

Agenda  
Town of Duck Council  
Paul F. Keller Meeting Hall  
June 3, 2026  
1:00 p.m.  
Regular Meeting

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1. Call to Order
  - A. Pledge of Allegiance
  - B. Moment of Silence
2. Public Comments
3. Consent Agenda
  - A. Minutes from the May 6, 2026, Regular Meeting
  - B. Deeming Certain Items as Surplus Property
  - C. FY 2026-27 Budget Amendment #12
4. Special Presentations
  - A. Employee Recognition Program
  - B. Recognition of the 2026 FLOCK Academy Graduates
  - C. Discussion/Consideration of Resolution 26-11, a Resolution of the Town Council of the Town of Duck, Honoring and Thanking Melissa Clark Upon her Retirement from the Duck Police Department and Presenting her with her Badge and Sidearm
5. Quasi-Judicial Public Hearings
  - A. None at This Time
6. Legislative Public Hearings
  - A. None at This Time
7. Old Business/Items Deferred from Previous Meetings
  - A. Discussion/Consideration of the Proposed FY 2026-2027 Budget Ordinance and 2027-2031 Capital Improvement Plan

(continued)

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8. New Business
  - A. Discussion/Consideration of Approving a Contract with Game Time c/o Cunningham Recreation in the Amount of \$91,910.83 for the Purchase and Installation of Playground Equipment at the Duck Town Park
9. Items Referred to and Presentations from the Town Attorney
10. Items Referred to and Presentations from the Town Manager
  - A. Departmental Updates
  - B. April FY 2026 Financial Presentation
11. Mayor's Agenda
12. Council Member's Agenda
13. Other Business
  - A. Additional Public Comments
14. Adjournment – The Next Meeting will be the Regular Meeting on Wednesday, July 1, 2026 at 1:00 p.m.

**AGENDA:                      June 3, 2026                      Regular Meeting**

**ITEM #3:**

Consent Agenda

- A.     Minutes from the May 6, 2026, Regular Meeting
- B.     Declare Certain Items of Town Property as Surplus
- C.     Budget Amendment

**RECOMMENDED ACTION:**

- Approve the Consent Agenda

(As a reminder, the Consent Agenda is intended to be voted on and approved as one motion. If discussion is required on individual items, a motion must be made to remove that item from the Consent Agenda and add it to the Regular Agenda.)

**SUMMARY OF INFORMATION:**

The Consent Agenda includes the minutes from the May 6, 2026 Regular Meeting; a memorandum from Police Chief Ackerman deeming certain items as surplus property; and Budget Amendment #12. The memorandum from the Police Chief outlines items of Town property being declared as surplus and asking for authorization to present them to Deputy Police Chief Melissa Clark. The budget amendment changes the revenue source for the purchase of the ladder truck from Fund Balance to Debt Proceeds; transfers FEMA reimbursement in excess of what was originally expected from the General Fund to the Beach Nourishment Capital Reserve Fund; increases the amount of revenue from the Beach Nourishment Capital Reserve Fund to allow for an increase in Legal for expenses related to the creation of easements and letters to Carolina Dunes; additional funds from the Reserve allow for an increase in Professional Services in Environmental Protection to pay for engineering services related to the 2027 Beach Nourishment Project; and reduces Contingency to allow increase in Sanitation, Police and Ocean Rescue. Council is asked to approve the minutes and the budget amendment.

**ATTACHMENTS:**

- May 6, 2026 Minutes
- Memorandum regarding Surplus Property
- Budget Amendment #12

**TOWN OF DUCK  
TOWN COUNCIL  
REGULAR MEETING  
May 6, 2026**

The Town Council for the Town of Duck convened at the Paul F. Keller Meeting Hall at 1:00 p.m. on Wednesday, May 6, 2026.

COUNCIL MEMBERS PRESENT: Mayor Monica Thibodeau; Mayor Pro Tempore Sandy Whitman; Councilor Brenda Chasen; and Councilor Marc Murray.

COUNCIL MEMBERS ABSENT: Councilor Kevin Lingard.

OTHERS PRESENT: Town Manager Drew Havens; Development and Infrastructure Director/Assistant Town Manager Connor Winstead; Town Attorney Robert Hobbs; Police Sergeant Joseph Knight; Fire Chief Matthew Dudek; Public Information and Events Director Kristiana Nickens; Finance Administrator Lauren Creech; Planning & Permits Manager Sandy Cross; and Town Clerk Lori Ackerman.

OTHERS ABSENT: Police Chief Jeffrey Ackerman.

Mayor Thibodeau called the meeting to order at 1:00 p.m. She noted that Councilor Kevin Lingard was excused from the meeting.

Mayor Thibodeau asked Mayor Pro Tempore Sandy Whitman to lead the Pledge of Allegiance. Mayor Thibodeau led the moment of silence.

**PUBLIC COMMENTS**

Mayor Thibodeau opened the floor for public comments. She noted that comments will be limited to three minutes as there was a timer for the time limit. She asked that any comments related to the public hearing be held off. There being no one wishing to speak, Mayor Thibodeau closed the time for public comments.

**CONSENT AGENDA**

**Minutes from the April 1, 2026, Regular Meeting; Minutes from the April 15, 2026, Mid-Month Meeting; Resolution 26-08, a Resolution of the Town Council of the Town of Duck, North Carolina, Declaring the Week of May 11-17, 2026 as National Memorial Police Week; Contract with Coastal Protection Engineering for 2026 Annual Beach Monitoring Services; FY 2026-2027 Budget Amendment #10; and FY 2026-2027 Budget Amendment #11**

Councilor Chasen moved to approve the Consent Agenda as presented.

Motion carried 4-0.

## **SPECIAL PRESENTATIONS**

### **Employee Recognition Program**

Mayor Thibodeau noted that Master Firefighter David Sybert was not available to attend this meeting and would be recognized at Council's June 3, 2026 meeting.

### **Recognition of Fire Chief Matthew Dudek, Master Firefighter Matthew Quinn, and Master Firefighter Louis Brock on Receiving the First Quarter Town of Duck SOAR Award**

Town Manager Drew Havens was recognized to speak. Town Manager Havens stated that on behalf of the SOAR Committee, he presented Fire Chief Matthew Dudek and Master Firefighters Matthew Quinn and Louis Brock with the Mighty Duck award.

Mayor Thibodeau and Council congratulated Fire Chief Dudek and Master Firefighters Quinn and Brock on their award.

## **QUASI-JUDICIAL PUBLIC HEARING**

There were no Quasi-judicial public hearings at this time.

## **LEGISLATIVE PUBLIC HEARINGS**

### **Public Hearing/Discussion/Consideration of the Proposed Fiscal Year 2026-2027 Budget**

Mayor Thibodeau turned the meeting over to Town Attorney Hobbs.

Town Attorney Robert Hobbs was recognized to speak. Town Attorney Hobbs opened the public hearing, noting that the Council would be sitting as a legislative body. He stated that Town Manager Havens would give a presentation.

Town Manager Havens stated that at Council's April 15, 2026 meeting, he presented the Proposed FY 2027 budget. He pointed out that the proposed budget was based on an Ad Valorem tax rate of \$0.18 for Fiscal Year 2026-2027 with no tax increase above the Revenue Neutral rate tax of \$0.1555. He added that the proposed budget also sets the tax rates for the two MSDs as follows: MSD-A would be at the rate of \$0.0798 and MSD-B at the rate of \$0.189. He stated that Council may hold additional work sessions, as needed, on the budget and that the budget needed to be adopted by June 30, 2026. He reviewed the proposed budget with Council and the audience.

Town Attorney Hobbs asked Council if they had questions for Town Manager Havens.

Mayor Thibodeau clarified that when Town Manager Havens had explained that he would be pulling back the \$389,292 from extra funds the Town had this year plus a little bit of Fund Balance to pay for one-time Capital projects, asking if the Town does not spend it by June 30, 2026, a budget amendment would be done when the Town gets into Fiscal Year 2027. Town Manager Havens explained that the \$212,800 was what he was recommending doing now, adding that he took it out of the Fiscal Year 2027 budget. He stated that the way the Fiscal Control Act works was that the Town had to encumber the money and the way to do that was in the Town's financial software through a purchase order. He added that the Town would need to get to a point where it has a vendor identified and a cost specified and at that point a purchase order would be issued and then he knew that money would not be spent before the end of June and at Council's July 1, 2026 meeting, Council would adopt the budget and then they would need to amend the budget. He noted that it was bringing forward all of the purchases and projects that were not completed and it will show that the Town would appropriate the Fund Balance and increase the different department lines by that same amount.

Mayor Thibodeau stated that it would be something that Council would anticipate in July in that budget amendments would be completed. She clarified that when the Town increases the budget amounts with the amendments in the next year, it would show as the 2027 budget. Town Manager Havens stated that Council would not be adopting the budget document but would be adopting the budget ordinance, adding that the ordinance would then be amended in July.

Town Attorney Hobbs asked if any members of the public wished to comment on the proposed budget. There were none.

Town Attorney Hobbs closed the public hearing and turned the meeting back over to Mayor Thibodeau, adding that the next step would be Council voting on the budget at their June 3, 2026 meeting unless some significant issues come up before then.

Town Manager Havens asked Council if they wished to have a mid-month meeting on the draft budget. It was *consensus* of Council not to hold a mid-month meeting.

Mayor Thibodeau thanked Town Manager Havens for his presentation.

### **OLD BUSINESS/ITEMS DEFERRED FROM PREVIOUS MEETINGS**

#### **Discussion/Consideration of Resolution 26-03, a Resolution of the Town Council of the Town of Duck, North Carolina, Revising the Personnel Policies**

Town Manager Havens reminded Council at their April 1, 2026 meeting, he brought a recommendation on a revision to the personnel policies which was specific to how the Town handles leave time or not in terms of people using that when the office is closed for inclement weather. He noted that a series of recommendations were made, adding that the issue was that Duck was the only town in Dare County that requires the use of accrued leave when the office is closed due to inclement weather.

Town Manager Havens explained that for non-emergency employees, if the offices are closed due to adverse weather or other hazardous conditions, employees will be paid their regular hourly rate for work hours missed due to the closing, up to a maximum of 24 hours per fiscal year. He added that if the Town offices are open due to adverse weather or other hazardous conditions, employees with supervisor approval may use accrued time, or leave without pay, if they are absent from work due to local (proximate to their home) extreme conditions.

Town Manager Havens pointed out that the discussion at Council's April 1, 2026 meeting centered around emergency personnel. He stated that after the discussion, he thought he captured what Council was looking for. He stated that rather than saying that the Town would give the emergency personnel comp time, the following language was added: "...as agreed upon by the employee and department director...or compensation at the employee's regular rate of pay..." He noted that there would be no accrual, no pay-out, and no carryover of the days from one fiscal year to another.

Councilor Chasen stated that she was very appreciative of the staff working together to make this as flexible a benefit as possible for the employees to make sure there would be enough staff to cover the essential needs as well as giving them something if they had no choice but to come in. Mayor Thibodeau stated that it seemed like a great adjustment to the policy as well as an extra added flexibility.

Councilor Chasen moved to adopt Resolution 26-03 as presented.

Motion carried 4-0.

**Discussion/Consideration of Appointing Two Individuals to the Planning Board for a Term to Expire on May 1, 2029**

Mayor Thibodeau stated that the terms of Bob Wetzel and Bob Webb on the Planning Board expired on May 1, 2026. She noted that both Mr. Wetzel, current Planning Board Chair and Mr. Webb, current Planning Board Vice Chair, expressed a desire to be reappointed. She added that staff advertised the vacancies and received three applications from Bob Wetzel, Bob Webb, and Christopher Manganello, who were all present and would introduce themselves to Council and the audience.

Bob Wetzel of 141 Betsy Court was recognized to speak. Mr. Wetzel went on to introduce himself to Council and the audience and explained why he wished to be reappointed to the Planning Board.

Bob Webb of 1166 Duck Road was recognized to speak. Mr. Webb went on to introduce himself to Council and the audience and explained why he wished to be reappointed to the Planning Board.

Christopher Manganello of 118 Marlin Drive was recognized to speak. Mr. Manganello went on to introduce himself to Council and the audience and explained why he wished to be appointed to the Planning Board.

Councilor Chasen asked Christopher Manganello if he lived in duck full-time. Mr. Manganello stated that he did.

Mayor Thibodeau opened the nominations for the first vacancy. Councilor Chasen nominated Bob Wetzel. Mayor Pro Tempore Whitman nominated Bob Wetzel.

Mayor Thibodeau closed the nominations.

Motion carried 4-0 to reappoint Bob Wetzel to the Planning Board for a term to expire on May 1, 2029.

Mayor Thibodeau opened the nominations for the second vacancy. Mayor Pro Tempore Whitman nominated Bob Webb.

Mayor Thibodeau closed the nominations.

Motion carried 4-0 to reappoint Bob Webb to the Planning Board for a term to expire on May 1, 2029.

## **NEW BUSINESS**

### **Discussion Regarding Dead Grass Along the Sound Shoreline**

Planning & Permits Manager Sandy Cross was recognized to speak. Manager Cross showed photographs of dead sea grass in various areas of Town that have accumulated in front of the shoreline to Council and the audience. She noted that Mayor Thibodeau had asked staff to be ready to speak about the dead sea grass accumulation, adding that it was subaquatic vegetation that had died due to a harsh winter, high salinity from drought conditions that were experienced over the past few years, and wind driven events that caused it to end up on the Town's shoreline. She pointed out that she has not seen it quite as thick north of the Village, but it also was not as easy for her to get to places up north due to them all being private properties.

Manager Cross stated that there was research being completed by Assistant Research Professor Shawn Charles at ECU's Department of Coastal Studies and CSI regarding why it was happening. She stated that she had learned from Professor Charles that it was part of nature and was good for the water quality and shoreline. She added that Town staff have been collaborating with the Town of Southern Shores because they are experiencing the same issue and were coordinating with them to put on a public engagement event, inviting Professor Charles to present as well as regulatory agencies, consultants, contractors, and advocacy groups such as the Nature Conservancy and Coastal Federation.

Manager Cross stated that staff was asking for Council's support to move forward with the event, adding that a date has been set with the Town of Southern Shores on Monday, June 1, 2026 from 4:00 p.m. to 6:00 p.m. and she expected the event to be marketed and was optimistic that the event would provide stakeholders with a comprehensive understanding of the benefits of the dead sea grass, alleviate concerns regarding potential health hazards, as well as providing options for those that choose to remove it. She noted that while there were options, they were not cost effective, and there was no guarantee that removal would result in it being removed for good.

Mayor Thibodeau asked Manager Cross if she could address how this relates to getting rid of the other invasive grass as she felt there was some misunderstanding regarding that initiative the Town had to get rid of some invasive species. Councilor Chasen asked if it was phragmites. Councilor Murray stated that it was. Manager Cross explained that subaquatic vegetation was vegetation that grows in the water and typically grows in shallow water. She added that Professor Charles found that it was growing in deeper waters now, so there has been an increase in the amount of subaquatic vegetation which should not be confused with phragmites as it was really tall and has a bluish-green look with large plumes that grow along the shoreline typically at the water's edge but not in the water. She pointed out that phragmites out competes other coastal wetland species, which was why it was considered invasive.

It was *consensus* of Council to support the upcoming event.

Mayor Thibodeau thanked Manager Cross for her presentation.

**Discussion/Consideration of Resolution 26-10, a Resolution of the Town Council of the Town of Duck, North Carolina, Amending the Financial and Budgetary Policies**

Town Manager Havens explained that during Council's budget work session, a suggestion was made to commit a portion of any funds to be added to the Fund Balance to be used for future Capital projects. He noted that this suggestion arose from the inability to fund some needed Capital projects, as shown in the Capital Improvement Plan, due to a lack of funding. He added that Resolution 26-10 creates a Capital Projects Reserve Fund and directs 50% of funds added to the Fund Balance at the conclusion of a fiscal year to this new reserve fund.

Councilor Murray did not think the resolution was as specific as what he had in mind for sound side water quality and environmental issues but thought it was a good starting point because of the open endedness of it in that Council could waive or modify it at any point. He thought it was a way to start setting aside funds so that Council can move as the need becomes more clear, more directly. He thought it captured what he was hoping for.

Mayor Thibodeau clarified that if the Town had this policy in place and there was extra in the Fund Balance, it would automatically go to the Fund Balance and that amount would

be post-audit and after November of next year, Council would know what the number was. Town Manager Havens explained that Council will know around November of this year, adding that it will lag a year. Mayor Thibodeau clarified that if Council adopted the resolution, they will know in November if there will be excess funds. Town Manager Havens stated she was correct, adding that by policy, the money would automatically be set aside. Mayor Thibodeau clarified that if a new Council was elected, they could reverse the policy. Town Manager Havens stated all financial policies could be changed by a resolution of the Council.

Councilor Murray clarified that with regard to the language in the draft resolution, Council could waive or modify the amount even if it was the policy and in November, the new Council could decide to change it. Mayor Thibodeau agreed. Town Manager Havens stated he was correct. Mayor Thibodeau pointed out that it was keeping it on the top of Council's minds and addressing the policy as a planning tool. Town Manager Havens hoped it would create some discipline.

Councilor Chasen moved to adopt Resolution 26-10 as presented.

Motion carried 4-0.

#### **ITEMS REFERRED TO AND PRESENTATIONS FROM THE TOWN ATTORNEY**

Town Attorney Hobbs stated he had no report.

#### **ITEMS REFERRED TO AND PRESENTATIONS FROM THE TOWN MANAGER**

##### **Departmental Updates**

Fire Chief Matthew Dudek was recognized to speak. Fire Chief Dudek gave a brief overview of the past month's fire activities to Council and the audience.

Development and Infrastructure Director/Assistant Town Manager Connor Winstead was recognized to speak. Assistant Town Manager Winstead gave an overview of the past month's activities to Council and the audience.

Police Sergeant Joseph Knight was recognized to speak. Sergeant Knight gave a brief overview of the past month's police activities to Council and the audience.

Public Information and Events Director Kristiana Nickens was recognized to speak. Director Nickens gave a brief overview of activities to Council and the audience.

#### **March FY 2026 Financial Presentation**

Finance Administrator Lauren Creech was recognized to speak. Administrator Creech gave a short presentation on the March Fiscal Year 2026 financials to Council and the audience.

### **MAYOR'S AGENDA**

Mayor Thibodeau stated that she would be attending later in the day a meet and greet with the North Carolina Department of Transportation. She thought Tess Judge was hosting it in Kitty Hawk as the NCDOT representative. She stated that she was looking forward to talking to those people. She pointed out that Councilor Lingard was attending a North Carolina League of Municipalities annual meeting in Raleigh. She hoped that he would have some good information to bring back. She added that she had her Mayors/Chairman lunch recently.

### **COUNCIL MEMBER'S AGENDA**

Councilor Murray stated that he had nothing to report.

Mayor Pro Tempore Whitman thanked Maintenance Technician Kim Pittman and Maintenance Assistant Tom Gregory for their work on the boardwalk, walkway, and pollinator garden. He thanked Community Planner James Gould for helping out with Duck Sweep on Fridays. He encouraged Council and the public to help out with Duck Sweep on Friday mornings.

Councilor Chasen stated that she attended the Dare A250 event in Manteo on April 18, 2026. She stated that the Visitors Bureau held a ribbon cutting ceremony for the new boardwalk on April 22, 2026 at the event site. She stated that there will be a soft-shell event on May 5-16, 2026. She added that she painted the duck pond that will be installed on the Town Green and will be starting some maintenance on the Town's winged horse.

### **OTHER BUSINESS**

#### **Additional Public Comments**

Mayor Thibodeau opened the floor for public comments. There being no one else wishing to comment, she closed the time for public comments.

Mayor Thibodeau noted that the next meeting would be the Regular Meeting on Wednesday, June 3, 2026 at 1:00 p.m.

### **ADJOURNMENT**

Mayor Pro Tempore Whitman moved to adjourn the meeting.

Motion carried 4-0.

The time was 2:38 p.m.

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Lori A. Ackerman, Town Clerk

Approved: \_\_\_\_\_

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Monica Thibodeau, Mayor

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**INTEROFFICE MEMORANDUM**

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**TO:** MAYOR THIBODEAU & MEMBERS OF THE TOWN OF DUCK TOWN COUNCIL  
**FROM:** JEFFREY ACKERMAN, CHIEF OF POLICE  
**SUBJECT:** REQUEST TO DEEM TOWN PROPERTY SURPLUS  
**DATE:** MAY 20, 2026  
**CC:** DREW HAVENS, TOWN MANAGER

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North Carolina General Statute § 17F-20 requires municipalities to present a retiring law enforcement officer, upon their request and at no cost, the badge worn by the retiring law enforcement officer. Further, the same general statute allows municipalities, in their discretion, to present a retiring law enforcement officer, upon request, the service side arm of the retiring member at a price determined by the governing body.

I respectfully ask the Town Council to deem Deputy Chief Clark's badge and issued Glock 43X sidearm, serial number CAUT761, to be surplus property; and that I be authorized to present Deputy Chief Clark, who will retire from the Town of Duck on July 31, 2025, with her badge and sidearm, at no cost to her.

**Town of Duck, North Carolina  
FY 2026  
Budget Amendment**

Amendment No.: 12  
 Department: Various Date: 6/3/2026

Budget Amendment					
Revenues	Fund	Dept. Code	Acct. Code	Obj. Code	Requested Amount
Fund Balance Appropriation	10	4900	4999		\$ (1,769,492)
Proceeds from Debt	10	4700	4789		\$ 1,769,492
FEMA Grant Revenue	10	4600	4630		\$ 1,919,744
Transfer from Capital Reserve (Beach Nourishment)	10	4900	4901		\$ 31,810
				TOTAL:	\$ 1,951,554
Expenditures	Fund	Dept. Code	Acct. Code	Obj. Code	Requested Amount
Transfer to Capital Reserve	10	9000	9999	701	\$ 1,919,744
Ocean Rescue - Supplies and Materials	10	5410		551	\$ 2,000
Sanitation - Contracted Services - Garbage	10	5750		516	\$ 14,000
Sanitation - Contracted Services - Recycling	10	5750		517	\$ 33,000
Legal - Professional Services	10	5230		511	\$ 14,000
Police - Vehicle Repairs and Maintenance	10	5300		524	\$ 9,000
Environmental Protection	10	5770		511	\$ 20,000
Contingency	10	9000	9999	577	\$ (60,190)
				TOTAL:	\$ 1,951,554

**Reason for Amendment:**

This budget amendment changes the revenue source for the purchase of the ladder truck from Fund Balance to Debt Proceeds. The original amendment appropriated Fund Balance as the loan had not yet closed. This amendment also transfers FEMA reimbursement, in excess of what was originally expected, from the general fund to the beach nourishment capital reserve fund.

It also increases the amount of revenue, in the form of a transfer, from the Beach Nourishment Capital Reserve Fund to allow for an increase in the Legal department for expenses related to creating the easements and letters for Carolina Dunes. Additional funds from the Reserve allow for an increase in Professional Services in the Environmental Protection department to pay for engineering services related to the 2027 Beach Nourishment Project.

This amendment also reduces the Contingency budget to allow increases in the budget for Sanitation (higher costs than expected), Police (vehicle repair), and Ocean Rescue (prior contractor expenses).

Approved: \_\_\_\_\_ Denied: \_\_\_\_\_  
 Date: \_\_\_\_\_

**AGENDA: June 3, 2026**

**Regular Meeting**

**ITEM #4A:**

Special Presentations

- A. Employee Service Recognition Program Recipient

**RECOMMENDED ACTION:**

- Present Master Police Officer Nathan Mauffray with his 5-year service recognition certificate and \$50 gift certificate

**SUMMARY OF INFORMATION:**

The Town has an Employee Service Recognition Program whereby employees are recognized for their employment with the Town at 5-year intervals. As a part of the program, employees are recognized at a Council Meeting and receive a certificate and a gift certificate from a Duck business. Master Police Officer Nathan Mauffray has been employed with the Town of Duck for 5 years as of June 1<sup>st</sup> and will be recognized.

**ATTACHMENTS:**

- None

**AGENDA: June 3, 2026**

**Regular Meeting**

**ITEM #4C:**

Special Presentations

- C. Discussion/Consideration of Resolution 26-11, a Resolution of the Town Council of the Town of Duck, North Carolina, Honoring and Thanking Melissa Clark Upon her Retirement from the Duck Police Department and Presenting her with her Badge and Sidearm

**RECOMMENDED ACTION:**

- Approve Resolution 26-11 and recognize Deputy Chief Clark for her service to the Town

**SUMMARY OF INFORMATION:**

Deputy Police Chief Melissa Clark will be retiring from the Duck Police Department on July 31, 2026 after 15 years of service. Resolution 26-11 honors and thanks her for her service to the Town. Police Chief Ackerman will then present her with her badge and sidearm.

**ATTACHMENTS:**

- Resolution 26-11

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA,  
HONORING AND THANKING MELISSA CLARK UPON HER RETIREMENT FROM THE  
TOWN OF DUCK POLICE DEPARTMENT

Resolution No. 26-11

WHEREAS, the Town of Duck desires to recognize and honor employees of the Town for dedicated and distinguished contributions to the community; and

WHEREAS, Melissa Clark began her law enforcement career with the Town of Kill Devil Hills on May 29, 2002, and later moved to the Town of Southern Shores; and

WHEREAS, Officer Clark was hired as a Sergeant at the Town of Duck on December 13, 2010, promoted to Lieutenant on September 2, 2020, and promoted to Deputy Chief of Police on July 5, 2023; and

WHEREAS, Deputy Chief Clark has earned her reputation as having unwavering integrity and ethics, sound judgement, humility, and resilience; and

WHEREAS, Deputy Chief Clark is loved by the community and the officers she has led, and has received numerous honors and awards during the span of her professional career; and

WHEREAS, Deputy Chief Clark has been instrumental in building the positive culture at the Town of Duck Police Department; and she has championed transparency, accountability, officer wellness, and proactive policing; and

WHEREAS, Deputy Chief Clark has decided to retire from the Town of Duck on July 31, 2026, with her last workday having been May 22, 2026, after a distinguished law enforcement career and over 15 years of selfless service to the Town of Duck.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA, that the Town Council hereby presents Deputy Chief Clark with her badge and sidearm as a token of respect for her service to the Town of Duck and the State of North Carolina; and

BE IT FURTHER RESOLVED that the Town Council expresses its sincere appreciation for Deputy Chief Clark's service to the community and is held in the utmost esteem by the Town Council, who along with management and staff wishes her a long and healthy retirement.

Adopted this 3<sup>rd</sup> Day of June, 2026.

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Mayor

ATTEST:

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Town Clerk

**AGENDA:            June 3, 2026                            Regular Meeting**

**ITEM #7A:**

Old Business/Items Deferred from Previous Meetings

- A. Discussion/Consideration of the Proposed FY 2026-2027 Budget Ordinance and 2027-2031 Capital Improvement Plan

**RECOMMENDED ACTION:**

- Make a motion to adopt the Fiscal Year 2026-27 Budget Ordinance and Capital Improvement Plan

**SUMMARY OF INFORMATION:**

At Council’s May 6, 2026 meeting, a public hearing was held on the draft FY 2026-2027 Budget with no comments from the public and no comments or questions from Council. Council is asked to adopt the FY 2026-2027 budget ordinance as well as the Capital Improvement Plan. The budget must be adopted by June 30, 2026.

**ATTACHMENTS:**

- FY 2026-2027 Budget Ordinance and Attachments
- FY 2027-2031 Capital Improvement Plan
- FY 2026-2027 Budget Summary

# Annual Budget Ordinance

## Town of Duck, North Carolina FY 2026 – 2027 Annual Budget

### Budget Ordinance

BE IT ORDAINED by the Town Council of the Town of Duck, North Carolina that the following anticipated fund revenues and departmental expenditures, together with certain fees and schedules, and with certain restrictions and authorizations, are hereby appropriated and approved for the operation of the Town government and its activities for the fiscal year beginning July 1, 2026 and ending June 30, 2027.

#### Section 1: General Fund

<b>General Fund Revenues</b>	
Ad Valorem Taxes	\$5,803,023
MSD Taxes	\$1,029,445
Local Government Sales Tax	\$1,850,000
Real Estate Transfer Tax	\$375,000
Occupancy Tax	\$1,900,000
Grants	\$94,822
ABC and Beer & Wine	\$78,000
Utility Taxes	\$420,000
Permits and Fees	\$177,000
Interest and Asset Sales	\$327,000
Transfers	\$679,287
Debt Proceeds	\$426,209
Fund Balance Appropriated	\$389,292
Other Revenue	\$173,300
<b>Total Revenues</b>	<b>\$13,722,379</b>

<b>General Fund Expenditures</b>	
Governing Body	\$184,181
Administration	\$496,886
Finance & Human Resources	\$288,981
Legal	\$66,720
Information Technology	\$206,068
Police	\$2,839,380
Fire	\$2,643,648
Ocean Rescue	\$792,290
Communications & Special Events	\$585,708
Community Development	\$499,380
Inspections	\$291,931
Public Facilities	\$637,350
Streets & Highways	\$336,938
Sanitation	\$1,531,264
Environmental Protection	\$910,787
Transfers	\$1,309,867
Contingency	\$101,001
<b>Total Expenditures</b>	<b>\$13,722,379</b>

**Section 2: Beach Nourishment Capital Reserve Fund**

**Beach Nourishment Capital Reserve Fund Revenues**

Transfer from General Fund (MSD Tax Revenue)	\$1,029,445
Transfer from General Fund (Restricted Sales Tax Revenue)	\$280,422
Fund Balance Appropriated	\$0
<b>Total Revenues</b>	<b>\$1,309,867</b>

**Beach Nourishment Capital Reserve Fund Expenditures**

Transfer to General Fund	\$0
Reserved for Future Expenditures	\$1,309,867
<b>Total Expenditures</b>	<b>\$1,309,867</b>

**Section 3: Levy of Taxes - Ad Valorem**

There is hereby levied a tax at the rate of \$0.18 (eighteen cents) per one hundred dollars (\$100) valuation of property as listed for taxes as of January 1, 2026, for the purpose of raising the revenue listed Ad Valorem Taxes 2026-2027 in Section 1: General Fund of this ordinance. This rate is based on a valuation of property for purposes of taxation of \$3,202,404,815 and an estimated rate of collection of 99.96%.

**Section 4: Levy of Taxes - Municipal Service District-A**

There is hereby levied a tax at the rate of \$0.0798 (seven point nine-eight cents) per one hundred dollars (\$100) valuation of property as listed for taxes as of January 1, 2026 in Municipal Service District - A (MSD-A), for the purpose of raising the revenue listed MSD Taxes 2026-2027 in Section 1: General Fund of this ordinance. This rate is based on a valuation of property for purposes of taxation of \$836,977,065 and an estimated rate of collection of 99.96%.

**Section 5: Levy of Taxes - Municipal Service District-B**

There is hereby levied a tax at the rate of \$0.189 (eighteen point nine cents) per one hundred dollars (\$100) valuation of property as listed for taxes as of January 1, 2026 in Municipal Service District - B (MSD-B), for the purpose of raising the revenue listed MSD Taxes 2026-2027 in Section 1: General Fund of this ordinance. This rate is based on a valuation of property for purposes of taxation of \$191,507,775 and an estimated rate of collection of 99.96%.

**Section 6: Fees & Charges**

There is hereby established, for Fiscal Year 2026-2027, various fees and charges as contained in the Fee Schedule attached to this document. All mileage reimbursements for the use of personal vehicles shall be the same as the allowable IRS rate in effect on the date of travel.

**Section 7: Position Classification and Salary Schedule**

There is hereby established, for Fiscal Year 2026-2027, a Salary Schedule and Position Classification Table as shown on an attachment to this document in order to maintain the Town's Pay and Classification Plan.

**Section 8: Special Authorization of the Budget Officer**

- a) The Budget Officer shall be authorized to reallocate fund appropriations among the various objects of expenditure as he deems necessary, provided such reallocations do not increase or decrease the total budget for any department.
- b) The Budget Officer shall be authorized to amend this budget as necessary to fulfill all obligations evidenced by a purchase order outstanding on June 30, 2026.

**Section 9: Use of the Budget and the Budget Ordinance**

This Ordinance and the budget document shall be the basis for the financial plan of the Town of Duck for Fiscal Year 2026-2027. The Budget Officer shall administer the budget and the Finance Officer shall establish records which are in agreement with the budget, this ordinance, and the appropriate statutes of the State of North Carolina.

**Section 10: Distribution**

Copies of this ordinance shall be furnished to the Budget Officer and the Finance Officer of the Town of Duck so that they may keep this ordinance on file for their direction and disbursement of funds.

Adopted this the 3rd day of June, 2026.

Attest:

\_\_\_\_\_  
Monica Thibodeau, Mayor

\_\_\_\_\_  
Lori A. Ackerman, Town Clerk

## Salary Schedule and Position Classification Table

**Effective July 1, 2026**

Following the recommendations of a Classification and Pay Study performed by The MAPS Group in 2021, the Salary Schedule and Classification Table shown below are incorporated into the personnel costs shown in the FY 2026-27 budget and adopted as shown in Section 7 of the Budget Ordinance. The Personnel section of the budget document contains information regarding the number of employees in each department and in each job classification.

### Salary Schedule

GRADE	HIRING RATE	MINIMUM	MID POINT	MAXIMUM
1	41,532	43,609	52,954	64,375
2	43,609	45,789	55,602	67,594
3	45,789	48,078	58,381	70,973
4	48,078	50,482	61,300	74,521
5	50,482	53,006	64,365	78,247
6	53,006	55,656	67,583	82,159
7	55,656	58,439	70,962	86,267
8	58,439	61,361	74,510	90,580
9	61,361	64,429	78,236	95,110
10	64,429	67,650	82,147	99,865
11	67,650	71,033	86,254	104,858
12	71,033	74,585	90,567	110,101
13	74,585	78,314	95,096	115,607
14	78,314	82,230	99,851	121,387
15	82,230	86,342	104,844	127,457
16	86,342	90,659	110,086	133,830
17	90,659	95,192	115,590	140,521
18	95,192	99,952	121,370	147,548
19	99,952	104,950	127,439	154,926
20	104,950	110,198	133,812	162,673
21	110,198	115,708	140,503	170,807
22	115,708	121,493	147,528	179,347
23	121,493	127,568	154,904	188,314
24	127,568	133,946	162,649	197,730
25	133,946	140,643	170,781	207,616
26	140,643	147,675	179,320	217,997
27	147,675	155,059	188,286	228,896
28	155,059	162,812	197,700	240,341
29	162,812	170,953	207,586	252,359
30	170,953	179,501	217,965	264,977

## Classification Table

GRADE	CLASSIFICATION	FLSA STATUS	HIRING RATE	MINIMUM	MID POINT	MAXIMUM
5	Maintenance Technician		50,482	53,006	64,365	78,247
7	Administrative Assistant Firefighter Police Officer Code Enforcement Technician		55,656	58,439	70,962	86,267
8	Permit Technician (Deputy Town Clerk) Public Safety Office Administrator Master Firefighter Senior Police Officer		58,439	61,361	74,510	90,580
9	Master Firefighter/Acting Company Officer Master Police Officer Planner I (Community Planner)		61,361	64,429	78,236	95,110
10	Community Engagement Coordinator Fire Engineer Police Corporal Finance Administrator		64,429	67,650	82,147	99,865
11	Fire Captain Police Sergeant Town Clerk Senior Planner	E	67,650	71,033	86,254	104,858
13	Building Codes and Maintenance Administrator Planning Manager Fire Captain - Fire Marshal		74,585	78,314	95,096	115,607
14	Finance and Human Resources Manager	E	78,314	82,230	99,851	121,387
16	Deputy Fire Chief Deputy Police Chief	E	86,342	90,659	110,086	133,830
18	Public Information and Events Director	E	95,192	99,952	121,370	147,548
20	Community Development Director Fire Chief Police Chief	E E E	104,950	110,198	133,812	162,673
22	Development & Infrastructure Director/Assistant Town Manager	E	115,708	121,493	147,528	179,347
25	Town Manager	E	133,946	140,643	170,781	207,616
E = Exempt from the Wage and Hour provisions of the Fair Labor Standards Act (FLSA)						

## Schedule of Rate and Fees Town of Duck Fee Schedule Effective July 1, 2026

Changes from 2025 Schedule shown in red

### Section I Building Permits & Inspections

<u>Building Use</u>	<u>New Construction &amp; Additions</u>	<u>Renovations/Remodels &amp; Repairs<sup>2</sup></u>
<u>Residential – heated space</u>	\$0.65/sq. ft.	\$0.50/sq. ft.
<u>Residential – unheated space<sup>1</sup></u>	\$0.35/sq. ft.	\$0.15/sq. ft.
<u>Multifamily, Hotels/Motels – heated space</u>	\$0.95/sq. ft.	\$0.80/sq. ft.
<u>Multifamily, Hotels/Motels – unheated space</u>	\$0.65/sq. ft.	\$0.45/ sq. ft
<u>Commercial – heated space</u>	\$0.95/sq. ft.	\$0.80/sq. ft.
<u>Commercial – unheated space</u>	\$0.65/sq. ft.	\$0.45/ sq. ft
<sup>1</sup> Unheated space includes attached decks, garages, sheds, and utility rooms.		
<sup>2</sup> Includes floodplain development fee		

\*Minimum building permit fee is \$100.00

\*\*Excludes projects where Flat Fees are charged

A Stop Work Order will be issued for improvements occurring without an issued permit.

Work Without a Permit – A fee double the amount of the required permit will be charged for any permit acquired AFTER work has been started or completed.

Construction must begin within 6 months or permits will expire.

Permit Renewal Fee (must be renewed within 30 days of expiration) \$100.00.

Note that fees/permits/approvals may also be required for construction projects from other local, state, and Federal agencies. Examples:

- Water connection or review fees, health department fees, recordation fees by Dare County
- Wetlands permitted, U.S. Army Corps of Engineers
- Right-of-way review/dedication, North Carolina Department of Transportation
- Major CAMA permits, North Carolina Coastal Resources Commission



4. House Moving (into or within Town)	
(fees do not include any necessary building or trade permits & additional fees for escort may apply)	
Moving into Town of Duck	\$1,000.00
Moving within the Town of Duck	\$750.00
Moving on the Same Lot	\$500.00
Moving out of Town of Duck	\$250.00
5. Pools/Spas & Hot Tubs	
Permanently Installed Swimming Pools	\$300.00 flat fee **
In-Ground Hot Tubs	\$300.00 flat fee **
Free Standing/Portable Hot Tubs	\$150.00 flat fee **
6. Gas Pumps	\$100.00 per pump
7. Structural Demolition	
(Asbestos Report required if commercial or ever used as commercial)	
Residential Demolition in AEC zone	\$350.00 flat fee **
Residential Demolition not in AEC Zone	\$250.00 flat fee **
Non-Residential Demolition in AEC zone	\$600.00 flat fee **
Non-Residential Demolition not in AEC zone	\$400.00 flat fee **
8. Fuel Tanks	
Above Ground: 0-5,000 gallons	\$400.00
Above Ground: Above 5,000 gallons	\$600.00
Underground: 0-5,000 gallons	\$500.00
Underground: Above 5,000 gallons	\$700.00
9. Bulkheads & Retaining Walls	\$2.00 per linear ft.
requiring a building permit up to 50 Ft.	
Each additional foot over 50 feet	\$1.00 per linear ft.
Piers	\$1.00 per linear ft.
10. Flood Development Permit ( <i>in addition to other applicable building permit or land disturbance fees</i> )	
Repairs & Maintenance	No Fee
Remodels/Renovations	No Fee
Additions	\$50.00
New Construction/Substantial Improvements	\$100.00
11. Occupancy Permit (New Construction only)	\$50.00
Temporary Residential	\$300.00
Temporary Commercial	\$500.00

12. Communication Tower/Water Tank \$20.00/vertical foot

**Section IV Electrical Permit Fees for Repairs/Replacement/Extension of Service:**

Temporary Service Pole \$75.00 flat fee \*\*

Repair Permit Fee \$50.00

Minimum Permit Fee \$100.00

(Includes: change out of existing service OR  
installation of new service up to 200 amps)

Plus the following:

Service Upgrade or New Service

> 200 amps

\$0.25 per each amp over 200 amps

Receptacles, Lights, Switches and Outlets as follows:

0-49 \$30.00

50-above \$45.00

Dryer \$5.00

Baseboard Heat per unit \$3.00

Miscellaneous \$5.00

**Section V Plumbing Permit for Repairs/Replacement/Extension of Service:**

Repair Permit Fee \$50.00

Minimum Fee \$100.00 plus \$10.00 per fixture

**Section VI Mechanical Permit for Repairs/Replacement/Extension of Service:**

Minimum Permit Fee \$100.00 plus following:

Change Air Handling Unit \$30.00

Change Heat Pump \$30.00

Change Boiler \$40.00

**Section VII Gas Permit for Repairs/Replacement/Extension of Service:**

Minimum Permit Fee \$100.00 plus \$20.00 per appliance

**Section VIII Development and Site Plan Review Fees:**

1. Single Family Dwellings	
New Construction	\$150.00 per dwelling unit
Additions/Renovations/Remodels (increased heated space, changes to coverage or increased occupancy ***)	\$75.00 per unit
Additions/Renovations/Remodels (No change to heated space, coverage or occupancy)	\$25.00 per unit
Repairs & Maintenance (within existing footprint)	No Fee
2. Multi Family Dwellings, Duplexes, Condominiums, Townhouses, Apartments	\$150.00 per dwelling unit
3. Motels/Hotels	\$100.00 per unit
4. Commercial Parking Lots, Commercial, Business and Multi-family Accessory Parking Areas (other than single family residence). Note that this fee is in addition to other required review fees for the same project.)	\$50.00 per space
5. All other new development not included elsewhere in fee schedule (this fee is based on footprint of proposed development or structure and is in addition to review fees for associated parking areas.)	\$0.75 per square foot
6. Plan of Development	\$250.00
7. Lots in a Subdivision	\$500 plus \$75/lot

**Section IX Other Planning and Zoning Review and Application Fees:**

1. Text Amendment to the Zoning Ordinance	\$350.00
2. Rezoning (Zoning Text/Map Amendment)	\$750.00 ( <i>plus \$500/acre or any fraction thereof beyond one acre</i> )
3. Change of Use Permit if no site plan change is required	\$200.00
4. Change of Use Permit requiring submittal of a new site plan	\$250.00

5. Special Use Permit	\$400.00
6. Special Use Permit for Home Occupation	\$200.00
7. Special Use Amendment	\$250.00
8. Board of Adjustment Variance request	\$500.00
9. Group Development Application Fee	\$500.00
10. Group Development Amendment Fee	\$250.00
11. Exempt Plat Review Fees	\$300.00
12. Board of Adjustment Appeal	\$500.00
13. Zoning Compliance Certificate/Review Letter	\$400.00
14. Fire Marshall Inspections for Commercial Occupancy Permits	
New Building Shell	\$60.00
Completed space > 500 square feet	\$30.00
Completed space 501-5000 square feet	\$60.00
Completed space >5,000 square feet	\$100.00
15. Sign Permit Fees	\$50.00 per sign/max \$200.00
Temporary Sign Permit	\$25.00 per 10-day period + \$50.00 deposit
Community/Association Sign Permit	Fee waived but application still required and building permit may also be necessary
16. Signs removed from public rights of way or within 30' of centerline of public roads and picked up by owner within 10 days—note after 10 days signs will be discarded	\$25.00 per sign
17. Administrative Approvals/Reviews/Uses not otherwise listed	\$250.00
18. Special Planning Board or Town Council Meeting requested by Applicant	\$1,000.00

19. CAMA Minor Permit	Established by CAMA
20. Land Disturbance Permit (without an approved building permit)	
- Minor	\$25.00
Irrigation	
Minor Grading Associated with Landscaping Project	
Septic Repair in Same Location	
- Intermediate	\$100.00
New Septic Installation	
Driveway/Parking Improvements	
Installation of Stormwater Retention Area	
- Major	\$200.00
Significant Topographic Changes (Cutting/Filling)	
Installation of Stormwater Conveyance	
21. Fire/Burglar Alarms	
<u>False Alarm Fees</u>	
First false alarm in a 30-day period	No charge
Second false alarm in a 30-day period	\$25.00
Third false alarm in a 30-day period	\$50.00
Fourth or subsequent false alarm in a 30-day period	\$100.00
22. Minor Home Occupation	\$50.00
23. Peddler/Itinerant Merchant Permit	\$100.00
24. Homeowners Recovery Fund Fee	Established by State Law

Resubmittal of Expired Site Plan Approvals

Site plan approvals expire 24 months after the date of approval. After the expiration date of an approved site plan a charge of 50% of initial review fee shall be paid for a re-submittal when the following conditions are met:

- a. A review fee has been paid
- b. Site plan approval has expired
- c. No changes are being proposed in the re-submitted site plan

**Section X Administrative and Miscellaneous Charges:**

**Note: Fees are non-refundable unless otherwise stated.**

- |   |  |
|---|--|
| 1. Re-hearing/advertising<br>(at Petitioner/Applicant's request)  | \$250.00   |
| 2. Copy of Agenda Package<br>(available free online)  | per page charge below                                  |
| 3. Copy of Zoning Ordinance<br>(available free online)  | per page charge below                                  |
| 4. Copy of Land Use Plan<br>(available free online)   | per page charge below                                  |
| 5. Copy of Budget Document<br>(available free online)   | per page charge below                                  |
| 6. Copies of Requested Documents<br>8 ½ x 11, 11 x14 & 11 x17<br>(after the 5 <sup>th</sup> sheet)<br>(after the 3 <sup>rd</sup> sheet)   | \$ .25 black & white per page<br>\$ .30 color per page |
| 7. Insufficient Funds Charge (returned checks)<br><i>(The Town Manager may require cash or cashier's check for future payments from applicants who have submitted checks that were returned for insufficient funds)</i> | \$25.00 first time                                     |
| 8. Police Off-Duty  | \$55.00/hour (4 hour minimum)                          |

\* In addition to any other required application fee such as those for the use of required off-duty police officers, a \$200 refundable deposit will be required. This deposit will be refunded following the event once the Town is assured that the Duck Town Park area utilized by the event has been cleaned up and that all requirements of the permit have been complied with. If damage exceeds the amount of the deposit, the event sponsors are responsible for the cost of any additional repairs.

- |   |          |
|---|----------|
| 9. Special Event Permit Application Fee | \$100.00 |
|---|----------|

10. Room and Facility Deposits and Fees:

The following fees shall apply for the use of rooms and facilities unless waived by the Town Clerk, separate checks are required for deposits and fees:

- |  |         |
|--|---------|
| Deposit for Rooms and Facilities (per room),<br>not including the Paul F. Keller Meeting Hall: | \$50.00 |
|--|---------|





Town of Duck  
**DRAFT**  
Capital Improvement Plan  
Fiscal Year 2027 - 2031

May 2026

## Capital Improvement Plan Message

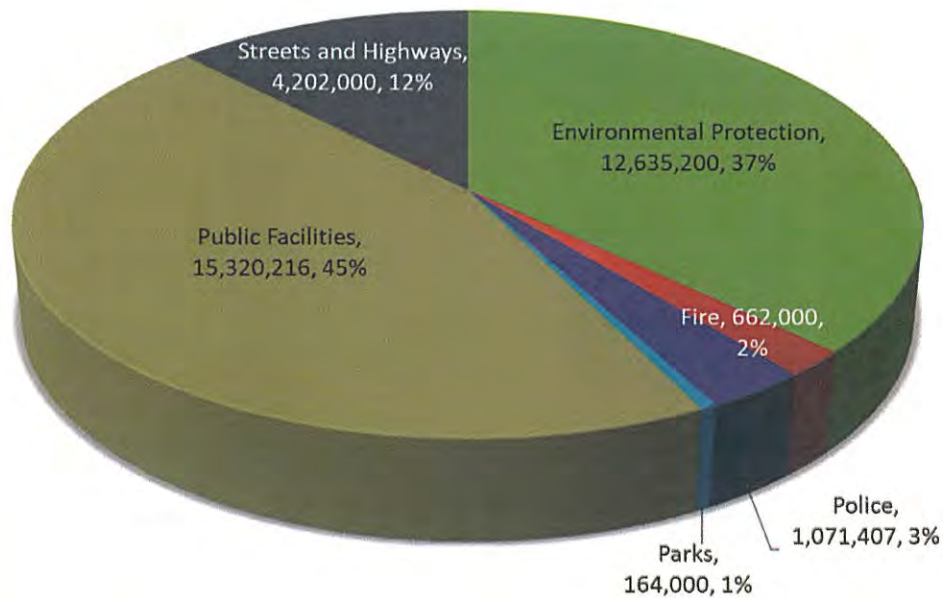
Dear Mayor Thibodeau and Members of Town Council:

I am pleased to present the Recommended FY 2027-31 Capital Improvement Plan (CIP) for your review and consideration. The Town's CIP represents a guide for the maintenance and acquisition of capital assets. The CIP is an important management tool, as it evaluates the effects of capital costs on the Town's operating budget and the Town's financial standing in terms of debt burden and capacity. The entire CIP is not an adopted budget. Only the first year of the CIP (FY 2026-27) will become part of the Town's annual budget document, once approved. The CIP is a dynamic planning tool, as it is evaluated annually and adjusted according to Town Council's goals and financial considerations.

Town Council will find that the proposed Capital Improvement Plan addresses Council's goals with projects focusing on items responsive to the 2032 Vision, Hazard Mitigation Plan, and Comprehensive Land Use Plan. The underlying principles from the 2032 Vision (see Appendix A) guide the work to develop this CIP. These principles: Duck and our Village; Enhanced Movability; Environmental Stewardship; Active, Engaged Community; Vibrant, Thriving Business Community; Responsive and Responsible Leadership, are reflected in the projects proposed in this CIP as are the goals expressed during the goal-setting session held in January.

### FY27-31 CIP Overview

The Recommended FY 2027-31 CIP includes 25 projects totaling \$34,054,823. Environmental Protection and Public Facilities projects account for three quarters of the total expenditures in this CIP, with \$13 million for the Public Safety Building project being the largest single expenditure shown in this Plan. The chart below shows the total amount of funding for each CIP element, and the percentage of the total each element represents.



**Financial Impact**

Debt burden and capacity ratios remain within acceptable levels for FY 2026-27. The net debt service to expenditures is 5.62%. This indicates the Town’s debt is a small percentage of its overall expenditures and within an acceptable range. The net debt per assessed valuation of .070% remains well below the policy maximum of 1%, and the ten-year principal payout ratio will be 100% for FY 2026-27.

**General Fund Fiscal Indicators and Key Debt Ratios**

Fiscal Indicators and Key Debt Ratios		
	Target	Projected
Net Debt Service to Expenditures	< 20%	5.62%
Net Debt to Assessed Valuation	< 1%	0.070%
10-year Principal Payout	> 55%	100%

Balancing capital needs with services and other priorities can place a significant strain on Town revenues. The CIP indicates that capital projects will have a minimal effect on the operating budget in FY 2026-27 due to a reduction in investment in capital projects this fiscal year, but it does indicate a significant impact in future years due to larger projects specifically beach nourishment and the Public Safety building. The potential impact on the tax rate is of concern when prioritizing capital projects and operating costs and will require guidance from the Town Council to balance project needs with available resources. Staff applies for grants to help reduce the burden on the local taxpayer and manages project costs to help ensure the most efficient spending on capital projects and purchases.

In summary, the proposed FY 2027-31 CIP includes 26 projects each representing an investment in the Town and the Duck experience. The CIP addresses concerns related to debt management and the effects on the operating budget, and the capital projects address Town needs while adhering to the Town Council’s goals. If implemented, the CIP will provide the Town with a plan to maintain and acquire capital assets that improve the Town’s ability to provide exceptional services as well as provide the foundation for the Town’s future.

Respectfully submitted,

*Drew Havens*

Drew Havens,  
Town Manager

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## Section 1: Overview of the Capital Improvement Plan

The Capital Improvement Plan (CIP) is the planning mechanism by which the Town Council allocates limited financial resources to implement long-term goals as defined in the Town's Vision 2032 Strategic Plan (See Appendix A), the Land Use Plan, Pedestrian Improvement Plan, and other similar planning documents. The purpose of the CIP is to forecast and match projected revenues and major capital needs over a five-year period. Capital planning is an important management tool that strengthens the linkage between community infrastructure needs and the financial capacity of the Town.

The CIP is a multi-year plan for major capital expenditures such as beach (re)nourishment, the acquisition of land, construction, or significant renovation of public facilities (i.e., buildings/parks), construction of new transportation infrastructure (i.e., sidewalks, multi-use paths), capital equipment to support operations (i.e., vehicles, technology), or any combination of the above. Projects eligible for inclusion in the CIP are those with an asset value of greater than \$5,000 and a useful life of greater than three years.

In addition to identifying the cost of major capital projects and acquisitions, the CIP also identifies proposed funding sources (i.e., general fund, installment purchasing contracts, grants) and the expected impact of the project or item on the operating budget (i.e., increase operating cost, decrease operating costs, etcetera).

When identifying new projects, Staff looks to the long-term priorities and direction set by Town Council and submits formal requests through the CIP process. A formal request includes a description of the project, an explanation of how the project implements an established goal, the estimated cost of the project, and an estimate of the recurring costs associated with a completed project (i.e., additional staff, additional utilities, etc.). The formal request also includes an analysis of alternative solutions, if any, and a statement on the effect on services and/or programs if the project is not funded.

Once adopted by the Town Council, the CIP becomes a statement of Town policy regarding the need, priority, timing, and funding of future capital projects. The Capital Improvement Plan is simply that – a *plan*. As such, projects and funding mechanisms are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by the Town Council. Future needs and financial constraints may result in changes in priority over the five-year period; and because priorities can change, projects included in outward planning years are not guaranteed funding. The CIP represents the best judgment of Town Administration and Town Council at the time the Plan is adopted. Priorities established in the CIP subsequently guide decisions made by Town Administration and the various boards and commissions appointed by Town Council.

The Town of Duck CIP achieves five major objectives as a component of the Town's budget and financial planning process:

1. Helps the Town rationally and intelligently plan for the repair, replacement, and acquisition of capital items that are necessary for providing high-quality services to the citizens and property owners of, and visitors to Duck.

2. Assists in fiscal planning by forecasting capital demands together with future revenues and expenditures.
3. Ensures better coordination, evaluation, and planning of projects to serve the community and its needs.
4. Serves, together with the annual budget and other financial plans, as a guide to decision-making for the Town Council, Town Manager, and Staff.
5. Serves as a systematic and comprehensive analysis of capital needs, increasing the probability of making rational budgetary judgments since improvements are identified, prioritized, and matched to the projected fiscal resources of the Town.

### **Capital Improvement Funding**

Some CIP projects are funded through annual operating funds in the General Fund. In these cases, the CIP and the Annual Operating Budget are directly linked as CIP projects become authorized through the adoption of the Annual Operating Budget. Projects funded through debt financing also impact the operating budget through ongoing debt service expenses. Finally, some completed CIP projects will directly impact the operating budget as they will require ongoing expenses for Staff and other operating costs. All of these factors are considered capital purchases and projects are considered.

The sources of funding used to execute the Plan are as important as the capital projects contained in the Plan. Capital Improvements for the Town of Duck are funded using a variety of sources that are broadly categorized as cash or debt financing.

Cash, or pay-as-you-go (paygo), funds: Paygo funds come from sources such as tax revenue, program fees, state revenue, and interest earnings. Some of these sources, such as MSD tax revenue, and certain others, may only be spent to meet certain needs. Other revenue sources come with no restriction on the needs they may be used to address. Major funding sources for the CIP are described below:

General Fund: General Fund revenue, such as ad valorem taxes, sales taxes, utility taxes, and other similar revenues are used to fund Town operations and may be used to fund capital projects such as facility improvements, transportation system improvements, and other similar projects. Compared to other sources, General Fund resources are a flexible revenue source without restrictions on their use.

Debt Financing: For debt financing, the Town uses several types of debt mechanisms, including general obligation bonds, Special Obligation Bonds, and traditional lease-purchase or installment financing. The mechanism selected varies depending on the level of funding needed, the term of the need, and current debt market conditions. General obligation bonds are approved by voters and are backed by the Town's taxing authority to repay the bonds. Special Obligation Bonds pledge the revenue generated by a specific revenue source (i.e., Occupancy Tax revenue).

Reserve from Prior Years: As capital projects are completed, any unspent budgeted amounts accumulate into capital reserves, which are available to fund future projects. Capital reserves can also build up when the Town collects revenue in excess of the amount budgeted.

## Section 2: Capital Improvement Plan Elements

The CIP is organized into six functional categories, called "elements," in order to group projects with similar items that closely align with established functional departments.



- 1. Environmental Protection Element:** funds beach (re)nourishment projects along with recurring costs for sand fencing and beach grass planting. Projects related to neighborhood stormwater planning and mitigation are also included.



- 2. Fire Element:** funds apparatus and capital equipment purchases along with the recurring purchases of items such as air packs and turnout gear.



- 3. Police Element:** funds the purchase of patrol vehicles, large software purchases, mobile data terminals, radios, and other equipment to support the operations of the Police Department.



- 4. Parks Element:** funds the purchase of playground equipment, major upgrades to current park facilities, construction of new/expanded facilities (including boardwalk), and the acquisition of park land.



- 5. Public Facilities Element:** funds the construction of, additions to, or significant repairs of public buildings including Town Hall, the Public Safety Building, and other associated facilities.



- 6. Streets and Highways:** funds the expansion and significant maintenance of Duck Trail, local costs for highway improvements, pedestrian plan implementation projects, and stormwater improvements associated with public roadways.

## Environmental Protection Element Projects



### Projects Funded:

Beach (re)nourishment projects along with recurring costs for sand fencing and beach grass planting. A septic health initiative project is also included.

### Vision 2032 Principle:

Environmental Stewardship

### Vision 2032 Goal:

Continue the ongoing Town of Duck Beach Nourishment Project and continue efforts to monitor other areas of the Town to identify possible future projects.

*The regular maintenance of our beach is an investment in the long-term appeal of this coastal community. Beach renourishment, shown to the right, represents one of the largest investments of public funds the Town makes.*



The table below shows each of the projects submitted for consideration in this year’s CIP process and the estimated cost of the project in each fiscal year in the Plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Environmental Protection						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Beach Renourishment	200,000	11,645,200	0	100,000	0	11,945,200
Beach Planting/ Sand Fencing	112,500	75,000	115,000	117,500	120,000	540,000
Sea Level Rise Analysis/Climate Adaptation Plan	0	90,000	0	0	0	90,000
Septic Health Initiative	15,000	15,000	15,000	15,000	0	60,000
<b>Total</b>	<b>327,500</b>	<b>11,825,200</b>	<b>130,000</b>	<b>232,500</b>	<b>120,000</b>	<b>12,635,200</b>



## Continuous Projects

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Beach Renourishment \$11,945,200

Consistent with the goals of the Hazard Mitigation Plan, Comprehensive & Land Use Plan, and 2032 Vision, in May of 2015, the Town Council approved the recommendations of an Erosion and Shoreline Management Feasibility Study that recommended a beach nourishment project for a 1.7-mile stretch of beach north of the Army Corps FRF property. This project was completed in 2017, and the renourishment of this project took place in FY 2022-23 and was completed as part of a four-town partnership with Dare County, Kill Devil Hills, Kitty Hawk, and Southern Shores. In the years when there is no active nourishment project, we continue to retain professional engineering services to monitor the project area and prepare for future projects. The next anticipated renourishment will occur in FY 2027-28. Most of the revenue for this work, if grants are not available, comes from the Beach Nourishment reserve fund which receives funds from MSD taxes and a proportionate share of sales tax revenue.

Sand Fencing/Beach Planting/Fertilization/Monitoring \$75,000-\$120,000  
Annually

These projects include the annual planting and fertilization of beach vegetation and installation of sand fencing along dunes, as well as annual profile surveys documenting the condition of the beach and dunes throughout the Town. Consistent with the goals of the Town's adopted Hazard Mitigation Plan, Comprehensive & Land Use Plan, and 2032 Vision, these projects implement a comprehensive dune management program including planting, fertilization, sand fencing, and monitoring shoreline changes. These are relatively low cost maintenance measures to mitigate the effects of normal beach erosion and stabilize the new dune constructed as part of the beach nourishment project. Dune planting is provided by contracted service and community volunteers. Sand fencing is provided as a contracted service. The Town provides these improvements with some financial assistance from the Dare County Shoreline Commission.

## FY 2026-27

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Septic Health Initiative \$15,000  
Annually

The initial stage of this initiative involves a Town-funded program to conduct septic system inspections of individual properties on a voluntary basis. The proposal includes 100 inspections per year at a cost of \$150 per inspection beginning in FY27. These non-emergency inspections will be performed by local contractors and involve locating the septic system and determining if a tank needs pumping. This project was identified and is consistent with the Outer Banks Hazard Mitigation Plan and Town of Duck Comprehensive & Land Use Plan.



**FY 2027-28**

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Sea Level Rise Analysis/Climate Adaptation Plan

\$90,000

Proposed in FY28, this project will: 1) research and adopt anticipated water levels based on the anticipated rates of sea level rise/various time horizons; 2) implement higher standards and work with local utilities to improve the resilience of public infrastructure; and 3) provide recommendations on policies, plans, and ordinances that should be updated or developed to address anticipated sea level rise. The sea level rise analysis portion of the work will engage various Federal and State agencies as well as stakeholder groups to pool data and studies previously conducted on sea level rise. This project was identified and is consistent with the Town of Duck Comprehensive & Land Use Plan and adopted Resilience Strategy.



## Fire Element Projects

### Projects Funded:

Apparatus and capital equipment purchases along with the recurring purchases of items such as air packs and turnout gear.

### Vision 2032 Principle:

Responsive and Responsible Leadership

### Vision 2032 Goal: n/a

*A well-equipped, staffed, and trained fire department helps ensure the quality of life for residents and visitors by providing proactive and reactive services.*



The table below shows each of the projects submitted for consideration in this year’s CIP process and the estimated cost of the project in each fiscal year in the Plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Fire						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Fire/Rescue Boat and Infrastructure	0	146,000	0	0	0	146,000
Replacement of SCBA (Airpacks)	0	75,000	75,000	75,000	0	225,000
Replacement of Turnout Gear	22,000	22,000	24,000	24,000	25,000	117,000
Hose, Nozzles, and Appliances	12,000	12,000	0	0	0	24,000
Command Vehicle Replacement	150,000	0	0	0	0	150,000
<b>Total</b>	<b>184,000</b>	<b>255,000</b>	<b>99,000</b>	<b>99,000</b>	<b>25,000</b>	<b>662,000</b>

## Continuous Projects



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### Replacement of Turnout Gear

\$22,000 - \$25,000  
Annually

This project provides for the gradual replacement of turnout gear which includes helmets, boots, hoods, and accessories as required or needed due to wear and tear. This is the specialized personal protective equipment worn on almost every call by Fire Department personnel. The gear provides thermal and moisture protection required for firefighters to safely operate in high-heat IDLH environments. Due to the increasing incidence of cancer in the fire service, best practices are to provide personnel with two sets of replacement turnout gear, as this allows for immediate laundering after fires. A second set also allows for continuity of operations during repairs and large training events. We continue a systematic approach to replacing the turnout gear to provide personnel with the most up-to-date safety advancements while maintaining uniformity. This project allows for the replacement of four sets per year.

### Purchase of Replacement Hose and Appliances

\$12,000  
Annually

This project allows for the systematic replacement of hose and appliances to ensure we have the capability to replace equipment as it fails due to age or damage. It also allows for clean and dry spare hose after fire incidents. This reduces wear and tear caused by reusing wet and dirty hose after fire incidents. Our apparatus requires a designated amount of hose and nozzle types to maintain our North Carolina Response Rating System (NCRRS) rating.

### Replacement of SCBA (Airpacks)

\$75,000  
Annually

The Fire Department has taken a practical approach to SCBA replacement. The bulk of our front-line air packs range from 2008-2017 models. SCBA pack replacement has been put on hold as the department did not want to make any purchases until the impending NFPA standards were released which should become in January 2026. In lieu of buying new SCBA packs, the Fire Department decided to transition to 30-minute bottles because they are lighter, ergonomically better on the firefighter, and decrease firefighter fatigue and injury. Given the age of our SCBA models and the NFPA standard release, the Fire Department anticipates a full replacement of airpacks beginning in FY 2028 and concluding in FY 2030. The project includes an estimate of \$10,000 per pack (with bottle and spare) for each fixed apparatus seat, plus two spares.

## FY 2026-27

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### Replacement of Fire Command/Response Vehicles

\$150,000



This project maintains the replacement schedule for our two command/response vehicles, one used by the Chief and the other by the Deputy Chief. These officers respond directly to major incidents and other service calls and their vehicles carry personal protective equipment, incident command supplies/materials, first aid supplies/equipment and other necessary tools. The estimated vehicle service life is between eight and ten years. The Chief's vehicle (2015) and the Deputy Chief's vehicle (2019), on a 10-year cycle, would trigger replacement in 2025 and 2029 respectively. Last year, we pushed the Chief's vehicle out to 2027 (12 years) and recommend DC vehicle replacement in the same year (8 years). The DC vehicle has greater mileage. This would allow for ease in purchasing going forward and perhaps allow for some savings if purchased together.

### **FY 2027-28**

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Fire/Rescue Boat and Infrastructure

\$146,000

This project includes adding a vessel that will support a wide range of operations, including water rescues, medical emergencies, fire suppression, and storm response. It will be equipped with GPS navigation, sonar, firefighting capabilities, and patient transport systems. The boat will be fully integrated into the Town's existing Water Rescue operations, enhancing coordination between lifeguards and fire personnel during emergencies. This unified approach will allow for faster response times, improved communication, and expanded rescue reach beyond the shoreline.

## Police Element Projects



### Projects Funded:

The purchase of patrol vehicles, large software purchases, mobile data terminals, radios, and other equipment to support the operations of the police department.

### Vision 2032 Principle:

Responsive and Responsible Leadership

### Vision 2032 Goal: n/a

*A well-equipped, staffed, and trained police department helps ensure the quality of life for residents and visitors by providing proactive and reactive services.*



The table below shows each of the projects submitted for consideration in this year's CIP process and the estimated cost of the project in each fiscal year in the plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Police						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Replacement of Ruggedized Laptop Computers	0	0	0	0	28,000	28,000
Patrol Vehicles: Replacement	256,021	208,912	213,090	217,352	0	895,375
Replacement of 800MHz Radios	0	0	40,000	40,000	40,000	120,000
Radar Speed Sign Replacement	0	21,024	7,008	0	0	28,032
<b>Total</b>	<b>256,021</b>	<b>229,936</b>	<b>260,098</b>	<b>257,352</b>	<b>68,000</b>	<b>1,071,407</b>

## Continuous Project

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Replacement Police Patrol Vehicles

\$208,912 – 256,021  
Annually

This project represents the scheduled replacement of police patrol vehicles. One patrol vehicle is assigned to each police officer. Patrol vehicles are replaced at the end of their safe and serviceable lifespan, which is six years on average. Four vehicles are scheduled to be replaced in FY2027. Replacement radar units, in-car printers, emergency lighting, graphics, highway use tax, and upfitting labor are included in the replacement cost of vehicles. In order to achieve omnipresence, the police department uses the same make and model vehicle for its fleet. The estimated pricing in FY2028 and beyond reflects a 2% annual price increase over FY2027 contract pricing.

Vehicles have been purchased with debt service, when it makes financial sense, in order to spread the fiscal impact of vehicle purchases over several years. Contract pricing for the 2026 model year Ford Police Interceptor Utility vehicle has not been released, but only a minimal price increase is expected. The estimated pricing in this submission reflects a 2% price increase over FY 2025 pricing and a 3% annual unit cost increase is included in future year estimates. Debt service assumes a rate of 5% with three level annual payments, with the first annual payment deferred to the fiscal year following the vehicle purchase. We will continue to evaluate cash purchasing versus debt funding each year to determine the best approach given cash flow and other Town needs.

### **FY 2027-28**

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Fixed Radar Speed Sign Replacement

\$21,024  
Additional \$7,008 in 2029

The Police Department maintains seven fixed radar speed signs along Duck Road, which serve as highly effective educational tools for motorists. Six of the seven signs are solar powered. This project represents the scheduled replacement of fixed radar speed signs that have reached the end of their expected lifespan. It is recommended that three signs be replaced in FY2028, and a fourth sign be replaced in FY2029.



**FY 2028-29**

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Replacement of 800MHz Radios \$40,000  
Additional \$40,000 in 2030 and \$40,000 in 2031

Dare County operates an 800 MHz public safety radio system for all public safety agencies in Dare County. Individual agencies are responsible for providing end users with radio equipment. Currently, each police patrol vehicle is equipped with a mobile radio and each officer is assigned a portable radio. The current radios are approaching end of life and will need to be replaced in coming years. A phased replacement schedule over four years will lessen the fiscal impact.

The need for mobile radios in patrol vehicles will be eliminated by new portable radio technology that utilizes embedded cellular technology for signal redundancy when the radio network is disrupted by tower outages or poor signal quality. New radios will include voice activated AI technology to boost officer safety.

**FY 2030-31**

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Replacement of Ruggedized Laptop Computers \$28,000

Each police officer is issued a ruggedized laptop computer for in-vehicle use. Officers use laptop computers to receive computer aided dispatched calls for service, administer and upload in-car and body worn camera audio and video, access criminal justice databases, receive alerts from the Department's fixed and mobile automatic license plate recognition cameras, and to file reports and access information through the county-wide Motorola FLEX Command Center Software Suite. Ruggedized laptop computers are one the most critical pieces of equipment police officers are issued. Ruggedized laptop computers have an average lifespan of four years.

## Parks Element Projects



### Projects Funded:

The purchase of playground equipment, major upgrades to current park facilities, construction of new/expanded facilities (including boardwalk), and the acquisition of park land.

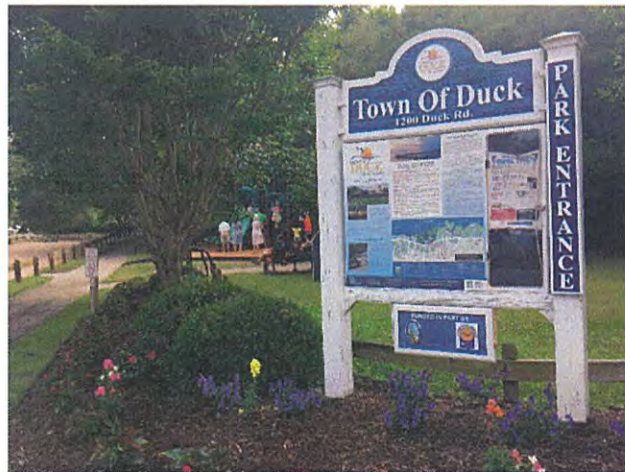
### Vision 2032 Principle:

Active, Engaged Community

### Vision 2032 Goal:

Aggressively maintain and improve current facilities to enhance the Duck experience

*Our parks resources, including the Town Park, Amphitheater, Soundside Boardwalk, and Playground all enhance the quality of the experience residents and visitors have in Duck Village.*



The table below shows each of the projects submitted for consideration in this year's CIP process and the estimated cost of the project in each fiscal year in the plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Parks						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Playground Equipment Replace/Expand	0	10,000	100,000	0	0	110,000
Town Park Irrigation System Replacement	10,000	10,000	10,000	0	0	30,000
Tractor	0	24,000	0	0	0	24,000
<b>Total</b>	<b>10,000</b>	<b>44,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>164,000</b>

**FY 2026-27**

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Town Park Irrigation System Replacement

\$10,000

Additional \$10,000 in two subsequent years

Over the next four years, this project will continue the replacement and upgrade of much of the current irrigation system. Aging underground lines will be replaced and new sprinkler heads added one section at a time. Replacing underground lines will prevent leaks and ensure the right size of piping for pressure to the sprinklers. The irrigation systems throughout the Town Park/Town Hall property are over 10 years old and were installed in a piecemeal fashion over time. The function of some sections is so poor that they have been turned off and are not currently in use. Some of the sprinkler heads have been covered by sediment. The current system has some sections on one timer that should be on another timer. Our irrigation contractor recommends upgrading and standardizing the current irrigation lines.

**FY 2027-28**

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Playground Equipment Replacement/Expansion

\$10,000

Additional \$100,000 in 2029

Most of the current playground equipment at the Town Park was erected in 2007 and is heavily used by the community. The existing playground equipment is nearing the end of its expected life and needs to be replaced to ensure safe use of the playground. The ramp into the playground has anchors showing through its base. There are rocks missing from the rock-climbing wall. The slide has some deep scratches that we have sanded down to keep smooth. Future expansion of the playground to accommodate greater use and more families will increase its value to the community. Grants will be sought to assist with funding this project.

Tractor

\$24,000

This project involves the purchasing of a subcompact tractor with loader bucket and box blade that would allow staff to better maintain parking lots and trails with the spreading and grading of stone and gravel. It would also be useful for various landscaping needs on Town property. A subcompact tractor would be small enough to maneuver on Duck Trail.



## Public Facilities Element Projects

### Projects Funded:

Construction of, additions to, or significant repairs of public buildings including Town Hall, the Public Safety Building, and other associated facilities.

### Vision 2032 Principle:

Responsive and Responsible Leadership

### Vision 2032 Goal:

Complete the plan for the renovation or reconstruction of the Public Safety Building.

*Our public buildings, including Town Hall, the Keller Meeting Hall, Maintenance Garage, and Public Safety Station, house critical Town functions and provide space for public gathering.*



The table below shows each of the projects submitted for consideration in this year's CIP process and the estimated cost of the project in each fiscal year in the plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Public Facilities						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Public Safety Building	13,767,000	0	0	0	0	13,767,000
Public Restroom	0	213,216	0	0	0	213,216
Boardwalk - Northern Extension (Phase 5)	0	120,000	1,087,000	0	0	1,207,000
Video Surveillance System	0	30,000	45,000	0	0	75,000
Public Facilities Repair/Maintenance/Improvement	0	50,000	8,000	0	0	58,000
<b>Total</b>	<b>13,767,000</b>	<b>413,216</b>	<b>1,140,000</b>	<b>0</b>	<b>0</b>	<b>15,320,216</b>



## **FY 2026-27**

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### Public Safety Building

\$13,767,000

This project remains a priority within the Town Council's three-to-five-year goals, as outlined in the 2032 Vision and the Comprehensive Land Use Plan. The current Public Safety Building, owned by the Duck Volunteer Fire Department, Inc., has reached the end of its useful life as a headquarters for a full-time Fire and Police Department. Originally built for a volunteer fire department, it has been retrofitted over time to support career staff with sleeping quarters, kitchen facilities, and other basic needs. While both departments have adapted, the building no longer adequately meets operational demands, and a modern, safe, and efficient facility is overdue. After initial space needs assessments, the Town issued a request for qualifications and selected an architectural firm to lead the design process. We are finalizing the needs study and will advance to construction drawings once the long-term site lease is secured. The project will involve either building a new facility or fully renovating and expanding the existing one. Grants will be sought to assist with construction costs and other funding will be through long-term borrowing.

## **FY 2027-28**

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### Public Restroom

\$213,216

This project will add an 8'x16' building on the east side of the maintenance garage and north of the playground at Town Park to create two 145 square foot ADA compliant unisex public restrooms. These additional restrooms would be open the same as the public restrooms at the Admin Building. Adding restrooms at the Town Park would benefit the public due to the proximity of the parking area and the playground. It would also reduce porta potty requirements for Jazz Fest. Grants are available to assist with funding this project.

### Boardwalk – Northern Extension (Phase 5)

\$120,000

Additional \$1,087,000 in 2029 for construction

This project involves the extension of the Town's existing soundside boardwalk to a northern terminus adjoining the former Resort Realty property. A connection to the Duck Village sidewalk and public amenities (such as an observation tower overlooking the Currituck Sound and living shoreline) could occur at the northern end of the project. To be constructed in partnership with Resort Realty, the extension will link the redeveloped Resort Realty site to other commercial areas along the boardwalk. This project will provide valuable pedestrian connections and an opportunity to highlight the living shoreline and educate the public about its importance. Substantial grants are available to assist with funding this project.



## Video Surveillance System

\$30,000

Additional \$45,000 in 2029

This project continues to bolster the use of video cameras and security technology at Town facilities and along Duck Road to enhance security for staff and visitors, and to allow for the live monitoring of traffic conditions. Further, this project moves all of the video and security technology to a single web-based software platform to allow viewing and access from all police patrol vehicles and staff working at the various Town facilities. With the understanding that video and security technology is a costly investment, this project lays out a phased implementation over several budget cycles.

In FY 2028, it is proposed that cameras be added to cover the remaining southern section of the boardwalk (\$30,000). In FY 2029, it is proposed that cameras be added to cover the northern section of the boardwalk (\$45,000).

## Public Facilities Repair/Maintenance/Improvement

\$40,000

Additional \$8,000 in 2029

**Town Hall/Meeting Hall/Gazebo Painting:** This project would involve repainting the exterior of the Town Hall and Meeting Hall buildings. The main buildings were last painted in 2018. The necessity of repainting should be evaluated in FY27 but actual painting could be deferred if the current paint is still in good condition. The gazebo was last painted in 2020 and should be evaluated for repainting as soon as FY29. The gazebo painting could be conducted by Facilities Maintenance staff. Shake siding on the west side second floor of Town Hall has become twisted and dried out and is in need of replacement.

**Stone Replenishment/Parking Lot Repairs:** This project would involve the installation and grading of new surface stone in the Town Hall and North parking lots. This portion of the project was funded in FY26. Both parking areas need to be evaluated to determine whether the sub-base or pervious parking grid surface needs replacement, either partially or in totality. Future costs could vary widely depending on the extent of the work needed.



## Streets and Highways Element Projects

### Projects Funded:

The expansion and significant maintenance of the Duck Trail, local costs for highway improvements, Pedestrian Plan implementation projects, and stormwater improvements associated with public roadways.

### Vision 2032 Principle:

Enhanced Movability

### Vision 2032 Goal:

Implement all facets of the Town of Duck Comprehensive Pedestrian Plan, including exploration of ongoing enhancements to pedestrian walkways, and analyze, investigate and plan the westside multi-use trail.

*Duck is a pedestrian-first community that is safe and easy to navigate by walking and cycling. Our multi-use trail, sidewalks, soundside boardwalk, and beach provide a variety of ways to explore and discover Duck. Collaboration with various organizations enables us to optimize our traffic flow in our unique seasonal environment.*



The table below shows each of the projects submitted for consideration in this year's CIP process and the estimated cost of the project in each fiscal year in the plan. Section 5 of this document contains detailed information regarding the proposed funding source for each individual project.

Streets and Highways						
Item/Project	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Duck Trail Repaving	75,000	140,000	145,000	150,000	0	510,000
Retaining Wall Replacement	25,000	32,000	0	0	0	57,000
Duck Road West Side Shared Use Trail	0	450,000	995,000	1,220,000	840,000	3,505,000
NC-12 Stormwater Management Improvements	130,000	0	0	0	0	130,000
<b>Total</b>	<b>230,000</b>	<b>622,000</b>	<b>1,140,000</b>	<b>1,370,000</b>	<b>840,000</b>	<b>4,072,000</b>



## Continuous Projects

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### Duck Trail Repaving

\$75,000 - \$150,000 per year

This project involves repaving portions of the Duck Trail with a concrete pathway on an annual basis. The repaving may include subgrade repairs and stormwater management improvements where needed. Portions of the Duck Trail are over twenty years old and need to be repaired and repaved due to general wear and tear, utility work, damage due to root intrusion, and stormwater management needs. The proposed project for FY27 involves replacing a section with stormwater ponding issues between Sound Sea Avenue to Sea Tern Drive. Solutions may include the use of permeable concrete. Future projects include replacement of pavement adjoining multiple neighborhoods in the northern area of Duck. New pavement will be concrete to wear better and last longer. With construction costs rising, modest annual increases are included.

### Retaining Wall Replacement

\$25,000 in FY 2026-27  
Additional \$32,000 in 2028

This project involves funding for the replacement of public retaining walls in poor condition along the Duck Trail/NC 12. The proposed project for FY27 involves replacement of an existing retaining wall near Canvasback Drive. The figure for the following year involves a variety of smaller projects. A staff-directed study evaluated 21 retaining walls along the Duck Trail/NC 12 to identify which are in disrepair and need replacement or removal. This replacement program is intended to improve public safety and Town liability by minimizing the likelihood of retaining wall failure. The replacement schedule prioritizes the retaining walls in the poorest condition.

## FY 2026-27

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### NC-12 Stormwater Management Improvements

\$130,000

This project involves the construction of improvements intended to address stormwater drainage issues along NC Highway 12 and the Duck Trail. The project includes stormwater drainage improvements near Wee Winks/Duck Church. The stormwater drainage system along NC Highway 12 in this area does not have a functional drainage outfall and backs up during storms, causing flooding in the roadway. Proposed drainage improvements will correct this situation.

## FY 2027-28

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### Duck Road West Side Shared Use Trail

\$450,000  
Additional \$3,055,000 in FY 2029, 2030, and 2031

This project involves the design and construction of a concrete bicycle/pedestrian pathway paralleling Duck Road and adjoining the west side neighborhoods south of Duck Village. Expenses in FY28 include more detailed design and engineering for project permitting and some utility relocation. Future construction costs are broken into four phases due to the large cost and allow for construction during the offseason. The proposed pedestrian and bicycle improvements will enhance the safety and



traveling experience for pedestrians and bicycle riders along this portion of the Duck Trail leading into Duck Village. This project is identified in the Town's adopted Comprehensive Pedestrian Plan and 2032 Vision. Grant funding should be available to assist with the costs of the construction.

### Section 3: Summary

The table below shows the total of the capital needs in each of the CIP elements supported by Town finances and the revenue sources proposed to support these needs. The grant revenue is explained in the applicable sections above. Interlocal funds are through sources such as Dare County who is contributing to the beach nourishment project. Town Funds are indicative of the need for current-year revenue-supported funding for some projects/purchases in each year. Section 4 of this document contains detailed information regarding the proposed funding source for each individual project.

The level of capital need reflected in this document necessitates the issuance of additional debt to meet these needs. In the table below, new debt service is shown as a total amount proposed in each fiscal year. Installment purchase financing is used primarily for debt issues that are shorter in term and/or for relatively small projects while bond debt is issued for longer-term, high-cost projects. Some bond issues cover multiple projects. For the purpose of the estimates shown, and due to the current economic climate, we have used an interest rate of 5% for installment finance and 5% for bond debt issues.

For police and other light vehicle replacement, and for other lease/purchase projects, we use a three-year term. This makes the first payment due the year after the purchase is made. For fire apparatus we use a ten-year term and a twenty-year term for the Public Safety Building. Increasing the length of the term for these issues would result in a lower annual payment, but a higher overall interest cost over the life of the borrowing.

Element Totals	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Environmental Protection	327,500	11,825,200	130,000	232,500	120,000	12,635,200
Fire	184,000	255,000	99,000	99,000	25,000	662,000
Police	256,021	229,936	260,098	257,352	68,000	1,071,407
Parks	10,000	44,000	110,000	0	0	164,000
Public Facilities	13,767,000	413,216	1,140,000	0	0	15,320,216
Streets and Highways	230,000	622,000	1,140,000	1,370,000	840,000	4,202,000
<b>Total</b>	<b>14,774,521</b>	<b>13,389,352</b>	<b>2,879,098</b>	<b>1,958,852</b>	<b>1,053,000</b>	<b>34,054,823</b>
Revenue Source Totals	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total
Grant	24,000	5,648,000	24,000	24,000	24,000	5,744,000
Interlocal	0	0	0	0	0	0
Town Funds	1,182,500	5,532,440	2,642,008	1,717,500	1,029,000	12,103,448
Debt Issued	13,568,021	2,208,912	213,090	217,352	0	16,207,375
<b>Total</b>	<b>14,774,521</b>	<b>13,389,352</b>	<b>2,879,098</b>	<b>1,958,852</b>	<b>1,053,000</b>	<b>34,054,823</b>

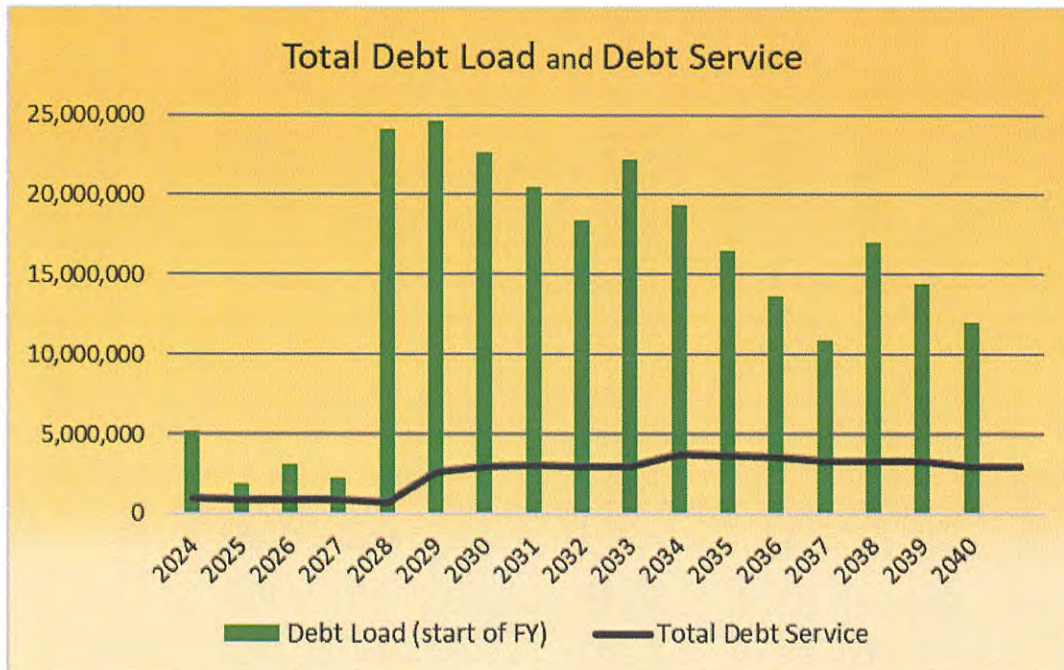
## Section 4: CIP Financial Impact Analysis on Town Finances

A key element of the CIP is the financial impact analysis that discusses the effects of capital spending on the Town's operation costs, debt capacity, and other important debt ratios. It is important to understand how capital spending affects these indicators because the Local Government Commission (LGC) and bond rating agencies use them to evaluate the Town's financial condition and to issue ratings. While not currently rated by Standard & Poor's or Moody's Investors Service, it is important for Duck to maintain ratios that show strong financial footing when doing any type of debt issuance. Other factors bond rating agencies consider when assessing a town's financial condition may include the community's wealth, tax base, sources of revenues, and the overall economy. The indicators discussed below do not reflect the inclusion of the short-term bond for beach nourishment that will be paid for using reimbursement funds from FEMA.

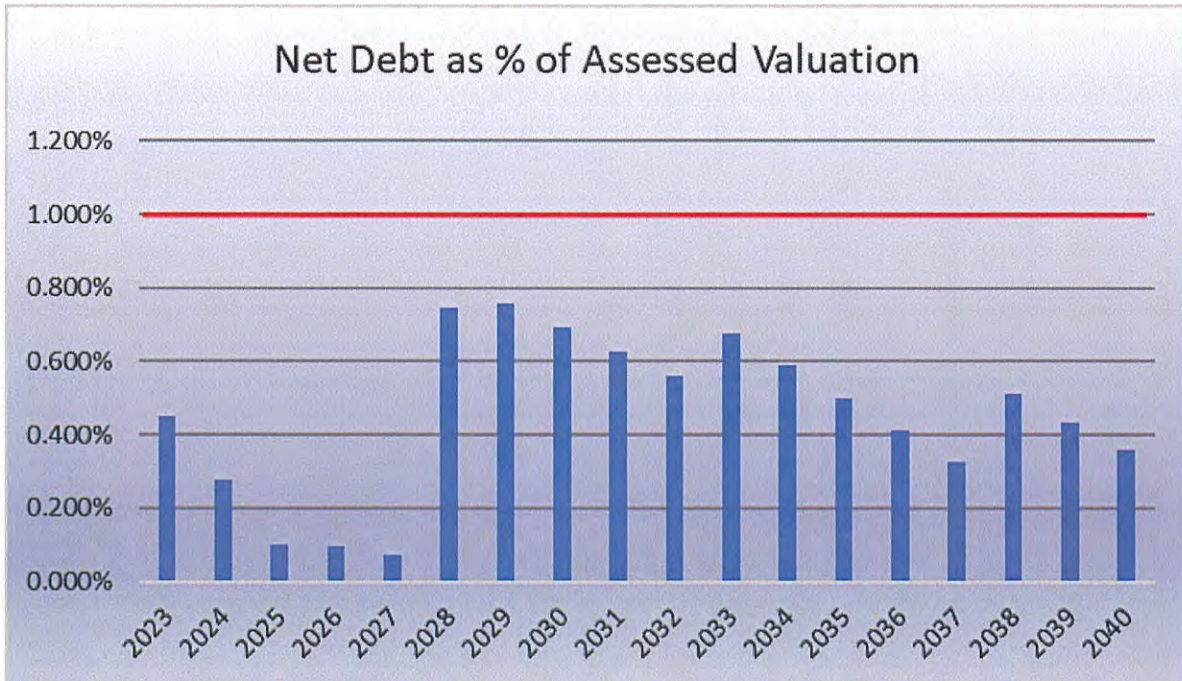
### Debt Ratios

The large costs associated with capital projects may require financing, which results in debt obligation for the Town. The LGC and bond rating agencies assess the Town's ability to incur and repay debt through various debt capacity ratios and indicators. The Town evaluates net debt as a percentage of total assessed value of taxable property, the aggregate ten-year principal payout ratio, and the ratio of debt service expenditures as a percent of total fund expenditures.

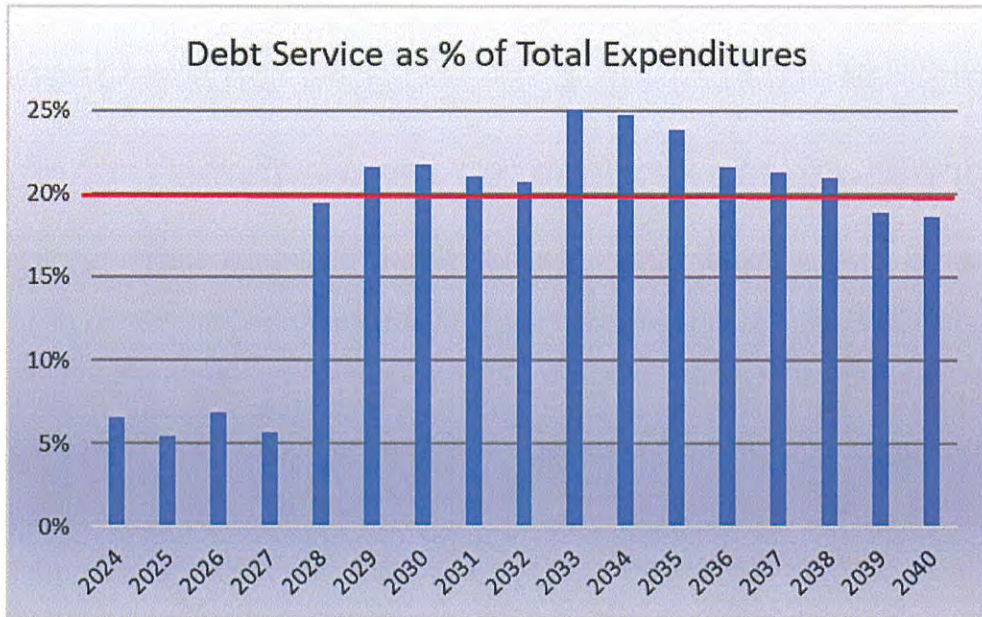
The chart below shows the total debt load (amount of principal outstanding) at the beginning of each fiscal year and the amount of debt service (principal and interest) due in that year for all outstanding debt.



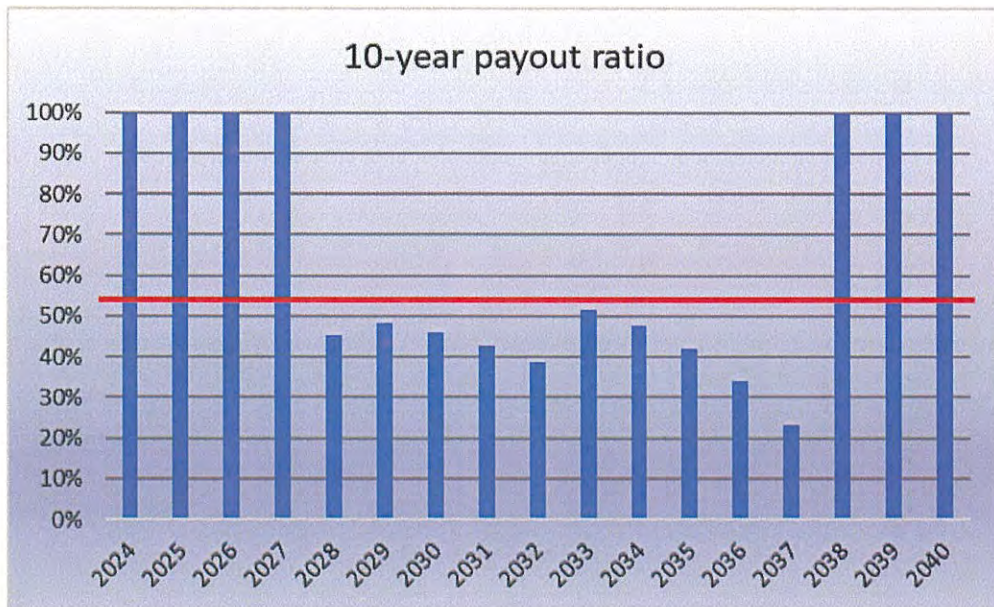
**Net debt per assessed valuation** is an important indicator because it considers the Town's largest revenue source and greatest means for repaying debt. This is a measure of debt capacity as well as debt burden. This ratio divides the Town's net debt by its total assessed value, where net debt is defined as all tax-supported debt. Town policy states that its net debt as a percentage of assessed valuation should not exceed 1.0%. Duck's expected debt-to-assessed valuation ratio for FY26-27 is 0.125%. Upcoming projects in the CIP will require additional debt financing and will increase the Town's ratio to a high of 0.586% by FY28-29. Duck's legal debt limit, based on the July 1, 2025 audited valuation is \$2,274,917. The CIP includes a maximum debt obligation of \$18,995,701 in FY28-29.



**Debt service as a percentage of total expenditures** measures annual debt service payments of non-self-supporting projects as a portion of the Town's expenditures. Debt service payments can become a large portion of a town's budget and should be monitored to ensure acceptable levels. Too much debt service may indicate excessive debt and fiscal strain. Bond rating agencies consider a net debt service between 15% and 20% to be high. A ratio below 5% indicates capacity for significant new debt. The Town's policy is to maintain a net debt service ratio of less than 20%. For FY26-27, the debt service ratio is 7.04% and reaches a high of 14.95% in FY29-30 following debt issuance for a new Public Safety Station, Ladder Truck, and Beach Nourishment. Absent significant changes to the CIP, the debt service ratio will remain between 10 and 15% for future years once the above referenced debt is issued.



**The 10-year payout ratio** measures the amount of principal being retired in the next ten years. As an indicator, it determines if debt is backloaded, which can cause concern for long-term financial stability. Duck has a policy that establishes a minimum ten-year payout ratio of 55%. The CIP includes the issuance of Special Obligation Bonds as well as new installment purchase financing. The new debt, particularly a 20-year borrowing for the Public Safety Station, Ladder Truck, and the next round of beach nourishment, brings the payout ratio down from a high of 100% in FY23-24 to a low of 9% in FY36-37. As shown on the chart below, the ratio falls below the target for several years if this plan is followed, so careful consideration of projects and resulting debt will be required as projects move closer to their beginning date.



**Pay-as-you-go financing** can help keep key debt ratios in an acceptable range by eliminating new debt obligations and annual debt service payments. The proposed CIP indicates differences from year to year in pay-as-you-go financing over the five-year period. This is due to the significant costs associated with some larger projects such as roads or a new fire station. If debt ratios begin to approach unacceptable ranges, delaying projects or using pay-as-you-go financing should be considered to keep the Town in good financial standing and reduce fiscal strain.

This table shows the demand on reserve funds, current (budgeted pay-go funds), and debt service (existing and new).

Cash Demand	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Spending
Reserve Funds	0	3,000,000	0	0	0	19,034,144
Current Funds	1,216,500	1,579,240	2,776,008	1,641,500	1,053,000	8,266,248
New Debt Service		2,497,176	2,570,295	2,644,877	2,576,261	10,288,609
Existing Debt Service	479,287	0	0	0	0	479,287
<b>Total</b>	<b>1,695,787</b>	<b>7,076,416</b>	<b>5,346,303</b>	<b>4,286,377</b>	<b>3,629,261</b>	<b>22,034,144</b>

## **Section 5: Project Funding Detail**

The following pages contain project funding details for the projects in each of the elements shown in the table above.

Environmental Protection							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
<b>Beach Renourishment</b>	<b>Total</b>	<b>200,000</b>	<b>11,645,200</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>11,945,200</b>
	Grant		5,624,000				5,624,000
	Interlocal						0
	Town Funds	200,000	4,021,200		100,000		4,321,200
	Debt Issued		2,000,000				2,000,000
<b>Beach Planting/ Sand Fencing</b>	<b>Total</b>	<b>112,500</b>	<b>75,000</b>	<b>115,000</b>	<b>117,500</b>	<b>120,000</b>	<b>540,000</b>
	Grant	24,000	24,000	24,000	24,000	24,000	120,000
	Interlocal						0
	Town Funds	88,500	51,000	91,000	93,500	96,000	420,000
	Debt Issued						0
<b>Sea Level Rise Analysis/Climate Adaptation Plan</b>	<b>Total</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,000</b>
	Grant						0
	Interlocal						0
	Town Funds		90,000				90,000
	Debt Issued						0
<b>Septic Health Initiative</b>	<b>Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>60,000</b>
	Grant						0
	Interlocal						0
	Town Funds	15,000	15,000	15,000	15,000		60,000
	Debt Issued						0
<b>Total</b>	<b>Total</b>	<b>327,500</b>	<b>11,825,200</b>	<b>130,000</b>	<b>232,500</b>	<b>120,000</b>	<b>12,635,200</b>
	Grant	24,000	5,648,000	24,000	24,000	24,000	5,744,000
	Interlocal	0	0	0	0	0	0
	Town Funds	303,500	4,177,200	106,000	208,500	96,000	4,891,200
	Debt Issued	0	2,000,000	0	0	0	2,000,000

<b>Fire</b>							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
<b>Fire/Rescue Boat and Infrastructure</b>	<b>Total</b>	<b>0</b>	<b>146,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146,000</b>
	Grant						0
	Interlocal						0
	Town Funds		146,000				146,000
	Debt Issued						0
<b>Replacement of SCBA (Airpacks)</b>	<b>Total</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>225,000</b>
	Grant						0
	Interlocal						0
	Town Funds		75,000	75,000	75,000		225,000
	Debt Issued						0
<b>Replacement of Turnout Gear</b>	<b>Total</b>	<b>22,000</b>	<b>22,000</b>	<b>24,000</b>	<b>24,000</b>	<b>25,000</b>	<b>117,000</b>
	Grant						0
	Interlocal						0
	Town Funds	22,000	22,000	24,000	24,000	25,000	117,000
	Debt Issued						0
<b>Hose, Nozzles, and Appliances</b>	<b>Total</b>	<b>12,000</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,000</b>
	Grant						0
	Interlocal						0
	Town Funds	12,000	12,000				24,000
	Debt Issued						0
<b>Command Vehicle Replacement</b>	<b>Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
	Grant						0
	Interlocal						0
	Town Funds						0
	Debt Issued	150,000					150,000
<b>Total</b>	<b>Total</b>	<b>184,000</b>	<b>255,000</b>	<b>99,000</b>	<b>99,000</b>	<b>25,000</b>	<b>662,000</b>
	Grant	0	0	0	0	0	0
	Interlocal	0	0	0	0	0	0
	Town Funds	34,000	255,000	99,000	99,000	25,000	512,000
	Debt Issued	150,000	0	0	0	0	150,000

<b>Police</b>							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
<b>Replacement of Ruggedized Laptop Computers</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,000</b>	<b>28,000</b>
	Grant						0
	Interlocal						0
	Town Funds					28,000	28,000
	Debt Issued						0
<b>Patrol Vehicles: Replacement</b>	<b>Total</b>	<b>256,021</b>	<b>208,912</b>	<b>213,090</b>	<b>217,352</b>	<b>0</b>	<b>895,375</b>
	Grant						0
	Interlocal						0
	Town Funds						0
	Debt Issued	256,021	208,912	213,090	217,352		895,375
<b>Replacement of 800MHz Radios</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>120,000</b>
	Grant						0
	Interlocal						0
	Town Funds			40,000	40,000	40,000	120,000
	Debt Issued						0
<b>Radar Speed Sign Replacement</b>	<b>Total</b>	<b>0</b>	<b>21,024</b>	<b>7,008</b>	<b>0</b>	<b>0</b>	<b>28,032</b>
	Grant						0
	Interlocal						0
	Town Funds		21,024	7,008			28,032
	Debt Issued						0
<b>Total</b>	<b>Total</b>	<b>256,021</b>	<b>229,936</b>	<b>260,098</b>	<b>257,352</b>	<b>68,000</b>	<b>1,071,407</b>
	Grant	0	0	0	0	0	0
	Interlocal	0	0	0	0	0	0
	Town Funds	0	21,024	47,008	40,000	68,000	176,032
	Debt Issued	256,021	208,912	213,090	217,352	0	895,375

Parks							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
<b>Playground Equipment Replace/Expand</b>	<b>Total</b>	<b>0</b>	<b>10,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>110,000</b>
	Grant						0
	Interlocal						0
	Town Funds		10,000	100,000			110,000
	Debt Issued						0
<b>Town Park Irrigation System Replacement</b>	<b>Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
	Grant						0
	Interlocal						0
	Town Funds	10,000	10,000	10,000			30,000
	Debt Issued						0
<b>Tractor</b>	<b>Total</b>	<b>0</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,000</b>
	Grant						0
	Interlocal						0
	Town Funds		24,000				24,000
	Debt Issued						0
<b>Total</b>	<b>Total</b>	<b>10,000</b>	<b>44,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>164,000</b>
	Grant	0	0	0	0	0	0
	Interlocal	0	0	0	0	0	0
	Town Funds	10,000	44,000	110,000	0	0	164,000
	Debt Issued	0	0	0	0	0	0

<b>Public Facilities</b>							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
<b>Public Safety Building</b>	<b>Total</b>	<b>13,767,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,767,000</b>
	Grant						0
	Interlocal						0
	Town Funds	605,000					605,000
	Debt Issued	13,162,000					13,162,000
<b>Public Restroom</b>	<b>Total</b>	<b>0</b>	<b>213,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>213,216</b>
	Grant						0
	Interlocal						0
	Town Funds		213,216				213,216
	Debt Issued						0
<b>Boardwalk - Northern Extension (Phase 5)</b>	<b>Total</b>	<b>0</b>	<b>120,000</b>	<b>1,087,000</b>	<b>0</b>	<b>0</b>	<b>1,207,000</b>
	Grant						0
	Interlocal						0
	Town Funds		120,000	1,087,000			1,207,000
	Debt Issued						0
<b>Video Surveillance System</b>	<b>Total</b>	<b>0</b>	<b>30,000</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
	Grant						0
	Interlocal						0
	Town Funds		30,000	45,000			75,000
	Debt Issued						0
<b>Public Facilities Repair/Maintenance/Improvement</b>	<b>Total</b>	<b>0</b>	<b>50,000</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>58,000</b>
	Grant						0
	Interlocal						0
	Town Funds		50,000	8,000			58,000
	Debt Issued						0
<b>Total</b>	<b>Total</b>	<b>13,767,000</b>	<b>413,216</b>	<b>1,140,000</b>	<b>0</b>	<b>0</b>	<b>15,320,216</b>
	Grant	0	0	0	0	0	0
	Interlocal	0	0	0	0	0	0
	Town Funds	605,000	413,216	1,140,000	0	0	2,158,216
	Debt Issued	13,162,000	0	0	0	0	13,162,000

<b>Streets and Highways</b>							
Item/Project		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
Duck Trail Repaving	<b>Total</b>	75,000	140,000	145,000	150,000	0	510,000
	Grant						0
	Interlocal						0
	Town Funds	75,000	140,000	145,000	150,000		510,000
	Debt Issued						0
Retaining Wall Replacement	<b>Total</b>	25,000	32,000	0	0	0	57,000
	Grant						0
	Interlocal						0
	Town Funds	25,000	32,000				57,000
	Debt Issued						0
Duck Road West Side Shared Use Trail	<b>Total</b>	0	450,000	995,000	1,220,000	840,000	3,505,000
	Grant						0
	Interlocal						0
	Town Funds		450,000	995,000	1,220,000	840,000	3,505,000
	Debt Issued						0
NC -12 Stormwater Management Improvements	<b>Total</b>	130,000	0	0	0	0	130,000
	Grant						0
	Interlocal						0
	Town Funds	130,000					130,000
	Debt Issued						0
<b>Total</b>	<b>Total</b>	<b>230,000</b>	<b>622,000</b>	<b>1,140,000</b>	<b>1,370,000</b>	<b>840,000</b>	<b>4,202,000</b>
	Grant	0	0	0	0	0	0
	Interlocal	0	0	0	0	0	0
	Town Funds	230,000	622,000	1,140,000	1,370,000	840,000	4,202,000
	Debt Issued	0	0	0	0	0	0

## Appendix A

### THE 2032 VISION

In 2032, the Town of Duck, North Carolina, is a thriving coastal community. We respect and value our delicate, yet dynamic barrier island environment -- clean waters and beaches, maritime forests, wetlands, and dunescapes. Residents and visitors alike are drawn to neighborhoods that reflect our small-town atmosphere. Our village is a source of pride, offering diverse experiences by way of a cohesive and eclectic mix of independent businesses, shops, and restaurants. At the hub of our community is the Town Hall and Park, where we interact, share ideas, and build connections. Duck's vitality, founded on grassroots engagement, encourages meaningful participation from all of its stakeholders. Long-term financial stability, sustainable services, measured growth and a focus on quality of life distinguish Duck as a preeminent destination for everyone.

### THE SIX UNIFYING PRINCIPLES

Duck is a community that expresses its beliefs in certain unifying principles:

#### DUCK AND OUR VILLAGE



Our residential neighborhoods and Duck Village connect to form the fabric of our community. Our collection of small shops, restaurants, offices, parks and boardwalks combine to shape the Duck experience. The development of the Village has a coastal residential style and scale and its continuity creates an energetic and walkable experience. Our quality of life is enhanced through innovative solutions that protect and preserve the Village's unique character and environment.

#### ENHANCED MOVABILITY



Duck is a pedestrian-first community that is safe and easy to navigate by walking and cycling. Our multi-use trail, sidewalks, soundside boardwalk, and beach provide a variety of ways to explore and discover Duck. Collaboration with various organizations enables us to optimize our traffic flow in our unique seasonal environment.

#### ENVIRONMENTAL STEWARDSHIP



There is a conscious respect for Duck's fragile and extraordinary environment. We protect and preserve opportunities for our residents and visitors to enjoy our ocean, sound, and natural coastal habitats. We value our pristine, safe, uninterrupted beaches, which are our most valuable asset. Our resilience and adaptability, guided by environmental awareness and forward-thinking, ensure our sustainability as a community.

### **ACTIVE, ENGAGED COMMUNITY**



Duck is built on participation. We are an inclusive community that welcomes and embraces the diversity, talents, and expertise of all of our stakeholders. Pride and ownership are felt by all who live, work, and visit here. People feel connected by a shared motivation to preserve the unique nature of this special place.

### **VIBRANT, THRIVING BUSINESS COMMUNITY**



The business community plays an essential role in creating the Duck experience. A high level of collaboration and coordination ensures that we have a vibrant Town where each and every individual can enjoy the recreation, arts, music, shopping, dining, and lodging unique to Duck.

### **RESPONSIVE AND RESPONSIBLE LEADERSHIP**



Duck maintains a responsive and responsible government. Council, Staff, and the community work together to offer high-quality services intended to add value to the entire Town. We have an educated, experienced and motivated staff empowered to execute the Town's objectives. Duck is an innovative and respected leader within the Outer Banks region and its solutions are frequently emulated by others. Continuity of leadership preserves our established values and vision.

## **THREE TO FIVE-YEAR GOALS**

The goals listed on the following pages were established in 2022 during the Vision 2032 process and are each tied to one of the unifying principles. The goals shown with a red number are new goals as compared to those shown in the Vision 2027 goals list.

Duck and Our Village	
1	Continue to partner with and support the business community including increasing the exposure and accessibility of all businesses
	<ul style="list-style-type: none"> <li>Facilitate conversations about issues merchants encounter</li> </ul>
2	Explore more town parking through land purchase(s), use of the park, and/or ratios in development
	<ul style="list-style-type: none"> <li>Population is growing</li> <li>Be ready to seize opportunities</li> </ul>
3	Review land use regulations to ensure they compel adherence to the style and scale we have in place and steer away from development that would detract from the current state
	<ul style="list-style-type: none"> <li>Review situations in which clarification was needed for updates</li> <li>Include follow up process to ensure compliance on what we approve</li> <li>Consider whether Planning Board should have multiple reviews where changes occur</li> <li>Include ongoing review of issues identified during development</li> </ul>

Enhanced Movability	
1	Finalize the last section of the boardwalk by connecting to the property at 1248 Duck Road
2	Continue to advocate for traffic improvements including the construction of the Mid-Currituck Bridge and enhance public understanding of traffic issues <ul style="list-style-type: none"> <li>· Enhance public knowledge regarding the volume of traffic passing through Duck each day</li> <li>· Make data accessible to improve understanding of the issues (i.e. volume, traffic studies, etc.)</li> <li>· Include information about the BRIC project and what it will improve</li> </ul>
3	Implement all facets of the Town of Duck Comprehensive Pedestrian Plan, including exploration of ongoing enhancements to pedestrian walkways
4	Analyze, investigate and plan the westside multi-use trail

Environmental Stewardship	
1	Continue the ongoing Town of Duck Beach Nourishment Project and continue efforts to monitor other areas of the Town to identify possible future projects
2	Evaluate and implement stormwater improvements <ul style="list-style-type: none"> <li>Investigate mitigation of stormwater issues in neighborhoods</li> <li>Stormwater management needs to move into the neighborhoods; many are private roads and neighborhoods don't always know how to address the issue; need to partner with the neighborhoods to provide assistance</li> </ul>
3	Stay abreast of climate change impacts and vulnerability and educate our community as appropriate <ul style="list-style-type: none"> <li>Effect of sea level rise and impact</li> <li>Monitor impact and determine role in working with citizens</li> </ul>
4	Plan for and construct living shoreline and shoreline protection on sound frontage <ul style="list-style-type: none"> <li>Address soundside erosion</li> </ul>
















Active, Engaged Community	
1	Continue to implement thoughtful strategies designed to engage Town stakeholders
	<ul style="list-style-type: none"> <li>· Foster community participation with ongoing events including shoulder and off-season experiences</li> <li>· Leverage technology to maintain a high level of communication and inclusion</li> <li>· Enhance our network of volunteers and ensure continuity</li> <li>· Learn more about seasonal stakeholders</li> <li>· Create structured but relaxed opportunities for staff, council, and stakeholders to come together to share information and ideas</li> </ul>
2	Develop a strong relationship between the property managers and the Town
	<ul style="list-style-type: none"> <li>· Ensure that there is a strong awareness of public safety interface</li> <li>· Ensure that appropriate information is shared with visitors</li> </ul>
3	Aggressively maintain and improve current facilities to enhance the Duck experience
	<ul style="list-style-type: none"> <li>· Consider additional restrooms, to include assessment of need, impact, and feasibility</li> </ul>
4	Improve trash pick-up in Duck to minimize the amount of the time that trashcans are on the street and to eliminate overflow
	<ul style="list-style-type: none"> <li>· Resolve issues with the performance of the vendor</li> <li>· Explore/consider going to a roll in, roll out system</li> <li>· Work with homeowners and property managers as required</li> </ul>

**Vibrant, Thriving Business Community**

1	Foster collaboration with businesses to enhance beautification and to maintain their facilities
2	Maintain and enhance our events and help the businesses connect with them
3	Explore workforce housing options to support the business community

Responsive and Responsible Leadership	
1	Continue the 5 Year Financial Plan to optimize our resources
	<ul style="list-style-type: none"> <li>· Address human resources, infrastructure, fund balance, revenues, demographics, future circumstances and capacity</li> <li>· Develop a fiscal plan that sets a tax rate designed to reasonably fund projects and services and reflects the desire for flat/slow tax growth</li> <li>· Work to get the most value for our tax dollars and communicate these decisions to all stakeholders</li> <li>· Evaluate outcomes, both qualitatively and quantitatively (performance management)</li> </ul>
2	Complete plan for the renovation or reconstruction of the public safety building
	<ul style="list-style-type: none"> <li>· Establish connections and relationships with Army Corps of Engineers</li> <li>· Continue efforts to establish a long-term lease</li> <li>· Focus on vision and take a long term view</li> <li>· May need a different approach to establish the public safety building</li> </ul>
3	Explore ongoing beach management including strategies, ordinances, access, tents, and driving
4	Explore and understand demographic changes occurring in Duck and use them to shape policy
5	Provide opportunities for elected leaders and appointed board members to learn about their roles and best practices

## Appendix B Fiscal Year 2026-27 Town Council Goals

Weighted tally of "votes" assigning a numerical value of 3 to "stars"						
	Monica	Sandy	Kevin	Bren	Marc	Total
 Aggressively pursue public safety building solutions	3	3	1	3		10
 Prioritize the design and construction of West Side Duck Trail improvements	1		3	1	1	6
 Support efforts for soundside stabilization to mitigate erosion and improve water quality	1		1	1	3	6
 Replace playground equipment	1	1	2	1		5
 Maintain Town infrastructure	1	1		1	1	4
 Review and update Zoning Ordinances		1	1		1	3
 Review and approve plans for the use of the Herron Property		1			1	2
 Pursue and implement stormwater management plans				1	1	2
 Maintain and grow the fund balance with little or no tax increase		1		1		2
 Increase engagement with businesses and all property owners	1		1			2
 Comprehensively review the interaction of e-bikes and Duck Trail					1	1
 Maintain commitment to the Dare Housing Foundation toward finding solutions to the workforce housing issue	1					1
 Explore creative solutions for code enforcement duties/continue enforcement of SUPs		1				1
 Investigate more parking and restrooms in the Town Park						0
 Continue to monitor traffic information and review the impact of LSVs						0

Monica	Sandy	Kevin	Bren	Marc
9	9	9	9	9

Unifying Principals Icons	
Duck and Our Village	
Environmental Stewardship	
Enhanced Mobility	
Thriving Business Community	
Active Engaged Community	
Responsive and Responsible Leadership	



## Fiscal Year 2026-27 Draft Budget

This document contains information related to the preparation of the Fiscal Year 2026-27 Budget for the Town of Duck. A more in-depth presentation of this information was made to the Town Council at their meeting on April 15, 2026 during which staff asked for guidance relative to Council priorities in order to prepare a balanced budget for presentation at a Public Hearing on May 6, 2026.

Revenue is estimated based upon trends and economic conditions, and expenditures are estimated based upon fixed costs, personnel costs, capital projects, and purchases following the draft Capital Improvement Plan. After some significant (\$1.2 million) initial reductions, and further changes during the conversation with Town Council, the draft budget is balanced and includes **no increase in the property tax rate**.

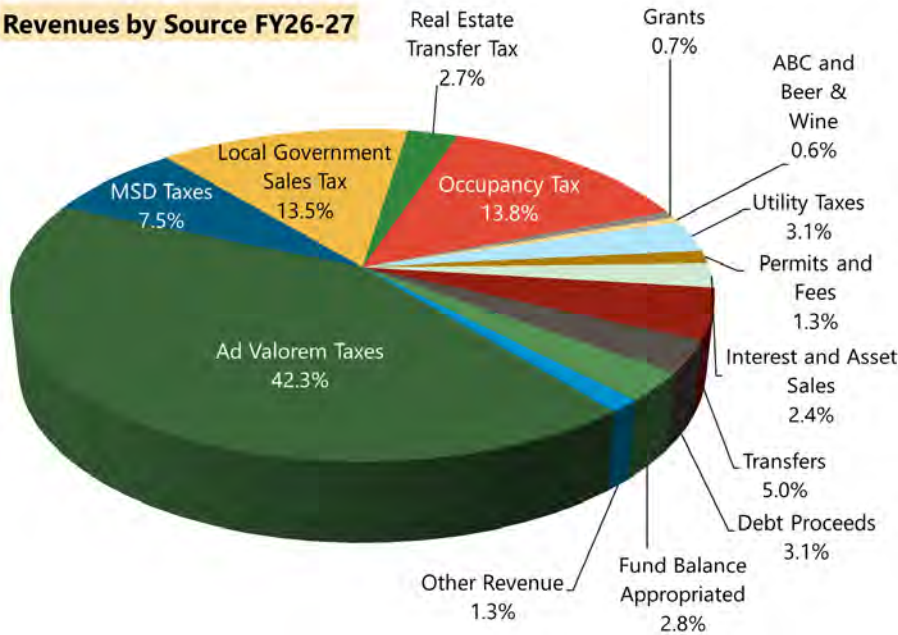
### Revenue Summary

The table below shows revenue from different sources in our budget and includes a full-year actual revenue, the current fiscal year budget, the initial budget request, and the current draft budget for FY 2026-27.

Revenues by Source						
Source	FY24-25 Actual	FY25-26 Budget	FY26-27 Request	FY26-27 Recommend	Variance v. CY	% Change
Ad Valorem Taxes	4,811,438	5,566,115	5,803,023	5,803,023	236,908	4.3%
MSD Taxes	1,026,820	1,024,119	1,029,445	1,029,445	5,327	0.5%
Local Government Sales Tax	2,112,138	1,800,000	1,850,000	1,850,000	50,000	2.8%
Real Estate Transfer Tax	501,391	375,000	375,000	375,000	0	0.0%
Occupancy Tax	2,032,307	1,900,000	1,900,000	1,900,000	0	0.0%
Grants	59,710	196,986	94,822	94,822	(102,164)	-51.9%
ABC and Beer & Wine	79,160	93,000	78,000	78,000	(15,000)	-16.1%
Utility Taxes	495,502	420,000	420,000	420,000	0	0.0%
Permits and Fees	197,705	177,000	177,000	177,000	0	0.0%
Interest and Asset Sales	437,702	325,000	327,000	327,000	2,000	0.6%
Transfers	557,159	905,525	679,287	679,287	(226,238)	-25.0%
Debt Proceeds	2,000,000	0	426,209	426,209	426,209	
Fund Balance Appropriated	0	2,790,946	0	389,292	(2,401,654)	-86.1%
Other Revenue	206,831	264,085	173,300	173,300	(90,785)	-34.4%
<b>Total</b>	<b>14,517,864</b>	<b>15,837,776</b>	<b>13,333,087</b>	<b>13,722,379</b>	<b>(2,115,397)</b>	<b>-13.4%</b>

Of note in terms of changes from the FY 2025-26 budget are decreases in transfers from the Beach Nourishment fund and the reduction in Fund Balance appropriated. Fund Balance was used in FY 2025-26 for the Town Park shoreline project, for purchase orders carried over from the prior fiscal year, and a realignment of the Ocean Rescue contract to a new calendar year term.

## Revenues by Source FY26-27



The other revenues shown above fell short of initially expressed budget needs. Even after significant reductions, we still had a revenue shortfall that was addressed by appropriating a small amount of Fund Balance for some needed capital projects. We remain aware of and seek any other sources of revenue, whether through grants or other sources, as deemed appropriate. In FY 2026-27 we anticipate that 49.8% of revenue will derive from the Ad Valorem and MSD tax levies.

## Expenditure Summary

Expenditures are broken down into fifteen functional departments and two other expenditure groupings to account for transfers and contingency. These departments are identified as follows:

- **Governing Body:** Expenses related to the Town Council and all Property and Liability Insurance premiums.
- **Administration:** Expenses related to the general administration and management of the Town.
- **Finance and Human Resources:** Expenses for financial services such as financial statement preparation, preparation of the annual audit, and other related services provided by outside professionals. This department also contains the amount paid to Dare County to collect our tax revenue. Also, expenditures related to employee engagement, tuition reimbursement, and other Human Resources related expenses.
- **Legal:** Expenses related to the services of the Town's contracted attorney.
- **Information Technology:** Expenses for our contracted IT support, licenses, subscriptions, etc. for our Information Technology infrastructure. Also included this year are costs related to a grant match for security upgrades and a cyber attack response plan.
- **Police:** Expenses related to the Duck Police Department. Included this year are a replacement speed sign and the scheduled replacement of three police vehicles.
- **Fire:** Expenses for the operation of the Duck Fire Department and include a new full-time Fire Marshal position as explained in the Personnel section of the draft budget document. It also includes the replacement of two command vehicles, new debt service for a replacement ladder truck, and planned replacement of turn out gear, hose, and nozzles.
- **Ocean Rescue:** Expenses, directly to a contractor, to provide ocean rescue services on the beach in Duck.
- **Communications & Special Events:** Expenses for communication platforms, graphic design, and the production of on-line and print communication materials. Also, expenses related to the conduct of special events, such as Jazz Festival, 4<sup>th</sup> of July, etc. and advertising and marketing for these events and the Town of Duck in general.
- **Community Development:** Expenses related to planning, code enforcement, grant writing, and the Planning Board.

- **Inspections:** Expenses related to our enforcement of the NC Building Code including the issuance of permits and inspections to ensure Code compliance.
- **Public Facilities:** This department accounts for expenses related to the maintenance of our buildings, playground, park, boardwalk and others with the exception of sidewalks/Duck Trail which are accounted for in the Streets & Highways department. Projects for FY 26-27 include replacing a portion of the irrigation system in the Town Park, and other more routine repairs and upgrades.
- **Streets & Highways:** While we own no streets, this department accounts for expenses related to the maintenance of Duck Trail, sidewalks, crosswalks (including lights), and for projects related to improving this infrastructure.
- **Sanitation:** Expenses, paid to our contractors, for the collection of trash and recycling.
- **Environmental Protection:** Expenses related to beach nourishment, beach grass planting, and soundside shoreline protection.
- **Transfers:** Transfers to the Beach Nourishment Capital Project fund.
- **Contingency:** A small percentage (1%) of budgeted expenditures (after subtracting debt service and capital) to allow for unexpected expenditures during the year.

This table shows each of the fifteen departments and two additional lines, for transfers and contingency, and provides actual expenditures for the one prior complete fiscal year, the current year's budget, the revised initial budget request, and the FY 2026-27 recommended budget. The large decrease in expenditures is driven by non-recurring items such as the purchase of a ladder truck and the completion of the Town Park shoreline project in FY 25-26.

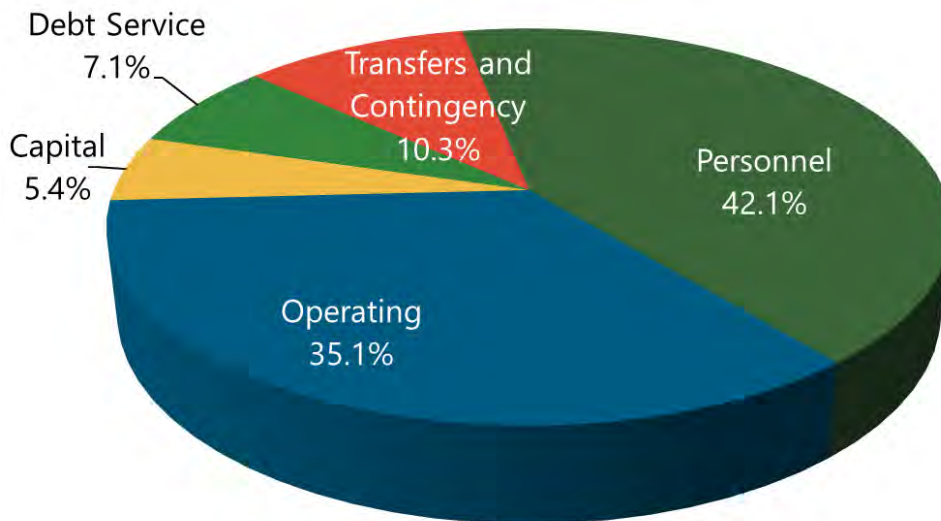
Expenditures by Department						
Department Expenditures	FY24-25 Actual	FY25-26 Budget	FY26-27 Request	FY26-27 Recommend	Variance v. CY	% Change
Governing Body	155,218	177,124	184,181	184,181	7,057	3.98%
Administration	427,681	460,329	496,886	496,886	36,557	7.94%
Finance & Human Resources	241,482	260,127	313,981	288,981	28,854	11.09%
Legal	64,544	91,720	66,720	66,720	(25,000)	-27.26%
Information Technology	158,674	186,706	256,068	206,068	19,361	10.37%
Police	2,294,133	2,508,602	2,846,380	2,839,380	330,777	13.19%
Fire	2,026,202	3,855,765	2,643,648	2,643,648	(1,212,116)	-31.44%
Ocean Rescue	764,283	1,037,795	792,290	792,290	(245,505)	-23.66%
Communications & Special Events	506,419	539,206	585,708	585,708	46,503	8.62%
Community Development	394,939	400,271	499,380	499,380	99,109	24.76%
Inspections	235,778	270,627	291,931	291,931	21,304	7.87%
Public Facilities	2,739,843	948,819	768,150	637,350	(311,469)	-32.83%
Streets & Highways	211,464	517,751	336,938	336,938	(180,813)	-34.92%
Sanitation	1,445,702	1,501,220	1,531,264	1,531,264	30,045	2.00%
Environmental Protection	3,116,104	1,699,165	910,787	910,787	(788,378)	-46.40%
Transfers	1,440,631	1,305,655	1,309,867	1,309,867	4,212	0.32%
Contingency	0	76,894	101,000	101,001	24,107	31.35%
<b>Total</b>	<b>16,223,098</b>	<b>15,837,775</b>	<b>13,935,178</b>	<b>13,722,379</b>	<b>(2,115,396)</b>	<b>-13.4%</b>

In order to have a clearer picture of how funds are used, we look at types of expenditures that are common across operational departments.

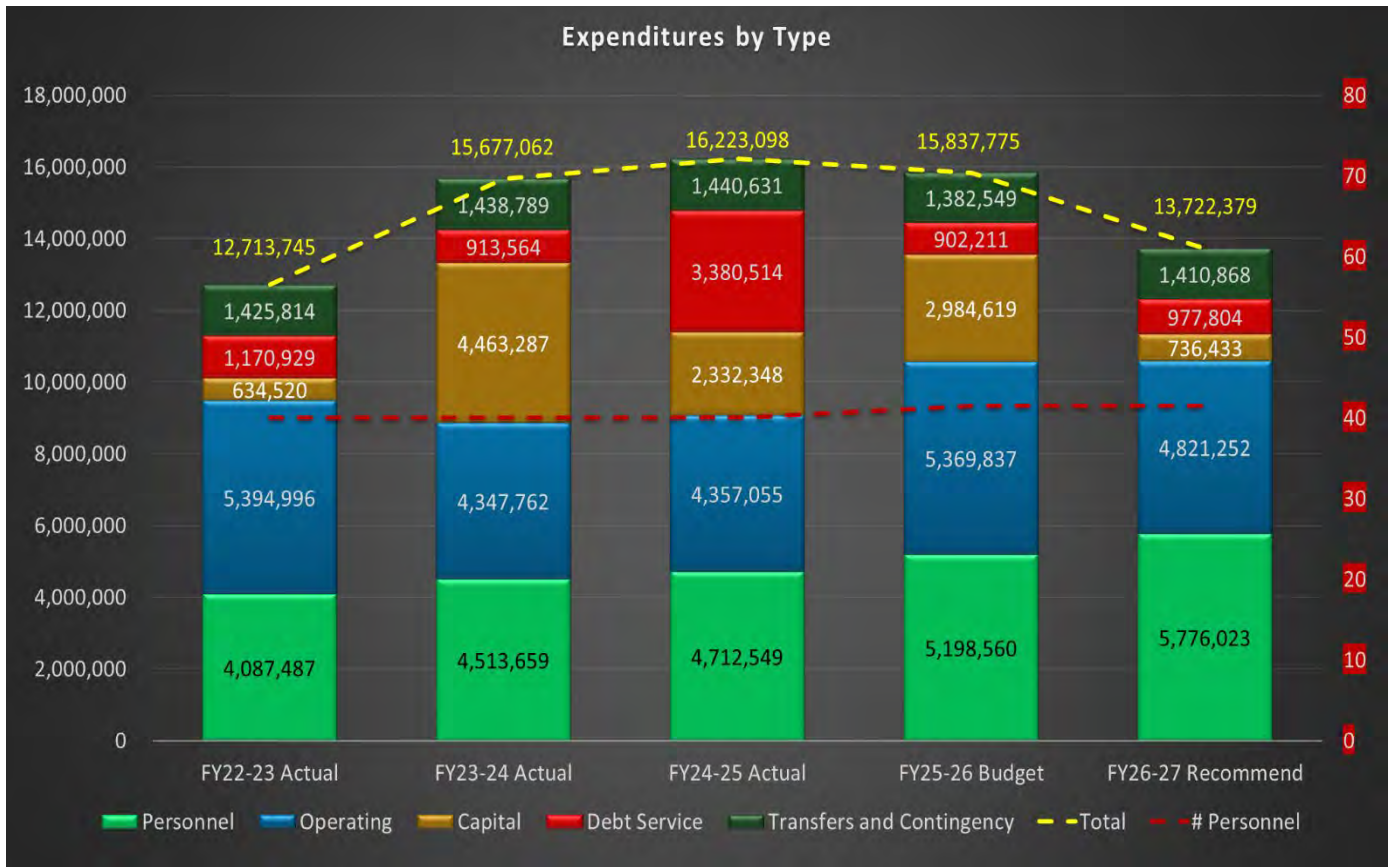
Expenditures by Type						
Type	FY24-25 Actual	FY25-26 Budget	FY26-27 Request	FY26-27 Recommend	Variance v. CY	% Change
Personnel	4,712,549	5,198,560	5,776,023	5,776,023	577,463	11.1%
Operating	4,357,055	5,369,837	4,821,252	4,821,252	(548,585)	-10.2%
Capital	2,332,348	2,984,619	736,433	736,433	(2,248,186)	-75.3%
Debt Service	3,380,514	902,211	977,804	977,804	75,593	8.4%
Transfers and Contingency	1,440,631	1,382,549	1,410,867	1,410,868	28,319	2.0%
<b>Total</b>	<b>16,223,098</b>	<b>15,837,775</b>	<b>13,722,378</b>	<b>13,722,379</b>	<b>(2,115,396)</b>	<b>-13.4%</b>

- **Personnel** – accounts for salaries, overtime, FICA, retirement, 401k, medical insurance, and workers’ compensation insurance. Of note is a proposed 5% merit increase pool based upon outcomes in annual performance evaluations.
- **Operating** – accounts for all expenses for contracted services, professional services, supplies and materials, and small item purchases.
- **Capital** – accounts for large capital purchases (greater than \$5,000) and small “capital” purchases that, while they do not meet our \$5,000 capitalization threshold, are items we like to capture in a separate category due to their one-time nature for a specific purpose.
- **Debt Service** – accounts for principal and interest on outstanding debt issued by the Town.
- **Transfers and Contingency** – transfer of MSD tax revenue to the Beach Fund and a small Contingency amount for unexpected expenditures.

**Expenditures by Type FY26-27**



This graph shows the trend in expenditures by type over the past several years. Of note is that the “capital” portion of what is shown in FY 2023-24 contains just over \$4.5 million for the partially grant-funded Highway 12 elevation project, \$2 million in FY 2024-25 for the Herron property, and \$1.7 million in FY 2025-26 for the purchase of a ladder truck.



This graphic shows how each dollar of revenue is budgeted. Public Safety (Police and Fire) will remain one of our largest expenses due to how personnel-intensive they are. Environmental Protection includes annual debt service payments for Beach Nourishment.



**AGENDA:****June 3, 2026****Regular Meeting****ITEM #8A:**

New Business

- A. Discussion/Consideration of Approving a Contract with Game Time c/o Cunningham Recreation in the Amount of \$91,910.83 for the Purchase and Installation of Playground Equipment at the Duck Town Park

**RECOMMENDED ACTION:**

- Approve the Contract with Game Time c/o Cunningham Recreation

**SUMMARY OF INFORMATION:**

The Town of Duck's existing playground equipment, installed in 2011, has served the community well for more than fifteen years. As the equipment continues to age, staff pursued replacement options to further enhance the Town's commitment to safe, inclusive, and engaging recreational amenities. Following research into regional playground vendors, staff solicited conceptual designs and pricing proposals from qualified companies. On May 12, 2026, the Parks and Recreation Advisory Committee reviewed multiple proposals for aesthetics, accessibility, inclusiveness, durability, and safety before recommending the playground option presented by GameTime c/o Cunningham Recreation. Based on the Committee's recommendation and staff review, staff recommends the Town Council authorize the purchase of replacement playground equipment from GameTime c/o Cunningham Recreation.

**ATTACHMENTS:**

- Memorandum regarding the Purchase and Replacement of Playground Equipment
- Proposal from Game Time c/o Cunningham Recreation



## MEMORANDUM

TO: Drew Havens, Town Manager

CC: Connor Winstead, Assistant Town Manager

FROM: Jim Gould, Community Planner

DATE: June 3, 2026

SUBJECT: Discussion/Consideration of Approving a Contract with Game Time c/o Cunningham Recreation in the Amount of \$91,910.83 for the Purchase and Installation of Playground Equipment at the Duck Town Park

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The existing playground equipment located within the Town of Duck was installed in 2011 and has served the community well for more than 15 years. As the equipment continues to age, staff identified an opportunity to pursue replacement options that would further enhance the Town's commitment to safe, inclusive, and engaging recreational amenities.

On March 30, 2026, the Department of Community Development was notified of the opportunity to pursue quotes for replacement of the existing Town playground equipment. During the month of April 2026, Community Planner Jim Gould contacted representatives from the Towns of Kitty Hawk and Kill Devil Hills, as well as Dare County, to gather information regarding local playground vendors, equipment performance, installation experiences, and long-term durability. Based upon this research, Planner Gould developed a list of four qualified playground vendors and began pursuing conceptual designs and pricing proposals.

On May 12, 2026, the Parks and Recreation Advisory Committee was presented with multiple playground design options for consideration. Committee members carefully reviewed each proposal for aesthetics, accessibility, inclusiveness, durability, and safety while focusing on selecting equipment that complements the Town's character and provides an engaging experience for residents and visitors of all ages and abilities.

Since the May meeting, the seven-member Parks and Recreation Advisory Committee voted to select the playground option presented by Game Time c/o Cunningham Recreation. The Committee believes the proposed Game Time playground equipment will be an excellent fit for the Town of Duck and will provide a high-quality recreational amenity for years to come.

Based on the recommendation of the Parks and Recreation Advisory Committee and staff review of the available options, staff recommends that Town Council authorize the purchase of replacement playground equipment from Game Time c/o Cunningham Recreation.

Proposal for  
**Town of Duck**

Prepared by



5/11/2026  
Project # 180661  
Town of Duck – Park Update



800-438-2780 | [cunninghamrec.com](http://cunninghamrec.com)

Hello!

We are excited for the opportunity to work with you on your upcoming exciting new playground project! For almost 60 years, Cunningham Recreation has designed and built thousands of playgrounds for children of all ages and all abilities. We partner with municipalities, schools, architects and youth organizations to plan, design and build their vision from the ground-up.

Cunningham Recreation is the exclusive representative for GameTime park and playground equipment in North Carolina, South Carolina, Virginia, West Virginia, Arkansas, Kansas, Missouri, Illinois, Oklahoma, Texas, Tennessee, Iowa, Nebraska, North Dakota, South Dakota, Delaware, Maryland, and DC.

The following pages will provide greater detail about our proposal(s), more information on Cunningham Recreation and GameTime and how we can meet the goals of your project.

Please reach out with any questions or additional details. I look forward to working with you.

Sincerely,



Josh Hammond, CPSI  
Sales Associate  
919-302-6167  
josh@cunninghamrec.com



# About Cunningham Recreation and GameTime



Since 1929, GameTime has been a pioneer in the commercial playground equipment industry. GameTime has continued to bring meaningful research around the importance of play to the design, engineering, manufacture, and delivery of play equipment. GameTime Play Equipment's work has elevated industry standards on safety, physical and mental development, inclusion, and intergenerational interaction.

GameTime play systems, site furnishings and amenities are constructed from the highest quality materials and are backed by the industry's best warranty and customer service. Equipment is manufactured to meet current ASTM, CPSC and ADA guidelines for playground safety and accessibility.

For almost 60 years, Cunningham Recreation has been providing commercial park and playground equipment from design to construction. We are proud to serve as GameTime Play Equipment's exclusive representative in North Carolina, South Carolina, Virginia, West Virginia, Arkansas, Kansas, Missouri, Illinois, Oklahoma, Tennessee, Texas, Iowa, Nebraska, North Dakota, South Dakota, Delaware, Maryland, and DC.

Cunningham Recreation has adequate coverage in each territory to ensure our customers receive professional assistance and excellent customer service.

## Range of Installation and Services

GameTime holds an ISO 9001 certification, which validates our high-quality manufacturing standards and our commitment to excellence in the design, production, installation, inspection and testing of our products. Our ISO 14001 certification supports our dedication to environmental sustainability and our commitment to eliminating waste, implementing recycling practices in our manufacturing facility, and offering recycled and recyclable products to our customers.

Cunningham Recreation specializes in complete park and playground solutions. We offer a full range of commercial park and play equipment for children of all ages and all abilities, and we have completed thousands of installations.

Cunningham Recreation offers a variety of resources and design approaches for planning and maintaining parks and playgrounds.



Both Cunningham Recreation and GameTime are considered leaders in the playground industry. Why not partner with a leader? Our research, design principles, innovative products and available resources are at your disposal.



## SIGNATURE PROJECTS



### Barwell Road Park – Raleigh, NC

Barwell Road Park is the home to Raleigh's first Pro 5000 Challenge Course that was a partnered project with the Carolina Panthers. The course includes 11 stations positioned next to a dual-lane 40-yard dash track. Adjacent to the course is a GameTime playground with independent 2-5 and 5-12 play spaces and swings. Perimeter shades, benches, and trash cans round out the amenities through the playground.

Total Cost: \$850,000

### Keeley Park – Greensboro, NC

This fully inclusive playground features 16,000 sq. ft. of poured-in-place rubber safety surfacing, shade, various sensory rich play areas including a large accessible ramped play structure & freestanding play components including adaptive swings, GameTime Expression Swings, RoxAll Seesaw, triple ZipTrack, inclusive whirl, poured rubber hill activities, & site furnishings.

Total Cost: \$1,200,000



### Bladen County Park – Clarkton, NC

This inclusive playground features 6,800 sq. ft. of poured-in-place rubber safety surfacing, integrated and perimeter shade, outdoor musical components, an inclusive ramped play structure with a roller slide, expression swings, arch swing, roxall seesaw, merry go all, and site furnishings. This site meets PlayCore's National Demonstration Site criteria for Inclusion and PlayOn!.

Total Cost: \$500,000



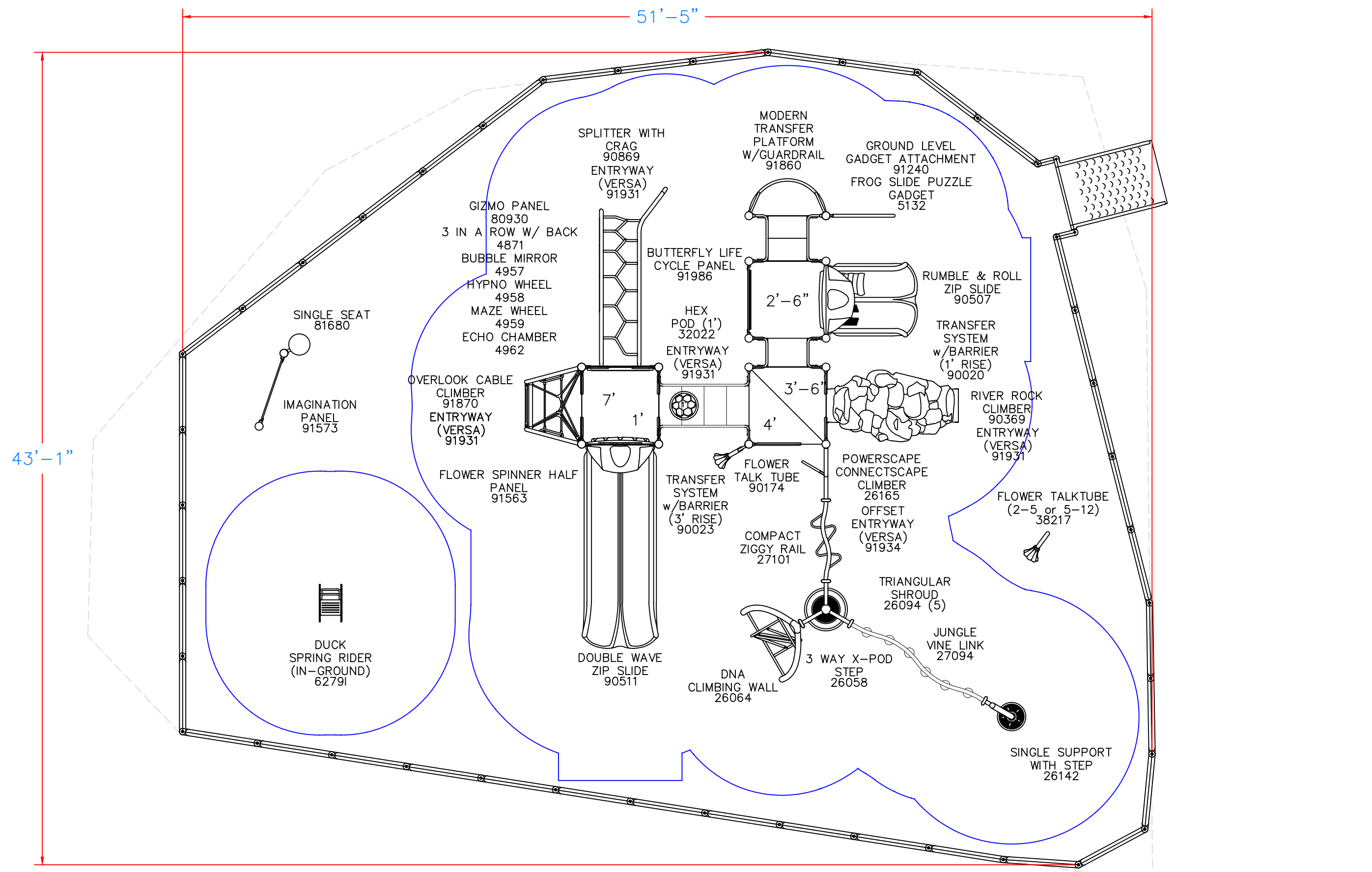
# Town of Duck Park Update

Design • Build • PLAY!

Colors As Shown:  
 Butterscotch Accents/2  
 Bronze Basic  
 Black Cabling  
 Chocolate Decks  
 Green HDPE  
 Spring Green/White 2C HDPE  
 Green/White 2C HDPE 2  
 Chartreuse Plastic  
 Deep Granite River Rock



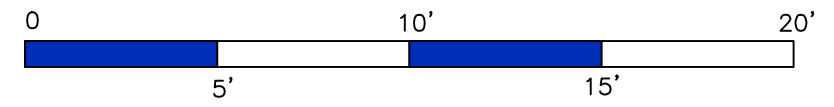
**IMPORTANT:** Soft resilient surfacing should be placed in the use zones of all equipment, as specified for each type of equipment, and at depths to meet the critical fall heights as specified by the U.S. consumer Product Safety Commission, ASTM standard F 1487 and Canadian Standard CAN/CSA-Z614



43'-1"

51'-5"

SURFACING	
TYPE	EWF
SQ FT	1,740
DEPTH	12"



Minimum Area Required:

51'-5" x 43'-1"

This play equipment is recommended for children ages 2-5 & 5-12

DRAWING NO: 180661-01-01

DRAWN BY: TCV

DATE: 05/06/2026

PROJECT TITLE:

Town of Duck  
 Park Update  
 Duck, NC

REPRESENTATIVE:

Cunningham Recreation

SHEET NO:

-

# QUOTE

180661-01-01 • 05/11/2026



## Town of Duck Park

**Customer:**

Town of Duck  
1240 Duck Road  
Duck, NC 27949  
United States

Ship to Zip: 27949

**Prepared for:**

Jim Gould  
Phone: 252-254-5958  
jgould@ducknc.gov

**Prepared by:**

GameTime c/o Cunningham Recreation  
PO Box 240981  
Charlotte, NC 28224  
800.438.2780  
704.525.7356 FAX

Quantity	Part #	Description	Unit Price	Amount
1	RDU	<b>GameTime - Modular PowerScope Play Structure for Ages 5-12</b> <i>Custom: 2 Color HDPE: _____, 2 ColorHDPE2: _____, Accent 2: _____, Accent: _____, Basic: _____, Cabling: _____, Deck:Pvc: _____, HDPE: _____, Roto Plastic: _____, Uni Plastic: _____</i> <ul style="list-style-type: none"><li>(1) 4871 – 3-in-A-Row with back 11" Gizmo</li><li>(1) 4957 – Bubble Mirror</li><li>(1) 4958 – Hypno Wheel</li><li>(1) 4959 – Maze Wheel</li><li>(1) 4962 – Echo Chamber</li><li>(1) 5132 – Frog Slide Puzzle Gadget</li><li>(1) 26058 – 3 Way X-Pod Step</li><li>(1) 26064 – Dna Climbing Wall Attachment</li><li>(5) 26094 – Triangular Shroud</li><li>(1) 26142 – Single With Step</li><li>(1) 26165 – 4'-0" Connectscape Climber</li><li>(1) 27094 – Jungle Vine Link</li><li>(1) 27101 – Compact Ziggy Rail</li><li>(1) 32022 – Hex Pod Step (1')</li><li>(1) 38217 – Flower Talk Tube Ground Level 2-5</li><li>(3) 80000 – 49" Sq Punched Steel Deck</li><li>(1) 80078 – 6"Stepped Platform</li><li>(1) 80930 – Gizmo Panel - 5 Gizmos</li><li>(1) 90020 – 1'-0" Transfer System W/ Barrier</li><li>(1) 90023 – 3'-0" Transfer System W/ Barrier</li><li>(1) 90174 – Flower Talk Tube Gr Lvl Attach (2-5)</li><li>(2) 90266 – 8' Upright, Alum</li><li>(2) 90267 – 9' Upright, Alum</li><li>(3) 90268 – 10' Upright, Alum</li><li>(2) 90269 – 11' Upright, Alum</li><li>(1) 90270 – 12' Upright, Alum</li><li>(2) 90271 – 13' Upright, Alum</li><li>(2) 90272 – 14' Upright, Alum</li><li>(1) 90369 – River Rock Climber</li><li>(1) 90507 – 2'-6"/3' Rumble &amp; Roll Zip Slide</li><li>(1) 90511 – 7'/7'-6" Double Wave Zip Slide</li><li>(1) 90869 – Splitter 7'</li><li>(1) 91240 – Gadget Frame (Grd Level)</li><li>(1) 91563 – Flower Spinner Half Panel</li><li>(1) 91860 – ModernTransfer Platform w/Guardrail</li><li>(1) 91870 – Overlook Cable Climber 6'-0" - 9'-0</li></ul>	\$87,058.95	\$87,058.95

# QUOTE

180661-01-01 • 05/11/2026



- (5) 91931 – Entryway (Versa)
- (1) 91934 – Offset Entryway (Versa)
- (1) 91986 – Butterfly Life Cycle Panel

1	RDU	<b>GameTime - Freestanding Panels: Imagination Panel &amp; Single Seat</b> <i>Custom: 2 Color HDPE: _____, Accent: _____, Basic: _____</i> <ul style="list-style-type: none"> <li>• (1) 81680 – Single Seat</li> <li>• (1) 91573 – Imagination Panel</li> <li>• (1) 90264 – 6' Upright, Alum</li> <li>• (1) 90265 – 7' Upright, Alum</li> </ul>	\$2,960.00	\$2,960.00
1	6279I	<b>GameTime - Duck Spring Rider</b>	\$1,554.00	\$1,554.00
1	4858	<b>GameTime - Access Playcurb-W/Adap</b>	\$905.00	\$905.00
39	4862	<b>GameTime - 12" Playground Border</b>	\$91.46	\$3,566.94
1	178749	<b>GameTime - Owner's Kit</b>	\$98.07	\$98.07
1	INSTALL	<b>MISC - Removal and Disposal of Existing Equipment and Surfacing</b>	\$7,560.00	\$7,560.00
1	INSTALL	<b>MISC - Installation of Above Equipment and Surfacing</b>	\$30,160.00	\$30,160.00
86	EWF	<b>GT-Impax - Engineered Wood Fiber Safety Surfacing (CY)</b> <ul style="list-style-type: none"> <li>• Area: 1,740 Sq.Ft.</li> <li>• Thickness (Compacted): 12"</li> </ul>	\$30.91	\$2,658.26

**Contract: OMNIA #2017001134**

Sub Total	\$136,521.22
Discount	(\$54,975.52)
Freight	\$9,619.61
Tax	\$745.52
<b>Grand Total</b>	<b>\$91,910.83</b>

# QUOTE

180661-01-01 • 05/11/2026



## GAMETIME - TERMS & CONDITIONS:

- **PRICING:** Due to fluctuating economic conditions, pricing is valid for 30 days and is subject to change. Please request updated pricing if your quote is older than 30 days before making a purchase.
- **TERMS OF SALE:** For equipment & material purchases, Net 30 days from date of invoice for governmental agencies and those with approved credit. All others, full payment for equipment, taxes and freight up front. Balance for services & materials due upon completion or as otherwise negotiated upon credit application review. Pre-payment may be required for equipment orders totaling less than \$5,000. Payment by VISA, MasterCard, or AMEX is accepted (If you elect to pay by credit card, GameTime charges a 2.50% processing fee that is assessed on the amount of your payment. This fee is shown as a separate line item and included in the total amount charged to your credit card. You have the option to pay by check, ACH or Wire without any additional fees.) . Checks should be made payable to Playcore Wisconsin, Inc. dba GameTime unless otherwise directed. **Any order exceeding \$300,000 will require progress payments during the course of completion.**
- **CREDIT APPLICATION:** Required for all non-governmental agencies and those entities who have not purchased from GameTime within the previous twelve calendar months.
- **FINANCE CHARGE:** A 1.5% monthly finance charge (or maximum permitted by law) will be added to all invoices over 30 days past due.
- **CASH WITH ORDER DISCOUNT:** Orders for GameTime equipment paid in full at time of order via check or electronic funds transfer (EFT) are eligible for a 3% cash-with-order (CWO) discount. Consult local sales representative for CWO terms.
- **ORDERS:** All orders shall be in writing by purchase order, signed quotation or similar documentation. Purchase orders must be made out to Playcore Wisconsin, Inc. dba GameTime.
- **FREIGHT CHARGES:** Shipments shall be F.O.B. destination. Freight charges prepaid and added separately.
- **SHIPMENT: Standard Lead time is 6-8 weeks (some items may take longer)** after receipt and acceptance of purchase order, credit application, color selections and approved drawings or submittals.
- **PACKAGING:** All goods shall be packaged in accordance with acceptable commercial practices and marked to preclude confusion during unloading and handling.
- **RECEIPT OF GOODS:** Customer shall coordinate, receive, unload, inspect and provide written acceptance of shipment. Any damage to packaging or equipment must be noted when signing delivery ticket. If damages are noted, receiver must submit a claim to Cunningham Recreation within 15 Days. Receiver is also responsible for taking inventory of the shipment and reporting any concealed damage or discrepancy in quantities received within 60 days of receipt.
- **RETURNS:** Returns are only available on shipments delivered within the last 60 days. A 25% (min.) restocking fee will be deducted from any credit due. Customer is responsible for all packaging & shipping charges. Credit is based on condition of items upon return. All returns must be in unused and merchantable condition. GameTime reserves the right to deduct costs associated with restoring returned goods to merchantable condition. Uprights & custom products cannot be returned.
- **TAXES:** Sales tax is shown as a separate line item when included. A copy of your tax exemption certificate must be submitted at time of order or taxes will be added to your invoice.

# QUOTE

180661-01-01 • 05/11/2026



## INSTALLATION CONDITIONS:

- **ACCESS:** The site must be clear, level, and provide unrestricted access for trucks and machinery. Any site that is inaccessible may incur additional charges.
- **STORAGE:** The customer is responsible for providing a secure area for off-loading and storing equipment during installation. Once equipment is delivered to the site, the owner assumes responsibility for any theft or vandalism unless alternative arrangements are made and documented in the quotation.
- **FOOTER EXCAVATION:** Installation pricing is based on footer excavation through earth/soil only, prior to the installation of drains, subbase, or surfacing. The customer is responsible for any unforeseen conditions such as buried utilities (public or private), tree stumps, rocks, or any other concealed materials or conditions that may result in additional labor or material costs.
- **UTILITIES:** The installer will contact 811 to locate all public utilities before layout and excavation of footer holes. The owner is responsible for identifying any private utilities. Cunningham Recreation and the installer are not liable for any damage to unmarked private utilities.
- **ADDITIONAL COSTS:** Pricing is based on a single mobilization for installation unless otherwise stated. The price includes only the items specified in this quotation. Additional site work or specialized equipment needs may result in price adjustments.
- **SITE CONDITIONS:** The site must have a slope of less than 1.5%. Any excavation or grading required to achieve an acceptable slope is the responsibility of others unless otherwise noted. All demolition and site preparation must be completed before the installation crew is mobilized.
- **GENERAL INSTALLATION NOTES:** Installation will be performed according to the manufacturer's specifications by a GameTime-certified installer. A one-year warranty on all labor is provided from the date of completion. Product warranty and service claims may not include labor.

## ACCEPTANCE OF QUOTATION:

*Acceptance of this proposal indicates your agreement to the terms and conditions stated herein.*

Accepted By (printed): \_\_\_\_\_ Title: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

P.O. Number: \_\_\_\_\_ Date: \_\_\_\_\_

Purchase Amount: **\$91,910.83**

SALES TAX EXEMPTION CERTIFICATE #: \_\_\_\_\_

(PLEASE PROVIDE A COPY OF CERTIFICATE)

\_\_\_\_\_  
Salesperson's Signature

\_\_\_\_\_  
Customer Signature

# QUOTE

180661-01-01 • 05/11/2026



## **BILLING INFORMATION:**

Bill to: \_\_\_\_\_

Contact: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

City, State: \_\_\_\_\_ Zip: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

## **SHIPPING INFORMATION:**

Ship to: \_\_\_\_\_

Contact: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

City, State: \_\_\_\_\_ Zip: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_



## ASTM F1487-25 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn

**Project:** Town of Duck

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD America validates a manufacturer's certification of conformance to the ASTM F1487-25 (excluding sections 7.1.1, 10, 11.2, 11.3, 13.1.1, 13.1.2, 13.2, and 13.3) Standard Consumer Safety Performance Specification for Playground Equipment for Public Use.

The manufacturer listed below has received written validation from TÜV SÜD America that the product(s) listed conform with the requirements of ASTM F1487-25 (excluding sections 7.1.1, 10, 11.2, 11.3, 13.1.1, 13.1.2, 13.2, and 13.3).

This certificate is invalid if any component or part is replaced, unless purchased from the original manufacturer and assembled in accordance with the original equipment manufacturer's instructions. Check with the manufacturer to determine the validity of the certification of the product(s) listed prior to using this certificate for proof of certification.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
4871	3 IN A ROW W/ BACK	Gt event	GameTime
4957	BUBBLE MIRROR	Gt event	GameTime
4958	HYPNO WHEEL	Gt event	GameTime
4959	MAZE WHEEL	Gt event	GameTime
4962	Echo Chamber	Gt event	GameTime
5132	Frog Slide Puzzle Gadget	Gt event	GameTime
26058	3-Way X-Pod Step	Xscape	GameTime
26064	DNA Climbing Wall	Xscape	GameTime
26142	Single Support With Step	Xscape	GameTime
26165	PowerScape Connectscape Climber 4'	Xscape	GameTime
27094	Jungle Vine Link	Xscape	GameTime
27101	Compact Ziggy Rail	Xscape	GameTime



## ASTM F1487-25 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn

**Project:** Town of Duck

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
32022	1' Hex Pod	Gt event	GameTime
38217	Flower Talk Tube (2-5)	PlayTrails	GameTime
62791	DUCK SPRING RIDER (IN-GROUND)	Gt event	GameTime
80000	PLATFORM, SQUARE	Powerscape	GameTime
80078	6" Stepped Platform	Powerscape	GameTime
80930	Gizmo Panel	Powerscape	GameTime
81680	SEAT, SINGLE	Powerscape	GameTime
90020	Transfer system With Barrier 1'	Powerscape	GameTime
90023	Transfer System With Barrier 3'	Powerscape	GameTime
90174	Flower Talk Tube (Ground Level)	Powerscape	GameTime
90369	River Rock Climber	Powerscape	GameTime
90507	Rumble & Roll Zip Slide, 2'6" - 3'-0"	Powerscape	GameTime
90869	SPLITTER WITH CRAG 7'	Powerscape	GameTime
91240	Ground Level Gadget Attachment	Powerscape	GameTime
91563	FLOWER SPINNER HALF PANEL	Powerscape	GameTime
91573	IMAGINATION PANEL	Powerscape	GameTime
91860	Modern Transfer Platform with Guardrail (2'-6" Deck Height Only)	Powerscape	GameTime
91870	Overlook Cable Climber 6'-6" – 9'-0"	Powerscape	GameTime
91931	Entryway (Versa)	Powerscape	GameTime
91934	Offset Entryway (Versa)	Powerscape	GameTime



## ASTM F1487-25 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn

**Project:** Town of Duck

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
91986	Butterfly Life Cycle Panel	Powerscape	GameTime



## ASTM F1292-22 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn

**Project:** Town of Duck Surfacing

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD American validates a manufacturer's certification of conformance to ASTM F-1292-22 Standard Specification for Impact Attenuation of Surfacing Materials within the Use Zone of a Playground.

The manufacturers listed below have received written validation from TÜV SÜD America that the products listed conform with the requirements of ASTM F1292-22.

TÜV SÜD America validates that the impact attenuating performance criterion specified by ASTM F1292-22 has been met or exceeded.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	THK/HT	MANUFACTURER
GT impax 12	GT Impax Wood Fiber	Surfacing	12" / 12'	GameTime



## ASTM F2075-20 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn  
**Project:** Town of Duck Surfacing

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD America validates a manufacturer's certification of conformance to the ASTM F2075-20 Standard Specification For Engineered Wood Fiber for Use as a Playground Safety Surface Under and Around Playground Equipment.

The manufacturer listed below has received written validation from TÜV SÜD America that the product(s) listed conform with the requirements of ASTM F2075-20.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	THK/HT	MANUFACTURER
GT impax 12	GT Impax Wood Fiber	Surfacing	12" / 12'	GameTime



## ASTM F3351-19e1 CERTIFICATE OF COMPLIANCE

**ISSUE DATE:** May 11, 2026

**Requested By:** Tiffany Vaughn

**Project:** Town of Duck Surfacing

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD American uses this test method to determine the shock absorption properties of a playground surface at a specific impact height in order to evaluate a particular playground surfacing system using the g-max and HIC values described in Specification F1292.

The manufacturers listed below have received written validation from TÜV SÜD America that the products listed conform with the requirements of ASTM F-3351-19e1.

TÜV SÜD America validates that the impact attenuating performance criterion specified by ASTM F3351-19e1 has been met or exceeded.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	THK/HT	MANUFACTURER
GT impax 12	GT Impax Wood Fiber	Surfacing	12" / 12'	GameTime

# COMPLIANCE

Industry standards set a minimum level that playground manufacturers must meet. We meet or exceed those standards, because we understand that the ultimate playground offers peace of mind, as well as playful experiences.

## AMERICAN SOCIETY FOR TESTING AND MATERIALS (ASTM)

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Several key people at GameTime, including our Manager of Compliance and Standards, serve on the ASTM committee that sets the standards for the entire playground industry. GameTime products conform to that standard, ASTM F1487- 07, the Standard Consumer Safety Performance Specification for Playground Equipment for Public Use.

## CPSC

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The Consumer Product Safety Commission is an independent agency within the United States Federal Government with the authority to inform the public of current product safety performance information and recommended practices. The CPSC first published their guidelines for public playgrounds in 1981 and have updated their publication since then. The current CPSC Handbook for Public Playground Safety, publication #325, is an excellent guide for owners and operators of public play environments.

## IPEMA EQUIPMENT CERTIFICATION

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GameTime is one of the founding members of IPEMA, and several of our people serve as board members, committee members and chairpersons of the association. In the interest of public playground safety, IPEMA provides a 3rd party certification, to validate conformance to established standards. Our use of the IPEMA seal is your assurance that GameTime has received written validation from an independent lab that the products associated with the seal conform with the ASTM standard, as well as the Canadian CSA standard CAN Z-614. A list of our validated products may be found on the IPEMA website, [www.ipema.org](http://www.ipema.org).

## IPEMA SURFACING CERTIFICATION

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GameTime's GT Impax product provides you with the assurance that our surfacing has been certified as compliant to the appropriate ASTM standard. In the interest of public playground safety, IPEMA provides a third party certification to validate a manufacturer's conformance to the ASTM F-1292-99 Standard Specification for Impact Attenuation of Surface Systems Under And Around Playground Equipment. The use of the IPEMA Certification Seal signifies that the manufacturer has received written validation from the independent laboratory that the product associated with the use of the seal conforms with the requirements of ASTM F1292-99. A complete list of our validated products may be found on the IPEMA website at [www.ipema.com](http://www.ipema.com).

## ADA

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GameTime is the only manufacturer to have a lab partnership with an Institute for children with special needs, so that we can develop and test our accessible products before bringing them to market. GameTime is the only manufacturer to meet accessibility guidelines on all of its pre-designed PowerScape and PrimeTime playground plans. We also recommend accessible surfacing options. For more information, log on to [www.access-board.gov](http://www.access-board.gov)

## ISO 9001:2000

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GameTime is the first playground manufacturer to obtain the ISO9001:2000 standard. In order to obtain this certification, the company's manuals, policies, objectives and quality procedures are closely examined during a surveillance audit by ISO representatives. Strict attention is paid to policies and procedures in manufacturing, communication channels, system monitoring, customer relations and order processing, which are reviewed for consistency and standards. Companies who meet the standard are awarded the ISO designation.

## TUV

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An international organization that is a European Union Notified and Competent Body, providing testing and certification. Use of the TUV seal demonstrates that products have passed a comprehensive testing procedure based upon the European Harmonized Standard for Commercial Playground Equipment, and that the GameTime plant is regularly monitored by TUV.

GameTime Division  
PlayCore Wisconsin, Inc.  
150 PlayCore Drive SE  
Fort Payne, Alabama 35967  
Telephone: 256/845-5610  
Facsimile: 256/845-9361  
Website: <http://www.gametime.com/>



A PLAYCORE Company

## **QUALIFICATION STATEMENT FOR FURNISHING PLAYGROUND AND ANCILLARY EQUIPMENT, SAFETY SURFACING, & INSTALLATION SERVICES**

The GameTime Division of PlayCore Wisconsin, Inc., in collaboration with your local GameTime regional sales representative agency, seeks to prequalify, first as a manufacturer and vendor of park and playground equipment, and secondly as a first-tier subcontractor to furnish and install safety surfacing. Additionally, we are positioned to provide installation services through our network of factory-trained and certified installers. As this submittal attests, GameTime is fully qualified to provide the necessary equipment and services to fulfill the requirements of the most demanding project.

GameTime has been manufacturing commercial playground apparatus continuously since 1929. The GameTime Division is a vertically integrated company with extensive design, manufacturing, distribution, and installation capabilities. With 400,000 sq. ft. under the roof of an 81-acre facility devoted solely to the manufacture of playground equipment, GameTime is well equipped to handle orders of any size. Seasonal weekly production can exceed \$5,000,000. Daily inventory often exceeds \$6,000,000. GameTime does all metal fabrication, rotationally molded plastic, PVC coating, and powder coating "in-house." Once an order is entered, GameTime delivers equipment to its customers within 21 to 30 days.

GameTime currently employs 430 people to design and manufacture commercial playground and recreation equipment. The staff includes five industrial designers, four product managers, three structural engineers, a landscape architect, and eight CAD operators in the product development, design, and processing groups. The GameTime office staff total 112. Additionally, several consultants collaborate in key areas. GameTime products are distributed in the United States by a network of 13 domestic independent sales organizations employing 130 sales and 98 support personnel. Seventeen international distributors market GameTime products worldwide.

GameTime conducts "GT College" annually and holds seminars throughout the year to disseminate the latest in product improvements and new design directions, computer technology, safety compliance, risk management, installation techniques, ADA requirements, and related topics. Staff members are CPSI-certified playground safety inspectors. GameTime provides local on-site playground design services utilizing laptop computers with exclusive GTCAD programming; furnishes CPSI safety audits; equipment selection consultations; safety surfacing materials; and installation by "factory-certified" installers for complete "turnkey" packages. On average, GameTime sales agencies have been serving customers for 32 years.

Originally founded in Michigan, GameTime division headquarters and manufacturing relocated to Fort Payne, Alabama U.S.A. in 1979. In March of 1997, PlayCore Wisconsin, Inc., a wholly owned subsidiary of PlayCore, Inc. (AMEX: PCO), acquired GameTime, Inc. Chartwell Investments acquired all issued and outstanding shares of PlayCore stock in April 2000, and the company became privately held. Irving Place Capital (formerly Bear Stearns Merchant Banking), together with the company management, purchased PlayCore in February 2007. On May 30, 2014, PlayCore was acquired by Sentinel Capital Partners, a New York middle-market private equity firm which subsequently sold the company to Court Square Capital Partners <https://www.courtsquare.com/>. PlayCore product sales for 2023 are expected to exceed \$900,000,000.

GAMETIME PREQUALIFICATION STATEMENT

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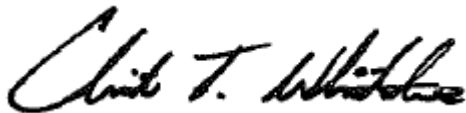
PlayCore is a leading designer, manufacturer, and marketer of a broad range of commercial playground and park equipment, safety surfacing, site amenities, fitness, and related products. PlayCore currently operates in seven distribution locations, four core manufacturing facilities; and ten specialized manufacturing sites. The PlayCore Federal Identification Number is 39-1720480; the DUNS Number is 006639710; and the CAGE Code is 84308.

We submit this as verification that GameTime is financially sound, experienced, and well positioned to provide a full-solution, total turnkey package for playground equipment and related services from design to final inspection. As a privately held company, Court Square Capital Partners refrains from the distribution of financial data on segments of its investment portfolio that may be subject to public disclosure. Should further financial particulars on PlayCore be necessary, kindly contact Ms. Joni Manley, Vice President of Finance and Accounting, 423/648-5890, [jmanley@playcore.com](mailto:jmanley@playcore.com).

We certify the information submitted herein is true and correct.

GAMETIME DIVISION

Clint Whiteside

A handwritten signature in black ink that reads "Clint T. Whiteside". The signature is written in a cursive, flowing style.

Director of Sales Administration



# MATERIAL COLOR OPTIONS

## Metal Uprights and Accents



## Rotomold Plastic



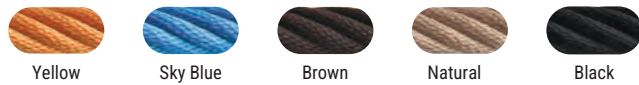
## HDPE Panels



## Shade Fabric



## VistaRope® Standard



## VistaRope® Custom



\*Colors for VistaRope products only. All standard GameTime ropes are black.

## Site Recycled Lumber



## Decks



## Special Rock



Actual colors may differ from the images represented here. Contact your local GameTime representative for sample materials.