LEE COUNTY BOARD OF COMMISSIONERS
MCSWAIN EXTENSION EDUCATION AND AGRICULTURE CENTER
2420 TRAMWAY ROAD
SANFORD, NC 27330

Monday, December 1, 2025
12:00 PM

A G E N D A

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

I. ORGANIZATION OF THE BOARD

I.A Election of the Chair

I.B Election of the Vice Chair

I.C Resolution fixing the Time, Date, and Place for Regular Meetings

I.D Annual Examination and Approval of Official Bonds

II. ADDITIONAL AGENDA

III. APPROVAL OF CONSENT AGENDA

III.A Minutes from the October 6, 2025 Regular Meeting

III.B Final Approval for Donation of Wrestling Mats to Lee County Schools

III.C Retirement of K9 Dex & K9 Axl

III.D Information Only - Advertise lease with Daymark Recovery Services, Inc.

III.E New Lee County Library Audio Visual Bid Package Approval

III.F Budget Amendment 12/01/25/06

III.G Service Contract for Commercial and Industrial Appraisals for 2027 Reappraisal

III.H Approve memorandum of agreement for Private Jacob Gaster memorial marker

III.I Approve the contract for administration grant for water and sewer construction for the Washington Avenue project between Lee County and the City of Sanford

IV. SPECIAL ITEM *SPECIAL ITEM*

IV.A Approve Resolution to Honor a Revolutionary War Soldier and All Veterans

V. PUBLIC HEARING

V.A Presentation and Public Hearing on the Lee County Safety Action Plan

VI. PUBLIC COMMENTS

VII. OLD BUSINESS

VIII. NEW BUSINESS

IX. MANAGERS' REPORTS

X. COMMISSIONERS' COMMENTS

ADJOURN

ITEM #: I.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Election of the Chair

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Election of the Chair for the upcoming year.
BUDGET IMPACT	N/A
ATTACHMENTS	BALLOT Chair.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Election of the Chair for the upcoming year.

SUMMARY

For the first meeting in December, the Board must elect a chair and vice-chair for the upcoming year. The Board must determine how it will vote. In the past, voting has been held by ballot. Once the Board has decided its voting method, it must elect a Chair.

Ballot

LEE COUNTY BOARD OF COMMISSIONERS

2025 CHAIRMAN SELECTION

_____ Dr. Andre Knecht

_____ Mark Lovick

_____ Samantha Martin

_____ Robert Reives

_____ Cameron Sharpe

_____ Kirk Smith

_____ Taylor Vorbeck

_____

Signature of Commissioner

ITEM #: I.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Election of the Vice Chair

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Election of the Vice Chair for the upcoming year.
BUDGET IMPACT	N/A
ATTACHMENTS	BALLOT Vice Chair.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Election of the Vice Chair for the upcoming year.

SUMMARY

For the first meeting in December, the Board must elect a chair and vice-chair for the upcoming year. The Board must determine how it will vote. In the past, voting has been held by ballot. Once the Board has decided its voting method, it must elect a Chair.

Ballot

LEE COUNTY BOARD OF COMMISSIONERS

2025 VICE CHAIRMAN SELECTION

_____ Dr. Andre Knecht

_____ Mark Lovick

_____ Samantha Martin

_____ Robert Reives

_____ Cameron Sharpe

_____ Kirk Smith

_____ Taylor Vorbeck

_____

Signature of Commissioner

ITEM #: I.C

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Resolution fixing the Time, Date, and Place for Regular Meetings

DEPARTMENT: Administration

CONTACT PERSON: Hailey Hall, Clerk to the Board/Communications Specialist

TYPE: Action Item

REQUEST	Approve the Resolution fixing the Time, Date, and Place for Regular Meetings.
BUDGET IMPACT	N/A
ATTACHMENTS	RESOLUTION-_2026_BOC_MEETING_SCHEDULE - JG.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Resolution fixing the Time, Date, and Place for Regular Meetings.

SUMMARY

At its first meeting in December, the Board shall adopt a resolution setting its regular meeting dates, time, and place. Once it has been adopted, the Clerk will post the resolution for public display.

RESOLUTION TO SET THE MEETING SCHEDULE FOR 2026 FOR THE LEE COUNTY BOARD OF COMMISSIONERS

BE IT RESOLVED by the Board of Commissioners for the County of Lee as follows:

SECTION 1: The Board of Commissioners shall hold a regular meeting on the first and third Monday of each month. If the regular meeting day is a holiday, on which County offices are closed, the meeting shall be held on the next business day or such succeeding day as may be specified in the motion adjourning the immediate preceding regular meeting.

SECTION 2: The Board of Commissioners typically hold meetings in the Auditorium at the Ruby McSwain Extension Education and Agriculture Center located at 2420 Tramway Road, Sanford, North Carolina, in the Exhibition Hall of the Dennis Wicker Civic Center located at 1801 Nash Street, Sanford, NC 27330, or at the new Lee County Library - Main Branch located at 1740 Bragg St, Sanford, NC 27330 upon construction completion. The meeting schedule for 2026 is as follows:

- January 5 – Regular Meeting – McSwain Center
- January 15 – 5:30 p.m. – BOC Retreat – San Lee Nature Center (760 Pumping Station Rd, Sanford, NC)
- January 16 – 8:30 a.m. - BOC Retreat – San Lee Nature Center
- February 2 – Regular Meeting – McSwain Center
- February 16 – Regular Meeting – Dennis Wicker Civic Center
- March 2 – Regular Meeting – McSwain Center
- March 16 – Regular Meeting – McSwain Center
- April 6 – Regular Meeting – McSwain Center
- April 20 – Regular Meeting – Dennis Wicker Civic Center
- May 4 – Regular Meeting – McSwain Center
- May 18 – Regular Meeting – Dennis Wicker Civic Center
- June 1 – Regular Meeting – McSwain Center
- June 15 – Regular Meeting – Dennis Wicker Civic Center
- July 13 – Regular Meeting – Dennis Wicker Civic Center
- August 17 – Regular Meeting – Dennis Wicker Civic Center
- September 21 – Regular Meeting – Dennis Wicker Civic Center
- October 5 – Regular Meeting – McSwain Center
- October 19 – Regular Meeting – Dennis Wicker Civic Center
- November 2 – Regular Meeting – Dennis Wicker Civic Center
- November 16 – Regular Meeting – Dennis Wicker Civic Center
- December 7 – 12:00 p.m. – Regular Meeting – McSwain Center
- December 21 – Regular Meeting – Dennis Wicker Civic Center

**** Meetings may be added to this schedule or modified throughout the year and will be noticed in accordance with Open Meeting rules. Please refer to the website at leecountync.gov for an up-to-date schedule of upcoming meetings and locations.**

SECTION 3: During the months of July, August, and September, the Board of Commissioners will have a consolidated schedule meeting once a month on the third Monday of each month at the time and place detailed in Section 2 unless otherwise noted above or adjusted by a majority vote of the Board.

SECTION 4: The regular meeting on the first Monday and third Monday of each month will begin at 6 p.m. unless otherwise noted above or adjusted by a majority vote of the Board.

SECTION 5: Public hearings with the Lee County Planning Board will be held the third Monday of each month if required at 6:00 p.m. Other required public hearings will be held at the discretion of the Board.

SECTION 6: The Clerk to the Board is directed to cause a copy of this Resolution to be posted on the bulletin board in the lobby at the Lee County Government Center and Lee County Courthouse and a summary is to be published in *The Sanford Herald* at least ten (10) days before the meeting to which the Resolution is to apply.

Adopted this 1st day of December, 2025.

_____, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: I.D

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Annual Examination and Approval of Official Bonds

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Annual examination and approval of official bonds.
BUDGET IMPACT	N/A
ATTACHMENTS	Bonds 2025.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Annual examination and approval of official bonds.

SUMMARY

At the first meeting in December, the Board must review and approve the official bonds for the following employees: 1. Sheriff ($25,000.00) 2. Register of Deeds ($50,000.00) 3. Every other officer of the County who is required by law to give a bond for the faithful performance of his/her duties, which for Lee County includes the Tax Administrator ($100,000.00), the Finance Director ($1,000,000.00), and any employee who handles over $100.00 or more at any one time.

Bond 018229576

PUBLIC OFFICIAL BOND - MUNICIPALITIES

KNOW ALL BY THESE PRESENTS, That we, Charles Brian Estes of Sanford, NC as Principal, and The Ohio Casualty Insurance Company a corporation organized and existing under and by virtue of the laws of the State of New Hampshire, and authorized to become sole surety on bonds in the State of North Carolina, as Surety, are held and firmly bound unto Lee County in the penal sum of Twenty-five Thousand & 00/100 ($25,000.00) Dollars, lawful money of the United States, for payment of which, well and truly to be made, we bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THE ABOVE OBLIGATION IS SUCH, That WHEREAS, the above bounden Principal has been duly Appointed to the office of Sheriff for a term beginning on the 1st day of January, 2022, and ending on the 1st day of January, 2026, or until his successor has duly qualified.

NOW, THEREFORE, If the said Principal shall well, truly and faithfully execute and perform the duties of said office required by all laws and ordinances of said Lee County now in force, and shall well, truly and faithfully perform the duties of said office according to any law or ordinance that may be enacted subsequent to the execution of this bond

Sheriff Bond

then this obligation to be void; otherwise to remain in full force and effect.

IN WITNESS WHEREOF, said Principal has hereunto signed his or her name and said Surety has hereunto caused its name and corporate seal to be affixed by its duly authorized officer this 22nd day of December, 2021.

Countersigned by:

N/A

Residing Agent, N/A

Charles Brian Estes

Principal

The Ohio Casualty Insurance Company

By Elizabeth A Hartzberg

Elizabeth A. Hartzberg Attorney-in-Fact

LMS-11179 10/99

Liberty Mutual SURETY

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8204866

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Elizabeth A. Hartzberg

all of the city of Nashville, state of Tennessee each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 15th day of February, 2021.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: _____
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.

Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: _____
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS: Section 12. Power of Attorney.
Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.
Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-infact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 22nd day of December, 2021.

By: _____
Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

Liberty Mutual SURETY

Liberty Mutual Surety
Attention: LMS Claims
P.O. Box 34526
Seattle, WA 98124
Phone: 206-473-6210
Fax: 866-548-6837
Email: HOSCL@libertymutual.com
www.LibertyMutualSuretyClaims.com

PUBLIC OFFICIAL BOND

KNOW ALL MEN BY THESE PRESENTS: No. **018235958**

That we Jennifer Ann Waterhouse of 527 Claftin Street, Sanford, NC 27330
(Insert Full Name [top line] and Address [bottom line] of Principal)
, as Principal and The Ohio Casualty Insurance Company , a corporation organized and existing under the laws of the State of New Hampshire , (hereinafter called the Surety, are held and firmly bound unto Lee County, P.O. Box 1968, Sanford, NC 27330

(Insert Full Name [top line] and Address [bottom line] of Obligee)
in the aggregate and non-cumulative penal sum of One Million Dollars And Zero Cents ($1,000,000.00) DOLLARS, for the payment of which, well and truly to be made, we bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the said Principal has been elected or appointed to (or holds by operation of law) the office of Finance Director for a term beginning on July 1, 2025 and ending on July 1, 2026 .

Now, therefore, the condition of this Obligation is such that if the said Principal shall well, truly and faithfully perform all official duties required by law of such official during the term aforesaid, then this obligation shall be void; otherwise it shall remain in full force and effect, subject to the following conditions:

First: That the Surety may, if it shall so elect, cancel this bond by giving thirty (30) days notice in writing to Lee County, P.O. Box 1968, Sanford, NC 27330 and this bond shall be deemed canceled at the expiration of said thirty (30) days, the Surety remaining liable, however, subject to all the terms, conditions and provisions of this bond, for any act or acts covered by this bond which may have been committed by the Principal up to the date of such cancelation; and the Surety shall, upon surrender of this bond and its release from all liability hereunder, refund the premium paid, less a pro rate part thereof for the time this bond shall have been in force.

Second: That the Surety shall not be liable hereunder for the loss of any public moneys or funds occurring through or resulting from the failure of, or default in payment by, any banks or depositories in which any public moneys or funds have been deposited, or may be deposited, or placed to the credit, or under the control of the Principal, whether or not such banks or depositories were or may be selected or designed by the Principal or by other persons; or by reason of the allowance to, or acceptance by the Principal of any interest on said public moneys or funds, any law, decision, ordinance or statute to the contrary notwithstanding.

Third: That the Surety shall not be liable for any loss or losses, resulting from the failure of the Principal to collect any taxes, licenses, levies, assessments, etc., with the collection of which he may be chargeable by reason of his election or appointment as aforesaid.

SIGNED, SEALED and DATED July 1, 2025 .

Jennifer Ann Waterhouse

THE OHIO CASUALTY INSURANCE COMPANY INCORPORATED 1919 NEW HAMPSHIRE

The Ohio Casualty Insurance Company

By: Elizabeth A. Hartzberg
Elizabeth A. Hartzberg Attorney-in-Fact

LMS-20911e 03/18

OATH OF OFFICE

STATE OF _____ } SS

County of _____

I, _____,

do solemnly swear (or affirm) that I will support, protect and defend the Constitution of The United States and the Constitution of the State of _____ and that I will discharge the duties of my office of _____ _____ with fidelity; that I have not paid or contributed, or promised to pay or contribute, either directly or indirectly, any money or other valuable thing to procure my nomination or election (or appointment), except for necessary and proper expenses expressly authorized by law; that I have not knowingly violated any election law of this State, or procured it to be done by others in my behalf; that I will not knowingly receive, directly or indirectly, any money or other valuable thing for the performance or non-performance of any act or duty pertaining to my office than the compensation allowed by law. So help me God.

_____

Sworn to and subscribed before me this _____ day of _____, _____

_____

POWER OF ATTORNEY

Certificate No: 8204866

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Elizabeth A. Hartzberg

all of the city of Pittsburgh, state of Pennsylvania each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 1st day of July, 2024.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: _____
Nathan J. Zangerle, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 1st day of July, 2024, before me personally appeared Nathan J. Zangerle, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.

Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2029
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: _____
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS: Section 12. Power of Attorney.
Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.
Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes Nathan J. Zangerle, Assistant Secretary to appoint such attorneys-infact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 1st day of July, 2025.

By: _____
Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

POWER OF ATTORNEY

Certificate No: 8204866

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Elizabeth A. Hartzberg

all of the city of Pittsburgh, state of Pennsylvania each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 1st day of July, 2024.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: _____
Nathan J. Zangerle, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 1st day of July, 2024, before me personally appeared Nathan J. Zangerle, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.

Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2029
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: _____
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS: Section 12. Power of Attorney.
Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.
Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested to by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes Nathan J. Zangerle, Assistant Secretary to appoint such attorneys-infact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 18th day of November, 2025.

By: _____
Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

VERIFICATION CERTIFICATE FOR INDEFINITE TERM SURETY BOND

THIS IS TO CERTIFY that Bond Number 3919152 issued by The Ohio Casualty Insurance Company, as Surety, dated the 1st day of July, 2006, in the amount of One Hundred Fifty Thousand & 00/100 ($ 150,000.00 Dollars), on behalf of Lee County NC, as Principal, and in favor of State of North Carolina, through Lee County, as Obligee, covers a term which began on the 1st day of July, 2006, and ends only with the cancellation of said bond or other legal termination thereof; and that the said bond remains in effect, subject to all its agreements, conditions and limitations.

Signed, sealed and dated this 18th day of November, 2025.

The Ohio Casualty Insurance Company
Surety

By: Elizabeth A. Hartzberg
Elizabeth A. Hartzberg, Attorney-in-Fact

Marsh

INVOICE

Marsh USA LLC
Charlotte NC
(704) 374-8000

Page	1 of 2
Invoice Total	**525.00 USD**
Invoice No.	378230640445
Invoice Date	07/17/2025
Client No.	3782300000

Billed To:
Lee, County Of (Inc)
Post Office Box 1968
Stanford, NC 27331-1968

Remittance Copy

Company earns and retains interest income on premium payments held by Marsh on behalf of insurers during the period between receipt of such payments from clients and the time such payments are remitted to the applicable insurer, where permitted by law.

Detach and remit this portion with your payment

Client No.	Invoice No.	Payment Due	Invoice Total	Amount Paid
3782300000	378230640445	Immediate	525.00 USD	

Thank you for your prompt payment.

Please indicate Invoice Number 378230640445 on your remittance.

Additionally, for ACH or wire payments, e-mail remittance detail to: FiduciaryserviceRequest.US@marsh.com

By ACH:
Bank Name: Bank of America
ACH Routing No: 071000039
Account Title: Marsh USA LLC
Account Number: 8188063077

By Wire:
Bank Name: Bank of America
Wire Routing Number: 026009593
Account Title: Marsh USA LLC
Account Number: 8188063077

By Mail:
Marsh USA LLC
P.O. Box 846015
Dallas, TX 75284-6015 USA

3782306404453 000005250069

Marsh

INVOICE

Marsh USA LLC
Charlotte NC
(704) 374-8000

Page	2 of 2
Invoice Total	**525.00 USD**
Invoice No.	378230640445
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Billed To:

Lee, County Of (Inc)
Post Office Box 1968
Stanford, NC 27331-1968

Surety Name	Bond No.	Effective Date	Expiration Date	Transaction Type	Description/ Type of Coverage	Item	Amount
Ohio Casualty Insurance Co	3919152	07/01/2025	07/01/2026	Original	Commercial Bond	PREMIUM	525.00

Invoice Comments:

Principal:Lee County NC
Obligee:State of North Carolina, through Lee County
Bond Amount: $150,000.00
Bond Type - Description:Public Official -
Requester:Jennifer Gamble
Register of Deeds - $50,000 Pamela Brit
Tax Administrator - $100,000 - Michael Brown

Invoice Total (Payable in Full upon Receipt) 525.00

Company earns and retains interest income on premium payments held by Marsh on behalf of insurers during the period between receipt of such payments from clients and the time such payments are remitted to the applicable insurer, where permitted by law.

ITEM #: III.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Minutes from the October 6, 2025 Regular Meeting

DEPARTMENT: Administration

CONTACT PERSON: Hailey Hall, Clerk to the Board/Communications Specialist

TYPE: Action Item

REQUEST	Approve the Minutes from the October 6, 2025 Regular Meeting.
BUDGET IMPACT	N/A
ATTACHMENTS	BOC Regular Meeting Min 10-6-25.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Minutes from the October 6, 2025 Regular Meeting.

SUMMARY

A draft of the minutes from the October 6, 2025 regular meeting are attached for the Board's review and approval. For questions, contact the Clerk to the Board at hhall@leecountync.gov.

LEE COUNTY BOARD OF COMMISSIONERS
DENNIS WICKER CIVIC CENTER
1801 NASH STREET
SANFORD, NC 27330

October 6, 2025

MINUTES

Roll Call
Present: Dr. Andre Knecht, Robert Reives (arrived at 6:21 p.m.), Cameron Sharpe (arrived at 6:16 p.m.), Kirk Smith, Mark Lovick, Samantha Martin
Absent: Taylor Vorbeck

CALL TO ORDER
Chairman Kirk Smith called the meeting to order at 6:00 p.m.

INVOCATION
Chairman Smith provided an invocation and led the Board in the Pledge of Allegiance.

PLEDGE OF ALLEGIANCE

I. ADDITIONAL AGENDA Chairman Smith asked to remove Item IIE on the Consent Agenda from the Agenda.
Motion: Motion to approve the Agenda as amended.
Mover: Samantha Martin
For: 4 - Dr. Andre Knecht, Kirk Smith, Mark Lovick, Samantha Martin
Absent: 3 - Robert Reives, Cameron Sharpe, Taylor Vorbeck
Motion Result: Passed

II. APPROVAL OF CONSENT AGENDA
Motion: Motion to approve the Consent Agenda as amended.
Mover: Mark Lovick
For: 4 - Dr. Andre Knecht, Kirk Smith, Mark Lovick, Samantha Martin
Absent: 3 - Robert Reives, Cameron Sharpe, Taylor Vorbeck
Motion Result: Passed

II.A Minutes from the July 21, 2025 Regular Meeting
BOC Regular Meeting Minutes_7-21-25_final.pdf

II.B Approval of lease with SECU for the ATM in the courthouse parking lot
Final Lease SECU Atm 10.7.2025-10.31.28.pdf

Resolution authorizing lease-SECU

20252028.pdf

II.C Approve FY26 Activity 121 ARPA TSF Public Health Services Funds
121 FY26 Lee.pdf

II.D Lee County Libraries RFID Project Vendor Contract Approval
Lee County Library RFID Quote_20250917
(002).pdf Tech Logic RFID FINAL 9-26-25 copy.pdf

II.E Lee County New Courthouse Building Enclosure Restoration
Removed from the Agenda- no action taken

II. F Approve Resolution Authorizing the Sale of Property Located at 0 Farrell Road
Final Resolution 0 Farrell Road.pdf
Farrell Road Final Resolution Packet 10-6-2025.pdf

II.G Consideration of Appointment of Shannon Godfrey to the Johnston-Lee-Harnett Community Action Board

II.H Consideration of Appointment of Mark Hackett to the Juvenile Crime Prevention Council

II.I Resolution Recognizing and Approving of the Lee County Official America 250 NC Committee and supporting the America 250 NC Committee for the United States Semi-Quincentennial
Resolution_250th Committee.pdf

II.J Resolution Awarding Service Side Arm to Lt. David McKee
scan_wsturkie_2025-09-26-15-14-47.pdf
RESOLUTION_Service Side Arm Award.pdf

III. INTRODUCTION OF THE LEE COUNTY YOUTH COUNCIL

Chairman Smith asked the Youth Council to introduce themselves to the Board.

IV. PROCLAMATION

IV.A Hispanic Heritage Month Proclamation
Chairman Smith read aloud and presented a proclamation honoring Hispanic Heritage Month to members of El Refugio.
PROCLAMATION - Hispanic Heritage Month 2025.pdf

Motion: Motion to approve the Proclamation Honoring Hispanic Heritage Month and proclaim September 15 through October 15, 2025 as "Hispanic Heritage Month in Lee County, NC".
Mover: Samantha Martin
For: 4 - Dr. Andre Knecht, Kirk Smith, Mark Lovick, Samantha Martin
Absent: 3 - Robert Reives, Cameron Sharpe, Taylor Vorbeck
Motion Result: Passed

V. EMS PRESENTATION

V.A Presentations from EMS applicants

MedEx Chief Operations Officer Jeff White did not give a formal presentation but expressed concerns about transparency in the process with the EMS Advisory Committee and staff. Mr. White emphasized that the MedEx proposal was $12 million less than the First Health proposal. MedEx is a privately owned company and has provided 330,000 transports in the last two years with 486 employees in central and eastern North Carolina. Mr. White said that MedEx does provide 911 response to Forsyth County. Med Ex has in house training.

Dr. Knecht asked if County Manager Lisa Minter was aware of any complaints from the EMS Advisory Committee and she said no. County Attorney Whitney Parrish noted that two committee members are present, but the draft minutes from the last committee meeting are on the agenda and provide detail as to how the committee came to their recommendation.

Commissioner Cameron Sharpe arrived at 6:16 p.m.

FirstHealth Chief Operations Officer Jonathan Davis, Moore Regional Hospital Vice President Matthew Presswood, and Chief Executive Officer Mickey Foster provided a presentation on FirstHealth of the Carolinas, Inc.'s proposal to provide Lee County with emergency medical services. A copy of the presentation is attached and incorporated into these minutes. FirstHealth's average response time is 7.55 minutes which is under its required compliance time and FirstHealth has complied with all the metrics of the current contract. They operate with 12 hour non-rotating shifts. The majority of patients (78%) are taken to Central Carolina Hospital. Non-emergency inter-facility transport from Central Carolina Hospital to other hospitals is not currently part of FirstHealth's contract with the County and FirstHealth does not have a current contract for inter-facility transports with Central Carolina Hospital.

Commissioner Robert Reives arrived at 6:21 p.m.

Final Application 4.15.2025.pdf
FirstHealth Application.pdf
MedEx Application.pdf

VI. PUBLIC HEARING

VI.A Hold a Public Hearing on the need for emergency medical services in Lee County and the need for a franchise to cover those services.

The County's current franchise agreement with FirstHealth of the Carolinas Inc. expires June 30, 2026. Staff sought applications from vendors for 1) emergency response occurring within the county to the closest appropriate medical center, or the patient's requested facility, if appropriate; 2) non-emergency/convalescent services for individuals requiring transport vehicles, from point to point within Lee County, when the applicant has available resources, without compromising emergency response; 3) any non-emergency/convalescent transport from a point within Lee County to a point outside of Lee County is the responsibility of the medical provider. Staff received applications from two vendors and the EMS Advisory Committee has met and reviewed and discussed the applications. The EMS Advisory Committee recommended the County contract with FirstHealth of the Carolinas, Inc.

County Attorney Whitney Parrish said since the County began franchising EMS services in 1997, the Board has historically held two public hearings for the County's emergency medical services franchise. The public hearing notice to award the franchise to FirstHealth was advertised in The Sanford Herald on September 20, 2025 and September 27, 2025.

Chairman Smith opened the public hearing at 6:35 p.m.

Those who spoke at the public hearing include:
- Nathan Miller, MD, 15 Adams Circle, Pinehurst (in favor of FirstHealth)
- Teresa Tudor, 3006 Hickory Hill Drive (in favor of FirstHealth)
- Matt McBryde, 1206 East Pt (in favor of FirstHealth)
- David Smoak, 96 Northridge Trail (noted concerns of impropriety)

Chairman Smith closed the public hearing at 6:46 p.m.
N.C. Gen. Stat. _ 143-517.pdf
GS_153A-250.pdf
ARTICLE_III.___EMERGENCY_MEDICAL_SERVICES.pdf

VI.B Hold First Reading of the EMS Franchise Ordinance
County Attorney Whitney Parrish said the Board can hold a vote on a first reading or have it at the next meeting, but approval at two meetings is required for an ordinance to be established and a contract must be approved. Staff drafted the ordinance based on the EMS Advisory Committee's recommendation. A copy of the ordinance is attached and incorporated into these minutes. The Board gave consensus to wait to vote until the next meeting on October 20, 2025.

N.C. Gen. Stat. _ 153A-46 (1).pdf
EMS August 28 Meeting Minutes.pdf

VII. PUBLIC COMMENTS
- David Smoak, 96 Northridge Trail (actions taken at 9/15/25 BOC Meeting)

VIII. OLD BUSINESS

VIII.A Public Safety Warehouse and COLTS Facility Project Review

Development Services Director Brandon Key presented a review of the Public Safety Warehouse and COLTS Facility project including the space and parameter needs and the recommended plans for the Coca-Cola Building. A copy of his presentation is attached and incorporated into these minutes. The review work was a collaborative effort between several departments, including the Sheriff's Office, Emergency Management, and General Services. The estimated cost for renovations is 1.8 to 2 million. County Manager Lisa Minter said the Board would have to decide whether to sell the current Library and use those funds to put toward debt service on the Coke Building. The cost for a new build is over $18 million and would require 3-5 acres of land and the associated costs of land acquisition. Initially, the proposal was for a joint facility with Lee County Schools at the Jonesboro School site. Even if that initial proposal had moved forward, Ms. Minter said the County would still have had to pay fair market value to LCS for the Jonesboro site.

Coke Bldg_Summary.pdf

VIII.B Resolution related to the Financing for the regarding the Coca-Cola Building.

Chief Financial Officer Jen Waterhouse presented the Resolution Related to the Financing for the Coca-Cola Building.

Approving Resolution-Lee 2025B LOB (PP) (Warehouse Facility) (4911-8784-6503.1).doc

Bond Purchase Agreement-Lee 2025B LOB (Warehouse Facility) (PP) (4925-3321-5331.1).doc

First Supplemental Trust Agreement-Lee 2025B LOB (Warehouse Facility) (PP) (4904-8275-7986.1).doc

Motion: Motion to approve the Resolution Related to the Financing for the Coca-Cola Building.

Mover: Cameron Sharpe
For: 4 - Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick
Against: 2 - Dr. Andre Knecht, Samantha Martin
Absent: 1- Taylor Vorbeck
Motion Result: Passed

IX. NEW BUSINESS

IX.A North Carolina Department of Adult Correction Grant Funding

County Manager Lisa Minter advised the Board that the State Department of Adult Corrections notified us that our 2-year DAC Reentry grant would be cancelled on September 30. This grant funded one position. The grant might be reinstated, but staff's recommendation is to use $54,748 of ARPA revenue loss funds to fund the position through June 30, 2026 and then reevaluate during the new budget season. The Board can decide to do a shorter period of time.

Chatham Lee.pdf

Motion: Motion to continue funding the re-entry coordinator position through June 30, 2026 using ARPA revenue loss funds if needed due to the early

expiration of the North Carolina Department of Adult Correction Grant funding on September 30,2025.
Mover: Robert Reives
For: 6 - Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin
Absent: 1-Taylor Vorbeck
Motion Result: Passed

X. MANAGERS' REPORTS

County Manager Lisa Minter advised the Board that staff is monitoring the federal shut down and state reactions to try to be prepared. Commissioner Martin asked if the Communications position that would be a liaison for state and federal information had been posted and Mrs. Minter said it was posted.

XI. COMMISSIONERS' COMMENTS

ADJOURN

Motion: Motion to adjourn. The Board adjourned at 7:16 p.m.
Mover: Robert Reives
For: 6 - Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin
Absent: 1-Taylor Vorbeck
Motion Result: Passed

_____
Kirk Smith, Chairman
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: III.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Final Approval for Donation of Wrestling Mats to Lee County Schools

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Consent Agenda

REQUEST	Approved the attached resolution authorizing the donation of personal property to Lee County Schools.
BUDGET IMPACT	N/A
ATTACHMENTS	2Final Resolution Authorizing Donation of mats to LCS.pdf
PRIOR BOARD ACTION	At its November 17, 2025 meeting, the Board of Commissioners approved the donation of three wrestling mats to the Lee County Schools.
RECOMMENDATION	Formally approve the donation of wrestling mats Lee County Schools and adopt the Resolution as presented.

SUMMARY

Lee County Parks and Recreation has three wrestling mats, valued at approximately $2,000 each, at the Bob Hales Center that are surplus to the County's needs. The Board previously approved the donation of the mats to the Schools, and the Board now needs to formalize the donation in the attached Resolution to complete all associated legal requirements to effectuate the donation of personal property.

RESOLUTION AUTHORIZING THE DONATION OF PERSONAL PROPERTY TO LEE COUNTY SCHOOLS

WHEREAS, the County of Lee owns certain personal property related to wrestling, including three wrestling mats with an estimated current value of approximately $2,000 per mat for a total of $6,000; and

WHEREAS, the Parks and Recreation Department previously provided a wrestling program but has not provided such a program in recent years and the mats are surplus to its current needs and programs; and

WHEREAS, Lee County Schools offers wrestling at many of its school units; and

WHEREAS, Lee County Parks and Recreation and the Lee County Board of Commissioners determines the three wrestling mats are surplus to County needs; and

WHEREAS, North Carolina General Statute 160A-280 allows the donation of personal property to "government units" which includes the school administrative unit, after the governing board has posted a public notice at least five days prior to the adoption of the resolution approving the donation.

WHEREAS, Lee County properly posted its public notice on November 26, 2025 and at least five days has passed.

NOW THEREFORE, BE IT RESOLVED:

1. The Board of Commissioners hereby authorizes the donation of three wrestling mats to Lee County Schools, and deems this property as surplus to County needs.
2. North Carolina General Statute 160A-280 authorizes said donations of property deemed surplus to the County needs after giving public notice at least five days before the approval of resolution authorizing the donation.
3. Lee County Government posted this resolution to the Lee County website on November 26, 2025, which is at least five days before approving this resolution.
4. Lee County is donating this property "as is" in its current condition. Lee County Schools is responsible for ensuring the safety and functionality of the mats prior to use by its students and staff.

Adopted this _____ day of _____, _____.

_____
_____, Chair
Lee County Board of Commissioners

ITEM #: III.C

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Retirement of K9 Dex & K9 Axl

DEPARTMENT: Sheriffs Department

CONTACT PERSON: Becky Neal,

TYPE: Consent Agenda

REQUEST	Approve two resolutions: 1) Resolution Authorizing the Retirement of K-9 Dog "Dex" and 2) Resolution Authorizing the Retirement of K-9 Dog "Axl"
BUDGET IMPACT	$0.00
ATTACHMENTS	Axl Retirement.pdf Dex Retirement.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve two resolutions: 1) Resolution Authorizing the Retirement of K-9 Dog "Dex" and 2) Resolution Authorizing the Retirement of K-9 Dog "Axl"

SUMMARY

The Lee County Sheriff's Office is requesting to retire two K9 officers, Axl and Dex due to health-related issues. NC General Statute 160A-266(d) allows counties to dispose of personal property that has no value and it has been determined these two canines have no value. Therefore, the Sheriff's Office is requesting the Board approve disposing of the canines to their handlers, two deputies. The Deputies will sign a transfer of ownership and will assume all care and liability of the animals.

RESOLUTION AUTHORIZING THE RETIREMENT OF K-9 DOG "Axl"

WHEREAS, Axl, a chocolate Lab K-9 dog formerly used for drug detection by the Lee County Sheriff's Office, and his handler, Jordan Simons, Lee County Sheriff's Deputy, have been a great benefit to Lee County for six years; and,

WHEREAS, Axl was specifically trained in certain law enforcement procedures and over the years his health has diminished and it is in his best interest to retire as a working K-9 officer; and,

WHEREAS, the Board of Commissioners finds that Axl should be retired and ownership transferred to his handler, Deputy Jordan Simons, who has undergone the additional training and responsibility which is required for law enforcement K-9s and their handlers; and,

WHEREAS, NCGS §160A-266(d) permits the Board of Commissioners to authorize the transfer of ownership of Axl to Deputy Jordan Simons, as Axl is determined to have no value; and,

WHEREAS, Deputy Jordan Simons agrees to accept custody of the dog upon transfer and to assume all liability and responsibility for the care of the animal for the remainder of its life.

NOW, THEREFORE, BE IT RESOLVED, that the Lee County Board of Commissioners authorizes the transfer of ownership of K-9 Axl to Deputy Jordan Simons effective as of December 2, 2025.

Adopted this 1st day of December, 2025

_____

Chair, Lee County Board of Commissioner

ATTEST

_____

Hailey Hall Lee Clerk of the Board

ASSUMPTION OF LIABILITY AND RELEASE

Axl, a drug detection K-9 dog, is no longer able to perform law enforcement duties and has been retired from active service with the Lee County Sheriff's Office. Ownership and possession of Axl was transferred to Deputy Jordan Simons, Axl's handler, through a Resolution adopted by the Lee County Board of Commissioners on December 1, 2025. Pursuant to the Resolution, Deputy Jordan Simons agrees to the following:

1. Deputy Jordan Simons assumes full responsibility for Axl's welfare, including but not limited to, providing adequate shelter, food, water, grooming and veterinary care.
2. Deputy Jordan Simons is aware of the general background, training and utilization of Axl by the Lee County Sheriff's Office and, being so informed, is fully cognizant of any and all risks associated with assuming ownership and possession of Axl. Deputy Jordan Simons does hereby release and forever discharge Lee County, its elected officials, employees, agents and representatives from any and all claims, demands, damages, causes of action, liabilities and judgments arising from or related in any way to, the ownership, possession, use, condition, actions, activities, transfer or sale of Axl. Deputy Jordan Simons further agrees to defend, indemnify, hold and save harmless Lee County, its elected officials, employees, agents and representatives from any and all claims, demands, damages, causes of action, liabilities and judgments arising from or related in any way to, the ownership, possession, use, condition, actions, activities, transfer or sale of Axl.
3. Lee County, with this transfer, relinquishes all rights of ownership to Axl and transfers the responsibility for the K-9 dog Axl to Deputy Simons.

_____
Deputy Jordan Simons

NORTH CAROLINA

LEE COUNTY

I certify that the following person personally appeared before me on this day, acknowledging to me that he or she signed the foregoing document: Assumption of Liability and Release.

Sworn to and subscribed before me this _____ day of December, 2025.

_____
Notary Public

My commission expires:

RESOLUTION AUTHORIZING THE RETIREMENT OF K-9 DOG "Dex"

WHEREAS, Dex, a German Shephard K-9 dog formerly used for drug detection by the Lee County Sheriff's Office, and his handler, Joseph Medlin, Lee County Sheriff's Deputy, have been a great benefit to Lee County for six years; and,

WHEREAS, Dex was specifically trained in certain law enforcement procedures and over the years his health has diminished and it is in his best interest to retire as a working K-9 officer; and,

WHEREAS, the Board of Commissioners finds that Dex should be retired and ownership transferred to his handler, Deputy Joseph Medlin, who has undergone the additional training and responsibility which is required for law enforcement K-9s and their handlers; and,

WHEREAS, NCGS §160A-266(d) permits the Board of Commissioners to authorize the transfer of ownership of Dex to Deputy Joseph Medlin, as Dex is determined to have no value; and,

WHEREAS, Deputy Joseph Medlin agrees to accept custody of the dog upon transfer and to assume all liability and responsibility for the care of the animal for the remainder of its life.

NOW, THEREFORE, BE IT RESOLVED, that the Lee County Board of Commissioners authorizes the transfer of ownership of K-9 Dex to Deputy Joseph Medlin effective as of December 2, 2025.

Adopted this 1st day of December, 2025

_____

Chair, Lee County Board of Commissioner

ATTEST

_____

Hailey Hall Lee Clerk of the Board

ASSUMPTION OF LIABILITY AND RELEASE

Dex, a drug detection K-9 dog, is no longer able to perform law enforcement duties and has been retired from active service with the Lee County Sheriff's Office. Ownership and possession of Dex was transferred to Deputy Joseph Medlin, Dex's handler, through a Resolution adopted by the Lee County Board of Commissioners on December 1, 2025. Pursuant to the Resolution, Deputy Joseph Medlin agrees to the following:

1. Deputy Joseph Medlin assumes full responsibility for Dex's welfare, including but not limited to, providing adequate shelter, food, water, grooming and veterinary care.
2. Deputy Joseph Medlin is aware of the general background, training and utilization of Dex by the Lee County Sheriff's Office and, being so informed, is fully cognizant of any and all risks associated with assuming ownership and possession of Dex. Deputy Joseph Medlin does hereby release and forever discharge Lee County, its elected officials, employees, agents and representatives from any and all claims, demands, damages, causes of action, liabilities and judgments arising from or related in any way to, the ownership, possession, use, condition, actions, activities, transfer or sale of Dex. Deputy Joseph Medlin further agrees to defend, indemnify, hold and save harmless Lee County, its elected officials, employees, agents and representatives from any and all claims, demands, damages, causes of action, liabilities and judgments arising from or related in any way to, the ownership, possession, use, condition, actions, activities, transfer or sale of Dex.
3. Lee County, with this transfer, relinquishes all rights of ownership to Dex and transfers the responsibility for the K-9 dog Dex to Deputy Medlin.

_____
Deputy Joseph Medlin

NORTH CAROLINA

LEE COUNTY

I certify that the following person personally appeared before me on this day, acknowledging to me that he or she signed the foregoing document: Assumption of Liability and Release.

Sworn to and subscribed before me this _____ day of December, 2025.

_____
Notary Public

My commission expires:

ITEM #: III.D

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Information Only - Advertise lease with Daymark Recovery Services, Inc.

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Information

REQUEST	Information Only-advertise lease with Daymark Recovery Services, Inc.
BUDGET IMPACT	Daymark will pay $156,250.00 a year for three years, subject to CPI adjustment.
ATTACHMENTS	GS_160A-272.pdf Final_Lease_Daymark 11-29-2025.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Information Only-advertise lease with Daymark Recovery Services, Inc.

SUMMARY

With the change from Sandhills to Trillium Health Resources as our new LME/MCO provider, it has been decided that Trillium will no longer lease directly to Daymark Recovery Services, Inc. at the location of 130 Carbonton Road, and therefore, the County will be responsible for the lease. The County has provided the attached lease to Daymark, and Daymark has indicated that the lease is acceptable. The lease is for three years and Daymark will pay the County $156,150.00 a year for three years, subject to an adjustment of the CPI. NCGS 160A-272 requires a published notice of the County's intent to approve a lease at a regular meeting, prior to the adoption of the resolution of the lease. Staff will notice this intent of this lease and will bring back a resolution for approval thirty-days after the publication.

§ 160A-272. Lease or rental of property.

(a) Any property owned by a city may be leased or rented for such terms and upon such conditions as the council may determine, but not for longer than 10 years (except as otherwise provided in subsection (b1) of this section) and only if the council determines that the property will not be needed by the city for the term of the lease. In determining the term of a proposed lease, periods that may be added to the original term by options to renew or extend shall be included.

(a1) Property may be rented or leased only pursuant to a resolution of the council authorizing the execution of the lease or rental agreement adopted at a regular council meeting upon 30 days' public notice. Notice shall be given by publication describing the property to be leased or rented, stating the annual rental or lease payments, and announcing the council's intent to authorize the lease or rental at its next regular meeting.

(b) No public notice as required by subsection (a1) of this section need be given for resolutions authorizing leases or rentals for terms of one year or less, and the council may delegate to the city manager or some other city administrative officer authority to lease or rent city property for terms of one year or less.

(b1) Leases for terms of more than 10 years shall be treated as a sale of property and may be executed by following any of the procedures authorized for sale of real property.

(c) Notwithstanding subsection (b1) of this section, the council may approve a lease without treating that lease as a sale of property for any of the following reasons:

(1) For the siting and operation of a renewable energy facility, as that term is defined in G.S. 62-133.8(a)(7), for a term up to 25 years.

(2) For the siting and operation of a tower, as that term is defined in G.S. 146-29.2(a)(7), for communication purposes for a term up to 25 years.

(3) For the operation and use of components of a wired or wireless network, for a term up to 25 years; provided, however, that the lease is entered into with a private broadband provider or a cooperative in connection with a grant agreement pursuant to G.S. 143B-1373 and is for a discrete and specific project located in an unserved area of an economically distressed county seeking to provide broadband service to homes, businesses, and community anchor points not currently served.

(d) Notwithstanding subsection (a) of this section, any lease by a city of any duration for components of a wired or wireless network shall be entered into on a competitively neutral and nondiscriminatory basis and made available to similarly situated providers on comparable terms and conditions and shall not be used to subsidize the provision of competitive service. (1971, c. 698, s. 1; 1979, 2nd Sess., c. 1247, s. 26; 2009-149, ss. 2, 3; 2010-57, s. 2; 2010-63, s. 2(b); 2011-150, s. 1; 2014-120, s. 34; 2015-246, s. 9; 2018-5, s. 37.1(c).)

Commercial Lease Agreement

This Lease made and entered into this the _____ day of _____, 2025 by and between Lee County Government (a body corporate and politic and one of the hundred counties of the State of North Carolina) (hereinafter referred to as "Landlord") and Daymark Recovery Services, Inc. (a nonprofit corporation as registered under the State of North Carolina) (hereinafter referred to as "Tenant").

The Landlord and Tenant hereby agree to the following terms and conditions for lease of property:

1. Premises. The property leased to Tenant is a 10,410 square foot brick and mortar building, located at 130 Carbonton Road, Sanford, NC, as shown in Attachment A.
2. Terms and Rent. Landlord agrees to rent to Tenant the above described premises, including common area, improvements, and renovations. The term of this Lease shall be for three years, commencing on _____, at which time Tenant shall begin making monthly rent payments to the Landlord at the address specified below:

   Finance Director
   115 Chatham Street, Suite 301
   Sanford, NC 27330

   All rent payments must be paid on the first day of each month commencing on _____, 2025. The rent beginning _____ will be $156,150.00 a year and the monthly payment to the County will be $13,012.50. The rent will be adjusted effective July 1 of each year by an amount based on the consumer price index, Southeast region, but in no event will the amount be greater than 3% in a given year. The Landlord will notify Tenant by May 15 the amount of the new lease amount.

3. Default. In the event Tenant shall fail to perform any of the promises, duties, or obligations agreed to in this Lease Agreement and such failure shall continue for a period of sixty (60) days after notice of such failure from Landlord to Tenant, then Landlord shall have the right to immediately terminate this Lease Agreement and all rent payments under the remaining term of the lease will become immediately due and payable upon termination for default by Tenant.

4. Use. Tenant shall use the Premises solely for the purpose of treating Lee County residents and citizens for mental health related purposes and will not use or permit or suffer the use of the Premises for any other purpose. Tenant represents it contracts directly with Lee County's Managed Care Organization, Trillium Health Resources, to provide these services within Lee County. If Tenant's contract with Trillium Health Resources terminates for any reason, Tenant must immediately, within twenty-four hours, notify Landlord. If Tenant's corporate leadership or non-profit status changes, Tenant shall

notify the Landlord. Both parties agree Tenant has a contract with Trillium Health Resources and if Tenant loses its contract with Trillium Health Resources, Tenant has the right to terminate this agreement with 30 days' notice, but will be responsible for rent up to and including the date of termination.

5. Care and Maintenance of Premises. Tenant acknowledges that the Premises are in good order and repair and Tenant shall surrender the same, at termination, hereof, in as good condition as received, normal wear and tear excepted. Tenant shall be responsible for all interior finish repairs and normal maintenance of plumbing, heating, cooling, information technology, and electrical systems and equipment. Tenant is responsible for housekeeping and furnishing the building to keep it as a working office, including but not limited to, performing simple every day maintenance repairs, including replacing all lightbulbs, purchasing all supplies and cleaning materials, maintaining, fixing or replacing all kitchen appliances, trash collection, carpet cleaning or replacing carpet or floors. Tenant shall use reasonable care to not permit or allow any act on the Premises which is likely to cause injury to any person or the Premises. Tenant shall not allow tobacco products or vapes inside the premises. Tenant shall, at all times, keep the Premises and entryways, parking areas, and sidewalks adjoining the Premises in a neat and orderly condition and free from rubbish, dirt, snow and ice.

6. Landlord is responsible for major repairs or replacements for the roof and all systems and equipment, including upgrades or replacements to plumbing, heating, cooling and electrical, and shall maintain such systems in good working order. Landlord shall be responsible for the upkeep and testing of fire extinguishers on the premises. Tenant shall immediately notify Landlord if it is aware of any major repairs required for the Premises or if there is any damage, intentional or unintentional to the Premises. Landlord shall have the right to inspect the Premises upon 24 hours' notice to Tenant. Tenant's representative shall be present at any such inspection by Landlord.

7. Alterations. Landlord shall have the right to make any building improvements or modifications that it deems necessary. Tenant shall not, without first obtaining the written consent of the Landlord, make any alterations, additions, or improvements to the Premises.

8. Equipment and Furnishings. Tenant shall be solely responsible for providing all furnishings needed for its offices. Tenant has previously installed a concrete pad, picnic shelter and tables and is fully responsible for the maintenance of this area. Tenant shall keep this area neat and clean for its employees and visitors. If the lease is terminated for any reason, Tenant shall remove all furnishings and any trade fixtures within 30 days. Tenant is solely responsible for insuring its own furnishings stored in or use on the Premises and shall hold harmless and not make any claim against Landlord for any loss or damage to its furnishings.

9. Information Technology. Tenant shall be responsible for the telephone and internet service fees associated with its use of the Premises. All accounts for telephone and internet must be in the sole name of Tenant.

10. Assignment and Subletting. Tenant shall not assign this Lease or sublet any portion of the Premises without prior written consent of the Landlord. Landlord shall not assign this Lease without prior notification to the Tenant.

11. Utilities. All applications and connections for necessary utility services on the demised Premises shall be made in the name of the Tenant only, and the Tenant shall be solely liable for utility charges as they become due, including those for electricity, any security system, and telephone/internet services. Tenant may not install any additional lines, poles, cameras or infrastructure for telephone or internet without written permission from Landlord. Tenant shall also be solely responsible for janitorial services and garbage removal services, water and sewer services, and any monitoring services for the premises. Tenant acknowledges that Landlord owns the fire monitors and fire panel that are currently installed on the Premises and shall not damage or modify them. Tenant is solely responsible for all bills owed for its utilities and services and shall indemnify and hold Landlord harmless from all liability in connection with its bills.

12. Insurance. Tenant shall, at its own expense throughout the term of the Lease, maintain fire and extended coverage insurance sufficient for complete coverage for its furniture, supplies, electronics, business supplies and equipment. Tenant shall maintain public liability insurance including bodily injury and property damage and commercial general liability insurance on the Premises. Tenant shall provide Landlord with a Certificate of Insurance naming Landlord as additional insured. The Certificate shall provide a ten-day written notice to Landlord in the event of cancellation or material change of coverage. Landlord shall maintain adequate property insurance on the building at all times during the lease term. Landlord is not responsible for any damages to cover Tenant's business equipment and supplies even if Tenant's insurance is insufficient to cover any loss. Tenant shall indemnify and hold Landlord harmless from any and all liability in connection with any uncovered loss for its property.

13. Signs. It is agreed that the Tenant may place or maintain in good condition and repair any reasonable sign on or outside the Premises and may place or maintain in good condition and repair any reasonable decoration, lettering or advertising matter on the glass of any window or door of the Premises, in accordance with all applicable laws, required permits, regulations and local ordinances, with Landlord's approval.

14. Destruction or Damage to Premises. If the Premises shall be damaged by the elements, unavoidable accident, or other casualty, but are not thereby rendered untenantable in the whole or in part, Landlord shall repair the damage and rent shall be abated; however, if such damage is caused by fire, which renders the Premises untenantable, Tenant, at its

own option, may cancel the lease and no further rent shall be due. If the Premises are rendered untenantable only in part, Landlord shall repair the damage with reasonable diligence, and the rent shall be abated proportionately as to the portion of the Premises rendered untenantable until such time as the Landlord restores such Premises to their renovated state as of the date of commencement in Paragraph (1) of this Lease. If Tenant's employees or clients cause any damage to the interior of the property, Tenant is solely responsible for restoring the property to its original state. If any damage occurs, Tenant must notify Landlord within twenty-four hours. Tenant will then have thirty days, or longer if agreed to by Landlord, to fix the damage and allow Landlord to approve the repair. Landlord will satisfactorily approve the repair in writing. In the event Tenant fails to make the appropriate repair or the repair is not approved, Landlord may, in its discretion, perform the repair and invoice the Tenant for the costs. Such invoice must be paid to Landlord within 30 days' after the invoice.

15. Waste. Tenant shall not commit or suffer to be committed any waste upon the Premises or any nuisance or other act or thing which may disturb the quiet enjoyment of any other Tenant in the building or any person adjacent to the property of which the Premises are a part.

16. Compliance with Law. Landlord and Tenant shall comply with all requirements of all county, municipal, state, and federal and other applicable governmental authorities, now in force, or which may hereafter be in force, pertaining to the said Premises, and shall faithfully observe in the use of the Premises all municipal and county ordinances and state and federal statutes now in force or which may hereafter be in force.

17. Termination and Option to Renew. Unless terminated sooner as provided herein, or upon written mutual agreement of the parties, the Lease shall terminate at the end of the Term.

18. Quiet Enjoyment. Upon payment by Tenant of the rent herein provided, and compliance with the terms of this Contract, Tenant shall, subject to the terms and conditions of this Lease, peaceably and quietly hold and enjoy the Premises for the Term of this Lease. Tenant accepts the premises "AS IS" and Tenant's occupancy represents to Landlord that Tenant has inspected the premises and find them to be as represented by Landlord and satisfactory for Tenant's intended use.

19. Notices. All notices required or permitted to be given under the Lease shall be in writing and sent to the following:

County: County Manager
408 Summit Drive
Sanford, NC 27330

Daymark:

20. Tenant's Obligations. In addition to the other obligations of the Tenant under this Lease during the term of this Lease Agreement, Tenant shall abide by the following:
    a. With respect to safes or other heavy objects, Tenants shall comply with all weight restrictions on the flooring in the Premises and shall comply with any code provisions prescribing such restrictions.
    b. Tenant shall not allow damaging loads on the Premises' parking areas.
    c. Tenant shall not permit anything to be done on the Premises, or bring or keep any item therein which will in any way obstruct or interfere with the rights of others, or in any way injure or annoy them, or conflict with the laws relating to fires, or with the regulations of the Fire Department or conflict with any of the rules and ordinances of the Department of Health.
    d. No animals or birds shall be intentionally brought into or kept in or upon the leased Premises, except service animals allowed pursuant to the Americans with Disabilities Act.
    e. Tenant shall allow only one potted/house plant per office.
    f. Tenant will maintain Premises in a manner and condition necessary to carry out the allowable use.
    g. Tenants shall not deliberately or negligently destroy, deface, damage, or remove any part of the Premises (including all facilities, appliances, and fixtures) or permit any person, known or unknown to Tenants, to do so. Any damage that occurs must be fixed in accordance with Provision 14 above.

21. Amendments. This Lease may be modified or amended by mutual agreement of the Parties. Additional space can be added or price to rent can be adjusted by a written Amendment signed by all parties.

22. Forum and Venue. This contract shall be governed by and construed under the Laws of the State of North Carolina and the forum shall be Lee County, North Carolina.

23. Complete Agreement. The Lease is intended by the parties as a final and complete expression of their agreement and as an exclusive statement of the terms thereof.

24. No Waiver. Failure of either party to insist upon strict performance of any of the terms and conditions herein does not constitute a waiver of the same.

25. Independent Contractors. Landlord and Tenant are independent contractors and no employee relationship or partnership or joint venture is created by this Agreement. Tenant is solely responsible for all compensation and other benefits for its employees.

26. Authority to Sign. Both Parties attest the person signing on its behalf has authority to sign on behalf and bind their respective organizations.

27. Dispute Resolution. Any dispute arising under this Agreement may be settled by mediation in the State of North Carolina in accord with such procedures as may be available to units of local government under state law. No other dispute resolution procedures shall apply. Jurisdiction for any legal proceedings concerning this contract or agreement shall be in the state courts in the State of North Carolina. Venue for such proceedings shall be Lee County.

28. Compliance with E-Verify Requirements. The Tenant and any of its subcontractors must comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes, if applicable, which requires certain employers to verify the work authorization of each newly hired employee through the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies.

29. Divestment from Companies that Boycott Israel. Tenant certifies that (a) it is not identified on the Israel Boycott List or any other list created by the NC State Treasurer pursuant to N.C.G.S. 147-86.80 et al and (b) it will not take any action causing it to appear on any such list during the term of the contract agreement.

30. Iran Divestment Act Certification. The Tenant certifies that the Tenant is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 147-86.58 (the Final Divestment List) and the Tenant will not utilize any subcontractors performing work under this Contract which is listed on the Final Divestment List. The Final Divestment List can be found on the State Treasurer's website at the address and should be updated every 180 days.

31. Indemnification. The Tenant agrees, to the fullest extent permitted by law, to indemnify and hold harmless the County, its officers, directors and employees (collectively, the County) against all damages, claims, losses, liabilities, or costs, including reasonable attorneys' fees and defense costs, related to Tenant's use of the Premises under this contract and any of Tenant's subcontractors or anyone for whom the Tenant is legally liable.

32. Drug-free workplace. During the performance of this agreement, the Tenant agrees to (i) provide a drug-free workplace for its employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees of the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in its workplace and specifying the actions that will be taken against employees for violations of such prohibitions, (iii) state in all solicitations or advertisements for employees placed by or on its behalf that it maintains a drug-free workplace; (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000.00 so that the provisions will be binding upon each subcontractor or vendor.

33. The Tenant will not discriminate again any employee or applicant for employment or client because of age, sex, race, creed, national origin or disability. In the event Tenant is determined by the final order of an appropriate agency or court to be in violation of this provision or any non-discrimination provision of federal, state or local law, this lease may be suspended or terminated, in whole or in part by the County. In addition, the Tenant may be declared ineligible for further contracts with the County.

34. Gov Ops. Tenant acknowledges that by contracting with Lee County and receiving public funds, they may be subject to potential examination, evaluation and investigation, including access to buildings and documents and compelled testimony, by the Joint Legislative Commission on Governmental Operations under Section 27.10(b) of North Carolina S.L. 2023-134. Tenant acknowledges that Lee County has no control over the Commission and its activities.

Landlord:

_____
Kirk D. Smith
Chair
Lee County Board of Commissioners

Attest:

_____
Hailey Hall
Clerk to the Board

Tenant:

_____
Daymark Recovery Services, Inc.

STATE OF NORTH CAROLINA
COUNTY OF LEE

I, _____, Notary Public of said County and State aforesaid, certify that _____ personally came before me this day and acknowledged that he/she is the duly appointed or designated Clerk to the Board of Commissioners of said County, and that by authority duly given and as the act of Lee County Board of Commissioners, the foregoing instrument was signed in its name by its Board Chair, sealed with its corporate seal and attested by her/him as its Clerk.

Witness my hand and stamp and seal, this _____ day of _____, 2025.

_____
Notary Public

My Commission expires: _____

STATE OF NORTH CAROLINA
COUNTY OF LEE

I, _____, Notary Public of said County and State aforesaid, certify that _____ personally came before me this day and acknowledged that he/she is the duly appointed or designated Clerk to the Board of Directors for Daymark Recovery Services, Inc., the foregoing instrument was signed in its name by its Board Chair, sealed with its corporate seal and attested by her/him as its Clerk.

Witness my hand and stamp and seal, this _____ day of _____, 2025.

_____
Notary Public

My Commission expires: _____

Attachment A



ITEM #: III.E

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: New Lee County Library Audio Visual Bid Package Approval

DEPARTMENT: General Services

CONTACT PERSON: Brandon Key,

TYPE: Consent Agenda

REQUEST	Approve bid (Base Bid + Add Alt1 + Add Alt2) from LEE HARTMAN & SONS INC in the amount of $377,361.96 for the Audio-Visual technology package for the new Lee County Library and authorize the Chairman to sign the contract once approved by Legal staff.
BUDGET IMPACT	This cost was accounted for in the approved New Library Project Budget of $24,034,000. No additional funds are needed. Base Bid - $247,839.00 - Technology Package Add Alt1 - $118,616.49 - Large Multipurpose LED Add Alt2 - $10,906.47 - Large Multipurpose Side Displays on Carts Total = $377,361.96
ATTACHMENTS	LCLAVBidTab_BOC.pdf Signed Contract for Lee County.pdf
PRIOR BOARD ACTION	Board of Commissioners approved the GMP (Guaranteed Maximum Price) or construction budget at the August 19, 2024, Board Meeting. Audio-Visual has been approved as part of the overall budget for the new Lee County Library. Approximately $400,000 of the $24 million budget was earmarked for Audio-Visual equipment package to furnish the technology for the new library.

RECOMMENDATION	1. Approve the lowest responsive bidder, LEE HARTMAN & SONS INC. 2. Approve the contract execution between the lowest responsive bidder; LEE HARTMAN & SONS INC. and LEE COUNTY GOVERNMENT, and authorize the Chairman to sign the contract once finalized by the Legal Department.

SUMMARY

The Audio-Visual package is part of the New Lee County Library overall project budget. The Audio-Visual budget is $400,000 based on cost estimations from the architect and construction administrator. SAMET/SANFORD the Construction Manager at Risk oversaw the bidding process for Lee County Government. 9 vendors submitted bid packages for the Audio-Visual, and Lee Hartman & Sons Inc. was the reviewed and approved as lowest responsive bidder (as updated on Manager's Report 11/17/25). Recommendation is to move forward with Base Bid + Add Alt1 + Add Alt2 for the $377,361.96 from Lee Hartman & Sons Inc, which is under the overall budget of $400,000.

SAMET CORPORATION / SANFORD CONTRACTORS
A Joint Venture Company

	LEE COUNTY LIBRARY AV				
	10/28/2025				
	BIDDER	Base Bid	Alt-1	Alt-2	TOTAl
1	Inter Technologies	$ 266,376.66	$ 108,160.53	$ 11,285.57	$ 385,822.76
2	Peerless Communications	$ 382,221.63	$ 113,332.58	$ 17,776.06	$ 513,330.27
3	Clark-Powell	$ 300,488.19	$ 133,909.57	$ 7,371.23	$ 441,768.99
4	Intellicom, Inc.	$ 324,356.65	$ 113,333.17	$ 13,033.90	$ 450,723.72
5	Kontek Systems, Inc	$ 306,916.05	$ 112,068.06	$ 8,556.51	$ 427,540.62
6	NETcom	$ 319,550.24	$ 113,655.12	$ 12,462.15	$ 445,667.51
7	Pavion	$ 321,653.97	$ 151,293.72	$ 12,247.55	$ 485,195.24
8	Lee Hartman and Sons, Inc.	$ 247,839.00	$ 118,616.49	$ 10,906.47	$ 377,361.96
9	Tri-Tronics AV	$ 317,220.92	$ 124,464.54	$ 7,060.16	$ 448,745.62

Contract Agreement Between LEE HARTMAN & SONS INC. and Lee County Government

THIS AGREEMENT, made the 1 day of December 2025 by and between LEE HARTMAN & SONS INC. (hereinafter referred to as the "Contractor") and Lee County Government (hereinafter referred to as the "Owner") agree as follows:

1. Scope of Work: The Contractor shall furnish and deliver all of the materials, and perform all of the work in the manner and form as provided by the enumerated plans, specifications and documents, which are attached hereto and made a part thereof as if fully contained herein: advertisement, Instructions to Bidders, General Conditions, Supplementary General Conditions, specifications, accepted proposals, contract, performance bond, payment bond, power of attorney, worker's compensation, public liability, Exhibit A – Lee County Dispute Resolution Policy, any and all addendums, and all drawings.

2. The Contractor shall commence work to be performed under this agreement on a date to be specified in a written order of the Owner and shall fully complete all work hereunder within 105 consecutive calendar days from said date. For each day in excess thereof, liquidated damages shall be as stated in as $1,000.00 per day. The Contractor, as one of the considerations for the awarding of this contract, shall furnish to the Owner a construction schedule setting forth the project broken down by various divisions of the work and by the calendar days, as described in the General Conditions.

3. The Owner agrees to pay to the Contractor for the faithful performance of this agreement, subject to additions and deductions as provided in the specifications or proposal, in lawful money in the amount of $377,361.96.

4. Alternates. Alternates, if any, included in the Contract Sum are as follows:

Item	Price
Alt. #1	
a. Large Multipurpose LED	$118,616.49
Alt. #2	
a. Large Multipurpose Side Display on Carts	$10,906.47

5. Allowances. Allowances, if any, included in the Contract Sum are as follows:

Item N/A	Price

6. Unit Prices. Unit prices, if any, are as follows:

Item	Units and limitations	Price per Unit

7. Liquidated Damages. Liquidated damages will be $1,000.00 per day, after the date specified for substantial completion.

8. Binding Dispute Resolution. For any claim subject to, but not resolved by mediation, the method of binding dispute resolution shall be litigation in a court of competent jurisdiction.

9. The Owner's Representative is:

   Lisa Minter, County Manager
   408 Summit Drive
   Sanford, NC 27330
   lminter@leecountync.gov

   The Contractor's Representative is:

   Dolli Trotter
   2011 Nugget Rd
   High Point NC 27263

10. It if further mutually agreed between the Parties that if at any time after the execution of this agreement and the surety bonds hereto attached for its faithful performance, the Owner shall deem the surety or sureties upon such bonds to be unsatisfactory, or if, for any reason, such bonds cease to be adequate to cover the performance of the Work, the Contractor, at its own expense, within five (5) days after the receipt of notice from the Owner so to do, furnish an additional bond or bonds in such form and amount, and with such surety or sureties as shall be satisfactory to the Owner. In such event, no further payment to the Contractor shall be deemed to be due under this agreement, until such new or additional security for the faithful performance of the Work shall be furnished in a manner and form satisfactory to the Owner.

11. Compliance with E-Verify requirements: The Contractor and any of its subcontractors must comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes, if applicable, which requires certain employers to verify the work authorization of each newly hired employee through the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies.

12. Divestment from companies that boycott Israel: Contractor certifies that (a) it is not identified on the Israel Boycott List or any other list created by the NC State Treasurer pursuant to N.C.G.S. 147—86.80 et al and (b) it will not take any action causing it to appear on any such list during the term of the contract agreement.

13. Iran Divestment Act Certification. The Contractor certifies that the Contractor is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 147-86.58 (the Final Divestment List) and the Contractor will not utilize any subcontractors performing work under this Contract which is listed on the Final Divestment List. The Final Divestment List can be found on the State Treasurer's website at the address and should be updated every 180 days.

14. Non-Discrimination in Employment. The Contractor will not discriminate again any employee or applicant for employment because of age, sex, race, creed, national origin or disability. In the event Contractor is determined by the final order of an appropriate agency or court to be in violation of this provision or any non-discrimination provision of federal, state or local law, this Contract may be suspended or terminated, in whole or in part by the County. In addition, the Contractor may be declared ineligible for further contracts with the County.

15. Drug-Free Workplace. During the performance of this agreement, the Contractor agrees to (i) provide a drug-free workplace for its employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees of the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in its workplace and specifying the actions that will be taken against employees for violations of such prohibitions, (iii) state in all solicitations or advertisements for employees placed by or on its behalf that it maintains a drug-free workplace; (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000.00 so that the provisions will be binding upon each subcontractor or vendor.

16. Non-Appropriation Clause. Contractor acknowledges that Lee County is a governmental entity, and the contract validity is based upon the availability of public funding under the authority of its statutory mandate. In the event that public funds are unavailable and not appropriated for the performance of Lee County's obligations under this contract, then this contract shall automatically expire without penalty to Lee County thirty (30) days after written notice to Contractor of the unavailability and non-appropriation of public funds. It is expressly agreed that Lee County shall not activate this non-appropriation provision for its convenience or to circumvent the requirements of this contract, but only as an emergency fiscal measure during a substantial fiscal crisis, which affects generally its governmental operations. In the event of a change in the Lee County's statutory authority, mandate and mandated functions, by state and federal legislative or regulatory action, which adversely affects Lee County's authority to continue its obligations under this contract, then this contract shall automatically

terminate without penalty to Lee County upon written notice to Contractor of such limitation or change in Lee County's legal authority.

17. No Pledge of Taxing Authority. No deficiency judgment may be rendered against Lee County or any agency of Lee County in any action for breach of a contractual obligation under this contract. The taxing power of the Lee County is not pledged directly or indirectly to secure any monies due under this contract.

18. Gov Ops. Contractor acknowledges that by contracting with Lee County and receiving public funds, they may be subject to potential examination, evaluation and investigation, including access to buildings and documents and compelled testimony, by the Joint Legislative Commission on Governmental Operations under Section 27.10(b) of North Carolina S.L. 2023-134. Contractor acknowledges that Lee County has no control over the Commission and its activities.

19. This agreement becomes effective upon the last signature of both parties.

IN WITNESS WHEREOF, the Parties hereto have executed this agreement on this the 21st day of November, 2025.

Lee Hartman and Sons, Inc. **CONTRACTOR / FIRM**

By: Stephen Hartman

Title: President

Date: 11/21/25

Witness: Joyce A Shelburne

LEE COUNTY GOVERNMENT

By: _____

Title: _____

Date: _____

Witness: _____

ITEM #: III.F

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Budget Amendment 12/01/25/06

DEPARTMENT: Finance

CONTACT PERSON: Jen Waterhouse, Chief Financial Officer

TYPE: Consent Agenda

REQUEST	Approve Budget Amendment 12/01/25/06
BUDGET IMPACT	See below.
ATTACHMENTS	Budget Amendment #12-01-25-06.pdf
PRIOR BOARD ACTION	Library grant was approved by the board on 08/18/2025
RECOMMENDATION	Approve Budget Amendment 12/01/25/06

SUMMARY

Library Project: Appropriate ($89,294) LTSA Grant Funds to the Capital Outlay Discretionary project line. Also, in order to keep the grant in one line, the County match will be reallocated ($23,282) to the Capital Outlay Discretionary line.

MEMO TO: LEE COUNTY BOARD OF COMMISSIONERS

FROM: LISA MINTER, LEE COUNTY MANAGER

SUBJECT: BUDGET AMENDMENT:# 12/01/25/06

DATE: December 01, 2025

SECTION I. THE FOLLOWING LIBRARY FUND (4841) *REVENUE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Library	4841-3930-35011	LSTA Grant	-	89,294	89,294
				89,294	

SECTION II. THE FOLLOWING LIBRARY FUND (4841) *EXPENSE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Library	4841-8100-46410	Capital Outlay Discretionary	-	112,576	112,576
					-
		TOTAL CHANGES		112,576	

SECTION III. THE FOLLOWING LIBRARY FUND (4841) *EXPENSES DECREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Library	4841-8100-46180	Other Expenses	695,297	23,282	672,015
					-
		TOTAL CHANGES		23,282	

CHAIR

HAILEY HALL, CLERK TO THE BOARD

ITEM #: III.G

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Service Contract for Commercial and Industrial Appraisals for 2027 Reappraisal

DEPARTMENT: Tax

CONTACT PERSON: Michael Brown, Tax Administrator

TYPE: Action Item

REQUEST	Request the Board approve service contract with Piner Appraisal, Inc.
BUDGET IMPACT	Funds were included in FY 2025/2026, $ 75,000, to cover part of the cost. Remaining portion to be funded by FY 2026/2027 budget, $ 109,770. For total of $ 184,770.
ATTACHMENTS	Piner Appraisal 2025 Contract.pdf
PRIOR BOARD ACTION	Board approved recommended firm, Piner Appraisal, Inc., on November 3, 2025, from the Request for Qualification dated September 5, 2025.
RECOMMENDATION	Request Board to approve a service contract with Piner Appraisal, Inc. for commercial and industrial appraisal assistance.

SUMMARY

In preparation for the 2027 reappraisal. Lee County Tax Office would like to enter into a Service Contract where Piner Appraisal, Inc. would work with the Tax Administrator and Appraisal Staff to value the commercial and industrial properties in the county. The terms of the Service Contract has been submitted for your review. The Service Contract would start January 1, 2026, and end after all decisions of the 2027 Board of Equalization and Review had been rendered and mailed to taxpayers. We respectfully request approval of the attached Service Contract.

NORTH CAROLINA

CONTRACT FOR TAX APPRAISAL SERVICES

LEE COUNTY

THIS CONTRACT is made and entered into by and between the **COUNTY of LEE,** a political subdivision of the State of North Carolina, (hereinafter referred to as "COUNTY"), and **PINER APPRAISAL, INC.,** a corporation duly authorized to do business in the State of North Carolina, (hereinafter referred to as "CONTRACTOR").

FOR AND IN CONSIDERATION OF the mutual promises of each as hereinafter set forth, the parties hereto do mutually agree to the following terms and conditions:

1. **SCOPE OF SERVICES.** CONTRACTOR hereby agrees to provide the services and/or materials under this Contract pursuant to the provisions and specifications identified in Exhibit A (hereinafter collectively referred to as "Services"). Exhibit A is hereby incorporated herein by reference and made a part of this Contract. Time is of the essence with respect to all provisions of this Contract that specify a time for performance.

2. **TERM OF CONTRACT.** The Term of this Contract for Services is from **January 1, 2026 until all decisions rendered by the 2027 Board of Equalization and Review have been filed and mailed to all taxpayers,** unless sooner terminated as provided herein.

3. **PAYMENT TO CONTRACTOR.** CONTRACTOR shall receive from COUNTY the amounts listed below as compensation for the provision of Services unless the contract is terminated:

   Equal Payments of $ 13,857.75 a month beginning at the end of February 2026 for a period of 12 months, through January 2027 and

   10% of total amount of this contract ($18,477.00) shall be paid upon the adjournment of the 2027 Lee County Board of Equalization and Review.

The total amount of compensation to be paid under this contract shall not exceed One hundred eighty four thousand, seven hundred seventy dollars ($184,770.00) as full compensation for the provision of Services.

COUNTY agrees to pay CONTRACTOR at the rates specified for Services performed to the satisfaction of the COUNTY, in accordance with this Contract, and Exhibit A. Unless otherwise specified, CONTRACTOR shall submit an itemized invoice to COUNTY by the end of the month during which Services are performed. A Purchase Order number may be assigned to encumber the funds associated with

this Contract and must appear on all invoices and correspondence mailed to Purchaser. Payment will be processed promptly upon receipt and approval of the invoice by COUNTY.

4. **INDEPENDENT CONTRACTOR.** COUNTY and CONTRACTOR agree that CONTRACTOR is an independent contractor and shall not represent itself as an agent or employee of COUNTY for any purpose in the performance of CONTRACTOR's duties under this Contract. Accordingly, CONTRACTOR shall be responsible for payment of all federal, state and local taxes as well as business license fees arising out of CONTRACTOR's activities in accordance with this Contract. For purposes of this Contract taxes shall include, but not be limited to, federal and state income, social security and unemployment insurance taxes.

CONTRACTOR, as an independent contractor, shall perform the Services required hereunder in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies and shall maintain all required professional licenses during the term of this contract.

5. **INSURANCE AND INDEMNITY.** To the fullest extent permitted by laws and regulations, CONTRACTOR shall indemnify and hold harmless the COUNTY, its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to fees and charges of engineers or architects, appraisers, attorneys, and other professionals and costs related to court action or arbitration) arising out of or resulting from CONTRACTOR's performance under this Contract or the actions of the CONTRACTOR or its officials, employees, or contractors under this Contract or under contracts entered into by the CONTRACTOR in connection with this Contract. This indemnification shall survive the termination of this Contract.

In addition, CONTRACTOR shall comply with the North Carolina Workers' Compensation Act and shall provide for the payment of workers' compensation to its employees in the manner and to the extent required by such Act.

Additionally, CONTRACTOR shall maintain, at its expense, the following minimum insurance coverage:

$1,000,000 per occurrence /$2,000,000 aggregate Bodily Injury Liability, and

$100,000 Property Damage Liability, or
$1,000,000 per occurrence /$2,000,000 aggregate---Combined Single Limit Bodily Injury and Property Damage and

$1,000,000 Errors and Omissions insurance

CONTRACTOR, upon execution of this Contract, shall furnish to the COUNTY a Certificate of Insurance reflecting the minimum limits stated above. The Certificate

shall provide for thirty (30) days advance written notice in the event of a decrease, termination or cancellation of coverage. Providing and maintaining adequate insurance coverage is a material obligation of the CONTRACTOR. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The CONTRACTOR shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or this Contract. The limits of coverage under each insurance policy maintained by the CONTRACTOR shall not be interpreted as limiting the CONTRACTOR's liability and obligations under the Contract.

6. **HEALTH AND SAFETY.** CONTRACTOR shall be responsible for initiating, maintaining and supervising all safety precautions and programs required by OSHA and all other regulatory agencies while providing Services under this Contract.

7. **NON-DISCRIMINATION IN EMPLOYMENT.** CONTRACTOR shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, or disability. In the event CONTRACTOR is determined by the final order of an appropriate agency or court to be in violation of any non-discrimination provision of federal, state or local law or this provision, this Contract may be canceled, terminated or suspended in whole or in part by COUNTY, and CONTRACTOR may be declared ineligible for further COUNTY contracts.

8. **GOVERNING LAW.** This Contract shall be governed by and in accordance with the laws of the State of North Carolina. All actions relating in any way to this Contract shall be brought in the General Court of Justice in the County of Lee and the State of North Carolina.

9. **TERMINATION OF CONTRACT.** This Contract may be terminated as provided in Provision 18. This Contract may also be terminated, without cause, by COUNTY, upon sixty (60) days written notice to CONTRACTOR. This termination notice period shall begin upon receipt of the notice of termination. CONTRACTOR may terminate this contract upon sixty (60) days written notice to COUNTY. In the event of termination without cause, the COUNTY shall only be obligated to pay for all services rendered up to the date of termination.

This Contract may be terminated, for cause, by the non-breaching party if, after notifying the breaching party of a substantial failure to perform in accordance with the provisions of this Contract, the failure is not corrected within ten (10) days of the receipt of the notification. Upon such termination, the parties shall be entitled to such additional rights and remedies as may be allowed by relevant law.

Termination of this Contract, either with or without cause, shall not form the basis of any claim for loss of anticipated profits by either party.

10. **NON-ASSIGNMENT.** CONTRACTOR shall not assign its interest in this Contract without the written consent of COUNTY. CONTRACTOR has no authority to enter into contracts on behalf of COUNTY.

11. **COMPLIANCE WITH LAWS.** CONTRACTOR represents that it is in compliance with all Federal, State, and local laws, regulations or orders, as amended or supplemented. The implementation of this Contract shall be carried out in strict compliance with all Federal, State, or local laws.

12. **E-VERIFY.** The Contractor and any of its subcontractors must comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes, if applicable, which requires certain employers to verify the work authorization of each newly hired employee through the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies.

13. **IRAN DIVESTMENT ACT.** The Contractor certifies that the Contractor is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 147-86.58 (the Final Divestment List) and the Contractor will not utilize any subcontractors performing work under this Contract which is listed on the Final Divestment List. The Final Divestment List can be found on the State Treasurer's website at the address and should be updated every 180 days.

14. **DIVESTMENT FROM COMPANIES THAT BOYCOTT ISRAEL.** Contractor certifies that (a) it is not identified on the Israel Boycott List or any other list created by the NC State Treasurer pursuant to N.C.G.S. 147-86.80 et. al. and (b) it will not take any action causing it to appear on any such list during the term of the contract agreement.

15. **NOTICES.** All notices which may be required by this contract or any rule of law shall be effective when received by certified mail sent to the following addresses:

COUNTY OF LEE:
Michael D. Brown, Tax Administrator, 106 Hillcrest Drive, Sanford, NC 27330
mbrown@leecountync.gov and 919-718-4660 extn. 5424

CONTRACTOR: PINER APPRAISAL, INC.:
Gary Piner, 2321 Shore Drive, Morehead City, NC 28557
pinerappraisal@gmail.com and 252-723-3562

16. **COUNTY NOT RESPONSIBLE FOR EXPENSES.** COUNTY shall not be liable to CONTRACTOR for any expenses paid or incurred by CONTRACTOR, unless otherwise agreed in writing.

17. **AUDIT RIGHTS.** For all Services being provided hereunder, COUNTY shall have the right to inspect, examine, and make copies of any and all books, accounts, invoices, records and other writings relating to the performance of the Services upon request for a period of five (5) years. Audits shall take place at times and locations mutually agreed upon by both parties. Notwithstanding the foregoing, CONTRACTOR must make the materials to be audited available within one (1) week of the request for them.

18. **ANNUAL APPROPRIATIONS AND FUNDING.** This Agreement may be subject to the annual appropriation of funds by the Lee County Commissioners. Notwithstanding any provision herein to the contrary, in the event funds are not appropriated for this Agreement, then County shall be entitled to immediately terminate this Agreement, without penalty or liability, except for the payment of all contract fees due under this Agreement up to and through the last day of service.

19. **EQUIPMENT.** CONTRACTOR shall supply, at its sole expense, all equipment, tools, materials, and/or supplies required to provide Services hereunder, unless otherwise agreed in writing.

20. **ENTIRE CONTRACT/AMENDMENT.** This Contract, including Exhibit A, shall constitute the entire understanding between COUNTY and CONTRACTOR and shall supersede all prior understandings and agreements relating to the subject matter hereof. This Contract may only be amended by written mutual agreement signed by both parties.

21. **HEADINGS.** The subject headings of the sections are included for purposes of convenience only and shall not affect the construction or interpretation of any of its provisions. This Contract shall be deemed to have been drafted by both parties and no interpretation shall be made to the contrary.

22. **EXISTENCE.** CONTRACTOR warrants that it is a corporation duly organized, validly existing, and in good standing under the laws of the State of North Carolina and is duly qualified to do business in the State of North Carolina and has full power and authority to enter into and fulfill all the terms and conditions of this contract. CONTRACTOR shall notify the COUNTY within 10 days of any change in its corporate status or leadership.

23. **AUTHORITY.** By execution hereof, the person signing for CONTRACTOR below certifies that he/she has read this Contract and that he/she is duly authorized to execute this Contract on behalf of the CONTRACTOR.

24. **DRUG-FREE WORKPLACE.** During the performance of this agreement, the Contractor agrees to (i) provide a drug-free workplace for its employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees of the unlawful manufacture, sale, distribution, dispensation,

possession, or use of a controlled substance or marijuana is prohibited in its workplace and specifying the actions that will be taken against employees for violations of such prohibitions, (iii) state in all solicitations or advertisements for employees placed by or on its behalf that it maintains a drug-free workplace; (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000.00 so that the provisions will be binding upon each subcontractor or vendor.

25. **GOV OPS.** Contractor acknowledges that by contracting with Lee County and receiving public funds, they may be subject to potential examination, evaluation and investigation, including access to buildings and documents and compelled testimony, by the Joint Legislative Commission on Governmental Operations under Section 27.10(b) of North Carolina S.L. 2023-134. Contractor acknowledges that Lee County has no control over the Commission and its activities.

26. **PUBLIC RECORDS LAW.** The Contractor acknowledges that Lee County is a governmental Agency and subject to public records law and is required to provide public records, including this contract, upon a valid legal request. The Contractor has advised the County prior to executing this contract of all information it contends is proprietary, confidential or a trade secret.

IN TESTIMONY WHEREOF, the parties have expressed their agreement to these terms by causing this Service Contract to be executed by their duly authorized office or agent with the intent and authority to bind their respective agency.

LEE COUNTY

_____ _____
Kirk D. Smith, Chairman Date
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

PINER APPRAISAL, INC.

Gary Piner 11-12-2025
Gary Piner, President Date

ATTEST:

_____
Secretary/Officer

EXHIBIT A
Scope of Services

Contractor (PINER APPRAISAL, INC.) will provide County with the property tax values that allows competent and professional valuations of all the County's commercial parcels, appeal support, market/trend studies, and other preparation for the 2027 reappraisal. A significant component for this project is to utilize the Tyler CAMA system with no over-rides or workarounds. The overall idea is to partner with the County (Tax Office) to meet the current and future commercial valuation needs of the County.

Contractor (PINER APPRAISAL) will work in unison with County (Tax Office staff) under the direction of the Appraisal Manager and Tax Administrator. Contractor will provide a more detailed analysis in more challenging sub-markets such as the downtown market where conditions have wide ranges.

Contractor will be the lead responsibility for the commercial land values, the commercial cost approach, along with the development of the income and sales approaches to value. Contractor will assist with daily commercial parcel inquiries, defend and support valuations during informal appeals and before the Board of Equalization and Review.

County will provide Contractor (PINER APPRAISAL) with the following:

• All relevant market data and information (sales, rents, income, etc.) that has been collected and obtained over the past few years.
• Development and mailing of income and expense questionnaires as necessary.
• Remote CAMA Access.
• Remote Eagleview Access.

Contractor (PINER APPRAISAL) will be responsible for the following:

• Maintenance of all commercial valuations while utilizing all necessary approaches to value. PINER APPRAISAL has no cap on the number of parcels to be maintained and includes rural parcels. Our service and consulting include improved and vacant commercial, industrial and special purpose parcels. Services also include manufactured/ mobile home/RV parks consisting of 10 sites or more.
• Work to utilize the Tyler CAMA system and eliminate unnecessary workarounds.
• Continually assist with parcel inquiries, questions and concerns.
• Support and defend appeals before the Lee County Board of Equalization and Review.
• Continually review neighborhoods, market trends in preparation of the 2027 reappraisal.
• Combination of on-site and off-site depending upon the project and tasks.

Contractor (PINER APPRAISAL) will not be responsible for the following:

• Copies of property record cards/public record reports.
• Physical parcel inspections. (PINER APPRAISAL will inspect as deemed necessary or at the request of Tax Office)
• Special computer upgrades and/or software.
• Printing and mailing of any notices or public advertisements.
• General Clerical/Data Entry in CAMA system.
• Individual Fee Appraisals (Ex: Non-ad valorem (individual) appraisals for property tax appeals.)

Estimated Project Completion:

Based on the scope of work, this project agreement continues through the reappraisal year 2027. All workflows will be at the direction of the Tax Administrator. Values are to be delivered to the Tax Administrator on November 30, 2026.

Compensation for the services outlined in this Agreement cover all related expenses in relation to labor costs, taxes, insurance, meals, automobile expenses, long distance calls, lodging and all other travel related expenses.

Contractor will provide support during the local board of E&R. Additional support with appeals and other appraisal services outside this scope of work are based on a rate of $1,000 per day. Fees for services outside this Agreement will be negotiated and will require a separate purchase order approved by the County.

Contractor has access and membership to multiple valued databases along with national and regional commercial subscriptions such as CoStar, Marshall & Swift Cost Guides and Craftsmen National Cost Guides. Any necessary field inspections will be completed in a highly competent manner by Piner Appraisal Staff.

PRIMARY FIRM DUTIES

- Data verification review and field check of commercial and industrial properties
- Perform data entry resulting from data verification review of commercial and industrial properties
- Land analysis and valuation
- Neighborhood delineation of commercial and industrial properties
- Build cost and income tables for commercial and industrial properties by property class in Tyler Technologies iasWorld CAMA package (Version 2024.1.63) package and calculate and review values from the developed tables.
- Develop sales models for commercial and industrial properties
- Appraisal of golf courses, mining, quarries, pharmaceutical, biotech and other special properties
- Develop/ Assist with the production of the 2027 Schedule of Values
- Support of values at the informal appeal level and attendance and testimony of values at the local Board of Equalization and Review
- Be willing to contract for additional appeal work beyond the Board of Equalization and Review at the NC Property Tax Commission
- Assist the Tax Administrator, and Appraisal staff, in the planning and implementation of the income approach to value for parcels valued
- Train the appraisal staff on the functions relative to industrial and commercial properties to have a successful reappraisal
- Represent the County with a positive image during all speaking engagements and interviews while under contract with the County

ITEM #: III.H

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Approve memorandum of agreement for Private Jacob Gaster memorial marker

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Approve memorandum of agreement for Private Jacob Gaster memorial marker
BUDGET IMPACT	N/A
ATTACHMENTS	DAR MOU 11-29-2025.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve memorandum of agreement for Private Jacob Gaster memorial marker

SUMMARY

The Private John Grady Chapter of the National Society of Daughters of the American Revolution (DAR) has requested to honor Private Jacob Gaster, and all veterans, during an America 250 event by placing a marker at Private Grady's grave, located at the Historic Courthouse in Lee County. Private Jacob Gaster, the son of Jacob and Nancy Gaster, is a known Revolutionary War Solider who is buried at the Historic Courthouse. The John Grady Chapter of the DAR intends to raise funds to place a marker at Mr. Gaster's grave. The attached memorandum of understanding establishes the responsibilities of the Chapter related to this memorial marker.

MEMORANDUM OF AGREEMENT FOR PRIVATE JACOB GASTER MEMORIAL MARKER

THIS AGREEMENT is made between Lee County and the Private John Grady Chapter of the National Society Daughters of the American Revolution and is effective the date of the last signature of the parties.

WHEREAS the Private John Grady Chapter of the National Society Daughters of the American Revolution was established in 1951 in Lee County to promote historic preservation, education and patriotism both locally and nationally;

WHEREAS, the Lee County Board of Commissioners also value and desire to promote historic preservation, education and patriotism within Lee County and nationally and to honor all veterans;

WHEREAS, Lee County has a known Revolutionary War Soldier, Private Jacob Gaster of the North Carolina Militia, son of Jacob and Nancy Gaster, who is buried at the Lee County Courthouse;

WHEREAS, the Private John Grady Chapter of the National Society Daughters of the American Revolution desires to honor Private Jacob Gaster and all veterans during an America 250 event by placing a marker at Private Grady's grave with funds raised by the Chapter;

NOW THEREFORE, by their promises herein, the parties agree as follows:

1. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall be allowed to place a DAR grave marker on the gravesite of Private Jacob Gaster which is located at the Lee County Courthouse to honor the service and sacrifice of Private Gaster and all veterans, both local and statewide.

2. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall be solely responsible for the cost of the DAR grave marker and for any cost for the actual placement. Lee County is not responsible in any way for funding for this marker. Placement must be made on the ground close to the current tombstone.

3. Lee County has the sole approval authority for the size and language on the plaque. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall submit a photo with the proposed plaque size, color, material and language to the County Manager and shall have written approval from the County Manager prior to ordering the plaque.

4. The Private John Grady Chapter of the National Society Daughters of the American Revolution is solely responsible for any required historical research and any cost associated with that research to confirm the issuance of the grave marker.

5. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall be allowed to have a ceremony at the gravesite at the Courthouse at a time

arranged by the parties. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall obtain permission from the County Manager of the date for the ceremony at least 2 weeks in advance so that Courthouse staff may be notified.

6. Lee County shall be allowed to advertise, through a public media release, the placing of the grave marker. The Private John Grady Chapter of the National Society Daughters of the American Revolution shall be allowed to contribute historical information that may be included in the media release at the discretion of the Communications Director.

WHEREUPON, the parties acknowledge by their signatures below that they have the authority and intent to enter a binding contract on behalf of their respective agencies and do so freely, voluntarily and knowingly.

Private John Grady Chapter
National Society Daughters of the American Revolution

_____ _____

Name, President Date

Lee County

_____ _____

Kirk D. Smith, Chair Date
Lee County Board of Commissioners

ITEM #: III.I

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Approve the contract for administration grant for water and sewer construction for the Washington Avenue project between Lee County and the City of Sanford

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Approve the contract for administration grant for water and sewer construction for the Washington Avenue project between Lee County and the City of Sanford
BUDGET IMPACT	Up to $850,000 of ARPA Revenue Loss funds.
ATTACHMENTS	Washington Ave MOU.pdf
PRIOR BOARD ACTION	At its September 12, 2022 regular meeting, the Board of Commissioners unanimously approved a request from Brick Capital Community Development to earmark $850,000 to be used for the benefit of the Washington Avenue Project.
RECOMMENDATION	Approve the contract for administration grant for water and sewer construction for the Washington Avenue project between Lee County and the City of Sanford

SUMMARY

At its September 12, 2022 regular meeting, the Board of Commissioners unanimously approved a request from Brick Capital Community Development (BCCDC) to earmark $850,000 to be used for the benefit of the Washington Avenue Project. At that meeting, Mr. Kerry Bashaw with BCCDC came to request funding to help with BCCDC Washington Avenue

project, which will consist of single family homes and an apartment complex. The project will bring workforce house to Lee County. After the Board earmarked the $850,000, county staff began working with BCCDC and the City of Sanford to determine how best to structure the funding. It was decided that the County can enter into an agreement with the City of Sanford to help fund water and sewer expansion, activities related to the water and sewer expansion and flood and drainage activities, occurring on public property or property that the City has received an easement. The City of Sanford has also agreed to invest $850,000 to this project as well. Staff is now asking for the Board to approve the agreement and authorize the Chair to sign.

Contract for Administration of Grant for Water and Sewer Construction for the Washington Avenue Project Between Lee County and the City of Sanford

WHEREAS, the City of Sanford and Lee County, desire, by mutual agreement to enter into a legally binding contract; and

WHEREAS, Brick Capital Community Development Corporation, a non-profit corporation organized for the purpose of providing multi-family or single-family housing for low to moderate income persons, has purchased from the City of Sanford a tract of property, known as the Washington Avenue project (hereinafter referred to as Project), to develop affordable housing for low to moderate income persons as a public purpose and has applied for Community Development Block Grant funding through the City of Sanford; and

WHEREAS, Lee County desires to appropriate funds to assist with low to moderate income housing by providing funds for this project through the provision of water and sewer services; and

WHEREAS, the City of Sanford is the sole provider of water and sewer services for Lee County; and

NOW THEREFORE, the parties, based upon mutual promises and agreements and other proper consideration, agree and contract pursuant to N.C. Gen. Stat.§160A-461 and N.C. Gen. Stat. § 153A-275 as follows:

I. Purpose: The City of Sanford will construct and provide water and sewer services for the Brick Capital Community Development Corporation Project on Washington Avenue, Sanford, North Carolina shown in Plat Cabinet 2006, Slide 174 of the Lee County Registry, more specifically PIN number 9642-63-2855-00. Lee County will provide a maximum of $850,00.00 to the City of Sanford as contribution for the cost of providing water and sewer and water and sewer related construction activities (such as grading or erosion control activities specifically for water/sewer) and/or for flood and drainage construction activities related to water and sewer that are on public property or are on private property provided the City of Sanford has received an easement to conduct the work on the private property. All expenses must be solely related to the Washington Avenue project for Brick Capital Community Development Corporation.

II. Background: The City of Sanford and Lee County mutually agree that providing water and sewer service for the Washington Avenue Project will improve the development and provide affordable housing for low to moderate income persons as a public purpose. The City of Sanford and Lee County have worked together in the past to promote community services and improvements. At the time of adoption by the Board and Council, both parties agreed to invest $850,000.00 of their public funds toward this valuable public project.

III. Obligations of the City of Sanford

1. The City of Sanford shall construct and provide water and sewer service for the Brick Capital Community Development Corporation Project on Washington Avenue, Sanford, North Carolina shown in Plat Cabinet 2006, Slide 174 of the Lee County Registry, more specifically PIN number 9642-63-2855-00.
2. The City of Sanford has also agreed to provide $850,000.00 for the Washington Avenue Project. The City of Sanford has also received an $850,000.00 grant from the North Carolina Community Development Block Grant (CDBG) to help fund this Project. The County can only reimburse funds specifically expended for water and sewer expansion activities, as described in Section I above. The City of Sanford will not seek payment from the County for any of the expenses it has submitted for grant reimbursement or grant funding. The City also agrees to oversee the expenditure of funds to ensure CDBG funds, County funds, and City funds are all spent in an equitable manner. The maximum amount that may be submitted for reimbursement is $850,000.00 if the project so requires. After that amount has been paid, no further invoices will be sent to the County and the County's obligations will cease. If the City finishes the Project without seeking reimbursement for the County for the full $850,000.00, the County has no obligation to provide any further funding to the City.

3. The City of Sanford will provide a bill to the County, with an invoice attached for the expenses specified in Section I above. Invoices must provide sufficient information for the County to ascertain that it meets the Section I requirements. The City will provide any additional documentation requested from the County in connection with the invoices, including additional receipts, easements, construction documents, grant documentation, or other necessary requested documents. No bills shall include amounts that have already been reimbursed to the City by its grant funding.

4. The City of Sanford must use the funds granted by Lee County only in the manner and for the purposes specified in this contract. Any funds not used for this specific purpose will not be reimbursed.

5. The City of Sanford must maintain all books and records relating to this project for three years from the date of the final payment under this agreement and these books and records shall be made available for audit or evaluation upon request during regular business hours of the City of Sanford.

6. The City of Sanford shall maintain all accounts, books, ledger, journals, and records in accordance with generally accepted accounting principles, practices and procedures.

7. The City of Sanford must provide the County access to any and all documents, plans, contracts or other required records related to or required by this grant funding within 10 days of request.

8. The City of Sanford is solely responsible for all contracts, permits, permissions, including any seeking any easements, building materials and any other requirements for this project. The City of Sanford specifically acknowledges that the sole obligation of Lee County is the provision of the specified amount of funds (up to $850,000.00) to cover part of the costs for the provision of water and sewer construction in this project, and as further described in Section I above, and the City of Sanford agrees to also expend $850,000.00 of its funds in addition to its grants awarded for the Washington Avenue project. If requested, the City shall provide proof of its expenditures up to $850,000.00 to the County.

9. The City of Sanford is solely responsible for any and all liability in connection with this project and fully indemnifies and holds Lee County, its officers, agents and employees harmless from any and all liability for any actions, subcontractor disputes, injuries or any other claims of any kind, directly or indirectly relating to this project.

10. The City of Sanford shall not assign any interest in this contract or transfer any interest in this agreement without prior written consent of Lee County.

11. Lee County is in no way responsible for the administration and supervision of the City of Sanford's officers, employees, agents or subcontractors, which are stipulated are not officers, employees or agents of Lee County.

12. In connection with the performance of this Agreement, the City of Sanford shall not discriminate against any employee, applicant for employment, or program participant because of race, religion, color, sex, age handicap, or national origin.

13. If during the funding process the City of Sanford ceases its work with the Brick Capital Community Development Corporation on this project or the non-profit organization loses its 501(c)(3) status or otherwise ceases to operate, or undergoes any major operational changes to the organization, the City of Sanford shall immediately notify Lee County and address the change, how the change may affect any funding from this grant, and the City of Sanford's plans to proceed. If the City of Sanford ceases work on the project, no future funds will be reimbursable, but amounts already expended may be reimbursable if the services under this contract have already been provided.

14. The contact person for the City shall be: Hal Hegwer, City Manager.

IV. <u>Obligations of Lee County</u>

1. Lee County shall provide up to $850,000.00 to the City of Sanford as a grant to assist in funding the provision of water and sewer services and construction related activities, as described in Section I, for the Washington Avenue Project for low to moderate income housing development under Brick Capital Community Development Corporation. In the event the project comes in under budget, Lee County's obligation shall be in amount equal

to the portion the City of Sanford contributed to the project from their $850,000.00 allocation.

2. The sole and maximum amount to be provided to the City of Sanford is up to $850,000.00. .

3. Upon presentation of a bill from the City of Sanford with attached appropriate and legitimate fully paid invoices and expenditure receipts, Lee County shall promptly pay the bill to the City of Sanford. Each submitted invoice shall only be for work performed as described in Section I of this Agreement. Any questionable, non-related or other receipts that do not comply with Section I expenses will be denied and no funds will be disbursed until appropriate documentation is supplied to the County. Invoices must provide sufficient information for the County to ascertain that it meets the Section I requirements and the County may request additional documentation to verify the invoice.

4. All expenditure receipts must be for water or sewer construction and development activities, as specifically described in Section I. Lee County may deny reimbursement for any expenditures made by the City of Sanford for purposes beyond the scope of the specified grant requirement.

5. If the Washington Avenue Project ceases, the sole obligation of Lee County for reimbursement to the City of Sanford shall be for water and sewer work as set out in Section I that is fully completed as shown by valid receipts. Any amount of the $850,000.00 that has not been reimbursed or for which an invoice is not created, shall remain the sole property of Lee County.

6. The contact person for the County shall be: Lisa Minter, County Manager

V. General Provisions

1. This contract may only be amended by written amendments mutually agreed upon by and between the City of Sanford and Lee County and signed by governing officials.

2. Jurisdiction for any legal proceedings concerning this concerning this contract shall be the state courts of North Carolina. Venue for such proceedings shall be Lee County, NC.

3. This contract shall be effective upon the last date signed and shall terminate on June 30, 2027 or whenever the total amount of $850,000.00 has been paid to the City of Sanford or if the City of Sanford ceases work on the Washington Avenue project, or if Brick Capital Community Development Corporation ceases to do business, whichever occurs first.

Effective Date & Signature
This Contract shall be effective upon the signatures of the officials of the City of Sanford and Lee County. The parties indicate their agreement and ability to contract on behalf of the named agency by signatures attached hereto.

Signatures & Dates

Hal Hegwer, City of Sanford, City Manager

11 | 24 | 25
Date

Lisa Minter, Lee County, Lee County Manager

Date

ITEM #: IV.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Approve Resolution to Honor a Revolutionary War Soldier and All Veterans

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	Approve Resolution to Honor a Revolutionary War Soldier and All VeteransÂ
BUDGET IMPACT	N/A
ATTACHMENTS	DAR Resoluion Draft 11-29-2025.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve Resolution to Honor a Revolutionary War Soldier and All Veterans

SUMMARY

The Private John Grady Chapter of the National Society Daughters of the American Revolution (DAR) was established in 1951 in Lee County to promote historic preservation, education and patriotism. A known Revolutionary War Soldier, Private Jacob Gaster, son of Jacob and Nancy Gaster, is buried at the Historic Courthouse in Lee County. The Private John Grady Chapter of the DAR requests to honor Private Jacob Gaster, and all veterans, during an America 250 event by placing a marker at Private Grady's grave with funds raised by the Chapter. The Private John Grady Chapter of the DAR is requesting permission from the Board of Commissioners to move forward with this endeavor.

RESOLUTION TO HONOR A REVOLUTIONARY WAR SOLDIER AND ALL VETERANS

WHEREAS, the National Society Daughters of the American Revolution, was founded in 1890 to promote historic preservation, education and patriotism across the United States;

WHEREAS, the Private John Grady Chapter of the National Society Daughters of the American Revolution was established in 1951 in Lee County to promote historic preservation, education and patriotism both locally and nationally;

WHEREAS, the Lee County Board of Commissioners value and desire to promote historic preservation, education and patriotism within Lee County and nationally and to honor all veterans;

WHEREAS, Lee County has a known Revolutionary War Soldier, Private Jacob Gaster, son of Jacob and Nancy Gaster, who is buried at the Lee County Courthouse;

WHEREAS, the Private John Grady Chapter of the National Society Daughters of the American Revolution desires to honor Private Jacob Gaster and all veterans during an America 250 event by placing a marker at Private Grady's grave with funds raised by the Chapter;

NOW THEREFORE BE IT RESOLVED, that the Lee County Board of Commissioners approves the request to honor Private Jacob Gaster through the placing of a plaque on his gravesite at the Lee County Courthouse to honor the service and sacrifice of Private Gaster and all veterans, both local and statewide; and

BE IT FURTHER RESOLVED that the Lee County Board of Commissioners encourages its citizens in a patriotic tradition to recognize the importance of honoring those whose great sacrifices have helped preserve our freedom.

Presented this the _____ day of December, 2025.

_____
Kirk D. Smith, Chairman
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: V.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: December 1, 2025

SUBJECT: Presentation and Public Hearing on the Lee County Safety Action Plan

DEPARTMENT: Planning

CONTACT PERSON: David Montgomery,

TYPE: Public Hearing

REQUEST	Presentation of the final draft on the Lee County Safety Action Plan and Public Hearing.
BUDGET IMPACT	None
ATTACHMENTS	8.22.25 Final Leadership Commitment.pdf 2025_11_17 Lee County Safety Action Plan.pdf 12_15_2025_Resolution_Lee_County_Safety_Action_Plan.pdf
PRIOR BOARD ACTION	Commitment Letter of Leadership for the Lee County Safety Action Plan
RECOMMENDATION	For public hearing only. Resolution adopting the Lee County Safety Action Plan at the following Lee County Commissioners Meeting on Dec. 15.

SUMMARY

The Central Pines Council of Governments (CPCOG), on behalf of Sanford, Lee County, and Broadway, was awarded a Safe Streets and Roads for All grant from U.S Department of Transportation for the primary purpose of developing a Safety Action Plan. A Safety Action Plan is a comprehensive plan aimed at reducing and eliminating serious-injury and fatal crashes affecting all roadway users. Action Plans, guided by the Safe System Approach, use data analysis and public input to identify roadway safety problems to strengthen a community's approach through projects and strategies that address the most significant safety risks.

Lee County Safety Action Plan

Leadership Commitment from Lee County, Sanford, and Broadway

For too long our communities have experienced a disproportionate and tragic number of fatal and serious injury roadway crashes. In recognition of this, Lee County, Sanford, and Broadway are **establishing a goal for a 50 percent reduction in the rate of fatal and serious injury crashes by 2040 with the ultimate goal of no one losing their life or being seriously injured on our roadways.** Developing the Lee County Safety Action Plan is a critical and proactive step towards achieving this goal and increasing safety for all Lee County residents.

The Lee County Safety Action Plan represents a shift to making roadway safety the top priority in all actions and decisions for land use and transportation planning, design, operations, and maintenance. Rooted in the U.S. Department of Transportation's Safe System Approach, the plan sets forward a blueprint for rethinking street design, adopting new policies, incorporating operational changes, and promoting a culture of safety across the county so that no one's life is taken while traveling to or through our community.

The Plan includes attainable goals identified through an analytic approach along with input from our diverse county residents, transportation stakeholders, and agency representatives. It is a dynamic, living document that will need to adapt as Lee County continues to grow. As the recommendations and strategies in this plan are implemented, we will continue moving towards a safer transportation system and a community where all people can get to their destination safely.

Kirk Smith
Chairman, Lee County Board of Commissioners

Rebecca Wyhof Salmon,
Mayor, City of Sanford

Donald Andrews
Mayor, Town of Broadway



Lee County
Safety Action Plan

November 2025

This Plan was developed in collaboration with:

CENTRAL PINES
REGIONAL COUNCIL

Information contained in this document is for planning purposes and should not be used for final design of any project. All results, recommendations, concept drawings, cost opinions, and commentary contained herein are based on limited data and information and on existing conditions that are subject to change. Further analysis and engineering design are necessary prior to implementing any of the recommendations contained herein

Acknowledgments

Central Pines Regional Council
Matt Day, AICP CTP, Transportation Director

Lee County, City of Sanford, Town of Broadway
David Montgomery, Long Range Planner

Lee County Transportation Committee
Rebecca Wyhof Salmon, Mayor of Sanford

Mark Akinosho, City of Sanford Councilman

Kirk Smith, Lee County Commissioner Chairman

Don Andrews, Mayor of Town of Broadway

Jim Paschal, Town of Broadway Commissioner

Bob Heuts, Raleigh Executive Jetport Director

Jimmy Randolph, Sanford Area Growth Alliance President

Debbie Davidson, Lee County Mobility Manager

Prepared by: Toole Design Group and VHB

List of Abbreviations

ACS: American Community Survey

AoPP: Area of Persistent Poverty

CPRC: Central Pines Regional Council

CPRPO: Central Pines Rural Planning Organization

FHWA: Federal Highway Administration

HIN: High Injury Network

KABCO: Injury Severity Scale:

- **K:** Fatal injury
- **A:** Suspected serious injury
- **B:** Suspected minor injury
- **C:** Possible injury
- **O:** No apparent injury

KSI: Killed or Serious Injury

LCTC: Lee County Transportation Committee

LPI: Leading Pedestrian Interval

NCDOT: North Carolina Department of Transportation

PSCi: Proven Safety Countermeasure initiative

RRFB: Rectangular Rapid Flashing Beacon

SAP: Safety Action Plan

SRTS: Safe Routes to School

SS4A: Safe Streets and Roads for All

STIP: State Transportation Improvement Program

TDI: Transportation Disadvantage Index

USDOT: United States Department of Transportation

VRU: Vulnerable Road Users (pedestrian or bicycle)

CONTENTS

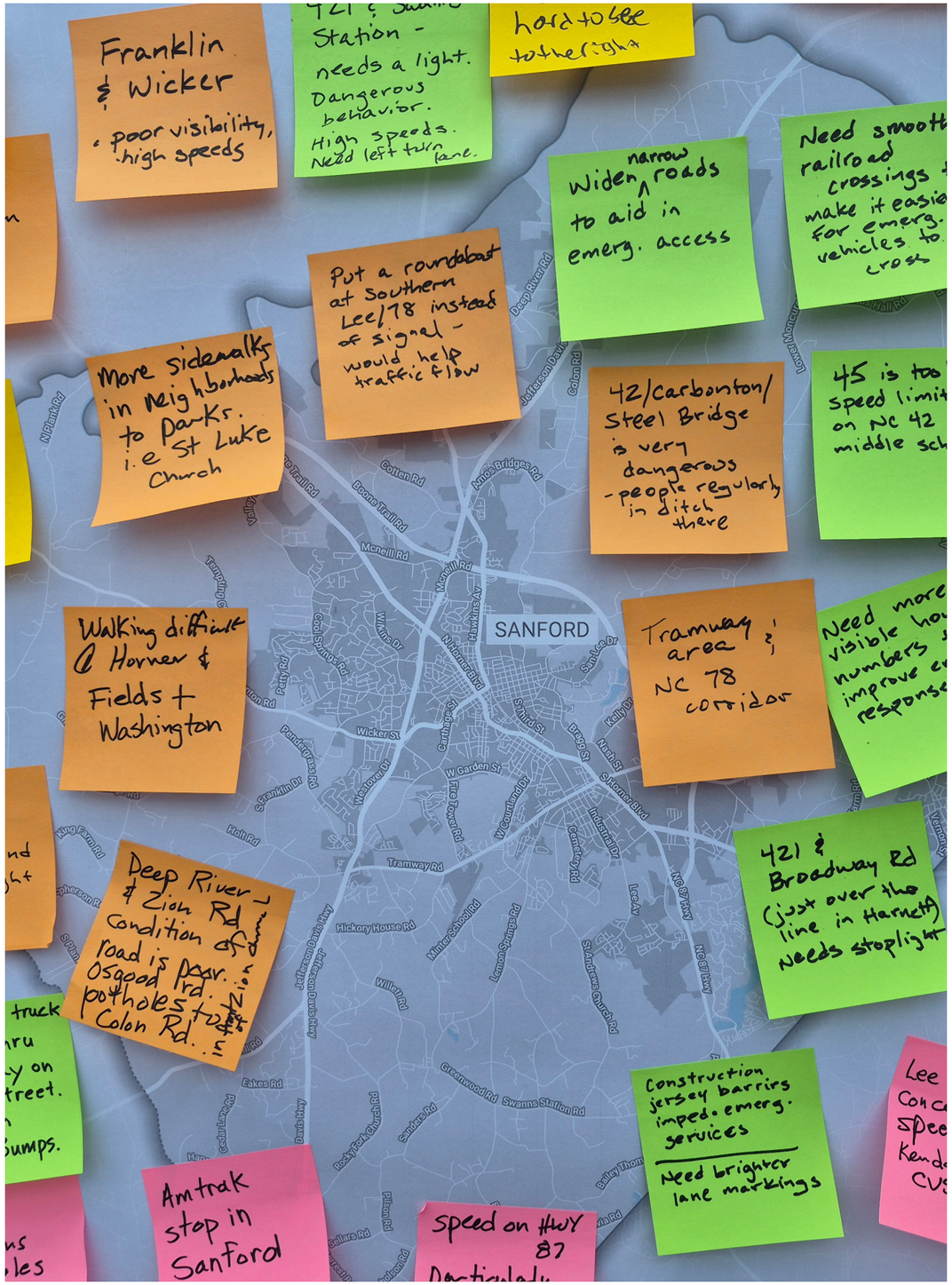
1 A Vision for Lee County

2 Roadway Safety Analysis

3 Listening to the Community

4 Priority Recommendations

5 The Road Ahead



Lee County Safety Action Plan

Leadership Commitment from Lee County, Sanford, and Broadway

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Rebecca Wyhof Salmon,
Mayor, City of Sanford

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Mayor, Town of Broadway

Executive Summary

The Lee County Safety Action Plan begins with a bold commitment: over the next 15 years, Lee County, Sanford, and Broadway aim to reduce the rate of fatal and serious injury crashes by 50%. Accomplishing this goal will require a fundamental shift to a Safe System Approach with local priorities that values safety over speed, reflected in decision-making and actions for land uses, transportation planning, design, operations, and maintenance.

This Plan examines the problem of roadway safety and emphasizes the changes needed to improve the everyday experiences people traveling in, to, and through Lee County. More than that, however, this plan is a blueprint for action: a roadmap for effecting change for greatest impact, identifying highest-priority corridors, effective countermeasures, and strategies to increase safety, encompassing infrastructure and policy, design and engineering, planning and funding. It is also a living document: as actions are taken, this Plan must be dynamic to continue to effectively address roadway safety. This Plan is a starting point, not an exhaustive list.

The chapters that follow provide the background, strategies, and first steps. Carrying this forward rests with all of Lee County: its elected officials, stakeholders, local government staff, and the many committed residents and community members that call it home. An overview of each chapter is provided below.

1. A Vision for Lee County

This Safety Action Plan is grounded in the Safe System Approach, which acknowledges that people make mistakes—and that these mistakes should not cost lives. Addressing safety through the five lenses of Safe Roads, Safe Speeds, Safe Vehicles, Safe Road Users, and Post-Crash Care, this Plan ensures a comprehensive, holistic, systems-level approach to identifying the root causes and most effective means to address unsafe conditions without waiting for crashes to occur. This chapter describes the Safe System Approach, and steps that Lee County has already taken to begin to address roadway safety.

2. Roadway Safety Analysis

This chapter documents the state of roadway safety in Lee County, Sanford, and Broadway today. Examining historic crash data over a five-year period, key crash trends are identified to establish a High Injury Network (HIN); a map of corridors and intersections with the highest density of fatal and severe injury (KSI) crashes. This chapter also identifies impacts to specific populations in Lee County such as young adults and those living in low-income areas, setting a foundation for more equal distribution of actions and outcomes.

3. Listening to the Community

Lee County residents provided their input throughout the project, contributing their views and experiences on roadway safety. A combination of in-person and online engagement allowed members of the community to engage with the project in multiple ways and in the manner most comfortable to them. Comments from community members emphasized the importance of roadway safety and the need to make changes that result in better design and maintenance, acknowledging that driver behavior needs to be addressed as well.

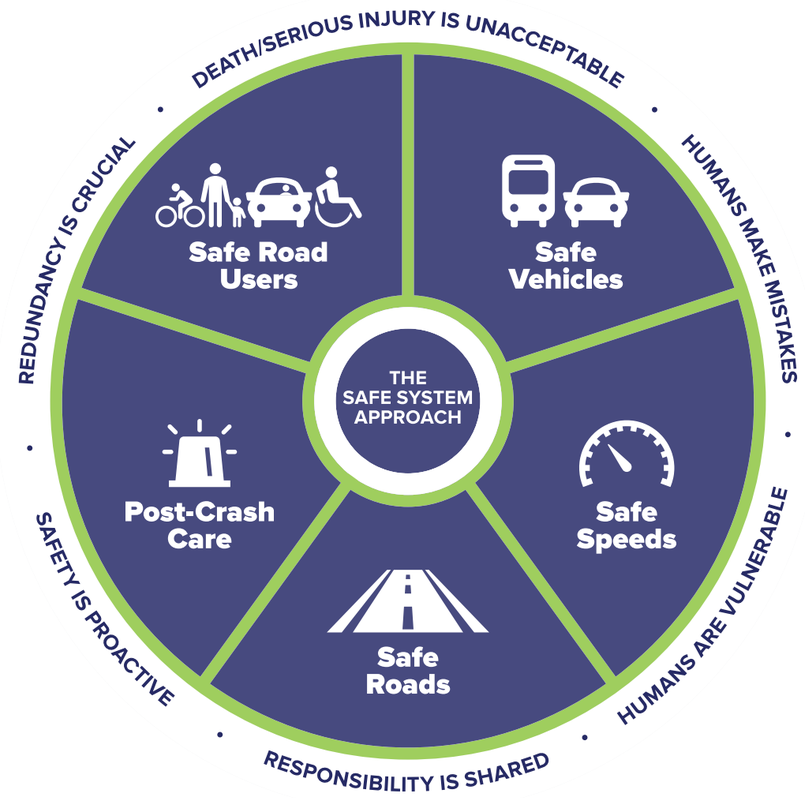
4. Priority Recommendations

Achieving the bold commitment reflected in this Plan will only result from the coordinated effort to take action and follow through on strategies that matter. This chapter establishes the key strategies and recommendations to improve safety, responding to crash data analyses and public input. For each strategy, a variety of projects, policy, and programmatic actions are identified to address and change the roadway safety narrative in Lee County. Location Deep Dives are provided for priority HIN corridors and intersections along with systemic actions to increase safety, reduce risk, and minimize exposure.

5. The Road Ahead

As a roadmap for change, this Plan must clearly identify the pathways to implementing the projects and strategies recommended. This chapter identifies funding opportunities to carry projects forward from planning to design and implementation. To document progress and establish accountability, key performance measures are identified to aid the County in reporting and communication. These resources will guide the County on the path to reducing fatal and serious injury crashes, and towards the ultimate goal: that every person in Lee County, no matter how they travel, can make it home safely.

FIGURE 1 **Principles and Elements of the Safe System Approach**





1

A Vision for Lee County

Introduction

Every year, lives in Lee County are lost or permanently altered due to preventable traffic crashes. Families, neighbors, and whole communities carry the burden of these tragedies, which disproportionately affect the most vulnerable roadway users—people walking, bicycling, using mobility devices, or traveling without access to safe, reliable transportation options. The **Lee County Safety Action Plan** recognizes that these outcomes are not inevitable and that a safer transportation system is both possible and necessary.

This Plan is rooted in the principles of the Safe System Approach, which acknowledges that people will make mistakes but that those mistakes should not cost lives. By emphasizing safe roads, safe speeds, safe vehicles, safe users, and post-crash care, the Plan sets a framework for reducing risks across the county's transportation network. This proactive approach helps address unsafe conditions without waiting for the next crash to occur.

Plan development was guided by extensive data analysis, stakeholder engagement, and input from the public. Through workshops, surveys, and local events, residents and community leaders shared their experiences and priorities for safety in the County.

At its core, this plan is a **blueprint for action**—a roadmap that identifies high-priority corridors, effective countermeasures, and strategies for addressing safety in every aspect of transportation funding, planning, and engineering. It is both a technical resource and a call to action, reinforcing the county's commitment to protecting lives and fostering communities where all people, regardless of age, ability, or mode of travel, can reach their destinations safely.

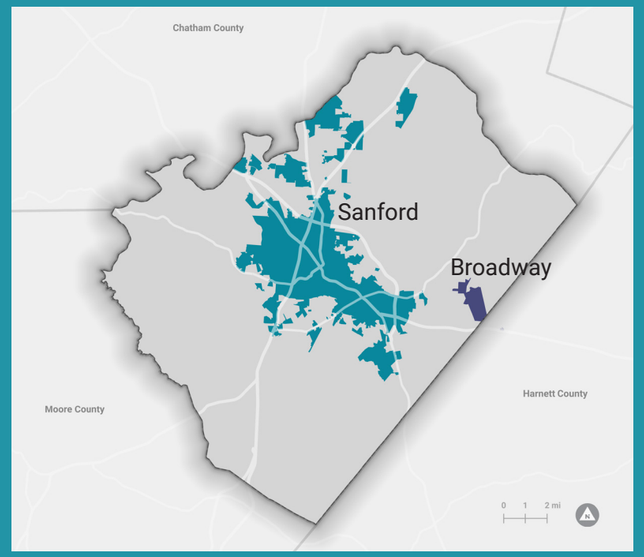
What is a Safety Action Plan?

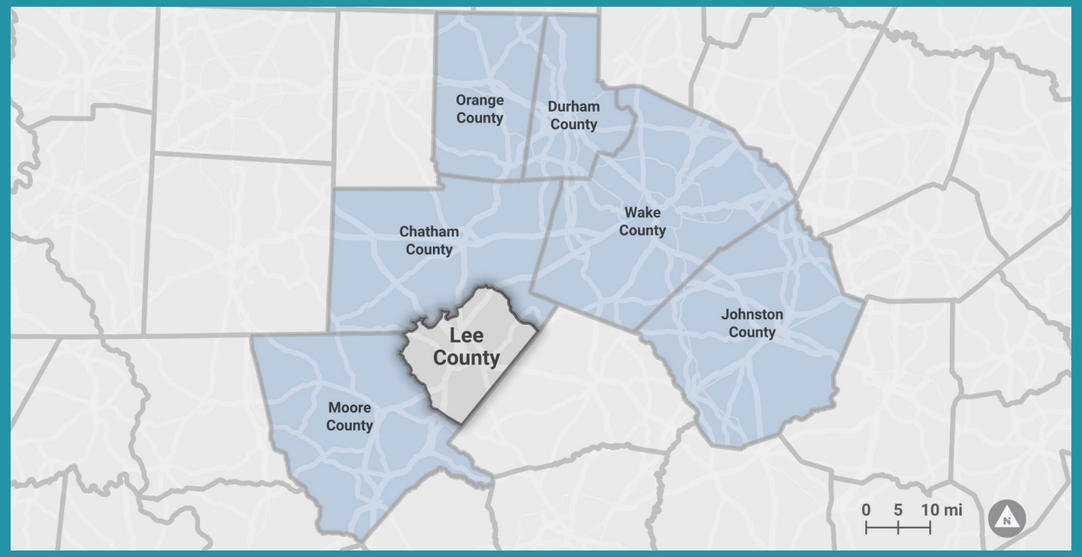
A **Safety Action Plan (SAP)** is a comprehensive, forward-looking strategy designed to reduce and ultimately eliminate fatal and serious injury crashes through systemic, data-driven projects, programs and policies. Unlike traditional traffic safety programs, which often respond to crashes after they occur or focused narrowly on individual behavior, a SAP takes a proactive approach. It recognizes that roadway deaths and serious injuries are preventable and that every part of the community has a role to play in addressing safety. Safety Action Plans:

- **Acknowledge that traffic deaths and serious injuries are preventable** rather than inevitable.
- **Embrace the Safe System Approach:** anticipating human error, designing roadways for safety, and distributing responsibility across government, community partners, and the public.
- **Take a network-wide perspective:** looking across the entire roadway system rather than only at isolated intersections or corridors.
- **Direct resources where they are needed most:** ensuring safety improvements reach the communities and locations most affected by dangerous road conditions.
- **Link planning to funding:** positioning local governments to pursue competitive state and federal resources, including the U.S. Department of Transportation's Safe Streets and Roads for All (SS4A) program.

Study Area

This plan was developed in partnership with the **Central Pines Regional Council (CPRC)**, one of 17 Regional Councils in North Carolina. The CPRC supports Lee County and other member cities and counties with regional planning for growth, transportation, and other community needs. The area of study for the SAP includes Lee County, the City of Sanford and the Town of Broadway.





The Safe System Approach

The Safe System Approach is a federally recognized framework for roadway safety, adopted by the U.S. Department of Transportation as the foundation the ***Safe Streets and Roads for All (SS4A) program***. It focuses on eliminating fatalities and serious injuries by anticipating human mistakes and minimizing impacts on the human body when crashes do occur. It is based on six guiding principles:

- **Death and Serious Injuries are Unacceptable** – While fender-bender crashes are inconvenient, our focus must be on crashes that result in death or serious harm.
- **Humans Make Mistakes** – Even the best drivers will inevitably make mistakes that can lead to a crash. How we design and operate our transportation system can ensure these mistakes don't have life-altering impacts.
- **Humans are Vulnerable** – The human body can only withstand so much impact from a crash
- **Responsibility is Shared** – Safety depends on action from every part of the transportation system from elected leaders, urban planners, engineers and everyday roadway users.
- **Safety is Proactive** – Instead of waiting for crashes to occur, transportation agencies should seek to proactively identify and address dangerous situations.
- **Redundancy is Critical** – Multiple layers of protection are needed so if one part of the transportation system fails, other measures still keep people safe.

The Safe System Approach is implemented through five key elements:

- **Safe Roads** – Designing roads to reduce conflicts, minimize risks, and provide safe travel for all users, especially those most vulnerable in a crash.
- **Safe Speeds** – Managing speeds through roadway design, speed limits, and education so that when crashes do occur, are less likely to cause severe injury.
- **Safe Vehicles** – Equipping vehicles with technology and features that help prevent crashes and reduce harm to both occupants and people outside the vehicle.
- **Safe Road Users** – Supporting and encouraging people to make safe choices so that everyone can reach their destinations without harm.
- **Post-Crash Care** – Ensuring emergency response and incident management are delivered quickly and effectively to save lives and help prevent the next crash.

FIGURE 2 **The Safe System Approach**



What is Lee County already doing to address safety?

This Plan represents a comprehensive vision for safe streets, however, many plans and initiatives have already laid important groundwork for safer streets in Lee County, Sanford, and Broadway The following local and regional plans have an emphasis on safety for all users:

Carthage–Charlotte Feasibility Study (2019)

This study explored redesigning Carthage Street and Charlotte Avenue to prioritize pedestrian and bicycle connectivity and safe vehicle access. Recommendations included road diets, protected bicycle lanes, improved crossings, and traffic calming elements to reduce vehicle speeds.

Plan SanLee Land Use Plan (2018)

While primarily a growth and development guide, this plan highlights the role of transportation in shaping the community. It encourages multimodal streets to support safe access to destinations as the county continues to grow.

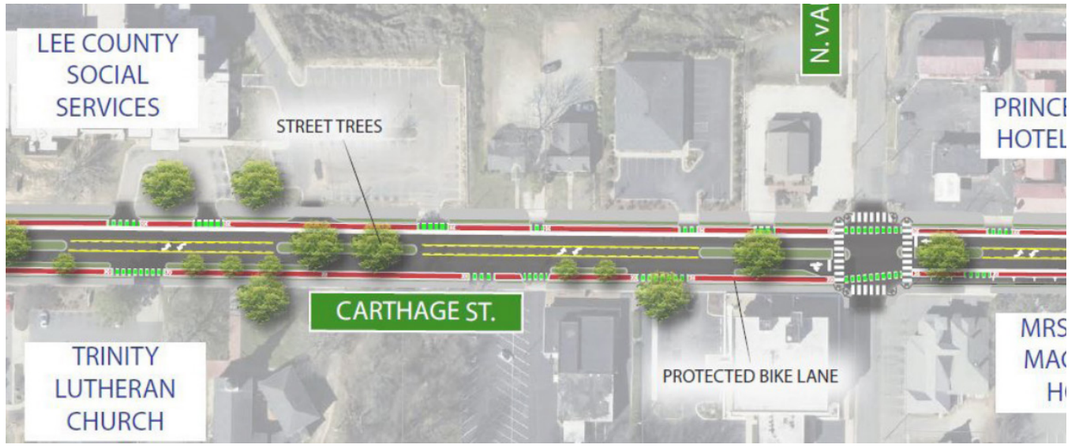
Sanford Bicycle Plan (2014)

This plan established a connected network of bicycle facilities throughout Sanford and Lee County with design guidelines for both on-street and off-street bikeways. It also recommended safety programs such as youth education, family bicycling classes, and Safe Routes to School initiatives.

TARPO Bicycle & Pedestrian Framework (2015)

This framework serves as a guiding policy document for CPRPO (formally Triangle Area Rural Planning Organization). It emphasizes designing facilities for users of all ages and abilities and calls for integrating bicycle and pedestrian infrastructure into future roadway projects.

FIGURE 3 **Rendering from the Carthage–Charlotte Feasibility Study**



State Transportation Improvement Program

In addition to existing local and regional plans that prioritize roadway safety, Lee County participates in the NCDOT State Transportation Improvement Program (STIP) process, which allocates funds for pedestrian, bicycle, transit, and general roadway projects across the state. Several active STIP projects in Lee County are underway or recently completed.

TABLE 1 **Active STIP projects in Lee County**

Corridor	Community	Description	Est. Date
Wicker St (NC42) #EB-5742	Sanford	Construct a multiuse path from Legion Dr. to north of High Ridge Dr. at Kiwanis Family Park	2026
Carthage St (US Bus 1) #EB-5863	Sanford	Reconfigure the corridor from Wicker St. to Chatham St. with lane reductions and bicycle/pedestrian improvements	2027
Fields Dr #EB-5867	Sanford	Build a sidewalk from Carthage St. to Horner Blvd.	2026
Woodland Ave #EB-5868	Sanford	Construct a sidewalk from Evergreen Ln. to Globe St.	2026
South Main St #EB-5870	Broadway	Extend sidewalk from Mansfield Dr.to the end of the existing sidewalk	Recently Completed
Charlotte Ave #EB-6002	Sanford	Redesign from Chatham St. to 11th St.with sidewalks, a road diet, and bicycle lanes	2026
Kelly Dr #R-5959	Lee County	Realign Kelly Dr. to provide safer crossings for pedestrians.	2027
Broadway Rd #R-3830	Sanford, Broadway, Lee County	Widen roadway from Horner Blvd to East Harrington Ave. to improve safety and traffic operations	2027
Carthage St (SR 1237) #U-5709	Sanford	Widen roadway from Fire Tower Rd to Wicker St to a two-lane divided facility with bicycle and pedestrian accommodations	Under Construction
US 421 Bus/NC 87 #U-5722	Sanford	Reconstruct as a complete street with medians, sidewalks, bicycle facilities, and streetscaping from US 1-15-501 to Washington Ave.	TBD
US 1-15-501 #U-5727	Lee County	Upgrade to a superstreet and relocate NC 78 (Tramway Rd) between Bryan Dr. and Carthage St.	2027
US 1-15-501 South #U-5975	Lee County	Upgrade to a superstreet from White Hill Rd/Rocky Fork Church Rd to Bryan Dr.	2027



2

Roadway Safety Analysis

Introduction

The Lee County Safety Action Plan evaluated crash data from 2019-2023 to establish a baseline understanding of roadway safety in the county. While all types of crashes are unfortunate, this analysis was structured around three key questions specifically related to fatal and serious injury (KSI) crashes:

1) What are the key roadway characteristics and contributing factors leading to KSI crashes?
2) Where are the most KSI crashes occurring?
3. Who are the people most impacted by these crashes?

Crash data alone will not tell the full story, but pairing the data from the analysis with feedback from the community during the engagement process can provide valuable insight into the characteristics and behaviors that lead to severe crashes in Lee County. These insights together can be used to address roadway safety issues throughout the county and help prevent KSI crashes in the future.

Key Crash Contributing Factors

Crashes occur for a variety of reasons and often a combination of contributing factors. The severity of crashes can be influenced by factors including excessive speed, roadway conditions, equipment failure, environmental conditions (e.g., weather, lighting, glare), and human behaviors such as distraction, impairment, and not complying with traffic laws.

In Lee County, the total number of crashes has remained fairly consistent since 2016, however, the number of KSI crashes, especially in rural areas, has been increasing. Since 2016, Lee County has averaged 40 KSI crashes per year. However, in four of the last 5 years, Lee County has exceeded the average, and in 2022, the county experienced its highest number of KSI crashes in a calendar year with 47 KSI crashes reported.

There are four crash factors that are significantly overrepresented in KSI crashes in Lee County. **Table 2** highlights that while these factors only contribute to a small percentage of total crashes, they have a significant impact on crashes resulting in a fatality or serious injury.

TABLE 2 **Key Crash Contributing Factors**

Crash Factor	Percentage of All Crashes	Percentage of KSI Crashes
Unrestrained Passengers	3.9%	32.8%
Impairment	4.5%	24.6%
Speeding	6.4%	16%
Lane Departure	27.6%	61.9%

These factors contribute to a significant number of KSI crashes in Lee County and are often clustered in common locations. The next step of the analysis was to identify where the crashes are occurring and why these areas have high concentrations of KSI crashes.

MAP 1 **All KSI Crashes**

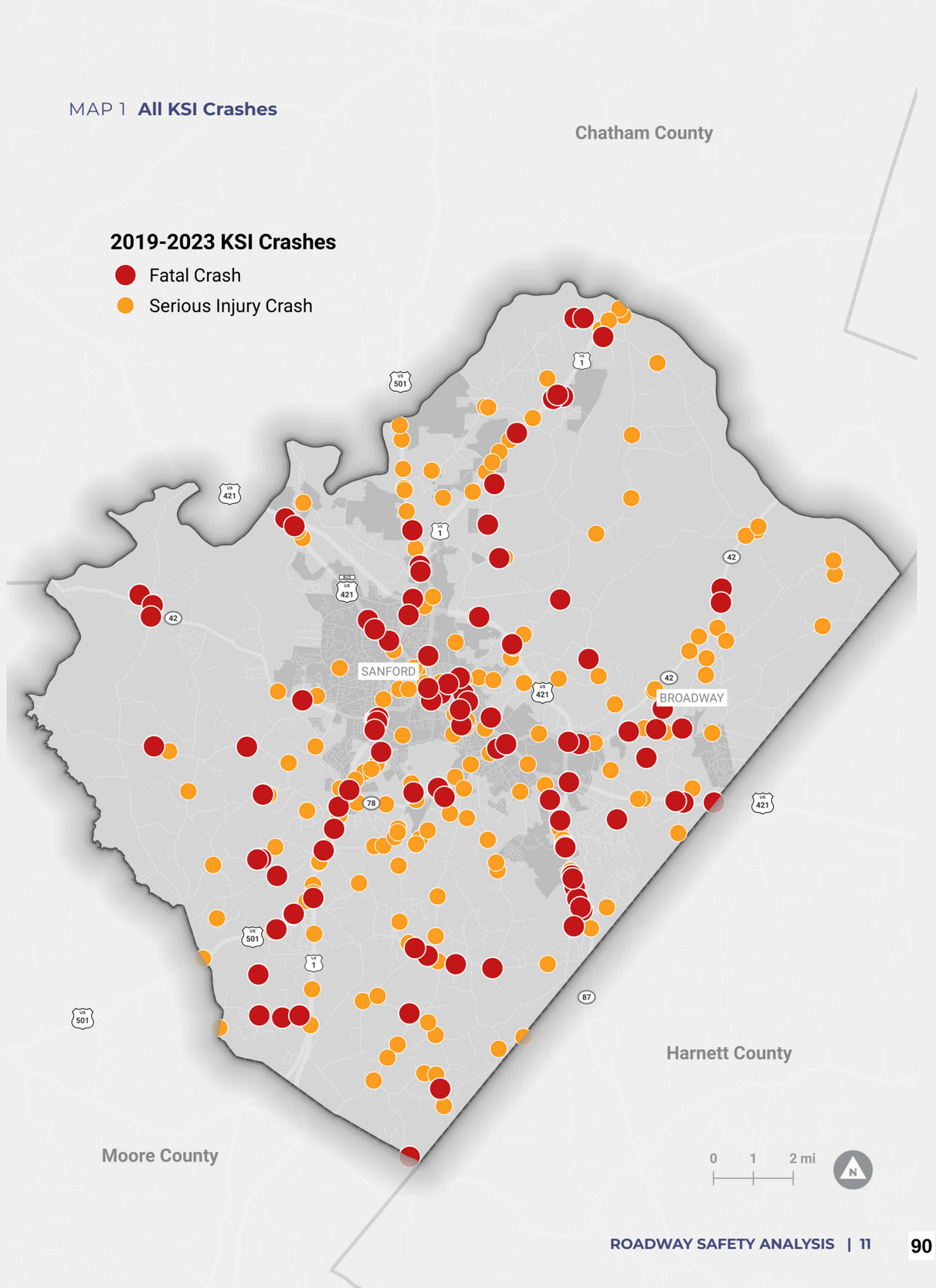


FIGURE 4 **Lee County Crashes Over Time**

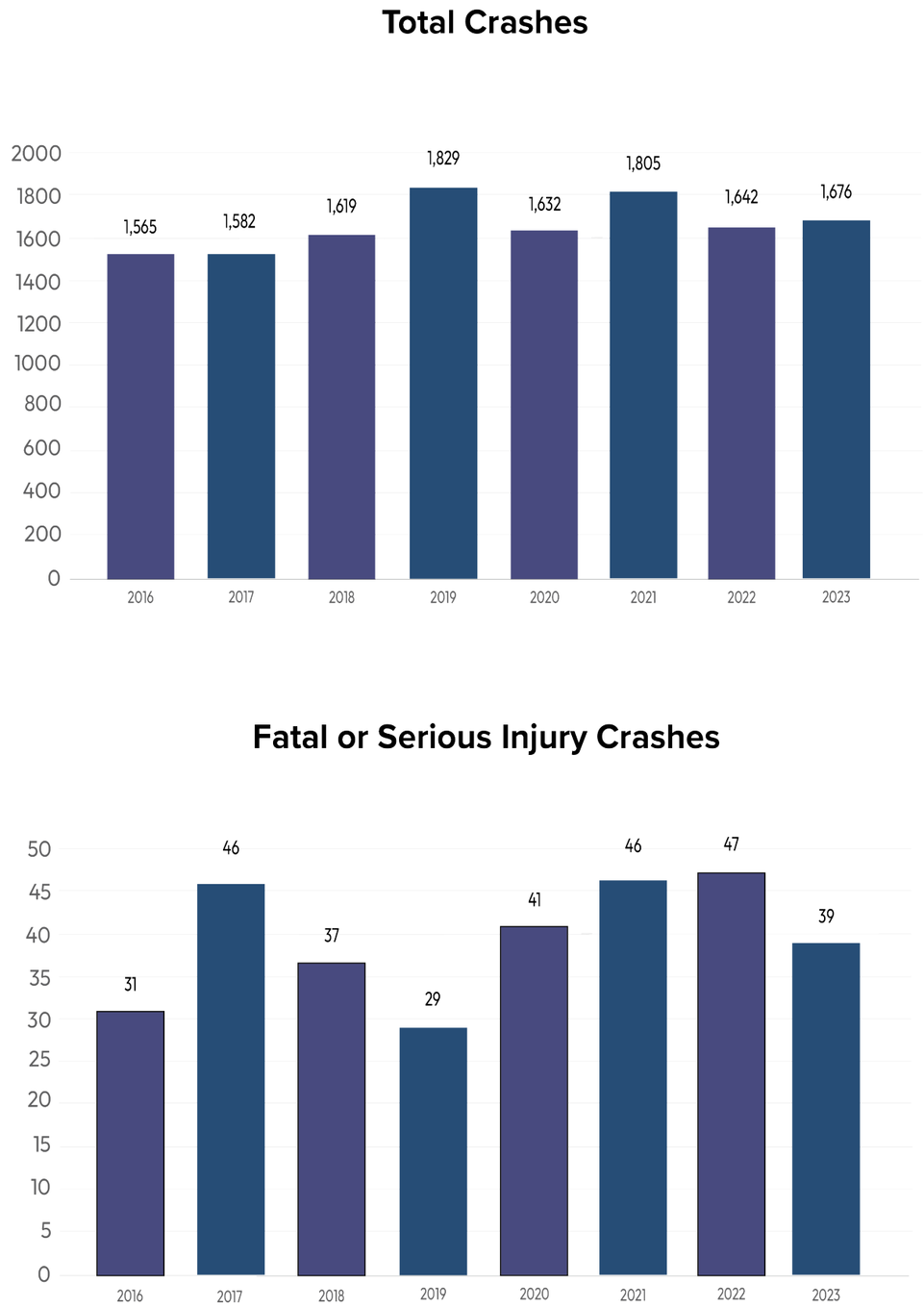
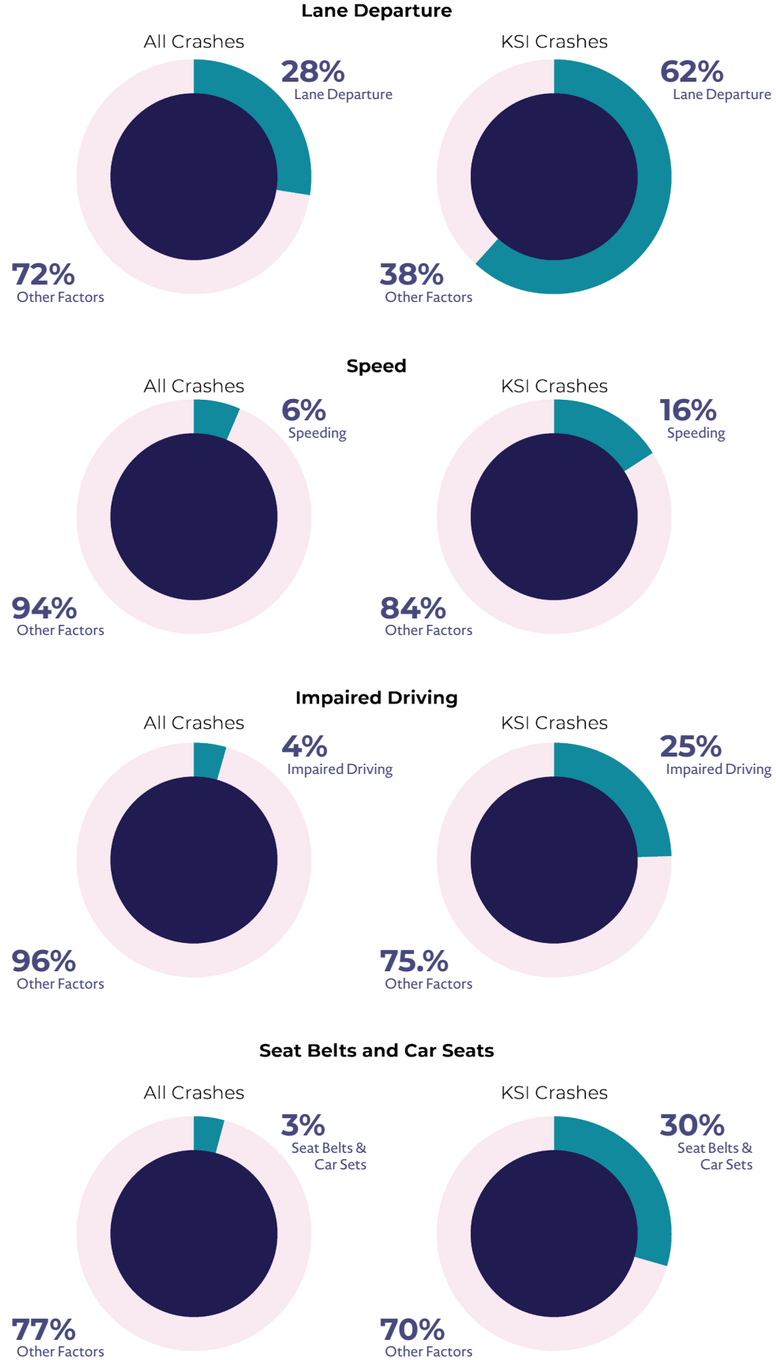


FIGURE 5 **Key Crash Contributing Factors**



High Injury Network

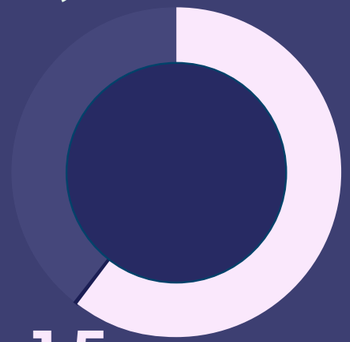
Lee County's High Injury Network (HIN) identifies corridors and intersections where the highest number and density of fatal and severe injury crashes are occurring. The HIN is developed by counting the number of crashes that occur on each segment of roadway and weighing them by severity. A threshold is then set to determine which areas are "high injury" corridors or intersections. Identifying a HIN helps the county focus their efforts where investment will have the greatest impact and save the most lives.

Recognizing similar characteristics across HIN corridors is also important for understanding the factors that make streets unsafe across the County and can lead to proactive actions to address roadway characteristics before a fatal or serious injury crash occurs. The following figures and map show more details about Lee County's HIN.

HIN is 145 miles of roadway

93.5
Miles of HIN in Lee County

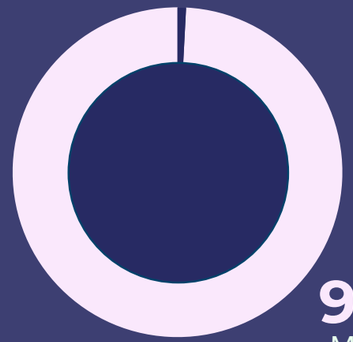
50
Miles of HIN in Sanford



1.5
Miles of HIN in Broadway

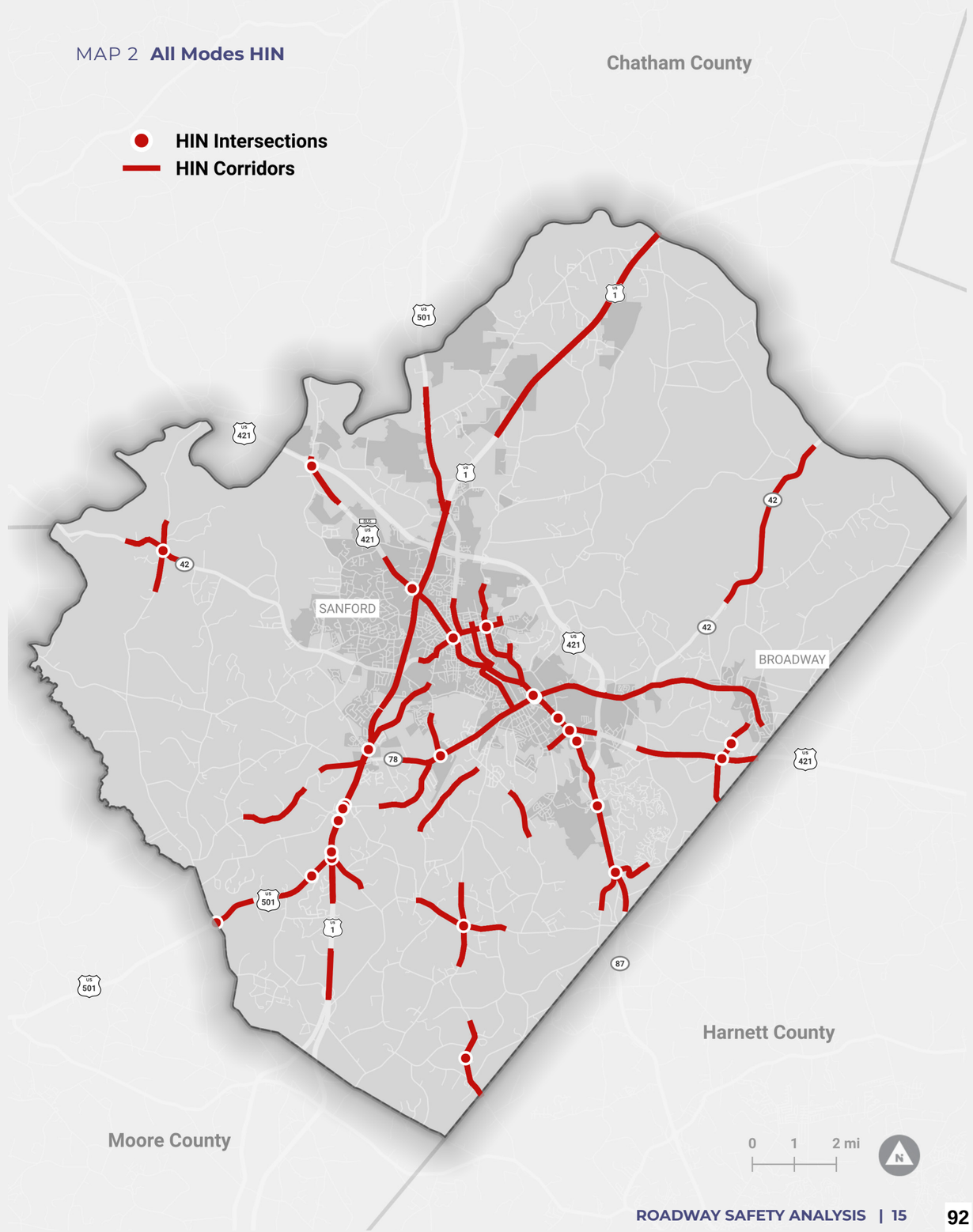
99% of HIN Maintained by NCDOT

1%
Maintained by Others



99%
Maintained by NCDOT

MAP 2 **All Modes HIN**



Who is most impacted?

The location and factors influencing KSI crashes are not spread throughout the county evenly. Similarly, the people affected by roadway safety are not evenly spread throughout the county. For instance, young drivers (drivers aged 15-24) are disproportionately involved in KSI crashes compared to other age groups. The rate of severe crashes statewide is 4.9 people per 1,000 people. However, young drivers in Lee County have a severe crash rate of 10.6 people per 1,000 people, which is more than double the statewide rate.

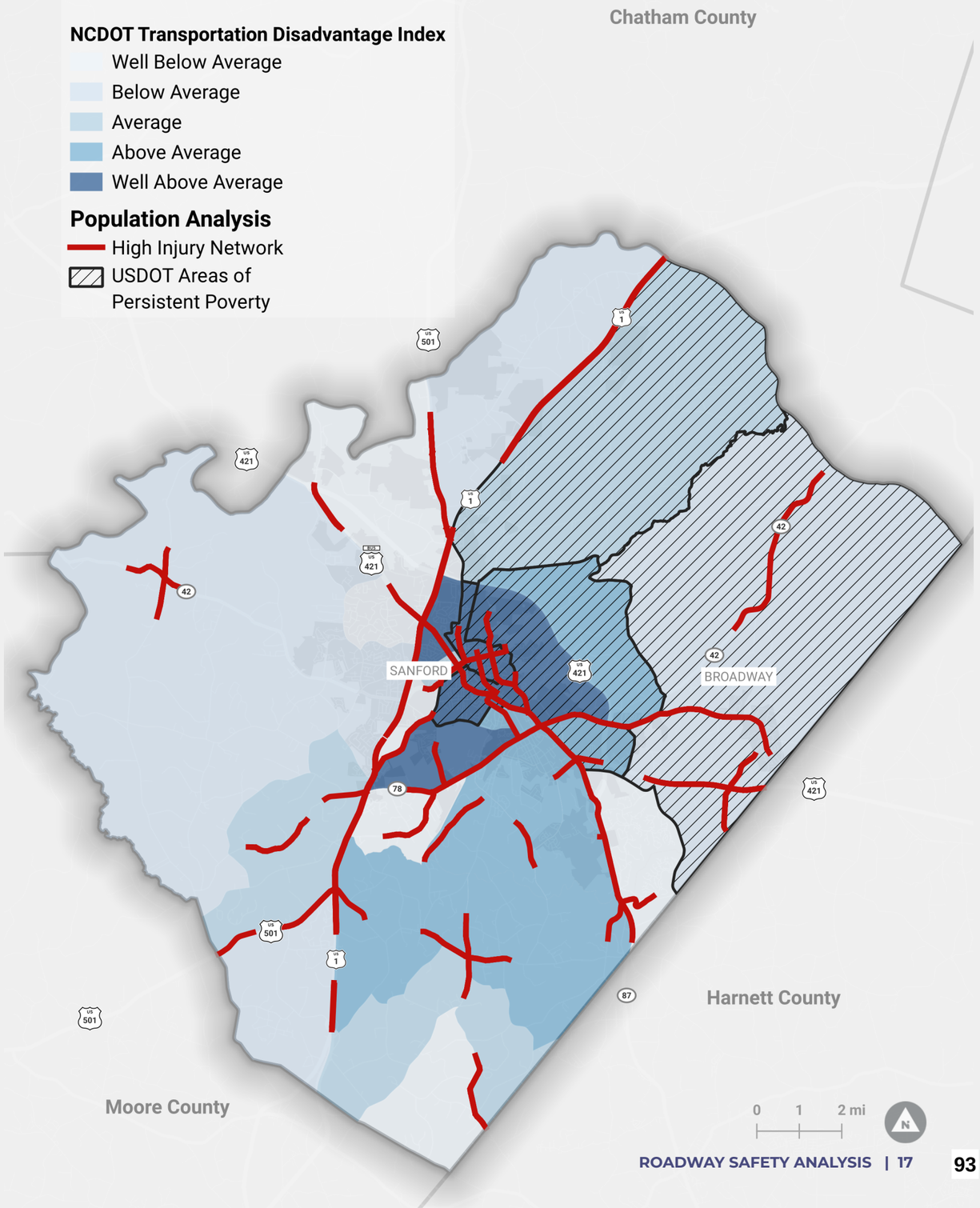
Disadvantaged residents are also affected disproportionately by unsafe roadway conditions, specifically while walking or bicycling. The NCDOT Transportation Disadvantage Index (TDI) identifies communities with potential transportation disadvantages by evaluating factors including poverty, zero-car households, young population (under 16), older population (over 64), disability prevalence, limited English proficiency, and BIPOC population.

Census tracts with Above Average disadvantage cover 27% of Lee County's population but account for 42% of pedestrian and bicycle KSI crashes.

Map 3 shows the census tracts in Lee County with above average transportation disadvantage as well as USDOT defined Areas of Persistent Poverty (AoPP). A tract is considered an AoPP if more than 20% of the population has lived below the poverty line for the past three decennial censuses. Over 67% of the High Injury Network runs through census tracts that were identified as AoPP.

In these areas, residents are often more reliant on walking, bicycling, or taking public transportation to get to destinations. The pedestrian and bicycling infrastructure, however, may not be adequate for safe, efficient travel throughout the county, putting residents in these areas at a higher risk for pedestrian or bicycle related KSI crashes.

MAP 3 **HIN and Transportation Disadvantage**

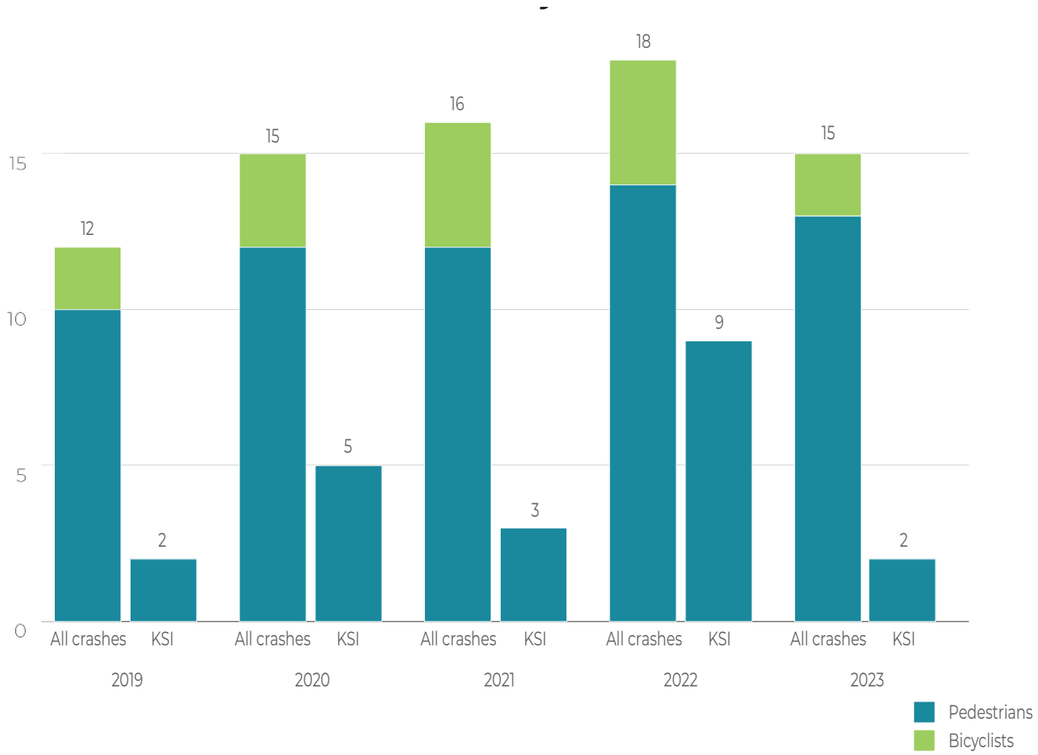


Vulnerable Road Users

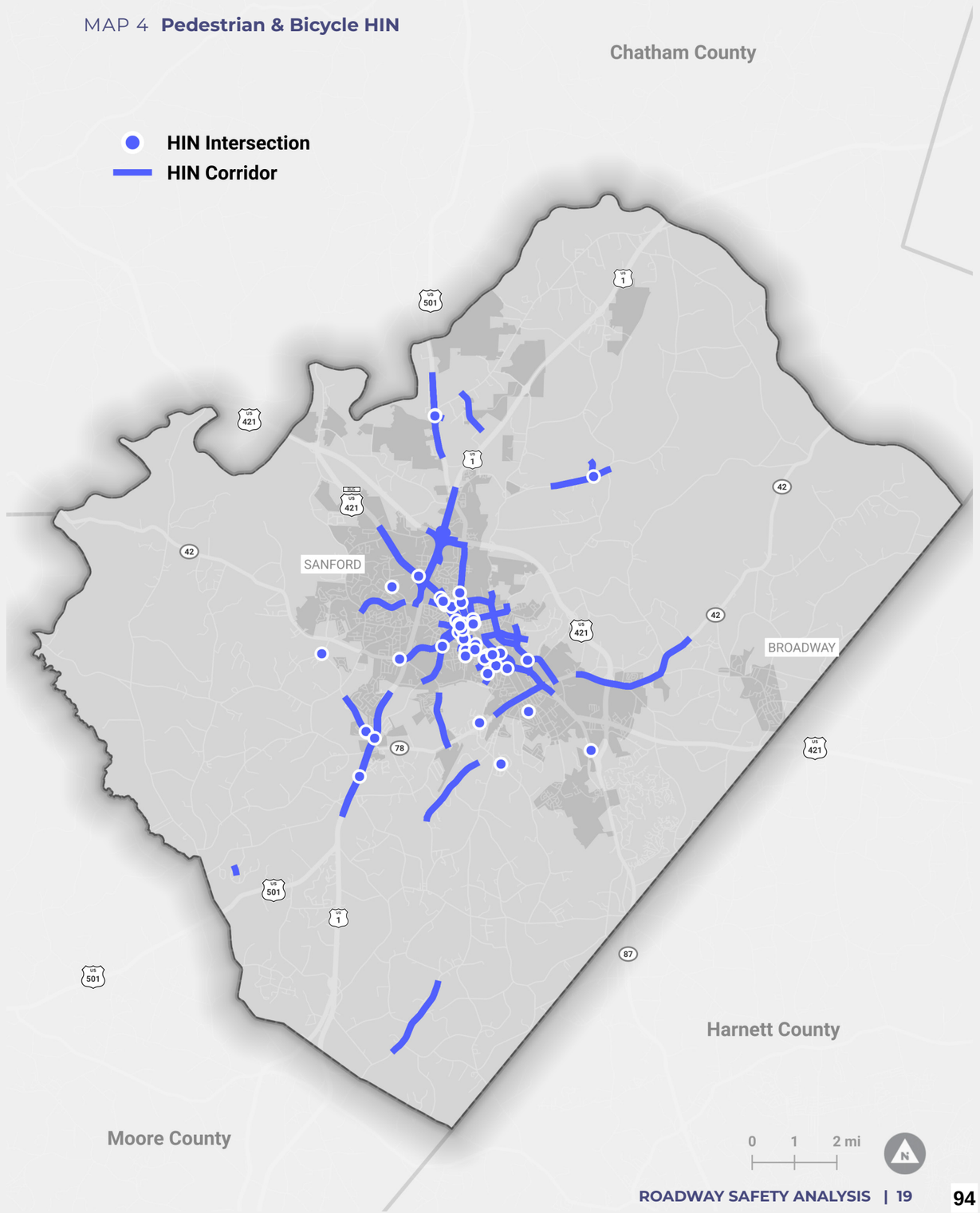
Vulnerable road users (VRUs) include pedestrians, bicyclists, and users of personal mobility devices including scooters and skateboards. Pedestrian and bicycle crashes have been on an upward trend in Lee County, with many of these crashes occurring near community destinations which people often try to reach by foot or bike. 52% of pedestrian KSI crashes occurred within ½ mi of a park and 48% of pedestrian KSI crashes occurred within ½ mi of a school. **Map 4**, on the following page, also shows that many crashes involving vulnerable road users occur near Downtown Sanford.

Motorcyclists are also vulnerable road users and crashes involving motorcycles have been increasing in Lee County as well. In 2023, there were five KSI crashes involving a motorcycle, all of which occurred on rural roads. Most of these crashes also occurred during darker hours where roads may not be well lit. Vulnerable road users are much more vulnerable during darker hours as road users have a more limited range of vision. 76% of pedestrian KSI crashes and 63% of motorcycle KSI crashes occurred during Dusk and Dark conditions.

FIGURE 6 **Pedestrian & Bicycle Crashes from 2019-2023**



MAP 4 **Pedestrian & Bicycle HIN**



3

Listening to the Community

Introduction

Through in-person and online engagement, residents of Lee County helped identify key corridors that feel unsafe and provided suggestions on how to make improvements to traffic safety throughout the county. By engaging with residents at community events and conducting an online survey, this Safety Action Plan reflects the concerns, values, and vision of the residents, the community, and the county. The comments, suggestions, and responses from residents helped guide suggestions for future policies, programs, designs, and infrastructure with the goal of reducing traffic-related deaths and severe injuries.

In-Person Engagement

Sanford Farmers' Market

On July 12, 2025, local staff hosted an information table at the Sanford Farmers' Market where residents shared their perspectives on the state of traffic safety in the county, provided feedback on strategies to reduce traffic fatalities and serious injuries, and gave input related to infrastructure-related safety issues that should be addressed throughout the county. In total, over 70 comments were collected during the event, with five major themes emerging.





Themes

1. Distracted Driving
Residents felt that distracted driving was a major issue throughout the county with many residents voting for it as their biggest concern. The category with the second highest number of votes received was “drivers failing to stop or yield at intersections,” which is often a result of distracted driving. Residents left comments that texting and driving is an issue that needs to be addressed and that stop sign enforcement needs to be increased. Comments regarding distracted driving were not limited to motor vehicle operators, residents also left comments about bicyclists not abiding by the rules of the road.

2. Lighting/Poor Visibility
While poor street lighting/visibility did not receive any votes as the biggest concern, there were a multitude of comments regarding lighting and poor vision especially at the following intersections:
- Franklin Drive and Wicker Street
- Hughes Street and Woodland Avenue
- Post Office Road and Colon Road

3. Bicycle and Pedestrian Infrastructure
Many comments were also left regarding pedestrian and bicycle infrastructure. Concerns focused on:
- Need for additional bicycle infrastructure and greenways
- Sidewalk connections to neighborhood and parks
- Challenges crossing major busy streets

There is an opportunity for the community to improve pedestrian and bicycle infrastructure, especially near schools and in the City of Sanford where residents would be more likely to walk or ride a bicycle to destinations with adequate infrastructure.

4. Speeding
Residents expressed their concerns that cars were traveling too fast on many roads, especially in residential areas. There were many concerns that speed limits are set too high in many areas including near schools and homes. Fifteen comments revolved around cars speeding or the need to lower speed limits, far more received than any other category.

5. Dangerous Intersections
Both “dangerous intersections” and “drivers failing to stop or yield at intersections” received three votes regarding residents’ biggest issue or concern throughout Lee County. Comments noted that these intersections are dangerous for motorists as well as pedestrians and bicyclists, with many comments asking for better crosswalks and bicycle infrastructure. One rather descriptive comment pointed to the intersection of Highway 42/Carbonton Road and Steel Bridge Road where “people regularly end up [off the road] there.” Many residents noted other intersections throughout the county that are dangerous and need either roundabouts, better lighting, dedicated turn signals, or traffic lights in general.

Sanford Multicultural Event

On Saturday, August 2, 2025, local staff attended the Sanford Multicultural Event where residents shared their thoughts on countermeasures the county could implement to increase roadway safety. Residents used sticky notes to indicate where in Lee County there were traffic-related safety concerns and used dots to vote on which countermeasures they wanted to see more in Lee County. Specific safety countermeasures that were discussed the most included:

Countermeasures

Sidewalks
Sidewalks were by far the most popular countermeasures with the majority of respondents voting in favor of more sidewalks in Lee County.

Lighting
There were also many residents that voted for lighting as a countermeasure that should be incorporated more frequently on roadways. This coincides with residents from the Sanford Farmers Market Pop-Up Event where poor lighting was a common theme. Improvements to lighting throughout the county can improve the safety of pedestrians, bicyclists, and drivers.

Roundabouts
Residents indicated that roundabouts are a desired countermeasure with 11 residents placing their dot in favor of roundabouts. Roundabouts can slow cars down and make intersections much safer.

The full breakdown of resident’s responses can be found in the Appendix.





Open House

On August 28, 2025, a Safe Streets for All Open House was held at the Buggy Company Building in Sanford. This event allowed residents to learn about the Safe Streets for All Safety Action Plan, view data on existing conditions and safety analyses, and provide feedback on improving road safety in the county. During the event, residents participated in interactive stations, sharing their viewpoints pertaining to roadway safety with representatives from the Sanford/Lee County Planning Department and Central Pines Regional Council.

Key Takeaways

The comments noted the need for increased infrastructure that can make roads safer for pedestrians, bicyclists, and motorists. The comments also reiterated key themes that were present at other engagement events such as the need for more lighting or lowering speed limits in residential areas.





Lee County Transportation Committee

During the planning process, the Lee County Transportation Committee (LCTC) convened twice to discuss transportation safety in the county and review findings from data analysis and draft recommendations for the SAP.

- **Meeting 1:** The initial meeting, held on May 12, 2025, focused on the components and timeline of the safety action plan. The committee also discussed language for the crash reduction goal and target date.
- **Meeting 2:** The second meeting, held on August 14, 2025, centered on crash data and countermeasures to improve traffic safety throughout Lee County. At this meeting the committee finalized and approved the goal statement.

Online Engagement

Coinciding with in-person engagement, an online survey was made available on Lee County's website for residents to provide feedback on traffic safety in the county. Residents could also select corridors or intersections on an interactive map and indicate whether the area they selected felt safe or unsafe for walking, bicycling, or driving.

Survey

The online survey was conducted to gather information about the major concerns for Lee County residents related to driver behavior and transportation infrastructure. Overall, there were 287 responses with some key themes emerging:

Key Themes

1. Dangerous Intersections: 63% of respondents viewed dangerous intersections as a major infrastructure related concern.

2. Distracted Drivers: Many Lee County residents feel unsafe on the road due to distracted driving, with 56% noting distracted driving as a major issue.

3. Prior Experience: 40% of respondents have been involved or know someone involved in a traffic crash that involved a fatality or serious injury.

4. Inadequate infrastructure: 45% of respondents said that a lack of sidewalks or places to ride a bicycle is a major infrastructure concern, and 32% said that no crosswalks or pedestrian signals is a major infrastructure concern.

5. Poor Lighting/Visibility: 44% of respondents voted for poor visibility and sight lines as a major infrastructure concern and 21% said poor street lighting was a major concerns

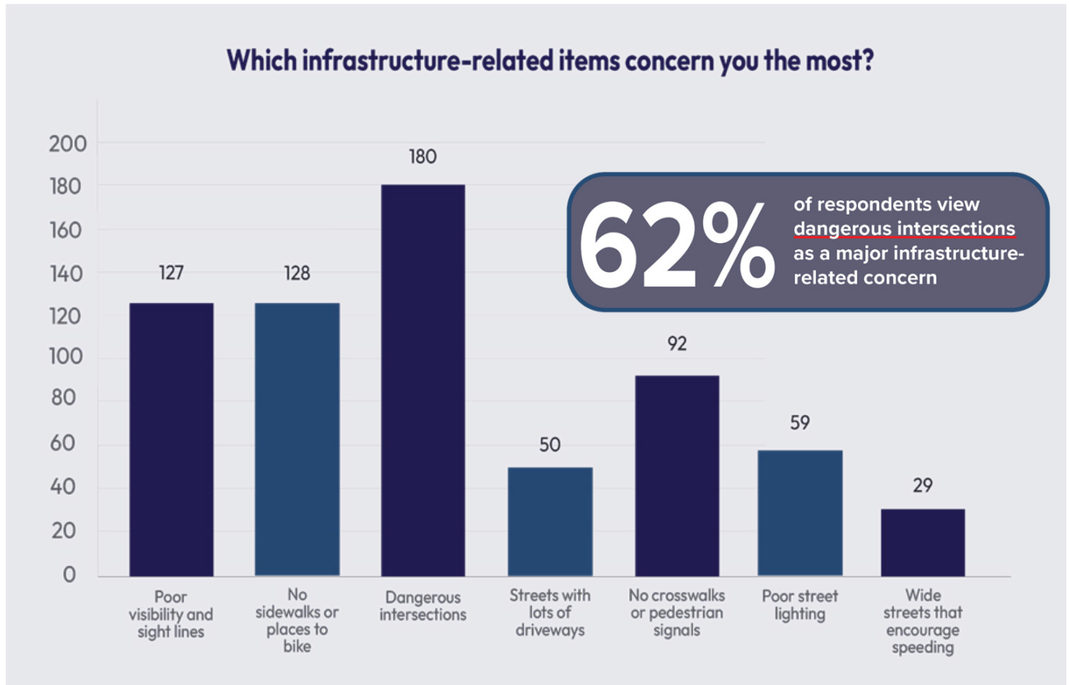
Interactive Map

Residents were also encouraged to indicate locations on an interactive map where they either felt safe, felt unsafe, or had a safety improvement idea. Over 340 comments and locations were placed on the map, and a few corridors were frequently identified as unsafe by those providing feedback. The corridors highlighted as unsafe are:

Key corridors were:

- NC-87
- US-1
- US-421

Many Lee County roads identified as unsafe by local residents are large, arterial roads that cut through the county and have high traffic volumes or high speed limits. Implementing countermeasures to address the safety challenges on these roads can help ease the concerns of safety for residents and make positive improvements on roadway safety for all users. More local roads such as Spring Lane and Hawkins Avenue also received a significant number of comments, many of them located at intersections with other roads. Improving intersections throughout the county, especially where there are high instances of left turning movements, can also increase traffic safety throughout the county.

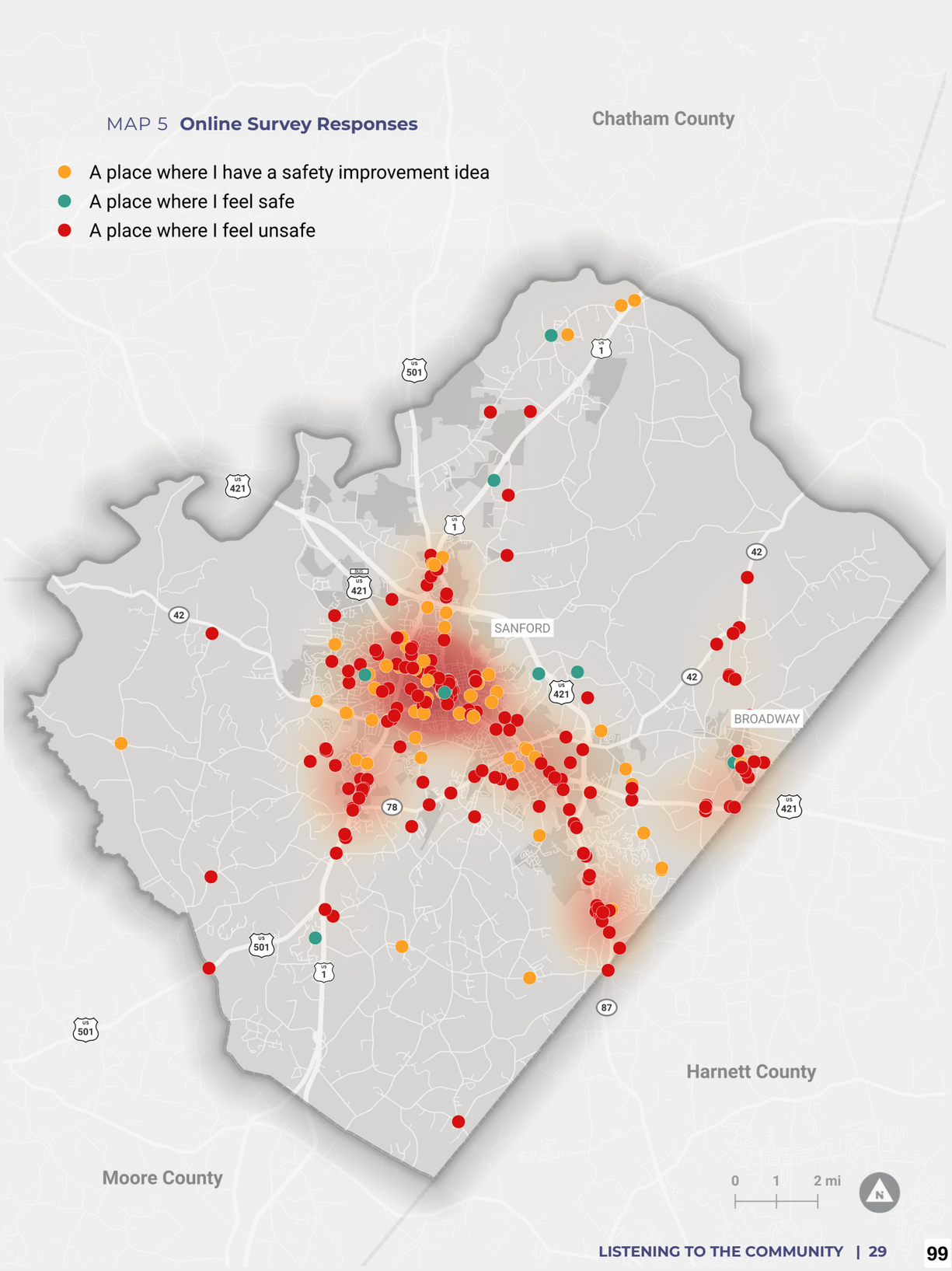


Key Takeaways

The responses from the online survey indicate that many residents of Lee County want to see infrastructure improvements that will make roads safer for all users. Dangerous intersections need to be redesigned to reduce conflicts, more sidewalks and bicycle lanes can provide residents with safe alternatives to access destinations, and increased lighting and improved sight lines can help residents navigate rural roads, especially at night. The focus, however, should not only be on infrastructure. The behavior of other drivers is also a major concern, and programs and policies designed to address driver behavior and reduce the number of distracted drivers on roadways can help improve safety for road users in Lee County.

MAP 5 **Online Survey Responses**

- A place where I have a safety improvement idea
- A place where I feel safe
- A place where I feel unsafe



4

Priority Recommendations

Introduction

Lee County's Safety Action Plan is a strategic approach to addressing roadway safety. Making a change requires taking actions that are both reactive—addressing roadways that are the most dangerous—and proactive—identifying projects and countermeasures that can be implemented to mitigate dangerous roadway characteristics before a fatal or serious injury crash occurs. This section of the Plan outlines a series of recommended strategies and actions for implementation in Lee County, highlights proven safety countermeasures, identifies priority projects from the HIN (reactive), and systemic opportunities (proactive) that can positively impact roadway safety.

Safety Strategies

Safety analysis, HIN development, public input and stakeholder guidance informed the development of the following SAP strategies. Implementation of these strategies will support operational changes that impact roadway safety in a variety of ways and support Lee County's goal to reduce the rate of fatal and serious injury roadway crashes by 50 percent by 2040 .

1	**Show commitment and accountability.**
2	**Plan, build, and maintain strategic multimodal projects.**
3	**Plan and design for safe speeds.**
4	**Assess and update internal practices and policies.**
5	**Conduct analyses to proactively identify high-risk locations.**
6	**Create awareness and build a culture of safety.**

How to Use This Table

A. Strategy

Strategies are overarching operation changes that address systemic factors contributing to fatal and serious injury crashes or promote a culture of safety. Each recommended strategy includes associated actions.

B. Actions

Each action is a discrete, specific effort that can be advanced by Lee County or other partners to accomplish the recommended strategies.

C. Timeframe

Each action has been assigned a general timeframe to help prioritize SAP implementation. Timeframes outlined in the table below are defined as follows:

- Short Term: 0 – 2 years
- Medium Term: 2 – 5 years
- Long Term: 5 – 10 years

D. Cost

Anticipated annual cost is an important implementation consideration. Each action in the table includes an assignment of relative cost based on the following ranges:

- $: Low (less than $100,000 annually)
- $$: Medium (between $100,000 and $500,000 annually)
- $$$: High ($500,000 and above annually)

E. Early Action Priorities

The highest priority actions for SAP implementation have been identified as Early Actions, indicated with [symbol]. These are actions that Lee County and agency partners will move forward immediately following SAP adoption.

F. Action Leader and Supporting Partners

The table identifies one action leader and various agency partners for each action listed.

FIGURE 7 **Example Table Highlighting Key Elements**

ID	Action	C Time-frame	D Cost	E Early Action Priority	F Action Leader	F Supporting Partners
A	Show commitment and accountability.					
B	Update HIN map every 3 years.	Medium	$	*	Lee County	NCDOT, CPRC, CPRPO

TABLE 3 **Strategies and Actions**

ID	Action	Time-frame	Cost	Early Action	Action Leader	Supporting Partners
1	**Show commitment and accountability.**					
1-1	Develop and maintain a trusting relationship with the neighborhoods and residents who are most impacted by dangerous roadways, including non-drivers, rural residents, people with disabilities, low-income households, and community members of racially and ethnically diverse background. Collaborate with community partners to design public engagement and actively recruit stakeholders with a variety of backgrounds and perspectives.	Short	**$**	*	Lee County & Municipalities	Neighborhood Associations, Local Organizations
1-2	Meet routinely with NCDOT to share data, identify streets of concern, develop consistent policies, and advance joint projects.	Short	**$**	*	Lee County & Municipalities	NCDOT, CPRPO
1-3	Update HIN map every 3 years.	Medium	**$**		Lee County	NCDOT, CPRC, CPRPO
1-4	Report the percentage of new designs, retrofits, and maintenance projects implementing standards annually.	Medium	**$**		Lee County & Municipalities	NCDOT, CPRPO
2	**Plan, build, and maintain strategic multimodal projects.**					
2-1	Prioritize Capital Improvement Plan/Budget and operating budget projects that overlap with the HIN and support multimodal transportation.	Short	**$**	*	Lee County & Municipalities	NCDOT, CPRPO
2-2	Ensure streets and sidewalks are maintained to accommodate vulnerable road users and ensure routine tree trimming near street lights, sidewalks, and road signs	Medium	**$$$**	*	Lee County & Municipalities	NCDOT, CPRPO
2-3	Dedicate annual funding in the Capital Improvement Plan/Budget to create a citywide sidewalk program to fill sidewalk gaps, address sidewalk maintenance, and construct new sidewalk.	Long	**$$$**	*	Municipalities	NCDOT, Lee County
2-4	Develop a Safe Routes to School (SRTS) plan with infrastructure and programming recommendations and install safety projects near schools, including safe crosswalks, mid-block crossings, walkways, and bikeways	Medium	**$**		Lee County & Municipalities	Lee County Schools, CPRC
2-5	Install backplates with retroreflective boards at all signalized intersections and use reflectors on curves and bridges, starting with the HIN	Medium	**$$**		NCDOT	Lee County & Municipalities
2-6	Install Leading Pedestrian Intervals and No Right Turn on Red restrictions along bicycle and pedestrian HIN intersections and crossings in areas with high levels of pedestrian activity (i.e. around schools, downtown Sanford, downtown Broadway).	Long	**$$$**		NCDOT	Lee County & Municipalities
2-7	Implement spot treatments such as high visibility crosswalks, hardened centerlines, green markings, protected left turns, traffic calming and other small improvements on HIN.	Long	**$$$**		NCDOT	Lee County & Municipalities

ID	Action	Time-frame	Cost	Early Action	Action Leader	Supporting Partners
2-8	Install proven safety countermeasures (high visibility crosswalks, rumble strips, pavement markings, etc.) during routine roadway maintenance.	Long	$$$		NCDOT	Lee County & Municipalities
2-9	Ensure safety projects are submitted into NCDOT's SPOT prioritization process.	Long	$		Lee County & Municipalities	CPRPO, NCDOT
3	**Plan and design for safe speeds**					
3-1	Develop and adopt a road diet policy to guide the removal of excess roadway capacity and implementation of traffic calming countermeasures to eliminate unsafe speeding.	Short	$	*	Lee County & Municipalities	NCDOT
3-2	Reduce the standard speed limit to 25 MPH on existing and future neighborhood streets	Short	$	*	Municipalities	NCDOT
3-3	Install center line rumble strips/ stripes along rural corridors where there is risk for or documented vehicle speeding.	Medium	$$		Lee County & Municipalities	NCDOT
3-4	Improve roadside design at curves including vegetation management, delineation/ relocation/removal of roadside objects, flattening of side slopes, and installing roadside barrier.	Medium	$$$		Lee County & Municipalities	NCDOT
3-5	Utilize best practices for reducing speeds along arterials on the High Injury Network with a design speed goal of 35 MPH or less.	Medium	$$		Lee County & Municipalities	NCDOT
3-6	Monitor before and after implementation to determine if target speeds have been achieved and where additional interventions may be needed to achieve safe speeds and eliminate fatal/serious injury crashes related to speeding.	Long	$$		Lee County & Municipalities	NCDOT

ID	Action	Time-frame	Cost	Early Action	Action Leader	Supporting Partners
4	**Assess and update internal practices and policies**					
4-1	Establish a permanent, dedicated funding source for Safety Action Plan implementation and coordination.	Short	$	*	Lee County & Municipalities	NCDOT, CPRPO
4-2	Integrate the HIN into project and development reviews.	Short	$	*	Lee County & Municipalities	NCDOT, CPRPO
4-3	Establish a multidisciplinary crash response team to evaluate and address fatal and serious injury crashes at crash locations	Short	$	*	Lee County & Municipalities	NCDOT, CPRPO
4-4	Partner with NCDOT to evaluate safety on state roads and freeway access roads and ramps within or adjacent to the city.	Short	$	*	Lee County & Municipalities	NCDOT, CPRPO
4-5	Adopt a formal Complete Streets Policy and related design standards.	Medium	$		Municipalities	Lee County, NCDOT, CPRPO
4-6	Install speed limiters on city and county fleet vehicles.	Medium	$$		Lee County & Municipalities	NCDOT, CPRPO
4-7	Review and update land use policies and development standards to align with the Safe System Approach and prioritize safety for all roadway users. Promote walkability, bikeability, cohesion with existing transit services through zoning codes and standards, access management policies, parking requirements, etc.	Long	$		Lee County & Municipalities	NCDOT, CPRPO
4-8	Evaluate land use and planning policies, standards, and guidelines to ensure that new land use development and transportation infrastructure adequately serve low-income households, people with disabilities, rural residents, and people in areas with a high social vulnerability index.	Long	$		Lee County & Municipalities	NCDOT, CPRPO

ID	Action	Time-frame	Cost	Early Action	Action Leader	Supporting Partners
4-9	Advocate for, identify, pursue, and allocate increased funding for Emergency Medical Services to improve the availability of trauma care	Long	$		Lee County	Municipalities
4-10	Support DUI/DWI court programs that focus on education and treatment over punishment.	Long	$		Lee County	Municipalities
5	**Conduct analyses to proactively identify high-risk locations**					
5-1	Identify and prioritize opportunities for systemic application of low-cost intersection modifications that prioritize vulnerable road users' safety or address left-angle crashes.	Medium	$$	*	Lee County & Municipalities	NCDOT, CPRPO
5-2	Conduct ongoing safety analyses for intersections, curves, and hills in the county, especially along the HIN.	Medium	$$		Lee County & Municipalities	NCDOT, CPRPO
6	**Create awareness and build a culture of safety**					
6-1	Provide training to relevant staff on the Safe System Approach including theoretical and technical information and experiential education (e.g., walk audits). Send key staff responsible for Safety Action Plan implementation to Safe System or Vision Zero related webinars, trainings, and conferences.	Short	$$	*	Lee County & Municipalities	Sanford Police Department, Broadway Police Department, Lee County Sheriff's Office, EMS, NC Highway Patrol
6-2	Encourage public figures, as well as community and civic leaders to publicly pledge to not drive over the speed limit, under the influence, or while distracted.	Short	$	*	Lee County & Municipalities	CPRC, CPRPO
6-3	Conduct walking and bicycling safety education sessions at elementary schools.	Medium	$		Lee County & Municipalities	Lee County Schools, CPRC
6-4	Coordinate safety calendar, promote safety messaging, and high visibility enforcement.	Short	$		Lee County & Municipalities	Sanford Police Department, Broadway Police Department, Lee County Sheriff's Office, EMS, NC Highway Patrol
6-5	Utilize educational campaign packages developed by FHWA, NCDOT, or CPRC. Educational packages should address a variety of safety topics (i.e., topics could include the deadly impact of high speeds and how different traffic calming methods can help to reduce this outcome, traffic flow, roundabout safety, bicycle and pedestrian safety, behavior around different crossings types, how to use bike facilities, etc.)	Medium	$$		Lee County & Municipalities	CPRC, NCDOT
6-6	Develop a PSA campaign focused on drivers to increase safety for vulnerable road users and work with local media partners to report traffic crashes more accurately, to avoid victim blaming, and report crashes in the context of the Safety Action Plan.	Medium	$$		Lee County & Municipalities	Local Media Agencies

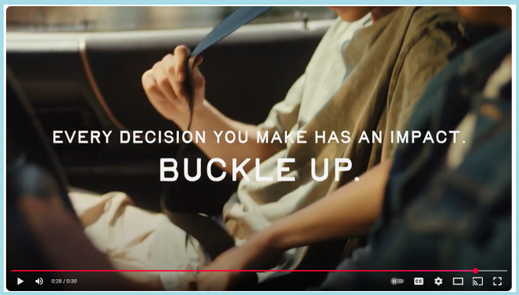
Case Studies

Communities from around the country have utilized strategies and actions recommended in this plan to reduce fatal and serious injury crashes and increase the culture of safety on their roadways. The following presents a few example case studies.

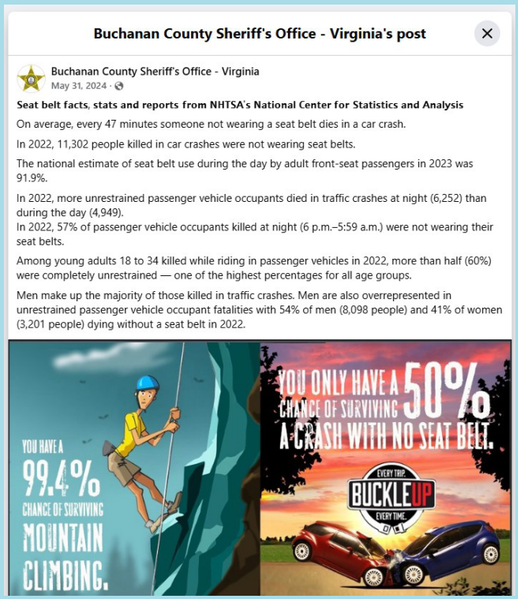
Case study: Buchanan County, VA

In response to increasing unbuckled fatality rates, the Virginia Department of Motor Vehicles (DMV) launched a Local Heroes Seat Belt Awareness Initiative to **promote seatbelt usage** in rural counties. This campaign included social media posts, videos, and local news articles featuring local law enforcement that were well known in small communities. Counties were able to further individualize the campaign to their context with campaign slogans such as “Buckle up Buchanan.”









Case study: Raleigh, NC

As part of the City of Raleigh Vision Zero initiative, the City piloted two **raised crosswalk improvements** to improve pedestrian safety for people accessing a local park, high school, bus stop, and nearby commercial amenities. The City aligned these improvements with a scheduled resurfacing project and coordinated with the local fire department to ensure emergency vehicles can still navigate the roadway efficiently and effectively. The City has called the pilots a success and plans to implement similar raised crosswalks in other downtown areas.



Case Study: Leonia, NJ

The City of Leonia, New Jersey **converted front-in angle parking to back-in angle parking** as part of a resurfacing project in the downtown area. This change provided many benefits to all roadway users as well as residents, visitors, and business owners in the downtown area such as improved visibility, decreased number of crashes, reduced risk of “dooring” for cyclists, and improved unloading and loading. To inform residents of the change, the city provided an online summary of frequently asked questions including graphics and videos with information on how to properly park in back-in angle spaces.



Proven Safety Countermeasures

There are many tools and resources that can improve transportation safety for all users. As an industry best practice, the FHWA Proven Safety Countermeasures initiative (PCSi) is a collection of specific roadway design or operational changes (countermeasures) that have been proven nationally to decrease roadway fatalities and serious injuries. FHWA maintains an online tool that recommends potential countermeasures based on roadway characteristics such as its land use context, expected volumes, crash history, and more to help communities across the country improve roadway safety.

Addressing roadway safety in Lee County will require the deployment of proven safety countermeasures across the county's transportation network, starting with the High Injury Network. The right countermeasure, or mix of countermeasures, will vary based on the existing roadway conditions, safety issues, and the community's vision for how it should serve their transportation and access needs into the future, which may be different than how it functions today. Selection and design of safety countermeasures on every street project in the county should be determined through the lens of the Safe System Approach, so that if a crash occurs it will not result in a fatal or serious injury. Safety countermeasures should not be compromised or simplified during the design or construction phases. These modifications can reduce the level of safety for all road users.

Safety countermeasures are listed on the following page along with hyperlinks to provide a more detailed description and effectiveness of the full safety countermeasure:

NCDOT Safety Countermeasure Glossary

NCDOT updated its Safety Countermeasure Glossary in May 2025. This resource provides organizations responsible for safety planning a user-friendly guide to identifying the most effective treatments and interventions based on specific road safety challenges. The document includes countermeasure descriptions, associated Crash Reduction Factors (CRF) where applicable, and reference links, as well as additional safety benefits associated with specific safety countermeasures such as low-cost implementation potential and increased visibility. This document is an additional, local resource available to Lee County to assist with the application of safety countermeasures on roadways to improve safety outcomes and reduce fatal and serious injury crashes.

NCDOT Safety Countermeasure Glossary (May 2025)

Speed Management



Appropriate Speed Limits for All Road Users



Speed Safety Cameras



Variable Speed Limits

Pedestrians and Bicyclists



Bicycle Lanes



Crosswalk Visibility Enhancements



Leading Pedestrian Interval



Medians and Pedestrian Refuge Islands



Pedestrian Hybrid Beacons (PHB)



Rectangular Rapid Flashing Beacons (RRFB)



Road Diets



Walkways

Roadway Departures



Enhanced Delineation for Horizontal Curves



Longitudinal Rumble Strips and Stripes on Two-Lane Roads



Median Barriers



Roadside Design Improvements at Curves



Safety Edge



Wider Edge Lines

Intersections



Backplate with Retroreflective Borders



Corridor Access Management



Dedicated Left-and-Right-Turn Lanes at Intersections



Reduced Left-Turn Conflict Intersections



Systemic Application of Multiple Low-Cost Countermeasures at Stop-Controlled Intersections



Roundabouts



Yellow Change Intervals

Crosscutting



Lighting



Local Road Safety Plans



Pavement Friction Management



Road Safety Audit

Applying Countermeasures to Key Crash Types

This section discusses several proven safety countermeasures that address the most common fatal and serious injury crash types in Lee County

- Lane departures, and Speeding,
- Unsafe crossings
- Speeding

The selected countermeasures, organized by crash type, have a demonstrated history of improving safety. Many of the countermeasures discussed can be implemented together, creating opportunities for even greater improvements to safety. Additionally, each section identifies corridors or intersections in Lee County from the HIN where these improvements can be implemented.

Lane Departure



Unsafe Crossings



Speeding



LANE DEPARTURES

Safety improvements to prevent lane departures on rural roads, including roads with horizontal curves can provide motor vehicles the opportunity to recover before a crash occurs and reduce crash severity when a crash does occur.

TABLE 4 **Lane Departure Priority Areas**

ID	Corridor/Intersection	From	To	Location
1	Carbonton Road (NC-42)	S Plank Road	Brothers Drive	Lee County
2	White Hill Road (US-15)	Cedar Lane Road	US-1	Lee County
3	Carthage Street (SR-1237)	Gloucester Drive	Pioneer Drive	Lee County
4	Hickory House Road (SR-1157)	Bruce Coggins Road	Westchester Drive	Lee County
5	NC-87	Frank Wicker Road	Carolina Trace Fire Dpt	Lee County
6	Broadway Road (SR-1579)	Avent Ferry Road	Woodland Trails Road	Lee County

MAP 6 **Lane Departure Priority Areas**



Rumble Strips, Guardrails, and Reflective Curve Signage



Description

Applications include enhanced delineation and friction, creating wider shoulders, improving clear zones, reflective signage, flattening slopes, or adding barriers such as cable barriers, guardrails, or concrete barriers.

Benefits

- Allows drivers to recover from lane departure.
- Pavement friction (rumble strips) may reduce lane or roadway departures.
- Prevents roadway departure with physical barriers such as guardrails if roadside recovery design is not possible.

Typical Application

- Rural roads, especially rural roads with narrow lanes
- Rural roads sharp or blind curves
- Curves without shoulders or steep slopes

Low-cost countermeasures include:

- Chevron and curve warning signs
- Retroreflective pavement markings
- Raised retroreflective lane markers
- Rumble strips on shoulder, edge line, or at or near the center line of an undivided roadway

Considerations

- Where both rumble strips and guardrails are provided, locate guardrails at least 5 feet from the rumble strips.
- Longitudinal barriers should be between pedestrian or bicyclist facilities and the motor vehicle travelway. Also provide a fence between pedestrian and bicyclist facilities and steep side slopes.
- For new or resurfacing projects, use pavement edge treatments that allow drivers to return to the travel way.



Rumble Strips



Wide Shoulder with Guardrail

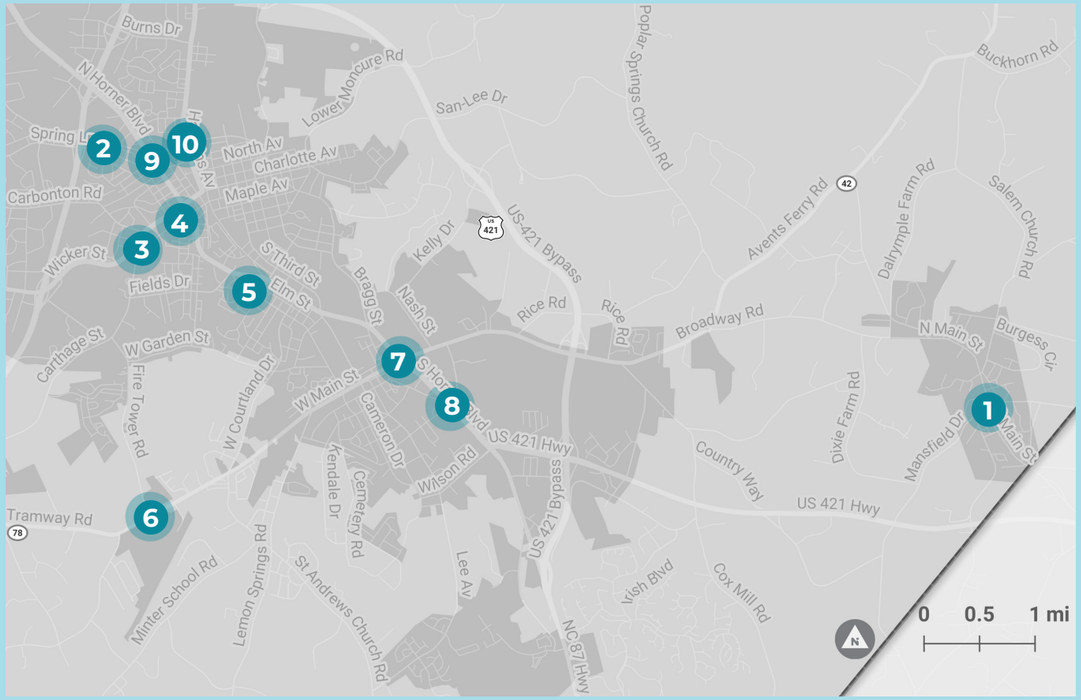
UNSAFE CROSSINGS

Marked crosswalks and associated countermeasures can significantly improve pedestrian safety. Crossing enhancements should be prioritized in areas where many people walk, including schools, parks, senior centers, community centers, and business districts.

TABLE 5 **Unsafe Crossings Priority Areas**

ID	Corridor/Intersection	Location
1	Mansfield Drive & S Main Street	Broadway
2	Spring Lane & Brinn Drive	Sanford
3	Carthage Street & Wicker Street	Sanford
4	N Gulf Street & Wicker Street	Sanford
5	Woodland Avenue & W Makepeace Street	Sanford
6	Tramway Road & Fire Tower Road	Sanford
7	S Horner Blvd & Main Street	Sanford
8	S Horner Boulevard & E Seawell Street	Sanford
9	N Horner Boulevard & W Weatherspoon Street	Sanford
10	Hawkins Avenue & E Weatherspoon Street	Sanford

MAP 7 **Unsafe Crossing Priority Areas**



Marked Crosswalks

Description

Legal crosswalks exist at all locations where sidewalks meet the street, regardless of whether a crosswalk is marked or not. Drivers are legally required to yield to pedestrians at intersections with crosswalks, even where there is no marked crosswalk. Providing marked crosswalks communicates to drivers that pedestrians may be present and helps guide pedestrians to locations where it is best to cross the street.

Benefits

- Enhance the visibility of crossing locations.
- Encourage people to use most comfortable and visible crossing locations.
- Guide the path of pedestrian travel.
- High visibility crosswalks may provide a greater reduction in pedestrian crashes.

Typical Application

- Crosswalks should directly connect the approaching sidewalks and should be located to maximize the visibility of pedestrians.
- Marked crosswalks should be at least 8 feet wide or the width of the approaching sidewalk, whichever is greater. In areas of heavy pedestrian volumes, crosswalks can be up to 25 feet wide.
- Crosswalks should provide a slip-resistant, level, and accessible surface.
- Perpendicular crosswalks minimize crossing distances and therefore limit pedestrian exposure to motorists.
- Continental crosswalk bars should be installed parallel to the direction of traffic.
- ADA-compliant curb ramps should align directly with the crosswalk. The bottom of the ramp should lie within the crosswalk.
- Stop lines at stop-controlled and signalized intersections should be located at least 8 feet in advance of crosswalks.
- New marked crosswalks on streets with multiple lanes in each direction, higher speeds, or higher volumes should include additional treatments such as raised crossings, Rectangular Rapid Flashing Beacons, or Pedestrian Hybrid Beacons to create an enhanced crossing.

Considerations

Continental crosswalks (wide bars parallel to the direction of travel) are more visible to drivers than standard crosswalks. Continental crosswalks should be used at:

- Midblock crossings,
- Unsignalized intersections adjacent to schools and parks,
- Unsignalized crossings of arterial and collector streets near major pedestrian generators,
- Signalized intersections near a major pedestrian generator, and
- Signalized intersections with a history of pedestrian crashes.

In all other controlled locations, transverse style crosswalks may be considered. Crosswalk markings should consist of non-skid, retroreflective material. On new pavement, markings should be embedded into the pavement when possible so that the surface of the marking is flush with the pavement to reduce maintenance needs and provide a smooth, accessible surface.



Raised crossing with high-visibility crosswalk


High-visibility mid-block crosswalk

Leading Pedestrian Intervals



Description

Leading Pedestrian Intervals (LPI) initiate the pedestrian WALK signal three to seven seconds before motorists traveling in the same direction are given the green indication. This allows pedestrians to enter the intersection prior to turning motorists, increasing visibility between all modes. LPIs give pedestrians a head start to establish themselves in the intersection before the green phase. LPIs especially benefit slower pedestrians, including people with disabilities, seniors, and children.

Benefits

- Prioritize pedestrian safety and convenience at intersections.
- Increase visibility of crossing pedestrians.
- Reduce conflicts between pedestrians and motorists.
- Increase compliance of motorists yielding to pedestrians.
- Enhance safety for pedestrians who need more time to cross the intersection

Typical Application

- Used at intersections with high volumes of pedestrians and conflicting motorist turning movements.
- Locations with seniors or school children who tend to walk slower.
- When needed, a left turn arrow shall be provided after the through green signal at locations with a LPI.

Considerations

- NO TURN ON RED signs should be considered with LPIs.
- Concurrent pedestrian phasing should appropriately match the motorist signal phasing.



LPI and pedestrian countdown sign

Pedestrian Beacons





Description

At some unsignalized crossings, particularly those with four or more lanes, it can be very challenging for pedestrians to cross the street. At these locations pedestrian-activated beacons may assist pedestrians crossing the street.

Rectangular Rapid Flash Beacons (RRFBs) are LEDs that supplement pedestrian warning signs at unsignalized intersections or mid-block crosswalks. They are activated by pedestrians manually by a push button or passively by a pedestrian detection system. RRFBs use an irregular flash pattern that is similar to emergency flashers on police vehicles. RRFBs may be installed on either two-lane or multi-lane streets.

Pedestrian hybrid beacons (PHB) help pedestrians safely cross busy or higher-speed streets at midblock crossings and uncontrolled intersections. The beacon head consists of two red lights above a single yellow light. The lights remain “dark” until a pedestrian wanting to cross the street pushes the call button to activate the beacon. The signal then initiates a yellow to red lighting sequence consisting of steady and flashing lights that directs motorists to slow and come to a stop. The pedestrian signal then flashes a WALK display to the pedestrian. Once the pedestrian has safely crossed, the hybrid beacon again goes dark after going through an alternating flashing sequence.

Benefits

- Increased yielding behavior by motorists at pedestrian crossings.
- Requirements to install PHBs are less than for full traffic signals.

Typical Application

- RRFBs can be used when a signal is not warranted at an unsignalized crossing.
- RRFBs are installed on both sides of the street at the edge of the crosswalk. If there is a pedestrian refuge or median, an additional beacon should be installed in the median.
- PHBs are an interim option between a flashing beacon and a full signal.
- RRFBs and PHBs are not appropriate at intersections with signals or STOP signs.

Considerations

- RRFBs are considerably less expensive to install than mast-arm mounted signals. They can also be installed with solar-power panels to eliminate the need for a power source.
- RRFBs should be limited to locations with safety concerns and should not be installed in locations with sight distance constraints that limit the driver’s ability to view pedestrians on the approach to the crosswalk.
- RRFBs should be used in conjunction with advance yield pavement marking and signs.
- PHBs are not widely implemented, so agencies should consider an education and outreach effort when implementing a PHB within a community.

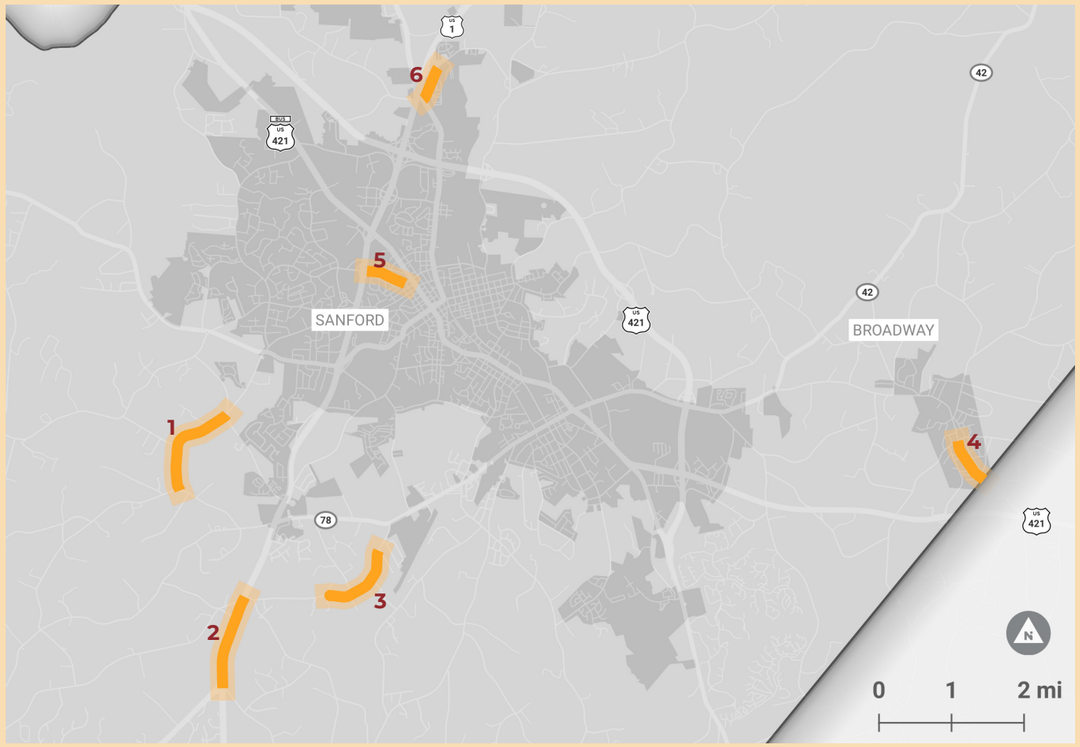
SPEEDING

Speeding is a critical factor in pedestrian safety because the risk of severe injury or death to a person struck by a motorist increases exponentially as vehicle speeds increase. Promoting safer speeds in all roadway environments and contexts is critical. Slower vehicle speeds through speed limit reduction, traffic calming, and roadway design can increase visibility and reaction times for drivers and reduce impact forces when a crash occurs.

TABLE 6 **Speeding Priority Areas**

ID	Corridor/Intersection	From	To	Location
1	S Franklin Drive (SR-1332)	Pendergrass Road	Henley Road	Lee County
2	Jefferson Davis Highway (US-1)	White Hill Road	Hickory House Road	Lee County
3	Hickory House Road (SR-1157)	Mercury Lane	Westchester Drive	Lee County
4	S Main Street	Mansfield Drive	County Line	Broadway
5	Spring Lane	US-1	W Weatherspoon Street	Sanford
6	Amos Bridges Road	Hawkins Avenue	Brady Road	Sanford

MAP 8 **Speeding Priority Areas**



Lane Width Reductions

Description

Narrowing lanes slows traffic and creates space that can be reallocated to other modes, in the form of wider sidewalks, bicycle lanes, and landscape or tree buffers. Lane width reductions in rural areas allow for the inclusion of roadway friction elements, such as rumble strips or vertical barriers to prevent lane departures.

Benefits

- Provide space for features such as curb extensions that shorten crossing distances and improve pedestrian safety.
- Reduce speeding.
- Shorten the distance that a pedestrian needs to cross lanes of active traffic.
- Create opportunities to reallocate underused street space for other uses such as pedestrian islands, turn lanes, bicycle lanes, etc.
- Provide a positive impact on the safety of a street without impacting traffic operations.

Typical Application

- Lane narrowing candidates include streets with travel lanes that are more than 10 feet wide, streets with parking lanes that are more than 7 feet wide, and streets with wide center turn lanes.
- Lane widths of 10 feet are appropriate on most streets; for designated truck or transit routes, one travel lane of 11 feet may be used in each direction.
- Lane narrowing can be implemented when a street is being resurfaced or reconstructed, or as a standalone marking and signing project.
- Lane reconfiguration can be done in urban, suburban, and rural areas.

Considerations

- Excess space on a street should be allocated to bicycle lanes, bicycle lane buffers, or parking lanes before travel lanes; in rural contexts, excess space can provide for wider shoulders to accommodate additional safety countermeasures, such as rumble strips
- On streets with on-street parking and bicycle lanes, it is advantageous to provide a buffer between the parking lane and the bicycle lane, particularly in areas with high parking turnover, to reduce the likelihood that a person opening their car door will strike a person riding their bike.





Speed Feedback Signs

Description
Speed feedback signs provide a dynamic message to drivers exceeding a specified speed threshold. The signs alert motorists of their current speed or display a message to slow down to encourage speed limit compliance. Speed feedback signs should be used in areas with high volumes of pedestrians and areas where the speed limit is reduced. Speed feedback signs can be mounted to an existing pole or portable (mounted on a trailer).

Benefits
- Display targeted messages to drivers who are speeding.
- Moderately reduce motorist speeds including speeds that far exceed the posted speeds.
- Reduce crashes in select applications.

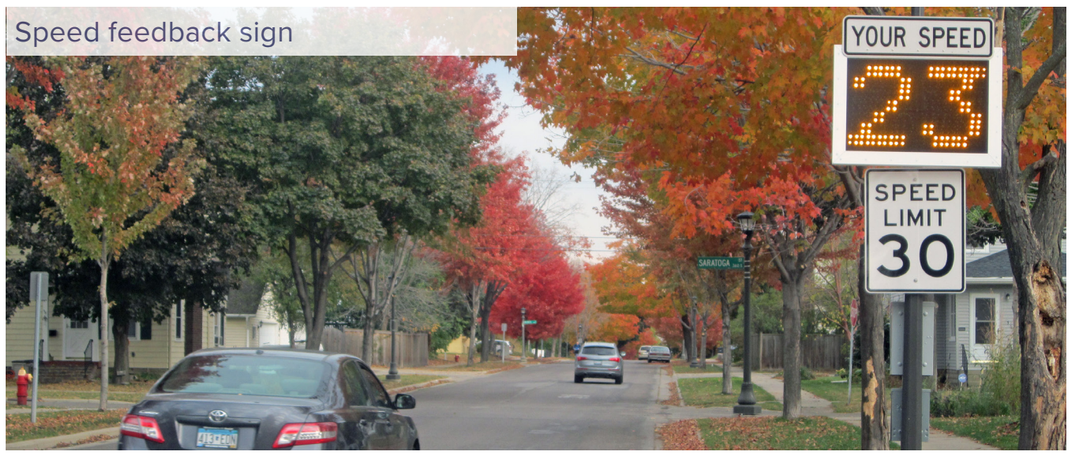
Typical Application
Speed feedback signs are best deployed:
- At speed zone transitions, to reaffirm the change in posted speeds,
- In advance of key pedestrian crossings or where high motorist speeds make it difficult for pedestrians to cross the street,
- In school zones, and
- In work zones.

Signs should be installed in conjunction with a **SPEED LIMIT** sign.

When signs are deployed on a portable trailer, care should be taken to ensure that the signs do not interfere with people walking, bicycling, or driving.

Signs may display **SLOW DOWN** instead of the actual measured speed for motorists traveling more than 15 miles per hour over the posted speed limit (to discourage reckless motorists from seeing how high a speed they can record).

Considerations
- Studies have indicated that speed feedback signs may be most effective in reducing high speeds.
- Deploy portable speed signs in conjunction with high-visibility enforcement events conducted by the police department.
- May not have a continuous speed-reducing impact once motorists have passed the sign.



Speed feedback sign

Posted Speed Limit (Target Speeds and School Speed Zones)

Description
Posted and target speeds should be considered for all roadways. Lower posted and target speeds are especially effective at reducing pedestrian crash risk in areas of high expected pedestrian activity. Using speed limits signs, pavement markings, and other speed reduction measures can help to achieve target speeds on roadways where speeding occurs and prevent fatal and severe crashes.

Benefits
- School speed zones increase motorist awareness of vulnerable road users.
- Lower target speeds and posted speed limits may reduce motor vehicle speeds.
- Pedestrian fatalities and serious injuries are much less likely at lower speeds.

Typical Application
- Near schools
- Residential neighborhoods
- Downtown commercial areas
- Near senior living centers or community centers

Considerations
- Define the priority user when identifying appropriate speed limits. Within school zones, pedestrians and bicyclists should always be given priority.
- School speed zones can be implemented for certain hours throughout the day, such as around arrival and dismissal times.
- Pavement marking indicating the speed limit can supplement signs.
- Signs should be used carefully, as overuse can lead to drivers ignoring signs.
- Most effective when used in conjunction with other traffic calming treatments.



20MPH zone

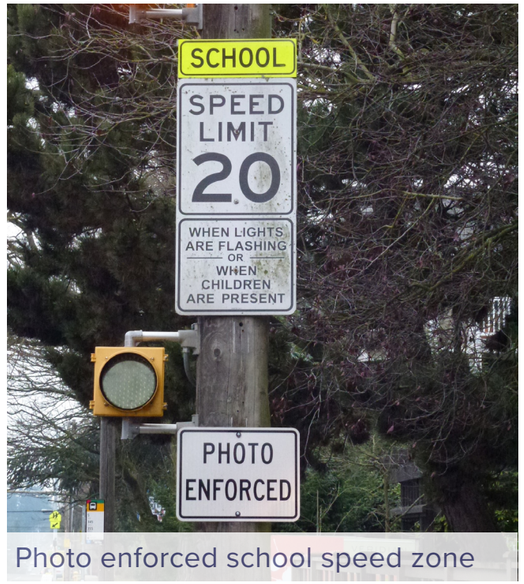


Photo enforced school speed zone

Priority Location Deep Dives

The following section presents a series of location-specific recommendations for five priority corridors and three priority intersections along the HIN. These recommendations include safety countermeasures proven to be effective in reducing roadway fatalities and serious injuries. These countermeasures have been identified based on crash history and roadway characteristics including traffic volumes, posted speed limits, number of travel lanes, and land use context.

Lee County and agency partners should prioritize implementation of identified recommendations as they work towards achieving the goal of a 50 percent reduction in the rate of fatal and serious injury crashes by 2040.

1 **S Horner Boulevard (421 BUS)**
From Wicker Street to Bragg Street

2 **N Main Street**
From Milton Avenue to Thelma Sloan Road

3 **Tramway Road**
From Lee Avenue to Hickory House Road

4 **Carthage Street**
From US1 to Fire Tower Road

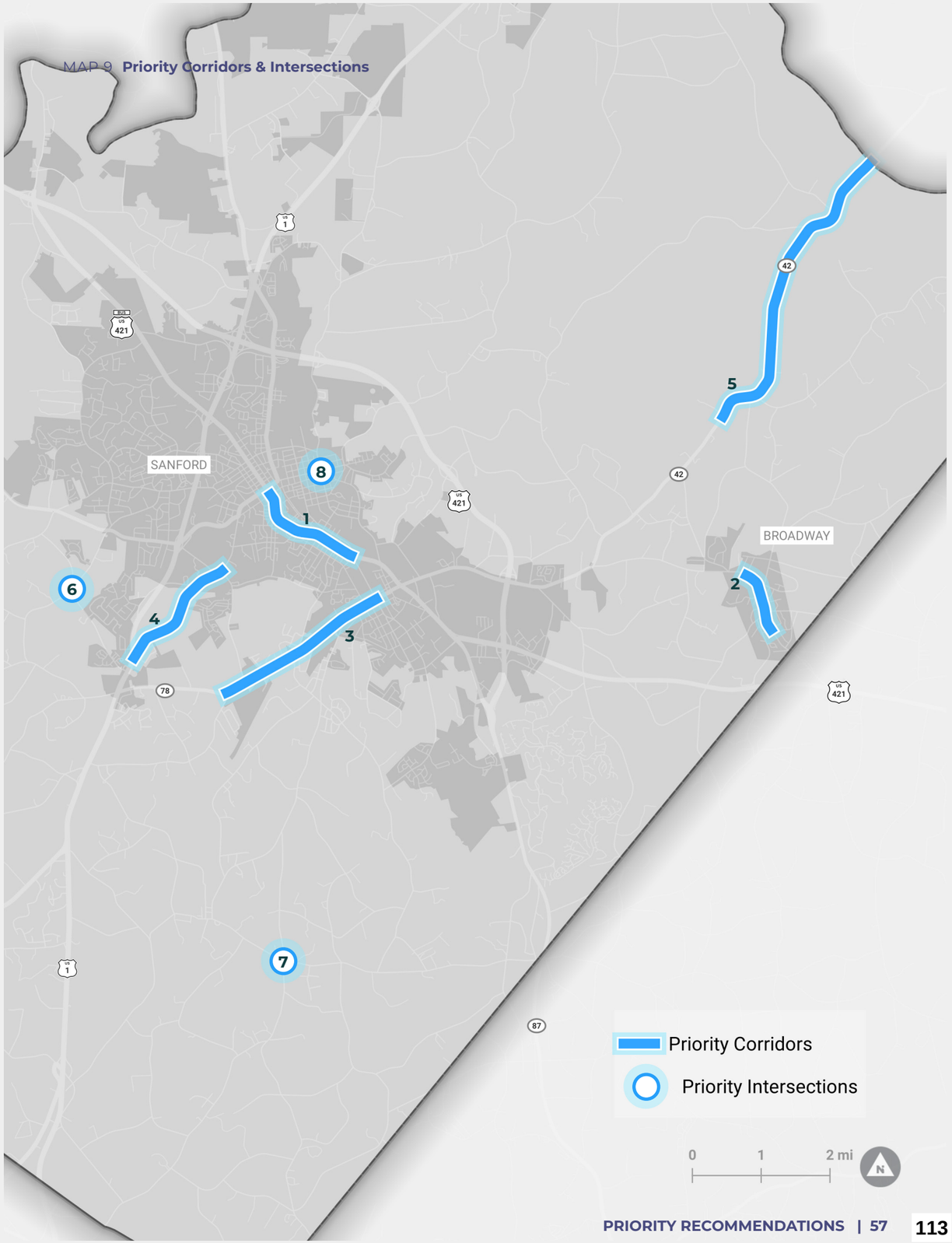
5 **Avents Ferry Road**
From Weldon Lane to County Line

6 **Pendergrass Road and Franklin Drive**

7 **Edwards Road and Greenwood Road/ Swanns Station Road**

8 **Charlotte Avenue and N 7th Street**

MAP 9 **Priority Corridors & Intersections**



1. S Horner Boulevard (421 BUS)

From Wicker Street to Bragg Street (1.6 mi)

CONTEXT

Horner Boulevard is a principal arterial lined with commercial and institutional uses. Horner Boulevard is primarily a two-way suburban road with five wide lanes, but briefly intersects with a walkable downtown section at Wicker Street. Horner Boulevard generally has sidewalks along both sides of the road.

SPEED LIMIT: 35 MPH

URBAN

5 LANES

TRAFFIC VOLUME

All vehicles (AADT): **10,500-24,000**
Trucks (AADTT): **117-366**

CRASHES (2019-2023)

Fatal Crashes:	**0**
Severe Injury Crashes:	**3**
Bicycle and Pedestrian Crashes:	**0**

KEY CRASH TYPES

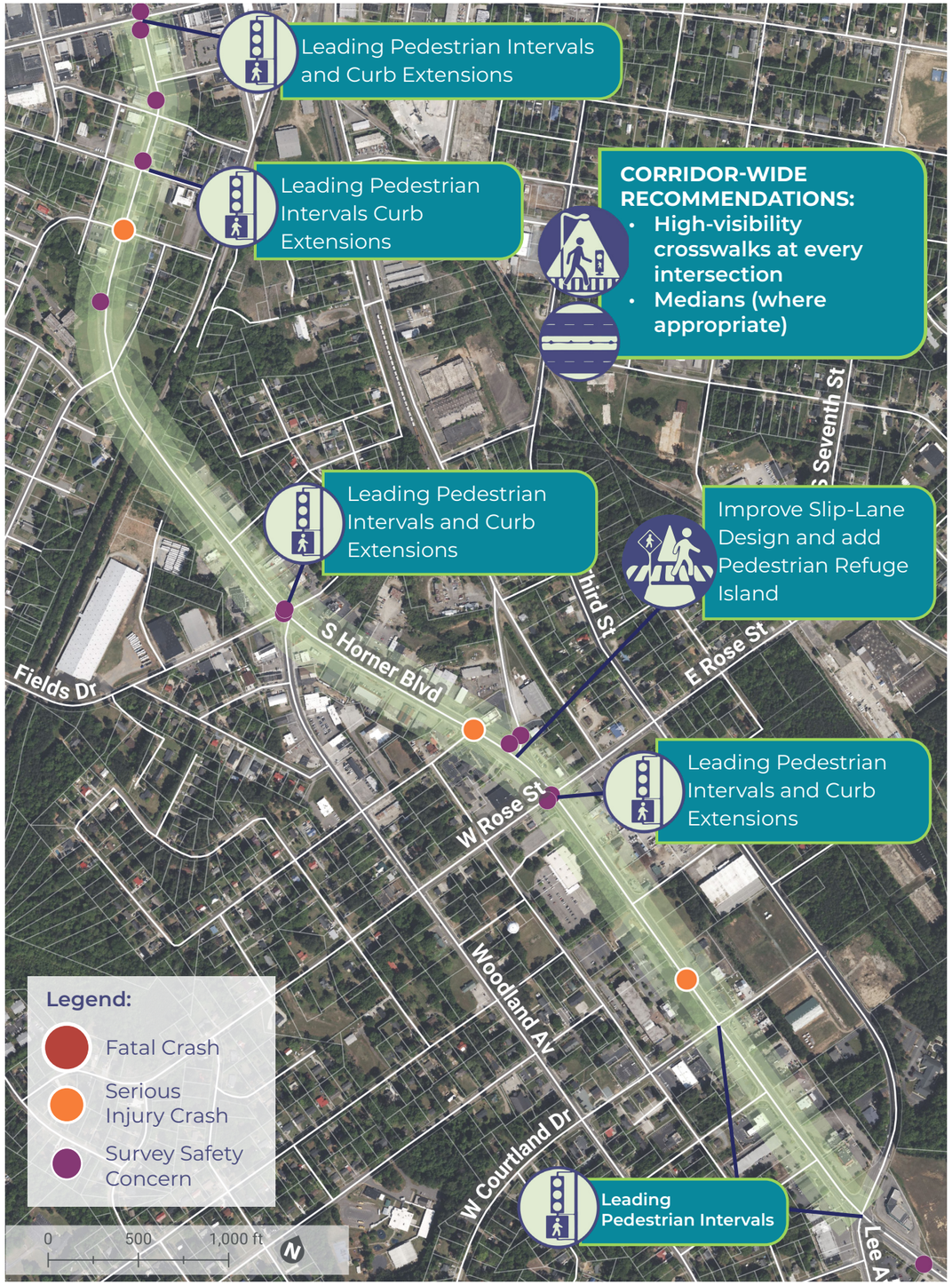


Rear end crashes



Angle crashes





2. N Main Street

From Milton Avenue to Thelma Sloan Road (0.9 mi)

CONTEXT

N Main Street is a major collector that carries two lanes for commercial and public uses. Being the primary downtown section of the Town of Broadway, N Main Street has scattered crosswalk coverage and ample space for a NB and SB bike lane. Heavy truck volumes were observed in the field.

SPEED LIMIT:
25-35 MPH

URBAN

2-3 LANES

TRAFFIC VOLUME
All vehicles (AADT):
4,500-6,400
Trucks (AADT):
No data

CRASHES (2019-2023)

Fatal Crashes:	**0**
Severe Injury Crashes:	**0**
Bicycle and Pedestrian Crashes:	**0**

SURVEY COMMENTS

“Lack of enforcement (illegal passing, speeding, drunk driving)”

“Drivers speeding and hitting curbs/ shrubs, nearly missing pedestrians”

“Too many large trucks, going too fast (above limit)”





3. Tramway Road

From Lee Avenue to Hickory House Road (2.6 mi)

CONTEXT

Tramway Road is a minor arterial that connects a rural residential US-1 exit to Jonesboro Heights, a suburban commercial center. When close to Jonesboro Heights, Tramway Road provides sidewalks at both sides of the road. Along the entirety of Tramway Road, there is a constant turning lane due to the amount of residential driveways.

SPEED LIMIT:
20-45 MPH

RURAL-URBAN

3 LANES

TRAFFIC VOLUME
All vehicles (AADT):
1,150-15,000
Trucks (AADTT):
340-440

CRASHES (2019-2023)

Fatal Crashes:	**1**
Severe Injury Crashes:	**3**
Bicycle and Pedestrian Crashes:	**0**

KEY CRASH TYPES



Angle crashes | Head on crashes | Fixed object crashes





4. Carthage Street

From US-1 to Fire Tower Road (1.9 mi)

CONTEXT

Carthage Street is a minor arterial that connects US-1 to what was once a rural residential area but is transitioning to a suburban development pattern. Terminated by the medical area to the north and DMV building to the south, Carthage Street contains 2 lanes with tight horizontal curves.

SPEED LIMIT:
35-55 MPH

RURAL

2 LANES

TRAFFIC VOLUME
All vehicles (AADT):
4,700-6,300
Trucks (AADTT):
No Data

CRASHES (2019-2023)

Fatal Crashes:	**1**
Severe Injury Crashes:	**4**
Bicycle and Pedestrian Crashes:	**0**

KEY CRASH TYPES



Lane departure into a fixed object from curves





5. Avents Ferry Road

From Weldon Lane to County Line (4.6 mi)

CONTEXT

Avents Ferry Road is a rural major collector that connects the outer rural section of Broadway to the county limits of Lee county. Avents Ferry Road features high speed, sparse driveways, and ample passing sections.

SPEED LIMIT: 55 MPH

RURAL

2 LANES

TRAFFIC VOLUME
All vehicles (AADT):
2500 - 3700
Trucks (AADTT):
181 - 280

CRASHES (2019-2023)

Fatal Crashes:	**1**
Severe Injury Crashes:	**4**
Bicycle and Pedestrian Crashes:	**0**

KEY CRASH TYPES

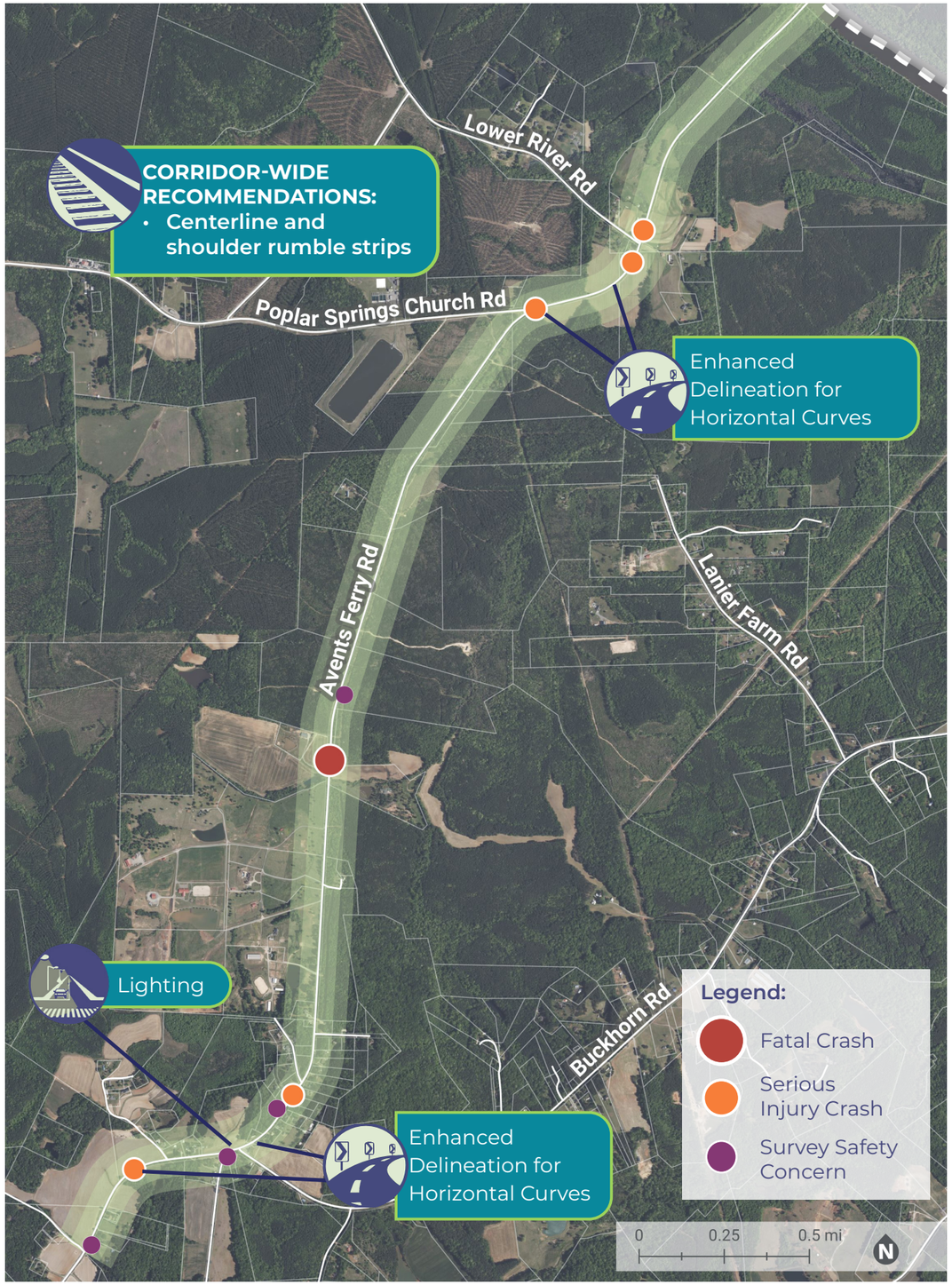


Fixed object



Right and Left Turns, Same Roadway





6. Pendergrass Road and Franklin Drive

CONTEXT

Pendergrass Road (local) and Franklin Dr (local) is a rural intersection. The intersection features a two-way stop with a tight angle, no pedestrian access, and low visibility along the Southwest leg of Franklin Drive.

SPEED LIMIT: 45 MPH

RURAL

2 LANES

TRAFFIC VOLUME
All vehicles (AADT): **4100**
Trucks (AADTT): **No data**

CRASHES (2019-2023)

Fatal Crashes: **0**

Severe Injury Crashes: **1**

Bicycle and Pedestrian Crashes: **0**

SURVEY COMMENTS

“Unsafe to drive”

“Hill with low visibility”

“Drivers on Franklin speed, drivers on Pendergrass run stop sign”





7. Edwards Road and Greenwood Road/ Swanns Station Road

CONTEXT

Edwards Road (minor collector) and Greenwood Road/Swanns Station Road (major collector) is a rural intersection close to a new housing development. The intersection features a four-way stop, ample warning and signage, a high truck volume, and no pedestrian access.

SPEED LIMIT: 55 MPH

RURAL

2-3 LANES

TRAFFIC VOLUME
All vehicles (AADT): **7600**
Trucks (AADTT): **No data**

CRASHES (2019-2023)

Fatal Crashes:	**0**
Severe Injury Crashes:	**3**
Bicycle and Pedestrian Crashes:	**0**







8. Charlotte Avenue and N 7th Street

CONTEXT

Charlotte Avenue (minor arterial) and N 7th Street (minor arterial) is a residential intersection near the core of downtown Sanford. The intersection features a four-way stop with a gored lane, bike lanes on both sides of the road, and no sidewalk. Heavy truck volumes were observed in the field.

SPEED LIMIT:
35 MPH

URBAN

2 LANES

TRAFFIC VOLUME
All vehicles (AADT):
8000
Trucks (AADTT):
No data

CRASHES (2019-2023)

Fatal Crashes:	**1**
Severe Injury Crashes:	**0**
Bicycle and Pedestrian Crashes:	**0**

SURVEY COMMENTS

“Unsafe to drive”









5

The Road Ahead

Introduction

This Plan includes strategies, actions, and priority projects that will help increase roadway safety in Lee County. Truly moving to eliminate fatal and serious injury crashes though requires more than creating a document. The Plan must be embraced, discussed, emphasized, and reinforced every day as decisions are made, projects are built, and people move around their communities. Ultimately, this Plan is designed to be a living document that unites people across agencies, departments, and organizations, to prioritize the safe system approach and build a culture of safe streets.

Performance Measures

Tracking progress is essential to ensure this plan leads to real change. Lee County will use performance measures that reflect both outputs—such as miles of sidewalks or bikeways installed, or speed management strategies implemented—and outcomes, such as reductions in KSI crashes and positive community feedback. Regular reporting between Sanford, Broadway, and Lee County will allow decision-makers and the community to see where progress is being made and where additional effort is needed. Transparent, measurable results will keep the plan accountable and ensure it remains a relevant, actionable tool.

Key performance measures may include but are not limited to:

- Actions and projects completed
- Changes in land use policies or practices to increase safe connections between residential areas and employment locations.
- Location and number of multimodal infrastructure projects
- Dollars invested in areas of persistent poverty or with high transportation disadvantages
- Number of projects implemented on the HIN
- Proven Safety Countermeasures deployed
- Program and policy efforts to impact key contributing factors such as speeding and youth education
- Reductions in crashes and specific crash types such as:
  - *Number of total and KSI crashes*
  - *Crash rates per 1,000 residents*
  - *Crashes along the HIN*
  - *Crashes rates from specific contributing factors such as speeding, distracted driving, or unbelted drivers*
  - *Crash rates involving young drivers*
  - *Crashes occurring in areas of persistent poverty or high transportation disadvantage*

Funding Opportunities

Carrying this plan forward will require sustained collaboration and financial investment. Lee County will continue to engage with NCDOT, CPRC, and local partners to advance projects locally and through the State Transportation Improvement Program (STIP). In addition, the plan positions the county and its municipalities to be competitive for a variety of other federal and state funding opportunities.

The table below lists additional common funding sources that can be used to implement the priority projects and actions in Chapter 4.

TABLE 7 **Funding Opportunities**

Funding Opportunity	Type	Description	Website
Community Development Block Grant	Federal	The Community Development Block Grant Neighborhood Revitalization Program (CDBG-NR)) will offer a non-entitlement municipality or county the opportunity to tailor a project to meet the housing and community development needs specific and most critical to their locality	Link
Enhanced Mobility of Seniors & Individuals with Disabilities	Federal	This program (49 U.S.C. 5310) provides formula funding to states and designated recipients to meet the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs.	Link
Highway Safety Improvement Program (HSIP)	Federal	The Highway Safety Improvement Program (HSIP) is a core Federal-aid program with the purpose of achieving a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned roads and roads on tribal land.	Link
Reconnecting Communities Pilot (RCP) Grant Program	Federal	RCP focuses on improving access to daily needs such as jobs, education, healthcare, food, nature, and recreation, and foster development and restoration, and provide technical assistance to further these goals.	Link
Carbon Reduction Program (CRP)	Federal	The Carbon Reduction Program (CRP) provides funds for projects designed to reduce transportation emissions, defined as carbon dioxide (CO2) emissions from on-road highway sources	Link
BUILD GRANTS	Federal	The U.S. Department of Transportation's (USDOT) Better Utilizing Investments to Leverage Development (BUILD) grant program provides grants for surface transportation infrastructure projects with significant local or regional impact.	Link

Funding Opportunity	Type	Description	Website
Surface Transportation Block Grant Program	Federal	Multimodal improvement projects incl. surface replacement, curb and gutter replacement, sidewalk and ADA improvements, bicycle facilities including bike lanes and shared bike/ pedestrian paths, traffic signal upgrades, and drainage improvements.	Link
Rural Surface Transportation Grant Program	Federal	The Rural Surface Transportation Grant Program supports projects that improve and expand the surface transportation infrastructure in rural areas to increase connectivity, improve the safety and reliability of the movement of people and freight, and generate regional economic growth and improve quality of life.	Link
National Infrastructure Project Assistance (MEGA) Grant	Federal	The Mega Program (the National Infrastructure Project Assistance program) supports large, complex projects that are difficult to fund by other means and likely to generate national or regional economic, mobility, or safety benefits.	Link
IMD Multimodal Planning Program	State	The NCDOT Integrated Mobility Division (IMD) and the Transportation Planning Division created an annual matching grant program – the Multimodal Planning Grant Program (MMPG) – to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans.	Link
State Street Aid (Powell Bill) Program	State	This funding is used to resurface municipal streets as well as to maintain, repair, build or widen streets, bridges and drainage areas. The Powell Bill can also help municipalities with funds to plan, build and maintain bicycle paths.	Link
State Transportation Improvement Program (STIP)	State	The N.C. Department of Transportation's long-range transportation plan – called the State Transportation Improvement Program (STIP) – identifies the construction funding and schedule for state transportation projects over a 10-year period. NCDOT updates the STIP approximately every two years.	Link
AARP Community Challenge	Local	The AARP Community Challenge grant program is part of the nationwide AARP Livable Communities initiative that helps communities make immediate improvements and jump-start long-term progress in support of residents of all ages.	Link
BlueCross BlueShield of North Carolina Foundation	Local	The BlueCross BlueShield of North Carolina Foundation invests more than $269 million in North Carolina through grants, collaborations, and special initiatives	Link
Capital Improvement Plan	Local	Capital Improvement Plans serve as a vital implementation tool, bridging long-term community planning with actual project construction by prioritizing needs, estimating costs, and outlining funding sources.	-
Non-Profit Organizations	Local	Other potential funding sources for safety improvements include nonprofit organizations. Working with nonprofit organizations can create lasting relationships locally, regionally, and nationally. Possible organizations include local advocacy, healthcare, and community groups.	-
Private Partnerships	Local	Partner with private developers to fund traffic calming treatments on new roads to promote safer driving.	-

Shared Responsibility for Safety

No single agency or group can achieve safer streets on its own. Responsibility is shared across local governments, NCDOT, law enforcement, first responders, schools, businesses, and the people walking, bicycling, and driving in Lee County. Design decisions, policy choices, and individual behaviors all contribute to safety outcomes. By working together—through design, education, and safe everyday travel choices—the county can create a culture where safe travel is the expectation, and everyone can arrive home safely.



Appendix

Community Engagement

This section provides more detailed information on the feedback received at the different community engagement events and the virtual engagement via survey and interactive map.

Sanford Multicultural Event

TABLE 8 **Support for Safety Countermeasures (Sanford Multicultural Event)**

Countermeasure	Number of Votes
Roundabouts	11
Lighting	16
All-way Stops	5
Rectangular Rapid Flashing Beacons	7
Median Refuge Islands	6
Rumble Strips	9
Curb Extensions	10
Sidewalks	20
High-Visibility Crosswalks	8
Removing Slip Lanes	0
Speed Limit Reduction	6
Enhanced Signage for Curves	4

Open House

On August 28, 2025, Lee County hosted the Safe Streets for All Open House at the Buggy Company Building in Sanford. This event allowed residents to learn about the Safe Streets for All Safety Action Plan, view data on existing conditions and safety analyses, and provide feedback on improving road safety in the county. During the event, residents participated in interactive stations, sharing their viewpoints pertaining to roadway safety with representatives from the Sanford/Lee County Planning Department and Central Pines Regional Council

Stations

Station 1: Residents were able to share their thoughts on countermeasures the county could implement to increase roadway safety. Residents used stickers to indicate where in Lee County there were traffic-related safety concerns and used dots to vote on which countermeasures they wanted to see more in Lee County.

The responses for station 1 coincide with the countermeasure preference results from the Sanford Multicultural Event. The three most popular countermeasures from the Multicultural Event were sidewalks, lighting, and roundabouts, which are also the top three countermeasure preferences noted at station 1 at the Open House. This indicates that sidewalks, proper lighting, and roundabouts should be a priority when implementing countermeasures.

TABLE 9 **Safety Countermeasure Preferences (Open House)**

Countermeasure	Number of Votes
Roundabouts	6
Lighting	8
All-way Stops	3
Rectangular Rapid Flashing Beacons	1
Median Refuge Islands	4
Rumble Strips	3
Curb Extensions	2
Sidewalks	9
High-Visibility Crosswalks	4
Removing Slip Lanes	0
Speed Limit Reduction	4
Enhanced Signage for Curves	3

Station 2: Residents shared what they would be willing to do to make roads safer in Lee County. The results were as follows:

TABLE 10 **Support for Behavioral Changes to Improve Safety (Open House)**

Action	Number of Votes
Leave earlier for my destination to make sure I do not have to drive over the speed limit	6
Avoid distractions if I drive such as texting	6
Walk, bicycle, or ride transit when my trip is short (1-3 miles)	5
Communicate the importance of transportation safety to family, friends, neighbors, and other people I know	3

The results of station 2 indicate the residents are willing to leave early to avoid speeding and avoid distractions to make roads safer in Lee County. However, residents do not view transportation safety education as their responsibility. Based on this feedback, residents' sentiment appears to assign responsibility of transportation safety education and safety awareness campaigns with local governments and school districts.

Station 3: Participants shared which behavior-related issues made them feel unsafe and which infrastructure-related issues caused them the most concern.

The responses from station 3 indicate that distracted driving and failing to stop or yield at intersections are major behavior issues regarding traffic safety in Lee County. Educational courses in high schools can also encourage young drivers to not engage

TABLE 11 **Participant Feedback Related to Safety Issues (Open House)**

Behavior-Related Issues	Number of Votes
Drivers under the influence	1
Distracted driving	10
Speeding	5
Animal-related crashes	0
Aggressive driving	5
Large trucks and/or farm vehicles	0
Drivers failing to stop or yield at intersections	9

TABLE 12 **Participant Feedback Related to Infrastructure Issues (Open House)**

Behavior-Related Issues	Number of Votes
Wide streets that encourage speeding	0
Streets with lots of driveways, alleys, and intersections	0
Poor visibility and sight lines	5
Poor street lighting	1
No sidewalks or places to bike	4
Dangerous intersections	7
No crosswalks or pedestrian signals	5

in poor driving behavior. Infrastructure-related issues focused primarily on dangerous intersection and poor sight lines for motorists, as well as poor pedestrian and bicycle infrastructure for non-motorists.

Station 4: Residents used sticky notes to share ways the county can eliminate fatal and severe crashes and achieve Vision Zero. Responses included:

- "Lower speeds in residential areas."
- "Need more bike lanes."
- "Need better bike infrastructure (including greenways)."
- "More roundabouts; less stoplights."
- "Need lighting"
- "Not enough sidewalks"
- "No crosswalk signals for visually impaired."

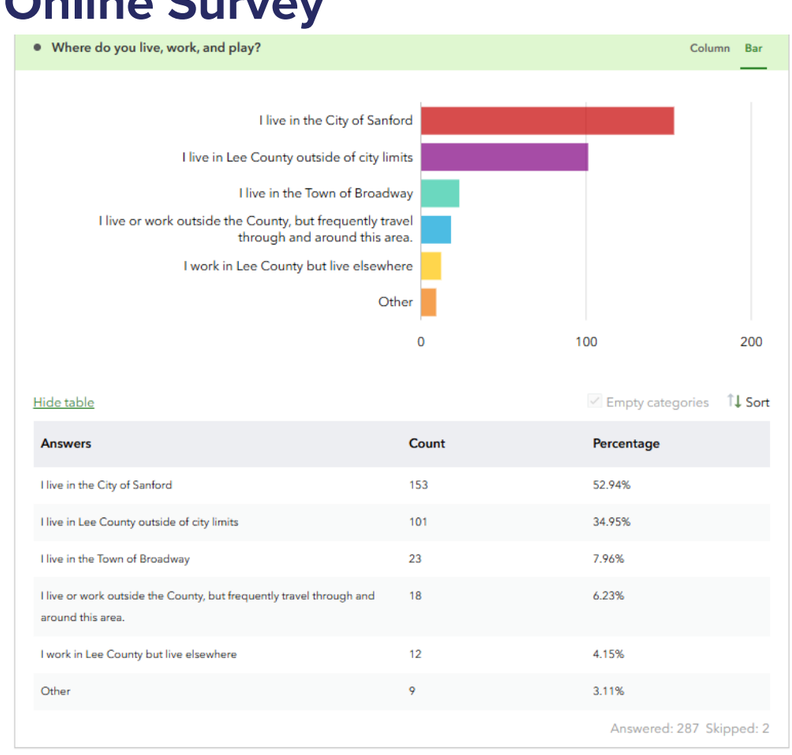
The comments noted the need for increased infrastructure that can make roads safer for pedestrians, bicyclists, and motorists. The comments also reiterated key themes that were present at other engagement events such as the need for more lighting or lowering speed limits in residential areas.

Interactive Map

TABLE 13 **Resident Feedback Collected via Interactive Map**

Corridor	Number of Unsafe Votes or Safety Suggestions
NC-87	30
US-501	49
US-421	49
Spring Lane	9
Hawkins Avenue	12

Online Survey

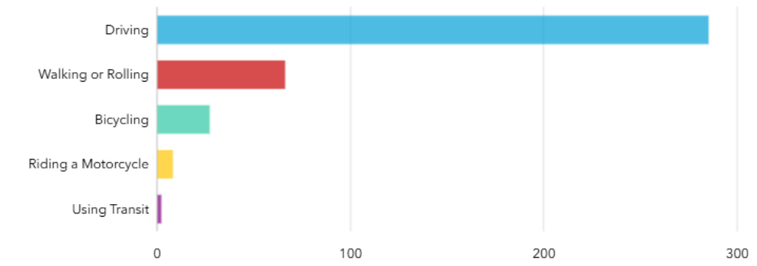


Hide table | Empty categories | Sort

Answers	Count	Percentage
I live in the City of Sanford	153	52.94%
I live in Lee County outside of city limits	101	34.95%
I live in the Town of Broadway	23	7.96%
I live or work outside the County, but frequently travel through and around this area.	18	6.23%
I work in Lee County but live elsewhere	12	4.15%
Other	9	3.11%

Answered: 287 Skipped: 2

● How do you get around Lee County? Column Bar

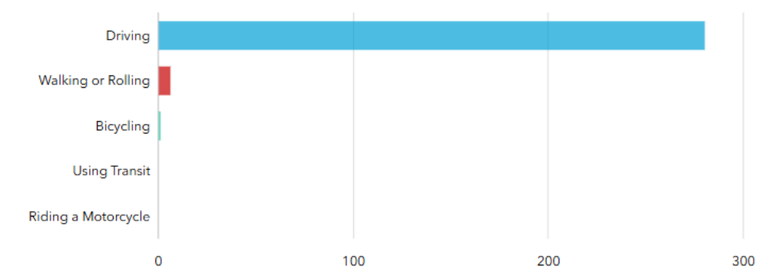


Hide table ☑ Empty categories ↑↓ Sort

Answers	Count	Percentage
Driving	285	98.62%
Walking or Rolling	66	22.84%
Bicycling	27	9.34%
Riding a Motorcycle	8	2.77%
Using Transit	2	0.69%

Answered: 287 Skipped: 2

● How do you get around most frequently? Column Bar Pie Map



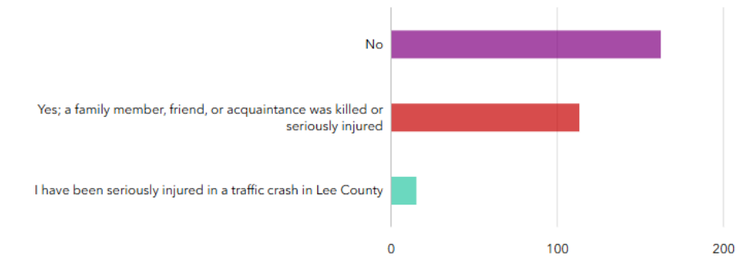
Hide table ☑ Empty categories ↑↓ Sort

Answers	Count	Percentage
Driving	280	96.89%
Walking or Rolling	6	2.08%
Bicycling	1	0.35%
Using Transit	0	0%
Riding a Motorcycle	0	0%

Answered: 287 Skipped: 2

Personal Experience

● Do you know someone who has been killed or seriously injured in a traffic crash in Lee County? Column Bar



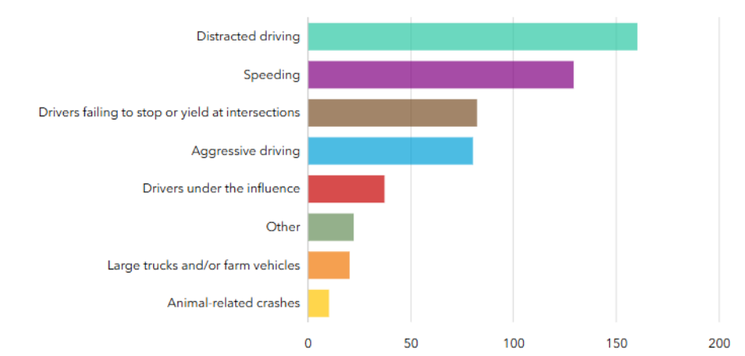
Hide table ☑ Empty categories ↑↓ Sort

Answers	Count	Percentage
No	162	56.06%
Yes; a family member, friend, or acquaintance was killed or seriously injured	113	39.1%
I have been seriously injured in a traffic crash in Lee County	15	5.19%

Answered: 285 Skipped: 4

Safety Concerns

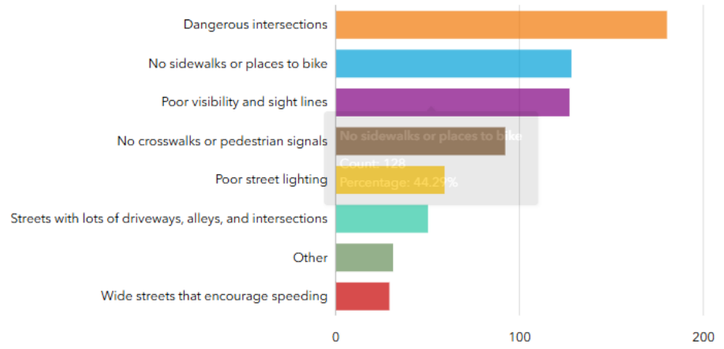
● What are the biggest issues that make you feel unsafe on roads in Lee County? Column Bar



Hide table ☑ Empty categories ↑↓ Sort

Answers	Count	Percentage
Distracted driving	160	55.36%
Speeding	129	44.64%
Drivers failing to stop or yield at intersections	82	28.37%
Aggressive driving	80	27.68%
Drivers under the influence	37	12.8%
Other	22	7.61%

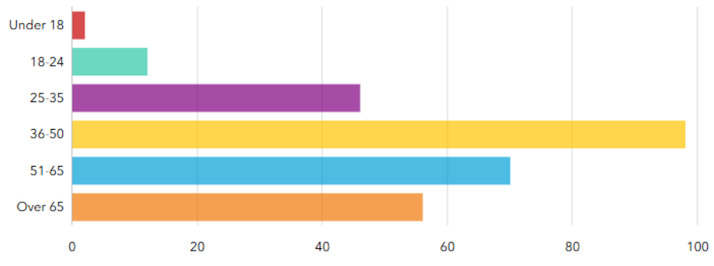
● **Which infrastructure-related items concern you the most?** Column Bar



Hide table Empty categories Sort

Answers	Count	Percentage
Dangerous intersections	180	62.28%
No sidewalks or places to bike	128	44.29%
Poor visibility and sight lines	127	43.94%
No crosswalks or pedestrian signals	92	31.83%
Poor street lighting	59	20.42%
Streets with lots of driveways, alleys, and intersections	50	17.3%
Other	31	10.73%

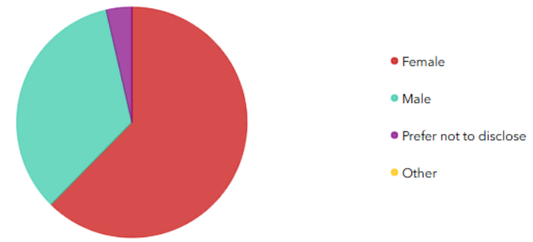
● **Please indicate your age:** Column Bar Pie Map



Hide table Empty categories Sort

Answers	Count	Percentage
Under 18	2	0.69%
18-24	12	4.15%
25-35	46	15.92%
36-50	98	33.91%
51-65	70	24.22%
Over 65	56	19.38%

● **Please select your gender:** Column Bar Pie Map

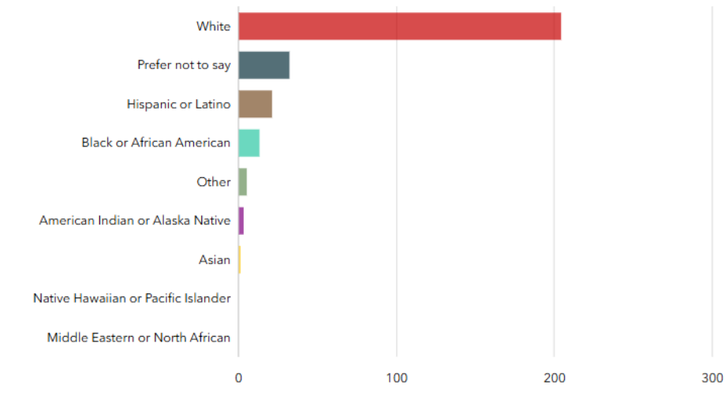


Hide table Empty categories Sort

Answers	Count	Percentage
Female	174	60.21%
Male	95	32.87%
Prefer not to disclose	10	3.46%
Other	0	0%

Answered: 279 Skipped: 10

● **What is your ethnic background?** Column Bar Pie Map



Hide table Empty categories Sort

Answers	Count	Percentage
White	204	70.59%
Prefer not to say	32	11.07%
Hispanic or Latino	21	7.27%
Black or African American	13	4.5%
Other	5	1.73%

Crash Data Analysis

Crash Overview

All Crashes Summary

	2016	2017	2018	2019	2020	2021	2022	2023	2024	**Total**
Total Crashes	1,565	1,582	1,619	1,829	1,632	1,805	1,642	1,676	1,657	**15,007**
Total KA Crashes	31	46	37	29	41	46	47	39	41	**357**
Fatalities	7	17	14	8	12	16	18	13	16	**121**
Serious Injuries	29	55	34	27	34	41	36	32	33	**321**
Fatalities (Bike/Ped)	0	1	2	1	3	2	3	1	5	**18**
Serious Injuries (Bike/Ped)	1	0	0	1	2	1	6	1	2	**14**

City Crashes Summary

	Sanford	Broadway	Lemon Spring
Total Crashes	8,357	96	2
Total KA Crashes	81	2	
Fatalities	39	1	
Serious Injuries	66	1	
Fatalities (Bike/Ped)	13	0	
Serious Injuries (Bike/Ped)	8	0	

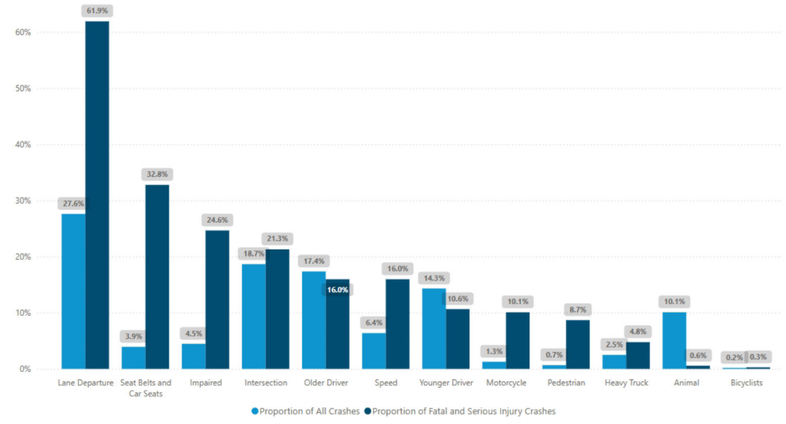
	2016	2017	2018	2019	2020	2021	2022	2023	2024	**Total**
Total Crashes	840	870	920	1,052	931	1,012	904	931	995	**8,455**
Total KA Crashes	5	7	9	14	8	12	12	3	13	**83**
Fatalities	2	4	5	4	5	7	6	1	6	**40**
Serious Injuries	4	13	5	12	4	10	6	2	11	**67**
Fatalities (Bike/Ped)	0	0	2	1	3	2	2	0	3	**13**
Serious Injuries (Bike/Ped)	1	0	0	0	2	0	3	0	2	**8**

Rural Crashes Summary

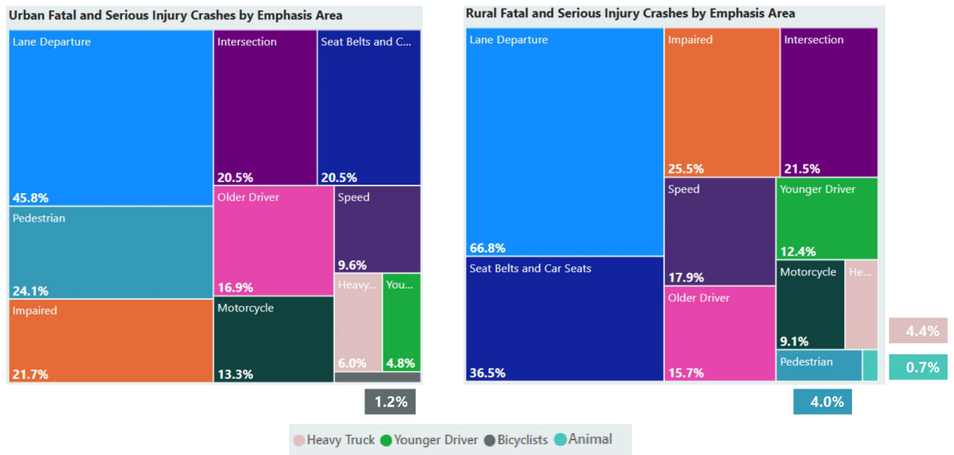
	2016	2017	2018	2019	2020	2021	2022	2023	2024	**Total**
Total Crashes	725	712	699	777	701	793	738	745	662	**6,552**
Total KA Crashes	26	39	28	15	33	34	35	36	28	**274**
Fatalities	5	13	9	4	7	9	12	12	10	**81**
Serious Injuries	25	42	29	15	30	31	30	30	22	**254**
Fatalities (Bike/Ped)	0	1	0	0	0	0	1	1	2	**5**
Serious Injuries (Bike/Ped)	0	0	0	1	0	1	3	1	0	**6**

Crash Emphasis Areas

Emphasis Areas

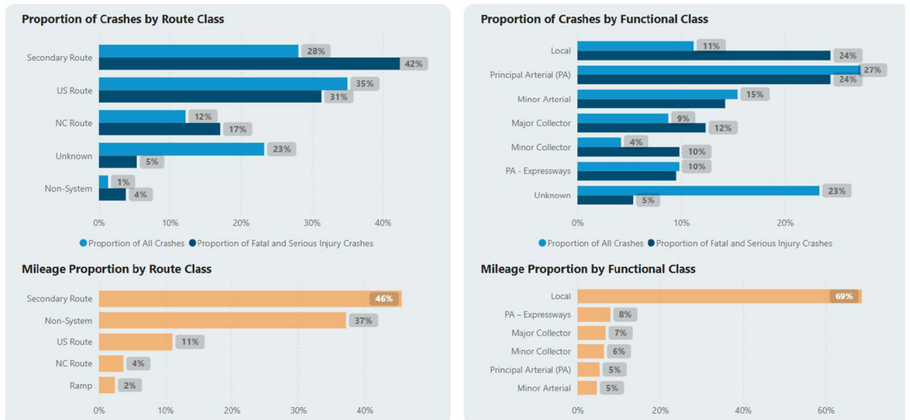


Urban/Rural Fatal and Serious Injury Crashes by Emphasis Area

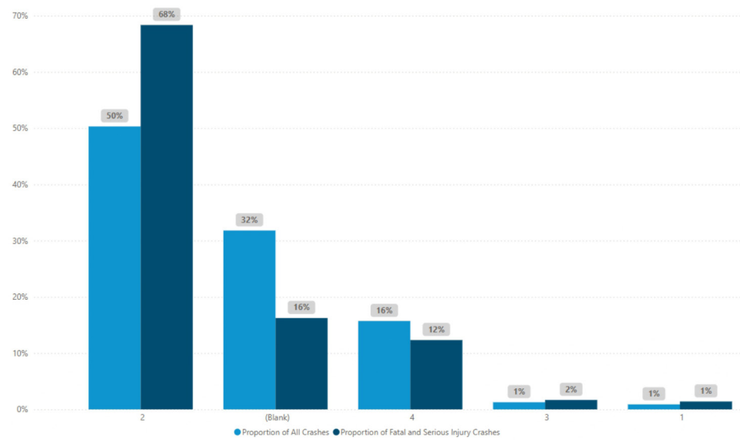


Where are crashes occurring?

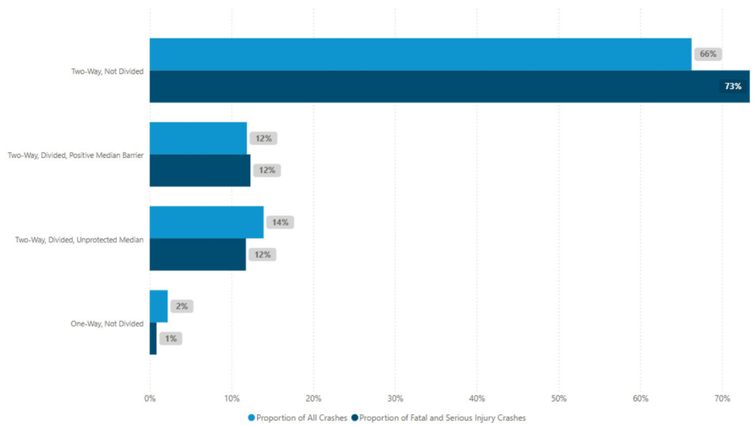
Crashes by Route and Functional Class



Crashes by Number of Lanes



Crashes by Configuration

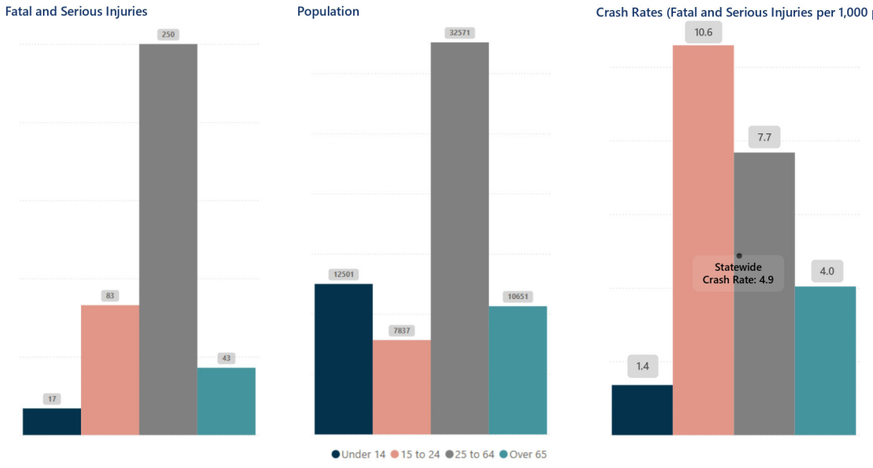


Who is involved in crashes?

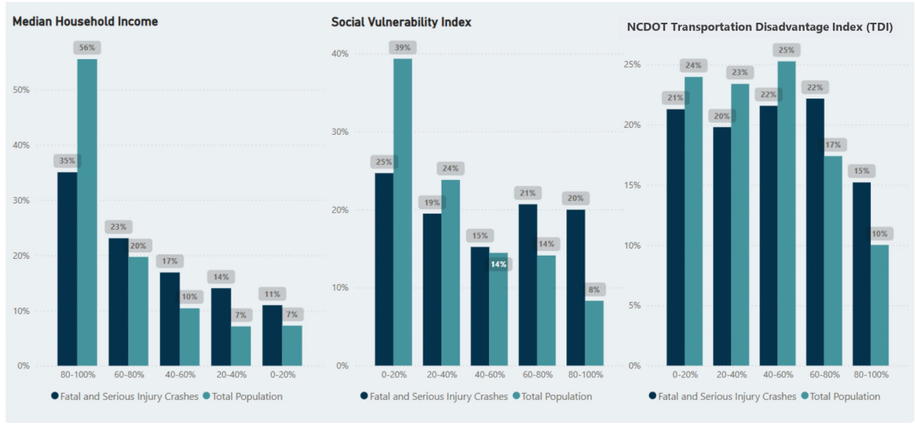
Crashes by Race and Ethnicity



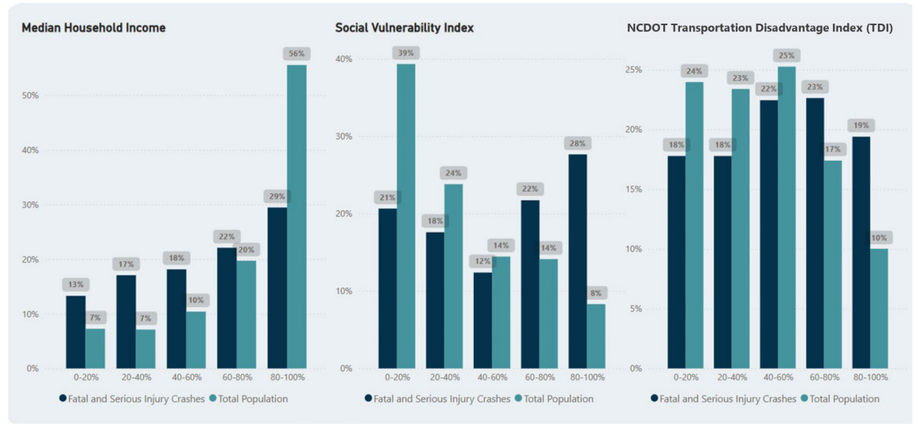
Crashes by Age



Equity Metrics – All Crashes



Equity Metrics – Bicyclist and Pedestrian Crashes



RESOLUTION ADOPTING THE LEE COUNTY SAFETY ACTION PLAN AND ESTABLISHING A COMMITMENT TO A 50 PERCENT REDUCTION IN THE RATE OF FATAL AND SERIOUS INJURY CRASHES BY 2040

WHEREAS, the Lee County Comprehensive Transportation Plan commits to a guiding principle of promoting a safe and secure transportation system by reducing crashes and improving emergency response; and

WHEREAS, Lee County's transportation network serves an increasing number of motorists, pedestrians, bicyclists, and other non-motorists as the community continues to grow and develop, further substantiating the need for a more holistic comprehensive planning approach toward transportation safety; and

WHEREAS, in furtherance of addressing this need, Lee County, the City of Sanford, and the Town of Broadway entered into an agreement with the Central Pines Regional Council to complete a Lee County Safety Action Plan, using grant funds secured by the Central Pines Regional Council through the United States Department of Transportation's Safe Streets for All Program along with local matching funds; and

WHEREAS, Lee County is committed to supporting data-driven transportation planning that enhances the functionality and safety improvements on existing streets and highways; and

WHEREAS, the Central Pines Regional Council, Lee County, City of Sanford, and Town of Broadway carried out an effort to develop a community-specific transportation safety action plan that engaged with a breadth of community members, stakeholders, and general public to identify transportation safety concerns throughout Lee County; and

WHEREAS, the Lee County Safety Action Plan complies with the standards and necessary scope elements of the federal Safe Streets for All Program and establishes eligibility for Lee County to apply for Safe Streets for All implementation grants.

DRAFT

NOW, THEREFORE, BE IT RESOLVED by Lee County that:

Lee County hereby adopts the Lee County Safety Action Plan prepared by Toole Design on behalf of the Central Pines Regional Council and commits to establishing a commitment to a 50 percent reduction in the rate of fatal and serious injury crashes on its roadways by 2040.

ADOPTED this 15th day of December 2025.

_____
Kirk D. Smith, Chairman
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board of Commissioners

DRAFT