legal protection in case of a wage and hour audit*.

Working "Off the Clock" is Strictly Prohibited: Employees who work unauthorized overtime will be paid for the time worked but may be subject to disciplinary action for failing to follow authorization procedures.

Overtime Is Calculated Within Work Period Worked: Hours cannot be averaged or offset between two or more designated work periods, for the calculation of overtime pay. Each work period stands alone for the calculation of overtime pay.

Overtime Must be Pre-Authorized: All overtime work must be authorized in advance of the actual performance of the work by the Department Head or their designee. The employee who is anticipating overtime hours must ask for and receive approval for the overtime hours by their immediate supervisor (or higher level manager if supervisor is not available) before such hours are incurred.

Upon authorization for overtime work, the Supervisor will clearly communicate to non-exempt employees the method of compensation (overtime pay or compensatory time) prior to the working of the overtime hours.

Work Schedules Can Be Modified by Management: The Town reserves the right to modify, adjust, or alter an employee's work schedule at any time during a designated work period to ensure operational efficiency and to minimize overtime liability. Therefore, departments may modify an employee's work schedule to meet the needs of department operations and to minimize overtime expenses. Supervisors are authorized to direct an employee to leave work early, arrive later, or take an extended unpaid meal break if the employee's total physical hours worked are projected to exceed forty (40) hours within the workweek.

Whenever possible, the Town will provide reasonable notice of such schedule adjustments. However, the final determination of work hours rests with the Department Head or Town Manager, and employees are expected to comply with directed schedule changes intended to maintain the fiscal health of the Town."

D. Accrual of, and Use of, Compensatory Time

Definition of Compensatory Time

Compensatory ("Comp") Time is paid time off granted to a non-exempt Town employees for hours worked in excess of 40 within the seven day work period defined for the job classification. This time is credited at a rate of **one and one-half (1.5) hours** for every hour of overtime worked, in lieu of cash compensation. As a reminder, compensatory time or overtime pay are both earned only for time worked in excess of the maximum number of hours allowed under the employee's defined work period.

Accrual of Compensatory Time

Compensatory time must be mutually agreed to by both the supervisor and affected employee prior to working the overtime hours.

Compensatory time accrued and used within the same seven day work period (See "Overtime Policy" above) is accrued at straight time (one hour accrued for each hour worked). For example, an employee working three (3) hours extra on Monday and then uses those hours on Friday of the same week is able to take the same number of hours off on Friday (three hours).

Only in cases where compensatory time accrued in one seven day work period is not taken off during the same seven day work period, is the time accrued at one and one half hours for each one hour worked during that work period.

Compensatory time accrued can be used if approved by the supervisor within a reasonable amount of time. Any unused compensatory time will be paid in the form of cash if employment is terminated for any reason. In this circumstance, the time off is paid at the employee's rate of pay in effect on the termination date.

The Town has a right to restrict compensatory time to certain hours of work only and the agreement may include provisions allowing the Town to pay overtime in cash instead of compensatory time, consistent with the FLSA. The Town is not required to adopt the same agreement with different employees or provide compensatory time to all employees.

The FLSA permits the Town to reduce accrued compensatory time hours by paying an employee cash compensation for unused compensatory time at any time the Town wishes, and the Town may halt the future accrual of compensatory time by paying cash compensation for overtime work. Overtime payment in cash will not affect any future compensatory time off.

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Payout of Compensatory Time

- **Requesting Use:** Employees must prepare a written request to use accrued compensatory time to their supervisor. All requests must be submitted before the compensatory time is taken and requires supervisor signature on the compensatory time log. Supervisors further acknowledge approval of the use of compensatory time when they approve timecards submitted for payroll purposes, thereby completing the official record of employee time.

  Requests will be granted within a reasonable period, provided the absence does not "unduly disrupt" the Town's operations. The Town reserves the right to schedule use of compensatory time.

- **Separation:** Upon termination of employment, an employee will be paid for all unused, accrued compensatory time at their final regular rate of pay.

- **Management Right to Pay Out:** The Town reserves the right, at its sole discretion, to "pay down" an employee's accrued comp time balance at any time by issuing a cash payment at the employee's current regular rate of pay.

Requirement of Written Agreement

The Town may only provide compensatory time in lieu of overtime pay if there is an agreement between the Town and the employee that receives compensatory time for their overtime work. The agreement must occur prior to the performance of work. The Supervisor authorizing the overtime work is responsible for documenting the agreement substituting compensatory time.

Maximum Amount of Compensatory Time Allowable

The FLSA establishes the maximum amount of compensatory time that non-exempt employees may accrue. The maximum accrual limit is 240 hours at any one time. Any hours worked over the 240 hour limit will be paid to the non-exempt employee at the overtime rate of pay in effect at the time the hours reach the 240 hour limit and will be paid at the next pay period following the completion of the work performed. The 240 hour limit of compensatory time represents 160 hours of actual overtime worked.

The compensatory time accumulated and not used in the calendar year will be paid in the last pay period of the year at the employee's rate of pay in effect on the last day of the year.

Use of Accrued Compensatory Time In Instances of Sick Leave and Vacation Leave

This policy is established in an effort to ensure that employees are able to use the paid leave available to them and to reduce the excessive accrued leave, which is a financial liability to the Town.

The Town has established a Maximum Threshold of Accrued Compensatory Time hours, lower than the overall accrual maximum describe above, for situations where an employee is requesting the use of sick leave or vacation leave:

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- In situations requiring sick or vacation leave, employees will be required to use accrued compensatory time in lieu of vacation or sick leave if the employee has accrued more than the number of hours listed below.

- Sick and vacation time must be taken from the accrued compensatory time bank until the compensatory time back hours are below the listed threshold. Once the total accrued hours are below the threshold, the employee will have the option to use sick leave (or in the case of vacation time, vacation leave) in lieu of using accrued compensatory time.

Maximum Threshold of Accrued Compensatory Time Hours (For Requests to Use Sick or Vacation Leave):

- Regular Employee – 75 hours
- Police Officer – 85.5 hours
- Fire Fighter – 106 hours

The maximum threshold applies regardless of whether the employee: (1) takes leave with advance approval; or (2) is involuntarily placed on leave by the Town for any reason. The Town may also designate leave taken under FMLA as leave consistent with this policy. The order for designation of leave time may not be varied without written approval from the Town Manager.

E. Assigning Job Classifications to FLSA Designation as "Exempt" or "Non-Exempt"

The Director of Human Resources assigns newly created and reclassified job classifications to the designations as "exempt" or "non-exempt" under the Fair Labor Standards Act and is responsible to ensure the impacted employee(s) and supervisor is aware of the proper FLSA designation and the implications around time reporting, etc. The definitions of these two classifications are presented below:

1. Non-Exempt Employees (Hourly)

Non-Exempt employees are entitled to overtime pay for all hours worked over 40 in a workweek.

- **Payment Method:** Usually paid on an hourly basis for actual hours worked.
- **Overtime Rule:** Must receive overtime pay (or compensatory time, in the case of government agencies) at a rate of at least **1.5 times** their regular rate of pay for all hours worked over 40 in the Town's designated seven day work period.
- **Record Keeping:** These employees are required by law to maintain accurate daily records of all time worked (time clocks or timesheets).

2. Exempt Employees (Salaried)

Exempt employees are excluded from the overtime provisions of the FLSA. They are paid for the "full performance of the duties of their position" rather than for the specific number of hours they work.

- **Payment Method:** Paid on a "Salary Basis." This means they receive a predetermined amount of money each pay period that is not reduced because of variations in the quality or quantity of work performed.
- **Overtime Rule:** They are **not** eligible for overtime pay, regardless of how many hours they work in a week.

The Town Manager shall approve the final designation of the appropriate position classification in the Town's Position Classification Plan as "non-exempt" and therefore subject to the federal Fair Labor Standards Act provisions related to hours or work and work periods, rates of overtime compensation, accrual of and use of compensatory time, and other provisions.

Exempt employees must meet the salary basis test, and their assigned duties and responsibilities must meet one or more of the reasons for exemption under the FLSA regulations to be designated as Exempt, to include: Executive, Administrative, Professional, Creative Professional, Highly Compensated or Computer-Related Professional exemptions. Persons employed in exempt positions are compensated, not primarily on the basis of their specific hours of labor, but on the basis of the total duties and responsibilities assigned. Such employees are required to satisfactorily complete the full duties and responsibilities of their positions, whether working extra hours in the usual sense is required or not.

Exempt employees may be granted occasional administrative leave by their department head or the Town Manager where the convenience of the department allows.

Exempt Employees – Adjustment of Work Schedule

Comments: *Adds formality and structure to the flexibility FLSA implies for exempt employees. How does this compare to current policy around schedule flexibility for exempt employees?*

Exempt employees are normally expected to work beyond the standard forty (40) hour biweekly pay period when required by their job responsibilities and work demands. These employees may occasionally adjust their normal work schedules due to working beyond the eighty (40) hour work week.

An adjustment in an employee's work schedule may result in time being off on another day in the pay period or later in the calendar year. When an employee's work schedule is adjusted, they are not required to use benefit time such as vacation or sick leave. The adjustment may include working less than eight (8) hours on a particular day and less than 80 hours in the pay period. It is preferred that adjustments occur within the pay period in which the additional hours are

worked; however, if that is not possible, the adjustment may occur in other pay periods of the year.

This adjusted time off must be approved in advance by the employee's supervisor and must be recorded on the employee's timesheet. Adjustments in work schedules will not be approved on an hour-for-hour basis for all time worked beyond the eighty (80) hours pay period standard. Salaried exempt employees should have no expectation of an hour for adjustment.

Adjusted work schedules are intended to be an occasional occurrence and are not intended to replace other types of time off for such things as an extended or regularly scheduled vacation, extended illness, absence due to a worker's compensation illness or injury, FMLA leave, military leave, etc. Extra hours worked beyond the eighty (80) hour standard do not accumulate in any way, and do not entitle an employee to additional compensation, leave time, or other benefits.

Any exceptions to these rules must be approved by the Director of Human Resources. The department must provide justification for the exception, such as remaining competitive with accepted industry practices.

F. Part-Time, Non-Exempt Employees

Part-time, non-exempt employees who work more than their normal work schedule but less than the FLSA maximum hours for the declared work period for their role will be paid at their regular hourly rate. When hours exceed the FLSA maximum hours for the declared work period for their role, part-time non-exempt employees will be paid at overtime calculated as one and one half (1.5) times the regular hourly rate.

G. Employees Covered Under FLSA Section 207(k) (Public Safety Employees)

Purpose and Scope

The purpose of this policy is to define the compensation and work period standards for sworn law enforcement and fire protection personnel, as permitted under Section 7(k) of the Fair Labor Standards Act (29 U.S.C. § 207(k)).

The Town recognizes that the unique nature of public safety work—requiring 24-hour staffing and fluctuating call volumes—necessitates a departure from the standard 40-hour workweek. This policy establishes the specific Work Periods and Overtime Thresholds applicable to eligible employees to ensure operational flexibility and legal compliance.

Policy Statement

In accordance with FLSA Section 207(k), the Town of Nags Head elects to utilize a specialized work period for qualifying public safety employees. Under this "7(k) exemption," overtime is not calculated on a weekly basis, but rather on the total hours worked within a designated cycle of a certain number of consecutive days, as described below.

In both cases of fire protection and law enforcement, non-exempt employees receive one and one-half times their regular hourly rate for the hours that exceed the defined work period for their job classification.

The Human Resources Department is responsible to determine which protective service occupations at the Town of Nags Head may work under the section of the FLSA, and to ensure that impacted departments provide the correct guidance to impacted employees on the provisions of these policies.

Employees Covered by FLSA Section 207(K) – Public Safety Employees

Employees covered by this policy are "fire protection employees" and "law enforcement employees" as defined by the federal Fair Labor Standards Act (FLSA) and as designated by the Town of Nags Head under the 7(K) partial exemption provisions of the FLSA, who do not otherwise qualify for FLSA overtime exemption provisions for other exemptions (e.g., executive, administrative, professional or computer employees).

Work Period and Hours Subject to Overtime Rate – Fire Protection Employees

For employees designated by the FLSA (Section 7(k) provisions as performing "fire protection" activities, the Town has designated a ___ day work period consisting of __ consecutive hours. Based on this work period, fire protection employees will receive pay at an overtime rate after ___ hours are worked within the work period, *if those hours have been approved by the supervisor in writing.*

Work Period and Hours Subject to Overtime Rate – Law Enforcement Employees

For employees designated by the FLSA (Section 7(k) provisions as performing "law enforcement" activities, the Town has designated a ___ day work period consisting of ___ consecutive hours. Based on this work period, law enforcement employees will receive pay at an overtime rate after ___ hours are worked within the work period, *if those hours have been approved by the supervisor in writing.*

In both the case of Fire Protection and Law Enforcement employees, each work period stands alone for the purpose of calculating overtime. Hours worked in one work period cannot be "averaged" or "offset" against hours worked in a subsequent work period, even within the same pay period.

Compensatory Time in Lieu of Overtime Compensation

Law Enforcement Employees

For those actual hours worked in excess of ___ hours in any given ___ day work period, compensatory time may be accrued at the rate of 1.5 hours for each hour worked beyond XX hours.

Cap = Maximum compensatory time balance allowed is 480 hours; any overtime worked above this cap will be monetarily compensated at the next pay period following the completion of the

work performed. The 480 hour limit of compensatory time represents 320 hours of actual overtime worked.

Fire Protection Employees

For those actual hours worked in excess of ___hours in any given ____day work period, compensatory time may be accrued at the rate of 1.5 hours for each hour worked beyond XX hours.

Cap = Maximum compensatory time balance allowed is 480 hours ; any overtime worked above this cap will be monetarily compensated at the next pay period following the completion of the work performed. The 480 hour limit of compensatory time represents 320 hours of actual overtime worked.

*****

The remaining sections of Section 4 (A-F, H) apply to Law Enforcement and Fire Protection employees covered under the FLSA (Section 207(k) provisions unless otherwise indicated.

H. Communication Outside of the Regular Work Schedule

Employees responding via telephone or computer to a request from Town personnel or elected officials will receive a minimum of 30 minutes as time off or additional pay at the straight time rate for each occasion requiring a response, unless the time brings the employee's total "hours worked" in the seven day work period over 40, in which case any time over 40 hours within the work period will be paid at the overtime rate (time and one-half the employee's regular rate of pay).

I. Recordkeeping of Hours

- All non-exempt employees must record their exact start and end times for every shift.
- Real-Time Entry: Time must be recorded daily. "Estimating" hours at the end of the week or copying the previous week's hours is strictly prohibited.
- Rounding: The Town utilizes a [e.g., 7-minute/15-minute] rounding rule. However, employees must enter their actual punch times; the system will calculate the rounding automatically.
- Recording the "Buffer" hours that occur between 37.5 hours typically worked and 40 hours typically paid (a*pplies to all Town non-exempt employees other than Law Enforcement and Fire Protection Personnel*)
    - Because compensation is based on a 40-hour work week, all time worked between 37.5 and 40 hours must be recorded as Standard Time (paid at the *Regular Rate* of pay).
    - Employees should not stop recording time once they have worked past the 37.5 hours point in time within the current work period.

- Accurate logs must show the progression from the standard 37.5-hour schedule into the 40-hour paid base.

- Verification of Overtime - Any time recorded in excess of the standard work hours for the employee's defined work period must be flagged in the [name of Town's time-keeping system] with a brief comment noting the project or supervisor who authorized the additional time.

Prohibited Practices

- Off-the-Clock Work: Employees are strictly forbidden from performing any work (including checking emails or answering phone calls) without recording that time. (See **Section 22D** for additional information)
- Time Shifting: Employees may not "save" overtime hours worked in one week to apply them to a future week where they might work fewer hours.
- Manual Adjustments: Only Human Resources or authorized Managers may adjust a time record. Any adjustment must be initialed by the person adjusting the time record or digitally acknowledged by the employee to confirm its accuracy.

5. Use of Established Pay Ranges

Current Policy Language:

Section 4. Use of Salary Ranges

Salary ranges are intended to furnish administrative flexibility in recognizing individual performance among employees holding positions in the same class by rewarding employees for meritorious service. The following general provisions will govern the granting of increases within the pay range:

1. The minimum rate established for the class is the normal hiring rate, except in those cases where unusual circumstances appear to warrant appointment at a higher rate. Appointment above the minimum ~~step~~ salary range may be made with the approval of the town manager when deemed necessary and in the best interest of the Town. Above-the-minimum appointments will be based on such factors as the qualifications of the applicant being higher than the desirable education and experience for the class, a shortage of qualified applicants available at the minimum range, the refusal of qualified applicants to accept employment at the minimum range, or other similar factors.

Section 5. Payment at a Listed Rate

All employees covered by the salary plan shall be paid at a listed rate within the salary range established for their respective job classes except for employees whose present salaries are above the established maximum rate following transition to a new pay plan (see also Section 3 of this Article).

Proposed Policy Language:

A. Introduction

Each the Town job classification ("job class") is assigned to a pay grade. The pay grade is based on an analysis of the external "market" value of the job and the relative internal value of the job class. Job classes assigned the same pay grade are determined to be of similar "value" to the Town.

Each pay grade has an assigned pay range, consisting of a Range Minimum, Market Reference Point and Maximum.

B. Salary Structure (Salary Range) Compliance

All positions within The Town of Nags Head are assigned to a specific pay grade and salary range based on the statistical integration of market data and internal equity. Salary ranges are intended to furnish administrative flexibility in recognizing individual performance among employees holding positions in the same class, as well as among employees assigned the same pay grade, by rewarding employees for meritorious service.

C. Pay Range Minimum Rates/Employees Below Range Minimum

No employee should receive a pay rate below the Range Minimum of the job grade assigned to the classification in which the employee's job is placed (***See Section 18 "Trainee Rate" for one exception***).

An employee paid under this circumstance will be eligible for the adjustment needed to bring the employee's pay to the Range Minimum, assuming funds are available. The Director of Human Resources is responsible to ensure the adjustment occurs.

D. Pay Range Maximum Rates/Employees at Range Maximum

Comments: *The Town has invested significant funds over the years in creating, maintaining and updating its compensation program, to align with the Town's human resources and compensation objectives. A major outcome of these efforts are the establishment of market-competitive pay ranges, strategically designed to be competitive at the low end (for new, relatively inexperienced employees) and at the top end (for seasoned, highly experienced job-holders). The pay structure itself is based at a market position averaging about 5% over market. The Pay Range Maximum rates were set to provide considerable pay growth for the Town employees and are designed to compensate the Town employees who reach the Range Maximum rate at about 30% above the "average" rate (increased by about 5%) for their jobs in the market. Moreover the Town updates its pay structures periodically and undergoes comprehensive Compensation Plan reviews every few years – all these activities maintain the competitiveness of the compensation plan and pay ranges.*

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Therefore we strongly recommend that base salaries not be allowed to move above the Range Maximum when an employee's salary does reach the Range Maximum. Every job in the Town has a maximum value and the Range Maximum rates recognize that fact. Our recommended draft policy is below.

Each job at the Town has a range of pay, including a maximum pay rate, for which the Town is willing to pay. the Town reviews the competitiveness of the pay structures periodically, to ensure that the Range Maximum rates for each structure are maintained at the level that aligns to our Compensation Philosophy.

Therefore, the salary paid to the incumbent of any position in a given classification will not exceed the maximum rate in the salary range for that classification.

Employees who are at or near the Range Maximum can receive the portion of their planned merit increase and/or across-the-board increase that would place their pay above the Range Maximum in the form one a one-time, non-base-building pay adjustment.

Allowable Exception:

Pursuant to Section **4,C,4,b.**, when a position is reclassified to a lower pay grade due to organizational restructuring rather than job performance, an employee whose current salary exceeds the new grade Range Maximum will retain their existing pay rate. In such instances, the salary is considered "red-circled" (frozen). No base pay increases (across-the-board, merit) will be applied to the individual's pay rate until the maximum rate of the new pay grade rises to exceed the employee's current salary.

E. Managing to Market Reference Points

Overall, the Town manages employee base compensation around the "Market Reference Point (MRP)" established for each pay grade and commensurate range.

- In the Town's pay structure, aligned with the Town's Compensation Philosophy, the **Market Reference Point** ("MRP") links the pay grade to the competitive market value for each job assigned to a particular pay grade, at the Town's desired "market position." The MRP approximates the "going rate" for fully competent employees, assigned to that grade, the in Town's defined labor market.
- The Market Reference Point also acts as the **"Proficiency Point"** within each pay range, meant for employees who are fully trained, proficient, and performing all aspects of the job successfully.

F. Managing Pay Within the Pay Grade and Range

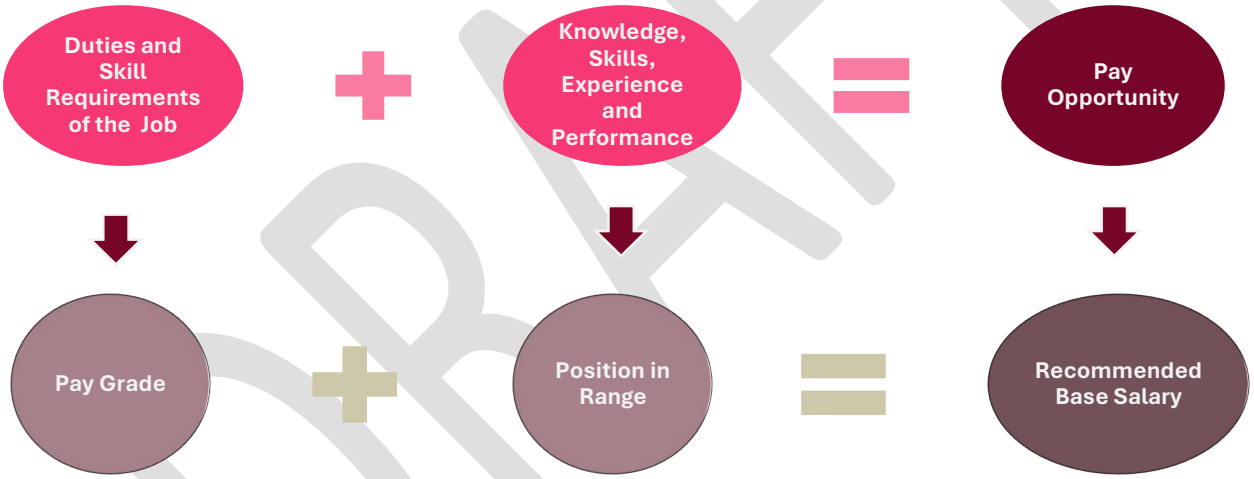
In general, employees who are either new to a position or have less experience are typically paid closer to the Range Minimum. Employees with longer tenure within the position or profession (at the Town or at other organizations) are typically paid closer to the MRP. Very long-term

employees, and/or employees hired due to strong expertise within their profession and/or consistently top performers are provided opportunities, within the Town's Compensation Plan, to eventually be paid in the top part of the salary range (above the MRP rate).

The responsibilities, skill requirements and market data for a job determines the *assigned pay grade.* The knowledge, skills, experience, and performance of an individual, as well as financial resources, determine *position within the pay range assigned to the pay grade*.

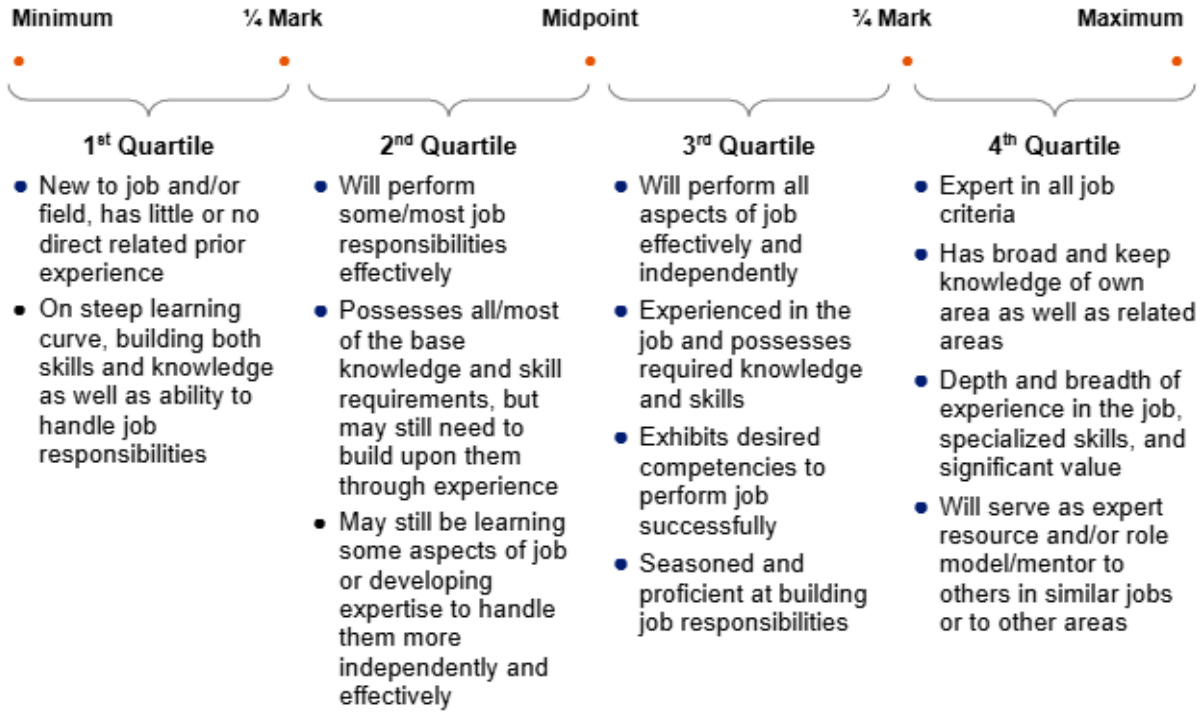
The "*Managing within Pay Ranges"* model on the following page provides a framework for administering equitable and appropriate wages and salaries. The Town of Nags Head applies this framework as a reference when making compensation decisions, whether for a new hire or for current employees being promoted or undergoing a job change.

The responsibilities, skill requirements and market data for a job determines the assigned pay grade. The knowledge, skills, experience, and performance of an individual, as well as financial resources, inform position within the pay range:



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Managing Pay within Range



An important principle of the Compensation Plan is the appropriate placement of salaries in the salary grades and managing salaries based on *several factors*, including employee knowledge, skills, performance, experience, and education/certification/licenses. Managing salaries within the salary grade also includes *monitoring and auditing* salary adjustments, annual reports, and pay adjustment processing. Consistently following these principles helps to ensure that employee pay within the Town of Nags Head is competitive as well as equitable.

6. Maintaining Competitiveness of the Town's Compensation Plan

A. Introduction

The Town strives to ensure that pay structures and ranges within each structure are competitive at the level defined in our Compensation Philosophy. The competitiveness of our compensation plan is important to assist us in supporting a competitive, responsive, and high-performance organization.

B. Definition of Our "Competitive Market"

The competitive market in which we compete (a.k.a. our "labor market") is defined as a group of public sector/local government organizations that the Town views as "talent competitors," located in various locations across North Carolina and southern Virginia (also known as "peers"), and "general industry" within a one hour commuting distance. "General industry" includes

virtually all types of organizations (private sector, public sector) that exist. Each organization with the peer group has many similar roles to those that exist at the Town of Nags Head and are functionally similar (providing same or highly similar services).

The selection of peer organizations is reviewed at least every four or five years (see next paragraph). As deemed necessary, the Director of Human Resources may recommend that other comparators be used where information from our primary labor market is considered insufficient to attract and retain a specific job role. This determination must be supported by recruitment and retention data collected by the Human Resources Department.

In our process to maintain competitiveness within our competitive market, every four to five years, or more often as needed, the Town collects information on salary ranges (Minimums, Midpoints and Maximums), using that data, coupled with job evaluation results for each Town job class, to determine the appropriate pay grade structure and pay ranges within the pay grades that make up the pay structure.

Also, in our process to maintain competitiveness, it is the practice of the Town to compare our jobs to the market by comparing job duties and responsibilities; we do not match our jobs to market data using job titles alone. Jobs identified as difficult to recruit or retain will also be evaluated on an annual basis.

The results of these comprehensive studies may result in small or larger changes to pay structures, grades, and ranges – in order to maintain our desired level of competitiveness in the market, while also considering internal relationships between jobs in terms of complexity, level of responsibility and other key job evaluation factors.

The Town also maintains competitiveness through an annual review of market trends in salary structure adjustments, resulting in an informed decision about adjusting the salary structures (**see "Annual Review of the Compensation" section, below**).

C. Annual Review of the Compensation Plan

The Town is committed to maintaining a compensation system that is externally competitive, internally equitable, and fiscally sustainable. To this end, the Director of Human Resources shall conduct a formal Annual Compensation Review prior to the commencement of the budget cycle. The results of this review shall serve as the basis for recommended adjustments to pay grades, the across-the-board increase percentage, and other plan modifications as are necessary in order to ensure the Town remains an 'Employer of Choice' while fulfilling its fiduciary responsibility to the taxpayers.

The Annual Review will include the following elements:

- A market review of critical/challenging to recruit and retain roles

- An analysis with recommendations about any pay structure increase necessary to maintain the Town's Compensation Philosophy (**See Section 6,E below**)
- An analysis of the estimated dollar amount needed to fund the annual across-the-board increase program, the within-grade increase program, the career progression plan program and the merit increase program
- Completion of a job analysis and evaluation of all proposed *new* job classifications, in order to assign a pay grade and pay range
- Any recommendations, to be made to the Town Manager, which would alter the compensation structure and/or the Administrative Guidelines contained in this document

D. Annual Pay Structure Movement and Pay Increase Market Data Analysis

The market is dynamic. Therefore, The Town's pay structure and the pay grades within will be reviewed annually and potentially adjusted to keep up with the market. The pay grades may be increased periodically based on the average annual pay range adjustments within the public sector and general industry – representing the two primary components of Nags Head's competitive labor market.

The following steps will be performed as part of the annual Pay Structure analysis:

1. Monitor Macro-Economic Indicators

Human Resources will complete an analysis to determine if the general pay structure is keeping pace with inflation and the cost of living at the level that aligns with the Town's then-current financial resources.

- **Consumer Price Index (CPI):** The Town will review the Bureau of Labor Statistics (BLS) data for the specific region (e.g., South-Urban or the Raleigh/Durham/Coastal NC area).

- **Cost of Labor (COL) vs. Cost of Living:** The Town will review the Bureau of Labor Statistics (BLS) data for the Employment Cost Index (ECI) for the same, or most similar region available, as the CPI review. Both the *Wages and Salaries* and *Benefits* indices will be reviewed.

2. Track Annual "Movement" Surveys

Data from at least two sources such as WorldatWork, SHRM, and Mercer to gather annual **Salary Budget Survey** data for pay structure and pay increase budgeting trends. These data points are compiled and a consensus developed which will be used to recommend a general structure adjustment as well as the across-the-board employee pay increase to maintain competitiveness with peer compensation decisions.

3. Analyze Internal "Pain Points"

Town data will be reviewed for signs of potential pay competitiveness issues, including:

- **Turnover Analysis:** Determines if an atypical rate of departures is occurring in a department, unit and/or specific job title

- **Recruitment "Ghosting" and Rejection Rates:** Tracks how many candidates decline offers because the salary was too low, flagging any specific change in "acceptance" rates

- **Time-to-Fill:** Track for each vacancy, the time between the date the vacancy was approved for hire and the date the offer was accepted. Significant changes will be flagged and researched, and any necessary intervention recommended as part of the overall annual analysis.

4. Conduct "Hot Job" Spot Checks

While the Town's commitment to benchmark a large sample of jobs approximately every four years is generally sufficient, on an annual basis, any jobs that have found to be in short supply within the geographic recruitment area identified for that job will be benchmarked as part of the annual review process.

5. Peer Municipality Check-In

The Human Resources Department will complete a "pulse" survey with identified public sector competitors (from the last comprehensive compensation study) to determine their current year and proposed (for next fiscal year) pay structure increase and salary increase budget.

Comment: Why the Annual Analysis Matters

If you only look at the market every four years, you run the risk of a ***"Market Shock."*** *Where cumulative market changes require adjustments which are too expensive to fix in a single budget year. Doing this limited research annually allows the Town to make small, incremental adjustments and also to identify market issues which may arise from time to time in a particular occupational group.*

E. Movement of the Pay Structure

The analyses performed above will be used by the Director of Human Resources to make a recommendation to the Town Manager on the amount (if any) in the adjustment of the pay structure. The percentage allocated for future adjustments to the pay structure will be based on movement of the structures in the market to maintain Nags Head's desired position relative to the market, assuming funds are available and approved by Town Manager and Town Board of Commissioners, who will have final approval authority for the pay structure movement decision.

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In order for the fiscal impact to be included in the next fiscal year's budget, the Director of Human Resources will submit the pay structure recommendation no later than (date) of each year.

F. Annual Base Pay Increase Budgets

As part of the preparation of the annual budget, the Director of Human Resources will complete and present to the Town Manager an analysis of the estimated dollar amount needed to fund all components of the Compensation Plan that have a financial impact on the Town's budget including the proposed increase to the pay structure, the proposed across-the-board increase, and estimated costs associated with Within-Grade increases, Career Progression Plan increases, and merit increases.

G. Relationship Between the Pay Structure Increase and Individual Pay Rates

In years where the Town Manager approves a pay structure increase, each employee's pay rate will increase by the same percentage amount as was applied to the pay structure. This increase is referred to as an "across-the-board" increase.

On the effective date of a pay structure change (generally the first day of the Fiscal Year), the Pay Range Minimum, Market Reference Point and Maximum rates will be increased by the final pay range structure percentage increase decision. The base pay rate of all employees will be increased by the same percentage as was applied to the pay structure, with these increases generally effective on July 1st of the year.

The Town Board of Commissioners reserves the right to withhold or delay both the pay structure increase and/or individual across-the-board increases when circumstances dictate.

7. Assignment of Pay Grades to Job Classifications

Current Policy Language:

Section 6. Pay Rates in Promotion, Demotions, Transfer, and Reclassification

When an employee is promoted, demoted, transferred, or reclassified, the rate of pay for the new position will be established in accordance with the following rules:

A. Promotion: See Article V Section 11.

B. Demotion: An employee who is demoted voluntarily will be offered a salary that is associated with the salary grade of the position and that the town manager finds to be internally equitable for the department. If the demotion is for cause, the employee's salary will be reduced to the salary grade that the town manager finds to correspond with the position and the employee's experience in the position, if any, as long as the reduced salary does not fall below the minimum salary rate of that range.

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C. Transfer: An employee transferring from a position in one class to a position in another class assigned the same pay range shall continue to receive the same salary.

D. Reclassification: An employee whose position is reclassified to a class having a higher salary grade shall be assigned to the minimum salary in the new grade or maintain the same salary, whichever is higher. If the position is reclassified to a lower pay range, the affected employee will maintain the same salary until such time as the new classification's pay grade is increased above the employee's current salary.

Section 7. Pay Rates in Salary Range Revisions

When the Board of Commissioners approves a change in salary range for a class of positions, the salaries of employees whose positions are allocated to that class shall be affected as follows:

A. When a class of positions is assigned to a higher pay range, employees in that class shall receive the same salary or be assigned to the minimum of that range, whichever is higher.

B. When a class of positions is assigned to a lower pay range, the salaries of employees in that class will remain unchanged. If this assignment to a lower pay range results in an employee being paid at a rate above the maximum salary range established for the new class, the salary of the employee shall be maintained at that level until such time as the classification's pay grade is increased above the employee's current salary or the employee is promoted into a classification with a pay range above their salary rate.

Proposed Policy Language:

A. Introduction

The Director of Human Resources will recommend a pay grade to each classification utilized within the Town's Job Classification Plan. All pay grades are approved by the Town Manager.

It is the intent that all employees who perform the same type of work at the same level will be assigned the same job code and job title, pay grade, FLSA classification, job description (including educational requirements and work-related experience requirements).

B. Compensation for New Job Classifications

When a new job classification is created *(***Section 4 - Job Classification Plan Administrative Guidelines)**, the Director of Human Resources will recommend a pay grade and commensurate salary range to the Town Manager for approval.

If a current Town employee is moved into the new job classification, their hourly rate or salary will be determined based on the policy for Promotion, Demotion or Lateral Transfer, depending on the circumstances (**Sections 10 – 12**).

C. Compensation Upon Change in Pay Grade

An employee who receives a pay grade increase to their assigned job classification due to classification decisions (**described in Section 4**), or any other reason will have their base salary reviewed under the **Promotions** section of this policy document (**Section 10**).

If the pay grade change results in a reduction of the pay grade, the employee's salary will be placed in the new grade at their current salary. (**Section 4,C,4,b**.) If the employee's current salary is above the Range Maximum in the new pay grade, the employee will not be eligible for a base-building pay increase until such time as their current salary is again within the pay range assigned to their new pay grade.

All final decisions for salary placement as a result of a pay grade change to the job classification will be made by the Town Manager upon the recommendation by the Director of Human Resources.

D. Department Head Requests for the Pay Grade Review of a Job Classification

Department heads may request that the compensation levels for certain classifications be evaluated. The requests should be submitted to the Director of Human Resources (Director of Human Resources) and include detailed justifications, labor market, and other relevant supporting data. The compensation review will address such factors as potential significant job change (which constitutes a Job Classification Review (**see Section 4**), turnover, ability to recruit, relevant labor market, total compensation, and internal equity.

The Director of Human Resources will determine if adequate justification has been presented to analyze and evaluate the appropriate pay grade for a given job classification outside of the Compensation Plan Study completed each 4-5 years, typically. If so, the job will be evaluated using the Point Factor Job Evaluation methodology employed by the Town, and market data will be reviewed. Both internal and external values will be reviewed in the assignment of the appropriate pay grade.

Upon completion of the analysis and evaluation, the Director of Human Resources will report their findings and recommendations to the Town Manager, who will have final authority to maintain or change the pay grade of any and all classifications.

If the pay grade of a job classification changes as the result of the compensation review process, the Town's policies on Promotion, Demotion and Transfer (**Sections 10-12**), will be utilized to determine the job incumbent's salary or hourly wage.

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8. New Hire Pay Determination

Current Policy Language:

> The minimum rate established for the class is the normal hiring rate, except in those cases where unusual circumstances appear to warrant appointment at a higher rate. Appointment above the minimum of the salary range may be made with the approval of the town manager when deemed necessary and in the best interest of the Town. Above-the-minimum appointments will be based on such factors as the qualifications of the applicant being higher than the desirable education and experience for the class, a shortage of qualified applicants available at the minimum range, the refusal of qualified applicants to accept employment at the minimum range, or other similar factors.

Comments:

When developing a policy for new hire pay, you are essentially creating a gatekeeping mechanism that protects the Town's budget while ensuring you can actually attract and successfully hire top talent. The goal is to move away from "What did you make at your last job?" (which is increasingly a legal liability) and toward "What is this candidate's value relative to our system?"

The policy language we recommend is based on a number of considerations: best practices for hiring pay, key criteria for offers above Range Minimum, and delineating roles (recommender, approver, communicator).

Current Policy Language:

> The minimum rate established for the class is the normal hiring rate, except in those cases where unusual circumstances appear to warrant appointment at a higher rate. Appointment above the minimum of the salary range may be made with the approval of the town manager when deemed necessary and in the best interest of the Town. Above-the-minimum appointments will be based on such factors as the qualifications of the applicant being higher than the desirable education and experience for the class, a shortage of qualified applicants available at the minimum range, the refusal of qualified applicants to accept employment at the minimum range, or other similar factors.

Comments:

When developing a policy for new hire pay, you are essentially creating a gatekeeping mechanism that protects the Town's budget while ensuring you can actually attract and successfully hire top talent. The goal is to move away from "What did you make at your last job?" (which is increasingly a legal liability) and toward "What is this candidate's value relative to our system?"

The policy language we recommend is based on a number of considerations: best practices for hiring pay, key criteria for offers above Range Minimum, and delineating roles (recommender, approver, communicator).

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The Director of Human Resources takes a central role, to ensure equitable treatment across departments. The logic is that the HR Director is the only person with a bird's-eye view of the entire Town's payroll, with a working understanding of each job role and job role relationship and also maintains historical records of pay decisions. Therefore, the role can stop an offer that might be fair for one department but creates a massive pay equity problem for another, for example. This analysis and compliance function, in effective small (and larger) public sector organizations is best assigned to the experienced, trained professional in the field of Human Resources (with appropriate approvals required from the Town Manager)

Proposed Policy Language:

A. Introduction

The Town of Nags Head new hire pay policy is designed to ensure a consistent and equitable approach to recruitment by establishing the range minimum as the standard starting salary, while allowing for objective, data-driven adjustments based on a candidate's exceptional qualifications and the Town's commitment to internal pay equity.

The Human Resources Department administers a structured analysis process to determine pay for new hires, with the goal of ensuring internally equitable pay. Input is sought from hiring managers in the review of each new hire pay decision-making.

B. New Hire Pay Factors

The Salary Range Minimum rate established for the job class is the typical hiring rate, except in those cases where an analysis of certain factors warrant appointment at a higher rate.

Approval of a higher pay rate can be made upon recommendation of the Director of Human Resources, with the approval of the Town manager, when deemed to be in the best interest of the Town.

The specific considerations utilized to determine the appropriate pay rate for each new hire to Nags Head are:

- **Exceptional Qualifications:** The candidate possesses significantly more education or experience than the "Minimum Qualifications" (e.g., they have 10 years of experience for a role that only requires 2). Additional, job-related licenses and/or certifications, beyond the Minimum Qualifications can be considered as well.

- **Market Scarcity:** The position is "hard-to-fill", where documentation exists to confirm the Town has failed to recruit at the minimum.

- **Specialized Certifications:** The candidate brings a specific license or skill that will immediately benefit the Town beyond the standard job requirements.

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- **Internal Equity Analysis (Vertical):** Current pay levels of the employee's direct supervisor as well as any positions that will report to the new employee in their role.

- **Internal Equity Analysis (Same Job Title):** Current pay levels of employees in the same job title as the new hire.

  This analysis requires comparing the proposed new hire pay rate to the pay of current incumbents in the same job title (or who perform comparable job duties) within the immediate work area and department by considering the salaries, performance, knowledge, skills, experience, and education/certification/licenses of those incumbents.

- In all cases, the starting salary will be within the classification's pay range.

C. Offers Above the Market Reference Point

Starting salaries are generally established between the Range Minimum and the Market Reference Point to maintain internal equity and fiscal sustainability; accordingly, any offer exceeding the Market Reference Point shall be considered an exception, requiring a formal written justification detailing a candidate's extraordinary qualifications or specialized expertise, and remains subject to the final review and express approval of the Town Manager.

In these cases, the Director of Human Resources, with input from the Department Head, will prepare and present the justification document for review by the Town Manager.

D. Salary Negotiations and Salary Offers

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Centralized Authority

To ensure a consistent, equitable, and legally defensible recruitment process, all formal salary negotiations and official employment offers shall be conducted exclusively by the Director of Human Resources or in the case of Department Head positions, the Town Manager.

Role of Department Heads

Department Heads and hiring managers are encouraged to discuss the Town's mission, the technical requirements of the role, and the general salary range as posted. However, they are **strictly prohibited** from:

- Initiating specific salary negotiations.
- Providing verbal or written estimates of a starting salary.
- Making "informal" or conditional offers of employment.

All discussions regarding a candidate's specific salary requirements shall be redirected to the Director of Human Resources.

Negotiation Framework

The Director of Human Resources will negotiate within the parameters of the approved **Job Classification and Compensation Plan**, taking into account the following:

- **Market Reference Point:** Negotiations will primarily occur between the Range Minimum and the Market Reference Point.
- **Internal Equity Review:** Human Resources will conduct a "look-back" analysis of current employees in similar roles to ensure the negotiated rate does not create undue pay compression.
- **Budgetary Constraints:** Human Resources will verify available funding with the Finance Department prior to finalizing any offer.

Final Approval and Official Offer

Once a salary is negotiated and deemed compliant with Town policy:

- **Town Manager Approval:** Offers exceeding the Market Reference Point require the express approval of the Town Manager. Offers that do not exceed the Market Reference Point require the approval of the Director of Human Resources, except in the case of Department Heads, where the approval comes from the Town Manager.
- **Written Offer Letter:** An offer is only considered valid and binding once it is issued in writing by the Director of Human Resources. This letter will clearly state the salary, FLSA

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status (Exempt/Non-Exempt), and any contingencies of employment (background checks, drug screens, etc.).

E. Market Adjustments

By periodically adjusting the pay structures at the Town, salary range minimum levels, and the lower part of each pay range will be competitive with organizations with which the Town competes, and our pay range progression policies support movement through the pay ranges over time based on length of service and job performance.

Because the Town consistently measures market demands for jobs in our organization, the need to adjust hiring salary due to "market conditions" will be unusual and will require justification to be approved by the Executive Director, and only if recommended by the Director of Human Resources.

A "market adjustment" that is approved for a job candidate ***does not change the pay grade***, which will continue to be administered based on the Town-wide Compensation Philosophy and compensation practices.

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9. Pay Increase Opportunities Within the Pay Range

Current Policy Language:

Section 4. Use of Salary Ranges

B. All increases to the salary range above the minimum are reserved to reward employees for meritorious service. Each year, the town manager may require department heads to consider the eligibility of employees to receive salary increases based on merit and to recommend such advancement or retention at the same rate. Department heads shall consider all factors affecting employee performance and shall submit their recommendations in writing, giving the reasons whether to advance or retain the employee at the same rate. All such advancements and retentions must be approved by the town manager.

Proposed Policy Language:

A. Introduction

The following general provisions will govern the granting of increases within the pay range:

1. The Minimum pay rate established for the class is the normal hiring rate, except in those cases where unusual circumstances appear to warrant appointment at a higher rate (See **Section 6**).
2. The Market Reference Pay rate established for each pay grade is considered a "fully competitive" pay rate for all job classes assigned to a given pay grade.
3. The Maximum pay rate assigned to a pay grade is the highest pay rate the Town is prepared to pay for any employee whose job class is assigned to that pay grade.
4. Employee compensation at the Town of Nags head is designed to offer pay growth for employees within their job assignments as they gain experience and broaden their skills and competencies. There are four primary methods for pay advancement within an established pay grade and range:
    A. Across-The-Board Increases

    Comment: *We recommend the use of "Across-the-Board" rather than "Cost of Living" so that the Town is not messaging a commitment to "match" changes to cost of living.*

    B. Within Grade Increases

    C. Career Progression Increases

    D. Merit Increases

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A. Across-the-Board Pay Increases

1. Purpose

The Town of Nags head recognizes that external economic factors and inflation can impact the real value of employee compensation. This policy outlines the framework for periodic adjustments to base pay to help maintain the standard of living for our workforce when funds are available to do so.

2. Eligibility

All regular full-time and part-time employees who have completed at least six months of continuous service as July 1st of the year are eligible for an across-the-board increase. Employees currently on a Performance Improvement Plan (PIP) or those who have received a "Does Not Meet Expectations" rating in their most recent review may be ineligible.

3. Effective Date

Any approved adjustments will typically take effect on the first pay period of the new fiscal year (July 1st).

4. Determination of Adjustment Amount

- On an annual basis, as part of the annual budget planning cycle, The Board of Commissioners, upon recommendation by the Town Manager, will make a decision on whether to grant an across-the-board increase, and if so, the amount of the across-the-board amount.
    - While the Town does not directly index wages and salaries to changes in the cost-of-living or any other specific economic index, the Town does consider several data points in determining whether to provide an across-the-board increase, as well as the amount, in any given year. **(See Section 6,D___ for further information**)
- The across-the-board pay increase amount is not guaranteed and is subject to organizational budget availability. When applicable and when funds are available and approved by the Town Manager, the approved amount (percentage or dollar amount) will be applied to the hourly rates or salaries of all eligible employees.

5. Basis for Non-Granting of Increases

- The Town may elect to forgo an across-the-board increase in any given fiscal year based on, but not limited to, the following "Fiscal Health" indicators:
    - Revenue Shortfalls: If projected tax revenues or state-shared funds fall below established budgetary thresholds.

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- Unforeseen Emergencies: In the event of natural disasters, public health crises, or infrastructure failures requiring the diversion of personnel funds.
- Market Stability: If the Consumer Price Index (CPI) or regional salary surveys indicate that current Town pay scales remain highly competitive without adjustment.
- Benefit Cost Absorption: If the Town experiences significant increases in healthcare premiums or pension contribution requirements, these may be prioritized over direct compensation to maintain the "Total Rewards" package.

6. Effective Date and Communication

- Any approved adjustments will typically take effect on the first day of the new Fiscal Year (July 1st). The Town Manager will communicate the status of salary adjustments following the formal adoption of the Annual Budget.

7. Separation from Merit Increases

- An across-the board increase is distinct from a Merit Increase.
- Merit increases are an additional increase based on individual performance (**See Section 7,A,4,d. below**). An employee may receive both, one, or neither in a given year.

8. Employees at or Near Range Maximum

- Any employee whose across-the-board increase would bring their salary above the range maximum will receive a partial amount in the form of a base pay increase, not to exceed the Range Maximum of the assigned pay grade. The remainder of the increase is provided to the employee in the form of a one-time, non-base-building pay adjustment. No employee will receive a base salary above the Range Maximum of their assigned pay grade and range.

B. Within Grade Increases (WGI)

1. Purpose

- The Town of Nags head provides predictable salary progression for employees as they gain experience and proficiency in their current positions. This policy ensures that pay is competitive and rewards continued service to the Town.

2. Eligibility

- All regular full-time and part-time employees are eligible for WGI increases provided they meet the following criteria:
  - **Performance:** The employee must have a current performance rating of at least ["Meets Expectations" or equivalent].

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- **Service Requirement:** The employee must have completed one full year (12 months) of continuous service in their current job classification.

3. **Increase Schedule and Calculation**

- Increases are calculated based on the employee's current base salary and their position within the assigned salary range*:

Position in Salary Range	Annual Increase Amount
Below Market Reference Point	**2.5%** of base salary
At or AboveMarket Reference Point	**1.25%** of base salary

* Employees whose most recent performance evaluation was lower than the level of "RATING" will receive a within-grade increase of 1.25%.

- **Market Reference Point Definition:** The Market Reference Point ("MRP") is considered the "market rate" for the position, representing a fully proficient, experienced employee performing all aspects of the job.
- **Range Maximum:** Once an employee reaches the Maximum of their assigned salary range, they are no longer eligible for WGIs. Any further increases would be subject to the Town's Across-the-board Increase Policy. In no case will an employee's salary be placed above the Range Maximum rate established for their job class.

4. **Effective Date**

- Within-Grade Increases are processed annually. The adjustment will take effect on the first day of the pay period following the anniversary date of the employee's appointment or most recent promotion to their current position.

5. **Interaction with Other Pay Adjustments**

- **Across-The-Board:** Within-grade increases are distinct from Across-The-Board Adjustments. Across-The-Board adjustments, when approved, are intended to recognize changes to external economic factors, such as cost of living and cost of labor, that impact both the Town and its employees. The Within-Grade Increase, on the other hand, is provided to move the individual employee *through* the pay grade established for their job classification.
- **Promotions:** If an employee is promoted to a higher grade, a new anniversary date is established based on the date of the promotion for the purpose of future Within-Grade Increase eligibility.

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C. Career Progression Increases

1. Purpose and Objectives

- The Career Progression Program is designed to foster a culture of continuous learning and professional growth within the Town of Nags Head. This program is mutually beneficial:
    - **For Employees:** It provides a roadmap to gain additional knowledge, skills, and experiences to achieve personal career goals while celebrating professional achievements. The program also rewards the accomplishment of these additional knowledge, skills and proficiencies with salary growth within their assigned pay grade and range.
    - **For the Town:** It develops improved staff capabilities and enhanced job performance that directly contribute to the quality of life in our community.
- The Town has established this program to achieve the following positive outcomes:
    - **Recognition:** To reward staff and celebrate professional achievement as progression occurs. The program also ensures that as an employee becomes more skilled, their compensation remains competitive with the external labor market.
    - **Impact:** To contribute to a more skilled workforce that makes greater impacts on the community.
    - **Development:** To create opportunities that increase the scope and skills within an employee's current position.
    - **Engagement:** To increase interest, challenges, and job satisfaction.
    - **Succession:** To create a ready pool of qualified internal candidates for future promotional opportunities.

2. Eligibility

- Participation in the Career Progression Program is available to all regular full-time, non-exempt employees who enter into a Career Progression Program agreement with their direct supervisor, upon approval of the department head and Director of Human Resources.
- **Performance Standard:** Employees must maintain satisfactory performance levels to be eligible for progression movement and commensurate pay increases.

3. Structure of Progression

- Each department maintains specific "career progression plans" for each non-exempt job class, developed in consultation with the Director of Human Resources.

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- Advancement through these levels is based on some combination of these factors:
  - Attainment of Skills: Mastering specific competencies identified for the next level.
  - Certifications: Obtaining required state, federal, or professional licenses.
  - Experience: Completing required time-in-grade to demonstrate the application of new skills.

4. Determination of Adjustment Amount

- Program eligible employees in the Police Department will receive a 5% increase to their base salary upon approval by the Town of the completion of all requirements to meet the next level within their Career Progression Plan.
- Program eligible employees in all other departments will receive a 2.5% increase to their base salary upon approval by the Town of the completion of all requirements to meet the next level within their Career Progression Plan.

5. Effective Date of Career Progression Increase

- The determination of the effective date of the Career Progression pay increase is based on the completion of all requirements for the next level in the Career Progression Plan assigned to the employee's job class.
- The effective date of the Career Progression pay increase will be the first day of the next pay period following the approval of the increase by the Director of Human Resources.

6. Interaction with Other Pay Policies

- **Within-Grade Increases (WGI)**: Career progression is distinct from WGIs. While WGIs reward continued service, Career Progression rewards the acquisition of new capabilities and broader skills and competencies.
- **Across-The-Board Increases**: Career progression adjustments are separate from across-the-board increases, which the Town uses as a framework to help maintain the "purchasing power" of staff salaries against inflation.
- **Merit Increases:** Merit increases are additional increase based on individual performance.

D. Merit Increases

Current Policy Language:

Section 16. Merit Award Policy

Merit increases, defined as advancements in the salary range, are not automatic but may be awarded for the following reasons: (1) exceptional work achievements, (2) excellence in work performance, or (3) special contribution to productivity. Each employee may be considered

annually for a merit increase after they have successfully completed one full year of service with the town or at the discretion of the town manager. Performance evaluations are to be completed and forwarded to the human resources director prior to the end of the fiscal year. Increases must be recommended by the department head and approved by the human resources director and town manager. Even though all eligible employees will be considered for merit increases, only those employees who exceed the standard and/or expected performance will receive a merit increase.

Merit Increase Guidance

Merit increases reward employees for consistent outstanding contributions that enhance the town's success. This manager guidance is intended to ensure the Town recognizes individual achievements, promotes fairness, and maintains equitable compensation practices.

Merit increases do not replace annual within grade increases that are currently provided to employees. Within grade increases are provided to eligible regular part-time and full-time employees.

Individuals are not eligible for merit increases every year. Instead, merit increases recognize consistent above and beyond performance over the course of multiple evaluation periods. Eligibility for a merit increase may be once every three years, provided the rating criteria have been met.

Eligibility

Employee's must meet the following criteria to be considered for a merit increase:

- Regular part-time and full-time employees
- Not in a probationary period of employment
- Not under a performance improvement plan or disciplinary action
- Received an "exceeds expectations" or "exceptional" overall rating on the past 3 of 5 performance evaluations

Structure

Overall Performance Rating	Merit Percentage
3 Exceptional Ratings	**Up to 5%**
2 Exceptional & 1 Exceeds Expectations Ratings	**Up to 5%**
2 Exceeds Expectations & 1 Exceptional Ratings	**Up to 4%**
3 Exceeds Ratings	**Up to 3%**

Budget Allocation

Annual merit increases are subject to the Town's approved compensation budget. Each department is allocated a merit increase pool to ensure equitable distribution.

Proposed Policy Language:

1. **Purpose and Objectives**

   - The Merit Increase program is designed to recognize and reward employees who consistently demonstrate exceptional performance and exceed the expectations of their roles. Merit increases, defined as advancements in the salary range, are not automatic but may be awarded for the following reasons: (1) exceptional work achievements, (2) excellence in work performance, or (3) special contribution to productivity. While other pay mechanisms account for inflation or skill acquisition, the Merit Increase specifically targets high-level achievement and sustained contributions to the community.

2. **Eligibility**

   - To ensure that merit rewards are reserved for the Town's highest-performing staff, eligibility is strictly limited to the following:
     - Regular full-or part time employee
     - **Conduct:** Not under a performance improvement plan or disciplinary action The employee must have maintained a clear disciplinary record throughout the three-year eligibility period.
     - **Performance Rating:** The employee must receive a rating in the **top two performance categories** (e.g., "exceptional" or "exceeds expectations") on the past 3 of 5 performance evaluations.
     - **Frequency:** Merit increases are intended to reward sustained excellence over time. Therefore, an employee is eligible to receive a merit increase **no more often than once every three (3) years**.

3. **Determination of Merit Increase Amount**

   - Merit increases are awarded as a percentage increase to the employee's base salary. The specific amount is determined by the Department Head and HR, typically within the following range:
     - **3% to 5% Increase:** Based on the degree of impact the employee's performance has had on the Town operations and community service.
   - The primary consideration for the merit increase is the performance ratings that have been earned in each of the last three years.

4. **Interaction with Other Pay Policies**

   - The Merit Increase program is independent of all other salary adjustments. Receiving a Merit Increase does not disqualify or delay an employee from receiving:

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- **Across-The-Board Increases:** Increases provided to all Town employees, annually, if approved by the Town Board of Commissioners.
- **Within-Grade Increases (WGI):** Increases to reward the employee for continued, successful service to the community.
- **Career Progression:** Increases within the current pay grade and range based on the successful completion of criteria required to move to the next successive level within an established Career Progression Plan (e.g., new certifications, additional skills, broader competencies).

5. Effective Date

- Approved Merit Increases will typically take effect on the first day of the pay period following the final approval of the performance evaluation.

B. Summary of All the Town Pay Increase Opportunities Within an Employee's Current Job Classification

To help employees and managers navigate the different ways pay can increase, the following table summarizes the Town's comprehensive pay growth opportunities available to employees who remain in their current job classification:

Program	Primary Goal	Eligibility	Typical Amount (Percentage increases to Base Pay)	Frequency
COLA	Market/Inflation	All regular full and-part time staff	Varies by CPI	Annual (as budgeted)
Within-Grade	Tenure/Experience	All regular full- and part time staff until the employee reaches the Range Maximum rate for their assigned pay class.	2.5% if below midpoint; 1.5% if above midpoint	Effective on the employee's anniversary date
Career Progression	Skill and Competencies Acquisition	All regular full-and part time, *non-exempt* employees Milestone-based (e.g., competencies, skills, training)	Police Department – 5% All Other Departments – 2.5%	Upon approved completion of criteria necessary for movement to next level within a defined Progression Plan
Merit Increase	Exceptional Performance	Employees who have been evaluated as "exceptional" or "exceeds expectations" three of the last five performance evaluations	3.0% to 5.0%	Assuming the last three of five performance ratings were either "exceptional" or "exceeds expectations," an employee is eligible for a merit increase once every three years

10. Compensation Upon Promotion

Current Policy Language:

Section 11. Promotion

1. Candidates for promotion shall be chosen on the basis of existing or anticipated job openings, on their qualifications and on their work records. Performance appraisals and work records of all personnel shall be carefully examined when openings for positions in higher classifications occur.
2. Vacancies in positions shall be filled as far as practicable by the promotion of employees in the service of the Town, subject to the limitations of Article V, Section 3.
3. When a vacancy occurs, the supervisor in whose department the vacancy occurs shall review all applications referred by the human resources director, including those from current Town employees wishing to be promoted into the position. If a current Town employee is chosen for promotion, the supervisor shall forward the employee's name to the town manager with recommendations for classification and salary and the reasons for selecting the employee over other applicants. After receiving the supervisor's comments, the town manager shall make an appointment if appropriate and determine the starting salary.
4. An employee that is promoted will fall under the promotional period as described in Article II, Section 3S.
5. The purpose of the promotion pay increase is to recognize and compensate the employee for taking on increased responsibility. When an employee is promoted, the employee's salary shall normally be advanced to the hiring rate of the new position, or to a salary which provides an increase of at least 5% over the employee's salary before the promotion, whichever is greater. In the event of highly skilled and qualified employees, shortage of qualified applicants, or other reasons related to the merit principle of employment, the Town Manager may set the salary at an appropriate rate in the range of the position to which the employee is promoted that best reflects the employee's qualifications for the job and relative worth to the Town, taking into account the range of the position and relative qualifications of other employees in the same classification. In no event, however, shall the new salary exceed the maximum rate of the new salary range. In setting the promotion salary, the Town shall consider internal comparisons with other employees in the same or similar jobs.

Proposed Policy Language:

A. Purpose

To provide a consistent and equitable method for adjusting the compensation of employees who are promoted to a position with a higher salary grade.

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B. Definition of "Promotion"

A promotion is defined as the movement of an employee from a position in one classification to a position in a different classification assigned to a higher pay grade. The promotion may be within the employees' current assigned pay structure or may involve movement from one pay structure to another one.

It is important to note, only applicants who meet minimum qualifications can be considered for the promotion.

C. Determination of Promotion Pay Increase Amount:

1. **Promotion Increase Analysis Factors:**

The Town uses a structured process to determine the amount of the promotional pay change. There are several factors that will be considered by the Director of Human Resources in determination of the promotional pay increase:

1. Amount and type of directly related, and functionally related job experience at the Town as well as at other organizations, as the experience applies to the new assignment

2. Job-related formal education, certifications, licenses as they apply to the new assignment

- Current pay levels of the employee's direct supervisor in the new role

  - **Subordinate Gap:** This analysis ensures that the salary creates a sufficient "cushion" between the employee and their new direct reports to avoid **salary compression**. As a target, a supervisor's base salary should be at least 8% greater than any subordinate *with the same amount of time in their current job classification*. However, other factors may mitigate the differential target including difference in performance as well as differences in individual decisions to participate in the Career Progression program.

3. Current pay levels of employees in the same job title as the new role

- This analysis requires comparing the proposed pay rate to the pay of current incumbents in the same job title (or who perform comparable job duties) within the immediate work area and department by considering the salaries, performance,

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knowledge, skills, experience, and education/certification/licenses of those incumbents.

- **Internal Equity (The "Compression" Check)**: This analysis compares how the new salary compares to others in the same role, to ensure the promoted employee isn't making significantly more (or less) than incumbents with similar experience and performance levels. The analysis requires comparing the proposed pay rate to the pay of current incumbents in the same job title (or who perform comparable job duties) within the immediate work area and department by considering the salaries, performance, knowledge, skills, experience, and education/certification/licenses of those incumbents.

  Before finalizing any promotional increase of 10% or more, Human Resources will perform an equity audit. If the promotion creates a situation where the new person makes more than a seasoned incumbent in the same role, the final promotional increase will consider this impact.

4. Employee Qualifications vs. Role Requirements

- An analysis of the employee's current skills and the "ideal" candidate for the new position, including the amount and type of directly related, and functionally related job experience at the Town as well as at other organizations, as the experience applies to the new assignment.

  - **Fully Qualified:** If the employee already meets or exceeds all requirements for the new role, they should likely be placed closer to the **Market Reference Point** in the new pay grade.

  - **Growth Potential:** If the promotion is a "stretch" role where the employee will need significant training, a lower initial increase (closer to the grade Minimum rate) may be appropriate, with a plan for future adjustments as they gain proficiency.

5. Previous Pay History

- **Time Since Last Increase:** Recent pay increases will be considered in determination of the final promotional increase.

- **Total Compensation:** Particularly if the promotion changes the employee's FLSA status (e.g., moving from non-exempt to

exempt), and there is a likely loss of significant overtime earnings, total compensation impact will be considered, given the potential change in "earnings potential" due to the loss of overtime.

6. Budgetary Constraints and Policy Consistency

- **Ensuring Consistency:** In Pay Decisions with Other Promotional Pay Decisions in Similar Circumstances.

- **Fiscal Impact:** Consists of a financial determination of the annualized cost, including the impact on benefits, longevity pay, and retirement contributions.

9. Market Conditions:

- Because the Town consistently measures market demands for jobs in our organization, the need to adjust a promotional salary due to "market conditions" will be unusual and will require justification to be recommended by the Director of Human Resources and approval of the Town Manager (See ___ for further information).

  A "market adjustment" that is approved for a job candidate does not change the pay grade, which will continue to be administered based on the Town-wide Compensation Philosophy and compensation practices.

2. <u>Promotional Increase Range Guidelines:</u>

The results of the increase analysis process (see 1., above) and the application of the Promotional Increase Range Guidelines (below) will be used to determine the promotional increase in each promotion.

A. <u>One Grade Increase</u>

When an employee is promoted to a position exactly one grade higher than their current grade:

- **The Increase:** The employee shall receive a salary increase of 5-10% of their current base salary, or the Minimum of the new grade, whichever is greater.

- **The Market Reference Cap:** If the promotional increase would place the employee above the Market Reference Point of the new grade, Human Resources will review the employee's experience to ensure they are

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qualified for "Market Rate" pay. If not, the increase may be limited to the Market Reference Point of the new grade.

Recommended Promotional Percentage Ranges – One Grade Increase

Competency Level	Description / Criteria	Typical Increase Range
Entry Level	Employee meets the minimum recruitment standards but will require significant training in the new scope of duties.	New Grade Minimum or 5% (Whichever is greater)
Proficient	Employee is fully qualified and has demonstrated some of the advanced skills required for the new role.	6% to 8%
Expert / Master	Employee significantly exceeds the new role's qualifications or is moving into a high-demand/specialized field.	9% to 10%

B. Promotion of Two or More Grades

When an employee is promoted to a position two or more grades higher (e.g., Grade 10 to Grade 12):

- **The Increase:** The employee shall receive a salary increase of 10-15% of their current base salary, or the Minimum of the new grade, whichever is greater.
- **The Market Reference Cap:** If the promotional increase would place the employee above the Market Reference Point of the new grade, Human Resources will review the employee's experience to ensure they are qualified for "Market Rate" pay. If not, the increase may be limited to the Market Reference Point of the new grade.

Recommended Promotional Percentage Ranges – Two or More Grade Increase

Competency Level	Description / Criteria	Typical Increase Range
Entry Level	Employee meets the minimum recruitment standards but will require significant training n the new scope of duties.	**New Grade Minimum** or **10%** (Whichever is greater)

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Competency Level	Description / Criteria	Typical Increase Range
Proficient	Employee is fully qualified and has demonstrated some of the advanced skills required for the new role.	11-13%
Expert / Master	Employee significantly exceeds the new role's qualifications or is moving into a high-demand/specialized field.	14-15%

By periodically adjusting the pay structures at the Town, salary range minimum levels, and the lower part of each pay range will be competitive with organizations with which the Town competes, and our pay range progression policies support movement through the pay ranges over time based on length of service and job performance.

D. Effective Date of a Change:

The effective date of the promotional pay increase will be the first day of the next pay period following approval of the promotion by the Director of Human Resources.

E. Use of Approved Salary Range:

In no case will the new salary or hourly wage be less than the Range Minimum of the new salary range or higher than the Range Maximum of the new salary range.

F. Approvals:

All final decisions will be made by the Director of Human Resources. Promotional increases outside of the ___ Guidelines (see__) require review and approval by the Town Manager.

G. Impact on Anniversary Date (For Merit Pay and Within-Grade Increases):

Upon the effective date of a promotion, the employee's Anniversary Date will be reset to coincide with the date of promotion. This new date shall serve as the basis for all future performance evaluations and eligibility for merit-based salary adjustments within the new pay grade.

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11. Pay Adjustments in Demotions

Current Policy Language:

E. Demotion: An employee who is demoted voluntarily will be offered a salary that is associated with the salary grade of the position and that the town manager finds to be internally equitable for the department. If the demotion is for cause, the employee's salary will be reduced to the salary grade that the town manager finds to correspond with the position and the employee's experience in the position, if any, as long as the reduced salary does not fall below the minimum salary rate of that range.

Draft Policy Language:

A. Purpose

The purpose of this policy is to establish a consistent and equitable method for adjusting an employee's salary when they move from a position in a higher pay grade to a position in a lower pay grade. The Town aims to ensure that compensation remains aligned with the level of responsibility and the established pay market for the new role.

A demotion is the movement of an employee from a position in one classification to a position of another classification having a lower salary range. The demotion may be within the employee's current assigned pay structure or may involve movement from one pay structure to another one.

B. Definitions

- **Voluntary Demotion:** Occurs when an employee requests, and is granted, a move to a lower-graded position (e.g., for personal reasons or as a "career pivot").
- **Involuntary Demotion (Non-Disciplinary):** Occurs due to organizational restructuring, a reduction in force, or a reclassification of the employee's current position to a lower grade.
- **Disciplinary Demotion:** Occurs as a formal disciplinary action due to performance deficiencies or conduct issues.

C. Determination of Salary Amount

The adjustment to an employee's salary upon demotion shall be determined based on the type of demotion and the employee's current position within their pay range.

A. Voluntary or Involuntary (Non-Disciplinary)

- **Option 1 for Town's Consideration: Salary Reduction:** The employee's salary will typically be reduced by 5-8% per grade reduction, or to the maximum of the new lower pay grade, whichever results in a lower salary.

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- **Placement in Range:** In no case shall the employee's salary exceed the maximum of the new pay grade. If the employee's current salary is already within the new (lower) grade range, the Town Manager may elect to maintain the current salary if it is internally equitable. The Director of Human Resources will complete an internal equity analysis for the review of the Town Manager.

- In no case will the new salary or hourly wage be less than the Range Minimum of the new salary range or higher than the Range Maximum of the new salary range.

- **Option 2 for Town's Consideration: Administrative "Y-Rating" (Frozen Pay)**

  - In rare cases of involuntary reclassification, due to a significant change in the job itself, resulting in a lower pay grade, or in the case of a department reorganization, Human Resources will evaluate circumstances on a case-by-case basis.

  - The Director of Human Resources may consider and recommend to the Town Manager an action to "Y-Rate" the salary. This means the salary is **frozen** (no COLA or merit increases) until the pay range "catches up" to the employee's pay through future market adjustments.

B. Disciplinary Demotion

- **Salary Reduction:** The salary shall be reduced by at least 10% or to the Market Reference Point of the new lower pay grade, whichever is lower.

- **Performance Factor:** Because a disciplinary demotion implies a failure to meet the requirements of the higher role, the employee should generally not be paid at the higher end (that is, above the Market Reference Point, of the new lower range.

- In no case will the new salary or hourly wage be less than the Range Minimum of the new salary range or higher than the Range Maximum of the new salary range.

All final decisions will be made by the Town Manager, based on a recommendation prepared by the Director of Human Resources.

Comments:

Key Considerations Which Informed the Policy Language on Pay Upon Demotion:

- **The "No Windfall" Rule:** Ensure the policy prevents an employee from being demoted and still making more than the "Experts" in that lower-graded role. This preserves **Internal Equity**.

- **Consistency with Promotions:** If a promotion provides x% increase per grade, for example, a demotion should logically be handled in the reverse. This "symmetrical"

approach is the easiest to defend. However, in cases of Town reorganization or other factors outside of the employee's control, it is common to consider a bit more generous approach.

- **The Market Reference Point "Anchor":** For voluntary demotions, we recommend anchoring the new salary near the Market Reference Pont of the lower grade if the employee was a solid to high performer in the previous role.

12. Moving to a New Role at the Same Pay Grade (Lateral Movement)

Current Policy Language:

A. Transfer: An employee transferring from a position in one class to a position in another class assigned the same pay range shall continue to receive the same salary.

Draft Policy Language:

A lateral move is the movement of an employee from one position to another in the same classification (and therefore same pay grade) in a different department (intra classification transfer), or the movement from one classification to another classification, in the same salary grade and range.

Since jobs in the same grade are generally equivalent in terms of responsibilities, requirements and market salary, a salary adjustment is usually not warranted. However, if a pay change is proposed, typically a lateral move warrants a salary increase less than 5%.

A salary increase (of 5% or less) for a lateral transfer should be considered an exception, and occur only if one of the following situations applies directly:

- **Increased Scope:** The new role requires a significantly different skill set or certifications that the employee already possesses.
- **Internal Equity Correction:** The employee's current salary is significantly lower than the salaries of incumbents in the new department with similar experience and performance levels.

All final decisions will be made by the Director – Human Resources.

13. Work Assignment Change

The movement of an employee from one position to another in the same classification in the same department is not a transfer, it is a change in work assignment. There is no pay change associated with a change in work assignment.

14. Compensation for Limited Term Job Reassignments

In certain cases, an employee is eligible to receive increased compensation while performing the work of another classification. These situations are defined as follows:

A. Temporary Promotion: An employee assigned to a classification in a higher pay grade and range will receive additional compensation, *if the duration of the temporary promotion is at least one month in duration*. A 10% base salary adjustment will be provided to employees for the duration of the assignment.

After the temporary promotion assignment is completed, the employee's pay will revert to the rate established for the position before the temporary assignment, plus any adjustments the employee would have been eligible for during the duration of the temporary assignment.

B. Temporary Promotion Due to Long Term Absence During a period of vacancy or long-term absence an employee may be temporarily appointed to fill the vacancy. The temporary appointment requires approval of the Director of Human Resources.

The temporary changes must be clearly defined and add significant responsibilities in addition to the normal workload. Changes in the volume of work generally does not warrant a salary adjustment.

The amount of additional compensation will depend upon the temporary assignment, the degree of complexity and/or market value for additional duties. In general, an employee taking on the long term temporary promotion will be eligible for a temporary increased in pay, following the Town's promotional guidelines.

Once the acting assignment or interim role has ended, the individual's rate of pay will return to the rate they received prior to entering the acting assignment or interim role, plus any adjustments the employee would have been eligible for during the duration of the long-term temporary promotion.

Although the employee may receive extra compensation, the temporary promotion does not include an adjustment in employee benefits.

All increases to salary or hourly wage described in this section must be approved by the Director of Human Resources, and in the case of department head roles, the Town Manager (with recommendation by the Director of Human Resources).

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15. Compensation for Regular Part-Time Employees

Current Policy Language:

Section 8. Pay for Temporary and Part Time Work

Employees working in a part-time or Limited Service capacity with the same duties as full-time employees will normally work at a rate in the same salary range as the full-time employees.

Draft Policy Language:

Definition

An employee who is hired into a position with no predetermined end date and is regularly scheduled to work fewer than the full-time equivalent (FTE) hours (typically fewer than 40 hours per week). Regular Part-Time employees may be eligible for pro-rated benefits as defined by Town policy and applicable labor laws.

Compensation

Regular Part-Time employees shall be compensated at an hourly rate or salary equivalent that is commensurate with the pay grade assigned to their job classification.

Base pay for regular part-time employees will be determined by using the same principles as for regular full-time employees in the same classification. However, base pay for regular, part-time personnel is calculated on a **pro-rata basis**, determined by the ratio of their regularly scheduled weekly hours to the standard full-time work week (e.g., 40 hours). While part-time employees are eligible for other elements of the Town's pay increase policies (that is, Across-The-Board increases, merit increases, within-grade increases and career progression increases), such adjustments will be applied to their actual base rate or pro-rated salary."

16. Compensation for Temporary/Limited Term/Seasonal Employees

Current Policy Language:

Section 8. Pay for Temporary and Part Time Work

The pay plan established by this policy is for full-time employees. An employee appointed on a temporary basis will be paid a pro-rated amount determined by converting the established salary to an hourly rate.

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Draft Policy Language:

Definition

A temporary employee is an employee who has a full-time or part-time work schedule for a limited, seasonal, on-call, or indefinite period of time and is not eligible for regular full-time or regular part-time benefits, except as required by the Affordable Care Act.

Compensation

Temporary/limited term/seasonal positions are not assigned to the formal salary pay grade structure. Instead, these roles are compensated at a fixed **Flat Hourly Rate** established annually by the Human Resources Department based on current local market data as well as compensation assigned to any regular, full time employees performing the same or highly similar duties. Flat rates are not subject to salary range adjustments or any of the Town's pay increase programs.

Other Provisions for Seasonal Employees:

- **No "Buffer" Pay:** Unlike regular full- and part-time staff, seasonal employees are **only paid for actual hours worked**. They do not participate in the 37.5-hour/40-hour pay model (where employees typically work 37.5 hours per week but are paid for 40 hours).
- **FLSA Overtime:** Seasonal employees are non-exempt. They must be paid 1.5 times their hourly rate for all hours worked over 40 in the designated seven day work period.
- To reduce recruitment and training costs, the Town rewards seasonal employees who return for multiple years.
    - **1st Year:** Base Tier Rate.
    - **2nd Year (Consecutive):** Base Tier Rate + **$0.50 - $1.00/hour**. (or consider 5%)
    - **3rd Year+ (Consecutive):** Base Tier Rate + **$1.00 - $2.00/hour**. (or consider 10%)
- **End-of-Season Bonus (Optional):** To discourage "early departures" before the season officially ends (e.g., Labor Day), the Town may offer a lump-sum "Completion Bonus" of **[$X]** per hour worked, payable only if the employee remains in good standing through their contracted end date.

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17. Compensation for Former Employees

Types:

For the purposes of determining hourly wage or salary upon hire, an employee who left the Town of Nags Head in good standing and has been rehired will be brought on board pursuant to the two categories described below:

1. Reinstatement (Within 1 Year)

Employees who return to the **same or a similar** position within 12 months of their separation date.

- **Salary Setting:** The salary will typically be set at the same rate the employee was earning at the time of separation, plus any across-the-board adjustments that occurred during their absence.
- **Service Credit:** The employee may have their prior service "bridged" for the purpose of Within-Grade Increase (WGI) eligibility continues with increases based on the completion of additional years of service in the job class.

2. New Appointment (Hired After 1 Year or More Break in Service)

Employees who return after a break in service of more than 12 months or return to a **different** job series.

- **Salary Setting:** The salary is determined as if they were a new applicant. Human Resources will evaluate their total relevant experience (including time previously spent with the Town) against the current salary range.
- **Market Refence Point Constraint:** Typically, a rehire will not be started above the Market Reference Point unless they possess specialized certifications or skills that have been acquired during their time away from the Town.
- **Service Credit:** Prior service is generally not bridged for pay progression; the rehire date serves as the new Anniversary Date for Within-Grade Increase and Merit Increase purposes. However the experience itself will be considered “directly related” for the purposes of determining an appropriate hourly wage or salary upon rehire.

Impact on Pay Progression Programs

Rehired employees must be integrated into the Town’s existing pay structures as follows:

Program	Reinstatement	New Appointment
WGI (2.5% / 1.5%)	Eligible for first increase on first anniversary of rehire.	Eligible for first increase on first anniversary of rehire.

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Program	Reinstatement	New Appointment
Merit (3-5%)	3-year clock continues from original hire.	3-year clock resets to rehire date.
Career Progression	May resume progression at previous level.	Starts at Level I (unless qualified for higher).

Approval Requirements
All rehire salaries are subject to the same approval process as the hiring of any Town employee.

18. Use of Trainee Rate of Pay

In the event a qualified applicant cannot be found after extensive recruitment, a trainee rate of below the Range Minimum rate can be utilized.

The length of the training period will be determined by the Department Head and Human Resources, with final approval by the Director of Human Resources.

The training period will vary according to the trainee's experience and training in relation to the minimum qualifications set forth in the classification description. Upon completion of the training period, the employee will be placed at the Pay Range Minimum of their assigned pay grade.

19. Individual Pay Adjustments (Outside of the Annual Increase Consideration)

A. Introduction

Certain exceptional circumstances may arise from time to time, upon which an adjustment to an employee's hourly wage or annual salary may be authorized by the Director of Human Resources. The circumstances to which this policy apply are the following:

- Pay inequities as determined by the Director of Human Resources, up to fifteen percent (15%). The actual increase amount will depend on the specifics of the inequity analysis (See B., below)
- Market-Based Pay Adjustments (see C., below)
- Employee Retention Adjustments (see D., below)
- Supervisor/Direct Report Compression Adjustments (See E., below)

Individual pay adjustments approved pursuant to the provisions of this section are considered "exceptional circumstances," rather than regular policies to be used on an ongoing basis.

B. Equity Adjustments

As an equal opportunity employer, the Town will remain vigilant to ensure that salary differences and pay decisions are neutral with regard to race, color, gender, sex, religion, national origin, age and/or disability, statuses which are protected by federal and state law. In those instances where inequities exist that cannot be attributed to differences in experience, education, knowledge, skills and/or abilities, an equity adjustment may be provided to rectify the situation.

Equity adjustments are intended for situations where individuals within the same job classification, having similar qualifications and years of experience, are paid at substantially different rates. In those instances where inequities exist that cannot be attributed to differences in experience, education, knowledge, skills and/or abilities, or documented job performance, an equity adjustment may be provided to rectify the situation.

Potential internal inequities will require the Human Resources Department to perform an internal equity assessment. The assessment attempts to identify and address inequities in compensation between employees who are considered similarly situated and are performing similarly. Internal equity does not attempt to make pay exactly the same for employees simply because they are in the same job title, but rather considers the similarities and dissimilarities in experience, skills, abilities and record of job performance, and aligns the pay fairly and equitably based on those factors.

Such adjustments will be recommended by the Director – Human Resources, with approval by the Town Manager's office.

C. Market-Based Pay Adjustments

The salary structure will be maintained proactively to reflect overall market movement. However, at time, unusual market conditions may warrant targeted adjustments within the salary structure. In these cases, it may be necessary to adjust salaries to recognize significant market changes in a job or family. Because the Town regularly measures the market for pay levels among our competitors, and because we also complete internal evaluations for each job, we expect these cases to be relatively unusual.

If a specific skill set becomes significantly more valuable in the open market, as evidenced by significant delays in finding qualified candidates and/or multiple rejections for offers of employment by job candidates, the Director of Human Resources may recommend a base pay adjustment (current incumbents), hiring pay adjustment (job candidates), or, in extreme cases, a pay grade adjustment.

In order for a market-based pay adjustment to be recommended, a formal compensation analysis and "flight risk" assessment will be completed by the Director of Human Resources, for review by the Town Manager. In these cases, the Director of Human Resources will be responsible to conduct a targeted market study and providing a recommendation as to a market-adjustment for

an individual position or job classification, as appropriate. Other factors appropriate for consideration are the job evaluation score and recommended grade, years in the job, and education/certifications/licenses.

In addition to specific hiring situations, jobs that are found to be challenging in terms of recruitment and retention may be analyzed and evaluated as often as once per year. The list of jobs that are determined to need annual market reviews (expedited reviews) is reviewed by the Director of Human Resources each year.

D. Retention Adjustment

A retention pay adjustment of up to 15% may be made to an employee when the employee can produce evidence of a genuine offer of employment. the Town may approve a retention offer within the range of the employees' assigned pay grade.

When a retention offer has been offered and accepted, any future retention offers will be considered an exception and will be coordinated by the Town Manager, with assistance from the Director of Human Resources .

E. Supervisor/Direct Report Compression Adjustments

Compression exists when there is little difference in salary between a supervisor or manager and the pay of their direct reports and the pay of their direct reports and the small difference cannot be explained by other logical factors such as differences in time in the job and job performance. To avoid compression, there should generally be at least an 8% difference in pay between supervisors or managers and their non-managing direct reports, *assuming equal or greater time in the current job classification on the part of the supervisor*, as compared to each subordinate, and assuming performance of the supervisor/manager is satisfactory at minimum. The minimum differential will not apply in cases where the job experience of the direct report in their role is greater than the experience of the supervisor or manager in their role.

It is important that in the promotion of each supervisor, an internal equity analysis be completed before the promotion salary is finalized. An internal equity analysis is equally important when a supervisor is hired from outside of the Town of Nags Head.

If the pay with overtime earnings of a subordinate are causing perceived compression with a supervisory role, the Department Director will be expected to work with Human Resources to perform an overtime hour and pay analysis of at least one year, in order to ensure overtime is being appropriately managed in the department. This will include a cost/benefit analysis of the two options of maintaining current overtime practices and optimizing the staffing for the impacted area (e.g., adding an additional position to the impacted team).

All final decisions as to the creation of a supervisor/subordinate compression adjustment, and the final amount, will be made by the Director – Human Resources.

F. Approvals

All base pay adjustments made pursuant to this section will be approved by the Town Manager and be accompanied by a compensation analysis with recommendation completed by the Director of Human Resources.

20. Effective Date of Pay Adjustments

Adjustments in an employee's rate of pay take effect on the first day of the pay period in which the employee becomes eligible and following approval of the change in pay. Effective dates for any pay changes must be on the first day of the designated pay period.

21. Employee Communication

Employees should receive written notification of any increase to their base pay before the paycheck date which reflects the change. Supervisors should not communicate any pay change or commit to a pay change unless they receive written notice from the Human Resources Department to do so.

22. Standby Pay (”On-Call Pay”) and Call-In Pay

Comments:

“Stand-by” or “on-call” pay is generally a nominal amount of compensation provided in return for an employee being available to report to work at an employer’s discretion. Because the employee is expected to be easily reachable and able to report to the work site on short notice, he or she is compensated for having restricted personal time.

Current Policy Language:

“Section 2. Call-Back, On-Call, Stand-By Policy

The Town provides a continuous twenty-four hours a day, seven days a week service to its customers. Therefore, it is necessary for certain employees to respond to any reasonable request for duty at any hour of the day or night. One of the conditions of employment with the Town is the acceptance of a share of the responsibility for continuous service, in accordance with the nature of each job position. If an employee fails to respond to reasonable calls for emergency service, either special or routine, the employee shall be subject to disciplinary actions up to and including dismissal.

Call-Back as defined in Article II, Section 3, C. Non-exempt employees will be guaranteed a minimum payment of two hours of wages for being called back to work outside of normal working hours. Non-exempt employees will be paid at the established hourly rate of pay for hours worked outside their normal schedule if they are required to return to work and will receive overtime compensation for eligible overtime hours. The minimum of two hours pay is guaranteed for non-exempt employees who are called back or for the actual hours worked, whichever is greater. Call-back provisions do not apply to previously scheduled overtime work (scheduled one or more days in advance). If more than one call-back occurs within a given shift, total call-back time cannot exceed two hours unless the work time exceeds two hours.

On-Call as defined in Article II, Section 3, N. Non-exempt employees required to be on-call will be paid for seven hours for each full week of on-call time they serve. On-call compensation for less than one full week shall be determined by the ratio of 0.042 hours of pay per one hour of on-call time. Hours worked while on-call are calculated beginning when the employee is in route to the work site and are added to the regular total of hours worked for the week. This does not apply to employees who are subject of being called back but are not officially designated to respond during a specific time. The Town Manager will approve the on-call rotation for each department.

Section 10. Call-Back Pay (Personnel Policies)

Any non-exempt employee will be provided at least two (2) hours work credit for being called back to work outside of normal working hours or the actual hours worked whichever is greater.

Comments:

The payment of seven hours for each full week of on-call time, in our experience, is market competitive. The ratio of on-call payment for employees working less than a full week (0.042 hours of pay per one hour of on-call) time is an unusual policy, equating to 2.52 minutes per hour. The Town may want to consider a simpler calculation, for ease of administration and for easier employee communication. We believe a rate of $4.00 to $5.00 per hour, for on-call period of less than the standard seven hours per week would be reasonable and competitive.

Policy Complexities with Stand-by/On-Call Pay:

Among the complexities of the Fair Labor Standards Act, the rules and regulations surrounding on-call pay and shifts have significant implications for the Town of Nags Head as an employer.

The FLSA provisions on on-call pay primarily hinge on whether the on-call time is considered 'work time.' In general terms, the FLSA clearly mandates that employees should be paid for all the time they are required to be on the employer's premises or at a prescribed workplace, even if the time is outside the employee's regular schedule. However, the Act does not clearly define the rules for on-call time, creating room for interpretation.

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Clearly, when non-exempt employees make themselves available in their workplace for on-call assignment (that is, when they are actually "called in") the Town must pay them for the time they spend there.

If we think about "on-call" time as time away from the Town's premises whereupon an employee, if contacted, is expected to return to work, the FLSA discusses two types of "on call" time: "active" and "inactive" on-call time.

1. Active on-call time refers to periods when an employee is required to remain on the Town's premises or be available to respond to calls and perform work duties and therefore cannot use the time for their own purposes. These hours are always compensable . An example is a firefighter waiting at the station for an emergency call or a receptionist required to remain at her job post during lunch hours.
2. Inactive on-call time refers to periods when an employee is not required to be on-site but must be available to respond if called upon.

Within the inactive on-call time category, there are two types of situations, with reference to restrictions placed on the employee:

1. Inactive On-Call Time/Unrestricted: The FLSA does not require employers to compensate employees for inactive on-call time if the time does not require restrictions. If employees are free to engage in personal activities during their on-call period and have significant restrictions on their activities lifted only when responding to a call, the time is typically considered non-compensable. So if they don't have to answer the phone or a page, and they can travel outside of the area, that time is likely "inactive on-call time" and not compensable under FLSA. A non-exempt IT employee who must be available to respond to network issues during weekends but is not restricted in their personal activities would be an example of inactive on-call time.

2. Inactive On-Call Time/Restricted: On the other hand, if an employee's activities are significantly restricted during on-call time (e.g., they cannot leave a specific geographic area or engage in certain personal activities such as alcohol use), that time may be considered compensable and this means all time they are on "on-call" status whether they actually are called in or engaged to perform any the Town work or not. If the nature of the "on-call time" is restricted, the time is considered "hours worked" and must be paid at the employee's regular rate (and count toward overtime).

The determination as to whether inactive on-call time is unrestricted or restricted depends on the extent of the restrictions and the degree to which they limit the employee's freedom.

Restrictions on Personal Activities: Employees may have some restrictions on their personal activities during their on-call time, such as not being able to consume alcohol or travel a

significant distance. However, as long as the restrictions do not overly burden the employee or significantly limit their freedom, the time is generally considered inactive on-call time.

Given the complexity of the FLSA requirements around compensation of “on-call” time, in each situation, The Town needs to examine several factors:

- The geographic restrictions on the employee’s movements,
- The frequency of calls during on-call periods,
- The ability to trade on-call responsibilities with another employee,
- The degree of personal activities the employee can engage in during on-call periods.

For example , if an employee is required to respond to calls within a very short period or must stay within a limited geographic area, this may prevent the employee from using the time effectively for personal purposes, and therefore the on-call time may be considered work time.

Because the determination of whether on-call time is compensable or not is very complex, we recommend that if the decision is made to create a formalized “On-Call” and “Call-in” Policy, to”

- Use a program which limits liability for paying for on-call hours to the extent possible, and
- Create very clear, well-communicated policies to ensure that employees understand when on-call hours are compensable and when they are not.

Market Trends:

The provision of "on-call” or “stand-by" pay is a strong practice among public sector peers and medium to large private sector companies. The type of payment and amount does vary considerably. In local government, these programs, in Archer Company's experience, are often used in Police, Public Works, Facilities Maintenance and Utilities positions. Generally these policies are accompanied by a minimum number of hours for which an employee is further compensated, if they are actually called in to work outside of normal work hours. The most common minimum we see is two (2) hours, consistent with Nag’s Head policy at this time.

To further complicate matters, even though on-call time is not legally compensable where the employee’s activities are not restricted, in local government it is common for employers to “compensate” employees for participation in an on-call rotation. If the Town is considering or uses on-call rotations, our general advice is the following:

- If employees are assigned specific on-call shifts on a rotational basis, AND they are not required to perform any work unless called upon and during their scheduled on-call time,

AND they can engage in personal activities but must be prepared to respond if needed, the on-call period of time *does not* have to be compensated under FLSA.

- However, it may or may not be that on-call needs at the Town would allow for flexibility in personal time around response time and remaining free of alcohol use, however. So it is important to understand if the on-call expectations restrict employee activity or not.

Recommended Components of an On-Call/Call-Back Pay Policy

1. Define "On-Call Pay" e.g.:

   On-Call: A situation when an employee must remain available to be called back to work on short notice if the need arises. Time spent by an employee who is required to remain on call on the Town premises or so close thereto that the time cannot be used for the employee's own purposes is considered working time and must be compensated at the employee's regular rate of pay or overtime rate of pay. However, employees who are merely required to leave word as to where they may be reached are not working while on call in this sense.

2. Link the Compensation Policy for "On-Call" to a separate policy on "Call-In" under the Personnel Policies.

   - State affirmatively that time spent responding to a call received while on-call is time worked.

3. Define the period of on-call e.g., seven consecutive days.

   - The Current Policy Language should be modified by referencing the definition of full week and aligning it specifically to the FLSA-required work period (with start and end day and time).

4. Define the compensation in terms of amount, how it is paid, and when it is paid (generally in the same period as when it is worked, just like regular hours)

   - Current language should be supplemented with indication of when the on-call and call-back time is actually paid relative to the hours incurred.

5. Note that Human Resources will maintain a list of the job classifications that are eligible for on-call compensation, along with the rates paid.

6. Note that if a non-exempt employee works overtime while receiving on-call compensation, the on-call compensation must be included in calculating the employee's regular hourly rate of overtime pay. However the time in on-call status is not included for determining overtime hours unless the employee is called back to work.

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Proposed, Draft On-Call/Call-Back Pay Policy:

A. Purpose

The Town of Nags Head operates seven days a week, 24 hours a day. Employees who play key roles in ensuring service and/or operation can expect to be contacted about their work responsibilities outside of regularly scheduled hours of work. The nature of the employee's work responsibilities (e.g., role in ensuring continuous operation) are taken into consideration when the base salary is determined.

B. Definitions

On-Call

On-Call refers to a scheduled period during which a non-exempt employee is not actively working but is required to remain available and reachable to return to work for emergency or unscheduled operational needs.

State and federal employment laws and regulations govern "on-call" pay. The payment required varies by the restrictions placed on the employee. Because there are no restrictions (e.g., geographical, alcohol prohibition) placed on the employee who is assigned to be "on-call," the employee can engage in his or her own pursuits.

Comment: *Being "On-Call" does not constitute "hours worked" unless the restrictions placed on the employee's personal time meet the criteria for **Restricted On-Call** status as defined in this policy. The definition above assumes that most, if not all, on-call time at the Town is unrestricted and therefore can be paid at a rate lower than the FLSA regular or overtime rate.*

If the Town believes that in one or more situations some of the on-call time is RESTRICTED in terms of employee activities, the policy should be amended to include both types (restricted and unrestricted) and define them as well as explain the different pay policies.

On-Call Scheduling and Flexing Hours of Work:

On-Call Hours, as defined in **Personnel Policies Article II, Section 3**, will be scheduled, in most cases, for a period of one full work period of seven days.

Comment: *Note the reference back to work period (FLSA compliance) not work week or pay period.*

A supervisor or manager will schedule an employee to be on call. Supervisors have discretion to flex an employee's work schedule during the same FLSA work period in which the employee was called in.

Call-Back

Call-Back is the specific event where an employee who is off-duty (whether on-call or not) is officially directed to return to a Town worksite or a designated field location to perform unforeseen or emergency work. A "Call-Back" begins when the employee reports for duty and ends when the supervisor releases them. Call-back time is considered active "work time."

C. Compensation of "On-Call" Hours

Employees assigned to a scheduled seven-day on-call period shall receive **seven (7) hours of pay** at their regular hourly rate. Non-exempt employees required to be on-call will be paid for seven hours of work, at the employee's regular hourly rate, for each full seven day FLSA work period defined for the job class. On-call compensation for on-call periods of less than one full week shall be paid at the ratio of ~~0.042~~ 0.175 hours of pay per one hour of on-call time.

- **Accrual:** This compensation is earned at a rate of one (1) hour per 24-hour period of on-call availability.
- **Nature of Pay:** This payment is considered "On-Call Premium Pay." It is intended to compensate the employee for the inconvenience of remaining reachable and fit for duty.
- **Unrestricted Status:** Because this premium is paid, the on-call time is classified as **Unrestricted**. Employees are free to engage in personal activities, provided they remain within the response parameters defined in **Section ___**.

Compensatory time will not be substituted for on-call duty pay.

The applicable overtime and compensatory time rules in the Overtime and Compensatory Time Provisions policy also apply (**See Section 4**).

Comments:

1. Assumes all Town on-call situations allow for UNRESTRICTED activities. If that is not the case, the policy will have to be more elaborate.

2. Under FLSA, unless the employee actually works during the on-call hours, they do not have to be paid at the overtime rate.

3. Make sure the Town's Personnel Policy on On-Call time defines reasonable, non-restrictive response parameters. For example, any requirement under 30 minutes courts often find to be "restricted" as it prevents employee from finishing a meal, visiting a grocery store, or traveling across town. A better policy might be something like "Employees on Unrestricted On-Call status must be able to report to the designated worksite, fit for duty, within 60 minutes of receiving the initial notification. While on-call, employees are free to use their time for personal purposes but

must remain reachable via the provided communication device and must remain in a condition (sober and alert) that allows them to perform all essential job functions safely."

4. Finally, if the frequency of calls is more than twice per 24 hour period on a regular basis, the role should be put into a "restricted" on-call policy and the compensation then becomes regular rate for each hour on-call.

D. Compensation of "On-Call" Hours – Restricted Activities While On-Site

In any situation where an employee is required to remain at a Town-owned facility, job site, or designated station in a state of readiness to perform work, due to the restriction of the employee's activities, this time will be considered **compensable hours worked** under the Fair Labor Standards Act (FLSA), and as such will count as regular hours worked and will be counted toward overtime (if total hours worked that work week exceed 40). A different base pay rate may be established for on site, on-call hours (equal to or greater than the minimum wage).

Comments: *A different (lower) base pay rate can be established for on-site, on-call hours (equal to or greater than the N.C. minimum wage. However because their freedom is 100% curtailed, the "message" is difficult. Second, employing two hourly rates in one work period requires calculating overtime on a weighted average of both rates, a process which can be administratively burdensome.*

E. Compensation of "On Call—Off Premises Restricted" Assignments

Comments: *This is potential, draft language if the Town does have on-call situations where employee time is clearly "restricted."*

On-call duty pay will be considered "hours worked" if *all of the following conditions are true*:

1. The employee has concluded their regular shift and has left the worksite yet is expected to be easily reached by telephone, text, radio or pager.
2. The employee is subject to the Town's Drug and Alcohol use policy during the on-call period and continually remains readiness and fitness for work.
3. The employee is expected to respond within 30 minutes to a problem or emergency situation.
4. The employee is called frequently, and/or the time required to respond to the call is lengthy, barring the employee from the ability to use on-call time for their own pursuits.

The Office of Human Resources will determine if an on-call program meets the definition of Off Premises—Restricted.

Employees assigned to on-call duty under this provision will be responsible to adhere to all of the Town of Nags Head policies, including drug and alcohol use and testing, during the designated

on-call period. Any violation of the Town's policy may result in disciplinary action, up to and including termination.

F. Compensation of "Call-Back" Hours

Call-Back work refers to unexpected instances when a non-exempt employee is requested to return to work at a time they were not expected to work or called in to perform work on a day they were not expected to work.

Non-exempt employees called back to work will receive a minimum of *two hours pay for each call-in situation*, paid at time and one-half the regular hourly rate. The time worked will start at the time the employee departs their residence to travel to the work site and will stop once the work is completed. All time actually worked, when called in, will be counted as hours worked and the employee will receive overtime or compensatory time, for all hours worked over 40 during the employee's FLSA seven day work period.

Employees who are called in early on a regularly scheduled work day or who work beyond their normal scheduled work hours on a regularly scheduled work day are paid straight time unless their total hours for the week exceed forty (40), in which case the hours over forty (40) are paid at time and one-half (1-½x the regular rate).

If an employee has been called into work and is canceled while in route, they are eligible for the two hour minimum pay for that event.

Timekeeping and Recording of "Call-Back" Hours

To ensure accurate compensation and compliance with federal labor laws, all employees are required to strictly adhere to the following recording procedures for Call-Back events:

1. **Mandatory Documentation**: Employees must record the exact start and end times for every Call-Back event using the Town's official timekeeping system (e.g., time clock, mobile app, or paper timesheet).

2. **Recording the "Actual" vs. "Minimum":** Employees should record the actual time worked (e.g., 10:15 PM to 10:45 PM). Payroll staff will apply the "Two-Hour Minimum Guarantee" during processing. Employees must not manually round their hours to the two-hour minimum unless directed by the Finance Department.

3. **Verification:** All Call-Back entries must include a brief description of the emergency or service requested (e.g., "Water main break - Main St") and are subject to supervisor approval.

4. **Remote Work Recording:** If a Call-Back is handled remotely (e.g., via laptop/VPN), the work performed remotely via phone, tablet, or computer shall be compensated for the actual time

spent on the task (rounded to the nearest 15-minute increment). Remote work does not trigger the 'Two-Hour Minimum' unless the task exceeds 30 minutes in duration or requires a physical return to a Town facility. In these situations, the employee must record the time spent on the task from login to logout.

5. **Short Phone Calls:** Telephone calls received by employees that last an insignificant period will be considered "de minimis" and disregarded when recording working hours. De minimis will be regarded as five (5) minutes or less for the combined total of all calls. The call-in pay policy does not apply to telephone calls not requiring a physical response. However, telephone calls that are not de minimis will be counted as actual hours worked.

6. **Prohibition of Off-the-Clock Work:** No employee is permitted to perform Call-Back work without recording their time. Failure to report hours worked may result in disciplinary action.

G. Exempt Employees Who are On-Call or Called In to Work

Exempt employees normally do not receive additional compensation for emergency call-in or on-call.

H. Other "On-Call" and "Call-Back" Compensation Provisions

- For non-exempt employees who separate employment with the Town, any on-call or call-in time that has not been taken off as compensatory time will be paid to employees upon separation. The on-call pay will be at the hourly rate assigned to the employee at the time of their separation.

- Emergency call-backs that occur on a Town-recognized holiday shall receive their standard 8 hours of holiday pay. In addition, they shall be compensated at a rate of one and one-half (1.5) times their regular rate for all actual hours worked during the call-back, subject to the two-hour minimum guarantee.

- The overtime rules in the Overtime and Compensatory Time Provisions policy (**Section 4**) also apply.

- **Exclusions**

    - **End of Shift Hours**: Hours worked by employees following the end of the regularly scheduled hours of work are not eligible for call-back pay but, if non-exempt, will be compensated for that additional time at their regular rate of pay (or overtime rate, if applicable).

    - **Early Shift Commencement:** An "Early Start" occurs when an employee is requested to begin work immediately preceding their regularly scheduled shift

and continues to work through that shift. Early Starts do not constitute a "Call-Back" under this policy. Employees will be compensated for the actual time worked at their regular hourly rate (plus applicable overtime) but are **not** eligible for the Minimum Pay Guarantee.

23. Shift Differential Pay

Current Policy Language:

Section 18. Shift Differential

Police Officers scheduled to work between 6:00 PM and 6:00 AM are eligible for shift differential pay of $1.00 per hour, provided they work a minimum of 2 consecutive hours within this time period.

• Shift differential applies to hours worked between 6:00 PM and 6:00 AM only.

• Officers must work at least 2 consecutive hours during this window to qualify for the shift differential.

• The $1.00/hour differential is applied only to the eligible hours worked within the specified window.

• The differential applies to hours worked only.

Comments:

Shift differentials refer to additional base pay paid to employees whose workday is worked primarily during an evening, or night shift, in organizations with two or three defined shifts during each 24 hour period. Typically shift differentials are paid when the hours worked by an employee are predominantly worked during the evening or night shift (meaning the majority of their full workday) on a regular basis (that is not periodically, or occasionally, or rarely).

Eligibility for shift differentials is generally based on the individual employee's regularly scheduled hours of work. Shift differentials are applied only for hours worked on an eligible shift, not for hours worked on an ineligible shift *nor* for paid time off (such as sick or vacation time).

The **Pay Practices Survey** administered by Archer Company suggested the following:

> Shift differentials are used in a bit less than 50% of the peer organizations in the case of both evening and night shift differentials. Among the organizations that provide a differential, the most common group to which it applies is public safety positions. This finding is consistent with Nags Head policy.
>
> > Where they are provided, shift differentials are provided either as a dollar amount or percentage add on to the employee's base pay rate. Because the sample is so small, we

cannot really generalize as to the "going rate" or trends. Our larger practice among southeast public sector organizations would suggest an evening differential of $1.50 and a night differential of $2.25 would be generally market-competitive. The Town of Nags Head may want to consider adding these differential amounts to their pay practices.

If new differentials become necessary, it is important to weigh the following factors:

- Shift differentials require specifying each shift within the Town operations, the amount of the differential and rules around eligibility. The latter includes a decision as to what percentage of the full time shift must be worked during the designated evening or night shift, to be eligible for a shift differential.
- Under FLSA, differential payments must be included in the employee's regular rate of pay when calculating an overtime payment.
- Practically speaking, the calculation of shift differentials and in particular overtime calculations with employees working shift differentials becomes quite complex and even burdensome for the Town to consider. Since they are relatively uncommon outside of Public Safety in the designated labor market, the Town can continue to consider them sparingly. However, We strongly advise that if differentials are used, they should apply to any and all non-exempt employees required to work an evening and/or night shift on a regular basis ***across all*** Town departments.

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H. Potential Salary Administration Policy Additions

1. Weekend and Holiday Premiums

Comments: Some organizations, particularly those in heavily unionized industries and parts of the country, pay holiday or weekend premium pay in addition to the employee's basic pay rate, for hours worked on a weekend or holiday.

The Town does not provide either weekend or holiday premiums at present. The Archer Pay Practices Survey indicated an absence of Weekend Premiums among the peers, and we did not inquire about Holiday Premiums. in Archer Company's experience in southeast public sector organizations, weekend and holiday premiums are not common.

Like shift differentials, payment of such premiums with overtime-eligible employees becomes complex. If an organization uses shift differentials and weekend/holiday premiums, the administration of the various scenarios worked under both programs becomes particularly complex.

Should the Town choose to implement a weekend and/or holiday premium program, we strongly urge the Town to:

1. Create a comprehensive premium pay policy for holidays and weekends, and
2. Fully understand how FLSA requirements around overtime and compensatory time might interact with various provisions under consideration. It is important to note that the FLSA does not require premium pay for weekends or holidays.

2. Certification/License Completion Pay

Comments: One growing trend the Archer Company sees across our public sector practice is the growing use of monetary rewards for the completion of job-related certifications or licenses. We attribute this to the continuing competitiveness in the labor market and what seems to be a decline in interest in many key public sector roles in Public Safety (Police and Fire), Engineering and other areas.

There are a wide variety of practices with regard to rewarding the completion of certifications and licenses.

Some of the key issues to consider in implementing a program of this type are:

1. Determining the job relatedness of a given certification or license
2. The appropriate reward if the Town is also paying for the coursework, books etc. to complete the certification or license
3. The appropriate form of the payment (e.g., onetime payment, adjustment to base salary, etc.)

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4. The appropriate amount of remuneration of the completion of a certification or license. Considerations would include value of the certification or license to the Town, level of competition to find and keep employees with the given certification/license and the funding available

In our experience we are tending to see one time payments for professional licenses to be in the range of $2,500 to $4,000.

Criteria are established including that the license must be required or at least directly related to the employee's specific job description and must be approved by the Department Director and Human Resources.

Other Considerations:

1. Include a stipulation that prior licenses/certifications obtained prior to employment with the Town are not eligible for a one-time payment.

2. Specify that the certification or license must be nationally-recognized and require the passing of an examination administered by a nationally recognized professional organization

3. If a professional license or certification require continuing education hours/courses/credits to maintain the license or certification, will the Human resources Department be responsible for tracking that the continuing education requirements are met? What would be the impact on pay if the license or certification lapses?

4. Provide clarification in the case of certifications that the certification must be professional in nature, meaning that it is based on a systematic, coherent body of knowledge and competencies, not normally acquired through on-the-job experience or job training.

For example, computer programming skills, bookkeeping skills and interviewing skills are competencies for which different certifications might be available, but they are not generally considered professional competencies for which a naturally recognized certification (requiring an examination) are available at this time.

5. Specify that certifications based solely on credentials, such as completion of courses or documentation of life experience and similar criteria that do not directly assess professional competencies, are not considered an examination

6. Specify that any certification program under consideration by an employee to be subject to this policy must be assessed and approved by the department director and the Director – Huma Resources

7. With reference to amount, the Town may want to consider:

- 5% salary increase for completion and approval of a nationally – recognized professional certification

- 10% salary increase for completion and approval of a professional license, if specifically job related (e.g., Professional Engineer, Certified Public Accountant)

8. Limit the total payment for which an employee may be eligible, should multiple licenses be obtained.

3. Sign-On Bonus Policy

A sign-on bonus is a monetary reward that an employer offers to an employee when an employee begins a new job. It can be in the form of a single or multiple payments over a specified period. Sign-on bonuses are offered to prospective employees as an incentive to accept the job. In general, organizations offer sign-on bonuses to highly qualified candidates who may be considering job offers from other companies.

According to an October 2024 survey on bonus programs published by the WorldatWork, about 75% of US employer report using sign-on bonuses. Importantly, the use of sign-on bonuses, performance bonuses, referral and spot bonus programs have raised significantly from 2021 to 2024, as the labor market continues to be very competitive. Sign-on bonuses remain the most prevalent of bonus types used by U.S. organizations.

However, sign-on bonuses are not as common in the public sector, with the possible exception of very large organizations. Because they are used extensively in the private sector, and because the Town competes with both public and private sector organizations, o, a "Sign-On Bonus" policy may be worth considering.

In private industry, the use of a sign-on bonus is often accompanied by requiring the employee to sign a confidentiality agreement. This is because the bonuses are not used uniformly and therefore can become a point of contention with employees who are not offered such a bonus. A confidentiality agreement is unlikely to be possible in a local government organization, so if the Town uses sign-on bonuses, the Town may need to be prepared to deal with concerns expressed by the employee population.

There is also some debate on the effectiveness of sign-on bonuses, especially in instances wherein the new hire applied for the job out of their existing desire, and it is arguable that a candidate should not need more coaxing to accept the position.

Reasons Companies Offer Sign-on Bonuses

Employers may offer a sign-on to a new hire as a way to make up for any benefits they may lose when they leave their old job. Sign-on bonuses may also be a means for the company to make up for shortcomings in the overall salary they can offer under their current pay structure.

Sign-on bonuses can be particularly helpful during high employment rates and labor shortages. For instance, if a potential hire's expectations for the role are above what the company pays to other workers in that same position, a sign-on bonus can be used as a short-term way of granting them the type of salary they desire.

By offering a sign-on bonus, companies may also encourage candidates to accept a job offer more quickly, thereby reducing the risk of losing them to competitors or having them withdraw from

the hiring process. A generous sign-on bonus can make a job offer more appealing compared to offers from other companies.

Finally, starting a new job often incurs various costs for the employee, such as relocation expenses. A sign-on bonus can help offset some of these costs and make the transition smoother for the new hire. Though the bonus isn't specifically for these costs, it could be presented to a candidate who the organization wants to offer the upfront lump sum to help with these costs.

Complexities in Considering a Sign-On Bonus Program

- The Town would need to consider, if a program were created, policies around paying back all or part of the sign-on bonus if the candidate offered the bonus does not stay in the position for a certain length of time.
- Sign-on bonuses, like other types of bonuses, often appear to be a major "windfall", but because the money is taxed at the recipient's marginal tax rate, much of the bonus will end up going to the employee's federal and state government. In most states, state income tax would further lower the value of the $10,000 bonus.
- To the extent that the bonuses become communicated throughout the organization, perceived disparities in pay and hiring bonuses can become a source of morale issues.
- By providing a sign-on bonus, organizations run the risk of instilling unrealistic expectations for the future in candidates. This can lead to dissatisfaction down the line when the opportunity for other bonuses does not exist.

Sign-On Bonus Amounts

Sign-on bonus amounts may vary depending on the type of organization, the candidate, the market, and the overall economy. For managers and executives, the average sign-on bonus lands somewhere between $10,000 and $50,000 or more. Sign-on bonuses of less than $5,000 are more common for individual contributors and technical workers.

While some hiring bonuses are a fixed dollar amount, others are a percentage of the candidate's salary.

Most organizations use a defined dollar amount, but a third of organizations, according to the WorldatWork survey, use undefined dollar amounts (where the amount is much more discretionary as opposed to subject of written guidelines).

A table published within the WorldatWork survey provides information on typical sign-on bonus amounts by job group:

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Table 1. During the last 18 months, the amount paid as a sign-on bonus for the following positions. WorldatWork. Bonus Programs and Practices, October 2024.

	n	Less than $1,000	$1,000 to $4,999	$5,000 to $9,999	$10,000 to $24,999	$25,000 to $49,999	Over $50,000	Not sure*
Executive	268	5%	1%	5%	19%	22%	47%	35%
Upper/ Senior management	295	4%	4%	10%	39%	23%	20%	30%
Middle management	294	3%	9%	38%	39%	7%	4%	28%
Supervisor	254	5%	29%	44%	17%	3%	3%	30%
Professional	295	3%	34%	43%	12%	4%	3%	25%
Sales	174	7%	28%	41%	17%	3%	4%	37%
IT Staff	257	7%	33%	42%	14%	2%	2%	32%
Technical	243	7%	37%	37%	13%	2%	3%	32%
Administrative support	133	29%	53%	14%	2%	2%	1%	36%
Production/manufacturing/ warehouse	96	39%	47%	10%	1%	2%	1%	35%
Customer service/ frontline sales service	121	40%	45%	12%	1%	2%	1%	35%

*"Not sure" was a new response option in 2024. This is the percent of those who reported offering sign-on bonuses to this employee group who could not/would not provide an amount. The n reported in this Figure EXCLUDES the "not sure" responses for consistency with previous reporting, but "not sure" data is provided for context.

Recommendation: *We recommend the Town of Nags Head considers the advantages, as well as the complexities in considering a sign-on bonus program and make a decision that will be best for the Town of Nags Head.*

We believe the best use of a Sign-On Bonus Program is aimed at jobs where the Town wishes to attract "top" talent, such as for high level leadership roles, strategic roles and roles with significant influence in the operations and success of the Town government. This is particularly the case if candidates are also found in private industry and therefore the Town competes with private and public sector organizations.

If the Town does develop a Sign-On Bonus Program, the next steps would be:

1. *Determine the bonus amount*
2. *Consider payment timing, e.g., relationship to start date, and whether there will be one payment or installments (based on length of time in the job). Generally we advise all Sign-On Bonuses should be paid in a period no longer than one year.*
3. *2. Define the terms and conditions – e.g., length of tenure required to not have to pay all or part of the bonus back*
4. *Work with Payroll to develop a process to withhold sign-on bonus tax before paying it*

4. Referral Bonus Program

As is true with Sign-On bonuses, according to the 2024 WorldatWork Survey on Bonus Practices, the use of referral bonus programs continue to grow. Over three-quarters of organizations in the US are now using referral bonuses, marking a 15% increase since before the pandemic. This growth is likely due to a persistently tight labor market and perceptions by employers that referral bonus programs increase both the size of the applicant pool and the quality of the applicants themselves.

Eligibility restricts as one moves up the organizational hierarchy, meaning referral bonus programs are much more likely to be used for staff level roles as opposed to management roles. They are broadly used for professional, technical and administrative roles.

Referral Bonus trends of note:

1. Splitting referral bonuses is used by about 1/3rd of organizations, requiring the referred employee to stay a certain length of time before the last payment is made

2. For companies that don't split payments the most popular timeframe for bonus award is three months

3. Most organizations introduce their referral program right when their employees start as part of orientation and promote them regularly to their employee groups

4. There is a growing trend in paying higher referral bonuses for jobs identified as hard-to-fill and/or critical to the organization

5. There is a growing use of *tiered rewards programs* with monetary rewards payable to employees at key milestone – when their referral is interviewed, when they are hired and after they complete the first year. A tiered program can motivate employees to refer quality candidates while aligning their efforts with the organization's hiring goals. Such a program likely encourages the referring employee to mentor new hires, fostering their success and long-term retention. (16 Tried-and-True Strategies for a High-Impact Employee Referral. **Forbes**. February 11, 2025.)

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Table 2. Common Referral Bonus Payment Amounts, by Employee Group. WorldatWork. Bonus Programs and Practices. October 2024 Bonus Practices Survey:

	n	Less than $250	$250 to $499	$500 to $999	$1,000 to $2,499	$2,500 to $5,000	Over $5,000
Executive	*67*	4%	6%	16%	39%	27%	7%
Upper/ Senior management	*131*	5%	7%	16%	38%	27%	7%
Middle management	*238*	5%	5%	18%	46%	24%	3%
Supervisor	*269*	5%	7%	22%	47%	19%	1%
Professional	*318*	4%	9%	22%	45%	19%	1%
Sales	*227*	3%	7%	23%	47%	19%	1%
IT Staff	*292*	4%	8%	22%	46%	20%	0%
Technical	*300*	4%	10%	21%	43%	20%	1%
Administrative support	*286*	7%	15%	26%	40%	13%	0%
Production/manufacturing/ warehouse	*173*	8%	13%	27%	38%	13%	1%
Customer service/ frontline sales service	*236*	8%	16%	28%	38%	11%	0%

The most prevalent bonus amount is in the range of $1,000 to $2,499 for all employee groups.

Recommendation: *We recommend the Town of Nags Head adopt a Referral Bonus Program and use market prevalence data to support the use of the program and to inform the Referral Bonus Program amounts. There is significant research supporting the success of these programs and because of the general availability of the program to everyone (perhaps excluding department heads and above), the issue of perceived disparities that can arise in the Sign-on Bonus program type is not an issue here. We recommend considering a tiered payment program (referencing the Forbes article) for the reasons noted above.*

If the Town does develop a Sign-On Bonus Program, the next steps would be:

1. Determine the bonus amount

2. Consider payment timing e.g., relationship to start date of the referred employee, whether there will be one payment or installments. Generally we advise all Referral Bonus Payments be paid in a period no longer than eighteen (18) months.

3. Work with Payroll to develop a process to withhold sign-on bonus tax before paying it

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I. Compensation Term Definitions

Base Pay (Base Salary)

The fixed rate of pay for a specific work period (typically expressed as an hourly rate or as a weekly, monthly, or annual salary) or job. It does not include other additional pay or allowances such as benefits, incentives, shift differentials, etc.

Benefit

Any form of insurance, paid time off, retirement, perquisites, or other non-cash items that are provide to employees in addition to their base salary, overtime earnings and any type of bonus or incentive payment.

Benchmark Job

A job used to make pay comparisons to similar jobs that exist in other organizations. Pay data for these jobs are readily available in valid and reputable published salary surveys.

Career Development, Professional Development

Professional development is a term that refers to employees gaining new skills through continuing education and career training after entering the workforce. It can include taking classes or workshops, attending professional or industry conferences, or earning a certificate, license of academic degree to expand your knowledge in your chosen field.

Classification (also known as "Job Classification," "Job") (noun)

One or more positions with the Town government with similar duties and responsibilities and minimum qualifications, which are grouped together for pay grade and pay range assignment purposes.

Compensation

All forms of financial returns, also known as financial remuneration, provided to an employee for their services to the Town of Nags Head. This may include any or all of the following: base pay, overtime pay, incentives and bonuses, annual/sick leave, and all perquisites and benefits.

Compensation Plan/Pay Plan

An established set of salary grades with pay ranges that are used to pay each Town job classification.

Compensation Philosophy

A set of guiding principles that are based on values used to drive decision-making.

Competitive Base Compensation

This term refers to the principal goal of our compensation plan, which is to pay at a level which is competitive with the market in which we compete. The Town of Nags Head has defined our labor market. See the definitions for Labor Market and Pay Strategy.

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Competitive Range

Defined as +/- 10 percentage points around the Pay Strategy, The Town's Pay Strategy has resulted in the establishment of a pay structure to be competitive (equal to or above) the average pay range amounts within the specific market the Town has identified for measuring market compensation levels. At the same time, the Town recognizes that the "average" pay range for any and all jobs in the market represents a variety of pay philosophies and practices in existence among the Town's peer organizations.

Compensation Administration Policies

A management tool that provides guidance on managing pay for employees (e.g., new hires, promotions). Compensation administration policies are developed to ensure consistent, fair, and equitable compensation management and identifies governance responsibilities as shared by executive leadership, Human Resources, and managers and supervisors.

Compression

Compression, also known as wage compression or salary compression, is a condition where there are negligible differences in pay between individuals with varying skillsets. Examples include when newer hires are paid more than individuals with more seniority or when a direct report is paid more than their supervisor.

Exempt Employee

An incumbent in a position that qualifies for exclusion from the overtime provisions of the Fair Labor Standards Act (FLSA) because of their assigned duties and salary. Exempt employees do not receive overtime pay for work performed in excess of the 40-hour workweek.

Exempt/Non-Exempt Designation

Information concerning the pay frequency and overtime eligibility of Town job classifications, as defined by the Fair Labor Standards Act (FLSA).

Fair Labor Standards Act (FLSA)

Federal legislation that sets the federal minimum wage, overtime pay, equal pay, record keeping, and child labor standards for employees who are covered by the act and are not exempt from specific provisions.

General industry

Refers to a wide variety of local private sector organizations with whom the Town competes including employers of all sizes and types of business

Nags Head uses our definition of "labor market" to periodically and consistently measure our pay ranges and pay rates against the rates and ranges in this labor market. These periodic analyses are performed to ensure that we are setting our pay ranges at the level defined by our Compensation Philosophy (see def).

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Internal Equity

Refers to the pay relationships among incumbents holding similar jobs within the organization. Specifically, internal equity means that jobs with similar duties and responsibilities as well as hiring requirements should be offered similar pay opportunities (e.g., assigned to the same pay grade in the Town's pay structure.

In-Range Adjustments

Modification to pay within the existing pay grade based on additional duties assigned in cases where the nature of the job change is not significant enough to merit a change in pay grade.

Job

A general role within the Town exists of one or more individuals performing very similar work, with similar minimum qualifications.

Job Classification (verb)

A system of jobs usually arranged into various hierarchical classes or pay grades according to some form of job evaluation.

Job Description/Classification Description

A formal, written document managed by Human Resources that includes information regarding the general nature of the work to be performed, including specific duties and responsibilities, qualifications, working conditions, physical requirements, and conditions of employment.

Job Evaluation

A formal process used to determine the relative value of a job accurately and objectively within an organization. The end result typically consist of an assignment of jobs to a particular pay grade within the pay structure to which the job is assigned.

Job Family

A group of jobs affiliated with one another that involve similar duties and require similar skills, knowledge, training, or expertise.

Job Title/Classification Title

A specific name given to a particular position or set of positions that have been found to be substantially similar in nature and qualifications

Labor Market

This term refers to the organizations outside of the Town with whom we compete for our employees. Nags Head re-examines our definition of "labor market" annually. to, we have defined our labor market as:

Certain local public sector entities (within the Raleigh-Durham metro area)

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Market Analysis

A process used by Nags Head that provides external salary data from organizations that make up Nags Head's defined labor market (see def.), using relevant and valid compensation surveys or directly from organizations within the defined labor market. These data are compiled and analyzed by Human Resources to determine the approximate current value for that job within the organizations that make up Nags Head's defined labor market.

Market Assessment

The process is used by the Town to analyze salary rates paid in the market for similar jobs. Market data may be local or national and may include other local government organizations and general industry data depending on the type of job and the defined comparison markets/pears' groups.

Market-Competitive

Refers to Nags Head's goal to offer pay ranges in all pay structures that put Nags Head in a position to compete with the organizations we have defined in our Labor Market (see def.). The level of our market competitiveness is defined in our Pay Strategy (see def.).

Market Reference Point

The point in the Nags Head pay ranges which is directly tied to the Pay Strategy, via regression analysis, whereby the Market Reference Points are based on "average market midpoints" for jobs placed in each salary grade and range.

Market Strategy

A philosophy adopted by the Town that serves as a foundation for total rewards programs and benchmarking and decision-making.

Midpoint/Range Midpoint

The salary or wage rate that represents the middle of a given salary range or pay grade. Range Midpoints are gathered from the organizations defined as peers in the custom salary survey process to gauge the competitiveness of the Town's pay ranges for a large group of benchmark job titles.

Non-Exempt Employee

An incumbent who is eligible for the overtime provisions of the Fair Labor Standards Act because of their assigned duties and/or salary.

Overtime/Overtime Pay

Under the Fair Labor Standards Act, non-exempt employees must be paid at least 1 ½ (one-and-one half) times their normal wage rates or receive compensatory time off for all hours worked in excess of 40 hours in any workweek (different rules exist for Fire Protection and Law Enforcement personnel). Supervisory approval for overtime must be received prior to working extra hours. Exempt employees are not eligible for overtime pay.

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Paid Leave

Compensation earned during absence periods (vacation leave, holidays, jury duty, sick leave, military leave, etc.) based on prior accrual under Nags Head paid time off policies.

Pay Grade Minimum

An established minimum rate, or entry pay, for an individual in any given job.

Pay Grade Market Reference Point (MRP)

The pay rate in the Nags Head pay ranges which is directly tied to the Pay Strategy, via regression analysis, whereby the Market Reference Points are based on "average market midpoints" for jobs placed in each salary grade and range. This rate represents the ideal pay for a fully competent and contributing individual in a given job. The term refers to the fact that the Town strives to ensure jobs are assigned to pay grades where the MRP is aligned to the "average range midpoint" of jobs in a given grade, within our defined labor market.

Pay Grade Maximum

An established maximum rate for an individual in any given job. ***Pay Grade/Salary Grade***

The alpha-numeric identifier for a salary range with a salary structure.

Pay Grade Width (Pay Grade Spread)

The breadth of salary range. i.e., the percentage distance between the bottom and top of the salary range.

Pay Strategy

The market in which Nags Head competes for our talent and how competitively Nags Head wishes to pay in that market. (See def. for Labor Market).

Perquisites

Typically non-cash benefits.

Position

The set of assigned duties performed by one employee at Nags Head.

Salary Structure

A management tool designed to define pay levels that are internally equitable and externally competitive. A salary structure consists of a series of pay grades that group jobs of similar external and/or internal value.

Salary Survey

Salary surveys compile and report salary information for a variety of jobs across many industries. Data from salary surveys are typically used by organizations to determine competitive salary rates for jobs. Each survey contains pay data reported by Human Resources from many employers.

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Salary Grade

Refers to a salary range within a designated salary structure. Positions of a similar scope and/or labor market value are placed within a common salary grade to ensure consistency in pay administration. Employees are offered a pay rate within the grade's designated range based on their unique qualifications, length of tenure in the job and internal equity.

Salary Policy

An organization's stated desired position with respect to competitive wages at a certain point in time.

Salary Range

The span of pay, from the Range Minimum to the Range Maximum, that Nags Head has set for each pay grade within each of its pay structures. Each job classification at Nags Head is assigned a specific pay grade with a defined salary range.

Salary Structure

A hierarchical group of salary ranges organized by job grade. A job is assigned to a grade within the salary structure that reflects the monetary value of a job in both the external market and internally to an organization.

Salary Survey

The gathering of data on wages paid by other employers for benchmark jobs. For example, a benchmark salary survey collects pay data for benchmark jobs from a defined labor market.

Shift Differential Pay

An hourly pay rate paid, in addition to a non-exempt employee's base pay rate, to employees whose regularly assigned shift is the Evening Shift or Night Shift.

Total Compensation

The monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts, and results. Includes the deliberate integration of key elements that effectively attract, motivate, engage, and retain the talent required to achieve desired business results. The elements include base pay, career progression opportunities for some roles, and the Town's benefits package.

Working Title/Working Job Title

An alternate job title that can be used in an unofficial capacity to provide clarity more appropriately for job postings, or to convey a message to external organizations of the work performed. Permitted with the approval of the Human Resources Department as long as it does not misrepresent the authority or the functions of the position or use another official Nags Head classification title.

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Exhibit 5:

Recommended Pay Structure with Details

Town of Nags Head, NC
Proposed Pay Structure and Details

Created: **1/24/2026**
Revised: **2/11/2026**

Exponential Structure:

Market Position Adjustment: **108%**

(100% means structure based on average market midpoints. Any different percentage moves the structure up or done in a linear fashion)

Pay Grade	Minimum Job Evaluation Points	Maximum Job Evaluation Points	Points per Grade	Recommended Range Minimum	Recommended Range Market Reference Point	Recommended Range Maximum	Minimum to Market Reference Point (%)	Market Reference Point to Maximum (%)	Range Width (%)	Midpoint Differential
1	200	249	50	$46,572	$56,818	$73,584	22%	30%	58%	
2	250	299	50	$48,960	$59,731	$77,357	22%	30%	58%	5%
3	300	349	50	$51,470	$62,794	$81,323	22%	30%	58%	5%
4	350	399	50	$54,109	$66,013	$85,493	22%	30%	58%	5%
5	400	449	50	$56,884	$69,398	$89,876	22%	30%	58%	5%
6	450	499	50	$59,800	$72,956	$94,484	22%	30%	58%	5%
7	500	549	50	$62,866	$76,697	$99,328	22%	30%	58%	5%
8	550	599	50	$66,089	$80,629	$104,421	22%	30%	58%	5%
9	600	649	50	$69,478	$84,763	$109,775	22%	30%	58%	5%
10	650	699	50	$73,040	$89,109	$115,403	22%	30%	58%	5%
11	700	749	50	$76,785	$93,677	$121,320	22%	30%	58%	5%
12	750	799	50	$80,722	$98,480	$127,540	22%	30%	58%	5%
13	800	849	50	$84,860	$103,530	$134,079	22%	30%	58%	5%
14	850	899	50	$89,211	$108,838	$140,954	22%	30%	58%	5%
15	900	949	50	$93,785	$114,418	$148,181	22%	30%	58%	5%
16	950	999	50	$98,594	$120,284	$155,778	22%	30%	58%	5%
17	1000	1099	100	$103,649	$126,451	$163,765	22%	30%	58%	5%
18	1100	1199	100	$114,549	$139,750	$180,988	22%	30%	58%	11%
19	1200	1299	100	$126,597	$154,448	$200,023	22%	30%	58%	11%
20	1300	1399	100	$139,911	$170,691	$221,059	22%	30%	58%	11%
21	1400	1499	100	$154,626	$188,643	$244,308	22%	30%	58%	11%
22	1500	1599	100	$170,888	$208,483	$270,003	22%	30%	58%	11%

Exhibit 6:

Recommended Pay Plan Grade Order List

Town of Nags Head, NC

Classification and Compensation Study Update (2026)

Pay Grade Order List

Created: 1/6/2026

Revised: 4/23/2026

Current title being split into multiple recommended titles

Recommended Pay Grade	Current Classification Title	Recommended Classification Title	Recommended FLSA Classification	Range Minimum	Market Reference Point	Range Maximum
2	Sanitation Equipment Operator Trainee	Sanitation Equipment Operator Trainee	Non-Exempt	$48,960	$59,731	$77,357
3	Administrative Specialist	Administrative Specialist I	Non-Exempt	$51,470	$62,794	$81,323
4	Accounts Payable Specialist	Accounts Payable Specialist	Non-Exempt	$54,109	$66,013	$85,493
4	Customer Service Representative	Customer Service Representative	Non-Exempt	$54,109	$66,013	$85,493
4	Facilities Maintenance Technician	Facilities and Grounds Maintenance Technician	Non-Exempt	$54,109	$66,013	$85,493
4	Office Assistant	Administrative Specialist II	Non-Exempt	$54,109	$66,013	$85,493
5	Permit Specialist	Permit Specialist	Non-Exempt	$56,884	$69,398	$89,876
5	Water Plant Operator	Water Plant Operator	Non-Exempt	$56,884	$69,398	$89,876
6	Deputy Town Clerk	Deputy Town Clerk	Non-Exempt	$59,800	$72,956	$94,484
6	Firefighter/EMT	Firefighter/EMT	Non-Exempt	$59,800	$72,956	$94,484
6	Permitting Coordinator	Permitting Coordinator	Non-Exempt	$59,800	$72,956	$94,484
6	Sanitation Equipment Operator	Sanitation Equipment Operator	Non-Exempt	$59,800	$72,956	$94,484
6	Senior Facilities Maintenance Technician	Facilities Maintenance/Heavy Equipment Operator	Non-Exempt	$59,800	$72,956	$94,484
6	Senior Facilities Maintenance Technician	Senior Facilities and Grounds Maintenance Technician	Non-Exempt	$59,800	$72,956	$94,484
6	Water Billing Specialist	Water Billing Specialist	Non-Exempt	$59,800	$72,956	$94,484
6	Water Distribution Technician	Water Distribution Technician	Non-Exempt	$59,800	$72,956	$94,484
7	Administrative Supervisor	Administrative Supervisor	Non-Exempt	$62,866	$76,697	$99,328
7	Code Compliance Officer	Code Compliance Officer	Non-Exempt	$62,866	$76,697	$99,328
7	Environmental Planner	Environmental Planner	Non-Exempt	$62,866	$76,697	$99,328
7	Facilities Maintenance Crew Leader	Facilities and Grounds Maintenance Crew Leader	Non-Exempt	$62,866	$76,697	$99,328
7	Fleet Mechanic	Fleet Mechanic	Non-Exempt	$62,866	$76,697	$99,328
7	Office Manager	Office Manager	Non-Exempt	$62,866	$76,697	$99,328
7	Payroll Specialist	Payroll and Benefits Specialist	Non-Exempt	$62,866	$76,697	$99,328
7	Police Officer	Police Officer	Non-Exempt	$62,866	$76,697	$99,328
7	Sanitation Equipment Crew Leader	Sanitation Equipment Crew Leader	Non-Exempt	$62,866	$76,697	$99,328
7	Tax Collector	Tax Collector	Non-Exempt	$62,866	$76,697	$99,328
8	Building Inspector I	Building Inspector I	Non-Exempt	$66,089	$80,629	$104,421
8	Police System Administrator	Police Technology Coordinator	Non-Exempt	$66,089	$80,629	$104,421
8	Senior Fleet Mechanic	Senior Fleet Mechanic	Non-Exempt	$66,089	$80,629	$104,421
8	Stormwater Crew Leader	Facilities Maintenance/Stormwater Crew Leader	Non-Exempt	$66,089	$80,629	$104,421
8	Water Distribution Crew Leader	Water Distribution Crew Leader	Non-Exempt	$66,089	$80,629	$104,421
9	Building Inspector II	Building Inspector II	Non-Exempt	$69,478	$84,763	$109,775
9	Event Planner	Events Program Manager	Non-Exempt	$69,478	$84,763	$109,775
9	Fire Engineer	Fire Engineer	Non-Exempt	$69,478	$84,763	$109,775
9	Fleet Crew Leader	Fleet Crew Leader	Non-Exempt	$69,478	$84,763	$109,775
9	Planner	Planner	Non-Exempt	$69,478	$84,763	$109,775
9	Police Detective	Police Detective	Non-Exempt	$69,478	$84,763	$109,775
10	Building Inspector III	Building Inspector III	Non-Exempt	$73,040	$89,109	$115,403
12	Facilities Maintenance Superintendent	Facilities and Grounds Maintenance Superintendent	Exempt	$80,722	$98,480	$127,540
12	Fire Lieutenant	Fire Lieutenant	Non-Exempt	$80,722	$98,480	$127,540
12	Fleet Maintenance Superintendent	Fleet Maintenance Superintendent	Exempt	$80,722	$98,480	$127,540
12	Public Information Officer	Public Information Officer	Exempt	$80,722	$98,480	$127,540
12	Sanitation Superintendent	Sanitation Superintendent	Exempt	$80,722	$98,480	$127,540
12	Water Distribution Superintendent	Water Distribution Superintendent	Exempt	$80,722	$98,480	$127,540
12	Water Operations Superintendent	Water Operations Superintendent	Exempt	$80,722	$98,480	$127,540
13	Chief Building Inspector	Chief Building Inspector	Exempt	$84,860	$103,530	$134,079
13	Fire Captain	Fire Captain	Non-Exempt	$84,860	$103,530	$134,079
13	Police Sergeant	Police Sergeant	Non-Exempt	$84,860	$103,530	$134,079

Town of Nags Head, NC

Classification and Compensation Study Update (2026)

Pay Grade Order List

Created: **1/6/2026**

Revised: **4/23/2026**

Current title being split into multiple recommended titles

Recommended Pay Grade	Current Classification Title	Recommended Classification Title	Recommended FLSA Classification	Range Minimum	Market Reference Point	Range Maximum
13	Town Clerk	Town Clerk	Exempt	$84,860	$103,530	$134,079
15	Police Lieutenant	Police Lieutenant	Exempt	$93,785	$114,418	$148,181
16	Ocean Rescue Supervisor/Firefighter	Ocean Rescue Captain/Firefighter	Exempt	$98,594	$120,284	$155,778
17	Deputy Finance Director	Deputy Finance Director	Exempt	$103,649	$126,451	$163,765
17	Deputy Fire Chief	Deputy Fire Chief	Exempt	$103,649	$126,451	$163,765
17	Deputy Planning Director	Deputy Director - Planning and Development	Exempt	$103,649	$126,451	$163,765
17	Deputy Police Chief	Deputy Police Chief	Exempt	$103,649	$126,451	$163,765
17	IT Administrator	Information Technology Manager	Exempt	$103,649	$126,451	$163,765
18	Human Resources Officer	Director - Human Resources	Exempt	$114,549	$139,750	$180,988
19	Fire Chief	Fire Chief	Exempt	$126,597	$154,448	$200,023
19	Planning And Development Director	Director - Planning and Development	Exempt	$126,597	$154,448	$200,023
19	Police Chief	Police Chief	Exempt	$126,597	$154,448	$200,023
19	Public Services Director	Director - Public Services	Exempt	$126,597	$154,448	$200,023
19	Town Engineer	Town Engineer	Exempt	$126,597	$154,448	$200,023
22	Deputy Town Manager / Finance Officer	Deputy Town Manager/Finance Director	Exempt	$170,888	$208,483	$270,003

Exhibit 7:

Recommended Pay Plan Classification Title Order List

Town of Nags Head, NC

Classification and Compensation Study Update (2026)

Classification Order List (sorted by Current Classification Title)

Created: 1/6/2026

Revised: 4/23/2026

Current title being split into multiple recommended titles

Recommended Pay Grade	Current Classification Title	Recommended Classification Title	Recommended FLSA Classification	Range Minimum	Market Reference Point	Range Maximum
4	Accounts Payable Specialist	Accounts Payable Specialist	Non-Exempt	$54,109	$66,013	$85,493
3	Administrative Specialist	Administrative Specialist I	Non-Exempt	$51,470	$62,794	$81,323
7	Administrative Supervisor	Administrative Supervisor	Non-Exempt	$62,866	$76,697	$99,328
8	Building Inspector I	Building Inspector I	Non-Exempt	$66,089	$80,629	$104,421
9	Building Inspector II	Building Inspector II	Non-Exempt	$69,478	$84,763	$109,775
10	Building Inspector III	Building Inspector III	Non-Exempt	$73,040	$89,109	$115,403
13	Chief Building Inspector	Chief Building Inspector	Exempt	$84,860	$103,530	$134,079
7	Code Compliance Officer	Code Compliance Officer	Non-Exempt	$62,866	$76,697	$99,328
4	Customer Service Representative	Customer Service Representative	Non-Exempt	$54,109	$66,013	$85,493
17	Deputy Finance Director	Deputy Finance Director	Exempt	$103,649	$126,451	$163,765
17	Deputy Fire Chief	Deputy Fire Chief	Exempt	$103,649	$126,451	$163,765
17	Deputy Planning Director	Deputy Director - Planning and Development	Exempt	$103,649	$126,451	$163,765
17	Deputy Police Chief	Deputy Police Chief	Exempt	$103,649	$126,451	$163,765
6	Deputy Town Clerk	Deputy Town Clerk	Non-Exempt	$59,800	$72,956	$94,484
22	Deputy Town Manager / Finance Officer	Deputy Town Manager/Finance Director	Exempt	$170,888	$208,483	$270,003
7	Environmental Planner	Environmental Planner	Non-Exempt	$62,866	$76,697	$99,328
9	Event Planner	Events Program Manager	Non-Exempt	$69,478	$84,763	$109,775
7	Facilities Maintenance Crew Leader	Facilities and Grounds Maintenance Crew Leader	Non-Exempt	$62,866	$76,697	$99,328
12	Facilities Maintenance Superintendent	Facilities and Grounds Maintenance Superintendent	Exempt	$80,722	$98,480	$127,540
4	Facilities Maintenance Technician	Facilities and Grounds Maintenance Technician	Non-Exempt	$54,109	$66,013	$85,493
13	Fire Captain	Fire Captain	Non-Exempt	$84,860	$103,530	$134,079
19	Fire Chief	Fire Chief	Exempt	$126,597	$154,448	$200,023
9	Fire Engineer	Fire Engineer	Non-Exempt	$69,478	$84,763	$109,775
12	Fire Lieutenant	Fire Lieutenant	Non-Exempt	$80,722	$98,480	$127,540
6	Firefighter/EMT	Firefighter/EMT	Non-Exempt	$59,800	$72,956	$94,484
9	Fleet Crew Leader	Fleet Crew Leader	Non-Exempt	$69,478	$84,763	$109,775
12	Fleet Maintenance Superintendent	Fleet Maintenance Superintendent	Exempt	$80,722	$98,480	$127,540
7	Fleet Mechanic	Fleet Mechanic	Non-Exempt	$62,866	$76,697	$99,328
18	Human Resources Officer	Director - Human Resources	Exempt	$114,549	$139,750	$180,988
17	IT Administrator	Information Technology Manager	Exempt	$103,649	$126,451	$163,765
16	Ocean Rescue Supervisor/Firefighter	Ocean Rescue Captain/Firefighter	Exempt	$98,594	$120,284	$155,778
4	Office Assistant	Administrative Specialist II	Non-Exempt	$54,109	$66,013	$85,493
7	Office Manager	Office Manager	Non-Exempt	$62,866	$76,697	$99,328
7	Payroll Specialist	Payroll and Benefits Specialist	Non-Exempt	$62,866	$76,697	$99,328
5	Permit Specialist	Permit Specialist	Non-Exempt	$56,884	$69,398	$89,876
6	Permitting Coordinator	Permitting Coordinator	Non-Exempt	$59,800	$72,956	$94,484
9	Planner	Planner	Non-Exempt	$69,478	$84,763	$109,775
19	Planning And Development Director	Director - Planning and Development	Exempt	$126,597	$154,448	$200,023
19	Police Chief	Police Chief	Exempt	$126,597	$154,448	$200,023
9	Police Detective	Police Detective	Non-Exempt	$69,478	$84,763	$109,775
15	Police Lieutenant	Police Lieutenant	Exempt	$93,785	$114,418	$148,181
7	Police Officer	Police Officer	Non-Exempt	$62,866	$76,697	$99,328
13	Police Sergeant	Police Sergeant	Non-Exempt	$84,860	$103,530	$134,079
8	Police System Administrator	Police Technology Coordinator	Non-Exempt	$66,089	$80,629	$104,421
12	Public Information Officer	Public Information Officer	Exempt	$80,722	$98,480	$127,540
19	Public Services Director	Director - Public Services	Exempt	$126,597	$154,448	$200,023
7	Sanitation Equipment Crew Leader	Sanitation Equipment Crew Leader	Non-Exempt	$62,866	$76,697	$99,328
6	Sanitation Equipment Operator	Sanitation Equipment Operator	Non-Exempt	$59,800	$72,956	$94,484

Town of Nags Head, NC

Classification and Compensation Study Update (2026)

Classification Order List (sorted by Current Classification Title)

Created: 1/6/2026

Revised: 4/23/2026

Current title being split into multiple recommended titles

Recommended Pay Grade	Current Classification Title	Recommended Classification Title	Recommended FLSA Classification	Range Minimum	Market Reference Point	Range Maximum
2	Sanitation Equipment Operator Trainee	Sanitation Equipment Operator Trainee	Non-Exempt	$48,960	$59,731	$77,357
12	Sanitation Superintendent	Sanitation Superintendent	Exempt	$80,722	$98,480	$127,540
6	Senior Facilities Maintenance Technician	Facilities Maintenance/Heavy Equipment Operator	Non-Exempt	$59,800	$72,956	$94,484
6	Senior Facilities Maintenance Technician	Senior Facilities and Grounds Maintenance Technician	Non-Exempt	$59,800	$72,956	$94,484
8	Senior Fleet Mechanic	Senior Fleet Mechanic	Non-Exempt	$66,089	$80,629	$104,421
8	Stormwater Crew Leader	Facilities Maintenance/Stormwater Crew Leader	Non-Exempt	$66,089	$80,629	$104,421
7	Tax Collector	Tax Collector	Non-Exempt	$62,866	$76,697	$99,328
13	Town Clerk	Town Clerk	Exempt	$84,860	$103,530	$134,079
19	Town Engineer	Town Engineer	Exempt	$126,597	$154,448	$200,023
6	Water Billing Specialist	Water Billing Specialist	Non-Exempt	$59,800	$72,956	$94,484
8	Water Distribution Crew Leader	Water Distribution Crew Leader	Non-Exempt	$66,089	$80,629	$104,421
12	Water Distribution Superintendent	Water Distribution Superintendent	Exempt	$80,722	$98,480	$127,540
6	Water Distribution Technician	Water Distribution Technician	Non-Exempt	$59,800	$72,956	$94,484
12	Water Operations Superintendent	Water Operations Superintendent	Exempt	$80,722	$98,480	$127,540
5	Water Plant Operator	Water Plant Operator	Non-Exempt	$56,884	$69,398	$89,876

Exhibit 8:

Classification Cross-Reference List (Previous to New Title, Grade, FLSA Classification)

Town of Nags Head, NC

Comparison of Current to Proposed Title, FLSA, Pay Grade and Range - with Market Comparison Data

Revised: **4/23/2026**

Competitive Corridor: 90% - 110%

										Market Position:		108%					Average:
										Recommended Structure				Yellow- reduction from old structure				108%
Nags Head Current Title	Current Department	Current FLSA Classification	Current Pay Grade	Pay Grade Minimum	Pay Grade Midpoint	Pay Grade Maximum	Recommended Job Title	Recommended FLSA Classification	Recommended Pay Grade	Range Minimum	Range Market Reference Point	Range Maximum	Minimum Change (Old to New Structure)	Market Reference Point Change (Old to New Structure)	Maximum Change (Old to New Structure)	New Market Reference Point as a Percentage of Market Midpoint
Accounts Payable Specialist	ADMINISTRATIVE SERVICES	Non-Exempt	5	$52,275	$64,722	$77,169	Accounts Payable Specialist	Non-Exempt	4	$54,109.32	$66,013.38	$85,492.73	4%	2%	11%	102%
Administrative Specialist	POLICE	Non-Exempt	4	$49,786	$61,639	$73,493	Administrative Specialist I	Non-Exempt	3	$51,470.38	$62,793.87	$81,323.20	3%	2%	11%	109%
Administrative Supervisor	PUBLIC SERVICES - ADMINISTRATION	Non-Exempt	8	$60,515	$74,923	$89,331	Administrative Supervisor	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	4%	2%	11%	108%
Building Inspector I	PLANNING	Non-Exempt	10	$66,717	$82,603	$98,488	Building Inspector I	Non-Exempt	8	$66,089.28	$80,628.92	$104,421.06	-1%	-2%	6%	106%
Building Inspector II	PLANNING	Non-Exempt	11	$70,053	$86,733	$103,413	Building Inspector II	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	-1%	-2%	6%	N/A
Building Inspector III	PLANNING	Non-Exempt	12	$73,556	$91,071	$108,585	Building Inspector III	Non-Exempt	10	$73,039.95	$89,108.74	$115,403.12	-1%	-2%	6%	N/A
Chief Building Inspector	PLANNING	Exempt	14	$81,096	$100,404	$119,713	Chief Building Inspector	Exempt	13	$84,860.31	$103,529.58	$134,079.30	5%	3%	12%	109%
Code Compliance Officer	PLANNING	Non-Exempt	9	$63,541	$78,669	$93,798	Code Compliance Officer	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	-1%	-3%	6%	109%
Customer Service Representative	ADMINISTRATIVE SERVICES	Non-Exempt	3	$47,416	$58,705	$69,994	Customer Service Representative	Non-Exempt	4	$54,109.32	$66,013.38	$85,492.73	14%	12%	22%	N/A
Deputy Finance Director	ADMINISTRATIVE SERVICES	Exempt	16	$89,409	$110,697	$131,984	Deputy Finance Director	Exempt	17	$103,648.62	$126,451.32	$163,764.82	16%	14%	24%	99%
Deputy Fire Chief	FIRE	Exempt	16	$89,409	$110,697	$131,984	Deputy Fire Chief	Exempt	17	$103,648.62	$126,451.32	$163,764.82	16%	14%	24%	109%
Deputy Planning Director	PLANNING	Exempt	16	$89,409	$110,697	$131,984	Deputy Director - Planning and Development	Exempt	17	$103,648.62	$126,451.32	$163,764.82	16%	14%	24%	102%
Deputy Police Chief	POLICE	Exempt	16	$89,409	$110,697	$131,984	Deputy Police Chief	Exempt	17	$103,648.62	$126,451.32	$163,764.82	16%	14%	24%	105%
Deputy Town Clerk	OFFICE OF TOWN MANAGER	Non-Exempt	6	$54,889	$67,957	$81,025	Deputy Town Clerk	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	9%	7%	17%	102%
Deputy Town Manager / Finance Officer	OFFICE OF TOWN MANAGER	Exempt	26	$145,639	$180,316	$214,992	Deputy Town Manager/Finance Director	Exempt	22	$170,887.69	$208,482.98	$270,002.54	17%	16%	26%	117%
Environmental Planner	PLANNING	Non-Exempt	9	$63,541	$78,669	$93,798	Environmental Planner	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	-1%	-3%	6%	N/A
Event Planner	PLANNING	Non-Exempt	7	$57,633	$71,355	$85,077	Events Program Manager	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	21%	19%	29%	111%
Facilities Maintenance Crew Leader	PUBLIC SERVICES - FACILITIES MAINTENANCE	Non-Exempt	7	$57,633	$71,355	$85,077	Facilities and Grounds Maintenance Crew Leader	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	9%	7%	17%	N/A
Facilities Maintenance Superintendent	PUBLIC SERVICES - FACILITIES MAINTENANCE	Exempt	11	$70,053	$86,733	$103,413	Facilities and Grounds Maintenance Superintendent	Exempt	12	$80,721.63	$98,480.39	$127,540.17	15%	14%	23%	107%
Facilities Maintenance Technician	PUBLIC SERVICES - FACILITIES MAINTENANCE	Non-Exempt	4	$49,786	$61,639	$73,493	Facilities and Grounds Maintenance Technician	Non-Exempt	4	$54,109.32	$66,013.38	$85,492.73	9%	7%	16%	117%
Fire Captain	FIRE	Non-Exempt	11	$70,053	$86,733	$103,413	Fire Captain	Non-Exempt	13	$84,860.31	$103,529.58	$134,079.30	21%	19%	30%	110%
Fire Chief	FIRE	Exempt	20	$108,677	$134,554	$160,430	Fire Chief	Exempt	19	$126,596.71	$154,447.99	$200,022.80	16%	15%	25%	109%
Fire Engineer	FIRE	Non-Exempt	8	$60,515	$74,923	$89,331	Fire Engineer	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	15%	13%	23%	108%
Fire Lieutenant	FIRE	Non-Exempt	9	$63,541	$78,669	$93,798	Fire Lieutenant	Non-Exempt	12	$80,721.63	$98,480.39	$127,540.17	27%	25%	36%	116%
Firefighter/EMT	FIRE	Non-Exempt	7	$57,633	$71,355	$85,077	Firefighter/EMT	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	4%	2%	11%	113%
Fleet Crew Leader	PUBLIC SERVICES - FLEET	Non-Exempt	9	$63,541	$78,669	$93,798	Fleet Crew Leader	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	9%	8%	17%	N/A
Fleet Maintenance Superintendent	PUBLIC SERVICES - FLEET	Exempt	11	$70,053	$86,733	$103,413	Fleet Maintenance Superintendent	Exempt	12	$80,721.63	$98,480.39	$127,540.17	15%	14%	23%	97%
Fleet Mechanic	PUBLIC SERVICES - FLEET	Non-Exempt	7	$57,633	$71,355	$85,077	Fleet Mechanic	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	9%	7%	17%	N/A
Human Resources Officer	ADMINISTRATIVE SERVICES	Exempt	16	$89,409	$110,697	$131,984	Director - Human Resources	Exempt	18	$114,549.44	$139,750.32	$180,988.12	28%	26%	37%	97%
IT Administrator	ADMINISTRATIVE SERVICES	Exempt	12	$73,556	$91,071	$108,585	Information Technology Manager	Exempt	17	$103,648.62	$126,451.32	$163,764.82	41%	39%	51%	107%
Ocean Rescue Supervisor/Firefighter	FIRE - OCEAN RESCUE	Exempt	12	$73,556	$91,071	$108,585	Ocean Rescue Captain/Firefighter	Exempt	16	$98,593.62	$120,284.21	$155,777.92	34%	32%	43%	140%
Office Assistant	PUBLIC SERVICES - ADMINISTRATION	Non-Exempt	3	$47,416	$58,705	$69,994	Administrative Specialist II	Non-Exempt	4	$54,109.32	$66,013.38	$85,492.73	14%	12%	22%	N/A
Office Manager	FIRE	Non-Exempt	7	$57,633	$71,355	$85,077	Office Manager	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	9%	7%	17%	114%
Payroll Specialist	ADMINISTRATIVE SERVICES	Non-Exempt	6	$54,889	$67,957	$81,025	Payroll and Benefits Specialist	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	15%	13%	23%	103%
Permit Specialist	PLANNING	Non-Exempt	5	$52,275	$64,722	$77,169	Permit Specialist	Non-Exempt	5	$56,883.57	$69,397.95	$89,876.04	9%	7%	16%	115%
Permitting Coordinator	PLANNING	Non-Exempt	6	$54,889	$67,957	$81,025	Permitting Coordinator	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	9%	7%	17%	102%
Planner	PLANNING	Non-Exempt	10	$66,717	$82,603	$98,488	Planner	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	4%	3%	11%	110%
Planning And Development Director	PLANNING	Exempt	20	$108,677	$134,554	$160,430	Director - Planning and Development	Exempt	19	$126,596.71	$154,447.99	$200,022.80	16%	15%	25%	116%
Police Chief	POLICE	Exempt	20	$108,677	$134,554	$160,430	Police Chief	Exempt	19	$126,596.71	$154,447.99	$200,022.80	16%	15%	25%	102%
Police Detective	POLICE	Non-Exempt	9	$63,541	$78,669	$93,798	Police Detective	Non-Exempt	9	$69,477.75	$84,762.85	$109,774.84	9%	8%	17%	106%
Police Lieutenant	POLICE	Exempt	14	$81,096	$100,404	$119,713	Police Lieutenant	Exempt	15	$93,785.15	$114,417.88	$148,180.54	16%	14%	24%	108%
Police Officer	POLICE	Non-Exempt	8	$60,515	$74,923	$89,331	Police Officer	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	4%	2%	11%	108%

Town of Nags Head, NC

Comparison of Current to Proposed Title, FLSA, Pay Grade and Range - with Market Comparison Data

Revised: **4/23/2026**

Competitive Corridor: 90% - 110%

										Market Position:		108%					Average:
										Recommended Structure				Yellow- reduction from old structure				108%
Nags Head Current Title	Current Department	Current FLSA Classification	Current Pay Grade	Pay Grade Minimum	Pay Grade Midpoint	Pay Grade Maximum	Recommended Job Title	Recommended FLSA Classification	Recommended Pay Grade	Range Minimum	Range Market Reference Point	Range Maximum	Minimum Change (Old to New Structure)	Market Reference Point Change (Old to New Structure)	Maximum Change (Old to New Structure)	New Market Reference Point as a Percentage of Market Midpoint
Police Sergeant	POLICE	Non-Exempt	11	$70,053	$86,733	$103,413	Police Sergeant	Non-Exempt	13	$84,860.31	$103,529.58	$134,079.30	21%	19%	30%	112%
Police System Administrator	POLICE	Non-Exempt	9	$63,541	$78,669	$93,798	Police Technology Coordinator	Non-Exempt	8	$66,089.28	$80,628.92	$104,421.06	4%	2%	11%	113%
Public Information Officer	OFFICE OF TOWN MANAGER	Exempt	12	$73,556	$91,071	$108,585	Public Information Officer	Exempt	12	$80,721.63	$98,480.39	$127,540.17	10%	8%	17%	86%
Public Services Director	PUBLIC SERVICES - ADMINISTRATION	Exempt	20	$108,677	$134,554	$160,430	Director - Public Services	Exempt	19	$126,596.71	$154,447.99	$200,022.80	16%	15%	25%	115%
Sanitation Equipment Crew Leader	PUBLIC SERVICES - SANITATION	Non-Exempt	7	$57,633	$71,355	$85,077	Sanitation Equipment Crew Leader	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	9%	7%	17%	N/A
Sanitation Equipment Operator	PUBLIC SERVICES - SANITATION	Non-Exempt	6	$54,889	$67,957	$81,025	Sanitation Equipment Operator	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	9%	7%	17%	124%
Sanitation Equipment Operator Trainee	PUBLIC SERVICES - SANITATION	Non-Exempt	4	$49,786	$61,639	$73,493	Sanitation Equipment Operator Trainee	Non-Exempt	2	$48,960.14	$59,731.37	$77,357.02	-2%	-3%	5%	N/A
Sanitation Superintendent	PUBLIC SERVICES - SANITATION	Non-Exempt	11	$70,053	$86,733	$103,413	Sanitation Superintendent	Exempt	12	$80,721.63	$98,480.39	$127,540.17	15%	14%	23%	106%
Senior Facilities Maintenance Technician	PUBLIC SERVICES - FACILITIES MAINTENANCE	Non-Exempt	6	$54,889	$67,957	$81,025	Facilities Maintenance/Heavy Equipment Operator	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	9%	7%	17%	N/A
Senior Facilities Maintenance Technician	PUBLIC SERVICES - FACILITIES MAINTENANCE	Non-Exempt	6	$54,889	$67,957	$81,025	Senior Facilities and Grounds Maintenance Technician	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	9%	7%	17%	111%
Senior Fleet Mechanic	PUBLIC SERVICES - FLEET	Non-Exempt	8	$60,515	$74,923	$89,331	Senior Fleet Mechanic	Non-Exempt	8	$66,089.28	$80,628.92	$104,421.06	9%	8%	17%	114%
Stormwater Crew Leader	PUBLIC SERVICES - FACILITIES MAINTENANCE	Non-Exempt	7	$57,633	$71,355	$85,077	Facilities Maintenance/Stormwater Crew Leader	Non-Exempt	8	$66,089.28	$80,628.92	$104,421.06	15%	13%	23%	N/A
Tax Collector	ADMINISTRATIVE SERVICES	Non-Exempt	9	$63,541	$78,669	$93,798	Tax Collector	Non-Exempt	7	$62,866.07	$76,696.60	$99,328.38	-1%	-3%	6%	N/A
Town Clerk	OFFICE OF TOWN MANAGER	Exempt	13	$77,235	$95,623	$114,012	Town Clerk	Exempt	13	$84,860.31	$103,529.58	$134,079.30	10%	8%	18%	100%
Town Engineer	PUBLIC SERVICES - ADMINISTRATION	Exempt	19	$103,502	$128,145	$152,788	Town Engineer	Exempt	19	$126,596.71	$154,447.99	$200,022.80	22%	21%	31%	102%
Water Billing Specialist	ADMINISTRATIVE SERVICES	Non-Exempt	5	$52,275	$64,722	$77,169	Water Billing Specialist	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	14%	13%	22%	117%
Water Distribution Crew Leader	PUBLIC SERVICES - WATER DISTRIBUTION	Non-Exempt	7	$57,633	$71,355	$85,077	Water Distribution Crew Leader	Non-Exempt	8	$66,089.28	$80,628.92	$104,421.06	15%	13%	23%	N/A
Water Distribution Superintendent	PUBLIC SERVICES - WATER DISTRIBUTION	Exempt	11	$70,053	$86,733	$103,413	Water Distribution Superintendent	Exempt	12	$80,721.63	$98,480.39	$127,540.17	15%	14%	23%	102%
Water Distribution Technician	PUBLIC SERVICES - WATER DISTRIBUTION	Non-Exempt	4	$49,786	$61,639	$73,493	Water Distribution Technician	Non-Exempt	6	$59,800.05	$72,956.06	$94,484.08	20%	18%	29%	121%
Water Operations Superintendent	PUBLIC SERVICES - WATER OPERATIONS	Exempt	11	$70,053	$86,733	$103,413	Water Operations Superintendent	Exempt	12	$80,721.63	$98,480.39	$127,540.17	15%	14%	23%	95%
Water Plant Operator	PUBLIC SERVICES - WATER OPERATIONS	Non-Exempt	4	$49,786	$61,639	$73,493	Water Plant Operator	Non-Exempt	5	$56,883.57	$69,397.95	$89,876.04	14%	13%	22%	105%

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.5.

Consideration of Personnel Policy Updates
- Updated Motor Vehicle Record (MVR) Check Policy
- Addition of Generative Artificial Intelligence (GenAI) Policy

Prepared by	Reviewed by
Jan Mielke, Human Resources	Jan Mielke Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

Adopt the updated MVR Check and new Gen AI Policies for inclusion in our Personnel Policy

Summary

Motor Vehicle Record Check

The purpose of this policy is to ensure the safe operation of vehicles used for Town business by establishing standards for driver eligibility, monitoring driving records, and reducing risk to the Town, employees, and the public. This policy applies to all employees who operate town-owned or leased vehicles or equipment requiring a valid operating license, and employees that operate a personal vehicle while conducting official Town business. Our current MVR Check Policy allows for "random" checks. Upon adoption of the proposed policy, the Town will conduct ongoing MVR checks for all eligible drivers to confirm our drivers maintain safe driving behavior.

Generative Artificial Intelligence (Gen AI) Policy

The purpose of this policy is to establish standards and responsibilities for the safe, ethical, and secure use of Generative Artificial Intelligence (GenAI) by Town of Nags Head employees. This policy supports innovation while safeguarding sensitive data, maintaining public trust, and ensuring compliance with applicable laws and regulations. This policy outlines acceptable use and provides guidance on appropriate GenAI use cases. The Town currently does not have a GenAI policy and the adoption of this policy aligns with best practices recommended for local governments.

Attachments

1. 5 H5 MVR policy
2. 5 H5 Gen AI policy

Section 8. Motor Vehicle Record Check

Introduction

The purpose of this policy is to ensure the safe operation of vehicles used for Town business by establishing standards for driver eligibility, monitoring driving records, and reducing risk to the Town, employees, and the public. This policy applies to all employees who operate town owned or leased vehicles or equipment requiring a valid operating license, and employees that operate a personal vehicle while conducting official Town business. Employees using a personal vehicle while conducting Town business are required to carry personal vehicle liability insurance as required by North Carolina law.

Employees must maintain an acceptable Motor Vehicle Record (MVR) and comply with all requirements outlined in this policy to be authorized to drive a vehicle owned by or leased to the Town or a personal vehicle while conducting Town business. An MVR is an official driving history report obtained from the North Carolina Department of Motor Vehicles (DMV). The Town will conduct continuous MVR monitoring for employees authorized to drive, administered by an approved vendor.

Prior to driving or operating equipment for the Town, and to continue driving eligibility, drivers must hold a valid driver's license for the vehicle or equipment operated, sign a Release of Records allowing the Town to obtain MVR reports, and be approved by the Town prior to driving. Failure to comply with these requirements will result in denial of driving privileges and may further result in disciplinary action, up to and including termination. Any exceptions to these requirements must be referred to the Town Manager for written approval.

Driver Record Qualification Criteria

The driver record qualification criteria must be met in order to drive vehicles and operate equipment requiring a valid operator's license. The following chart includes examples of major and minor violations; however, this list is not all-inclusive.

Major Violations	Minor Violations
• DUI/DWI • Reckless driving • Hit and run / leaving the scene / failure to report • Vehicular homicide or assault • Drivers with a current suspended or revoked license • Driving with a suspended or revoked license	• Speeding • Safe movement violations • Running a stop sign or red light

Candidates that are being considered for employment will have their MVRs reviewed prior to the start of employment. Any employment offer made for a position with driving duties shall be contingent upon an MVR meeting the required eligible qualification criteria set forth in this policy.

Candidates may be deemed ineligible to drive if their MVR shows:

- Any major violation within the past 3 years
- 3 or more minor violations within 3 years
- 2 or more at-fault accidents within 3 years
- A combination of violations and/or at-fault accidents indicating unsafe driving behavior

Current employees may be deemed ineligible to drive if their MVR shows:

- Any major violation within the past 3 years
- A combination of violations and/or at-fault accidents indicating unsafe driving behavior

Continuing Driver Qualifications

It is the employee's responsibility to inform his/her supervisor of any incidents that could potentially change his/her status as an employee who is authorized to operate a vehicle on Town business. Any employee who fails to report any incident that may affect driving status within 1 business day of the incident will be removed from a driving position and will be subject to disciplinary actions up to and including termination. The following are treated as incidents that must be reported as soon as possible after an incident and before operating a vehicle on Town business:

- Failing a breath test, blood test, urine test or any other objective measure of intoxication/impairment conducted by a law enforcement official
- Refusing to submit to any test of intoxication/impairment conducted by law enforcement officials
- Suspension of a driver's license as a result of a moving violation or operation of a motor vehicle without a valid driver's license
- Charge or conviction of driving while intoxicated (DWI) or under the influence (DUI) involving any drug or alcohol use
- Charge or conviction of failing to stop and report when involved in an accident
- Charge or conviction of homicide or assault from the operation of a motor vehicle
- Charge or conviction of reckless or dangerous driving
- Attempting to elude a law enforcement official
- Any moving offense committed while operating a town vehicle

Section 12. Generative Artificial Intelligence (GenAI) Policy

Purpose

The purpose of this policy is to establish standards and responsibilities for the safe, ethical, and secure use of Generative Artificial Intelligence (GenAI) by Town of Nags Head employees. This policy enables innovation while protecting sensitive data, public trust, and compliance with applicable laws. This policy is a supplement to the Town of Nags Head's "Electronic Communications and Devices Acceptable Use Policy."

Scope

This policy applies to all Town of Nags Head employees, interns, volunteers, contractors, and vendors using Generative AI tools for Town business. It applies to any data system, software, hardware, application, tool, or utility that operates in whole or in part using AI.

Definitions

- Generative Artificial Intelligence (GenAI): A class of AI technologies capable of producing new content — including text, code, images, video, or audio — based on user prompts and trained data patterns.
- Human-in-the-Loop (HITL): A process in which a human reviews, validates, or edits AI generated content before it is used for official purposes.
- Sensitive or Confidential Data: Any data protected by applicable law or Town policy, including, but not limited to, Personally Identifiable Information (PII), Protected Health Information (PHI), Sensitive Personal Information, Biometric Data, Financial Data, and Corporate/Proprietary Data.
- Deepfake: AI-generated media (video, audio, images) that realistically swap faces, synthesize voices, or create fake events, using deep learning to make someone appear to say or do something they did not, posing risks for misinformation, fraud, and identity theft.

Acceptable Use of GenAI

The following conditions govern the use of AI by Town employees. (See Appendix A for use case guidance):

A. All GenAI-generated content used for Town business must be reviewed and validated by a human (human-in-the-loop). Employees shall thoroughly review all content created by Gen AI for accuracy, bias, context, and tone, and ensure it complies with all Town policies and procedures and applicable law, including copyright law/intellectual property use.

B. All GenAI use shall comply with relevant data privacy laws. Employees shall not enter sensitive or confidential data, such as Personally Identifiable Information (PII), Personally Identifiable Health Information (PHI), confidential utility billing information, confidential personnel information, or any other sensitive or confidential data into public GenAI tools.

C. GenAI inputs and outputs created in the course of Town business may constitute public records. Use of GenAI shall comply with all applicable public records laws and North Carolina records retention schedules. Accordingly, employees shall not use a personal email account for Town business conducted with AI services.

D. Town systems or data should not be connected to AI systems without prior review and approval from IT. Any use of embedded AI within a vendor managed and hosted solution shall be disclosed to IT.
E. Substantive GenAI output used to develop any official and/or published content must contain attribution stating that the content was AI generated. Attribution must include the name of the AI tool used and a human-review statement. Example: "Drafted with Microsoft Copilot and reviewed by Town of Nags Head staff." Attribution is not required for minor edits, rewording, or formatting assistance.
F. Employees shall prioritize using Town photography/video services or licensed imagery available online. However, AI-generated media may be used when other options are unavailable or impractical. Non-realistic AI-generated media, such as illustrations, abstract art, or conceptual graphics, may be used in public-facing content when appropriate. Realistic AI-generated media that could be mistaken for actual photography or video (deepfakes) are **not** permitted in public-facing content under any circumstances. AI-assisted edits (such as generative fill in Photoshop) may be used for minor enhancements to real photographs, provided they do not alter factual representations. No employee shall download or use any photograph, image or document that may be subject to a copyright without first receiving written confirmation that the Town has permission from the copyright holder to use the item.

Violations of this policy will lead to corrective action being issued to the employee, up to and including dismissal from employment.

This policy will be reviewed annually or upon significant shifts in AI capabilities or legal requirements.

<u>Appendix A: Use Case Guidance</u>
Generative AI can help increase efficiency, enhance citizen services, and streamline routine tasks. Approved sample use cases may include:

A. Drafting or editing routine correspondence and communications
B. Performing research with authoritative sources
C. Data analysis, pattern recognition, or forecasting
D. Summarizing and interpreting text
E. Creating presentations, including graphic or visual concept generation
F. Grant writing, budgeting, administrative drafting (policy, job descriptions, RFPs)
G. Records searching
H. Training scenarios
I. Creating images or video

<u>Do's:</u>
- Use only IT-approved AI tools
- Employ clear, specific prompts to produce more relevant results.
- Edit and review the content.
- Adhere to applicable data privacy and public records laws

Don’ts:

- Do not include confidential information in the prompt.
- Do not rely solely on generative AI to provide accurate answers.
- Do not use generative AI to create communication regarding sensitive topics.
- Do not create misleading or fake content.
- Do not download or use any photograph, image or document that may be subject to a copyright without first receiving written confirmation that the Town has permission from the copyright holder to use the item.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM H.6.

Request for Public Hearing to Consider Citizen Comments on the Town Manager's Proposed Operating Budget for July 1, 2026 – June 30, 2027, Proposed CIP Requests for FY 26/27 through FY 30/31, and Updated Consolidated Fee Schedule

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

Staff will provide a presentation on the recommended budget at the May 6th meeting. Board members will be provided a copy of the budget at the meeting. A digital budget will also be available for inspection on the Town's website by the date of the meeting at the following address: https://www.nagsheadnc.gov/229/Annual-Budgets.

Specific Action Requested

Schedule a Public Hearing for the June 3, 2026 Board of Commissioners meeting.

Summary

Request that a Public Hearing be scheduled for the June 3, 2026 Board of Commissioner's meeting to consider citizen comments on the following:

- Town Manager's proposed operating budget for fiscal year July 1, 2026 – June 30, 2027
- Proposed Capital Improvement Program (CIP) requests for FY 26/27 through FY 30/31
- Updated Consolidated Fee Schedule

Attachments

None

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM I.1.

Public Hearing to Consider a Vested Right/Special Use Permit/Site Plan Amendment Submitted by WithersRavenel on Behalf of Outer Banks Hospital, for the Cancer Treatment Center Located at 4927 S. Croatan Highway. This Includes a Parking Reduction Request as Allowed by the Town's Unified Development Ordinance.

Prepared by	Reviewed by
Kelly Wyatt, Planning Director	Kelly Wyatt Brittany Phillips John Leidy Andy Garman

Staff Comments/Recommendation

Staff finds that the proposal remains consistent with the applicable use and development standards, as well as relevant land use policies. Additionally, staff finds that the criteria necessary to allow a reduction in parking pursuant to Sections 10.15.2.1 and 10.15.2.6 of the UDO, in conjunction with the submitted parking analysis, have been satisfied. Based upon staff's review of the proposal, staff recommends approval of the Vested Right/Special Use Permit/Site Plan Amendment as presented.

PLANNING BOARD RECOMMENDATION

At their March 17, 2026, meeting, the Planning Board voted unanimously to recommend approval of the Vested Right/Special Use Permit/Site Plan Amendment as presented.

Specific Action Requested

Conduct the Public Hearing for the Vested Right/SUP/Site Plan Amendment at the Board of Commissioners May 6, 2026, meeting.

Summary

General Information

Applicant: WithersRavenel on behalf of Outer Banks Hospital

Application Type: Vested Right/Special Use Permit/Site Plan Amendment

Purpose/Request: Reduce the number of required parking spaces by three (3) to accommodate an approximately 280 square foot expansion of the existing HVAC mechanical area and the reshaping and regrading of the existing stormwater management basin. The additional mechanical equipment is necessary to ensure appropriate working conditions within the Cancer Treatment Center.

Property Location: 4927 S. Croatan Highway, Nags Head

Existing Land Use: Medical Office/Cancer Treatment Center

Zoning Classification of Property: SPD-C, Village Hotel District

Zoning Classification of Surrounding Properties: Properties to the north of the site are zoned SPD-C/Hotel (OBH Medical Offices). Properties to the south of the site are zoned SPD-C/Hotel (La Fogata Restaurant). Properties to the east, directly across S. Passage Way is zoned SPD-C/SF-2 and developed residentially. Properties to the west, directly across US Highway 158 is zoned SPD-C/Commercial-1 and is developed with the Outer Banks Mall.

Flood Hazard Zone of Property: This property is located in an X Flood Zone. Per the Town of Nags Head local ordinance, the property is subject to a Regulatory Flood Protection Elevation (RFPE)/Local Elevation Standard (LES) of 9 ft. The proposed new equipment will need to be elevated to 9 ft.local elevation standard.

Land Use Plan Map/Policies: The 2022 Comprehensive Land Use Plan classifies this property as General Commercial, and it is additionally located within the General Commercial Activity Node. Staff finds the expansion of mechanical HVAC equipment and subsequent site work needed to keep the Cancer Treatment Center operational to be consistent with the land use classification and stated Land Use Policies.

Specific Information:

Applicable Zoning Regulations:

Use Regulations: The existing Medical Office/Cancer Treatment Center Use is permitted within the SPD-C, Village Hotel District and was previously reviewed and approved by the Board of Commissioners at their February 5, 2020, meeting. The current request does not propose any change to the approved use or operational characteristics of the facility. Rather, the applicant is seeking approval of a parking reduction pursuant to Section 10.15.6, Modified and Reduced Parking Standards, of the Unified Development Ordinance (UDO). The details of the request and supporting justification are outlined further in the parking section of this staff report.

Lot Coverage: The SPD-C Village Hotel District establishes maximum allowable site coverage standards based on the type of improvement. The proposed development complies with these standards as summarized below:
- Maximum Building Coverage: 25% permitted; 20% proposed — Compliant
- Maximum Parking Lot Coverage: 45 permitted; 41% proposed — Compliant
- Minimum Landscaped Area: 30% required; 39% proposed — Compliant

Height & Architectural Design Standards: These elements are not affected by the proposed scope of work and remain compliant with applicable standards.

Parking: Section 10.15, Modified and Reduced Parking Requirements, specifically Section 10.15.2.6 of the Unified Development Ordinance (UDO), allows an applicant to seek a Special Use Permit to modify or reduce off-street parking requirements contained within Article 10, Part II, Off-Street Parking and Loading Requirements, as well as applicable provisions of Article 10, Part VI, Commercial Design Standards.

As part of the original approval of the Outer Banks Hospital Cancer Center in February 2020, the Board of Commissioners granted a Conditional Use Permit (now Special Use Permit) that allowed a reduction in required parking based on the unique operational characteristics of the facility. Because an outpatient infusion center is not specifically identified within Table 10-2, Required Parking by Use, the parking requirement was evaluated using the UDO standard for Medical Office, which requires one parking space per 300 square feet of gross floor area plus one parking space per employee and physician. Application of this standard would have required approximately 72 parking spaces for the combined Radiation Therapy Building and Infusion Center.

Recognizing that this parking requirement significantly exceeded the operational needs of the outpatient cancer treatment facility, the Board approved a reduced parking plan based on the limited number of treatment spaces, appointment-based scheduling, and anticipated patient volume. A condition of that approval required the applicant to perform parking utilization studies following opening of the facility to confirm that the reduced parking supply remained adequate. The site currently provides 57 off-street parking spaces serving both the Radiation Therapy Building and Infusion Center. As shown on the submitted site plan, the applicant proposes to construct an approximately 280-square-foot expansion of the existing HVAC mechanical area in order to upgrade building systems necessary to maintain appropriate conditions for compounding treatments. In order to accommodate this improvement, three existing parking spaces will be removed, although an existing paved turnaround area within the lot will be restriped to create one additional space. Following these modifications, the total on-site parking supply will be reduced from 57 spaces to 54 spaces.

The operational characteristics of the Cancer Treatment Center inherently limit peak parking demand. The facility includes an approximately 4,500-square-foot Radiation Therapy Building and a 10,400-square-foot Infusion Center containing ten infusion bays. Due to the nature of infusion therapy, only one patient may occupy each infusion bay at a time, which restricts the number of patients present onsite concurrently. Using a parking methodology comparable to a dialysis-style medical facility, one parking space per treatment bay plus one parking space per staff member, the infusion center generates an estimated parking demand of 25 spaces, based on ten treatment bays and approximately fifteen staff members. When combined with the established 22 parking spaces associated with the Radiation Therapy Building, the total comparable parking demand for the facility is approximately 47 spaces.

Following the proposed reduction, the site will continue to provide 54 parking spaces, exceeding this comparable demand by seven spaces. Importantly, the proposed HVAC expansion does not increase patient capacity, expand treatment areas, or result in additional staffing, and therefore does not generate additional parking demand.

Consistent with the conditions of the original approval, a third-party parking assessment was conducted approximately six months and twelve months after opening of the expanded Cancer Center. The study found that during peak demand periods only 32 parking spaces were occupied, representing approximately 56 percent of the available parking supply, confirming that existing parking capacity has been more than adequate to accommodate daily operations.

Based on the operational characteristics of the facility, the results of the parking assessment, and the absence of any change in use or patient capacity, staff finds that the proposed reduction of three parking spaces (from 57 to 54 spaces) will continue to provide adequate parking for the Cancer Treatment Center without creating parking shortages, off-site parking impacts, or traffic congestion.

Section 10.15.2.1 of the UDO establishes required findings for approval of a Special Use Permit for parking reduction. Based on the information provided and staff review, the request meets these findings in that the proposed reduction:
- Will not result in increased traffic congestion or negatively impact vehicular or pedestrian safety;
- Will not create parking impacts for adjacent properties or within town rights-of-way;
- Is consistent with the objectives of the Town's Comprehensive Plan supporting access to healthcare services;
- Is necessary to allow reasonable improvements to the existing facility; and
- Will not adversely impact adjacent properties or the surrounding area

Based on the analysis above, staff finds that adequate parking will remain available on-site and therefore recommends approval of the requested parking reduction.

Buffering/Landscaping: The existing buffering and landscaping associated with Section 9.24.10 of the UDO,

which requires a 20-foot-wide landscaped or natural buffer where commercial or office uses abut a residential use or designation, has been installed and is functioning as intended. This request will not impact the required buffer.

Similarly, the required parking buffer pursuant to Section 10.92.6.2 of the UDO, which requires a minimum ten (10) foot landscaped buffer between off-street parking areas and the street right-of-way where parking is located between a building and the street, is currently installed and will not be impacted by the proposed improvements.

Vegetation preservation requirements will continue to be met, with approximately 11.5% of the lot area remaining vegetated.

A limited number of plantings required for compliance with Section 10.93.3.7, Interior Parking Lot Landscaping, will be affected by the proposed site modifications. The applicant has indicated that these plantings will be relocated within the general vicinity of the parking area to maintain compliance with the landscaping requirements of the UDO.

Lighting: No changes to the existing site lighting are proposed.

Signage: No additional signage is proposed as part of this request.

Water and Sewage Disposal: While no changes to the use or operation of the building are being proposed, the applicant has provided the original authorization from Carolina Water Service for reference.

Traffic Circulation: Traffic circulation has been reviewed and approved by the town engineer.

Stormwater Management: Stormwater Basin #2 is proposed to be reshaped to accommodate the HVAC equipment expansion while maintaining or improving the basin's existing stormwater management function. Revised stormwater management documentation has been reviewed and approved by the town engineer as submitted.

Fire: The project will be required to comply with all applicable North Carolina Fire Prevention Code requirements. The deputy fire chief has reviewed and approved the proposal as submitted.

Public Works: The existing dumpster location remains compliant and acceptable for front-load sanitation service. The public services director has reviewed and approved the proposal as submitted.

ANALYSIS

Staff finds that the proposal remains consistent with the applicable use and development standards, as well as relevant land use policies. Additionally, staff finds that the criteria necessary to allow a reduction in parking pursuant to Sections 10.15.2.1 and 10.15.2.6 of the UDO, in conjunction with the submitted parking analysis, have been satisfied.

Pursuant to Section 3.8.4.6 of the Unified Development Ordinance the Board of Commissioners shall issue a Special Use Permit if it has evaluated an application through a quasi-judicial process and determined that:
1. The use will not materially endanger the public health and safety if located where proposed and developed according to the plan as submitted.
2. The use, as proposed, will not overburden the firefighting capabilities and the municipal water supply capacity of the town as such facilities and capabilities will exist on the completion date of the conditional use for which application is made.
3. The conditional use will be in harmony with the existing development and uses within the area in which it is to be located.
4. Adequate utilities, access roads, drainage, parking, or necessary facilities have been or are being provided.

Attachments

1. 5 I1 PH OBH Cancer Center parking
2. 5 I1 OBH Cancer Center pn revised
3. 5 I1 PH OBH Cancer Center parking pn

WithersRavenel
Our People. Your Success.

February 11, 2026

Plan Reviewer
Town of Nags Head
P.O. Box 99
Nags Head, NC 27959

Re: Special Use Permit Application
Outer Banks Hospital Cancer Center – 4927 S. Croatan Hwy
Nags Head, Dare County, North Carolina

To whom it may concern;

On behalf of the Outer Banks Hospital, WithersRavenel hereby submits for your review and approval a Special Use Permit Application package for the Outer Banks Hospital Cancer Center. Please find the following enclosed items for your review and approval:

1. One (1) Application fee check in the amount of $500.00 made payable to the TONH;
2. One (1) copy of the signed Special Use Permit Application;
3. One (1) copy of the previously approved sewage disposal approval;
4. One (1) copy of the Site & Parking Narrative, including supporting documents;
5. Twelve (12) copies of the proposed Plan Set.

Please do not hesitate to contact me at (252) 455-4366 or ndashti@withersravenel.com should you have any questions or require any additional information. Thank you for your attention to this project.

Sincerely,
WithersRavenel

Nadeen Dashti

Docusign Envelope ID: C8150E9C-4F5B-4C63-A053-2CB09867B6BA

TOTAL PROPOSED SQUARE FOOTAGE 0 x .50 = $ 0 +

SPECIAL USE ☒ ($500.00)

(Optional) VESTED RIGHT ☒ (no fee)

= TOTAL FEE DUE $500

TOWN OF NAGS HEAD

DATE RECEIVED _____

SITE PLAN REVIEW APPLICATION & CHECKLIST FOR SPECIAL USES

1. **LOCATION AND ZONING INFORMATION**
   - A. PROJECT TITLE OBH - Cancer Center
   - B. STREET ADDRESS 4927 S. Croatan Highway
   - C. SUBDIVISION Small Hotel Parcel Village at Nags Head
     LOT(S) 26r BLOCK N/A SECTION N/A
   - D. PRESENT ZONING SPDC-VH, Special Planned Dev-Village Hotel
   - E. PRESENT USE Medical Use
   - F. EXISTING NONCONFORMITIES CUP obtained for hospital parking
   - G. ABUTTING PROPERTY ZONING SF-2 (east) commercial/village hotel (north & south)
   - H. ABUTTING PROPERTY USE Residential (east), restaurant (south), medical office (north)

2. **CERTIFICATION AND STANDING**
   - A. As applicant of standing of the above-named project, I certify that the information on this checklist and the site plan is complete and accurate.

     _____

     OWNER ☐ AGENT ☐ CONTRACT ☐ PURCHASER ☐
   - B. APPLICANT/DEVELOPER: NAME The Outer Banks Hospital Inc.
     ADDRESS 4800 S. Croatan Hwy, Nags Head, NC 27959
     TELEPHONE ronnie.sloan@theobh.com
   - C. CONTACTPERSON: NAME Ronald Sloan, President
     ADDRESS 4800 South Croatan Highway
     Nags Head, NC 27959
     TELEPHONE 252-449-4500

3. **ADJACENT OWNERSHIP INFORMATION (TO BE SHOWN ON SITE PLAN)**

   NAME/ADDRESS (N) _____

   NAME/ADDRESS (S) _____

   NAME/ADDRESS (E) _____

   NAME/ADDRESS (W) _____

   (If additional space is needed, please attach separate sheets.)

   4917 Croatan Highway - The Outer Banks Hospital, Medical Offices Building LLC; 4810 S. Croatan Hwy, Nags Head, NC 27959
   4933 Croatan Highway - Carlos Angel Fernandez; PO Box 1325 Nags Head, NC 27959
   4929 S. Passage Way - Margaret K. Galasso; 2403 Hightee Court Crofton, MD 21114
   4927 S. Passage Way - Darby, Jeffrey N; 15647 Short Hill Rd, Purcellville, VA 20132
   4923 S. Passage Way - OBX Holdings LLC; 159 Brindle Rd, Mechanicsburg, PA 17055
   4930 S. Passage Way - Allen, Todd Blanton; 701 Woodberry Rd, Henrico, VA 23229

Docusign Envelope ID: C8150E9C-4F5B-4C63-A053-2CB09867B6BA

4. SITE PLAN AND SITE PLAN ATTACHMENT DATA

A. Site plan preparer WithersRavenel - Cathleen M. Saunders Phone# 252.202.7112
NC Registered ☒ Engineer ☐ Architect ☐ Surveyor. License# 043652

B. The design for the attached Stormwater Management Plan includes:

☐ 1.5", 2-hour rainfall: retained on-site.

☒ 4.3", 2-hour rainfall: no important access or health-related impacts.

☐ 5.0", 2-hour rainfall: no unapproved impacts.

Drainage calculations have been prepared ☒ YES ☐ NO ATTACHED ☒ YES ☐ NO

Note: Stormwater Management Plan MUST be approved by the Town Engineer prior to Planning Board review for all listed permitted uses in the zoning ordinance.

C. Sewage disposal approval is being submitted in the form of:

☒ Attached tentative approval letter dated 08/14/17 & 09/25/19

☐ Attached final permit dated _____

☐ State ☐ County

D. Project involves condominium ownership.

☒ NO ☐ YES, Three copies of condominium documents attached.

E. Amount of land-disturbing activity proposed <5,000 sf square feet.

A Soil Erosion and Sedimentation Control Plan has been prepared.

☒ NO ☐ YES; (1) Copy attached,
(2) Copy submitted to Dare County Soil Conservation Service, Manteo NC 27954.

F. Coastal Area Management Act (CAMA) permit. ☐ YES ☒ NO

5. INFORMATION TO BE SHOWN ON SITE PLAN

Twelve (12) copies for Planning Board review

A. **Property and ownership**	YES	COMMENTS
1. Present recorded owner and map book/cabinet reference of the site property.	X	
2. Current PIN Number.	X	
3. Site Address.	X	
4. Owners' names, lot numbers or map book and page reference of all adjacent property owners.	X	
5. Boundary of the entire parcel by course and distance.	X	
6. Widths of the existing rights-of-way that abut the site.	X	
7. Nature or purpose, location and size of existing easements.	X	
8. At all lot comers, points of tangents and any angle point along a given course of the site, iron pins minimum 3/8-inch diameter or 4x4-inch concrete monuments.	X	
9. Plan to at least 1"=50' scale, showing north arrow and whether true or magnetic.	X	
10. Signature and seal of preparer.	X	
B. Existing features		
1. Streets, curbs, and sidewalks with type and width of pavement.	X	
2. Topographic features of site and existing grades for any streets, storm drainage system including existing grades at four comers of all structures.	X	

	YES	COMMENT
3. Flood zone(s) as determined by latest FEMA Flood Insurance Rate Map, with notation, "flood zone subject to change by FEMA."	X	
4. All underground utilities and facilities including gasoline tanks and existing septic facilities (including tanks and fields).	X	
5. If the lot is within an ocean hazard Area of Environmental Concern, the location of the first line of stable natural vegetation, the CAMA setback line, and contour lines at 2-foot intervals depicting any dunes located within an oceanfront AEC that are to be disturbed by construction.	N/A	
6. The location of any marsh areas or estuarine waters or US Army Corps of Engineers 404 wetlands within or abutting the lot.	N/A	
7. If the lot is within the small surface water supply watershed AEC (within 1,200 feet from the Fresh Water Pond), the distance between the pond and proposed septic or sewage treatment system.	N/A	
8. Percentage of site to be included in calculation for undisturbed vegetation preservation compliance in Article 10, Part I of the Unified Development Ordinance.	X	
C. **Site improvements** in accordance with regulations of state of North Carolina, Dare County, and Town of Nags Head		
1. Proposed building type (e.g., concrete or frame), number of floors and dimensions.	X	
2. Proposed building elevations of all sides of building labeled in accordance with proposed architectural design criteria of Article 10, Part VI of the UDO.	X	
3. Total height and number of stories of proposed structure(s). If increased height is being proposed in conjunction with increased setbacks, show increase allowed in tabular form on plan. Note definition of height in Appendix A of the Unified Development Ordinance.	X	
4. Existing and proposed ground elevations at the corners of proposed structure(s).	X	
5. Sanitary sewer facilities with connection to sewer system or septic tank.	X	
6. Approximate locations of proposed underground utilities and any necessary easements.	X	
7. Screened dumpster pad(s) accessible to left-side loaders and sized in accordance with the Town Code of Ordinances.	X	
8. Proposed fire hydrants and extensions of water distribution lines.	X	
9. Location and height of proposed free-standing signs. See requirements of Article 10, Part III of the Unified Development Ordinance.	X	
10. Location of all sidewalks, curbs, drives, and parking within the site and proposed finished elevations.	X	
11. Handicapped parking spaces, walks, ramps, and entrances in accordance with the NC State Building Code. Handicapped parking spaces to be 13 feet wide, marked with a free-standing handicapped sign.	X	
12. The Vegetative Buffer Yard areas have been identified and the proper buffer yard provision(s) have been identified as outlined in the Unified Development Ordinance.	X	
13. Layout of numbered stalls/loading zones in accordance with Article 10, Part II of the Unified Development Ordinance.	X	

Docusign Envelope ID: C8150E9C-4F5B-4C63-A053-2CB09867B6BA

Commercial ☒ Residential ☐	Parking Spaces Required	Parking Spaces Shown	Loading Spaces
2 STORIES BUILDING SQUARE FOOTAGE: PRINCIPAL 15,260 ACCESSORY _____ TOTAL 15,260	72 required spaces SPECIAL USE REQUESTED FOR PARKING REDUCTION	57 existing parking spaces, to be reduced to 54 spaces as shown on the attached site plan.	One existing loading zone shown.
# EMPLOYEES 22			
#DWELLING/LODGING UNITS N/A			

D. **EXPLANATORY NOTES**

1. Vicinity map.
2. Total square feet of land area to undergo land-disturbing activity.
3. The total required parking spaces versus the total parking spaces provided. Parking spaces to be numbered.
4. Cross-section details of all streets, roads, ditches, and parking lot improvements.
5. The number of dwelling/commercial units. If more than one use is proposed (e.g., large hotel with shops, etc.), show breakdown of units or square footage by building.
6. If additional height above 35 feet is being proposed, the additional height and increased setbacks shall be laid out in tabular form.
7. Total site coverage calculations. (Refer to UDO to calculate lot coverage for lots abutting ocean or sound).
8. Components of the lighting plan (pole location, pole height, type of fixture, wattage, source of illumination, etc.). See Article 10, Part IV of the Unified Development Ordinance.
9. A completed architectural points worksheet for commercial structures subject to residential design criteria.

6. **PLAN AND ATTACHMENT PREPARER CERTIFICATION**

A. I certify that all information for which I am responsible is complete and accurate.

2/6/2026
DATE

Signed by:
SIGNATURE OF ENGINEER ☒ ARCHITECT ☐ SURVEYOR ☐

B. The following individuals have contributed information or attachments to the plan:

Name	Phone#	Information Provided

Docusign Envelope ID: C8150E9C-4F5B-4C63-A053-2CB09867B6BA

Site Specific Development Plan Option - Vested Right for Site Plans

Please be advised that as the owner, or agent for the owner, you have the opportunity to apply for and receive a Site-Specific Development Plan that will establish a Vested Right for this project for a period of time not to exceed two (2) years from the date the Board of Commissioners approves the plan. You must secure a building permit for this project within two (2) years of the approval date, or your Site-Specific Development Plan will expire. If you elect not to apply for a Site-Specific Development Plan, you must secure a building permit within six (6) months or else your site plan will expire.

If you choose the Site-Specific Development Plan option, please keep in mind the following concerns:

1. Although your project may be classified as a permitted use, by requesting a Site-Specific Development Plan your project will be processed as a Special Use for which a public hearing will be held, and an additional fee of $200.00 will be charged to process your application.
2. Once your Site-Specific Development Plan has been approved with vested rights status no modifications can be made to the plan.

If you wish to take advantage of the Vested Right process, please check off the Vested Right box on page one. If you do not, then leave the box blank.

Carolina Water Service
of North Carolina™

24 September 2019

Outer Banks Hospital
4800 S. Croatan Hwy.
Nags Head, NC 27959

Re: New Cancer Treatment Center
Sanitary Sewer Service
4,000 Gallons Per Day

To Whom It Many Concern:

Carolina Water Service, Inc. of North Carolina (CWSNC) is a franchised and regulated public utility company in the State of North Carolina that provides sanitary sewer utility service to the Village of Nags Head.

CWSNC is willing and able to provide sanitary sewer utility service to the above referenced property; any and all fees apply.

Our Customer Service Department can be reached at 1-800-525-7990 to make arrangements for service and account setup. If I can be of any assistance, please contact me directly at 252-269-2540 or dana.hill@carolinawaterservicenc.com.

Respectfully,

Dana Hill
Director of Operations

Cc: Bryce Mendenhall
Anthony Chilton
Matthew Palmiter
Donna Stegall

Carolina Water Service of North Carolina™

The Outer Banks Hospital, Inc.

4800 S. Croatan Hwy

Nags Head, NC 27959

Re: New Radiation Therapy Building

4927 S. Croatan Hwy.

Sanitary Sewer Utility Service

1,750 Gallons Per Day

To Whom it may concern,

Carolina Water Service, Inc. of North Carolina ("CWS") provides sanitary sewer utility service to the Village of Nags Head. CWS is a franchised and regulated public utility company in the state of North Carolina.

CWS is willing and able to provide sanitary sewer utility service to the above referenced property (any and all applicable fees apply).

Our Customer Service Department may be reached at 1-800-525-7990 to make arrangements for service and account set up. If I may be of assistance, please do not hesitate to contact me directly at 252-240-1398 or by email at DWLassiter@uiwater.com. Thank you.

Sincerely,

Danny Lassiter

Danny Lassiter

Regional Manager

Cc: Bryce Mendenhall, Ronnie Stanis, Vanessa Robinson, Eddie Baldwin

OBH Cancer Center

SITE NARRATIVE

2/11/2026

WR Job Number: 25-0966

Author Nadeen Dashti

WithersRavenel
Our People. Your Success.

WithersRavenel
8466 Caratoke Hwy
Powells Point, NC 27966

WithersRavenel
Our People. Your Success.

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Parking Calculations 3

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Project Description

This narrative will describe the proposed special use request for parking reduction at 4927 S. Croatan Highway. The Outer Banks Hospital is proposing an expansion of the HVAC area for their Cancer Center, which includes an existing radiation therapy building and an infusion facility in Nags Head, Dare County, NC.

The subject property consists of a single parcel containing approximately 1.45 acres. All improvements described in prior approvals for the Cancer Treatment Center have been completed. The site currently contains the existing Radiation Therapy Building and Infusion Center, along with associated parking, pedestrian facilities, stormwater control measures, and vehicular circulation areas serving the outpatient cancer treatment facility.

The Cancer Treatment Center operates as an outpatient medical facility and includes radiation therapy treatment areas, infusion bays, exam rooms, offices, and support spaces. The facility operates five days per week and serves patients on a scheduled, appointment-based basis.
No change of use is proposed as part of this application.

Purpose of Special Use Permit Request

The purpose of the current application is to obtain a Special Use Permit to reduce the number of required parking spaces in order to accommodate a 279-square-foot expansion of the existing HVAC mechanical area. This expansion is necessary to support ongoing operational and equipment needs of the existing Cancer Treatment Center.

In addition to the HVAC expansion, the project includes reshaping and regrading of the existing Stormwater Basin #2 to maintain compliance with stormwater management requirements following the proposed impervious area adjustment. No new stormwater basin is proposed, and the reconfiguration will continue to meet all applicable State and local stormwater standards.

The requested parking reduction allows these improvements to be constructed without expanding the overall developed footprint of the site beyond what can be reasonably accommodated within existing site constraints.

Existing Site Conditions

The site is fully developed and occupied by the Outer Banks Hospital Cancer Treatment Center. All parking spaces currently serving the facility were constructed and approved under prior permits. Internal vehicular circulation, ADA-compliant pedestrian connections, and designated service areas are provided on-site. Stormwater management facilities, including Basin #2, are currently in place and functioning.

The existing parking supply has proven adequate for daily operations based on the facility's outpatient nature, scheduled appointment model, and limited number of patients treated concurrently.

Parking Calculations

The Outer Banks Hospital Cancer Treatment Center currently provides a total of fifty-seven (57) off-street parking spaces serving the existing Radiation Therapy Building and Infusion Center. These spaces were established as part of previously approved site improvements and have demonstrated adequate capacity for daily operations.

Application of the Town of Nags Head Unified Development Ordinance medical office parking rate of one parking space per 300 square feet of gross floor area, plus one parking space for each employee and physician, results in a calculated parking requirement of seventy-two (72) spaces for the combined Radiation Therapy Building and Infusion Center. This parking requirement was previously evaluated by the Town and approved as nonconforming through an alternative parking plan based on the unique operational characteristics of an outpatient cancer treatment facility.

As part of the current project, a 280-square-foot expansion of the existing HVAC mechanical area iss proposed. To accommodate this expansion and associated site adjustments, several existing parking spaces must be removed. An existing paved turnaround area within the parking lot will be restriped and converted into one additional standard parking space. Following these modifications, the total number of on-site parking spaces will be reduced from fifty-seven (57) to fifty-four (54), resulting in a net reduction of three (3) parking spaces.

The remaining parking supply is adequate based on the operational characteristics of the Cancer Treatment Center. The facility consists of an approximately 4,500-square-foot Radiation Therapy Building and an approximately 10,400-square-foot Infusion Center containing ten infusion bays. Due to the nature of infusion therapy, only one patient may occupy each infusion bay at a time, which inherently limits the number of patients present on-site concurrently.

Using a parking methodology comparable to a dialysis-style medical facility, which reflects the most similar operational characteristics, parking demand is calculated based on one parking space per treatment bay plus one parking space per staff member. Based on ten infusion bays and approximately fifteen staff members associated with the infusion center, the infusion component generates a demand of twenty-five (25) parking spaces. The Radiation Therapy Building has an established parking basis of twenty-two (22) spaces. Together, this results in a comparable parking demand of forty-seven (47) spaces for the existing Cancer Treatment Center.

With fifty-four (54) parking spaces provided following the proposed reduction, the site continues to exceed this comparable demand by seven (7) spaces. The requested reduction does not introduce any change in use, increase in patient capacity, or expansion of treatment areas, and the HVAC expansion does not result in additional staffing or increased daily visitation. Based on historical site performance and the outpatient, appointment-based nature of the facility, the remaining parking supply will continue to adequately serve staff, patients, and visitors without creating parking shortages or off-site impacts.

Parking Reduction Justification

The Cancer Treatment Center functions as a low-turnover, appointment-based outpatient facility, where the number of patients on-site at any given time is inherently limited by the number of treatment rooms and infusion bays. Staff schedules and patient appointments are staggered throughout the day, further reducing peak parking demand. A parking assessment was performed 12-months after opening of the expanded Cancer Center to evaluate necessary parking counts under the original conditional use permit conditions. A copy of this parking assessment performed by Kimley-Horn and Associates, inc. dated January 2025 is included within **Appendix A** for reference. This analysis and supporting information indicated that during peak parking demand periods, only 56% of the currently available parking spaces are occupied (32 spaces).

The requested parking reduction will not adversely impact site operations, surrounding properties, or the Town's transportation network. The reduction is directly tied to enabling essential building systems improvements rather than intensifying site use or occupancy.

Stormwater Improvements

Stormwater Basin #2 will be reshaped to accommodate the HVAC expansion while maintaining or improving existing stormwater performance. The basin will continue to comply with all applicable State of North Carolina stormwater regulations and Town of Nags Head requirements, ensuring no adverse off-site impacts or reduction in stormwater treatment. Revised stormwater calculations have been provided within **Appendix B**.

Conclusion

The requested Special Use Permit is consistent with the Town of Nags Head Comprehensive Plan, which supports the provision of medical and healthcare services within designated commercial corridors. The parking reduction does not increase traffic congestion, does not create parking impacts on adjacent properties, maintains public safety and accessibility, and support the continued operation of a critical healthcare facility.

All improvements will occur within the limits of the existing parcel and will not impact Town rights-of-way.

The Outer Banks Hospital Cancer Treatment Center is an established and essential healthcare facility serving the Town of Nags Head and surrounding communities. The requested Special Use Permit to reduce parking is a reasonable and limited adjustment that enables necessary mechanical upgrades and stormwater improvements without altering site use or increasing operational intensity.

Approval of the Special Use Permit will allow the site to continue functioning efficiently while maintaining compliance with Town of Nags Head standards.

Appendix A: Parking Assessment

Kimley»Horn

MEMORANDUM

To:	J. Todd Skinner Director of Construction ECU Health Facilities + Properties
From:	Benjamin Reim, P.E. Kimley-Horn and Associates, Inc.
Date:	January 20, 2025
Subject:	Outer Banks Hospital Radiation Therapy Center Parking Assessment (12-Month Submittal - December 2024)

Kimley-Horn was retained to perform a parking assessment of the recently expanded Outer Banks Hospital Radiation Therapy Center (referred to as "Radiation Therapy Center" or "RTC" in this document) in Nags Head, NC which opened in January 2024. The site is located along South Croatan Highway (Route 158), north of East Mall Street and south of East Dunn Street. This traffic assessment (conducted approximately 12 months after the RTC opening) is the second and final of two assessments conducted on the current parking lots. The first assessment was conducted at approximately 6 months after opening in June 2024. The primary purpose of the parking assessments is to understand if existing parking capacity is adequate to accommodate current parking demands of the RTC.

Data Collection

The new RTC provides two parking areas for staff, patients, and visitors. A combined 58 total parking spaces are provided between the two parking areas, referred to as "front" and "rear" (See **Figure 1**). The rear lot is generally utilized for staff parking and deliveries with restricted signage (See **Figure 2**), whereas the front lot is typically used for patients. Through interviews with RTC staff, December 12 was validated as a typical day with full patient schedules throughout the day. RTC staff indicated that the most active period for patient appointments during a typical day occurs during midday; however, appointments are scheduled evenly throughout the day.

Parking space occupancy data in both parking lots and vehicle turning movement count (TMC) data at each parking lot driveway were collected on Thursday December 12, 2025, from 6:00 AM to 6:00 PM. Three peak hours were observed from the driveway TMCs: 8:00—9:00 AM, 1:00—2:00 PM, and 4:30—5:30 PM. Peak hour traffic volumes from each of these peak hours are included in **Figure 3** with raw parking occupancy and TMC data included in **Appendix A**.

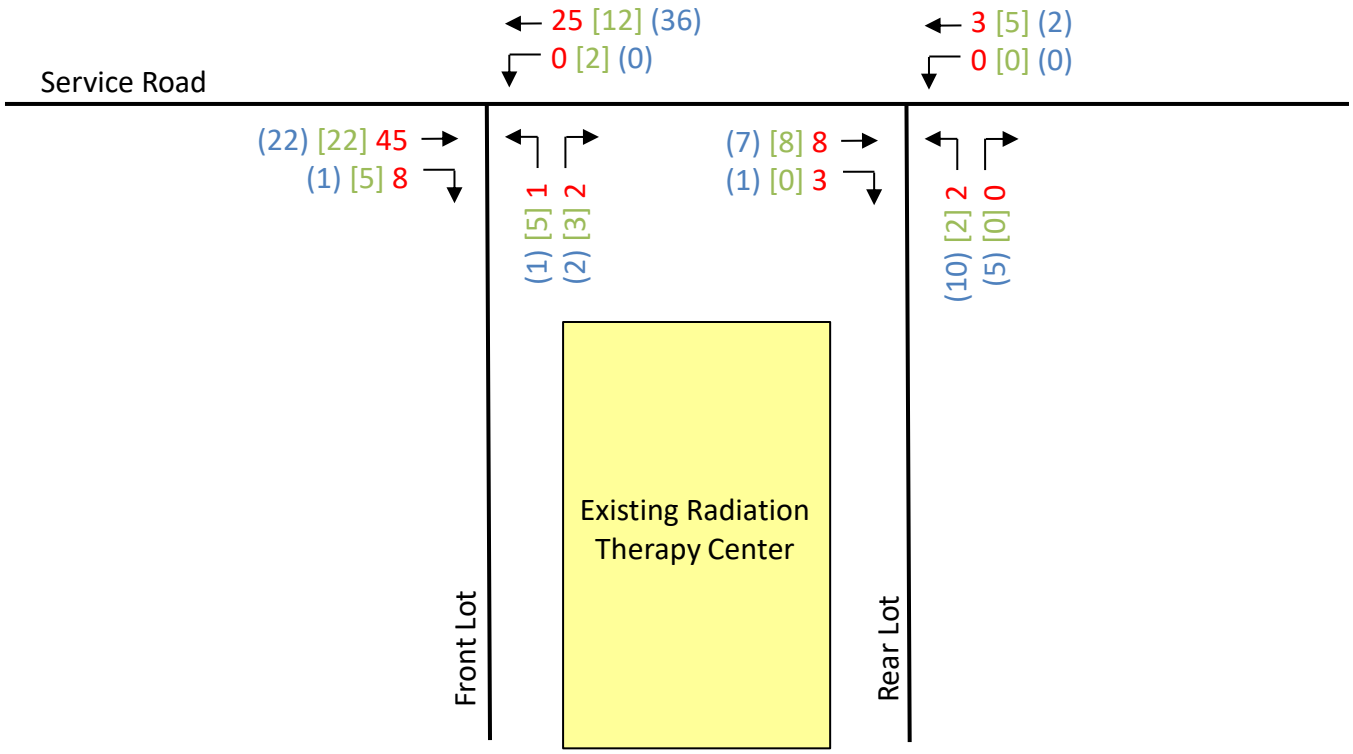


Figure 1: Existing RTC Site



Figure 2: Rear Lot Signage

DRAWING NOT TO SCALE



LEGEND

XX [XX] (XX) - AM Peak Hour Volumes [Midday Peak Hour Volumes] (PM Peak Hour Volumes)

→ - Turning Movement

Kimley»Horn	OBX Radiation Therapy Center Parking Analysis	Peak Hour Volumes (December 2024)	Figure 3

Parking Occupancy Assessment

Figure 4 summarizes observed parking space occupancy in both the front and rear parking lots. The colored bars in the graph represent occupied front parking spaces (red), occupied rear parking spaces (blue) and remaining vacant parking spaces in grey.

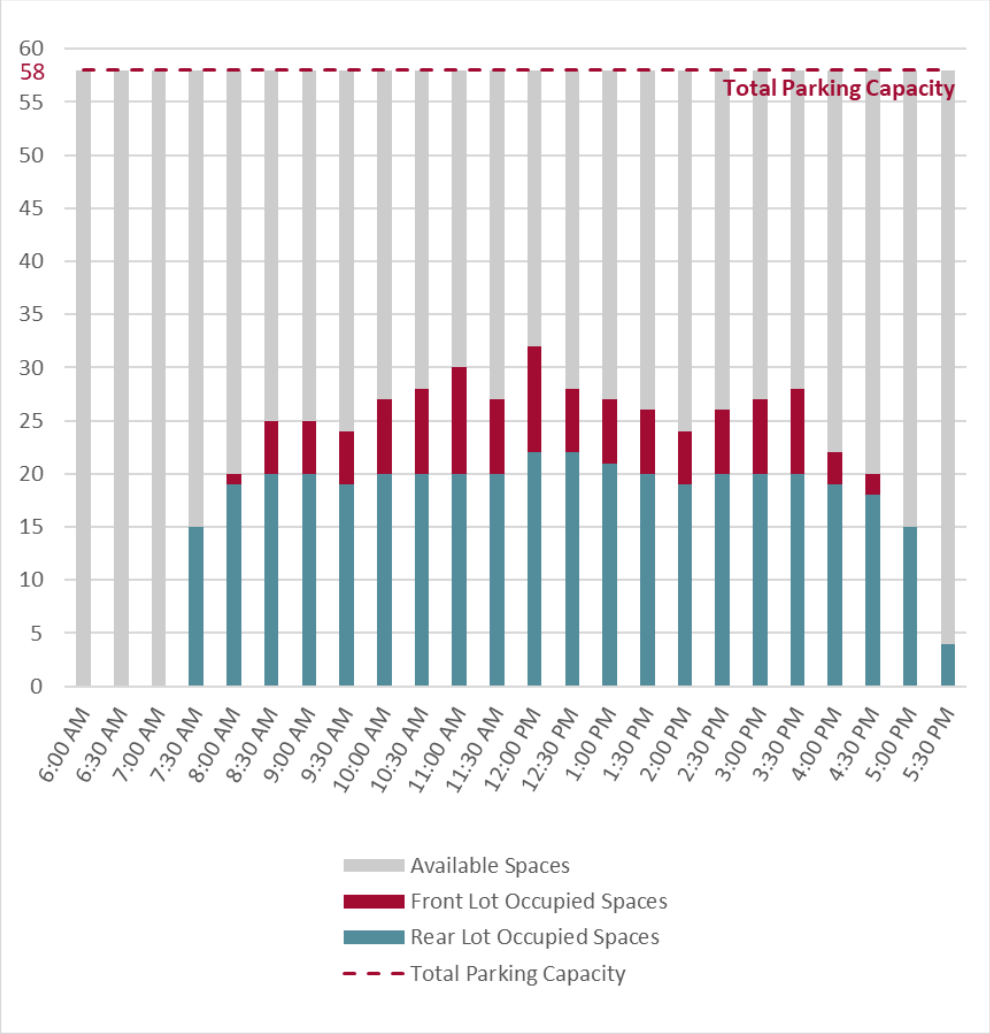


Figure 4: Daily RTC Parking Lot Occupancy (December 2024)

The rear parking lot, which RTC staff typically use, experiences the greatest occupancy and is consistent throughout the day, similar to observed occupancy in the June 2024 assessment. The highest combined peak occupancy of the two lots occurred from 12:00—1:00 PM (i.e., 32 total spaces occupied with 26 total spaces still available/vacant). In a 2021 parking assessment performed at the prior RTC, it was documented that the proposed expanded RTC could be expected to approximately double in size and

activity, which is consistent when peak parking occupancy from the 2021 assessment is compared to both the June and December 2024 assessments.

Conclusion

Based on the December 2024 parking occupancy assessment, there is adequate parking supply to accommodate typical-day RTC operations. During peak parking demand periods, 55% of available spaces are occupied with 23 open spaces in the front lot and 3 in the rear. Similar to the June 2024 assessment, current parking supply as of December 2024 is still conservatively adequate. It is also not recommended that additional parking spaces be considered for future use since RTC staff indicated limitations in expanding staff and clientele due to size restrictions of the facility (i.e., number of treatment rooms).

APPENDIX A: RAW PARKING COUNT AND TMC DATA

Prepared by National Data & Surveying Services

Parking Study

Project ID: 24-160070 **Date:** 12/12/2024

City: Nags Head, NC **Day:** Thursday

Lot	PKG-001		PKG-002
	Regular	Handicap	Regular
Space	**29**	**4**	**25**
6:00 AM	0	0	0
6:30 AM	0	0	0
7:00 AM	0	0	0
7:30 AM	0	0	15
8:00 AM	1	0	19
8:30 AM	5	0	20
9:00 AM	5	0	20
9:30 AM	4	1	19
10:00 AM	5	2	20
10:30 AM	5	3	20
11:00 AM	7	3	20
11:30 AM	6	1	20
12:00 PM	7	3	22
12:30 PM	4	2	22
1:00 PM	4	2	21
1:30 PM	5	1	20
2:00 PM	4	1	19
2:30 PM	6	0	20
3:00 PM	7	0	20
3:30 PM	8	0	20
4:00 PM	3	0	19
4:30 PM	2	0	18
5:00 PM	0	0	15
5:30 PM	0	0	4

National Data & Surveying Services

Intersection Turning Movement Count

Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: No Control

Project ID: 24-160069-001
Date: 12/12/2024

Data - Total

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
6:30 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	5
7:00 AM	0	0	0	0	0	0	0	0	0	11	0	0	0	2	0	0	13
7:15 AM	0	0	0	0	0	0	0	0	0	15	0	0	0	8	0	0	23
7:30 AM	0	0	0	0	0	0	0	0	0	12	0	0	0	4	0	0	16
7:45 AM	0	0	0	0	0	0	0	0	0	17	1	0	0	4	0	0	22
8:00 AM	0	0	0	0	0	0	0	0	0	9	1	0	0	6	0	0	16
8:15 AM	0	0	0	0	0	0	0	0	0	9	3	0	0	4	0	0	16
8:30 AM	1	0	2	0	0	0	0	0	0	12	3	0	0	5	0	0	23
8:45 AM	0	0	0	0	0	0	0	0	0	15	1	0	0	10	0	0	26
9:00 AM	0	0	2	0	0	0	0	0	0	3	1	0	0	3	0	0	9
9:15 AM	2	0	0	0	0	0	0	0	0	5	2	0	0	2	0	0	11
9:30 AM	1	0	0	0	0	0	0	0	0	4	3	1	0	3	0	0	12
9:45 AM	1	0	0	0	0	0	0	0	0	5	1	0	0	3	0	0	10
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	5	0	4	0	0	0	0	0	0	125	16	1	0	54	0	0	205
APPROACH %'s :	55.56%	0.00%	44.44%	0.00%					0.00%	88.03%	11.27%	0.70%	0.00%	100.00%	0.00%	0.00%	
PEAK HR :	08:00 AM - 09:00 AM																TOTAL
PEAK HR VOL :	1	0	2	0	0	0	0	0	0	45	8	0	0	25	0	0	81
PEAK HR FACTOR :	0.250	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.667	0.000	0.000	0.625	0.000	0.000	0.779
	0.250								0.828				0.625				

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	2	0	0	0	0	0	0	0	0	4	2	0	0	6	0	0	14
10:15 AM	1	0	0	0	0	0	0	0	0	2	2	0	0	3	0	0	8
10:30 AM	1	0	1	0	0	0	0	0	0	6	2	0	0	5	0	0	15
10:45 AM	0	0	1	0	0	0	0	0	0	2	1	0	2	2	0	0	8
11:00 AM	0	0	1	0	0	0	0	0	0	2	1	0	0	3	0	0	7
11:15 AM	3	0	2	0	0	0	0	0	0	1	2	0	0	4	0	0	12
11:30 AM	1	0	0	0	0	0	0	0	0	3	3	0	0	1	0	0	8
11:45 AM	1	0	1	0	0	0	0	0	0	2	3	0	0	2	0	0	9
12:00 PM	2	0	1	0	0	0	0	0	0	1	2	0	2	2	0	0	10
12:15 PM	4	0	2	0	0	0	0	0	0	4	1	0	0	1	0	0	12
12:30 PM	2	0	1	0	0	0	0	0	0	6	2	0	1	1	0	0	13
12:45 PM	1	0	0	0	0	0	0	0	0	6	1	0	0	2	0	0	10
1:00 PM	2	0	1	0	0	0	0	0	0	5	2	0	0	3	0	0	13
1:15 PM	1	0	0	0	0	0	0	0	0	3	0	0	2	5	0	0	11
1:30 PM	1	0	1	0	0	0	0	0	0	8	2	1	0	2	0	0	15
1:45 PM	1	0	1	0	0	0	0	0	0	6	1	1	0	2	0	0	12
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	23	0	13	0	0	0	0	0	0	61	27	2	7	44	0	0	177
APPROACH %'s :	63.89%	0.00%	36.11%	0.00%					0.00%	67.78%	30.00%	2.22%	13.73%	86.27%	0.00%	0.00%	
PEAK HR :	01:00 PM - 02:00 PM																TOTAL
PEAK HR VOL :	5	0	3	0	0	0	0	0	0	22	5	2	2	12	0	0	51
PEAK HR FACTOR :	0.625	0.000	0.750	0.000	0.000	0.000	0.000	0.000	0.000	0.688	0.625	0.500	0.250	0.600	0.000	0.000	0.850
	0.667								0.659				0.500				

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	2	0	0	0	0	0	0	0	0	4	1	0	0	5	0	0	12
2:15 PM	0	0	1	0	0	0	0	0	0	4	3	0	0	6	0	0	14
2:30 PM	1	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	6
2:45 PM	0	0	0	0	0	0	0	0	0	4	2	0	0	2	0	0	8
3:00 PM	0	0	1	0	0	0	0	0	0	5	2	0	0	4	0	0	12
3:15 PM	1	0	0	0	0	0	0	0	0	5	1	1	0	4	0	0	12
3:30 PM	3	0	1	0	0	0	0	0	0	1	1	0	1	4	0	0	11
3:45 PM	1	0	2	0	0	0	0	0	0	5	0	0	0	4	0	0	12
4:00 PM	1	0	1	0	0	0	0	0	0	4	1	1	0	6	0	0	14
4:15 PM	0	0	0	0	0	0	0	0	0	7	0	0	0	6	0	0	13
4:30 PM	0	0	1	0	0	0	0	0	0	6	1	0	0	5	0	0	13
4:45 PM	1	0	1	0	0	0	0	0	0	5	0	1	0	8	0	0	16
5:00 PM	0	0	0	0	0	0	0	0	0	8	0	0	0	10	0	0	18
5:15 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	13	0	0	16
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3
5:45 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	10	0	8	0	0	0	0	0	0	66	12	3	1	83	0	0	183
APPROACH %'s :	55.56%	0.00%	44.44%	0.00%					0.00%	81.48%	14.81%	3.70%	1.19%	98.81%	0.00%	0.00%	
PEAK HR :	04:30 PM - 05:30 PM																TOTAL
PEAK HR VOL :	1	0	2	0	0	0	0	0	0	22	1	1	0	36	0	0	63
PEAK HR FACTOR :	0.250	0.000	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.688	0.250	0.250	0.000	0.692	0.000	0.000	0.875
	0.375								0.750				0.692				

National Data & Surveying Services

Intersection Turning Movement Count

Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: No Control

Project ID: 24-160069-001
Date: 12/12/2024

Data - Cars

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
6:30 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	5
7:00 AM	0	0	0	0	0	0	0	0	0	11	0	0	0	2	0	0	13
7:15 AM	0	0	0	0	0	0	0	0	0	14	0	0	0	7	0	0	21
7:30 AM	0	0	0	0	0	0	0	0	0	12	0	0	0	4	0	0	16
7:45 AM	0	0	0	0	0	0	0	0	0	17	1	0	0	4	0	0	22
8:00 AM	0	0	0	0	0	0	0	0	0	9	1	0	0	6	0	0	16
8:15 AM	0	0	0	0	0	0	0	0	0	9	3	0	0	4	0	0	16
8:30 AM	1	0	2	0	0	0	0	0	0	12	3	0	0	5	0	0	23
8:45 AM	0	0	0	0	0	0	0	0	0	15	1	0	0	10	0	0	26
9:00 AM	0	0	2	0	0	0	0	0	0	3	1	0	0	3	0	0	9
9:15 AM	2	0	0	0	0	0	0	0	0	5	2	0	0	2	0	0	11
9:30 AM	1	0	0	0	0	0	0	0	0	4	3	0	0	3	0	0	11
9:45 AM	1	0	0	0	0	0	0	0	0	5	1	0	0	3	0	0	10
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	5	0	4	0	0	0	0	0	0	124	16	0	0	53	0	0	202
APPROACH %'s :	55.56%	0.00%	44.44%	0.00%					0.00%	88.57%	11.43%	0.00%	0.00%	100.00%	0.00%	0.00%	
PEAK HR :	08:00 AM - 09:00 AM																TOTAL
PEAK HR VOL :	1	0	2	0	0	0	0	0	0	45	8	0	0	25	0	0	81
PEAK HR FACTOR :	0.250	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.667	0.000	0.000	0.625	0.000	0.000	0.779
	0.250								0.828				0.625				

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	2	0	0	0	0	0	0	0	0	4	2	0	0	6	0	0	14
10:15 AM	1	0	0	0	0	0	0	0	0	2	2	0	0	3	0	0	8
10:30 AM	1	0	1	0	0	0	0	0	0	6	2	0	0	5	0	0	15
10:45 AM	0	0	1	0	0	0	0	0	0	2	1	0	2	2	0	0	8
11:00 AM	0	0	1	0	0	0	0	0	0	2	1	0	0	3	0	0	7
11:15 AM	3	0	2	0	0	0	0	0	0	1	2	0	0	4	0	0	12
11:30 AM	1	0	0	0	0	0	0	0	0	3	3	0	0	1	0	0	8
11:45 AM	1	0	1	0	0	0	0	0	0	2	3	0	0	2	0	0	9
12:00 PM	2	0	1	0	0	0	0	0	0	1	2	0	2	2	0	0	10
12:15 PM	4	0	1	0	0	0	0	0	0	4	0	0	0	1	0	0	10
12:30 PM	2	0	1	0	0	0	0	0	0	6	2	0	1	1	0	0	13
12:45 PM	1	0	0	0	0	0	0	0	0	6	1	0	0	2	0	0	10
1:00 PM	2	0	1	0	0	0	0	0	0	5	2	0	0	3	0	0	13
1:15 PM	1	0	0	0	0	0	0	0	0	3	0	0	2	5	0	0	11
1:30 PM	1	0	1	0	0	0	0	0	0	8	2	1	0	2	0	0	15
1:45 PM	1	0	1	0	0	0	0	0	0	6	1	1	0	2	0	0	12
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	23	0	12	0	0	0	0	0	0	61	26	2	7	44	0	0	175
APPROACH %'s :	65.71%	0.00%	34.29%	0.00%					0.00%	68.54%	29.21%	2.25%	13.73%	86.27%	0.00%	0.00%	
PEAK HR :	01:00 PM - 02:00 PM																TOTAL
PEAK HR VOL :	5	0	3	0	0	0	0	0	0	22	5	2	2	12	0	0	51
PEAK HR FACTOR :	0.625	0.000	0.750	0.000	0.000	0.000	0.000	0.000	0.000	0.688	0.625	0.500	0.250	0.600	0.000	0.000	0.850
	0.667								0.659				0.500				

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	2	0	0	0	0	0	0	0	0	4	1	0	0	5	0	0	12
2:15 PM	0	0	1	0	0	0	0	0	0	4	3	0	0	6	0	0	14
2:30 PM	1	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	6
2:45 PM	0	0	0	0	0	0	0	0	0	4	2	0	0	2	0	0	8
3:00 PM	0	0	1	0	0	0	0	0	0	5	2	0	0	4	0	0	12
3:15 PM	1	0	0	0	0	0	0	0	0	4	1	1	0	4	0	0	11
3:30 PM	3	0	1	0	0	0	0	0	0	1	1	0	1	3	0	0	10
3:45 PM	1	0	2	0	0	0	0	0	0	5	0	0	0	4	0	0	12
4:00 PM	1	0	1	0	0	0	0	0	0	4	1	1	0	6	0	0	14
4:15 PM	0	0	0	0	0	0	0	0	0	7	0	0	0	6	0	0	13
4:30 PM	0	0	1	0	0	0	0	0	0	6	1	0	0	5	0	0	13
4:45 PM	1	0	1	0	0	0	0	0	0	5	0	0	0	8	0	0	15
5:00 PM	0	0	0	0	0	0	0	0	0	8	0	0	0	10	0	0	18
5:15 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	12	0	0	15
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3
5:45 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	10	0	8	0	0	0	0	0	0	65	12	2	1	81	0	0	179
APPROACH %'s :	55.56%	0.00%	44.44%	0.00%					0.00%	82.28%	15.19%	2.53%	1.22%	98.78%	0.00%	0.00%	
PEAK HR :	04:30 PM - 05:30 PM																TOTAL
PEAK HR VOL :	1	0	2	0	0	0	0	0	0	22	1	0	0	35	0	0	61
PEAK HR FACTOR :	0.250	0.000	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.688	0.250	0.000	0.000	0.729	0.000	0.000	0.847
	0.375								0.719				0.729				

National Data & Surveying Services

Intersection Turning Movement Count

Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: No Control

Project ID: 24-160069-001
Date: 12/12/2024

Data - HT

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	2
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	0	3
APPROACH %'s :									0.00%	50.00%	0.00%	50.00%	0.00%	100.00%	0.00%	0.00%	
PEAK HR :	08:00 AM - 09:00 AM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:15 PM	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	2
12:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	2
APPROACH %'s :	0.00%	0.00%	100.00%	0.00%					0.00%	0.00%	100.00%	0.00%					
PEAK HR :	01:00 PM - 02:00 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
3:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
3:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	1	0	1	0	2	0	0	4
APPROACH %'s :									0.00%	50.00%	0.00%	50.00%	0.00%	100.00%	0.00%	0.00%	
PEAK HR :	04:30 PM - 05:30 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	2
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.250	0.000	0.000	0.500
									0.250				0.250				

National Data & Surveying Services

Intersection Turning Movement Count

Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: No Control

Project ID: 24-160069-001
Date: 12/12/2024

Data - Bikes

NS/EW Streets:	Hafz Jamiel S Pkg Dwy				Hafz Jamiel S Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	08:00 AM - 09:00 AM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	01:00 PM - 02:00 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	04:30 PM - 05:30 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

National Data & Surveying Services

Intersection Turning Movement Count

Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy **Project ID:** 24-160069-001
City: Nags Head **Date:** 12/12/2024

Data - Pedestrians (Crosswalks)

NS/EW Streets:	Hafz Jamiel S Pkg Dwy		Hafz Jamiel S Pkg Dwy		Outer Banks Health Family Medicine N Dwy		Outer Banks Health Family Medicine N Dwy		
AM	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	0	0	0	0	0
7:00 AM	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0
7:30 AM	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	0	0	0	0	0
8:00 AM	0	0	0	0	0	0	0	0	0
8:15 AM	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	0	0	0	0	0
9:00 AM	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	0	0	0	0	0
9:45 AM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0
APPROACH %'s :									
PEAK HR :	08:00 AM - 09:00 AM								TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :									

NOON	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	0	2	0	0	0	0	2
10:30 AM	0	0	0	0	0	0	0	0	0
10:45 AM	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	0	0	0	0	0
11:45 AM	0	0	0	0	0	0	0	0	0
12:00 PM	0	0	0	0	0	2	0	0	2
12:15 PM	0	0	0	0	0	1	0	0	1
12:30 PM	0	0	0	0	0	0	0	0	0
12:45 PM	0	0	0	0	0	0	0	0	0
1:00 PM	0	0	0	0	2	0	0	0	2
1:15 PM	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0
1:45 PM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	0	2	2	3	0	0	7
APPROACH %'s :			0.00%	100.00%	40.00%	60.00%			
PEAK HR :	01:00 PM - 02:00 PM								TOTAL
PEAK HR VOL :	0	0	0	0	2	0	0	0	2
PEAK HR FACTOR :					0.250				0.250
					0.250				

PM	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
2:00 PM	0	0	0	2	2	2	0	0	6
2:15 PM	0	0	0	0	0	0	0	0	0
2:30 PM	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0
3:30 PM	0	0	0	0	0	0	0	0	0
3:45 PM	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0
5:00 PM	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0
5:30 PM	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	0	2	2	2	0	0	6
APPROACH %'s :			0.00%	100.00%	50.00%	50.00%			
PEAK HR :	04:30 PM - 05:30 PM								TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :									

Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy

Peak Hour Turning Movement Count

ID: 24-160069-001
City: Nags Head

Day: Thursday
Date: 12/12/2024

Hafz Jamiel S Pkg Dwy

SOUTHBOUND

PEAK HOURS							COUNT PERIODS
08:00 AM - 09:00 AM	AM	0	0	0	0	0	AM	6:00 AM - 10:00 AM
01:00 PM - 02:00 PM	NOON	0	0	0	0	0	NOON	10:00 AM - 02:00 PM
04:30 PM - 05:30 PM	PM	0	0	0	0	0	PM	2:00 PM - 06:00 PM

CONTROL: No Control

	AM	NOON	PM
TEV	81	51	63
PHF	0.78	0.85	0.88

EASTBOUND (Outer Banks Health Family Medicine N Dwy)

AM	NOON	PM	
26	19	38	
0	2	1	0
0	0	0	0
45	22	22	1
8	5	1	0
AM	NOON	PM	

WESTBOUND (Outer Banks Health Family Medicine N Dwy)

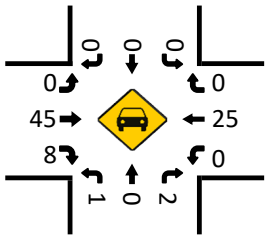
PM	NOON	AM	
0	0	0	0
36	12	25	1
0	2	0	0
0	0	0	0
24	25	47	
PM	NOON	AM	

NORTHBOUND

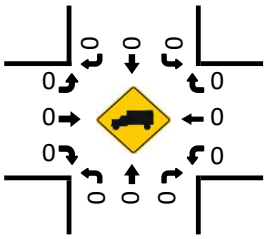
PM	1	0	1	0	2	PM
NOON	7	0	5	0	3	NOON
AM	8	0	1	0	2	AM

Hafz Jamiel S Pkg Dwy

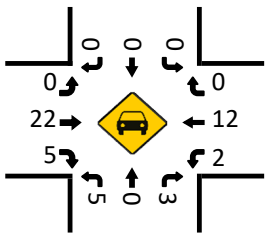
Cars (AM)



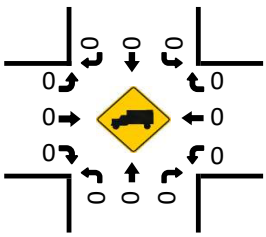
HT (AM)



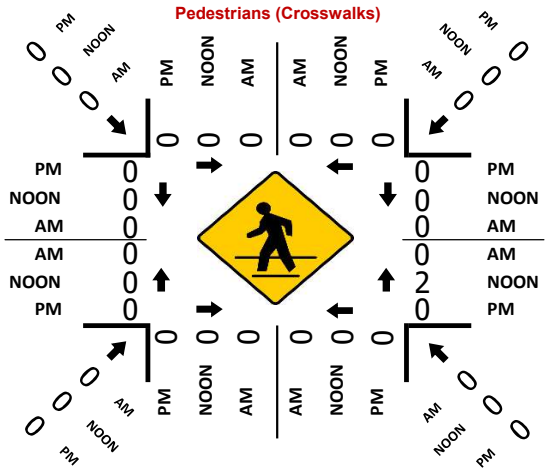
Cars (NOON)



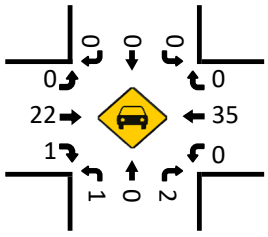
HT (NOON)



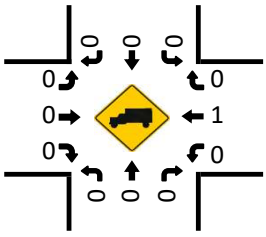
Pedestrians (Crosswalks)



Cars (PM)



HT (PM)



Project ID: 24-160069-001
Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Family Medicine N Dwy **Day: Thursday**
City: Nags Head **Date: 12/12/2024**

Groups Printed - Cars, PU, Vans - Heavy Trucks

	Hafz Jamiel S Pkg Dwy Northbound						Hafz Jamiel S Pkg Dwy Southbound						Outer Banks Health Family Medicine N Dwy Eastbound						Outer Banks Health Family Medicine N Dwy Westbound						
Start Time	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Int. Total
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	5	0	0	0	0	0	0	5
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	8	0	0	0	8	0	0	0	0	0	0	8
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	11	0	0	0	11	0	2	0	0	0	2	13
7:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0	0	0	15	0	8	0	0	0	8	23
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	12	0	0	0	12	0	4	0	0	0	4	16
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	17	1	0	0	18	0	4	0	0	0	4	22
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	55	1	0	0	56	0	18	0	0	0	18	74
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	9	1	0	0	10	0	6	0	0	0	6	16
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	9	3	0	0	12	0	4	0	0	0	4	16
8:30 AM	1	0	2	0	0	3	0	0	0	0	0	0	0	12	3	0	0	15	0	5	0	0	0	5	23
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	15	1	0	0	16	0	10	0	0	0	10	26
Total	1	0	2	0	0	3	0	0	0	0	0	0	0	45	8	0	0	53	0	25	0	0	0	25	81
9:00 AM	0	0	2	0	0	2	0	0	0	0	0	0	0	3	1	0	0	4	0	3	0	0	0	3	9
9:15 AM	2	0	0	0	0	2	0	0	0	0	0	0	0	5	2	0	0	7	0	2	0	0	0	2	11
9:30 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	4	3	1	0	8	0	3	0	0	0	3	12
9:45 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	5	1	0	0	6	0	3	0	0	0	3	10
Total	4	0	2	0	0	6	0	0	0	0	0	0	0	17	7	1	0	25	0	11	0	0	0	11	42
BREAK																									
10:00 AM	2	0	0	0	0	2	0	0	0	0	0	0	0	4	2	0	0	6	0	6	0	0	0	6	14
10:15 AM	1	0	0	0	2	1	0	0	0	0	0	0	0	2	2	0	0	4	0	3	0	0	0	3	8
10:30 AM	1	0	1	0	0	2	0	0	0	0	0	0	0	6	2	0	0	8	0	5	0	0	0	5	15
10:45 AM	0	0	1	0	0	1	0	0	0	0	0	0	0	2	1	0	0	3	2	2	0	0	0	4	8
Total	4	0	2	0	2	6	0	0	0	0	0	0	0	14	7	0	0	21	2	16	0	0	0	18	45
11:00 AM	0	0	1	0	0	1	0	0	0	0	0	0	0	2	1	0	0	3	0	3	0	0	0	3	7
11:15 AM	3	0	2	0	0	5	0	0	0	0	0	0	0	1	2	0	0	3	0	4	0	0	0	4	12
11:30 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	3	3	0	0	6	0	1	0	0	0	1	8
11:45 AM	1	0	1	0	0	2	0	0	0	0	0	0	0	2	3	0	0	5	0	2	0	0	0	2	9
Total	5	0	4	0	0	9	0	0	0	0	0	0	0	8	9	0	0	17	0	10	0	0	0	10	36
12:00 PM	2	0	1	0	0	3	0	0	0	0	0	0	0	1	2	0	0	3	2	2	0	0	2	4	10
12:15 PM	4	0	2	0	0	6	0	0	0	0	0	0	0	4	1	0	0	5	0	1	0	0	1	1	12
12:30 PM	2	0	1	0	0	3	0	0	0	0	0	0	0	6	2	0	0	8	1	1	0	0	0	2	13
12:45 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	6	1	0	0	7	0	2	0	0	0	2	10
Total	9	0	4	0	0	13	0	0	0	0	0	0	0	17	6	0	0	23	3	6	0	0	3	9	45
1:00 PM	2	0	1	0	0	3	0	0	0	0	0	0	0	5	2	0	0	7	0	3	0	0	2	3	13
1:15 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	3	0	0	0	3	2	5	0	0	0	7	11
1:30 PM	1	0	1	0	0	2	0	0	0	0	0	0	0	8	2	1	0	11	0	2	0	0	0	2	15
1:45 PM	1	0	1	0	0	2	0	0	0	0	0	0	0	6	1	1	0	8	0	2	0	0	0	2	12
Total	5	0	3	0	0	8	0	0	0	0	0	0	0	22	5	2	0	29	2	12	0	0	2	14	51
BREAK																									
2:00 PM	2	0	0	0	2	2	0	0	0	0	0	0	0	4	1	0	0	5	0	5	0	0	4	5	12
2:15 PM	0	0	1	0	0	1	0	0	0	0	0	0	0	4	3	0	0	7	0	6	0	0	0	6	14
2:30 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	3	0	0	0	3	0	2	0	0	0	2	6
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	4	2	0	0	6	0	2	0	0	0	2	8
Total	3	0	1	0	2	4	0	0	0	0	0	0	0	15	6	0	0	21	0	15	0	0	4	15	40
3:00 PM	0	0	1	0	0	1	0	0	0	0	0	0	0	5	2	0	0	7	0	4	0	0	0	4	12
3:15 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	5	1	1	0	7	0	4	0	0	0	4	12
3:30 PM	3	0	1	0	0	4	0	0	0	0	0	0	0	1	1	0	0	2	1	4	0	0	0	5	11
3:45 PM	1	0	2	0	0	3	0	0	0	0	0	0	0	5	0	0	0	5	0	4	0	0	0	4	12
Total	5	0	4	0	0	9	0	0	0	0	0	0	0	16	4	1	0	21	1	16	0	0	0	17	47
4:00 PM	1	0	1	0	0	2	0	0	0	0	0	0	0	4	1	1	0	6	0	6	0	0	0	6	14
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	7	0	0	0	7	0	6	0	0	0	6	13
4:30 PM	0	0	1	0	0	1	0	0	0	0	0	0	0	6	1	0	0	7	0	5	0	0	0	5	13
4:45 PM	1	0	1	0	0	2	0	0	0	0	0	0	0	5	0	1	0	6	0	8	0	0	0	8	16
Total	2	0	3	0	0	5	0	0	0	0	0	0	0	22	2	2	0	26	0	25	0	0	0	25	56
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	8	0	0	0	8	0	10	0	0	0	10	18
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	13	0	0	0	13	16
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	3
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	1	3
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	13	0	0	0	13	0	27	0	0	0	27	40
Grand Total	38	0	25	0	4	63	0	0	0	0	0	0	0	252	55	6	0	313	8	181	0	0	9	189	565
Apprch %	60.3	0.0	39.7	0.0	6.3		0.0	0.0	0.0	0.0	0.0		0.0	80.5	17.6	1.9	0.0		4.2	95.8	0.0	0.0	4.8		
Total %	6.7	0.0	4.4	0.0	0.7	11.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.6	9.7	1.1	0.0	55.4	1.4	32.0	0.0	0.0	1.6	33.5	
Cars, PU, Vans	38	0	24	0		62	0	0	0	0		0	0	250	54	4		308	8	178	0	0		186	556
% Cars, PU, Vans	100.0	0.0	96.0	0.0		98.4	0.0	0.0	0.0	0.0		0.0	0.0	99.2	98.2	66.7		98.4	100.0	98.3	0.0	0.0		98.4	98.4
Heavy trucks	0	0	1	0		1	0	0	0	0		0	0	2	1	2		5	0	3	0	0		3	9
%Heavy trucks	0.0	0.0	4.0	0.0		1.6	0.0	0.0	0.0	0.0		0.0	0.0	0.8	1.8	33.3		1.6	0.0	1.7	0.0	0.0		1.6	1.6

Project ID: 24-160069-001
Location: Hafz Jamiel S Pkg Dwy & Outer Banks Health Famil **PEAK HOURS** **Day: Thursday**
City: Nags Head **Date: 12/12/2024**

AM

	Hafz Jamiel S Pkg Dwy Northbound					Hafz Jamiel S Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 06:00 AM - 10:00 AM																					
Peak Hour for Entire Intersection Begins at 08:00 AM																					
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	9	1	0	10	0	6	0	0	6	16
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	9	3	0	12	0	4	0	0	4	16
8:30 AM	1	0	2	0	3	0	0	0	0	0	0	12	3	0	15	0	5	0	0	5	23
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	15	1	0	16	0	10	0	0	10	26
Total Volume	1	0	2	0	3	0	0	0	0	0	0	45	8	0	53	0	25	0	0	25	81
% App. Total	33.3	0.0	66.7	0.0	100	0.0	0.0	0.0	0.0	0	0.0	84.9	15.1	0.0	100	0.0	100.0	0.0	0.0	100	
PHF					0.250										0.828					0.625	0.779
Cars, PU, Vans	1	0	2	0	3	0	0	0	0	0	0	45	8	0	53	0	25	0	0	25	81
% Cars, PU, Vans	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	100.0	0.0	100.0	0.0	0.0	100.0	100.0
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

NOON

	Hafz Jamiel S Pkg Dwy Northbound					Hafz Jamiel S Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 10:00 AM - 02:00 PM																					
Peak Hour for Entire Intersection Begins at 01:00 PM																					
1:00 PM	2	0	1	0	3	0	0	0	0	0	0	5	2	0	7	0	3	0	0	3	13
1:15 PM	1	0	0	0	1	0	0	0	0	0	0	3	0	0	3	2	5	0	0	7	11
1:30 PM	1	0	1	0	2	0	0	0	0	0	0	8	2	1	11	0	2	0	0	2	15
1:45 PM	1	0	1	0	2	0	0	0	0	0	0	6	1	1	8	0	2	0	0	2	12
Total Volume	5	0	3	0	8	0	0	0	0	0	0	22	5	2	29	2	12	0	0	14	51
% App. Total	62.5	0.0	37.5	0.0	100	0.0	0.0	0.0	0.0	0	0.0	75.9	17.2	6.9	100	14.3	85.7	0.0	0.0	100	
PHF					0.667										0.659					0.500	0.850
Cars, PU, Vans	5	0	3	0	8	0	0	0	0	0	0	22	5	2	29	2	12	0	0	14	51
% Cars, PU, Vans	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	0.0	0.0	100.0	100.0
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

PM

	Hafz Jamiel S Pkg Dwy Northbound					Hafz Jamiel S Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 02:00 PM - 06:00 PM																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
4:30 PM	0	0	1	0	1	0	0	0	0	0	0	6	1	0	7	0	5	0	0	5	13
4:45 PM	1	0	1	0	2	0	0	0	0	0	0	5	0	1	6	0	8	0	0	8	16
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	8	0	0	8	0	10	0	0	10	18
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3	0	13	0	0	13	16
Total Volume	1	0	2	0	3	0	0	0	0	0	0	22	1	1	24	0	36	0	0	36	63
% App. Total	33.3	0.0	66.7	0.0	100	0.0	0.0	0.0	0.0	0	0.0	91.7	4.2	4.2	100	0.0	100.0	0.0	0.0	100	
PHF					0.375										0.750					0.692	0.875
Cars, PU, Vans	1	0	2	0	3	0	0	0	0	0	0	22	1	0	23	0	35	0	0	35	61
% Cars, PU, Vans	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	95.8	0.0	97.2	0.0	0.0	97.2	96.8
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1	2
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	4.2	0.0	2.8	0.0	0.0	2.8	3.2

National Data & Surveying Services

Intersection Turning Movement Count

Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: 1-Way Stop(NB)

Project ID: 24-160069-002
Date: 12/12/2024

Data - Total

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	0	3	0	1	0	0	0	4
7:00 AM	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	6
7:15 AM	1	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	6
7:30 AM	0	0	0	0	0	0	0	0	0	1	2	0	0	1	0	0	4
7:45 AM	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0	0	3
8:00 AM	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
8:15 AM	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	3
8:30 AM	1	0	0	0	0	0	0	0	0	5	0	0	0	0	0	1	7
8:45 AM	0	0	0	0	0	0	0	0	0	3	1	0	0	2	0	0	6
9:00 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
9:15 AM	1	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	5
9:30 AM	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	2
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	4	0	0	0	0	0	0	0	0	17	22	0	2	5	0	1	51
APPROACH %'s :	100.00%	0.00%	0.00%	0.00%					0.00%	43.59%	56.41%	0.00%	25.00%	62.50%	0.00%	12.50%	
PEAK HR :	08:30 AM - 09:30 AM																TOTAL
PEAK HR VOL :	2	0	0	0	0	0	0	0	0	14	1	0	0	2	0	1	20
PEAK HR FACTOR :	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.700	0.250	0.000	0.000	0.250	0.000	0.250	0.714
	0.500								0.750				0.375				

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
10:45 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	4
11:00 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
11:15 AM	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
11:30 AM	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0	0	3
11:45 AM	0	0	0	0	0	0	0	0	0	2	1	0	1	1	0	0	5
12:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	5
12:15 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	0	3
12:30 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
12:45 PM	1	0	1	0	0	0	0	0	0	2	1	0	0	1	0	0	6
1:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	5
1:15 PM	1	0	0	0	0	0	0	0	0	1	0	0	0	2	0	0	4
1:30 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	1	0	0	4
1:45 PM	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	3	0	2	0	0	0	0	0	0	29	3	0	1	14	0	0	52
APPROACH %'s :	60.00%	0.00%	40.00%	0.00%					0.00%	90.63%	9.38%	0.00%	6.67%	93.33%	0.00%	0.00%	
PEAK HR :	12:45 PM - 01:45 PM																TOTAL
PEAK HR VOL :	2	0	1	0	0	0	0	0	0	9	1	0	0	6	0	0	19
PEAK HR FACTOR :	0.500	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.250	0.000	0.000	0.750	0.000	0.000	0.792
	0.375								0.833				0.750				

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2
2:15 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
2:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
2:45 PM	0	0	0	0	0	0	0	0	0	4	0	0	0	1	0	0	5
3:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	1	0	0	4
3:15 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
3:30 PM	0	0	0	0	0	0	0	0	0	3	0	0	1	1	0	0	5
3:45 PM	2	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	5
4:00 PM	0	0	2	0	0	0	0	0	0	1	1	0	0	2	0	0	6
4:15 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
4:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	2
4:45 PM	1	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0	4
5:00 PM	3	0	2	0	0	0	0	0	0	2	0	0	0	0	0	0	7
5:15 PM	6	0	1	0	0	0	0	0	0	3	1	0	0	1	0	0	12
5:30 PM	1	0	2	0	0	0	0	0	0	1	0	0	0	1	0	0	5
5:45 PM	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	13	0	10	0	0	0	0	0	0	29	3	0	1	11	0	0	67
APPROACH %'s :	56.52%	0.00%	43.48%	0.00%					0.00%	90.63%	9.38%	0.00%	8.33%	91.67%	0.00%	0.00%	
PEAK HR :	04:45 PM - 05:45 PM																TOTAL
PEAK HR VOL :	11	0	7	0	0	0	0	0	0	7	1	0	0	2	0	0	28
PEAK HR FACTOR :	0.458	0.000	0.875	0.000	0.000	0.000	0.000	0.000	0.000	0.583	0.250	0.000	0.000	0.500	0.000	0.000	0.583
	0.643								0.500				0.500				

National Data & Surveying Services

Intersection Turning Movement Count

Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: 1-Way Stop(NB)

Project ID: 24-160069-002
Date: 12/12/2024

Data - Cars

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	0	3	0	1	0	0	0	4
7:00 AM	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	6
7:15 AM	1	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	6
7:30 AM	0	0	0	0	0	0	0	0	0	1	2	0	0	1	0	0	4
7:45 AM	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0	0	3
8:00 AM	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
8:15 AM	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	3
8:30 AM	1	0	0	0	0	0	0	0	0	5	0	0	0	0	0	1	7
8:45 AM	0	0	0	0	0	0	0	0	0	3	1	0	0	2	0	0	6
9:00 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2
9:15 AM	1	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	5
9:30 AM	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	2
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	4	0	0	0	0	0	0	0	0	17	22	0	2	5	0	1	51
APPROACH %'s :	100.00%	0.00%	0.00%	0.00%					0.00%	43.59%	56.41%	0.00%	25.00%	62.50%	0.00%	12.50%	
PEAK HR :	08:30 AM - 09:30 AM																TOTAL
PEAK HR VOL :	2	0	0	0	0	0	0	0	0	14	1	0	0	2	0	1	20
PEAK HR FACTOR :	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.700	0.250	0.000	0.000	0.250	0.000	0.250	0.714
	0.500								0.750				0.375				

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
10:45 AM	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	4
11:00 AM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
11:15 AM	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
11:30 AM	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0	0	3
11:45 AM	0	0	0	0	0	0	0	0	0	2	1	0	1	1	0	0	5
12:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	2	0	0	5
12:15 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	0	3
12:30 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
12:45 PM	1	0	1	0	0	0	0	0	0	2	1	0	0	1	0	0	6
1:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	1	0	0	4
1:15 PM	1	0	0	0	0	0	0	0	0	1	0	0	0	2	0	0	4
1:30 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
1:45 PM	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	3	0	2	0	0	0	0	0	0	29	3	0	1	12	0	0	50
APPROACH %'s :	60.00%	0.00%	40.00%	0.00%					0.00%	90.63%	9.38%	0.00%	7.69%	92.31%	0.00%	0.00%	
PEAK HR :	12:45 PM - 01:45 PM																TOTAL
PEAK HR VOL :	2	0	1	0	0	0	0	0	0	9	1	0	0	4	0	0	17
PEAK HR FACTOR :	0.500	0.000	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.250	0.000	0.000	0.500	0.000	0.000	0.708
	0.375								0.833				0.500				

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2
2:15 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
2:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
2:45 PM	0	0	0	0	0	0	0	0	0	4	0	0	0	1	0	0	5
3:00 PM	0	0	0	0	0	0	0	0	0	3	0	0	0	1	0	0	4
3:15 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
3:30 PM	0	0	0	0	0	0	0	0	0	3	0	0	1	0	0	0	4
3:45 PM	2	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	5
4:00 PM	0	0	2	0	0	0	0	0	0	1	1	0	0	2	0	0	6
4:15 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3
4:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	2
4:45 PM	1	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0	4
5:00 PM	3	0	2	0	0	0	0	0	0	2	0	0	0	0	0	0	7
5:15 PM	6	0	1	0	0	0	0	0	0	3	1	0	0	1	0	0	12
5:30 PM	1	0	2	0	0	0	0	0	0	1	0	0	0	1	0	0	5
5:45 PM	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	13	0	10	0	0	0	0	0	0	28	3	0	1	10	0	0	65
APPROACH %'s :	56.52%	0.00%	43.48%	0.00%					0.00%	90.32%	9.68%	0.00%	9.09%	90.91%	0.00%	0.00%	
PEAK HR :	04:45 PM - 05:45 PM																TOTAL
PEAK HR VOL :	11	0	7	0	0	0	0	0	0	7	1	0	0	2	0	0	28
PEAK HR FACTOR :	0.458	0.000	0.875	0.000	0.000	0.000	0.000	0.000	0.000	0.583	0.250	0.000	0.000	0.500	0.000	0.000	0.583
	0.643								0.500				0.500				

National Data & Surveying Services

Intersection Turning Movement Count

Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: 1-Way Stop(NB)

Project ID: 24-160069-002
Date: 12/12/2024

Data - HT

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	08:30 AM - 09:30 AM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
1:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
1:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2
APPROACH %'s :													0.00%	100.00%	0.00%	0.00%	
PEAK HR :	12:45 PM - 01:45 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500	0.000	0.000	0.500
														0.500			

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
3:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
3:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	2
APPROACH %'s :									0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	
PEAK HR :	04:45 PM - 05:45 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

National Data & Surveying Services

Intersection Turning Movement Count

Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head
Control: 1-Way Stop(NB)

Project ID: 24-160069-002
Date: 12/12/2024

Data - Bikes

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy				4922/4966 S Passage Way Pkg Dwy				Outer Banks Health Family Medicine N Dwy				Outer Banks Health Family Medicine N Dwy				
AM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	08:30 AM - 09:30 AM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

NOON	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	12:45 PM - 01:45 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

PM	NORTHBOUND				SOUTHBOUND				EASTBOUND				WESTBOUND				
	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NL	NT	NR	NU	SL	ST	SR	SU	EL	ET	ER	EU	WL	WT	WR	WU	TOTAL
TOTAL VOLUMES :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APPROACH %'s :																	
PEAK HR :	04:45 PM - 05:45 PM																TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

National Data & Surveying Services

Intersection Turning Movement Count

Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Me **Project ID:** 24-160069-002
City: Nags Head **Date:** 12/12/2024

Data - Pedestrians (Crosswalks)

NS/EW Streets:	4922/4966 S Passage Way Pkg Dwy		4922/4966 S Passage Way Pkg Dwy		Outer Banks Health Family Medicine N Dwy		Outer Banks Health Family Medicine N Dwy		
AM	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
6:00 AM	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0
6:45 AM	0	0	0	0	1	0	0	0	1
7:00 AM	0	0	0	0	0	0	0	0	0
7:15 AM	0	0	0	0	0	0	0	0	0
7:30 AM	0	0	0	0	0	0	0	0	0
7:45 AM	0	0	0	0	3	0	0	0	3
8:00 AM	0	0	0	0	1	0	0	0	1
8:15 AM	0	0	0	0	0	0	0	0	0
8:30 AM	0	0	0	0	0	0	0	0	0
8:45 AM	0	0	0	0	1	0	0	0	1
9:00 AM	0	0	0	0	0	0	0	0	0
9:15 AM	0	0	0	0	0	0	0	0	0
9:30 AM	0	0	0	0	2	0	0	0	2
9:45 AM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	0	0	8	0	0	0	8
APPROACH %'s :					100.00%	0.00%			
PEAK HR :	08:30 AM - 09:30 AM								TOTAL
PEAK HR VOL :	0	0	0	0	1	0	0	0	1
PEAK HR FACTOR :					0.250				0.250
					0.250				

NOON	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
10:00 AM	0	0	0	0	0	0	0	0	0
10:15 AM	0	0	2	0	0	0	0	0	2
10:30 AM	0	0	0	0	1	1	0	0	2
10:45 AM	0	0	0	0	0	0	0	0	0
11:00 AM	0	0	0	0	0	0	0	0	0
11:15 AM	0	0	0	0	0	0	0	0	0
11:30 AM	0	0	0	0	1	1	0	0	2
11:45 AM	0	0	0	0	1	0	0	0	1
12:00 PM	0	0	0	0	1	0	0	0	1
12:15 PM	0	0	0	1	0	0	0	0	1
12:30 PM	0	0	0	1	0	0	0	0	1
12:45 PM	0	0	0	0	0	1	0	0	1
1:00 PM	0	0	0	0	0	0	0	0	0
1:15 PM	0	0	0	0	0	0	0	0	0
1:30 PM	0	0	0	0	0	0	0	0	0
1:45 PM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	2	2	4	3	0	0	11
APPROACH %'s :			50.00%	50.00%	57.14%	42.86%			
PEAK HR :	12:45 PM - 01:45 PM								TOTAL
PEAK HR VOL :	0	0	0	0	0	1	0	0	1
PEAK HR FACTOR :						0.250			0.250
					0.250				

PM	NORTH LEG		SOUTH LEG		EAST LEG		WEST LEG		
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
2:00 PM	0	0	0	0	0	0	0	0	0
2:15 PM	0	0	0	0	1	1	0	0	2
2:30 PM	0	0	0	0	0	0	0	0	0
2:45 PM	0	0	0	0	0	0	0	0	0
3:00 PM	0	0	0	0	0	0	0	0	0
3:15 PM	0	0	0	0	0	0	0	0	0
3:30 PM	0	0	0	0	0	2	0	0	2
3:45 PM	0	0	0	0	0	0	0	0	0
4:00 PM	0	0	0	0	1	0	0	0	1
4:15 PM	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	0	0	0	0	0
5:00 PM	0	0	0	0	0	0	0	0	0
5:15 PM	0	0	0	0	0	0	0	0	0
5:30 PM	0	0	0	0	0	0	0	0	0
5:45 PM	0	0	0	0	0	0	0	0	0
	EB	WB	EB	WB	NB	SB	NB	SB	TOTAL
TOTAL VOLUMES :	0	0	0	0	2	3	0	0	5
APPROACH %'s :					40.00%	60.00%			
PEAK HR :	04:45 PM - 05:45 PM								TOTAL
PEAK HR VOL :	0	0	0	0	0	0	0	0	0
PEAK HR FACTOR :									

4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy

Peak Hour Turning Movement Count

ID: 24-160069-002
City: Nags Head

Day: Thursday
Date: 12/12/2024

PEAK HOURS

AM	08:30 AM - 09:30 AM
NOON	12:45 PM - 01:45 PM
PM	04:45 PM - 05:45 PM

COUNT PERIODS

AM	6:00 AM - 10:00 AM
NOON	10:00 AM - 02:00 PM
PM	2:00 PM - 06:00 PM

CONTROL: 1-Way Stop(NB)

	AM	NOON	PM
TEV	20	19	28
PHF	0.71	0.79	0.58

SOUTHBOUND — 4922/4966 S Passage Way Pkg Dwy

AM	0	0	0	0	0	AM
NOON	0	0	0	0	0	NOON
PM	0	0	0	0	0	PM

EASTBOUND — Outer Banks Health Family Medicine N Dwy

AM	NOON	PM	
4	8	13	
0	0	0	0
0	0	0	0
14	9	7	1
1	1	1	0
AM	NOON	PM	

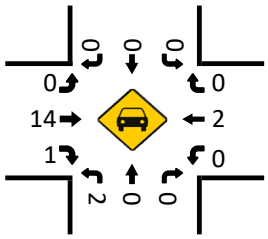
WESTBOUND — Outer Banks Health Family Medicine N Dwy

PM	NOON	AM	
0	0	0	0
2	6	2	1
0	0	0	0
0	0	1	0
14	10	15	
PM	NOON	AM	

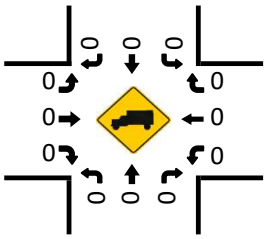
NORTHBOUND — 4922/4966 S Passage Way Pkg Dwy

PM	1	0	11	0	7	PM
NOON	1	0	2	0	1	NOON
AM	1	0	2	0	0	AM

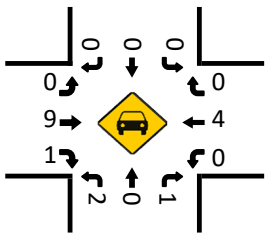
Cars (AM)



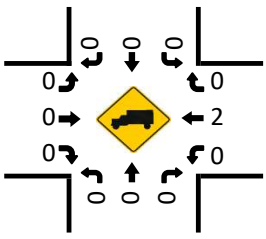
HT (AM)



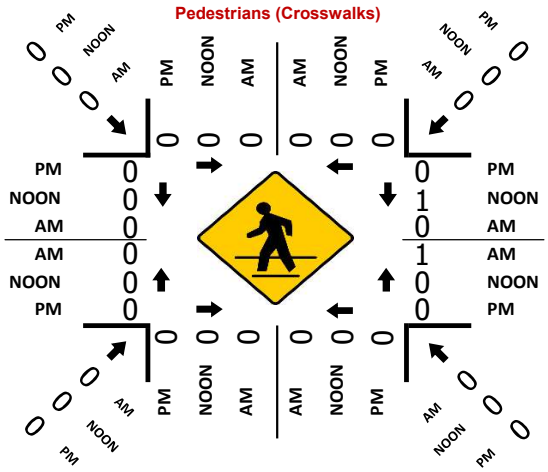
Cars (NOON)



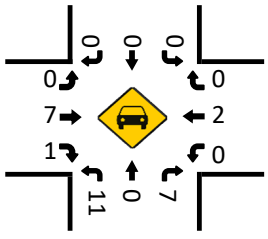
HT (NOON)



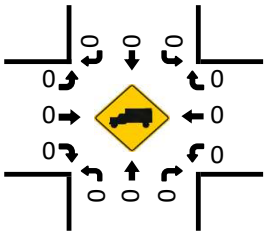
Pedestrians (Crosswalks)



Cars (PM)



HT (PM)



Project ID: 24-160069-002
Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks Health Family Medicine N Dwy
City: Nags Head

Day: Thursday
Date: 12/12/2024

Groups Printed - Cars, PU, Vans - Heavy Trucks

	4922/4966 S Passage Way Pkg Dwy Northbound						4922/4966 S Passage Way Pkg Dwy Southbound						Outer Banks Health Family Medicine N Dwy Eastbound						Outer Banks Health Family Medicine N Dwy Westbound						
Start Time	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Left	Thru	Rgt	Uturn	Peds	App. Total	Int. Total
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0	0	0	0	0	0	2
6:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3	1	0	0	0	1	1	4
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	5	1	0	0	0	1	1	6
7:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	0	6	0	0	0	0	0	0	6
7:15 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	0	5	0	0	5	0	0	0	0	0	0	6
7:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	3	0	1	0	0	0	1	4
7:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0	1	0	0	3	1	3
Total	1	0	0	0	0	1	0	0	0	0	0	0	0	2	14	0	0	16	0	2	0	0	3	2	19
8:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	0	1
8:15 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0	0	0	1	3
8:30 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	5	0	0	0	5	0	0	0	1	0	1	7
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	0	0	4	0	2	0	0	1	2	6
Total	2	0	0	0	0	2	0	0	0	0	0	0	0	8	3	0	0	11	0	3	0	1	2	4	17
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	2
9:15 AM	1	0	0	0	0	1	0	0	0	0	0	0	0	4	0	0	0	4	0	0	0	0	0	0	5
9:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	0	0	0	2	1	2
9:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	0	1	0	0	0	0	0	0	0	7	0	0	0	7	1	0	0	0	2	1	9
BREAK																									
10:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1
10:15 AM	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	0	0	0	2	0	3
10:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	2	0	0	0	2	4
Total	0	0	0	0	2	2	0	0	0	0	0	0	0	6	0	0	0	6	0	2	0	0	2	2	8
11:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1
11:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	0	0	0	0	0	3
11:30 AM	0	0	1	0	0	1	0	0	0	0	0	0	0	1	1	0	0	2	0	0	0	0	2	0	3
11:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	3	1	1	0	0	1	2	5
Total	0	0	1	0	0	1	0	0	0	0	0	0	0	7	2	0	0	9	1	1	0	0	3	2	12
12:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	2	0	0	1	2	5
12:15 PM	0	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0	0	2	3
12:30 PM	0	0	0	0	1	0	0	0	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	1	3
12:45 PM	1	0	1	0	0	2	0	0	0	0	0	0	0	2	1	0	0	3	0	1	0	0	1	1	6
Total	1	0	1	0	2	2	0	0	0	0	0	0	0	8	1	0	0	9	0	6	0	0	2	6	17
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	2	0	0	0	2	5
1:15 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0	0	2	4
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	1	0	0	0	1	4
1:45 PM	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	2
Total	2	0	0	0	0	2	0	0	0	0	0	0	0	8	0	0	0	8	0	5	0	0	0	5	15
BREAK																									
2:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0	0	0	1	2
2:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	1	0	0	2	1	3
2:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1
2:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	4	0	1	0	0	0	1	5
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	7	1	0	0	8	0	3	0	0	2	3	11
3:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	1	0	0	0	1	4
3:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	2
3:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	1	1	0	0	2	2	5
3:45 PM	2	0	0	0	0	2	0	0	0	0	0	0	0	3	0	0	0	3	0	0	0	0	0	0	5
Total	2	0	0	0	0	2	0	0	0	0	0	0	0	11	0	0	0	11	1	2	0	0	2	3	16
4:00 PM	0	0	2	0	0	2	0	0	0	0	0	0	0	1	1	0	0	2	0	2	0	0	1	2	6
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	1	3
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0	0	0	1	2
4:45 PM	1	0	2	0	0	3	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	4
Total	1	0	4	0	0	5	0	0	0	0	0	0	0	5	1	0	0	6	0	4	0	0	1	4	15
5:00 PM	3	0	2	0	0	5	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	7
5:15 PM	6	0	1	0	0	7	0	0	0	0	0	0	0	3	1	0	0	4	0	1	0	0	0	1	12
5:30 PM	1	0	2	0	0	3	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0	0	0	1	5
5:45 PM	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total	10	0	6	0	0	16	0	0	0	0	0	0	0	6	1	0	0	7	0	2	0	0	0	2	25
Grand Total	20	0	12	0	4	32	0	0	0	0	0	0	0	75	28	0	0	103	4	30	0	1	20	35	170
Apprch %	62.5	0.0	37.5	0.0	12.5		0.0	0.0	0.0	0.0	0.0		0.0	72.8	27.2	0.0	0.0		11.4	85.7	0.0	2.9	57.1		
Total %	11.8	0.0	7.1	0.0	2.4	18.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.1	16.5	0.0	0.0	60.6	2.4	17.6	0.0	0.6	11.8	20.6	
Cars, PU, Vans	20	0	12	0		32	0	0	0	0		0	0	74	28	0		102	4	27	0	1		32	166
% Cars, PU, Vans	100.0	0.0	100.0	0.0		100.0	0.0	0.0	0.0	0.0		0.0	0.0	98.7	100.0	0.0		99.0	100.0	90.0	0.0	100.0		91.4	97.6
Heavy trucks	0	0	0	0		0	0	0	0	0		0	0	1	0	0		1	0	3	0	0		3	4
%Heavy trucks	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	1.3	0.0	0.0		1.0	0.0	10.0	0.0	0.0		8.6	2.4

Project ID: 24-160069-002
Location: 4922/4966 S Passage Way Pkg Dwy & Outer Banks
City: Nags Head

PEAK HOURS

Day: Thursday
Date: 12/12/2024

AM

	4922/4966 S Passage Way Pkg Dwy Northbound					4922/4966 S Passage Way Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 06:00 AM - 10:00 AM																					
Peak Hour for Entire Intersection Begins at 08:30 AM																					
8:30 AM	1	0	0	0	1	0	0	0	0	0	0	5	0	0	5	0	0	0	1	1	7
8:45 AM	0	0	0	0	0	0	0	0	0	0	0	3	1	0	4	0	2	0	0	2	6
9:00 AM	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0	0	0	0	0	2
9:15 AM	1	0	0	0	1	0	0	0	0	0	0	4	0	0	4	0	0	0	0	0	5
Total Volume	2	0	0	0	2	0	0	0	0	0	0	14	1	0	15	0	2	0	1	3	20
% App. Total	100.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0	0.0	93.3	6.7	0.0	100	0.0	66.7	0.0	33.3	100	
PHF					0.500										0.750					0.375	0.714
Cars, PU, Vans	2	0	0	0	2	0	0	0	0	0	0	14	1	0	15	0	2	0	1	3	20
% Cars, PU, Vans	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	100.0	0.0	100.0	0.0	100.0	100.0	100.0
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

NOON

	4922/4966 S Passage Way Pkg Dwy Northbound					4922/4966 S Passage Way Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 10:00 AM - 02:00 PM																					
Peak Hour for Entire Intersection Begins at 12:45 PM																					
12:45 PM	1	0	1	0	2	0	0	0	0	0	0	2	1	0	3	0	1	0	0	1	6
1:00 PM	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3	0	2	0	0	2	5
1:15 PM	1	0	0	0	1	0	0	0	0	0	0	1	0	0	1	0	2	0	0	2	4
1:30 PM	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3	0	1	0	0	1	4
Total Volume	2	0	1	0	3	0	0	0	0	0	0	9	1	0	10	0	6	0	0	6	19
% App. Total	66.7	0.0	33.3	0.0	100	0.0	0.0	0.0	0.0	0	0.0	90.0	10.0	0.0	100	0.0	100.0	0.0	0.0	100	
PHF					0.375										0.833					0.750	0.792
Cars, PU, Vans	2	0	1	0	3	0	0	0	0	0	0	9	1	0	10	0	4	0	0	4	17
% Cars, PU, Vans	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	100.0	0.0	66.7	0.0	0.0	66.7	89.5
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	2
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.3	0.0	0.0	33.3	10.5

PM

	4922/4966 S Passage Way Pkg Dwy Northbound					4922/4966 S Passage Way Pkg Dwy Southbound					ter Banks Health Family Medicine N D Eastbound					ter Banks Health Family Medicine N D Westbound					
Start Time	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Left	Thru	Rgt	Uturn	App. Total	Int. Total
Peak Hour Analysis from 02:00 PM - 06:00 PM																					
Peak Hour for Entire Intersection Begins at 04:45 PM																					
4:45 PM	1	0	2	0	3	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	4
5:00 PM	3	0	2	0	5	0	0	0	0	0	0	2	0	0	2	0	0	0	0	0	7
5:15 PM	6	0	1	0	7	0	0	0	0	0	0	3	1	0	4	0	1	0	0	1	12
5:30 PM	1	0	2	0	3	0	0	0	0	0	0	1	0	0	1	0	1	0	0	1	5
Total Volume	11	0	7	0	18	0	0	0	0	0	0	7	1	0	8	0	2	0	0	2	28
% App. Total	61.1	0.0	38.9	0.0	100	0.0	0.0	0.0	0.0	0	0.0	87.5	12.5	0.0	100	0.0	100.0	0.0	0.0	100	
PHF					0.643										0.500					0.583	
Cars, PU, Vans	11	0	7	0	18	0	0	0	0	0	0	7	1	0	8	0	2	0	0	2	28
% Cars, PU, Vans	100.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	0.0	100.0	0.0	100.0	0.0	0.0	100.0	100.0
Heavy trucks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%Heavy trucks	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Appendix B: Stormwater Calculations

OBH Cancer Center date 2/10/2026

page 1

NCDEQ Stormwater Calculations

Storage Calculations

	DA #2 (REAR) (sq.ft.)	(acre)
Drainage Area =	41,895	0.96
Open Space =	14,466	0.33
Permeable Walks/Parking =	4,554	0.10
Building(includes overhang) =	13,612	0.31
Parking/HVAC =	7,960	0.18
Concrete =	1,303	0.03
Offsite Impervious =	0	0.00
Impervious =	22,875	0.53
Total Impervious =	27,429	0.63

No Change Basin (FRONT) (sq.ft.)	(acre)
22,452	*0.52*
8,951	*0.21*
0	*0.00*
0	*0.00*
0	*0.00*
0	*0.00*
0	*0.00*
0	*0.00*
*13501.40 **	*0.31*

**OK, previously 14,040 sf per 8/10/22 calculations*

Runoff generated by Rainfall Event (NCDEQ Simplified Method)

Ia = Impervious Percentage = Impervious Area/Drainage Area

Rv= Runoff Coefficient, 0.05+0.9Ia

Rd= Rain fall depth

V= Runoff Volume, 3630*Rd*Rv*A

	FRONT DA #1 (1.5")	REAR DA #2 (1.5")	*FRONT DA #1 (4.3")*	REAR DA #2 (4.3")
Ia =	*60.1%*	65.5%	*60.1%*	65.5%
Rv=	*0.59*	0.64	*0.59*	0.64
Rd (in.)=	*1.5*	4.3	*4.3*	4.3
A (ac.) =	*0.52*	0.96	*0.52*	0.96
V (cf.)=	***1659***	**9593**	***4755***	**9593**

Total Storage Required by NCDEQ = 1660 cf

Total Storage Required by Nags Head = 9600 cf

Infiltration Basin Stormwater Calculations for NCDEQ

Above Grade Storage Provided In Infiltration Basin

1 (FRONT) - Above Grade Storage				
Elev	Area (sf)	Avg area (sf)	Volume (cf)	Cum Vol. (cf)
6.80	2139			
		2235	447	
7.00	2330			447
		4050	4050	
8.00	5770			4497 (Vg)

Above Grade Storage Provided = 4497 cf

1 (FRONT)- Below Grade Storage	
Storage Area (A) =	5770.00 sf
Storage Elev. (E)	8.00 ft
Season High Water Table (Wt) =	5.80 ft
Soil Depth Above SWHT (Ds) = B-Wt	2.20 ft
Soil Volume (Sv) = A*Ds-Vg =	8197 cf
Void Ratio (Vr)=	20%
Subsurface Void Vol. (Vss) = A*Ds*Vr=	1639 cf

Below Grade (Voids) Storage Provided = 1639 cf

Total Storage Provided (above & below) = 6136 cf

Total Storage Rainfall Equivalent Storage = 5.5 in

2 (REAR) - Above Grade Storage				
Elev	Area (sf)	Avg area (sf)	Volume (cf)	Cum Vol. (cf)
7.00	492			
		1050	1575	
8.00	1608			1575
		1905	952	
8.50	2201			2527 (Vg)

Above Grade Storage Provided = 2527 cf

2 (REAR)- Below Grade Storage	
Storage Area (A) =	2201.00 sf
Storage Elev. (E)	8.50 ft
Season High Water Table (Wt) =	5.80 ft
Soil Depth Above SWHT (Ds) = B-Wt	2.70 ft
Soil Volume (Sv) = A*Ds-Vg =	3415 cf
Void Ratio (Vr)=	20%
Subsurface Void Vol. (Vss) = A*Ds*Vr=	687 cf

Below Grade (Voids) Storage Provided = 687 cf

Outer Banks Hospital - Cancer Center

NCDEQ Stormwater Calculations (Cont.)

3 (SIDE) - Above Grade Storage				
Elev	Area (sf)	Avg area (sf)	Volume (cf)	Cum Vol. (cf)
7.10	1217			0
		1666	3164	
8.00	2114			3164
		2483	2483	
9.00	2852			5647 (Vg)

Above Grade Storage Provided = 5647 cf

3 (SIDE)- Below Grade Storage	
Storage Area (A) =	2851.90 sf
Storage Elev. (E)	9.00 ft
Season High Water Table (Wt) =	5.80 ft
Soil Depth Above SWHT (Ds) = B-Wt	3.20 ft
Soil Volume (Sv) = A*Ds-Vg =	3479 cf
Void Ratio (Vr)=	20%
Subsurface Void Vol. (Vss) = A*Ds*Vr=	696 cf

Below Grade (Voids) Storage Provided = 696 cf

3 (SIDE)- Permeable Pavement Storage	
Storage Area (A) =	4553.90 sf
Storage Elev. (E)	8.52 ft
Season High Water Table (Wt) =	5.80 ft
Bedding Thickness (Ds) =	0.66 ft
Soil Volume (Sv) = A*Ds =	3006 cf
Void Ratio (Vr)=	30%
Subsurface Void Vol. (Vss) = A*Ds*Vr=	902 cf

3 (SIDE)- Native Soil Under Pavement Storage	
Storage Area (A) =	4553.90 sf
Storage Elev. (E)	7.85 ft
Season High Water Table (Wt) =	5.80 ft
Soil Depth Above SWHT (Ds) = B-Wt	2.05 ft
Soil Volume (Sv) = A*Ds =	9335 cf
Void Ratio (Vr)=	20%
Subsurface Void Vol. (Vss) = A*Ds*Vr=	1867 cf

Bedding (Voids) Storage Provided = 902 cf

Total Storage Provided (above & below) = 12326 cf

Total Storage Rainfall Equivalent Storage = 5.5 in

Native Soil Under Pavement (Voids) Storage Provided = 1867 cf

Infiltration Basin 1 Drawdown Calculations

Hydraulic Conductivity = 0.52 in/hr (minimum for permitted basin)
Max Stored Depth = 14.4 in
Drawdown Time = Stored Depth / Hydraulic Conductivity
Drawdown Time = 27.69 hrs or 1.15 days

Infiltration Basin 1 Drawdown Calculations

Hydraulic Conductivity = 0.52 in/hr (minimum for permitted basin)
Max Stored Depth = 18 in
Drawdown Time = Stored Depth / Hydraulic Conductivity
Drawdown Time = 34.62 hrs or 1.44 days

Infiltration Basin 1 Drawdown Calculations

Hydraulic Conductivity = 0.52 in/hr (minimum for permitted basin)
Max Stored Depth = 22.8 in
Drawdown Time = Stored Depth / Hydraulic Conductivity
Drawdown Time = 43.85 hrs or 1.83 days

NOTES:

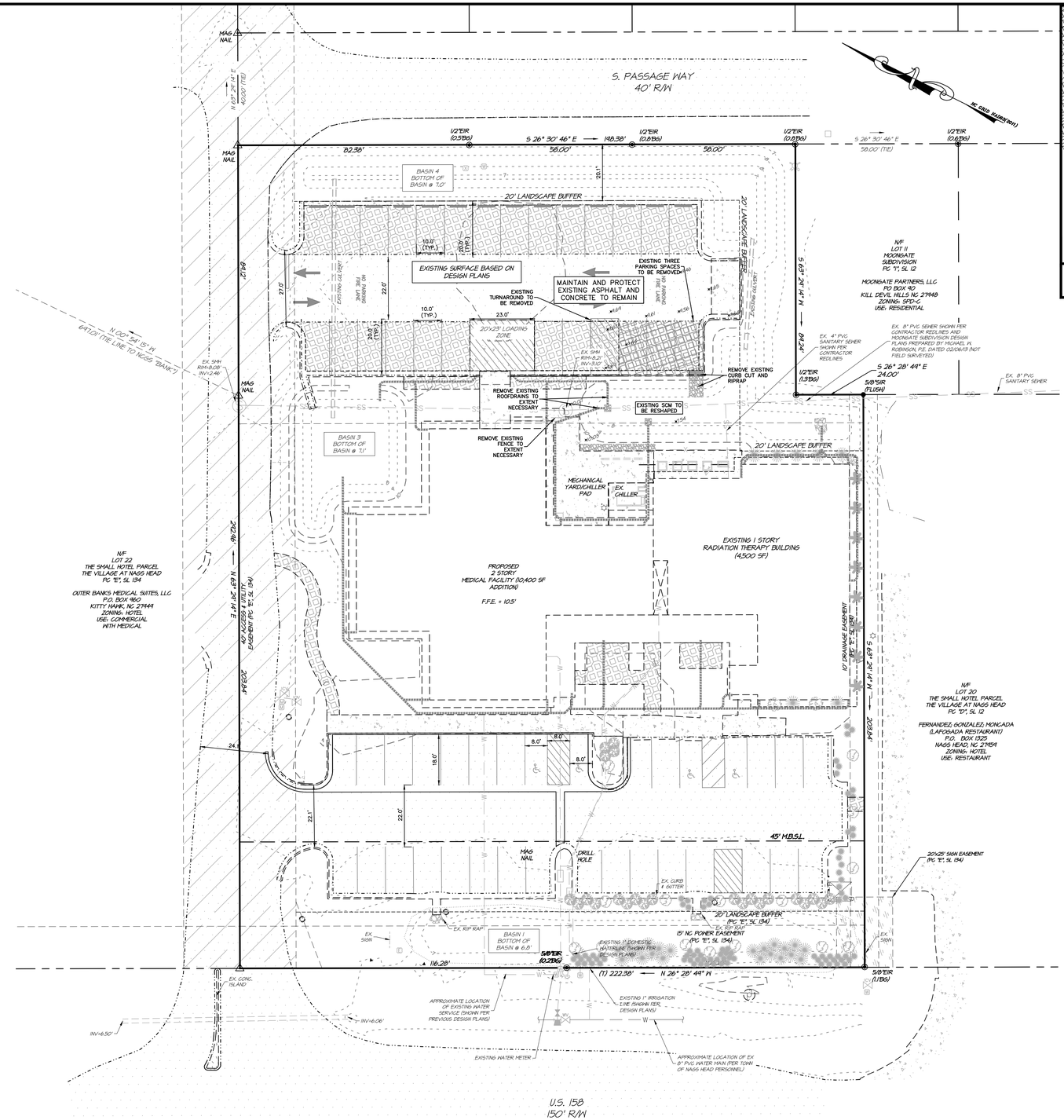
1. PROPERTY OWNERS: THE OUTER BANKS HOSPITAL, INC.
   2800 S. CROATAN HWY
   NAGS HEAD, NC 27959
2. PROPERTY IDENTIFICATION: 4927 SOUTH CROATAN HIGHWAY
   PIN#: 0801-1313-7809
   PID#: 027839063
3. PARCEL AREA: 63,021 sq.ft. / 1.45 acres
   (AREAS BY COORDINATE METHOD)
4. ZONING CLASSIFICATION: SPDC-VH (SPECIAL PLANNED DEVELOPMENT-COMMUNITY DISTRICT) (HOTEL DISTRICT OVERLAY)
5. REFERENCES: D.B. 1939, PG. 480; P.C. E, SL. 134
6. FIELD SURVEY BY QUIBLE & ASSOCIATE, P.C. DATES: 06-22-2017, 09-10-2019, & 10-21-2019.
   (HORIZONTAL GROUND DISTANCES)
7. VERTICAL DATUM NAVD 1988 / HORIZONTAL DATUM NAVD 1983 (2012)
8. PROPERTY IS LOCATED IN F.I.R.M. ZONES "AE" (EL. 9')
   PANEL 3730080100J, DATED 09/20/06
   FIRM ZONES SUBJECT TO CHANGE BY F.E.M.A.
9. SETBACKS SHOWN ARE PER TOWN OF NAGS HEAD AND DO NOT REFLECT ANY RESTRICTIVE COVENANTS THAT MAY EXIST.
10. PROJECT SCOPE: PERMITTING AND CONSTRUCTION OF A ±278 SQ.FT. HVAC AREA EXPANSION TO THE EXISTING CANCER CENTER WITH ASSOCIATED PARKING REDUCTION AND RESHAPING OF EXISTING ADJACENT STORMWATER BASIN.
11. WASTEWATER: 22 EMPLOYEES @ 250 GPD/EMPLOYEE = 5,500 GPD (WASTEWATER IS CONVEYED TO CWS WWTP)
12. WATER SUPPLY PER TOWN OF NAGS HEAD. WATER CONNECTION MUST BE MADE IN ACCORDANCE WITH TOWN OF NAGS HEAD SPECIFICATIONS AND SHALL BE PERFORMED BY A LICENSED WATER UTILITY CONTRACTOR. NOTIFY TOWN PRIOR TO INSTALLATION.
13. ALL UTILITIES TO BE PLACED UNDERGROUND UNLESS OTHERWISE NOTED
14. LANDSCAPING AND BUFFERYARDS TO BE IN ACCORDANCE WITH ARTICLE 10 OF THE TOWN OF NAGS HEAD UNIFORM DEVELOPMENT ORDINANCES.
15. SITE WILL BE LIGHTED IN ACCORDANCE WITH ARTICLE 10, PART IV "OUTDOOR LIGHTING" OF THE TOWN OF NAGS HEAD CODE OF ORDINANCES.
16. NO U.S.A.C.O.E. SECTION 404 JURISDICTIONAL WETLANDS EXIST ON SITE.
17. EXISTING VEGETATION TO BE PRESERVED WHERE POSSIBLE.
18. THE CONTRACTOR SHALL TAKE ALL NECESSARY PRECAUTIONS TO PROTECT ALL PROPERTY MONUMENTS DURING CONSTRUCTION. DISTURBED OR REMOVED PROPERTY MONUMENTS SHALL BE REPLACED BY A NORTH CAROLINA LICENSED PROFESSIONAL LAND SURVEYOR.
19. ALL WORK WITHIN THE NC DOT RIGHT-OF-WAY REQUIRES AN APPROVED NC DOT RIGHT-OF-WAY ENCROACHMENT AGREEMENT.
20. A STATE HIGH DENSITY STORMWATER MODIFICATION PERMIT IS REQUIRED IN ADVANCE OF ANY ONSITE DISTURBANCE.
    RECEIVING STREAM: ROANOKE SOUND (30-21)(SA; HQW)
21. THIS PLAN SET TO BE UTILIZED FOR THE INSTALLATION OF SITE LAYOUT IMPROVEMENTS INCLUDING, BUT NOT LIMITED TO, GRADING & DRAINAGE, AND INSTALLATION OF SEDIMENT CONTROL MEASURES. FOR BUILDING DESIGN AND ASSOCIATED PLUMBING, SEE APPROPRIATE SEPARATE PLANS.

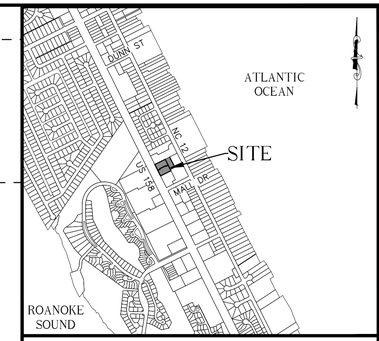
DEMOLITION NOTES:

1. CONTRACTOR SHALL LOCATE EXISTING UNDERGROUND SERVICES – TO INCLUDE BUT NOT LIMITED TO ELECTRIC, CABLE, TELEPHONE, GAS, SANITARY SEWER AND WATER – AND SHALL COORDINATE PROPER PROTECTION AND/OR RELOCATE WITH APPROPRIATE OWNER/UTILITY COMPANY.
2. CONTRACTOR SHALL WALK THE SITE AND BE FAMILIAR WITH THE SCOPE OF DEMOLITION REQUIRED. ALL DEMOLITION WORK REQUIRED TO CONSTRUCT NEW IMPROVEMENTS WILL BE PERFORMED BY THE CONTRACTOR AND BE UNCLASSIFIED EXCAVATION.
3. DEMOLITION SHALL INCLUDE BUT IS NOT LIMITED TO THE EXCAVATION, HAULING AND OFFSITE DISPOSAL OF CONCRETE CURBS AND GUTTERS, BITUMINOUS CONCRETE PAVEMENTS AND ALL MATERIALS OR VEGETATION CLEARED AND STRIPPED TO THE EXTENT NECESSARY FOR THE INSTALLATION OF NEW IMPROVEMENTS AND WITHIN THE LIMITS OF CLEARING AND GRADING. COORDINATE WITH APPROPRIATE DRAWINGS.
4. THE CONTRACTOR SHALL PROTECT ALL PROPERTY AND STRUCTURES AND UTILITIES ON THE PROPERTY NOT TO BE DEMOLISHED. DAMAGE TO THE PROPERTY DUE TO THE CONTRACTOR'S ACTIVITIES SHALL BE REPLACED IN KIND BY THE CONTRACTOR AT NO COST TO THE OWNER.
5. ALL EXISTING IMPROVEMENTS INDICATED OR REQUIRED TO BE DEMOLISHED SHALL INCLUDE REMOVAL FROM PROJECT AREA.
6. THE CONTRACTOR SHALL PRODUCE A PHOTOGRAPHIC RECORD OF DEVELOPMENT COMMENCING WITH A RECORD OF THE SITE AS IT APPEARS BEFORE DEMOLITION IS BEGUN. AFTERWARDS A PHOTOGRAPHIC RECORD SHALL BE MAINTAINED DURING THE CONSTRUCTION PROCESS.
7. EXISTING PAVEMENT, CURB AND GUTTER, LIGHTS, FENCES, TREE/VEGETATION AND UTILITIES NOT INTENDED FOR DEMOLITION SHALL BE MAINTAINED, PROTECTED, AND UNDISTURBED DURING DEMOLITION. CONTRACTOR SHALL COORDINATE THE REMOVAL OF BITUMINOUS CONCRETE PAVEMENTS AND CURB AND GUTTER WITH THE SITE PLAN.
8. SMOOTH SAW CUT OF EXISTING PAVEMENTS, CURBS AND CURBS AND GUTTERS TO BE DEMOLISHED SHALL BE PROVIDED.
9. ALL DEMOLITION WORK SHALL BE DONE IN STRICT ACCORDANCE WITH FEDERAL, STATE AND LOCAL LAWS AS WELL AS OSHA REGULATIONS.
10. CONTRACTOR'S ACTIVITIES SHALL NOT IMPEDE USAGE OR INGRESS/EGRESS TO ADJACENT PROPERTIES. COORDINATE WITH OWNER MAINTENANCE OF TRAFFIC/PEDESTRIAN CIRCULATION DURING CONSTRUCTION.
11. MAINTAIN POSITIVE DRAINAGE AWAY FROM BUILDINGS AT ALL TIMES DURING DEMOLITION.
12. A DEMOLITION PERMIT MUST BE OBTAINED FROM THE TOWN OF NAGS HEAD PRIOR TO DEMOLITION WORK.

SHEET INDEX

1 EXISTING CONDITIONS/DEMOLITION PLAN
2 PROPOSED SITE PLAN
3 SITE & STORMWATER DETAILS





VICINITY MAP (Town of Nags Head)
N.T.S.

LEGEND

- EXISTING ASPHALT PAVEMENT
- EXISTING CONCRETE
- PROPOSED DEMOLITION
- EX. IRON ROD
- EX. DRILL HOLE
- EX. MAG NAIL
- EX. UTILITY POLE
- EX. FIRE HYDRANT
- EX. WATER VALVE
- EX. SEWER MANHOLE
- EX. WATER METER
- EX. ELECTRICAL CONNECTION
- EX. EXTERIOR LIGHT
- EX. LIGHT POLE
- EXISTING CONTOUR
- EXISTING SPOT GRADE

PRELIMINARY NOT FOR CONSTRUCTION

Know what's below. Call before you dig.

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GRAPHIC SCALE
20' 0 10' 20' 40'
(IN FEET)
1 inch = 20 ft.

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REVISIONS

NO.	DATE

EXISTING CONDITIONS/DEMOLITION

OBH CANCER CENTER
4927 S. CROATAN HWY
NAGS HEAD TOWNSHIP — DARE COUNTY — NORTH CAROLINA

PROJECT NO.	25-0966
DESIGNED BY	CMS
DRAWN BY	CMS/ND
CHECKED BY	CMS
ISSUE DATE	01/29/26

SHEET NO. 1 OF 3 SHEETS

\\withersravenel.com\wrcorp-nas\WPShare\Users\CMS\2025\25-0966 OBH Nags Head Cancer Center 4927 S Croatan Hwy Nags Head\Drawings\02-Draft Permitting - Applications and Submissions\02-28-Municipality\SDP\25-0966 SDP1 - EXISTING CONDITIONS.dwg, 2/10/2026 10:35 AM, Ryan Dunn, Cashier

NOTES:

1. PROPERTY OWNERS: THE OUTER BANKS HOSPITAL, INC.
   2800 S. CROATAN HWY
   NAGS HEAD, NC 27959

2. PROPERTY IDENTIFICATION: 4927 SOUTH CROATAN HIGHWAY
   PIN#: 0801-1313-7809
   PID#: 027839063

3. PARCEL AREA: 63,021 sq.ft. / 1.45 acres
   (AREAS BY COORDINATE METHOD)

4. ZONING CLASSIFICATION: SPDC-VH (SPECIAL PLANNED DEVELOPMENT-COMMUNITY DISTRICT) (HOTEL DISTRICT OVERLAY)

5. REFERENCES: D.B. 1939, PG. 480; P.C. E, SL. 134

6. FIELD SURVEY BY QUIBLE & ASSOCIATE, P.C. DATES: 06-22-2017, 09-10-2019, & 10-21-2019.
   (HORIZONTAL GROUND DISTANCES)

7. VERTICAL DATUM NAVD 1988 / HORIZONTAL DATUM NAVD 1983 (2012)

8. PROPERTY IS LOCATED IN F.I.R.M. ZONES "AE" (EL. 9')
   PANEL 3730080100J, DATED 09/20/06
   FIRM ZONES SUBJECT TO CHANGE BY F.E.M.A.

9. SETBACKS SHOWN ARE PER TOWN OF NAGS HEAD AND DO NOT REFLECT ANY RESTRICTIVE COVENANTS THAT MAY EXIST.

10. PROJECT SCOPE: PERMITTING AND CONSTRUCTION OF A ±278 SQ.FT. HVAC AREA EXPANSION TO THE EXISTING CANCER CENTER WITH ASSOCIATED PARKING REDUCTION AND RESHAPING OF EXISTING ADJACENT STORMWATER BASIN.

11. COVERAGE CALCULATIONS:

    EXISTING BUILDINGS COVERAGE.....12,568 SQ.FT. [25% MAX]
    VEHICULAR USE AREAS (ASPHALT) COVERAGE.....16,837 SQ.FT.
    EXISTING CONC. WALKS, & DUMPSTER PAD.....3,495 SQ.FT.
    PERMEABLE PAVEMENTS TO REMAIN (5,047 SQ.FT. * 0.67).....3,382 SQ.FT.
    PROPOSED HVAC CONCRETE PAD.....280 SQ.FT.
    TOTAL PROPOSED COVERAGE.....38,562 SQ.FT. (61.19%) [30% MIN. LANDSCAPING]

    *NO REDUCTION FOR PERMEABLE PAVEMENTS HAS BEEN TAKEN FROM THE VEHICULAR USE AREA COVERAGE

12. PARKING:
    RADIATION THERAPY CENTER MEDICAL FACILITY

    PARKING REQUIRED = 1 SPACE PER 300 SQ.FT. * 4,500 SQ.FT. = 15 SPACES
    1 SPACE PER EMPLOYEE * 7 EMPLOYEES = 7 SPACES
    RADIATION THERAPY PARKING REQUIRED =22 SPACES

    CANCER CENTER EXPANSION
    PARKING REQUIRED = 1 SPACE PER 300 SQ.FT. * 10,400 SQ.FT. = 35 SPACES
    1 SPACE PER EMPLOYEE * 15 EMPLOYEES = 15 SPACES
    EXPANSION PARKING REQUIRED =50 SPACES

    *SPECIAL USE PERMIT REQUESTED FOR REDUCED PARKING DUE TO TYPE OF USE AND ACCESS TO PUBLIC TRANSIT.
    TOTAL PARKING REQUIRED = 72 SPACES BASED ON MEDICAL OFFICE
    TOTAL PARKING PROVIDED = 54 SPACES FOR OUTPATIENT MEDICAL/DIALYSIS CENTER

    INDEPENDENT STUDY TO EVALUATE PARKING WAS PERFORMED 6 AND 12 MONTHS AFTER OBTAINING CERTIFICATE OF OCCUPANCY. PARKING ASSESSMENT FOUND 32 PARKING SPACES WERE REQUIRED DURING PEAK USE.

13. WASTEWATER: 22 EMPLOYEES @ 250 GPD/EMPLOYEE = 5,500 GPD (WASTEWATER IS PROPOSED TO BE CONVEYED TO CWS WWTP)

14. WATER SUPPLY PER TOWN OF NAGS HEAD. WATER CONNECTION MUST BE MADE IN ACCORDANCE WITH TOWN OF NAGS HEAD SPECIFICATIONS AND SHALL BE PERFORMED BY A LICENSED WATER UTILITY CONTRACTOR. NOTIFY TOWN PRIOR TO INSTALLATION.

15. ALL UTILITIES TO BE PLACED UNDERGROUND UNLESS OTHERWISE NOTED

16. LANDSCAPING AND BUFFERYARDS TO BE IN ACCORDANCE WITH ARTICLE 10 OF THE TOWN OF NAGS HEAD UNIFORM DEVELOPMENT ORDINANCES.

17. SITE WILL BE LIGHTED IN ACCORDANCE WITH ARTICLE 10, PART IV "OUTDOOR LIGHTING" OF THE TOWN OF NAGS HEAD CODE OF ORDINANCES.

18. PRIOR TO LAND DISTURBANCE, A TOWN APPROVED SOIL EROSION AND SEDIMENTATION CONTROL PLAN IS REQUIRED.

19. NO U.S.A.C.O.E. SECTION 404 JURISDICTIONAL WETLANDS EXIST ON SITE.

20. EXISTING VEGETATION TO BE PRESERVED WHERE POSSIBLE.

21. THE CONTRACTOR SHALL TAKE ALL NECESSARY PRECAUTIONS TO PROTECT ALL PROPERTY MONUMENTS DURING CONSTRUCTION. DISTURBED OR REMOVED PROPERTY MONUMENTS SHALL BE REPLACED BY A NORTH CAROLINA LICENSED PROFESSIONAL LAND SURVEYOR.

22. ALL WORK WITHIN THE NC DOT RIGHT-OF-WAY REQUIRES AN APPROVED NC DOT RIGHT-OF-WAY ENCROACHMENT AGREEMENT.

23. A STATE HIGH DENSITY STORMWATER PERMIT IS REQUIRED IN ADVANCE OF ANY ONSITE DISTURBANCE.

24. THE ENTIRE SITE WILL BE IN FULL COMPLIANCE WITH ALL APPLICABLE NFPA REGULATIONS PERTAINING TO FIRE PROTECTION INCLUDING BUT NOT LIMITED TO NFPA 30 AS WELL AS VOLUME V OF THE NC STATE BUILDING CODE.

25. ALL BUILDING SIGNAGE SHALL BE IN ACCORDANCE WITH ARTICLE VIII SECTION 48-284 OF THE TOWN OF NAGS HEAD CODE OF ORDINANCES.

26. THIS PLAN SHALL COMPLY WITH VOLUME 1C OF THE NC BUILDING CODE.

27. THE EXISTING BUILDING SHALL COMPLY WITH CHAPTER 10 OF THE TOWN OF NAGS HEAD CODE OF ORDINANCES.

28. BUILDING CONSTRUCTION TO CONFORM TO 2018 NC FIRE PREVENTION CODE OR LATEST EDITION.

29. THE LOCATION, DIMENSIONS, AND ELEVATION OF EXISTING UTILITIES SHOWN ARE BASED ON THE BEST AVAILABLE DATA AND ARE APPROXIMATE. THE CONTRACTOR SHALL VERIFY ALL DATA IN THE FIELD PRIOR TO CONSTRUCTION TO HIS/HER OWN SATISFACTION. THE CONTRACTOR SHALL PERFORM ANY TEST PIT WORK OR PROVIDE LOCATION SERVICES AS REQUIRED TO AVOID CONFLICTS WITH EXISTING UTILITIES. CONTACT NORTH CAROLINA ONE-CALL AT TELEPHONE NO. 1-800-632-4949, 48 HOURS PRIOR TO PERFORMING ANY EXCAVATION TO HAVE UTILITIES MARKED.

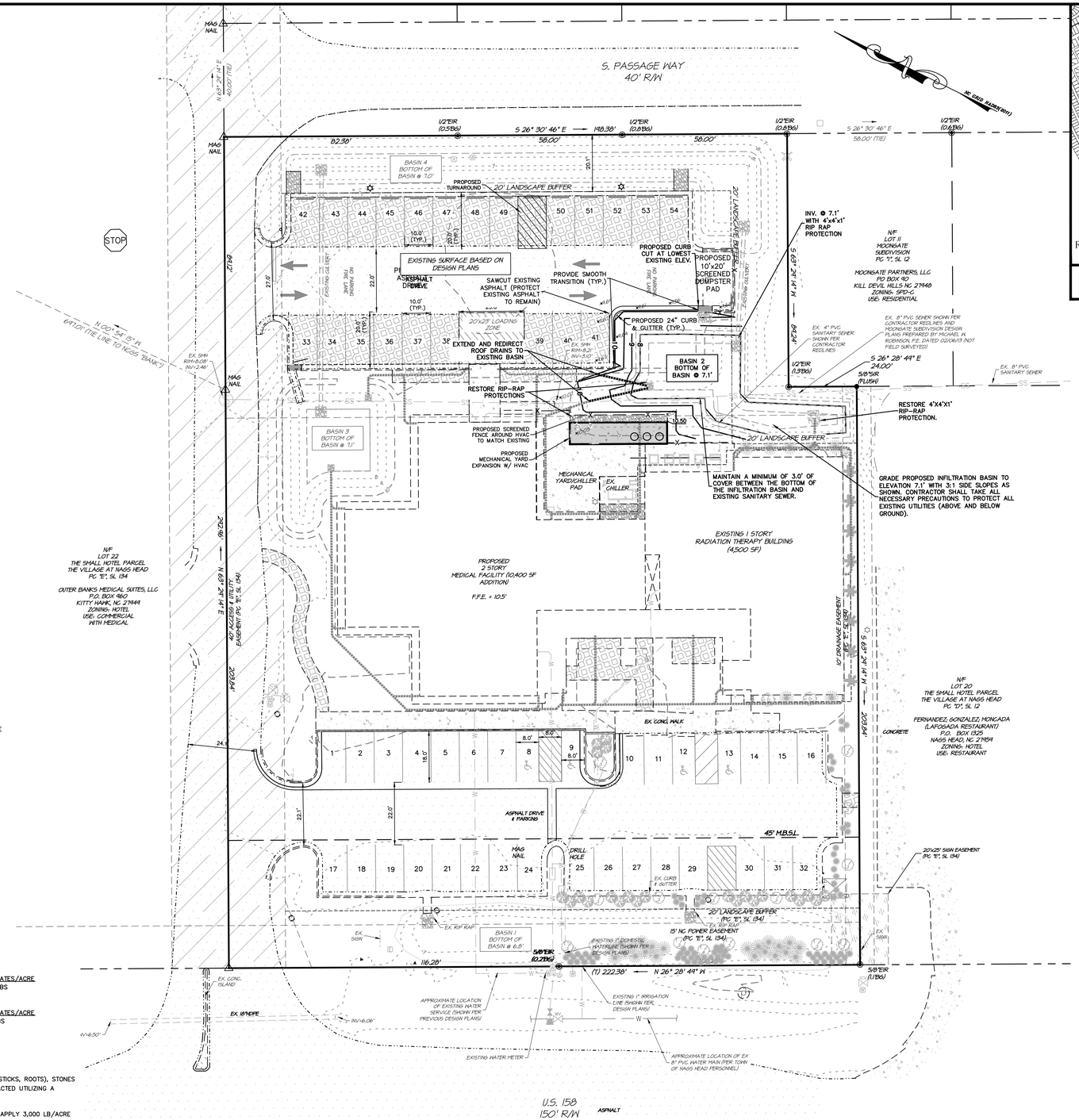
30. THE CONTRACTOR SHALL PROVIDE SMOOTH TRANSITIONS FROM PROPOSED FEATURES TO EXISTING FEATURES AS NECESSARY.

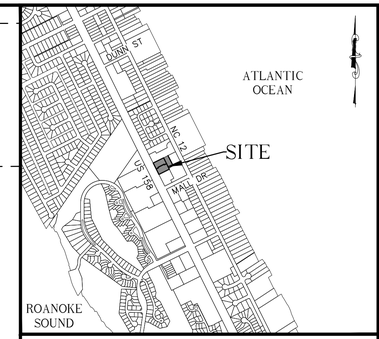
31. THE CONTRACTOR SHALL SEAL THE EDGE OF EXISTING ASPHALT PAVEMENT WITH TACK COAT IN ACCORDANCE WITH THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION STANDARD SPECIFICATIONS WHERE NEW PAVEMENT JOINS EXISTING PAVEMENT.

32. ALL PAVEMENT JOINTS SHALL BE SAW-CUT PRIOR TO PAVING TO PROVIDE A DURABLE AND UNIFORM JOINT.

33. PROOF ROLL ALL NEW PAVED AREAS. NOTIFY OWNER AND ENGINEER OF ANY UNACCEPTABLE AREAS.

34. SEE LANDSCAPING PLAN PREPARED BY GARDEN DESIGN + CONSULTATION, DATED 8/9/22





VICINITY MAP (Town of Nags Head)
N.T.S.

LEGEND

- EXISTING ASPHALT PAVEMENT
- PROPOSED RIP RAP
- PROPOSED CONCRETE
- EX. IRON ROD
- EX. DRILL HOLE
- EX. MAG NAIL
- EX. UTILITY POLE
- EX. FIRE HYDRANT
- EX. WATER VALVE
- EX. SEWER MANHOLE
- EX. WATER METER
- EX. ELECTRICAL CONNECTION
- EX. EXTERIOR LIGHT
- EX. LIGHT POLE
- PROPOSED 6" CURB (NO GUTTER)
- PROPOSED CURB AND GUTTER
- PROPOSED SPILL CURB AND GUTTER

PERMANENT VEGETATION

SEEDING DATES: APRIL 1 - AUGUST 31:

SEED MIXTURE	APPLICATION RATES/ACRE
REBEL II FESCUE	130 LBS.
COMMON BERMUDA "SAHARA" (HULLED)	215 LBS.

SEEDING DATES: SEPT. 1 - MARCH 31:

SEED MIXTURE	APPLICATION RATES/ACRE
REBEL II FESCUE	250 LBS.
COMMON BERMUDA "SAHARA" (UNHULLED)	215 LBS.

TEMPORARY VEGETATION

SEEDING DATES: AUG. 16 - APRIL 15:

SEED MIXTURE	APPLICATION RATES/ACRE
RYE GRAIN	120 LBS

SEEDING DATES: APRIL 16 - AUG. 15:

SEED MIXTURE	APPLICATION RATES/ACRE
GERMAN MILLET	40 LBS

SEEDBED PREPARATION:
LOOSEN SOILS TO A DEPTH OF 6-8 INCHES USING A RIPPER, HARROW, OR CHISEL PLOW, BREAK UP CLODS, REMOVE UNACCEPTABLE GROWTH (STICKS, ROOTS), STONES (>3"), AND OTHER MATERIALS, AND WORK THE TOP 3-4 INCHES OF THE SOIL INTO A SEEDBED. THE AREA TO BE SEEDED SHALL BE RE-COMPACTED UTILIZING A CULTIPACKER ROLLER AND A SMOOTH EVEN SOIL SURFACE WITH A LOOSE, UNIFORMLY FINE TEXTURE SHALL BE THE FINISHED GRADE.

SOIL AMENDMENTS:
OBTAIN A SOIL TEST TO DETERMINE APPLICATION RATES AND FOLLOW RECOMMENDATIONS OF SOIL TESTS. WHEN A SOIL TEST IS NOT POSSIBLE, APPLY 3,000 LB/ACRE GROUND AGRICULTURAL LIMESTONE AND 1,000 LB/ACRE 10-10-10 STARTER FERTILIZER.

MULCHING:
APPLY 4,000 LB/ACRE GRAIN STRAW OR EQUIVALENT COVER OF ANOTHER SUITABLE MULCH. ANCHOR STRAW BY TACKING WITH ASPHALT, NETTING, ROVING OR BY CRIMPING WITH A MULCH ANCHORING TOOL.

MAINTENANCE:
SATISFACTORY STABILIZATION AND EROSION CONTROL REQUIRES A COMPLETE VEGETATIVE COVER. EVEN SMALL BREACHES IN VEGETATIVE COVER CAN EXPAND RAPIDLY AND, IF LEFT UNATTENDED, CAN ALLOW SERIOUS SOIL LOSS FROM AN OTHERWISE STABLE SURFACE. A SINGLE HEAVY RAIN IS OFTEN SUFFICIENT TO GREATLY ENLARGE BARE SPOTS, AND THE LONGER REPAIRS ARE DELAYED, THE MORE COSTLY THEY BECOME. PROMPT ACTION WILL KEEP SEDIMENT LOSS AND REPAIR COST DOWN. NEW SEEDLINGS SHOULD BE INSPECTED FREQUENTLY AND MAINTENANCE PERFORMED AS NEEDED. IF RILLS AND GULLIES DEVELOP, THEY MUST BE FILLED IN, RE-SEEDED, AND MULCHED AS SOON AS POSSIBLE. DIVERSIONS MAY BE NEEDED UNTIL NEW PLANTS TAKE HOLD.

MAINTENANCE REQUIREMENTS EXTEND BEYOND THE SEEDING PHASE. (COMPLETE VEGETATIVE COVER IS REQUIRED REGARDLESS OF COUNTY ISSUANCE OF A CERTIFICATE OF OCCUPANCY AND FINAL PAYMENT WILL NOT BE AWARDED UNTIL COMPLETE ESTABLISHMENT OF VEGETATIVE COVER.)
WEAK OR DAMAGED SPOTS MUST BE RELIMED, FERTILIZED, MULCHED, AND RESEEDED AS PROMPTLY AS POSSIBLE. REFERTILIZATION MAY BE NEEDED TO MAINTAIN PRODUCTIVE STANDS.

SEEDING SPECIFICATIONS

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811 Know what's below. Call before you dig.

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GRAPHIC SCALE
20' 0 10' 20' 40'
(IN FEET)
1 inch = 20 ft.

NORTH CAROLINA LICENSED LANDSCAPE ARCHITECT CERTIFICATION
PRELIMINARY NOT FOR CONSTRUCTION

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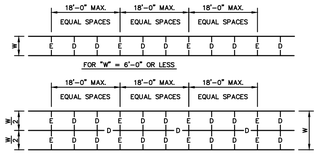
REVISIONS
NO. | DATE

PROPOSED SITE PLAN

OBH CANCER CENTER
4927 S. CROATAN HWY
NAGS HEAD TOWNSHIP DARE COUNTY NORTH CAROLINA

PROJECT NO. 25-0966
DESIGNED BY CMS
DRAWN BY CMS/ND
CHECKED BY CMS
ISSUE DATE 01/29/26

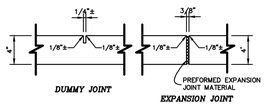
SHEET NO. 2 OF 3 SHEETS



E = EXPANSION JOINT
D = DUMMY JOINT

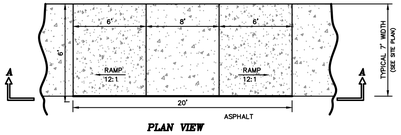
NOTES:
EXCEPT WHERE SHOWN IN THE PLAN, ALL NEW CONC. WALKS SHALL HAVE JOINTS SPACED AS SHOWN IN THESE DETAILS.
AN EXPANSION JOINT SHALL BE USED TO SEPARATE THE NEW CONC. WALK FROM OTHER NEW OR EXISTING CONCRETE CONSTRUCTION.

JOINT PATTERN



JOINT DETAIL

SIDEWALK JOINTS
N.T.S.



WHEELCHAIR RAMP
N.T.S.

1. USE ADJACENT TO ALL HANDICAPPED SPACES.
2. DETECTABLE WARNING MUST BE INSTALLED AT ACCESS TO VEHICULAR TRAFFIC AREAS AND PEDESTRIAN CROSSINGS.

TYPICAL SPECIFICATIONS

SPECIFICATIONS FOR SIDEWALKS, CURBS, ALLEYS, CONCRETE PAVEMENT

ALL REINFORCING STEEL SHALL BE GRADE 60 (ASTM A615)

ALL WELDED WIRE FABRIC SHALL BE 6 x 6, W1.4 x W1.4 (ASTM A185)

A 1-1/2" CLEAR CONCRETE COVER SHALL BE MAINTAINED ON ALL REINFORCEMENT

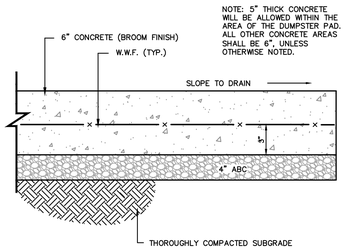
ALL CONCRETE SHALL BE 3000 PSI FIBER MESH UNLESS OTHERWISE NOTED SPECIFICATIONS OF ASPHALT

ALL ABC STONE SHALL BE COMPACTED TO 100% OF STANDARD PROCTOR (ASTM D698)

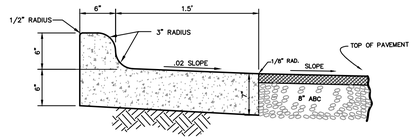
ASPHALT SHALL BE 2" SF9.5B

SPECIFICATIONS FOR SUBBASE

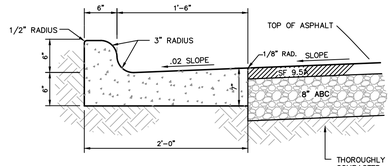
ALL SUBBASE SHALL BE COMPACTED TO 95% OF STANDARD PROCTOR (ASTM D698)



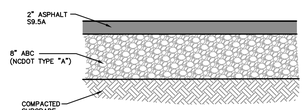
CONCRETE PAVEMENT SECTION
N.T.S.



2'-0" SPILL CURB & GUTTER CROSS SECTION
NTS



2'-0" CURB and GUTTER
REF. NCDOT STD. 846.01
N.T.S.



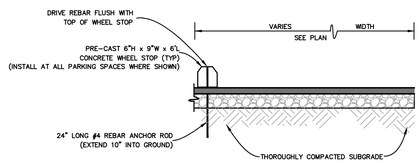
TYPICAL ASPHALT SECTION
N.T.S.



STANDARD MOUNTABLE CURB
N.T.S.

COMPACTION NOTES:
1. PROOF ROLL ALL NEW PAVED AREAS. NOTIFY OWNER AND ENGINEER OF ANY UNACCEPTABLE AREAS.
2. COMPACT BACKFILL AND SUBGRADE TO 95% OF THE MODIFIED PROCTOR MAXIMUM DRY DENSITY (ASTM D1557) ALL BACKFILL MATERIAL SHALL BE SELECT BACKFILL UNLESS OTHERWISE SPECIFIED BY THE ENGINEER.
3. SELECT FILL SHALL CONSIST OF SAND OR GRAVEL CONTAINING LESS THAN 20% BY WEIGHT OF FINES [SP, SM, SW, GP, GW] HAVING A LIQUID LIMIT LESS THAN 20 AND PLASTIC LIMIT LESS THAN 6, AND FREE OF RUBBLE, ORGANICS, CLAY, DEBRIS, AND OTHER UNSUITABLE MATERIAL.

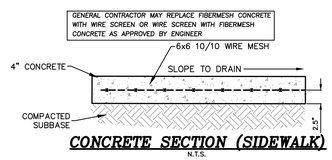
COMPACTION NOTES



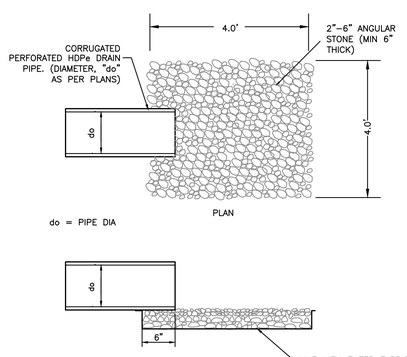
WHEEL STOP DETAIL
N.T.S.



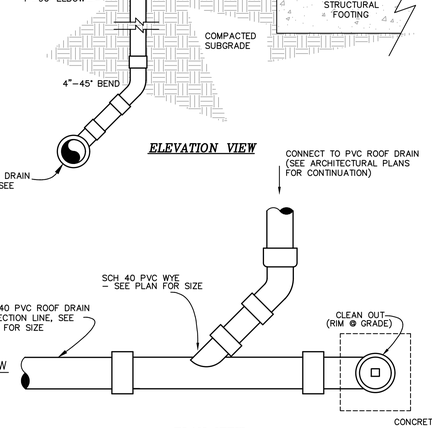
PARKWAY CURB
N.T.S.



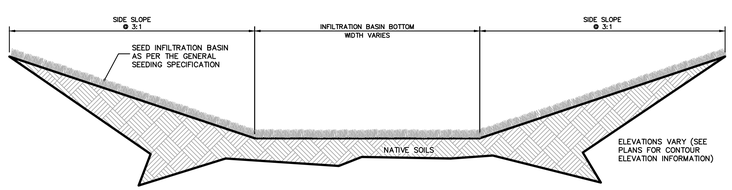
CONCRETE SECTION (SIDEWALK)
N.T.S.



DRAIN PIPE OUTLET DETAIL
N.T.S.



ROOF DRAIN COLLECTION LATERAL
N.T.S.



TYPICAL INFILTRATION BASIN CROSS-SECTION DETAIL
N.T.S.

NOTE: THIS DOCUMENT IS PRELIMINARY - NOT FOR CONSTRUCTION, RECORDATION, SALES OR CONVEYANCES - THIS DOCUMENT IS FOR DISCUSSION PURPOSES ONLY! EXISTING INFORMATION SHOWN ON THIS DOCUMENT IS BASED ON BEST AVAILABLE DATA AND IS NOT A CERTIFIED SURVEY. ALL INFORMATION SHOWN ON THIS DOCUMENT IS SUBJECT TO ANY REQUIREMENTS BY ANY REGULATORY AGENCY, ENTITY OR AUTHORITY.

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WithersRavenel
8466 Caratoke Highway | Building 400 | Powells Point, NC 27966
License #: F-1479 | t: 252.491.8147 | www.withersravenel.com

NORTH CAROLINA PROFESSIONAL ENGINEERS CERTIFICATION
PRELIMINARY NOT FOR CONSTRUCTION
CHRISTOPHER M. SIMMONS, PE 036550
SEAL
NORTH CAROLINA REGISTERED PROFESSIONAL ENGINEER

REVISIONS | NO. | DATE

SITE & STORMWATER DETAILS

OBH CANCER CENTER
4927 S. CROATAN HWY
NAGS HEAD TOWNSHIP | DARE COUNTY | NORTH CAROLINA

PROJECT NO: 25-0966
DESIGNED BY: CMS
DRAWN BY: CMS/ND
CHECKED BY: CMS
ISSUE DATE: 01/29/26

SHEET NO. 3 OF 3 SHEETS

\\withersfs1.com\projects\WRDrive\Documents\25\25966.001 North Corner Center 4927 S Croatan Hwy Nags Head\Utilities\05-Civil Permitting - Applications and Submissions\05.08 Municipality\SDP\25-0966-SDP-WRNotes.dwg 2/10/2026 10:55 AM Simmons, Christopher

Benjamin Cahoon
Mayor

Megan Lambert
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

Bob Sanders
Commissioner

Megan Vaughan
Commissioner

Molly Harrison
Commissioner

PUBLIC NOTICE

NOTICE IS HEREBY GIVEN that the Nags Head Board of Commissioners will conduct public hearings on **Wednesday, May 6, 2026,** beginning at 9:00 a.m. in the Board Room of the Municipal Complex, 5401 S Croatan Highway, Nags Head, NC to consider and take action upon the following requests:

Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO Text Amendments to Create an Allowable Use, "Wine Bar, Tap Room, and/or Lounge", with Associated Supplemental Regulations.

Public Hearing to consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 28th day of April 2026.

Brittany A. Phillips
Town Clerk

Benjamin Cahoon
Mayor

Megan Lambert
Mayor Pro Tem

Andy Garman
Town Manager

Town of Nags Head
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Public Hearing to consider UDO text amendments submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to create a new use titled "Restaurant Waiting Lounge" together with associated supplemental regulations and to consider UDO text amendments to create an allowable use, "Wine Bar, Tap Room, and/or Lounge", with associated supplemental regulations.

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 16th day of April 2026.

Brittany A. Phillips
Town Clerk

For publication in the Coastland Times on Wednesday, April 22, 2026 and on Wednesday, April 29, 2026.
Please use Nags Head seal and legal print.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM I.2.

Public Hearing to Consider a Board of Commissioners Initiated UDO Text Amendment to Establish New Allowable Uses, "Wine Bar" and "Taproom," with Associated Supplemental Regulations.

Prepared by	Reviewed by
Kelly Wyatt, Planning Director	Kelly Wyatt Brittany Phillips John Leidy Andy Garman

Staff Comments/Recommendation

STAFF RECOMMENDATION

Staff recommends approval of the proposed text amendment to the Unified Development Ordinance to establish the use categories of "Wine Bar" and "Taproom," with the associated definitions and supplemental regulations as presented.

The proposed amendment provides a clear regulatory framework that distinguishes these uses from prohibited bar or nightclub-type establishments and incorporates operational limitations intended to maintain compatibility with surrounding properties. The amendment is consistent with the Town's existing approach to managing the intensity of commercial uses and aligns with the general policy direction of the Land Use Plan.

PLANNING BOARD RECOMMENDATION

At their April 21, 2026, meeting, the Planning Board voted unanimously to recommend adoption of the proposed text amendments establishing the new use categories for "Wine Bar" and "Taproom". Areas of discussion are noted within the staff report and represented in the draft ordinance for the Board of Commissioner's consideration.

Specific Action Requested

Conduct the Public Hearing for consideration of UDO text amendments establishing new uses, "Wine Bar" and "Taproom".

Summary

At the April 15, 2026, Board of Commissioners meeting, the Board initiated a text amendment to the Unified Development Ordinance (UDO) to establish new use categories for Wine Bars and Taprooms, along with appropriate supplemental standards.

The proposed text amendment is intended to establish clear definitions for Wine Bar and Taproom uses, provide a regulatory framework for these lower-intensity alcohol-serving establishments, maintain the Town's longstanding prohibition on stand-alone bars as a principal use, and allow for limited, controlled opportunities for beer and wine-focused establishments in appropriate zoning districts.

Following review by the Planning Board, several revisions were made to simplify definitions and improve clarity and

enforceability of the proposed regulations. These revisions include:

- Simplification of the definition of "Bar, Tavern, or Drinking Establishment" to focus on the primary activity of on-premises alcohol consumption, including beer, wine, and distilled spirits, where food service is clearly subordinate and the use is oriented toward bar service rather than seated dining.

- Simplification of the definitions of "Wine Bar" and "Taproom" to remove references to specific alcohol types (such as fortified or high-alcohol products) and instead rely on the clear prohibition of distilled spirits, with operational characteristics addressed in supplemental regulations rather than definitions.

- Revision of entertainment standards to allow indoor entertainment, provided it complies with Chapter 16, Article III (Noise Ordinance), eliminating the need to define or regulate specific types or frequency of entertainment.

- Clarification of outdoor service provisions to ensure that alcoholic beverages may be consumed in approved outdoor areas, but all ordering, sale, and dispensing of beverages must occur within the enclosed indoor portion of the establishment.

- Amendment to Section 10.16, Required Parking by Use, to propose a parking standard for the new uses, the same as restaurants and microbrewery, at one parking space per 55 square feet of customer service area.

In reviewing common zoning practices and ordinance language from other jurisdictions, the term "Wine Bar" best reflects establishments focused on the sale and on-site consumption of wine (and beer), while "Taproom" reflects a similar concept oriented toward beer.

While "taprooms" are often associated with outdoor gathering spaces such as beer gardens, those elements are not inherent to the use itself. The proposed ordinance intentionally distinguishes between the principal indoor use and any accessory outdoor activity to avoid unintended impacts related to noise, intensity, and compatibility with surrounding properties.

The proposed supplemental standards are designed to clearly differentiate Wine Bars and Taprooms from prohibited bar or nightclub-type uses. Key provisions include:

- Prohibition on the sale and service of distilled spirits.
- Requirement that the use be designed and operated primarily for seated patron service.
- Limitation of hours of operation, with all service ceasing and the premises closed to patrons by 11:00 p.m.
- Allowance of indoor entertainment, provided it complies with the Town's Noise Ordinance.
- Prohibition of outdoor entertainment.
- Regulation of outdoor customer service and patron areas, including size limitations and screening, and requiring that all beverage service occur within the enclosed indoor portion of the establishment

Collectively, these standards are intended to ensure that the use remains lower in intensity and does not evolve into a bar, nightclub, or event-driven establishment. From a land use and planning perspective, potential impacts associated with alcohol-serving establishments are more closely related to operational characteristics, such as hours of operation, entertainment, and overall intensity of use, than to the specific type of alcohol served. The proposed ordinance addresses these factors through limitations on hours, requirements for indoor service, and controls on outdoor activity, in order to promote compatibility with surrounding properties.

Per Section 10.93.3.3, microbreweries are currently classified as high-impact uses, requiring increased buffering, due to their combined production, event, and outdoor activity components. By contrast, the proposed wine bar and taproom uses are intentionally structured as lower-intensity establishments. With prohibitions on distilled spirits, outdoor entertainment, and late-night operations, these uses are not anticipated to generate the same level of

impact on adjacent residential properties and are therefore not proposed to be classified as high-impact uses. Any new commercial development, including these uses, would still be required to comply with Section 10.93.3.2, Commercial Transitional Protective Yards, which requires a minimum 10-foot buffer with two rows of plantings when adjacent to residentially zoned or developed properties.

The proposed amendment allows Wine Bars and Taprooms in the same zoning districts where Microbreweries are currently permitted (C-1, C-2, C-4, and C-5). Staff does not recommend expanding these uses into the CR District at this time, as the oceanfront area is more sensitive to intensity and compatibility concerns. This approach is consistent with the intent to introduce these uses in a controlled manner within commercial districts where similar uses are already established.

Parking requirements for Wine Bars and Taprooms are proposed to be consistent with existing standards for restaurants and microbreweries, requiring one parking space per 55 square feet of customer service area.

Staff finds that the proposed amendment establishes a clear and enforceable framework for limited, lower-intensity alcohol-serving uses, while maintaining the Town's longstanding prohibition on stand-alone bar uses. The amendment is therefore likely consistent with the policy direction of the Town's adopted Land Use Plan.

Two draft ordinances are provided for the Board's consideration:

Draft Ordinance A — The most recent revised version incorporating changes discussed and recommended by the Planning Board at their April 21st, 2026 meeting.

Draft Ordinance B — The clean, non-marked-up version of the ordinance as originally reviewed by the Planning Board prior to those revisions.

If the Board of Commissioners is inclined to adopt this proposed text amendment, please reference Appendix A for the Statement of Consistency with the Town's adopted Comprehensive Land Use Plan requirements (attached).

Attachments

1. 5 I2 UDO Wine Bar and Taproom Draft Ord A
2. 5 I2 UDO Wine Bar and Taproom Draft Ord B
3. 5 I2 UDO Wine Bar and Tap Room soc
4. 5 I2 UDO Wine Bar and Tap Room pn revised
5. 5 I2 UDO Wine Bar and Tap Room pn

DRAFT ORDINANCE A
(Planning Board recommended revisions)

(DRAFT)
AN ORDINANCE AMENDING THE UNIFIED DEVELOPMENT ORDINANCE OF THE TOWN OF NAGS HEAD, NORTH CAROLINA AS IT PERTAINS TO CREATING NEW USE CATEGORIES, "WINE BAR" AND "TAPROOM".

ARTICLE I. Purpose(s) and Authority.

WHEREAS, pursuant to N.C.G.S. § 160D-701, the Town of Nags Head (the "Town") may enact and amend ordinances regulating the zoning and development of land within its jurisdiction and specifically the location and use of buildings, structures and land; pursuant to this authority and the additional authority granted by N.C.G.S. Chap. 160D-702, the Town has adopted comprehensive zoning regulations and has codified the same within the Unified Development Ordinance, Part II of the Town Code, adopted pursuant to N.C.G.S. § 160D-103, which allows the Town to combine certain land development ordinances into a unified ordinance;

WHEREAS, Section 2.4.4.3 of the Unified Development Ordinance provides that the powers and duties of the Planning Board include developing and recommending policies, ordinances, development regulations, administrative procedures, and other means for carrying out plans in a coordinated and efficient manner;

WHEREAS, Section 3.5.1. of the Town Code makes clear that a zoning ordinance text amendment may be initiated by motion of the Board of Commissioners, by motion of the Planning Board, or by application by any person within the zoning jurisdiction of the Town;

WHEREAS, at their April 15, 2026 meeting, the Board of Commissioners directed staff to draft UDO text amendments as necessary to consider the addition of two new use categories, "Wine Bar" and "Taproom", with supplemental regulations.

ARTICLE II. Construction.

For purposes of this ordinance amendment, underlined words (underline) shall be considered as additions to existing Town Code language and strikethrough words (~~strikethrough~~) shall be considered deletions to existing language. Any portions of the adopted Town Code which are not repeated herein but are instead replaced by an ellipsis ("...") shall remain as they currently exist within the Town Code.

ARTICLE III. Amendment of the Unified Development Ordinance.

PART I. That **Appendix A, Section A.4, Definitions,** shall be amended to add the following use definitions:

Bar, Tavern, or Drinking Establishment means an establishment where the primary activity is the on-premises sale and consumption of alcoholic beverages, including beer, wine, and~~/or~~ distilled spirits, and where food service is limited or clearly subordinate to beverage service. ~~Characteristics of this use may include, but are not limited to: the absence of a full-service kitchen or only minimal food offerings; the service of distilled spirits as a principal component of the business; extended evening or late-night hours of operation; indoor or outdoor entertainment as a prominent activity, including live music, DJs, or dance areas; and a layout or atmosphere oriented toward bar service rather than seated dining.~~ Such establishments are typically oriented toward bar service rather than seated dining.

Wine Bar means an establishment primarily engaged in the on-premises sale and consumption of wine and/or beer, where the sale and consumption of distilled spirits is prohibited, and where service is oriented toward seated patron experience rather than bar-style service. ~~wine offerings are limited to traditional table wines and similar products, and do not include fortified wines or other high-alcohol products typically used in the preparation of mixed alcoholic beverages. Food service may be provided, but is not required, and may be limited in scope, such as small plates, charcuterie, or similar light fare. The establishment shall not operate in a manner consistent with a Bar, Tavern, or Drinking Establishment, as~~

~~defined herein, and shall be designed and operated primarily for a seated patron service within an enclosed indoor space.~~

Taproom means an establishment primarily engaged in the on-premises sale and consumption of beer and/or wine, where the sale and consumption of distilled spirits is prohibited, and where service is oriented towards seated patron experience rather than bar-style service. ~~and may include wine offerings limited to traditional table wines that do not include fortified wines or other high-alcohol products typically used in the preparation of mixed alcoholic beverages. A Taproom may be accessory to a microbrewery or operate independently. The sale of distilled spirits is prohibited. Food service may be provided, but is not required, and may be limited in scope, such as small plates, charcuterie, or similar light fare. The establishment shall not operate in a manner consistent with a Bar, Tavern, or Drinking Establishment, as defined herein, and shall be designed and operated primarily for seated patron service within an enclosed indoor space.~~

PART II. That **Section 6.5, Classification and Review of Unlisted Uses**, shall be amended as follows:

6.5.3. The following uses are expressly prohibited in the Town of Nags Head Planning jurisdiction:

- COMMERCIAL:
  - Bar, Tavern, or Drinking Establishment (as a principal use).

PART III. That **Section 6.6, Table of Uses and Activities, Accessory Uses,** shall be amended as follows:

		Commercial Districts						Supplemental Regulations
Use Category	Use Type	CR	C-1	C-2	C-3	C-4	C-5	
Food Service	Microbreweries		SR	SR		SR	SR	Section 7.27
Food Service	Taproom		PR	PR		PR	PR	Section 7.31A
Food Service	Wine Bar		PR	PR		PR	PR	Section 7.31A

PART IV. That **Section 7.31A, Supplemental Regulations for Wine Bar and Taproom,** shall be established as follows:

Section 7.31A – Wine Bar and Taproom.

Wine Bars and Taprooms are intended to provide lower-intensity food and beverage establishments focused on the on-premises consumption of beer and/or wine in a seated, social setting. These uses are distinguished from Bars, Taverns, Nightclubs, and other Drinking Establishments by the absence of distilled spirits, limited entertainment, and earlier hours of operation, and are intended to be compatible with surrounding commercial and mixed-use areas.

The following supplemental regulations shall apply to all Wine Bars and Taprooms.

7.31A.1. The sale, service, or consumption of distilled spirits shall be prohibited. Establishments shall be limited to the sale of beer and/or wine for on-premises consumption; however, the incidental retail sales of beer and wine for off-premises consumption shall be permitted, provided such sales are limited to products also offered for on-premises consumption and remain clearly subordinate to the primary on-premises use.

7.31A.2. Food service may be provided but is not required. Offerings may include small plates, charcuterie, or similar light fare. Full-service kitchens are not required. Food service, if provided, may be prepared on-site or off-site; however, food trucks and outdoor food service vendors shall not be permitted unless otherwise authorized by the UDO.

7.31A.3. Wine Bars and Taprooms shall not operate in a manner consistent with Nightclub and a Bar, Tavern, or Drinking Establishment. The use shall be designed and operated primarily for seated patron service and shall not function as a standing-room or bar-oriented establishment.

7.31A.4. Wine Bars and Taprooms shall not be open to the public between the hours of 11:00 p.m. and 7:00 a.m. All services, including the sale and consumption of food and beverages, shall cease by 11:00 p.m., and the premises shall be closed to patrons at that time.

7.31A.5. Entertainment shall be incidental to the primary use.

7.31A.5.1. Indoor entertainment is permitted, provided it complies with Chapter 16, Article III, Noise Ordinance. ~~is low intensity in nature and does not include dance floors, DJs, or night-club style operations, and does not function as a primary attraction or regularly scheduled entertainment venue~~.

7.31A.5.2. Outdoor entertainment is prohibited, including both amplified and unamplified music, performances, or similar activities.

7.31A.6. Outdoor customer service and patron areas may be permitted as an accessory use, subject to the following:

7.31A.6.1. ~~No outdoor bar service shall be permitted~~. The ordering, sale, and dispensing of alcoholic beverages shall occur within the enclosed indoor portion of the establishment.

7.31A.6.2. Outdoor customer service areas may be used for the consumption of beverages served from within the indoor portion of the establishment and shall be limited to seated patron use.

7.31A.6.3. Outdoor customer service and patron areas shall remain clearly subordinate and accessory to the enclosed indoor use.

7.31A.6.4. The total customer service and patron area shall not exceed 500 square feet or 25 percent of the indoor customer service area, whichever is less.

7.31A.6.5. Outdoor areas shall be clearly defined and physically delineated by fencing, landscaping, or other screening features. Such features shall be designed to provide visual screening and a reasonable degree of privacy from adjacent properties, particularly residential uses, and to assist in minimizing noise and activity impacts.

7.31A.6.6. All applicable lighting and noise standards of the Ordinance shall be met.

7.31A.7. Where a Taproom is established as an accessory use to a Microbrewery, the Taproom shall comply with the requirements of this Section unless otherwise expressly modified by the Microbrewery standards.

7.31A.8. Wine Bars and Taprooms shall comply with all other applicable provisions of the Ordinance and Town Code, including but not limited to parking, lighting, landscape and buffering, and noise regulations.

PART V. That **Section 10.16, Required Parking by Use**, shall be amended as follows:

Use Category/Class	Use Type	Required Parking
Food Service	Wine Bar	One space for every 55 square feet of customer service area.
Food Service	Taproom	One space for every 55 square feet of customer service area.

PART VI. All Town ordinances or parts of ordinances in conflict with this ordinance amendment are hereby repealed. Should a court of competent jurisdiction declare this ordinance amendment or any part thereof to be invalid, such decision shall not affect the remaining provisions of this ordinance amendment nor the Unified Development Ordinance or Town Code of the Town of Nags Head, North Carolina which shall remain in full force and effect.

PART VII. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. This ordinance shall be in full force and effect from and after the ___ day of ____ 2026.

_____

Benjamin Cahoon, Mayor

ATTEST:

_____

Town Clerk

APPROVED AS TO FORM:

_____

Town Attorney

Date adopted: _____

Motion to adopt by Commissioner _____

Motion seconded by Commissioner _____

Vote: _____ AYES _____ NAYS

(DRAFT)
AN ORDINANCE AMENDING THE UNIFIED DEVELOPMENT ORDINANCE OF THE TOWN OF NAGS HEAD, NORTH CAROLINA AS IT PERTAINS TO CREATING NEW USE CATEGORIES, "WINE BAR" AND "TAPROOM".

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Wine Bar means an establishment primarily engaged in the on-premises sale and consumption of wine and/or beer, where the sale of distilled spirits is prohibited, and where wine offerings are limited to traditional table wines and similar products, and do not include fortified wines or other high-alcohol products typically used in the preparation of mixed alcoholic beverages. Food service may be provided, but is not required, and may be limited in scope, such as small plates, charcuterie, or similar light fare. The establishment shall not operate in a manner consistent with a Bar, Tavern, or Drinking Establishment, as defined herein, and shall be designed and operated primarily for a seated patron service within an enclosed indoor space.

Taproom means an establishment primarily engaged in the on-premises sale and consumption of beer and may include wine offerings limited to traditional table wines that do not include fortified wines or other high-alcohol products typically used in the preparation of mixed alcoholic beverages. A Taproom may

be accessory to a microbrewery or operate independently. The sale of distilled spirits is prohibited. Food service may be provided, but is not required, and may be limited in scope, such as small plates, charcuterie, or similar light fare. The establishment shall not operate in a manner consistent with a Bar, Tavern, or Drinking Establishment, as defined herein, and shall be designed and operated primarily for seated patron service within an enclosed indoor space.

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PART IV. That **Section 7.31A, Supplemental Regulations for Wine Bar and Taproom,** shall be established as follows:

Section 7.31A – Wine Bar and Taproom.

Wine Bars and Taprooms are intended to provide lower-intensity food and beverage establishments focused on the on-premises consumption of beer and/or wine in a seated, social setting. These uses are distinguished from Bars, Taverns, Nightclubs, and other Drinking Establishments by the absence of distilled spirits, limited entertainment, and earlier hours of operation, and are intended to be compatible with surrounding commercial and mixed-use areas.

The following supplemental regulations shall apply to all Wine Bars and Taprooms.

7.31A.1. The sale, service, or consumption of distilled spirits shall be prohibited. Establishments shall be limited to the sale of beer and/or wine for on-premises consumption; however, the incidental retail sales of beer and wine for off-premises consumption shall be permitted, provided such sales are limited to products also offered for on-premises consumption and remain clearly subordinate to the primary on-premises use.

7.31A.2. Food service may be provided but is not required. Offerings may include small plates, charcuterie, or similar light fare. Full-service kitchens are not required. Food service, if provided, may be prepared on-site or off-site; however, food trucks and outdoor food service vendors shall not be permitted unless otherwise authorized by the UDO.

7.31A.3. Wine Bars and Taprooms shall not operate in a manner consistent with a Bar, Tavern, Nightclub, or Drinking Establishment. The use shall be designed and operated primarily for seated patron service and shall not function as a standing-room or bar-oriented establishment.

7.31A.4. Wine Bars and Taprooms shall not be open to the public between the hours of 11:00 p.m. and 7:00 a.m. All services, including the sale and consumption of food and beverages, shall cease by 11:00 p.m., and the premises shall be closed to patrons at that time.

7.31A.5. Entertainment shall be incidental to the primary use.

7.31A.5.1. Indoor entertainment is permitted, provided it is low intensity in nature and does not include dance floors, DJs, or night-club style operations, and does not function as a primary attraction or regularly scheduled entertainment venue.

7.31A.5.2. Outdoor entertainment is prohibited, including both amplified and unamplified music, performances, or similar activities.

7.31A.6. Outdoor customer service and patron areas may be permitted as an accessory use, subject to the following:

7.31A.6.1. No outdoor bar service shall be permitted.

7.31A.6.2. Outdoor areas shall be limited to seated customer service and patron use.

7.31A.6.3. Outdoor customer service and patron areas shall remain clearly subordinate and accessory to the enclosed indoor use.

7.31A.6.4. The total customer service and patron area shall not exceed 500 square feet or 25 percent of the indoor customer service area, whichever is less.

7.31A.6.5. Outdoor areas shall be clearly defined and physically delineated by fencing, landscaping, or other screening features. Such features shall be designed to provide visual screening and a reasonable degree of privacy from adjacent properties, particularly residential uses, and to assist in minimizing noise and activity impacts.

7.31A.6.6. All applicable lighting and noise standards of the Ordinance shall be met.

7.31A.7. Where a Taproom is established as an accessory use to a Microbrewery, the Taproom shall comply with the requirements of this Section unless otherwise expressly modified by the Microbrewery standards.

7.31A.8. Wine Bars and Taprooms shall comply with all other applicable provisions of the Ordinance and Town Code, including but not limited to parking, lighting, landscape and buffering, and noise regulations.

PART V. That **Section 10.16, Required Parking by Use**, shall be amended as follows:

Use Category/Class	Use Type	Required Parking
Food Service	Wine Bar	One space for every 55 square feet of customer service area.
Food Service	Taproom	One space for every 55 square feet of customer service area.

PART VI. All Town ordinances or parts of ordinances in conflict with this ordinance amendment are hereby repealed. Should a court of competent jurisdiction declare this ordinance amendment or any part thereof to be invalid, such decision shall not affect the remaining provisions of this ordinance amendment nor the Unified Development Ordinance or Town Code of the Town of Nags Head, North Carolina which shall remain in full force and effect.

PART VII. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. This ordinance shall be in full force and effect from and after the ___ day of _____ 2026.

_____

Benjamin Cahoon, Mayor

ATTEST:

_____
Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

Date adopted: _____

Motion to adopt by Commissioner _____

Motion seconded by Commissioner _____

Vote: _____ AYES _____ NAYS

APPENDIX A

SECTION 3.5.4. ACTION BY THE BOARD OF COMMISSIONERS

Pursuant to Section 3.5.4.2. of the UDO, the Board of Commissioners may proceed to vote on the proposed ordinance, refer it to a committee for further study, or take any other action consistent with its usual rules of procedure.

Pursuant to Section 3.5.4.5. of the UDO, prior to voting to adopt or reject the proposed text amendment, the Board should adopt a statement approving the amendment and describing the amendment's consistency with the Town's adopted Comprehensive Plan and explaining why the action taken is reasonable and in the public interest, a statement rejecting the amendment and describing its inconsistency with the adopted Comprehensive Plan and explaining why the action taken is reasonable and in the public interest, or a statement approving the amendment and containing at least all of the following:

- A declaration that the approval is also deemed an amendment to the Comprehensive Plan. The Board of Commissioners shall not require any additional request or application for amendment to the Comprehensive Plan.

- An explanation of the change in conditions the Board of Commissioners took into account in amending the UDO to meet the development needs of the community.

- Why the action was reasonable and in the public interest.

Benjamin Cahoon
Mayor

Megan Lambert
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

Bob Sanders
Commissioner

Megan Vaughan
Commissioner

Molly Harrison
Commissioner

PUBLIC NOTICE

NOTICE IS HEREBY GIVEN that the Nags Head Board of Commissioners will conduct public hearings on **Wednesday, May 6, 2026,** beginning at 9:00 a.m. in the Board Room of the Municipal Complex, 5401 S Croatan Highway, Nags Head, NC to consider and take action upon the following requests:

Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO Text Amendments to Create an Allowable Use, "Wine Bar, Tap Room, and/or Lounge", with Associated Supplemental Regulations.

Public Hearing to consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 28th day of April 2026.

Brittany A. Phillips
Town Clerk

Benjamin Cahoon
Mayor

Megan Lambert
Mayor Pro Tem

Andy Garman
Town Manager

Town of Nags Head
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Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO text amendments submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to create a new use titled "Restaurant Waiting Lounge" together with associated supplemental regulations and to consider UDO text amendments to create an allowable use, "Wine Bar, Tap Room, and/or Lounge", with associated supplemental regulations.

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 16th day of April 2026.

Brittany A. Phillips
Town Clerk

For publication in the Coastland Times on Wednesday, April 22, 2026 and on Wednesday, April 29, 2026.
Please use Nags Head seal and legal print.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM I.3.

Public Hearing to Consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on Behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations.

Prepared by	Reviewed by
Kelly Wyatt, Planning Director	Kelly Wyatt Brittany Phillips John Leidy Andy Garman

Staff Comments/Recommendation

STAFF RECOMMENDATION

Staff continues to recommend approval of the proposed amendment as revised. The additional standards and clarifications further define the accessory nature of the use, limit its scale and applicability, and establish operational controls intended to maintain compatibility with surrounding properties. As revised, the ordinance provides a clear and structured framework to ensure the use remains subordinate to a principal Restaurant, Sit Down use and does not function as a bar or independent establishment. These revisions are intended to address concerns raised by the Board and further ensure that the Restaurant Waiting Lounge remains a limited, accessory use that does not function as a bar, tavern, or independent drinking establishment.

PLANNING BOARD RECOMMENDATION

At their March 17, 2026 meeting, the Planning Board reviewed and discussed this item and voted unanimously to recommend adoption of the proposed text amendment. The recommendation included additional language within the supplemental regulations to address pedestrian connectivity between contiguous lots, which has since been incorporated into the ordinance for the Board of Commissioners' consideration.

UPDATED: At their March 17, 2026, meeting, the Planning Board provided a formal recommendation of approval for the proposed Restaurant Waiting Facility ordinance, finding it consistent with the requirements of the Unified Development Ordinance. Following the Board of Commissioners' April discussion, the Planning Board revisited the ordinance at their April 21, 2026 meeting to further evaluate specific concerns and refine the proposed text. The Planning Board conducted a detailed, line-by-line review in coordination with staff, focusing on clarity, consistency, and alignment with the Town's longstanding intent regarding bar-type uses. Through this discussion, the Planning Board reached consensus on several key revisions which are incorporated into the current draft ordinance, including:

- Replacing the term "lounge" with "facility" to avoid varied interpretations; facility more clearly conveys a separate, enclosed structure rather than incidental or outdoor space.
- Aligning the definition of "Bar, Tavern, or Drinking Establishment" with the definitions proposed in the related Wine Bar and Taproom ordinance to ensure consistency across the UDO.
- Removing language stating the use "shall not be a bar, tavern, or drinking establishment," as the clarified definitions adequately address this distinction.

- Clarifying hours of operation to establish that the facility may only operate when the principal restaurant is open and must close at 11:00 p.m. or when the restaurant closes, whichever occurs first.
- Removing redundant language regarding independent operation, as the accessory nature of the use is otherwise clearly established.
- Simplifying entertainment provisions by removing subjective language and requiring compliance with the Town's noise ordinance.
- Limiting signage to wall signage only, consistent with other accessory uses, and prohibiting freestanding signage.

While the Planning Board did not issue a new formal recommendation following the April discussion, there was consensus to continue supporting the ordinance as revised and to move the item forward for Board of Commissioners consideration.

Specific Action Requested

Conduct the Public Hearing for this text amendment at the Board of Commissioners' May 6, 2026, meeting.

Summary

Following the Board of Commissioners' April 15, 2026, discussion, which included concerns regarding the potential for bar-type uses and the overall scope and applicability of the proposed ordinance, the Planning Board revisited the item at their April 21, 2026, meeting. The purpose of this follow-up review was to consider the Board of Commissioners' feedback and further refine the ordinance language to better align with the Town's intent.

In coordination with staff, the Planning Board conducted a detailed, line-by-line review of the draft ordinance, focusing on clarifying the accessory nature of the use, limiting its potential intensity, and ensuring consistency with the Town's longstanding approach to prohibiting stand-alone bar-type establishments.

Through this discussion, the Planning Board reached consensus on several refinements which are incorporated into the current draft ordinance. Key updates include:

- Replacing the term "lounge" with "facility" to avoid varied interpretations; facility more clearly conveys a separate, enclosed structure rather than incidental or outdoor space.
- Aligning definitions of "Bar, Tavern, or Drinking Establishment" with those proposed under the related Wine Bar and Taproom text amendment for consistency across the UDO.
- Removing language prohibiting the use from being a bar, tavern, or drinking establishment, as this distinction is now addressed through clarified definitions.
- Establishing clear hours of operation, requiring the facility to operate only in conjunction with the principal restaurant and to close at 11:00 p.m. or when the restaurant closes, whichever occurs first.
- Removing redundant provisions related to independent operation, as the accessory nature of the use is otherwise clearly established.
- Simplifying entertainment provisions by eliminating subjective standards and requiring compliance with the Town's noise ordinance.
- Limiting signage to wall signage only, consistent with other accessory uses, and prohibiting freestanding signage.

While the Planning Board did not issue a new formal recommendation following their April discussion, there was clear consensus to continue supporting the ordinance as revised and to move the item forward for Board of Commissioners consideration.

Two draft ordinances are provided for the Board's consideration:

Draft Ordinance A — The most recent revised version incorporating changes discussed and supported by the Planning Board at their April 21st, 2026 meeting.

Draft Ordinance B — The clean, non-marked up version of the ordinance as originally reviewed by the Planning Board prior to those revisions.

If the Board of Commissioners is inclined to adopt this proposed text amendment, please reference Appendix A for the Statement of Consistency with the Town's adopted Comprehensive Land Use Plan requirements (attached).

APRIL 15TH BOARD OF COMMISSIONERS STAFF REPORT

Albemarle & Associates, Ltd., on behalf of Blue Moon Five 2, LLC (Blue Moon Beach Grill), has submitted the attached request to amend the Town of Nags Head Unified Development Ordinance (UDO) to create a new use category titled "Restaurant Waiting Lounge."

Blue Moon Beach Grill relocated to its current location at 102 E. Dove Street in 2023 and has experienced significant success and popularity as a dining destination within the Town of Nags Head. While the restaurant's success has been positive for the local economy and community, it has also resulted in operational challenges related to customer waiting areas and parking demand during peak dining periods. During busy service times, patrons often wait outside the restaurant or in nearby areas until seating becomes available. During peak periods, this has contributed to patrons circulating through the parking lot seeking available spaces, parking along nearby roadways where parking is not permitted, and occasionally utilizing adjacent vacant lots. While these issues were largely the result of the restaurant's popularity, they created traffic circulation and parking concerns that needed to be addressed.

In late 2024, the owners of Blue Moon Beach Grill (the Shields family) purchased the property located at 101 E. Dove Street, directly across the street from the restaurant, at 102 E. Dove Street. The property was already permitted for Indoor Public Assembly (Keepers Galley). Since acquiring the property, the owners have primarily utilized the site to provide additional parking relief for the restaurant.

Recognizing that ownership of the additional property was helping alleviate many of the overflow parking concerns, the owners began exploring ways the existing structure could be utilized in a manner that would remain operationally connected to the restaurant, while avoiding the creation of a new principal commercial use that could compete for parking.

In early 2025, the Shields and their engineer, Jay Overton of Albemarle & Associates, met with Town staff to discuss potential options. One concept involved utilizing the existing structure as a waiting and gathering space for patrons awaiting seating at the restaurant, where guests could sit comfortably and potentially purchase a beverage while waiting for their table. However, as discussions progressed, it became apparent that the Town's UDO does not currently contain a provision that would allow this type of arrangement between two properties operating in conjunction with a single restaurant use. Likewise, the UDO does not permit stand-alone bars as principal uses.

Additionally, the Alcoholic Beverage Control (ABC) licensing structure required for the proposed waiting area concept differs from the licensing associated with the building's existing Indoor Public Assembly use, which has historically been used primarily for catered events.

Because the ordinance did not provide a mechanism to allow this type of arrangement while maintaining the Town's policy framework, the applicant submitted a text amendment request proposing the creation of a new use category titled Restaurant Waiting Lounge.

The proposed ordinance amendment would establish a new accessory use category titled "Restaurant Waiting Lounge", along with associated definitions, supplemental regulations, and parking standards. If adopted, the ordinance would allow a restaurant to establish a waiting lounge within a detached structure located on the same parcel or on a contiguous parcel separated only by a town maintained public street or right-of-way, provided the

parcels are under common ownership or operational control and approved as part of a unified development plan.

Importantly, the ordinance is structured so that the waiting lounge remains accessory and subordinate to the principal restaurant use and cannot operate as an independent establishment.

The Town of Nags Head has historically taken a deliberate approach to limiting bars, nightclubs, and similar alcohol-focused establishments as principal uses due to potential impacts related to public safety, nuisance, and compatibility with nearby residential areas. Establishments primarily oriented toward alcohol service often operate later into the evening and can generate more substantial impacts than traditional restaurants if not properly managed. As a result, the Town's regulatory framework has historically allowed alcohol service primarily as an accessory component of restaurant uses rather than as a stand-alone principal use.

The proposed amendment establishes two new definitions within the UDO. Restaurant Waiting Lounge, defined as an indoor, detached, and fully enclosed permanent structure accessory to a principal restaurant use that provides waiting or gathering space for patrons of the associated restaurant. The definition was intentionally crafted to avoid confusion with outdoor gathering spaces, patios, bars, stages, tents, or other temporary or unenclosed areas commonly associated with restaurants. The definition ensures that outdoor restaurant spaces remain regulated as part of the principal restaurant use and prevents temporary structures, such as tents, from being used as waiting lounges.

The ordinance also introduces a definition for "Bar, Tavern, or Drinking Establishment" to provide clarity regarding establishments where the principal activity is the sale and consumption of alcoholic beverages. This definition was included to clearly distinguish the proposed waiting lounge use from establishments primarily oriented toward alcohol service. The amendment also updates Section 6.5 – Classification and Review of Unlisted Uses to expressly prohibit Bar, Tavern, or Drinking Establishments as principal uses within the Town's zoning jurisdiction.

Section 6.6, Table of Uses and Activities is proposed to be amended to include "Restaurant Waiting Lounge – Accessory to Restaurant, Sit Down" within the Accessory Uses category. The use would be allowed by Special Use Permit in the same commercial districts where a Restaurant, Sit Down is permitted. Including the use in the table ensures clarity within the ordinance and confirms that the waiting lounge is only permitted as an accessory use to a restaurant and not as a principal commercial use.

The proposed ordinance includes several provisions intended to ensure the waiting lounge remains clearly tied to the restaurant and cannot evolve into a separate alcohol-focused establishment. Key safeguards include:
- Approval through a Special Use Permit and Unified Development Plan.
- Requirement that the lounge remain an accessory and subordinate to the restaurant.
- Limiting the restaurant waiting lounge to the same hours of operation as the restaurant.
- Prohibiting the restaurant waiting lounge from operating as an independent bar, tavern, nightclub, or drinking establishment.
- Requiring signage to incorporate the associated restaurant name.
- Requiring that the lounge serve patrons of the restaurant only.

These provisions are intended to allow restaurants to better manage customer waiting areas while maintaining the Town's longstanding policy of not allowing stand-alone bars or drinking establishments.

The ordinance also clarifies how parking for a Restaurant Waiting Lounge would be calculated. The Town's existing parking standard for Restaurant, Sit Down, requires one parking space for every 55 square feet of indoor customer service area. The amendment updates Section 10.16, Required Parking by Use to specify that the square footage of any Restaurant Waiting Lounge must be included in the calculation of indoor customer service area for the associated restaurant. This ensures that any additional waiting area contributes to the restaurant's total parking demand and prevents the lounge from creating additional parking impacts without being accounted for.

As with all Unified Development Ordinance text amendments, the request before the Board is legislative in nature

and not site-specific. While the request was prompted by the circumstances surrounding Blue Moon Beach Grill, if adopted, the ordinance would apply to any restaurant within the applicable zoning districts that meets the ordinance requirements and obtains approval through the Special Use Permit process. The Special Use Permit requirement provides an additional level of oversight by allowing the Board of Commissioners to review each proposal individually and impose conditions as necessary to ensure the use remains clearly accessory to the principal restaurant.

POLICY CONSIDERATIONS

LU-1 — Ensure that the character of Nags Head is preserved as a single-family residential beach community with ties to its natural environment. This character is defined by:

- Commercial development that serves the needs of residents and visitors but respects the goals of the community related to design and appearance.
- Land uses that are compatible with the community and with adjacent properties that don't create excessive noise, light, unsafe conditions, or other nuisances.

LU-5 — Promote contiguous and cohesive nodes of commercial development of appropriate size and massing for the surrounding area.

LU-9 — Encourage land uses that serve the needs of both year-round and seasonal residents in support of the town's overall vision for the community.

LU-10 - Discourage high intensity land uses that produce significant noise, light, heavy vehicle traffic, noxious fumes or poor air quality, are unsightly, encourage unsafe behavior, or require large amounts of land for heavy industrial uses, processing, or storage or material or equipment.

LU-23 — Require sufficient parking for commercial businesses with parking area design regulations that limit impacts on neighbors and surrounding land uses.

EC-6 — Support and foster small, local businesses that preserve and uphold the vision and legacy of the town.

STAFF RECOMMENDATION

Based on staff's review of the request and the proposed ordinance language, staff believes the amendment provides a reasonable regulatory mechanism for restaurants to manage customer waiting areas while maintaining the Town's longstanding policy of not allowing stand-alone bars or drinking establishments. The ordinance establishes clear definitions, operational safeguards, and parking standards to ensure that a Restaurant Waiting Lounge remains subordinate to a principal restaurant and cannot operate independently. Staff therefore recommends approval of the proposed Unified Development Ordinance text amendment creating the use category "Restaurant Waiting Lounge" as presented.

If the Board of Commissioners is inclined to adopt this proposed text amendment, please reference Appendix A for the Statement of Consistency with the Town's adopted Comprehensive Land Use Plan requirements (attached).

Attachments

1. 5 I3 UDO Restaurant Waiting Facility Draft Ord A
2. 5 I3 UDO Restaurant Waiting Facility Draft Ord B
3. 5 I3 UDO Restaurant Waiting Facility soc
4. 5 I3 UDO Restaurant Waiting Facility pn revised
5. 5 I3 UDO Restaurant Waiting Facility pn

DRAFT ORDINANCE A
(with PB revisions shown)

(DRAFT)
AN ORDINANCE AMENDING THE UNIFIED DEVELOPMENT ORDINANCE OF THE TOWN OF NAGS HEAD, NORTH CAROLINA AS IT PERTAINS TO CREATING A NEW USE CATEGORY, "RESTAURANT WAITING FACILITY".

ARTICLE I. Purpose(s) and Authority.

WHEREAS, pursuant to N.C.G.S. § 160D-701, the Town of Nags Head (the "Town") may enact and amend ordinances regulating the zoning and development of land within its jurisdiction and specifically the location and use of buildings, structures and land; pursuant to this authority and the additional authority granted by N.C.G.S. Chap. 160D-702, the Town has adopted comprehensive zoning regulations and has codified the same within the Unified Development Ordinance, Part II of the Town Code, adopted pursuant to N.C.G.S. § 160D-103, which allows the Town to combine certain land development ordinances into a unified ordinance;

WHEREAS, Section 2.4.4.3 of the Unified Development Ordinance provides that the powers and duties of the Planning Board include developing and recommending policies, ordinances, development regulations, administrative procedures, and other means for carrying out plans in a coordinated and efficient manner;

WHEREAS, Section 3.5.1. of the Town Code makes clear that a zoning ordinance text amendment may be initiated by motion of the Board of Commissioners, by motion of the Planning Board, or by application by any person within the zoning jurisdiction of the Town;

WHEREAS, Albemarle & Associates, Ltd. On behalf of Blue Moon Five 2, LLC, has requested that the UDO be amended to create a new use category, Restaurant Waiting Lounge, to include a definition, supplemental regulations, and parking standard.

ARTICLE II. Construction.

For purposes of this ordinance amendment, underlined words (underline) shall be considered as additions to existing Town Code language and strikethrough words (~~strikethrough~~) shall be considered deletions to existing language. Any portions of the adopted Town Code which are not repeated herein but are instead replaced by an ellipsis ("...") shall remain as they currently exist within the Town Code.

ARTICLE III. Amendment of the Unified Development Ordinance.

PART I. That **Appendix A, Section A.4, Definitions,** shall be amended to add the following use definitions:

Restaurant Waiting ~~Lounge~~ Facility means an indoor, detached, and fully enclosed permanent structure accessory to a principal Restaurant, Sit Down use that is designed and used to provide waiting or gathering space for patrons of the associated principal restaurant.

The Restaurant Waiting ~~Lounge~~ Facility shall be located on a site occupied by a single principal Restaurant, Sit Down use, and may be located on the same parcel as the principal restaurant or on a parcel that is contiguous to, or separated only by a town maintained public street or right-of-way from, the principal restaurant, provided the parcels are under common ownership or operational control and are developed pursuant to an approved unified development plan.

A Restaurant Waiting ~~Lounge~~ Facility shall operate solely in conjunction with the principal Restaurant, Sit Down use and shall not operate as an independent establishment.

Outdoor seating areas, patios, pergolas, gazebos, stages, bars, or other unenclosed gathering areas associated with the principal restaurant shall not be considered a Restaurant Waiting ~~Lounge~~ Facility and shall instead be regulated as part of the principal Restaurant, Sit Down use.

Bar, Tavern, or Drinking Establishment means a commercial establishment where the primary activity is the on-premises sale and consumption of alcoholic beverages, including beer, wine, and distilled spirits, and where food service is limited or clearly subordinate to beverage service. Such establishments are typically oriented toward bar service rather than seated dining. ~~or portion thereof, in which the principal use is the sale, service, and on-premises consumption of alcoholic beverages. Such use includes bars, taverns, pubs, cocktail lounges, and similar establishments primarily oriented toward the service and consumption of beer, wine, liquor, or mixed drinks for patrons on site.~~

~~The sale or service of food, snacks, or non-alcoholic beverages may occur but shall be incidental and subordinate to the principal alcoholic beverage service.~~

~~An establishment shall be considered a bar, tavern, or drinking establishment when it is designed, marketed, licensed, or operated primarily for patrons to assemble, linger, or socialize for the purpose of purchasing or consuming alcoholic beverages independent of a principal restaurant use, rather than for the consumption of meals as the principal activity.~~

~~This term shall not include a restaurant in which the preparation and service of meals for on-premises consumption is the principal use and alcoholic beverage service is secondary and incidental to dining. This term shall also not include an approved Restaurant Waiting Lounge that operates solely in conjunction with the principal restaurant and does not function as an independent establishment.~~

PART II. That **Section 6.5, Classification and Review of Unlisted Uses**, shall be amended as follows:

6.5.3. The following uses are expressly prohibited in the Town of Nags Head Planning jurisdiction:

- COMMERCIAL:
  - Bar, Tavern, or Drinking Establishment (as a principal use).

PART III. That **Section 6.6, Table of Uses and Activities, Accessory Uses,** shall be amended as follows:

		Commercial Districts						Supplemental Regulations
Use Category	Use Type	CR	C-1	C-2	C-3	C-4	C-5	
Accessory Uses	Restaurant Waiting ~~Lounge~~ Facility– Accessory to Restaurant, Sit Down (not permitted as principal use)	SR	SR	SR		SR	SR	Section 7.31.3

PART IV. That **Section 7.31, Supplemental Regulations for Restaurant, Sit Down,** shall be amended as follows:

Section 7.31 - Restaurant, Sit Down.

7.31.3. As an accessory use, a Restaurant Waiting ~~Lounge~~ Facility may be permitted in any district where Restaurant, Sit Down, is permitted upon issuance of a Special Use Permit by the Board of Commissioners, subject to the following conditions:

7.31.3.1. The Restaurant Waiting ~~Lounge~~ Facility shall be accessory and subordinate to a principal Restaurant, Sit Down use and shall be located on the same parcel as the principal restaurant or on a parcel that is contiguous to, or separated only by a town maintained public street or right-of-way from, the principal restaurant, provided the parcels are under common ownership or operational control and are developed pursuant to an approved unified development plan.

7.31.3.2. The Restaurant Waiting ~~Lounge~~ Facility shall be located on a site occupied by a single principal Restaurant, Sit Down use and shall not be located within a multi-tenant commercial development or shopping center.

7.31.3.3. Where a Restaurant Waiting ~~Lounge~~ Facility is located on a parcel that is contiguous to, or separated from, the principal restaurant use only by a town maintained public street or right-of-way, a clear and visible pedestrian connection shall be provided between the two uses. The pedestrian connection shall identify and reinforce the most direct and safest walking route for patrons traveling between the waiting ~~lounge~~ facility and the principal restaurant.

The pedestrian connection may be achieved through visual or physical means, including but not limited to pavement markings, surface treatments, signage, or similar design elements, and shall be subject to Town approval. This requirement is intended to provide clear wayfinding and pedestrian guidance and shall not, in itself, require the installation of a formal or regulated crosswalk unless otherwise determined necessary by the Town.

7.31.3.4. The Restaurant Waiting ~~Lounge~~ Facility shall be approved as part of a unified development plan for the associated principal restaurant by the Board of

Commissioners and shall not be established independently of the principal restaurant use. The Board of Commissioners may impose additional conditions necessary to ensure the waiting ~~lounge~~ facility remains clearly subordinate and incidental to the principal restaurant use.

7.31.3.5. The approval of a Restaurant Waiting ~~Lounge~~ Facility shall run with the unified development plan for the associated principal restaurant and shall not be separated from the principal Restaurant, Sit Down use through subdivision, sale, lease, or other conveyance that would allow the restaurant waiting ~~lounge~~ facility to function independently of the restaurant.

7.31.3.6. The Restaurant Waiting ~~Lounge~~ Facility shall serve patrons of the associated principal restaurant only and shall not be open to the general public independent of a dining wait or reservation at the principal restaurant, nor operate as a stand-alone establishment.

7.31.3.7. The ~~indoor~~ customer service area of the Restaurant Waiting ~~Lounge~~ Facility shall not exceed fifty percent (50%) of the ~~indoor~~ customer service area of the principal Restaurant, Sit Down.

7.31.3.8. Alcoholic beverages may be served and consumed within the Restaurant Waiting ~~Lounge~~ Facility only to patrons of the associated principal Restaurant, Sit Down use. ~~; however, the facility shall not operate as a Bar, Tavern, Nightclub, or Drinking Establishment as defined by this Ordinance.~~

7.31.3.9. Alcoholic beverages may not be served for consumption off premises.

7.31.3.10. ~~The Restaurant Waiting Lounge shall not operate later than 11:00pm and shall close no later than one hour prior to the closing time of the principal restaurant, whichever occurs first~~. A Restaurant Waiting Facility shall operate only during the hours the associated principal Restaurant, Sit Down use is open for business. A Restaurant Waiting Facility shall not operate independently, and shall close no later than 11:00pm, or at the closing time of the principal restaurant, whichever comes first.

7.31.3.11. The Restaurant Waiting ~~Lounge~~ Facility shall not operate independently or be separately advertised. All marketing, branding, and representation of the restaurant waiting ~~lounge~~ facility shall be integrated with and subordinate to the associated principal restaurant.

7.31.3.12. The Restaurant Waiting ~~Lounge~~ Facility ~~shall operate only during the hours the associated principal restaurant is open for business and~~ shall not maintain separate business operations from the principal restaurant, including ~~but not limited to separate hours of operation,~~ separate kitchen facilities, ~~or separate~~ management, or operational control.

7.31.3.13. Entertainment shall be incidental to the primary use.

7.31.3.13.1. Indoor entertainment is permitted, provided it complies with Chapter 16, Article III, Noise Ordinance. ~~is low intensity in nature and does not include dance floors, DJs, or night-club style operations, and~~

~~does not function as a primary attraction or regularly scheduled entertainment venue.~~

7.31.3.13.2. Outdoor entertainment is prohibited, including both amplified and unamplified music, performances, or similar activities.

7.31.3.14. Outdoor customer service and patron areas may be permitted as an accessory use to an approved enclosed Restaurant Waiting ~~Lounge~~ Facility, subject to the following:

7.31.3.14.1. Outdoor areas shall be clearly subordinate and accessory to the enclosed indoor use.

7.31.3.14.2. Outdoor areas shall be limited to seated customer service and patron use.

7.31.3.14.3. The total outdoor customer service and patron area shall not exceed 500 square feet or 25% of the indoor customer service area of the Restaurant Waiting ~~Lounge~~ Facility, whichever is less.

7.31.3.14.4. Outdoor areas shall be clearly defined and physically delineated by fencing, landscaping, or other screening features. Such features shall be designed to provide visual screening and a reasonable degree of privacy from adjacent properties, particularly residential uses, and to assist in minimizing noise and activity impacts.

7.31.3.14.5. All applicable lighting and noise standards of the Ordinance shall be met.

7.31.3.15. Exterior signage for a Restaurant Waiting ~~Lounge~~ Facility shall incorporate the name of the associated principal Restaurant, Sit Down use and shall not present the ~~lounge~~ waiting facility as a separate or independent establishment. Signage shall be limited to wall signage affixed to the structure and shall comply with Article 10, Part III, Sign Regulations of the UDO. Freestanding signage shall not be permitted.

PART V. That **Section 10.16, Required Parking by Use**, shall be amended as follows:

Use Category/Class	Use Type	Required Parking
Food Service	Restaurant – Sit Down	One space for every 55 square feet of indoor customer service area. The square footage of any Restaurant Waiting ~~Lounge~~ Facility shall be included in the calculation of indoor customer service area for the associated principal restaurant use.

PART VI. All Town ordinances or parts of ordinances in conflict with this ordinance amendment are hereby repealed. Should a court of competent jurisdiction declare this ordinance amendment or any part thereof to be invalid, such decision shall not affect the

remaining provisions of this ordinance amendment nor the Unified Development Ordinance or Town Code of the Town of Nags Head, North Carolina which shall remain in full force and effect.

PART VII. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. This ordinance shall be in full force and effect from and after the ___ day of ____ 2026.

_____
Benjamin Cahoon, Mayor

ATTEST:

_____
Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

Date adopted: _____

Motion to adopt by Commissioner _____

Motion seconded by Commissioner _____

Vote: _____ AYES _____ NAYS

(DRAFT)
AN ORDINANCE AMENDING THE UNIFIED DEVELOPMENT ORDINANCE OF THE TOWN OF NAGS HEAD, NORTH CAROLINA AS IT PERTAINS TO CREATING A NEW USE CATEGORY, "RESTAURANT WAITING LOUNGE".

ARTICLE I. Purpose(s) and Authority.

WHEREAS, pursuant to N.C.G.S. § 160D-701, the Town of Nags Head (the "Town") may enact and amend ordinances regulating the zoning and development of land within its jurisdiction and specifically the location and use of buildings, structures and land; pursuant to this authority and the additional authority granted by N.C.G.S. Chap. 160D-702, the Town has adopted comprehensive zoning regulations and has codified the same within the Unified Development Ordinance, Part II of the Town Code, adopted pursuant to N.C.G.S. § 160D-103, which allows the Town to combine certain land development ordinances into a unified ordinance;

WHEREAS, Section 2.4.4.3 of the Unified Development Ordinance provides that the powers and duties of the Planning Board include developing and recommending policies, ordinances, development regulations, administrative procedures, and other means for carrying out plans in a coordinated and efficient manner;

WHEREAS, Section 3.5.1. of the Town Code makes clear that a zoning ordinance text amendment may be initiated by motion of the Board of Commissioners, by motion of the Planning Board, or by application by any person within the zoning jurisdiction of the Town;

WHEREAS, Albemarle & Associates, Ltd. On behalf of Blue Moon Five 2, LLC, has requested that the UDO be amended to create a new use category, Restaurant Waiting Lounge, to include a definition, supplemental regulations, and parking standard.

ARTICLE II. Construction.

For purposes of this ordinance amendment, underlined words (underline) shall be considered as additions to existing Town Code language and strikethrough words (~~strikethrough~~) shall be considered deletions to existing language. Any portions of the adopted Town Code which are not repeated herein but are instead replaced by an ellipsis ("...") shall remain as they currently exist within the Town Code.

ARTICLE III. Amendment of the Unified Development Ordinance.

PART I. That **Appendix A, Section A.4, Definitions,** shall be amended to add the following use definitions:

Restaurant Waiting Lounge means an indoor, detached, and fully enclosed permanent structure accessory to a principal Restaurant, Sit Down use that provides waiting or gathering space for patrons of the associated restaurant. The Restaurant Waiting Lounge shall be located on a site occupied by a single principal Restaurant, Sit Down use, and may be located on the same parcel as the principal restaurant or on a parcel that is contiguous to, or separated only by a public street or right-of-way from, the principal restaurant, provided the parcels

are under common ownership or operational control and are developed pursuant to an approved unified development plan.

A Restaurant Waiting Lounge shall operate solely in conjunction with the principal Restaurant, Sit Down use and shall not operate as an independent establishment.

Outdoor seating areas, patios, pergolas, gazebos, stages, bars, or other unenclosed gathering areas contiguous to, and associated with a restaurant shall not be considered a Restaurant Waiting Lounge and shall instead be regulated as part of the principal Restaurant, Sit Down use.

Bar, Tavern, or Drinking Establishment means a commercial establishment, or portion thereof, in which the principal use is the sale, service, and on-premises consumption of alcoholic beverages. Such use includes bars, taverns, pubs, cocktail lounges, and similar establishments primarily oriented toward the service and consumption of beer, wine, liquor, or mixed drinks for patrons on site.

The sale or service of food, snacks, or non-alcoholic beverages may occur but shall be incidental and subordinate to the principal alcoholic beverage service.

An establishment shall be considered a bar, tavern, or drinking establishment when it is designed, marketed, licensed, or operated primarily for patrons to assemble, linger, or socialize for the purpose of purchasing or consuming alcoholic beverages independent of a principal restaurant use, rather than for the consumption of meals as the principal activity.

This term shall not include a restaurant in which the preparation and service of meals for on-premises consumption is the principal use and alcoholic beverage service is secondary and incidental to dining. This term shall also not include an approved Restaurant Waiting Lounge that operates solely in conjunction with the principal restaurant and does not function as an independent establishment.

PART II. That **Section 6.5, Classification and Review of Unlisted Uses**, shall be amended as follows:

6.5.3. The following uses are expressly prohibited in the Town of Nags Head Planning jurisdiction:

- COMMERCIAL:
  - Bar, Tavern, or Drinking Establishment (as a principal use).

PART III. That **Section 6.6, Table of Uses and Activities, Accessory Uses,** shall be amended as follows:

		Commercial Districts						Supplemental Regulations
Use Category	Use Type	CR	C-1	C-2	C-3	C-4	C-5	
Accessory Uses	Restaurant Waiting Lounge – Accessory to Restaurant, Sit Down (not permitted as principal use)	SR	SR	SR		SR	SR	Section 7.31.3

PART IV. That **Section 7.31, Supplemental Regulations for Restaurant, Sit Down,** shall be amended as follows:

Section 7.31 - Restaurant, Sit Down.

7.31.3. As an accessory use, a Restaurant Waiting Lounge may be permitted in any district where Restaurant, Sit Down, is permitted upon issuance of a Special Use Permit by the Board of Commissioners, subject to the following conditions:

7.31.3.1. The Restaurant Waiting Lounge shall be accessory and subordinate to a principal Restaurant, Sit Down use and shall be located on the same parcel as the principal restaurant or on a parcel that is contiguous to, or separated only by a public street or right-of-way from, the principal restaurant, provided the parcels are under common ownership or operational control and are developed pursuant to an approved unified development plan.

7.31.3.2. The Restaurant Waiting Lounge shall be located on a site occupied by a single principal Restaurant, Sit Down use and shall not be located within a multi-tenant commercial development or shopping center.

7.31.3.3. Where a Restaurant Waiting Lounge is located on a parcel that is contiguous to, or separated from, the principal restaurant use only by a public street or right-of-way, a clear and visible pedestrian connection shall be provided between the two uses. The pedestrian connection shall identify and reinforce the most direct and safest walking route for patrons traveling between the waiting lounge and the principal restaurant.

The pedestrian connection may be achieved through visual or physical means, including but not limited to pavement markings, surface treatments, signage, or similar design elements, and shall be subject to Town approval. This requirement

is intended to provide clear wayfinding and pedestrian guidance and shall not, in itself, require the installation of a formal or regulated crosswalk unless otherwise determined necessary by the Town.

7.31.3.4. The Restaurant Waiting Lounge shall be approved as part of a unified development plan for the associated restaurant by the Board of Commissioners and shall not be established independently of the principal restaurant use. The Board of Commissioners may impose additional conditions necessary to ensure the waiting lounge remains clearly subordinate and incidental to the principal restaurant use.

7.31.3.5. The approval of a Restaurant Waiting Lounge shall run with the unified development plan for the associated restaurant and shall not be separated from the principal Restaurant, Sit Down use through subdivision, sale, lease, or other conveyance that would allow the restaurant waiting lounge to function independently of the restaurant.

7.31.3.6. The Restaurant Waiting Lounge shall serve patrons of the associated principal restaurant only and shall not be open to the general public independent of a dining wait or reservation at the principal restaurant, nor operate as a stand-alone establishment.

7.31.3.7. The indoor customer service area of the Restaurant Waiting Lounge shall not exceed fifty percent (50%) of the indoor customer service area of the principal Restaurant, Sit Down.

7.31.3.8. Alcoholic beverages may be served and consumed within the Restaurant Waiting Lounge only to patrons of the associated principal Restaurant, Sit Down use; however, the facility shall not operate as a Bar, Tavern, Nightclub, or Drinking Establishment as defined by this Ordinance.

7.31.3.9. Alcoholic beverages may not be served for consumption off premises.

7.31.3.10. The Restaurant Waiting Lounge shall not operate later than 11:00pm and shall close no later than one hour prior to the closing time of the principal restaurant, whichever occurs first.

7.31.3.11. The Restaurant Waiting Lounge shall not operate independently or be separately advertised. All marketing, branding, and representation of the restaurant waiting lounge shall be integrated with and subordinate to the associated principal restaurant.

7.31.3.12. The Restaurant Waiting Lounge shall operate only during the hours the associated principal restaurant is open for business and shall not maintain separate business operations, including but not limited to separate hours of operation, separate kitchen facilities, or separate management or operational control.

7.31.3.13. Entertainment shall be incidental to the primary use.

7.31.3.13.1. Indoor entertainment is permitted, provided it is low intensity in nature and does not include dance floors, DJs, or night-club style operations, and does not function as a primary attraction or regularly scheduled entertainment venue.

7.31.3.13.2. Outdoor entertainment is prohibited, including both amplified and unamplified music, performances, or similar activities.

7.31.3.14. Outdoor customer service and patron areas may be permitted as an accessory use to an approved enclosed Restaurant Waiting Lounge, subject to the following:

7.31.3.14.1. Outdoor areas shall be clearly subordinate and accessory to the enclosed indoor use.

7.31.3.14.2. Outdoor areas shall be limited to seated customer service and patron use.

7.31.3.14.3. The total outdoor customer service and patron area shall not exceed 500 square feet or 25% of the indoor customer service area of the Restaurant Waiting Lounge, whichever is less.

7.31.3.14.4. Outdoor areas shall be clearly defined and physically delineated by fencing, landscaping, or other screening features. Such features shall be designed to provide visual screening and a reasonable degree of privacy from adjacent properties, particularly residential uses, and to assist in minimizing noise and activity impacts.

7.31.3.14.5. All applicable lighting and noise standards of the Ordinance shall be met.

7.31.3.15. Exterior signage for a Restaurant Waiting Lounge shall incorporate the name of the associated restaurant and shall not present the lounge as a separate or independent establishment. Signage must comply with all standards of Article 10, Part III, Sign Regulations of the UDO.

PART V. That **Section 10.16, Required Parking by Use**, shall be amended as follows:

Use Category/Class	Use Type	Required Parking
Food Service	Restaurant – Sit Down	One space for every 55 square feet of indoor customer service area. The square footage of any Restaurant Waiting Lounge shall be included in the calculation of indoor customer service area for the associated principal restaurant use.

PART VI. All Town ordinances or parts of ordinances in conflict with this ordinance amendment are hereby repealed. Should a court of competent jurisdiction declare this ordinance

amendment or any part thereof to be invalid, such decision shall not affect the remaining provisions of this ordinance amendment nor the Unified Development Ordinance or Town Code of the Town of Nags Head, North Carolina which shall remain in full force and effect.

PART VII. All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. This ordinance shall be in full force and effect from and after the ___ day of ____ 2026.

_____
Benjamin Cahoon, Mayor

ATTEST:

_____
Town Clerk

APPROVED AS TO FORM:

_____
Town Attorney

Date adopted: _____

Motion to adopt by Commissioner _____

Motion seconded by Commissioner _____

Vote: _____ AYES _____ NAYS

APPENDIX A

SECTION 3.5.4. ACTION BY THE BOARD OF COMMISSIONERS

Pursuant to Section 3.5.4.2. of the UDO, the Board of Commissioners may proceed to vote on the proposed ordinance, refer it to a committee for further study, or take any other action consistent with its usual rules of procedure.

Pursuant to Section 3.5.4.5. of the UDO, prior to voting to adopt or reject the proposed text amendment, the Board should adopt a statement approving the amendment and describing the amendment's consistency with the Town's adopted Comprehensive Plan and explaining why the action taken is reasonable and in the public interest, a statement rejecting the amendment and describing its inconsistency with the adopted Comprehensive Plan and explaining why the action taken is reasonable and in the public interest, or a statement approving the amendment and containing at least all of the following:

- A declaration that the approval is also deemed an amendment to the Comprehensive Plan. The Board of Commissioners shall not require any additional request or application for amendment to the Comprehensive Plan.

- An explanation of the change in conditions the Board of Commissioners took into account in amending the UDO to meet the development needs of the community.

- Why the action was reasonable and in the public interest.

Benjamin Cahoon
Mayor

Megan Lambert
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

Bob Sanders
Commissioner

Megan Vaughan
Commissioner

Molly Harrison
Commissioner

PUBLIC NOTICE

NOTICE IS HEREBY GIVEN that the Nags Head Board of Commissioners will conduct public hearings on **Wednesday, May 6, 2026,** beginning at 9:00 a.m. in the Board Room of the Municipal Complex, 5401 S Croatan Highway, Nags Head, NC to consider and take action upon the following requests:

Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO Text Amendments to Create an Allowable Use, "Wine Bar, Tap Room, and/or Lounge", with Associated Supplemental Regulations.

Public Hearing to consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 28th day of April 2026.

Brittany A. Phillips
Town Clerk

Benjamin Cahoon
Mayor

Megan Lambert
Mayor Pro Tem

Andy Garman
Town Manager

Town of Nags Head
Post Office Box 99
Nags Head, NC 27959
Telephone 252-441-5508
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Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO text amendments submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to create a new use titled "Restaurant Waiting Lounge" together with associated supplemental regulations and to consider UDO text amendments to create an allowable use, "Wine Bar, Tap Room, and/or Lounge", with associated supplemental regulations.

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 16th day of April 2026.

Brittany A. Phillips
Town Clerk

For publication in the Coastland Times on Wednesday, April 22, 2026 and on Wednesday, April 29, 2026.
Please use Nags Head seal and legal print.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM I.4.

Public Hearing to consider a Special Use Permit/Site Plan Amendment Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) Seeking Approval of the Unified Development Plan for Blue Moon Restaurant and a Proposed Restaurant Waiting Lounge Pursuant to the Supplemental Standards Proposed in Section 7.31.3 of the UDO. The Subject Properties are Zoned C-5, Historic Character Commercial District, and Located at 101 & 102 E. Dove Street.

Prepared by	Reviewed by
Kelly Wyatt, Planning Director	Kelly Wyatt Brittany Phillips Andy Garman

Staff Comments/Recommendation

Both properties included within the proposed Unified Development Plan were previously reviewed and approved by the Town and remain compliant with all applicable development standards independently. The proposed Unified Development Plan does not introduce new site impacts or physical changes to either property and instead provides a mechanism for the properties to function together as a coordinated restaurant development, while managing parking demands. Staff finds that the proposal:

- Remains consistent with the Town's development standards.
- Maintains compliance with parking requirements.
- Preserves the accessory relationship between the restaurant and restaurant waiting lounge.
- Provides an operational solution to manage customer waiting areas, while not exacerbating parking problems.

Staff therefore recommends approval of the Special Use Permit and Unified Development Plan, contingent upon adoption of the proposed Unified Development Ordinance text amendment creating the use category Restaurant Waiting Lounge/Facility.

In light of concerns raised during consideration of the related text amendment, staff recommends that, if the Board of Commissioners is inclined to approve the requested Special Use Permit/Site Plan Amendment, a condition of approval be included requiring that approved customer service and seating areas remain fixed across all uses and structures within the Unified Development Plan, and that any parking provided in excess of the minimum requirement not be used to create or expand additional customer service area.

PLANNING BOARD RECOMMENDATION

At their March 17, 2026, meeting, the Planning Board voted unanimously to recommend approval of the Special Use Permit/Site Plan Amendment with the condition that pedestrian connectivity be provided between the principal restaurant and the restaurant waiting lounge.

Specific Action Requested

Conduct the Public Hearing for the SUP/Site Plan Amendment at the Board of Commissioners' May 6, 2026, meeting.

Summary

Albemarle & Associates, Ltd has submitted this Special Use Permit/Site Plan Amendment review on behalf of Blue Moon Five 2, LLC. The applicant requests approval of a Special Use Permit and Unified Development Plan to allow the establishment of a Restaurant Waiting Lounge/Facility accessory to Blue Moon Beach Grill located at 102 E. Dove Street, utilizing the structure located at 101 E. Dove Street.

The request is being heard concurrently with a proposed Unified Development Ordinance (UDO) text amendment creating the use category "Restaurant Waiting Lounge/Facility." The Special Use Permit request is contingent upon adoption of the proposed ordinance amendment.

Blue Moon Beach Grill relocated to its current location at 102 E. Dove Street in 2023. The site plan for the restaurant was reviewed and approved by the Board of Commissioners through the standard development review process and constructed in accordance with the approved plans. At the time of construction and final inspection, the project was found to comply with all applicable development standards, including compliant use, lot coverage, building height, commercial architectural design requirements, parking, interior and site landscaping and buffering, lighting, signage, traffic circulation, stormwater management, NC Fire and Building Code Compliance. The restaurant has become a highly popular dining destination within the Town. During peak service periods, patrons frequently arrive prior to seating becoming available, resulting in guests waiting outside the restaurant, circulating within the parking area and patrons parking along nearby roadways where on-street parking is not permitted.

In late 2024, the owners of Blue Moon Beach Grill purchased the property located at 101 E. Dove Street, directly across the town street from the restaurant. The structure on this property was previously approved and constructed as an Indoor Public Assembly/Event Space (Keepers Galley) and was reviewed and approved by the Board of Commissioners at the time of construction. The building was also found to be compliant with all applicable development standards. Since acquiring the property, the owners have primarily utilized the site to provide additional parking relief for the restaurant.

The applicant now proposes to utilize the existing structure at 101 E. Dove Street as a Restaurant Waiting Lounge/Facility accessory to the Blue Moon Beach Grill restaurant. The proposed use represents a change of use from Indoor Public Assembly to Restaurant Waiting Lounge/Facility. Under the Town's development regulations, a change of use itself would not necessarily require Planning Board or Board of Commissioners review and could be processed administratively. However, because the applicant proposes to utilize the structure in conjunction with the restaurant through a Unified Development Plan and Special Use Permit, the request is being presented to the Planning Board and Board of Commissioners for review.

The proposed Unified Development Plan would encompass 102 E. Dove Street (Blue Moon Beach Grill, principal restaurant use) and 101 E. Dove Street (proposed Restaurant Waiting Lounge/Facility).

Both properties are already fully developed and compliant independently with applicable zoning and development standards.

Both properties are zoned C-5, Historic Character Commercial District. The C-5 District permits Restaurant, Sit Down as a permitted use. The proposed text amendment would allow Restaurant Waiting Lounge/Facility as an accessory use through approval of a Special Use Permit within the same district. Therefore, both the principal restaurant use and the proposed accessory restaurant waiting lounge/facility use are appropriate within the C-5 zoning district.

The Unified Development Plan does not propose any modifications to the existing site layouts, including: building footprints, traffic circulation, parking layout and design, stormwater management, landscaping and buffering, architectural design, site lighting and signage. The purpose of the Unified Development Plan is simply to allow the two properties to operate in conjunction as a single coordinated restaurant development consistent with the proposed ordinance amendment.

The proposed Restaurant Waiting Lounge/Facility would be located within the existing building at 101 E. Dove

Street. The applicant has provided a floor plan identifying the customer service area of the proposed waiting lounge/facility as 1,249 square feet. For reference, Blue Moon Beach Grill has a customer service area of 2,513 square feet. The proposed Restaurant Waiting Lounge/Facility would have a customer service area of 1,249 square feet. The restaurant waiting lounge area is therefore less than half the size of the principal restaurant customer service area, supporting the ordinance requirement that the use remain accessory and subordinate to the principal restaurant.

Parking for the unified development has been evaluated using the Town's existing parking standard for Restaurant – Sit Down, which requires one parking space for every 55 square feet of indoor customer service area. The proposed ordinance amendment clarifies that the square footage of a Restaurant Waiting Lounge/Facility must be included in the calculation of indoor customer service area for the associated restaurant. The applicant has accounted for parking based on the combined customer service area of both buildings. Note that 72 parking spaces are required, and 86 spaces are being provided, therefore parking remains compliant.

The proposed ordinance amendment establishes several operational safeguards intended to ensure the waiting lounge/facility remains clearly accessory to the restaurant, including:
- Approval through a Special Use Permit and Unified Development Plan.
- Limiting operation of the lounge/facility to the same hours as the restaurant.
- Requiring the waiting lounge/facility to serve patrons of the associated restaurant.
- Prohibiting the lounge/facility from operating as an independent bar, tavern, or drinking establishment.
- Requiring signage to incorporate the associated restaurant name.

These provisions ensure that the waiting lounge/facility remains operationally tied to the restaurant and cannot function as a separate commercial establishment.

The Unified Development Plan proposed appears to be consistent with the proposed Restaurant Waiting Lounge/Facility ordinance amendment, which establishes the use as an accessory use permitted through a Special Use Permit in districts where Restaurant – Sit Down is allowed.

Please keep in mind that approval of the Special Use Permit/Site Plan Amendment is contingent upon adoption of the proposed text amendment creating Restaurant Waiting Lounge use.

STAFF RECOMMENDATION

Both properties included within the proposed Unified Development Plan were previously reviewed and approved by the Town and remain compliant with all applicable development standards independently. The proposed Unified Development Plan does not introduce new site impacts or physical changes to either property and instead provides a mechanism for the properties to function together as a coordinated restaurant development. Staff finds that the proposal:
- Remains consistent with the Town's development standards.
- Maintains compliance with parking requirements.
- Preserves the accessory relationship between the restaurant and restaurant waiting lounge/facility.
- Provides an operational solution to manage customer waiting areas, while not exacerbating parking problems.

Staff therefore recommends approval of the Special Use Permit and Unified Development Plan, contingent upon adoption of the proposed Unified Development Ordinance text amendment creating the use category Restaurant Waiting Lounge/Facility.

In light of concerns raised during consideration of the related text amendment, staff recommends that, if the Board of Commissioners is inclined to approve the requested Special Use Permit/Site Plan Amendment, a condition of approval be included requiring that approved customer service and seating areas remain fixed across all uses and structures within the Unified Development Plan, and that any parking provided in excess of the minimum requirement not be used to create or expand additional customer service area.

Pursuant to Section 3.8.4.6 of the Unified Development Ordinance, the Board of Commissioners shall issue a Special Use Permit if it has evaluated an application through a quasi-judicial process and determined that:
1. The use will not materially endanger public health and safety if located where proposed and developed according to the plan as submitted.
2. The use, as proposed, will not overburden the firefighting capabilities and the municipal water supply capacity of the Town as such facilities and capabilities will exist on the completion date of the conditional use for which application is made.
3. The conditional use will be in harmony with the existing development and uses within the area in which it is to be located.
4. Adequate utilities, access roads, drainage, parking, or necessary facilities have been or are being provided.
5. Adequate measures have been or will be taken to provide ingress and egress so designed as to minimize traffic congestion in the public streets.

Attachments

1. 5 I4 Blue Moon Rest. Waiting Lounge SUP
2. 5 I4 Blue Moon Rest. Waiting Lounge SUP pn revised
3. 5 I4 Blue Moon Rest. Waiting Lounge SUP pn

TOTAL PROPOSED SQUARE FOOTAGE ___ x .50 = $_____+

SPECIAL USE ☒ ($500.00)

(Optional) VESTED RIGHT ☐ (no fee)

= TOTAL FEE DUE _____

TOWN OF NAGS HEAD DATE RECEIVED _____

SITE PLAN REVIEW APPLICATION & CHECKLIST FOR SPECIAL USES

1. **LOCATION AND ZONING INFORMATION**
   - A. PROJECT TITLE Blue Moon Five 2, LLC
   - B. STREET ADDRESS 101 & 102 E. Dove Street
   - C. SUBDIVISION Roanoke Sound Shore
     LOT(S) Lots 12-15, Parcel A BLOCK B1 & C1 SECTION 3
   - D. PRESENT ZONING C5
   - E. PRESENT USE Restaurant & Indoor Public Assembly
   - F. EXISTING NONCONFORMITIES n/a
   - G. ABUTTING PROPERTY ZONING C5
   - H. ABUTTING PROPERTY USE Residential/Commercial

2. **CERTIFICATION AND STANDING**
   - A. As applicant of standing of the above-named project, I certify that the information on this checklist and the site plan is complete and accurate.

     _____

     OWNER ☐ AGENT ☒ CONTRACT ☐
     PURCHASER ☐
   - B. APPLICANT/DEVELOPER: NAME Albemarle & Associates, Ltd
     ADDRESS PO Box 3989
     Kill Devil Hills, NC 27948
     TELEPHONE 252-441-2113
   - C. CONTACTPERSON: NAME James L. Overton
     ADDRESS PO Box 3989
     Kill Devil Hills, NC 27948
     TELEPHONE 252-202-2340

3. **ADJACENT OWNERSHIP INFORMATION (TO BE SHOWN ON SITE PLAN)**

   NAME/ADDRESS (N) See Attached

   NAME/ADDRESS (S) _____

   NAME/ADDRESS (E) _____

   NAME/ADDRESS (W) _____

   (If additional space is needed, please attach separate sheets.)

Blue Moon Five 2, LLC

Nags Head Adjacent Owners

North Owners Residential/Retail Use
Parcel #: 008614000 Owner: Slayton, Kenneth & Margaret -Primary Owner
4324 S Virginia Dare Tr., Nags Head, NC 27959

East Owners Residential Use
Parcel #: 008618002 Owner: Miller, Shannon & William - Primary Owner
4326 S Virginia Dare Tr., Nags Head, NC 27959

Parcel #: 008618001 Owner: Bradshaw, Charlie D Jr Ttee - Primary Owner
4328 S Virginia Dare Tr., Nags Head, NC 27959

Parcel #: 008618003 Owner: Bellflower, Wade & Shannon - Primary Owner
4330 S Virginia Dare Tr., Nags Head, NC 27959

Parcel #: 008618004 Owner: Paw Paw OBX, LLC - Primary Owner
4332 S Virginia Dare Tr., Nags Head, NC 27959

Parcel #: 008625000 Owner: GSC 115 East Dove LLC - Primary Owner
115 E Dove St., Nags Head, NC 27959

Parcel #: 008620001 Owner: Dunlo, James & Cynthia - Primary Owner
4406 S Virginia Dare Tr., Nags Head, NC 27959

South Owners Commercial Use
Parcel #: 008623000 Owner: Blue Moon Five, LLC - Primary Owner
4411 S Croatan Hwy, Nags Head, NC 27959

West Owners Vacant
Parcel #: 006539000 Owner: Town of Nags Head - Primary Owner
4222 S Croatan Hwy, Nags Head, NC 27959

SITE PLAN NOTES:

1. OWNER: BLUE MOON FIVE 2, LLC
   326 W VILLA DUNE DRIVE
   NAGS HEAD, NC 27959

2. THE PROPERTIES:

   102 E. DOVE STREET, NAGS HEAD
   APPROVED USE: RESTAURANT;
   LOTS 12–15, BLOCK B1, ROANOKE SOUND SHORES, RESUBDIVISION SECTION 3, M.B. 2, PG 114; DARE COUNTY PID 012411000, PIN 080190619 69

   101 E. DOVE STREET, NAGS HEAD.
   APPROVED USE: INDOOR PUBLIC ASSEMBLY;
   NEW PARCEL A, BLOCK C1, ROANOKE SOUND SHORES, RESUBDIVISION SECTION 3, P.C. J, SL. 14; DARE COUNTY PID 008621000, PIN 080109062755.

3. NOW UNDER COMMON OWNERSHIP, BLUE MOON FIVE 2, LLC, THE FACILITY WOULD OPERATE UNDER A SPECIAL USE PERMIT AS A UNIFIED DEVELOPMENT PLAN INCLUDING A RESTAURANT AND A RESTAURANT WAITING LOUNGE.

4. THE SITES ARE LOCATED IN FIRM ZONE X, FIRM MAP NUMBER 3730080100K, EFFECTIVE DATE JUNE 19, 2020. (SUBJECT TO CHANGE BY FEMA)

5. ALL DISTANCES ARE HORIZONTAL GROUND DISTANCES UNLESS OTHERWISE SPECIFIED. ELEVATIONS SHOWN ARE HEREON PER NAVD88.

6. AREAS SHOWN ARE BY COORDINATE METHOD.

7. BOUNDARY INFORMATION PROVIDED BY SEABOARD SURVEYING & PLANNING, LLC

8. THERE ARE NO DELINEATED WETLANDS ON THE PROJECT SITE.

9. THE PROPERTY IS ZONED C5 – HISTORIC CHARACTER COMMERCIAL.

10. MINIMUM BUILDING SETBACKS:
    FRONT – 15'
    REAR – 25'
    SIDES – 8', 15' ADJACENT TO R/W

9. PARKING REQUIREMENTS:

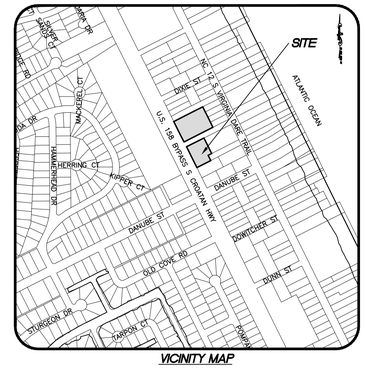
   RESTAURANT PARKING
   1 SPACE PER 55 SF OF CUSTOMER AREA = 2,513 SF / 55 = 49 SPACES

   RESTAURANT WAITING LOUNGE PARKING –
   1 SPACE PER 55 SF OF CUSTOMER AREA = 1,250 SF / 55 = 23 SPACES

   TOTAL REQUIRED – 72 SPACES
   TOTAL PROVIDED – 86 SPACES

811 Know what's below. Call before you dig.

PRELIMINARY ONLY
NOT FOR
CONSTRUCTION



VICINITY MAP
NTS



Albemarle & Associates, Ltd.
115 West St. Clair Street
P.O. Box 3889
Kill Devil Hills, NC 27948
Phone: (252) 441-2313
Fax: (252) 441-0965
www.albemarle-associates.com
Cert. of Licensure No. C-1027

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NORTH CAROLINA REGISTERED PROFESSIONAL ENGINEER SEAL 042422 JAMES LEE OVERTON, JR.

REVISIONS

NO.	DATE	DESCRIPTION	BY

DATE:	03.09.2026
SURVEYED:	SEE NOTES
DESIGNED:	JLO
DRAWN:	KCA
CHECKED:	JLO
FILE:	08329B

SCALE: 1" = 30'

SITE PLAN

BLUE MOON FIVE 2, LLC
101 & 102 E. DOVE STREET

NAGS HEAD | NAGS HEAD TOWNSHIP | DARE COUNTY | NORTH CAROLINA

C201

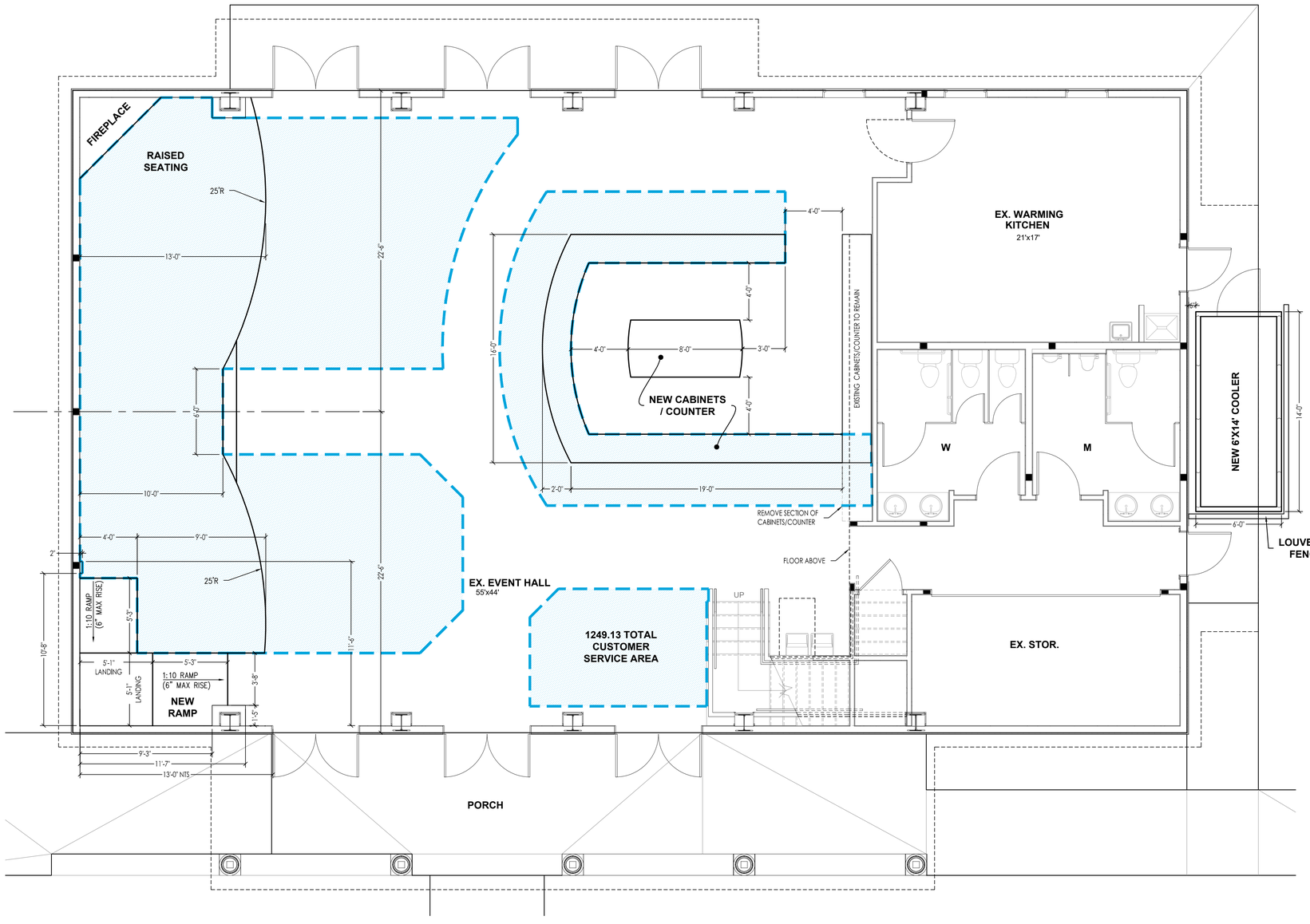
PROJ. NO. 08329B

STRUCTURAL NOTES:

1. THIS IS A FLOOR PLAN FOR SEATING AREA FOR THE BLUE MOON BEACH GRILL RESTAURANT WAITING LOUNGE LOCATED AT 101 E. DOVE STREET, NAGS HEAD, DARE COUNTY, NORTH CAROLINA.

2. THE FLOOR PLAN WAS PROVIDED BY CAHOON & KASTEN ARCHITECTS, NAGS HEAD COTTAGE COURT EVENT BUILDING, PLAN SHEET A101 DATED JANUARY 29, 2019. CONTRACTOR SHALL VERIFY ALL EXISTING FEATURE LOCATIONS AND MAKE NECESSARY DIMENSIONAL ADJUSTMENTS.

PRELIMINARY ONLY
NOT FOR
CONSTRUCTION



CUSTOMER SERVICE AREA PLAN
SCALE: 1/4" = 1'-0"

Albemarle & ASSOCIATES, LTD.
Engineering - Environmental - Land Planning

Albemarle & Associates, Ltd.
115 West St. Clair Street
P.O. Box 3889
Kitty Hawk, NC 27949
Phone: (252) 441-2113
Fax: (252) 441-0965
www.albemarleassociates.com
Cert. of Licensure No. C-1027

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NORTH CAROLINA PROFESSIONAL ENGINEER SEAL 042202 OVERTON, SR.

REVISIONS

NO.	DATE	DESCRIPTION	BY

CUSTOMER SERVICE AREA
BLUE MOON FIVE 2, LLC
101 E. DOVE STREET
NAGS HEAD — NAGS HEAD TOWNSHIP — DARE COUNTY — NORTH CAROLINA

DATE:	03.09.2026
SURVEYED:	N/A
DESIGNED:	JLO
DRAWN:	KCA
CHECKED:	JLO
FILE:	08329B

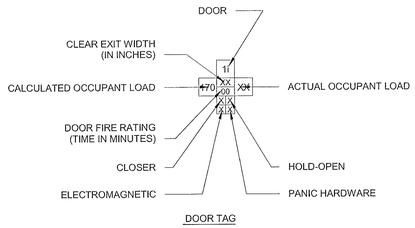
SCALE: 1/4"=1'

A1.1

PROJ. NO. 08329B

K:\Active Projects\08329 - The Brattrouse & Haven on the Rivers, Int\08329B - Brattrouse Conceptuals\Cust Flay\08329 B - Floor Plan.dwg, 3/12/2026 8:33:06 AM, Albemarle & Associates, Ltd, C-1027

Occupant Schedule						
Name	Area	Occupancy	Occupancy S.F. Type	Area Per Occupant	Occupants	Occupants Actual
Kitchen	1606 SF	Kitchens, Commercial	Gross	200 SF	9	8.03
Storage	486 SF	Accessory Storage Areas, Mechanical Equipment Room	Gross	300 SF	2	1.62
Retail	261 SF	Mercantile	Gross	60 SF	5	4.35
Seating	1576 SF	Assembly Unconcentrated (tables and chairs)	Net	15 SF	106	105.08
Bar	207 SF	Kitchens, Commercial	Gross	200 SF	2	1.03
Bar Seating	65 SF	Assembly Concentrated (chairs only - not fixed)	Net	7 SF	10	9.24
Waiting	48 SF	Assembly Standing Space and Queueing Lines	Net	5 SF	10	9.65
Office	348 SF	Business Areas	Gross	100 SF	4	3.48
Private Seating	328 SF	Assembly Unconcentrated (tables and chairs)	Net	15 SF	22	21.87
					170	164.34



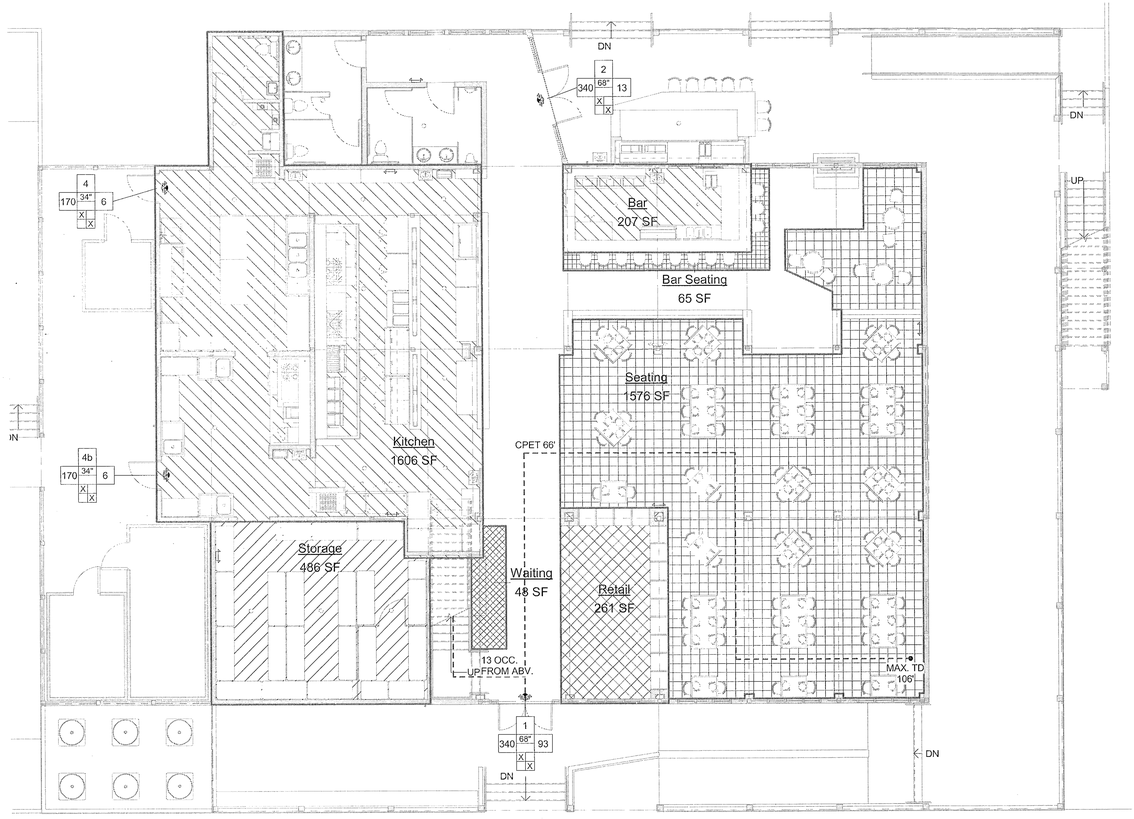
DOOR TAG

TRAVEL LINE

CPET — COMMON PATH OF EGRESS TRAVEL

TD — TRAVEL DISTANCE

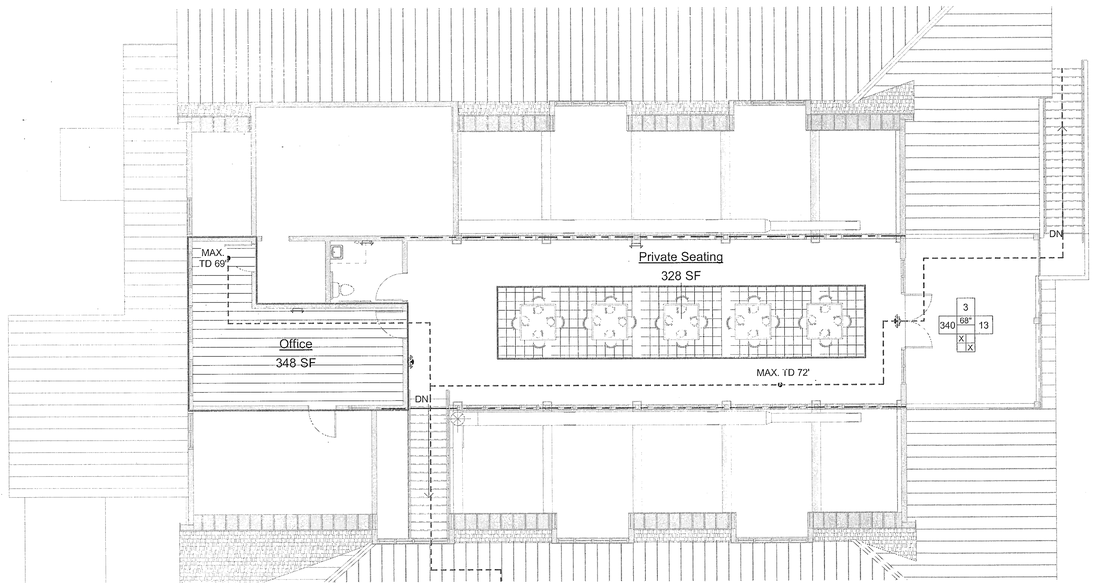
Life Safety Legend
1/4" = 1'-0"



(1) First Floor
1/8" = 1'-0"

Area Legend

- Assembly Standing Space and Queueing Lines
- Assembly Concentrated (chairs only - not fixed)
- Assembly Unconcentrated (tables and chairs)
- Mercantile
- Kitchens, Commercial
- Business Areas
- Accessory Storage Areas, Mechanical Equipment Room



(2) Mezzanine Area Plan
1/8" = 1'-0"

cahoon+kasten
ARCHITECTS
118 West Woodhill Drive
Nags Head, North Carolina 27959
P. 252.441.0271 F. 252.441.8724
E. office@obxarchitects.com

Project: **Blue Moon Beach Grill**

Project No: **21028RT**

Location: **4329 S Croatan Hwy Nags Head, NC 27959**

Title: **Life Safety Plans**

Date: **March 1, 2021**

Scale: **As indicated**

The designer shall not be responsible for any error, omission, defect or deficiency in the contract documents ("error") prepared by the designer or its consultants which in any way impacts the schedule of the project, results in a lack of coordination among the contract documents, delays the completion of the project or which in any other way causes any damage or loss to the owner, contractor, subcontractors, or other entity involved in the project, unless: (i) designer is promptly notified of such error, in any event within 14 days of the date such error was discovered or could reasonably have been discovered; and (ii) designer is given opportunity at the time of discovery to address such error, and, if appropriate, take such steps as are necessary to correct and resolve it. Failure to comply with the provisions of this paragraph shall constitute a waiver of any claim for damages, or a right to offset against designer by owner, contractor or others and shall in no event cause or allow a reduction in the fees otherwise due designer for services provided on the project.

BENJAMIN B. CAHOON REGISTERED ARCHITECT 5412 NORTH CAROLINA NAGS HEAD, NC

CAHOON & KASTEN ARCHITECTS, P.C. REGISTERED ARCHITECTURAL CORPORATION C-1211 NORTH CAROLINA NAGS HEAD, NC

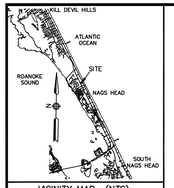
2-18-22

Revisions:

No.	Description	Date

Designed: BBC
Drawn: JPB
Reviewed: BBC
Cad File:

A003



VICINITY MAP (NTS)

LEGEND

- ■ – EX. PIPE
- ● – EX. 5/8" REBAR
- ○ – 1/2" REBAR SET
- ■ – EX. 4" X 4" CONC. MON.
- □ – WITNESS POST
- ▲ – EX. MAG NAIL
- △ – SET MAG NAIL
- ⊠ – SET "X" IN CONC.
- WM – WATER METER
- PED – PHONE PEDESTAL
- CATV – C.A.T.V.
- UP – UTILITY POLE
- GW – GUY WIRE
- FH – FIRE HYDRANT
- ET – ELECT. TRANS.
- AG – ABOVE GRADE
- BG – BELOW GRADE
- PL – PROPERTY LINE
- ◆ – BOLLARD
- ○ – EX. HOLE IN CONC.

PLANTINGS LEGEND

- – EX. TREE
- – EX. SHRUB
- – EX. PLANT
- – EX. PLANT

NOTES:
1. THIS SURVEY IS SUBJECT TO ANY FACTS THAT MAY BE DISCLOSED BY A FULL AND ACCURATE TITLE SEARCH.
2. AREA BY COORDINATE COMPUTATION: TOTAL = 57,000 S.F.
3. F.I.R.M. ZONE: "X" PER F.I.R.M. 3730080100K EFFECTIVE JUNE 19, 2020 (SUBJECT TO CHANGE BY F.E.M.A.)
4. RECORDED REFERENCE: M.B. 2, PG. 114; D.B. 2546, PG. 234
5. ALL DISTANCES ARE HORIZONTAL GROUND DISTANCES.
6. DARE COUNTY P.I.N.: LOT 11: 080109 07 2079
7. PROPERTY OWNER: BLUE MOON FIVE 2, LLC — LOTS 12-15: 080109 06 1969 — 326 W. VILLA DUNES DRIVE — NAGS HEAD, NC 27959
8. ELEVATIONS (NAVD 1988): LOW GROUND @ BUILDING = 8.4' — HIGH GROUND @ BUILDING = 9.3' — FIRST FLOOR = 11.71' — UTILITY/STORAGE ROOM = N/A
9. MINIMUM BUILDING LINES (MBL), IF SHOWN HEREON, ARE PER THE CURRENT LOCAL ZONING REGULATIONS. OTHER SETBACKS AND/OR RESTRICTIONS MAY APPLY AND MUST BE VERIFIED PRIOR TO CONSTRUCTION.

M.B. 2, PG. 114

LOT 18 | LOT 4 | LOT 2 | LOT 17 | LOT 5 | LOT 16 | LOT 6 | LOT 7 | LOT 8 | LOT 9 | LOT 10

S18°00'00"E 150.00'

1.7' AG

1 1/2" PINCH PIPE 0.5' AG

1" OPEN PIPE 0.2' BG

S18°00'00"E 50.00'

N/F
KENNETH R. SLAYTON &
MARGARET L. SLAYTON
(D.B. 463, PG. 109)

S18°00'00"E 100.00'

N 72°00'00" E 285.00'

0.44' FLUSH
0.35' CONCRETE 0.10' NORTH OF PL

CONCRETE ENCR. = 0.21'

CONCRETE ENCR. = 0.29'

COMMERCIAL TRANSITIONAL PROTECTIVE YARD
88 SHRUBS
22 TREES

COMMERCIAL TRANSITIONAL PROTECTIVE YARD
62 SHRUBS
14 TREES

OVERHEAD UTILITY LINE(S) (TYP.)

EDGE OF ASPHALT

PARKING LOT BUFFER YARD
64 ORNAMENTAL GRASSES/HERBACEOUS PLANTS
20 SHRUBS
8 TREES

U.S. 158
S. CROATAN HIGHWAY
(150' R/W)

N 18°00'00" W 200.00'

CONCRETE WALL 0.6' WEST OF PL

CONCRETE WALL 0.7' WEST OF PL

N.C. 12
S. VIRGINIA DARE TRAIL
(M.B. 2, PG. 114 70' R/W)

S 18°00'00" E 200.00'

0.1' AG

0.1' BG

0.3' BG

0.5' BG

0.2' BG

S72°00'00"W 150.00'

L1

50.00'

CONCRETE WALK
CONCRETE CURB & GUTTER
CONCRETE CURB
CONCRETE WALL
CONCRETE SIDEWALK
WOOD WALL
WOOD FENCE
PAVERS
RAMP
LANDING
WOOD WALK
PORCH
DECK
CONCRETE DUMPSTER PAD
METAL ACCESS LID WITH CONCRETE
SEPTIC TANK WARNING PANEL
GAS METER
CARBON DIOXIDE
ELECTRICAL PANELS
DRAINFIELD
OUTHOUSE ON PILINGS FF ELEV.=10.00'
BLOWER & UV BLDG. ON PILINGS FF ELEV.=11.61'
2 STORY FRAME BUILDING ON PILINGS
FREEZER
RAISED
ONE WAY
NO PARKING
PARKING STRIPE (TYP.)
NO PARKING FIRE LANE
CONCRETE DUMPSTER PAD
UTILITY BOX ON CONCRETE
CONC. CURB STOP (TYP.)
CONC. CURB
RIP RAP
10' X 70' SIGHT TRIANGLE
STOP
30" CMP

S 72°00'00" W 285.00'

PARKING LOT BUFFER YARD
158 ORNAMENTAL GRASSES/HERBACEOUS PLANTS
49 SHRUBS
10 TREES

E. DOVE STREET
(50' R/W P.C. J, SL. 14)

±20.0' (ASPHALT)

N/F
NEW PARCEL A
RECOMB. PLAT FOR
GANDT DEVELOPMENT, LLC
(P.C. J, SL. 14)

N/F
NEW PARCEL B
RECOMB. PLAT FOR
GANDT DEVELOPMENT, LLC
(P.C. J, SL. 14)

LINE TABLE		
LINE	LENGTH	BEARING
L1	50.00	S18°00'00"E

GRAPHIC SCALE
20 0 10 20 40 80
(IN FEET)
1 inch = 20 ft.

(LANDSCAPING) AS-BUILT SURVEY FOR

PRELIMINARY PLAT
NOT FOR RECORDATION,
CONVEYANCES, OR SALES

I, MANSON RAY MEEKINS, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN BOOK 2546, PAGE 234 ETC.); THAT THE BOUNDARIES NOT SURVEYED ARE INDICATED AS DRAWN FROM (DEED DESCRIPTION RECORDED IN BOOK ____, PAGE ____ ETC.); THAT THE RATIO OF PRECISION AS CALCULATED IS 1:10,000+; THAT THIS PLAT MEETS THE REQUIREMENTS OF THE STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA (21 NCAC 56.1600) THIS 11TH DAY OF APRIL, 2023.

SURVEYOR L-2592

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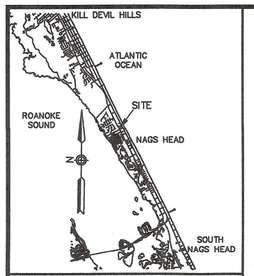
NO.	DATE	REVISIONS	BY

BLUE MOON FIVE 2, LLC
LOTS 11-15 – BLOCK B-1 – SECTION 3 – RESUBD. OF ROANOKE SOUND SHORES
NAGS HEAD – NAGS HEAD TOWNSHIP – DARE COUNTY – NORTH CAROLINA

Seaboard Surveying & Planning, Inc. C-1536
103 W. WOOD HILL DRIVE – UNIT F P.O. BOX 58 NAGS HEAD, N.C. 27959 252-480-9998

FILE NO.:	2109821
SURVEYED:	03/03/23 JC
DRAWN:	04/03/23 TG
CHECKED:	04/03/23 MRM
ISSUED:	04/03/23

SHEET NO. 2 OF 2 SHEETS



VICINITY MAP (NTS)

NOTES:

1. THIS SURVEY IS SUBJECT TO ANY FACTS THAT MAY BE DISCLOSED BY A FULL AND ACCURATE TITLE SEARCH AND EASEMENTS & RESTRICTIONS OF RECORD.
2. AREA BY COORDINATE COMPUTATION = 32,175 S.F.
3. F.I.R.M. ZONE: "AE" (B.F.E.: 10.0') (PER F.I.R.M.) + 1' FREEBOARD
4. PIN NO.: 14 080109 06 2755
5. RECORDED REFERENCE: P.C. J, SL. 14; D.B. 2228, PG. 560
6. MINIMUM BUILDING LINES (MBL), IF SHOWN HEREON, ARE PER THE CURRENT LOCAL ZONING REGULATIONS. OTHER SETBACKS AND/OR RESTRICTIONS MAY APPLY AND MUST BE VERIFIED PRIOR TO CONSTRUCTION.
7. ELEVATIONS (NAVD 1988):
   HIGH GROUND @ BUILDING = 10.6'
   LOW GROUND @ BUILDING = 10.3'
   FIRST FLOOR = 11.64'
   UTILITY/STORAGE ROOM = N/A
8. THE EXISTING STORMWATER DRAINAGE INFRASTRUCTURE & ELEVATIONS SHOWN HEREON ARE FROM PLAT ENTITLED "AS-BUILT SURVEY FOR GANDT DEVELOPMENT, LLC – DOVE STREET – 50' R/W", DATED AUGUST 23, 2019.
9. EXISTING LOT COVERAGE:
   BUILDING: 4,084 S.F.
   PAVEMENT: 7,502 S.F.
   PERMEABLE PAVEMENT: 4,350 S.F.
   SIDEWALK: 1,736 S.F.
   TOTAL: 17,672 S.F. (54.9%)
   POROUS CONCRETE/PAVERS COVERAGE HAS BEEN CALCULATED AS FOLLOWS:
   PERMEABLE PAVERS: 6,492 S.F. X 0.67 = 4,350 S.F.
10. PARKING REQUIREMENTS:
    (1 SPACE PER 55 S.F. OF CUSTOMER AREA = 2,013 S.F. / 55 = 36.6 SPACES)
    TOTAL REQUIRED – 37 SPACES; TOTAL PROVIDED – 39 SPACES

LEGEND

- ⊗ – EX. 1" OPEN PIPE
- ● – EX. 5/8" REBAR (UNLESS OTHERWISE NOTED)
- ○ – 8" WOOD PILING
- ■ – EX. 4" X 4" CONC. MON.
- □ – CONC. MON. SET
- ▲ – EX. MAG NAIL
- △ – MAG NAIL SET
- ⊠ – SEPTIC CLEANOUT
- ⊠ – WATER METER
- ⊕ – PHONE PEDESTAL
- ☼ – C.A.T.V.
- – UTILITY POLE
- – GUY WIRE
- – FIRE HYDRANT
- – ELECT. TRANS.
- AG – ABOVE GRADE
- BG – BELOW GRADE
- PL – PROPERTY LINE
- (SS) – 2.3' ø SEPTIC ACCESS
- (SS) – 2.8' ø SEPTIC ACCESS
- SCP – SEPTIC CONTROL PANEL
- ⋈ – WATER VALVE W/ CONCRETE COLLAR
- – RIP RAP
- T.O.B. – TOP OF BANK
- T.O.S. – TOE OF SLOPE
- (MH) – STEEL MANHOLE COVER
- CL – CENTERLINE
- – EX. PLANT
- X 8.6' – EX. SPOT GRADE
- DI – DROP INLET
- – EX. SIGN
- (W) – EX. OBSERVATION WELL
- – EX. ELECTRIC STUBOUT

I, MANSON RAY MEEKINS, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN BOOK 2228 PAGE 560); THAT THE BOUNDARIES NOT SURVEYED ARE INDICATED AS DRAWN FROM (DEED DESCRIPTION RECORDED IN BOOK _____ PAGE _____); THAT THE RATIO OF PRECISION AS CALCULATED IS 1/10,000+; THAT THIS PLAT MEETS THE REQUIREMENTS OF THE STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA (21 NCAC 56.1600). THIS 10TH DAY OF JUNE 20 20

SURVEYOR L-2592

NORTH CAROLINA PROFESSIONAL SEAL L-2592 LAND SURVEYOR MANSON RAY MEEKINS

GRAPHIC SCALE

20 0 10 20 40 80

(IN FEET)
1 inch = 20 ft.

P.C. J, SL. 14

U.S. 158
S.CROATAN HIGHWAY
(150' R/W)

EDGE OF ASPHALT

DROP INLET
30" CMP
MH
0.2' BG
FLUME
24" HDPE
18" HDPE
CONCRETE CURB & GUTTER
S18°00'00"E
50.00'(TIE)
CATCH INLET RIM 8.35'
INV. = 4.98' (EAST)
INV. = 4.92' (SOUTH)
0.7' BG
CL SWALE
TOS
TOB
RIP RAP
INV. = 5.70'
10' X 70' SITE TRIANGLE (TYP.)
DROP INLET RIM 8.79'
INV. = 4.16' (EAST)
INV. = 4.16' (WEST)
INV. = 4.16' (SOUTH)
INV. = 5.40'
INV. = 4.86'
DROP INLET RIM 8.75'
INV. = 4.20' (EAST)
INV. = 4.20' (NORTH)
E. DOVE STREET
(50' R/W)
±20.0'
(ASPHALT)
DI (18" DIA.) RIM = 7.52'
INV. = 4.57' (EAST)
INV. = 4.57' (WEST)
INV. = 4.63'
INV. = 6.32'
EX. MAG NAIL @ CL INT E. DOVE ST. & VIRGINIA DARE TRAIL
S68°15'18"W
306.54'(TIE)
X 8.7' FIRE DEPARTMENT CONNECTION
STOP
135.00'
N 72°00'00" E 169.50'
FLUSH
1/2" REBAR
0.1' AG
34.50'
BERM
S72°00'00"W
265.50'
0.5' BG
ROCKS
15' M.B.L.
INV. = 4.62'
INV. = 5.18'
CURB STOP (TYP.)
CONCRETE
PAVERS
NO PARKING FIRE LANE
WALL
PORCH
ANCHOR
2 STORY FRAME BUILDING ON SLAB
NEW PARCEL A
NEW PARCEL B
(P.C. J, SL. 14)
ROOF OVERHANG
CONCRETE
H/P
25' M.B.L.
42.4'
42.3'
45.1'
DROP INLET RIM 8.46'
INV. = (NORTH)
S 18°00'00" E 150.00'
SIGN
0.1' WEST OF PL
N 18°00'00" W 200.00'
WATER PUMP
0.8' WEST OF PL
DI (18" DIA.) RIM = 8.07'
INV. = 5.14' (NORTH)
INV. = 5.14' (SOUTH)
100.00'
SEPTIC CONTROL PANEL
WOOD FENCE
0.6' NORTH PL
8' M.B.L.
CL SWALE
S72°00'00"W
265.50'
0.2' BG
S 72°00'00" W 34.50'
WOOD FENCE
0.4' WEST PL
WOOD FENCE
0.7' SOUTH OF PL
1/2" REBAR
FLUSH
N/F
LOT B – BLOCK C-1
SECTION 3 – ROANOKE SOUND SHORES
(M.B. 2, PG. 114) (D.B. 1892, PG. 377)
N.C. 12 – VIRGINIA DARE TRAIL
(70' R/W)
AS-BUILT SURVEY FOR
UTILITY BOX
CONCRETE DUMPSTER PAD
1.2' BG
PHONE BOX
WOOD FENCE
1.5' NORTH PL
DROP INLET RIM = 7.56'
INV. = 5.64' (EAST)
DROP INLET RIM = 7.52'
INV. = 5.77' (NORTH)
INV. = 5.76' (WEST)
S 72°00'00" W 135.00'
WALL
5.1' NORTH OF PL
PHONE BOX
0.2' BG
WOOD FENCE
0.5' WEST PL
0.5' NORTH PL
S72°00'00"W
300.00'
1.0' BG
N/F LOTS G & H – BLOCK C-1
SECTION 3 – ROANOKE SOUND SHORES
(M.B. 2, PG. 114)
& THE WESTERN 75' OF LOT 3 – BLOCK 8
PLAT "A" NAGS HEAD BEACH
(M.B. 1, PG. 192) (D.B. 1561, PG. 428)
OVERHEAD UTILITY LINE(S) (TYP.)

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NO.	DATE	REVISIONS	BY

GANDT DEVELOPMENT, LLC

NEW PARCEL A – "RECOMBINATION PLAT FOR GANDT DEVELOPMENT, LLC"
NAGS HEAD – NAGS HEAD TOWNSHIP – DARE COUNTY – NORTH CAROLINA

Seaboard Surveying & Planning, Inc. C-1536
103 W. WOOD HILL DRIVE – UNIT F P.O. BOX 58 NAGS HEAD, N.C. 27959 252-480-9998

FILE NO.:	1808054
SURVEYED:	06/03/20 JC
DRAWN:	06/03/20 TG
CHECKED:	06/03/20 MRM
SCALE:	1" = 20'

SHEET NO. 1 OF 1 SHEETS

Benjamin Cahoon
Mayor

Megan Lambert
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

Bob Sanders
Commissioner

Megan Vaughan
Commissioner

Molly Harrison
Commissioner

PUBLIC NOTICE

NOTICE IS HEREBY GIVEN that the Nags Head Board of Commissioners will conduct public hearings on **Wednesday, May 6, 2026,** beginning at 9:00 a.m. in the Board Room of the Municipal Complex, 5401 S Croatan Highway, Nags Head, NC to consider and take action upon the following requests:

Public Hearing to consider a Vested Right/Special Use Permit/Site Plan Amendment submitted by WithersRavenel on behalf of Outer Banks Hospital, for the Cancer Treatment Center located at 4927 S. Croatan Highway. The applicant is requesting a reduction in required parking spaces in order to utilize the spaces for other required infrastructure.

Public Hearing to consider UDO Text Amendments to Create an Allowable Use, "Wine Bar, Tap Room, and/or Lounge", with Associated Supplemental Regulations.

Public Hearing to consider UDO Text Amendments Submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to Create a New Accessory Use to Restaurants, "Restaurant Waiting Lounge", with Associated Supplemental Regulations

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 28th day of April 2026.

Brittany A. Phillips
Town Clerk

Benjamin Cahoon
Mayor

Megan Lambert
Mayor Pro Tem

Andy Garman
Town Manager

Town of Nags Head
Post Office Box 99
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Public Hearing to consider UDO text amendments submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to create a new use titled "Restaurant Waiting Lounge" together with associated supplemental regulations and to consider UDO text amendments to create an allowable use, "Wine Bar, Tap Room, and/or Lounge", with associated supplemental regulations.

Public Hearing to consider a Special Use Permit/Site Plan Amendment submitted by Albemarle & Associates, Ltd on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant) seeking approval of the unified development plan for Blue Moon Restaurant and a proposed Restaurant Waiting Lounge pursuant to the supplemental standards proposed in Section 7.31.3 of the UDO. The subject properties are zoned C-5, Historic Character Commercial District, and located at 101 & 102 E. Dove Street, Nags Head. Approval of this item is contingent upon adoption of the proposed new use, "Restaurant Waiting Lounge".

A copy of the application requests will be available for public inspection at the Office of the Town Clerk, Town Municipal Complex, 5401 S. Croatan Hwy, Nags Head, NC 27959, telephone (252) 441-5508 during normal business hours.

As a result of these hearings, substantial changes may be made in the proposals as advertised to reflect objections, debate and discussion at the hearings. Any person desiring to be heard on the proposals as stated above should appear at the time and place specified above.

This is the 16th day of April 2026.

Brittany A. Phillips
Town Clerk

For publication in the Coastland Times on Wednesday, April 22, 2026 and on Wednesday, April 29, 2026.
Please use Nags Head seal and legal print.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM J.1.

Update from Planning Director

Prepared by	Reviewed by
Kelly Wyatt, Planning Director	Kelly Wyatt Brittany Phillips Andy Garman

Staff Comments/Recommendation

Please find attached a monthly update from Planning Director Kelly Wyatt that includes permitting and code enforcement data through March 2026.

Specific Action Requested

This item is provided for Board information and update.

Summary

This memo provides an overview of selected Planning and Development Department activities, projects, and initiatives. If requested, staff will be prepared to discuss any of this information in detail at the Board of Commissioners meeting on Wednesday, May 6, 2026.

Monthly Activity Report

In addition to permitting, inspections, code enforcement, and Todd D. Krafft Septic Health Initiative activities, staff were involved in the following meetings or activities of note during the month of April:

- Wednesday, April 1st — Board of Commissioners Meeting and Budget Workshop
- Tuesday, April 7th — Technical Review Committee Meeting
- Wednesday, April 8th — Committee for Arts and Culture Meeting
- Thursday, April 9th — Board of Adjustment Meeting (no hearings)
- Saturday, April 11th — Dowdy Park Winter Market 9am - noon
- Wednesday, April 15th — Board of Commissioners Mid-Month Meeting and Stormwater Master Plan Workshop
- Saturday, April 18th — Dark Skies, Bright Stars Stargazing Event, Barnes Street Town Park 7:30pm - 9:30pm
- Tuesday, April 21st — Planning Board Meeting
- Monday, April 27th — Septic Health Advisory Committee Meeting

Planning Board — Pending Applications and Discussions

The Planning Board most recently met on Tuesday, April 21, 2026. At that meeting, the Board took the following actions:

- Considered a Board of Commissioners–initiated UDO text amendment to establish new allowable uses for

"Wine Bar" and "Taproom," together with associated supplemental regulations. The Planning Board voted unanimously to recommend approval of the proposed text amendment, with several revisions that have been incorporated into the ordinance now before the Board of Commissioners for consideration at their May 6, 2026, meeting.

- Considered revised language for a previously submitted UDO text amendment by Albemarle & Associates, Ltd., on behalf of Blue Moon Five-2, LLC (Blue Moon Restaurant), to establish a new use titled "Restaurant Waiting Facility," together with associated supplemental regulations, parking requirements, and definition clarifications. While the Planning Board did not issue a new formal recommendation following its April discussion, there was consensus on a number of revisions and general support for the ordinance as revised, with direction to move the item forward for Board of Commissioners consideration.

The next Planning Board meeting is scheduled for Tuesday, May 19, 2026. At this time, the agenda is anticipated to include consideration of a Site Plan Review submitted by Michael Robinson, P.E., on behalf of Tar Heel Motel of OBX, LLC (The Tar Heel Motel), for construction of a two-story, 26-guest room hotel. The property is zoned C-2, General Commercial, is located within the Hotel Overlay District, and is addressed as 7001 S. Croatan Highway, Nags Head. The agenda is also expected to include an update on the Strategic Plan following the February 2026 Board of Commissioners Retreat, specifically addressing action items related to Planning.

Board of Adjustment – Recent and Pending Applications — There were no items for the Board of Adjustment's consideration in April 2026.

Additional Updates

- DWMP/Septic Health Advisory Committee — The Septic Health Advisory Committee met on Monday, April 27th. The committee continues to advance implementation of the Town's septic health initiatives, with a strong focus on outreach, participation, and program expansion. A new combined Septic Health and Dark Skies mailer was recently distributed to Nags Head property owners and has already generated a measurable response, with approximately 30 new inspection requests attributed to the mailing and five pump-out credits requested to date. Overall program participation remains steady, with over 138 inspections completed, 117 pump-outs performed, and eight loans issued, with additional applicants currently in discussion.

  The Committee continues to explore additional outreach strategies to further expand participation, including updates to existing materials, targeted engagement with property owners, and consideration of expanded marketing efforts. The Committee and staff are also preparing to roll out the Division of Water Infrastructure (DWI) zero-interest loan program following formal approval of the scope of work.

- Estuarine Shoreline Management Plan — Work continues to advance on multiple components of the Estuarine Shoreline Management Plan (ESMP), with several projects progressing through design, permitting, and coordination phases.

  - The Harvey/Soundside Event Site Living Shoreline project remains in the permitting phase, with a revised design submitted following wetland delineation updates. Due to permitting timelines, approvals are now anticipated in Fall 2026, with construction expected to begin in early 2027.

  - For the Villa Dunes Drive project area, the Town has engaged Environmental Professionals, Inc. to work directly with property owners to better understand site-specific concerns and identify feasible implementation strategies.

  - At the Soundside Road project area, staff has requested a scope modification to focus on a resiliency berm and associated stormwater improvements in lieu of offshore breakwaters. Project kickoff has

occurred, with easement development and initial stakeholder engagement anticipated this spring and summer. Design and permitting are expected to continue into 2027.

- Staff has also proposed a scope revision to include a living shoreline project at the Catfish Farm/Causeway area as an alternative priority location. This effort would focus on protecting critical infrastructure and environmentally sensitive areas through nature-based shoreline stabilization approaches.

- Sand Relocation and Dune Management Cost Share Program – The application deadline for Sand Relocation Authorizations was April 15, with all authorized work required to be completed by April 30 and equipment removed from the beach in advance of the sea turtle nesting moratorium. Staff issued 270 Sand Relocation Authorizations and approximately 10 CAMA Repair and Maintenance permits for work outside the nourishment area (north of Bonnett Street). To date, approximately $363,000 of the $400,000 allocated for these programs has been committed. With an estimated 17 applications still pending, total demand is expected to meet or exceed available funding this season, underscoring the continued need for this program.

- Dowdy Park Events/Farmers Market/Holiday Markets/Art & Culture — Preparation for the 2026 summer season at Dowdy Park is largely complete, with the Farmers Markets, Summer Concert Series, and fitness programming all scheduled and ready to launch. Staff is currently finalizing promotional materials, including posters for both the market and concert series, and coordinating details for upcoming Family Fun events, with programming to include partners such as the Corolla Wild Horse Fund and Ascension Music.

  In advance of the season, two informational meetings were held with Farmers Market vendors to review expectations, clarify rules, and provide an opportunity for questions. These meetings were well received and are intended to support a smooth and well-coordinated start to the season.

  Additionally, the Town was awarded $2,000 through the SAFE Monarch Habitat Grant Program to support enhancements to the Dowdy Park pollinator garden. Rachel Veal with the NC Aquariums has assisted with the grant application and will continue to support project preparation, with planting anticipated in October.

Upcoming Meetings and Other Dates

- Tuesday, May 5th — Technical Review Committee Meeting
- Tuesday, May 5th — Conner Twiddy attending and presenting at Septic Health Think Tank in Columbia, SC
- Wednesday, May 6th — Board of Commissioners Meeting
- Wednesday, May 13th — Committee for Arts and Culture Meeting
- Thursday, May 14th — Board of Adjustment Meeting (no hearings)
- Monday, May 18th — Discuss DWI Loan Roll Out Meeting
- Tuesday, May 19th — Planning Board Meeting
- Wednesday, May 20th — Board of Commissioners Mid-Month Meeting



Attachments

1. 5 J1 Planning Monthly Report

TOWN OF NAGS HEAD PLANNING AND DEVELOPMENT
MONTHLY REPORT
MARCH 2026

DATE SUBMITTED: April 7, 2026

	Mar-26	Mar-25	Feb-26	2025-2026 FISCAL YTD	2024-2025 FISCAL YTD	FISCAL YEAR INCREASE/ DECREASE
BUILDING PERMITS ISSUED - RESIDENTIAL						
New Single Family	1	2	0	11	15	(4)
New Single Family, 3000 sf or >	1	0	0	5	8	(3)
Duplex - New	0	0	0	0	0	0
Sub Total - New Residential	2	2	0	16	23	(7)
Miscellaneous (Total)	59	75	55	402	384	18
Accessory Structure	*2*	*6*	*3*	21	*35*	(14)
Addition	*2*	*2*	*2*	15	*12*	3
Demolition	*0*	*0*	*0*	6	*5*	1
Move	*0*	*0*	*0*	2	*1*	1
Remodel	*13*	*15*	*12*	91	*84*	7
Repair	*42*	*52*	*38*	267	*247*	20
Total Residential	**61**	**77**	**55**	**418**	**407**	11
BUILDING PERMITS ISSUED - COMMERCIAL						
Multi-Family - New	0	0	0	0	0	0
Motel/Hotel - New	0	0	0	0	1	(1)
Business/Govt/Other - New	0	0	0	0	1	(1)
Subtotal - New Commercial	0	0	0	0	2	(2)
Miscellaneous (Total)	9	10	10	76	63	13
Accessory Structure	*2*	*4*	*1*	18	*21*	(3)
Addition	*0*	*0*	*0*	2	*0*	2
Demolition	*0*	*0*	*0*	0	*0*	0
Move	*0*	*0*	*0*	3	*0*	3
Remodel	*5*	*3*	*6*	30	*17*	13
Repair	*2*	*3*	*3*	23	*25*	(2)
Total Commercial	**9**	**10**	**10**	**76**	**65**	11
Grand Total	**70**	**87**	**65**	**494**	**472**	22
SUB-CONTRACTOR PERMITS						
Electrical	90	64	56	417	427	(10)
Gas	3	2	1	18	14	4
Mechanical	56	38	37	274	284	(10)
Plumbing	19	6	11	80	84	(4)
Fire Sprinkler	2	0	1	5	1	4
VALUE						
New Single Family	$570,000	$1,220,000	$0	$5,762,030	$6,906,157	($1,144,127)
New Single Family, 3000 sf or >	$1,773,049	$0	$0	$9,217,982	$7,333,200	$1,884,782
Duplex - New	$0	$0	$0	$0	$0	$0
Misc (Total Residential)	$2,158,904	$1,720,070	$1,954,610	$15,529,093	$12,645,802	$2,883,291
Sub Total Residential	**$4,501,953**	**$2,940,070**	**$1,954,610**	**$30,509,105**	**$26,885,159**	$3,623,946
Multi-Family - New	$0	$0	$0	$0	$0	$0
Motel/Hotel - New	$0	$0	$0	$0	$18,000,000	($18,000,000)
Business/Govt/Other - New	$0	$0	$0	$0	$1,400,000	($1,400,000)
Misc (Total Commercial)	$561,318	$1,059,420	$654,279	$12,162,923	$3,994,855	$8,168,068
Sub Total Commercial	**$561,318**	**$1,059,420**	**$654,279**	**$12,162,923**	**$23,394,855**	($11,231,932)
Grand Total	**$5,063,271**	**$3,999,490**	**$2,608,889**	**$42,672,028**	**$50,280,014**	**($7,607,986)**

TOWN OF NAGS HEAD PLANNING AND DEVELOPMENT
MONTHLY REPORT
MARCH 2026

DATE SUBMITTED: April 7, 2026

	Mar-26	Mar-25	Feb-26	2025-2026 FISCAL YTD	2024-2025 FISCAL YTD	FISCAL YEAR INCREASE/ DECREASE
ZONING						
Zoning Permits	72	85	68	527	489	38
Soil & Erosion	1	2	0	15	27	N/A
Stormwater Plans	0	2	2	13	17	N/A
CAMA						
CAMA LPO Permits	3	3	1	28	16	11
CAMA LPO Exemptions	15	16	17	85	59	0
Sand Relocations	65	75	45	235	191	N/A
CODE COMPLIANCE						
Cases Investigated	33	48	20	193	269	63
Warnings	14	9	6	64	36	13
NOVs Issued	19	23	14	129	214	50
Civil Citations (#)	0	0	0	0	0	0
Civil Citations ($)	$0	$0	$0	$0	$0	$0
SEPTIC HEALTH						
Tanks inspected	25	20	5	111	94	28
Tanks pumped	20	7	5	105	61	28
Water quality sites tested	2	2	1	155	116	125
Personnel Hours in Training/School	50	32	40	472	284	126

Kelly Wyatt

Kelly Wyatt, Planning Director

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM K.1.

Actions Necessary to Approve Financing of the 2026 Beach Nourishment Project
- Consideration of Interlocal Agreement with Dare County to Provide Funding for the Project
- Consideration of Special Obligation Bond Issuance Resolution
- Consideration of Beach Nourishment Capital Project Ordinance Amendment #19
- Consideration of Budget Amendment #11.4

Prepared by	Reviewed by
Amy Miller, Deputy Town Manager/Finance Officer	Amy Miller Brittany Phillips Andy Garman

Staff Comments/Recommendation

The interlocal agreement with Dare County solidifies the cash amount Dare County will be providing towards this project. The Special Obligation Bond Issuance resolution is required as part of the financing package approval. It was prepared by the Town's bond attorney, and was agreed upon by Hornthal, Riley, Ellis, and Maland as well as Webster Public Finance Corporation. The financing has been bid and the Webster Public Finance Corporation was selected due to providing the least cost financing option. The capital project ordinance and budget amendment are necessary to establish the final project budget and transfer the Town's cash contribution from the Capital Reserve Fund to the Capital Project Fund. Staff recommends approval of these items to proceed with the project.

Specific Action Requested

Approval of:
- Interlocal Agreement with Dare County
- Special Obligation Bond Issuance Resolution
- Beach Nourishment Capital Project Ordinance Amendment #19
- Budget Amendment #11.4

Summary

These items are necessary to provide to the Local Government Commission as part of their approval for the 2026 beach nourishment special obligation bonds. They will be approving this financing on May 5, and we will be closing May 12. We will be financing $13,000,000 and the Webster Public Finance Corporation has agreed to purchase the bonds at an interest rate of 3.657%. Attached as the last item is the 2026 Special Obligation Bond financing document sent to the LGC for your information.

Attachments

1. 5 K1 BN Interlocal Agreement Dare Co
2. 5 K1 BN Issuance LGC res
3. 5 K1 BN cap proj amend 19 ord
4. 5 K1 BN Budget amend 11.4
5. 5 K1 BN 2026 SOBs

PO Box 99, Nags Head, NC | (252) 441-5508 | nagsheadnc.gov

INTERLOCAL AGREEMENT

This **INTERLOCAL AGREEMENT** dated as of April 7, 2026 (the *"Interlocal Agreement")* among the **COUNTY OF DARE, NORTH CAROLINA,** a political subdivision of the State of North Carolina (the *"County")* and the **TOWN OF NAGS HEAD, NORTH CAROLINA,** a municipal corporation organized under the laws of the State of North Carolina (the *"Town");*

WITNESSETH

WHEREAS, the Town has determined to undertake a beach nourishment project (the *"Project")* within the Town and the County as they are authorized to do under North Carolina law;

WHEREAS, the Town expects to enter into construction contracts for the Project in 2026;

WHEREAS, the County has determined to assist the Town in financing the beach nourishment project from the County's Beach Nourishment Fund and such other funds as the County may determine;

WHEREAS, under Article 20 of Chapter 160A of the North Carolina General Statutes, as amended (the *"Interlocal Act"),* municipalities and counties are authorized to enter into interlocal cooperation undertakings with other local governments for the joint exercise of any power, function, public enterprise, right, privilege, or immunity of local governments in North Carolina;

WHEREAS, the parties to this Interlocal Agreement desire to set forth their agreement herein;

NOW THEREFORE, the parties hereto agree as follows:

ARTICLE I
STATEMENT OF PURPOSE

The Town and the County are entering into this Interlocal Agreement under the Interlocal Act to cooperate in the financing of the Project. This Interlocal Agreement sets forth the parties understanding as to the construction and financing of the Project.

ARTICLE II
ADMINISTRATION OF PROJECT AND INTERLOCAL AGREEMENT

The Town will be solely responsible for the administration and construction of the Project. The County will assign a non-exclusive right in each beach nourishment easement which the County has obtained or received for properties located in the Project area. The Town will not knowingly violate the terms of such easements provided by the County.

The County Manager and the County Chief Financial Officer, individually or collectively, or their designees, will be responsible for administering this Interlocal Agreement for the County. The Town Manager and the Town Finance Director, individually or collectively, or their designees, will be responsible for administering this Interlocal Agreement for the Town.

ARTICLE III
FINANCING OF PROJECT

Section 3.1. ***Project Funding.*** The Project is estimated to cost $36,412,600. The County shall finance and provide funding of $13,067,426 to support the costs of the Project. The County will distribute money from its financing on request of the Town to pay costs of construction of the Project, with such construction costs to be funded by the County and the Town in accordance with their respective pro rata allocation of the total Project costs.

Section 3.2. ***Conditions to Funding.*** Prior to the County providing any of the funding set forth in Section 3.1, the Town: (1) will receive all necessary federal, state and local permits or approvals necessary for the Project, (2) will receive North Carolina Local Government Commission approval of the Town's issuance of special obligation bonds to finance the Project, (3) will have arranged for the sale and issuance of the Town's special obligation bonds and (4) will have entered into a valid and enforceable construction contract for the Project with the Project's construction contractor. The County's funding set forth in Section 3.1 is subject to approval by the North Carolina Local Government Commission.

Section 3.3. ***Cooperation in Financings.*** The Town and the County will be assisted in its financing for the Project by Parker Poe Adams & Bernstein LLP, as bond counsel, and by DEC Associates Inc., as financial advisor. The Town and the County will cooperate in seeking the approval of the North Carolina Local Government Commission for the financings.

ARTICLE IV
DISPUTES AND MEDIATION

Section 4.1. ***Agreement to Work Together to Settle Disputes.*** This Interlocal Agreement shall be liberally construed in order to promote a harmonious relationship between the parties with regard to the completion of the Project. The County and the Town accept the relationship of trust and confidence established between each of the parties by this Interlocal Agreement. If a problem or dispute arises that this Interlocal Agreement does not directly or indirectly address, the County and the Town covenant to work with one another in good faith to determine a mutually satisfactory solution.

Section 4.2. ***Mediation.***

a. *Agreement to Mediate Dispute.* The County and the Town will attempt to settle any dispute, claim or controversy arising out of this Interlocal Agreement through consultation and negotiation in good faith and in a spirit of mutual cooperation as set forth in Section 4.1. If those attempts fail, then the claim or dispute will be mediated by a mutually acceptable mediator before any party resorts to court action. Mediation is a process in which parties attempt to resolve a dispute by submitting it to an impartial, neutral mediator who is authorized to facilitate the resolution of the dispute, but who is not empowered to impose a settlement on the parties.

b. *Demand for Mediation.* A demand for mediation must be submitted in writing to the other parties to this Interlocal Agreement. The demand for mediation shall proceed in advance of legal or equitable court proceedings, which shall be stayed pending mediation for a period of 60 days from the date of the demand for mediation, unless stayed for a longer period by agreement of the parties or by court order.

c. *Selection of Mediator.* The parties shall jointly select a mediator within 45 days after written notice by either party demanding mediation. The mediator shall be a member of the North Carolina State Bar and residing in the First Judicial District of North Carolina. Failing this joint action, the parties

shall each separately designate a mediator and, within 15 days after their appointment, the two designated mediators shall jointly designate a third mediator. The third mediator shall then become the sole mediator for purposes of this paragraph. The failure of either party to appoint a mediator within the time allowed shall be deemed equivalent to appointing the mediator appointed by the other party. Each mediator shall be disinterested in the subject matter of this Interlocal Agreement.

d. *Mediation Procedure.* The mediation procedure shall be that which is contained in the Rules Implementing Statewide Mediated Settlement Conferences in Superior Court Civil Actions adopted pursuant to N.C. Gen. Stat. Sec. 7A-38.1 as same may be amended from time to time.

e. *Miscellaneous provisions.*

(1) The mediation fee, if any, shall be divided equally among the parties involved.

(2) Each party shall pay its own attorneys' fees and other costs.

(3) Before the mediation begins, the parties agree to sign a document limiting the admissibility in arbitration or any civil action of anything said, any admission made, and any documents prepared, in the course of the mediation.

(4) If any party commences a court action based on a dispute or claim to which this paragraph applies without first attempting to resolve the matter through mediation, then, in the discretion of the judge, that party shall not be entitled to recover attorney's fees even if they would otherwise be available to that party in any such court action. However, the filing of a judicial action to enable the recording of a notice of pending action, for order of attachment, receivership, injunction, or other provisional remedies, shall not in itself constitute a loss of the right to recover attorney's fees under this provision.

(5) The following matters are excluded from the requirement of mediation hereunder: interim relief from a court that a party reasonably believes is necessary to prevent serious and irreparable injury to one party or to others.

ARTICLE V
LIABILITIES AND INDEMNIFICATION

Except as otherwise provided under this Interlocal Agreement, any liabilities arising from the Project will be the sole responsibility of the Town. The Town will indemnify, protect and save the County and any member of the governing body, officer, agent or employee thereof, acting in such capacity, harmless from all liability, obligations, losses, claims, damages, actions, suits, proceedings, costs and expenses, including reasonable attorneys' fees, arising out of, connected with, or resulting, directly or indirectly, from any third party claim arising from the Project, or from injuries to person or property occurring from or related to the Project. The indemnification arising under this Article shall survive the termination of this Interlocal Agreement and continue in full force and effect notwithstanding the payment in full of all obligations under this Interlocal Agreement.

The County will indemnify, protect and save the Town and any member of the governing body, officer, agent or employee thereof, acting in such capacity, harmless from all liability, obligations, losses, claims, damages, actions, suits, proceedings, costs and expenses, including reasonable attorneys' fees, arising out of, connected with, or resulting, directly or indirectly from the failure of the County to provide the funding in accordance with the terms of this Interlocal Agreement. The indemnification arising under this Article shall survive the termination of this Interlocal Agreement and continue in full force and effect notwithstanding the payment in full of all obligations under this Interlocal Agreement.

ARTICLE VI
PERFORMANCE OF GOVERNMENT FUNCTIONS

Nothing contained in this Interlocal Agreement shall be deemed or construed so as to in any way estop, limit, or impair the Town or the County from exercising or performing any regulatory, policing, legislative, governmental, or other powers or functions pursuant to applicable law.

ARTICLE VII
DEFAULTS AND REMEDIES

The County and the Town will be in default under this Interlocal Agreement if it fails to comply with the terms of this Interlocal Agreement.

If an event of default occurs as set forth in the preceding paragraph, and after following the procedures and requirements of Article IV herein, each party hereto will have all remedies available at law or in equity to enforce any of the terms and provisions hereof, including, but not limited to, actions at law for damages and equitable actions seeking injunctive relief (mandatory or prohibitory) to prevent the breach or threatened breach of any term or provision thereof or to enforce the performance of all terms and conditions of this Interlocal Agreement. All remedies are cumulative; the exercise of any one or more of them will not in any way alter or diminish the rights of the exercising party to any other remedy provided herein or at law or in equity. Action under this Interlocal Agreement will not be taken, however, until the non-defaulting party or parties gives the defaulting party or parties written notice of the event of default and a reasonable opportunity to cure the event of default.

ARTICLE VIII
NOTICES

Except as otherwise provided in this Interlocal Agreement, all notices, certificates, requests, requisitions, or other communications given pursuant to this Interlocal Agreement must be in writing and will be sufficiently given and will be deemed given when delivered by hand or mailed by certified mail, postage prepaid, addressed as follows:

County: Dare County
Attention County Manager
PO Box 1000
Manteo, NC 27954

Town: Town of Nags Head
Attention Town Manager
PO Box 99
Nags Head, NC 27959

ARTICLE IX
MISCELLANEOUS

Section 9.1. ***Amendment.*** This Interlocal Agreement may be amended through a supplement approved in writing by the County and the Town.

Section 9.2. ***Severability.*** If any section of this Interlocal Agreement is deemed to be illegal or otherwise unenforceable, it is the intent of the parties hereto that all other provisions of this Interlocal

Agreement shall remain in full force and effect.

Section 9.3. ***Governing Law.*** This Interlocal Agreement is to be governed by and interpreted in accordance with the laws of the State of North Carolina.

Section 9.4. ***Time is of the Essence.*** Time is of the essence in this Interlocal Agreement.

Section 9.5. ***Execution in Multiple Counterparts.*** This Interlocal Agreement may be executed in multiple counterparts, each of which constitutes a completed document.

Section 9.6. ***Effective Date.*** This Interlocal Agreement takes effect on its execution by the County and the Town.

Section 9.7. ***Termination.*** This Interlocal Agreement shall terminate under either of the following two (2) circumstances: (1) all duties and responsibilities of the County and Town set forth in this Interlocal Agreement have been completed or waived in writing by the parties; or (2) the date on which the County and Town mutually agree to terminate this Interlocal Agreement by action of their respective governing boards.

IN WITNESS WHEREOF, the Chairman of the Board of Commissioners of the County and the Mayor of the Town have each executed this Interlocal Agreement to evidence the agreement of the parties hereto.

COUNTY OF DARE, NORTH CAROLINA

By:_____
Chairman

Attest:

_____
Clerk to the Board of County Commissioners

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

Sally DeTosse 4/7/26
Finance Officer, County of Dare, North Carolina

TOWN OF NAGS HEAD, NORTH CAROLINA

By:_____
Mayor

Attest:

_____
Town Clerk

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

_____
Finance Officer
Town of Nags Head, North Carolina

RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE TOWN OF NAGS HEAD, NORTH CAROLINA PROVIDING FOR THE ISSUANCE OF A SPECIAL OBLIGATION BOND, SERIES 2026

WHEREAS, the Town of Nags Head, North Carolina (the "*Town*") is authorized by Article 7A of Chapter 159 of the General Statutes of North Carolina (the "*Authorizing Statute*") to issue its special obligation bonds for beach erosion control and flood and hurricane protection works provided in a municipal service district;

WHEREAS, the Board of Commissioners of the Town (the *"Board"*) has created a Municipal Service District (the *"District"*), in accordance with Article 23 of Chapter 160A of the North Carolina General Statutes, in which the Town has determined to provide beach nourishment for the purpose of beach erosion control and flood and hurricane protection works (the "*2026 Project*");

WHEREAS, a portion of the costs of the 2026 Project is expected to be paid from other Town funds and from funds to be provided by Dare County, North Carolina (the "*County*") through its beach nourishment fund program, which program is supported by a dedicated portion of the County's occupancy tax and is used to assist beach nourishment projects within the County;

WHEREAS, the Board has determined that it is necessary and advisable at this time to issue the Town's Special Obligation Bond, Series 2026 (the *"2026 Bond"*) in an aggregate principal amount not to exceed $13,000,000 to provide financing for (1) the 2026 Project and (2) the costs of issuing the 2026 Bond;

WHEREAS, Webster Public Finance Corporation (the "*Purchaser*"), a subsidiary of Webster Bank, National Association, has agreed to purchase the 2026 Bond as set forth in its Term Sheet dated March 26, 2026 (the "*Term Sheet*");

WHEREAS, the Town has applied to the Local Government Commission of North Carolina (the "*Commission*") for approval of its application relating to the 2026 Bond as required by Section 159-146(k) of the Authorizing Statute and of the issuance and private sale of the 2026 Bond, which approvals are expected to be granted at the Commission's meeting on May 5, 2026 (the "*Commission Approval*");

WHEREAS, the Board now desires to provide for the terms, form and issuance of the 2026 Bond in an amount not to exceed $13,000,000; and

WHEREAS, the Board has determined that the Town will issue the 2026 Bond on or about May 12, 2026 (the *"Closing Date"*);

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE TOWN OF NAGS HEAD, NORTH CAROLINA, AS FOLLOWS:

Section 1. Acceptance of Term Sheet, Issuance of Bond. The Board hereby accepts and approves the Term Sheet offered by the Purchaser; provided, however, such Term Sheet shall not represent the final terms of the transaction, which shall be only in this Resolution, the 2026 Bond, and any closing documents. The Term Sheet is not incorporated herein. The Town shall issue in accordance with and pursuant to the Authorizing Statute and this Resolution, its 2026 Bond in an aggregate principal amount not to exceed $13,000,000 for the purpose of providing funds, together with other available funds, to finance (1) the 2026 Project and (2) the costs of issuing the 2026 Bond. The period of usefulness of the capital projects to be financed by the issuance of the 2026 Bond is not less than five years, computed from the date of the issuance of the 2026 Bond. The Town will set forth the final aggregate principal amount of the 2026 Bond in a closing certificate delivered upon the issuance of the 2026 Bond.

Section 2. Form of Bond. The 2026 Bond shall be designated "*Town of Nags Head, North Carolina Special Obligation Bond, Series 2026*" and shall be issued in fully registered form. The 2026 Bond shall be issued as a single bond, shall be substantially in the form set forth in Exhibit A attached hereto and made a part hereof, with such appropriate variations, omissions and insertions as are permitted or required by this Resolution. The Finance Director of the Town, or her designee, is appointed to be the registrar of the 2026 Bond (the "*Registrar*") and is directed to maintain the appropriate registration records with respect thereto.

Section 3. Details of Bond.

(a) The 2026 Bond shall be dated the date of its issuance, shall bear interest at a rate equal to 3.657% per annum, and shall be stated to mature (subject to the right of prior redemption) on June 1, 2031.

(b) The 2026 Bond is not subject to optional redemption on or before April 30, 2027. Beginning on and after May 1, 2027, the 2026 Bond shall be subject to optional redemption prior to its stated maturity at the option of the Town in whole or in part on any date upon giving the Purchaser not less than 30 days' prior

written notice thereof. The redemption price of such 2026 Bond shall be equal to 100% of the principal amount of the 2026 Bond, plus interest accrued to the redemption date, plus, if so required, a redemption premium calculated as a percentage of the outstanding principal amount of the 2026 Bond as follows:

REDEMPTION PERIOD (DATES INCLUSIVE)	**REDEMPTION PREMIUM**
May 1, 2027 through April 30, 2029	1%
May 1, 2029 and thereafter	No premium due

Any partial redemption shall (i) occur no more than once during any consecutive 12-month period, (ii) be in a principal amount of not less than $300,000, and (iii) be applied in inverse order of principal portions of the 2026 Bond coming due. Upon any optional redemption in part, the Purchaser shall provide the Town with a new amortization schedule which reflects such redemption.

(c) The 2026 Bond is subject to mandatory sinking fund redemption prior to maturity in part on June 1 of each year at the redemption price of 100% of the principal amount thereof, without premium, in the amounts and on dates which shall be set forth in a closing certificate delivered upon the issuance of the 2026 Bond. The Town will pay the mandatory sinking fund redemption amounts to the Purchaser without prior notice of redemption.

(d) Interest on the outstanding principal amount of the 2026 Bond shall be payable on each June 1 and December 1, beginning December 1, 2026 (each, an "*Interest Payment Date*") until all principal has been paid in full. Interest on the 2026 Bond shall be calculated on the basis of a 360-day year consisting of twelve 30-day months. Principal of, premium, if any, and interest on the 2026 Bond shall be payable to the registered owner appearing on the registration records of the Registrar by wire transfer or by check, mailed to such registered owner at its address as it appears on such registration books and shall be received by the registered owner on the date such payment is due.

(e) The Town may modify the provisions of this Section 3 pursuant to a closing certificate delivered in connection with the issuance of the 2026 Bond with the consent of the Purchaser.

Section 4. Security for the Bond. The 2026 Bond shall be a special obligation of the Town and the principal of, redemption premium, if any, and interest on the 2026 Bond shall be payable solely from the following sources:

(a) that portion of the 3% Room Occupancy Tax authorized by House Bill 532, 1985 Session, General Assembly of North Carolina (Session Law 1985-449), effective June 24, 1985, levied by the County and distributed to the Town; and

(b) one or more additional sources of funds identified by the Board in future proceedings of the Board, so long as (i) the pledge of such sources does not constitute a pledge of the taxing power of the Town and (ii) the pledge of such sources is first approved by the Commission as set forth in the Authorizing Statute.

NEITHER THE FAITH AND CREDIT NOR THE TAXING POWER OF THE TOWN ARE PLEDGED FOR THE PAYMENT OF THE PRINCIPAL OF, INTEREST, OR ANY PREMIUM ON, THE 2026 BOND, AND NO OWNER OF THE 2026 BOND HAS THE RIGHT TO COMPEL THE EXERCISE OF THE TAXING POWER OF THE TOWN IN CONNECTION WITH ANY DEFAULT THEREON.

Section 5. Application of the Bond Proceeds; Creation of Funds. On or before the date of the initial issuance of the 2026 Bond, the Town will create an account with a financial institution of the Town's choosing known as the "Nags Head Beach Nourishment 2026 Project Fund" (the *"Project Fund"*). On the Closing Date, the Purchaser shall deposit the proceeds of the 2026 Bond into the Project Fund. The money in the Project Fund will be invested, with the approval of the Town, in investments authorized by Section 159-30 of the General Statutes of North Carolina. Amounts in the Project Fund shall be applied solely to pay for the costs of the 2026 Project and the costs of issuing the 2026 Bond. The Town shall consult with its bond counsel regarding the disposition of any money remaining in the Project Fund after the completion of the 2026 Project, and, if so permitted by the Internal Revenue Code of 1986, as amended (the "*Code*"), such amount shall be used for any lawful purpose.

Section 6. Execution of the Bond. The 2026 Bond, issued as a single bond, shall be executed in the name of the Town by manual or facsimile signatures of the Town's Mayor or the Town Manager and the Town Clerk, and the Certificate of Approval of the Commission shall bear a facsimile or manual signature of the Secretary or Deputy Secretary of the Commission or their designated assistant.

Section 7. Private Sale of Bond. The Board requests that the Commission sell the 2026 Bond at private sale without advertisement to the Purchaser in the form of a single registered bond containing such provisions as set forth above.

Section 8. Authorization for Delivery of Bond. The Mayor, the Town Manager, the Finance Director, and the Town Clerk (individually or collectively, the "*Authorized Officers*") are authorized and directed

to cause the 2026 Bond to be prepared and, when it shall have been duly sold by the Commission, to execute the 2026 Bond and deliver the same to the Purchaser.

Section 9. Arbitrage and Tax Covenants. The Town covenants that it will not take or permit, or omit to take or cause to be taken, any action that would adversely affect the exclusion from gross income of the recipient thereof for federal income tax purposes of interest on the 2026 Bond and, if it should take or permit, or omit to take or cause to be taken, any such action, the Town will take or cause to be taken all lawful actions within its power necessary to rescind or correct such actions or omissions promptly upon having knowledge thereof. The Town acknowledges that the continued exclusion of the 2026 Bond from the owner's gross income for federal income tax purposes depends, in part, on compliance with the arbitrage limitations imposed by Section 148 of the Code.

The Town covenants that it will comply with all the requirements of Section 148 of the Code, including the rebate requirements, and that it will not permit at any time any of the proceeds of the 2026 Bond or other funds under its control to be used, directly or indirectly, to acquire any asset or obligation, the acquisition of which would cause the 2026 Bond to be *"arbitrage bonds"* for purposes of Section 148 of the Code. The Town covenants that it will comply with the investment instructions in the Tax Certificate executed and delivered with respect to the 2026 Bond.

Section 10. Authorization for Other Acts. The Authorized Officers are further authorized and directed to take such action and to execute and deliver any such documents, deeds, certificates, undertakings, agreements or other instruments as they, with the advice of counsel, may deem necessary and appropriate to effect the transactions contemplated by this Resolution. Such officers are hereby directed to take all actions necessary to effectuate the transaction set forth above, including taking any such actions or making any such changes as may be required by the Commission Approval, and for the on-going administration of this Resolution and the 2026 Bond.

Section 11. Transfer Restrictions. Notwithstanding any other provisions of this Resolution to the contrary, the 2026 Bond will be non-transferable, except to an affiliate of the Purchaser, a bank, insurance company or other financial institution or any other entity approved by the Commission. The Town will have no obligation to pay any amounts due on the 2026 Bond to anyone other than the Purchaser of the 2026 Bond as shown on the registration books kept by the Registrar. Nothing herein shall limit the right of the Purchaser to sell participation interests in the 2026 Bond to one or more entities listed in this Section.

Any reference to the Purchaser in this Resolution will include its successors or assigns made in accordance herewith.

The provisions of this paragraph may not be amended without the prior written consent of the Commission.

Section 12. Reporting Requirements for the Town. The Town will furnish to the Purchaser of the 2026 Bond current audited financial statements in reasonable detail, with supporting schedules (the "*Audit*"), as soon as practicable after the Town's acceptance thereof and in any case within 270 days after the end of each Fiscal Year, which may be in electronic .PDF format. In the event that the Audit is not available within 270 days of the end of a Fiscal Year, the Town will furnish unaudited financial statements to the Purchaser of the 2026 Bond in the manner described in this paragraph within such period, and will then supply the Audit immediately upon the availability thereof. Upon request, the Town will furnish to the Purchaser of the 2026 Bond such other additional information, reports or schedules (financial or otherwise) as the Purchaser of the 2026 Bond may reasonably request. The electronic audited financial statements, and other financial information may be sent to the Purchaser at the following email address (or such other email address as the Purchaser supplies to the Town in writing): PublicFinance@WebsterBank.com.

Notwithstanding the foregoing, the Town may satisfy the reporting requirement of this Section 12 by filing the Audit on the Municipal Securities Rulemaking Board's Electronic Municipal Market Access system website, or its successor ("*EMMA*").

Section 13. Governing Law. This Resolution and the 2026 Bond are governed by and to be construed in accordance with the laws of the State of North Carolina without regard to conflict of law principles.

Section 14. Repealer. All orders and resolutions and parts of orders and resolutions in conflict with this Resolution, if any, shall be and the same are hereby repealed to the extent the conflict exists.

Section 15. Effectiveness of Resolution. This resolution shall be effective immediately upon its adoption by the Board.

ADOPTED this the 6th day of May 2026.

_____
Benjamin Cahoon, Mayor

ATTEST:

_____
Brittany A. Phillips, Town Clerk

EXHIBIT A

FORM OF 2026 BOND

THIS BOND IS SUBJECT TO CERTAIN TRANSFER RESTRICTIONS AS DESCRIBED HEREIN.

No. R-1 **$13,000,000**

UNITED STATES OF AMERICA
STATE OF NORTH CAROLINA
TOWN OF NAGS HEAD, NORTH CAROLINA

SPECIAL OBLIGATION BOND,
SERIES 2026

INTEREST RATE	MATURITY DATE	DATED DATE
3.657%	**June 1, 2031**	**May 12, 2026**

REGISTERED OWNER: **WEBSTER PUBLIC FINANCE CORPORATION**

PRINCIPAL SUM: **THIRTEEN MILLION AND NO/100 DOLLARS**

THE TOWN OF NAGS HEAD, NORTH CAROLINA (the *"Town"*) acknowledges itself indebted and for value received hereby promises to pay to the Registered Owner named above, on the Maturity Date specified above, on surrender hereof, the Principal Sum shown above and to pay to the Registered Owner hereof interest thereon from the date of this Bond until it shall mature at the Interest Rate per annum specified above, such interest to be payable on each June 1 and December 1, beginning December 1, 2026, until the Maturity Date or earlier date on which all principal is paid. Interest on this Bond shall be calculated on the basis of a 360-day year consisting of twelve 30-day months. Principal of and interest on this Bond are payable in immediately available funds to the Registered Owner. All capitalized terms used in this Bond and not otherwise defined herein have the meanings assigned to them in the issuance resolution adopted by the Board of Commissioners of the Town (the *"Board"*) on May 6, 2026 and effective on the date of its adoption related to this Bond (the "*Issuance Resolution*").

This Bond is issued in accordance with the Registered Public Obligations Act, Chapter 159E of the General Statutes of North Carolina, and pursuant to Article 7A of Chapter 159 of the General Statutes of North Carolina and the Issuance Resolution. This Bond is being issued to finance the provision of beach nourishment for the purpose of beach erosion control and flood and hurricane protection works and to pay issuance costs relating to this Bond.

This Bond is not subject to optional redemption on or before April 30, 2027. Beginning on and after May 1, 2027, this Bond shall be subject to optional redemption prior to its stated maturity at the option of the Town in whole or in part on any date upon giving the Registered Owner not less than 30 days' prior written notice thereof. The redemption price of this Bond shall be equal to 100% of the principal amount of this Bond, plus interest accrued to the redemption date, plus, if so required, a redemption premium calculated as a percentage of the outstanding principal amount of this Bond as follows:

REDEMPTION PERIOD (DATES INCLUSIVE)	REDEMPTION PREMIUM
May 1, 2027 through April 30, 2029	1%
May 1, 2029 and thereafter	No premium due

Any partial redemption shall (i) occur no more than once during any consecutive 12-month period, (ii) be in a principal amount of not less than $300,000, and (iii) be applied in inverse order of principal portions of this Bond coming due. Upon any optional redemption in part, the Registered Owner shall provide the Town with a new amortization schedule which reflects such redemption.

This Bond is subject to mandatory sinking fund redemption prior to maturity in part at the redemption price of 100% of the principal amount thereof, without premium, in amounts and on the dates as follows:

REDEMPTION DATE (JUNE 1)	PRINCIPAL AMOUNT
2027	$2,600,000
2028	2,600,000

REDEMPTION DATE (JUNE 1)	**PRINCIPAL AMOUNT**
2029	2,600,000
2030	2,600,000
2031*	2,600,000

* Maturity.

The Town will pay the mandatory sinking fund redemption amounts as set forth above to the Registered Owner without prior redemption notification.

This Bond shall be a special obligation of the Town and the principal of, and interest and premium on, such Bond shall be secured solely by the sources set forth in the Issuance Resolution (such sources being defined herein as the "*Pledged Sources*"), which are as follows:

(a) that portion of the 3% Room Occupancy Tax authorized by House Bill 532, 1985 Session, General Assembly of North Carolina (Session Law 1985-449), effective June 24, 1985, distributed by the County of Dare, North Carolina to the Town; and

(b) one or more additional sources of funds identified by the Board of Commissioners of the Town (the "*Board*") in future proceedings of the Board, so long as (i) the pledge of such sources does not constitute a pledge of the taxing power of the Town and (ii) the pledge of such sources is first approved by the Local Government Commission of North Carolina as set forth in Article 7A of Chapter 159 of the General Statutes of North Carolina.

The uses of the Pledged Sources do not constitute a pledge of the Town's taxing power and the Town is not obligated to pay the principal of, or interest or any premium on, this Bond except from the sources set forth in the Issuance Resolution and above.

NEITHER THE FAITH AND CREDIT NOR THE TAXING POWER OF THE TOWN ARE PLEDGED FOR THE PAYMENT OF THE PRINCIPAL OF, OR INTEREST OR ANY PREMIUM ON, THIS BOND, AND NO OWNER OF THIS BOND HAS THE RIGHT TO COMPEL THE EXERCISE OF THE TAXING POWER OF THE TOWN IN CONNECTION WITH ANY DEFAULT THEREON.

It is hereby certified and recited that all conditions, acts and things required by the Constitution or statutes of the State of North Carolina to exist, be performed or happen precedent to or in the issuance of this Bond, exist, have been performed and have happened.

This Bond is not valid or obligatory for any purpose until the certification hereon has been signed by an authorized representative of the Local Government Commission of North Carolina.

This Bond shall not be transferred to any person other than a bank, insurance company or similar financial institution unless such transfer is permitted pursuant to the Issuance Resolution.

IN WITNESS WHEREOF, the Town has caused this Bond to bear the signatures of the Town Manager and the Town Clerk of the Town, each acting on behalf of the Town and this Bond to be dated as of the Dated Date above.

_____ _____

Brittany A. Phillips, Town Clerk Andy Garman, Town Manager

Date of Execution: May 12, 2026

BEACH NOURISHMENT MAINTENANCE CAPITAL PROJECT ORDINANCE
AMENDMENT #19

BE IT ORDAINED by the Governing Board of the Town of Nags Head, North Carolina, that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance as adopted December 16, 2020, amended February 3, 2021, amended September 1, 2021, amended January 5, 2022, amended August 3, 2022, amended October 5, 2022, amended December 7, 2022, amended December 21, 2022, amended March 1, 2023, amended August 2, 2023, amended February 7, 2024, amended August 7, 2024, amended October 2, 2024, amended November 6, 2024, amended January 22, 2025, amended April 2, 2025, amended May 7, 2025, amended November 5, 2025, amended February 4, 2026, is hereby further amended as follows:

Section 1. The project authorized is a locally funded beach nourishment project to be financed by appropriation of Beach Nourishment Capital Reserve Fund Balance, Dare County interlocal contributions, Special Obligation Bond financing, and grants committed by the Federal Emergency Management Agency (FEMA), the N.C. Department of Public Safety (NCDPS), and the N.C. Department of Environmental Quality (NCDEQ).

Section 2. The officers of this unit are hereby directed to proceed with the capital project within the terms of the budget contained herein.

Section 3. The following amounts are appropriated for the project:
Beach Nourishment Restoration-2022 Project

Engineering and construction oversight	$ 1,002,636
Pumping Costs	6,175,419
Mobilization/Demobilization	5,023,000
Professional fees	793,000
Surveying and monitoring	652,200
Sand fencing	119,359
Capital outlay-other	1,070,500
Sprigging	616,750
Contingency	-
	$ 15,452,864

The following amounts are appropriated for the project:
Beach Nourishment Restoration-2026 project

Engineering and construction oversight	$ 888,050
Mobilization/Demobilization	8,500,000
Pumping Costs	27,720,400
Sand fencing	147,400
Sprigging	44,800
Surveying and monitoring	230,991
Professional fees	375,000
Contingency	1,500,000
	$ 39,406,641

Section 4. The following revenues are anticipated to be available to complete this project:

Intergovernmental Grants	$14,431,973
Contribution from Dare County	13,067,426
Proceeds from loan	13,000 000
Contribution from Capital Reserve Fund	14,360,106
	$ 54,859,505

Section 5. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy federal, state, and local regulations.

Section 6. The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3.

Section 7. The Budget Officer is directed to include a detailed analysis of past and future costs and revenues in this capital project in every budget submission made to this Board.

Section 8. Copies of this project ordinance shall be furnished to the Clerk of the Governing Board, and to the Budget Officer and Finance Director for direction in carrying out this project.

Section 9. The Town Manager, or in his absence his designee, is hereby authorized to execute change orders or amendments to contracts in amounts up to $50,000 appropriated from contingency when it contains sufficient funds. The Budget Officer is authorized to reallocate appropriations between contingency and the various objects of expenditures as a result. Such changes shall be reported to the Governing Body at the next regular meeting.

Section 10. In case of emergency which threatens lives, health, and safety of 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 the contingency account 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.

Amended this 6th day of May 2026.

_____
Benjamin Cahoon, Mayor

ATTEST:

_____
Brittany A. Phillips, Town Clerk

TOWN OF NAGS HEAD

BUDGET AMENDMENT REQUEST
FY 2025-2026

BUDGET AMENDMENT NO. **11**
Amendment **11.4**

SOURCE OF FUNDS | USE OF FUNDS

CODE	ACCOUNT	AMOUNT		CODE	ACCOUNT	AMOUNT
	Capital Reserve Fund				**Capital Reserve Fund**	
	Revenues				**Expenditures**	
49-499000	Appropriated Fund Balance	12,220,174.00		949-590083	Transfer to Capital Project Fund	12,220,174.00
	Townwide beach nourishment taxes - $5,000,000					
	MSD beach nourishment taxes - $4,220,174					
	Sales tax from MSD levy - $3,000,000					
	Beach Nourishment Capital Project Fund				**Beach Nourishment Capital Project Fund**	
	Revenues				**Expenditures**	
45-492100	Transfer from Capital Reserve Fund	12,220,174.00		389-590087	Contribution to Fund Balance	12,220,174.00
					(See Beach Nourishment Capital Project Ordinance Amendment #19)	
TOTAL CHARGES		$ 12,220,174.00		TOTAL CREDITS		$ 12,220,174.00

JUSTIFICATION

To Transfer the remaining portion of the Town's cash contribution towards the 2026 beach nourishment project.
This amendment is necessary to establish the project budget per the Beach Nourishment Capital Project Ordinance Amendment #19.
The cash sources from the beach nourishment capital reserves are townwide beach nourishment taxes, MSD taxes, and excess sales tax generated from the MSD levy.

ADMINISTRATIVE SERVICES 4/17/2026
RECOMMENDED BY DATE

APPROVED BY BOC: DATE

SOURCES AND USES OF FUNDS

Town of Nags Head, NC
2026 Special Obligation Bonds

Dated Date	05/12/2026
Delivery Date	05/12/2026

Sources:

Bond Proceeds:	
Par Amount	13,000,000.00
	13,000,000.00

Uses:

Project Fund Deposits:	
Beach Nourishment Project Fund	12,820,000.00
Delivery Date Expenses:	
Cost of Issuance	180,000.00
	13,000,000.00

BOND SUMMARY STATISTICS

Town of Nags Head, NC
2026 Special Obligation Bonds

Dated Date	05/12/2026
Delivery Date	05/12/2026
Last Maturity	06/01/2031
Arbitrage Yield	3.656329%
True Interest Cost (TIC)	3.656329%
Net Interest Cost (NIC)	3.657000%
All-In TIC	4.150053%
Average Coupon	3.657000%
Average Life (years)	3.053
Duration of Issue (years)	2.884
Par Amount	13,000,000.00
Bond Proceeds	13,000,000.00
Total Interest	1,451,321.08
Net Interest	1,451,321.08
Total Debt Service	14,451,321.08
Maximum Annual Debt Service	3,100,501.08
Average Annual Debt Service	2,860,074.54
Underwriter's Fees (per $1000)	
Average Takedown	
Other Fee	
Total Underwriter's Discount	
Bid Price	100.000000

Bond Component	*Par Value*	*Price*	*Average Coupon*	*Average Life*
Special Obligation Bond	13,000,000.00	100.000	3.657%	3.053
	13,000,000.00			3.053

	TIC	All-In TIC	Arbitrage Yield
Par Value	13,000,000.00	13,000,000.00	13,000,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		-180,000.00	
- Other Amounts			
Target Value	13,000,000.00	12,820,000.00	13,000,000.00
Target Date	05/12/2026	05/12/2026	05/12/2026
Yield	3.656329%	4.150053%	3.656329%

BOND DEBT SERVICE

Town of Nags Head, NC
2026 Special Obligation Bonds

Dated Date	05/12/2026
Delivery Date	05/12/2026

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
12/01/2026			262,796.08	262,796.08	
06/01/2027	2,600,000	3.657%	237,705.00	2,837,705.00	
06/30/2027					3,100,501.08
12/01/2027			190,164.00	190,164.00	
06/01/2028	2,600,000	3.657%	190,164.00	2,790,164.00	
06/30/2028					2,980,328.00
12/01/2028			142,623.00	142,623.00	
06/01/2029	2,600,000	3.657%	142,623.00	2,742,623.00	
06/30/2029					2,885,246.00
12/01/2029			95,082.00	95,082.00	
06/01/2030	2,600,000	3.657%	95,082.00	2,695,082.00	
06/30/2030					2,790,164.00
12/01/2030			47,541.00	47,541.00	
06/01/2031	2,600,000	3.657%	47,541.00	2,647,541.00	
06/30/2031					2,695,082.00
	13,000,000		1,451,321.08	14,451,321.08	14,451,321.08

FORM 8038 STATISTICS

Town of Nags Head, NC
2026 Special Obligation Bonds

Dated Date	05/12/2026
Delivery Date	05/12/2026

Bond Component	*Date*	*Principal*	*Coupon*	*Price*	*Issue Price*	*Redemption at Maturity*
Special Obligation Bond:						
	06/01/2027	2,600,000.00	3.657%	100.000	2,600,000.00	2,600,000.00
	06/01/2028	2,600,000.00	3.657%	100.000	2,600,000.00	2,600,000.00
	06/01/2029	2,600,000.00	3.657%	100.000	2,600,000.00	2,600,000.00
	06/01/2030	2,600,000.00	3.657%	100.000	2,600,000.00	2,600,000.00
	06/01/2031	2,600,000.00	3.657%	100.000	2,600,000.00	2,600,000.00
		13,000,000.00			13,000,000.00	13,000,000.00

	Maturity Date	*Interest Rate*	*Issue Price*	*Stated Redemption at Maturity*	*Weighted Average Maturity*	*Yield*
Final Maturity	06/01/2031	3.657%	2,600,000.00	2,600,000.00		
Entire Issue			13,000,000.00	13,000,000.00	3.0528	3.6563%

Proceeds used for accrued interest	0.00
Proceeds used for bond issuance costs (including underwriters' discount)	180,000.00
Proceeds used for credit enhancement	0.00
Proceeds allocated to reasonably required reserve or replacement fund	0.00

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM L.1.

Committee Reports

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board information and update.

Summary

At the May 6, 2026 Board of Commissioners meeting, Board members will provide reports from meetings they have attended on behalf of the Town.

Attachments

None

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AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM L.2.

Discussion of Dare Housing Foundation Appointment

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board discussion.

Summary

At the May 6, 2026 Board of Commissioners meeting, board members will discuss appointing an elected official to replace Manager Garman on the Dare Housing Foundation.

Attachments

None

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM L.3.

Consideration of Water Operations/Distribution Floater Position

Prepared by	Reviewed by
Jan Mielke, Human Resources	Jan Mielke Brittany Phillips Andy Garman

Staff Comments/Recommendation

Staff recommends approving this revision to the pay plan and organizational chart in order to backfill a recently vacated Water Plant Operator role with a new floater position supporting both Water Operations and Water Distribution Divisions.

Specific Action Requested

Approval for the Water Distribution Technician Operator position and associated organization chart change.

Summary

Under the current organizational structure, Water Operations is staffed with one Superintendent and three Plant Operators, and Water Distribution consists of one Superintendent, one Crew Lead, and three Technicians. Water Distribution staffing was reduced by one Technician position in 2011. Additionally, a long-tenured Plant Operator has retired effective May 1, 2026.

Staff recommends creating a hybrid "floater" position to support both Water Operations and Water Distribution, rather than filling the vacant Water Plant Operator role. This position would provide leadership with greater flexibility to allocate resources between divisions based on operational needs. While this approach results in a reduction of staff at the Water Plant, Water Operations can leverage existing SCADA infrastructure to safely manage off-hours tank monitoring.

This change enhances support for Water Distribution by increasing capacity for preventative maintenance and repairs, without increasing headcount. Overall, this change improves operational flexibility while managing our water system responsibly.

The position would have a matrix reporting relationship to both the Water Distribution Superintendent and the Water Operations Superintendent.

Attachments

1. 5 L3 Water Distribution Technician and Operator Job Description
2. 5 L3 Public Works Water Org Chart
3. 5 L3 Pay Scale 5.6.2026

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Water Distribution Technician and Operator

Primary Reason Why Classification Exists

To perform semi-skilled to skilled work in the installation, construction, repair and maintenance of water lines and appurtenances and to perform responsible technical, semi-skilled, and skilled work operating and maintaining the municipal water plant and distribution system related systems and equipment.

Distinguishing Features of the Class

This position supports water operations and distribution functions under supervision of the Water Operations Superintendent and the Water Distribution Superintendent. Employees in this class work rotating shifts (night, day, weekend and holidays) and on-call. Employee is responsible for monitoring and treating the municipal drinking water supply. Emphasis of the work includes making continuous, daily inspections and testing of the water system, preparing state required reports, maintaining records, adding necessary chemicals to the water, troubleshooting mechanical problems, collecting water samples, assisting customers, making decisions in response to operational problems and reporting more difficult problems to supervisor, and performing related water treatment tasks. Additional responsibilities include performing routine manual labor in the installation, maintenance, and repair of water lines, meters, hydrants, and other infrastructure facilities. Work is evaluated for attainment of specific performance objectives, accuracy and documentation of tests performed, adherence to instructions, standard trade and safety practices, review of log books, and observation of work in progress. Work is also evaluated by visual inspection of work, periodic meetings, compliance with safety procedures, and overall quantity and quality of work performed.

Essential Duties

- Makes continuous daily visits to water treatment facilities checking and documenting readings and calibrations; collecting and testing water samples for quality; adjusts chemical feed rates of plant equipment and checks functioning of meters and pumps
- Performs daily chlorine, PH, hardness, chlorides, and iron analysis on water and record results.
- Calculates chemical dosage from readings and adjusts ensure optimum plant performance and records results in log book
- Enters daily readings into computer
- Gathers water samples to determine water quality
- Performs preventive maintenance and repair to sites as needed
- Repairs and maintains equipment such as pumps, motors, etc.
- Assists with related construction, installation or other related work within distribution system
- Reads water meters as needed or required; makes connects and disconnects of water services
- Responds to complaints as needed or assigned and reports all complaints to supervisor
- Maintains plant inventory, operating, and maintenance records
- Adheres to and complies with OSHA and other safety standards
- Performs free and total chlorine field analysis
- Completes work order forms and other work records
- Exercises and maintains water system valves

- Repairs line leaks; makes water taps, installs and removes water meters
- Changes water meters; repairs meter leaks; performs water pressure tests
- Installs, maintains, repairs and replaces fire hydrants
- Locates water lines and main service lines for contractors and other utility companies
- Performs landscaping and surface restoration at job site; patches asphalt
- Runs errands, picks up supplies and materials
- Performs other utilities and general services work as assigned
- Performs preventive maintenance and repairs on equipment; pumps, motors, and lawn equipment
- Operates trucks, tractors, back-hoe, tapping machines and other equipment in connection with water system maintenance
- Performs general custodial and grounds maintenance work; mows grass, sprays weeds and cut bushes and brush
- May be required to work outside normal work hours in an emergency or on-call basis.
- Performs related tasks as required

Knowledge, Skills, and Abilities

- Working knowledge of the use of common power tools
- Knowledge of the occupational hazards of the work and necessary safety precautions
- Knowledge of the operating characteristics and maintenance requirements of a water treatment plant and treatment
- Knowledge of SCADA system operations
- Knowledge of water quality issues and have ability to discuss issues related to color, taste and odor
- Ability to conduct routine water quality tests, accurately read meters and charts, and form conclusions and make operating decisions based on results
- Working knowledge of the safe use, operation and preventive maintenance of common automotive and mechanical equipment
- Ability to detect problems in the operation of mechanical equipment, perform preventive maintenance on equipment, and report problems to the supervisor
- Ability to read utility line maps and understand operational and service manuals
- Ability to receive and implement instructions provided by supervisor
- General knowledge of the tools, materials and equipment used in the installation, replacement, maintenance and repair of potable water lines;
- Understanding of Backflow and Cross Connection
- Ability to read utility line maps and understand operational and service manuals
- Ability to receive and implement instructions provided by supervisor
- Ability to perform manual and semiskilled labor for extended periods, often under unfavorable weather conditions;
- Ability to establish and maintain effective working relationships with associates and the general public

Physical Requirements

Work in this class is defined as heavy work requiring physical exertion of in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of frequently, and/or up to 20 pounds of force constantly to move objects. Employee has to perform physical activities such as climbing,

balancing, stooping, kneeling, crouching, reaching, walking, standing, pushing, pulling, lifting, grasping, feeling talking, and hearing. Employee must have the visual acuity to visually inspect small defects or parts, operation or inspection of machines and earth moving equipment, use measurement devices, and to determine the neatness and accuracy of work assigned. Employee must have the stamina to work for extended periods some of which in emergency situations. Visual acuity is required for depth perception, color perception, preparing and analyzing written or computer data, visual inspection involving small defects and/or small parts, use of measuring devices, assembly or fabrication of parts at or within arm's length, operation of machines, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities

Working Conditions
Work is performed in both inside and outside environmental conditions including extreme heat and extreme cold. Employee is subject to hazards including a variety of physical conditions such as proximity to moving mechanical parts, electrical current, loud noises, exposure to chemicals, fumes, and dusts.

Education
Graduation from high school or GED equivalency; an Associate's degree in a related field of study to the work is desired but not required

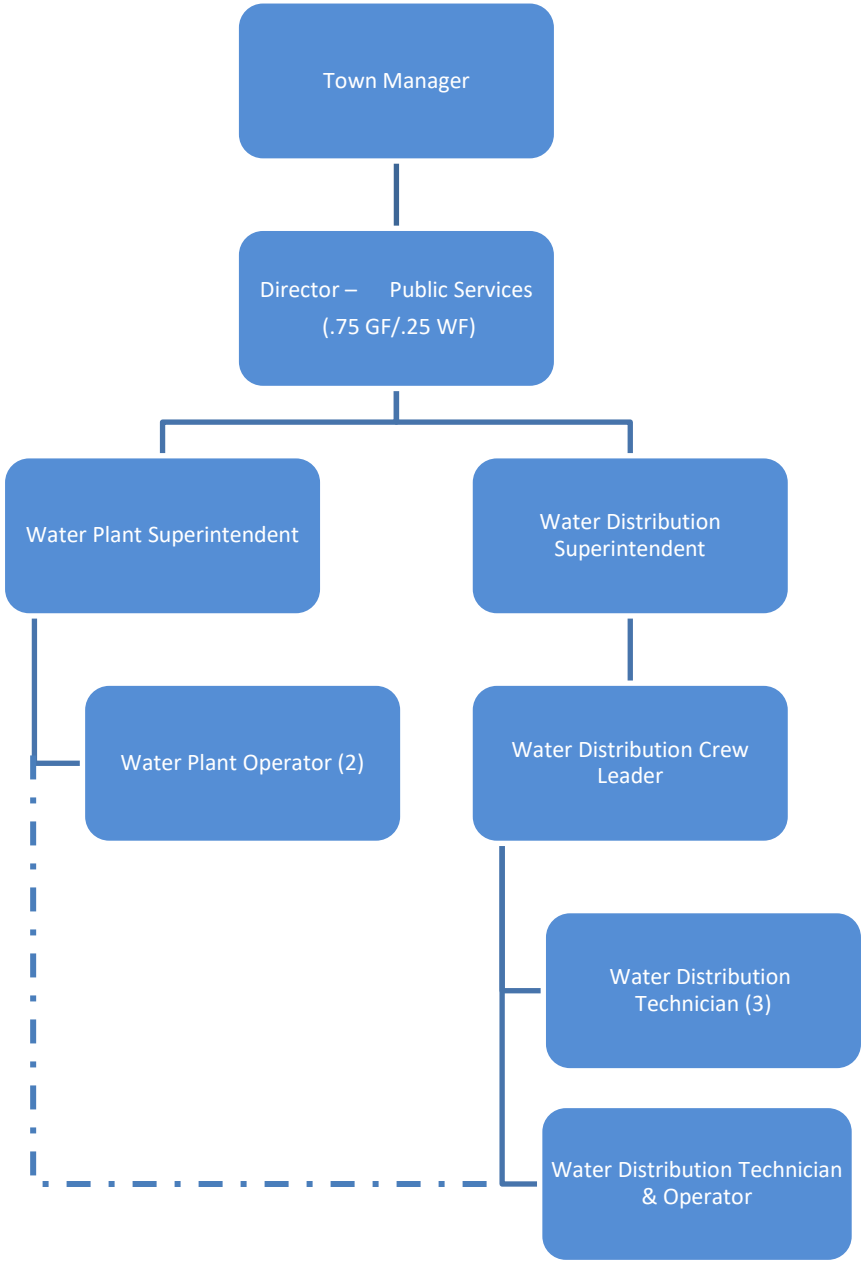
Experience
Experience in construction related utility work, water treatment and / or distribution, pump and motor mechanical maintenance and repair is preferred but not required. Experience in the installation and maintenance of water lines, street maintenance, and grounds facilities, preferred but not required

Special Requirements

- Valid North Carolina driver's license
- Ability to obtain NC Certified Operators Certificate for "C" Well Water Treatment
- Ability to obtain certification for total and fecal coliform analysis by NCWOA
- Ability to obtain Flagger certification
- Ability to obtain Water Distribution "C" License
- Ability to obtain Cross Connection and Backflow certification training

Storm Duties
Must maintain state of readiness for storm/disaster event to include preparation and post operation duties. Essential personnel must maintain duty assignment in adverse conditions.

PUBLIC SERVICES ORGANIZATION AND STAFFING



Town of Nags Head
Salary Schedule 5/6/2025 - 6/30/2026

GRADE	HIRING RATE	MINIMUM	MID POINT	MAXIMUM	GRADE
1	40,958	43,006	53,245	63,484	1
2	43,006	45,157	55,908	66,660	2
3	45,157	47,416	58,705	69,994	3
4	47,416	49,786	61,639	73,493	4
5	49,786	52,275	64,722	77,169	5
6	52,275	54,889	67,957	81,025	6
7	54,889	57,633	71,355	85,077	7
8	57,633	60,515	74,923	89,331	8
9	60,515	63,541	78,669	93,798	9
10	63,541	66,717	82,603	98,488	10
11	66,717	70,053	86,733	103,413	11
12	70,053	73,556	91,071	108,585	12
13	73,556	77,235	95,623	114,012	13
14	77,235	81,096	100,404	119,713	14
15	81,096	85,152	105,426	125,699	15
16	85,152	89,409	110,697	131,984	16
17	89,409	93,879	116,232	138,584	17
18	93,879	98,573	122,044	145,513	18
19	98,573	103,502	128,145	152,788	19
20	103,502	108,677	134,554	160,430	20
21	108,677	114,113	141,282	168,451	21
22	114,112	119,818	148,347	176,875	22
23	119,817	125,809	155,764	185,718	23
24	125,808	132,099	163,552	195,004	24
25	132,098	138,704	171,730	204,755	25
26	138,703	145,639	180,316	214,992	26

Nags Head Grade List
5/6/2026 - 6/30/2026

GRADE	CLASSIFICATION	HIRING RATE	MINIMUM	MAXIMUM
1	Seasonal Events Assistant	40,958	43,006	63,484
2		43,006	45,157	66,660
3	Customer Services Representative	45,157	47,416	69,994
	Office Assistant			
4	Administrative Specialist	47,416	49,786	73,493
	Facilities Maintenance Technician			
	Sanitation Equipment Operator Trainee			
	Water Distribution Technician			
	Water Distribution Technician and Operator			
	Water Plant Operator			
5	Accounts Payable Specialist	49,786	52,275	77,169
	Permit Specialist			
	Water Billing Specialist			
6	Deputy Town Clerk	52,275	54,889	81,025
	Payroll Specialist			
	Permitting Coordinator			
	Sanitation Equipment Operator			
	Senior Facilities Maintenance Technician			
	Stormwater Technician			
7	Event Planner	54,889	57,633	85,077
	Facility Maintenance Crew Leader			
	Fire Fighter/EMT			
	Fleet Mechanic			
	Office Manager			
	Sanitation Crew Leader			
	Stormwater Crew Leader			
	Water Distribution Crew Leader			
8	Police Officer	57,633	60,515	89,331
	Fire Engineer			
	Senior Fleet Mechanic			
	Administrative Supervisor			

Nags Head Grade List
5/6/2026 - 6/30/2026

GRADE	CLASSIFICATION	HIRING RATE	MINIMUM	MAXIMUM
9	Code Compliance Officer	60,515	63,541	93,798
	Environmental Planner			
	Fire Lieutenant			
	Fleet Crew Leader			
	Police Detective			
	Police Systems Administrator			
	Tax Collector			
10	Building Inspector I	63,541	66,717	98,488
	Planner			
11	Building Inspector II	66,717	70,053	103,413
	Facilities Maintenance Superintendent			
	Fire Captain			
	Fleet Maintenance Superintendent			
	Police Sergeant			
	Sanitation Superintendent			
	Water Distribution Superintendent			
	Water Operations Superintendent			
12	Building Inspector III	70,053	73,556	108,585
	IT Administrator			
	Ocean Rescue Supervisor/Firefighter			
	Public Information Officer			
13	Town Clerk	73,556	77,235	114,012
14	Chief Building Inspector	77,235	81,096	119,713
	Police Lieutenant			
15		81,096	85,152	125,699
16	Deputy Finance Director	85,152	89,409	131,984
	Deputy Fire Chief			
	Deputy Planning Director			
	Deputy Police Chief			
	Deputy Public Services Director			
	Human Resources Officer			
17		89,409	93,879	138,584

Nags Head Grade List
5/6/2026 - 6/30/2026

GRADE	CLASSIFICATION	HIRING RATE	MINIMUM	MAXIMUM
18		93,879	98,573	145,513
19	Town Engineer	98,573	103,502	152,788
20	Fire Chief	103,502	108,677	160,430
	Planning and Development Director			
	Police Chief			
	Public Services Director			
21		108,677	114,113	168,451
22		114,112	119,818	176,875
23		119,817	125,809	185,718
24		125,808	132,099	195,004
25		132,098	138,704	204,755
26	Deputy Town Manager / Finance Officer	138,703	145,639	214,992

Nags Head Class List
5/6/2026 - 6/30/2026

GRADE	CLASSIFICATION	HIRING RATE	MAXIMUM
5	Accounts Payable Specialist	49,786	77,169
4	Administrative Specialist	47,416	73,493
8	Administrative Supervisor	57,633	89,331
10	Building Inspector I	63,541	98,488
11	Building Inspector II	66,717	103,413
12	Building Inspector III	70,053	108,585
14	Chief Building Inspector	77,235	119,713
9	Code Compliance Officer	60,515	93,798
3	Customer Services Representative	45,157	69,994
16	Deputy Finance Director	85,152	131,984
16	Deputy Fire Chief	85,152	131,984
16	Deputy Planning Director	85,152	131,984
16	Deputy Police Chief	85,152	131,984
16	Deputy Public Services Director	85,152	131,984
6	Deputy Town Clerk	52,275	81,025
26	Deputy Town Manager/Finance Officer	138,703	214,992
9	Environmental Planner	60,515	93,798
7	Event Planner	54,889	85,077
7	Facilities Maintenance Crew Leader	54,889	85,077
11	Facilities Maintenance Superintendent	66,717	103,413
4	Facilities Maintenance Technician	47,416	73,493
11	Fire Captain	66,717	103,413
20	Fire Chief	103,502	160,430
8	Fire Engineer	57,633	89,331
9	Fire Lieutenant	60,515	93,798
7	Fire Fighter/EMT	54,889	85,077
9	Fleet Crew Leader	60,515	93,798
11	Fleet Maintenance Superintendent	66,717	103,413
7	Fleet Mechanic	54,889	85,077
16	Human Resources Officer	85,152	131,984
12	IT Administrator	70,053	108,585

Nags Head Class List
5/6/2026 - 6/30/2026

GRADE	CLASSIFICATION	HIRING RATE	MAXIMUM
12	Ocean Rescue Supervisor/Firefighter	70,053	108,585
3	Office Assistant	45,157	69,994
7	Office Manager	54,889	85,077
6	Payroll Specialist	52,275	81,025
5	Permit Specialist	49,786	77,169
6	Permitting Coordinator	52,275	81,025
10	Planner	63,541	98,488
20	Police Chief	103,502	160,430
9	Police Detective	60,515	93,798
14	Police Lieutenant	77,235	119,713
8	Police Officer	57,633	89,331
20	Planning and Development Director	103,502	160,430
11	Police Sergeant	66,717	103,413
12	Public Information Officer	70,053	108,585
20	Public Services Director	103,502	160,430
7	Sanitation Crew Leader	54,889	85,077
6	Sanitation Equipment Operator	52,275	81,025
4	Sanitation Equipment Operator Trainee	47,416	73,493
11	Sanitation Superintendent	66,717	103,413
1	Seasonal Events Assistant	40,958	63,484
6	Senior Facilities Maintenance Technician	52,275	81,025
8	Senior Fleet Mechanic	57,633	89,331
7	Stormwater Crew Leader	54,889	85,077
6	Stormwater Technician	52,275	81,025
9	Tax Collector	60,515	93,798
13	Town Clerk	73,556	114,012
19	Town Engineer	98,573	152,788
5	Water Billing Specialist	49,786	77,169
7	Water Distribution Crew Leader	54,889	85,077
11	Water Distribution Superintendent	66,717	103,413
4	Water Distribution Technician	47,416	73,493
4	Water Distribution Technician and Operator	47,416	73,493
4	Water Plant Operator	47,416	73,493
11	Water Operations Superintendent	66,717	103,413

Town of Nags Head Seasonal Lifeguard Pay Plan

	Lifeguard	Lifeg/EMT	Supervisor	Supv/EMT	ActingCap	AC/EMT
Base Starting Salary	$20.50	$21.50	$23.00	$24.00	$25.50	$26.50
1 returning year	$21.00	$22.00	$23.50	$24.50	$26.00	$27.00
2 returning year	$21.50	$22.50	$24.00	$25.00	$26.50	$27.50
3 returning year	$22.00	$23.00	$24.50	$25.50	$27.00	$28.00
4 returning year	$22.50	$23.50	$25.00	$26.00	$27.50	$28.50
5 returning year	$23.00	$24.00	$25.50	$26.50	$28.00	$29.00

Full Seasonal Bonus	
Requirement: Minimum 600 hours worked during season	**Amount**
Non-Supervisory Positions	$600
Part-Time Supervisors (at least 100 hours of the 600 as supervisor)	$750
Full-Time Supervisor (at least 500 hours of the 600 as a supervisor)	$1,000

Half Seasonal Bonus	
Requirement: Minimum 400 hours worked during season	**Amount**
Non-Supervisory Positions	$300
Part-Time Supervisors (at least 100 hours of the 400 as supervisor)	$375
Full-Time Supervisor (at least 300 hours of the 400 as supervisor)	$500

Labor Day Incentive Pay

Ocean Guards are eligible for an additional bonus equivalent to $2.00/hour for every hour worked between the dates of August 15th and Labor Day. This amount will be paid as a bonus aligning with their last paycheck, or paycheck corresponding with Labor Day, whichever is sooner. The $2.00/hour is not used to increase the hourly rate. It is solely used to determine the bonus amount.

Returning Ocean Guards Treatment of Pay

Ocean Guards are eligible for a $.50 increase for each returning season, up to 5 seasons. They must have worked a minimum of 600 hours the preceding seasons to be eligible for the increase. The increase is maxed out at 5 returning seasons (6th season with Ocean Rescue) for a maximum increase of $2.50/hour.

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM L.4.

Consideration of Appointments/Reappointments to Board/Committee
- Planning Board
- Personnel Grievance Panel

Prepared by	Reviewed by
Katie Anzalone, Deputy Town Clerk	Katie Anzalone Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board appointment/reappointment.

Summary

At the May 6, 2026 Board of Commissioners meeting, request Board consideration of the following appointments/reappointments:

Planning Board:
- David Elder's term expires June 7, 2026. He is interested in being reappointed.

Personnel Grievance Panel:
- Jean Flanigan's term expires June 7, 2026. She is interested in being reappointed.

Attached please find the current Rosters and Candidate Charts.

Attachments

1. 5 L4 Bd-Comm ROSTER Plng Bd
2. 5 L4 Bd-Comm CANDIDATE Plng Bd
3. 5 L4 Bd-Comm ROSTER PGP
4. 5 L4 Bd-Comm CANDIDATE PGP

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Town of Nags Head ***CURRENT*** - Planning Board Meeting Date: May 6, 2026

Name of Board/Committee	*Current members*	*Contact Info*	*Last appointed date*	*Seat expires*	*Eligible for Re-appointment*	*Notes*
Planning Board 3rd Tuesday at 9:00 7 members 3-year term	Meade Gwinn Chair	Phone/email on file	12/4/24	12/4/27	Term not expired	
	David Elder Vice-Chair	Phone/email on file	6/7/23	**6/7/26**	Yes	
	David Thompson	Phone/email on file	12/6/23	12/6/26	Term not expired	
	Basil Belsches	Phone/email on file	3/5/25	3/5/28	Term not expired	
	Bradley Carey	Phone/email on file	6/11/25	6/11/28	Term not expired	
	Beverly Head	Phone/email on file	12/3/25	12/3/28	Term not expired	
	Valerie Netsch	Phone/email on file	12/3/25	12/3/28	Term not expired	

CANDIDATES Characteristic Chart – Planning Board Meeting Date: May 6, 2026

Applicant Name (Application Received)	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
Hilary McCubbins (9/19/24)	Planning Bd	13 yrs	Nags Head Pond	Mother, small family business owner/operator, gardener, surfer, neighbor	Critical thinker, environmental knowledge, willingness to learn	Would like to be involved in the conversation and be a voice for families and small business owners	No
John Costulis (10/3/24)	Planning Bd	4 yrs	Southridge	Retired NASA manager, past school board member and chair, previously participated in strategic and long range city planning, lead city employee source selection and acquisition teams, lead budget and organizational formulation efforts at local, state, and federal levels	Real Estate planning with environmental sustainability, Leader and partnership builder, Experience in managing large, highly complex projects and issues	Would like to evaluate and balance business friendly development with residential development, participate in long term strategic planning with near term input to BOC, participate in planning for the beachside and soundside development	No
Barbara Ayars (11/20/24)	BOA/Arts & Culture/ Planning Bd	10 yrs	Gallery Row	Retired attorney	Knowledge of environmental law	Assist w/maintaining a balance between ecosystem protection and use	No, (was previous member of NH Focus Technical Committee)
Mary K Gay (3/10/25)	Planning Bd/BOA/PGP	1 yr	NH Cove	NH Cove HOA, Board of Directors Hampton Roads Youth Vol Corp, ACS Fundraising Committee	Leader with skills in technology and business processes, excelling in strategic planning, financial operations, engineering, process analysis, product management, financial controls, and program delivery	Servant leadership is part of core values as an Army veteran. Has now retired and wants to share experience.	No

CANDIDATES Characteristic Chart – Planning Board Meeting Date: May 6, 2026

Applicant Name (Application Received)	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
William Simmonds (7/3/25)	Planning Bd/BOA	10 yrs	NH Pond	Retired construction project manager and environmental engineer, Beach Food Pantry Volunteer	Chaired committee responsible for decision making for land use and development at Kennedy Space Center.	Desire to help shape the future of NH and serve the community by being involved in decision process for land use, zoning, and community development.	No, (was previous member of NH DWMP and Pedestrian Project Advisory Committees)
Michael Rogers (9/25/25)	Planning Bd/BOA/ PGP/DAAB	1 yr	NH Cove	Retired construction business owner	Served on boards outside NH; experienced in construction management, budgeting, financials and project management.	Has young children and has a vested interest in future of community, and desire to serve in community with gained experience.	No (applied to be NH Volunteer Firefighter)
Kristen Hamrick (11/3/25)	Planning Bd	7 yrs	Village of NH	NHES PTO, HOA board	Invested in her community for her family and others	Has young children and desires to contribute to keeping NH a beautiful community to live in	No
John Juzwiak (11/13/25)	Planning Bd	18 yrs	Village of NH	Retired Engineer and Manager	Served as director and VP of the VNH POA; Served as director and current president of Ridges POA; Chaired the VNH ACC and Common Elements Committee and rebuilt much of the aging facilities	Assist the Town in addressing the need to allow for new development while maintaining small town family feel. Has loved Nags Head for almost 50 yrs and wants to preserve it.	No (was previous member of Focus Nags Head Citizens Committee)

CANDIDATES Characteristic Chart – Planning Board Meeting Date: May 6, 2026

Applicant Name (Application Received)	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
Kimberly Daniels (11/17/25)	Planning Bd	22 yrs	NH Cove	Personal Trainer	Supported the installation of a playground in Old Nags Head Cove; supports the SPCA; 2003-2012 works for the YMCA; supports local businesses	Goal setter, strong sense of community and family, open minded to others viewpoints. Cares about community and future of NH and maintaining its beauty, charm and history	No
Megan Douds (11/19/25)	Planning Bd	7 yrs	Northridge	Licensed Real Estate Transaction Coordinator	Seafood Festival Committee member 2022-2023; ESL instructor 2020; member of Outer Banks Assoc. of Realtors since 2020; licensed realtor	Want to get more involved in community and represent NH residents, want to help further the Town's vision to preserve our unique coastal environment	No
Keith Sawyer (11/25/25)	Planning Bd	18 yrs	S Nags Head	Business Manager, Claims Appraiser, Adjuster	Studied Business Admin and Mngmt at COA/GMU/Crawford Univ., and environment at NC State, Wash. Co. EMT for 12 yrs, NH Beach Road Committee and Beach Nourishment Committee	To assist in providing a better and uniform community with common sense and practical solutions	No, (was previous member of Beach Nourishment Committee)

CANDIDATES Characteristic Chart – Planning Board Meeting Date: May 6, 2026

Applicant Name (Application Received)	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
Adonis Osekre (12/11/25)	Planning Bd/BOA/Arts & Culture	12 yrs	NH Cove	Park Ranger with NPS, Leadership OBX cohort 2025-26, Chair – Friends of the Outer Banks History Center, Public Speaker for Dare County Events and Cultural Institutions, Substitute teacher for Dare County Schools	20+ yrs of experience as public history interpreter with the US Capitol and NPC, Chair of Friends of the Outer Banks History Center, Skilled public speaker, event planner, and community connector	Cares deeply about cultural life and creative spirit of NH, brings experience in public history, storytelling, and civic engagement, wants to foster community.	No
Estella Cummings (12/24/25)	Planning Bd	20 yrs	Village of NH	CFO for OneBoat, Inc.	Construction and real estate experience, attending master program with Penn State in Geo Design, finance background, Member of the American Society of Concrete Contractors, Master Gardener by the NC Extension Office and Volunteer at the Elizabethan Gardens, Volunteer for Outer Banks Hotline	Align the town's growth with the values of its residents, to help protect and preserve fragile environment, sustainability	No
Robert T. Snyder (1/7/26)	Planning Bd/Arts & Culture/PGP	14 yrs	Dune Lantern	Condo Assoc President 23 yrs. Served on Tourism Board, Board of Tourism and Maritime Museum Board of Governors in MD.	Previously served 12 yrs as Commissioner in St. Michaels, MD.	Would like serve community by participating in town government	Appointed to Dangerous Animal Appeal Board March 6, 2024 and as BOA (ALT) January 8, 2025 – Would have to relinquish one of these to be chosen for another Board

Town of Nags Head *CURRENT* - Personnel Grievance Panel Meeting Date: May 6, 2026

Name of Board/Committee	*Current members*	*Contact Info*	*Last appointed date*	*Seat expires*	*Eligible for Re-appointment*	*Notes*
Personnel Grievance Panel Meets as necessary 3 Registered Voters 3 Alternates 3-year term	Jeanne Kramer	Phone/email on file	11/1/23	11/1/26	Term not expired	
	Tina Adderholdt	Phone/email on file	10/2/24	10/2/27	Term not expired	
	Jean Flanigan	Phone/email on file	6/7/23	**6/7/26**	Yes	
	Vacant (ALT)					
	Vacant (ALT)					
	Vacant (ALT)					

CANDIDATES Characteristic Chart – Personnel Grievance Panel Meeting Date: May 6, 2026

Applicant Name	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
Deane McGeary (1/10/25)	PGP	1 yr	Southridge	Just moved here for retirement	Previously responsible for processing, investigating inmate grievances. Provided audits of grievance programs in NY County Jails	Would like serve community by participating in town government	No
Mary K Gay (3/10/25)	PGP/Planning Bd/BOA	1 yr	NH Cove	NH Cove HOA, Board of Directors Hampton Roads Youth Vol Corp, ACS Fundraising Committee	Leader with skills in technology and business processes, excelling in strategic planning, financial operations, engineering, process analysis, product management, financial controls, and program delivery	Servant leadership is part of core values as an Army veteran. Have now retired and want to share experience.	No
Michael Rogers (9/25/25)	PGP/Planning Bd/DAAB/BOA	1 yr	NH Cove	Retired construction business over	Served on boards outside NH; experienced in construction management, budgeting, financials and project management.	Has young children and has a vested interest in future of community, and desire to serve in community with gained experience.	No (applying to be NH Volunteer Firefighter)

CANDIDATES Characteristic Chart – Personnel Grievance Panel Meeting Date: May 6, 2026

Applicant Name	Bd/Comm Interested in Serving	Yrs of Residency	Location of Residency	Role in Community	Attributes to offer Bd/Comm	Special Interest in Bd/Comm	Currently serving on Town Bd/Comm
Robert T. Snyder (1/7/26)	PGP/Planning Bd/Arts & Culture	14 yrs	Dune Lantern	Condo Assoc President 23 yrs. Served on Tourism Board, Board of Tourism and Maritime Museum Board of Governors in MD.	Previously served 12 yrs as Commissioner in St. Michaels, MD.	Would like serve community by participating in town government	Appointed to Dangerous Animal Appeal Board March 6, 2024 and as BOA (ALT) January 8, 2025

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM N.1.

Presentation of Town Manager's Recommended Budget for July 1, 2026 – June 30, 2027, the Proposed Capital Improvement Program Requests for FY 26/27 through FY 30/31, and Updated Consolidated Fee Schedule

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

Staff will provide a presentation on the recommended budget at the May 6th meeting. Board members will be provided a copy of the budget at the meeting. A digital budget will also be available for inspection on the Town's website by the date of the meeting at the following address: https://www.nagsheadnc.gov/229/Annual-Budgets.

Specific Action Requested

This item is provided for Board information.

Summary

At the May 6th Board of Commissioners meeting, Town Manager Andy Garman will present the FY 26/27 Recommended Budget to the Board. This will include:

- Town Manager's proposed operating budget for fiscal year July 1, 2026 – June 30, 2027
- Proposed Capital Improvement Program (CIP) requests for FY 26/27 through FY 30/31
- Updated Consolidated Fee Schedule

A hard copy of the FY 26/27 Recommended Budget will be distributed to Board members at the meeting. A digital budget will also be available for inspection on the Town's website by the date of the meeting at the following address: https://www.nagsheadnc.gov/229/Annual-Budgets.

Attachments

None

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM N.2.

2026 Beach Nourishment Project Update

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board information and update.

Summary

At the May 6, 2026 Board of Commissioners meeting, Town Engineer Ryan will provide an update on the 2026 Beach Nourishment Project.

Attachments

None

AGENDA ITEM SUMMARY

Town of Nags Head Board of Commissioners
REGULAR SESSION: May 6, 2026

AGENDA ITEM Q.1.

Mayor Cahoon – Request for Closed Session to Consider Applications for the Nags Head Lightkeeper and Nags Header Awards Pursuant to GS 143-318.11(a)(2)

Prepared by	Reviewed by
Brittany Phillips, Town Clerk	Brittany Phillips Andy Garman

Staff Comments/Recommendation

N/A

Specific Action Requested

This item is provided for Board discussion.

Summary

At the May 6th Board of Commissioners meeting, Mayor Cahoon will request a Closed Session to consider applications that have been received for the Nags Head Lightkeeper and the Nags Header Awards – pursuant to GS 143-318.11(a)(2).

It is anticipated that the award recipients will be honored at the June 3, 2026 Board of Commissioners meeting.

Attachments

None

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