LEE COUNTY BOARD OF COMMISSIONERS
LEE COUNTY MAIN LIBRARY
MULTI-PURPOSE ROOM
1740 BRAGG STREET
SANFORD, NC 27330

Monday, September 21, 2026
6:00 PM

A G E N D A

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

I. ADDITIONAL AGENDA

II. APPROVAL OF CONSENT AGENDA

II.A July 13, 2026 Regular Meeting Minutes

II.B July 20, 2026 Special Called Meeting Minutes

II.C FY27 151-1 Family Planning Additional Funds

II.D FY27 Activity 121 ARPA TSF Public Health Service Funds

II.E FY27 Activity 165 â€“ 1 Reducing Infant Mortality In Communities Revision

II.F Notice of NCDEQ Pre-Regulatory Landfill & Access Request

II.G 2026-2027 Library of North Carolina State Aid Application for Lee County Libraries

II.H Refund and Release Report for August 2026

II.I Approval of Summit Design and Engineering Services for the Renovation of the Lee County Coke Warehouse

II.J Budget Amendment #09/21/26/04

II.K NCFCC Proposal For Fire Service Funding Analysis

II.L Proclamation Honoring Sheriff Brian Estes and the Lee County Sheriff's Office

II.M Proclamation Recognizing the Transformation, Achievement, and Excellence of Lee County Schools

II.N Proclamation Honoring the Lee County Cooperative Extension Master Gardener Volunteers

II.O Hispanic Heritage Month Proclamation

III. RECOGNITIONS

III.A Tri-Agency Proclamation Honoring Representative John Sauls

IV. PLANNING ITEMS

IV.A Planning Board Recommendation on a Zoning Map Amendment Request

IV.B Planning Board recommendation on a Major Subdivision Preliminary Plat

V. PUBLIC HEARING

V.A Public Hearing for UDO Text Amendment

V.B FY28 Department of Transportation Unified Grant Application Public Hearing

V.C Public Hearing for Project Paragon

VI. PUBLIC COMMENTS

VII. OLD BUSINESS

VII.A FY28 Department of Transportation Unified Grant Application Vote

VII.B Project Paragon Vote

VII.C Amendment to the Modified Resolution to Set the Meeting Schedule for 2026 for the Lee County Board of Commissioners

VIII. NEW BUSINESS

VIII.A Lee County Schools 2026-2027 Needs-Based Public School Capital Fund Grant Application

VIII.B Performance Audit RFP Results and Recommendation

IX. MANAGERS' REPORTS

IX.A Monthly Financial Reports

IX.B County Manager's Monthly Report

X. COMMISSIONERS' COMMENTS

ADJOURN

ITEM #: II.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: July 13, 2026 Regular Meeting Minutes

DEPARTMENT: Administration

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

TYPE: Action Item

REQUEST	Approve the July 13, 2026 Regular Meeting Minutes.
BUDGET IMPACT	N/A
ATTACHMENTS	BOC Regular Meeting Minutes_7-13-26 Final.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the July 13, 2026 Regular Meeting Minutes.

SUMMARY

A draft of the minutes from the July 13, 2026 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
LEE COUNTY MAIN LIBRARY
MULTI-PURPOSE ROOM
1740 BRAGG STREET
SANFORD, NC 27330

July 13, 2026

REGULAR MEETING MINUTES

Roll Call
Present: Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: Cameron Sharpe

CALL TO ORDER
Chair Samantha Martin called the meeting to order at 6:00 p.m.

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

PLEDGE OF ALLEGIANCE

I. ADDITIONAL AGENDA

Chair Martin asked to remove item II.O Central Carolina Holdings LLC. Scrap Tire Recycling Services Purchase Order from the consent agenda to allow Commissioner Mark Lovick to be recused and discuss it after the consent agenda.

Chair Martin asked to add Acceptance of Jail Van Insert Donation to the Consent Agenda as Item II.AK.

Commissioner Smith asked to move Trillium's presentation in Item VII.A after Item III. Recognitions.

Chair Martin asked to move Public Comments before the Planning Item Section IV and after the Trillium presentation.

Motion: Motion to approve the Agenda as amended.
Mover: Taylor Vorbeck
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1 - Cameron Sharpe
Motion Result: Passed

II. APPROVAL OF CONSENT AGENDA

Motion: Motion to approve the Consent Agenda as amended.
Mover: Kirk Smith
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1- Cameron Sharpe
Motion Result: Passed

II.A April 20, 2026 Regular Meeting Minutes
BOC Regular Meeting Minutes_4-20-26_final.pdf

II.B May 4, 2026 Special Called Meeting Minutes
BOC Special Called Meeting_5-4-26_final.pdf

II.C May 18, 2026 Regular Meeting Minutes
BOC Regular Meeting Minutes_5-18-26_final.pdf

II.D June 5, 2026 Budget Work Session Minutes
BOC Budget Work Session Minutes_6-5-26.pdf

II.E Lease with FirstHealth of the Carolinas, Inc. for the EMS building
EMS Bldg Lease Ad 6-11-2026.pdf
Final Lease FirstHealth 7.13.26.pdf
Final Resolution Authorizing Lease of EMS Building to FirstHealth.pdf

II.F Purchase Order for COLTS Van
Buzzline FY26 PALMETTO BUS SALES - 20' LTV ORDER FORMS (002) (002).pdf

II.G Acceptance of 2025 Homeland Security Grant

II.H FY2027 NC Cardinal Contract for Lee County Libraries
FY27 NC Cardinal Contract.pdf
IT_Contract_Cover_Sheet_DH_77e26ed6-fe99-461d-aa92-b824083b9adf_pdfa.pdf

II.I Library Services and Technology "EZ" Grant for Visitor's Computer Lab at Lee County Libraries
DocuSign_2026-2027_LSTA_-_Agreement (1).pdf
2026 LCL EZ Grant - Visitor Computer Lab application binder for BOCC approval.pdf

II.J COLTS Procurement Policy

COLTS Finance Procurement Policy_2026.pdf

II.K Request to Use Escrow Funds for PayIt Terminals
PayIt Scan.pdf

II.L Amendment I of the Consolidated Agreement for FY 2027
CA-1 FY27 Lee.pdf

II.M SouthData Agreement
SouthData_Agreement_-_signed_by_company_updated.pdf
Contract_Addendum_OSG_2026-27_-_v2_-_signed_by_company_updated.pdf
SouthData Agreement 7.21.2025 signed.pdf

II.N Landfill Monitoring Services
Terraquest -2026-2027 cost proposal.pdf
Sole Source Terraquest FY2026-27.pdf
LCG_Memo_Sole_Sorce_-_Terraquest_2026-27.pdf

II.O Central Carolina Holdings LLC. Scrap Tire Recycling Services Purchase Order
This item was moved from consent agenda.

II. P. GFL Environmental Services Purchase Order
GFL_Signed_Service_Agreement.pdf

II.Q Sourcewell Purchase for Renovation of Kiwanis Childrens Park Tennis Courts
Proposal R1-Kiwanis Children's Park Tennis Rebuild.pdf Proof_Roll_Process.pdf
25 26 COI Lee County Parks & Recreation.pdf
2026 NC GC License 109381 exp. 12-31-26.pdf

II.R Tyler SaaS IAS Software Agreement
Lee_County__NC_Renewal_Amendment_EA_T_IAS_2026-2027_062626_-_signed_by_company_updated.pdf
Tyler Enterprise Assessment and Tax SaaS Renewal Ias 7.21.2025 signed.pdf

II.S Tyler - Munis Renewal Agreement
Lee_County__NC_Renewal_Amendment_EERP_MUNIS_Tax_063025_-_signed_by_company_updated.pdf
Tyler EERP Munis 07.21.2025 signed.pdf

II.T Amendment to the Lee County Fire Advisory Board Bylaws
FAB By-laws - 7-2026 Draft Amended.pdf
FAB By-laws - 2022

II.U Vehicle Purchases for Sheriff's Office
2026 Chevy Silverado Quote.pdf
2027 Ford PI Utility - Patrol - Ecoboost - 10 units.pdf
2026 Ford Mustang GT.pdf

II.V New Fire Alarm System Installation for the Lee County Animal Shelter
Advance Detection_Quote.pdf
Sole Source_Animal Shelter Fire Alarm System.pdf

II.W San-Lee Park Nature Center Fire Alarm System Replacement
Advance Detection_SLPNC_Quote.pdf
Sole Source_Advance Detection_SLPNC.pdf

II.X Refund and Release Report for June 2026
Gen Statute 105.pdf
RELEASE CODES SPREADSHEET.pdf
June 2026 Personal Property Abatement Report.pdf

II.Y New Fire Alarm System Installation for EMS Central Station
Advance Detection_EMS Central Station_Quote.pdf
Sole Source_Advance Detection_EMS Central Station.pdf

II.Z Lee County Courthouse HVAC Software Upgrade with MUI Graphics
Johnson Controls_Proposal.pdf
Sole Source.pdf

II.AA Annual Hazardous Waste Monitoring and Testing Services at the Marelli Facility
2026 Marelli budget proposal.pdf
Sole Source_Terraquest.pdf

II.AB N.C. Forest Service Contract
NC Forest Service Contract_26-27.pdf

II.AC Budget Amendment #07/13/26/01
Budget Amendment 07-13-26-01.pdf

II.AD Tax Collector's Annual Settlement
Affidavit July 2025-2026.pdf
Tax Collectors Report for FY 2025-2026.pdf
Historical Bar Graph FY 25-26.pdf
Resolution Approving the Tax Collectors Annual Settlement.pdf
Order of the Board of Commissioners to Collect Taxes.pdf
GS_105-321.pdf
GS_105-364.pdf
GS_105-373.pdf

II.AE Lee County Board of Education State-Wide Facility Needs Survey
State-Wide Facility Needs Survey-CC-2.pdf

II.AF Purchase/Sole Source of Fingerprint Machines for the Sheriff's Office
Lee County Sheriff Office Livescan Quote_Qty2TPE6.pdf

Sole Source - Idemia.pdf

II.AG Pictometry International Inc Purchase Order
Eagleview Agreement 03.16.2026.pdf

II.AH Piner Appraisal Inc Purchase Order
Piner Appraisal Reappraisal Contract signed 12.01.2025.pdf

II.AI Engagement Letter from Womble Bond Dickenson for services related to the Lee County School Bus Garage Bond Issuance
Engagement Letter - Lee County 2026 Bus Garage Limited Obligation Bonds.pdf

II.AJ Agriculture Advisory Board Appointments

II.AK ADD ON - Acceptance of Jail Van Insert Donation
Vancell.pdf
VanCell Insert-Bob Barker.pdf

Motion: Motion to recuse Commissioner Mark Lovick from the Central Carolina Holdings LLC. Scrap Tire Recycling Services Purchase Order vote due to a conflict of interest.
Mover: Kirk Smith
For: 6- Dr. Andre Knecht, Robert Reives, Kirk Smith, Taylor Vorbeck, Mark Lovick, Samantha Martin
Absent: 1- Cameron Sharpe
Motion Result: Passed
Motion: Motion to approve the Central Carolina Holdings LLC. Scrap Tire Recycling Services Purchase Order in Item II.O
Mover: Taylor Vorbeck
For: 5 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Taylor Vorbeck, Samantha Martin
Abstain: 1 - Mark Lovick
Absent: 1- Cameron Sharpe
Motion Result: Passed
Lee County Scrap Tire Contract.pdf

III. RECOGNITIONS

There were no recognitions this evening.

TRILLIUM HEALTH RESOURCES

This item was moved from VIII.A New Business.
Southern Regional Vice President Cecilia Peers presented Trillium Health Resources' annual report. A copy of her presentation is attached and incorporated into these minutes. Trillium, Lee County's LME/MCO, covers 46 counties and is the largest of the state's four tailored plans. Trillium has divided its catchment area into five regions and Lee County is in the Southern Region. Each region has a Regional Advisory Board with local appointed representatives and a Governing Board governing Trillium. Trillium offers

four different health plans for its members and these include Trillium Whole Health (tailored plan for whole health care), Trillium Direct (Medicaid direct plan for behavioral health and I/DD for those carved out of managed plans), Trillium Access (state-funded plan for behavioral health and I/DD for uninsured or underinsured), and THRive Local (local community plan). Trillium has contracted with Southeast Integrated for Mobile Crisis and has expanded its reentry services. There are 5,141 Lee County residents receiving Medicaid through Trillium's plans and 14,239 residents receiving Medicaid through the state's standard plans. Trillium served 103,556 persons and spent over $1.7 billion on services. In Lee County, Trillium served 1,588 with 59% being mental health services and 21% being substance abuse services. Once Ms. Peers presented, she answered questions from the Commissioners.

2025 Trillium Annual Report.Lee County.pdf

VI. PUBLIC COMMENTS

This item was moved from after Planning Items.

- *Nelson Smith, 565 East River Road, Moncure (data center)*
- *Eric Evenson, 2943 Lower Moncure Road (data center)*
- *Jackie Vollbracht, 3044 Creek Run (data center)*
- *Michelle Eaves, 725 Saint Andrews Church Road (data center)*
- *Jennifer Garner, 621 Fairway Drive (data center)*
- *Gary Phelps, 2001 Sutphin Drive (data center)*
- *George Gilson Jr., 124 Godwin Court (data center)*
- *Amanda Boyce, 1432 Lees Chapel Road (data center)*
- *Jonathan Boyce, 1432 Lees Chapel Road (data center)*
- *Christopher Chezcm, 624 Autumn Valley Drive (rezoning/data center)*
- *Randy Avila, 3116 Pasile Court (data center)*
- *Heather Watson, 1970 Cotton Road (zoning code/data center)*
- *Cheri Becker Vollbracht, 3044 Creek Run (data center)*
- *Donna Evenson, 2943 Lower Moncure Road (data center)*
- *Jeff Kidd, 4217 Lower Moncure Road (data center)*
- *Julie Davis, 502 Buckroe Drive (data center)*
- *Keely Puricz, 363 Angel Road (data center)*
- *Donna Strickland, 1708 Woodridge (data center)*
- *Claire Pickett, 521 Valley Road (data center)*
- *Randy Nixon, 1147 Cumnock Road (data centers)*
- *Gary Johnson, 3003 Lower Moncure Road (data center)*
- *Nancy Zwein, 515 Apple Lane (data center)*

V. PLANNING ITEM

IV.A Planning Board recommendation for several UDO Text Amendments and Appendices

Zoning Administrator Thomas Mierisch presented the Lee County Planning Board's recommendation for several Unified Development Ordinance (UDO) text

amendments and appendices. These amendments cover sections of Article 3, 4, 5 6, 9, and 10 and Appendices A and B of the UDO. A copy of Mr. Mierisch's presentation is attached to these minutes and incorporated herein. The Board held a public hearing on these amendments at its June 15, 2026 meeting. After the public hearing, the Planning Board met and did recommend by a 6 to 1 vote that the County Commissioners approve the UDO updates as presented. The Planning Board did have some discussion concerning the proposed 20ft "perimeter greenbelt" requirement for major residential subdivisions. Mr. Mierisch then answered questions from the Board.

UDO Update Text Amendment (LCBoC 07.13.26) (Full Packet).pdf

Motion: Motion to approve the text amendments for Article 2, Article 4, Article 5, Article 6, Article 9, Article 10, and Appendices A and B of the Sanford/Lee County/Broadway Unified Development Ordinance (UDO), except for moving R-20 to RN-20.

Mover: Taylor Vorbeck
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1- Cameron Sharpe
Motion Result: Passed

V. PUBLIC HEARING

V.A Zoning Map Amendment / Rezoning Request Public Hearing

The Board of Commissioners and the Planning Board held a joint public hearing on this item. A request to rezone 478 Blackstone Road from Residential Agricultural (RA) to Office and Institutional (O&I) was submitted by David Nance, Chief of Pocket Volunteer Fire Department, to allow the Pocket Volunteer Fire Department to construct a building addition on-site. Pocket Volunteer Fire Department chose O&I because it is the least intensive zoning district. Ms. McNeill went through some of the examples of permitted uses in O&I and a full list is in the agenda packet. The Plan SanLee land use plan designates this parcel as Countryside, which is not supportive of O&I; however, the fire station is existing and it is up to the Board of Commissioners to determine how the County should grow. The site needs to be rezoned to allow the building addition to be on-site and to meet the minimum required setbacks. All adjoining property owners were notified, the public hearing was noticed in the Sanford Herald, and signs were posted on the property. No inquiries were made to the Planning Department. Ms. McNeil answered questions by the Board.

Chair Martin opened the public hearing at 8:10 p.m.

No one spoke in favor or in opposition.

Chair Martin closed the public hearing at 8:11 p.m.

001-Rez@478 Blackstone Rd-BINDER-v2(seal updated)A.pdf

V.B Public Hearing for UDO Text Amendment

The Board of Commissioners and the Planning Board held a joint public hearing on a proposed Unified Development Ordinance (UDO) text amendment to modify the Permitted Use Matrix found in Article 4 of the UDO to allow the land use of Fire, Sheriff, and Emergency Services to be permitted by right in all zoning districts as opposed to being required to receive a special use permit (SUP). Community Development staff requested this proposed change and Zoning Administrator Thomas Mierisch presented the proposed amendment. There are numerous fire stations throughout the County and this new amendment will allow the fire departments to avoid going through a SUP process if they need additions or to build a new station. Mr. Mierisch then answered questions from the Board.

Chair Martin opened the public hearing at 8:18 p.m.

No one spoke in favor or in opposition.

Chair Martin closed the public hearing at 8:19 p.m.
UDO TA for Sheriff, Fire, &EMS (Agenda Packet - 07.13.26).pdf

V.C Project Sol Public Hearing

The Board of Commissioners held a public hearing for a proposed economic development project. Sanford Area Growth Alliance (SAGA) CEO Jimmy Randolph presented the proposed economic development project to the Board. Project Sol is a healthcare company that will engage in manufacturing, distribution, and research and development activities in Sanford, Lee County. The Company will purchase land, build a new facility, and purchase machinery and equipment. The Company's investment will be at least $600,000,000.00 in net new taxable investments, which will be made over a period of time and on a phased basis. The Company anticipates creating at least 335 new jobs, which will have an average annual wage of $71,132.00 over the seven-year life of the project and on a phased basis. The County anticipates making seven annual cash grant incentive payments, which will be 70% of the ad valorem taxes paid by the Company, and the County anticipates the incentives will be approximately $12,915,175, which may be more or less depending on investment. There is competition for this project both in state and out of state. Mr. Randolph answered questions from the Board.

Chair Martin opened the public hearing at 8:29 p.m.

No one spoke in favor or in opposition.

Chair Martin closed the public hearing at 8:29 p.m.
Project Sol Ad 7-2-26.pdf

V.D New School Bus Garage Facility Public Hearing

The Board of Commissioners held a public hearing on a Limited Obligation Bond financing agreement in the principal amount of $13,100,000 for the purpose of providing funding to (a) pay or reimburse the cost of acquiring, constructing, and equipping a new School Bus Garage Facility and (b) the fees and expenses incurred

in connection with the sales and issuance of the Bonds. The Board of Commissioners approved this project in the CIP on May 25, 2026 for FY 26/27.

Chair Martin opened the public hearing at 8:30 p.m.

No one spoke in favor or in opposition.

Chair Martin closed the public hearing at 8:30 p.m.

- Public Hearing LOBS 2026.pdf

VII. OLD BUSINESS

VII.A Resolution Regarding School Bus Facility Limited Obligation Bonds Series 2026 Financing

Chief Financial Officer Jen Waterhouse presented a resolution regarding the School Bus Facility Limited Obligation Bonds Series 2026 financing.

RESOLUTION LOBS 2026 BUS GARAGE FACILITY.pdf

Motion: Motion to waive the Board's policy on not voting on a matter the same night as a public hearing.

Mover: Kirk Smith

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe

Motion Result: Passed

Motion: Motion to approve a Resolution Making Certain Findings and Determinations Regarding the Proposed Financing of New School Bus Garage Facilities and Requesting the Local Government Commission to Approve the Financing Agreement.

Mover: Kirk Smith

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe

Motion Result: Passed

VII.B General Services Expansion Project Construction

Development Services Director Brandon Key presented on the General Services Expansion Project construction. After initial cost estimates were received by the architect, the scope of the project was reduced. The current design includes a new building with eight offices, a conference room, kitchenette, copy area, and small lobby. Seven bids were received on this project and even with de-scoping, the project still needs $563,245 to be able to be completed. Sanford Contractors was the lowest responsive bid. Chief Financial Officer Jen Waterhouse recommended the Board take the unallocated interest earned from American Rescue Plan Act (ARPA) funds in the amount of $84,245 and $479,000 from fund balance to cover the needed amount. She also indicated that while the $479,000 is coming from the general fund, General Services did have $479,000 left from projects completed in FY2026 that was saved and rolled into fund balance. If the Board agrees to increase the project by $563,245, the total

project cost will be $1,604,245. The costs estimates on this project align with recent projects the County has completed.

Lee County - Letter Tabulation.pdf

Budget Amendment 07-13-26-02.pdf

Motion: Motion to approve Budget Amendment # 07-13-26-02 allocating additional requested funds in the amount of $563,245 to complete the General Services Expansion Project.

Mover: Robert Reives

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe

Motion Result: Passed

Motion: Motion to approve the bid submission from SANFORD CONTRACTORS in the amount of $1,250,672 for the General Services Expansion Project.

Mover: Kirk Smith

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe

Motion Result: Passed

VII.C Vote on Project Sol

County Attorney Whitney Parrish reviewed the terms of the Project Sol economic development incentive of 70% of the ad valorem taxes paid by the Company over a seven year period which the County anticipates will be approximately $12,915,175, which may be more or less depending on their investment. The Board held the public hearing tonight and would need to waive its policy in order to vote. Mrs. Parrish stated the Board has the agreement at their seats and a resolution approving the incentive is attached to the agenda. The Board can approve the Resolution, authorize staff to change the name once the Company has been announced, authorize staff to make any non-material changes to the agreement and authorize the Chair to sign the agreement once it has been finalized.

Final Resolution Project Sol 7.13.26.pdf

Final Agreement Project Sol.pdf

Motion: Motion to waive the Board's policy on not voting on a matter the same night as a public hearing.

Mover: Kirk Smith

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1- Cameron Sharpe

Motion Result: Passed

Motion: Motion to approve a resolution approving the cash grant incentive to Project Sol and to allow Staff to insert the name of the Company once announced and authorize the Chair to sign the agreement with only non-material changes to the agreement.

Mover: Kirk Smith

For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe
Motion Result: Passed

VII.D Rezoning Pocket Volunteer Fire Department Vote

A joint public hearing was held tonight with the Lee County Planning Board for the rezoning request for Pocket Volunteer Fire Department. A request to rezone 478 Blackstone Road from Residential Agricultural (RA) to Office and Institutional (O&I) was submitted by David Nance, Chief of Pocket Volunteer Fire Department, to allow the Pocket Volunteer Fire Department to construct a building addition on-site on Blackstone Road. The Planning Board voted tonight that the zoning map amendment was not consistent with the Plan SanLee designation, but did vote to recommend approval of the zoning map amendment because it is reasonable and in the public interest given that it would allow the expansion of an existing volunteer fire station.

Chair Martin asked if any member of the Board of Commissioners had a conflict of interest for this rezoning request and no member had a conflict.

Motion: Motion to waive the Board's policy on not voting on a matter the same night as a public hearing.
Mover: Kirk Smith
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1 - Cameron Sharpe
Motion Result: Passed

Motion: Motion that the proposed zoning map amendment is not consistent with the Plan SanLee land use designation of Countryside because it is not supportive of commercial zoning or commercial land uses.
Mover: Kirk Smith
For: 6- Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1 - Cameron Sharpe
Motion Result: Passed

Motion: To approve the zoning map amendment from Residential Agricultural to Office and Institutional because it is reasonable and in the public interest given that it would allow the expansion of an existing volunteer fire station.
Mover: Kirk Smith
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1 - Cameron Sharpe
Motion Result: Passed

Mr. Reives asked if this includes adjoining property owners. Ms. McNeill advised that only the fire department property is involved in this rezoning request, but that any adjacent property owner may seek rezoning through the same process.

VIII. NEW BUSINESS

VIII.A Trillium Health Resources Annual Presentation

This item was moved to after Recognitions.

VIII.B Payroll Deduction for Nonprofits

United Way payroll deductions.pdf

Motion: Motion to table the Payroll Deduction for Nonprofits item.
Mover: Robert Reives
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin
Absent: 1 - Cameron Sharpe
Motion Result: Passed

IX. MANAGERS' REPORTS

IX.A Monthly Financial Reports

Chief Financial Officer Jen Waterhouse presented the monthly financial report for June 2026 and the sales tax report for April 2026.

June 2026 Monthly Budget Report.pdf
April 2026 Sales Tax BOC

IX.B County Managers Monthly Report July 2026

County Manager Lisa Minter presented her monthly report for July 2026, a copy of which is attached and incorporated into these minutes.

County Managers Report - 07-13-26.pdf
CHSAB minutes 04-15-2026.pdf
05-20-26_CHSB_Discussion- (1).pdf
250th Committee Meeting Minutes_1 July 2026.pdf
Library_26.03.18 LCL Board Meeting Minutes FINAL.pdf
Library_LCL Board Work Session Special Meeting Minutes 4.9.26
FINAL.pdf Parks and Rec Meeting Minutes_12-15-25.pdf PERMIT
ISSUANCE REPORT- JUNE 2026.pdf
Tax_Monthly Managers Report June 2026.pdf
TRC Agenda_July 2026.pdf
Communications Report_7.13.26.pdf

X. COMMISSIONERS' COMMENTS

Commissioner Taylor Vorbeck submitted her resignation from her seat effective at the conclusion of this meeting.

ADJOURN

Motion: Motion to adjourn. The Board adjourned at 9:57 p.m.
Mover: Robert Reives
For: 6 - Dr. Andre Knecht, Robert Reives, Kirk Smith, Mark Lovick, Taylor Vorbeck, Samantha Martin

Absent: 1 - Cameron Sharpe
Motion Result: Passed

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: II.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: July 20, 2026 Special Called Meeting Minutes

DEPARTMENT: Administration

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

TYPE: Action Item

REQUEST	Approve the July 20, 2026 Special Called Meeting Minutes.
BUDGET IMPACT	N/A
ATTACHMENTS	BOC Special Called Meeting Minutes_7-20-26_final.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the July 20, 2026 Special Called Meeting Minutes.

SUMMARY

A draft of the minutes from the July 13, 2026 special called 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
LEE COUNTY MAIN LIBRARY
MULTI-PURPOSE ROOM
1740 BRAGG STREET
SANFORD, NC 27330

July 20, 2026

SPECIAL CALLED MEETING MINUTES

Roll Call
Present: Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin

CALL TO ORDER
Chair Samantha Martin called the meeting to order at 6:01 p.m.

AGENDA APPROVAL
Motion: Motion to approve the Agenda as presented.
Mover: Kirk Smith
For: 6 - Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin
Motion Result: Passed

NEW BUSINESS

Resolution Appointing Eric Davidson to the Lee County Board of Commissioners
County Attorney Whitney Parrish noted Commissioner Taylor Vorbeck resigned her District 4 seat at the Board's July 13, 2026 meeting and therefore created a vacancy. Per general statute, the political party of the vacating commissioner may recommend an individual to the Board of Commissioners for consideration. The Lee County Republican Party's executive committee provided a recommendation on July 16, 2026 that the Board appoint Eric Davidson to fill the vacancy.
Resolution Appointing Eric Davidson to the Board of Commissioners.pdf
Motion: Motion to approve the Resolution Appointing Eric Davidson to the Lee County Board of Commissioners.
Mover: Dr. Andre Knecht

For: 6 - Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin
Motion Result: Passed

Administration of the Oath of Office

Communications Manager/Clerk to the Board Hailey Hall administered Commissioner Eric Davidson's oath of office, a copy of which is attached and incorporated into these minutes.

After taking the Oath of Office, Commissioner Davidson took his seat at the Board of Commissioners' table.

ADJOURN

Motion: Motion to adjourn. The Board adjourned at 6:05 p.m.
Mover: Robert Reives
For: 7 - Dr. Andre Knecht, Robert Reives, Cameron Sharpe, Kirk Smith, Mark Lovick, Samantha Martin, Eric Davidson
Motion Result: Passed

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: II.C

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: FY27 151-1 Family Planning Additional Funds

DEPARTMENT: Health

CONTACT PERSON: Jessica Miller,

TYPE: Consent Agenda

REQUEST	The Health Department respectfully requests the Lee County BOC to approve the additional $550.00 for our FY27 budget.
BUDGET IMPACT	Increase in revenue of $550.00 to the family planning budget.
ATTACHMENTS	151-1 FY27 Lee.pdf
PRIOR BOARD ACTION	No prior board action.
RECOMMENDATION	This is a request for the Lee County Board of Commissioners to approve the additional $550.00 of the $60,011.00 awarded by the state for FY27.

SUMMARY

The Family Planning Program is administered within the Reproductive Health Branch (RHB) of the Women, Infant, and Community Wellness Section (WICWS). The RHB is designed to enhance the health of North Carolinians through client-centered, high-quality reproductive health education and services. The RHB provides funding to local health departments and districts to provide client-centered, high-quality family planning services to low-income individuals. The North Carolina State Legislature has released non-recurring Maternal and Child Health Block Grant (MCHBG) funding. The Lee County Health Department is to use these additional funds to implement family planning services.

Division of Public Health
Agreement Addendum
FY 26-27

Lee County Health Department **Local Health Department Legal Name**	Women, Infant, and Community Wellness Section/ Reproductive Health Branch **DPH Section / Branch Name**
151 Family Planning **Activity Number and Description**	Kristen Carroll, 919-707-5685 kristen.carroll@dhhs.nc.gov **DPH Program Contact** (name, phone number, and email)
06/01/2026 – 05/31/2027 **Service Period**	**DPH Program Signature** **Date** (only required for a negotiable Agreement Addendum)
07/01/2026 – 06/30/2027 **Payment Period**	

☐ Original Agreement Addendum
☒ Agreement Addendum Revision # **1**

I. Background:

As of September 1, 2026, this Agreement Addendum Revision #1 ***adds the following paragraph***:

The North Carolina State Legislature has released non-recurring Maternal and Child Health Block Grant (MCHBG) funding (Session Law 2026-41, Senate Bill 257, Section 9M.1.(a))[1]. Furthermore, additional unallocated federal Title X funds (based on Notice of Award dated 03/31/2026) and additional unallocated state Supporting Women's Health Services (SWHS) funds are now available (Session Law 2023-14, Section 4.1).[2] The LHD is to use these additional funds to implement family planning services.

II. Purpose:

Due to the availability of additional funds—non-recurring MCHBG funds by the North Carolina State Legislature, unallocated federal Title X funds, and unallocated SWHS state funds—this Agreement Addendum Revision #1 adds additional funding for services provided by May 31, 2027. The LHD shall utilize these funds to meet the scope of work and deliverables in the original Agreement Addendum.

[1] https://www.ncleg.gov/BillLookup/2025/S257
[2] https://www.ncleg.gov/EnactedLegislation/SessionLaws/HTML/2023-2024/SL2023-14.html

Health Director Signature (use blue ink or verifiable digital signature) _____ Date _____

LHD to complete:
[For DPH to contact in case follow-up information is needed.]
LHD program contact name: _____
Phone and email address: _____

Signature on this page signifies you have read and accepted all pages of this document.

III. <u>Scope of Work and Deliverables</u>:

As of September 1, 2026, this Agreement Addendum Revision #1 ***adds the following to Paragraph 1***:

The Local Health Department shall provide an updated budget to reflect their planned spending based on the updated Budgetary Estimate #1 included with this Agreement Addendum #1. The updated budget must be submitted through Smartsheet[3] by October 1, 2026.

IV. <u>Performance Measures / Reporting Requirements</u>:

This Agreement Addendum Revision #1 ***replaces Subparagraph b.*** *under Paragraph 2. Reporting Requirements via Smartsheet* ***in its entirety*** *with the following:*

b. **Biannual Impact Story Reports**: The LHD will provide an Impact Story report biannually according to the following schedule:

Performance Periods	Report Due Dates
June – November 2026	December 24, 2026
December 2026 – May 2027	June 24, 2027

V. <u>Performance Monitoring and Quality Assurance</u>:

No change.

VI. <u>Funding Guidelines or Restrictions</u>:

As of September 1, 2026, this Agreement Addendum Revision #1 ***adds Paragraph 4 and 5,*** *as follows:*

4. The attached Budgetary Estimate #1 reflects the additional FY26-27 funding, as follows:
   a. MCHBG – with a service period ending on May 31, 2027
   b. Title X – with a service period ending on March 30, 2027, and
   c. SWHS – with a service period ending on May 31, 2027.

5. The SWHS funding shall be utilized similar to the MCHBG funding to support the family planning clinical services. The funds may be utilized for staffing, contraceptives, clinic supplies, advertising, educational materials, and/or training.

[3] https://app.smartsheet.com/b/publish?EQBCT=7aa1717cef874931b622c7205d6b0051

FY27 - FAS federal award supplement

Activity Nbr + Name: **151** **Family Planning**

FAS Number + Reason: **5** This FAS accompanies an AA+BE (or Revision).

Assistance Listing Nbr + Name: **93.994** Maternal and Child Health Services Block Grant to the States

Is award R&D?: no FAIN: **B0455455** IDC rate: 10.00% Fed awd total amt: $ 6,046,381

Fed award project description: Maternal and Child Health Services

Fed awd date + awarding agency: 12-02-25 HHS, Health Resources and Services Administration

Subrecipient	Subrecipient UEI	What funds are from grant **listed above**	Federal funds total for **entire FY27 AA**	Subrecipient	Subrecipient UEI	What funds are from grant **listed above**	Federal funds total for **entire FY27 AA**
Alamance	F5VHYUU13NC5	$ 2,465	$ 114,805	Jackson	X7YWWY6ZP574	$ 7,648	$ 75,123
Albemarle	WAAVS51PNMK3	$ 13,398	$ 314,624	Johnston	SYGAGEFDHYR7	$ 2,445	$ 95,906
Alexander	XVEEJSNY7UX9	$ 2,991	$ 48,993	Jones	HE3NNNUE27M7	$ 2,209	$ 34,396
Anson	PK8UYTSNJCC3	$ 2,861	$ 50,690	Lee	F6A8UC99JWJ5	$ 2,947	$ 60,011
Appalachian	CD7BFHB8W539	$ 4,992	$ 131,551	Lenoir	QKUFL37VPGH6	$ 6,478	$ 84,632
Beaufort	RN1SXFD4LXN6	$ 4,121	$ 62,918	Lincoln	UGGQGSSKBGJ5	$ 275	$ 58,646
Bladen	TLCTJWDJH1H9	$ 1,910	$ 50,173	Macon	LLPJBC6N2LL3	$ 1,601	$ 38,786
Brunswick	MJBMXLN9NJT5	$ 4,065	$ 76,564	Madison	YQ96F8BJYTJ9	$ 2,761	$ 41,006
Buncombe	W5TCDKMLHE69	$ 10,036	$ 167,728	MTW	ZKK5GNRNBBY6	$ 9,859	$ 136,335
Burke	KVJHUFURQDM5	$ 4,318	$ 79,223	Mecklenburg	EZ15XL6BMM68	$ 32,971	$ 537,077
Cabarrus	RXDXNEJKJFU7	$ 2,319	$ 96,841	Montgomery	E78ZAJM3BFL3	$ 567	$ 39,050
Caldwell	HL4FGNJNGE97	$ 4,030	$ 78,152	Moore	HFNSK95FS7Z8	$ 6,954	$ 84,133
Carteret	UC6WJ2MQMJS8	$ -	$ 120,495	Nash	NF58K566HQM7	$ 6,013	$ 102,926
Caswell	JDJ7Y7CGYC86	$ 2,783	$ 43,507	New Hanover	F7TLT2GMEJE1	$ 4,461	$ 133,927
Catawba	GYUNA9W1NFM1	$ 1,107	$ 97,661	Northampton	CRA2KCAL8BA4	$ 3,450	$ 48,927
Chatham	KE57QE2GV5F1	$ 2,442	$ 55,467	Onslow	EGE7NBXW5JS6	$ 13,031	$ 168,354
Cherokee	DCEGK6HA11M5	$ 1,982	$ 38,355	Orange	GFFMCW9XDA53	$ 5,836	$ 114,009
Clay	HYKLQVNWLXK7	$ 1,335	$ 29,576	Pamlico	FT59QFEAU344	$ 2,788	$ 37,692
Cleveland	UWMUYMPVL483	$ 4,661	$ 98,979	Pender	T11BE678U9P5	$ 4,569	$ 62,852
Columbus	V1UAJ4L87WQ7	$ 750	$ 55,251	Person	FQ8LFJGMABJ4	$ 4,549	$ 59,131
Craven	LTZ2U8LZQ214	$ 8,071	$ 118,942	Pitt	VZNPMCLFT5R6	$ 4,599	$ 146,126
Cumberland	HALND8WJ3GW4	$ 12,944	$ 265,838	Polk	QZ6BZPGLX4Y9	$ -	$ -
Dare	ELV6JGB11QK6	$ 849	$ 35,676	Randolph	T3BUM1CVS9N5	$ 8,234	$ 116,466
Davidson	C9P5MDJC7KY7	$ 3,061	$ 97,496	Richmond	Q63FZNTJM3M4	$ 2,946	$ 59,476
Davie	L8WBGLHZV239	$ 2,568	$ 44,964	Robeson	LKBEJQFLAAK5	$ 7,306	$ 149,306
Duplin	KZN4GK5262K3	$ 3,521	$ 75,029	Rockingham	KGCCCHJJZZ43	$ 5,610	$ 82,374
Durham	LJ5BA6U2HLM7	$ 6,542	$ 192,237	Rowan	GCB7UCV96NW6	$ 7,699	$ 120,664
Edgecombe	MAN4LX44AD17	$ 7,982	$ 102,004	Sampson	WRT9CSK1KJY5	$ 2,945	$ 68,998
Foothills	NGTEF2MQ8LL4	$ 9,247	$ 158,178	Scotland	FNVTCUQGCHM5	$ 4,054	$ 62,731
Forsyth	V6BGVQ67YPY5	$ 6,109	$ 221,496	Stanly	U86MZUYPL7C5	$ 1,985	$ 53,900
Franklin	FFKTRQCNN143	$ 1,231	$ 53,227	Stokes	W41TRA3NUNS1	$ 4,728	$ 58,832
Gaston	QKY9R8A8D5J6	$ 2,031	$ 155,439	Surry	FMWCTM24C9J8	$ -	$ 50,319
Graham	L8MAVKQJTYN7	$ 895	$ 28,142	Swain	TAE3M92L4QR4	$ 2,034	$ 38,648
Granv-Vance	MGQJKK22EJB3	$ 3,904	$ 108,544	Toe River	JUA6GAUQ9UM1	$ 5,285	$ 103,535
Greene	VCU5LD71N9U3	$ 3,421	$ 47,982	Transylvania	YLN4BFCJCP39	$ 2,578	$ 42,494
Guilford	YBEQWGFJPMJ3	$ 13,939	$ 398,288	Union	LHMKBD4AGRJ5	$ 3,750	$ 101,402
Halifax	MRL8MYNJJ3Y5	$ 7,902	$ 106,496	Wake	FTJ2WJPLWMJ3	$ 10,107	$ 336,903
Harnett	JBDCD9V41BX7	$ 2,555	$ 84,432	Warren	TLNAU5CNHSU5	$ 3,341	$ 46,042
Haywood	DQHZEVAV95G5	$ 3,972	$ 61,712	Wayne	DACFHCLQKMS1	$ 5,933	$ 118,466
Henderson	TG5AR81JLFQ5	$ 2,131	$ 65,052	Wilkes	M14KKHY2NNR3	$ 3,495	$ 59,220
Hoke	C1GWSADARX51	$ 1,969	$ 57,401	Wilson	ME2DJHMYWG55	$ 4,514	$ 93,295
Hyde	T2RSYN36NN64	$ 1,987	$ 32,126	Yadkin	PLCDT7JFA8B1	$ 1,135	$ 39,677
Iredell	XTNRLKJLA4S9	$ 5,064	$ 102,475	Yancey	L98MCUHKC2J8	$ 1,849	$ 8,149

FY27 - FAS federal award supplement

Activity Nbr + Name: **151** **Family Planning**

FAS Number + Reason: **6** This FAS accompanies an AA+BE (or Revision).

Assistance Listing Nbr + Name: **93.217** Family Planning Services

Is award R&D?: no FAIN: **FPHPA006555** IDC rate: N/A Fed awd total amt: $ 103,113,606

Fed award project description: North Carolina Family Planning Program

Fed awd date + awarding agency: 03-31-26 HHS, Office of the Secretary

Subrecipient	Subrecipient UEI	What funds are from grant **listed above**	Federal funds total for **entire FY27 AA**	Subrecipient	Subrecipient UEI	What funds are from grant **listed above**	Federal funds total for **entire FY27 AA**
Alamance	F5VHYUU13NC5	$ 1,252	$ 114,805	Jackson	X7YWWY6ZP574	$ 587	$ 75,123
Albemarle	WAAVS51PNMK3	$ 3,337	$ 314,624	Johnston	SYGAGEFDHYR7	$ 968	$ 95,906
Alexander	XVEEJSNY7UX9	$ 481	$ 48,993	Jones	HE3NNNUE27M7	$ 345	$ 34,396
Anson	PK8UYTSNJCC3	$ 474	$ 50,690	Lee	F6A8UC99JWJ5	$ 550	$ 60,011
Appalachian	CD7BFHB8W539	$ 1,518	$ 131,551	Lenoir	QKUFL37VPGH6	$ 632	$ 84,632
Beaufort	RN1SXFD4LXN6	$ 548	$ 62,918	Lincoln	UGGQGSSKBGJ5	$ 699	$ 58,646
Bladen	TLCTJWDJH1H9	$ 506	$ 50,173	Macon	LLPJBC6N2LL3	$ 427	$ 38,786
Brunswick	MJBMXLN9NJT5	$ 710	$ 76,564	Madison	YQ96F8BJYTJ9	$ 406	$ 41,006
Buncombe	W5TCDKMLHE69	$ 1,440	$ 167,728	MTW	ZKK5GNRNBBY6	$ 1,228	$ 136,335
Burke	KVJHUFURQDM5	$ 707	$ 79,223	Mecklenburg	EZ15XL6BMM68	$ 4,187	$ 537,077
Cabarrus	RXDXNEJKJFU7	$ 1,014	$ 96,841	Montgomery	E78ZAJM3BFL3	$ 446	$ 39,050
Caldwell	HL4FGNJNGE97	$ 734	$ 78,152	Moore	HFNSK95FS7Z8	$ 653	$ 84,133
Carteret	UC6WJ2MQMJS8	$ 1,714	$ 120,495	Nash	NF58K566HQM7	$ 873	$ 102,926
Caswell	JDJ7Y7CGYC86	$ 420	$ 43,507	New Hanover	F7TLT2GMEJE1	$ 1,319	$ 133,927
Catawba	GYUNA9W1NFM1	$ 1,047	$ 97,661	Northampton	CRA2KCAL8BA4	$ 431	$ 48,927
Chatham	KE57QE2GV5F1	$ 568	$ 55,467	Onslow	EGE7NBXW5JS6	$ 1,373	$ 168,354
Cherokee	DCEGK6HA11M5	$ 408	$ 38,355	Orange	GFFMCW9XDA53	$ 1,151	$ 114,009
Clay	HYKLQVNWLXK7	$ 339	$ 29,576	Pamlico	FT59QFEAU344	$ 356	$ 37,692
Cleveland	UWMUYMPVL483	$ 912	$ 98,979	Pender	T11BE678U9P5	$ 554	$ 62,852
Columbus	V1UAJ4L87WQ7	$ 573	$ 55,251	Person	FQ8LFJGMABJ4	$ 503	$ 59,131
Craven	LTZ2U8LZQ214	$ 1,007	$ 118,942	Pitt	VZNPMCLFT5R6	$ 1,475	$ 146,126
Cumberland	HALND8WJ3GW4	$ 2,155	$ 265,838	Polk	QZ6BZPGLX4Y9	$ -	$ -
Dare	ELV6JGB11QK6	$ 421	$ 35,676	Randolph	T3BUM1CVS9N5	$ 964	$ 116,466
Davidson	C9P5MDJC7KY7	$ 921	$ 97,496	Richmond	Q63FZNTJM3M4	$ 513	$ 59,476
Davie	L8WBGLHZV239	$ 455	$ 44,964	Robeson	LKBEJQFLAAK5	$ 1,187	$ 149,306
Duplin	KZN4GK5262K3	$ 702	$ 75,029	Rockingham	KGCCCHJJZZ43	$ 667	$ 82,374
Durham	LJ5BA6U2HLM7	$ 1,738	$ 192,237	Rowan	GCB7UCV96NW6	$ 986	$ 120,664
Edgecombe	MAN4LX44AD17	$ 704	$ 102,004	Sampson	WRT9CSK1KJY5	$ 662	$ 68,998
Foothills	NGTEF2MQ8LL4	$ 1,489	$ 158,178	Scotland	FNVTCUQGCHM5	$ 511	$ 62,731
Forsyth	V6BGVQ67YPY5	$ 2,103	$ 221,496	Stanly	U86MZUYPL7C5	$ 539	$ 53,900
Franklin	FFKTRQCNN143	$ 575	$ 53,227	Stokes	W41TRA3NUNS1	$ 513	$ 58,832
Gaston	QKY9R8A8D5J6	$ 1,607	$ 155,439	Surry	FMWCTM24C9J8	$ 595	$ 50,319
Graham	L8MAVKQJTYN7	$ 339	$ 28,142	Swain	TAE3M92L4QR4	$ 397	$ 38,648
Granv-Vance	MGQJKK22EJB3	$ 1,060	$ 108,544	Toe River	JUA6GAUQ9UM1	$ 1,142	$ 103,535
Greene	VCU5LD71N9U3	$ 438	$ 47,982	Transylvania	YLN4BFCJCP39	$ 417	$ 42,494
Guilford	YBEQWGFJPMJ3	$ 3,898	$ 398,288	Union	LHMKBD4AGRJ5	$ 1,004	$ 101,402
Halifax	MRL8MYNJJ3Y5	$ 862	$ 106,496	Wake	FTJ2WJPLWMJ3	$ 3,203	$ 336,903
Harnett	JBDCD9V41BX7	$ 828	$ 84,432	Warren	TLNAU5CNHSU5	$ 420	$ 46,042
Haywood	DQHZEVAV95G5	$ 586	$ 61,712	Wayne	DACFHCLQKMS1	$ 1,041	$ 118,466
Henderson	TG5AR81JLFQ5	$ 690	$ 65,052	Wilkes	M14KKHY2NNR3	$ 550	$ 59,220
Hoke	C1GWSADARX51	$ 579	$ 57,401	Wilson	ME2DJHMYWG55	$ 797	$ 93,295
Hyde	T2RSYN36NN64	$ 332	$ 32,126	Yadkin	PLCDT7JFA8B1	$ 448	$ 39,677
Iredell	XTNRLKJLA4S9	$ 911	$ 102,475	Yancey	L98MCUHKC2J8	$ -	$ 8,149

Docusign Envelope ID: 29CDF3FE-31C1-8FA1-8005-A5D46875EDBB

Activity 151 Service Period Payment Period	*	AA	133000 2B25151 20G0119003 06/01-05/31 07/01-06/30	Total Allocated	133000 2B25735 200TC00000 06/01-05/31 07/01-06/30	Total Allocated	133000 2B25735 20G0185001 06/01-05/31 07/01-06/30	Total Allocated	133000 2B25735 20G0185001 10/01-05/31 11/01-06/30	Total Allocated	133000 2B25735 20G0185001 02/01-05/31 03/01-06/30	Total Allocated	133000 2B25735 20G0185002 09/01-05/31 10/01-06/30	Total Allocated	133000 2B25900 20G0079002 06/01-03/31 07/01-04/30	Total Allocated	133000 2B25900 20G0079002 04/01-05/31 05/01-06/30	Total Allocated	133000 2B26021 20G0079004 06/01-05/31 07/01-06/30	Total Allocated	Proposed Total	New Total
01 Alamance	*	1	0	$17,146.00	2,436	$36,025.00	0	$4,163.00	0	$4,163.00	0	$4,290.00	2,465	$0.00	1,252	$72,278.00	0	$14,456.00	0	$17,532.00	6,153	176,206
D1 Albemarle	*	1	0	$27,474.00	7,634	$158,896.00	0	$22,633.00	0	$22,633.00	0	$23,318.00	13,398	$0.00	3,337	$192,688.00	0	$38,538.00	0	$46,733.00	24,369	557,282
02 Alexander	*	1	0	$3,469.00	1,106	$18,397.00	0	$5,052.00	0	$5,052.00	0	$5,206.00	2,991	$0.00	481	$27,753.00	0	$5,551.00	0	$6,731.00	4,578	81,789
04 Anson	*	1	0	$6,155.00	1,339	$33,217.00	0	$4,833.00	0	$4,833.00	0	$4,979.00	2,861	$0.00	474	$27,360.00	0	$5,472.00	0	$6,636.00	4,674	98,159
D2 Appalachian	*	1	0	$5,251.00	2,590	$23,528.00	0	$8,433.00	0	$8,433.00	0	$8,690.00	4,992	$0.00	1,518	$87,656.00	0	$17,531.00	0	$21,260.00	9,100	189,882
07 Beaufort	*	1	0	$8,195.00	1,668	$41,440.00	0	$6,961.00	0	$6,961.00	0	$7,173.00	4,121	$0.00	548	$31,667.00	0	$6,333.00	0	$7,681.00	6,337	122,748
09 Bladen	*	1	0	$7,094.00	1,126	$19,538.00	0	$3,226.00	0	$3,226.00	0	$3,323.00	1,910	$0.00	506	$29,232.00	0	$5,846.00	0	$7,090.00	3,542	82,117
10 Brunswick	*	1	0	$10,687.00	1,792	$34,456.00	0	$6,867.00	0	$6,867.00	0	$7,076.00	4,065	$0.00	710	$41,009.00	0	$8,202.00	0	$9,947.00	6,567	131,678
11 Buncombe	*	1	0	$27,155.00	3,767	$71,602.00	0	$16,953.00	0	$16,953.00	0	$17,468.00	10,036	$0.00	1,440	$83,118.00	0	$16,624.00	0	$13,086.00	15,243	278,202
12 Burke	*	1	0	$12,594.00	1,920	$40,485.00	0	$7,294.00	0	$7,294.00	0	$7,516.00	4,318	$0.00	707	$40,812.00	0	$8,162.00	0	$9,899.00	6,945	141,001
13 Cabarrus	*	1	0	$16,476.00	1,961	$24,095.00	0	$3,918.00	0	$3,918.00	0	$4,036.00	2,319	$0.00	1,014	$58,540.00	0	$11,708.00	0	$14,200.00	5,294	142,185
14 Caldwell	*	1	0	$10,724.00	2,193	$60,572.00	0	$6,808.00	0	$6,808.00	0	$7,013.00	4,030	$0.00	734	$42,397.00	0	$8,479.00	0	$10,283.00	6,957	160,041
16 Carteret	*	1	0	$0.00	2,045	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	1,714	$98,984.00	0	$19,797.00	0	$24,010.00	3,759	146,550
17 Caswell	*	1	0	$3,035.00	906	$10,923.00	0	$4,702.00	0	$4,702.00	0	$4,843.00	2,783	$0.00	420	$24,273.00	0	$4,855.00	0	$5,887.00	4,109	67,329
18 Catawba	*	1	0	$19,732.00	1,679	$4,622.00	0	$1,871.00	0	$1,871.00	0	$1,926.00	1,107	$0.00	1,047	$60,447.00	0	$12,089.00	0	$14,662.00	3,833	121,053
19 Chatham	*	1	0	$5,990.00	1,238	$20,641.00	0	$4,125.00	0	$4,125.00	0	$4,251.00	2,442	$0.00	568	$32,770.00	0	$6,554.00	0	$7,948.00	4,248	90,652
20 Cherokee	*	1	0	$1,896.00	850	$13,276.00	0	$3,348.00	0	$3,348.00	0	$3,450.00	1,982	$0.00	408	$23,559.00	0	$4,712.00	0	$5,714.00	3,240	62,543
22 Clay	*	1	0	$534.00	729	$15,317.00	0	$2,255.00	0	$2,255.00	0	$2,323.00	1,335	$0.00	339	$19,553.00	0	$3,911.00	0	$4,742.00	2,403	53,293
23 Cleveland	*	1	0	$16,569.00	2,443	$54,132.00	0	$7,874.00	0	$7,874.00	0	$8,113.00	4,661	$0.00	912	$52,668.00	0	$10,534.00	0	$12,775.00	8,016	178,555
24 Columbus	*	1	0	$12,039.00	1,009	$6,848.00	0	$1,267.00	0	$1,267.00	0	$1,305.00	750	$0.00	573	$33,079.00	0	$6,616.00	0	$8,023.00	2,332	72,776
25 Craven	*	1	0	$16,489.00	2,937	$63,385.00	0	$13,634.00	0	$13,634.00	0	$14,047.00	8,071	$0.00	1,007	$58,140.00	0	$11,628.00	0	$14,102.00	12,015	217,074
26 Cumberland	*	1	0	$63,562.00	5,774	$93,722.00	0	$21,866.00	0	$21,866.00	0	$22,528.00	12,944	$0.00	2,155	$124,430.00	0	$24,886.00	0	$30,183.00	20,873	423,916
28 Dare	*	1	0	$2,750.00	697	$6,482.00	0	$1,434.00	0	$1,434.00	0	$1,478.00	849	$0.00	421	$24,311.00	0	$4,862.00	0	$5,896.00	1,967	50,614
29 Davidson	*	1	0	$20,735.00	1,899	$19,441.00	0	$5,170.00	0	$5,170.00	0	$5,328.00	3,061	$0.00	921	$53,188.00	0	$10,638.00	0	$12,901.00	5,881	138,452
30 Davie	*	1	0	$2,894.00	1,052	$19,488.00	0	$4,339.00	0	$4,339.00	0	$4,469.00	2,568	$0.00	455	$26,278.00	0	$5,256.00	0	$6,373.00	4,075	77,511
31 Duplin	*	1	0	$11,897.00	1,503	$16,579.00	0	$5,948.00	0	$5,948.00	0	$6,127.00	3,521	$0.00	702	$40,509.00	0	$8,102.00	0	$9,825.00	5,726	110,661
32 Durham	*	1	0	$44,404.00	3,511	$30,849.00	0	$11,051.00	0	$11,051.00	0	$11,386.00	6,542	$0.00	1,738	$100,348.00	0	$20,070.00	0	$15,941.00	11,791	256,891
33 Edgecombe	*	1	0	$21,187.00	2,953	$85,427.00	0	$13,484.00	0	$13,484.00	0	$13,894.00	7,982	$0.00	704	$40,652.00	0	$8,130.00	0	$9,860.00	11,639	217,757
D7 Foothills	*	1	0	$17,229.00	3,467	$53,452.00	0	$15,620.00	0	$15,620.00	0	$16,094.00	9,247	$0.00	1,489	$85,972.00	0	$17,194.00	0	$20,851.00	14,203	256,235
34 Forsyth	*	1	0	$49,737.00	4,209	$51,258.00	0	$10,319.00	0	$10,319.00	0	$10,632.00	6,109	$0.00	2,103	$121,400.00	0	$24,280.00	0	$15,862.00	12,421	306,228
35 Franklin	*	1	0	$7,987.00	1,073	$12,707.00	0	$2,080.00	0	$2,080.00	0	$2,143.00	1,231	$0.00	575	$33,193.00	0	$6,639.00	0	$8,051.00	2,879	77,759
36 Gaston	*	1	0	$34,500.00	2,755	$13,521.00	0	$3,430.00	0	$3,430.00	0	$3,535.00	2,031	$0.00	1,607	$92,801.00	0	$18,560.00	0	$22,511.00	6,393	198,681
38 Graham	*	1	0	$782.00	541	$4,171.00	0	$1,512.00	0	$1,512.00	0	$1,558.00	895	$0.00	339	$19,589.00	0	$3,918.00	0	$4,751.00	1,775	39,568
D3 Gran-Vance	*	1	0	$18,753.00	2,392	$39,998.00	0	$6,594.00	0	$6,594.00	0	$6,794.00	3,904	$0.00	1,060	$61,175.00	0	$12,235.00	0	$14,838.00	7,356	174,337
40 Greene	*	1	0	$3,756.00	1,237	$28,617.00	0	$5,780.00	0	$5,780.00	0	$5,954.00	3,421	$0.00	438	$25,299.00	0	$5,060.00	0	$6,136.00	5,096	91,478
41 Guilford	*	1	0	$69,646.00	9,346	$212,341.00	0	$23,546.00	0	$23,546.00	0	$24,259.00	13,939	$0.00	3,898	$225,029.00	0	$45,007.00	0	$29,061.00	27,183	679,618
42 Halifax	*	1	0	$14,871.00	2,766	$67,764.00	0	$13,349.00	0	$13,349.00	0	$13,753.00	7,902	$0.00	862	$49,789.00	0	$9,958.00	0	$10,241.00	11,530	204,604
43 Harnett	*	1	0	$16,203.00	1,580	$12,014.00	0	$4,316.00	0	$4,316.00	0	$4,448.00	2,555	$0.00	828	$47,810.00	0	$9,562.00	0	$11,597.00	4,963	115,229
44 Haywood	*	1	0	$4,924.00	1,749	$48,004.00	0	$6,709.00	0	$6,709.00	0	$6,913.00	3,972	$0.00	586	$33,844.00	0	$6,769.00	0	$8,209.00	6,307	128,388
45 Henderson	*	1	0	$8,165.00	1,217	$8,352.00	0	$3,600.00	0	$3,600.00	0	$3,710.00	2,131	$0.00	690	$39,859.00	0	$7,972.00	0	$9,668.00	4,038	88,964
47 Hoke	*	1	0	$8,986.00	1,074	$7,709.00	0	$3,326.00	0	$3,326.00	0	$3,426.00	1,969	$0.00	579	$33,424.00	0	$6,685.00	0	$8,107.00	3,622	78,611
48 Hyde	*	1	0	$966.00	883	$22,786.00	0	$3,356.00	0	$3,356.00	0	$3,459.00	1,987	$0.00	332	$19,191.00	0	$3,838.00	0	$4,654.00	3,202	64,808
49 Iredell	*	1	0	$18,579.00	2,066	$23,867.00	0	$8,555.00	0	$8,555.00	0	$8,813.00	5,064	$0.00	911	$52,591.00	0	$10,518.00	0	$12,757.00	8,041	152,276
50 Jackson	*	1	0	$3,859.00	2,192	$61,156.00	0	$12,920.00	0	$12,920.00	0	$13,311.00	7,648	$0.00	587	$33,882.00	0	$6,776.00	0	$8,218.00	10,427	163,469
51 Johnston	*	1	0	$18,254.00	1,892	$20,666.00	0	$4,131.00	0	$4,131.00	0	$4,255.00	2,445	$0.00	968	$55,905.00	0	$11,181.00	0	$13,560.00	5,305	137,388
52 Jones	*	1	0	$1,459.00	719	$8,659.00	0	$3,732.00	0	$3,732.00	0	$3,846.00	2,209	$0.00	345	$19,933.00	0	$3,987.00	0	$4,834.00	3,273	53,455
53 Lee	*	1	0	$9,782.00	1,463	$31,450.00	0	$4,979.00	0	$4,979.00	0	$5,130.00	2,947	$0.00	550	$31,758.00	0	$6,352.00	0	$7,703.00	4,960	107,093
54 Lenoir	*	1	0	$14,800.00	2,224	$54,652.00	0	$10,943.00	0	$10,943.00	0	$11,273.00	6,478	$0.00	632	$36,479.00	0	$7,296.00	0	$8,847.00	9,334	164,567
55 Lincoln	*	1	0	$8,411.00	978	$2,031.00	0	$465.00	0	$465.00	0	$479.00	275	$0.00	699	$40,379.00	0	$8,076.00	0	$7,958.00	1,952	70,216
56 Macon	*	1	0	$2,482.00	770	$7,506.00	0	$2,704.00	0	$2,704.00	0	$2,787.00	1,601	$0.00	427	$24,661.00	0	$4,932.00	0	$5,981.00	2,798	56,555
57 Madison	*	1	0	$1,643.00	983	$19,008.00	0	$4,663.00	0	$4,663.00	0	$4,805.00	2,761	$0.00	406	$23,435.00	0	$4,687.00	0	$5,683.00	4,150	72,737
D4 M-T-W	*	1	0	$11,364.00	3,548	$83,584.00	0	$16,655.00	0	$16,655.00	0	$17,160.00	9,859	$0.00	1,228	$70,871.00	0	$14,174.00	0	$17,188.00	14,635	262,286
60 Mecklenburg	*	1	0	$113,405.00	12,997	$276,746.00	0	$55,696.00	0	$55,696.00	0	$57,383.00	32,971	$0.00	4,187	$241,730.00	0	$48,346.00	0	$58,639.00	50,155	957,796
62 Montgomery	*	1	0	$5,452.00	735	$5,760.00	0	$958.00	0	$958.00	0	$987.00	567	$0.00	446	$25,772.00	0	$5,154.00	0	$6,251.00	1,748	53,040
63 Moore	*	1	0	$10,933.00	2,268	$57,381.00	0	$11,748.00	0	$11,748.00	0	$12,103.00	6,954	$0.00	653	$37,709.00	0	$7,542.00	0	$9,146.00	9,875	168,185
64 Nash	*	1	0	$17,987.00	2,330	$41,210.00	0	$10,157.00	0	$10,157.00	0	$10,466.00	6,013	$0.00	873	$50,388.00	0	$10,078.00	0	$12,222.00	9,216	171,881
65 New Hanover	*	1	0	$23,751.00	2,684	$37,752.00	0	$7,535.00	0	$7,535.00	0	$7,764.00	4,461	$0.00	1,319	$76,124.00	0	$15,225.00	0	$11,661.00	8,464	195,811
66 Northampton	*	1	0	$5,071.00	1,652	$56,649.00	0	$5,829.00	0	$5,829.00	0	$6,004.00	3,450	$0.00	431	$24,902.00	0	$4,980.00	0	$6,040.00	5,533	120,837
67 Onslow	*	1	0	$20,735.00	4,094	$83,999.00	0	$22,012.00	0	$22,012.00	0	$22,679.00	13,031	$0.00	1,373	$79,252.00	0	$15,850.00	0	$19,224.00	18,498	304,261
68 Orange	*	1	0	$10,194.00	2,772	$57,534.00	0	$9,858.00	0	$9,858.00	0	$10,158.00	5,836	$0.00	1,151	$66,465.00	0	$13,293.00	0	$16,122.00	9,759	203,241
69 Pamlico	*	1	0	$1,703.00	1,084	$30,020.00	0	$4,710.00	0	$4,710.00	0	$4,852.00	2,788	$0.00	356	$20,575.00	0	$4,115.00	0	$4,990.00	4,228	79,903
71 Pender	*	1	0	$5,990.00	1,279	$13,743.00	0	$7,719.00	0	$7,719.00	0	$7,952.00	4,569	$0.00	554	$31,978.00	0	$6,396.00	0	$7,756.00	6,402	95,655
73 Person	*	1	0	$5,928.00	1,283	$18,449.00	0	$7,684.00	0	$7,684.00	0	$7,917.00	4,549	$0.00	503	$29,038.00	0	$5,808.00	0	$7,043.00	6,335	95,886
74 Pitt	*	1	0	$24,421.00	3,447	$69,833.00	0	$7,769.00	0	$7,769.00	0	$8,003.00	4,599	$0.00	1,475	$85,150.00	0	$17,030.00	0	$20,655.00	9,521	250,151
75 Polk			0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	0	0
76 Randolph	*	1	0	$16,389.00	2,818	$57,881.00	0	$13,908.00	0	$13,908.00	0	$14,331.00	8,234	$0.00	964	$55,664.00	0	$11,133.00	0	$13,502.00	12,016	208,732
77 Richmond	*	1	0	$11,858.00	1,457	$32,027.00	0	$4,976.00	0	$4,976.00	0	$5,127.00	2,946	$0.00	513	$29,619.00	0	$5,924.00	0	$7,184.00	4,916	106,607
78 Robeson	*	1	0	$37,219.00	3,377	$62,275.00	0	$12,342.00	0	$12,342.00	0	$12,715.00	7,306	$0.00	1,187	$68,520.00	0	$13,704.00	0	$16,620.00	11,870	247,607
79 Rockingham	*	1	0	$13,463.00	2,555	$80,632.00	0	$9,476.00	0	$9,476.00	0	$9,765.00	5,610	$0.00	667	$38,521.00	0	$7,704.00	0	$9,343.00	8,832	187,212
80 Rowan	*	1	0	$21,127.00	2,717	$47,010.00	0	$13,005.00	0	$13,005.00	0	$13,400.00	7,699	$0.00	986	$56,944.00	0	$11,389.00	0	$13,813.00	11,402	201,095
82 Sampson	*	1	0	$10,922.00	1,688	$36,713.00	0	$4,974.00	0	$4,974.00	0	$5,125.00	2,945	$0.00	662	$38,214.00	0	$7,643.00	0	$9,269.00	5,295	123,129
83 Scotland	*	1	0	$10,885.00	0	$43,039.00	0	$6,849.00	0	$6,849.00	0	$7,056.00	4,054	$0.00	511	$29,518.00	0	$5,904.00	0	$7,159.00	4,565	121,824
84 Stanly	*	1	0	$8,228.00	1,040	$9,320.00	0	$3,352.00	0	$3,352.00	0	$3,455.00	1,985	$0.00	539	$31,120.00	0	$6,224.00	0	$7,548.00	3,564	76,163
85 Stokes	*	1	0	$4,220.00	1,592	$40,018.00	0	$7,987.00	0	$7,987.00	0	$8,228.00	4,728	$0.00	513	$29,618.00	0	$5,924.00	0	$7,184.00	6,833	117,999
86 Surry	*	1	0	$8,494.00	832	$0.00	0	$0.00	0	$0.00	0	$0.00	0	$0.00	595	$34,358.00	0	$6,872.00	0	$8,333.00	1,427	59,484
87 Swain	*	1	0	$2,745.00	961	$20,809.00	0	$3,436.00	0	$3,436.00	0	$3,539.00	2,034	$0.00	397	$22,936.00	0	$4,587.00	0	$5,563.00	3,39	70,443
D6 Toe River	*	1	0	$2,554.00	2,039	$17,678.00	0	$8,927.00	0	$8,927.00	0	$9,198.00	5,285	$0.00	1,142	$65,914.00	0	$13,183.00	0	$15,986.00	8,46	0,833
88 Transylvania	*	1	0	$3,035.00	1,112	$26,606.00	0	$4,355.00	0	$4,355.00	0	$4,488.00	2,578	$0.00	417	$24,102.00	0	$4,820.00	0	$5,845.00	4,107	81,713
90 Union	*	1	0	$16,141.00	1,989	$19,924.00	0	$6,335.00	0	$6,335.00	0	$6,527.00	3,750	$0.00	1,004	$57,948.00	0	$11,590.00	0	$14,056.00	6,743	145,599

92 Wake	*	1	0	$72,098.00	7,273	$117,060.00	0	$17,072.00	0	$17,072.00	0	$17,591.00	10,107	$0.00	3,203	$184,945.00	0	$36,989.00	0	$44,863.00	20,583	528,273
93 W											0	$5,815.00	3,341	$0.00	420	$24,260.00	0	$4,852.00	0	$5,884.00	5,046	94,771
96 Wayne	*	1	0	$22,048.00	2,393	$27,967.00	0	$10,022.00	0	$10,022.00	0	$10,326.00	5,933	$0.00	1,041	$60,076.00	0	$12,015.00	0	$14,572.00	9,367	176,415
97 Wilkes	*	1	0	$6,841.00	1,616	$42,230.00	0	$5,905.00	0	$5,905.00	0	$6,082.00	3,495	$0.00	550	$31,758.00	0	$6,352.00	0	$7,703.00	5,661	118,437
98 Wilson	*	1	0	$19,584.00	2,130	$39,612.00	0	$7,625.00	0	$7,625.00	0	$7,855.00	4,514	$0.00	797	$45,998.00	0	$9,200.00	0	$11,157.00	7,441	156,097
99 Yadkin	*	1	0	$4,025.00	793	$8,575.00	0	$1,917.00	0	$1,917.00	0	$1,976.00	1,135	$0.00	448	$25,624.00	0	$5,125.00	0	$6,211.00	2,376	57,746
00 Yancey	*	1	0	$888.00	237	$6,189.00	0	$3,126.00	0	$3,126.00	0	$3,220.00	1,849	$0.00	0	$0.00	0	$0.00	0	$0.00	2,086	18,635
Totals			0	1,285,000	188,410	3,437,526	0	675,702	0	675,702	0	696,180	400,000	0	78,821	4,550,708	0	910,149	0	1,038,730	667,231	13,936,928

Docusign Envelope ID: 29CDF3FE-31C1-8FA1-8005-A5D46875EDBB

Sign and Date - DHHS Program Administrator
DocuSigned by:
Kristen Carroll
95BA39EB48C04E1...
08/27/26 | 10:23 AM EDT

Sign and Date - DHHS Budget Office – ATC Coordinator
8/28/2026

Sign and Date - DHHS Section Chief
DocuSigned by:
Belinda Pettiford
08/27/26 | 7:54 AM PDT

Sig
9/2/2026

8/31/2026

ITEM #: II.D

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: FY27 Activity 121 ARPA TSF Public Health Service Funds

DEPARTMENT: Health

CONTACT PERSON: Jessica Miller,

TYPE: Consent Agenda

REQUEST	This is a request for the Lee County Board of Commissioners to approve the $146.00 awarded by the state.
BUDGET IMPACT	This approval will result in an additional revenue of $146.00. These funds were unused funds from FY26 carried over into FY27.
ATTACHMENTS	121 FY27 Lee.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	The Health Department respectfully requests the Lee County Board of Commissioners to approve the additional $146.00 for our FY27 budget.

SUMMARY

This Agreement Addendum for Activity 121 ARPA Temporary Savings Fund (TSF) further enhances the ability of local health departments to deliver the essential services and core functions of public health to address the specific health needs or health status indicators selected by the local health department. Unused funds from FY26 in the amount of $146.00 was carried over into FY27.

Division of Public Health
Agreement Addendum
FY 26-27

Lee County Health Department **Local Health Department Legal Name**	Local and Community Support / Local Technical Assistance and Training **DPH Section / Branch Name**
121 ARPA TSF Public Health Services **Activity Number and Description**	Susan H. Little, 919-215-4471 susan.little@dhhs.nc.gov **DPH Program Contact** (name, phone number, and email)
06/01/2026 – 05/31/2027 **Service Period**	**DPH Program Signature** **Date** (only required for a negotiable Agreement Addendum)
07/01/2026 – 06/30/2027 **Payment Period**	

☒ Original Agreement Addendum
☐ Agreement Addendum Revision # ___

I. <u>Background</u>:

This funding, provided through budget receipts transferred from the ARPA Temporary Savings fund and made available through the NCGA 2023 Appropriations Act, HB 259, provides a $50,000 grant in each year of the 2023-2025 fiscal biennium to each local health department to support activities authorized under the General Aid-to-Counties Agreement Addendum including the delivery of the 10 Essential Public Health Services per GS § 130A-1.1.[1], the core functions of public health (Assessment, Policy Development, Assurance), and the specific health needs or health status indicators selected by each local health department**.**

Per HB 259, Section 4.7.(i), "The funds appropriated from the State Fiscal Recovery Fund in this act and in prior enactments of the General Assembly shall not revert at the end of each fiscal year of the 2023-2025 fiscal biennium but shall remain available to expend and appropriate until the date set by applicable federal law or guidance."

II. <u>Purpose</u>:

This Agreement Addendum for Activity 121 further enhances the ability of local health departments to deliver the essential services and core functions of public health to address the specific health needs or health status indicators selected by the local health department.

[1] https://www.ncleg.gov/EnactedLegislation/Statutes/PDF/ByArticle/Chapter_130A/Article_1.pdf

Health Director Signature (use blue ink or verifiable digital signature) Date

LHD to complete:
[For DPH to contact in case follow-up information is needed.]
LHD program contact name: _____
Phone and email address: _____

The North Carolina General Statute § 130A-1.1(b) states: a local health department shall ensure that the following **10 Essential Public Health Services** are available and accessible to the population in each county served by the local health department:

Assessment

1. Monitor health status to identify community health problems.
2. Diagnose and investigate health problems and health hazards in the community.

Policy Development

3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.

Assurance

6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public health and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

III. Scope of Work and Deliverables:

These funds may be used for any public health program or purpose, any locally identified need or current health status indicator, and to support the delivery of the core functions of public health and 10 Essential Public Health Services. The Local Health Department must report at the end of the fiscal year how the funds were spent related to the 10 Essential Public Health Services and core public health functions to address priority health needs or health status indicators selected by each local health department. Use of these funds may NOT supplant current state, federal or local funding.

To qualify for these funds, the Local Health Department must have a Permanent or Interim Health Director per NC GS § 130A-40. In addition, if that Health Director has never served in that role in North Carolina previously, that Health Director must participate in the *Orientation for New Local Health Directors* coordinated by the North Carolina Association of Local Health Directors. Additionally, the Local Health Department must be currently accredited by the North Carolina Local Health Department Accreditation Board.

IV. Performance Measures / Reporting Requirements:

1. **Performance Measures**

   a. **Measure #1:** The LHD shall invest this funding in specific health needs or health indicators including but not limited to the 10 Essential Public Health Services or core public health functions.

   b. **Measure #2**: The LHD shall identify the specific health needs or health status indicators selected for prioritization under this funding.

   c. **Measure #3:** The LHD shall identify the impact funding will have/had on the identified health needs or health status indicators selected for prioritization.

2. **Reporting Requirements via Smartsheet**
   The DPH Smartsheet Reporting Portal is the centralized website for the LHD to submit required reports. The Main Page provides a link to each active DPH Activity Page and is accessed at https://app.smartsheet.com/b/publish?EQBCT=82018408e7b44ef9b44e113b6e536ffbv.

Complete the following reports **by June 30, 2027**:

a. **Expenditures by Type Report**: LHD will provide funding expenditures by type for the annual reporting period.
    1. Personnel (Salaries, Fringe, Benefits, etc. Do not include contracted staff)
    2. Training and Education
    3. Travel and Mileage
    4. Medical Supplies
    5. Office/Administrative Supplies
    6. Contracted Services (included contracted staff)
    7. Other administrative costs (specify)
    8. Other (specify)

b. **Prioritized Health Needs or Indicators Reports**: LHD will select one or more of the following health needs or indicators prioritized for the annual reporting period:
    1. Environmental Health
    2. Communicable Disease
    3. Maternal Health
    4. Child Health
    5. Chronic Disease
    6. Injury Prevention
    7. Access to or Linkage to Care
    8. Mental Health
    9. Behavioral Health
    10. Other health needs or indicators

c. **Statement of Impact Report:** LHD will provide at least one example from Fiscal Year 2027 that demonstrates how these funds have improved the health of your community. This could include improved access to care, better health outcomes, services provided to clients, or a specific initiative, activity, or service made possible through this funding.

3. **Reporting Required Subcontract Information**

In accordance with revised NCDHHS guidelines effective October 1, 2024, the LHD must provide the information listed below for <u>every subcontract</u> receiving funding from the LHD to carry out any or all of this Agreement Addendum's work.

This information is <u>not</u> to be returned with the signed Agreement Addendum (AA) but <u>is</u> to be provided to DPH when the entities are known by the LHD.

a. Subcontracts are contracts or agreements issued by the LHD to a vendor ("Subcontractor") or a pass-through entity ("Subrecipient").
    1. <u>Subcontractors</u> are vendors hired by the LHD via a contract to provide a good or service required by the LHD to perform or accomplish specific work outlined in the executed AA. For example, if the LHD needed to build a data system to satisfy an AA's reporting requirements, the vendor hired by the LHD to build the data system would be a Subcontractor. (However, not all Vendors are considered Subcontractors. Entities performing general administrative services for the LHD (e.g., certified professional accountants) are not considered Subcontractors.)

2. Subrecipients of the LHD are those that receive DPH pass-through funding from the LHD via a contract or agreement for them to carry out all or a portion of the programmatic responsibilities outlined in the executed AA. (Subrecipients are also referred to as Subgrantees in NCAC.)

The following information must be submitted via Smartsheet for review prior to the entity being awarded a contract or agreement from the LHD:

- Organization or Individual's Name (if an individual, include the person's title)
- EIN or Tax ID
- Street Address or PO Box
- City, State and ZIP Code
- Contact Name
- Contact Email
- Contact Telephone
- Fiscal Year End Date (of the entity)
- State whether the entity is functioning as a pass-through entity Subcontractor or Subrecipient of the LHD.

V. Performance Monitoring and Quality Assurance:

The LTAT Branch will monitor performance by reviewing the annual Expenditures by Type Report, the Prioritized Health Needs or Indicators and Statement of Impact Reports. These financial and performance reports are provided by the LHD via the Smartsheet dashboard.

If the LHD seeks assistance in clarifying any part of this Agreement Addendum's requirements, LTAT Branch staff shall provide technical assistance upon request. If additional information is required, a phone conference will be conducted.

VI. Funding Guidelines or Restrictions:

1. **Federal Funding Requirements**: where federal grant dollars received by the Division of Public Health (DPH) are passed through to the Local Health Department (LHD) for all or any part of this Agreement Addendum (AA).

   a. Requirements for Pass-through Entities: In compliance with 2 CFR §200.331 – *Requirements for pass-through entities*, DPH provides Federal Award Reporting Supplements (FASs) to the LHD receiving federally funded AAs.

      1. Definition: An FAS discloses the required elements of a single federal award. FASs address elements of federal funding sources only; state funding elements will not be included in the FAS. An AA funded by more than one federal award will receive a disclosure FAS for each federal award.
      2. Frequency: An FAS will be generated as DPH receives information for federal grants. FASs will be issued to the LHD throughout the state fiscal year. For a federally funded AA, an FAS will accompany the original AA. If an AA is revised and if the revision affects federal funds, the AA Revision will include an FAS. FASs can also be sent to the LHD even if no change is needed to an AA. In those instances, the FAS will be sent to provide newly received federal grant information for funds already allocated in the existing AA.

   b. Required Reporting Certifications: Per the revised Uniform Guidance, 2 CFR 200, if awarded federal pass-through funds, the LHD as well as all subrecipients of the LHD must certify the following whenever 1) applying for funds, 2) requesting payment, and 3) submitting financial reports:

"I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812."

2. **Funding Reductions and Terminations**: In the event a funding source supporting this Agreement Addendum (AA) is reduced or withdrawn by the original Awarding Agency, the Local Health Department (LHD) shall be required to return to the Division of Public Health (DPH) a share commensurate with the reduction of funds previously obligated and/or disbursed to the LHD.
    a. The original Awarding Agency is the entity that awarded the funding to NCDHHS. The Awarding Agency will be either a federal agency (identified on the Federal Award Supplement [FAS] document sent to the LHD) or the North Carolina General Assembly.
    b. Reductions and/or terminations may be implemented retroactively to align with the original Awarding Agency's funding directive.
    c. The repayment amount will be determined by DPH, based on the reduction applied to the LHD's funding allocation.
    d. Funding reductions and terminations will be processed as an AA revision and will include a revised Budgetary Estimate (BE), a revised FAS, and repayment instructions.

3. The Local Health Department is not required to seek prior approval to use the funds. The funds shall be used for the delivery of the 10 Essential Public Health Services per GS § 130A-1.1.[2], the core functions of public health (Assessment, Policy Development, Assurance), or the specific health needs or health status indicators selected by each Local Health Department**.**

[2] https://www.ncleg.gov/EnactedLegislation/Statutes/PDF/ByArticle/Chapter_130A/Article_1.pdf

DHHS-Aid-To-Counties

Fiscal Year: 26/27

Budgetary Estimate No. : **0**

Activity 121 Service Period Payment Period		AA	131204 2BTS190 2000400000 06/01-05/31 07/01-06/30	Total Allocated	Proposed Total	New Total
01 Alamance			0	$0.00	0	0
D1 Albemarle			0	$0.00	0	0
02 Alexander			0	$0.00	0	0
04 Anson			0	$0.00	0	0
D2 Appalachian			0	$0.00	0	0
07 Beaufort			0	$0.00	0	0
09 Bladen	*	0	78,868	$0.00	78,868	78,868
10 Brunswick			0	$0.00	0	0
11 Buncombe			0	$0.00	0	0
12 Burke			0	$0.00	0	0
13 Cabarrus			0	$0.00	0	0
14 Caldwell	*	0	26,401	$0.00	26,401	26,401
16 Carteret			0	$0.00	0	0
17 Caswell	*	0	63,719	$0.00	63,719	63,719
18 Catawba			0	$0.00	0	0
19 Chatham			0	$0.00	0	0
20 Cherokee			0	$0.00	0	0
22 Clay			0	$0.00	0	0
23 Cleveland			0	$0.00	0	0
24 Columbus	*	0	8,064	$0.00	8,064	8,064
25 Craven			0	$0.00	0	0
26 Cumberland			0	$0.00	0	0
28 Dare			0	$0.00	0	0
29 Davidson			0	$0.00	0	0
30 Davie			0	$0.00	0	0
31 Duplin			0	$0.00	0	0

32 Durham			0	**$0.00**	0	0
33 Edgecombe			0	**$0.00**	0	0
D7 Foothills			0	**$0.00**	0	0
34 Forsyth			0	**$0.00**	0	0
35 Franklin			0	**$0.00**	0	0
36 Gaston			0	**$0.00**	0	0
38 Graham			0	**$0.00**	0	0
D3 Gran-Vance			0	**$0.00**	0	0
40 Greene			0	**$0.00**	0	0
41 Guilford			0	**$0.00**	0	0
42 Halifax			0	**$0.00**	0	0
43 Harnett			0	**$0.00**	0	0
44 Haywood	*	**0**	15,414	**$0.00**	15,414	15,414
45 Henderson			0	**$0.00**	0	0
47 Hoke			0	**$0.00**	0	0
48 Hyde			0	**$0.00**	0	0
49 Iredell			0	**$0.00**	0	0
50 Jackson			0	**$0.00**	0	0
51 Johnston			0	**$0.00**	0	0
52 Jones			0	**$0.00**	0	0
53 Lee	*	**0**	146	**$0.00**	146	146
54 Lenoir			0	**$0.00**	0	0
55 Lincoln	*	**0**	1,613	**$0.00**	1,613	1,613
56 Macon	*	**0**	20,864	**$0.00**	20,864	20,864
57 Madison			0	**$0.00**	0	0
D4 M-T-W	*	**0**	98	**$0.00**	98	98
60 Mecklenburg			0	**$0.00**	0	0
62 Montgomery			0	**$0.00**	0	0
63 Moore			0	**$0.00**	0	0
64 Nash	*	**0**	26,364	**$0.00**	26,364	26,364
65 New Hanover	*	**0**	25,661	**$0.00**	25,661	25,661
66 Northampton			0	**$0.00**	0	0
67 Onslow			0	**$0.00**	0	0
68 Orange			0	**$0.00**	0	0
69 Pamlico	*	**0**	5,149	**$0.00**	5,149	5,149
71 Pender			0	**$0.00**	0	0
73 Person			0	**$0.00**	0	0
74 Pitt			0	**$0.00**	0	0

75 Polk	*	**0**	14,390	**$0.00**	14,390	14,390
76 Randolph			0	**$0.00**	0	0
77 Richmond			0	**$0.00**	0	0
78 Robeson	*	**0**	5,096	**$0.00**	5,096	5,096
79 Rockingham	*	**0**	28,839	**$0.00**	28,839	28,839
80 Rowan	*	**0**	6,403	**$0.00**	6,403	6,403
82 Sampson			0	**$0.00**	0	0
83 Scotland	*	**0**	86,505	**$0.00**	86,505	86,505
84 Stanly	*	**0**	303	**$0.00**	303	303
85 Stokes			0	**$0.00**	0	0
86 Surry			0	**$0.00**	0	0
87 Swain			0	**$0.00**	0	0
D6 Toe River			0	**$0.00**	0	0
88 Transylvania			0	**$0.00**	0	0
90 Union	*	**0**	59,603	**$0.00**	59,603	59,603
92 Wake			0	**$0.00**	0	0
93 Warren			0	**$0.00**	0	0
96 Wayne			0	**$0.00**	0	0
97 Wilkes			0	**$0.00**	0	0
98 Wilson			0	**$0.00**	0	0
99 Yadkin	*	**0**	18,343	**$0.00**	18,343	18,343
00 Yancey			0	**$0.00**	0	0
Totals			491,843	0	491,843	491,843

Sign and Date - DHHS Program Administrator

Signed by: Susan Little BD22B67CD714491...

07/23/26 | 11:50 AM EDT

Sign and Date - DHHS Section Chief

Signed by: mmaundeus 7EEF0ED643664E7...

07/23/26 | 11:56 AM EDT

Sign and Date - DHHS Budget Office – ATC Coordinator

Sarah Griffin

7/3/2026

Sign and Date - DHHS Budget Officer

S. Rosalid

7/24/2026

SH 7/23/2026

ITEM #: II.E

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: FY27 Activity 165 – 1 Reducing Infant Mortality In Communities Revision

DEPARTMENT: Health

CONTACT PERSON: Jessica Miller,

TYPE: Consent Agenda

REQUEST	The Health Department respectfully requests the Lee County Board of Commissioners to approve the revision to Agreement Addendum 165 for FY27.
BUDGET IMPACT	No funding change associated with the revision.
ATTACHMENTS	165-1 FY27 Lee.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	The Health Department respectfully requests the Lee County Board of Commissioners to review and approve the revisions to Agreement Addendum 165 for FY27.

SUMMARY

In Session Law 2019-92, the North Carolina General Assembly allocated maternal and Child Health Block Grant funding to be distributed to local communities with high infant mortality rates to implement evidence-based strategies that are proven to lower infant mortality rates. Under the Reducing Infant Mortality in Communities (RIMC) program, funding is distributed to local health departments to implement evidence-based strategies that have been proven to be an effective means to improve birth outcomes through addressing pregnancy intendedness, preterm birth, and/or infant mortality. This change to the Agreement Addenda strictly changes monthly financial and biannual performance reports into a state smartsheet system that was not previously utilized. This system is a web-based platform utilized by the state to monitor and record county level spending. This revision does not affect funding, scope of work, or

deliverable changes.

Division of Public Health
Agreement Addendum
FY 26-27

Lee County Health Department **Local Health Department Legal Name**	Women, Infant, and Community Wellness Section/Infant and Community Health Branch **DPH Section / Branch Name**
165 Reducing Infant Mortality in Communities **Activity Number and Description**	Renee Jackson/919-707-5714 renee.jackson@dhhs.nc.gov **DPH Program Contact** (name, phone number, and email)
06/01/2026 – 05/31/2027 **Service Period**	**DPH Program Signature** **Date** (only required for a negotiable Agreement Addendum)
07/01/2026 – 06/30/2027 **Payment Period**	

☐ Original Agreement Addendum
☒ Agreement Addendum Revision # **1**

I. Background:
No change.

II. Purpose:
This Agreement Addendum Revision #1 changes the reporting requirements for monthly financial and biannual performance reports.

There is no funding change associated with this revision.

III. Scope of Work and Deliverables:
No change.

IV. Performance Measures / Reporting Requirements:
As of September 1, 2026, this Agreement Addendum Revision #1 ***makes the following changes****:*

Replaces Paragraph 2 in its entirety with the following:

2. Reporting Requirements via Smartsheet
The DPH Smartsheet Reporting Portal is the centralized website for the LHD to submit required reports. The Main Page provides a link to each active DPH Activity Page and is accessed at https://app.smartsheet.com/b/publish?EQBCT=82018408e7b44ef9b44e113b6e536ffb.

Health Director Signature (use blue ink or verifiable digital signature) Date

LHD to complete:
[For DPH to contact in case follow-up information is needed.]
LHD program contact name:
Phone and email address:

a. **Monthly Financial Reports**: The monthly financial report will report on the prior month documenting line-item expenditures from the approved budget and is due by the 24th of each month.

b. **Biannual Performance Reports**: The biannual performance reports will detail the prior six month's program activities according to the following schedule:

Performance Periods	Report Due Dates
June – November 2026	December 15, 2026
December 2026 – May 2027	June 15, 2027

Biannual performance reports provide detailed information on program deliverables, performance outcome measures, community-level activities, and program participant data for each selected EBS. Program report templates will be provided by the DPH Program Contact.

c. **Biannual Impact Stories:** Describe at least one example during the performance period that demonstrates how these funds have improved the health of your community. This could include improved access to services/resources, better health outcomes, services provided to program participants, or a specific initiative, activity, or service made possible through this funding. These impact stories are to be submitted according to the following schedule:

Performance Periods	Report Due Dates
June – November 2026	December 15, 2026
December 2026 – May 2027	June 15, 2027

Add Paragraph 4.a.and b., as follows:

4. **Reporting Requirements via Email**

a. **Budget Realignment Requests**: If funds in the original approved budget need to be realigned, the LHD must submit a budget realignment request to the DPH Program Contact. Submission of a budget realignment request must be at least 30 days before funds are requested to be realigned. No funds should be moved or expended before written approval is received from the DPH Program Contact. The last date to submit a budget realignment request for this AA is April 30, 2027.

b. **Survey Summary Reports**: Submit one annual participant satisfaction survey summary report for each selected evidence-based strategy to the DPH Program Contact by June 15, 2027. The participants' original completed satisfaction surveys are to be available for review during every site visit.

V. Performance Monitoring and Quality Assurance:
No change.

VI. Funding Guidelines or Restrictions:
No change.

ITEM #: II.F

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Notice of NCDEQ Pre-Regulatory Landfill & Access Request

DEPARTMENT: General Services

CONTACT PERSON: Amber Giles,

TYPE: Consent Agenda

REQUEST	Approve pre-regulatory access request from NCDEQ and authorize the County Manager to sign all documents related to this request on behalf of Lee County.Â
BUDGET IMPACT	No budget impact at this time.
ATTACHMENTS	8-28-2026 Notice of Pre-Regulatory Landfill Access Request.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve pre-regulatory access request from NCDEQ and authorize the County Manager to sign all documents related to this request on behalf of Lee County.

SUMMARY

The closed Lee County Landfill is a Pre-Regulatory Landfill and was an unregulated waste disposal landfill operating prior to January 1, 1983. The North Carolina Department of Environmental Quality (NCDEQ) Pre-Regulatory Landfill Program has requested access to provide additional assessment of various environmental and public health concerns that would be associated with the historical waste and disposal activities. All Pre-Regulatory Landfills throughout North Carolina are required to have an updated evaluation through participation of the program, or by their own expense. At this time, NCDEQ is requesting owners of pre-regulated landfills to allow site visits to conduct initial assessments and reports. Staff is requesting the Board to authorize the County Manager to sign all documents related to this request.

JOSH STEIN
Governor
D. REID WILSON
Secretary
MICHAEL SCOTT
Director

NORTH CAROLINA
Environmental Quality

August 28, 2026

Lee County
Po Box 1968
Sanford, NC 27330

RE: Notice of Pre-Regulatory Landfill & Access Request
Lee County Landfill
PRLF ID# NCD980503015
331 Landfill Rd / PIN# 954849220800
Sanford, Lee County, NC

Dear Property Owner:

The North Carolina Department of Environmental Quality (NCDEQ), Division of Waste Management, Pre-Regulatory Landfill (PRLF) Program is writing to inform you that a Pre-Regulatory Landfill (PRLF) has been identified on your property.

A Pre-Regulatory Landfill (PRLF) is a location where unregulated waste disposal occurred prior to January 1, 1983. Because these sites were established before modern landfill regulations and environmental protection standards were in place, additional assessment is recommended to evaluate potential public health and environmental concerns associated with historical waste disposal activities.

The North Carolina General Assembly established the PRLF Program to assess and address potential environmental and public health hazards associated with unregulated disposal sites. Property owners who fully cooperate with the State in its assessment and remediation activities may receive these services at no cost to them, subject to the availability of program funding. The program is funded by a statewide solid waste disposal tax.

Participation in the PRLF Program provides several important benefits to property owners. Through the program, NCDEQ can delineate the boundary of the waste disposal area (WDA), evaluate whether contamination is migrating beyond the WDA boundary, assess potential risks to human health and the environment, and, when necessary, implement appropriate remedial measures. Participation in the PRLF Program will provide information needed to make informed decisions and the remedial action plan along with land use restrictions will help control and potentially reduce liability for you as the property owner.

Property owners who choose not to participate in the PRLF Program may not receive the benefits of State-funded assessment and remediation. Refusal to cooperate may result in the property owner being required to investigate and address environmental conditions associated with the landfill at their own expense. Limiting access may also hinder the State's ability to determine the nature and extent of contamination and could increase potential liability and future costs associated with the property. Depending on the landfill size and conditions, the cost to complete the assessment and implement corrective actions can be substantial.

As the owner of property containing a PRLF, you are responsible for contamination and waste associated with the landfill, particularly if contaminants migrate beyond your property boundaries or impact neighboring properties, groundwater, surface water, or other environmental resources.

To assist the PRLF Program in evaluating current site conditions, we request that you complete and return the enclosed forms:

1. Owner Permission for Property Access
2. Property Owner Consent to Land Use Restrictions
3. U.S. Army Corps of Engineers Access Authorization

These forms provide authorization for NCDEQ, PRLF Program independent contractor, and U.S. Army Corps of Engineers personnel to access your property to conduct a limited assessment. The consent to land use restrictions form is intended to provide notification and obtain your consent that before remediation could occur, land use restrictions would need to be recorded.

The limited assessment could include WDA delineation, landfill vapor evaluation, potable well sampling, and determining if there are any imminent health risks to people on the property or adjacent properties. Providing access is an important first step in allowing the PRLF Program to evaluate potential environmental concerns and determine whether additional assessment or remediation may be warranted.

Upon receipt of the completed access agreement, the PRLF Program may conduct a site visit. A Property Owner Questionnaire may be provided as a follow-up to gather additional information regarding current property conditions, land use, and site history. This information will assist NCDEQ in evaluating the property and determining appropriate next steps.

Please see the enclosed Fact Sheet document for additional information regarding the PRLF Program and the PRLF Program website at www.deq.nc.gov. Select Wast Management from the Division drop down, select Superfund Section, then select Pre-Regulatory Landfill Program.

If you have any questions, concerns, or would like additional information regarding the PRLF Program or this letter, please do not hesitate to contact the PRLF Program's independent contractor, Mati Freeman with Terracon at mati.freeman@teracon.com or (919) 436-2997. If

you still have questions after contacting Mati Freeman with Terracon, please contact the PRLF Project Manager, Jordan Brummal at 919-707-8619 or by e-mail, Jordan.brummal@deq.nc.gov.

A pre-addressed and stamped envelope is enclosed for your convenience, or you may submit the signed documents electronically at the following email: ashley.mauk@terracon.com.

Thank you for your cooperation.

Attachments: Pre-Regulatory Landfill Program Property Access Policy
Owner Permission for Property Access
Property Owner Consent to Land Use Restrictions
U.S. Army Corps of Engineers Access Authorization
PRLF Fact Sheet

Pre-Regulatory Landfill Program Property Access Policy

Overview

Per § 130A-310.1, DEQ is required to develop and implement a program for locating, cataloguing, and monitoring all inactive hazardous substance or waste disposal sites in North Carolina. The Pre-Regulatory Landfill (PRLF) Program was established in 2007 to identify, assess, and remediate sites that accepted a wide range of waste types without regulatory oversight prior to January 1, 1983.

This policy will provide consistent guidelines for Pre-Regulatory Landfill (PRLF) Program project managers (PM) and Independent Contractors (ICs) requesting property owner access permission and management of properties that deny or rescind access permission or do not participate in the state-funded assessment or remedial action plan.

The PRLF Program will send letters to all PRLF owners, based on historic records available, informing them they have a landfill on their property that was operational prior to state regulations managing the disposal of solid waste. The letter will explain the PRLF Program, benefits of participation in the program, responsibility of owning a superfund site, and consequences and risk of not participating in the program. The letter will also request access to the properties and explain how the access will be utilized to conduct a limited assessment, waste delineation, landfill vapor evaluation, and potable well sampling to determine if there are any imminent risks associated with the landfill and to establish minimum information for risk prioritization.

Access Permission Letter

The PRLF Program has located and catalogued 668 landfills. Current landfill conditions, such as the number of developed parcels, occupied structures, and potable wells within 1,000 feet of the suspect waste boundary have been captured in the PRLF Program database. The risk priority scores, available on the program website, reflect the updated conditions at each landfill. Out of the 668 landfills, 419 landfills have one or more developed parcels within 1,000 feet of the suspect waste boundary and 249 landfills do not have developed parcels, occupied structures, or potable wells within 1,000 feet of the suspect waste boundary.

Initiating an assessment and delineating contamination at a PRLF site requires obtaining access permission from property owners that have the waste disposal area on their property or property owners that are impacted by contamination migrating beyond the delineated waste disposal area boundary. After being assigned a new site by the PRLF Program Supervisor, the PRLF PM can coordinate with the IC to identify the subject properties at each landfill and request access permission. Distribution of property owner access permission letters will be based on the current risk priority scores, highest to lowest.

The PRLF Comprehensive Access packet should be mailed via United States Postal Service (USPS) to the landfill property owners. If an email address is available, the letters should be sent via email in addition to the USPS hard copy mailing. The packet includes the following:

1. PRLF Property Owner Letter
2. Owner Permission for Property Access Form
3. Property Owner Consent to Land-Use Restrictions Form
4. U.S. Army Corps of Engineers Access Authorization Form

Property owner response is requested in 10 days. If the IC doesn't receive the signed forms within 10 business days of mailing the packet, resend the entire packet and use USPS tracking (return receipt – green card) and provide copies of the tracking information to the PRLF PM. If the second mailing attempt does not generate a response from the property owner in 10 business days, send the packet a third time using certified mail and provide copies of the certified tracking information to the PRLF PM. If the IC does not receive the access permission form from the property owner within 10 business days of accepting the certified packet, the property will be identified as a non-participating property. After three attempts to establish communication with a property owner and all three attempts resulted in no response or a decline to provide access permission, the property will be added to a non-participating list.

Once access permission is obtained from all or a portion of the property owners containing the waste disposal area, the next step is to send notification letters to surrounding property owners within 500 feet of the suspect waste disposal area. This notification informs the surrounding property owners that they live within 500 feet of a PRLF and assessment activities will be commencing. Refer to the PRLF Public Outreach Guidance document for details regarding notification procedures before initiating the assessment.

After the three rounds of letters have been mailed, the assessment will be initiated on all properties that provided access permission. As a starting point, the landfill boundary will be delineated and landfill gas probes installed. Additional assessment activities will be dependent on site conditions and based on a review with the PRLF Supervisor and IC.

Property Owner Failed to Respond or Declined Access Permission

The Property Owner Not Participating letter should be sent to the property owner if they did not respond to the three mailing attempts or declined to provide access permission. Depending on property ownership type, private single-family home versus rental or commercial property, additional steps may be required to manage non-participating property owners.

Private ownership – single family home

Single-family homeowners that do not participate in the PRLF Program, communication could not be established or they declined access permission, should be sent the Property Owner Not Participating letter via certified mail and a copy loaded to Laserfiche. This letter will inform the property owner that the PRLF Program is moving forward with the next landfill on the priority list and they are responsible for controlling the waste and associated contamination. The letter will also inform property owners that their parcel will be highlighted on the site locator tool as not participating in the program (both for the assessment and remedial action plan, whichever is applicable).

If the current property owner or future property owner decides later, they want to participate in the assessment or remedy, they can contact the PRLF Program and the site may be evaluated based on existing projects and funding to determine when the property could be addressed.

The Property Owner Not Participating letter will be mailed to the non-participating property owner annually to serve as a reminder they own a PRLF and to offer the limited assessment of their property.

Private ownership – rental or commercial property, **no assessment data**

Rental or commercial property owners that do not participate in the PRLF Program, communication could not be established or they declined access permission, should be sent the Property Owner Not Participating letter via certified mail and a copy loaded to Laserfiche. This letter will inform the property owner that the PRLF Program is moving forward with the next landfill on the priority list and they are responsible for controlling the waste and associated contamination. The letter will also inform property owners that their parcel will be highlighted on the site locator tool as not participating in the program (both for the assessment and remedial action plan, whichever is applicable).

A copy of the Property Owner Not Participating letter should also be mailed, via certified mail, to the County Health Director and local or county government officials and a copy loaded to Laserfiche. Include site specific information, such as occupied structures on top of waste and typical PRLF risks in the county health director/local or county government official letter.

Tenants of the rental or commercial property should be informed that the owner either declined access permission or did not respond to multiple requests. Send the tenants a copy of the Property Owner Not Participating letter, that was mailed to the owner, along with the PRLF fact sheet.

If the current property owner or future property owner decides later, they want to participate in the assessment or remedy, they can contact the PRLF Program and the site may be evaluated based on existing projects and funding to determine when the property could be addressed.

Private ownership – rental or commercial property, **partial assessment data**

Rental or commercial property owners that did not participate in the partial assessment would have received the Property Owner Not Participating letter informing them of the information outlined above for properties with no assessment data.

If the partial assessment data suggests an imminent hazard exists, explosive or hazardous conditions, along or around non-participating property boundaries, send the PRLF Access Request with Warrant Provision letter with a figure showing the sample points and results to inform the property owner of these unsafe conditions. The letter should also provide a brief description of completed work, request access permission to collect data on the non-participating property and explain that the PRLF Program may pursue obtaining an administrative warrant if the property owner doesn't provide access permission.

Local and state public health authorities and other pertinent local or county officials should receive a copy of the letter sent to the non-participating property owner informing them of properties with potentially unsafe conditions used by the public.

JOSH STEIN
Governor
D. REID WILSON
Secretary
MICHAEL SCOTT
Director

NORTH CAROLINA
Environmental Quality

Owner Permission for Property Access

Lee County Landfill
PRLF ID# NCD980503015

Lee County
331 Landfill Rd / *PIN# 954849220800
Sanford, Lee County, NC

I/We own the above referenced property.

I/We hereby grant permission to the State and the State's representatives to access my/our property to conduct an environmental investigation to evaluate potential public health and environmental hazards, resulting from past operations of an old unregulated landfill present on the property and, if necessary, to abate or control hazards posed by wastes and contaminated material by implementing a remedial action plan. The Division of Waste Management (Division) and its contractors are permitted to enter and have continued access to my Property.

Examples of remedial investigation and remedial action activities include, but are not limited to the following:

1. Installation of monitoring wells for groundwater and/or landfill gas;
2. Taking soil, groundwater, surface water and/or landfill gas samples as may be necessary;
3. Delineating the waste boundary; and
4. Response actions and installation of remedial action measures (landfill cover system) to mitigate any threats to human health or the environment.

I/We understand that:

- The Division and its contractors shall attempt to perform any activities at the Property in a manner that minimizes interference with use of the Property.

- All monitoring wells will be properly abandoned in accordance with applicable laws and regulations.

- The Division will make reasonable attempts to notify you at least 48 hours prior to entering the Property for any purpose. The Division or its contractors shall have immediate access to the property for situations that the Division determines to be an emergency.

- The Division's contractors shall have the authority to prepare, sign, file, and deliver any application, approval, or waste manifest on my behalf necessary to conduct assessment and remediation pursuant to this agreement.

- The Division's contractors shall, on my behalf, have the authority to negotiate and sign an encroachment agreement on a government or utility owned right of way if the encroachment agreement is necessary to conduct assessment and remediation pursuant to this agreement. The Contractor shall post the bond for the encroachment agreement if one is required.

I/We understand prior to any abatement activities, the proposed remedy for the site and associated land use restrictions required to make the property safe will be discussed with all property owner representatives.

Print _____
Name of Property Owner/Corporation (Print)

Signature _____
Name of Property Owner/Corporation (Signature)

Date _____

Email address _____

Phone number _____

Return to: Ashley Mauk, Senior Staff Geologist
Terracon Consultants, Inc.
3150 Spring Forest Road, Suite 1000
Raleigh, North Carolina 27616
ashley.mauk@terracon.com

This document may not be modified.

JOSH STEIN
Governor
D. REID WILSON
Secretary
MICHAEL SCOTT
Director

NORTH CAROLINA
Environmental Quality

Property Owner Consent to Land-Use Restrictions

Individual Ownership

I, _____ [name of owner], owner of real property located at _____ [street address], _____ [town or city], _____ [County] County, North Carolina ("Property"), am agreeable to the imposition of Land-Use Restrictions ("Restrictions") on the Property partially or completely in lieu of remediation of hazardous substances to unrestricted-use levels. I understand and agree that I may refuse to consent upon review of the specific Restrictions proposed for the Property.

<check the boxes that apply>

☐ I am the sole owner of the Property holding fee simple title to the Property free, clear and unencumbered;

[or]

☐ There are non-financial encumbrances (utility easements, greenways, lease agreements, land-use restrictions, etc.) on the property. I have provided to the Superfund Section the names of all other persons that own an interest in or hold an encumbrance on the Property (Attachment A) and have notified such persons of my intention to record Restrictions on the Property;

and, [*if applicable]*

☐ I understand that if other interest in, or encumbrances on, the Property conflict with the proposed Restrictions, the persons who own such interests or hold such encumbrances must agree to subordinate such interest or encumbrances to the Restrictions. The subordination agreement[s] is [are] included as Attachment B for reference.

_____

Signature of Owner

_____

Signatory's name typed or printed

JOSH STEIN
Governor
D. REID WILSON
Secretary
MICHAEL SCOTT
Director

NORTH CAROLINA
Environmental Quality

U.S. Army Corps of Engineers Access Authorization

Lee County Landfill
PRLF ID# NCD980503015

Lee County
331 Landfill Rd / PIN# 954849220800
Sanford, Lee County, NC

I/We hereby grant permission to the U.S. Army Corps of Engineers to access my/our property to conduct a wetland jurisdictional determination located at 331 Landfill Rd, Sanford, Lee County, North Carolina (PIN# 954849220800) and;

Provide results of the study to the North Carolina Department of Environmental Quality, Division of Waste Management, Superfund Section, Special Remediation Branch, Pre-Regulatory Landfill Program and the assigned firm under contract with the State of North Carolina.

Print _____
Name of Property Owner/Corporation (Print)

Signature _____
Name of Property Owner/Corporation (Signature)

Date _____

Return to: Ashley Mauk, Staff Scientist
Terracon Consultants, Inc.
3150 Spring Forest Road, Suite 1000
Raleigh, North Carolina 27616
ashley.mauk@terracon.com

This document may not be modified.

Pre-Regulatory Landfill (PRLF) Program

Before 1983, solid and hazardous waste regulations were almost non-existent. The General Assembly authorized the Pre-Regulatory Landfill Program in 2007 to identify, assess, and mitigate risks posed by pre-1983 landfills.

Statutory Authority: G.S. 130A-310.6

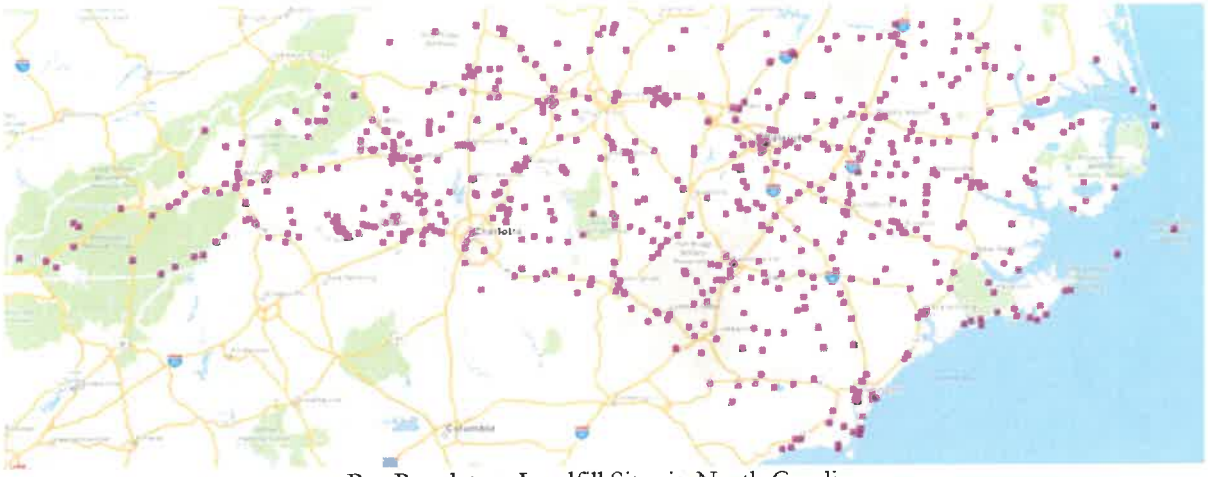
By statute, the PRLF Program only applies to municipal solid waste sites that ceased adding waste before 1983.

About the Program:

- Since 2009, $1/ton of a state-wide disposal tax is allocated to DEQ to manage engineering contractors that locate the sites, determine property and surrounding uses, and identify water supply wells and other routes of potential exposure.
- A risk-based approach is used to prioritize sites, covering the landfill with clean soil and recording land use restrictions.
- Successful reuse of PRLF properties include several parks, business, and a charter school.
- Cleanups have allowed residential development of adjacent properties.
- Staff have developed an inventory and prioritization system, collected GIS location information, and made all site records available online.

By the Numbers

- **688** PRLFs have been identified to date.
- **98** sites undergoing investigation or remediation activity.
- **43** sites have been fully remediated.
- **$1,936,349** – average remediation cost per site.
- **78%** of sites are wholly or partially owned by private parties.
- **370** acres of waste are now secured.
- **1,642** water supply wells sampled.
- **30** homes provided with alternate water supplies.



Pre-Regulatory Landfill Sites in North Carolina

Risk Posed by PRLFs

- Could contain hazardous wastes, medical wastes, and/or asbestos-containing materials.
- Contaminated soils and hazardous materials could be exposed.
- Hazardous vapors from contaminated groundwater and waste can migrate to homes, schools or businesses.
- Contaminated groundwater and eroding waste gets discharged to creeks.
- 80% of sites have residences, schools, churches, day cares, parks, and/or drinking water sources on or within 1,000 feet.
- Groundwater contamination has affected or could affect drinking water supplies.
- Could contain explosive levels of methane.
- Contaminated soils, hazardous wastes, and asbestos-containing materials can and have been taken and used as fill at other properties.

ITEM #: II.G

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: 2026-2027 Library of North Carolina State Aid Application for Lee County Libraries

DEPARTMENT: Library

CONTACT PERSON: Beth List, Library Director

TYPE: Consent Agenda

REQUEST	Approval for the County Commissioner Chair and County Manager to sign the 2026-2027 State Aid application as presented.
BUDGET IMPACT	$145,117 State Aid funding. No match required.
ATTACHMENTS	Compliance with State Aid Eligibility Rules.pdf Local Funder Maintenance of Effort.pdf Library of North Carolina Submission Manager - State Aid Application FY 2026-2027.pdf 9.13.23 LCL Board By-Laws updated & approved.pdf Lee County Libraries Strategic Plan 2026-2031 FINAL compressed.pdf
PRIOR BOARD ACTION	Previous year approval
RECOMMENDATION	Approval to sign and submit the Lee County Libraries State Aid Application for 2026-2027.

SUMMARY

Since 1941, the NC General Assembly has appropriated money for public library service in North Carolina. State Aid legislation stipulates that the appropriation known as â€œAid to Public Libraries Fund" is intended to promote, aid, and equalize public library service in North Carolina (General Statute 125-7b). This appropriation is often simply referred to as â€œState

Aidâ€. Article 14, Chapter 153A of the NC State Statutes provides for NC public libraries to receive funds appropriated annually by the State Legislature. These grants are available to any public library, including municipal libraries, that establishes its eligibility according to the Rules and Regulations for the Allocation of State Aid to Public Libraries. The State Library's role in State Aid is to determine eligibility annually. Eligibility is specified in the North Carolina Administrative Code 07 NCAC 02I .0201 Qualifications for Grant Eligibility. The State Library is also charged with receiving this funding from the legislature and allocating it to all eligible libraries based upon a formula approved by the North Carolina Library Commission. State Aid payments to eligible libraries are determined twice a year, in October and April. Library Development, as administrator of state aid funds, is given the authority to create rules, regulations, and bylaws via General Statute Â§ 125-7: â€œâ€¦shall frame bylaws, rules and regulations for the allocation and administration of such funds.â€ The North Carolina Public Librarian Certification Commission governs minimum standards for public librarians to protect and maintain public library resources, to assure professional management and administration of library services, to meet the personnel requirements for State Aid administered by the State Library of NC, and to guarantee the best possible public library service to all North Carolinians specified under NC Administrative Code 07 NCAC 02J .0102 Full Certification. ("About State Aid" from the North Carolina State Library Website: https://statelibrary.ncdcr.gov/ld/state-aid)

Compliance with State Aid Eligibility Rules Instructions | FY 2026-2027

Instructions

By signing this form, the appropriate official indicates that the library is applying for State Aid and that the library is in compliance with State Aid Eligibility Rules. The type of library and its governance determines who is required to sign this form.

How Do I Sign?

If you don't have a Digital Signature Identity set up, you can simply sign the forms by clicking "E-Sign" on the Adobe Acrobat toolbar.



OR Click the signature field to set up a Digital Signature Identity to sign.

For Assistance:

Email our general administrative email at slnc.ld@dncr.nc.gov with the subject line: State Aid.

State Aid Deadline 9/15/2026

LIBRARY OF NORTH CAROLINA

Compliance with State Aid Eligibility Rules | FY 2026-2027

07 NCAC 02I .0201 QUALIFICATIONS FOR GRANT ELIGIBILITY

(1) Be established pursuant to Article 14, Chapter 153A of the North Carolina General Statutes;
(2) Provide library services in compliance with applicable State and federal law to all residents of the political subdivision(s) supporting the library. Public library services shall be provided from at least one designated facility with a cataloged collection that is open to the public a minimum of 40 hours per week;
(3) Employ a full-time library director having or eligible for North Carolina public librarian certification. For the purpose of this rule, full-time means working a minimum of 35 hours per week;
(4) Secure operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years. A grant to a local library system from the Aid to Public Libraries Fund shall not be terminated but shall be reduced proportionately by the Department if the amount budgeted and available for expenditure by local government is below the average of the previous three fiscal years. State funds shall not replace local funds budgeted and available for expenditure for public library operations;
(5) Secure aggregate operational funds from local sources which are at least equal to State aid;
(6) Expend funds as authorized in the budget adopted by the Board of Trustees of a Regional Library, a County, or a Municipality. Any library having an unencumbered operational balance of more than 17 percent of the previous year's operating receipts shall have the difference deducted from its State allocation;
(7) Pay salaries for professional positions funded from the Aid to Public Libraries Fund at least at the minimum rate of a salary grade of GN10, or equivalent, as established by the Office of State Human Resources;
(8) Provide to the State Library of North Carolina an annual audit of the political subdivision(s) funding the library consistent with generally accepted accounting principles;
(9) Submit to the State Library of North Carolina a copy of the bylaws of the library system's Board(s) of Trustees;
(10) Submit a current long-range plan of service to the State Library of North Carolina. For the purposes of this Rule, a "long-range plan of service" is a plan of at least five years. Upon request, the library shall submit an assessment of a community's library needs to the State Library of North Carolina;
(11) Submit a copy of the agreement establishing the library system, if composed of more than one local governmental unit; and
(12) Meet the following when establishing a new library or re-establishing eligibility for the Aid to Public Libraries Fund:
  (a) meet all requirements of this Rule on July 1 of the year prior to the fiscal year that the library plans to receive State aid;
  (b) continue to meet all requirements of this Rule from July 1 to June 30 of that year, which shall be known as the "demonstration year"; and
  (c) file a complete application for State Aid by the June 30 deadline at the close of the demonstration year in order to receive State Aid in the next fiscal year.

The type of library and its governance determine the signature required on this document:

County Library: Chair of County Commissioners **Regional Library:** Chair of Regional Board of Trustees
Municipal Library: Chair of Town/City Council **Independent County Library:** Chair of Board of Trustees

I, SAMANTHA MARTIN CHAIR OF COUNTY COMMISSIONERS

(Authorized Official Printed Name) (Authorized Official Title)

certify that LEE COUNTY LIBRARIES meets the above requirements

(Library Name)

and hereby applies for funding from the Aid to Public Libraries fund.

(Authorized Official Signature - Not Library Director) 09/21/2026 (Date)

State Aid Deadline 9/15/2026
Need help with this form? Contact slnc.ld@dncr.nc.gov

LIBRARY OF NORTH CAROLINA

Local Funder Maintenance Of Effort
Report & Declaration Instructions | FY 2026-2027

Instructions

Submit one form to be signed for each funding entity.

The amount of the local government appropriation for FY 2026-27 needs to be listed along with the date the budget was adopted by the County Commissioners or City Council. **Do not** include State Aid or capital outlay in these amounts. Only monetary contributions should be listed on this form.

The certification statement on this form requires the signature of the County or City Manager, not the County or City Finance Officer or Library Director.

How Do I Sign?

If you don't have a Digital Signature Identity set up, you can simply sign the forms by clicking "E-Sign" on the Adobe Acrobat toolbar.



OR click the signature field to set up a Digital Signature Identity to sign.

For Assistance:

Email our general administrative email at slnc.ld@dncr.nc.gov with the subject line: State Aid.

State Aid Deadline 9/15/2026

LIBRARY OF NORTH CAROLINA

Local Funder Maintenance Of Effort
Report & Declaration | FY 2026-2027

Submit one form for each city / county local funder. Round reported numbers to the nearest whole dollar.

The LEE COUNTY LIBRARIES

Name of Library

will maintain its local governmental support in order to receive State Aid funds in accordance with North Carolina Administrative Code, Chapter 7, Subchapter 2I, Section .0200.

List TOTAL county or city appropriations (excluding State Aid, E-rate, programs federally funded such as LSTA, one time expenditures, and capital outlay) budgeted and available for expenditure FY 2026-2027:

TOTAL ($) 2,058,377.00

Enter whole numbers only. 25000 becomes $25,000

Date the budget was approved by the Board of Commissioners / City Council:

06/15/2026

I certify that the appropriation for FY 2026-2027 has been approved by

LEE COUNTY BOARD OF COMMISSIONERS

Board of Commissioners / City Council Name

LEE COUNTY

Name of County / City

is supported by official records and is available for expenditure by the library.

LISA MINTER

County / City Manager Printed Name

09/21/2026

County / City Manager Signature — Date

Please return this completed form to the requesting library and not the Library of NC.

State Aid Deadline 9/15/2026

Need help with this form? Contact slnc.ld@dncr.nc.gov

LIBRARY OF NORTH CAROLINA



(https://library.nc.gov)

State Aid Application FY 2026-2027

Ends on Tue, Sep 15, 2026 11:59 PM (in 6 days)

A completed State Aid application includes:

- *Pre-approval for in-kind contributions if a library wishes to include in application. Contact Lynda Reynolds (mailto:lynda.reynolds@dncr.nc.gov) for required documentation and pre-approval.*
- *Completion of all required application fields in Submittable due by September 15, 2026.*
- *Submission of the Public Library Statistical Report through nc.countingopinions.com (https://nc.countingopinions.com/) due by September 15, 2026. For questions about the survey, contact Amanda Johnson (mailto:amanda.johnson@dncr.nc.gov).*
- *Submission of additional State Aid Expenditure documentation, if requested, in Submittable due by October 31, 2026.*
- *Copy of FY25-26 Annual Comprehensive Financial Report submitted to slnc.ld@dncr.nc.gov (mailto:slnc.ld@dncr.nc.gov) due by March 31, 2027.*

Application Questions?

Contact slnc.ld@dncr.nc.gov (mailto:slnc.ld@dncr.nc.gov)

Additional information (https://statelibrary.ncdcr.gov/services-libraries/grants-libraries/state-aid-public-libraries) about the State Aid program can be found on the SLNC website.

Technical Questions?

Check out the Submitter Resource Center (https://submittable.help/en/collections/185534-submitters)

Manage Collaborators

You can invite additional people to complete this form as a collaborator. Follow this link for additional information (https://submittable.help/en/articles/3654810-inviting-collaborators-on-submissions-and-additional-forms)

** The owner of this application (the person who started it and added the collaborators) is the only person who is able to submit. Once submitted, ownership is able to be transferred to another person.*

- Click on Invite Collaborators. A Dialog box will appear, asking you to enter the email addresses of your collaborators. Enter those addresses, then click Invite.

- Invited collaborators will receive an email, letting them know you've invited them to collaborate on a draft submission using Submittable. In order to communicate with collaborators through the Submittable platform, all invitees must accept the invite BEFORE the owner of the submission (that's you!) hits Submit.
- After you've sent invitations to collaborate, you can click on the Invite Collaborators link again anytime to see the status of your invitations. In the row for each invitee who has not yet accepted their invitation, you will see a Pending indication. There will also be a trash can next to each person's name so that the Submission Owner can remove anyone that they no longer want to collaborate on the submission.

---

1. Library Information

Library Name (required)

Lee County Libraries

20 / 300 characters

Library Mailing Address, City, Zip Code (required)

1740 Bragg Street, Sanford, NC 27330

Library Physical Address, City, Zip Code (required)

1740 Bragg Street, Sanford, NC 27330

Library Phone (required)

+1 919 718 4665

Library Director/Interim Name (required)

Beth List

Library Director/Interim Phone (required)

+1 919 718 4665

Library Director/Interim Email (required)

blist@leecountync.gov

---

2. Director Public Librarian Certification Requirement

Employ a full-time library director having or eligible for North Carolina public librarian certification. For the purpose of this Rule, "full-time" means working a minimum of 35 hours per week per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 3

Select the Director's NC public librarian certification status: (required)

- ◉ Director has certification.
- ○ Director has applied and/or is eligible but has not obtained certification.
- ○ Director does NOT have certification.
- ○ Director position is vacant.

Current Fiscal Year 26-27 Reporting

3. Local Funder Maintenance of Effort Report & Declaration Form | FY26-27 (previously Form A)

Download the Local Funder Declaration (https://library.nc.gov/local-funder-maintenance-effort/open) (https://library.nc.gov/state-aid-packet/open)form and route to all local funders for completion and appropriate County/City Manager signature.

Upload completed Local Funder Declaration form(s) as pdf files. Note: Separate files can be uploaded for each form received or one file containing all completed forms can be uploaded. (required)

Choose File

Select up to 20 files to attach. No files have been attached yet. You may add 20 more files.

Acceptable file types: .pdf

---

4. In-Kind Contributions

Does the library have pre-approved in-kind contributions to report? (required)

- ○ Yes, the library has pre-approved in-kind contributions to report.
- ◉ No, the library does NOT have pre-approved in-kind contributions to report.

5. Maintenance of Effort for In-Kind & Monetary Contributions Worksheet | FY26-27 (previously Form B)

- *Enter the name for each County/City that submitted a Local Funder Maintenance of Effort Report & Declaration form.*
- *The total entered in each Local Appropriation column should reflect the "TOTAL ($)" declared on Local Funder Maintenance of Effort Report & Declaration form uploaded in step 3.*
- *If reporting in-kind contributions, the total entered in each In-Kind Contributions column must match total from pre-approved itemized list file uploaded in step 4.*
- *Enter totals to the nearest whole dollar. You will not use commas, decimals, or the dollar symbol in the worksheet.*
- *The Grand Total is auto calculated at the bottom of worksheet.*

Maintenance of Effort for In-Kind & Monetary Contributions Worksheet (required)

	A	B	C	D
1	**County/ City Name**	**In-Kind Contributions $**	**Local Appropriations $**	**TOTAL $**
2	**LEE COUNTY**		**1883604**	**1883604**
3				**0**
4				**0**
5				**0**
6				**0**
7				**0**
8				**0**
9				**0**
10				**0**

Enter Whole Numbers Only.

6. Average Maintenance of Effort Report & Declaration | FY26-27 (previously Form C)

- *The Average Maintenance of Effort (MOE) is calculated from the library system's average appropriation from all of its local funding sources from the last three fiscal years: FY 2023-24, FY2024-25, FY2025-26.*
- *The Grand Total appropriation reported on the Maintenance of Effort for In-Kind & Monetary Contributions worksheet in step 5 is compared to the Average MOE to determine final State Aid payments.*
- *In order to meet Maintenance of Effort, the Grand Total appropriation must equal or exceed the Average MOE.*

Enter Your Library Average MOE as provided in the application instructions. (required)

$ 1,334,520 USD

Enter Whole Numbers Only.

☐ **By checking this box, the Library Director/Interim certifies the accuracy of information provided for the Grand Total and acknowledges that Maintenance of Effort (MOE) is met only if the library has secured operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years and that State funds shall not replace local funds budgeted and available for expenditure for public library operations per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 4.** (required)

A grant to a local library system from the Aid to Public Libraries Fund shall not be terminated but shall be reduced proportionately by the Department if the amount budgeted and available for expenditure by local government is below the average of the previous three fiscal years. State funds shall not replace local funds budgeted and available for expenditure for public library operations. Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 4

7. Assurance of Professional Positions Whose Salaries are Funded with State Money | FY26-27 (previously Form D)

Does the library pay any professional positions in part or in whole with State Aid funds? (required)

- ○ Yes, the library pays professional positions in whole or in part from State Aid funds
- ◎ No, the library does NOT pay professional positions in whole or in part from State Aid funds

---

8. Compliance with State Aid Eligibility Rules Form | FY26-27 (previously Form F)

Download the State Aid Compliance (https://library.nc.gov/compliance-state-aid-eligibility-rules/open)form and route to the appropriate official for signature. The type of library and its governance determine the signature required on form:

- *County Library: Chair of County Commission*
- *Regional Library: Chair of Regional Board of Trustees*
- *Municipal Library: Chair of Town/City Council or Mayor*
- *Independent County Library: Chair of Board of Trustees*

By signing Compliance with State Aid Eligibility Rules, the appropriate official indicates that the library is applying for State Aid and that the library is in compliance with State Aid Eligibility Rules per Administrative Code, Title 7, Subchapter 2I, Section .0201.

Upload completed State Aid Compliance form as pdf file. Note: Only 1 file can be uploaded. (required)

Choose File

Upload a file. No files have been attached yet.

Acceptable file types: .pdf

Prior Fiscal Year 25-26 Financial Reporting

Enter Your Library's State Aid FY25-26 Grant total as provided in the application instructions.

(required)

$ 147,625 USD

Enter Whole Numbers Only.

9. State Aid Expenditures for FY25-26 (previously Form G)

- *State Aid to Public Libraries grants may be used for materials, salaries, equipment, and operating costs per Administrative Code, Title 7, Subchapter 2I, Section .0202.*
- *Grants may not be used for capital expenditures, as defined by statute as capital improvement, a term that includes real property acquisitions, new construction or rehabilitation of existing facilities, and repairs and renovations per NCGS 143C, Sections 8-13.*
- *Any library having an unencumbered State Aid operational balance more than 17 percent of the previous year's operating receipts shall have the difference deducted from State allocations per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 6.*
- *Library Development will determine the unencumbered balance percent from State Aid expenditures reported.*

State Aid Expenditures Worksheet

- *Enter the State Aid Expenditures for each allowable category. Leave blank any category not used.*
- *Enter totals to the nearest whole dollar. You will not use commas, decimals, or the dollar symbol in the worksheet.*
- *The Total Expenditures will auto-calculate.*

State Aid Expenditures Worksheet (required)

	A	B
1	**Allowable Categories**	**TOTAL $**
2	**Salaries**	**0**
3	**Materials**	**100746**
4	**Equipment**	**0**
5	**Operating Costs**	**46879**
6	**Total Expenditures**	**$147625**

Enter Whole Numbers Only.

Provide an explanation if your State Aid expenditures do not equal the amount of State Aid received.

NA

☐ **By checking this box, the Library Director/Interim attests that State Aid funds received were expended only on allowable categories and for no other purposes.**
(required)

Add a narrative of the impact of State Aid for the library and community. (required)

Lee County Libraries intentionally applies State Aid funds to strengthen collection development, support programming and outreach, and offset utility costs. These funds ensure that the library's operational budget remains responsive to community demand and reflective of the diverse interests of our service population. In addition, State Aid enables the acquisition and use of both traditional and non-traditional materials, extending educational and cultural resources beyond the library's physical facilities. This financial support fosters deeper engagement and meaningful connections throughout the county.

☐ **By checking this box, the Library Director/Interim acknowledges the Library of NC may request additional information or documentation regarding any of the reporting requirements for prior year financial reporting.**
(required)

Additional requests may include invoices, proof of payments, ledgers, payroll information or other documentation to align with the reports submitted on use of the funds. The omission of any requested documentation may result in a reduction or loss of State Aid funding.

---

10. Local Funder Actual Appropriation for FY 25-26 (previously Form H)

- ***This worksheet is reporting on the previous year funding received and not for the current fiscal year.***
- *Enter the County/City name and total actual operational funding received from each local funder who submitted a Local Funder Maintenance of Effort Report & Declaration form for FY2025-26 State Aid Application (previously Form A).*
- *Enter totals to the nearest whole dollar. You will not use commas, decimals, or the dollar symbol in the worksheet.*
- *The Grand Total is auto calculated at the bottom of table.*

Local Funder Actual Appropriation Worksheet (required)

	A	B	C
1	**County/ City Name**	**Local Funder Actual Appropriation $**	**TOTAL $**

2	**LEE COUNTY**	**1414576**	**1414576**
3			**0**
4			**0**
5			**0**
6			**0**
7			**0**
8			**0**
9			**0**

Enter Whole Numbers Only.

Supplemental Documentation

11. Bylaws

Does the Library have a Board of Trustee Bylaws? (required)

- ◉ Yes, the library has a Board of Trustees.
- ○ No, the library does NOT have a Board of Trustees.

Board of Trustee Bylaws

Submit a copy of the bylaws of the library system's Board(s) of Trustees per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 9.

Upload copy of bylaws as pdf file. Note: Only one file can be uploaded. (required)

9.13.23_LCL_Board_By-Laws_updated_approved.pdf

No more files may be attached here.

Acceptable file types: .pdf

12. Long Range Plan of Service

Submit a current long-range plan of service. For the purpose of this Rule, a "long-range plan of service" is a plan of at least five years. Upon request, the library shall submit an assessment of a community's library needs per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 10.

Upload copy of current long-range plan as pdf file. Note: Only one file may be uploaded. (required)

Lee_County_Libraries_Strategic_Plan_2026-2031_FINAL_compressed.pdf

No more files may be attached here.

Acceptable file types: .pdf

If the long-range plan is older than five years, provide an explanation and timeline for submission of new plan.

NA

13. Interlocal Agreement

Does the library have an Interlocal Agreement composed of more than one governmental unit? (required)

- ◯ Yes, the library has an interlocal agreement composed of more than one governmental unit.
- ◉ No, the library does NOT have an interlocal agreement composed of more than one governmental unit.

14. Conflict of Interest Policy

The Library of North Carolina requires a Conflict of Interest Policy be on file and current. Contact Library Development (mailto:slnc.ld@dncr.nc.gov)if you need to know what policy version is on file with the Library of NC.

Select the Conflict of Interest policy status for your library system: (required)

- ◉ There have been no revision to the library Conflict of Interest policy on file with the Library of North Carolina.

◯ The library Conflict of Interest policy has been revised and a copy will be uploaded.

15. Financial Report

☐ **By checking this box, the Library Director/Interim acknowledges the FY25-26 Annual Comprehensive Financial Report (ACFR) must be submitted by March 31, 2027 in order to maintain State Aid eligibility per Administrative Code, Title 7, Subchapter 2I, Section .0201, Rule 8.**
(required)

- *It is mandatory the financial report show the Aid to Public Libraries grant payments, commonly referred to as State Aid payments, received by the library listed with state awards on its own, separate line within the financial report.*
- *If the financial report does not include State Aid payment information, the library director is responsible for providing this documentation, in the form of compliance letters, schedule of state awards received, or a statement on letterhead from the finance department or auditing firm (not from the library director.)*
- ***The report must be emailed as an attachment or a direct web link to slnc.ld@dncr.nc.gov*** (mailto:slnc.ld@dncr.nc.gov) ***no later than March 31, 2027. If the report cannot be submitted by the due date, contact Library Development*** (mailto:slnc.ld@dncr.nc.gov) ***to request an extension.***

16. Public Library Statistical Report

☐ **By checking this box, the Library Director/Interim acknowledges submission of the Public Library Statistical Report is a requirement for State Aid eligibility per Administrative Code, Title 7, Subchapter 2I, Section .0201.**
(required)

The Public Library Statistical Report is due by September 15, 2026 and is submitted through nc.countingopinions.com (https://nc.countingopinions.com/). *Contact Amanda Johnson* (mailto:amanda.johnson@dncr.nc.gov) *for questions.*

17. Certification (previously Forms E and I)

By typing your name and date, the Library Director/Interim certifies the accuracy of all information submitted for this State Aid application packet.

Library Director/Interim Digital Signature (required)

First Name (required)

Beth

Last Name (required)

List

Certification Date (required)

09/22/2026

⚠️ **You are about to submit your application.** ⚠️

To complete and submit your application click 'Apply' . Your email service provider will sometimes try to predict incoming spam mail on your behalf and filter it into your spam folder before you ever see it. If you're not receiving expected emails from notifications@email.submittable.com (mailto:notifications@email.submittable.com), you will want to safelist the address to help ensure that these emails reach you.

Save Draft **Apply**

Last Saved a few seconds ago

Drafts may be visible to the administrators of this program.

Technical Help (https://www.submittable.com/help/submitter?orgId=26364) | Privacy Policy (http://www.submittable.com/privacy)

Powered by Submittable (https://www.submittable.com/what-is-submittable/?ref=poweredby) © 2026

LCL
Lee County Libraries

LEE COUNTY LIBRARIES ADVISORY BOARD BYLAWS

Adopted November 2, 1994
Previous amendments: 1/6/1999; 8/6/2003; 5/23/2011; 3/1/2017; 2/7/2018; 12/8/21

Amended September 13, 2023

ARTICLE 1 – Definitions

1.01 When used in these By-laws, unless the context otherwise specifies or requires, the following words and phrases shall have the meanings hereinafter specified:
1.01.1 "Board" shall mean: The Lee County Libraries Board of Trustees.
1.01.2 "Commissioners" shall mean: The Lee County Board of Commissioners.

ARTICLE 2 – Membership and Attendance

2.01 The Board shall be made up of seven (7) members who shall apply to and be appointed by the Commissioners in a manner consistent with the policies, ordinances and practices concerning appointments to County Boards and pursuant to N.C. General Statutes Article 14, Chapter 153A § 261-273, a copy of which is attached.
2.02 There may be one (1) ex-officio representative from the Commissioners who shall have no voting rights.
2.03 The Board may recommend, by majority vote, the Commissioners to appoint one or more of the applicants.
2.04 Any member who fails to attend three (3) regular Board meetings, except for excused illness or other extraordinary circumstances, during any one calendar year shall be recommended for removal to the Commissioners.

ARTICLE 3 – Officers

3.01 Board officers shall consist of a Chairperson and Vice-Chairperson each of whom shall be elected at the annual Board meeting held in September by a majority vote.
3.02 Officers will begin service in September after voting has taken place.
3.03 When the Chairperson is absent, the Vice- Chairperson will preside.
3.04 The Library Director or Board approved designee will be the Board's Secretary and shall keep a true and accurate account of all proceedings of Board meetings; issue notices of

all Board meetings; have custody of the Board meeting minutes and other records of the Board; shall notify the Commissioners of any vacancies on the Board.

3.05 If for some reason the Director is not available, then the next person in charge will serve as the Secretary and take minutes.

ARTICLE 4 – Board Meetings

4.01 The Board shall meet on the second Wednesday of every other month (January, March, May, July, September, November) at 5:30 PM at the Main Library or at such a time and place designated by the Chairperson.

4.02 Special Board meetings may be called by the Chairperson or upon a majority vote of the Board. Board meetings shall be conducted in accordance to Robert's Rules of Order.

4.03 An annual Board meeting will be held in September after the appointment of new members has been made by the Commissioners in June and all parties have been sworn in with the County Clerk.

ARTICLE 5 – Quorum

5.01 A quorum for the transaction of business shall be a simple majority of the Board members.

ARTICLE 6 – Committees

6.01 The Nominating Committee is the only established standing committee.

6.02 Other committees may be established by the Board as needed, and special committees for the study and investigation of special problems may be appointed by the Chairperson to serve until they have completed the work for which they were appointed.

ARTICLE 7 – Liaisons

7.01 The Board Chairperson will appoint a Board Liaison to a library affiliated group or organization upon request or need, such as the Friends of the Library.

ARTICLE 8 – Library Personnel

LEE COUNTY LIBRARIES ADVISORY BOARD BYLAWS

8.01 As the Library is a division of county government, all employees, including the Library Director shall be employed through the county and subject to the Lee County Personnel Policy.

8.02 The Library Director shall attend all regular monthly Board meetings and shall be called upon to report on the status of the library system.

8.03 Further reports from the Library Director and attendance at other Board meetings shall be requested by the Chairperson as needed.

ARTICLE 9 – Powers and Limitations

9.01 No Board member, immediate relative of a Board member, or immediate relative of the Library Director shall be considered for staff employment unless authorized by the County Manager.

9.02 No member of the Board or any employee of the Library shall use the resources, business, finances or contracts of the Library for personal use or profit.

9.03 The Board is vested with such powers as provided by the North Carolina General Statutes and by ordinances or resolution by the Commissioners relating to the development and operation of the library system to be exercised subject to all restrictions contained in the N.C. General Statutes Article 14 § 261-273 and the Lee County Ordinances and Resolutions.

9.04 The Board shall have no authority to enter into contracts or incur any obligation binding the Commissioners other than for current obligations within the budget appropriations made by the Commissioners for Lee County pursuant to Amended Library Ordinance approved by the Commissioners dated April 18, 2011.

9.05 The Board shall maintain, operate and supervise the facilities owned or controlled by the Commissioners or leased or loaned to the Board for the Lee County Library system by the owners thereof pursuant to N.C. General Statute §153A-266 and Amended Library Ordinance approved by the Commissioners dated April 18, 2011.

ARTICLE 10 – Gifts and Donations

10.01 The Board may accept any gift, grant, bequest or donation of any personal property offered or made for library purposes.

LEE COUNTY LIBRARIES ADVISORY BOARD BYLAWS

10.02 The Board may accept any grant, gift or devise of real estate with the prior approval of the Commissioners.

ARTICLE 11 – Amendments

11.01 An amendment to these bylaws may be adopted by a simple majority vote of the Board.
11.02 A written copy of the proposed amendment must be provided to each Board member no later than one (1) meeting preceding the vote on that amendment.

Approved by the Lee County Libraries Board of Trustees on 9/13/23.

Cathy Whitfield
Chairperson

Vice-Chairperson

Lee County Libraries

FIVE YEAR PLAN

June 2026 - July 2031



LCL CREATE CONNECT DISCOVER

Lee County Libraries

Five-Year Plan
July 2026 – June 2031

Contents

Letter from the Director..... 3

Mission Statement 4

Library Priorities 5

Objectives and Strategies 6-13

Library Board of Trustees

Clarissa Miller, Chairwoman (Sanford)
Sue Porr, Vice-Chair (Sanford)
Bill Tannebaum (Sanford)
Gabby Murillo (Sanford)
Erin Britton (Broadway)
Clarissa Miller (Sanford)
Conni Tucker (Sanford)
Rebecca Laton (Sanford)

The Five Year Plan was adopted by the Library Board of Trustees on 07/08/26

Letter from the Director

Lee County Libraries CREATE CONNECT DISCOVER

Dear Community Members,

The Lee County Libraries is a department of the Lee County Government, representing an essential part of the natural and cultural resources provided to our community. Public library services include a diverse collection of materials (both digital and physical), programming, events, public access computers, Wi-Fi, online databases, business office capabilities, study spaces, and more.

The library's five year plan is meant to be fluid and updated each year as goals are met, objectives are accomplished, and new endeavors are added. Library staff and our Board of Trustees have determined more time is needed to make the appropriate updates for our new Main Library. We plan to review current operations and the changes that have already taken place in the last two months of being open at our new Main Library. We have already experienced significant growth and want to ensure we are capturing all the needs in our plan.

The priorities of the 2026-2031 Five Year Plan for the library will continue to be focused on: Access & Outreach; Collection; Technology; Personnel & Professional Development; Facilities; Sustainability; and Communications.

Staff reviewed the successes over the last year along with open-ended projects and objectives that will most likely remain continuous as long as the library serves the public. We are renewing the Five Year Plan to ensure these goals are continuing to be met and will review through 2026-2027 for updates and additions.

The library consistently reviews the Lee County Government Strategic Plan and ensures the Library's priorities are in line with the County's Key Areas of Focus in Health and Well-being, Partnerships, Arts and Culture, Education, Economic Development, and Community Safety.

Highlights of this plan include:
Opening of the new Main Library
Increase connectivity for all community members
Increasing library card holder registrations and programming attendance
Expanding outreach services throughout the county for all ages

Questions and comments about the Lee County Libraries Five-Year Plan should be directed to Beth List, Director of Library Services, 1740 Bragg Street, Sanford, NC 27330, or blist@leecountync.gov.

Ultimately, this strategic plan is for you, our community. We have developed these goals based on the input of our patrons, staff, and stakeholders. We look forward to serving you and bringing a safe, diverse, and dedicated environment where everyone can create, connect, and discover.

Respectfully,

Beth K. List

Beth K. List, M.S.Ed./MSLS
Director of Library Services

Library Mission Statement

The mission of the Lee County Library is to encourage exploration of new ideas, support educational core curriculum initiatives and early childhood literacy; enhance the economic vitality of the region through workforce development, strengthen the community and enrich the quality of life for all by providing cultural, technological, and informational programming and materials.

Priority #1 ~ Access & Outreach:
Provide exceptional library services to all library users that are not only in compliance, but exceed applicable state and federal laws, North Carolina Library Standards and general expectations.

Priority #2 ~ Collection:
Exceed standards of collection development by reviewing and adding materials based on continuous review of current releases, patron driven acquisitions and the forever-evolving areas of the education, information, occupational development and entertainment needs of our community.

Priority # 3 ~ Technology:
Create a functional environment that incorporates the current facilities ability to stay up-to-date with technology trends as well as make advances in adding STEAM related equipment and other upgrades.

Priority #4 ~ Personnel & Professional Development:
Hired staff will receive appropriate training to ensure excellent service is provided to all library users.

Priority # 5 ~ Facilities:
Current library facilities will be maintained or updated to provide a comfortable, welcoming, resourceful environment that is accessible and community oriented.

Priority #6 ~ Sustainability:
The library will visualize its future for facilities, position, and roles within the community, and also review the direction in which we move so that both the library and the community can be agile in pursuit of sustainability and resilience. Continued efforts to collect/research information to promote the future of a new library facility.

Priority #7 ~ Communications:
Provide the community with up-to-date communications via various methods to ensure knowledge of library activities, events and resources throughout the year.

Priorities #1 - Access and Outreach

Goal ~
Provide exceptional library services to all library users that are not only in compliance, but exceed applicable state and federal laws, North Carolina Library Standards and general expectations.

Objective #1: Assess post-pandemic service models, including curbside pick-up and online programs, and continue services that increase access and equity. COMPLETED 7/1/26

Objective #2: Identify ways to connect with new arrivals to our county and create a welcome packet to share library services and resources. IN PROGRESS

Objective #3: Identify library users with limited accessibility to the library and develop outreach services to make library services more attainable on a regular basis. COMPLETED 7/1/25 AND CONTINOUS

Objective #4: Seek out community festivals, fairs, and events to meet the public where they are at and highlight library services and resources. COMPLETED 7/1/25 AND CONTINOUS

Objective #5: Assess operational hours at both libraries and ensure they are conducive to the needs of the public, especially evenings and weekends. IN PROGRESS

Objective #6: Maximize relationships with public, parochial, charter, and homeschoolers to identify shared goals and ensure reach to all students within the county. IN PROGRESS

Objective #7: Evaluate programs and events to ensure diversity focused on broad representation of topics and perspectives. CONTINOUS

Objective #8: Obtain new library van (approved in 22-23 FY) and prepare vehicle for outreach services ensuring it is highly identifiable when out in public but also functional for the various services we provide including homebound delivery and organization visits. COMPLETED 7/1/25

Priority #2 - Collections

Goal ~
Exceed standards of collection development by reviewing and adding materials based on continuous review of current releases, patron driven acquisitions and the forever-evolving areas of the education, information, occupational development and entertainment needs of our community.

Objective #1: Weeding project will be implemented to accommodate the linear foot availability of new shelving in the new Library. COMPLETED 7/1/26

Objective #2: Full inventory will be completed at the Main Library prior to moving into the new building in October 2025. COMPLETED 7/1/26

Objective #3: Broadway Branch will have a complete inventory done in 2024. Review of circulating materials will be done to ensure the materials at Broadway Branch are a good use of shelf space. COMPLETED 7/1/25

Objective #4: Explore the possibilities of RFID collection management at the Main Library prior to the new library move in October 2025. COMPLETED 7/1/26

Objective #5: Update or revise the “Materials Recommendation” portal on the library website to be more easily found and highlight our Patron-Driven Acquisition model in collection purchases. IN PROGRESS

Objective #6: Increase advertising and displays for the various resources, both online and in-house, to increase awareness of availability to library card holders. IN PROGRESS

Priority #3: Technology

Goal ~
Create a functional environment that incorporates the current facilities ability to stay up-to-date with technology trends as well as make advances in adding STEAM related equipment and other upgrades.

Objective #1: Assess and improve connectivity available to all patrons through various means, including in-house public computers with high-speed internet access, library WiFi, updated devices available for check-out, and mobile hotspots. COMPLETED 7/1/26

Objective #2: Develop a MakerSpace area dedicated to creation and experimentation that will allow patrons to explore a variety of fields including chemistry, physics, biology, engineering, robotics, crafts, etc. IN PROGRESS

Objective #3: Assess the non-fiction resources and materials available to our patrons of all ages to ensure representation and diversity from cultural to personal interest with a focus on science, technology, engineering and math that is current and relatable to our users. IN PROGRESS

Objective #4: Hotspots and tablets will be added to the circulating collection for our community members to take home and utilize for broadband access capabilities. COMPLETED 7/1/25

Objective #5: Identify and collaborate with local agencies to bring digital literacy programs and workshops to the library.

Objective #6: Increase availability of library staff for tech-help throughout the library's open hours at both locations. IN PROGRESS

Priority #4: Professional Development

Goal -
Hired staff will receive appropriate training to ensure excellent service is provided to all library users.

Objective #1: Current staff will be offered opportunities to participate in continuing education throughout the work year with an expectation to complete a minimum of 10 professional development hours related to their position. COMPLETED 7/1/25 AND CONTINOUS

Objective #2: New staff will be brought on through an onboarding process that will lay the foundation for solid training and understanding of job responsibilities. IN PROGRESS

Objective #3: Ensure weekly staff meetings to be held for the entire staff to attend and provide meeting notes readily available following shortly after the meeting to keep everyone on same page. COMPLETED 7/1/25 AND CONTINOUS

Objective #4: Develop and offer special meetings and trainings for specific "hot topics" to take place on a continuous basis throughout the year. COMPLETED 7/1/25 AND CONTINOUS

Objective #5: Increase the offering a full day staff training day from once a year in January to two a year, six months apart (fall/spring) Require all staff to attend and participate in the topics covered. COMPLETED 7/1/25

Objective #6: Implement monthly library leadership meetings for administrative staff to coordinate library mission, goals and all staff communications. COMPLETED 7/1/25 AND CONTINOUS

Objective #7: Invest in training opportunities in-house, online, and on location for all staff as it meets their needs and priorities within their performance and job concentration. IN PROGRESS

Objective #8: Actively recruit interns/field work students each semester to assist with a variety of projects as well as to educate and promote the public library field among future and current MLIS students. IN PROGRESS

Priority #5: Facilities

Goal -
Current library facilities will be maintained or updated to provide a comfortable, welcoming, resourceful environment that is accessible and community oriented.

Objective #1: The Main Library is currently in the building design process for a new 30,000+ square foot building and is slated to open October 2025. The library staff will participate in the development and design of the facility to meet the needs and demands of the community. COMPLETED 7/1/26

Objective #2: Efforts will be made to increase security at the Broadway Branch including camera system and upgrade to alarm. COMPLETED 7/1/25

Objective #3: Broadway Branch is currently at 12 hours per week. An increase to 25 hours will occur in the 2023-2024 fiscal year and a review will be done to ensure the hours are appropriate for the community needs. Alterations to hours will be made if deemed necessary after six months. COMPLETED 7/1/25

Objective #4: Create a Makerspace Lab in the current Library to contain a variety of STEAM resources for patron use. Conduct survey for ideas and requests from the public to ensure the lab hosts items desired by the community. IN PROGRESS

Objective #5: Main Library landscaping will be updated and streamlined for easy care by both library and county staff. COMPLETED 7/1/25

Objective #6: Broadway Branch landscaping will be reviewed and discussions about a community garden will be entertained. IN PROGRESS

Objective #7: Create the “Library of Things” to showcase the variety of non-traditional materials in the library including Storywalk Bags, Story Time Backpacks, Science Kits, Experience Kits, Tablets, and more. COMPLETED 7/1/25

Priority #5: Facilities (continued)

Goal -
Current library facilities will be maintained or updated to provide a comfortable, welcoming, resourceful environment that is accessible and community oriented. COMPLETED 7/1/25

Objective #8: Create clear and consistent signage throughout the interior and exterior of both libraries that promote visibility and branding. COMPLETED 7/1/25

Objective #9: Assess and improve meeting rooms to ensure accessibility and functionality for single use to large groups. IN PROGRESS AT NEW LIBRARY

Objective #10: Review library interior and exterior for ADA compliancy and implement possible alterations to ensure we are meeting recommendations and accessibility advancements that will improve user experiences. COMPLETED AT MAIN LIBRARY 7/1/26

Priority #6 – Sustainability

Goal ~
The library will visualize its future within the community to meet the constant changing needs and demands of the residents. The Library will review the direction in which it will move so that both the library and the community can be agile in pursuit of sustainability and resilience.

Objective #1: Review of resources and services offered by the library to ensure focus and priority are on the needs of the community. IN PROGRESS

Objective #2: Increase/maintain households with actively used library cards in the County. IN PROGRESS

Objective #3: Continued efforts to collect/research information to promote the future of new library facilities within the County. IN PROGRESS

Objective #4: Develop plan to fund a book mobile. IN PROGRESS (Outreach Mobile completed 7/1/25)

Objective #5: Create and foster relationships with outside organizations and community groups. Staff will provide Library updates through passive and active methods of communication throughout the year. IN PROGRESS

Objective #6: Establish the Libraries as “Community Hubs” within the County through effectively displayed information on bulletin boards, hosting resource fairs and programs relating to county issues and challenges. IN PROGRESS

Priority #7 ~ Communications

Goal -
Provide the community with up-to-date communications via various methods to ensure knowledge of library activities, events and resources throughout the year.

Objective #1: The Library will maintain and update a direct link website for community members to access information regarding programs, resources and other information pertaining to library activities. COMPLETED 7/1/25 AND CONTINOUS

Objective #2: The Library will provide a quarterly newsletter updating the community with activities, programs, resources and other important information. IN PROGRESS (excluding monthly Level UP)

Objective #3: The Library will maintain public access social media pages providing daily updates to the community regarding activities, programs, resources and other important information. COMPLETED 7/1/25 AND CONTINOUS

Objective #4: The library will provide opportunities throughout the year for community members to provide feedback and wish list items for specific projects, programs, events, resource needs, and more. IN PROGRESS

Objective #5: Refresh logo and brand identity throughout the library system, online and in-person to ensure alignment with image/mission consistency within the county and to outside entities. COMPLETED 7/1/25

Lee County Libraries
CREATE
CONNECT
DISCOVER



Main Library
1740 Bragg St.
Sanford, NC 27330



Broadway Branch
206 S. Main St.
Broadway, NC 27505
919-258-6513



Find us on: facebook
SUBSCRIBE TO OUR YouTube CHANNEL
Follow us on Instagram

leecountylibraries@leecountync.gov
https://library.leecountync.gov

ITEM #: II.H

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Refund and Release Report for August 2026

DEPARTMENT: Tax

CONTACT PERSON: Amy Armstrong,

TYPE: Consent Agenda

REQUEST	Approve the Refund and Release Report for August 2026.
BUDGET IMPACT	N/A
ATTACHMENTS	Gen Statute 105.pdf RELEASE CODES SPREADSHEET.pdf August 2026 Real Property Abatement Report.pdf August 2026 Personal Property Abatement Report.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Refund and Release Report for August 2026.

SUMMARY

This is a summary report of all refunds and/or releases during August 2026 for Personal and/or Real property bills.

§ 105-381. Taxpayer's remedies.

(a) Statement of Defense. - Any taxpayer asserting a valid defense to the enforcement of the collection of a tax assessed upon his property shall proceed as hereinafter provided.

(1) For the purpose of this subsection, a valid defense shall include the following:

a. A tax imposed through clerical error;

b. An illegal tax;

c. A tax levied for an illegal purpose.

(2) If a tax has not been paid, the taxpayer may make a demand for the release of the tax claim by submitting to the governing body of the taxing unit a written statement of his defense to payment or enforcement of the tax and a request for release of the tax at any time prior to payment of the tax.

(3) If a tax has been paid, the taxpayer, at any time within five years after said tax first became due or within six months from the date of payment of such tax, whichever is the later date, may make a demand for a refund of the tax paid by submitting to the governing body of the taxing unit a written statement of his defense and a request for refund thereof.

(b) Action of Governing Body. - Upon receiving a taxpayer's written statement of defense and request for release or refund, the governing body of the taxing unit shall within 90 days after receipt of such request determine whether the taxpayer has a valid defense to the tax imposed or any part thereof and shall either release or refund that portion of the amount that is determined to be in excess of the correct tax liability or notify the taxpayer in writing that no release or refund will be made. The governing body may, by resolution, delegate its authority to determine requests for a release or refund of tax of less than one hundred dollars ($100.00) to the finance officer, manager, or attorney of the taxing unit. A finance officer, manager, or attorney to whom this authority is delegated shall monthly report to the governing body the actions taken by him on requests for release or refund. All actions taken by the governing body or finance officer, manager, or attorney on requests for release or refund shall be recorded in the minutes of the governing body. If a release is granted or refund made, the tax collector shall be credited with the amount released or refunded in his annual settlement.

RELEASE CODE DESCRIPTIONS

1		ALLOWABLE EXEMPTION NOT APPLIED
2		LAND USE DEFERMENT NOT APPLIED OR ABATEMENT MADE AFTER BILLING
3		PROPERTY DOUBLE LISTED BY TAXPAYER OR TAX OFFICE
4		TAX SITUS OF PROPERTY OUTSIDE JURISDICTION
5		REAL PROPERTY DATA IN ERROR
6		PERSONAL PROPERTY DATA IN ERROR
7		PROPERTY LISTED TO INCORRECT OWNER
8		LATE LIST PENALTY
9		TAXPAYER LISTED PERSONAL PROPERTY THEY DID
		NOT OWN
10		PROPERTY VALUE APPEALED TO ASSESSOR, BOARD OF E&R OR PROPERTY TAX COMMISSION
11		BUSINESS PERSONAL PROPERTY ASSESSMENT: NO LONGER OWNED OR OUT OF BUSINESS
12		PERSONAL PROPERTY SOLD PRIOR TO JAN 1ST.
13		TAX FORECLOSURE SALE
T		TAXPAYER
TO		TAX OFFICE
LR		LAND RECORDS
TA		TAX APPRAISAL
TOS		TAX OFFICE SOFTWARE
TFS		TAX FORECLOSURE SALE
GP		GARBAGE PICKUP
VA		VACANT OR ADJUSTMENT FOR WASTE FEE
CY		CITY OF SANFORD OR TOWN OR BROADWAY
B		BANKRUPTCY SETTLEMENT
A		AUDIT APPEAL OR ERROR

August 2026 Real Property Abatement Report

Lee County, NC
From: 8/1/2026
To: 8/31/2026

Name	Value	County	City	Fire District	Solid Waste	Total	Rel. Code
2026							
Release							
NASELLI, ALEX	$45,000.00	$292.50	$249.75	$0.00	$0.00	$542.25	T-1
KELLEY, DONNA MCDOUGALD	$118,500.00	$770.25	$0.00	$163.53	$0.00	$933.78	TA
BYRD, W E & SADIE P	$380.00	$0.00	$0.00	$0.00	$380.00	$380.00	CY
HARDY, JAMES W	$380.00	$0.00	$0.00	$0.00	$380.00	$380.00	CY
JAMES, ARTHUR A III	$760.00	$0.00	$0.00	$0.00	$760.00	$760.00	CY
MATTHEWS, A DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$160.00	$160.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$160.00	$160.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$160.00	$160.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$160.00	$160.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$80.00	$80.00	GP
MATTHEWS, ALLEN DALE	$0.00	$0.00	$0.00	$0.00	$160.00	$160.00	GP
Release Totals:	$165,020.00	$1,062.75	$249.75	$163.53	$2,960.00	$4,436.03	

August 2026 Personal Property Abatement Report

Lee County, NC
From: 8/1/2026
To: 8/31/2026

Name	Value	County Tax	County Penalty	City Tax	City Penalty	District Tax	District Penalty	Total	Rel. Code
2026									
Release									
NO.1 HIBACHI LLC	$3,961.00	$25.74	$2.57	$21.98	$2.20	$0.00	$0.00	$52.49	T-6
ROBLES, RAYMUNDO AGUIRRE	$1,000.00	$6.50	$0.65	$0.00	$0.00	$1.04	$0.10	$8.29	T-12
GROOMS, DUSTIN WAYNE	$1,000.00	$6.50	$0.65	$0.00	$0.00	$1.56	$0.16	$8.87	T-12
GARCIA, SERAFIN CARRILLO	$2,590.00	$16.84	$1.68	$14.37	$1.44	$0.00	$0.00	$34.33	TO-3
MAHAFFEY, KAREN	$5,151.00	$33.48	$3.35	$0.00	$0.00	$7.05	$0.70	$44.58	T-6
PIEDMONT COMMERCIAL ADVANTAGE LLC	$7,515.00	$48.84	$4.89	$41.71	$4.17	$0.00	$0.00	$99.61	T-06
THOMAS, RABON G	$3,630.00	$23.60	$2.36	$0.00	$0.00	$5.66	$0.57	$32.19	T-6
DOWN HOME REAL ESTATE GROUP LLC	$3,000.00	$19.50	$1.95	$14.70	$1.47	$4.68	$0.47	$42.77	T-06
RINER, LILA AUSTIN	$2,690.00	$17.49	$1.75	$14.93	$1.49	$0.00	$0.00	$35.66	T-3
RIVERS EDGE HOMES & CONSTRUCTION LLC	$725.00	$4.71	$0.47	$0.00	$0.00	$1.13	$0.12	$6.43	T-6
MARSHALL, AMANDA BROOKE	$6,403.00	$41.62	$4.16	$0.00	$0.00	$9.86	$0.99	$56.63	T-4
BROWNE, KERN NOEL	$500.00	$3.25	$0.33	$2.78	$0.28	$0.00	$0.00	$6.64	T-12
THORNTON, ELIZABETH ANN	$1,710.00	$11.12	$0.00	$0.00	$0.00	$1.85	$0.00	$12.97	T-3
WOOD, MARSHALL	$2,590.00	$16.84	$1.68	$0.00	$0.00	$3.57	$0.36	$22.45	T-3
DAVIS, BRITTANY NICOLE	$1,702.00	$11.06	$1.11	$0.00	$0.00	$2.66	$0.27	$15.10	T-4
LOPEZ, ANTONIO IV	$1,383.00	$8.99	$0.90	$0.00	$0.00	$2.13	$0.21	$12.23	T-4
GODKIN, JEFFREY MICHAEL	$4,497.00	$29.23	$2.92	$24.96	$2.50	$0.00	$0.00	$59.61	T-4
PITT, JOSEPH CHRISTOPHER	$1,671.00	$10.86	$1.09	$0.00	$0.00	$2.31	$0.23	$14.49	T-12
MASHBURN, RICHARD DALE	$142,340.00	$925.21	$0.00	$0.00	$0.00	$259.06	$0.00	$1,184.27	T-6
HOOKER, LYNN ELIZABETH	$510.00	$3.32	$0.33	$2.83	$0.28	$0.00	$0.00	$6.76	TO-12
THE LAW OFFICE OF W ANDREW LELIEVER	$50,450.00	$327.92	$32.79	$280.00	$28.00	$0.00	$0.00	$668.71	T-6
SHAHAN & FULTON LLC DBA MIDWAY TIRE & AUTO	$63,901.00	$415.36	$41.54	$354.65	$35.47	$0.00	$0.00	$847.02	T-3
CHOINIERE, JESSICA ANN	$29,980.00	$194.87	$0.00	$0.00	$0.00	$46.77	$0.00	$241.64	T-4
PAUL, MATHEW EDWARD	$974.00	$6.33	$0.63	$5.41	$0.54	$0.00	$0.00	$12.91	T-12
BUCHER, TODD ANDREW	$20,453.00	$132.94	$0.00	$113.51	$0.00	$0.00	$0.00	$246.45	T-6
RICHARDS, REBECCA JANE	$60,473.00	$393.07	$0.00	$296.32	$0.00	$0.00	$0.00	$689.39	T-6
RICHARDS, REBECCA JANE	$0.00	$0.00	$0.00	$0.00	$0.00	$94.34	$0.00	$94.34	T-6
SAVIDGE, LEE RUSSELL	$99,680.00	$647.92	$0.00	$488.43	$0.00	$0.00	$0.00	$1,136.35	T-6
SAVIDGE, LEE RUSSELL	$0.00	$0.00	$0.00	$0.00	$0.00	$155.50	$0.00	$155.50	T-6

BOWMAN, DONALD RAY	$4,453.00	$28.94	$0.00	$0.00	$0.00	$6.10	$0.00	$35.04	T-6
SAVIDGE, LEE RUSSELL	$26,398.00	$171.59	$0.00	$129.35	$0.00	$0.00	$0.00	$300.94	T-6
SAVIDGE, LEE RUSSELL	$0.00	$0.00	$0.00	$0.00	$0.00	$41.18	$0.00	$41.18	T-6
GODFREY, ISAAC WAYNE	$25,950.00	$168.68	$0.00	$144.02	$0.00	$0.00	$0.00	$312.70	T-6
EMMONS, ANTHONY MICHAEL	$22,422.00	$145.74	$0.00	$124.44	$0.00	$0.00	$0.00	$270.18	T-6
CRUZ CRUZ, JOEL GIOVANI	$7,230.00	$47.00	$0.00	$40.13	$0.00	$0.00	$0.00	$87.13	T-6
WALKER APPLIANCE LLC	$13,643.00	$88.68	$8.87	$75.72	$7.57	$0.00	$0.00	$180.84	T-12
TOWLE, HOWARD VAN JR	$21,583.00	$140.29	$0.00	$119.79	$0.00	$0.00	$0.00	$260.08	T-6
TOWLE, DIANE	$16,377.00	$106.45	$0.00	$90.89	$0.00	$0.00	$0.00	$197.34	T-6
GRINDLE, BRANDY THOMAS	$15,870.00	$103.16	$0.00	$88.08	$0.00	$0.00	$0.00	$191.24	T-6
DILDAY, TAYLOR MARIE	$55,110.00	$358.22	$0.00	$0.00	$0.00	$75.50	$0.00	$433.72	T-6
KING, BRIAN	$49,333.00	$0.00	$0.00	$0.00	$0.00	$53.28	$5.33	$58.61	T-12
KING, BRIAN	$49,333.00	$0.00	$0.00	$0.00	$0.00	$320.66	$32.07	$352.73	T-12
WAGNER, ERIC JAMES	$22,635.00	$147.13	$0.00	$0.00	$0.00	$34.86	$0.00	$181.99	T-6
DARRAH, BRANDON KOHL	$1,095.00	$7.12	$0.00	$0.00	$0.00	$1.51	$0.00	$8.63	T-1
TUTTLE, RICHARD EDMUND	$12,100.00	$78.65	$0.00	$0.00	$0.00	$16.58	$0.00	$95.23	T-6
HERNANDEZ PEREZ, VIRGINIA	$25,110.00	$163.22	$0.00	$139.36	$0.00	$0.00	$0.00	$302.58	T-6
SIMMONDS, LAUREN TAYLOR	$2,957.00	$19.22	$0.00	$0.00	$0.00	$4.08	$0.00	$23.30	T-6
BOGGS, PHYLLIS JEAN	$1,350.00	$8.78	$0.88	$0.00	$0.00	$1.85	$0.19	$11.70	T-12
RAEDER, RODRIGO MARTINS	$86,473.00	$562.07	$0.00	$0.00	$0.00	$133.17	$0.00	$695.24	T-6
Release Totals:	**$979,901.00**	**$5,728.05**	**$117.55**	**$2,628.36**	**$85.41**	**$1,287.94**	**$41.77**	**$9,889.08**	
2025									
Release									
GARCIA, SERAFIN CARRILLO	$2,690.00	$17.49	$1.75	$14.39	$1.44	$0.00	$0.00	$35.07	TO-3
RINER, LILA AUSTIN	$2,770.00	$18.01	$1.80	$14.82	$1.48	$0.00	$0.00	$36.11	T-3
LOPEZ, ANTONIO IV	$1,409.00	$9.16	$0.92	$0.00	$0.00	$1.99	$0.20	$12.27	T-4
Release Totals:	**$6,869.00**	**$44.66**	**$4.47**	**$29.21**	**$2.92**	**$1.99**	**$0.20**	**$83.45**	
2024									
Release									
GARCIA, SERAFIN CARRILLO	$2,780.00	$18.07	$1.81	$14.87	$1.49	$0.00	$0.00	$36.24	TO-3
Release Totals:	**$2,780.00**	**$18.07**	**$1.81**	**$14.87**	**$1.49**	**$0.00**	**$0.00**	**$36.24**	
2023									
Release									
GARCIA, SERAFIN CARRILLO	$2,880.00	$18.72	$1.87	$15.41	$1.54	$0.00	$0.00	$37.54	TO-3
Release Totals:	**$2,880.00**	**$18.72**	**$1.87**	**$15.41**	**$1.54**	**$0.00**	**$0.00**	**$37.54**	

2022									
Release									
GARCIA, SERAFIN CARRILLO	$2,690.00	$21.83	$2.18	$18.54	$1.85	$0.00	$0.00	$44.40	TO-3
Release Totals:	**$2,690.00**	**$21.83**	**$2.18**	**$18.54**	**$1.85**	**$0.00**	**$0.00**	**$44.40**	
2021									
Release									
DENT, CHARLES	$34,670.00	$263.49	$26.35	$214.95	$21.50	$0.00	$0.00	$526.29	TO-3
GARCIA, SERAFIN CARRILLO	$3,090.00	$23.48	$2.35	$19.16	$1.92	$0.00	$0.00	$46.91	TO-3
Release Totals:	**$37,760.00**	**$286.97**	**$28.70**	**$234.11**	**$23.42**	**$0.00**	**$0.00**	**$573.20**	
2020									
Release									
DENT, CHARLES	$36,290.00	$281.25	$28.13	$217.74	$21.77	$0.00	$0.00	$548.89	TO-3
GARCIA, SERAFIN CARRILLO	$3,200.00	$24.80	$2.48	$19.20	$1.92	$0.00	$0.00	$48.40	TO-3
MID SOUTH AVIATION LLC	$1,151.00	$8.92	$0.89	$0.00	$0.00	$1.32	$0.13	$11.26	T-4
Release Totals:	**$40,641.00**	**$314.97**	**$31.50**	**$236.94**	**$23.69**	**$1.32**	**$0.13**	**$608.55**	
2019									
Release									
DENT, CHARLES	$39,280.00	$304.42	$30.44	$235.68	$23.57	$0.00	$0.00	$594.11	TO-3
GARCIA, SERAFIN CARRILLO	$3,430.00	$26.58	$2.66	$20.58	$2.06	$0.00	$0.00	$51.88	TO-3
MID SOUTH AVIATION LLC	$1,222.00	$9.47	$0.95	$0.00	$0.00	$1.41	$0.14	$11.97	T-4
Release Totals:	**$43,932.00**	**$340.47**	**$34.05**	**$256.26**	**$25.63**	**$1.41**	**$0.14**	**$657.96**	
2018									
Release									
GARCIA, SERAFIN CARRILLO	$3,650.00	$29.02	$2.90	$22.63	$2.26	$0.00	$0.00	$56.81	TO-3
MID SOUTH AVIATION LLC	$1,270.00	$10.10	$1.01	$0.00	$0.00	$1.59	$0.16	$12.86	T-4
Release Totals:	**$4,920.00**	**$39.12**	**$3.91**	**$22.63**	**$2.26**	**$1.59**	**$0.16**	**$69.67**	
2017									
Release									
MID SOUTH AVIATION LLC	$1,340.00	$10.65	$1.07	$0.00	$0.00	$1.68	$0.17	$13.57	T-4
Release Totals:	**$1,340.00**	**$10.65**	**$1.07**	**$0.00**	**$0.00**	**$1.68**	**$0.17**	**$13.57**	
2016									
Release									
MID SOUTH AVIATION LLC	$1,680.00	$13.36	$1.34	$0.00	$0.00	$2.10	$0.21	$17.01	T-4
Release Totals:	**$1,680.00**	**$13.36**	**$1.34**	**$0.00**	**$0.00**	**$2.10**	**$0.21**	**$17.01**	

ITEM #: II.I

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Approval of Summit Design and Engineering Services for the Renovation of the Lee County Coke Warehouse

DEPARTMENT: General Services

CONTACT PERSON: Brandon Key,

TYPE: Action Item

REQUEST	1. Approve proposal from Summit Design and Engineering Services for design and construction administration of the Lee County Coke Warehouse renovation for COLTS and Veteran Services and authorize the chair to sign the agreement. 2. Authorize the County Manager to sign any and all purchase orders related to the project.
BUDGET IMPACT	Total Project Budget = $7,500,000 Funds spent to date including the purchase of the property, due diligence, issuance cost and administrative filings = $5,485,532.96 Design Proposal from Summit Design and Engineering Services = $177,500 Remaining project funds for the renovation, code updates, sprinkler system, site fencing = $1,836,967.04
ATTACHMENTS	Lee County Warehouse Proposal 20260902.pdf Lee County-SDES SAA (26.09.14).pdf
PRIOR BOARD ACTION	Board approved Project Budget Ordinance 6/16/25 Contract to Start Purchase 6/24/25 Property purchased 10/15/25

RECOMMENDATION	1. Approve proposal from Summit Design and Engineering Services for design and construction administration of the Lee County Coke Warehouse renovation for COLTS and Veteran Services and authorize the chair to sign the agreement. 2. Authorize the County Manager to sign any and all purchase orders related to the project.

SUMMARY

The Coke property was purchased 10/15/25 to serve as public safety storage for the Sheriff, Emergency Management, and Fire Marshal's Office and to be a future home for COLTS and Veterans Services. The Request for Qualifications was posted 10/20/25 - 11/20/25 with nine firms submitting. Submissions were reviewed internally and scored by staff with the top three ranked firms were interviewed in the 2nd round of the selection process. Summit Design and Engineering Services was selected as the recommended firm for design and construction administration. Summit has conducted a feasibility study on the site (March 2026 - June 2026) to determine best and most cost-effective path forward to renovate office space to include COLTS and Veterans Services departments. The feasibility study concluded that the larger warehouse at 1605 Hawkins Ave is the best site to renovate for office space to accommodate COLTS and Veterans Services mainly due to the condition of the building and the interior having no structural walls impeding space and functionality. The final design contract with Summit is $177,500 to cover design and construction administration costs for the project.

Brandon Key
Director of Development Services
Lee County Government

September 2, 2026

Lee County Warehouse and Office Renovations
1605 Hawkins Ave Renovation

Brandon,
We appreciate working together thus far to determine the best path forward for the improvement of the property based on our feasibility studies. As a result of those studies, we believe the most cost-effective solution would be the renovation of the old Coke building located at 1605 Hawkins Ave. This serves as the basis for the project scope.

1. Project Description
Based on the Request for Qualifications (RFQ) for Architectural Firm for Design of Lee County Warehouse and Office Renovations dated October 20, 2025, and the completed feasibly study with preliminary conceptual plans submitted to Lee County on June 26, 2026, the project consists of the renovation of 1605 Hawkins Avenue, Sanford, NC 27330 and associated site improvements. The building and site scope of work will include taking the recently submitted preliminary conceptual plans from design through completion. This will include accommodating COLTS, Veterans Services, a training room, and all associated accessory program outlined in the study.

Site improvements will consist of reviewing the security needs, vehicular storage, vehicular traffic alignment, parking needs/requirements, and pedestrian needs of the project site. This will include, but not be limited to, perimeter fencing and access gate locations and its associated needs, meetings to discuss current and future truck counts and sizing for locating different parking throughout the site and reviewing existing pathways for pedestrian circulation and current ADA requirements to bring the site into compliance with ADA codes. Civil Engineering is limited to the renovation of the existing hardscape surfaces for the site's future needs. Design shall include fencing and gate plan with parking lot striping, ADA parking layout and sidewalk improvements.

2. Scope of Services
This proposal is for services related to the development described above and includes phases for:

A. Project Management
B. Building Design
    - Architecture
    - Interior Design
    - Structural Engineering
    - Mechanical, Electrical, Plumbing, Fire Alarm Engineering
C. Site Design (Limited)
D. Professional Cost Estimation
E. Bidding and Negotiation
F. Construction Administration

Through this partnership, the following specialty consultants and services are **not** included, but the coordination of this work is included as part of the overall project management of the project.

- Information Technology/Low voltage design
- Bi-Directional Amplifier (BDA) System testing or design
- Generator design
- Security Design
- Audio/Visual Design (*Outlets and wiring infrastructure are included)
- Hazardous Material Identification and Testing
- Permit/Environmental Impact Fees
- Furniture and Equipment Selection
- Sprinkler Design
- Full Civil Engineering (*Accessible code compliant design updates for building egress are included)
- Landscape Architecture

A. Project Management

Project Management will consist of coordination and collaboration between Lee County Government, Summit Design and all subconsultants, Owner Vendors, and all stakeholders involved in the project. To ensure the project succeeds, this is probably the most important scope of the project. Through routine meetings, consistent communication, and QA/QC, we will work towards a fully coordinated project that tracks with the project schedule and adheres to your overall budget. There are also several elements of the overall project that we are not responsible for, however, are required to provide a complete project. We will work with outside agencies and assist with vendor partnerships and selection.

B. Building and Site Design

Design Development (Est. 8 weeks)

Based on the recently completed preliminary conceptual design phase, we will skip right into Design Development. We will update the drawings from the preliminary concept plan and begin coordinating all building systems and finishes throughout.

Deliverables:

- Coordinated Building Plans
- Incorporation of Finishes, Equipment, Furniture, and Other Owner Vendor Items
- Design Development Documents for Owner Approval

Construction Documents (Est. 10 weeks)

Upon approval of the Design Development, we will proceed forward with finalizing the documentation for permits and construction. This will consist of completing all outstanding drawings and details for the project, coordination with consultants and vendors for the building systems, and specifications for the project.

Deliverables:

- Final 100% Completed Construction Documents for Permit Submittal

C. Professional Cost Estimation

Cost Estimation would consist of periodic construction cost estimates at each design deliverable to ensure the project continues to align with the overall project budget. We utilize our conceptual cost estimating tool, Genesys®, to study a myriad of program, scope, finish, and quality alternatives to quickly show the cost impact and determine a Target Value Design, which can be done in real-time. We will then select the appropriate solutions based on a thorough understanding of the stated criteria and budget, continuously identify solutions which afford the greatest long-term value and whose first costs are affordable, integrate cost effective sustainable design strategies, and utilize our benchmarking data on each project type.

D. Bidding and Negotiating

As required, the project will need to be publicly bid on by General Contractors to provide pricing based on the construction documents. Upon compiling the bid documentation, we will assist with submitting a formal public bid. After the bid period, we will receive the bids, assist with descoping and reviewing each bid, and recommending a qualified contractor to award.

Deliverables:

- Generating and issuing Invitations to Bid (ITB)
- Hosting a Pre-Bid conference meeting to commence pricing the project, set expectations, and go over project specifics
- Address Requests for Information (RFI) and issue Addenda
- Receive formal bids, tabulate values, and recommend a contractor to award the contract

E. Construction Administration

Upon full execution of the contract with the General Contractor, we will provide administration of the contract between the Owner and the Contractor. We will advise and consult with the Owner during the construction phase. We will evaluate the work being constructed to become familiar with the progress and quality of the portion of the work completed and determine, in general, if the work is being performed in accordance with the contract documents. We will be available to the contractor to provide clarifications and resolve issues that may arise during construction. Construction is expected to be approximately 6 months.

Construction Administration services include:

- Host a preconstruction conference meeting to commence the project, set expectations, and go over project specifications
- Issuance of a Notice to Proceed (NTP)
- Attend monthly Owner-Architect-Contractor (OAC) meetings
    - These meetings are to be held virtually or aligned with scheduled site visits.
- Visit the site to evaluate the work followed up with a Field Observation Report (FOR)
    - General site visits to monitor progress of construction to occur monthly. When possible, these visits will be scheduled to align with specific work observation visits listed below.
- Review and certify Applications for Payment (ACP) from the contractor
- Review Change Order Requests (COR) submitted by the contractor for additional construction costs and time extensions.
- Prepare Change Orders (CO) and Construction Change Directives (CCD) for the Owner's approval and execution in accordance with the Contract Documents.
- Coordination with the Owner's consultants and vendors
- Review and respond to Requests for Information (RFI) for clarifications to the construction documents. RFIs must be concise and provide reference to needed information from the construction documents.
    - If necessary, supplemental drawings and specifications or modifications to existing ones will accompany the RFI response.
- Review, approve, or take other appreciate action on submittals, such as shop drawings, product data, and samples. Review will be only for the limited purpose of checking for conformance with the information given and the design concept in the contract documents.
    - Submittals are to be provided for those outlined within the contract documents.
- Visit the site at Substantial Completion. Punch lists will be generated from each discipline and distributed to the contractor for work to be addressed. Substantial Completion will not commence until the contractor provides their initial punch list. Phased substantial completion is not included.
- Issue Certification of Substantial Completion based on agreed upon date.
- Visit the site for final inspection

3. Qualifications & Clarifications

- This proposal is generated from the information contained within the RFQ dated October 20, 2025 and feasibility study completed on June 26, 2026.
- Unless explicitly referenced above, no additional services, scope of work, or effort is intended, inferred, or can be expected resulting from Summit's efforts.
- The Client is to provide any electronic information that has been obtained or developed for the site, including all site and building information in PDF and AutoCAD versions.
- No liability is assumed for the accuracy of other consultant's work or information provided by The Client used in the production of our documents.
- Plan/application revisions as may be requested from each authority having jurisdiction for nominal changes to the plans and documents are limited to no more than two review cycles.
- Civil Engineering is limited to miscellaneous sidewalk improvements to accommodate the building design. It is assumed that the remainder of the site will remain greatly unchanged and will not require drawings or permits to perform the building renovation work associated with this project. Details for various site components will be incorporated into the overall project package. It is assumed that full construction permit drawings are not required by the City of Sanford for modifications to the site.
- All vendors for scope of work not included in this proposal, including but not limited to IT, security and equipment layout, must provide sufficient detail for the installation of their components. Design will include basic infrastructure layout for installation of electrical and network cables and outlet connections.
- All Construction Administration services are based on an estimated 6-month construction schedule. Due to the unknown market conditions, final design, and general contractor, these values could adjust slightly as construction approaches. In the event the original construction timeframe is not consistent with actual conditions, we will submit a proposal to cover the additional services during that time, which must be approved and agreed by Owner. Owner reserves the right to determine if additional costs are owed to Summit.
- Review of submittals is not for the purpose of determining the accuracy and completeness of other information such as dimensions, quantities, and installation or performance of equipment or systems, which are the Contractor's responsibility. Our review shall not constitute approval of safety precautions or construction means, methods, techniques, sequences or procedures. Our approval of a specific item shall not indicate approval of an assembly of which the item is a component.
- RFIs in which the information can be adequately obtained from the contract documents will not be reviewed. Before incurring cost to determine if the information is in the contract document, Summit must notify the Owner and the Owner must approve the cost. The Owner may respond to the RFI and will request Summit to approve. The Owner nor Summit can determine the RFIs submitted by the Contractor and all RFIs should be responded to in an appropriate manner to ensure construction is completed accurately and timely. If it is determined that an RFI is within the contract document, and the Client requests Summit to respond, time associated with that review will be deemed as additional services that will be applied to the Contractor via the Owner.
- The contractor must provide a minimum of 3 business days' notice for all site visits intended to evaluate portions of the work that do not align with prescheduled OAC meetings. If work is not ready to be observed upon arrival, the time associated with the canceled site visit will be deemed an additional service that will be applied to the Contractor via the Owner.
- ACP and COR review is limited to an initial review and one re-review. Additional coordination necessary with the contractor beyond that will be deemed an additional service.

4. Exclusions

- The Client will pay all regulatory application /permitting /filing /recording fees, either directly or as reimbursable expense. These fees are not included in this proposal.
- Reproductions of drawings for the use of Owner review or submission to permit agencies is not included in this proposal and are considered a reimbursable expense.
- There still may be de-scope, alternates, or value engineering after completion of the Construction Documents and prior to beginning of construction.

- Design after permit approval is final. Value Engineering and design adjustments beyond final acceptance are not included in this proposal.
- Furniture selection is not included and is assumed to be provided by the Owner. Generic furniture layouts will be provided in the documents for permitting. If a vendor is selected during design, we will work alongside them to ensure the furniture fits the space.
- Book Specifications
- Emergency Responder Radio Communication (ERRC) system
- Energy Modeling & Conservation Strategies
- Building Systems Commissioning
- As-built record drawings. As-built drawings will be provided by the contractor with redlines marked on the contract documents for record.
- Design changes requested by the Owner or contractor.
- Rezoning the property to support the warehouse storage occupancy in 1605 Hawkins Ave.
- Permit submission will be handled by the awarded General Contractor. Lee County and Sanford inspections require a General Contractor and all sub-contractors' contracted before plans can be submitted for permit review. Modifications to the drawings as a result of comments received during permit review are included.

5. Proposed Fee Schedule

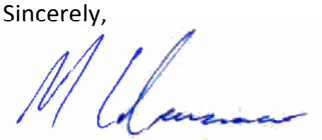
For the scope of work described in this proposal, we propose the following fees.

Phase of Work	Fee Structure	Total Per Phase
Project Management	Fixed Fee	$8,000
Building Design	Fixed Fee	$97,000
Site Design	Fixed Fee	$5,000
Professional Cost Estimation	Fixed Fee	$12,500
Bidding and Negotiation	Fixed Fee	$8,500
Construction Administration	Fixed Fee	$46,500
Total Professional Base Services Fees		**$177,500**

- The fees above do not include normal and customary Reimbursable Expenses such as printing and similar project related expenses which are to be billed at cost plus fifteen percent.
- Additional Services not contained in this proposal, when authorized by the Owner, shall be compensated on an hourly basis using Summit's Hourly Billing Rates Schedule, or on the basis of a negotiated stipulated sum.

If the scope and fee described here is acceptable to you, we will draft a suitable agreement for your review and signature using a standard Form of Agreement, modified to reflect the services of the proposal and certain Owner-initiated amendments at that time. This proposal will also be included as an attachment to that agreement.

Sincerely,



Michael Celauro, AIA, NCARB
Principal Architect

Client: _____

Signature: _____

Printed Name: _____

Date: _____

STANDARD CONTRACT FOR ARCHITECTURE SERVICES

This **AGREEMENT** is made and entered into as of the first date noted below (the "**Effective Date**") by and between Summit Design and Engineering Services, Inc. ("**Summit**") and **Client** (as defined below). It is specifically understood that this Agreement is entered into by and between Summit and Client and is to be used with, any and all Services performed by Summit for the Project as defined herein below.

Client Name: Lee County Government
Address: 408 Summitt Drive
Sanford, NC 27330
Client Contact: Brandon Key
Phone: (919) 718-4605 Ext. 5454
Email: bkey@leecountync.gov

Date: 9/14/2026
Proposal No.:
Project Name: 1605 Hawkins Ave Reno
Summit Contact: Michael Celauro
Email: michael.celauro@summitde.com

Client AP Information:

Name: Brandon Key Phone: (919) 718-4605 ext.5454 Email: bkey@leecountync.gov

Fee Schedule: (select all that apply)

- ☒ Fixed Fee Amount: $177,500.00
- ☐ Hourly Billable Rates (as attached)
- ☐ Not to Exceed:

Payment Conditions: (select all that apply)

- ☐ Retainer:
- ☐ To be billed upon completion with payment due upon receipt
- ☒ To be billed monthly with payment due upon receipt

By signing this Agreement, you are consenting to the Terms and Conditions of the Agreement as set forth herein below, including all Exhibits and Schedules incorporated herein. ***Please retain a copy for yourself and return the signed Original to Summit Design and Engineering Services, Inc.***

Client: **Lee County Government**	**Summit:** **Summit Design and Engineering Services, Inc.**
Address: **408 Summitt Drive**	
	Address: 1000 Social Street Suite 800
City/State: **Sanford, North Carolina 27330**	**City/State:** Raleigh, North Carolina 27609
By: _____ *[sign]*	**By:** _____ *[sign]*
[print]	*[print]*
Its: _____ *[print]*	**Its:** _____ *[print]*
Date: _____	**Date:** _____

TERMS AND CONDITIONS FOR THE STANDARD CONTRACT FOR ARCHITECTURE SERVICES

1. **Article 1 – Summit's Responsibilities**
   1.1. Summit shall provide the professional services as set forth and described in the Proposal, and any exhibits attached to the same, attached here as Exhibit A-the Lee County Proposal 20260817, (the "**Services**") consistent with the professional skill and care ordinarily provided by architects practicing in the same or similar locality under the same or similar circumstances at the same or similar time. Summit shall perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the Project. Should any provision of this Agreement be at variance with any provisions of the Contract Documents, including any provisions of any Schedule or Exhibit attached or incorporated herein, the provisions of this Agreement shall control.
   1.2. The "**Project**" shall mean and refer to the construction or development program intended to benefit from Summit's Services as identified in Exhibit A.
   1.3. Services not set forth herein or as stated and elected in Exhibit A are Supplemental or Additional Services subject to separate fees and approval as provided herein.
   1.4. Summit may provide Supplemental or Additional Services without invalidating the Agreement. Upon recognizing the need to perform Additional Services, Summit shall notify the Client prior to incurring any additional services. Summit shall not perform the Supplemental or Additional Services until Summit receives the Client's written authorization. Except for services required due to the fault of Summit, any Supplemental or Additional Services provided in accordance with this provision shall entitle Summit to compensation pursuant to Article 7.
   1.5. Summit shall identify a representative to act on its behalf and designate specific individuals responsible for this Project.
   1.6. Summit shall coordinate its Services with the work provided by the Client and the Client's consultants. Summit shall be entitled to rely on: (1) the accuracy and completeness of the services and information furnished by the Client and (2) the Client's approvals. Each party shall provide prompt written notice to the other party if they become aware of any error, omission, or inconsistency in such services or information.
   1.7. As soon as practicable after the date of this Agreement, Summit shall submit for the Client's approval a schedule for the performance of Summit's Services. Once approved by the Client, time limits established by the schedule shall not, except for reasonable cause, be exceeded by Summit or Client. With the Client's approval, Summit shall adjust the schedule, if necessary, as the Project proceeds until the commencement of construction.
   1.8. Summit shall oversee the construction of this project. Summit shall review all requests for information and pay applications submitted by the contractor, in accordance with the general terms and conditions between the Client and the contractor. Requests for information, shall include at a minimum, a detailed written statement that indicates the specific drawings or specifications in need of clarification and Summit's response shall be in writing and provided in a prompt manner as to not delay the project.
   1.9. Summit shall maintain worker's compensation insurance required by law. Summit represents and warrants that it maintains general liability and property damage insurance, with commercial general liability with policy limits of not less than two million ($2,000,000.00) for each occurrence and two million ($2,000,000.00) in the aggregate for bodily injury and property damage. Summit will also maintain professional liability insurance covering negligent acts, errors and omissions in the performance of professional services with policy limits of not less than two million ($2,000,000.00) per claim and two million ($2,000,000.00) in the aggregate. Certificates for such policies shall be provided to Client upon written request. Summit shall list the County as an additional insured.
2. **Article 2 – Client's Responsibilities**
   2.1. Unless otherwise provided for under this Agreement, the Client shall provide information in a timely manner regarding requirements for and limitations on the Project, including a written program which shall set forth the Client's objectives, schedule, constraints and criteria, including space requirements and relationships, flexibility, expandability, special equipment, systems and site requirements.
   2.2. The Client shall establish the Client's budget for the Project, including: (1) the budget for the Cost of the Work (as defined herein); (2) the Client's other costs; and (3) reasonable contingencies related to these costs. The Client shall update the Client's budget for the Project as necessary throughout the duration of the Project until final completion. If the Client significantly increases or decreases the Client's budget for the Cost of the Work, the Client shall notify Summit. The Client and Summit shall thereafter agree to a corresponding change in the Project's scope and quality. If the parties are unable to agree, this Agreement shall terminate, and the Client shall pay Summit for the services completed up to that point in accordance with Summit's then applicable rates.

2.3. The Client shall furnish surveys to describe physical characteristics, legal limitations and utility locations for the site of the Project; a written legal description of the site; and services of geotechnical engineers or other consultants, when Summit requests such services and demonstrates that they are reasonably required by the scope of the Project.

2.4. The Client shall coordinate the services of its own consultants with those services provided by Summit. Upon Summit's request, the Client shall furnish copies of the scope of services in the contracts between the Client and the Client's consultants. The Client shall require that its consultants and contractors maintain insurance, including professional liability insurance, as appropriate to the services or work provided. The Client shall furnish tests, inspections and reports required by law or the Project, such as structural, mechanical, and chemical tests; tests for air and water pollution; and tests for hazardous materials.

2.5. The Client shall furnish all legal, insurance and accounting services, including auditing services, that may be reasonably necessary at any time for the Project to meet the Client's needs and interests.

2.6. The Client shall provide prompt written notice to Summit if the Client becomes aware of any fault or defect in the Project, including errors, omissions or inconsistencies in Summit's Service.

2.7. The Client shall endeavor to communicate with the Contractor through Summit about matters arising out of or relating to the Project.

2.8. The Client shall provide Summit access to the Project site prior to commencement of the Services and shall obligate the Client's contractor(s) to provide Summit access to the Services wherever it is in preparation or progress.

2.9. Within 7 days after receipt of a written request from Summit, the Client shall furnish the requested information as necessary and relevant for Summit to evaluate its legal rights.

3. Article 3 – Cost of Work

3.1. For purposes of this Agreement, the Cost of the Work shall be the total cost to the Client to construct all elements of the Project designed or specified by Summit, and shall include contractors' general conditions costs, overhead and profit, where applicable. The Cost of the Work also includes the reasonable value of labor, materials, and equipment, donated to, or otherwise furnished by, the Client. The Cost of the Work does not include the compensation of the Architect; the costs of the land, rights-of-way, financing, or contingencies for changes in the Work; or other costs that are the responsibility of the Owner.

3.2. The Client's budget for the Cost of the Work shall be provided by the Client as a portion of the initial information, if applicable, and shall be adjusted throughout the Project as required under Sections 2.2, 3.4, and 3.5. Evaluations of the Client's budget for the Cost of the Work, and the preliminary estimate of the Cost of the Work and updated estimates of the Cost of the Work prepared by Summit, represent the individual architect's judgment as a design professional employed by Summit. It is recognized, however, that neither Summit nor the Client has control over the cost of labor, materials or equipment; any contractor's methods of determining bid prices; or competitive bidding, market or negotiating conditions. Accordingly, Summit cannot and does not warrant or represent that bids or negotiated prices will not vary from the Client's budget for the Cost of the Work, or from any estimate of the Cost of the Work, or evaluation, prepared or agreed to by Summit.

3.3. In preparing estimates of the Cost of Work, Summit shall be permitted, but not required, to include contingencies for design, bidding and price escalation; to determine what materials, equipment, component systems and types of construction are to be included in the Project documents provided as a Service; to recommend reasonable adjustments in the program and scope of the Project; and to include design alternates as may be necessary to adjust the estimated Cost of the Work to meet the Client's budget. Summit's estimate of the Cost of the Work shall be based on current area, volume or similar conceptual estimating techniques. If the Client requires a detailed estimate of the Cost of the Work, Summit shall provide such an estimate, if identified as Summit's responsibility in Exhibit A. Otherwise such detailed estimate may be provided as a Supplemental Service.

4. Article 4 – Copyrights and Licenses

4.1. Drawings, specifications, and all other documents prepared by Summit or its subconsultants, including those in electronic form (collectively "**Design Documents**") are Instruments of Service. Summit and Client represent and warrant that in transmitting any Instrument of Service that the transmitting party is the copyright Client, or has permission from the copyright Client to transmit such information for use on the Project.

4.2. Summit shall retain all common law, statutory, property, and other reserved rights in the Design Documents, including copyright and the right of reuse. The Design Documents, including those in electronic form are furnished for use solely with respect to this Agreement. The provisions of this Article shall survive termination of this Agreement.

4.3. After full payment for its Services, the Client will become the owner of the Design Documents prepared by Summit for the Project Client is permitted to retain copies of the Design Documents, including those in electronic form, for information and reference in connection with the Project.

4.4. Client understands and agrees that any use or reuse of the Design Documents on anything other than the Project shall be at Client's sole risk and full legal responsibility. In such an event, Client agrees to release Summit and any subconsultant(s) from all claims and causes of action arising from such uses. Further, in such an event, the Client, to the extent permitted by law, further agrees to indemnify and hold harmless Summit and its subconsultant(s) from all costs and expenses, including the cost of defense, related to claims and causes of action asserted by any third party related to such unapproved use.

4.5. Except for the licenses granted in this Article, no other license or right shall be deemed granted or implied under this Agreement. The Client shall not assign, delegate, sublicense, pledge or otherwise transfer any license granted herein to another party without the prior written agreement of Summit.

5. Article 5 – Claims and Disputes

5.1. The Agreement, including all Project documents and attachments, exhibits, or addendums to the same, shall be governed by the laws of the State of North Carolina. The venue for any legal action or proceeding shall be in North Carolina Superior Court, Lee County, North Carolina or the United States District Court for the Eastern District of North Carolina.

5.2. The Client and Summit shall commence all claims and causes of action against the other and arising out of or related to this Agreement, whether in contract, tort, or otherwise, in accordance with the requirements of the applicable statute of limitations.

5.3. To the extent damages are covered by property insurance, the Client and Summit waive all rights against each other and against the contractors, consultants, agents, and employees of the other, for damages, except such rights as they may have to the proceeds of such insurance. Summit and the Client shall, as appropriate, require of the contractors, consultants, agents, and employees of any of them, similar waivers in favor of the other parties enumerated herein.

5.4. In an effort to resolve any claim, dispute, or other matter in question arising from or related to this Agreement (a "**Dispute**"), Client and Summit Agree to the following dispute resolution procedures:

5.4.1. If either Client or Summit determines that a dispute exists that party must provide written notice of dispute to the other, setting forth the nature of the Dispute, with sufficient details. Upon receipt of the notice of dispute the Parties shall appoint senior executives to meet and confer in good faith in an attempt to resolve the Dispute.

5.4.2. If the Parties are unable to fully resolve a Dispute via the informal resolution procedures above, then either party may bring suit in a court of competent jurisdiction subject to the provisions of 5.1 of the Agreement.

6. Term and Termination

6.1. The Agreement may be terminated by Client or Summit upon 15 days written notice to the other party in the event of substantial failure by the other party to perform in accordance with any terms of the Agreement through no fault of the party seeking termination. Termination pursuant to this Section 6.1 shall not be effective if the substantial failure cited in the notice is remedied before the 15 day notice period.

6.2. Client's failure to pay invoices within 30 days shall be deemed a substantial failure to perform. In such event, Summit may terminate the Agreement or immediately suspend the performance of Services until such alure has been cured.

6.3. Summit may also terminate this agreement upon 7 days written notice if, in the opinion of summit, Client demands that Summit furnish or perform services contrary to Summit's responsibilities as a licensed professional or if Summit's Services are delayed for more than 90 days.

6.4. Either Party may terminate this Agreement for convenience upon 15 days written notice, provided that, if the Client elects to terminate for convenience, Client shall pay Summit for all Services performed and expenses incurred up to and including the termination date. Said payment shall be made within 10 days of Client's receipt of final invoice. In no event shall Summit be denied access to the Project site to retrieve materials personnel or equipment from the same.

6.5. Except as otherwise provided herein, the Agreement shall terminate one year from the earlier of: (a) the date of Substantial Completion of the Project; or (b) the date Summit's Services are complete.

6.6. The provisions of Article 5 and Article 8.2 shall survive any termination.

7. Compensation

7.1. Client agrees to compensate Summit for the Services in a manner consistent with the attached Proposal and in accordance with Summit's rates attached here as Exhibit B.

7.2. The Client agrees to reimburse Summit for any and all expenses or outside services at an amount of 1.15 times the direct cost. Such costs shall be reflected on any invoice and are not included in the fees listed in the Proposal or as provided in Exhibit A. Reimbursable expenses include, but are not limited to, permitting and other fees required by authorities having jurisdiction over the Project; printing, reproductions, plots, and standard form documents, if authorized in advance by the Client..

7.3. Summit's practice is to render invoices every thirty days. Payment is due within forty-five (45) days of Client's receipt of such invoice and is past due forty-five (45) days from the invoice date. Client agrees to pay a service charge of one and one half percent (1½%) per month, or the maximum rate allowed by law, on past due accounts.

7.4. Payments will be credited first to interest and then to principal. Payment of invoices shall not be subject to any discounts, set-offs, or backcharges by Client unless agreed to in writing by Summit.

8. Article 8 – Additional Terms and Conditions

8.1. **Entire Agreement:** This Agreement represents the entire and integrated agreement between the Client and Summit. The Agreement supersedes all prior negotiations, representations or agreements, either written or oral and consists of only the documents listed below. No statement, promise, condition, understanding, inducement, or representation, oral or written, expressed or implied, which is not contained herein shall be binding or valid and this Agreement shall not be changed, modified or altered in any manner except by an instrument in writing executed by the parties hereto. In the event any provision of these documents conflict, the conflict will be resolved in the following order of priority:

8.1.1. These terms for the Contract for Architecture Services.

8.1.2. All Exhibits, including but not limited to Exhibits A and B, which are validly acknowledged.

8.1.3. Any attachments or documents referenced in any Exhibit or Schedule.

8.2. **Counterparts:** This agreement may be executed in any number of counterparts and the counterparts together shall constitute the original of this Agreement as if each party hereto had signed the same page. Counterpart copies of this Agreement may be signed by a party and exchanged electronically or in Adobe Acrobat PDF file format. The Parties intend that such copies signed and exchanged as provided in the preceding sentence shall be fully binding.

8.3. **Non-Assignment:** Neither the Client nor Summit may delegate, assign, or transfer their interest in this Agreement without the express written consent of the other party, except that Summit may in its sole discretion utilize qualified subconsultants in the performance of the Services as specified herein.

8.4. **No Third Party:** Nothing in this agreement, including all attachments incorporated to the same, shall be construed to create a contractual relationship or give any right or benefit to any third party.

8.5. **Divisible:** If any provision in this Agreement is held invalid, illegal, or unenforceable, the enforceability of the remaining provisions shall not be impaired thereby. The invalid, illegal or unenforceable provision shall be replaced by a mutually acceptable provision, which, being valid, legal and enforceable, comes closest to the parties' intention underlying the invalid, illegal or unenforceable provision. Limitations of liability, indemnities, and other express representations shall survive termination of this Agreement for any cause.

8.6. **Representatives:** The Client identifies the following as representatives for the project: Lisa Minter, Lee County Manager, Jennifer Gamble, Assistant County Manager, Brandon Key, Development Services Director. Summit identifies the following as representatives for this project: Michael Celauro, Principal Architect and Project Manager, and Erin Kopf, Project Architect

8.7. **Consultants:** Summit identifies the following consultants intended to be retained for this project: SKA Consulting Engineers, Inc. and Palacio Collaborative.

8.8. **Waiver of subrogation:** The Client and Summit waive all rights against each other and Summit's subconsultants, agents and employees for losses or damages caused by any peril to the extent covered by the property insurance maintained by Client, except to the extent such proceeds are held by Client as trustee. This waiver of subrogation shall be effective as to a person or entity even though that person or entity would otherwise have a duty of indemnification, contractual or otherwise, did not pay the insurance premium directly or indirectly, and whether or not the person or entity had an insurable interest in the property damaged.

[REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK. SIGNATURE PAGE IN COVER]

EXHIBIT A

[form letter proposal]

Brandon Key
Director of Development Services
Lee County Government

September 2, 2026

Lee County Warehouse and Office Renovations
1605 Hawkins Ave Renovation

Brandon,
We appreciate working together thus far to determine the best path forward for the improvement of the property based on our feasibility studies. As a result of those studies, we believe the most cost-effective solution would be the renovation of the old Coke building located at 1605 Hawkins Ave. This serves as the basis for the project scope.

1. Project Description
Based on the Request for Qualifications (RFQ) for Architectural Firm for Design of Lee County Warehouse and Office Renovations dated October 20, 2025, and the completed feasibly study with preliminary conceptual plans submitted to Lee County on June 26, 2026, the project consists of the renovation of 1605 Hawkins Avenue, Sanford, NC 27330 and associated site improvements. The building and site scope of work will include taking the recently submitted preliminary conceptual plans from design through completion. This will include accommodating COLTS, Veterans Services, a training room, and all associated accessory program outlined in the study.

Site improvements will consist of reviewing the security needs, vehicular storage, vehicular traffic alignment, parking needs/requirements, and pedestrian needs of the project site. This will include, but not be limited to, perimeter fencing and access gate locations and its associated needs, meetings to discuss current and future truck counts and sizing for locating different parking throughout the site and reviewing existing pathways for pedestrian circulation and current ADA requirements to bring the site into compliance with ADA codes. Civil Engineering is limited to the renovation of the existing hardscape surfaces for the site's future needs. Design shall include fencing and gate plan with parking lot striping, ADA parking layout and sidewalk improvements.

2. Scope of Services
This proposal is for services related to the development described above and includes phases for:

A. Project Management
B. Building Design
    - Architecture
    - Interior Design
    - Structural Engineering
    - Mechanical, Electrical, Plumbing, Fire Alarm Engineering
C. Site Design (Limited)
D. Professional Cost Estimation
E. Bidding and Negotiation
F. Construction Administration

Through this partnership, the following specialty consultants and services are **not** included, but the coordination of this work is included as part of the overall project management of the project.

- Information Technology/Low voltage design
- Bi-Directional Amplifier (BDA) System testing or design
- Generator design
- Security Design
- Audio/Visual Design (*Outlets and wiring infrastructure are included)
- Hazardous Material Identification and Testing
- Permit/Environmental Impact Fees
- Furniture and Equipment Selection
- Sprinkler Design
- Full Civil Engineering (*Accessible code compliant design updates for building egress are included)
- Landscape Architecture

A. Project Management

Project Management will consist of coordination and collaboration between Lee County Government, Summit Design and all subconsultants, Owner Vendors, and all stakeholders involved in the project. To ensure the project succeeds, this is probably the most important scope of the project. Through routine meetings, consistent communication, and QA/QC, we will work towards a fully coordinated project that tracks with the project schedule and adheres to your overall budget. There are also several elements of the overall project that we are not responsible for, however, are required to provide a complete project. We will work with outside agencies and assist with vendor partnerships and selection.

B. Building and Site Design

Design Development (Est. 8 weeks)

Based on the recently completed preliminary conceptual design phase, we will skip right into Design Development. We will update the drawings from the preliminary concept plan and begin coordinating all building systems and finishes throughout.

Deliverables:

- Coordinated Building Plans
- Incorporation of Finishes, Equipment, Furniture, and Other Owner Vendor Items
- Design Development Documents for Owner Approval

Construction Documents (Est. 10 weeks)

Upon approval of the Design Development, we will proceed forward with finalizing the documentation for permits and construction. This will consist of completing all outstanding drawings and details for the project, coordination with consultants and vendors for the building systems, and specifications for the project.

Deliverables:

- Final 100% Completed Construction Documents for Permit Submittal

C. Professional Cost Estimation

Cost Estimation would consist of periodic construction cost estimates at each design deliverable to ensure the project continues to align with the overall project budget. We utilize our conceptual cost estimating tool, Genesys®, to study a myriad of program, scope, finish, and quality alternatives to quickly show the cost impact and determine a Target Value Design, which can be done in real-time. We will then select the appropriate solutions based on a thorough understanding of the stated criteria and budget, continuously identify solutions which afford the greatest long-term value and whose first costs are affordable, integrate cost effective sustainable design strategies, and utilize our benchmarking data on each project type.

D. Bidding and Negotiating

As required, the project will need to be publicly bid on by General Contractors to provide pricing based on the construction documents. Upon compiling the bid documentation, we will assist with submitting a formal public bid. After the bid period, we will receive the bids, assist with descoping and reviewing each bid, and recommending a qualified contractor to award.

Deliverables:

- Generating and issuing Invitations to Bid (ITB)
- Hosting a Pre-Bid conference meeting to commence pricing the project, set expectations, and go over project specifics
- Address Requests for Information (RFI) and issue Addenda
- Receive formal bids, tabulate values, and recommend a contractor to award the contract

E. Construction Administration

Upon full execution of the contract with the General Contractor, we will provide administration of the contract between the Owner and the Contractor. We will advise and consult with the Owner during the construction phase. We will evaluate the work being constructed to become familiar with the progress and quality of the portion of the work completed and determine, in general, if the work is being performed in accordance with the contract documents. We will be available to the contractor to provide clarifications and resolve issues that may arise during construction. Construction is expected to be approximately 6 months.

Construction Administration services include:

- Host a preconstruction conference meeting to commence the project, set expectations, and go over project specifications
- Issuance of a Notice to Proceed (NTP)
- Attend monthly Owner-Architect-Contractor (OAC) meetings
    - These meetings are to be held virtually or aligned with scheduled site visits.
- Visit the site to evaluate the work followed up with a Field Observation Report (FOR)
    - General site visits to monitor progress of construction to occur monthly. When possible, these visits will be scheduled to align with specific work observation visits listed below.
- Review and certify Applications for Payment (ACP) from the contractor
- Review Change Order Requests (COR) submitted by the contractor for additional construction costs and time extensions.
- Prepare Change Orders (CO) and Construction Change Directives (CCD) for the Owner's approval and execution in accordance with the Contract Documents.
- Coordination with the Owner's consultants and vendors
- Review and respond to Requests for Information (RFI) for clarifications to the construction documents. RFIs must be concise and provide reference to needed information from the construction documents.
    - If necessary, supplemental drawings and specifications or modifications to existing ones will accompany the RFI response.
- Review, approve, or take other appreciate action on submittals, such as shop drawings, product data, and samples. Review will be only for the limited purpose of checking for conformance with the information given and the design concept in the contract documents.
    - Submittals are to be provided for those outlined within the contract documents.
- Visit the site at Substantial Completion. Punch lists will be generated from each discipline and distributed to the contractor for work to be addressed. Substantial Completion will not commence until the contractor provides their initial punch list. Phased substantial completion is not included.
- Issue Certification of Substantial Completion based on agreed upon date.
- Visit the site for final inspection

3. Qualifications & Clarifications

- This proposal is generated from the information contained within the RFQ dated October 20, 2025 and feasibility study completed on June 26, 2026.
- Unless explicitly referenced above, no additional services, scope of work, or effort is intended, inferred, or can be expected resulting from Summit's efforts.
- The Client is to provide any electronic information that has been obtained or developed for the site, including all site and building information in PDF and AutoCAD versions.
- No liability is assumed for the accuracy of other consultant's work or information provided by The Client used in the production of our documents.
- Plan/application revisions as may be requested from each authority having jurisdiction for nominal changes to the plans and documents are limited to no more than two review cycles.
- Civil Engineering is limited to miscellaneous sidewalk improvements to accommodate the building design. It is assumed that the remainder of the site will remain greatly unchanged and will not require drawings or permits to perform the building renovation work associated with this project. Details for various site components will be incorporated into the overall project package. It is assumed that full construction permit drawings are not required by the City of Sanford for modifications to the site.
- All vendors for scope of work not included in this proposal, including but not limited to IT, security and equipment layout, must provide sufficient detail for the installation of their components. Design will include basic infrastructure layout for installation of electrical and network cables and outlet connections.
- All Construction Administration services are based on an estimated 6-month construction schedule. Due to the unknown market conditions, final design, and general contractor, these values could adjust slightly as construction approaches. In the event the original construction timeframe is not consistent with actual conditions, we will submit a proposal to cover the additional services during that time, which must be approved and agreed by Owner. Owner reserves the right to determine if additional costs are owed to Summit.
- Review of submittals is not for the purpose of determining the accuracy and completeness of other information such as dimensions, quantities, and installation or performance of equipment or systems, which are the Contractor's responsibility. Our review shall not constitute approval of safety precautions or construction means, methods, techniques, sequences or procedures. Our approval of a specific item shall not indicate approval of an assembly of which the item is a component.
- RFIs in which the information can be adequately obtained from the contract documents will not be reviewed. Before incurring cost to determine if the information is in the contract document, Summit must notify the Owner and the Owner must approve the cost. The Owner may respond to the RFI and will request Summit to approve. The Owner nor Summit can determine the RFIs submitted by the Contractor and all RFIs should be responded to in an appropriate manner to ensure construction is completed accurately and timely. If it is determined that an RFI is within the contract document, and the Client requests Summit to respond, time associated with that review will be deemed as additional services that will be applied to the Contractor via the Owner.
- The contractor must provide a minimum of 3 business days' notice for all site visits intended to evaluate portions of the work that do not align with prescheduled OAC meetings. If work is not ready to be observed upon arrival, the time associated with the canceled site visit will be deemed an additional service that will be applied to the Contractor via the Owner.
- ACP and COR review is limited to an initial review and one re-review. Additional coordination necessary with the contractor beyond that will be deemed an additional service.

4. Exclusions

- The Client will pay all regulatory application /permitting /filing /recording fees, either directly or as reimbursable expense. These fees are not included in this proposal.
- Reproductions of drawings for the use of Owner review or submission to permit agencies is not included in this proposal and are considered a reimbursable expense.
- There still may be de-scope, alternates, or value engineering after completion of the Construction Documents and prior to beginning of construction.

- Design after permit approval is final. Value Engineering and design adjustments beyond final acceptance are not included in this proposal.
- Furniture selection is not included and is assumed to be provided by the Owner. Generic furniture layouts will be provided in the documents for permitting. If a vendor is selected during design, we will work alongside them to ensure the furniture fits the space.
- Book Specifications
- Emergency Responder Radio Communication (ERRC) system
- Energy Modeling & Conservation Strategies
- Building Systems Commissioning
- As-built record drawings. As-built drawings will be provided by the contractor with redlines marked on the contract documents for record.
- Design changes requested by the Owner or contractor.
- Rezoning the property to support the warehouse storage occupancy in 1605 Hawkins Ave.
- Permit submission will be handled by the awarded General Contractor. Lee County and Sanford inspections require a General Contractor and all sub-contractors' contracted before plans can be submitted for permit review. Modifications to the drawings as a result of comments received during permit review are included.

5. Proposed Fee Schedule

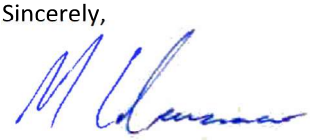
For the scope of work described in this proposal, we propose the following fees.

Phase of Work	Fee Structure	Total Per Phase
Project Management	Fixed Fee	$8,000
Building Design	Fixed Fee	$97,000
Site Design	Fixed Fee	$5,000
Professional Cost Estimation	Fixed Fee	$12,500
Bidding and Negotiation	Fixed Fee	$8,500
Construction Administration	Fixed Fee	$46,500
Total Professional Base Services Fees		**$177,500**

- The fees above do not include normal and customary Reimbursable Expenses such as printing and similar project related expenses which are to be billed at cost plus fifteen percent.
- Additional Services not contained in this proposal, when authorized by the Owner, shall be compensated on an hourly basis using Summit's Hourly Billing Rates Schedule, or on the basis of a negotiated stipulated sum.

If the scope and fee described here is acceptable to you, we will draft a suitable agreement for your review and signature using a standard Form of Agreement, modified to reflect the services of the proposal and certain Owner-initiated amendments at that time. This proposal will also be included as an attachment to that agreement.

Sincerely,



Michael Celauro, AIA, NCARB
Principal Architect

Client: _____

Signature: _____

Printed Name: _____

Date: _____

EXHIBIT B

[Summit Rates]

SUMMIT DESIGN AND ENGINEERING SERVICES

STANDARD RATES

POSITION	BILLING RATE
Principal Architect	$270.00
Senior Architect/Engineer	$265.00
Senior Project Manager	$250.00
Project Manager	$200.00
Senior Professional	$215.00
Project Professional III	$205.00
Project Professional II	$175.00
Project Professional I	$150.00
Intern	$80.00
Project Coordinator	$145.00
Staff Professional III	$135.00
Staff Professional II	$115.00
Staff Professional I	$95.00
Designer III	$140.00
Designer II	$125.00
Designer I	$105.00
Construction Inspector	$110.00
Senior Construction Inspector	$135.00
Field Technician IV	$130.00
Field Technician III	$110.00
Field Technician II	$90.00
Field Technician I	$75.00
Principal Planner	$205.00
Planner III	$145.00
Planner II	$135.00
Planner I	$105.00

DIRECT EXPENSES — COST +15%

Field Services: Scheduling of field services requires no less than 24 hours notice

Overtime for Field Services:

Over 8 hours a day, Over 40 hr/week, nights and Saturdays	Regular Time x 1.5 per hour
Doubletime: Sundays and Holidays	Regular Time x 2 per hour
Travel (Portal to Portal)	

Prices are in effect 30 days from the date of proposal
Rates are subject to a 5% Annual Escalation

Rev: 1/12/2026

SUMMIT DESIGN AND ENGINEERING SERVICES

ITEM #: II.J

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Budget Amendment #09/21/26/04

DEPARTMENT: Finance

CONTACT PERSON: Jen Waterhouse, Chief Financial Officer

TYPE: Consent Agenda

REQUEST	Approve Budget Amendment #09/21/26/04.
BUDGET IMPACT	Please see below.
ATTACHMENTS	Budget Amendment 09-21-26-04.pdf
PRIOR BOARD ACTION	Lee County Schools- The Board of Commissioners approved the special funding to move the CCCC PODS on April 20, 2026.
RECOMMENDATION	Approve Budget Amendment #09/21/26/04.

SUMMARY

General Services: Rollover FY26 funds for two projects ($90,481), including the Courthouse Building Enclosure and ($19,700) for REI contract for the Buggy Building Roof Replacement. Drug and Seizure: Appropriate ($20,000) for Drone software and ancillary costs. Fire Marshal: Appropriate ($10,000) for professional services. Health: Appropriate new State funding ($696) dedicated to core needs of the Health department and Family Planning services. Lee County Schools: Rollover FY26 funds ($774,328) for moving the PODS. McKinsey Funds: Appropriate ($5,000) to McKinsey Expenses for FY27. Sheriff's Office: Rollover FY26 funding for body armor ($900)

MEMO TO: LEE COUNTY BOARD OF COMMISSIONERS

FROM: LISA MINTER, LEE COUNTY MANAGER

SUBJECT: BUDGET AMENDMENT:# 09/21/2026/04

DATE: September 21, 2026

SECTION I. THE FOLLOWING GENERAL FUND (1100) *REVENUE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
State and Local Revenue	1100-3200-32280	Article 46 1/4	3,943,556	418,137	4,361,693
Health	1100-3510-33370	DEHNR Family Planning	102,133	550	102,683
Health	1100-3510-33380	DEHNR General Administration	108,118	146	108,264
Debt Service	1100-3910-32220	Half Cent Local Option Sales Tax	-	108,406	108,406
Debt Service	1100-3910-32230	Additional Half Cent Sales Tax	-	247,785	247,785
Fund Balance	1100-3990-39900	Fund Balance Appropriated	10,534,132	121,171	10,655,303
					-
				896,195	

SECTION II. THE FOLLOWING GENERAL FUND (1100) *EXPENSE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
General Services	1100-4262-46200	Building Improvements	2,853,055	90,481	2,943,536
Buggy Building	1100-4263-46200	Building Improvements	338,028	19,700	357,728
Fire Marshal	1100-4372-43100	Professional Services	-	10,000	10,000
Health	1100-5100-43400	Conference & MTG Registration	1,300	146	1,446
Health-Family Planning	1100-5107-44172	Non Prescription Drugs	39,000	550	39,550
School Capital Outlay	1100-5912-48450	Special Allocations Project	-	774,328	774,328
Sheriff's Office	1100-4310-46400	Capital Outlay	69,755	990	70,745
		TOTAL CHANGES		896,195	

SECTION III. THE FOLLOWING DRUG SEIZURE FUND (2110) REVENUE *INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Fund Balance	2110-3990-39900	Fund Balance Appropriated	20,000	20,000	40,000
		TOTAL CHANGES		20,000	

SECTION IV. THE FOLLOWING DRUG SEIZURE FUND (2110) EXPENSE *INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Sheriff's Office	2110-4310-43380	Maintenance to Technology	-	12,000	12,000
Sheriff's Office	2110-4310-44100	Office Supplies	-	3,000	3,000
Sheriff's Office	2110-4310-46412	Technology eq $500-$4,999	-	5,000	5,000
					-
		TOTAL CHANGES		20,000	20,000

SECTION V. THE FOLLOWING MCKINSEY FUND (2118) *REVENUE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Fund Balance	2118-3990-39900	Fund Balance Appropriated	-	5,000	5,000
		TOTAL CHANGES		5,000	

SECTION VI. THE FOLLOWING MCKINSEY FUND (2118) *EXPENSE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Community Support	2118-4151-44830	Mckinsey Expense	-	5,000	5,000
					-
		TOTAL CHANGES		5,000	

SAMANTHA MARTIN,CHAIR

HAILEY HALL, CLERK TO THE BOARD

ITEM #: II.K

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: NCFCC Proposal For Fire Service Funding Analysis

DEPARTMENT: Fire Marshal

CONTACT PERSON: Jennifer Gamble, Assistant County Manager

TYPE: Consent Agenda

REQUEST	Consider approval of the proposal from NC Fire Chief Consulting in the amount of $10,000.
BUDGET IMPACT	$10,000 - A budget amendment has been prepared to appropriate funds from Fire Marshal reserves (Fund Balance) to Fire Marshal professional services.
ATTACHMENTS	Proposal - September 2026.pdf
PRIOR BOARD ACTION	NCFCC performed in comprehensive fire study for the County in FY 24.
RECOMMENDATION	Consider approval of the proposal from NC Fire Chief Consulting in the amount of $10,000.

SUMMARY

As we saw with last year's budget process related to the fire districts, there is an increasing need to evaluate funding model options for County rural fire service to develop an equitable funding plan to ensure adequate and reasonable planning and funding for the future. Over the last five years, many counties have moved toward modifying their funding models for fire service as a result of growth and development; however, every approach is specific and tailored to the County's needs and stakeholder input. To effectively navigate this process, many Counties hired consultants with specialized experience to assist with the evaluation and facilitation of the process. North Carolina Fire Chief Consulting (NCFCC) performed the County's Comprehensive Fire Study in FY 24 and have a discounted contracted rate through

the North Carolina Association of County Commissioners (NCACC). The scope of work included in the attached proposal consists of updating key elements of the fire study that are necessary to evaluating funding needs, gathering, collecting, and analyzing data that would be used in recommending funding model options for Lee County, providing a review of the statutory funding model options in NC to staff and the Fire Advisory Board (FAB), outlining a baseline plan for implementation of a recommended funding model, developing a detailed task list of steps that are necessary to achieving the implementation of the funding model along with the associated timelines for completion, and once the funding model recommendation is developed by staff and the FAB, NCFCC will assist with the presentation of the model to the Board of Commissioners. Staff is recommending moving forward with this scope of work to begin navigating the process along with the assistance of a consultant that has knowledge and experience in providing similar assistance with other organizations across the state.

North Carolina Fire Chief Consulting
3140 Abingdon Place
Burlington, North Carolina 27215
(336) 266-7998
GGrayson@NCFireChief.com
www.NCFireChief.com

September 2, 2026

Ms. Jennifer Gamble, Assistant County Manager
Lee County Government
PO Box 1968
Sanford, North Carolina 27331

VIA: jgamble@leecountync.gov

RE: **SERVICE DISTRICT FACILITATION PROPOSED SCOPE OF WORK**

Dear Ms. Gamble,

Thank you for taking time to speak with us recently regarding potentially implementing a unified fire protection service district for Lee County. We would be honored to assist you and the Lee County staff in that important long-term endeavor for stronger sustainability of fire and rescue services.

North Carolina Fire Chief Consulting (NCFCC) works closely with many North Carolina counties and municipalities to provide management guidance and technical expertise regarding recommendations, options, best practices, and considerations related to providing core, essential public safety services. Through a contract with the North Carolina Association of County Commissioners (NCACC), we have assisted many North Carolina counties with considering and implementing fire protection service districts as a methodology of funding fire and rescue services.

NCFCC only charges for actual hours worked on projects plus travel/reimbursement. Therefore, we make estimations based upon conditions that we are aware of at the time of this proposal. We communicate with the identified persons on work hours on an approximate monthly basis and should the work hours begin to reach the projected capacity, we inform decision makers of the situation if they choose to issue a change order for additional services. For this project, we initially project up to 50 work hours plus federal mileage and federal GSA reimbursement. We strive to minimize travel time and mileage reimbursement to the extent possible by using Zoom meetings as much as conditions allow.

We understand that the desire is to implement a service district for a 7-1-27 effective date. We believe that it is possible at this point to make that happen if conditions allow. However, timeliness should be an important consideration with this work due to the prescriptive nature of statutory requirements and the entities involved.

SCOPE OF WORK:

As we understand, the specific areas that Lee County would like assistance with are as follows:

- Update key elements of fire study to be identified between staff and NCFCC that are necessary in evaluating funding needs.
- Gather, collect, and analyze data that would be used in the Lee County funding model.
- Provide a review of the statutory funding model options in North Carolina to staff and the Lee County Fire Advisory Board (FAB).
- Outline a baseline plan for implementation of the funding model.
- Develop a detailed task list of steps that are necessary to achieve the implementation of the funding model along with associating timelines for completion.
- Once the model is approved for recommendation by staff and the FAB along with a plan for implementation, assist with the presentation of the plan to the Board of Commissioners.

To accomplish this defined work, we would propose the following approach:

Month	Focus of Work	Estimated Professional Services Hours
1 *(September 2026)*	Update all critical/essential elements of the NCGS plan for Lee County, working with Lee County staff in GIS, Finance, Tax Assessor and other needed departments. This would include mapping, financial projections and other updates since the previous FY 23-24 analysis.	16
2 *(October)*	Address potential municipal inclusion into the proposed service district (*recognizing that some areas within Lee County must be excluded from the service district.).* Finalizing associated documents as necessary.	4
3 *(November)*	Collaborate with Lee County staff on defining and developing the proposed funding model for distribution of funds to provider agencies.	8
4 *(December)*	Work together with the County Manager's Office to finalize any public facing documents and prepare visual representations of the key information.	8
5 *(January 2027)*	Ensure that the presentation is on point for Lee County elected officials and proper timelines are established and in place consistent with NCGS.	4
6 *(February)*	Assist staff in presenting recommendations to the Lee County Fire Advisory Board (FAB) and the Lee County Commissioners for their discernment.	6
7+	NCFCC to remain available to Lee County staff to provide technical assistance and troubleshoot issues that arise.	4

Cumulatively, at this point, we would project approximately 50 hours of professional services plus any necessary mileage reimbursement following the current federal GSA rate structure plus a travel hourly rate. Projected cost for 50 hours of professional services is at $14,000. However, under the NCACC contract, the projected cost for Lee County would be reduced to a maximum of **$10,000** plus any necessary travel time and reimbursement. Use of the NCACC contract reduces Lee County's cost by $4,000.

In the event that unanticipated challenges are encountered in the process, we will review those situations with you as Assistant County Manager for your approval before the scope of work is increased beyond the stated 50 professional services hours plus any associated travel costs.

ADDITIONAL WORK:

Any work beyond the above scope will necessitate written change orders, but we will honor the same discounted NCACC hourly rate through June 30, 2027. Potential areas of expansion of services could include, but not limited to:

- Assistance with establishment of a "transition team" of county staff and fire service representation/leadership in lieu of or to coincide with the Lee County FAB.
- Fiscal analysis of each rural fire department to analyze and develop recommendations for improvements related to budgeting across 7 departments, reporting, group purchasing opportunities, capital planning etc.
- Present plan to stakeholder community groups such as Fire Chiefs.
- Conduct community information sessions either pre or post BOC approval.
- Other assistance as needed.

KEY PERSONNEL:

NCFCC initially plans to engage several subject matter experts on this work including Chief Nick Campasano *(Wake County)* on fiscal analysis and contract agreements, as well as Robert McNally *(Monroe)* on GIS work and Chief Scott Rogers *(Nash County)* as necessary on county best practices processes. Other personnel will be engaged on this project as conditions demand. Our team members developed the funding models, GIS models, etc. for the original analysis, so the work in this proposal will not include developing these models, but rather updating them with current and relevant information.

NEXT STEPS:

Should Lee County decide to move forward with this process, we would simply ask for a purchase order number to use for us to begin work. It is understood that this work is month to month with invoices for actual work performed and reimbursement of actual expenses. Should decision makers decide to defer or suspend work on the proposed initiative and provide this notice to NCFCC in writing, NCFCC will prepare a final invoice of work conducted and we would not have professional services to invoice further for at that point. This provision protects Lee County from expending any more public funds than necessary if conditions change.

We stand ready to assist you in this endeavor. Please call on me when you are ready to discuss further at 336-266-7998 or by email at GGrayson@NCFireChief.com. Thank you for your consideration and your commitment to continuous improvement. We look forward to working together with you in the months ahead to help this progressive initiative move forward to best serve and protect the people of Lee County.

Sincerely,



Gregory H. Grayson,
Chief Officer

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

North Carolina Fire Rescue Innovative Solutions, LLC

2 Business name/disregarded entity name, if different from above.

NC Fire Chief Consulting

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☑ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

3140 Abingdon Place

Requester's name and address (optional)

6 City, state, and ZIP code

Burlington, NC 27215

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

8	1	–	5	0	3	9	7	5	5

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** Troy H. Thayer **Date** 1-1-2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 09/05/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
MAST & GARRISON, INC.
PO BOX 340
BURLINGTON, N.C. 27216

CONTACT NAME: MAST & GARRISON, INC.
PHONE (A/C, No, Ext): 3362264474 **FAX (A/C, No):** 3362264535
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : HARTFORD UNDERWRITERS	
INSURER B : UNITED STATES LIABILITY	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
NORTH CAROLINA FIRE RESCUE INNOVATIVE SOLUTIONS, LLC
3140 ABINGDON PLACE
BURLINGTON, N.C. 27215

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC OTHER:			22SBMAH3TTV	09/01/2023	09/01/2024	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1000000 $ 1000000 $ 10000 $ 1000000 $ 2000000 $ 2000000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			22SBMAH3TTV	09/01/2023	09/01/2024	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1000000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $			22SBMAH3TTV	09/01/2023	09/01/2024	EACH OCCURRENCE AGGREGATE	$ 1000000 $ 1000000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [Y] If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		22WECAH3TVW	09/01/2023	09/01/2024	[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1000000 $ 1000000 $ 1000000
B	PROFESSIONAL LIABILITY			SP1565110E	01/11/2023	01/11/2024	EACH CLAIM AGGREGATE	$1000000 $2000000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER
LEE COUNTY
115 CHATHAM STREET
SUITE 302
SANFORD, N.C. 27330

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

ITEM #: II.L

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Proclamation Honoring Sheriff Brian Estes and the Lee County Sheriff's Office

DEPARTMENT: Governing Body

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

TYPE: Action Item

REQUEST	Approve the Proclamation Honoring Sheriff Brian Estes and the Lee County Sheriff's Office.
BUDGET IMPACT	N/A
ATTACHMENTS	PROCLAMATION_Sheriff Brian Estes and Office.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Proclamation Honoring Sheriff Brian Estes and the Lee County Sheriff's Office.

SUMMARY

Chair Samantha Martin requested a proclamation honoring Sheriff Brian Estes and the Lee County Sheriff's Office for their successful multi-agency sex offender sting operation in July 2026 targeting individuals exploiting or attempting to exploit children in Lee County, the surrounding area, and across the country. Attached is the proclamation for the Board's consideration.

PROCLAMATION HONORING SHERIFF BRIAN ESTES
AND THE LEE COUNTY SHERIFF'S OFFICE

WHEREAS, Sheriff Brian Estes and the Lee County Sheriff's Office, in coordination with the North Carolina Internet Crimes Against Children (NCIACAC) Task Force, led a multi-agency sex offender sting operation in July 2026 targeting individuals exploiting or attempting to exploit children in Lee County, the surrounding area, and across the country; and

WHEREAS, the proactive operation, conducted with the Invictus Task Force and multiple partner agencies, resulted in the arrest of 14 individuals on 68 charges related to sexual exploitation of minors and the solicitation of children by computer for sex acts; and

WHEREAS, this operation saw success because of the great coordination of multiple agencies, including the NC State Bureau of Investigation, Invictus Task Force, Alamance County Sheriff's Office, Davidson County Sheriff's Office, Forsyth County Sheriff's Office, Rockingham County Sheriff's Office, Liberty Police Department, Burlington Police Department, Cumberland County Sheriff's Office, Fayetteville Police Department, Mint Hill Police Department, Moore County Sheriff's Office, Nashville Police Department, New Hanover County Sheriff's Office, Sanford Police Department, Siler City Police Department, Las Vegas Metro Police Department, Homeland Security Investigations, Lee County District Attorney's Office, Lee County Schools System, Piedmont Triad Airport Police and the FBI – Las Vegas Field Office; and

NOW, THEREFORE, BE IT PROCLAIMED by the Lee County Board of Commissioners that the Sheriff and his office be honored for removing those who target the most vulnerable members of our community and for continuing to maintain the protection of children from sexual predators as one of their highest priorities.

Presented this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: II.M

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Proclamation Recognizing the Transformation, Achievement, and Excellence of Lee County Schools

DEPARTMENT: Governing Body

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

TYPE: Action Item

REQUEST	Approve the Proclamation Recognizing the Transformation, Achievement, and Excellence of Lee County Schools.
BUDGET IMPACT	N/A
ATTACHMENTS	PROCLAMATION_Lee County Schools.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Proclamation Recognizing the Transformation, Achievement, and Excellence of Lee County Schools.

SUMMARY

Chair Samantha Martin requested a proclamation recognizing the transformation, achievement, and excellence of Lee County Schools regarding the district's recent scores released in the 2025-2026 North Carolina School Performance Grades. Attached is the proclamation for the Board's consideration.

PROCLAMATION RECOGNIZING THE TRANSFORMATION, ACHIEVEMENT, AND EXCELLENCE OF LEE COUNTY SCHOOLS

WHEREAS, the strength of Lee County is inseparable from the strength of its public schools, and every child deserves the opportunity to learn, grow, achieve, and prepare for a successful future; and

WHEREAS, Lee County Schools has undergone a remarkable period of transformation, demonstrating that meaningful and lasting improvement is possible when leaders confront challenges honestly, establish clear expectations, strengthen accountability, and remain focused on student success; and

WHEREAS, the Lee County Board of Education has provided sustained governance and oversight throughout this period of transformation, including the willingness to examine difficult challenges, seek independent evaluation, and make consequential decisions in the long-term interests of students and the school system; and

WHEREAS, the Board's decision to commission a comprehensive performance audit by Evergreen Solutions provided an independent examination of district operations, organization, management, finance, and educational service delivery, identifying opportunities to strengthen efficiency, accountability, organizational structure, and the stewardship of public resources; and

WHEREAS, the Board demonstrated its commitment to responsible governance by acting upon the lessons of that audit and undertaking difficult organizational and leadership decisions necessary to establish a stronger foundation for the future; and

WHEREAS, this work included strengthening accountability, improving operational practices, aligning resources with priorities, and establishing a renewed commitment to strategic planning and measurable improvement; and

WHEREAS, Lee County Schools subsequently developed and implemented Thrive in Lee, its 2025–2030 strategic plan, establishing a clear roadmap centered on student growth and achievement, student well-being and safety, operational efficiency and sustainability, and strengthening the educator workforce; and

WHEREAS, district leadership, principals, teachers, and staff have translated these priorities into action through stronger instructional practices, consistent expectations, regular analysis of student performance data, collaboration, and a commitment to evaluating whether programs, practices, and resources are producing meaningful results for students; and

WHEREAS, students, families, and community partners have contributed immeasurably to this progress through their perseverance, engagement, support, and belief in the potential of Lee County's children; and

WHEREAS, the results of this collective effort have been extraordinary: after having five schools designated as low-performing following the 2024–2025 school year, Lee County Schools now has zero schools designated as low-performing; and

WHEREAS, this achievement is further distinguished by the fact that all 14 graded schools improved in their School Performance Score, academic growth measure, or both, with six schools improving by at least one full letter grade and 11 of 14 schools meeting or exceeding expected academic growth; and

WHEREAS, Lee County Schools has continued to demonstrate strong high school outcomes, including a 2025-2026 graduation rate of 89.2 percent, exceeding the statewide graduation rate of 88.8 percent; and

WHEREAS, these accomplishments place Lee County Schools among a select group of North Carolina school districts, with Lee County being one of only 24 of the state's 115 school districts with no low-performing schools and the only district in the Sandhills region to achieve that distinction; and

WHEREAS, these achievements are not simply numbers on a report card. They represent students who have gained opportunities, teachers whose dedication has changed lives, principals and school leaders who have embraced improvement, families who have supported their children, and employees throughout the district who have committed themselves to getting better every day; and

WHEREAS, the progress of Lee County Schools illustrates the power of effective governance and collaboration among the Board of Education, district leadership, educators, families, students, community organizations, and the Lee County Board of Commissioners; and

WHEREAS, the transformation demonstrates that lasting educational improvement is built over time through honest assessment, courageous governance, accountability, strategic planning, responsible stewardship, strong leadership, effective instruction, and a culture of continuous improvement; and

WHEREAS, the Lee County Board of Commissioners recognizes that strong public schools are fundamental to the educational, economic, civic, and community future of Lee County; and

NOW, THEREFORE, BE IT PROCLAIMED, that the Lee County Board of Commissioners proudly recognizes and celebrates the transformation, achievement, and excellence of Lee County Schools and extends its appreciation to the Lee County Board of Education, district leadership, principals, teachers, staff, students, families, and community partners whose collective efforts have contributed to this historic achievement.

BE IT FURTHER PROCLAIMED, that the Lee County Board of Commissioners recognizes the importance of the foundational work that made this progress possible — including independent evaluation through the performance audit, strengthened governance and accountability, organizational improvement, strategic planning, responsible stewardship, and a sustained commitment to student achievement.

BE IT FURTHER PROCLAIMED, that the Lee County Board of Commissioners commends the entire Lee County Schools community for demonstrating that when challenges are confronted with honesty, leadership, perseverance, and a commitment to continuous improvement, extraordinary progress can be achieved.

BE IT FINALLY PROCLAIMED, that Lee County celebrates this important chapter in the history of its public schools and recognizes that the true measure of this achievement is the greater opportunity, stronger preparation, and brighter future now being created for the children of Lee County.

Presented this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: II.N

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Proclamation Honoring the Lee County Cooperative Extension Master Gardener Volunteers

DEPARTMENT: Cooperative Extension

CONTACT PERSON: Bill Stone, County Extension Director

TYPE: Action Item

REQUEST	Approve proclamation as presented.Â
BUDGET IMPACT	N/A
ATTACHMENTS	Master Gardener Volunteers Proclamation.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve proclamation as presented.
SUMMARY	

PROCLAMATION HONORING THE LEE COUNTY COOPERATIVE EXTENSION MASTER GARDENER VOLUNTEERS AND THEIR 30 YEARS OF SERVICE

WHEREAS, since 1996 and to this day, the Extension Master Gardener Volunteer Program of Lee County has provided three decades of dedicated volunteer service, education, and community engagement; and

WHEREAS, over the course of the program, 139 Master Gardener volunteers have generously contributed their time, knowledge, talents, and passion for gardening to benefit the residents and communities of Lee County; and

WHEREAS, these volunteers have collectively contributed 30,332 hours of volunteer service between 1996 and 2025, valuing approximately $682,492, representing great dedication to horticultural education, community outreach, environmental stewardship, and the sharing of research-based gardening knowledge; and

WHEREAS, the success and continuity of the program have been supported by the leadership and dedication of 139 volunteers, six Cooperative Extension Agents, and three Cooperative Extension Directors who have served throughout the program's history and guided volunteers in fulfilling their mission of serving the community; and

WHEREAS, the Master Gardeners serve as valued ambassadors for NC Cooperative Extension, helping residents make informed decisions about gardening, landscapes, natural resources, and environmental stewardship through science-based horticultural education; and

WHEREAS, the accomplishments of the Lee County Master Gardeners demonstrate the profound impact that volunteer service can have on a community, enriching the lives of residents while promoting beautiful, healthy, and sustainable communities; and

WHEREAS, the County of Lee recognizes that volunteerism strengthens communities and celebrates the dedication, expertise, and generosity of those who give their time in service to others; and

NOW, THEREFORE, BE IT PROCLAIMED by the Lee County Board of Commissioners that September 21, 2026 be recognized as Lee County Extension Master Gardener Volunteers Day in Lee County, NC and call upon the community to recognize and thank these volunteers for their continued service and dedication to our community.

Presented this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: II.O

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Hispanic Heritage Month Proclamation

DEPARTMENT: Administration

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

TYPE: Action Item

REQUEST	Approve the Proclamation Honoring Hispanic Heritage Month and proclaim September 15 through October 15, 2026 as "Hispanic Heritage Month in Lee County, NC".
BUDGET IMPACT	N/A
ATTACHMENTS	PROCLAMATION - Hispanic Heritage Month 2026.pdf
PRIOR BOARD ACTION	The Board has previously approved this proclamation and proclaimed September 15 through October 15, 2026 as "Hispanic Heritage Month in Lee County, NC" the last several years.
RECOMMENDATION	Approve the Proclamation Honoring Hispanic Heritage Month and proclaim September 15 through October 15, 2026 as "Hispanic Heritage Month in Lee County, NC".

SUMMARY

The proclamation will be presented at the September 21, 2026 Board of Commissioners meeting to honor Hispanic Heritage Month and to celebrate the culture and traditions of people whose ancestry can be traced to Spain, Mexico, Central America, South America, and the Caribbean islands. The proclamation is attached below.

PROCLAMATION HONORING HISPANIC HERITAGE MONTH

WHEREAS, National Hispanic Heritage Month is celebrated nationwide from September 15th through October 15th each year. The observation began in 1968 as Hispanic Heritage Week under President Lyndon B. Johnson and expanded by President Ronald Reagan in 1988 to cover the month as it is celebrated today. It calls upon public officials, educators, librarians, and all the people of the United States to observe this time with ceremonies, activities, and programs; and

WHEREAS, since the 16th Century, North Carolina saw Spanish Explorers by the names of Lucas Vasques de Ayilon, Hernando de Soto, Domingo Fernandez, Pedro de Coronas, Captain Juan Pardo, and Sergeant Hernando Boyano, leaving a long Hispanic legacy on our state; and

WHEREAS, September 15th is significant because it is the anniversary of the independence of Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. In addition, Brazil, Mexico, Chile, Belize, celebrate their Independence Days on September 7th, 16th, 18th, and 21st respectively. Therefore, the observance of National Hispanic Heritage Month celebrates the culture and traditions of people whose ancestry can be traced to Spain, Mexico, Central America, South America, and the Caribbean islands; and

WHEREAS, during 2020, the U.S. Census Bureau counted 13,122 Hispanic residents in Lee County out of population of 63,285 people, or about 23.1% of the County's residents; and

WHEREAS, Lee County recognizes the unique and vital role our Hispanic and Latino residents play in the fabric of our economy and workforce, as well as our faith communities and social tapestry; and

NOW, THEREFORE, BE IT RESOLVED, that the Lee County Board of Commissioners hereby proclaims September 15th through October 15th as Hispanic Heritage Month in Lee County and urges its residents to enjoy this cultural celebration.

Presented this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk
Lee County Board of Commissioners

ITEM #: III.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Tri-Agency Proclamation Honoring Representative John Sauls

DEPARTMENT: Governing Body

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

TYPE: Action Item

REQUEST	Approve the Tri-Agency Proclamation Honoring Representative John Sauls.
BUDGET IMPACT	N/A
ATTACHMENTS	John Sauls Combined.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Approve the Tri-Agency Proclamation Honoring Representative John Sauls.

SUMMARY

Commissioner Robert Reives requested a proclamation honoring Representative John Sauls for his public service to our community and the State of North Carolina. This proclamation will be adopted and presented in conjunction with the City of Sanford and Town of Broadway. The proclamation is attached for the Board's consideration.

PROCLAMATION HONORING REPRESENTATIVE JOHN SAULS

WHEREAS, Representative John Sauls has devoted decades of his life to public service, community and faith leadership, and improving the lives of those living and working in Sanford, Broadway, Lee County, and the State of North Carolina; and

WHEREAS, Representative Sauls is a Vietnam-era U.S. Army veteran whose commitment to improving lives has been demonstrated through both his military service and his lifelong dedication to his community; and

WHEREAS, Representative Sauls served as pastor of Crossroads Ministries for 21 years, which grew from 35 to more than 700 weekly attendees during his tenure, and which maintained an inclusive approach, welcoming attendees irrespective of socioeconomic status or background and supporting broad outreach initiatives; and

WHEREAS, Representative Sauls served eight years on the Lee County Economic Development Board, including two years as chairman, and the Research Triangle Regional Partnership, where he consistently championed economic development as an important driver of jobs, opportunity, infrastructure, and a strong local economy; and

WHEREAS, Representative Sauls was elected to the Lee County Board of Commissioners in 1998, beginning a distinguished career in public office marked by a commitment to responsive government and community progress; and

WHEREAS, Representative Sauls was first elected to the North Carolina House of Representatives in 2002, making him the first person from Lee County to go straight from Commissioner to a House seat, and later returned to the General Assembly in 2017, where he has served in numerous leadership and committee roles while representing the interests of his constituents, including education, workforce development, economic opportunity, and investments that enhance quality of life throughout the region; and

WHEREAS, Representative Sauls served as a Trustee of Central Carolina Community College from 2006 to 2008 and has supported the efforts of the Community College in the renovation of the E. Eugene Moore Manufacturing and Biotech Solutions Center by leading a successful campaign to obtain $10.8 million in funding for the project and securing another $500,000 in funding for remediation of the Stoddard fuel tanks on the property, resulting in the Exhibition Lobby of the Moore Center being named the John Sauls Innovation Gallery henceforth; and

WHEREAS, Representative Sauls was instrumental in passing legislation that allowed Sanford-Lee County Regional Airport the opportunity to build a new terminal with a $4,000,000 grant from the NC General Assembly, and also in securing grants in excess of $11.9 million to build corporate and t-hangers at the airport, as well as grants totaling $47 million dollars for the purchase of 550 acres of land adjacent to the site for protection of the airport and future development; and

WHEREAS, Representative Sauls has also recognized the value of arts and placemaking in building vibrant communities, including his advocacy for a $40,000 state grant in 2017 to support Sanford's public art program and for $500,000 in State Capital Infrastructure Funds for the historic Depot building; and

WHEREAS, Representative Sauls helped establish and develop the North Carolina Veterans Memorial Pavilion in Broadway, and played a pivotal role in securing more than $400,000 in grants for the construction of the town's North Carolina Disabled Veterans Monument; and

WHEREAS, through his service in ministry, local government, economic development, and the North Carolina General Assembly, Representative Sauls has demonstrated a lasting commitment to Lee County and its people; and

WHEREAS, more important to Representative Sauls than his public accomplishments is his family; together with Mardie, his cherished wife of 56 years, Sauls is proud to be the loving and devoted father of three adult children, and four grandchildren, and one great grandchild – whom he credits as his "claim to fame;' and

NOW, THEREFORE, BE IT PROCLAIMED that the County of Lee, City of Sanford, and Town of Broadway do hereby recognize and honor Representative John Sauls for his distinguished record of public service, steadfast dedication, exemplary leadership, and his many contributions to the residents of our community and the State of North Carolina, which have enhanced our quality of life and established a legacy of service that will inspire generations to come.

Presented this 21st day of September, 2026.

Sponsored by Commissioner Robert Reives.

_____
Robert Reives, Commissioner

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk

_____
Rebecca Wyhof Salmon, Mayor
City of Sanford

ATTEST:

_____
Bonnie Bryant, Clerk

_____
Donald Andrews, Mayor
Town of Broadway

ATTEST:

_____
Renee Saville, Clerk

ITEM #: IV.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Planning Board Recommendation on a Zoning Map Amendment Request

DEPARTMENT: Planning

CONTACT PERSON: Amy McNeill, Senior Planner

TYPE: Action Item

REQUEST	Request to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a residential subdivision.
BUDGET IMPACT	N/A
ATTACHMENTS	001-PB RECO-CZD@(V)Lemon Springs Rd-BINDER.pdf
PRIOR BOARD ACTION	Joint public hearing with the Lee County Planning Board held on August 17, 2026.
RECOMMENDATION	Consider the Planning Board Recommendation and Vote.

SUMMARY

An application was submitted by Lemon Springs Meadows, LLC to rezone two (2) adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a residential subdivision via the site plan/subdivision plan conditional zoning district process. The proposed subdivision has 46 single-family home lots with a minimum lot size of 20,000sf (as opposed to the 40,000sf minimum lot size required in RA) to be served by public streets, public water, and individual private septic systems with an entrance off of Lemon Springs Road and a 20ft wide undisturbed greenbelt along the perimeter. This is a conditional rezoning request; therefore, a site plan/subdivision plan is

required as part of the rezoning request.

Lee County
Board of Commissioners
Planning Board Recommendation

Zoning Map Amendment
September 21, 2026

REQUEST

Application by Lemon Springs Meadows, LLC to rezone two (2) adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a residential subdivision via the site plan/subdivision plan conditional zoning district process. The proposed subdivision has 46-single-family home lots with a minimum lot size of 20,000sf (as opposed to the 40,000sf minimum lot size required in RA) to be served by public streets, public water, and individual private septic systems with an entrance off of Lemon Springs Road and a 20ft wide undisturbed greenbelt along the perimeter. This is a conditional rezoning request; therefore, a site plan/subdivision plan is required as part of the rezoning request.

PLANNING BOARD RECOMMENDATION - *Recommended to Approve*

On August 17th, a joint public hearing for this rezoning request was held with the Lee County Commissioners and Planning Board. After the public hearing, the Planning Board convened for a regularly scheduled meeting and recommended by a four to two vote that the Commissioners approve the proposed zoning map amendment because the single-family dwelling land use is in harmony with the existing development in the area and the overall design is appropriate for the site.

In making this recommendation, the Planning Board made a unique motion regarding consistency with the *Plan SanLee.* They voted that the proposed rezoning is consistent with the *Plan SanLee* designation of Countryside, as single-family detached dwellings are the only encouraged type of residential housing for this place type and the Lemon Springs Meadows Conditional Zoning District proposes this type of residential housing; however, the proposed rezoning is not consistent with the *Plan SanLee* designation with respect to the minimum lot size requirements.

Topics of discussion included the following:

- The subject property is 52 acres total with approximately 22.5 acres illustrated on the subdivision plan as unsuitable for septic systems that would be placed in an HOA.
- The applicant's rationale in asking for the 20,000sf lots is the lack of suitable soils for septic systems and 20,000sf is half the lot size of 40,000sf as required in the current RA zoning.
- If the property is rezoned, the subdivision plan is legally binding on the land, even in the event of a sale/property transfer. The overall number of lots may be reduced (for example, someone may want to buy two lots and recombine them to create a larger lot), but the number of lots may not increase and the overall design must remain substantially the same.
- The applicant, Mr. Ronnie Turner, verified that the existing access road that crosses the property on the north side of Lemon Springs Road and serves as a secondary access for the adjoining

McNeill farm does not have a legal easement associated with it and would need to be relocated off of the property as a result of the proposed development.

- Mrs. Kathy McNeill of McNeill's Farm spoke in opposition, expressing concern regarding the portion of the property on the north side of Lemon Springs Road that adjoins her family's farm being developed as a residential subdivision when it adjoins a working farm. She expressed an interest in the past in buying this portion of the property from the current property owners (the Thomas'), but to no avail. The applicant noted that he was willing to consider selling one or more of the lots on the north side of the road to the McNeills, but the cost would be at an appropriate rate.

LEE COUNTY COMMISSIONER'S DECISION

The Commissioners should make two votes regarding this matter. Sample motions are provided for your reference; however, you are always welcome to draft a unique motion if preferred. Also, you may acknowledge that the zoning map amendment is not consistent with the *Plan SanLee* land use plan and still vote to approve the request.

VOTE #1: APPROVE A STATEMENT ON CONSISTENCY WITH THE *PLAN SANLEE* AS IT RELATES TO THIS ZONING MAP AMENDMENT:

Motion Option 1: *"I make a motion that the proposed zoning map amendment **IS** consistent with the Plan SanLee designation of Countryside because single-family detached dwellings are the only encouraged type of residential housing for this placetype and the Lemon Springs Meadows Conditional Zoning District proposes this type of residential housing."*

Motion Option 2: *"I make a motion that the proposed zoning map amendment **IS NOT** consistent with the Plan SanLee long range plan designation of Countryside because the encourage development density is a maximum of one dwelling unit per two acres and the Lemon Springs Meadows Conditional Zoning District proposes a density of one dwelling unit per 0.88 of an acre."*

Motion Option 3, Unique Motion Made by the Lee County Planning Board: *The proposed rezoning is consistent with the Plan SanLee designation of Countryside, as single-family detached dwellings are the only encouraged type of residential housing for this place type and the Lemon Springs Meadows Conditional Zoning District proposes this type of residential housing; however, the proposed rezoning is not consistent with the Plan SanLee designation with respect to the minimum lot size requirements.*

Motion Option 4 - Unique Motion: The Commissioners are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

VOTE #2: TO APPROVE OR DENY THE ZONING MAP AMENDMENT:

Motion Option 1: *"I make a motion that the County Commissioners **APPROVE** the proposed zoning map amendment from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District because the single-family dwelling land use is in harmony with the existing development in the area and the overall design is appropriate for the site."*

Motion Option 2: *"I make a motion that the County Commissioners **DENY** the rezoning from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District because the subdivision design & density proposed are not in harmony with the existing development in the area."*

Motion Option 3 - Unique motion: The Commissioners are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

INFORMATION INCLUDED WITH THE AUGUST 17, 2026 STAFF REPORT

SUMMARY

Lemon Springs Meadows, LLC would like to secure approval for the development of a residential subdivision on land off of Lemon Springs Road; therefore, they, along with the property owners, have submitted a rezoning application along with a plan illustrating the layout of the proposed lots and roadways for consideration. Specifically, the request is to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a 46-lot single-family home subdivision with a minimum lot size of 20,000sf served by public streets, public water, and individual private septic systems with an entrance off of Lemon Springs Road and a 20ft wide undisturbed greenbelt along the perimeter. This is a conditional rezoning request; therefore, a site plan/subdivision plan is required as part of the rezoning request. If the rezoning is approved, the subdivision design and any written conditions would be legally binding on the land.

Our adopted land use plan, the *Plan SanLee,* designates this parcel as Countryside, which encourages preservation of the County's agricultural heritage and supports conservation & maintenance of a rural lifestyle with limited residential density of one dwelling unit per two acres. The proposed residential subdivision would have smaller lots than allowed in the current Residential Agricultural (RA) zoning district, but the overall density would be slightly less. The applicant chose to request conditional zoning so that the boards could see the proposed subdivision design in conjunction with the suitable/unsuitable soil information, which is the rationale for the smaller lot size. If the rezoning is approved, the information submitted in the application and the plan(s) will be legally binding on the land, even in the event of a property transfer.

Ultimately it is up to the Board of Commissioners to determine how the County should grow and if they are comfortable with commercial zoning at this location. Additional information presented at the public hearing should also be considered in the recommendation and the final decision regarding the requested zoning map amendment.

REQUEST

Application by Lemon Springs Meadows, LLC and James & Barbara Thomas to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a residential subdivision via the site plan/subdivision plan conditional zoning district process. The proposed subdivision has 46-single-family home lots served by public streets, public water,

and individual private septic systems with an entrance off of Lemon Springs Road and a 20ft wide undisturbed greenbelt along the perimeter. The subject property is identified as Lee County Tax Parcels 9640-61-1147-00 and 9549-69-5851-00 as depicted on Tax Map 9640.04. (Parcel 9640-61-1147-00 has frontage on both the north & south sides of Lemon Springs Road. Parcel 9549-69-5851-00 is landlocked and adjoins the aforementioned tax parcel to the south.)

Public notification consisted of publishing a legal notice in the local newspaper, notification by mail to adjacent property owners, and public hearing signs placed on the property as per the requirements of the North Carolina General Statutes.

GENERAL INFORMATION

Applicant:	Lemon Springs Meadows, LLC | Ronnie Turner, Registered Agent Barry H. Thomas and wife, Gloria Thomas
Property Owner(s):	Ernest J. Thomas Life Estate | Barry H. Thomas and Gloria Thomas
Request:	Rezone from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District
Location:	4506 Lemon Springs Road and 644 Edwards Road
Acreage:	52.42 +/-
Township:	Greenwood
Commissioner Dist.:	3
Fire District:	Lee County Volunteer Fire Department – Lemon Springs VFD
Schools:	Greenwood Elementary | SanLee Middle School | Southern Lee High School
Legal References:	Deed Book 1392 Page 332 and Deed Book 1392 Page 334
Tax Parcels:	9640-61-1147-00 (41.50 acres) and 9549-69-5851-00 (10.92 acres)

SITE DESCRIPTION

The subject property is located in southwest Lee County, not far from the Greenwood/Lemon Springs community. It has frontage on Lemon Springs Road, between Edwards Road and Deerfield Drive. One of the parcels was formerly developed with a house built in 1938 and addressed as 4506 Lemon Springs Road, but now appears to be fields and wooded areas. The other parcel is developed with a brick house built in 1948 and addressed as 664 Edwards Road.

ZONING DISTRICT INFORMATION

Existing Zoning: The Residential Agricultural (RA) district is established to provide areas for low density single family uses, low intensity agricultural operations as well as agri-business and supportive industrial and commercial uses. Industrial operations are not permitted unless they clearly support an agricultural use. RA zoning protects and preserves valuable agricultural areas, implements agricultural protection zoning, establishes performance standards for rural businesses, preserves rural areas, preserves pasture land and agriculture, sets maximum permissible densities or new zoning districts, defines specific areas for rural commercial uses, and identifies areas appropriate for agricultural preservation.

Minimum lot size:	40,000sf or 0.92 an acre
Minimum lot width:	100ft
Minimum lot depth:	125ft
Minimum building setback, front:	30ft, measured from the r/o/w of the public street
Minimum building setback, rear:	30ft, measured from the rear property line
Minimum building setback, side(s):	15ft, measures from the side property lines

Maximum building height: 40ft
Maximum impervious surface: N/A for residential development that is not within a watershed

Examples of uses permitted by right within the RA zoning district include residential single-family detached dwellings (site built and modular houses, both of which are constructed in compliance with the North Carolina Residential Building Code AND mobile/manufactured homes, which are constructed in compliance with the Manufactured Home Construction and Safety Standards administered by U.S. Housing and Urban Development or HUD Code), duplex dwellings, pottery manufacturing & sales, parks/playgrounds/athletic fields operated on a noncommercial basis, church/religious complex, schools (addition to existing site), animal production & support services (unincorporated Lee County), crop production & support services (unincorporated Lee County), and forestry/logging & support services (unincorporated Lee County). There is a list of all of the permitted uses for this zoning district within the agenda packet for your reference.

Proposed Zoning: The Lemon Springs Meadows Conditional Zoning District is a Type 1 Conditional Zoning District that is created as a stand-alone district with its own unique conditions. Under a Conditional Zoning District Type 1, an owner would have the freedom to develop his/her own unique list of permitted uses and design standards. It is also understood that such a district would need to be designed so as to maintain the integrity and characteristics of the surrounding community as well as conform to the spirit and intent of the Zoning Ordinance. A Conditional Zoning District Type 1 would be most suitable in situations where none of the current conventional Zoning Districts accommodate the desired use(s), such as a large mixed-use planned development in which the owner/developer has a clear vision as to how the property is to be developed.

The application shall specify the use(s) of the property and shall propose additional conditions to ensure compatibility between the development and the surrounding neighborhood. The conditions shall include all of the following (as applicable):

- The location on the property of the proposed use(s);
- The number of dwelling units;
- The location/extent of supporting facilities such as parking lots, driveways, and access streets;
- The location and extent of buffer areas and other special purpose areas;
- The timing of development;
- The location and extent of rights-of- way and other areas to be dedicated for public purposes;
- And any other such conditions the applicant may wish to propose.

The application shall include a site plan/subdivision plan and detailed narrative text that specifies the conditions that will govern the development and use of the property. If approved, this information is legally binding on the land; therefore, the site has to be developed as per the approved plans and conditions even if a property transfer were to take place. Any items not specifically addressed in the rezoning process must comply with the UDO standards.

As reminder, the conditional zoning process is a negotiated zoning process and, as such, the Commissioners and/or Planning Board may request that certain conditions be considered or altered. However, the petitioner must accept such conditions before inclusion in the conditional zoning district.

The conceptual information submitted for this rezoning request was reviewed by our Sanford/Lee County Technical Review Committee (TRC), which is comprised of staff representatives from various departments and governmental agencies. The TRC was amenable with the rezoning request associated with this project moving forward for review/approval by the Planning Board and the Commissioners However, all outstanding TRC requirements and revisions must be addressed prior to the development of the site in the manner proposed. This includes an actual technical review of the development plans for this project to ensure compliance with all required technical specifications and codes of all governmental agencies prior to staff level approvals being issued for the development of the site. For example, NCDOT must approve all proposed connections to NCDOT maintained public roadways and TriRiver Water must approve all proposed public water extensions/connections.

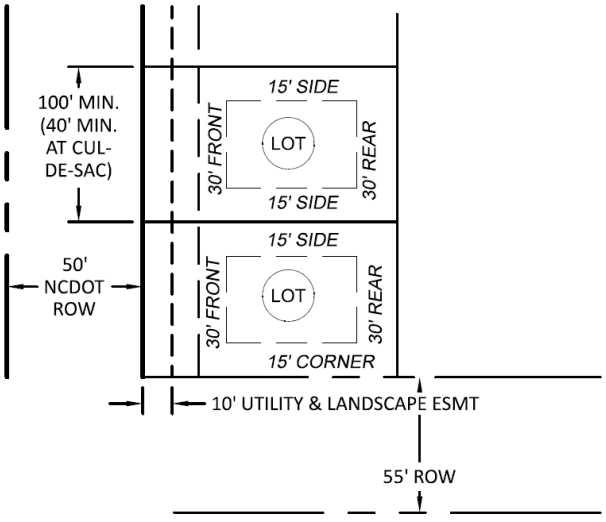
Lemon Springs Meadows Conditional Zoning District Information:

Land Use(s):

- Single-family home residential subdivision

Setbacks & Lot Design:

- Minimum lot size = 20,000sf or 0.46 of an acre
- Front minimum building setback = 30ft
- Rear minimum building setback = 30ft
- Side minimum building setback = 15ft
- Corner lot minimum building setback = 30ft along the front & 15ft along the side/secondary road
- 100ft lot width with the exception of a 40ft lot width for cul-de-sac lots



BUILDING SETBACKS
NOT TO SCALE

Density:

- 46 total lots
- 0.88 dwelling units per acre

Vehicular Access

- Entrance off of Lemon Springs Road
- Stub street to the eastern perimeter property line to allow for future connectivity
- All streets to be designed to NCDOT public roadway standards and will be proposed for NCDOT acceptance into their roadway system for future on-going maintenance. It is a requirement of the UDO subdivision standards and the responsibility of the developer to have all internal roads accepted for maintenance by NCDOT.

Landscaping:

- A 20ft-wide greenbelt will be provided along the entire perimeter, except for ingress/egress at Lemon Springs Road

Open Space

- Open Space #1: Perimeter greenbelt areas = 147,152sf or 3.38 acres
- Open Space #2: Northeast SCM area = 27,130sf or 0.62 of an acre
- Open Space #3: Wetlands a poor soils area = 808,806sf or 18.57 acres
- Open Space Total: 983,088sf or 22.57 acres

Architectural Design Standards:

- Per the rezoning application, "homes are proposed to be similar to recently constructed local single-family homes by builders such as Dream Finders Homes".

Pedestrian Access

- The project will include NCDOT ribbon pavement design with no sidewalks proposed

Development Timeline:

- This project is proposed to be built in one phase and built-out in 12 months. However, ultimately this is determined by the market and is not intended to be included as a legally binding condition. *(2nd sentence added by staff per a conversation with the applicant)*

Other Design Features/Conditions:

- A roadway turnout and mail kiosk will be provided per NCDOT standards near the first intersection within the development as shown on the map *(subdivision plan)*
- Stormwater Control Measures (SCMs) have been incorporated into the design.

A preliminary subdivision plat that corresponds with the overall design, uses, conditions, design standards, and maximum densities denoted within this rezoning application submittal (application, written information, plans, etc.) shall be required to be approved by the TRC, the Lee County Planning Board, and the Lee County Commissioners prior to the issuance of final plat recordation and development permits issued for the project associated with this rezoning request. Please reference the concept plan, labeled Lemon Springs Meadows Proposed Lot Layout (46 Lots), submitted as part of the rezoning application.

Adjacent Zoning

North: Opposite Lemon Springs Road, Residential Agricultural (RA)
South: Residential Agricultural (RA)

East: Residential Agricultural (RA)
West: Residential Agricultural with a Mobile Home Park Overlay District (RA/MH)

Adjacent Land Uses
North: Single-family home at 5956 Lemon Springs Road and McNeill Farms / strawberry farm & agricultural fields at 5948 Lemon Springs Road
South: Single-family homes at 786/794 Edwards Road
East Single-family homes at 262 Edwards Road & 5865 Lemon Springs Road and agricultural fields
West: Single-family homes in Farmstead Subdivision and/or Deerfield Subdivision and Body of Christ Outreach Ministry church at 6081 Lemon Springs Road

LOCAL OVERLAY DISTRICTS
This site is in not located within a Watershed Conservation Overlay District or a mapped Flood Hazard Area (100-year floodplain).

General Note: The following is a general note included with all rezoning requests: Sanford, Lee County, and Broadway do not have a local grading permit or stormwater ordinance and rely on the North Carolina Department of Environmental Quality (NCDEQ) to regulate land disturbing activities. For questions or concerns regarding land disturbing activities, contact the NC Division of Energy, Mineral, and Land Resources Sediment Program via mail 1612 Mail Service Center, Raleigh, NC 27699-1612, via phone at 877-623-6748 or visit the NCDEQ website at http://deq.nc.gov. The physical address of the office is 217 W. Jones Street, Raleigh, NC 27603.

UTILITIES
Per our GIS mapping system, the subject property has access to public water via a 12-inch water main line in the right-of-way of Lemon Springs Road. All proposed public water extensions/connections to serve future development must be approved by TriRiver Water to verify compliance with all policies and regulations including, but not limited to, off-site improvements or upgrades.

The subject property does not appear to have access to public sanitary sewer and any/all development would need to be served by private septic systems. All private septic systems as a wastewater method to serve future development must be approved by the Lee County Environmental Health Department and/or the appropriate State agency, whichever is applicable.

TRANSPORTATION
The subject property has 812ft +/- of frontage on the south side of Lemon Springs Road (SR 1160) and 746ft +/- of frontage on the north side of Lemon Springs Road, which is a North Carolina Department of Transportation (NCDOT) maintained public roadway with a 60ft right-of-way width in the area of the subject property. This information is per our GIS mapping system and any proposed roadway or driveway connections must be approved by NCDOT.

2011 Lee County Comprehensive Transportation Plan**:** The plan illustrates Lemon Springs Road and Edwards Road at this location as existing minor thoroughfares with no recommendations noted.

NCDOT Average Annual Daily Traffic Count (AADT): There is a 2024 NCDOT AADT of 1,300 vehicles per day on Lemon Springs Road within the area of road frontage for this subject property.

State Transportation Improvement Program (STIP): This is a 10-year state and federal-mandated plan that identifies the construction funding for and scheduling of transportation projects throughout the state. Per the NCDOT STIP website, there are no improvements planned for Lemon Springs Road or Edwards Road illustrated/listed on the 2026-2035 STIP plan.

DEVELOPMENT STANDARDS

If rezoned, the land uses, densities, and design associated with the Lemon Springs Meadows Conditional Zoning District would apply. Any design standards not addressed within the conditional zoning district would be required to meet the current general development standards of the UDO.

PLAN SANLEE

The long-range land use plan identifies the subject property Countryside, which is typically agricultural & undeveloped lands outside of Urban Service Areas (no public sewer, public trash pick-up, etc.). It encourages preservation of the County's agricultural heritage and supports conservation & maintenance of a rural lifestyle with limited residential density. The local example is the Avents Ferry Road corridor in northeast Lee County. Information from the land use plan is provided as attachments to this report for your reference.

NEIGHBORHOOD MEETING

Neighborhood meetings with adjacent property owners are typically required for conditional (re)zoning requests to allow the neighbors an opportunity to view the plans & conditions associated with the rezoning request, ask questions, and to provide feedback to the rezoning applicant that may be incorporated into the design as a means of being a good neighbor to the area residents. A neighborhood meeting for this proposed zoning map amendment was held on June 29, 2026 from 5:00pm to 7:00pm at the Ernest & Ruby McSwain Extension Education and Agriculture Center located at 2420 Tramway Road. Attendees included the project engineer, two applicant representatives from Lemon Springs Meadows, LLC, and one adjacent property owner. There was discussion regarding the history of the area, but no specific concerns regarding the subdivision associated with this rezoning request were noted. Information regarding this meeting is included as an attachment to the rezoning application.

STAFF ANALYSIS

Our adopted land use plan, the *Plan SanLee,* designates this parcel as Countryside, which encourages preservation of the County's agricultural heritage and supports conservation & maintenance of a rural lifestyle with limited residential density of one dwelling unit per two acres. The proposed residential subdivision would have smaller lots than allowed in the current Residential Agricultural (RA) zoning district, but the overall density would be slightly less. The applicant chose to request conditional zoning so that the boards could see the proposed subdivision design in conjunction with the suitable/unsuitable soil information, which is the rationale for the smaller lot size. If the rezoning is approved, the information submitted in the application and the plan(s) will be legally binding on the land, even in the event of a property transfer.

Ultimately it is up to the Board of Commissioners to determine how the County should grow and if they are comfortable with commercial zoning at this location. Additional information presented at the public

hearing should also be considered in the recommendation and the final decision regarding the requested zoning map amendment.

Provided below is more detailed information regarding lot size and density.
Most of Lee County is zoned Residential Agricultural (RA), which is our most rural zoning district with a minimum lot size of 40,000sf or a density of 1 dwelling unit per acre. RA zoning does, however, allow a principal dwelling or main house and an accessory dwelling or smaller house to the side or rear of the main house, subject to compliance with the minimum building setbacks and compliance with the regulations regarding septic systems. Duplexes are also allowed in RA zoning, subject to similar standards. Therefore, it is possible to have 2 dwelling units per acre on RA zoned property.
Math: 1 acre = 43,560sf / 40,000sf minimum lot size on RA = 1.089 = 1 dwelling unit per acre.
1 acre = 43,560sf / 40,000sf minimum lot size on RA = 1.089 = 1 x 2 (2nd unit) = dwellings unit per acre.

The current RA zoning would theoretically allow 45 lots on this site with a minimum lot size of 40,000sf or a density of 1 dwelling unit per acre. This does not take into consideration the land area needed for internal public roads, the suitability of the soils for septic systems, topography, and/or other environmental features. The proposed subdivision design associated with this conditional (re)zoning request, includes 46 residential single-family lots on this site.
Math: 52.42 acres or 2,283,415.2sf total acreage of the subject property / 40,000sf minimum lot size in RA = 57.08 = 57 lots total. 57 lots / 52.42 acres = 1.08 dwelling units per acre allowed in RA.

The proposed residential subdivision would have 46 total lots, which equates to a density of 0.88 units per acre.
Math: 46 lots / 52.42 acres =0.8775 = 0.88 dwelling units per acre.

PLANNING BOARD RECOMMENDATION
Per state law, when conducting a review of a proposed zoning text or map amendment, the Planning Board shall advise and comment on whether the proposed action is consistent with any comprehensive or land-use plan that has been adopted and any other officially adopted plan that is applicable. The Planning Board shall provide a written recommendation to the Governing Board that addresses plan consistency and other matters as deemed appropriate by the Planning Board, but a comment by the Planning Board that a proposed amendment is inconsistent with the comprehensive or land-use plan shall not preclude consideration or approval of the proposed amendment by the Governing Board. If a zoning map amendment qualifies as a "large-scale rezoning" under State law (G.S. 160D-602(b)), the Planning Board statement describing plan consistency may address the overall rezoning and describe how the analysis and policies in the relevant adopted plans were considered in the recommendation made.

If no written report is received from the Planning Board within 30 days of referral of the amendment to that Board, the Governing Board may act on the amendment without the Planning Board report. The Governing Board is not bound by the recommendations, if any, of the Planning Board. Also, please be aware that the Planning Board may acknowledge that the zoning map amendment/rezoning request is not consistent with the *Plan SanLee* land-use plan and still vote to approve the request; however, an explanation should be included within the motion.

Sample Motions

The Planning Board shall provide a written recommendation to the Commissioners that addresses plan consistency and other matters as deemed appropriate. Sample motions are provided based on information in the *Plan SanLee* land-use plan. The Planning Board members are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

VOTE #1: APPROVE A STATEMENT ON CONSISTENCY WITH THE *PLAN SANLEE* AS IT RELATES TO THIS REZONING REQUEST:

Motion Option 1: *"I make a motion that the proposed zoning map amendment **IS** consistent with the Plan SanLee designation of Countryside because single-family detached dwellings are the only encouraged type of residential housing for this placetype and the Lemon Springs Meadows Conditional Zoning District proposes this type of residential housing."*

Motion Option 2: *"I make a motion that the proposed zoning map amendment **IS NOT** consistent with the Plan SanLee long range plan designation of Countryside because the encourage development density is a maximum of one dwelling unit per two acres and the Lemon Springs Meadows Conditional Zoning District proposes a density of one dwelling unit per 0.88 of an acre."*

Motion Option 3 - Unique motion: The Planning Board members are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

VOTE #2: TO RECOMMEND THAT THE COMMISSIONERS APPROVE OR DENY THE REZONING REQUEST:

Motion Option 1: *"I make a motion that the Planning Board recommend the County Commissioners **APPROVE** the proposed zoning map amendment from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District because the single-family dwelling land use is in harmony with the existing development in the area and the overall design is appropriate for the site."*

Motion Option 2: *"I make a motion that the Planning Board recommend the County Commissioners **DENY** the rezoning from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District because the subdivision design & density proposed are not in harmony with the existing development in the area."*

Motion Option 3 - Unique motion: The Planning Board members are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

AN ORDINANCE AMENDING THE OFFICIAL ZONING MAP OF THE LEE COUNTY, NORTH CAROLINA

WHEREAS, a request to amend the Official Zoning Map has been received from Lemon Springs Meadows, LLC and James & Barbara Thomas to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road identified as Lee County Tax Parcels 9640-61-1147-00 and 9549-69-5851-00 as depicted on Tax Map 9640.04 from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District; and,

WHEREAS, said request has been presented to the Planning Board of Lee County; and

WHEREAS, the Lee County Board of Commissioners conducted a public hearing on August 17, 2026 to receive citizen input on the requested zoning map amendment; and

WHEREAS, the Lee County Board of Commissioners approves the request to amend the Official Zoning Map of Lee County;

NOW, THEREFORE, BE IT ORDAINED BY THE LEE COUNTY BOARD OF COMMISSIONERS:

The Official Zoning Map is hereby amended to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road identified as Lee County Tax Parcels 9640-61-1147-00 and 9549-69-5851-00 as depicted on Tax Map 9640.04 from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District. See Exhibits A-C.

In making this decision, the Commissioners determined the request is consistent with the Plan SanLee designation of Countryside because single-family detached dwellings are the only encouraged type of residential housing for this placetype and the Lemon Springs Meadows Conditional Zoning District proposes this type of residential housing; however, however, the proposed rezoning is not consistent with the *Plan SanLee* designation with respect to the minimum lot size requirements.

ADOPTED this the 21st day of September 2026.

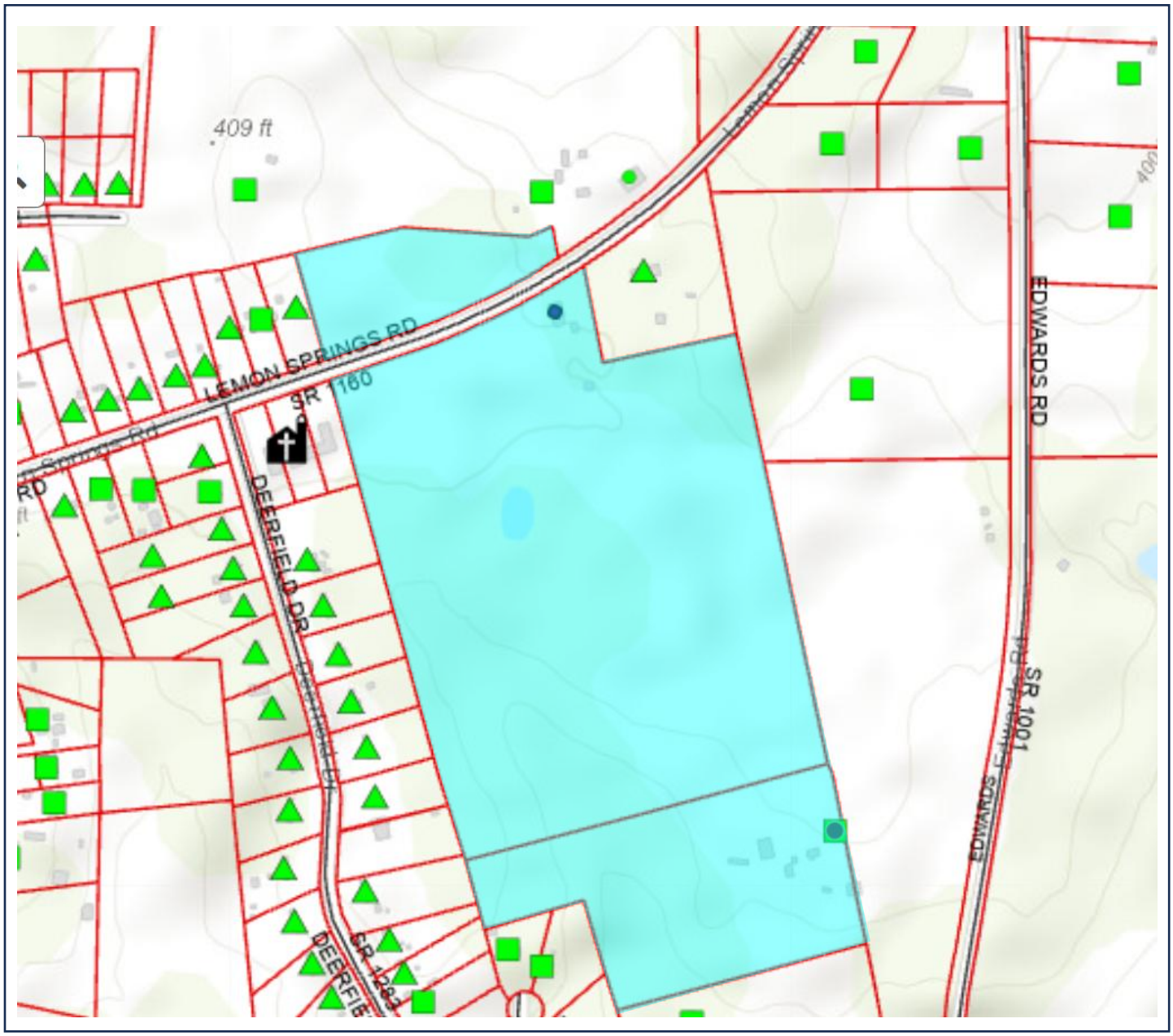
_____
Samantha Martin, Chairman, Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

APPROVED AS TO FORM:

_____
Whitney Parrish, Lee County Attorney



ZONING MAP AMENDMENT / REZONING APPLICATION; PB ITEM 2026-0801

Application by Lemon Springs Meadows, LLC to rezone two adjoining tracts of land totaling 52.42 acres addressed as 4506 Lemon Springs Road and 644 Edwards Road from Residential Agricultural (RA) to the Lemon Springs Meadows Conditional Zoning District to allow the development of a residential subdivision via the site plan/subdivision plan conditional zoning district process. The subject property is identified as Lee County Tax Parcels 9640-61-1147-00 and 9549-69-5851-00 as depicted on Tax Map 9640.04.

This is a graphic illustration comprised of layers of data that may or may not align correctly.

APPROVED

TRC CONCEPT PLAN

TRC APPROVAL 06/30/26



OWNER INFORMATION:

Current Deed Book and Page - 1392/332, 1392/334
Owner: TBD
Address: 4506 Lemon Springs Road, Sanford, NC

ZONING:

Current Zoning: RA (Residential Agricultural)
Proposed Conditional Zoning: Lemon Springs Meadows - CD
Zoning Jurisdiction - Lee County

ENVIRONMENTAL:

Wetlands -	Existing (To Be Evaluated)
Flood Zone -	Zone X per Panel 9640
Stream Index:	18-20-3
Stream Name:	Little Juniper Creek
Description:	From source to Upper Little River
Classification:	C
River Basin:	Cape Fear

GENERAL INFORMATION:

PINS and Surveyed or Deeded Acreage:

41.50 ac +/- = 4506 Lemon Springs Road
PIN: 9640-61-1147

10.92 ac +/- = 664 Edwards
PIN: 9549-69-5851

SINGLE FAMILY RESIDENTIAL SUBDIVISION
35°24'08" N, 35.402223
79°10'55" W, -79.181816

PROPOSED DIMENSIONAL STANDARDS:

MIN. LOT SIZE: 20,000 SF (SIZES SHOWN ARE APPROXIMATE)
(BOUNDARY SURVEY REQUIRED TO DETERMINE FINAL LOT SIZES)
100' MIN. LOT WIDTH/FRONTAGE ON STANDARD LOTS
40' MIN. LOT WIDTH/FRONTAGE ON CUL-DE-SAC LOTS
MIN. BUILDING SETBACKS: SEE DETAIL BELOW

46 PROPOSED SINGLE FAMILY RESIDENTIAL LOTS

4/27/26

(LOTS TO BE SERVED BY PUBLIC WATER AND PRIVATE SEPTIC)

DOMESTIC SERVICE DEMAND DATA:

46 LOTS X 400 GPD/LOT = 18,400 GPD - WATER DEMAND
(2.5 PEAK=31.94 gpm; USE 32 gpm IN WATER MODEL)
46 LOTS X 250 GPD/LOT = 11,500 GPD
(PRIVATE SEPTIC DESIGN FLOW RATE)

ADDITIONAL REQUIREMENTS:

- 20 perimeter greenbelt
- No lots in floodplains or wetlands
- 45 foot cul-de sac radius

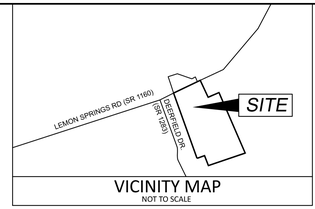
IMPERVIOUS AREAS:
PROPERTY AREA: 52.42 ac +/- = 2,283,415 SF

ROADWAY: 73,635 SF
MAIL KIOSK: 96 SF
46 LOTS X 5,000 SF/LOT: 230,000 SF

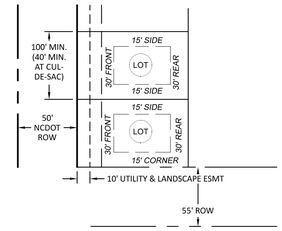
TOTAL: 303,731 SF = 13% +/- OF PROPERTY AREA

OPEN SPACE AREAS:
OPEN SPACE 1: 147,152 SF - PERIMETER GREENBELT AREAS
OPEN SPACE 2: 27,130 SF - NORTHEAST SCM AREA
OPEN SPACE 3: 808,806 SF - WETLANDS AND POOR SOILS AREAS

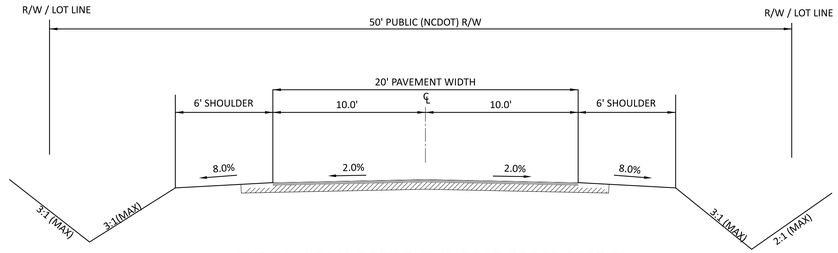
TOTAL OPEN SPACE: 983,088 SF = 22.57 ACRES



VICINITY MAP
NOT TO SCALE



BUILDING SETBACKS
NOT TO SCALE



TYPICAL LOCAL RESIDENTIAL ROAD CROSS SECTION
NOT TO SCALE

SCALE IN FEET
0 50 100 200

Know what's below Call before you dig. Dial 811 Or Call 800-632-4949

SYM.	REVISION DESCRIPTION:	DATE:
1		
2		
3		
4		
5		
6		

PRELIMINARY - FOR REVIEW ONLY - NOT FOR CONSTRUCTION

3417 Winterwind Circle, Sanford, NC 27330
PO Box 249, Sanford, NC 27331
Phone: (919) 352-2834
e-mail: jhilliard@hilliardengineering.com
NC License #: P-0836

HILLIARD ENGINEERING, PLLC

PROPOSED LOT LAYOUT (46 LOTS)

LEMON SPRINGS MEADOWS
LEE COUNTY, NORTH CAROLINA

DESIGNED BY:	JEH
DRAWN BY:	JEH
APPROVED BY:	JEH

SHEET:
C0.0
CIVIL

- No single-family home can be constructed with either an exterior elevation (front façade) or color palette that is identical to the home on either side or directly across the street from it.
- All single-family homes will include a two-car garage.
- All single-family homes will include either a front-facing roof gable, a dormer, or covered front porch.
- No less than 1/3 of All single-family homes will have a minimum of 24-inch stone or brick veneer water table on the front façade.
- All single-family lots will have sodded front and side yards. Rear yards may be seeded and strawed.
- All single-family homes will have concrete driveways.
- All single-family homes will have concrete walks from the driveway or front sidewalk to the front entrance.
- No accessory dwellings
- Open space will be owned and maintained by HOA
- 1850-2500 square foot homes

ITEM #: IV.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Planning Board recommendation on a Major Subdivision Preliminary Plat

DEPARTMENT: Planning

CONTACT PERSON: Katherine Shearin,

TYPE: Action Item

REQUEST	Motion to remove this item from the table. Approval for a Major Subdivision Preliminary Plat for Morgan Fields Subdivision
BUDGET IMPACT	N/A
ATTACHMENTS	00-Prel Plat-Morgan Fields Subdivision-Reco-BINDER 09.21.pdf
PRIOR BOARD ACTION	Item Tabled 08.17.2026
RECOMMENDATION	The Board first needs to make a motion to remove this item from the table. Consider the Planning Board recommendation and vote.

SUMMARY

Consideration of a preliminary plat for Morgan Fields subdivision, a 46-lot residential single family home subdivision off of Clifton Lane (SR 1397) that would be served by public NC Department of Transportation (NC DOT) maintained roads, public water, and private septic systems. The subject property is 78.24 acres +/- owned by Morgan Development Company, LLC with frontage on both the north and south sides of Clifton Lane and is identified as Lee County tax parcels 9611-79-4569-00 and 9611-89-3657-00. Since the previous meeting on August 17th, the developer has agreed to extend public water to serve the proposed lots instead of utilizing individual private wells due to the questions/concerns from nearby property owners and the Board of Commissioners regarding the wells. This information is included in the utility information section within the attached staff report.

Lee County Board of Commissioners Morgan Fields

Major Subdivision Preliminary Plat

Staff Report

~~**August 17th, 2026**~~

September 21st, 2026

A public hearing is not required for review & approval of a major subdivision preliminary plat per the North Carolina General Statutes.

UPDATED REQUEST

Morgan Development Company, LLC is seeking approval of a preliminary plat to create a 46-lot major residential subdivision for single-family detached homes. The development, currently known as Morgan Fields Subdivision (name is subject to change), is located off of Clifton Ln and is intended to be served by **public water** and private septic systems. A soil report, prepared by North Lakes Soil Consulting, PLLC, is included as an attachment for your review, detailing the extent of suitable soils for private, on-site septic systems on the parent tract. The development also features an internal mail kiosk location for USPS delivery. The proposal also includes ~4,687 linear feet of new public roads, intended to be maintained by NCDOT. A preliminary plat with updated utility information for this project is included in the agenda packet for reference.

PLANNING BOARD RECOMMENDATION - ***Recommended to Approve***

The Planning Board met on July 13th and recommended by a unanimous vote that the Commissioners approve the Morgan Fields Subdivision preliminary plat along with the requested subdivision exception to allow 12 lots to exceed the UDO maximum lot width-to-depth ratio of 1:4 due to the unique site constraints that create a practical hardship.

Topics of discussion included the following:

- The lots in this subdivision either meet or exceed minimum lot width requirements; and
- that the design of the lots for which the subdivision exception would be granted is consistent with the intent and purpose of the UDO.

COMMISSIONERS DECISION

The Commissioners should make one vote regarding this matter; to either approve the preliminary subdivision plat with the requested Subdivision Exception to allow 12 lots to exceed the UDO maximum lot width-to-depth ratio of 1:4 due to the unique site constraints OR to deny approval of the preliminary subdivision plat.

Sample Motions
VOTE - TO APPROVE OR DENY THE PRELIMINARY PLAT:

Motion Option 1: *"I make a motion that the Board of Commissioners **APPROVE** the proposed preliminary subdivision plat with the requested Subdivision Exception for 12 lots exceeding the lot width-to-depth ratio of 1:4 because all of the other design & dimensional standards appears to comply with the RA zoning's dimensional & density standards and the rationale of unique site constraints appears to meet the intent and purpose of the UDO."*

Motion Option 2: *"I make a motion that the Board of Commissioners **DENY** the proposed preliminary subdivision plat with the requested Subdivision Exception for 12 lots exceeding the lot width-to-depth ratio of 1:4 because the rationale of unique site constraints does not preclude the creation of a design on this site that complies with all of the design & dimensional standards for the RA zoning district."*

Motion Option 3 - Unique motion: The Commissioners are free to create a unique motion based on different articulated findings or other matters deemed important by the Board.

INTRODUCTION

The preliminary plat is a preliminary drawing or drawings that indicate the proposed manner or layout of a subdivision and serves as a guide in the preparation of the final subdivision plat, which is the survey map of record that legally creates the new lots within a subdivision. Preliminary plat approval is the key discretionary decision-making point in the subdivision approval process. The applicant is required to submit, as applicable, detailed information as to all aspects of the development, including street layout, preservation of natural site features, and recreational and parking facilities, in order to assure that the decision-makers and all parties interested in the project have the opportunity to review all significant facets of the project.

The Planning Board shall review and take action on a preliminary plat by voting to either recommend that the Lee County Commissioners approve, disprove, or conditionally approve it. If disapproval is recommended, the specific reasons shall be provided to the applicant in writing and he/she may make the recommended changes and resubmit a revised preliminary plat to the boards for review. If the recommendation to approve has specific conditions or labeling changes, compliance with the conditions may be verified by staff, as opposed to having to go back in front of the boards. The recommendation of the Planning Board will be transmitted to the Lee County Commissioners for consideration. Approval of a preliminary plat by the Commissioners shall allow the applicant to proceed with the preparation of the final plat. A preliminary plat approval shall be valid for three years, allowing the applicant time to install the public roads, water lines, etc. prior to recording the final plat that creates the new legal lots.

No public hearing or public notification are required for review & approval of a major subdivision preliminary plat per the North Carolina General Statutes.

REQUEST

Morgan Development Company, LLC is seeking approval of a preliminary plat to create a 46-lot major residential subdivision for single-family detached homes. The development, currently known as Morgan Fields Subdivision (name is subject to change), is located off of Clifton Ln and is intended to be served by

~~private well water~~ and private septic systems. A soil report, prepared by North Lakes Soil Consulting, PLLC, is included as an attachment for your review, detailing the extent of suitable soils for private, on-site septic systems on the parent tract. The development also features an internal mail kiosk location for USPS delivery. The proposal also includes ~4,687 linear feet of new public roads, intended to be maintained by NCDOT.

GENERAL INFORMATION

Applicant:	Timmons Group; 5410 Trinity Rd, STE 102 Raleigh NC 27607 Contact Person: Beth Blackmon
Property Owner:	Morgan Development Company, LLC; 8524 Walter Myatt Rd, Willow Spring**s,** NC 27592 Contact Person: Greg Morgan
Project Engineer:	Timmons Group; 5410 Trinity Rd, STE 102 Raleigh NC 27607 Contact Person: Beth Blackmon
Location:	Vacant land on Clifton Lane
Commissioner's District:	4
Township:	Pocket
Tax Parcel~~s~~:	9611-89-3657-00, 9611-79-4569-00
Tax Map:	9611.00
Zoning:	Residential Agricultural (RA)
Total Lots:	46
Total Acreage:	78.24 +/-
Total Open Space:	0 +/- acres proposed; no open space required
Minimum Lot Size:	40,000sf or 0.92 of an acre
Average Lot Size:	68,129 sf or 1.56 acres
Smallest Lot:	Lot 23 is 40,017sf or 0.92 of an acre
Largest Lot:	Lot 29 is 162,153sf or 3.7 acres
Maximum Density:	1.0 units per acre
Streets:	Public streets with a 50ft right-of-way width, NCDOT maintained
Water:	Private wells, maintained by the property owner(s)
Sewer:	Private on-site septic systems, maintained by the property owner(s)
Fire District:	Northwest Pocket Fire District
Schools:	JR Ingram Elementary | San Lee Middle | Southern Lee High School
Legal References:	Deed Book 1868, Page 252; Plat Cabinet 2012, Slide 73

SITE DESCRIPTION

The site is located in southwestern Lee County on Clifton Lane, approximately 0.3 miles southeast of the intersection of Steel Bridge Road and Blackstone Road. Per GIS aerial search it appears the subject properties are timberlands.

ZONING DISTRICT INFORMATION

Zoning: The subject property is zoned Residential Agricultural (RA), which is established to provide areas for low-density single-family uses low intensity agricultural operations as well as agri-business and supportive industrial and commercial uses. Industrial operations are not permitted unless they clearly support an agricultural use. RA zoning protects and preserves valuable agricultural areas, implements agricultural protection zoning, establishes performance standards for rural businesses, preserves rural areas,

preserves pasture land and agriculture, sets maximum permissible densities or new zoning districts, defines specific areas for rural commercial uses, and identifies areas appropriate for agricultural preservation.

Minimum lot size:	40,000sf or 0.92 an acre
Minimum lot width:	100ft
Minimum lot depth:	150ft
Minimum building setback, front:	30ft, measured from the r/o/w of the public street
Minimum building setback, rear:	30ft, measured from the rear property line
Minimum building setback, side(s):	15ft, measures from the side property lines
Cul-de-sac lots min. road frontage:	35ft
Cul-de-sac lots minimum lot width:	60ft, at the building setback line
Maximum building height:	40ft
Maximum impervious surface:	N/A for residential development that is not within a watershed

Adjoining Zoning

North:	Residential Agricultural (RA)
South:	Residential Agricultural (RA)
East:	Residential Agricultural (RA)
West:	Residential Agricultural (RA)

Adjacent Land Uses

North:	Single-family homes and vacant land, appears to be timberlands
South:	Single-family homes and vacant land, appears to be timberlands and agricultural fields
East:	Single-family homes
West:	Vacant land, appears to be timberlands and agricultural fields

LOCAL OVERLAY DISTRICTS

The site is not mapped in a Watershed Conservation Overlay District or a Flood Hazard Area (floodplain).

Voluntary Agricultural District: Per our GIS mapping system, the subject property is not located within a Voluntary Agricultural District or a Voluntary Agricultural District (VAD) ½ mile notification radius.

General Note: The following is a general note included with all rezoning requests: Sanford, Lee County, and Broadway do not have a local grading permit or stormwater ordinance and rely on the North Carolina Department of Environmental Quality (NCDEQ) to regulate land disturbing activities. For questions or concerns regarding land disturbing activities, contact the NC Division of Energy, Mineral, and Land Resources Sediment Program via mail 1612 Mail Service Center, Raleigh, NC 27699-1612, via phone at 877-623-6748 or visit the NCDEQ website at http://deq.nc.gov. The physical address of the office is 217 W. Jones Street, Raleigh, NC 27603.

UTILITIES

~~The potable water source for this subdivision is private water from individual private wells. It has been determined by both TriRiver Water and the Lee County Fire Marshals Office that public water is not required to be extended to serve the lots. In discussing this project with Lee County Environmental Health, the developer understands that final lot count is ultimately dependent on the underground water supply source. The drilling of wells for a primary water source falls under the review of Lee County Environmental Health and each proposed well must be reviewed by LCEH prior to the permitting of the home.~~

The potable water source for this subdivision is public water from a water main to be extended from Steel Bridge Road. Per our GIS mapping system, the subject property has access to public water via a 8-inch water main line along Steel Bridge Road that is maintained by TriRiver Water (formerly the City of Sanford). Public water must be installed & accepted for maintenance prior to recording the final plat, which legally creates the lots within this subdivision

The subject property has been evaluated by John Case, a licensed soil scientist working for North Lakes Soil Consulting, PLLC to determine the soil & site conditions and identify suitable areas for placement of on-site subsurface wastewater systems with a 100% repair area using four-bedroom single-family homes as an assumption. The Reconnaissance Soil & Site Evaluation report with map indicates that the majority of the site has soils that are provisionally suitable for conventional, modified conventional, ultra-shallow conventional, or LPP type septic systems (red hatched area on map) and a very small area of soils that are provisionally suitable for Anaerobic Drip or Low-Profile Chamber type septic systems (blue hatched area on map). This information is included within the agenda packet for your reference.

Future residential development on these lots would be served by individual private septic systems that must be approved per the North Carolina General Statues requirements, either by the Lee County Environmental Health Department or a licensed soil scientist, prior to the developer or individual lot owner securing a Building Permit to construct a house. A licensed soil scientist or the Lee County Environmental Health Department must sign the final plat verifying the suitability of the soils within this subdivision prior to recordation to ensure that all lots are developable.

TRANSPORTATION

Clifton Lane (SR 1397) is a NCDOT maintained public roadway with a **5**0ft right-of-way width. NCDOT has reviewed this project as part of the Technical Review Committee (TRC) review process and determined the following:

- The developer must obtain a driveway permit from NCDOT for the proposed road connection to Clifton Lane.
- Plan submittal to review/approve the design of the subdivision roads according to the NCDOT Minimum Construction Standards will be required.
- Encroachments will be required for utilities and other facilities proposed in the right of way of Clifton Lane.

The roads within this subdivision are to be constructed to NCDOT standards and accepted for maintenance by NCDOT. Public roads must be installed prior to recording the final plat. The developer is responsible for dedicating the public streets to NCDOT for maintenance once all requirements (density, construction method, etc.) are met.

2011 Lee County Comprehensive Transportation Plan: This plan illustrates Clifton Lane as an existing roadway with no designation or improvements noted.

NCDOT Average Annual Daily Traffic Count (AADT): There is a 2024 NCDOT AADT of 1500 vehicles per day on Steel Bridge Road (SR 1318) east of Clifton Lane.

State Transportation Improvement Program (STIP): This is a 10-year state and federal-mandated plan that identifies the construction funding for and scheduling of transportation projects throughout the state. Per the NCDOT STIP website, there are no improvements planned for Clifton Lane at this time.

PLAN SANLEE

The Plan Sanlee land use plan identifies the site as Countryside, which seeks to protect agricultural and undeveloped lands outside Urban Service Areas, preserves the County's agricultural heritage, conserves and maintains rural lifestyles, and has limited residential density. The local example is the Avents Ferry Road Corridor in northeast Lee County. Encouraged land uses are civic (schools & churches), residential (single-family detached dwellings), and working lands (farmland, forests, and conservation land). Encouraged transportation methods from low to high priority mode are off-street trails, share the roads with agricultural activity (tractors, etc.) and vehicular connectivity. Context for this placetype includes a suggested development density of a maximum of 1 dwelling unit per 2 acres, with deep building setbacks and a 35ft height limit. Utility infrastructure is typically well water and on-site wastewater disposal. The preferred character is two-lane residential highways with a dispersed development pattern and agricultural fields & forests. The current zoning districts associated with this placetype are Residential Agricultural (RA) and Residential Restricted (RR).

State law does not require a subdivision plat to align with the locally adopted land use plan because it relies on compliance with the development standards of zoning districts to achieve the overall goals.

STAFF ANALYSIS

Staff has reviewed the preliminary plat drawings, in conjunction with the Sanford/Lee County Technical Review Committee (TRC) and determined that the plans comply with the UDO subdivision design standards for the Residential Agricultural (RA) zoning district with the following exception: the design illustrates 12 lots which exceed the maximum Lot Width-to-Depth Ratio. Per the UDO, Table 4.7-1: Density and Dimensional Standards, lots created within the RA zoning district must not exceed a Width-to-Depth Ratio of 1:4.

Where the Planning Board and Commissioners find that extraordinary hardships or practical difficulties may result from strict compliance with the subdivision regulations and/or the purposes of the subdivision regulations may be served to a greater extent by an alternative proposal, it may approve exceptions to the UDO subdivision regulations so that substantial justice may be done and the public interest secured, provided that the exception shall not have the effect of nullifying the intent and purpose of these regulations.

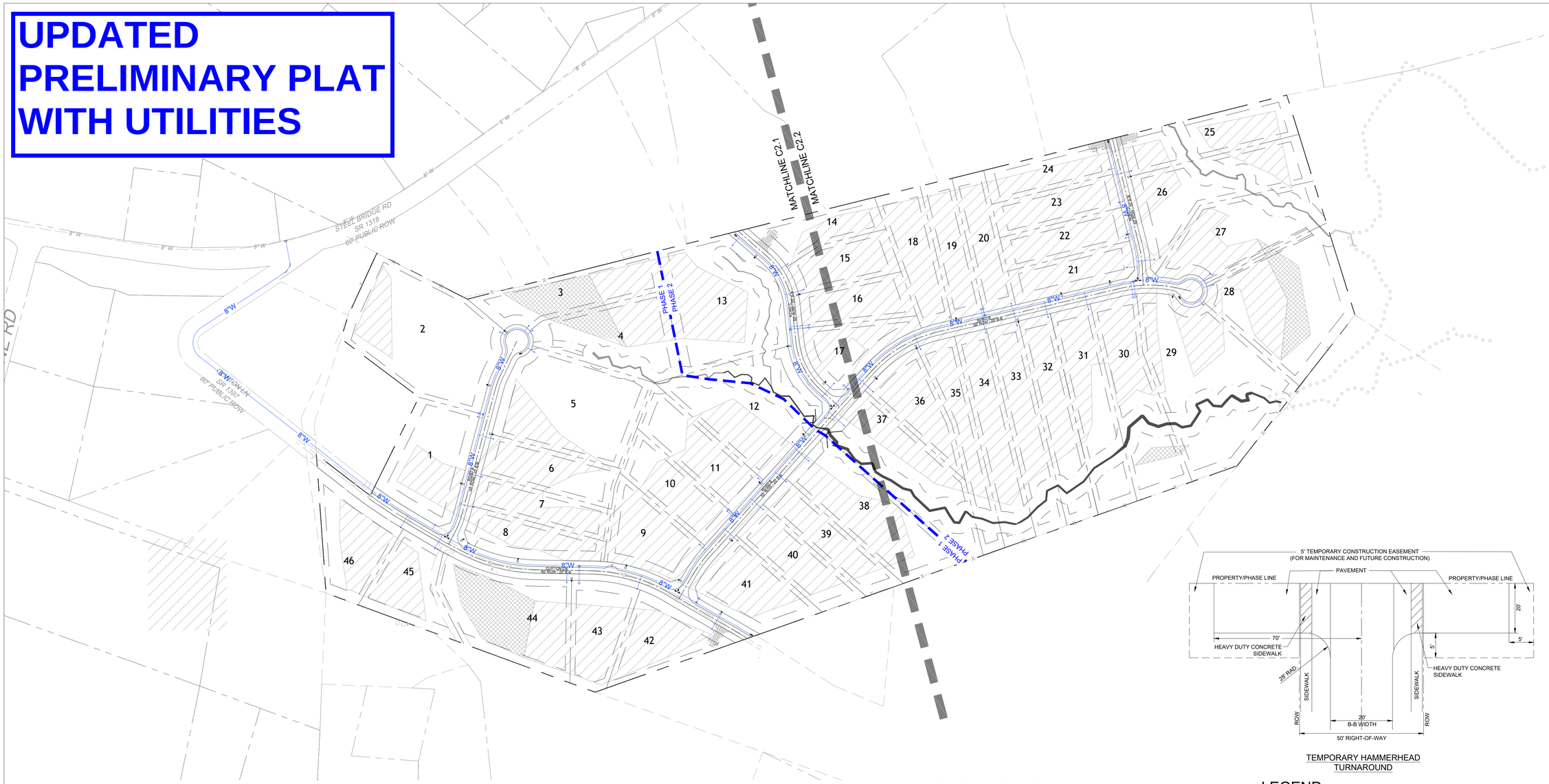
The applicant has submitted a Major Subdivision Exception Application (included in the agenda packet), which provides the following rationale for the design: the applicant requests an exception to the 1:4 lot width-to-depth ratio required by Section 4.7.3 of the Lee County UDO due to unique site constraints that create a practical hardship. See the Subdivision Exception Application included for additional details.

When motioning to recommend that the Commissioners approve, disprove, or conditionally approve this plat, the Planning Board should include language regarding the requested Subdivision Exception.

OTHER CONDITIONS/REQUIREMENTS/NOTES:

1.) A North Carolina Department of Environmental Quality (NCDEQ) sedimentation & erosion control plan approval is required if the project disturbs an acre or greater.

UPDATED PRELIMINARY PLAT WITH UTILITIES



TEMPORARY HAMMERHEAD TURNAROUND

GENERAL SITE NOTES

1. ALL CONSTRUCTION AND MATERIALS SHALL BE IN ACCORDANCE WITH LEE COUNTY AND NCDOT STANDARDS AND SPECIFICATIONS.
2. ALL STREETS SHALL BE PUBLIC AND MAINTAINED BY NCDOT.
3. ALL UTILITIES SHALL BE UNDERGROUND.
4. EACH LOT WILL BE SERVED BY PUBLIC WATER.
5. EACH LOT WILL BE SERVED BY INDIVIDUAL SEPTIC SYSTEMS.
6. NCDEQ EROSION CONTROL AND STORMWATER PERMITS WILL BE REQUIRED AND REGULATIONS WILL BE COMPLIED WITH.
7. CONSTRUCTION DRAWINGS MUST BE APPROVED PRIOR TO CONSTRUCTION.
8. SIGNAGE SHALL BE APPROVED PRIOR TO INSTALLATION OF ANY SIGNAGE.
9. NCDOT DRIVEWAY PERMIT WILL BE REQUIRED PRIOR TO FINAL PLAT APPROVAL.
10. ROADS AND INTERSECTIONS WILL NEED TO COMPLY WITH ALL NCDOT REQUIREMENTS.
11. A BUILT TO STANDARD LETTER FROM NCDOT IS REQUIRED PRIOR TO FINAL PLAT APPROVAL.
12. STREET NAMES MUST BE APPROVED BY LEE COUNTY PRIOR TO FINAL PLAT APPROVAL.
13. A LICENSED SOIL SCIENTIST WILL SUBMIT A SOILS REPORT THAT MEETS THE SPECIFICATIONS OF ENVIRONMENTAL SERVICES. THIS REPORT MUST DEMONSTRATE THAT ADEQUATE SOILS EXIST ON EACH LOT TO SUPPORT THE REQUIRED SEPTIC SYSTEM AND REPAIR AREA.
14. VERTICAL CLEARANCE OF 13 FEET 6 INCHES REQUIRED FOR ALL ROADWAYS.
15. AREAS OF DISCONNECTED IMPERVIOUS SHALL BE SHOWN ON THE RECORDED PLAT.
16. APPLICABLE BUILDING PERMITS ARE REQUIRED FOR MAIL KIOSK AFTER PLAT IS RECORDED; KIOSK DESIGN IS NOT PART OF THIS REVIEW. APPLICABLE PERMITS ARE REQUIRED ONCE DEVELOPMENT HAS BEEN RECORDED.
17. STREET WIDTH SHALL BE A MINIMUM OF 20 FEET WIDE WITH AN ALL-WEATHER SURFACE CAPABLE OF WITHSTANDING IMPOSED LOADS OF FIRE APPARATUS WEIGHTING AT LEAST 80,000 LBS.
18. GRADE SHALL MEET MINIMUM NCDOT STANDARDS AND NOT EXCEED 10% GRADE.
19. TURNING RADIUS SHALL BE SUFFICIENT TO ALLOW EMERGENCY VEHICLE ACCESS WITHOUT STOPPING AND REPOSITIONING.
20. DEAD END ROADS OVER 150 FEET IN LENGTH SHALL HAVE A 60 FOOT HAMMERHEAD TURNAROUND PROVIDED. IF TEMPORARY DUE TO PHASED CONSTRUCTION, THEN A TEMPORARY TURNAROUND SHALL BE PROVIDED.
21. CONTRACTOR SHALL VERIFY THE LOCATION OF ALL EXISTING UTILITIES AND SHALL BE RESPONSIBLE FOR ANY DAMAGE RESULTING FROM THEIR ACTIVITIES. CALL UTILITY LOCATOR SERVICE BEFORE DIGGING.
22. NCDEQ EROSION CONTROL PERMIT WILL BE REQUIRED, AND ALL EROSION CONTROL REGULATIONS WILL BE COMPLIED WITH.

SITE DATA

DEVELOPER:
MORGAN DEVELOPMENT COMPANY, LLC
8524 WALTER MYATT RD.
WILLOW SPRING, NC 27592
PHONE: 919-440-6479
EMAIL: GMORGAN@MORGANDEVELOPMENTCO.COM

ENGINEER:
TIMMONS GROUP
BETH BLACKMON, PE
5410 TRINITY ROAD, STE. 102
RALEIGH, NC 27607
PHONE: 919-866-4509

PINs = 1911-79-4569-00 & 1911-89-3657-00

FIRM MAP# = 3710960000K DATED 10/17/2006

EXISTING TRACT ACREAGE = 78.24 acres (3,408,134 SF)

ZONING = LEE COUNTY, RA
EXISTING LAND USE = VACANT
PROPOSED LAND USE = SINGLE FAMILY RESIDENTIAL

PROPOSED NUMBER OF LOTS = 46
MAXIMUM DENSITY = 1 du/a
PROPOSED DENSITY = 0.59 du/a

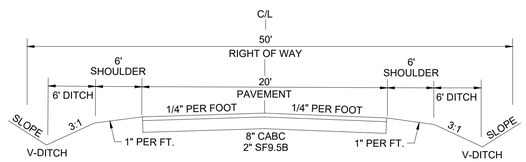
REQUIRED PARKING - 2 PER DWELLING X 46 LOTS = 92
PROVIDED PARKING - 2 PER DWELLING X 46 LOTS = 92

LOTS: 46
MINIMUM REQUIRED LOT WIDTH = 100 feet
MINIMUM LOT WIDTH PROVIDED = 100 feet
MINIMUM ALLOWABLE LOT SIZE = 40,000 sq.ft.
MINIMUM LOT SIZE PROVIDED = 40,017 sq.ft.
AVERAGE LOT SIZE = 68,129 sq.ft.

SETBACKS
FRONT YARD = 30'
SIDE YARD = 15'
REAR YARD = 30'
CORNER YARD = 30'

IMPERVIOUS AREA DATA

TOTAL SITE AREA	78.24 AC	3,408,000 SF
EXISTING SITE IMPERVIOUS	0 AC	0 SF
IMPERVIOUS IN 46 SINGLE FAMILY LOTS (11,000 SF/LOT)	11.62 AC	506,000 SF
IMPERVIOUS IN ROADWAY	6.29 AC	274,269 SF
TOTAL IMPERVIOUS	17.91 AC	780,269 SF
PERCENT IMPERVIOUS		22.90%



TYPICAL STREET SECTION

STREET TABLE

STREET NAME	LENGTH (LF)	ROW
ROAD A	656	50
ROAD B	1939	50
ROAD C	647	50
ROAD D	458	50
CLIFTON LN.	987	60
TOTAL LENGTH	4687	

LEGEND

- PROPERTY LINE
- PROPOSED RIGHT OF WAY
- PROPOSED LOT LINE
- PROPOSED WATERLINE
- 24" SUITABLE SOILS
- FEMA FLOODPLAIN
- 18" SUITABLE SOILS
- INTERMITTENT CREEK CENTERLINE
- PERENNIAL CREEK CENTERLINE

NAD 83

SCALE 1"=150'
0 150' 300'

ALL CONSTRUCTION TO BE IN ACCORDANCE WITH ALL LEE COUNTY, NCDEQ, AND NCDOT STANDARDS, SPECIFICATIONS, AND DETAILS.

811 Know what's below. Call before you dig.

PRELIMINARY - NOT RELEASED FOR CONSTRUCTION

FOR REVIEW ONLY

THIS DRAWING PREPARED AT THE
RALEIGH OFFICE
5410 Trinity Road, Suite 102 | Raleigh, NC 27607
TEL 919.866.4951 FAX 919.833.8124 www.timmons.com

YOUR VISION ACHIEVED THROUGH OURS.

REVISION DESCRIPTION

DATE

DATE
09/01/2026

DRAWN BY
331

DESIGNED BY
331

CHECKED BY
B.BLACKMON

SCALE
1" = 150'

TIMMONS GROUP

MORGAN FIELDS
LEE COUNTY, NORTH CAROLINA
NORTH CAROLINA LICENSE NO. C-1652

OVERALL SITE AND UTILITY PLAN

JOB NO.
72966

SHEET NO.
C2.0

These plans and associated documents are the exclusive property of TIMMONS GROUP and may not be reproduced in whole or in part and shall not be used for any purpose whatsoever, inclusive, but not limited to construction, bidding, and/or construction staking without the express written consent of TIMMONS GROUP.

S:\331\72966-Clifton_Lane\DWG\Sheet\Plot\72966-331-C2.0-SITE.dwg | Plotted by Brad Harris

EnerGov Case #: _____ Subdivision File: _____ **NO FEE**

SANFORD / LEE COUNTY / BROADWAY

MAJOR SUBDIVISION APPLICATION

115 Chatham Street, Sanford, NC 27330 919.718.4656 zoning@sanfordnc.net

Subdivisions within the City of Sanford (and ETJ): For all major subdivisions within the City of Sanford (and ETJ), major subdivision preliminary plats are reviewed at staff level through the Technical Review Committee (TRC).

Subdivision within Lee County: For all major subdivisions within Lee County, the Lee County Planning Board and Board of Commissioners must review and approve preliminary plats *after* the civil plan set is approved by the TRC.

Subdivisions within the Town of Broadway (and ETJ): For all major subdivisions within the Town of Broadway (and ETJ), the Broadway Planning Board and Broadway Town Commissioners must review and approve preliminary plats *after* the civil plan set is approved by the TRC.

This application must be completed and submitted to the Department of Community Development prior to being placed on the appropriate jurisdiction's Planning Board agenda. If a plat is to be submitted in two or more phases, a Master Plan shall be submitted which shows the preliminary plat for the entire subdivision.

A preliminary plat shall not be placed on any jurisdiction's Planning Board agenda until it has been deemed complete by the Department of Community Development staff. No final plat shall be approved until a preliminary plat has been approved by the appropriate jurisdiction's Planning Board and governing board.

Application Deadline: 1st Business Day of each month at 12:00PM (noon)

Meeting Dates: TRC meets on the last Thursday of each month at 9AM (subject to change for holidays)

Lee County Planning Board meets on the 3rd Monday of each month at 6PM, if needed.

Broadway Planning Board meets on the last Monday of each month at 6PM, if needed.

Submit this application and any required supplemental documents via email to: zoning@sanfordnc.net

Jurisdiction: ☐ Sanford, including ETJ ☒ Lee County ☐ Broadway, including ETJ

Subdivision Name: Morgan Fields

Address / Location of Subdivision: End of Clifton Lane off of Steel Bridge Road

Parcel ID / Tax ID: 9611-79-4569, 9611-89-3657 **Total Acreage:** 78.24 **Zoning:** RA

Total Number of Lots: 46 **Minimum Lot Size:** 40,000 **Smallest Lot Size:** 40,017

Utilities:

☐ Existing	☒ Private Well	☒ Private Septic System
☐ Proposed	☐ Public Water Supply	☐ Public Sanitary Sewer

Streets:

☐ Existing	☐ Public Street (City Maintained)
☒ Proposed	☒ Public Street (NCDOT Maintained)

Linear Feet of New Street: 4687

Project Description: A county subdivision utilizing individual well and septic systems. Minimum lot size will be 40,000 sf. NCDOT state road Clifton Lane will be extended thru the site and new proposed NCDOT streets will be constructed. Site will be developed to create a 46 lot subdivision.

Property Owner(s) The legal property owner(s) as of the date of submittal.

Name: Morgan Development Company, LLC Deed Book 1868, Page 252

Mailing Address: 8524 Walter Myatt Rd, Willow Spring, NC 27592

Phone: 919-440-6479 Email: gmorgan@morgandevelopmentco.com

Name:

Mailing Address:

Phone: Email:

Name:

Mailing Address:

Phone: Email:

Contact Person / Applicant The person/company submitting the preliminary plat application.

Name: Beth Blackmon, Timmons Group

Mailing Address: 5410 Trinity Road Suite 102, Raleigh, NC 27607

Phone: 919-866-4509 Email: beth.blackmon@timmons.com

Beth Blackmon 5/20/2026

Applicant (print & sign) Date

STAFF USE ONLY

Jurisdiction: ☐ City of Sanford ☐ Lee County ☐ Town of Broadway

Date Received: Subdivision File #:

Planning Board Meeting Date: EnerGov File #:

Staff Signature & Title:

Notes:

Submittal: ☐ Complete ☐ Incomplete

EnerGov Case #: _____ Subdivision File: _____ **NO FEE**

SANFORD / LEE COUNTY / BROADWAY

MAJOR SUBDIVISION EXCEPTION APPLICATION

115 Chatham Street, Sanford, NC 27330 919.718.4656 zoning@sanfordnc.net

A subdivision exception is available under the following conditions as stated below in §6.3.6 of the Unified Development Ordinance. One application should be submitted for each exception as a supplement to the Major Subdivision Application.

6.3.6 SUBDIVISION EXCEPTIONS

6.3.6.1 Subdivision exceptions shall be available only for Major Subdivisions in conjunction with the application for Preliminary Plat approval.

6.3.6.2 Where the Planning Board and Governing Body finds that extraordinary hardships or practical difficulties may result from strict compliance with these regulations and/or the purposes of these regulations may be served to a greater extent by an alternative proposal, it may approve exceptions to these subdivision regulations so that substantial justice may be done and the public interest secured, provided that the exception shall not have the effect of nullifying the intent and purpose of these regulations.

6.3.6.3 All such exceptions shall be approved by the Governing Board, upon recommendation from the Planning Board, as part of the preliminary plat approval.

For questions concerning this process, please contact the Sanford / Lee County Department of Community Development at 919-718-4656. The Department of Community Development is located within the Historic Buggy Building in downtown Sanford, NC at 115 Chatham Street. Please submit this application via email to: zoning@sanfordnc.net

Contact Person / Applicant The person/company submitting the preliminary plat application.

Name: Beth Blackmon, Timmons Group

Mailing Address: 5410 Trinity Road Suite 102, Raleigh, NC 27607

Phone: 919-866-4509 Email: beth.blackmon@timmons.com

Property Owner(s) The legal property owner(s) as of the date of submittal.

Name: Morgan Development Company, LLC Deed Book 1868, Page 252

Mailing Address: 8524 Walter Myatt Rd, Willow Spring, NC 27592

Phone: 919-440-6479 Email: gmorgan@morgandevelopmentco.com

Property Information

Jurisdiction: ☐ Sanford, including ETJ ■ Lee County ☐ Broadway, including ETJ

Subdivision Name: Morgan Fields

Address / Location of Subdivision: End of Clifton Lane off of Steel Bridge Road

Parcel ID / Tax ID: 9611-79-4569, 9611-89-3657 Total Acreage: 78.24 Zoning: RA

Description of Request

The burden is on the applicant to demonstrate the need for the exception. Please fully state the hardship that creates the need for the requested subdivision exception and provide any additional information that may be helpful in the review of this application. Attach additional pages if necessary.

I am requesting an exception to Section(s) 4.7.3 of the Subdivision Ordinance.

I believe that this exception should be granted because: see attached

CERTIFICATION

I hereby certify that the information presented in this application is accurate and correct to the best of my knowledge. It is further understood that this application will be reviewed for completeness and that it shall not be scheduled for official consideration until it is deemed complete by the Sanford/Lee County Department of Community Development.

Beth Blackmon Beth Blackmon — Signature of Applicant (Print & Sign)

5/20/2026 — Date

This signature to be notarized below.

STATE OF NORTH CAROLINA
LEE COUNTY

I, Caroline o'connor, a Notary Public for ~~Lee~~ Wake County and State of North Carolina do hereby certify that Beth Blackmon personally appeared before me on this day and acknowledged the due execution of the foregoing instrument. Witness my hand and official seal, this the 20 day of May, 2026.

CAROLINE O'CONNOR NOTARY PUBLIC WAKE COUNTY, N.C. COMMISSION NO. 20241270026 MY COMMISSION EXPIRES 5/1/2029

Caroline O'Connor
Notary Public Signature

My Commission Expires: 05/01/2029

Justification for Exception to Section 4.7.3 – Lot Width-to-Depth Ratio

The applicant requests an exception to the 1:4 lot width-to-depth ratio required by Section 4.7.3 of the Lee County Unified Development Ordinance (UDO) due to unique site constraints that create a practical hardship.

The property, located at the end of Clifton Lane, contains limited areas of soil suitable for on-site wastewater systems. Soil evaluations indicate that these suitable areas are irregularly distributed across the property and do not align with standard lot configurations that would comply with the 1:4 ratio requirement.

The property also contains natural stream features. To avoid encroachment into protected environmental areas and to maintain natural drainage patterns, lot configurations must be adapted to work around these features rather than adhere to rigid dimensional standards.

The following 12 lots exceed the 1:4 lot width-to-depth ratio due to the site constraints described above:

Lots Exceeding 1:4	
Lot Number	**Ratio**
7	1:4.2
18	1:4.2
19	1:4.2
20	1:4.2
25	1:4.2
30	1:4.3
31	1:5
32	1:6.4
33	1:6.5
34	1:6.6
35	1:5.8
39	1:4.3

As shown above, the affected lots are limited in number and are directly tied to the site conditions described herein.

The proposed deviation is not intended to increase density or circumvent applicable regulations, but rather to accommodate unavoidable site-specific conditions. These constraints require deeper lot configurations in certain areas to achieve a functional and logical subdivision layout. The requested exception allows for a reasonable design that accommodates septic suitability and avoids impacts to stream features.

The hardship is inherent to the property and is not self-created. The request represents the minimum deviation necessary to achieve a functional and environmentally responsible subdivision design.

North Lakes Soil Consulting, PLLC
3325 Jones Lakes Road
Fuquay-Varina, NC 27526
john@northlakessoil.com
910-539-5439

Project # 25-027

4/30/2025

Morgan Development Company
Attn: Greg Morgan
gmorgan@morgandevelopmentco.com

RE: Preliminary Soil Mapping Evaluation in Lee County off Clifton Lane (PIN 1911-79-4569-00, 1911-89-3657-00)

Dear Morgan Development Company:

The following Preliminary Soil Mapping Evaluation technical report is submitted to assist in the development of the two tracts of land off Clifton Lane (PIN 1911-79-4569-00, 1911-89-3657-00), ~74.66-acres in Lee County, North Carolina.

North Lakes Soil Consulting, PLLC conducted the preliminary soil mapping evaluation on various dates in April 2025, to attempt to delineate areas of potentially suitable soils for subsurface on-site wastewater systems. The property was traversed and soil borings were conducted with hand augers in suitable topographic areas. The topography and vegetation communities were considered to postulate any possible consistent soil patterns. The soil was evaluated for the following morphological characteristics: soil texture, soil structure, soil depth, depth and thickness of any restrictive horizon(s), soil wetness conditions, soil mineralogy, topography, and landscape position. With these factors considered the areas evaluated were judged based on the “North Carolina Laws and Rules for Wastewater Treatment and Dispersal Systems (15A NCAC 18E)”.

The above referenced parcel is located in the Piedmont physiographic region of North Carolina and located in the Triassic Basin geologic region of Lee County. The soils that have formed on the sections of the parcel evaluated by North Lakes Soil Consulting are similar to the Nason and Mayodan soil series. The attached soils map indicates the areas of potentially suitable soils. Nason and Mayodan soil series are generally suitable for subsurface wastewater systems. That is, the morphology of the soils contain characteristics that would support subsurface septic systems such as clayey textured subsoils that are not considered expansive, have blocky structure and no indicators of restrictive characteristics within 24 inches of the soil surface.

Estimated design sewage flow from a house is 120 gallons per bedroom per day. The available space needed is a function of trench length, grade, and topographic features. It would be our suggestion to allocate at least 3,000 to 4,000 square feet of usable soil area per bedroom for the design and layout of residential septic system areas. This square footage will also allow and include sufficient area for a repair field of equal size for use in the future. 3,000 square feet per bedroom is usually sufficient for a level site. 4,000 square feet per bedroom is typically needed for a sloping site, terraced sites, sites with large trees and root mass, and sites with large surface boulders to work around. So, for example a four-bedroom dwelling, 12,000 to 16,000 square feet of usable soil are needed for conventional gravel trenches. These soil area estimates are based upon soil application rates for a clay textured subsoil with a site LTAR of 0.25-0.30 gallons per day/square foot for conventional type systems. The ultimate application rate will be assigned by the local county health department based on an individual soil & site evaluation of the lot. If the water supply is proposed to be well water, well setbacks must meet 15A NCAC 02C .0107 requirements,15A NCAC 18E .0600 setback requirements to septic systems and any local well regulations.

Typical Septic Systems in the Piedmont of NC:

The most common septic systems used in the North Carolina Piedmont are listed with the corresponding minimum usable soil depth required and any trench length reduction if allowed noted in parentheses: conventional (30”), shallow conventional systems (24”with soil cap), chamber systems (24” with soil cap and 25% drain field reduction), polystyrene systems (24” with soil cap and 25% drain field reduction), vertical panel block systems (requires at least 34” of usable soil and allows 50% drain field reduction), horizontal panel block systems (requires at least 26” of usable soil and allows 50% drain field reduction) large diameter pipe (24”), low pressure pipe (24”), low profile chamber (20”), and anaerobic drip irrigation (18”). A pump can be used to deliver effluent to the usable soil area if gravity flow cannot be achieved. Also, a pump is needed on any system with over 750’ of drain field. The percent reduction means the amount of drain field trench length reduction allowed for that product as compared to conventional trenches. Certain models of chamber systems and polystyrene bundle systems are considered accepted trench products. Accepted trench products can be substituted in lieu of conventional gravel trenches and receive the 25% drain field reduction.

Septic System Location & Setbacks:

The location of a septic system shall comply with the setback requirements of 15A NCAC 18E .0601 LOCATION OF WASTEWATER SYSTEMS.

Findings:

Soil borings were advanced in multiple locations across the project site. Once the soil borings are completed, areas are delineated based on the potentially usable soil depths. Soils with depths of 30” or more are potentially usable for conventional, shallow trench conventional systems, chamber systems (25% drain field reduction), polystyrene systems (25% drain field

reduction) and panel block systems (requires at least 36” of usable soil and allows 50% drain field reduction). These borings are flagged with red survey ribbon on the property. Soils with depths between 24-29” are potentially usable for shallow/ultra shallow conventional and/or LPP systems and are flagged in the field with red/white striped survey ribbon. These systems would require a soil cap when used with shallow/ultra shallow conventional type trenches. Soils with usable depths 30” and greater would be used as is. Soils with depths between 20-23” are potentially usable for low-profile chamber type systems and are also flagged in the field with red/white striped survey ribbon. Soils with depths between 18-19” are potentially usable for anaerobic drip type systems and are also flagged in the field with red/white striped+blue survey ribbon. It is important to note that a different system type may be required depending on the amount of slope correction required, which is dependent upon the slope at a particular boring location.

The areas on the map labeled “UN” indicate areas of unsuitable topography. Unsuitable topography characteristics can include gullies, rock outcroppings, streams and other surface waters, flood plains, drainage ways, designated wetlands, headslopes, steep slopes (> 30 %), setbacks, old roadbeds, and available space.

The attached soils map indicates the areas of soils which are potentially suitable for subsurface wastewater systems.

> The “**red, hatched soil units**” on the attached map indicate the areas of soils that have 24 inches or more of potentially suitable soil material. These areas have potential for conventional, modified conventional, ultra-shallow conventional, or LPP septic systems. There will be inclusions of soils in these areas that may only be suitable for LPP septic systems.
>
> The “**blue, hatched soil units**” on the attached map indicate the areas of soils that have 18 inches or more of potentially suitable soil material that has been slope corrected. These areas have potential for Anaerobic Drip Systems. There may be inclusions of soils (20-23 inches) that may support Low Profile Chamber Systems. There may also be inclusions of soils (13-17 inches) that may support Aerobic Drip Systems with advanced pretreatment. Anaerobic Drip Systems may require a special site evaluation, which includes hydraulic conductivity testing to determine the soil application rate and system sizing requirements.

North Lakes Soil Consulting cannot guarantee that every square foot of area shown as potentially suitable for septic systems will be permitted by the local health department due to the variability of naturally occurring soils. Please note these potential areas may need additional refining with more soil work, field staking (layout) of the initial and repair systems in the field, and design of the septic system to determine system type combinations and final number of bedrooms.

Conclusions:

This tract of land has good potential for further development using septic systems. Depending on the final house location(s)/footprint(s), number of bedrooms desired per residence, and the final septic system layouts this tract is capable of being subdivided for development. The final number of feasible lots would be dependent upon the factors mentioned above, as well as, what the available water source that would be serving the proposed lots. If the client proposes to subdivide the property, it would be our recommendation to complete detailed soil work, field staking (layout) of the initial and repair systems in the field, and design of the septic system(s) to determine system type combinations and final number of bedrooms on each proposed lot.

No driveways, grading or land disturbing activities should be allowed in the area where septic fields are proposed, as it will affect the site's suitability. The local planning and zoning authority prior to approval shall review and approve any proposed development site plan. The attached soil map is based on soil boring locations collected using an EOS Arrow 100 GPS, ArcGIS and/or AutoCAD. The coordinate system used was NC State Plane NAD 83 3200. The GPS locations can be accurate to submeter but should not be considered as accurate as survey located points. The soil map is scaled to print on 11x17 Ledger type paper.

In North Carolina, three primary options for septic system permitting exist. In the "traditional" permitting option, the local county health department in the form of an Improvement Permit grants site approval. A Construction Authorization for a Wastewater System is issued once building floor plans are reviewed and the Improvement Permit is issued. The county issues an Operation Permit after the system has been installed to meet the specifications of the Authorization to Construct. Septic layouts and system design can be performed as needed. In the traditional option, the local county health department can evaluate and permit any site.

NC Session Law 2023-90 now allows a "hybrid" version of the traditional permitting option. In this version, a NC Licensed Soil Scientist can evaluate a lot and submit soil information on each lot to the Health Department in lieu of the Health Department evaluation. If the soil scientist is also an Authorized Onsite Wastewater Evaluator (AOWE), then the soil scientist can prepare the design elements for a Construction Authorization. **This report does not meet the requirements for permitting under NC Session Law 2023-90, commonly referred to an "A2" permit.**

The "private" permitting options are the Engineer Option Permit (EOP) and Authorized Onsite Wastewater Evaluator (AOWE). A NC Licensed Engineer, a NC Licensed Soil Scientist, NC Authorized Evaluator, and a NC Registered Septic Installer can evaluate, design, and install a septic system without Health Department involvement other than record keeping. **This report does not meet the requirements for private permitting under the Engineer Option Permit or Authorized Onsite Wastewater Evaluator permitting options.**

A preliminary soil mapping evaluation is intended to help assist the client in the determination of potentially suitable soils for subsurface on-site wastewater systems for larger tracts of land. This

service provides the most limited and basic of soil mapping evaluations and is used to predict rudimentary trends in potential soil for possible subsurface on-site wastewater systems. This level of investigation is not intended to be used for detailed subdivision planning and should be used for preliminary planning purposes only. This service is usually requested by potential buyers of property as a tool to determine if the property is a good investment. This preliminary evaluation was conducted using accepted soil science and environmental health practices. This does not guarantee that the local health department will agree with these findings since soil/site evaluations are an interpretation of the state regulations, but all current sampling methods, technologies, and practices were used. Please be aware of any local codes, setbacks, ordinances, and existing easements along with any permitting requirements before making a financial commitment on a property. The soil map and report are provided to you as part of this evaluation. Please feel free to contact me if you have any further questions.

Sincerely,

North Lakes Soil Consulting, PLLC

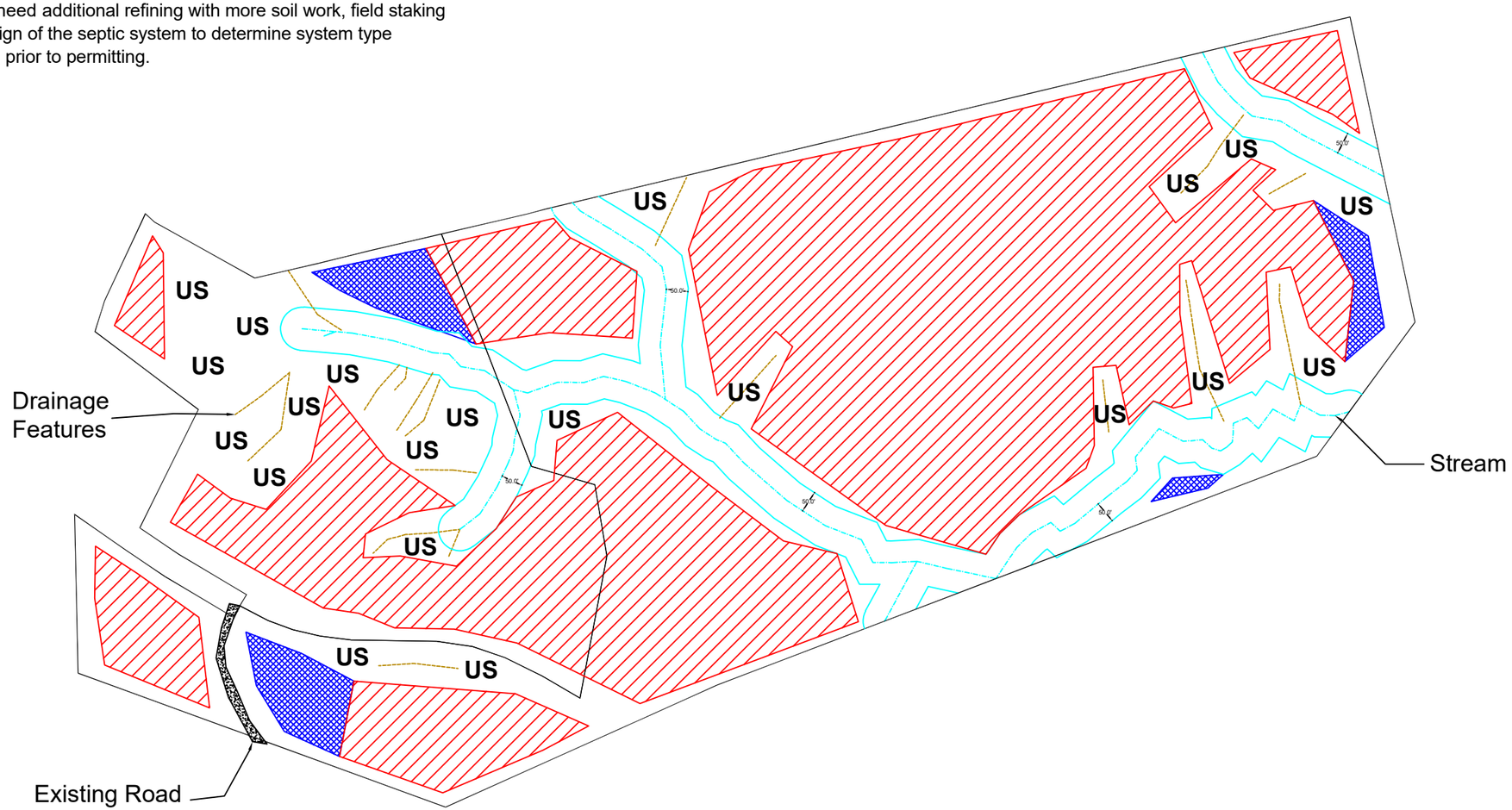
John Kase, LSS, REHS

Encl.: Preliminary Soil Map



Disclaimer: This is not a survey. A preliminary soil mapping evaluation is intended to help assist the client in the determination of potentially suitable soils for subsurface on-site wastewater systems for larger tracts of land. This level of investigation is not intended to be used for detailed subdivision planning and should be used for preliminary planning purposes only. North Lakes Soil Consulting cannot guarantee that every square foot of area shown as potentially suitable for septic systems will be permitted by the local health department due to the variability of naturally occurring soils. If subdivided, please note, these potential areas may need additional refining with more soil work, field staking (layout) of the initial and repair systems in the field, and design of the septic system to determine system type combinations and final number of bedrooms for lots created, prior to permitting.





Area contains soils with 24 inches or more of useable material and have potential for conventional, modified conventional, ultra-shallow conventional, or LPP septic systems. There will be inclusions of soils in these areas that may only be suitable for LPP septic systems.

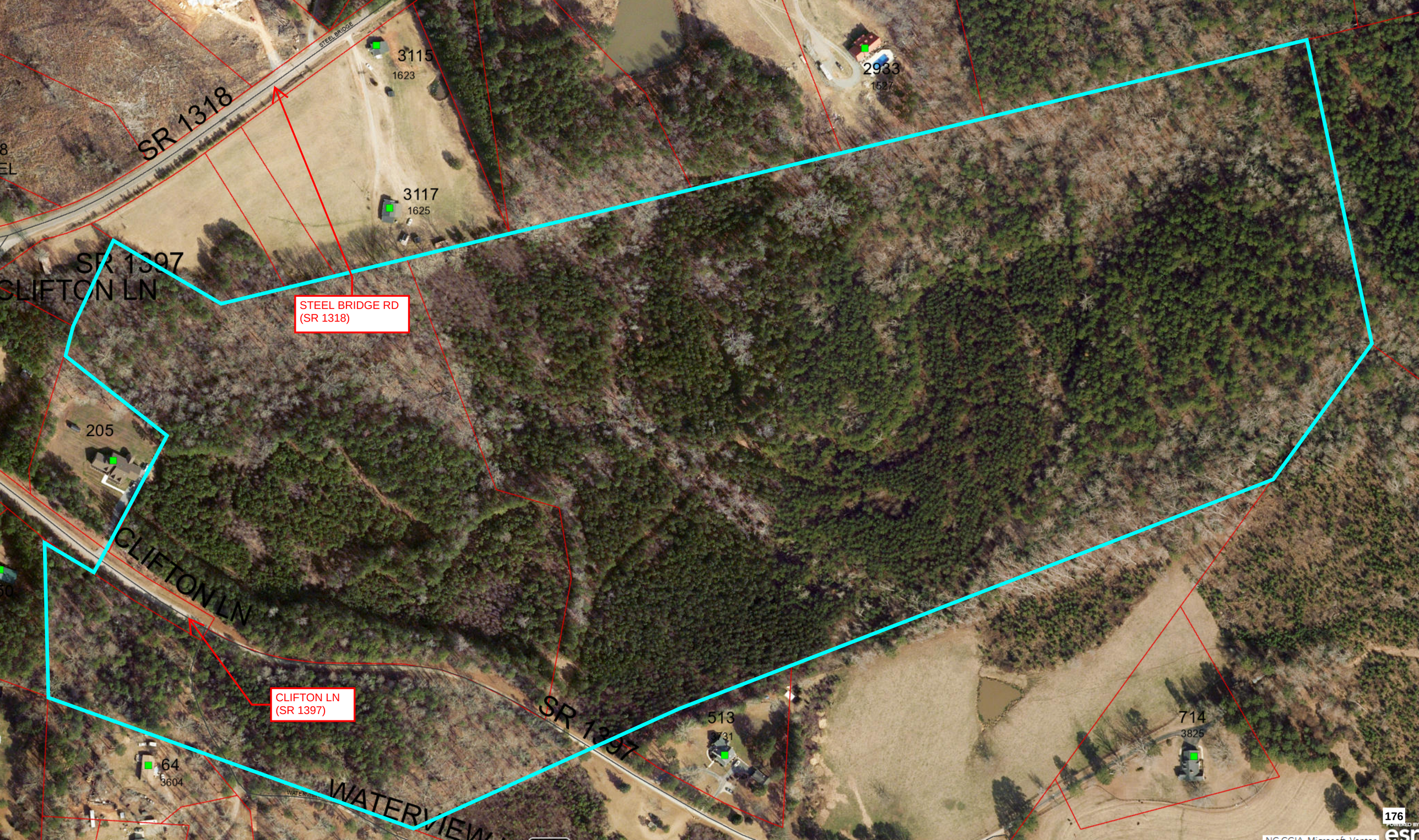
Area contains soils with 18 inches or more of useable material and have potential for Anaerobic Drip. There may be inclusions of soils in these areas that may be suitable for Low-Profile Chamber septic systems.

Unsuitable Areas for subsurface septic systems — **US**

GRAPHIC SCALE
1" = 300'
0 300' 300'

North Lakes Soil Consulting, PLLC
3325 Jones Lake Road, Fuquay Varina, NC 27526
Phone: (910) 539-5439
Email: john@northlakessoil.com

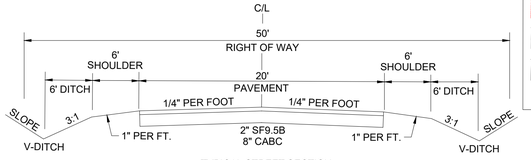
Project Name	Draw Date	04/30/2025
Clifton Lane	Revision	
Lee County, NC	Revision	
Preliminary Soil Map	Drawn By	JMM
~74.66 Acres	Project #: 25-027	


STEEL BRIDGE
SR 1318
3115
1623
3117
1625
2933
1527
SR 1397
CLIFTON LN
STEEL BRIDGE RD
(SR 1318)
205
CLIFTON LN
CLIFTON LN
(SR 1397)
SR 1397
513
731
714
3825
64
3604
WATERVIEW
176



CUL-DE-SAC DETAIL

TEMPORARY HAMMERHEAD TURNAROUND



TYPICAL STREET SECTION

GENERAL SITE NOTES

1. ALL CONSTRUCTION AND MATERIALS SHALL BE IN ACCORDANCE WITH LEE COUNTY AND NCDOT STANDARDS AND SPECIFICATIONS.
2. ALL STREETS SHALL BE PUBLIC AND MAINTAINED BY NCDOT.
3. ALL UTILITIES SHALL BE UNDERGROUND.
4. EACH LOT WILL BE SERVED BY PRIVATE INDIVIDUAL WELLS.
5. EACH LOT WILL BE SERVED BY INDIVIDUAL SEPTIC SYSTEMS.
6. NCDEQ EROSION CONTROL AND STORMWATER PERMITS WILL BE REQUIRED AND REGULATIONS WILL BE COMPLIED WITH.
7. CONSTRUCTION DRAWINGS MUST BE APPROVED PRIOR TO CONSTRUCTION.
8. SIGNAGE SHALL BE APPROVED PRIOR TO INSTALLATION OF ANY SIGNAGE.
9. NCDOT DRIVEWAY PERMIT WILL BE REQUIRED PRIOR TO FINAL PLAT APPROVAL.
10. ROADS AND INTERSECTIONS WILL NEED TO COMPLY WITH ALL NCDOT REQUIREMENTS.
11. A BUILT TO STANDARD LETTER FROM NCDOT IS REQUIRED PRIOR TO FINAL PLAT APPROVAL.
12. STREET NAMES MUST BE APPROVED BY LEE COUNTY PRIOR TO FINAL PLAT APPROVAL.
13. A LICENSED SOIL SCIENTIST WILL SUBMIT A SOILS REPORT THAT MEETS THE SPECIFICATIONS OF ENVIRONMENTAL SERVICES. THIS REPORT MUST DEMONSTRATE THAT ADEQUATE SOILS EXIST ON EACH LOT TO SUPPORT THE REQUIRED SEPTIC SYSTEM AND REPAIR AREA.
14. VERTICAL CLEARANCE OF 13 FEET 6 INCHES REQUIRED FOR ALL ROADWAYS.
15. AREAS OF DISCONNECTED IMPERVIOUS SHALL BE SHOWN ON THE RECORDED PLAT.
16. APPLICABLE BUILDING PERMITS ARE REQUIRED FOR MAIL KIOSK AFTER PLAT IS RECORDED; KIOSK DESIGN IS NOT PART OF THIS REVIEW. APPLICABLE PERMITS ARE REQUIRED ONCE DEVELOPMENT HAS BEEN RECORDED.
17. STREET WIDTH SHALL BE A MINIMUM OF 20 FEET WIDE WITH AN ALL-WEATHER SURFACE CAPABLE OF WITHSTANDING IMPOSED LOADS OF FIRE APPARATUS WEIGHTING AT LEAST 80,000 LBS.
18. GRADE SHALL MEET MINIMUM NCDOT STANDARDS AND NOT EXCEED 10% GRADE.
19. TURNING RADIUS SHALL BE SUFFICIENT TO ALLOW EMERGENCY VEHICLE ACCESS WITHOUT STOPPING AND REPOSITIONING.
20. DEAD END ROADS OVER 150 FEET IN LENGTH SHALL HAVE A 60 FOOT HAMMERHEAD TURNAROUND PROVIDED. IF TEMPORARY DUE TO PHASED CONSTRUCTION, THEN A TEMPORARY TURNAROUND SHALL BE PROVIDED.
21. CONTRACTOR SHALL VERIFY THE LOCATION OF ALL EXISTING UTILITIES AND SHALL BE RESPONSIBLE FOR ANY DAMAGE RESULTING FROM THEIR ACTIVITIES. CALL UTILITY LOCATOR SERVICE BEFORE DIGGING.
22. NCDEQ EROSION CONTROL PERMIT WILL BE REQUIRED, AND ALL EROSION CONTROL REGULATIONS WILL BE COMPLIED WITH.

SITE DATA

DEVELOPER:
MORGAN DEVELOPMENT COMPANY, LLC
8524 WALTER MYATT RD.
WILLOW SPRING, NC 27592
PHONE: 919-440-6479
EMAIL: GMORGAN@MORGANDEVELOPMENTCO.COM

ENGINEER:
TIMMONS GROUP
RYAN WADSWORTH, PE
5410 TRINITY ROAD, STE. 102
RALEIGH, NC 27607
PHONE: 919-866-4516

PINs = 1911-79-4569-00 & 1911-89-3657-00

FIRM MAP# = 3710960000K DATED 10/17/2006

EXISTING TRACT ACREAGE = 78.24 acres (3,408,134 SF)

ZONING = LEE COUNTY, RA
EXISTING LAND USE = VACANT
PROPOSED LAND USE = SINGLE FAMILY RESIDENTIAL

PROPOSED NUMBER OF LOTS = 46
MAXIMUM DENSITY = 1 du/a
PROPOSED DENSITY = 0.59 du/a
REQUIRED PARKING - 2 PER DWELLING X 46 LOTS = 92
PROVIDED PARKING - 2 PER DWELLING X 46 LOTS = 92

LOTS: 46
MINIMUM REQUIRED LOT WIDTH = 100 feet
MINIMUM LOT WIDTH PROVIDED = 100 feet
MINIMUM ALLOWABLE LOT SIZE = 40,000 sq.ft.
MINIMUM LOT SIZE PROVIDED = 40,017 sq.ft.
AVERAGE LOT SIZE = 68,129 sq.ft.

SETBACKS
FRONT YARD = 30'
SIDE YARD = 15'
REAR YARD = 30'
CORNER YARD = 30'

IMPERVIOUS AREA DATA

TOTAL SITE AREA	78.24 AC	3,408,000 SF
EXISTING SITE IMPERVIOUS	0 AC	0 SF
IMPERVIOUS IN 46 SINGLE FAMILY LOTS (11,000 SF/LOT)	11.62 AC	506,000 SF
IMPERVIOUS IN ROADWAY	6.29 AC	274,269 SF
TOTAL IMPERVIOUS	17.91 AC	780,269 SF
PERCENT IMPERVIOUS		22.90%

LEGEND

- SITE BOUNDARY
- EXISTING PROPERTY BOUNDARY
- ADJACENT PROPERTY LINE
- EXISTING END OF PAVEMENT
- EXISTING END OF GRAVEL
- END OF PAVEMENT
- EASEMENT
- 100 YR FEMA FLOODPLAIN
- 24" SUITABLE SEPTIC SOILS
- 18" SUITABLE SEPTIC SOILS
- INTERMITTENT CREEK CENTERLINE
- PERENNIAL CREEK CENTERLINE
- (W) INDIVIDUAL PRIVATE WELL

NAD 83

SCALE 1"=150'
0 150' 300'

ALL CONSTRUCTION TO BE IN ACCORDANCE WITH ALL LEE COUNTY, NCDEQ, AND NCDOT STANDARDS, SPECIFICATIONS, AND DETAILS.

STREET TABLE

STREET NAME	LENGTH (LF)	ROW
ROAD A	656	50
ROAD B	1939	50
ROAD C	647	50
ROAD D	458	50
CLIFTON LN.	987	60
TOTAL LENGTH	4687	

811 Know what's below. Call before you dig.

FOR REVIEW ONLY

THIS DRAWING PREPARED AT THE
RALEIGH OFFICE
5410 Trinity Road, Suite 102 | Raleigh, NC 27607
TEL 919.866.4951 FAX 919.833.8124 www.timmons.com

YOUR VISION ACHIEVED THROUGH OURS.

REVISION DESCRIPTION

DATE

DATE 05/19/2026
DRAWN BY 331
DESIGNED BY 331
CHECKED BY JRW
SCALE 1" = 150'

TIMMONS GROUP
NORTH CAROLINA LICENSE NO. C-1652

MORGAN FIELDS
LEE COUNTY, NORTH CAROLINA
OVERALL SITE AND UTILITY PLAN

JOB NO. 72966
SHEET NO. C2.0

These plans and associated documents are the exclusive property of TIMMONS GROUP and may not be reproduced in whole or in part and shall not be used for any purpose whatsoever, inclusive, but not limited to construction, bidding, and/or construction staking without the express written consent of TIMMONS GROUP.

S:\331\72966-Clifton_Lane\DWG\Sheet\Exhibit\72966-331-C2.0-SITE-ExhIBIT.dwg | Plotted by Logan McNeely



TEMPORARY HAMMERHEAD TURNAROUND

GENERAL SITE NOTES

1. ALL CONSTRUCTION AND MATERIALS SHALL BE IN ACCORDANCE WITH LEE COUNTY AND NCDOT STANDARDS AND SPECIFICATIONS.
2. ALL STREETS SHALL BE PUBLIC AND MAINTAINED BY NCDOT.
3. ALL UTILITIES SHALL BE UNDERGROUND.
4. EACH LOT WILL BE SERVED BY PRIVATE INDIVIDUAL WELLS.
5. EACH LOT WILL BE SERVED BY INDIVIDUAL SEPTIC SYSTEMS.
6. NCDEQ EROSION CONTROL AND STORMWATER PERMITS WILL BE REQUIRED AND REGULATIONS WILL BE COMPLIED WITH.
7. CONSTRUCTION DRAWINGS MUST BE APPROVED PRIOR TO CONSTRUCTION.
8. SIGNAGE SHALL BE APPROVED PRIOR TO INSTALLATION OF ANY SIGNAGE.
9. NCDOT DRIVEWAY PERMIT WILL BE REQUIRED PRIOR TO FINAL PLAT APPROVAL.
10. ROADS AND INTERSECTIONS WILL NEED TO COMPLY WITH ALL NCDOT REQUIREMENTS.
11. A BUILT TO STANDARD LETTER FROM NCDOT IS REQUIRED PRIOR TO FINAL PLAT APPROVAL.
12. STREET NAMES MUST BE APPROVED BY LEE COUNTY PRIOR TO FINAL PLAT APPROVAL.
13. A LICENSED SOIL SCIENTIST WILL SUBMIT A SOILS REPORT THAT MEETS THE SPECIFICATIONS OF ENVIRONMENTAL SERVICES. THIS REPORT MUST DEMONSTRATE THAT ADEQUATE SOILS EXIST ON EACH LOT TO SUPPORT THE REQUIRED SEPTIC SYSTEM AND REPAIR AREA.
14. VERTICAL CLEARANCE OF 13 FEET 6 INCHES REQUIRED FOR ALL ROADWAYS.
15. AREAS OF DISCONNECTED IMPERVIOUS SHALL BE SHOWN ON THE RECORDED PLAT.
16. APPLICABLE BUILDING PERMITS ARE REQUIRED FOR MAIL KIOSK AFTER PLAT IS RECORDED. KIOSK DESIGN IS NOT PART OF THIS REVIEW. APPLICABLE PERMITS ARE REQUIRED ONCE DEVELOPMENT HAS BEEN RECORDED.
17. STREET WIDTH SHALL BE A MINIMUM OF 20 FEET WIDE WITH AN ALL-WEATHER SURFACE CAPABLE OF WITHSTANDING IMPOSED LOADS OF FIRE APPARATUS WEIGHTING AT LEAST 80,000 LBS.
18. GRADE SHALL MEET MINIMUM NCDOT STANDARDS AND NOT EXCEED 10% GRADE.
19. TURNING RADIUS SHALL BE SUFFICIENT TO ALLOW EMERGENCY VEHICLE ACCESS WITHOUT STOPPING AND REPOSITIONING.
20. DEAD END ROADS OVER 150 FEET IN LENGTH SHALL HAVE A 60 FOOT HAMMERHEAD TURNAROUND PROVIDED. IF TEMPORARY DUE TO PHASED CONSTRUCTION, THEN A TEMPORARY TURNAROUND SHALL BE PROVIDED.
21. CONTRACTOR SHALL VERIFY THE LOCATION OF ALL EXISTING UTILITIES AND SHALL BE RESPONSIBLE FOR ANY DAMAGE RESULTING FROM THEIR ACTIVITIES. CALL UTILITY LOCATOR SERVICE BEFORE DIGGING.
22. NCDEQ EROSION CONTROL PERMIT WILL BE REQUIRED, AND ALL EROSION CONTROL REGULATIONS WILL BE COMPLIED WITH.

SITE DATA

DEVELOPER:
MORGAN DEVELOPMENT COMPANY, LLC
8524 WALTER MYATT RD.
WILLOW SPRING, NC 27592
PHONE: 919-440-6479
EMAIL: GMORGAN@MORGANDEVELOPMENTCO.COM

ENGINEER:
TIMMONS GROUP
BETH BLACKMON, PE
5410 TRINITY ROAD, STE. 102
RALEIGH, NC 27607
PHONE: 919-866-4509

PINs = 191-79-4569-00 & 1911-89-3657-00

FIRM MAP# = 3710960000K DATED 10/17/2006

EXISTING TRACT ACREAGE = 78.24 acres (3,408,134 SF)

ZONING = LEE COUNTY, RA
EXISTING LAND USE = VACANT
PROPOSED LAND USE = SINGLE FAMILY RESIDENTIAL

PROPOSED NUMBER OF LOTS = 46
MAXIMUM DENSITY = 1 du/a
PROPOSED DENSITY = 0.59 du/a

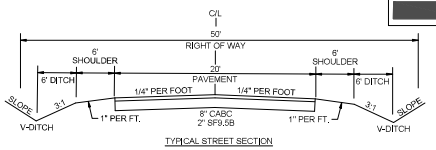
REQUIRED PARKING - 2 PER DWELLING X 46 LOTS = 92
PROVIDED PARKING - 2 PER DWELLING X 46 LOTS = 92

LOTS: 46
MINIMUM REQUIRED LOT WIDTH = 100 feet
MINIMUM LOT WIDTH PROVIDED = 100 feet
MINIMUM ALLOWABLE LOT SIZE = 40,000 sq.ft.
MINIMUM LOT SIZE PROVIDED = 40,017 sq.ft
AVERAGE LOT SIZE = 68,129 sq.ft.

SETBACKS
FRONT YARD = 30'
SIDE YARD = 15'
REAR YARD = 30'
CORNER YARD = 30'

IMPERVIOUS AREA DATA

TOTAL SITE AREA	78.24 AC	3,408,000 SF
EXISTING SITE IMPERVIOUS	0 AC	0 SF
IMPERVIOUS IN 46 SINGLE FAMILY LOTS (11,000 SF/LOT)	11.62 AC	506,000 SF
IMPERVIOUS IN ROADWAY	6.26 AC	272,843 SF
TOTAL IMPERVIOUS	17.88 AC	778,843 SF
PERCENT IMPERVIOUS		22.85%



TYPICAL STREET SECTION

STREET TABLE

STREET NAME	LENGTH (LF)	ROW
ROAD A	656	50
ROAD B	1939	50
ROAD C	647	50
ROAD D	458	50
CLIFTON LN.	987	60
TOTAL LENGTH	4687	

LEGEND

- PROPERTY LINE
- PROPOSED RIGHT OF WAY
- PROPOSED LOT LINE
- 24" SUITABLE SOILS
- FEMA FLOODPLAIN
- 18" SUITABLE SOILS
- INTERMITTENT CREEK CENTERLINE
- PERENNIAL CREEK CENTERLINE

NAD 83

SCALE 1"=150'
0 150' 300'

ALL CONSTRUCTION TO BE IN ACCORDANCE WITH ALL LEE COUNTY, NCDEQ, AND NCDOT STANDARDS, SPECIFICATIONS, AND DETAILS.

811 Know what's below. Call before you dig.

PRELIMINARY - NOT RELEASED FOR CONSTRUCTION

FOR REVIEW ONLY

THIS DRAWING PREPARED AT THE RALEIGH OFFICE OF
5410 Trinity Road, Suite 102 | Raleigh, NC 27607
TEL 919.866.4951 FAX 919.833.8124 www.timmons.com

YOUR VISION ACHIEVED THROUGH OURS.

TIMMONS GROUP
NORTH CAROLINA LICENSE NO. C-1652

MORGAN FIELDS
LEE COUNTY, NORTH CAROLINA

OVERALL SITE AND UTILITY PLAN

REVISION DESCRIPTION	DATE

DATE 04/15/2026
DRAWN BY 331
DESIGNED BY 331
CHECKED BY B.BLACKMON
SCALE 1" = 150'
JOB NO. 72966
SHEET NO. C2.0

These plans and associated documents are the exclusive property of TIMMONS GROUP and may not be reproduced in whole or in part and shall not be used for any purpose whatsoever, including, but not limited to construction, bidding, and/or construction staking without the express written consent of TIMMONS GROUP.

S:\331\72966-Clifton Lane\DWG\Sheet Plot\72966_331-C2.0-SITE.dwg | Plotted by Julia Fahrbach

ITEM #: V.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Public Hearing for UDO Text Amendment

DEPARTMENT: Planning

CONTACT PERSON: Thomas Mierisch, Zoning Administrator

TYPE: Public Hearing

REQUEST	This is a citizen-initiated text amendment to amend Â§5.3 of the UDO governing "Animal Hospitals, Veterinary Services, Animal Shelters, Kennels/Animal Services" to add a new subset of development standards for "pet grooming facilities" with no overnight boarding of animals. The current general standards include a 500ft minimum distance between an "animal services" business and "any residential structure."
BUDGET IMPACT	N/A
ATTACHMENTS	00-UDO TA for Â§5.3 Animal Services (BINDER).pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Hold a public hearing for a UDO text amendment to modify §5.3 governing supplemental land use regulations for Animal Hospitals, Veterinary Services, Animal Shelters, Kennels/Animal Services, specifically to add a subset of new regulations for "pet grooming facilities" in which no overnight boarding of animals takes place.

SUMMARY

This is a citizen-initiated UDO text amendment to modify existing language within the UDO to include a separate subset of rules governing â€œpet grooming facilities,â€ specifically with no

overnight boarding of pets. Currently, Â§5.3 of our UDO sets forth supplemental development regulations for the land use of Animal Hospitals, Veterinary Services, Animal Shelters, Kennels/Animal Services, including a standard that requires a minimum 500ft separation between any animal services facility structure and â€œany residential structure.â€ The rationale for this separation is to prevent noises generated by kennels or pets boarded overnight that could cause disturbances to adjoining residents. The applicant, Mr. Jacques Kohn, is submitting this text amendment request has a pet grooming business and wishes to have pet grooming without overnight boarding as a less intense land use not subject to the 500ft separation standard. Additionally, the applicant has modeled the proposed language after an existing subsection within Â§5.3 that provides specific standards for â€œveterinary outpatient clinics.â€

Lee County
Commissioners & Planning Board
Public Hearing Information
Zoning Text Amendment
September 21, 2026

SUMMARY

This is a citizen-initiated UDO text amendment to modify existing language within the Unified Development Ordinance (UDO) to include a separate subset of rules governing "pet grooming facilities," specifically with no overnight boarding of pets. Currently, §5.3 of our UDO sets forth supplemental development regulations for the land use of *Animal Hospitals, Veterinary Services, Animal Shelters, Kennels/Animal Services*, including a standard that requires a minimum 500ft separation between any animal services facility structure and "any residential structure." The rationale for this separation is to prevent noises generated by kennels or pets boarded overnight that could cause disturbances to adjoining residents. The applicant submitting this text amendment request has a pet grooming business and wishes to have pet grooming *without* overnight boarding as a less intense land use not subject to the 500ft separation standard. Additionally, the applicant has modeled the proposed language after an existing subsection within §5.3 that provides specific standards for "veterinary outpatient clinics."

The current UDO §5.3 reads as follows:

> **5.3.1 APPLICABILITY**
> This section applies to any facility providing services for animals on the premises and applies to any use that includes the commercial boarding or storage of live animals, including but not limited to veterinarian hospitals, kennels, and shelters and are subject to the criteria below:
>
> **5.3.2 STANDARDS**
>
> **5.3.2.1** All buildings, structures and facilities shall be located at least 500 feet from any Residential structure.
>
> **5.3.2.2** Animal wastes shall not be stored closer than fifty (50) feet from any property line or surface waters. All animal wastes shall be removed daily.
>
> **5.3.2.3** Areas used for grazing, exercising or training of said animals shall be securely fenced to prevent the animals from straying, or a suitable restraint shall be provided to prevent straying.
>
> **5.3.2.4** Any kennel which is not wholly enclosed within a building shall be enclosed by a security fence at least six (6) feet in height.
>
> **5.3.3 VETERINARIAN OUTPATIENT CLINICS**

5.3.3.1 In lieu of § 5.3.2, the requirements of subsections (a) through (d), below, shall apply to veterinarian outpatient clinics. For purposes of this section, a "veterinarian outpatient clinic" means a structure where small animals or pets are given medical or surgical treatment and are cared for during the time of such treatment only.

(a) A veterinarian outpatient clinic must be within a completely enclosed building, with no outside facilities or accessory structures for animals.

(b) A veterinarian outpatient clinic shall provide no grooming or boarding of animals except as required for medical treatment.

(c) A veterinarian outpatient clinic shall be designed, constructed and maintained to minimize sound emitted through exterior walls and roofs, including areas where animals are treated or kept during treatment.

No existing language is proposed to be removed. The proposed new *additional* language to be added reads as follows:

5.3.4 PET GROOMING FACILITIES

5.3.4.1 In lieu of §5.3.2, the requirements of subsections (a) through (d) below shall apply to pet grooming facilities. For the purposes of this section, a "pet grooming facility" shall mean a business primarily engaged in bathing, grooming, clipping, brushing, nail trimming, or other cosmetic care of domestic pets.

(a) An indoor pet grooming establishment must be within a completely enclosed building with no outside facilities or accessory structures (e.g.: outdoor kennels) for animals.

(b) An indoor pet grooming facility shall provide no overnight boarding of animals. Animals shall be present only during business hours and only for the reasonably necessary time to perform grooming services.

(c) Pet grooming facilities shall comply with all applicable noise, waste disposal, parking, and sanitation regulations.

(d) Pet grooming facilities shall be permitted in all commercial zoning districts in which the land use of *Personal Services* is allowed, as put forward in the Permitted Use Matrix of this Ordinance (Table 4.6-1).

VOTE #1- TO RECOMMEND THAT THE PLANNING BOARD RECOMMEND THAT THE COUNTY COMMISSIONERS APPROVE OR DENY THE TEXT AMENDMENT REQUEST

Motion Option 1: *"I make a motion that the Planning Board recommend the County Commissioners **APPROVE** the proposed UDO text amendment because it's a reasonable request that would not adversely impact any nearby residentially developed areas wherever a pet grooming business may locate, while still maintaining reasonable separation standards for pet boarding and kennel businesses."*

Motion Option 2: *"I make a motion that the Planning Board recommend the County Commissioners **DENY** the text amendment application because it allows two incompatible land uses—that being animal-oriented businesses and residential*

dwellings—to be located too close together and allow for potential disruptions to residents."

Motion Option 3 - Unique motion: The Planning Board members are free to create a unique motion based on different articulated findings, information that was provided during the public hearing, or other matters deemed important by the Board.

EnerGov Case #: ZTA-013250-2026 **$300 FEE**

SANFORD / LEE COUNTY / BROADWAY

ZONING TEXT AMENDMENT APPLICATION

115 Chatham Street, Sanford, NC 27330 919.718.4656 zoning@sanfordnc.net

Applicable Jurisdiction: ☑CITY OF SANFORD ☑LEE COUNTY ☑TOWN OF BROADWAY

Applicant Name: Jacques Marcus Kohn

Applicant Mailing Address: 114 Fairfield Grove Court

Applicant Phone: 917-609-1294 Applicant Email: jacqueskohn@gmail.com

Reason(s) for Requesting a Zoning Text Amendment: Section 5.3 currently applies a 500-foot residential setback (5.3.2.1) to "any facitlity providing services for animals on the premises," which sweeps in indoor pet grooming establishments even though Setion 5.3.1 states the section's purpose is to regulate "the commercial boarding or storage of live animals." Indoor grooming involves no overnight boarding, no outdoor animal runs, and none of the noice, waste, or traffic impacts the 500-foot setback is designed to buffer. The ordinance alredy recognizes this distinction: Section 5.3.3 exempts veterinarian outpatient clinics from the 500-foot setback becuse they are indoor, no boarding uses. Surrounding jurisdiction (e.g., Cary, Chatam County, Fayetteville, Southen Pines, Aberdeen, Pitsboro) reserve animal-use separation requirements for boarding kennels, outdoor runs, and shelters, not for indoor grooming.

I request that the City of Sanford / Town of Broadway / Lee County Unified Development Ordinance, Article 5, Section 5.3.4 Pet Grooming Salons be amended to 5.3.4.1 In lieu of 5.3.2, the requirements of subsctions (a) through (e), below, shall apply to Pet Grooming Salons. For purposes of this section, a "Pet Grooming Salon" means a business primarily engaged in bathing, grooming, clipping, brushing, nail trimming, and other cosmetic care of domestic pets. (a) An indoor pet grooming establishment must be within a completely enclosed building, with no outside facilities or accessory structures for animals. (b) An indoor pet grooming establishment shall provide no overnight boarding of animals. Animals shall be present only during business hours and only for the reasonably necessary time to perform gromming services. (c) The business shall comply with all applicable noice, waste disposal, parking, and sanitation regulations. (e) Pet Grooming shall be permitted in commercial zoning district where Personal Services are allowed.

I hereby acknowledge that the information contained herein is true. It is further understood that this application will be reviewed for completeness and accuracy and that it shall not be scheduled for official consideration until all required contents in proper form and a fee of $300.00 payable to the City of Sanford are submitted to the Department of Community Development.

Jacques M Kohn 07/18/2026

Applicant (Sign & Print) Date

STAFF USE ONLY

Date Received: 06/09/2026 Fee Paid: INVOICED Staff Signature: Thomas Mierisch

ITEM #: V.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: FY28 Department of Transportation Unified Grant Application Public Hearing

DEPARTMENT: Finance

CONTACT PERSON: Johanna Beachy,

TYPE: Public Hearing

REQUEST	Conduct a public hearing to hear public comments on the proposed FY28 Department of Transportation Unified Grant Application and waive policy to return a vote at the same meeting.
BUDGET IMPACT	5311 Administration Grant - $232,696 in Revenue (80% Federal and 5% State Reimbursement Funding); $41,064 (15% Local Match) 5311 Combined Capital - $226,093 in Revenue (80% Federal and 10% State Reimbursement Funding); $25,123 (10% Local Match) 5310 Mobility Manager - $154,567 in Revenue (80% Federal and 10% State Reimbursement Funding); $17,175 (10% Local Match) 5310 Operating - $378,670 in Revenue (50% Federal); $370,670 (50% Local Match)
ATTACHMENTS	FY28 Voluntary Involvement (Public Hearing).pdf
PRIOR BOARD ACTION	On May 18, 2026, the Lee County Commissioners approved the Resolution to Submit an Application for the North Carolina Department of Transportation Unified Grant Application for Public Transportation Program Funding. This resolution certified and resolved the County would provide the required local match and the Chair had approval to sign all required application documents.

RECOMMENDATION	Conduct a public hearing on the FY28 Department of Transportation Unified Grant Application and the County's approval of match for Grant Applications 5311 Administration, Combined Capital, 5310 Mobility Manage, and 5310 Operating. COLTS requests that Commissioners waive their policy to vote the same day as a public hearing. COLTS requests the Chair sign the supporting documentation following the completion of the Public Hearing required for the application process per the program resolution. Additional documents require signatures and/or seals of the Clerk to the Board and a Notary.

SUMMARY

The Public Hearing is to inform the public on the intention for the County of Lee Transit System to submit application for the North Carolina Department of Transportation's 5311 Administration, 5311 Combined Capital, 5310 Mobility Manager Grants, and 5310 Operating Grants. The Public Hearing allows citizens to speak for or against the applications, the Federal and State funding received, and/or the match provided by Lee County for these grants. The applications are due October 2, 2026, for FY28 and the period of performance would be from July 1, 2027, to June 30, 2028. The 5311 Administration grant application requests funding for salary and fringe for three (3) positions (Transportation Director - 100%, Admin Association II - 100%, Admin Associate I - 75%), professional services, supplies and materials, travel subsistence, utilities, employee training, advertising and promotion, insurance and bonding, and dues and subscriptions for COLTS. The proposed budget is for $273,760 with a funding rate of 80% - 5% - 15% (Federal - State - Local), which would make the local match $41,064. The 5311 Combined Capital grant application requests funding for the replacement of two (2) 20' LTVs with lift. The proposed budget is for $251,216 with a funding rate of 80% - 10% - 10% (Federal - State - Local), which would make the local match $25,123. The 5310 Mobility Manager grant application requests funding for salary and fringe for one (1) Full-Time and one (1) Part-Time position (FT Mobility Manager - 100%, PT Mobility Manager - 100%) supplies and materials, and travel subsistence. The proposed budget is for $171,742 with a funding rate of 80% - 10% - 10% (Federal - State - Local), which would make the local match $17,175. The 5310 Operating grant application requests funding for reimbursement of operating expenses on a per trip basis for on-demand service outside the MicroTransit designated service zone. The proposed budget is for $757,340 with a funding rate of 50% - 50% (Federal - Local), which would make the local match $378,670.

VOLUNTARY TITLE VI PUBLIC INVOLVEMENT

Title VI of the Civil Rights Act of 1964 requires the North Carolina Department of Transportation (NC DOT) to gather statistical data regarding participants and beneficiaries of the agency's federal-aid programs and activities. NC DOT collects information on race, color, national origin and gender of the attendees to this public meeting to ensure the inclusion of all segments of the population impacted by a proposed project.

NCDOT wishes to clarify that this information gathering process **is completely voluntary** and that you are not required to disclose the statistical data requested to participate in this meeting. This form is a public document used to collect data, only.

The completed forms will be held on file at the North Carolina Department of Transportation. For Further information regarding this process please contact the NCDOT Title VI Program at telephone number 919.508.1808 or email at titlevi@ncdot.gov.

<table>
<tr><td colspan="2">Project Name:</td><td>Date:</td></tr>
<tr><td colspan="3">Meeting Location:</td></tr>
<tr><td colspan="2">Name (please print)</td><td>Gender:

☐ Male ☐ Female</td></tr>
<tr><td colspan="3">General ethnic identification categories (check one)</td></tr>
<tr><td>☐ Caucasian</td><td>☐ Hispanic American</td><td>☐ American Indian/Alaskan Native</td></tr>
<tr><td>☐ African American</td><td>☐ Asian/Pacific Islander</td><td>Other: _____</td></tr>
<tr><td colspan="2">Color:</td><td>National Origin:</td></tr>
</table>

After completing this form, please fold and place it inside the designated box on the registration table.

Thank you for your cooperation.

ITEM #: V.C

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Public Hearing for Project Paragon

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Public Hearing

REQUEST	Hold a public hearing on Project Paragon.
BUDGET IMPACT	Approximately $46,000,000.00 (forty-six million dollars) from the County's general fund, which may be more or less depending on the value of the companyâ€™s net new taxable investment and amount of taxes paid over the twelve-year length of the project; however, no payment will be above 80%.
ATTACHMENTS	County Paragon Ad 9.10.26.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Hold a public hearing for Project Paragon.

SUMMARY

The Board will hold a public hearing on a proposed economic development incentive for Project Paragon. Project Paragon is a manufacturing company and the project will consist of the purchase of land, the building of a facility, and the purchase of machinery and equipment to be located in the City of Sanford, Lee County North Carolina. The project will be a 12-year project and the company will maintain more than 1,950 full-time employees with an approximate average annual wage of $65,528. The company anticipates investing at least $1,002,000,000.00 in net new taxable investment in Lee County, which investment will be made over the period of the project and may be more or less depending on actual costs. The County anticipates making 12 annual cash grant incentives to the company. The amount of each yearâ€™s cash grant incentive will be 80% (eighty percent) of the ad valorem taxes paid

by the Company. The County anticipates the amount of cash grant incentives will be approximately $46,000,000.00 (forty-six million dollars), which may be more or less depending on the value of the companyâ€™s net new taxable investment and amount of taxes paid over the 12-year length of the project; however, no payment will be above the stated percentages. The County will fund the payments with available revenues in the Countyâ€™s General Fund. The Board of Commissioners believe this project will stimulate and stabilize the local economy, promote and maintain business activity, add to the tax base, support long-term employment opportunities, and result in the maintenance of permanent, necessary jobs in the County. The advertisement for the public hearing ran in The Sanford Herald on September 10. 2026.

0100 ANNOUNCEMENTS

Appliance Repair -
All Brands Free Estimates.
All Work Guaranteed.
Call Mr. Paul Anytime:
(919)258-9165

Home Improvement
No more cleaning out gutters. Guaranteed! LeafFilter is backed by a no-clog guarantee and lifetime transferrable warranty. Call today 1-877-649-1190 to schedule a FREE inspection and no obligation estimate. Get 15% off your entire order. Plus, Military & Seniors get an additional 10% off. Limited time only. Restrictions apply, see representative for warranty and offer details.

Miscellaneous
WATER DAMAGE CLEANUP & RESTORATION: A small amount of water can lead to major damage in your home. Our trusted professionals do complete repairs to protect your family and your home's value! Call 24/7: 1-866-489-0571. Have zip code of service location ready when you call!

Miscellaneous
We Buy Houses for Cash AS-IS! No repairs. No fuss. Any condition. Easy process: Call, get cash offer and get paid. Call today for your fair cash offer: 1-919-925-6362.

Miscellaneous
Get a High Quality, Modern Design bath or shower transformation in as little as One Day. $0 Down, $0 Installation, $0 Payments for 12 months! Call: 1-877-243-7050.

Miscellaneous
Donate your car today, running or not. Support Patriotic Hearts for our Veterans and their Families! Free fast pickup. May be tax deductable. Se habla Español. Call now: 877-317-3360

Miscellaneous
BEHIND ON YOUR MORTGAGE PAYMENTS? Threatened with foreclosure? Denied a loan modification? Let us help! Call the Homeowner Relief Line to speak with a mortgage specialist 844-492-0883

Miscellaneous
We Buy Vintage Guitar's! Looking for 1920-1980 Gibson, Martin, Fender, Gretsch, Epiphone, Guild, Mosrite, Rickenbacker, Prairie State, D'Angelico, Stromberg. And Gibson Mandolins / Banjos. These brands only! Call for a quote: 1-866-923-0482

Miscellaneous
Get a break on your taxes! Donate your car, truck, or SUV to assist the blind and visually impaired. Arrange a swift, no-cost vehicle pickup and secure a generous tax credit for 2025. Call Heritage for the Blind Today at 1-855-869-7055 today!

Miscellaneous
Replace your roof with the best looking and longest lasting material – steel from Erie Metal Roofs! Three styles and multiple colors available. Guaranteed to last a lifetime! Limited Time Offer – up to 50% off installation + Additional 10% off install (for military, health workers & 1st responders.) Call Erie Metal Roofs: 1-855-585-1815

Miscellaneous
Denied Social Security Disability? Appeal! If you're 50+, filed SSD and denied, our attorneys can help! Win or Pay Nothing! Strong, recent work history needed. 877-553-0252 [Steppacher Law Offices LLC Principal Office: 224 Adams Ave Scranton PA 18503]

Sale
Get DISH Satellite TV + Internet! Free Install, Free HD-DVR Upgrade, 80,000 On-Demand Movies, Plus Limited Time Up To $600 In Gift Cards. Call Today! 1-877-920-7405

0100 ANNOUNCEMENTS

Time Share
Wesley Financial Group, LLC
Timeshare Cancellation Experts.
Over $50,000,000 in timeshare debt and fees cancelled in 2019. Get free informational package and learn how to get rid of your timeshare! Free consultations. Over 450 positive reviews. Call 844-213-6711

0700 REAL ESTATE FOR SALE

Land for Sale

11.59 acres on Buckhorn Rd.,
1 mile off Hwy 42.
357 feet of road frontage.
$249,000.
Call 910-824-9480

0900 LEGALS

Attention

Taxpayers of the Carolina Trace Fire District

An election for three (3) Members of the Board of Directors will be held

Wednesday, October 7, 2026 From 8 am to 6 pm At the Carolina Trace Country Club Pro Shop and Carolina Trace Fire House

NOMINEES:

Kevin Eddy
Neal Jensen
Gary Riley

Full Bios of the Nominees can be found At the Carolina Trace Country Club Pro Shop And at the Carolina Trace Fire Department

Additional nominations May be made by a written petition signed by 25 or More property owners in The Carolina Trace Fire District. Petitions need to be filed at the Carolina Trace Fire House by September 7, 2026 And include each petitioner's full name and address.

CITY OF SANFORD PUBLIC NOTICE

Notice is hereby given that the Sanford City Council and Planning Board will hold joint legislative hearings on Tuesday, September 15, 2026 in the Council Chambers of the Sanford Municipal Center at 225 E. Weatherspoon Street, Sanford, N.C. These public hearings provide the public an opportunity to be heard. The Boards will consider two (2) applications to amend the Official Zoning Map of the City of Sanford, NC. The hearings will begin at 6:00 p.m. or as soon thereafter as deemed practical by the Boards. The applications are described below:

1. ZONING MAP AMENDMENT; PB ITEM 2026-0901

Application by Mark Lyczkowski of Blue Snow BM, LLC to rezone one vacant 10.57 +/- acre tract of land with frontage on the west side of Colon Road (SR 1415) from Suburban Neighborhood (SN-9) to the Midtown Apartments Conditional Zoning District to allow the development of a 200-unit, eight (8) building multi-family apartment community with a clubhouse/amenity area via the site plan/subdivision plan conditional zoning process. The subject property adjoins 805 Colon Road to the south, is located opposite Colon Road from 728 and 750 Colon Road, and is identified as Lee County Tax Parcel 9643-95-3460-00 as depicted on Tax Map 9643.12.

2. ZONING MAP AMENDMENT; PB ITEM 2026-0902

Application by Brian Richards of Urban Design Partners, PLLC and Roy Mashburn of Southern Village of Sanford, NC, LLC to amend the existing NC Hwy 87 Mixed Use Conditional Zoning District to add 1.30 +/- acres to the commercially zoned area, to provide more detail to the commercially zoned portion of the NC Hwy 87 Mixed Use project that was approved via the site plan/subdivision plan conditional zoning process in 2023 and to allow more/larger signage than permitted in the UDO. The subject property is comprised of 53.3 +/- acres total with frontage on S. NC 87 Hwy and is identified as Lee County Tax Parcels 9660-57-4827-00, 9660-47-7929-00, 9660-58-2607-00 and a 1.30 +/- acre portion of 9660-59-1002-00 as depicted on Tax Maps 9660.01 and 9660.02. The 1.30 +/- acre portion of 9660-59-1002-00 will be rezoned from General Commercial (C-2) to the NC Hwy 87 Mixed Use Conditional Zoning District as part of this request.

The public is cordially invited to attend. For those wishing to speak during a public hearing, it is required that the speaker sign up prior to the public hearing in the lobby of the Sanford Municipal Center; planning staff will be present to facilitate this sign-up requirement.

Further information may be obtained from the Sanford/Lee County Community Development Department located at 115 Chatham Street in downtown Sanford or by contacting Amy McNeill at (919) 718-4656, ext. 5397 or amy.mcneill@sanfordnc.net. Upon request and with 24-hour notice, the City will provide an interpreter for the hearing impaired or any other type of auxiliary aid. The Sanford Planning Board agendas are posted on the City of Sanford website at https://www.sanfordnc.net/AgendaCenter and contain addition information regarding the items referenced in this notice.

Cualquier cuidadano que tenga preguntas o comentarios de las cosas al referido, puede comunicarse a el departamento de desarollo para Sanford/Condado de Lee, llame al (919) 718-4656.

By Bonnie Bryant, Clerk City of Sanford

NOTICE TO CREDITORS

Clyde Morrow qualified before the Lee County Clerk of Court on September 4, 2026 as The Administrator of The Estate of Richard Eugene Holford, 19317 Shirk Road, Marysville, OH 43040. This is to notify all persons, firms and corporations, as required by NCGS 28A-14-1, having claims against the estate of said decedent to exhibit them to the attorney designated below on or before the 10th Day of December, 2026 or this notice will be pled in bar of their recovery. All persons, firms and corporations indebted to the said estate will please make immediate payments to the undersigned.

Payments and claims should be presented to M. Andrew Lucas, P.O. Box 1045, Sanford, NC 27331-1045.

September 10, 17, 24, October 1, 2026

SAY HELLO! IN THE CLASSIFIEDS

CLASSIFIEDS

Reach over 15,000 potential customers daily with your message!

0900 LEGALS

LEE COUNTY PUBLIC NOTICE

Notice is hereby given that the Lee County Board of Commissioners and Planning Board will hold a joint legislative hearing at a regular meeting on Monday, September 21, 2026 in Multi-Purpose Room of the Lee County Main Library at 1740 Bragg Street, Sanford, N.C. This public hearing is to provide the public an opportunity to be heard. The Boards will consider one (1) text amendment to the to the jointly adopted City of Sanford/Lee County/ Town of Broadway Unified Development Ordinance (UDO). The hearing will begin at 6:00 p.m. or as soon thereafter as deemed practical by the Boards. The application is described below:

1. UDO TEXT AMENDMENT APPLICATION; PB ITEM 2026-0901

Application by Jacques Kohn to amend Article 5, Section 3 (§5.3) of the Unified Development Ordinance's standards regarding "Animal Hospitals, Veterinary Services, Animal Shelters, Kennels/Animal Services" to add a subsection governing "Pet Grooming Facilities" with a specific subset of regulations. The proposed standards include provisions which would apply to pet grooming businesses that operate entirely indoors and provide no overnight boarding of pets.

The public is cordially invited to attend. Further information may be obtained from the Sanford/Lee County Community Development Department, 115 Chatham Street, Suite 1, Sanford, NC 27330 or by contacting Amy McNeill at (919) 718-4656, ext. 5397 or amy.mcneill@sanfordnc.net. Upon request and with 24-hour notice, the County will provide an interpreter for the hearing impaired or any other type of auxiliary aid.

Cualquier cuidadano que tenga preguntas o comentarios de las cosas al referido, puede comunicarse a el departamento de desarollo para Sanford/Condado de Lee, llame al (919) 718-4656.

By Hailey Hall Lee County Clerk to the Board of Commissioners

---

IN THE GENERAL COURT OF JUSTICE OF NORTH CAROLINA SUPERIOR COURT DIVISION LEE COUNTY 26SP000062-520

IN THE MATTER OF THE FORECLOSURE OF A DEED OF TRUST EXECUTED BY WILLIE JOHN UNDERWOOD, JR. AND DEBRA STONE UNDERWOOD DATED JANUARY 5, 2006 AND RECORDED IN BOOK 1009 AT PAGE 428 IN THE LEE COUNTY PUBLIC REGISTRY, NORTH CAROLINA

NOTICE OF SALE

Under and by virtue of the power and authority contained in the above-referenced deed of trust and because of default in payment of the secured debt and failure to perform the agreements contained therein and, pursuant to demand of the holder of the secured debt, the undersigned will expose for sale at public auction at the usual place of sale at the Lee County courthouse at 11:00AM on September 24, 2026, the following described real estate and any improvements situated thereon, in Lee County, North Carolina, and being more particularly described in that certain Deed of Trust executed Willie John Underwood, Jr. and Debra Stone Underwood, dated January 5, 2006 to secure the original principal amount of $65,638.00, and recorded in Book 1009 at Page 428 of the Lee County Public Registry. The terms of the said Deed of Trust may be modified by other instruments appearing in the public record. Additional identifying information regarding the collateral property is below and is believed to be accurate, but no representation or warranty is intended.

Address of property: 7720 Sheriff Watson Road, Sanford, NC 27332 Tax Parcel ID: 954774692600 Present Record Owners: Willie John Underwood, Jr.

The record owner(s) of the property, according to the records of the Register of Deeds, is/are Willie John Underwood, Jr.

The property to be offered pursuant to this notice of sale is being offered for sale, transfer and conveyance AS IS, WHERE IS. Neither the Trustee nor the holder of the note secured by the deed of trust being foreclosed, nor the officers, directors, attorneys, employees, agents or authorized representative of either the Trustee or the holder of the note make any representation or warranty relating to the title or any physical, environmental, health or safety conditions existing in, on, at or relating to the property offered for sale. Any and all responsibilities or liabilities arising out of or in any way relating to any such condition expressly are disclaimed. This sale is subject to all prior liens and encumbrances and unpaid taxes and assessments including any transfer tax associated with the foreclosure. A deposit of five percent (5%) of the amount of the bid or seven hundred fifty dollars ($750.00), whichever is greater, is required from the highest bidder and must be tendered in the form of certified funds at the time of the sale. Cash will not be accepted. This sale will be held open ten days for upset bids as required by law. After the expiration of the upset period, all remaining amounts are IMMEDIATELY DUE AND OWING. Failure to remit funds in a timely manner will result in a Declaration of Default and any deposit will be frozen pending the outcome of any re-sale. If the sale is set aside for any reason, the Purchaser at the sale shall be entitled only to a return of the deposit paid. The Purchaser shall have no further recourse against the Mortgagor, the Mortgagee, the Substitute Trustee or the attorney of any of the foregoing.

SPECIAL NOTICE FOR LEASEHOLD TENANTS residing at the property: be advised that an Order for Possession of the property may be issued in favor of the purchaser. Also, if your lease began or was renewed on or after October 1, 2007, be advised that you may terminate the rental agreement upon 10 days written notice to the landlord. You may be liable for rent due under the agreement prorated to the effective date of the termination.

The date of this Notice is August 11, 2026.

Ellen Wiggins
N.C. State Bar No. #55909
Attorney for LLG Trustee, LLC, Substitute Trustee
LOGS Legal Group LLP
8520 Cliff Cameron Dr., Suite 330
Charlotte, NC 28269
(704) 333-8107 I
(704) 333-8156 Fax I
www.LOGS.com

Public Hearing Notice Project Paragon

The Lee County Board of Commissioners proposes to participate in the cost of an economic development project, referred to as Project Paragon. The company is a manufacturing company. The Board of Commissioners proposes to participate in the cost of the project, which consists of the purchase of land, the building of a facility and the purchase of machinery and equipment to be located in the City of Sanford, Lee County North Carolina. Throughout the life of the project, the company will maintain more than 1,950 (one thousand, nine hundred and fifty) full-time jobs, with an approximate average annual wage of $65,528.00 (sixty-five thousand, five hundred and twenty-eight dollars) over the twelve-year length of the project. The company anticipates investing at least $1,002,000,000.00 (one billion, two million dollars) in net new taxable investment in Lee County, which investment will be made over the period of the project and may be more or less depending on actual costs.

The County anticipates making twelve annual cash grant incentives to the company. The amount of each year's cash grant incentive will be 80% (eighty percent) of the ad valorem taxes paid by the Company. The County anticipates the amount of cash grant incentives will be approximately $46,000,000.00 (forty-six million dollars), which may be more or less depending on the value of the company's net new taxable investment and amount of taxes paid over the twelve-year length of the project; however, no payment will be above the stated percentages. The County will fund the payments with available revenues in the County's General Fund. The Board of Commissioners believe this project will stimulate and stabilize the local economy, promote and maintain business activity, add to the tax base, support long-term employment opportunities and result in the maintenance of permanent, necessary jobs in the County.

A public hearing on the proposed participation in this economic development project will be held Monday, September 21, 2026 at 6:00 p.m., or as soon thereafter as the matter can be reached on the Board of Commissioner's meeting agenda. The Board of Commissioners meeting will be held in the multi-purpose room of the Lee County Main Library, 1740 Bragg Street, Sanford, NC. All interested persons are invited to attend and present their views. The Board may consider voting on the project upon the closing of the public hearing.

Hailey Hall
Lee County Clerk to the Board

Business & Services DIRECTORY
1x2 / 4 weeks / $125* • 1x3 / 4 weeks / $150*
Call Your Ad Rep Today! (919) 708-9000
classified@sanfordherald.com
6 month or more commitment*

REAL ESTATE
ADCOCK RENTALS
homes/neighbors/community
Residential Rental Listings
adcockrentalsnc.com
919.774.6046
EQUAL HOUSING OPPORTUNITY

TREE SERVICE
LETT'S TREE REMOVAL SERVICE
Remove trees,
Trim and top Trees,
Lot clearing, stump grinding, backhoe work, hauling, bush hogging, plus we buy tracts of timber
We accept Visa and Matercard.
Free estimates and we are insured.
Call (919)258-3594 or (919)499-8972

JHJ
Painting & Power Washing
We Specialize in All Your Painting & Power Washing Needs
• Deck Washing, Renewal & Repair
• Window Install
• Window Washing
• Door Install
• General Carpentry
• Other Small Repairs
Interior & Exterior
Commercial/Residential
Call John Hayes, Jr Today! 919-548-0474

August 28, 2026

NOTICE

The public shall take notice that the City of Sanford is accepting applications to fill several vacancies to serve on the following boards, commissions and committees:

- One appointment on the Americans with Disabilities Act Compliance Committee (ADA) (term expires June 30, 2028);
- One appointment on the Parks Commission (term expires June 30, 2028), and
- One appointment on the Sanford Housing Authority (term expires June 30, 2028).

Applications are available in the City Clerk's office at the Sanford Municipal Center, 225 East Weatherspoon Street, Sanford, NC, or it can be downloaded from the City's website (www.sanfordnc.net). If you have any questions, please call 919-777-1111.

Bonnie Bryant, City Clerk

ITEM #: VII.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: FY28 Department of Transportation Unified Grant Application Vote

DEPARTMENT: Finance

CONTACT PERSON: Johanna Beachy,

TYPE: Action Item

REQUEST	COLTS requests the Commissioners waive their policy to vote the same day as a public hearing. COLTS requests the Chair sign the supporting documentation following the completion of the Public Hearing required for the application process per the program resolution. Additional grant documents require signatures and/or seals of the Clerk to the Board and a Notary.
BUDGET IMPACT	FROM PUBLIC HEARING: 5311 Administration Grant - $232,696 in Revenue (80% Federal and 5% State Reimbursement Funding); $41,064 (15% Local Match) 5311 Combined Capital - $226,093 in Revenue (80% Federal and 10% State Reimbursement Funding); $25,123 (10% Local Match) 5310 Mobility Manager - $154,567 in Revenue (80% Federal and 10% State Reimbursement Funding); $17,175 (10% Local Match) 5310 Operating - $378,670 in Revenue (50% Federal); $370,670 (50% Local Match)
ATTACHMENTS	FY28 Public Hearing Record.pdf FY28 5311 Certification Form.pdf FY28 5311 Designee Resolution (Lee County).pdf FY28 LocalShareCertification_edit.pdf FY28 Program Resolution Certification.pdf

PRIOR BOARD ACTION	- On May 18, 2026, the Lee County Commissioners approved the Resolution to Submit an Application for the North Carolina Department of Transportation Unified Grant Application for Public Transportation Program Funding. This resolution certified and resolved the County would provide the required local match and the Chair had approval to sign all required application documents. - Public Hearing held on 9/21/26
RECOMMENDATION	Commissioners waive the policy to vote the same day as a public hearing (see agenda item "FY28 Department of Transportation Unified Grant Application Public Hearing") and vote to approve match and submission of final grant application.

SUMMARY

The County of Lee Transit System (COLTS) intends to submit an application for the FY28 Department of Transportation Unified Grant Application for the 5311 Administration, 5311 Combined Capital, 5310 Mobility Manager, and 5310 Operating Grants. The applications are due October 2, 2026, for FY28 and the period of performance would be from July 1, 2027, to June 30, 2028. The application includes the following programs, funding amounts, and match: 5311 Administration Grant - The proposed budget is for $273,760 with a funding rate of 80% - 5% - 15% (Federal - State - Local), which would make the local match $41,064. 5311 Combined Capital Grant - The proposed budget is for $251,216 with a funding rate of 80% - 10% - 10% (Federal - State - Local), which would make the local match $25,123. 5310 Mobility Manager Grant - The proposed budget is for $171,742 with a funding rate of 80% - 10% - 10% (Federal - State - Local), which would make the local match $17,175. 5310 Operating Grant - The proposed budget is for $757,340 with a funding rate of 50% - 50% (Federal - Local), which would make the local match $378,670.

PUBLIC HEARING RECORD

Important – While the state or federal regulations do not require a public hearing, it can be conducted if required locally.

Section 5311 (including ADTAP), 5310, 5339, 5307 and applicable State funding, or combination thereof.

APPLICANT: **County of Lee (COLTS)**

DATE: **September 21, 2026**

PLACE: **Lee County Main Library Multi-Purpose Room**
1740 Bragg Street, Sanford, NC27330

TIME: **6:00 PM**

How many BOARD MEMBERS attended the public hearing? _____

How many members of the PUBLIC attended the public hearing? _____

Public Attendance Surveys

☐ *(Attached)*

☐ *(Offered at Public Hearing but none completed)*

I, the undersigned, representing the County of Lee do hereby certify to the North Carolina Department of Transportation, that a Public Hearing was held as indicated above and

During the Public Hearing

☐ *(NO public comments)*

☐ *(Public Comments were made and meeting minutes will be submitted after board approval)*

The estimated date for board approval of meeting minutes is: _____

_____
Signature of Clerk to the Board

Hailey Hall, Clerk to the Board
Printed Name and Title

September 21, 2026
Date

Affix Seal Here

5311 CERTIFICATION FORM

Resolution authorizing the filing of applications with the North Carolina Department of Transportation– Integrated Mobility Division for grant years FY2028 – FY2032, for federal transportation assistance authorized by 49 U.S.C. 5311, United States Code, other federal statutes administered by the Federal Transit Administration or state statutes administered by the State of North Carolina.

WHEREAS, the North Carolina Department of Transportation has delegated authority to award federal financial assistance for transit projects as allocated throughout North Carolina by County;

NOW, THEREFORE, BE IT RESOLVED BY the Lee County Board of Commissioners

1. That the Chair of the Lee County Board of Commissioners is authorized to execute and file an application for federal assistance on behalf of Lee County (COLTS) with the State of North Carolina for federal assistance authorized by 49 U.S.C. Chapter 5311 United States Code, other federal statutes or state statutes authorizing a project administered by the Federal Transit Administration.
2. That the Chair of the Lee County Board of Commissioners is authorized to execute and file with its applications the annual certifications and assurances and other documents the State of North Carolina requires before awarding a federal assistance grant or cooperative agreement.
3. That the Chair of the Lee County Board of Commissioners is authorized to execute grant and cooperative agreements with the State of North Carolina on behalf of the County of Lee.

The undersigned duly qualified Clerk to the Board, acting on behalf of the Lee County Board of Commissioners, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Lee County Board of Commissioners held on 21st day of August, 2026.

[If the Applicant has an official seal, impress here.]

_____
(Signature of Recording Officer)

Clerk to the Board
(Title of Recording Officer)

_____
(Date)

Resolution authorizing the filing of applications with the North Carolina Department of Transportation – Integrated Mobility Division for grant years FY2028 – FY2032, for federal transportation assistance authorized by 49 U.S.C. 5311, United States Code, other federal statutes administered by the Federal Transit Administration or state statutes administered by the State of North Carolina

WHEREAS, the North Carolina Department of Transportation has delegated authority to award federal financial assistance for transit projects as allocated throughout North Carolina by County;

NOW, THEREFORE, be it resolved by the Lee County Board of Commissioners

1. That the Chair of the Lee County Board of Commissioners is authorized to execute and file an application for federal assistance on behalf of the County of Lee (COLTS) with the State of North Carolina for federal assistance authorized by 49 U.S.C. Chapter 5311 United States Code, other federal statutes or state statutes authorizing a project administered by the Federal Transit Administration.

2. That the Chair of the Lee County Board of Commissioners is authorized to execute and file with its application the annual certifications and assurances and other documents the State of North Carolina requires before awarding a federal assistance grant or cooperative agreement.

3. That the Chair of the Lee County Board of Commissioners is authorized to execute grant and cooperative agreements with the State of North Carolina on behalf of the County of Lee.

ADOPTED this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

Attest:

_____
Hailey Hall, Clerk to the Board

LOCAL SHARE CERTIFICATION FOR FUNDING

COUNTY OF LEE (COLTS)

Requested Funding Amounts

Project	Total Amount	Local Share**
5311 Administrative	$ **273,760**	$ **41,064** (15%)
Combined Capital	$ **251,216**	$ **25,123** (10%)
Mobility Management	$ **171,742**	$ **17,175** (10%)
5310 Operating	$ **757,340**	$ **378,670** (50%)

Funding programs covered are 5311, 5310, 5339 Bus and Bus Facilities, 5307 (Small fixed route, regional, and consolidated urban-rural systems)

TOTAL	$ **1,454,058** **Total Funding Requests**	$ **462,032** **Total Local Share**

****NOTE: Applicants should be prepared for the entire Local Share amount in the event State funding is not available.**

The Local Share is available from the following sources:

Source of Funds	Apply to Grant	Amount
e.g. General Fund	e.g. 5311	$ XXXX
Lee County General Fund	**5311 Administrative**	$ **41,064**
Lee County General Fund	**Combined Capital**	$ **25,123**
Lee County General Fund	**Mobility Management**	$ **17,175**
COLTS Contract Revenue	**5310 Operating**	$ **378,670**
TOTAL		$ **462,032**

** **Fare box revenue is not an applicable source for local share funding**

I, the undersigned representing *County of Lee* do hereby certify to the North Carolina Department of Transportation, that the required local funds for the FY2027 Community Transportation Program and 5307 Governors Apportionment will be available as of **July 1, 2027**, which has a period of performance of July 1, 2027 – June 30, 2028.

_____
Signature of Authorized Official

Samantha Martin – Chair, Lee County Board of Commissioners
Type Name and Title of Authorized Official

17 August 2026
Date

PUBLIC TRANSPORTATION PROGRAM RESOLUTION

FY28 RESOLUTION

Section 5311 (including ADTAP), 5310, 5339, 5307 and applicable State funding, or combination thereof.

Applicant seeking permission to apply for Public Transportation Program funding, enter into agreement with the North Carolina Department of Transportation, provide the necessary assurances and the required local match.

A motion was made by Taylor Vorbeck for the adoption of the following resolution, and upon being put to a vote was duly adopted.

WHEREAS, Article 2B of Chapter 136 of the North Carolina General Statutes and the Governor of North Carolina have designated the North Carolina Department of Transportation (NCDOT) as the agency responsible for administering federal and state public transportation funds; and

WHEREAS, the North Carolina Department of Transportation will apply for a grant from the US Department of Transportation, Federal Transit Administration and receives funds from the North Carolina General Assembly to provide assistance for rural public transportation projects; and

WHEREAS, the purpose of these transportation funds is to provide grant monies to local agencies for the provision of rural, small urban, and urban public transportation services consistent with the policy requirements of each funding source for planning, community and agency involvement, service design, service alternatives, training and conference participation, reporting and other requirements (drug and alcohol testing policy and program, disadvantaged business enterprise program, and fully allocated costs analysis); and

WHEREAS, the funds applied for may be Administrative, Operating, Planning, or Capital funds and will have different percentages of federal, state, and local funds.

WHEREAS, non-Community Transportation applicants may apply for funding for “purchase-of-service” projects under the Capital Purchase of Service budget, Section 5310 program.

WHEREAS, Lee County hereby assures and certifies that:

(a) it will provide the required local matching funds;

(b) that its staff has the technical capacity to implement and manage the project(s), prepare required reports, obtain required training, attend meetings and conferences; and

(c) agrees to comply with the federal and state statutes, regulations, executive orders, Section 5333 (b) Warranty, and all administrative requirements related to the

applications made to and grants received from the Federal Transit Administration, as well as the provisions of Section 1001 of Title 18, U. S. C.

WHEREAS, the applicant has or will provide all annual certifications and assurances to the State of North Carolina required for the project;

WHEREAS, approval of this resolution authorizes the Chair of the Lee County Board of Commissioners to sign all required application documents; and

NOW, THEREFORE, be it resolved that the Chair of the Lee County Board of Commissioners is hereby authorized to submit grant application (s) for federal and state funding in response to NCDOT's calls for projects, make the necessary assurances and certifications and be empowered to enter into an agreement with the NCDOT to provide rural, small urban, and urban public transportation services.

I Hailey Hall, Clerk to the Lee County Board of Commissioners, do hereby certify that the above is a true and correct copy of an excerpt from the minutes of a meeting of the Lee County Board of Commissioners duly held on the 18th day of May, 2026.

_____

Signature of Certifying Official

Note that the authorized official, certifying official, and notary public should be three separate individuals.

Seal Subscribed and sworn to me (date) _____

Affix Notary Seal Here

_____

Notary Public *

_____

Printed Name and Address

My commission expires (date) _____

ITEM #: VII.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Project Paragon Vote

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Action Item

REQUEST	1. Vote to waive the Board's policy on not voting on a matter the same night as a public hearing. 2. Vote to approve the attached resolution and agreement approving the cash grant incentive for Project Paragon, allow staff to insert the name of the Company once announced, and authorize the Chair to sign the agreement only with non-material changes to the agreement.
BUDGET IMPACT	Approximately $46,000,000.00 (forty-six million dollars) from the County's general fund, which may be more or less depending on the value of the companyâ€™s net new taxable investment and amount of taxes paid over the 12-year length of the project; however, no payment will be above 80%.
ATTACHMENTS	Resolution Project Paragon.pdf
PRIOR BOARD ACTION	The Board will hold a public hearing this evening, September 21, 2026.
RECOMMENDATION	1. Vote to waive the Board's policy on not voting on a matter the same night as a public hearing. 2. Vote to approve the attached resolution and agreement approving the cash grant incentive for Project Paragon, allow staff to insert the name of the Company once announced, and authorize the Chair to sign the agreement only with non-material changes to the agreement.

SUMMARY

Project paragon is a manufacturing company and the project will consist of the purchase of land, the building of a facility, and the purchase of machinery and equipment to be located in the City of Sanford, Lee County, North Carolina. The project will be a 12-year project and the company will maintain more than 1,950 full-time employees with an approximate average annual wage of $65,528. The company anticipates investing at least $1,002,000,000.00 in net new taxable investment in Lee County, which investment will be made over the period of the project and may be more or less depending on actual costs. The County anticipates making 12 annual cash grant incentives to the company. The amount of each yearâ€™s cash grant incentive will be 80% (eighty percent) of the ad valorem taxes paid by the Company. The County anticipates the amount of cash grant incentives will be approximately $46,000,000.00 (forty-six million dollars), which may be more or less depending on the value of the companyâ€™s net new taxable investment and amount of taxes paid over the 12-year length of the project; however, no payment will be above the stated percentages. The County will fund the payments with available revenues in the Countyâ€™s General Fund. The Board of Commissioners believe this project will stimulate and stabilize the local economy, promote and maintain business activity, add to the tax base, support long-term employment opportunities, and result in the maintenance of permanent, necessary jobs in the County. The Board held a public hearing this evening, September 21, 2026. The Board is being asked to approve the attached resolution and agreement and authorize the Chair to sign the agreement, with any nonmaterial changes, after the Company has announced. *the Agreement will be provided to the Board members at the meeting.

RESOLUTION AUTHORIZING THE EXPENDITURE OF FUNDS FOR AN ECONOMIC DEVELOPMENT PROJECT AND APPROVING AN AGREEMENT WITH PROJECT PARAGON

WHEREAS, notice of a public hearing was published in the Sanford Herald on September 10, 2026 that the Lee County Board of Commissioners proposed to participate in an economic development project with Project Paragon, a manufacturing company; and

WHEREAS, a public hearing was held by the Lee County Board of Commissioners on September 21, 2026, in which ___ person spoke in favor of the project and ___ spoke in opposition to the project; and

WHEREAS, the project represents a net new taxable investment by Project Paragon of at least $1,002,000,000 (one billion two million dollars), which may be more or less during the twelve-year life of the project and which investment will be made over a period of time and on a phased basis; and

WHEREAS, the Company's net new taxable investment will be the result of the purchase of land and building a new facility and the purchase of machinery and equipment to be placed in a facility in Sanford, Lee County, North Carolina; and

WHEREAS, the Company will create maintain more than 1,950 (one thousand, nine hundred and fifty) permanent, full-time benefitted jobs with an average annual wage of $65,528.00 (sixty-five thousand, five hundred and twenty-eight dollars) over the twelve year length of the project and is imperative to the local economy;

WHEREAS, the County intends to make twelve (twelve) annual cash grant incentives based on a percentage of the net new taxable value of the facility. The amount of each year's grant will be 80% (eighty percent) of the ad valorem taxes paid by the Company. Lee County anticipates the amount of cash incentives will be $46,000,000.00 (forty-six million dollars), which may be more or less if the Company's investments are more or less in any given year depending on Company's net new taxable investment and based on the amount of taxes paid by the Company, however no payment will be above the stated percentages;

WHEREAS, the County will fund the payments with available revenues in the County's general fund.

NOW THEREFORE, BE IT RESOLVED by the Lee County Board of Commissioners that the Board finds the project will stimulate and stabilize the local economy, maintain business activity, add to the tax base, maintain new jobs in the County and estimates that the County will recover its consideration for the project taking into account prospective tax revenue from improvements on the property and sales tax revenues generated in the area, as well as other prospective tax revenues or income coming to the County as a result of the project.

BE IT FURTHER RESOLVED by the Lee County Board of Commissioners that it hereby approves the agreement between Lee County and Project Paragon and that Staff has authority to make minor changes to the Agreement, including inserting the Company's name in the agreement once it has been announced, and the Board's Chair and Clerk are hereby authorized to execute the agreement on behalf of the County.

ADOPTED this 21st day of September, 2026.

_____
Samantha Martin, Chair
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

ITEM #: VII.C

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Amendment to the Modified Resolution to Set the Meeting Schedule for 2026 for the Lee County Board of Commissioners

DEPARTMENT: Administration

CONTACT PERSON: Whitney Parrish ,

TYPE: Consent Agenda

REQUEST	Approve the Amendment to the Modified Resolution to Set the Meeting Schedule for 2026 for the Lee County Board of Commissioners.
BUDGET IMPACT	N/A
ATTACHMENTS	RESOLUTION-_2026_BOC_MEETING_SCHEDULE modified 9.21.26.pdf 2026 - 29 RESOLUTION - Modifying the Meeting Schedule for 2026 for the Board of Commissioners - 4-20-26.pdf
PRIOR BOARD ACTION	The Board adopted a Modified Resolution to Set the Meeting Schedule for 2026 for the Lee County Board of Commissioners on April 20, 2026.
RECOMMENDATION	Approve the Amendment to the Modified Resolution to Set the Meeting Schedule for 2026 for the Lee County Board of Commissioners.

SUMMARY

The Board's Resolution setting the meeting schedule for 2026 designated some meetings of the Board to be work sessions. At this time, the Board will designate the rest of the meetings

for 2026 as Regular meetings. No other changes to the time, date, and/or place of the meetings are being made. The Board will notice any additional meetings in accordance with the general statutes.

AMENDMENT TO THE MODIFIED 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: On April 20, 2026, the Board of Commissioners adopted a Resolution setting the meeting schedule for 2026 meetings for all meetings to be held in the Multi-Purpose Room at the Lee County Library-Main Branch located at 1740 Bragg Street, Sanford, NC 27330.

SECTION 2: In its April 20, 2026 Resolution, the Board of Commissioners designated some meetings as work session, and now the Board will designate those meetings as Regular Meetings. No other changes to the April 20, 2026 Resolution are made. As such, the remaining meeting schedule for 2026 is as follows:

- September 21 – Regular Meeting
- October 5 – Regular Meeting
- October 19 – Regular Meeting
- November 2 – Regular Meeting
- November 16 – Regular Meeting
- December 7 – 12:00 p.m. – Regular Meeting
- December 21 – Regular Meeting

**** 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: 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.

Adopted this 21st day of September, 2026.

_____,
Samantha Martin, Chairman
Lee County Board of Commissioners

ATTEST:

_____
Hailey Hall, Clerk to the Board

FILED
LEE COUNTY NC
KELLI V. GUNTER
REGISTER OF DEEDS

FILED	Jul 27, 2026
AT	12:34:05 pm
BOOK	00004
START PAGE	0239
END PAGE	0240
INSTRUMENT #	05078
EXCISE TAX	(None)

MODIFIED 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 work session on the first Monday of each month (excluding December) and a regular meeting on the third Monday of each month. If the regular work session or 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: Beginning May 4, 2026, the Lee County Board of Commissioners meetings will relocate to the Multi-Purpose Room at the new **Lee County Library - Main Branch located at 1740 Bragg St, Sanford, NC 27330**. The remaining meeting schedule for 2026 is as follows:

- May 4 – Work Session
- May 18 – Regular Meeting
- June 1 – Regular Meeting
- June 15 – Regular Meeting
- July 13 – Regular Meeting
- August 17 – Regular Meeting
- September 21 – Regular Meeting
- October 5 – Work Session
- October 19 – Regular Meeting
- November 2 – Work Session
- November 16 – Regular Meeting
- December 7 – 12:00 p.m. – Regular Meeting
- December 21 – Regular Meeting

** **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 work session on the first Monday and regular meeting on the 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 20th day of April, 2026.

Kirk D. Smith, Chairman
Lee County Board of Commissioners

ATTEST:

Hailey Hall, Clerk to the Board

ITEM #: VIII.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Lee County Schools 2026-2027 Needs-Based Public School Capital Fund Grant Application

DEPARTMENT: Administration

CONTACT PERSON: Jennifer Gamble, Assistant County Manager

TYPE: Consent Agenda

REQUEST	Approve the 2026-2027 Needs-Based Public School Capital Fund Grant Application as presented.Â
BUDGET IMPACT	The proposed project is estimated to cost a total of $87,966,000 including $52,000,000 of NBPSCF grant funds (subject to award) and $35,966,000 of County funds to cover the remaining portion of the project, which includes the required local match. Land costs will need to be added to the proposed cost when a site is determined, but it cannot be included in the lottery project cost analysis.
ATTACHMENTS	Needs Based-9-8-2026.pdf
PRIOR BOARD ACTION	None
RECOMMENDATION	Approve the 2026-2027 Needs-Based Public School Capital Fund Grant Application as presented.

SUMMARY

Lee County Schools proposes construction of an approximately 162,000 square foot middle school designed initially to serve 1,200 students and consolidate East Lee Middle School and West Lee Middle School into one modern, expandable facility. The project will include the districtwide Lee County Career Discovery and Innovation Center, providing students in grades

6-12 with career exploration, specialized CTE instruction, workforce-development experiences, and a flexible makerspace. Through hands-on learning and partnerships with employers, Central Carolina Community College and community organizations, students will develop technical knowledge and essential workplace skills, including communication, collaboration, problem-solving, adaptability, and professionalism. Lee County Schools must address the combined challenge of aging middle school facilities, substantial long-term capital liabilities, projected enrollment growth, and unequal access to career-connected learning. East Lee Middle School and West Lee Middle School currently operate as separate campuses, requiring duplicate administrative, instructional, maintenance, custodial, utility, food-service, and technology resources. Consolidating these schools into one modern facility will allow the district to concentrate staffing and resources, improve program access, and reduce long-term cost of operating and maintaining two aging campuses. More information is included in the enclosed application. Land is not included in the estimated costs at this time.

Date September 8, 2026

AREA Operations Committee

AGENDA ITEM(S) 2026-2027 Needs-Based Public School Capital Fund Grant Application

CONTACT PERSON(S) Alan Rummel

Agenda Report

Lee County Schools is seeking Board approval to submit an application for the 2026–27 Needs-Based Public School Capital Fund for construction of a new middle school with capacity for approximately 1,200 students. The project would allow the district to consolidate East Lee and West Lee Middle Schools into one modern facility, while maintaining SanLee Middle School as the district's second middle school.

East Lee and West Lee are both approaching 50 years of age and will require increasingly significant investment in repairs, maintenance, and capital improvements. A new consolidated school would provide a more sustainable long-term solution and, if funded, would allow the County to remove two planned school capital projects totaling approximately $30.1 million.

The new school would also include a strong Career and Technical Education focus, providing students with early career exploration and exposure to pathways aligned with Lee County's future workforce needs.

The maximum grant award for a new middle school is $52 million. Lee County would be responsible for the required 5% local match and any project costs above the grant amount. The concept was presented to the Board's Operations Committee on August 25, 2026. If approved by the Board of Education and Lee County Board of Commissioners, the application will be submitted prior to the October 2, 2026 deadline.

Suggested Motion-I move that the Lee County Board of Education approve the 2026-2027 Needs-Based Public School Capital Fund Grant Application.

CONTACT INFORMATION

Date: September 2, 2026

SUBMIT ONE APPLICATION PER SCHOOL CAMPUS – A PROJECT MAY INCLUDE MULTIPLE BUILDINGS

County: Lee

Primary Contact: Lisa Minter

Title: County Manager

Address: 408 Summit Drive, Sanford, NC 27330

Phone: 919-718-4605

email: lminter@leecounty.gov

School Unit: Lee-530

Primary Contact: Dr. Chris Dossenbach

Title: Superintendent

Address: 106 Gordon Street, Sanford, NC 27330

Phone: 919-774-6226

email: cdossenbach@lee.k12.nc.us

APPLICATION SUBMITTAL

Submit completed applications and any supporting materials by Friday, October 2, 2026, via email to:

Nathan Maune | School Facilities Director | 984-236-2919 | SchoolPlanning-NBPSCF@dpi.nc.gov

SUBMITTAL CHECKLIST – SUBMIT ALL FILES IN PDF FORMAT

- Contact Information
- Application Form
- Project Narrative
- Budget Estimate
- Additional Documentation (as appropriate)
- Signed Assurance Page

PROJECT INFORMATION

Date: September 2, 2026

Project Title:
Lee County Middle School Consolidation + Career Discovery & Innovation Center

Location:
TBD

Type of Facility:

Short Description of Proposed School Construction Project:

Lee County Schools proposes construction of an approximately 162,000-square-foot middle school designed initially to serve 1,200 students and consolidate East Lee Middle School and West Lee Middle School into one modern, expandable facility. The project will include the districtwide Lee County Career Discovery and Innovation Center, providing students in grades 6–12 with career exploration, specialized CTE instruction, workforce-development experiences, and a flexible makerspace. Through hands-on learning and partnerships with employers, Central Carolina Community College, and community organizations, students will develop technical knowledge and essential workplace skills, including communication, collaboration, problem-solving, adaptability, and professionalism.

Describe the critical need this project addresses and the impact on student outcomes:

Lee County Schools must address the combined challenge of aging middle school facilities, substantial long-term capital liabilities, projected enrollment growth, and unequal access to career-connected learning. East Lee Middle School and West Lee Middle School currently operate as separate campuses, requiring duplicated administrative, instructional, maintenance, custodial, utility, food-service, and technology resources. Consolidating these schools into one modern facility will allow the district to concentrate staffing and resources, improve program access, and reduce the long-term cost of operating and maintaining two aging campuses.

(See attached documentation)

(please attach additional information as necessary)

LEE COUNTY SCHOOLS
INSPIRED.

Lee County Schools will teach each student the social and academic skills needed to become a responsible and productive citizen.

Dear Lee County Government officials:

Lee County Schools must address the combined challenge of aging middle school facilities, substantial long-term capital liabilities, projected enrollment growth, and unequal access to career-connected learning. East Lee Middle School and West Lee Middle School currently operate as separate campuses, requiring duplicated administrative, instructional, maintenance, custodial, utility, food-service, and technology resources. Consolidating these schools into one modern facility will allow the district to concentrate staffing and resources, improve program access, and reduce the long-term cost of operating and maintaining two aging campuses.

The 2025 Bureau Veritas Facility Condition Assessments identified approximately $18.33 million in anticipated 20-year renewal needs at East Lee and $16.12 million at West Lee—a combined capital liability of approximately $34.45 million. These projected expenditures include significant work involving roofing, interiors, plumbing, HVAC, fire protection, electrical and electronic systems, furnishings, and site improvements. Ten-year facility needs are projected to equal 37.9% of East Lee's replacement value and 36.8% of West Lee's main-building replacement value, both exceeding the 30% Facility Condition Index threshold associated with the need for facility renewal. These investments would preserve two aging campuses but would not provide a comprehensive modernization, eliminate duplicated operating costs, add needed capacity, or create the specialized spaces proposed for the districtwide CTE center.

Although East and West Lee have experienced recent enrollment declines, current forecasting and land-use analysis indicate renewed growth across the district. The proposed consolidated facility will give Lee County Schools greater flexibility to redraw middle school attendance boundaries, balance enrollment among its remaining campuses, and respond more effectively as residential development occurs in different areas of the county. This process will also allow the district to align elementary feeder patterns more intentionally with middle school attendance areas, creating clearer and more seamless transitions for students and families. A coordinated redistricting approach will support balanced facility utilization, reduce fragmented feeder patterns, strengthen continuity among school communities, and position the district to accommodate future growth without relying on repeated short-term boundary adjustments. Where feasible, the new school will also be designed to support future expansion as enrollment needs materialize.

The proposed school will also address a critical instructional need by creating the Lee County Career Discovery and Innovation Center, a districtwide CTE environment serving students in grades 6–12. The center will provide career exploration, specialized technical instruction, workforce-development experiences, and a flexible makerspace. Through hands-on projects, workplace simulations, presentations, employer-led activities, and collaborative challenges, students will develop technical knowledge and essential workplace skills, including communication, teamwork, critical thinking, adaptability, initiative, problem-solving, time management, and professionalism. Partnerships with Central Carolina Community College, employers, workforce-development organizations, and community groups will help connect classroom learning to postsecondary programs and regional career opportunities.

The anticipated impact is more equitable access to high-quality courses, specialized instructors, student-support services, extracurricular activities, modern learning environments, and career-connected

experiences. Earlier exposure to career pathways will help students make informed decisions about high school coursework, CTE concentrations, credentials, work-based learning, postsecondary education, and employment. Consolidation will also allow the district to deploy personnel and resources more effectively, strengthening academic and student-support programming. The project will therefore replace two aging facilities while creating a modern, expandable school that improves student engagement, expands opportunity, supports workforce readiness, and represents a more strategic long-term investment of state and local resources.

Sincerely,

Christopher P. Dossenbach, EdD.
Superintendent
Lee County Schools

Proposed Timeline:

Phase	**Preliminary Timeline**
Grant award and agreement	Late 2026–early 2027
Site confirmation and architect procurement	Early 2027
Programming and schematic design	Spring-Summer 2027
Design development	Fall 2027
Construction documents and DPI review	Winter-Spring 2028
Bidding and contract award	June-July 2028
Construction begins	August 2028
Substantial completion	Summer 2030
School opens	August 2030

Additional Attachments:
Bureau Veritas Facility Condition Assessment for East & West Lee Middle Schools

Proposed Timeline:

Phase	Preliminary Timeline
Grant award and agreement	Late 2026–early 2027
Site confirmation and architect procurement	Early 2027
Programming and schematic design	Spring-Summer 2027
Design development	Fall 2027
Construction documents and DPI review	Winter-Spring 2028
Bidding and contract award	June-July 2028
Construction begins	August 2028
Substantial completion	Summer 2030
School opens	August 2030

Note: These dates represent a preliminary project schedule based on anticipated grant award notification, timely site confirmation, procurement of architectural and construction services, and completion of required DPI design reviews and local approvals. Lee County and Lee County Schools will initiate construction within 24 months of the grant award as required by G.S. 115C-546.12(b).

Additional Attachments:
Bureau Veritas Facility Condition Assessment for East & West Lee Middle Schools

PROJECT INFORMATION

Date: September 2, 2026

Was this project identified in the 2025-26 Statewide Facility Needs Survey? (●) YES ( ) NO

If not, provide explanation and attach equivalent information:
A new middle school was listed within the survey, however, as we have looked at the needs of our county and community the need for a consolidated middle school with career center would have a more lasting impact.

Will this project replace any existing facilities? (●) YES ( ) NO

If YES, which school(s): East and West Lee Middle Schools

How many students will be served by this project? 1,200

Has Advanced Planning been done for this project? (●) YES ( ) NO

Facility Condition Assessment has been completed, as well as Land Use Study and Enrollment Forecasting with NCSU's ITRE.

Have Construction Documents been completed for this project? ( ) YES (●) NO

Anticipated or Actual Bid Date: (xx/xxxx) 06/2028

Planned Start Date of Construction*: (xx/xxxx) 08/2028

Planned Completion Date of Construction: (xx/xxxx) 08/2030

*Construction must begin within 24 months of grant award under G.S. 115C-546.12.(b).

PROJECT BUDGET

Date: September 2, 2026

Total NBPSCF Grant funding requested for this project: $52,000,000

Minimum NBPSCF Grant funding for project to proceed (optional): _____

Estimated Project Costs	Local (non-State)	NBPSCF Grant Funds	Total
Planning	$ 5,864,400.00	$ 0.00	$ 5,864,400.00
Construction	$ 21,305,000.00	$ 52,000,000.00	$ 73,305,000.00
Other Costs*	$ 8,796,600.00	$ 0.00	$ 8,796,600.00
Total	$ 35,966,000.00	$ 52,000,000.00	$ 87,966,000.00

*Project costs normally categorized as 'owner's direct costs' on a construction project – may include items such as site surveys, materials testing, site utilities, geotechnical reports, etc. Land acquisition costs are not eligible.

Source(s) of required Local Matching Funds:

Lee County capital funds and proceeds from county financing designated for the Lee County Middle School Consolidation and Career Innovation Center.

Have any of the Local Matching Funds been expended at the time of application? ○ YES ○ NO

If YES, provide amount expended: _____

If YES, provide description of work: _____

Estimated Project Expenditures by Fiscal Year (show estimated period over which funds will be spent by Fiscal Year)

Total Planned Expenditures	2025-26 or earlier	2026-27	2027-28	2028-29 or later	Total
Local Matching Funds	$ 0.00	$ 1,500,000.00	$ 4,364,400.00	$ 30,101,600.00	$ 35,966,000.00
Requested NBPSCF Grant Funds*	$ 0.00	$ 0.00	$ 0.00	$ 52,000,000.00	$ 52,000,000.00
Total Estimated Expenditures by Fiscal Year	$ 0.00	$ 1,500,000.00	$ 4,364,400.00	$ 82,101,600.00	$ 87,966,000.00

*Total requested grant funding cannot exceed maximum allowed under G.S. 115C-546.11.(c).

ADDITIONAL DOCUMENTATION

Date: September 2, 2026

Any project funded with a grant from the Needs-Based Public School Capital Fund must follow the same review process as any other capital project.

- A registered Architect and/or registered Engineer shall prepare the drawings and specifications in accordance with G.S. 133-1 through 133-4.1, as applicable.
- School Planning design review is required. Design documents must be submitted at appropriate intervals during design – SD, DD, and CD. Neither the PSU nor the County shall invest any funds in construction of the project until the review process is completed.
- Transmittal of drawings and specifications to School Planning must include the form at: https://www.dpi.nc.gov/documents/schoolplanning/project-submittal-form/download
- Design of the project should be in compliance with DPI School Planning Guidelines: https://www.dpi.nc.gov/districts-schools/district-operations/school-planning
- DPI Facility Design Guidelines can be found at: https://www.dpi.nc.gov/documents/schoolplanning/facility-design-guidelines/download
- DPI School Science Facility Requirements can be found at: https://www.dpi.nc.gov/documents/schoolplanning/science-facilities-planner/download https://www.dpi.nc.gov/documents/schoolplanning/science-safety-checklist/download
- For projects involving the closing or demolition of an existing school building, the PSU must submit a Feasibility and Cost Analysis in accordance with G.S. 115C-521: https://www.dpi.nc.gov/documents/schoolplanning/costfeas-1/download
- DPI Lottery Capital Funding FAQ can be found at: https://www.dpi.nc.gov/documents/schoolplanning/lottery-capital-funding-faq-document/download?attachment

ASSURANCES

Date: September 2, 2026

By signing below, we assure the North Carolina Department of Public Instruction that we are officials of our respective organizations, and we are authorized to submit this application on behalf of these organizations.

We certify the following:

- The information provided in this proposal is correct and complete.
- The project described in the application is within the parameters of the Needs-Based Public School Capital Fund as required in Article 38B of G.S. 115C-546, and that all of the required local funding is available and designated as a match for this project.
- All Needs-Based Public School Capital Fund grant proceeds and the required Local Matching funds will be used for the construction project described in the application.
- We will work cooperatively with the North Carolina Department of Public Instruction in monitoring and assessing the progress of the project to meet statutory reporting requirements. We will report on project status and State and local funds expended by April 1 of each year, at the time of each distribution request, and within 90 days of project completion.
- Within 60 days of receiving a Needs-Based Public School Capital Fund grant award, we will enter into an agreement with the Department of Public Instruction detailing the use of grant funds, in accordance with G.S. 115C-546.12.(a).
- All applicable federal and state laws will be adhered to, including equal opportunity without regard to race, color, religion, gender, age, disability, political affiliation, or national origin.
- Procurement and contracting for design and construction services will be conducted in accordance with the requirements of G.S. 133 and G.S. 143.
- Generally accepted fiscal control and accounting procedures will be followed to ensure proper disbursement and accounting of funds from the Needs-Based Public School Capital Fund grant proceeds and required Local Matching funds.
- All Needs-Based Public School Capital Fund grant proceeds are subject to forfeiture provisions, requiring full repayment, in accordance with G.S. 115C-546.12.(c).

_____

(Signature – Chair, County Commissioners) (Date)

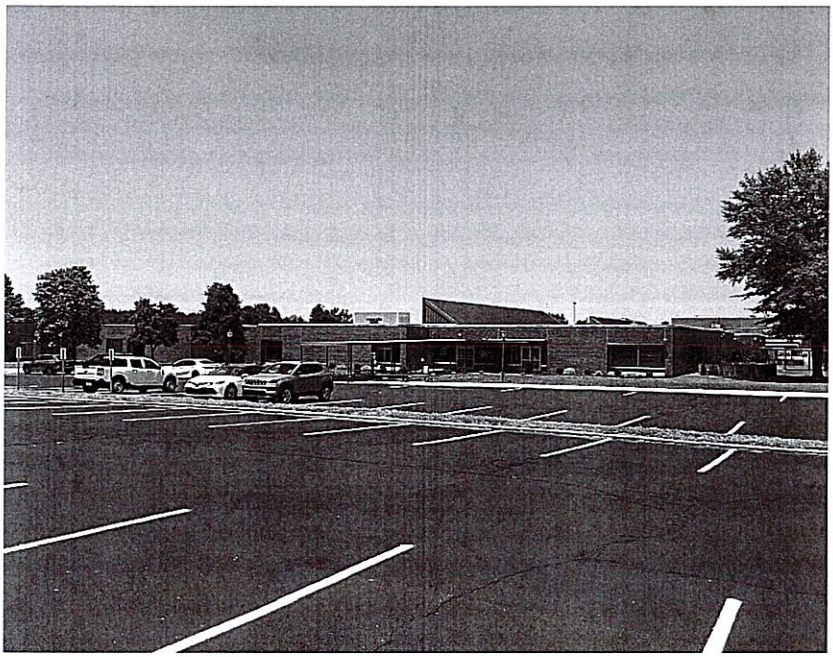
_____

(Signature – Chair, Board of Education) (Date)

FACILITY CONDITION ASSESSMENT

prepared for

Lee County Schools (NC)
106 Gordon Street
Sanford, NC 27330
Chris McNeill



East Lee Middle
1337 Broadway Road
Sanford, NC 27332

PREPARED BY:
Bureau Veritas
6021 University Boulevard, Suite 200
Ellicott City, MD 21043
800.733.0660
www.bvna.com

BV CONTACT:
Travis White
Program Manager
800.733.0660 x7296298
Travis.White@bureauveritas.com

BV PROJECT #:
172162.25R000-009.468

DATE OF REPORT:
July 3, 2025

ON SITE DATE:
June 2, 2025

TABLE OF CONTENTS

1. **Executive Summary** **1**
   - Campus Overview and Assessment Details 1
   - Campus Findings and Deficiencies 2
   - Facility Condition Index (FCI) 5
   - Immediate Needs 7
   - Plan Types 11
2. **Main Building** **12**
3. **Classroom Pod** **15**
4. **Site Summary** **18**
5. **ADA Accessibility** **21**
6. **Purpose and Scope** **23**
7. **Opinions of Probable Costs** **25**
   - Methodology 25
   - Definitions 26
8. **Certification** **27**
9. **Appendices** **28**

1. Executive Summary

Campus Overview and Assessment Details

General Information	
Property Type	Elementary School
Number of Buildings	2
Main Address	1337 Broadway Road, Sanford, NC 27332
Site Developed	1978
Outside Occupants / Leased Spaces	None
Date(s) of Visit	June 2, 2025
Management Point of Contact	Lee County Schools Maintenance Department Chris McNeill, Director of Facilities and Maintenance 919-770-0530
On-site Point of Contact (POC)	Brent Measmer
Assessment & Report Prepared By	John Kamstra
Reviewed By	Al Diefert *for,* Travis White Program Manager 800.733.0660 x7296298 Travis.White@bureauveritas.com
AssetCalc Link	Full dataset for this assessment can be found at: https://www.assetcalc.net/

Campus Findings and Deficiencies

Historical Summary

According to historical sources, the site was originally developed in 1978 for the construction of the current East Lee Middle School. Prior to the development of the property, the site was undeveloped agricultural land. In 1993, two additional educational wings were added to the southwest corner of the original building. In order to meet the space requirements of the growing school, modular units were added adjacent to the north and west side of the building starting in the middle to late 1990's. As additional middle schools were added in the district, the modular units were removed from the campus over several years, with the last unit removed in 2019.As part of the original development of the campus, a premanufactured steel building was constructed adjacent to the northwest corner of the main educational building to provide additional classroom space for the campus. This building is currently being used for storage and for administrative support offices. Since the original construction of the school, minor renovations have been carried out within the building to meet the changing needs of the students and staff, including the addition of a secure entrance for the school in 2023. As part of the original development of the campus several site elements have been added to the property including baseball, softball, and football fields.

Architectural

The main educational building consists of a single-story masonry and brick veneer structure. Secure access to the building is through the main entrance located along the south elevation of the building. The building contains classrooms, restrooms, a media center, storage and mechanical spaces, offices, a gymnasium, and cafeteria and kitchen spaces to support the needs of the students and the staff. In order to provide additional classroom space for the campus, a single-story premanufactured steel building was constructed adjacent to the northwest corner of the main educational building. Currently, the classroom spaces located within the building are being used for additional office space, a weight room, and storage areas.

According to onsite personnel, the carpet in the main educational building media center was replaced within the last 2 years. The remainder of the interior finishes within the main educational building, including the wall, floor, and ceiling finishes, while well maintained, have met or are about to meet their typical expected lifespan. Short term replacement or refurbishment of these interior finishes should be expected. The exterior finishes on the main educational building, including the exterior glazing units and doors, brick veneer, and the roof appear to be well maintained, and only typical lifecycle replacements or refurbishment of these exterior components should be anticipated.

At the time of the assessment, most of the interior wall, floor, and ceiling finishes within the supplemental outlying educational building were heavily worn and have met or exceeded their typical expected lifespan. Short term replacement or refurbishment of the interior finishes in the outlying building should be expected. The metal exterior finishes, including the metal siding and metal roof, were showing signs of age and deterioration and short-term replacement or refurbishment of these components should be anticipated. At the time of the assessment, much of the exterior metal guttering, downspouts, and trim were showing signs of deterioration and weather damage. The trim, gutters, and downspouts have become detached at several locations around the exterior of the building causing areas of exterior leakage and bird infiltration into the building. The sealant on many of the original building siding penetrations has deteriorated, creating areas of possible infiltration through the siding. Short term repair or replacement of these areas of exterior concern should be carried out in the short term to maintain the integrity of the building envelope.

Mechanical, Electrical, Plumbing and Fire (MEPF)

The campus is connected to the local municipal water and sewer systems and the local natural gas utility. Domestic hot water is supplied by a gas fired domestic hot water boiler which is coupled to an insulated water tank. Supplemental electric water heaters with integral tanks are also located throughout the building. At the time of the assessment, the plumbing system which services the building, including the main domestic water piping, appeared to be well maintained but is close to meeting its typical expected lifespan. Most of the domestic water fixtures which serve the building, including drinking fountains, toilets, sinks, and urinals, are also close to meeting their typical expected lifespan. Short to medium term replacement of these plumbing components should be anticipated. There is no plumbing system currently installed within the outlying supplemental classroom building.

The campus is connected to the local electric utility. Main electrical power is supplied to the building through a main switchboard located in the boiler room and is distributed by smaller main distribution panels located throughout the building. At the time of the assessment, many of the electrical components which serve the building, including those components located within the older section of the building, have met or are about to meet their expected typical lifespan. Short term replacement of these items should be anticipated. According to on-site personnel, replacement of the original lighting fixtures with LED fixtures is underway as time and budgets allow. In order to provide better lighting efficiency and performance for the building, continued replacement of the original interior and exterior lighting with an equivalent LED fixture is recommended.

Heating and cooling for the original section of the main educational building is supplied primarily by a network of hydronic air handlers located throughout the building. Chilled water for the hydronic system is supplied by two exterior air-cooled chillers located adjacent to the loading dock. Hot water for the hydronic system is supplied by two gas fired boilers located within the boiler room. The primary hydronic HVAC system is supplemented by several split interior and exterior HVAC units and electric unit heaters. Heating and cooling for the newer wings is supplied by exterior condensing units paired with interior air handlers. Heating and cooling for the outlying supplemental classroom building is supplied by recently installed PTAC units located in each of the individual classrooms. All of the primary and secondary HVAC components located within both of the buildings appear to be well maintained and only typical lifecycle replacements of the components should be anticipated.

Fire protection for the main educational building is provided by a centralized fire detection and alarm system which includes a network of smoke and heat detectors, alarm pull stations, and audible alarms. Emergency exit signage is located throughout the building along with emergency lighting in key areas. Currently there is no centralized fire detection and alarm system, or emergency signage or lighting installed within the supplemental outlying classroom building. Short term installation of these emergency items is recommended for the safety of the building occupants. At the time of the assessment, a centralized fire suppression system was not installed within either the main educational building or the supplemental outlying classroom building. Regardless of when or if installation is required by the governing municipality, Bureau Veritas recommends installation in the short term of a fire suppression system to protect both of the buildings and its occupants. The budgetary cost for the installation of a fire suppression system in both buildings is included.

Site

Access to the site is provided by paved driveways which connect the parking and drop off areas with the adjoining public roads. Concrete sidewalks and open air covered and uncovered walkways provide access to most of the campus. Sports fields are located throughout the campus and landscaped areas adjoin the main educational building. At the time of the assessment, several areas of pavement damage were observed along the surface of the asphalt sidewalk located adjacent to the northeast corner of the building. Short term repairs of these damaged areas should be performed as these issues may cause a trip hazard for the building

occupants. The remaining asphalt surfaces within the parking areas and driveways appear to be well maintained, and typical life cycle refurbishment and replacement of the asphalt surface and pavement markings should be anticipated.

Recommended Additional Studies

No additional studies recommended at this time.

Facility Condition Index (FCI)

One of the major goals of the FCA is to calculate the Facility Condition Index (FCI), which provides a theoretical objective indication of a facility's overall condition. The FCI is defined as the ratio of the cost of current needs divided by the current replacement value (CRV) of the facility. The chart below presents the industry standard ranges and cut-off points.

FCI Ranges and Description	
0 – 5%	In new or well-maintained condition, with little visual evidence of wear or deficiencies.
5 – 10%	Subjected to wear but is still in a serviceable and functioning condition.
10 – 30%	Subjected to hard or long-term wear. Nearing the end of its useful or serviceable life.
30% and above	Has reached the end of its useful or serviceable life. Renewal is now necessary.

The deficiencies and lifecycle needs identified in this assessment provide the basis for a portfolio-wide capital improvement funding strategy. In addition to the current FCI, extended FCI's have been developed to provide owners the intelligence needed to plan and budget for the "keep-up costs" for their facilities. As such the 3-year, 5-year, and 10-year FCI's are calculated by dividing the anticipated needs of those respective time periods by current replacement value. As a final point, the FCI's ultimately provide more value when used to relatively compare facilities across a portfolio instead of being over-analyzed and scrutinized as stand-alone mathematical values. The table below presents the current, 3-year, 5-year, and 10-year FCI's for this facility:

FCI Analysis

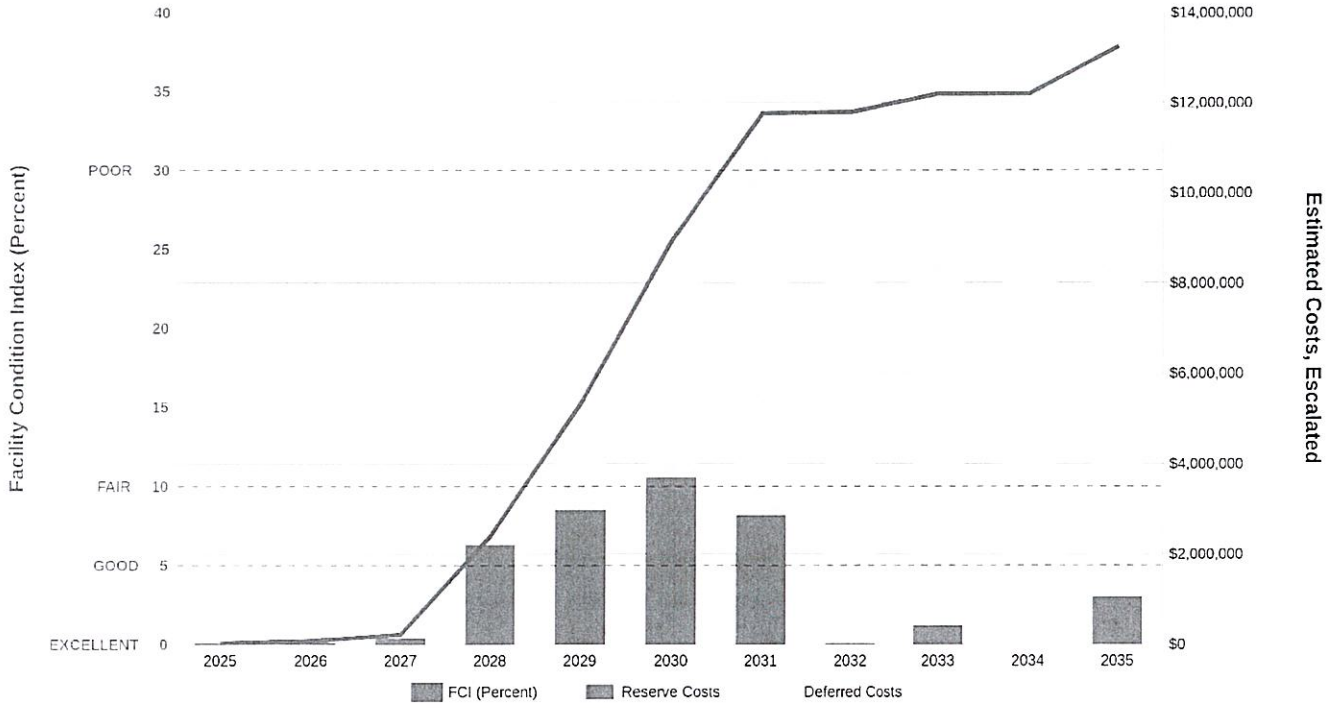
Replacement Value	*Total SF*	*Cost/SF*
$35,705,676	*95,983*	*$372*

	Est Reserve Cost	FCI
Current	$34,800	0.1 %
3-Year	$2,445,000	6.8 %
5-Year	$9,138,000	25.6 %
10-Year	$13,522,500	37.9 %

NEEDS OVER TIME: The vertical blue bars in the graphic below represent the year-by-year needs identified for the facility. The orange line forecasts what would happen to the FCI (left Y axis) over time, assuming zero capital expenditures over the next ten years. The dollar amounts allocated for each year are associated with the values along the right Y axis.

Needs by Year with Unaddressed FCI Over Time

Replacement Value: $35,705,676.00 **Inflation Rate: 3%** **Average Needs (per year - over next 10 years): $1,229,311.00**



FACILITY CONDITION ASSESSMENT

prepared for

Lee County Schools (NC)
106 Gordon Street
Sanford, NC 27330
Chris McNeill



West Lee Middle
3301 Wicker Street
Sanford, NC 27330

PREPARED BY:
Bureau Veritas
6021 University Boulevard, Suite 200
Ellicott City, MD 21043
800.733.0660
www.bvna.com

BV CONTACT:
Travis White
Program Manager
800.733.0660 x7296298
Travis.White@bureauveritas.com

BV PROJECT #:
172162.25R000-011.468

DATE OF REPORT:
July 17, 2025

ON SITE DATE:
June 25, 2025

TABLE OF CONTENTS

1. **Executive Summary** **1**
   - Campus Overview and Assessment Details 1
   - Campus Findings and Deficiencies 2
   - Facility Condition Index (FCI) 4
   - Immediate Needs 5
   - Plan Types 6
2. **Main** **7**
3. **Metal Classroom Building** **12**
4. **Site** **19**
5. **ADA Accessibility** **23**
6. **Purpose and Scope** **25**
7. **Opinions of Probable Costs** **27**
   - Methodology 27
   - Definitions 28
8. **Certification** **29**
9. **Appendices** **30**

1. Executive Summary

Campus Overview and Assessment Details

General Information	
Property Type	Middle School
Number of Buildings	2
Main Address	3301 Wicker Street, Sanford, NC 27330
Site Developed	1978 Renovated 1993
Outside Occupants / Leased Spaces	None
Date(s) of Visit	June 25, 2025
Management Point of Contact	Lee County Schools Maintenance Department Chris McNeill, Director of Facilities and Maintenance 919-770-0530
On-site Point of Contact (POC)	Brent Measmer
Assessment & Report Prepared By	John Kamstra
Reviewed By	Carl Alejandro *for,* Travis White Program Manager 800.733.0660 x7296298 Travis.White@bureauveritas.com
AssetCalc Link	Full dataset for this assessment can be found at: https://www.assetcalc.net/

Campus Findings and Deficiencies

Historical Summary

According to historical sources, the site was originally developed in 1978 for the construction of the current West Lee Middle School. Prior to the development of the property, the site was undeveloped agricultural land. In 1993, two additional educational wings were added to the northeast corner of the original building. In order to meet the space requirements of the growing school, modular units were added over the years adjacent to the northeast and southeast sides of the building. The modular units were removed from the campus over several years, with the last unit removed just prior to 2008 .As part of the original development of the campus, a pre-manufactured steel building was constructed adjacent to the southeast corner of the main educational building to provide additional classroom space for the campus. This building is currently being used for classrooms and storage. Since the original construction of the school, minor renovations have been carried out within the building to meet the changing needs of the students and staff, including the addition of a secure entrance for the school in 2020. Since the original development of the campus, several site elements have been added to the property over the years including athletic courts, baseball, softball, and football fields.

Architectural

According to onsite personnel, the carpet in the main educational building media center was replaced in 2024. New VCT was installed within the main office areas just prior to the assessment. The remainder of the interior finishes within the main educational building, including the wall, floor, and ceiling finishes, while well maintained, have met or are about to meet their typical expected lifespans. Short term replacement or refurbishment of these interior finishes should be expected. The exterior finishes on the main educational building, including the exterior glazing units and doors, brick veneer, and the roof appear to be well maintained, and only typical lifecycle replacements or refurbishment of these exterior components should be anticipated.

At the time of the assessment, most of the interior wall, floor, and ceiling finishes within the supplemental outlying educational building were worn and have met or exceeded their typical expected lifespan. Short term replacement or refurbishment of the interior finishes in the outlying building should be expected. The metal exterior finishes, including the metal siding and metal roof, were showing signs of age and deterioration and short term replacement or refurbishment of these components should be anticipated. At the time of the assessment, much of the exterior metal guttering, downspouts, and trim were showing signs of deterioration and weather damage. The sealant on many of the original building siding penetrations has deteriorated, creating areas of potential infiltration through the siding. Repair or replacement of these areas of exterior concern should be carried out in the short term to maintain the integrity of the building envelope.

Mechanical, Electrical, Plumbing and Fire (MEPF)

Space heating and cooling in the school is provided by a central boiler and chiller system supplemented by split systems, packaged units, and unit heaters. The HVAC components vary in age throughout with replacements occurring as needed. The Metal Classroom Building is conditioned by PTAC units that were replaced within the past year. All of the primary and secondary HVAC components located within both of the buildings appear to be well maintained and only typical lifecycle replacements of the components should be anticipated.

The campus is connected to the local electric utility. Main electrical power is supplied to the building through a main switchboard located in the boiler room and is distributed by smaller main distribution panels located throughout the building. At the time of the assessment, many of the electrical components which serve the building, including those components located within the older section of the building, have met or are about to meet their expected typical lifespan. Short term replacement of these items should be anticipated. According to on-site personnel, replacement of the original lighting fixtures with LED fixtures is underway as time and budgets allow. In order to provide better lighting efficiency and performance for the building, continued replacement of the original interior and exterior lighting with an equivalent LED fixture is recommended.

The campus is connected to the local municipal water and sewer systems and the local natural gas utility. Domestic hot water is supplied by a gas fired domestic hot water boiler which is coupled to an insulated water tank. Supplemental electric water heaters with integral tanks are also located throughout the building. At the time of the assessment, the plumbing system which services the building, including the main domestic water piping, appeared to be well maintained but is close to meeting its typical expected lifespan. Most of the domestic water fixtures which serve the building, including drinking fountains, toilets, sinks, and urinals, are also close to meeting their typical expected lifespan. Short to medium term replacement of these plumbing components should be anticipated. There is no plumbing system currently installed within the outlying auxiliary classroom building.

Fire protection for the main educational building is provided by a centralized fire detection and alarm system which includes a network of smoke and heat detectors, alarm pull stations, and audible alarms. Emergency exit signage is located throughout the main educational building along with emergency lighting in key areas. Currently, there is no emergency signage or lighting installed within the auxiliary classroom building. Short term installation of these emergency items is recommended for the safety of the building occupants. At the time of the assessment, a centralized fire suppression system was not installed within the main educational building or the outlying auxiliary classroom building. Regardless of when or if installation is required by the governing municipality, Bureau Veritas recommends installation in the short term of a fire suppression system to protect both of the buildings and its occupants. The budgetary cost for the installation of a fire suppression system in both buildings is included.

Site

Access to the site is provided by paved driveways which connect the parking and drop off areas with the adjoining public roads. Concrete sidewalks and open air covered and uncovered walkways provide access to most of the campus. Sports fields are located throughout the campus and landscaped areas adjoin the main educational building. At the time of the assessment, several areas of damage were observed along the concrete sidewalk located adjacent to the loading dock area. Short term repairs of these damaged areas should be performed as these issues may create a trip hazard for the building occupants. The asphalt surfaces within the parking areas and driveways appear to be well maintained, and typical life cycle refurbishment and replacement of the asphalt surface and pavement markings should be anticipated.

Recommended Additional Studies

No additional studies are recommended at this time.

Facility Condition Index (FCI)

One of the major goals of the FCA is to calculate the Facility Condition Index (FCI), which provides a theoretical objective indication of a facility's overall condition. The FCI is defined as the ratio of the cost of current needs divided by the current replacement value (CRV) of the facility. The chart below presents the industry standard ranges and cut-off points.

FCI Ranges and Description	
0 – 5%	In new or well-maintained condition, with little visual evidence of wear or deficiencies.
5 – 10%	Subjected to wear but is still in a serviceable and functioning condition.
10 – 30%	Subjected to hard or long-term wear. Nearing the end of its useful or serviceable life.
30% and above	Has reached the end of its useful or serviceable life. Renewal is now necessary.

The deficiencies and lifecycle needs identified in this assessment provide the basis for a portfolio-wide capital improvement funding strategy. In addition to the current FCI, extended FCI's have been developed to provide owners the intelligence needed to plan and budget for the "keep-up costs" for their facilities. As such the 3-year, 5-year, and 10-year FCI's are calculated by dividing the anticipated needs of those respective time periods by current replacement value. As a final point, the FCI's ultimately provide more value when used to relatively compare facilities across a portfolio instead of being over-analyzed and scrutinized as stand-alone mathematical values. The table below presents the current, 3-year, 5-year, and 10-year FCI's for this facility:

Facility	Cost/SF	Total SF	Replacement Value	Current	3-Year	5-Year	10-Year
Main	$372	90,866	$30,407,280	0%	4.3%	22.4%	36.8%
Metal Classroom Building	$372	5,117	$1,903,524	0.6%	8.4%	17.4%	17.7%

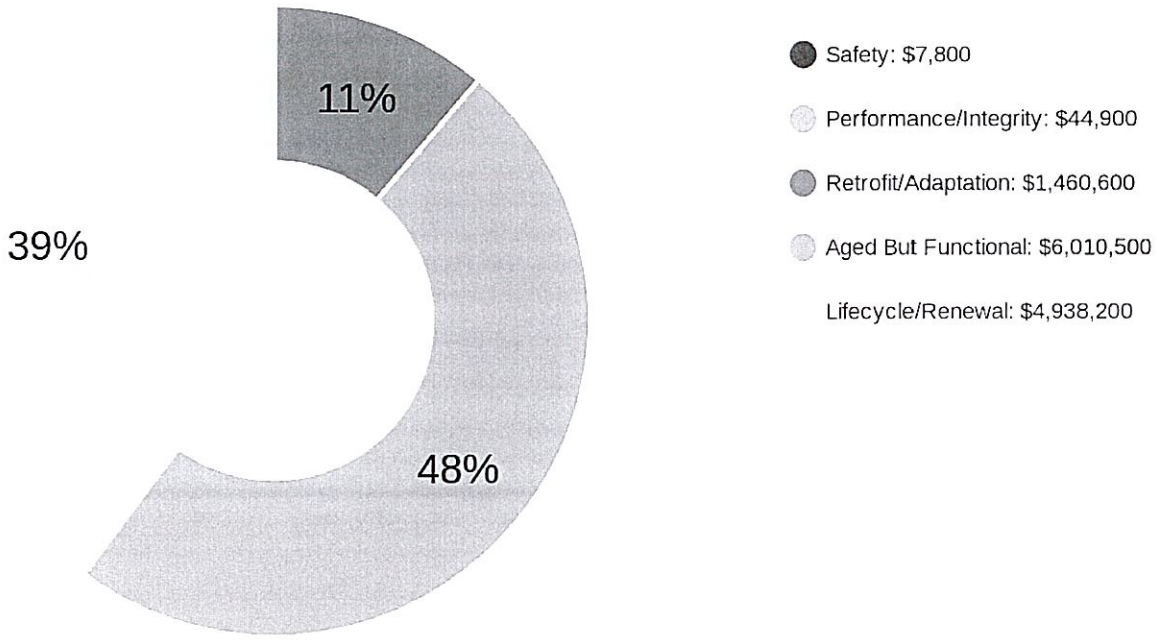
Immediate Needs

Facility/Building	Total Items	Total Cost
West Lee Middle / Metal Classroom Building	3	$10,600
West Lee Middle / Site	1	$2,400
TOTAL	**4**	**$13,000**

Plan Types

Each line item in the cost database is assigned a Plan Type, which is the primary reason or rationale for the recommended replacement, repair, or other corrective action. This is the "why" part of the equation. A cost or line item may commonly have more than one applicable Plan Type; however, only one Plan Type will be assigned based on the "best" fit, typically the one with the greatest significance and highest on the list below.

Plan Type Descriptions & Distribution	
Safety	An observed or reported unsafe condition that if left unaddressed could result in injury; a system or component that presents potential liability risk.
Performance/Integrity	Component or system has failed, is almost failing, performs unreliably, does not perform as intended, and/or poses risk to overall system stability.
Accessibility	Does not meet ADA, UFAS, and/or other accessibility requirements.
Environmental	Improvements to air or water quality, including removal of hazardous materials from the building or site.
Retrofit/Adaptation	Components, systems, or spaces recommended for upgrades in order to meet current standards, facility usage, or client/occupant needs.
Aged But Functional	Any component or system that has aged past its industry-average expected useful life (EUL) but is not currently deficient or problematic.
Lifecycle/Renewal	Any component or system that is neither deficient nor aged past EUL but for which future replacement or repair is anticipated and budgeted.



10-Year Total: $12,461,900

ITEM #: VIII.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Performance Audit RFP Results and Recommendation

DEPARTMENT: Administration

CONTACT PERSON: Ben McQueary,

TYPE: Action Item

REQUEST	Approve staff's recommendation to move forward with Evergreen Solutions to conduct a performance audit of Lee County Government for a not-to-exceed fee of $149,000 and authorize the County Manager to sign the contract and Purchase Order once approved by the Legal Department and to approve Budget Amendment 09/21/2026/05 to appropriate fund balance to cover the cost.
BUDGET IMPACT	The total not-to-exceed fee for this project is $149,000. A budget amendment will be required and is attached for approval.
ATTACHMENTS	Performance Audit RFP Scoring Committee Summary.pdf Budget Amendment 09-21-26-05.pdf Evergreen Solutions Performance Audit Proposal.pdf RFP Performance Audit_2026_final.pdf Summary of Actions on 2012 Performance Audit Recommendations.pdf
PRIOR BOARD ACTION	During the June 15, 2026 regular meeting, the Board directed staff to conduct a Request for Proposals (RFP) for a Countywide performance audit in FY 2026-27 and requested that the audit be completed by the spring in time for the next fiscal year.

RECOMMENDATION	Approve staff's recommendation to move forward with Evergreen Solutions to conduct a performance audit of Lee County Government for a not-to-exceed fee of $149,000 and authorize the County Manager to sign the contract and Purchase Order once approved by the Legal Department and to approve Budget Amendment 09/21/2026/05 to appropriate fund balance to cover the cost.

SUMMARY

The RFP process opened on July 27, 2026 at 12:00 PM and closed on August 28, 2026, at 2:00 PM. We received 12 complete proposals. The County Manager formed a scoring committee consisting of herself, Jennifer Gamble, Angelina Noel, Jen Waterhouse, and Ben McQueary. Proposals were evaluated along four different categories: proposer experience and qualifications, project schedule, project methodology, and project cost/value. Scores were weighted at 20% for experience, 25% for schedule, 25% for methodology, and 30% for cost/value. Individual scores were averaged together to determine a final score for each proposal. Evergreen Solutions received the highest overall score of all proposals due to their high levels of relevant experience, adequate schedule, thorough methodology, and competitive pricing. Their total, not-to-exceed, fixed fee to complete all tasks in their detailed work plan is $149,000. Their proposed schedule has a tentative start date of October 1, 2026 and a completion date of March 15, 2027. This schedule would allow for consideration of Evergreen's recommendations during the development of the FY 2027-28 budget. A status of all recommendations from the 2012 performance audit is also attached to this item. Department heads and Administration staff worked through all recommendations to determine what was completed at that time and the current status.

Staff Scoring Committee Final Results

Sorted by Total Project Scores

Rank	Company	Total Fee	Experience 20%	Schedule 25%	Methodology 25%	Cost/Value 30%	Total Score
1	Evergreen Solutions	$149,000	14.2	14.5	16.8	17.7	**63.2**
2	BakerTilly	$115,000	11.8	16.0	14.3	18.6	**60.7**
3	Plante Moran	$235,200	10.6	18.0	16.0	15.3	**59.9**
4	MATRIX Consulating Group	$247,440	11.8	15.5	17.0	15.3	**59.6**
5	Raftelis	$342,949	14.0	15.5	17.3	9.0	**55.8**
6	Mauldin & Jenkins	$87,560	10.4	12.5	12.5	17.7	**53.1**
7	MGT Impact Solutions	$295,453	10.2	13.8	14.0	11.4	**49.4**
8	65th North Group	$79,450	7.6	7.8	10.5	13.2	**39.1**
9	SC&H	$318,000	7.8	11.5	10.8	9.0	**39.1**
10	Blackline Consulting	$146,100	4.8	9.0	9.0	13.5	**36.3**
11	CliftonLarsonAllen (CLA)	$121,225	7.2	9.5	5.5	10.2	**32.4**
12	LD Consultants	$225,000	4.4	10.0	6.0	7.8	**28.2**

Categories were scored on a scale of 0 to 10, where 0 represents a proposal that completely omitted the required information and 10 represents an exceptional submission that exceeds all requirements. These scores were then weighted according to the amounts shown in the chart above. All committee members' weighted scores were averaged to determine the overall rankings. Based on this process, Evergreen Solutions received the highest overall score due to their strong relevant experience, adequate schedule, thorough methodology, and competitive pricing.

MEMO TO: LEE COUNTY BOARD OF COMMISSIONERS

FROM: LISA MINTER, LEE COUNTY MANAGER

SUBJECT: BUDGET AMENDMENT:# 09/21/2026/05

DATE: September 21, 2026

SECTION I. THE FOLLOWING GENERAL FUND (1100) *REVENUE INCREASES* ARE HEREBY APPROVED:

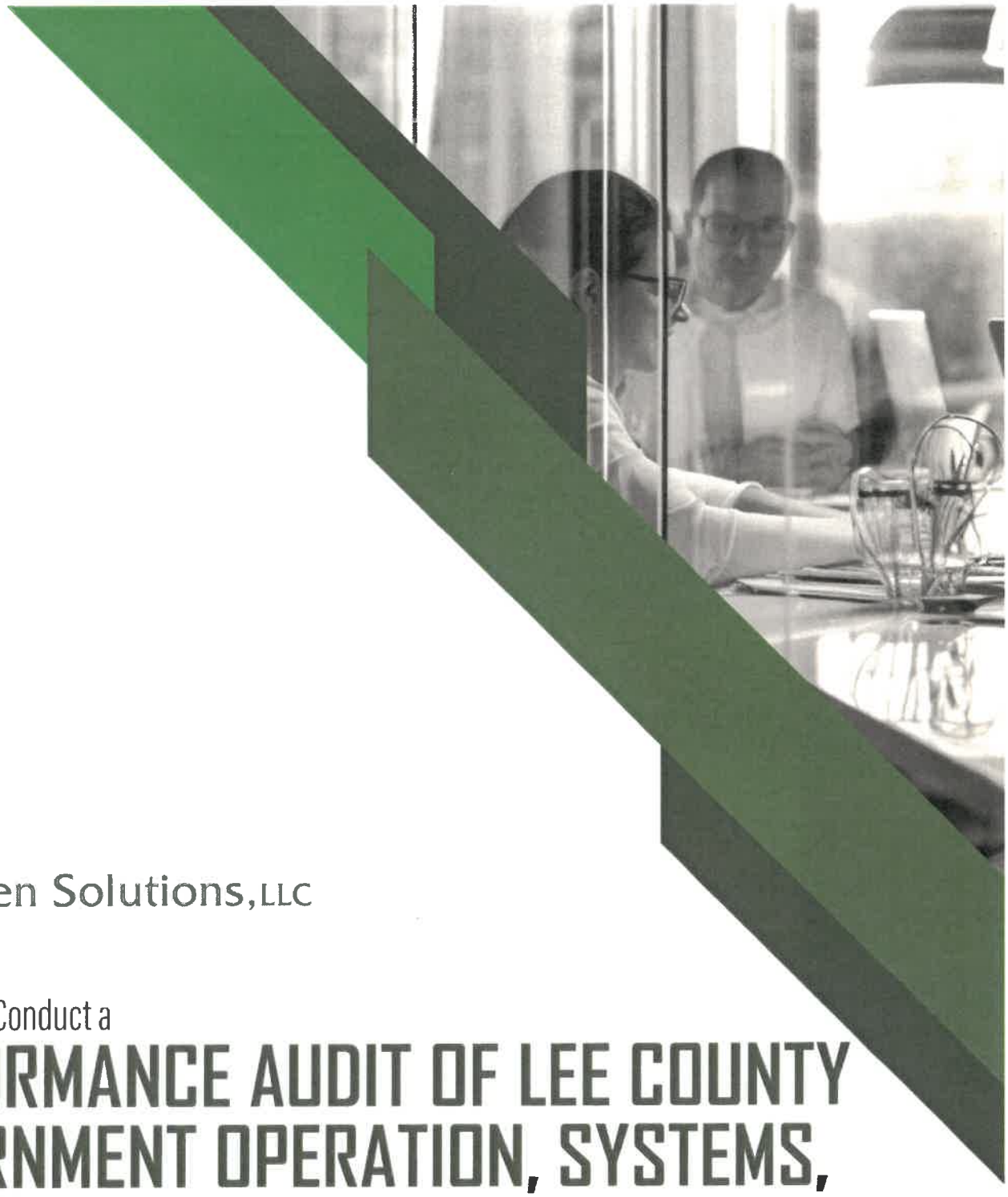
DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Fund Balance	1100-3990-39900	Fund Balance Appropriation	10,534,132	149,000	10,683,132
					-
				149,000	

SECTION II. THE FOLLOWING GENERAL FUND (1100) *EXPENSE INCREASES* ARE HEREBY APPROVED:

DEPARTMENT	ACCOUNT #	DESCRIPTION	CURRENT BUDGET	CHANGE	NEW BUDGET
Administration	1100-4120-43100	Professional Services	15,000	149,000	164,000
		TOTAL CHANGES		149,000	

SAMANTHA MARTIN,CHAIR

HAILEY HALL, CLERK TO THE BOARD



Evergreen Solutions, LLC

A Proposal to Conduct a

PERFORMANCE AUDIT OF LEE COUNTY GOVERNMENT OPERATION, SYSTEMS, AND PROCEDURES

RFP #4120-01-27

ORIGINAL

August 28, 2026

Evergreen Solutions, LLC
2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308
850.383.0111 • fax 850.383.1511

August 25, 2026

Lee County Finance Office
Attn: Purchasing Agent
115 Chatman Street, Suite 301
Sanford, North Carolina 27330

To Whom It May Concern:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Performance Audit of Lee County Government Operations, Systems, and Procedures. Our response is based on our review of your Request for Proposal (RFP #4120-01-27), our experience working with hundreds of local governments and other public sector organizations throughout the country, and our knowledge of best practices in local government operations. **Evergreen is well qualified to provide the services being requested by Lee County as we have provided similar services to hundreds of local governments and other public sector organizations throughout the country, including more than 70 in the State of North Carolina.**

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen is licensed to transact business in the State of North Carolina (#00500752).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 47 states. In the State of North Carolina, Evergreen has been on contract or is currently on contract to work with the following public sector organizations in providing a variety of human resources and management consulting services, including performance audits/staffing studies: Town of Clayton; Town of Carrboro; Town of Huntersville; Town of Wendell; Town of Chapel Hill; Town of Southern Pines; Town of Leland; City of Burlington; City of Southport; City of Raleigh; City of Rocky Mount; City of Goldsboro; City of Hendersonville; City of High Point; City of Winston-Salem; Dare County; Jackson County; Franklin County; Onslow County; Vance County; Rowan County; Harnett County; Haywood County; Buncombe County; Ashe County; Union County; Gaston County; New Hanover County; Guilford County; Iredell County; Perquimans County; Transylvania County; City of Wilmington Housing Authority; Winston-Salem Housing Authority; Raleigh Housing Authority; State Employees Association of North Carolina; North Carolina League of Municipalities; Charlotte Water; Cape Fear Public Utility Authority; Alliance Health; Research Triangle Regional Transportation Authority (GoTriangle); Wake Technical Community College; Robeson Community College; Halifax Community College; Lincoln County Schools; Lee County Schools; Chatham Public Schools; TMSA Public Charter Schools; Chapel Hill-Carrboro City Schools; and Cabarrus County Schools.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local governments in providing a variety of human resources and management consulting services, including performance audits/staffing studies: Culpeper County, VA; County of York, VA; Gloucester County, VA; Essex County, VA; Surry County, VA; Isle of Wight County, VA; Prince George County, VA; James City County, VA; Chesterfield County, VA; Louisa County, VA; Goochland County, VA; Loudoun County, VA; Spotsylvania County, VA; Northumberland County, VA; Bedford County, VA; Shenandoah County, VA; King George County, VA; Alleghany County, VA; City of Fredericksburg, VA; City of Norfolk, VA; City of Hopewell, VA: City of Newport News, VA; City of Covington, VA; City of Williamsburg, VA; City of Falls Church, VA; Town of Dumfries, VA; Town of Haymarket, VA; Talbot County, MD; Charles County, MD; Harford County, MD; Garrett County, MD; Allegany County, MD; Washington County, MD; Prince George's County, MD; Federick County, MD; City of Baltimore, MD; City of Hyattsville, MD; City of Annapolis, MD; City of Takoma Park, MD; City of Hagerstown, MD; City of Westminster, MD; Kent County Levy Court, DE; City of Seaford, DE; City of Milford, DE; City of Pittsburgh, PA; County of Montgomery, PA; Genesee County, NY; City of Portsmouth, NH; City of Manchester, NH; Town of Wethersfield, CT; Town of Plainville, CT; City of Cambridge, MA; Town of Bridgewater, MA; Town of North Attleborough, MA; Genessee County, NY; Livingston County, NY; Mahoning County, OH; Genesee County, MI; City of Minneapolis, MN; City of Rochester, MN; City of Lakeville, MN; City of Bloomington, IN; City of Moline, IL; City of Urbana, IL; McLean County, IL; City of Winchester, KY; Blount County, TN; Jefferson County, TN; Madison

County, TN; City of Cleveland, TN; City of Clarksville, TN; City of Murfreesboro, TN; City of White House, TN; City of Bennettsville, SC; City of Clemson, SC; City of Isle of Palms, SC; City of Columbia, SC; City of Lancaster, SC; City of Chester, SC; City of Spartanburg, SC; City of Conway, SC; City of Rock Hill, SC; City of Pickens, SC; City of Greenwood, SC; City of Myrtle Beach, SC; City of Mauldin, SC; City of Pickens, SC; City of Goose Creek, SC; Oconee County, SC; Berkeley County, SC; Charleston County, SC; Dillion County, SC; Dorchester County, SC; Spartanburg County, SC; Town of Mount Pleasant, SC; Town of Hilton Head Island, SC; City of Folly Beach, SC; City of Atlanta, GA; City of Douglasville, GA; City of Alpharetta, GA; City of Brookhaven, GA; City of Milton, GA; City of McDonough, GA; City of Rome, GA; City of Statesboro, GA; City of Norcross, GA; City of Garden City, GA; City of Cedartown, GA; City of Fayetteville, GA; City of Oakwood, GA; City of Dalton, GA; City of Clarkston, GA; City of Dublin, GA; City of Dunwoody, GA; City of Roswell, GA; City of Tybee Island, GA; City of Chamblee, GA; City of Savannah, GA; Forsyth County, GA; DeKalb County, GA; Douglas County, GA; Worth County, GA; Cherokee County, GA; City of Fairhope, AL; City of Daphne, AL; City of Hartselle, AL; City of Auburn, AL; City of Foley, AL; Baldwin County, AL; Chambers County, AL; City of Sarasota, FL; City of Orlando, FL; City of Boca Raton, FL; City of Hollywood, FL; City of Ft. Myers, FL; Palm Beach County, FL; Manatee County, FL; Martin County, FL; Monroe County, FL; Sarasota County, FL; City of Broken Arrow, OK; Sedgwick County, KS; Shawnee County, KS; City of Salina, KS; City of Leawood, KS; City of Hot Springs, AR; City of Columbia, MO; City of St. Louis, MO; City of Fulton, MO; City of Troy, MO; City of Jefferson, MO; City of Dardenne Prairie, MO; Jefferson County, MO; Jasper County, MO; Jackson County, MO; St. Charles County, MO; Fort Bend County, TX; Kaufman County, TX; Ector County, TX; Hood County, TX; Matagorda County, TX; Aransas County, TX; Brazoria County, TX; Denton County, TX; Travis County, TX; City of Port Arthur, TX; City of Portland, TX; City of Fate, TX; City of Fair Oaks Ranch, TX; City of Montgomery, TX; City of Freeport, TX; City of Seguin, TX; City of Sachse, TX; City of Pflugerville, TX; City of Alpine, TX; City of Wharton, TX; City of Three Rivers, TX; City of Cleburne, TX; City of Buda, TX; City of College Station, TX; City of Farmers Branch, TX; City of Big Spring, TX; City of Odessa, TX; City of Fredericksburg, TX; City of Amarillo, TX; City of Mont Belvieu, TX; City of Brownsville, TX; City of La Porte, TX; City of Duncanville, TX, City of Wichita Falls, TX; Town of Prosper, TX; City of Manitou Springs, CO; City of Fountain, CO; Grand County; Ouray County, CO; Garfield County, CO; City of Albuquerque, NM; City of Santa Fe, NM; City of Carlsbad, NM; City of Page, AZ; City of Flagstaff, AZ; City of Prescott, AZ; Yavapai County, AZ; Town of Sahuarita, AZ; Town of Prescott Valley, AZ; City of Boulder City, NV; Ogden City Corporation, UT; City of Camarillo, CA; City of Long Beach, CA; City of Bell Gardens, CA; City of Sanger, CA; City of Yucaipa, CA; City of Thousand Oaks, CA; City of Fresno, CA; City of Beaumont, CA; City of Moorpark, CA; City of Santa Ana, CA; City of West Hollywood, CA: Mariposa County, CA; Calaveras County, CA; Inyo County, CA; City of Albany, OR; City of Bend, OR; City of Portland, OR; Columbia County, OR; City of Bellingham, WA; City of Ridgefield, WA; Spokane County, WA; Clark County, WA; and many others.

The Evergreen Team is able to fully comprehend the challenges and goals of Lee County because of our vast understanding of local government operations and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting performance audits and the like for local governments and other public sector organizations throughout the country as can be seen in **Section 1** of our proposal.

Some of the human resource services Evergreen Solutions has focused on include: performance audits/efficiency studies; staffing studies; classification and compensation studies; salary and benefits surveys; performance management studies; recruitment, hiring, and retention studies; workload analyses; HR department reviews; and strategic and workforce planning. Through our experiences in conducting this wide range of projects, we have gained the knowledge of every aspect of the operations involved in local government management.

Evergreen's approach to providing organizational structure consulting draws not only from extensive human resources work with higher education clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach are identified in **Section 5** of our proposal.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We have read your terms and conditions and believe we can successfully work within your requirements. We acknowledge receipt of Addendum #1.

We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,

Jeffrey Ling, PhD, President
Evergreen Solutions, LLC

TABLE OF CONTENTS

01 KEY PERSONNEL 1-1

1.1 Proposed Project Team 1-1
1.2 Key Personnel 1-2

02 REFERENCES 2-1

03 EXPERIENCE 3-1

3.1 Firm's Background and History 3-1
3.2 Select Relevant Experience 3-3

04 FEE PROPOSAL 4-1

05 APPROACH AND PROJECT SCHEDULE 5-1

5.1 Understanding of the Engagement 5-1
5.2 Approach 5-1
5.3 Detailed Work Plan 5-4
5.4 Proposed Project Schedule 5-14
5.5 Crosswalk: RFP Requirements to Detailed Work Plan 5-14

01 KEY PERSONNEL

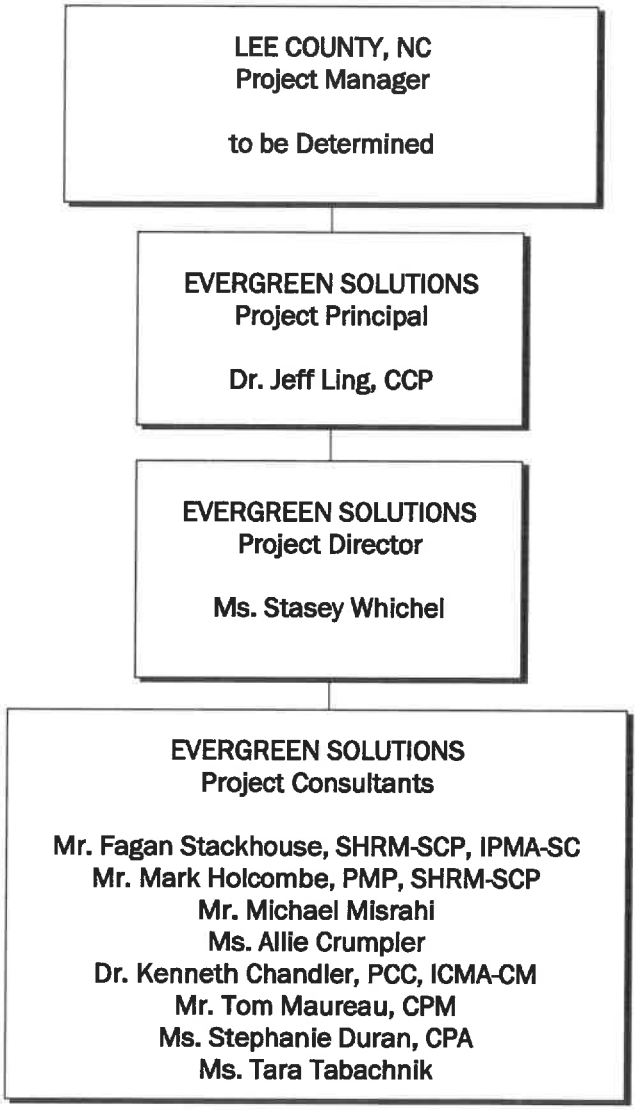
01 KEY PERSONNEL

In this section, we include the qualifications of our proposed project team, through summary resumes. Detailed resumes are available upon request.

1.1 Proposed Project Team

Exhibit 1-1 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Performance Audit of Government Operations, Systems, and Procedures so that there will be no confusion as to who is responsible for any aspect of this engagement with Lee County.

Exhibit 1-1
Proposed Project Management



Lee County Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The County's Project Manager (CPM) will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the CPM and all project deliverables will be filtered through the CPM throughout the duration of the project.

Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the CPM. The Project Director will have the most frequent contact with the County and will assign project activities to the Project Consultants and will ensure that deliverables are met within specified timelines.

Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will collect and analyze staffing data, conduct interviews and focus groups with stakeholder groups, collect and analyze survey data, review organizational policies and procedures, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Performance Audit of Government Operations, Systems, and Procedures for Lee County.

1.2 Key Personnel

The following provides summaries of each team member's qualifications and experience related to his/her role in this engagement.

PROJECT PRINCIPAL - DR. JEFF LING, CCP

Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry. **He has worked on many of Evergreen's Performance Audits/Efficiency Studies.**

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

Dr. Ling developed and employed the methodology for assessing the strategic alignment used by Evergreen Solutions for public sector organizations. He provided guidance as well as feedback regarding future growth, potential cost savings as it relates to the optimization of certain departments for a number of diverse organizations across the country (e.g., staffing assessments).

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

PROJECT DIRECTOR - MS. STASEY WHICHEL

Ms. Stasey Whichel is a Project Manager with over 25 years of experience in government. As a former public sector Deputy Director, she demonstrated experience in policy development, strategic planning, human resource management, budgeting, and risk evaluation. She has been with Evergreen almost five years.

Ms. Whichel acquired public sector experience in project management, conducted programmatic audits and reviews to ensure compliance with state and federal rules and regulations, developed programmatic operating procedures, drafted internal management policies, and identified areas for efficiencies and improvements. She has also conducted reviews of relevant state and federal legislation and drafted bill analysis and agency comments. She led a team through an organizational realignment to better fit contemporary management needs, leveraged outside funding sources, and trained staff members on state and federal programs. As a member of agency leadership, she collaborated on HR policy reviews, conducted salary compensation studies, and developed recommendations for legislative budget issues. She also participated in the development of multi-faceted, long-term strategies designed to achieve agency and division goals, established metrics, and evaluated programmatic performance.

Ms. Whichel possesses expertise in the following areas: conducting organizational/staffing studies, evaluating risk, and reviewing operational procedures; providing guidance for change management; developing workflow and process design; identifying specific training needs; on-boarding new staff; conducting classification, compensation, and salary comparison studies; preparing employee surveys and valuations of employee satisfaction; working with leadership to develop or update agency policies, programs, and guidelines; developing Job descriptions and performance management tools; fostering employee communications; and administering contracts, accounting and auditing principles.

Some of the similar public sector projects that Ms. Whichel has been involved with include: an Organizational Design Study for Rock Island County, IL; an Operations Review/Efficiency Study for the City of Norwalk and Norwalk Public Schools, CT; **an Organizational/Staffing Study for the Town of Clayton, NC; a Review of the Finance Department for the Town of Clayton, NC; a Department of Social Services Staffing Study for Rowan County, NC;** a **Personnel Study/Staffing Analysis for Onslow County,**

NC; a Performance Audit for TMSA Public Charter Schools, NC; Classification, Compensation, and Time Use/Staffing Study for Oconee County, SC; a Classification and Compensation Study and Staffing Study for the City of Clemson, SC; a Classification and Compensation Study and a Staffing Study for the City of Pensacola, FL; a Classification and Compensation Study and Staffing Analysis for the City of Harlingen, TX; Organizational Review Consulting Services for the Irving Independent School District, TX; and an Organizational Structure and Staffing Analysis of HSAA for Calaveras County, CA. **In addition, she has directed more than 150 HR projects since joining Evergreen. Many of these projects included a staffing analysis as part of the overall study.**

For the Lee County Performance Audit, Ms. Whichel will be in charge of directing the overall study as well as covering the following service area: Government Operations (i.e., Manager's Office, Communications - Clerk to Board, Register of Deeds, and County Attorney).

Ms. Whichel possesses a Bachelor of Science degree in Biology from The Florida State University.

PROJECT CONSULTANT - MR. FAGAN STACKHOUSE, SHRM-SCP, IPMA-SCP

Mr. Fagan Stackhouse is a Project Manager with Evergreen who has more than 45 years of HR experience serving as an HR Director, Interim City Manager, Deputy City Director, Assistant County Administrator, and Consultant. He possesses the following HR practice skills: talent acquisition; workforce development; employee engagement; equity and diversity development; classification and compensation; talent development and management; employee relations; benefits administration; well-being initiatives; and strategic visioning and implementation. His employment objectives are to develop and sustain talent through creative strategies and best practices and to ensure systems, processes, and workforce initiatives add individual and organizational value in order to create and sustain great employee experiences.

Mr. Stackhouse has served in leadership roles in cities and counties in the State of Michigan, Wisconsin, Virginia, North Carolina, and South Carolina. Just before coming to Evergreen, he served as the Director of HR for the City of Raleigh for four years. Prior to this, he was the Special Assistant to the City Administrator in Charleston County, South Carolina for nine years where he was responsible for all HR functions and special projects. From 1986 to 2010, he was the Director of HR and Executive Director for the Investigation Review Panel for Police/Citizens concerns, as well as, Executive Director for the Human Rights Commission for the City of Virginia Beach. From 1976 – 1986 he served as the HR Director for cities in Wisconsin (Deputy City HR Director for Milwaukee) and Michigan.

As Project Manager with Evergreen, he has worked on classification and/or compensation related studies for the City of Atlanta, GA, DeKalb County, GA; City of St. Louis, MO, Prince George's County, MD, Frederick County, MD; Tarrant County Sheriff's Office, TX, Davis School District, UT and several other large jurisdictions and school districts. He has provided training on developing leaders and executive leaders, and workforce development to local governments including the City of Seattle, WA, the District of Columbia, City of Baltimore, MD, City of Houston, TX, and Fulton County, GA, as well as a number of states including, Virginia, North Carolina, South Carolina, Tennessee, southern region states, central region midwestern states. He has also provided national and international training and development efforts in Canada, Europe, China, Thailand, Middle East, and Sri Lanka.

Mr. Stackhouse has served as the President of IPMA-HR and as instructor and guest lecturer at universities. He is the recipient of several awards including, Warner Stockberger Achievement Award, Swain Award, and trailblazer awards. In 2024, he was the recipient of the SPLAR (Section on

Personnel Administration and Labor Relations) Award of Outstanding Contributions as a Practitioner from the American Society of Public Administration.

Mr. Stackhouse has a Master's degree in Public Administration and a Bachelor's degree in Political Science with a minor in Economics. He maintains certifications in IPMA-SCP and SHRM-SCP.

For the Lee County Performance Audit, Mr. Stackhouse will be in charge of the following service area: Human Resources (i.e., HR, Risk).

PROJECT CONSULTANT - MR. MARK HOLCOMBE, SHRM-SCP, PMP

Mr. Mark Holcombe has more than ten years of management and consulting experience and is recognized as a certified Project Management Professional (PMP) and a SHRM Senior Certified Professional (SHRM-SCP). He has been at Evergreen Solutions more than nine years, during which time he has been promoted through the organization to a Senior Project Manager and has led Evergreen's largest local government practice for the past two years. His academic foundation in micro and macroeconomics, combined with his experience leading a business before joining Evergreen, has given him significant experience in leading teams, modeling and controlling costs, and working to provide a product that meets the needs of all stakeholders. This experience has been instrumental in ensuring that his team is able to translate complex and comprehensive data into actionable insights for his clients.

Some of Mr. Holcombe's principal areas of expertise are: assessing staffing data by synthesizing information from a variety of sources to provide comprehensive insights; refining client compensation and classification systems, ensuring alignment with HR best practices and meeting specific client needs; constructing reports and visuals to share complex findings in an approachable way; crafting complex cost models to facilitate accurate budgetary projections for clients; redesigning classification systems to modernize and streamline titling conventions for entire organizations or within job families; and conducting reviews centered around gender and racial equity in compensation systems, ensuring their adherence to local, state, and federal laws and regulations.

Mr. Holcombe has also worked on or directed the following similar studies: a Review of the Organizational Structure of the Transportation Planning Service Unit for the City of Raleigh, NC; a Staffing Study for Rock Hill Schools, SC; an Organizational Assessment of the HR Department for York County, SC; a Staffing Study for the City of Fayetteville, GA; a Compensation Study for the City of Commerce, GA; a Staffing Study for the Leon County Sheriff's Office, FL; and a Staffing Study for the Fort Myers Police Department, FL; a Staffing Study for the City of Pflugerville, TX; a Workforce Analysis for the City of Albuquerque, NM; a Classification and Compensation Study/Organizational and Operational Review for the City of Beaumont, CA; and a Classification and Compensation Study and Organizational Review for the City of Yucaipa, CA. **Note: In addition, he has directed more than 250 HR projects since joining Evergreen. Many of these projects included a staffing analysis as part of the overall study.**

Mr. Holcombe holds a Bachelor's Degree with a dual major in Economics and Criminology from Florida State University.

For the Lee County Performance Audit, Mr. Holcombe will be in charge of the following service area: Technology (i.e., IT, Strategic Services).

PROJECT CONSULTANT - MR. MICHAEL MISRAHI

Mr. Michael Misrahi is a Project Manager who has been with the firm for more than seven years. During that time, he has served as a Consultant or Project Lead on more than 100 HR consulting projects. He has extensive experience in the development and modification of compensation and classification plans, policies, and practices for organizations varying in size from a few dozen employees to several thousand.

Mr. Misrahi also served as the Compensation Manager at the University of Central Florida, where he oversaw a team of compensation analysts, and was responsible for administering the University's compensation structure for over 10,000 employees.

Mr. Misrahi has also worked on the following studies similar in scope to the services being requested: a Performance Audit for Onslow County, NC; a Feasibility Study for Frederick County, MD; a Classification and Compensation Study/Organizational and Operational Review for the City of Beaumont, CA; a Classification and Compensation Study and Organizational Review for the City of Yucaipa, CA; a Staffing Study for the City of Pflugerville, TX; a Workforce Analysis for the City of Albuquerque, NM; a Staffing Study for the City of Fayetteville, GA; a Compensation Study for the City of Commerce, GA; a Staffing Study for the Leon County Sheriff's Office, FL; and a Staffing Study for the Fort Myers Police Department, FL. **In addition, he has worked on more than 200 projects since joining Evergreen. Many of these projects included a staffing analysis as part of the overall study.**

Mr. Misrahi has an MBA and a Bachelor's degree in History from Florida State University.

For the Lee County Performance Audit, Mr. Misrahi will be in charge of the following service areas: neighborhood Services (i.e., Development Services, Parks and Recreation, Cooperative Extension, Soil and Water) and Support Services (i.e., Elections, Library).

PROJECT CONSULTANT - MS. ALLIE CRUMPLER

Ms. Allie Crumpler is a Senior Consultant with Evergreen Solutions who brings forth more than 20 years of professional experience across public education and local governments. Her career has provided direct experience within K–12 school districts, local governments, and higher education, giving her a practical understanding of the organizations and communities that Evergreen serves.

Prior to joining Evergreen, Ms. Crumpler spent approximately 10 years serving as a Science Teacher and Science Department Head for a large urban public school district. In addition to her classroom responsibilities, she worked closely with school leadership, supported fellow educators, coordinated professional development and resources, and helped develop school-wide programs. She was consistently rated a Highly Effective Teacher and received recognition for her instructional leadership. Her experience within a school district gives her firsthand insight into the needs of employees and administrators and the importance of developing solutions that work in practice.

Ms. Crumpler's public-sector background extends beyond K–12 education. She began her career with a local municipal government and later held several roles with Florida State University. These experiences exposed her to public organizations of varying sizes and structures and broadened her understanding of how institutional priorities influence employees and the communities they serve.

Some of the similar public sector projects that Ms. Crumpler has been involved with include: an Organizational Design Study for Rock Island County, IL; an Operations Review/Efficiency Study for the City of Norwalk and Norwalk Public Schools, CT; an Operational Audit (included Staffing Analysis) for Everett Public Schools, MA; **a Performance Audit (included a staffing analysis) for Lee County Schools,**

NC; a Performance Audit for the TMSA Public Charter Schools, NC; an Organizational/Staffing Study for the Town of Clayton, NC; a Review of the Finance Department for the Town of Clayton, NC; a Department of Social Services Staffing Study for Rowan County, NC; a Personnel Study/Staffing Analysis for Onslow County, NC; a Performance Audit for TMSA Public Charter Schools, NC; a Classification and Compensation Study and Staffing Study for the City of Clemson, SC; a Classification, Compensation, and Time Use Study for Oconee County, SC; a Classification and Compensation Study and a Staffing Study for the City of Pensacola, FL; a Classification and Compensation Study and Staffing Analysis for the City of Harlingen, TX; Organizational Review Consulting Services for the Irving Independent School District, TX; and an Organizational Structure and Staffing Analysis of HSAA for Calaveras County, CA.

Ms. Crumpler holds a Master of Science in Science Education with a focus in Curriculum and Instruction and Bachelor's degrees in Chemistry and Secondary Science Education from Florida State University. She has also completed the requirements for Florida Educational Leadership Certification through the American College of Education.

For the Lee County Performance Audit, Ms. Crumpler will be in charge of the following service area: Human Services (i.e., Public Health, Social Services, Senior Services, Veteran Services, Community Support, Transit System).

PROJECT CONSULTANT - DR. KENNETH CHANDLER, PCC, ICMA-CM

Dr. Ken Chandler, PCC, ICMA-CM is a high-performance strategist, leadership consultant, and the Principal and Chief Potential Officer of Quest Strategic Solutions, LLC. Through Quest Strategic Solutions, he delivers enterprise-level executive coaching, organizational alignment, and strategic foresight planning designed to maximize human capital and unlock institutional capability nationwide.

Parallel to his consulting practice, Dr. Chandler leverages nearly four decades of executive operational experience as the Deputy City Manager for the City of Virginia Beach, Virginia. In this capacity, he directs complex executive operations, provides strategic oversight to nine major agency heads, and leads 3,000 municipal employees.

Dr. Chandler holds a Doctorate of Strategic Leadership (DSL) from Regent University, a Master of Public Administration (MPA) from Old Dominion University, and a Bachelor of Arts from Morehouse College. He is a 20-year International City/County Management Association Credentialed Manager (ICMA-CM) and an ICF Professional Certified Coach (PCC). His deep advisory expertise is further backed by advanced executive credentials from Cornell University, American University, the University of Washington, and the University of Virginia's Weldon Cooper Center.

For the Lee County Performance Audit, Dr. Chandler will be in charge of the following service area: General Services (i.e., Building Grounds, Solid Waste).

PROJECT CONSULTANT - MR. TOM MAUREAU

Mr. Tom Maureau is a retired law enforcement Division Commander with a combination of IT, Law Enforcement, Fire Department, EMS, and Emergency Management expertise that he developed through numerous Police and Fire Department assignments and as a Florida Registered EMT/Paramedic. He brings an Operations Management/Business Case Analysis approach to all projects.

Mr. Maureau is a former Chief Information Officer for Public Safety IT and Technical Services Division Commander comprised of Records Management, Crime Analysis, Criminal Intelligence, Property & Evidence, and multi-discipline PSAP. Previous law enforcement assignments include Watch Commander, Criminal Investigations, SWAT, Narcotics/Organized Crime Drug Enforcement Task Force, Armed Robbery Task Force, Career Criminal Unit, Training, and Emergency Management.

Mr. Maureau has over 17 years of consulting experience for state, city, and county agencies. Focus includes strategic planning, gap, risk, and cost-benefit analysis.

- Leveraging CAD/RMS/JMS systems and data for maximum operational effectiveness
- 911/PSAP, Law Enforcement, Fire, and EMS operations analysis
- Procurement, design, configuration, implementation, and support of CAD, RMS, Mobile, GIS, JMS, Information Sharing, and Criminal/Business Intelligence and Vehicle/BWC Systems
- 911/PSAP consolidation feasibility studies
- Staffing analysis
- Project management
- Technology Master Plan – Development through implementation

As a partner with Winbourne Consulting, Inc., Mr. Maureau has worked in all aspects of public safety including conducting performance audits and staffing analyses. He has served as the public safety specialist for some of Evergreen's Performance Audits/Efficiency Studies of schools districts, including Lee County Schools, FL; **Lee County Public Schools, NC; Duplin County Public Schools, NC; Davie County Public Schools, NC;** Everett County Schools, CT; Norwalk Public Schools, MA, and many others.

Mr. Maureau has the following certifications: APCO, NENA, IACP, and IAFC – Member; Florida Registered EMT/Paramedic (former); and Certified Public Manager. He has an MBA in Technology Management and a Bachelor's of Science in Criminology.

For the Lee County Performance Audit, Mr. Maureau will be in charge of the following service area: Public Safety (i.e., Sheriff, Fire Marshal, Emergency Management, 911).

PROJECT CONSULTANT - MS. STEPHANIE DURAN, CPA

Ms. Stephanie Duran, CPA, has more than 25 years of experience in governmental accounting and finance, including 14 years of experience as the Director of Internal Audit with the Klein ISD, TX. As an independent auditor, she brings significant expertise in conducting financial single audits, performance audits and the review of systems for compliance assurance; review of operations/programs for objective achievement; internal controls for adequacy; and value-added recommendations for enhancement and improvement of systems under review.

Prior to joining Klein ISD, Ms. Duran was an Audit Manager with Null-Lairson, P.C. (currently Whitley-Penn LLP). In that role, she was primarily responsible for the audits of school districts and municipalities including the following specific departments or functions: Accounts Payable, Bond Fund Accounting, Cash Management, Construction Management, Payroll, Human Resources, Purchasing, Risk Management, Tax Office Operations, and IT General Controls.

Ms. Duran served as a member of Ressel and Associates, LLC team for a Performance Audit of the Financial Management functions of the Houston ISD, TX, as part of a districtwide performance review initiated by the Texas Legislative Budget Board's Texas School Performance Review. Primary areas of responsibility included extensive reviews of Payroll, Human Resources, Cash Management, and Investments.

Ms. Duran also worked with Evergreen Solutions in conducting the Financial Management review portion of the Norwalk City Government and Norwalk Public Schools, CT which included the areas of accounting and financial management, asset and risk management, internal and external audits, bonded indebtedness, budgeting and budgetary controls, and state and city funding mechanisms for capital improvements in the schools.

Ms. Duran holds a B.B.A from Sam Houston State University, TX with a concentration in Accounting, and is a Certified Public Accountant licensed in the State of Texas and Florida.

For the Lee County Performance Audit, Ms. Duran will be in charge of the following service area: Finance (i.e., Finance, Budget, Tax Administration).

PROJECT CONSULTANT - MS. TARA TABACHNIK

Ms. Tara Tabachnik is a Consultant with Evergreen Solutions. She began her career at Evergreen as a Junior Analyst and has since developed exceptional skills and knowledge in Human Resources and management consulting that she applies in her current role as a Consultant. Since joining Evergreen, she has mastered the art of conducting market research and employee outreach and has been a great resource to various project teams. She has taken on a lead role with Evergreen's market survey efforts through the creation of Evergreen's internal data team. She works closely with all project teams by conducting **staffing surveys**, salary surveys, benefits surveys, and market research for various types of clients.

Ms. Tabachnik has an MBA and a Bachelor's Degree in Finance from Florida State University.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.

02 REFERENCES

02 REFERENCES

In this section, we have provided you with the following three references that we feel demonstrate the breadth and quality of the work our team has performed as it relates to the services being requested by Lee County. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

Organizational/Staffing Study
Town of Clayton, North Carolina
Contact Information: Rich Cappola, Town Manager, (919) 553-5002, rcappola@townofclaytonnc.org
Description of Services: Evergreen Solutions was again retained by the Town of Clayton to conduct an Organizational/Staffing Study. Evergreen obtained and analyzed reports and background materials pertinent to the study; collected current Key Performance Indicators (KPIs) and other outcome-related data; prepared and submitted summary of findings highlighting strategic needs, major services areas, functional areas, and major programs; collected benchmark data from peers relating to staffing; developed a peer staffing matrix based on KPI and/or outcome measure variation that included the excepted staffing range by job level; evaluated and assessed the Town's overall organizational structure and staffing levels in each department; and prepared a summary of findings.
Date of Service: 6/13/2022 to 11/30/2022
Note: Evergreen was also hired in 2026 to conduct a Finance Department Review as well as a Utility Billing Process Review and Procedure Development Study and Human Resources Policy Review and Gap Analysis.

Staffing Study for Department of Social Services
Rowan County, North Carolina
Contact Information: Micah Ennis, Director, Social Services, (704) 216-8330, Micah.ennir@rowancountync.gov
Description of Services: Evergreen was hired to by the Department of Social Services in Rowan County to conduct a Staffing Study. Evergreen provided staffing study recommendations for the Social Services Department by conducting a thorough assessment of the work processes and workloads of the Department of Social Services and making recommendations to maximize effectiveness and efficiency in meeting organizational outcomes in work process modifications, workloads, organizational structure, chain of command, number and type of positions, and employee training and retention.
Date of Service: 6/25/2024 to 2/16/2025

Performance Audit
TMSA Public Charter Schools, North Carolina
Contact Information: Ben Karaduman, Superintendent, (919) 650-2270, bkaraduman@tmsapcs.org
Description of Services: Evergreen was hired by TMSA Public Charter Schools to conduct a Performance Audit. Evergreen performed the following tasks: assessed TMSA's alignment with best practices in governance, instruction, finance, HR, safety, and operations; identified strengths, weaknesses, risks, and compliance gaps; benchmarked against peer and high-performing charter school networks; and delivered recommendations to guide strategic planning and continuous improvement for TMSA.
Date of Service: 5/19/2025 to 2/26/2026



03 EXPERIENCE

03 EXPERIENCE

In this section, we provide you with our firm's background and history; and a list of similar studies we have conducted or are currently under contract to conduct.

3.1 Firm's Background and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 as a Limited Liability Company to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to organizational management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen employs 18 full-time and four part-time employees who work on one of five consultant teams providing a variety of human resource management consulting. Evergreen is licensed to transact business in the State of North Carolina (#00500752).

Evergreen's main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: performance audits/efficiency studies; staffing studies; organizational reviews; compensation and classification studies; pay equity studies; salary and benefits surveys; performance management reviews; workload analyses; HR department reviews; disparity studies; efficiency studies; training assessments; and strategic planning.

We invite you to browse our Web site at **www.ConsultEvergreen.com** or visit us on Facebook at www.facebook.com or Linkedin at www.linkedin.com for more information about our services, staff, and past experience.





Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;

- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- considerable experience in conducting performance audits and the like for local governments and other public sector organizations throughout the country, including many in the State of North Carolina;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant North Carolina statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 47 states throughout the country.

Exhibit 3-1 includes a list of some of the public sector organizations in the State of North Carolina that we have worked with, or are currently under contract to work with, in providing a variety of human resources and management consulting, including performance audits/staffing studies.

Exhibit 3-1: North Carolina Clients

Alamance-Burlington School System
Alliance Health
Ashe County
Beaufort County Schools
Buncombe County
Brunswick County
Burke County
Cabarrus County Schools
CAHEC
Cape Fear Public Utility Authority
Chapel Hill-Carrboro City Schools
Charlotte Water
Chatham Public Schools
City of Belmont
City of Burlington
City of Fayetteville
City of Goldsboro
City of Hendersonville
City of High Point
City of Rocky Mount
City of Raleigh
City of Southport
City of Wilmington Housing Authority
City of Winston-Salem
County of Davie
County of Davie
County of Halifax
County of Harnett
Currituck County Schools
Dare County
Duplin County
Duplin County School District
Durham County
Franklin County
Gaston County
Guilford County
Halifax Community College
Harnett County
Haywood County
Housing Auth of Winston Salem
Iredell County
Jackson County
Land-of-Sky Regional Council
Lincoln County Schools
Lee County
Lee County Schools
Nash-Rocky Mount Schools
New Hanover County
NC League of Municipalities
Onslow County
Perquimans County
Raleigh Housing Authority
Research Triangle Regional Transportation Authority
Robeson Community College
Rowan County
State Employees Association of NC
TMSA Public Charter School
Town of Carolina Beach
Town of Carrboro
Town of Chapel Hill
Town of Clayton
Town of Huntersville
Town of Leland
Town of Southern Pines
Town of Wendell
Transylvania County
Union County
Vance County
Wake Technical Community College
Wayne County Schools
Yadkin County
Wayne County Schools

3.2 Select Relevant Experience

In this section we include a list of some of the similar local government projects that we have conducted or are currently on contract to conduct as well as all of our similar work in North Carolina. **Note:** Evergreen has also conducted many similar studies for K-12, higher education and other public sector organizations throughout the country.

Performance Audit and Financial Review (Included Staffing Analysis)
Lee County, North Carolina

Lee County hired Evergreen Solutions to conduct a comprehensive Performance Audit of Lee County Departments as well as a detailed Financial Review of Lee County Public Schools (LCPS). The first section of the study, the financial review of school operations, aimed at assisting Lee County Public Schools in continuing to succeed and improve in its primary mission, the education of all students. The second part of the study, the performance audit, focused on the organizational, operational, and financial efficiency and effectiveness of Lee County operations from a departmental standpoint. In the end, Evergreen presented findings and recommendations to key stakeholders on containing costs, improving management strategies, and improving the overall efficiency, effectiveness, and productivity of the county and the school district.

The initial phase of the study involved a careful analysis of Lee County Public Schools. Concurrent with the review of school district financial operations, Evergreen conducted phase two of the study; an analysis of county government operations in each department, including public works. Specifically, Evergreen reviewed past reports and existing data sources (policies, organizational charts, financial audits, job descriptions, salary schedules, employee handbook, etc.), conducted interviews, and established a channel for community input to begin the analysis. Next, Evergreen's team benchmarked Lee County operations to operations in peer districts using comparative data and statistical analysis. Pairing the outcome of this analysis with findings from on-site reviews and interviews, Evergreen determined areas where the county could make improvements to existing processes, plans, and procedures.

Personnel Study/Staffing Analysis
Onslow County, North Carolina

Evergreen was rehired by Onslow County to conduct a Personnel Study. Evergreen will complete the following tasks: provide a complete future staffing assessment that aligns with the County's 5-year strategic plan and the County's forecasted population; provide an analysis of the current services including workload, scheduling, training, service levels, etc. and detect any areas for improvement; and conduct site visits, tours, and interviews for each department.

Performance Audit and Financial Review (Included Staffing Analysis)
Davie County, North Carolina

Evergreen Solutions was retained by Davie County to conduct a comprehensive Performance Audit of Davie County Departments as well as a detailed Financial Review of Davie County Public Schools. The first part of the study, the performance audit, focused on the organizational, operational, and financial efficiency and effectiveness of Davie County operations from a departmental standpoint. The second

segment of the study, the financial review of school operations, aimed at assisting Davie County Public Schools in continuing to succeed and improve in its primary mission, the education of all students. In the end, Evergreen presented findings and recommendations to key stakeholders on containing costs, improving management strategies, and improving the overall efficiency, effectiveness, and productivity of the county and the school district.

The initial phase of the study involved a careful analysis of county government operations in each department, including human resources, information technology, public safety, health, social services, solid waste and water, tax, and several other departments. Specifically, Evergreen reviewed past reports and existing data sources, conducted interviews, and established a channel for community input to begin the analysis. Next, Evergreen's team benchmarked Davie County operations to operations in peer districts using comparative data and statistical analysis. Pairing the outcome of this analysis with findings from on-site reviews and interviews, Evergreen determined areas where the county could make improvements to existing processes, plans, and procedures.



Department of Social Services Staffing Study
Rowan County, North Carolina

Evergreen was hired to by the Department of Social Services in Rowan County to conduct a Staffing Study. Evergreen provided staffing study recommendations for the Social Services Department by conducting a thorough assessment of the work processes and workloads of the Department of Social Services and making recommendations to maximize effectiveness and efficiency in meeting organizational outcomes in work process modifications, workloads, organizational structure, chain of command, number and type of positions, and employee training and retention.



Organizational Structure Review (Included Staffing Analysis)
City of Raleigh, North Carolina

Evergreen Solutions was engaged with the City of Raleigh to review the organizational structure of the Transportation Planning service unit. For this review, Evergreen consultants: reviewed the overall organizational structure of the Transportation Planning service unit; met with and gain an understanding of the team members in the service unit; determined whether the current organizational structure best met the needs of the service unit; and made recommendations on how to improve the organizational structure to enhance efficiency and effectiveness.



Organizational/Staffing Study
Town of Clayton, North Carolina

Evergreen Solutions was again retained by the Town of Clayton to conduct an Organizational/Staffing Study of all departments. Evergreen obtained and analyzed reports and background materials pertinent to the study; collected current Key Performance Indicators (KPIs) and other outcome-related data; prepared and submitted summary of findings highlighting strategic needs, major services areas, functional areas, and major programs; collected benchmark data from peers relating to staffing; developed a peer staffing matrix based on KPI and/or outcome measure variation that

included the excepted staffing range by job level; evaluated and assessed the Town's overall organizational structure and staffing levels in each department; and prepared a summary of findings.



Review of Finance Department
Town of Clayton, North Carolina

Evergreen was again hired by the Town of Clayton to perform a review of the Finance Department. Evergreen conducted a Departmental Review of the Finance Department which included workflows, processes and desk audits. Evergreen also interviewed employees, analyzed data collected, conducted a comprehensive gap analysis to compare current practices and processes with industry standards, best practices, and organizational goals.



Utility Billing Process Review and Procedure Development Study and Human Resources Policy Review and Gap Analysis
Town of Clayton, North Carolina

Evergreen was rehired by the Town of Clayton to conduct two projects: a Utility Billing Process Review and Procedure Development, and a Human Resources Policy Review and Gap Analysis. As part of the Utility Billing Process Review and Procedure Development project, Evergreen will document current utility billing operations, including key processes, interactions with Town departments, and customer service practices. The project will evaluate the effectiveness of existing procedures, internal controls, decision-making authority, and public-facing billing communications. Evergreen's consultants will identify operational gaps, risks, inconsistencies, and opportunities for improvement, and will develop practical recommendations, draft procedures, and an implementation-focused roadmap to support enhanced efficiency, accountability, and service delivery. For the Human Resources Policy Review and Gap Analysis, Evergreen will conduct a comprehensive assessment of the Town's HR policies to determine whether they are current, relevant, internally consistent, and aligned with applicable legal requirements and organizational objectives. The review will identify missing, outdated, conflicting, or unclear policy provisions and provide actionable recommendations to strengthen the Town's policy framework. Evergreen's consultants will also outline a practical path forward for policy modernization, ongoing compliance, and long-term policy maintenance.



Management, Organizational Structure, and Efficiency Study (included Staffing Analysis)
Town of Carolina Beach, North Carolina

Evergreen Solutions was engaged with the Town of Carolina Beach to conduct a management, organizational structure, and efficiency study. The objective of this study was to review all Town Departments, current management structure, staffing, and current/future staff workloads and to make recommendations regarding the most effective and efficient management and organizational structure and staffing to meet the service levels expected by elected officials, Town residents, business owners, and visitors. The study was performed in conformance with the following directives:

- review current and past organizational structures and staffing levels;

- review and summarize current services provided and staff workloads for all departments (winter and summer);
- determine what is working well with the Town's organizational structure and staffing levels and determine the areas that may need improvement;
- compare and contrast the Town's organizational structure, services, and staffing levels with other similar sized cities in North Carolina and other industry staffing standards, if available;
- review current and future Town services and workloads to determine the most effective and efficient management and organizational structure to meet the demands and expectations of elected officials, Town residents, business owners, and visitors; review current and future Town tax structure to other towns of similar size and makeup;
- determine a method of assessing the health of the organization's culture, internal relationships, and attitudes toward the workplace. Depending on the outcome of the assessment, determine effective measures to improve those areas that need addressing;
- determine cost saving measures that could be implemented that will allow similar or increased levels of service and that will improve overall efficiency; and
- identify performance measures that may result in assessing the effectiveness of those recommendations that are implemented.



Performance Audit of the Health Department
Yadkin County, North Carolina

The purpose of the Performance Audit was to conduct an objective and systemic examination of the Health Department using a structured and professionally adopted methodology to evaluate overall efficiency, effectiveness, and productivity. The foundation of Evergreen's approach methodology for this study was based on the simple premise of aligning needs with resources in an optimal manner; specifically, alignment of communication, resources, processes, and organizational objectives.

Evergreen's conceptual model for completing such a study was designed with a top down approach. That is, higher level strategic needs such as citizen expectations, community needs, and relative resources are first assessed during the audit. Then, individual service models for specific functional areas are analyzed. Finally, operational components such as organization and management, resources management, and policies and procedures are assessed for inefficiencies. This top down approach is optimal for identifying areas in which the Health Department can become more efficient, effective, and productive.

In the end, Evergreen presented a final report of the findings, commendations, and recommendations to the Yadkin County Board of County Commissioners which will provide specific recommendations and implementation plans to optimize Yadkin Health Department's overall performance.



Efficiency and Effectiveness Study (Included Staffing Analysis)
Land-of-Sky Regional Council, North Carolina

Evergreen Solutions was hired by the Land-of-Sky Regional Council in North Carolina to conduct an Efficiency and Effectiveness Study. The foundation of Evergreen's approach to conducting this study centered on the simple premise of aligning needs with resources in an optimal manner. Strategic needs were the main driving force for the Council in examining its direction and alignment. Strategic needs included the expectations of citizens, the needs of the community, and the relative resources available to the Council. Therefore, in conducting the performance audit, Evergreen's consultants:

- assessed the organizational effectiveness and operational performance levels of the Regional Council;
- assisted the Regional Council in continuing accomplishments through a steadfast commitment to efficient and effective support operations;
- identified, initiated, and institutionalized best practices, which could be identified from other government or private industry providers of similar service or functions, throughout the Regional Council;
- identified potential savings associated with implementing best practices;
- identified costs to implement recommendations; and
- develop an implementation plan to realize quickly the maximum benefits.

In the end, Evergreen developed findings, commendations, and recommendations for containing costs and improving management strategies that led to better and more efficient expenditures of funds.



Study of Structure and Organization of the State Board of Education, State Superintendent of Instruction, and Department of Public Instruction
North Carolina General Assembly

Evergreen Solutions was on contract with the Program Evaluation Division of the General Assembly, as part of the Appropriations Act of 2008, to conduct a Policy Analysis of Education Governance in North Carolina. This analysis includes a review of the State Board of Education, the State Superintendent of Education, and the Department of Public Instruction.

The study included, but was not be limited to: roles of agencies and individuals; analysis of governance structure; oversight and accountability; peer state education agency size and output comparison; analysis of Department of Public Instruction organization problems; analysis of Department of Public Instruction accountability and quality; and best practices of similar organizations. The study concluded with a comprehensive report and implementation plan, multiple presentations to the General Assembly, and draft legislation.



Operations Audit of the Burke County School System
Burke County Board of County Commissioners, North Carolina

The Burke County Commissioners hired Evergreen Solutions to complete an operations audit of the Burke County School System. This review included a detail analysis of all of the school system's financial management functions, including accounts payable, payroll, internal allocation of resources, internal controls, impact of federal and state reporting requirements, use of grant funds and procurement. The project also included a review of the other operations in the Burke County School System, including facilities, human resources, organization and management, technology, safety, food service, and transportation.



Finance and Facilities Audits of the Wayne County School System
Wayne County Board of County Commissioners, North Carolina

Evergreen Solutions was on contract to conduct a Facilities Review and Finance Audit of the Wayne County School System. The study examined all aspects of finance, including but not limited to budgeting, payroll, purchasing, asset and risk management, accounts payable, and internal and external auditing. The facilities review analyzed the proposed facilities plan as well as the condition of school system facilities, building maintenance, energy management, and construction and renovation projects.



Financial Audit of the Duplin County School System
Duplin County Board of County Commissioners, North Carolina

The Duplin County Board of County Commissioners contracted with Evergreen Solutions to complete a financial audit of the Duplin County School System. This review included a detailed analysis of all of the school system's financial management functions, including payroll, internal allocation of resources, internal controls, impact of federal and state reporting requirements, discretionary spending, use of technology to support financial functions, use of grant funds, procurement, and travel expenditures. The project also included a review of the system's other operations, including and facilities, human resources, organization and management, food service, and transportation.



Financial Audit of the Beaufort County School System
Beaufort County Board of County Commissioners, North Carolina

The Beaufort County Commissioners contracted with Evergreen Solutions to complete a Financial Audit of the Beaufort County School System. This review included a detailed analysis of all of the school system's financial management functions, including: travel expenditures; payroll system; internal allocation of resources; internal controls; impact of federal and state reporting requirements; discretionary spending; use of technology to support financial functions; use of grant funds; procurement; education foundation.

The project also included a review of other operations, including:

- Facilities Maintenance and Use of Capital Funds
- Human Resources
- District and School Organization and Management
- Technology
- Food Service
- Transportation

Finance, Transportation, Food Service, and Human Resource Audit
Alamance-Burlington School System, North Carolina

Evergreen Solutions contracted with the Alamance-Burlington School System (ABSS) to conduct a comprehensive review of the Financial Division, including:

- Financial Management
- Financial Performance
- Planning and Budgeting
- Internal and External Auditing
- Asset and Risk Management
- Purchasing, Contracting, and Warehousing.

Evergreen Solutions completed a second review with ABSS in the areas of human resources, transportations, food services.



Performance Audit of Nash-Rocky Mount Schools
Nash County Board of County Commissioners, North Carolina

Evergreen was engaged with Nash County Board of Commissioners to conduct a Performance Audit to study and evaluate the extent to which Nash-Rocky Mount Schools (NRMS) was staffed and how it functioned within the system's budget constraints in order to perform effectively and efficiently. To accomplish this, Evergreen's consultants:

- compared the NRMS organizational structure to comparably-sized, high-performing, selected districts for benchmarking with a three-year history;
- compared NRMS to other selected school districts with regard to performance for students by gender and by ethnicity;
- evaluated the NRMS organizational structure (all positions other than classroom teachers as defined by DPI) in light of its cost efficiency and effectiveness in its delivery of services;
- evaluated the NRMS administrative and School Board travel and training expenses for efficiency, effectiveness and benefit to the school system;
- identified redundancies, including those related to "contracted services" and "workshops", and ways to streamline the organization, effect savings and to assure effective operations and support to schools;
- evaluated all local dollars appropriated comparing budget presented to county commissioners versus actual expenditures for the past fiscal year;
- compared how many local classroom teachers were being allocated versus five, ten, etc, years ago versus how much local money was being used for administrators now versus years ago;
- reviewed and evaluated all local, state and federal dollars (including grants) for maximum impact on classrooms;

- provided benchmarking and analysis of NRMS total expenditures and individual school level cost reporting to include total cost and per pupil cost;
- documented any instances of non-compliance with laws and regulations, fraud and/or illegal acts in the operation; and
- provided information on laws or polices related to the process for budget transfers.

In the end, Evergreen provided recommendations on ways to improve the utilization of resources and, therefore, improve efficiency in NRMS.



Performance Audit
TMSA Public Charter Schools, North Carolina

Evergreen was hired by TMSA Public Charter Schools to conduct a Performance Audit. Evergreen performed the following tasks: assessed TMSA's alignment with best practices in governance, instruction, finance, HR, safety, and operations; identified strengths, weaknesses, risks, and compliance gaps; benchmarked against peer and high-performing charter school networks; and delivered actionable recommendations to guide strategic planning and continuous improvement for TMSA.



Classification and Compensation Study and Staffing Study
City of Clemson, South Carolina

Evergreen Solutions was retained by the City of Clemson to conduct a Classification and Compensation Study and Staffing Study. Evergreen reviewed the existing classification and compensation plan to ensure that all positions within the City were internally equitable and externally competitive. The objective was to have a creditable Classification and Compensation Plan that ensured positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities are classified together; provided salaries commensurate with assigned duties and provides recognizable compensational growth, provided justifiable pay differential between individual classes and maintains currency with relevant labor markets. The end product of the study included recommendations for the following: a classification schedule, job descriptions, a wage comparison with comparable cities/towns and a compensation plan.

The **Staffing Study** documented and reviewed existing operations of the City through a collection of Key Performance Indicators (KPIs) and other outcome-related data. Evergreen developed and collected the staffing and outcome survey and analyzed peer data to determine the relevant staffing range for each department/function, service, and level. Evergreen reviewed the results collected and developed recommendations that identified all gaps between the current and desired staffing by level and functional area of the City.



Organizational Assessment of the Human Resources Department
York County, South Carolina

Evergreen Solutions was engaged with York County to conduct an Operational Assessment of the County's Human Resource Function. Evergreen's consultants conducted a comprehensive review on the operational effectiveness and the identification of process improvements and other methods of optimizing service to the County in the areas of employee relations; HR compliance review; employee recruitment; .and training and organizational development.

Evergreen further evaluated the Human Resources Department for effectiveness including, but not limited to: staffing of operations and providing recommendations for staffing levels and patterns to aid in efficiency, cost-effectiveness, and service; use of technology and management information systems; and process improvements and workflows for HR related communications and decision making.



Staffing Study
City of Powder Springs, Georgia

Evergreen was hired by the City of Powder Springs to conduct a City-wide Staffing Study. Evergreen's consultants performed the following tasks:

- conducted project kickoff meetings;
- collected relevant City data;
- conducted staff and leadership interviews to assess existing operations;
- conducted, documented and reviewed existing operations including workflow and workload analysis;
- developed and collected peer staffing and outcomes survey;
- conducted workload and key performance indicator (KPI) analyses; and
- reported results and provide recommendations including staffing/organizational re-design.



Staffing Analysis
City of Fayetteville, Georgia

Evergreen Solutions was retained by the City of Fayetteville to conduct a Staffing Study of the following departments and to provide recommendations for the appropriate number of staff for the Finance, Community Development, Economic Development and Public Works/Water Department as compared to peer organizations.



Staffing Study
City of Naples, Florida

Evergreen Solutions was retained by the City of Naples to conduct a Staffing Study in order to determine the efficiency and effectiveness of the Public Works Department – Utilities. The study reviewed current operations within the Public Works Department, collected staffing data from peer organizations, analyzed relative outcomes, and offered recommendations regarding staffing allocations for planning considerations in order to meet foreseeable emergent requirements. By employing this process, the City sought to ensure that staffing aligned with peer practices; identified functional areas that needed more or less staff resources; identified organizational gaps and/or structural deficiencies; and established a baseline for future staffing purposes.



Performance Audit (Included a Staffing Analysis)
City of Pensacola, Florida

Evergreen Solutions was engaged with the City of Pensacola to conduct an Efficiency Study of the Clerk's Office. Evergreen performed the following tasks: met with the City Clerk and the Assistant City Clerk; examined statutory guidelines; documented major processes; determined common and best practices among a subset of peers; and developed and presented findings and recommendations.



Staffing Study
City of Pensacola, Florida

Evergreen Solutions was again retained by the City of Pensacola to conduct a Staffing Study. Evergreen's consultants surveyed key staff and stakeholders to validate strategic needs and service areas, clarified duties and responsibilities, documented current functional areas, summarized major programs, answered specific questions regarding departmental organization and operations of the City to assure a valid understanding of the City; assigned functional areas and major programs to the specific strategic needs and service areas and weighted the allocated resources. Evergreen further identified jobs by level that fell outside of the estimated staffing thresholds; developed staffing model based on current strategic needs and peer thresholds; prepared summary of findings to the HR team; and identified areas needing improvement.



Human Resource Audit (Included a Staffing Study)
City of Cape Coral, Florida

Evergreen Solutions was hired by the City of Cape Coral to conduct an audit of the City's human resource function. The City Auditor worked closely with Evergreen Solutions' staff to create tools for data collection, set benchmarks for comparison, and determine recommendations for improving overall efficiency and effectiveness, including customer service. The study resulted in recommendations in staffing, processes, operations, and overall performance.

Staffing Study
City of Fort Myers, Florida

Evergreen Solutions was engaged with the City of Fort Myers to conduct a Staffing Study of the Police Department. Evergreen performed the following tasks: developed a project plan summarizing tasks, milestones, and deliverables; conducted five interviews and four focus groups with various department stakeholders; reviewed current pay distribution of all ranks and identified pay challenges (i.e. compression, high volume of employees maxed out, etc.); analyzed current turnover trends by rank or level; explored development of additional ranks in the career structure to align with peers and best practices; amended and updated current career development plan (CDP), including what would be needed for promotion, and the pay increases of promotion; provided recommendations on patrol shift make-up to align with recommended rank structure changes; and created a new compensation plan to align with recommended CDP, including one step approach and one alternative approach (hybrid or open).

Compensation and Classification Study and Staffing Analysis
City of Dayton Beach Shores, Florida

Evergreen Solutions was retained by the City of Daytona Beach Shores to conduct a Compensation and Classification Study that included a **staffing analysis** and the development of a Performance Appraisal System. Evergreen's consultants assessed the conditions within the City's current compensation and classification systems and provided a summary. The Job Assessment Tool (JAT) and Management Issues Tool (MIT) was used to build a projected classification plan and develop preliminary recommendations. Evergreen prepared and conducted a customized market salary survey and provided an external assessment summary, as well as a staffing analysis. Comparison data from a representative group of comparable targets were included in the analysis. A final report was developed, outlining the methodology and results of the study, including all market research and recommendations. Recommendations were also developed for future Compensation Administration and updating and creating new job descriptions.

IT Organizational Design Study (Included Staffing Study)
Manatee County, Florida

Evergreen was hired by Manatee County to conduct an IT Organizational Design Study. The results of the study provided answers to the following questions: Should IT services be more centralized or decentralized? What is the optimal process allocation from an organizational design standpoint? And What is the best structure to increase efficiency and effectiveness? **Note:** Evergreen was previously hired by the County in 2024 to conduct a Staffing and Headcount Study for the IT Department and a Compensation Study in 2023.

Staffing Study
Leon County Sheriff's Office, Florida

Evergreen Solutions was engaged with the Leon County Sheriff's Office to conduct a Staffing Study. Evergreen performed the following: collected current Key Performance Indicators (KPIs) and other outcome-related data; developed and issued a benchmarking survey to collect level, staffing, and KPI results from relevant peer organizations; developed a peer staffing matrix based on KPI and/or outcome measure variation that included the excepted staffing range by job level; utilized comparison data from benchmark survey peers in the peer staffing matrix to assess organizational structure and staffing levels; identified jobs by level that fell outside of the estimated staffing thresholds; developed staffing model based on current strategic needs, comparison of KPI results, and peer thresholds; provided recommended staffing levels for future years, using data from County on population growth projections; provided recommendations for future staffing needs of the LCSO; created a matrix that identified all gaps between the current and desired staffing by level and functional area of the LCSO; estimated the overall resource and cost savings for each change or gap based on the current and proposed staffing model; and submitted a final report that summarized results and links recommendations and outcomes from the study.

Organizational Structure Study of Payment Processing Center
Tax Collector of Palm Beach County, Florida

Evergreen Solutions was engaged with the Palm Beach County Tax Collector's Office to conduct an Organizational Structure Study of the Payment Processing and Batch Processing Centers. For the Organizational Structure Study, Evergreen's consultants collected pertinent data on current operations and structure; interviewed the two managers and the director; collected process flow and outcome data; identified best practices in payment processing; generated and discussed findings; and provided recommendations for improved efficiency and effectiveness.

Organization Structure Review of the Excellence Department
Tax Collector of Palm Beach County, Florida

Evergreen Solutions was retained by the Tax Collector of Palm Beach County to conduct an Organization Structure Review of the Excellence Department. Evergreen 's consultants collected pertinent data on current operations and structure; interviewed the director and staff in the Department; collected service and outcome data; identified best practices in process improvement operations; generated and discussed findings; and provided recommendations for improved efficiency and effectiveness.

Comprehensive Compensation Study and Staffing Study
City of Troy, Missouri

Evergreen Solutions was engaged with the City of Troy to conduct a Comprehensive Compensation Study. Evergreen performed the following tasks:

- identified criteria that was used in selecting comparable entities. For example, entities with similar population, similar geography, a similar mix of residential and commercial properties, and similar work force;
- identified the process to normalize the data to adjust for differences in city population, size, or other differences from Troy;
- developed pay/productivity ratios for each City department that demonstrated how much salary was paid on average by each city for certain levels of service;
- performed a job analysis for each position and conducted interviews with employees;
- reviewed all job descriptions and created updated descriptions as needed;
- **performed an organization-wide operational efficiency study and identified staffing levels of all departments that deviated significantly from that of comparable entities.**
- performed a market salary survey to determine competitive salary levels for all positions;
- performed survey of market to compare the type of fringe benefits provided to comparable entity employees that included, but were not limited to, health insurance, dental, vision, life, vacation, sick leave, annual holidays, education reimbursement, training and work hours;
- updated the present salary schedule; and
- recommended compensation policy regarding salary caps.



Compensation Study and Staff Review
City of Fulton, Missouri

Evergreen Solutions was retained by the City of Fulton to conduct a Compensation Study and Staff Review that also included a comparison of benefit offerings in the market. Evergreen evaluated employee compensation and **right-size staffing** in terms of comparability and competitiveness, both from an internal equity and market perspective for similar municipalities and positions in the region. Evergreen also conducted a gender/race equal-pay analysis and provided recommended pay structures.



Comprehensive Human Resources Operations and Process Review Assessment (Included Staffing Analysis)
Nebraska Department of Health and Human Services

Evergreen Solutions was retained by the State of Nebraska Department of Health and Human Services (DHHS) to assist with reviewing its internal human resource function through a strategic planning process. The seven-month process included four phases. Each phase was designed to

meet the state's objectives of implementing an efficient and effective human resource operation. Phase one, Project Initiation, included the finalization of the work plan and collection of data.

During Phase two, Environmental Scanning and Stakeholder Involvement, Evergreen Solutions' consultants assessed customer satisfaction, analyzed and evaluated different business processes, conducted interviews, and identified organizational obstacles or barriers to service delivery. The third phase, Development of Department Structure and Service Delivery Strategy, included tasks to meet the state's objectives to identify opportunities and strategies for improving the service delivery process, as well as to identify processes that can be streamlined, and conduct a cost-benefit analysis of services. Finally, in Phase four, Development of Department Structure and Service Delivery Strategy, our consulting team created an overall implementation plan and delivered recommendations for the functional and process transitions.



Organizational Design Study
Rock Island County, Illinois

Evergreen was hired by Rock Island County to conduct an Organizational Design Study of the Finance Department. Evergreen performed the following high level tasks: analyzed the business needs of the County and identified the rationale for creating a new finance department; set clear, measurable goals for the new department aligned with organizational objectives; conducted a Situational Analysis: assessed existing capabilities, gaps, and potential challenges within the County; developed a department structure: designed the department hierarchy, identified key roles, and assigned responsibilities to include benchmarks and best practices; created a staffing plan; determined hiring needs and developed recruitment strategies; outlined operational processes by defining major workflows, procedures, and standards within the department; allocated resources by estimating operational budgets for the department, technology, and support staff to the new department; developed an implementation plan with a phased approach; established a communication strategy on how to inform stakeholders about the new department and its goals; and monitored and evaluated performance by setting up metrics to track progress and make adjustments as needed.



Departmental Job Analysis, Classification and Efficiency Study (Included Staffing Analysis)
Town of Colchester, Vermont

Evergreen Solutions was retained by the Town of Colchester to assist with an efficiency and effectiveness review of Town operations. The study included a multi-disciplinary approach to gaining input from employees, managers, elected officials, and citizens. Data was collected through employee focus groups, employee and manager surveys, manager interviews, community survey, employee job analysis, benchmark analysis, and process review sessions. An overall operational model was created to summarize Town operations that linked employee tasks, major functional activities, key business processes, and services or programs together for all levels of the organization and analyzed the value, performance and resources for each element. The results of the model were compared to current and potential outcomes through gap analysis and a series of recommendations were created to address the current and future needs of the Town. Each recommendation was coupled with specific actions plans, timelines, resource outcomes, and assignment of duties. In addition, the current classification structure was updated to ensure that the documented division of work matched organizational reality.

Operations Review/Efficiency Study
City of Norwalk/Norwalk Public Schools, Connecticut

Evergreen Solutions was engaged with the City of Norwalk to conduct an Operations Review/Efficiency Study of the City and the school district. The primary purpose of the study was to identify and coordinate with the City to implement specific strategies to improve the efficiency of City government and K-12 public school operations in order to improve the value of government and educational services delivered to the community. The Departments within the City's scope, include: Information Technology; Community Services (i.e., Health Department, Human Services, Early Childhood, Youth Services, Human Relations and Fair Rent, and Library); Corporation Counsel; Finance (i.e., Comptroller, Management and Budgets, Purchasing, Tax Assessor, and Tax Collector); Economic and Community Development (i.e., Business Development and Tourism, Code Enforcement, Planning and Zoning, and Transportation, Mobility and Parking); Fire (Emergency Management); HR and Personnel; Operations and Public Works (i.e., Building Management, Engineering, Highways, and Recreation and Parks); Police; and Town Clerk. Some of the Departments within Norwalk Public Schools in the scope includes: Facilities; Finance; Grants; Health Services; Human Resources; Information Technology; Operations; Maintenance; Purchasing; Recruiting/Talent Acquisitions; and Transportation.

Evergreen's consultants performed the Efficiency Study in two parts for both the City and Norwalk Public Schools. In Part 1, Evergreen's consultants researched and analyzed the current performance by identifying areas where there was a high potential to improve efficiencies within the scope of the project, measuring and mapping the current state of the identified area; and analyzing the current state to determine the likely causes of inefficiencies. In Part 2, Evergreen's consultant identified the obstacle(s) to implement the recommendations; developed countermeasures to address the causes of inefficiencies; and designed the future state of the workflows with integrated countermeasures.



Time Use Study and Classification and Compensation Study
Harford County, Maryland

Evergreen was hired by Harford County to conduct a Time Use Study as well as a Classification and Compensation Study for the County's 1,200 full-time employees. The purpose of this study is to address changes in the County's operations and staffing. The objectives of this study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries matching with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic area proposed by the consultant with consideration from the County; **evaluate how employees allocate their time during working hours and identify where time may be wasted, underutilized, or where productivity can be enhanced; and implement strategies to improve efficiency, streamline processes, optimize productivity.**



Staffing Study
Hood County, Texas

Evergreen was retained by Hood County to conduct a staffing study of all departments. Evergreen performed the following tasks: held study kickoff meeting with the County's Project Manager and integral stakeholders to review study scope, milestones, and data required; collected relevant information (or update as needed) related to Hood County, department, and staff; conducted

department director interviews to understand areas of responsibility/provided services and staffing needs/shortfalls; reviewed JAT responses from included departmental staff; developed staffing benchmark survey; selected benchmark organizations for comparison; collected and analyzed staffing benchmark survey data; determined the appropriate staffing level by department or functional area; assembled findings and recommendations for review by the County; and prepared and provided draft and final reports.



Staffing Study
City of Pflugerville, Texas

Evergreen Solutions was again engaged with the City of Pflugerville to conduct a staffing study across all departments. Evergreen's consultants performed the following tasks:

- held a kickoff meeting with the City's Project Manager and integral stakeholders to review study scope, milestones, and data required;
- collected relevant information related to the City, department, and staff;
- conducted department director interviews to understand areas of responsibility/provided services and staffing needs/shortfalls;
- reviewed JAT responses from included departmental staff;
- developed staffing benchmark survey;
- selected benchmark organizations for comparison;
- collected and analyzed staffing benchmark survey data;
- determined the appropriate staffing level by department or functional area; and
- prepared findings and recommendations for review by the City's Project Manager.



Human Resources Audit (Included Staffing Analysis)
City of Sunset Valley, Texas

Evergreen Solutions was hired by the City of Sunset Valley to assist with a City-wide Compensation and Classification Study, as well as development of a Performance Evaluation System. The study also included a Human Resources Audit and recommendations to strategically align the processes, procedures, **staffing,** and organization of human resources functions. All employees and classifications in the City were included in the study. As part of the study, the Evergreen Solutions team conducted interviews and focus groups with all City employees. Evergreen consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive compensation plan.

Staffing Study
City of Lakeway, Texas

The City of Lakeway was hired Evergreen Solutions to conduct a Staffing Study, as an extension to their Compensation and Classification Study being conducted by Evergreen Solutions' consultants, to resurvey Police Departments that were a part of the original study to determine additional information about their overtime policies, and precisely the manner in which these departments schedule sworn officers and dispatchers. **Note:** Evergreen also conducted a Classification and Compensation Study for the City.



Comprehensive Classification and Compensation Study
(Included a Staffing Study)
City of Odessa, Texas

Evergreen Solutions was retained by the City of Odessa to conduct a Comprehensive Classification and Compensation Study. Evergreen's consultants reviewed the current classification structure and proposed retention, redesign, or replacement and reviewed all current compensation plans including non-salary/wage remuneration and non-cash components (benefits and perquisites) to develop an understanding of the organization's total compensation structure. Evergreen further performed the following tasks:

- **reviewed current staffing levels for both public safety and non-public safety departments,** with regard to identified objective criteria and provided recommendations for consolidation or division of current departments, staff level changes, justifications for resulting staffing levels in each 10 department, and methodology for changing future staffing levels.

- delivered and designed implementation methodology and timelines for a competency-based system for applicable jobs which could be integrated into the classification and compensation deliverables;

- designed and delivered a performance evaluation system that could be used to drive the recommended classification and compensation career progression models.

- designed and delivered a permanently licensed, software-based succession planning system which included components to identify positions to be monitored, evaluate personnel readiness, and manage organization-wide succession gaps and opportunities.



Classification and Compensation Study and Staffing Analysis
City of Harlingen, Texas

Evergreen Solutions was retained by the City of Harlingen to conduct a Classification and Compensation Study and a **Staffing Analysis**. Evergreen's consultants performed the following tasks:

- conducted a comprehensive evaluation of every job class within the City to establish appropriate classification and pay grade assignments as well as pay ranges and step progressions within the ranges;

- conducted a compensation survey of the market including comparable Texas municipalities, and, appropriate private sector competitive employers;
- prepared a new salary structure based on the results of the survey and best practice research;
- analyzed and recommended changes to the present compensation structure to meet market analysis;
- reviewed current compensation plan (salary grade levels and steps) to better understand current challenges in recruiting and retaining employees;
- recommended and identified a consistent and competitive market position that the City could strive to maintain;
- recommended appropriate salary range for each position based on the proposed classification plan, the compensation survey results, internal equity and external parity;
- reviewed staffing levels in all departments and made recommendations;
- prepared a new salary structure based on the results of the survey and best practices;
- recommended implementation strategies including calculating the cost of implementing the plan;
- identified any extreme current individual or group compensation inequities and provided a recommended corrective action plan and process to remedy these situations;
- recommended and provided implementation strategies related to other key compensation practices, based on market demands; and
- presented findings and recommendations to City Administration as well as the Harlingen City Commission at a regularly scheduled commission meeting.



Workforce Analysis (Organizational Design Services)
City of Albuquerque, New Mexico

A comprehensive workforce analysis was conducted for the City of Albuquerque across all departments. This included identifying staffing levels within each department and comparing them to peer organizations. Staffing by job family was analyzed, and comparisons were made between the City's key performance indicators (KPIs) and those of its peers. Staffing recommendations were standardized by job family based on these KPIs, providing insights into the optimal staffing levels needed across the City. The following departments were included in this review: Chief Administrative Office; Office of the City Clerk; City Support; Council Services; Community Safety Department; Cultural Services; Environmental Health; Finance Admin Services; Legal; Mayor's Office; Municipal Development; Police; Planning; and Parks and Recreation.

A more detailed analysis examining efficiency and effectiveness of operations was performed for 16 out of the 28 departments within the City. Building upon the initial analysis, this study assessed

staffing levels and KPI comparisons while also identifying critical jobs within these departments that require further attention. Recommendations were made for improving workforce effectiveness, with a focus on critical roles to ensure future operational success. The departments included in the more detailed analysis that examined efficiency included: Aviation; Animal Welfare; Civilian Police OS; Economic Development; Youth and Family Services; Housing, Health and Homeless; Fire; General Services; Human Resources; Internal Audit; Office of Inspector General; Senior Affairs; Solid Waste; Technology and Innovation; and Transit.



Organizational Structure and Staffing Analysis
Calaveras County, California

Evergreen was hired by Calaveras County to conduct an Organizational Structure and Staffing Analysis of the Health and Human Services Agency. Evergreen determined whether the department had adequate staffing to perform its mandated requirements.



Classification and Compensation Study and Organizational Review
City of Yucaipa, California

Evergreen Solutions was retained by the City of Yucaipa to conduct a Classification and Compensation Study and Organizational Review of all departments. Evergreen reviewed current class specifications and ensured they were in line with current changes and requirements in the law, identified class specifications that needed to be updated to reflect current job duties and requirements of the position, and included physical requirements and essential job functions to comply with the Americans with Disabilities Act (ADA). **In addition, Evergreen reviewed the City's current organizational structure and provided recommendations to ensure it was operating efficiently and effectively.**



Organizational and Operational Review / Classification and Compensation Study
City of Beaumont, California

Evergreen was hired by City of Beaumont to conduct a Classification and Compensation Study and an Organizational and Operational Review. The objectives of the study are to: ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; and provide justifiable pay differential between individual job classes.

Evergreen will also conduct an examination of the City's organizational structure and functions; review of the existing organizational structure and identification of gaps designs, and staffing levels; and propose options for a new organizational structure and recommendations regarding staffing levels, workload and span of control. **Note:** This project is nearing completion.



Comprehensive Management and Efficiency Review (Included Staffing Analysis)
City of Fountain, Colorado

As part of an ongoing effort to improve the efficiency and effectiveness of its operations and management, the City of Fountain, Colorado, a growing city near Colorado Springs, hired Evergreen Solutions to conduct a comprehensive management and performance review of its operations.

In Phase I, Evergreen Solutions consultants conducted a thorough diagnostic review of the Fountain's structure, management, and organizational issues. Chief among those was the tremendous growth the city has experienced since the late '90s, and which is projected to continue. This growth has led to a strain on limited resources within the city and a need to identify strategic priorities for the future.

In Phase II of the study, the Evergreen Solutions team conducted an in-depth analysis of the city's overall organizational structure, financial operations, human resources management, public safety operations, public works, and utilities management. The overriding goal of the study was to assist the city in determining where resources needed to be directed to accomplish its goals, where resources were being utilized inefficiently, and the best approach to realign resources to sustain positive community development.

In 2008, the City of Fountain again engaged Evergreen Solutions to facilitate the development of the City's comprehensive strategic plan. In the context of the plan development, the following major tasks will be completed over a six-month period:

- Conduct Internal, External, and Market Analysis;
- Develop City Mission, Vision, and Strategic Priorities;
- Develop City Administrative Goals and Objectives; and
- Develop Budget Linkage Plan.

Evergreen Solutions was responsible for conducting a community-wide outreach program to solicit input, identifying the City's major strengths and weaknesses as well as core values, and developing a comprehensive plan to address five-year goals and objectives to guide the City and its development.

04 FEE PROPOSAL

04 FEE PROPOSAL

Evergreen Solutions, LLC is pleased to present our proposed fee to conduct a Performance Audit of Lee County Government Operations, Systems, and Procedures. We are committed to providing the highest quality consulting services to our client partners for a reasonable cost. Our firm is fortunate that our overhead is minimal and our costs are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed fee to complete all tasks in our detailed work plan in **Section 5** of our proposal is **$149,000.** Our fee is all inclusive, and includes travel cost (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket fees. Our fee includes three separate onsite visits to the County to perform the requested work (i.e., kickoff and initial document/service inventory work; interviews and focus groups; process mapping and validation; and final presentations).

Note: Our fee is based on a blended hourly rate of $200 per hour for all staff assigned to the study.

Our preferred payment schedule is as follows:

- 25% - upon completion of Phase I (Tasks 1, 2, and 3)
- 25% - upon completion of Phase II (Tasks 1, 2, and 3)
- 25% - upon completion of Phase III (Tasks 1, 2, 3, 4, and 5)
- 25% - upon completion of Phase III (Tasks 1, 2, and 3)

Note: All invoices are due within 30 days of receipt or the project may be delayed in moving to the next deliverable identified in the detailed work plan for the project.

We are willing to negotiate the time, scope, and price of the basic tasks, or any other options that Lee County wishes to identify.

05 APPROACH AND PROJECT SCHEDULE

05 APPROACH AND PROJECT SCHEDULE

In this section, we include our understanding of the study; our approach for conducting the Performance Audit of Lee County Government Operations, Systems, and Procedures; a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables in the scope of work/objectives of the Request for Proposal; our proposed project schedule; and a crosswalk of the RFP Requirements to our detailed work plan.

5.1 Understanding of the Engagement

Evergreen understands that Lee County is seeking a consultant to help determine whether the current structure, assignment of work, systems, and allocation of people and dollars still fit a county that has grown past 70,000 residents and is absorbing significant commercial and industrial investment. The RFP is explicit that the purpose is forward-looking: to ensure that long-range planning decisions are data-driven at a moment when personnel costs and inflation are compressing the operating budget against rising service expectations.

This understanding drives three commitments in our approach:

- **Every finding is anchored with evidence.** Recommendations in performance audits fail when they read as opinion. Each finding will be traceable to multiple sources. Potential sources of evidence include a documented condition (organization charts, position descriptions, policy language, transaction data), a quantitative measure (workload ratios, per-capita cost, cycle time, peer comparison), and, where relevant, converging stakeholder input. Where evidence is thin, we will say so and recommend further validation.

- **The analysis is comparative, not just internal.** An internal review can identify internal friction, but it cannot tell the County whether its staffing levels, cost structure, or service model are reasonable. Peer benchmarking against comparable North Carolina counties, and against jurisdictions specifically recognized for best practice in a given function, provides the external reference point the RFP calls for in Objective 3(e).

- **Recommendations are engineered for adoption.** A recommendation that cannot be sequenced, costed, assigned, and tracked is an observation. Every recommendation we deliver carries an owner, an implementation horizon, a resource implication, and a measure of success.

5.2 Approach

The performance audit is built to answer the following four questions in sequence. Each depends on the one before it, and none of them can be answered credibly out of order.

What does Lee County actually do, and what does it cost? No meaningful judgment about efficiency is possible until the organization's work is defined in common terms. Phase I builds a complete inventory of County services with the people and dollars attached to each, alongside a documented picture of how the organization is currently structured, staffed, and governed.

How well is that work functioning, and where does it break down? Phase II gathers evidence from the people who deliver and receive County services, including the County Manager, Commissioners, and department leadership, employee focus groups, and stakeholder interviews, and pairs that input with process mapping that traces how work actually moves across departmental boundaries.

Compared to what? Phase III measures Lee County against comparable North Carolina counties and against jurisdictions recognized for best practice, then tests structure, staffing, policy compliance, technology, and program outcomes against that external reference.

So what should change, who owns it, and how will the County know it worked? Phase IV converts findings into prioritized recommendations, each with an owner, a timeframe, a cost or savings estimate, and a success measure, validated with the department leaders responsible for implementing them before publication, and delivered in a comprehensive report and formal presentation to staff and the Board of Commissioners.

Phase	Question Answered	Principal Output
I – Initiation and Baseline Understanding	What does the County do, with what resources?	Service inventory and resource allocation profile
II – Diagnostic Data Collection	What is working, what is not, and why?	Stakeholder findings and process maps
III – Analysis and Benchmarking	How does performance compare, and what explains the variance?	Benchmarking report and operational assessment
IV – Recommendations and Reporting	What changes, who owns it, and by when?	Final report, implementation roadmap, presentations

Analytical Toolkit

Evergreen leverages not only multiple tools for data collection, but also those most relevant to research questions under consideration.

The toolkit below is deliberately mixed, matching method to question type: documentary and financial analysis to establish current condition, quantitative modeling to test whether staffing and cost are proportionate to demand, comparative analysis to supply an external standard, and structured stakeholder input to explain the causes behind the numbers.

As importantly, the methods check one another. A department that reports being understaffed, shows a workload ratio well above the modeled relationship, and sits above the peer median in caseload per FTE has produced an important finding. The same department reporting the same thing with neither corroborating condition present has produced a hypothesis worth investigating further. We apply each method where its evidence is strongest, and where methods diverge, we report the divergence rather than resolving it silently in favor of the more convenient answer.

Method	Applied to
Service inventory and activity-based resource mapping	Cost and FTE allocation by service line (Methodology 4a)
Span-of-control and organizational layering analysis	Structure, reporting relationships, supervisory ratios
Function–activity matrix	Duplication and overlap within and between departments
Workload driver regression	Staffing levels tested against demand drivers (population, permits, calls for service, case counts)
Peer benchmarking (normalized per capita and per 1,000 residents)	Expenditure, staffing, service level, revenue structure
Importance–performance gap analysis	Employee and stakeholder survey prioritization
Nonparametric significance testing (Mann-Whitney U, Kruskal-Wallis)	Whether perception differences across departments, tenure bands, and levels are real or noise
Cross-functional process mapping (swim lane)	Development review, procurement, hiring, capital delivery, work order flow
Application portfolio and integration assessment	Technology use and systems redundancy
Compliance crosswalk	Policies and procedures against federal law, NC General Statutes, administrative rules, and County ordinances

What Distinguishes Our Approach

Evidence before conclusion. Every finding is traceable to a documented condition, a quantitative measure, and, where relevant, converging stakeholder testimony. Where the evidence is thin, the report says so.

Quantitative where it counts. Staffing is tested against workload drivers rather than asserted against intuition. Survey differences across departments and tenure bands are tested for statistical significance rather than reported as impressions. Peer comparisons are normalized and adjusted for differences in service responsibility.

Candor protected by design. Employee input is collected and reported only in aggregate, with a minimum subgroup size of five and no attributed comments in any deliverable. The protocol is stated to participants in writing at the outset and held to throughout.

Recommendations engineered for adoption. Prioritization by impact and feasibility, validation with implementing departments before publication, and a roadmap that sequences immediate, near-term, and long-term actions against the County's budget calendar.

Built to be used after we leave. The County retains the service inventory workbook, the benchmarking data set and peer contacts, the survey instrument for future re-administration, the process map files, and a recommendation tracking template — so the audit becomes a baseline the County can maintain rather than a document that ages on a shelf.

5.3 Detailed Work Plan

Our work plan is organized into four phases and thirteen tasks producing eight deliverables. Each task below states its objective, its activities, and what it produces.

PHASE I — INITIATION AND BASELINE UNDERSTANDING

TASK 1.0: PROJECT INITIATION AND WORK PLAN CONFIRMATION

TASK GOAL

- Establish shared expectations, governance, and communication protocols so that the engagement begins with agreement on scope, sequence, access, and the definition of success.

TASK ACTIVITIES

1.1 Conduct a kickoff meeting with the County Manager and designated project liaison to confirm objectives, priority areas of concern, political and operational sensitivities, and the standards question described in Section 1.2.

1.2 Finalize the project schedule, milestone dates, onsite visit calendar, and status reporting cadence (we recommend written weekly updates and calls).

1.3 Issue a comprehensive, prioritized data request with clear ownership and due dates.

1.4 Establish a secure data transfer and document repository.

1.5 Draft and issue an internal communication announcing the audit to employees, explaining purpose, participation opportunities, and the confidentiality protocol.

KEY PROJECT MILESTONE

- **Deliverable:** D1 - Confirmed Work Plan, Schedule, Data Request, and Communication Package

TASK 2.0: SERVICE INVENTORY AND RESOURCE ALLOCATION MAPPING

TASK GOAL

- Build a complete, structured inventory of every service Lee County government delivers, at the countywide, departmental, and divisional level, with the personnel and financial resources attached to each, so that all subsequent analysis rests on a common definition of what the County actually does.

TASK ACTIVITIES

2.1 Develop a standard service definition template and service taxonomy (mandated vs. discretionary; direct resident service vs. internal support; regulatory vs. programmatic).

2.2 Work with each department to catalog services, primary customers, statutory or ordinance basis, service volume, and current performance measures where they exist.

2.3 Allocate budgeted expenditures and FTEs to each service using budget, payroll, and ERP data, with departmental validation of allocations.

2.4 Compute unit cost and cost-recovery ratios where fee-supported services allow.

2.5 Flag services that are mandated, services that are discretionary, and services where the County is the sole or duplicate provider in the region.

KEY PROJECT MILESTONE

- Deliverable: D2 — Service Inventory and Resource Allocation Profile (matrix plus narrative, delivered in workbook form so the County can maintain it after the engagement)

TASK 3.0: DOCUMENT, POLICY, AND PRIOR-STUDY REVIEW

TASK GOAL

- Establish the documented condition of the organization (how it is formally structured, governed, and directed), and identify what has already been studied so the audit builds on prior work rather than repeating it.

TASK ACTIVITIES

3.1 Review current organization charts, authorized and filled staffing levels, vacancy and turnover data, and position descriptions with stated competencies.

3.2 Review budget documents, ACFRs, capital improvement plans, fund balance policy, and multi-year financial trends including personnel cost growth relative to revenue growth.

3.3 Review recent reports, studies, audits, and service delivery reviews, cataloging prior recommendations and their implementation status (an unimplemented prior recommendation is itself a finding).

3.4 Compile applicable industry standards and norms by function (e.g., ICMA service level benchmarks, NFPA and ISO criteria for emergency services, ASCE and APWA infrastructure standards, PLA library standards, NACo and NCACC practice guidance).

3.5 Assemble the policy and procedure library for the compliance analysis in Task 3.4.

KEY PROJECT MILESTONE

- Contributes to **D5**; interim briefing memorandum on documented condition and prior-recommendation status.

Phase II — DIAGNOSTIC DATA COLLECTION

TASK 1.0: EMPLOYEE AND LEADERSHIP SURVEY

TASK GOAL

- Obtain structured, statistically analyzable input from the County workforce on service delivery strengths and weaknesses, interdepartmental coordination, barriers to efficiency, and improvement priorities.

TASK ACTIVITIES

1.1 Design a custom instrument covering role clarity, workload and capacity, decision authority, interdepartmental coordination, systems and technology adequacy, policy consistency, communication, and improvement suggestions — including both closed-ended importance/performance item pairs and open-ended response fields.

1.2 Pilot the instrument with a small cross-departmental group and refine.

1.3 Administer online with paper and kiosk alternatives for field and shift-based staff (Public Works, Solid Waste, Sheriff's Office, Parks); coordinate with department heads to protect on-shift participation time.

1.4 Drive response rate through direct communication, reminders, and department-level participation tracking.

1.5 Analyze results using descriptive statistics, importance–performance gap analysis to identify high-importance/low-performance priorities, and nonparametric testing to determine whether differences by department, tenure, and supervisory level are statistically meaningful.

1.6 Code open-ended responses thematically and quantify theme frequency.

KEY PROJECT MILESTONE

- Contributes to **D3**

TASK 2.0: STAKEHOLDER INTERVIEWS AND FOCUS GROUPS

TASK GOAL

- Capture the contextual, causal, and historical explanation behind the quantitative patterns (what is working, what is not, and why) from the full range of parties the RFP identifies.

TASK ACTIVITIES

2.1 Conduct individual interviews with the County Manager, Assistant/Deputy Managers, and all department directors.

2.2 Conduct individual interviews with each member of the Board of Commissioners to capture policy priorities, service concerns, and expectations for the audit's use.

2.3 Conduct leadership team interviews or small-group sessions with division managers and supervisors.

2.4 Conduct employee focus groups by functional cluster (public safety, community services, development services, infrastructure, internal support) with participants selected to include non-supervisory staff.

2.5 Conduct community stakeholder interviews.

2.6 Use a consistent protocol across interview types to permit thematic aggregation, and triangulate every emerging theme against survey and documentary evidence before it becomes a finding.

KEY PROJECT MILESTONE

- **Deliverable: D3 — Stakeholder Engagement Findings Report** (survey results and interview/focus group themes, fully de-identified)

TASK 3.0: CROSS-DEPARTMENTAL PROCESS MAPPING

TASK GOAL

- Document how work actually moves across organizational boundaries, and quantify where handoffs, approvals, and rework consume time and capacity, so that recommendations on duplication, timeliness, and coordination rest on observed process rather than assertion.

TASK ACTIVITIES

3.1 Select four to six high-volume, high-friction, cross-cutting processes in consultation with the County Manager. Typical candidates include development review and permitting through construction; procurement and contracting; recruitment through onboarding; capital project initiation through closeout; work order intake through completion; and citizen inquiry intake through resolution.

3.2 Map each end-to-end in swim lane format, identifying every actor, handoff, approval, decision point, and system touched.

3.3 Quantify cycle time, touch time, wait time, and rework rate using transaction data from permitting, ERP, and work order systems where available; use structured time estimates where system data does not exist.

3.4 Identify non-value-added steps, redundant approvals, duplicate data entry across systems, and points where authority is unclear or fragmented.

KEY PROJECT MILESTONE

- **Deliverable:** Contributes to **D5**; process map set delivered as a standalone appendix.

Phase III — ANALYSIS AND BENCHMARKING

TASK 1.0: — ORGANIZATIONAL STRUCTURE, REPORTING, AND DUPLICATION ANALYSIS

TASK GOAL

- Evaluate whether the County's structure, reporting relationships, and assignment of functions align with its responsibilities, service demands, and strategic objectives, and identify opportunities for clarification, consolidation, or realignment.

TASK ACTIVITIES

1.1 Analyze span of control by supervisor and organizational depth by department; identify spans that are too narrow to justify a supervisory layer and spans too wide to permit effective supervision.

1.2 Build a function–activity matrix listing every significant activity against every organizational unit performing it, exposing duplication, overlap, and orphaned functions.

1.3 Assess alignment between position descriptions, actual assigned duties, and required competencies, flagging positions where documented and actual roles have diverged.

1.4 Evaluate clarity of decision authority and delegation, particularly where multiple departments touch a single service outcome.

1.5 Test structural alternatives against criteria of accountability, service continuity, cost, span rationality, and implementation disruption. Evaluate shared service, interlocal, community partnership, and private-sector delivery opportunities as explicitly directed in Objective 3(d).

KEY PROJECT MILESTONE

- **Deliverable:** Contributes to **D5**

TASK 2.0: STAFFING AND WORKLOAD ANALYSIS

TASK GOAL

- Determine whether staffing levels and deployment are appropriate to current and projected workload, and identify where capacity is constrained, misallocated, or available for redeployment.

TASK ACTIVITIES

2.1 Compile authorized and filled FTE by department and service, with three- to five-year trend, vacancy duration, and turnover rate.

2.2 Identify workload drivers by function and compile volume history (permits issued, inspections performed, calls for service, EMS transports, case counts, program participants, transactions processed, lane miles or facility square footage maintained).

2.3 Model staffing against workload drivers using regression where data volume permits, identifying functions materially above or below the modeled relationship.

2.4 Project workload forward using OSBM and Census population projections and development pipeline data, translating growth into staffing and facility implications for the County's long-range planning.

2.5 Analyze personnel cost growth drivers (compensation adjustments, benefits, overtime, temporary staffing, turnover cost) against revenue growth, as directly relevant to the budget pressure described in the RFP background.

KEY PROJECT MILESTONE

- **Deliverable:** Contributes to **D5**

TASK 3.0: PEER BENCHMARKING AND BEST PRACTICE SCAN

TASK GOAL

- Position Lee County's structure, staffing, cost, and service levels against comparable jurisdictions and against jurisdictions recognized for best practice, providing an external standard for evaluating performance.

TASK ACTIVITIES

3.1 Construct the peer group in consultation with the County, using population, growth rate, tax base composition, urbanization, service portfolio, and governance structure as selection criteria. We anticipate proposing 8–12 North Carolina counties of comparable scale and growth trajectory, supplemented by 3–5 out-of-state or larger in-state jurisdictions selected specifically for recognized excellence in functions of interest.

3.2 Document the peer selection rationale.

3.3 Compile comparative data from published sources (LGC financial data, NCACC survey, Census, ACS, ACFRs, adopted budgets) and supplement with a direct peer survey to obtain organizational structure, staffing, service delivery model, and technology information not available in published form.

3.4 Normalize all comparisons per capita, per 1,000 residents, or per workload unit as appropriate, and adjust for service responsibility differences.

3.5 Analyze expenditure per capita and per service, FTE per 1,000 residents by function, revenue structure and diversification, tax rate and effective tax rate, fund balance position, and available service level indicators.

3.6 Conduct a targeted best-practice scan for functions where Lee County shows meaningful variance, documenting what higher-performing jurisdictions do differently and what conditions their practices require.

KEY PROJECT MILESTONE

- **Deliverable: D4 — Peer Benchmarking and Best Practice Report**

TASK 4.0: POLICY COMPLIANCE, CONSISTENCY, AND FAIRNESS REVIEW

TASK GOAL

- Assess whether County policies and procedures comply with federal law, North Carolina General Statutes, administrative rules, and County ordinances, and whether they are applied consistently and fairly across departments.

TASK ACTIVITIES

4.1 Build a compliance crosswalk mapping County policies against applicable authorities, with particular attention to areas of common local government exposure: personnel and employment practices (FLSA classification, ADA, FMLA, EEO, NC personnel records statutes), public records and open meetings, procurement and contracting thresholds under NC General Statutes Chapter 143, budget and fiscal control under the Local Government Budget and Fiscal Control Act, and function-specific regulatory requirements in human services, environmental health, emergency services, and development regulation.

4.2 Identify policies that are outdated, silent where guidance is needed, internally contradictory, or inconsistent with current practice.

4.3 Test consistency of application by comparing departmental practice against countywide policy in sampled areas (disciplinary actions, leave administration, purchasing approvals, fee waivers, code enforcement discretion), assessing whether similarly situated employees and residents receive similar treatment.

4.4 Document practices that have developed informally outside written policy.

KEY PROJECT MILESTONE

- **Deliverable:** Contributes to **D5**

TASK 5.0: TECHNOLOGY, SYSTEMS, AND PROGRAM OUTCOME EVALUATION

TASK GOAL

- Evaluate how effectively the County uses technology and information to deliver services, and assess whether County programs are achieving their stated goals.

TASK ACTIVITIES

5.1 Inventory the application portfolio by department: system, function, vendor, age, integration status, user count, annual cost, and known limitations.

5.2 Identify integration gaps, duplicate systems performing the same function, manual workarounds bridging systems, and data that is collected but not used.

5.3 Assess resident-facing digital service availability against peer and best-practice standards (online permitting, payments, service requests, records access, self-service).

5.4 Evaluate the County's existing performance measurement framework: what is measured, whether measures are outcome-based or activity-based, whether data is reliable, and whether results inform budget and management decisions.

5.5 For major programs, compare stated goals against documented outcomes and assess the County's success in achieving them; where goals or outcome data do not exist, note the gap and recommend measures.

5.6 Develop a recommended countywide performance measurement framework with a manageable set of outcome indicators tied to service lines from the Task 1.2 inventory.

KEY PROJECT MILESTONE

- **Deliverable: D5 — Organizational, Operational, Compliance, and Systems Assessment** (integrating Tasks 1.3, 2.3, 3.1, 3.2, 3.4, and 3.5)

PHASE IV — RECOMMENDATIONS, REPORTING, AND PRESENTATION

TASK 1.0: RECOMMENDATION DEVELOPMENT, VALIDATION, AND PRIORITIZATION

TASK GOAL

- Convert findings into practical, achievable, and realistic recommendations that County leadership can sequence, resource, and execute — and validate them with the people who will have to implement them before they are published.

TASK ACTIVITIES

1.1 Develop recommendations addressing organizational structure and reporting relationships, position classification and job function, elimination of duplication and overlap, service delivery timeliness and quality, internal and interdepartmental communication, consistency of policy application, technology use, resource allocation, and partnership or alternative delivery opportunities.

1.2 For each recommendation, document: the finding and evidence base; the recommended action; the responsible owner; the implementation horizon (immediate, 0–6 months; near-term, 6–18 months; long-term, 18–36 months); estimated cost or savings with the basis of estimate; dependencies and prerequisites; implementation risk; and the measure by which success will be judged.

1.3 Prioritize using an impact–feasibility framework so the County can distinguish high-value/low-difficulty actions from those requiring sustained investment or Board policy action.

1.4 Conduct validation sessions with affected department directors and the County Manager to test factual accuracy and practical feasibility. This step surfaces implementation obstacles we cannot see from outside and materially improves adoption; it does not surrender editorial independence over findings.

KEY PROJECT MILESTONE

- **Deliverable:** Contributes to **D6/D7**; standalone Implementation Roadmap.

TASK 2.0: DRAFT AND FINAL REPORT

TASK GOAL

- Deliver a complete, comprehensive, defensible report that documents objectives, scope, methodology, findings, conclusions, and recommendations in a form usable by staff, elected officials, and residents.

TASK ACTIVITIES

2.1 Prepare the draft report: executive summary; engagement objectives, scope, and methodology; service inventory and resource profile; stakeholder engagement findings; peer benchmarking results; organizational, staffing, compliance, and systems findings; recommendations; and implementation roadmap, with supporting appendices including process maps, survey instrumentation and full results, peer data tables, and the compliance crosswalk.

2.2 Submit the draft to the County Manager for factual review; receive and adjudicate comments in writing, documenting where we made changes and where we did not and why.

2.3 Incorporate a management response section if the County elects to include one.

2.4 Produce the final report in accessible print and digital formats, with a public-facing summary written in plain language for residents, consistent with the RFP's emphasis on transparency and public understanding.

KEY PROJECT MILESTONE

- **Deliverable: D6 — Draft Performance Audit Report; D7 — Final Performance Audit Report and Implementation Roadmap**

TASK 3.0: PRESENTATIONS AND KNOWLEDGE TRANSFER

TASK GOAL

- Ensure findings and recommendations are understood, owned, and actionable by the audiences responsible for acting on them.

TASK ACTIVITIES

3.1 Present preliminary findings to the County Manager and executive team before the draft report, allowing leadership to absorb difficult findings before they are public.

3.2 Deliver a formal presentation of results to County staff and the Board of Commissioners.

3.3 Deliver a formal public presentation to the Board of Commissioners, designed for an elected and citizen audience — graphically driven, plain-language, focused on decisions rather than methodology, with technical detail available in reserve for questions.

3.4 Transfer working tools to the County: the service inventory workbook, the benchmarking data set with peer contacts, the survey instrument for future re-administration, the process map files, and the recommendation tracking template.

3.5 Offer an optional six-month post-adoption implementation check-in.

KEY PROJECT MILESTONE

- **Deliverable: D8 – Executive, Staff, and Board of Commissioners Presentations, with Transferred Tools**

5.4 Proposed Project Schedule

Evergreen possesses the ability, staff, skills, and tools to conduct the Performance Audit of Lee County Government Operations, Systems, and Procedures in approximately 5.5 months of the project start date and execution of a contract. Our proposed schedule is based on a tentative start date of October 1, 2026, and a completion date of March 15, 2027, which is within the recommended timeline in the RFP.

ID	Deliverable	Source Tasks	Target Month
D1	Confirmed Work Plan, Schedule, Data Request, Communication Package	1.1	1
D2	Service Inventory and Resource Allocation Profile	1.2	2
D3	Stakeholder Engagement Findings Report	2.1, 2.2	2
D4	Peer Benchmarking and Best Practice Report	3.3	3
D5	Organizational, Operational, Compliance, and Systems Assessment	1.3, 2.3, 3.1, 3.2, 3.4, 3.5	4–5
D6	Draft Performance Audit Report	4.1, 4.2	4
D7	Final Performance Audit Report and Implementation Roadmap	4.2	5 – 5.5
D8	Executive, Staff, and Board Presentations; Tool Transfer	4.3	5 – 5.5

Onsite presence: We anticipate four onsite visits (kickoff and initial document/service inventory work; interviews and focus groups; process mapping and validation; and final presentations) with additional virtual working sessions throughout.

5.5 Crosswalk: RFP Requirements to Detailed Work Plan

RFP Reference	Requirement	Addressed In
3(a)	Objective analyses, findings, conclusions, recommendations; accountability and transparency	All tasks; D6/D7
3(b)	Effectiveness, fairness, efficiency of programs, services, administrative functions	1.2, 3.2, 3.4, 3.5
3(c)	Review structure, procedures, systems, resource allocation vs. responsibilities and objectives	1.2, 1.3, 3.1, 3.5

RFP Reference	Requirement	Addressed In
3(d)	Strengths/weaknesses; cost-effective approaches; collaboration, partnerships, private sector	3.1, 3.2, 3.3, 3.5
3(e)	Benchmark against comparable and best-practice jurisdictions	3.3
3(f)	Value-adding measures; consistency in applying laws, policies, codes, regulations	3.4, 4.1
3(g)(i–iv)	Reporting relationships, classifications, job functions; role clarity, duplication, timeliness, communication	2.3, 3.1, 3.2, 4.1
3(h)	Comprehensive report and formal presentation to staff and Board	4.2, 4.3
4(a)	Service inventory with resources allocated	1.2
4(b)(i–iv)	Org charts, staffing, position descriptions, prior studies, industry standards	1.3
4(c)(i–iv)	Structured instruments for employee and stakeholder input; prioritization	2.1
4(d)(i–vi)	Interviews across employees, Manager, Commissioners, directors, community, others	2.2
4(e)	Observations and improvement suggestions via interview and survey	2.1, 2.2
4(f)	Policy and procedure review; compliance with federal, state, administrative, ordinance authority	3.4
4(g)	Program goals, outcomes, and success in achieving them	3.5
4(h)	Consistency and fairness of internal regulation across departments	3.4
4(i)	Compare performance metrics to industry standards and best practices	3.3, 3.5

Request for Proposal #4120-01-27

To Conduct a Performance Audit of Lee County Government Operations, Systems, and Procedures

Date of Issue: July 27, 2026

Proposal Due Date: August 28, 2026, by 2:00 PM EST

Direct all inquiries concerning this RFP to:

Lisa G. Minter, County Manager

Phone: (919) 718-4600 x5513

Email: lminter@leecountync.gov

1) Purpose

The purpose of this Request for Proposal (RFP) is to solicit proposals from interested and experienced firms to perform an independent, objective, and reliable evaluation of whether systems, operations, and programs operate in accordance with existing regulations and community needs while promoting high efficiency and effectiveness.

2) Background

Situated in the "Carolina Core" and positioned between several of North Carolina's major economic centers, Lee County is one of the fastest growing counties in the state, with a population now exceeding 70,000 residents. Recent commercial and industrial investments have strengthened the County's tax base and enabled progress in meeting the needs of a rapidly expanding community. Continued population growth, though, is creating increasing demands for enhanced public safety, improved facilities, expanded programming, and significant investment in the public school system. At the same time, rising personnel costs and general inflation are placing additional strain on the County's operating budget. These pressures challenge the County's commitment to provide the high-quality services residents demand while also maintaining a responsible and sustainable tax rate. As the County looks to future years, a performance audit is desired to ensure long-range planning decisions are data driven.

3) Objectives

The audit should identify where Lee County Government can improve the value it provides to residents and stakeholders and offer clear recommendations to enhance efficiency, transparency, and overall performance. The selected firm is expected to:

a) Conduct a performance evaluation that provides objective analyses, findings, conclusions, and recommendations to improve program performance and operations and strengthen accountability, transparency, and public understanding.

b) Provide a comprehensive assessment of the effectiveness, fairness, and efficiency of County programs, services, and administrative functions.

c) Review the organizational structure, procedures, systems, and resource allocations across County government to evaluate their alignment with assigned responsibilities, service demands, and strategic objectives.

d) Identify strengths and weaknesses related to organizational structure, operational procedures, systems, technology use, and resource allocation to determine the most cost-effective and strategic approaches for meeting current and future needs. Consider opportunities for interdepartmental collaboration, community partnerships, and private-sector engagement.

e) Benchmark County operations against comparable local governments, emphasizing jurisdictions recognized for employing best practices.

f) Recommend measures designed to add value, improve operational performance, and ensure consistency in the application of laws, policies, codes, and regulations across all County departments.

g) Recommend practical, achievable, and realistic adjustments to organizational reporting relationships, position classifications, and job functions that will:

   i) Clarify roles, responsibilities, and authority across the organization.

   ii) Eliminate duplication and overlap within and between departments.

   iii) Improve the timeliness and quality of services delivered to residents.

   iv) Strengthen communication within and across County departments.

h) Present all findings and recommendations in a complete, comprehensive report and deliver a formal presentation of the results to County staff and the Board of Commissioners.

4) Methodology

The consultant shall submit a proposed methodology to achieve the project objectives described above. The methodology should incorporate the following elements:

a) Develop an inventory of services provided by County government as a whole, as well as by individual departments and divisions, and identify the resources allocated to each service.

b) Compile and review relevant background information, including:

   i) Current County organization charts and staffing levels.

   ii) Position descriptions and required competencies, as needed.

   iii) Recent reports, studies, audits, or service delivery reviews.

   iv) Industry standards, norms, and benchmarks relevant to County services.

c) Analyze background information to identify key patterns and trends and develop structured tools (such as questionnaires or surveys) to obtain input from employees and stakeholders, including:

   i) Identification of strengths and weaknesses in service delivery and internal processes.

   ii) Interdepartmental relationships and levels of coordination.

   iii) Suggestions for improving service quality, operational efficiency, and cost-effectiveness.

   iv) Prioritization of recommended improvements.

d) Conduct stakeholder interviews, including:

   i) County employees.

   ii) County Manager.

iii) County Commissioners.

iv) Department directors and leadership teams.

v) Community stakeholders.

vi) Additional stakeholders identified by the County Manager.

e) Gather observations and feedback on current operations and obtain suggestions for improvement through interviews, surveys, or both.

f) Review and analyze County policies and procedures and assess compliance with federal laws, state statutes, administrative rules, and County ordinances.

g) Evaluate program goals and outcomes and assess the County's success in achieving those goals.

h) Review the consistency and fairness of the application of internal regulations across departments.

i) Compare current performance metrics to industry standards and best practices.

5) Proposal

The County will accept proposals only for the project described above. Please note that the terms of this RFP and your response thereto will be incorporated into the terms of the Contract if your organization is successful. Such a proposal shall include the following:

a) Names of the key personnel to be assigned, with resumes outlining qualifications and experience.

b) At least three business references are required. References must include organization name, contact, address, phone number, length of time associated with your organization, and a brief description of the services provided.

c) Indicate and briefly describe your experience with performance auditing.

d) A list of any and all fees and other costs you would charge in connection with this project.

e) A proposed project schedule/payment schedule for the term of the Contract.

f) Your proposal should include any other conditions/requirements for the completion of the project.

6) Selection Process

The submissions will be reviewed by County staff. In soliciting proposals, the County's intent is to have an effective and detailed performance audit completed in time for us to begin considering and potentially implementing its recommendations as part of the FY 2027–28 budget development process in Spring 2027.

Therefore, selection of a firm will be based upon, but not limited to, the following considerations and criteria as it relates to this RFP:

a) Proposer experience and qualifications.

b) Proposed project schedule.

c) Proposed project methodology.

d) Proposed cost(s).

7) Schedule

The table below shows the intended schedule for this RFP. Lee County will make every effort to adhere to this schedule.

Activity	Responsibility	Date and Time
Issue RFP	Lee County	July 27, 2026, 12:00 PM
RFP Submittal Question Deadline	Proposer	August 7, 2026, 12:00 PM
Responses to RFP Questions Provided	Lee County	August 17, 2026, 12:00 PM
Deadline for Proposal Submission	Proposer	August 28, 2026, 2:00 PM
Contract Awarded	Lee County	TBD
Contract Effective Date	Lee County	TBD

8) Proposal Submission

a. Digital submissions are not allowed. Two sealed paper copies of the proposal marked with the designation of "Lee County Government Performance Audit 2026" shall be submitted via mail or in person Lee County Government Finance Department.

b. RFPs shall be signed by an individual or individuals authorized to execute legal documents on behalf of the vendor and shall contain a declaration to the effect that the proposed project team will remain in effect for a minimum of sixty days after the submittal date.

c. RFPs must be received **by 2:00 PM EST on August 28, 2026**. Submit to:

Lee County Finance Office, Attn: Purchasing Agent
115 Chatham St. Suite 301
Sanford, NC 27330

d. RFPs are to be submitted with the following information:

i. Name of Vendor.

ii. Consultant Project Manager's email and phone number.

e. Proposals received after the hour and date specified above will not be considered.

f. All proposals shall be submitted according to the specifications set forth in the RFP. Failure to adhere to these specifications may be cause for rejection.

g. Once submitted, proposals, including the composition of the vendor staff, shall not be changed.

h. If deemed necessary interviews may be scheduled with selected proposers.

i. The County reserves the right to reject any and all proosals and any part of the proposal, to waive formalities and technicalities, and to re-request proposals for this work and services.

j. The RFP shall remain subject to acceptance and not withdrawn for a period of sixty (60) days after the date of the opening of the proposals.

k. The County shall, upon mutually agreeable and acceptable terms and conditions with the successful respondent/consultant, enter into a formal agreement for an agreed upon fee and period of time. The County reserves the right to negotiate terms, including the proposed fee with any selected consultant

l. All requests for clarification for the RFP can be directed to the County Manager, Lisa Minter, at lminter@leecountync.gov.

LEE COUNTY GOVERNMENT - STATUS OF 2012 PERFORMANCE AUDIT RECOMMENDATIONS

Area	Rec. #	Recommendation	Status
Administration and Organizational Leadership	2-1	Invite School Board to hold quarterly meetings with Board of Commissioners	The Board of Commissioners and Board of Education have held multiple joint meetings over the last few years, leading to renewed efforts for increased communication between organizations. The County Manager and Superintendent have been in closer contact in recent years and the Board of Commissioners recently received a detailed update on LCS strategic planning efforts during their 2026 retreat.
Administration and Organizational Leadership	2-2	Implement a plan for holding bi-annual meetings with key community stakeholders	This has not specifically been implemented but the Board of Commissioners and Staff continue to communicate regularly and meet with stakeholders when necessary. An annual interlocal meeting is held each year.
Administration and Organizational Leadership	2-3	Continue to support the County Manager's professional development and continuing education efforts	This continues to be done on an annual basis.
Administration and Organizational Leadership	2-4	Re-create an organizational chart details the organizational structure and reporting relationships within Lee County Government and with outside officials and organizations	This has been completed and continues to be reevaluated each year during the budget process.
Administration and Organizational Leadership	2-5	Develop a comprehensive Lee County Policy Manual with up-to-date and comprehensive policies	This has been implemented.
Administration and Organizational Leadership	2-6	Develop the policy manual as an electronic document, and make it available to County staff on the website	This has been implemented.
Administration and Organizational Leadership	2-7	Develop a plan to provide electronic agenda packets to Commissioners with access to laptop computers	This has been implemented.

Area	Rec. #	Recommendation	Status
Administration and Organizational Leadership	2-8	Emphasize and hold department heads accountable to the procedure and deadline for submitting agenda packet materials	This continue to be a priority of the Clerk with deadlines being enforced more strictly in recent years.
Administration and Organizational Leadership	2-9	Develop a comprehensive five-year strategic plan for the County	The first strategic plan was adopted in 2020 and has since been updated annually. With the aid of consultants from the NCACC, we have been overhauling the plan with updated Board Goals and performance measures. Specific measures were defined during the recent budget process and data collection is currently ongoing. A future performance audit will be helpful in validating or recommending adjustments to the chosen measures.
Administration and Organizational Leadership	2-10	Require legal research and document drafting to be initially done at the department level	Non-attorneys and/or paralegals should not be responsible for conducting legal research and/or preparing any legal documents. Asking a department to conduct this is not practical and not a time-saver. The Legal Department will still have to conduct our own research since non-attorneys are being asked to do this. We also find that if Departments try to do their own agreements/policies/documents, sometimes we spend more time fixing them, as opposed to us preparing them.
Financial Management	3-1	Develop desk procedures for important Finance Department responsibilities, continue to cross-train staff, and formally designate back-up responsibilities for each staff member	Implemented in FY24 and ongoing documentation updates are taking place. We are currently working on cross training new staff and will implement new taskings in FY27- additional cross training schedule will take hold to ensure appropriate coverage is intact regarding operational functions within the Finance Department.
Financial Management	3-2	Modify human resources and payroll systems to provide a partition between the two systems and allow access to only specific employees needing the data to complete their assigned job duties	Currently, there is a separation of duties and only payroll staff (primary and backup) in Finance along with the CFO having access to the payroll system for internal control purposes.
Financial Management	3-3	Review each interlocal agreement and the amount for shared services annually to reflect the cost of providing each service	This process has become a priority recently and will be of larger focus in the upcoming year.

Area	Rec. #	Recommendation	Status
Financial Management	3-4	Change the basis of distributing sales tax collections from the per capita basis to the ad valorem basis, and monitor changing population and tax base trends	This was implemented.
Financial Management	3-5	Assist Lee County Schools with the development of a General Fund balance policy for the district that is coordinated with Lee County	The Board of Education is the policy making body for Lee County Schools and has established their own rules and procedures.
Financial Management	3-6	Submit the County Budget document for review to the Government Finance Officers Association for continued improvement and a possible reward	Due to a lack of staff dedicated to development of the budget document, specifically, this has not been achieved. With the addition of a Budget and Management Analyst in 2023, we have made great strides in updating and adding information to our budget document(s) in and effort to begin submitting them to the GFOA. The GFOA has just recently completely overhauled the budget award program and we are adjusting our efforts to in an effort to achieve the award in 2027.
Financial Management	3-7	Delegate authority to the Finance Director to approve low dollar budget transfer within a department's budget	We are currently having discussions about the possibility of implementing this recommendation.
Financial Management	3-8	Track purchases that do not follow policy, and implement corrective action for employees who do not follow policy	We are closely tracking purchases that do not follow the purchasing policy, but there currently are no specific corrective actions defined for employees who do not follow policy.
Financial Management	3-9	Improve controls over fixed assets by requiring approval from the County Manager before items are deleted from fixed asset inventory records, and assign physical inventory duties to departments who have custody of the assets	We are currently having discussions about the possibility of implementing this recommendation.
Financial Management	3-10	Develop a process that requires the Finance Director to approve bank account reconciliations	We are currently in the process of developing memorandum for this purpose.

Area	Rec. #	Recommendation	Status
Financial Management	3-11	Develop a procedure that requires the Finance Director to approve cash audit forms and updates to the list of departments to be audited after each audit	We are currently in the process of developing memorandum for this purpose.
Human Resources Management	4-1	Maintain the present organizational structure in the HR Department with three full-time human resources professionals and one combined FTE in the quasi-receptionist role	HR acquired 1 employee from DSS and 1 employee from the HD when we consolidated. HR also gained a PT Risk Manager from Admin.
Human Resources Management	4-2	Provide the senior human resources staff additional opportunities for specialized human resources training and professional association membership	HR staff attend training sessions as needed. Memberships to PSHRA Chapter NC & SHRM Memberships for HR Director.
Human Resources Management	4-3	Develop a succession plan to ensure consistency and continuity of the County's vital operations	Succession plan includes recent promotion of HR Analyst to HR Assistant Director. Put a plan in place to cross-train staff and designate back-up responsiblities for each job function.
Human Resources Management	4-4	Develop written internal practices, procedures, and workflow processes, and develop a plan for the annual review and revision of standard operating procedures	HR developed numerous written internal practices and How To Books - updated and revised as needed. Annual Review process was put in place and was revised in 2019. We are currently revising the current process. Once updated we will train staff.
Human Resources Management	4-5	Implement a recruitment and retention plan focused on increasing the recruitment and retention of qualified employees	For the HR Operational Plan - goals are to minimize turnover rate & maintain high levels of new-hire satisfaction. For Retention of employees - internal events for current employees , ongoing training for employees such as Learning Lee and developing Leading Lee and specific training to help with specific departmental needs. Implemented surveys for new employees. For Recruitment - posts jobs online & attend job fairs. Changed longevity to 2 years instead of 5 years. Pay Study in 2023 witih a new updated pay plan. Per Financial policy - conduct market study for new fiscal year budget. Offer competitive benefits for employees.

Area	Rec. #	Recommendation	Status
Human Resources Management	4-6	Create an Employee Handbook with explanations of and references to the most relevant policies and procedures for employees	Our New Employee Orientation provides employees with the most important personnel policies. They are reviewed and distributed to all new hires and all HR personnel policy is posted online.
Technology Management	5-1	Maintain current IT staffing levels until a time at which the computer count increases substantially and the staffing ratio exceeds 100 computers per IT FTE	The IT Department is currently supporting approximately 700 computers with five dedicated positions. One of these positions is solely assigned to Social Services, leaving four positions, IT Director, Assistant Director, Infrastructure Manager, and an Information Systems/Admin Specialist (with 40% of time dedicated to procurement and asset management), to manage all remaining IT operations. Based on workload distribution and responsibilities, the department requires two additional IT staff members to meet the recommended staffing ratio of 100 computers per IT FTE and to sustain service quality and maintain alignment with this goal.
Technology Management	5-2	Update the existing IT planning document to include more project-level planning information	The IT planning framework continues to be updated reflect a more project based model. This structure aligns planning efforts with core departmental support areas, including Help Desk services, Enterprise services (network, cybersecurity, and infrastructure), telecommunications, and application/business process integration. Despite recent years of budget constraints requiring a maintenance focused posture, the planning model now provides a more accurate representation of operational needs and long term strategic priorities.
Technology Management	5-3	Develop a disaster recovery plan to cover critical systems in the event of interruption of service	A comprehensive disaster recovery plan has been completed and integrated into the County's formal business continuity planning. This plan has been reviewed with Emergency Management and ensures coverage for critical systems in the event of service interruption.
Technology Management	5-4	Create a Technology Procedures Manual	Technology procedure manuals continue to be developed and are regularly updated to reflect new systems, processes, and cybersecurity requirements.

Area	Rec. #	Recommendation	Status
Technology Management	5-5	Create an annual report of IT performance data which details the successes and trends in IT operations	The IT Department now provides annual reporting on key performance indicators aligned with service level targets. Metrics include work order completion time, re-open rates, customer satisfaction results, cybersecurity training participation and effectiveness, third party security audit findings, and ongoing security scorecard trends. This data allows for clearer tracking of operational performance and service improvements and feeds back into IT planning documentation.
Technology Management	5-6	Develop a training expectation for County staff	While IT continually seeks innovative ways to deliver training, full achievement of this goal remains limited by the lack of a dedicated training lab with appropriate equipment and space. Staff training currently includes KnowBe4 cybersecurity instruction and periodic self help video modules for priority applications and services. A dedicated training facility would significantly enhance capability in this area.
Technology Management	5-7	Enroll the two project managers for the IT Department in technology-specific project management certification courses	Projected costs for project management certification from Evergreen were substantially lower than actual costs at the time. Combined with ongoing workload demands, this has limited the ability of the IT Director and Assistant Director to pursue certification. To mitigate this, project management services are now incorporated into new technology implementations, ensuring structured oversight without exceeding budget or capacity.
Technology Management	5-8	Expedite the complete transition to VOIP phones for 100 percent of county personnel and locations	The County has successfully transitioned 100% of personnel and locations to VoIP telephones.

Area	Rec. #	Recommendation	Status
Technology Management	5-9	Develop and implement a Preventative Maintenance Checklist as a foundation for a countywide annual maintenance plan for all laptop and desktop computers	The Preventative Maintenance Checklist has evolved to prioritize cybersecurity posture rather than traditional physical device maintenance. Modern cybersecurity threats require continuous patch management, vulnerability assessments, endpoint protection updates, and operating system upgrades, all of which now form the foundation of the County's maintenance strategy. Physical device maintenance is tracked and audited by technical staff upon site visits and work tickets and all computing devices under the IT computer replacement plan are maintained and/or replaced on schedule.
Technology Management	5-10	Begin collecting data which tracks the source and distribution of service requests between the interlocal agencies to determine funding equitability	Data collection continues regarding IT service requests from interlocal and external agencies. Early trends indicate increased support needs in public safety due to rising technology complexity and usage. IT also provides ongoing services for City based telephony support, public Wi-Fi, GIS related coordination, and zoning/planning technology assistance. This data will help evaluate funding equitability and resource allocation in future planning cycles.
Facilities	6-1	Initiate a formal, ongoing process of facilities planning and capital improvements program development	This process is ongoing currently with the CIP now having a true funding model attached to it.
Facilities	6-2	Include a comprehensive energy condition assessment and energy savings strategy in the first Five-Year Facilities Master Plan	This has been implemented.
Facilities	6-3	Investigate the use of Energy Performance Contracting (EPC) as a means of financing a portion of key energy savings projects and programs	There is no record of this being completed. Further investigations are needed on this topic.
Facilities	6-4	Make a resolution of the Main Library facilities needs and energy waste a top priority in the Five-Year Facilities Master Plan	The new Lee County Library was built to help alleviate the County from these identified issues.

Area	Rec. #	Recommendation	Status
Facilities	6-5	Work with County school officials to explore the possibility of establishing a joint-use libraries at Broadway and Greenwood Elementary Schools	The Broadway library branch has been very successful and is open to the public four days a week. The idea for a Greenwood library has not been explored.
Facilities	6-6	Maintain the current staffing levels for housekeepers, maintenance workers, and groundskeepers, and fill the vacant position in Maintenance with a licensed plumber	Staffing levels have increased since this original recommendation due to a significant expansion in facility requirements. With that being said, the FTEs per square foot has been decreasing as the staffing level has not increased proportionately to facility expansion. As for the licensed plumber position, this has not been implemented.
Facilities	6-7	Prepare for an adequate period of smooth transition to replace the current General Services Director upon retirement	This has been completed with a new director in place and having success.
Public Safety	7-1	Update policies and standard operating procedures for public safety	EM: The department maintains policies, procedures and guidelines for administration, response, and the public safety communications system. These documents are reviewed annually and updated as required.

Area	Rec. #	Recommendation	Status
Public Safety	7-2	Determine the full impact of Transport responsibilities	The impact of transport responsibilities has increased significantly. We have addressed this challenge by adding two part-time civilian transport employees specifically assigned to Involuntary Commitment (IVC) transport. These transport officers are responsible for transporting IVC patients to numerous locations across the state, with many trips requiring up to four hours of travel one way. Transport demands within our detention center have also experienced periodic increases. To assist with these responsibilities, we have certified additional daytime administrators who help transport inmates to mandated medical appointments and other judicial facilities for court proceedings. Our designated detention transport officers are also responsible for transporting inmates between detention centers throughout the state. The increasing number of transport-related trips has created challenges not only from a staffing perspective but also for our detention transport fleet and civilian transport vehicles. These vehicles accumulate mileage rapidly, resulting in increased maintenance and repair costs. Ensuring the reliability of our fleet is essential to maintaining the safety of our staff and the individuals we are responsible for transporting.
Public Safety	7-3	Interface 911 Caller telephone number and location to the LCSO Computer Aided Dispatch (CAD) System to improve operational effectiveness	Staff are currently determining why this has not been accomplished. An update should be available in the near future and ideally completing this recommendation.
Public Safety	7-4	Automate location information for 911 calls from mobile phones	Dispatchers receive location of mobile caller in both Lat and Long through the 911 terminal and through a map location using RapidSOS. These locations do not automatically transfer to the CAD.
Public Safety	7-5	Augment staffing options for Telecommunicators as these call takers and dispatchers perform a life critical function for both citizens and public service personnel	Telecommunicators now work a permanent 0600 to 1800 and 1800 to 0600 shift. When fully staff a float position is utilized from 0900 to 2100 hours.

Area	Rec. #	Recommendation	Status
Public Safety	7-6	Consider changing schedules for dispatchers	Shift changes were made in 2024 resulting in the schedule detailed above.
Public Safety	7-7	Integrate phone systems so telecommunicators can use a single headset to answer and process all citizens calls for service	We attempted to accomplish this recommendation during the radio system upgrade. Unfortunately, the counties Yealink phone system cannot provide the necessary output to integrate with the headset.
Public Safety	7-8	Enter into a contract with a language line provider to support the Public Safety Answering Point	We cannot attest to the timeline, but a language line was contracted for the dispatchers. At somepoint this service was terminated and not replaced. Dispatchers do need access to a language service and this resource should be added.
Public Safety	7-9	Immediately reduce the number of non 911 emergency phone calls and merge lines into a single system for the long term	All non-911 calls are handled by the counties phone system and only one non emergency line is used to contact the dispatch center.
Public Safety	7-10	Contact the Southern Software vendor and require this vendor to provide refresher training to PSAP employees on the current version of its system and also provide current user guides and help guides that can be maintained at the workstations	The Communications Supervisor, LCSO Training Coordinator, and Patrol Administration personnel have continued to receive critical updates and training on the latest versions and upgrades of the Southern Software system. This ongoing training helps ensure employees remain proficient with system enhancements and operational improvements.
Public Safety	7-11	Develop an overall Public Safety Technology Master Plan which includes the CAD system	Development of this plan is in progress and triggered by the switch to the VIPER network. A master plan may be a challenge as departments manage their own technology needs. Additionaly, the counties IT department does not support all of the devices required for public safety operations.

Area	Rec. #	Recommendation	Status
Public Safety	7-12	Develop and implement and emergency activation plan	A continuity of operations plan was developed for all county services. The communications center at the courthouse serves as a backup for the Sanford PSAP. However, efforts to coordinate polices and procedures with the City of Sanford have yielded minimal results. In the event both centers are out of service, LCSO dispatchers can transition to a basic setup in the Sheriff's Command Trailer. We do not provide or are aware of the Sanford PSAP's plan for relocating outside of our facility. A replacement Mobile Command Post has been requested for approximately 4 years and is currently scheduled in the CIP for 2029. The new Mobile Command Post will include a full backup for the Sheriff's dispatchers. Additionally, Emergency Management maintains an Emergency Operations Plan for all county operations.
Public Safety	7-13	Develop a strategic plan for the development and implementation of a Back-up Public Safety Answering Point Center	The PSAP facility at the courthouse serves as the back-up for the Sanford PSAP.
Public Safety	7-14	Develop an integrated system and consolidate the PSAP for Lee County and the City of Sanford	County staff have made several efforts to consolidate or improve 911/PSAP operations. To date the City of Sanford is not interested in any changes.
Public Safety	7-15	Provide time for the Training Lieutenant to work on planning activities	LCSO has restructured the Professional Standards Captain position to serve as the agency's Training Coordinator. This position is responsible for planning, coordinating, and overseeing training opportunities for all Sheriff's Office employees. The Training Coordinator is specifically tasked with ensuring employees receive the training necessary to maintain compliance, improve performance, and support professional development throughout the agency.

Area	Rec. #	Recommendation	Status
Public Safety	7-16	Develop a plan to provide basic Spanish language skills/capabilities to deputies to meet the demands of the growing Hispanic community	All LCSO staff are encouraged to attend available educational classes, training opportunities, and refresher courses. In conjunction with county reimbursement programs currently in place, these opportunities provide additional incentives for employees to continue their education and professional development. As part of our commitment to serving a growing and diverse community, LCSO continues to explore opportunities to provide employees with basic Spanish language training to enhance communication and improve service delivery to our Hispanic community members.
Public Safety	7-17	Develop a county-wide Volunteer Fire Department strategic plan to demonstrate how a flat tax would improve the operations of the fire departments	A fire study has been completed and can serve as a strategic plan in some aspects. A standalone strategic plan has not been developed or adopted by the BOC. Flat tax remains a goal of county administration.
Public Safety	7-18	Maintain statistical information on Central Carolina Advanced Life Support (CCALS)	The Emergency Management Office recieves daily, monthly and quarterly reports from FirstHealth of the Carolinas. These reports are evaluated, any areas of concerned are immediately addressed with the provider. Additionally, data is pulled from the Sanford PSAP quarterly and analyzed by both the EM Director and GIS.
Public Safety	7-19	Update and document in writing a revised interlocal agreement for 911 services to ensure there is complete understanding of roles and responsibilties	A revision to the 911 services agreement has been requested by Lee County staff. The process has not been initiated at this time.
Public Safety	7-20	Develop a Public Safety Technology Master Plan	Developing a master plan is difficult as each division of Public Safety manages different assets and has differing requirements. Additionally, county IT manages some aspects of technology, while others are solely within the department. We have also found it difficult to obtain approval for a plan due to funding concerns. That being said, we believe this would be beneficial and could develop a plan integrating the various departments needs into a master document.

Area	Rec. #	Recommendation	Status
Health Department	8-1	Eliminate the position of Nursing Supervisor, create a position of Nursing Director, and create a job description that includes responsibility for accreditation-related activities	Position was created at the time but due to evolving minimum requirements, the position has since been reverted back to a Nursing Supervisor. The accreditation program is overseen by the Assistant Health Director position that was added in 2024.
Health Department	8-2	Consolidate the two business-related sections into one Business Services unit, under the leadership of Finance Officer/Business Manager	The creation of the Consolidated Human Services Agency (CHSA) has allowed for the finances of multiple agencies to be combined into one CHSA fiscal unit that is overseen by one fiscal officer. The CHSA is actively working on plans to consolidate other functions.
Health Department	8-3	Immediately begin scheduling routine time off during the week when an employee is designated to work on a weekend	This has not been implemented due to consistent staffing challenges.
Health Department	8-4	Reduce staffing levels in Environmental Health to adjust for workload changes	This was completed at the time but two were eventually added back due to demand. One position was eliminated in the current budget as the unit continues to align staffing levels with workloads annually.
Health Department	8-5	Require each unit within the Health Department to develop and implement a method for soliciting customer feedback in a meaningful way	This has been implemented and continues to be done.
Health Department	8-6	Establish a cost effective credit card option for fee payments	This has been implemented and continues to be done.
Health Department	8-7	Comprehensively review and adjust Environmental Health fees	This has been implemented and continues to be done.
Health Department	8-8	Establish a committee comprised of Lee County, Board of Health and Board of Social Services members to monitor state legislation potentially affecting local health and social services departments	The CHSA Board has taken the place of the former DSS and Health boards. The CHSA Board receives regular updates on legislation and policy changes.

Area	Rec. #	Recommendation	Status
Social Services Department	9-1	Require each Social Services unit to develop and implement a method for soliciting customer feedback at least once during the year	Lee County DSS implemented a standardized customer feedback process several years ago. While customer participation and response rates were low, the recommendation has been implemented. The department will continue to evaluate opportunities to improve customer participation and obtain meaningful feedback from clients.
Social Services Department	9-2	Develop succession or continuity plans for each unit in DSS, and periodically review and discuss the mitigation instruments to ensure that all key functions and positions within the department can continue if a key person leaves	Although the department does not have a formal succession plan for every unit, continuity planning is embedded in current operations through cross-training, promotion from within, development of internal career pathways, and comprehensive standard operating procedures (SOPs), training manuals, videos, and other training resources. These practices help ensure continuity when vacancies occur.
Social Services Department	9-3	Contract for the specialized legal services needed in LCDSS and continue to use General Counsel for routine contracting and personnel matters	Lee County DSS now has a dedicated DSS Attorney who specializes in social services legal matters. Specialized legal services, such as adoption proceedings, continue to be contracted with local attorneys when necessary. The Deputy County Attorney also provides additional legal support based on experience and workload.
Social Services Department	9-4	Move the operation of specific non-social services functions out of LCDSS, including the Hillcrest Shelter and Youth Services Program	These non-social services functions have been removed from Lee County DSS. The department no longer operates the Hillcrest Shelter or Youth Services Program and no longer expends DSS funds on these services. The Pre-Trial Release Program is now a standalone function under Community Support Services.
Social Services Department	9-5	Implement a document management and imaging solution that complements the NC FAST system and increases productivity	NC FAST now serves as the document management system for Income Maintenance programs. Child Welfare continues transitioning to PATH NC, which includes electronic document management capabilities. Current state guidance does not support county investment in separate document management systems because these functions are being centralized through state-supported systems and are not eligible for reimbursement. As a result, Lee County DSS has not incurred additional costs for a separate imaging system.

Area	Rec. #	Recommendation	Status
Social Services Department	9-6	Purchase and test a sample of various technology options so that staff and management can fully evaluate the options and make meaningful choices about how to best reduce the dictation burden on staff.	While Lee County DSS has not purchased dedicated dictation technology, staff have access to a variety of technology tools available through existing software platforms. Many state systems include built-in dictation features. As technology continues to evolve, there is a need for the department will continue to evaluate solutions and programs that could improve efficiency and reduce documentation time for staff.
Solid Waste/Water Utilities	10-1	Develop and implement a social media campaign for solid waste reduction	Solid waste continues to part in various campaigns and public events to help educate the public on waste reduction.
Solid Waste/Water Utilities	10-2	Implement a structured, customer feedback system for the Solid Waste Division to evaluate the nature and quality of its services on a regular basis	This is being investigated.
Solid Waste/Water Utilities	10-3	Continue to seek federal or state grant funds to grow available funds	This continues to be done on an annual basis.
Solid Waste/Water Utilities	10-4	Increase the annual solid waste fee by $5 in Lee County	The solid waste fee is reevaluated each year during budget development and has been increased multiple times since this recommendation to ensure adequate revenue generation.
Tax Administration	11-1	Purchase a scanner with appropriate software, and implement a phased-in scanning program for selected tax records	This process is currently outsourced to a vendor.

Area	Rec. #	Recommendation	Status
Tax Administration	11-2	Amend the Lee County Government's interlocal agreement with Sanford for the billing and collection of ad valorem property taxes: 1.) Effective 07/01/2012, increase the amount to be paid to Lee County to 1.5 percent of funds collected 2.) Effective 7/1/2013, increase it to 1.75 percent of amount collected. 3.) Delete any reference to reductions in the amount paid to the County based upon comparisons with statewide average collection rates or other criteria. 4.) insert a statement stating that Lee County will review the fee at least once every three years and notify the City of Sanford of any changes no later than December 1 prior to the July 1 effective date.	Sanford is being charged 1%. Broadway is charged 1.5%. The last agreement was signed in 2013. Information was last submitted to County Manager during 2021 as to what other counties were charging. It has been found after a new review that surrounding counties are charging anywhere between 1.5% to 3% collection fees. An increase in our collection fee to possibly 2.0% for each could be in order based on these findings. This will be researched further for the upcoming year.
Tax Administration	11-3	Hire a full-time staff person to exclusively work accounts for the $1.5 million delinquent tax dollars owed to Lee County	This has not specifically been implemented but the Tax Office has made significant strides in increasing the tax collection rate in recent years. FY 2025-26 marked the third consecutive year the Tax Office had outperformed prior-year results. We achieved a rate of 99.65%, which ranked 6th in the State.
Tax Administration	11-4	Develop and make available to the public a customer satisfaction survey to solicit feedback and suggestions regarding the level of customer service the department provides.	This is currently being investigated.
Tax Administration	11-5	Position a personal computer with a designated Internet connection and a credit card reader near the service counter, thereby offering the convenience of making payments by credit/debit card using the established service	With current credit card vendor taxpayers can pay at the collections window (there are 3) or with their computer or mobile device using the website or app that is available to them. We feel this is much easier, productive and safer for them and our staff.
Tax Administration	11-6	Investigate the feasibility of installing a new comprehensive integrated tax system at an appropriate time after all activities related to the 2013 property revaluation are concluded	In 2023/2024, the office was actively looking for software. This topic was asked to be put on hold. Our office does feel this matter needs to be addressed.

Area	Rec. #	Recommendation	Status
Economic Development	12-1	Modify the website for the Lee County Economic Development Corporation (LCEDC) to clearly display its annual reports, goals, strategies and performance.	Economic development activities are now the responsibility of the Sanford Area Growth Alliance. They operate their own website and have their own clearly defined goals and strategies.
Economic Development	12-2	Ensure that all EDC goals and objectives/strategies are stated in measurable terms and assessed annually.	See Above.
Parks and Recreation	12-3	Develop an interlocal agreement for Parks and Recreation which provides for equitable sharing of expenses to maintain parks and recreation services within Lee County	Lee County entered into an agreement with the City of Sanford in 1977 for the County to assume ownership and responsibility for parks and recreation facilities and programming within the County. This was provided all residents within the County the same opportunity and rates to participate in programming. The City currently operates a couple of small parks but does not commit much staffing to them, contracting out most maintenance work. Based on our historical agreement and their current priorities, it is highly unlikely that the City would agree to fund a significant portion of parks and recreation expenses.
Planning and Community Development	12-4	Revise and update the interlocal agreements between the City of Sanford and Lee County for planning/zoning inspections	Agreements were recently reviewed and were a discussion topic during budget development this past Spring. A future performance audit would be beneficial in defining any needed changes to our agreement structures.
County of Lee Transit System (COLTS)	12-5	Retain the current provision of transportation services	COLTS has grown and transformed since 2012. The recent launch of Buzzline microtransit has been a great success.

ITEM #: IX.A

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: Monthly Financial Reports

DEPARTMENT: Finance

CONTACT PERSON: Jen Waterhouse, Chief Financial Officer

TYPE: Information

REQUEST	Please review the attached reports.
BUDGET IMPACT	See below.
ATTACHMENTS	July 2026 Monthly Financial Report.pdf August 2026 Monthly Financial Report.pdf June 2026- Sales Tax Collections BOC.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Please review the attached reports.

SUMMARY

The July and August 2026 monthly financial reports and the June sales tax distribution report are attached for review. At the end of August 2026, revenues were at 8.58% of the Ad Valorem budget. Augustâ€™s expenditure target was 16.6%. Several departments appear over budget due to annual agreements and encumbrances, but without these items, all departments would be in line with the target. The June 2026 Sales Tax Distribution Report is attached for reference. Sales tax collections for June exceeded the same period last fiscal year, reflecting growth of 9.16%. Please note that this report reflects a standard three-month reporting lag.

Lee County
Monthly Financial Report
For the Month Ended July 31, 2026

	For the year ending June 30, 2025				For the year ending June 30, 2026				
	25-26 Budget	YTD Thru 7/31/25	July 2025	% Used	26-27 Budget	YTD Thru 7/31/26	July 2026	Encumbrances	% Used
General Fund									
Revenues									
Ad Valorem Taxes	65,026,189	210,550.51	210,550.51	0.32%	67,106,739	177,769.07	177,769.07		0.26%
Local Option Sales Taxes	24,469,368	-	-	0.00%	22,308,570	-	-		0.00%
Other Taxes and Licenses	844,000	55,506.93	55,506.93	6.58%	784,000	73,827.82	73,827.82		9.42%
Unrestricted Intergovernmental	75,000	-	-	0.00%	70,000	-	-		0.00%
Restricted Intergovernmental	11,480,727	223,681.85	223,681.85	1.95%	11,248,364	848,101.88	848,101.88		7.54%
Permits and Fees	339,049	31,068.44	31,068.44	9.16%	338,924	30,229.12	30,229.12		8.92%
Sales and Services	5,647,905	206,922.34	206,922.34	3.66%	6,261,614	240,213.23	240,213.23		3.84%
Investment Earnings	1,500,000	207,199.76	207,199.76	13.81%	1,400,000	180,810.26	180,810.26		12.92%
Miscellaneous	297,737	3,356.07	3,356.07	1.13%	395,329	19,731.15	19,731.15		4.99%
Total Revenues	109,679,975	938,285.90	938,285.90	0.86%	109,913,540	1,570,682.53	1,570,682.53		1.43%
Expenditures									
General Government									
Governing Body	290,384	34,873.99	34,873.99	12.01%	272,975	29,163.94	29,163.94	38,560.27	24.81%
Administration	1,167,866	80,469.68	80,469.68	6.89%	1,162,789	129,444.50	129,444.50	11,708.23	12.14%
Human Resources	988,920	70,918.36	70,918.36	7.17%	998,571	87,782.97	87,782.97	162,980.46	25.11%
Finance	909,560	73,515.35	73,515.35	8.08%	954,565	120,553.04	120,553.04	54,753.05	18.37%
Internal Services	771,792	52,270.67	52,270.67	6.77%	826,144	76,217.96	76,217.96	98,358.77	21.13%
Tax Administration	2,457,018	163,584.85	163,584.85	6.66%	2,756,623	233,131.85	233,131.85	471,875.69	25.58%
Strategic Services	638,593	42,420.63	42,420.63	6.64%	651,083	60,542.31	60,542.31	3,477.50	9.83%
County Attorney	724,977	52,785.46	52,785.46	7.28%	752,304	71,315.19	71,315.19	7,846.60	10.52%
Community Support Services	671,874	20,002.59	20,002.59	N/A	464,100	39,476.89	39,476.89	651.14	8.65%
Court Facilities	13,952	129.42	129.42	0.93%	8,208	177.83	177.83	-	2.17%
Elections	961,008	37,305.06	37,305.06	3.88%	933,986	57,575.33	57,575.33	40,754.82	10.53%
Register of Deeds	590,057	39,507.22	39,507.22	6.70%	592,971	58,458.00	58,458.00	46,238.06	17.66%
IT	2,315,948	401,158.98	401,158.98	17.32%	2,224,496	254,380.84	254,380.84	357,219.31	27.49%
General Services	7,111,042	362,987.79	362,978.79	5.10%	8,856,271	545,130.20	545,130.20	668,328.47	13.70%
Buggy Factory	475,507	2,505.85	2,505.85	N/A	98,599	2,460.25	2,460.25	3,585.92	6.13%
Total	20,088,498	1,434,435.90	1,434,426.90	7.14%	21,553,685	1,765,811.10	1,765,811.10	1,966,338.29	17.32%
Public Safety									
Sheriff	13,115,554	1,020,189.99	1,020,189.99	7.78%	14,160,616	1,407,067.10	1,407,067.10	735,328.59	15.13%
Jail	3,994,293	216,613.90	216,613.90	5.42%	4,328,646	367,865.75	367,865.75	1,138,186.37	34.79%
911 Communications	569,183	47,431.92	47,431.92	8.33%	711,707	59,308.92	59,308.92	-	8.33%
State Fire Control Contribution	144,227	-	-	0.00%	151,204	-	-	151,204.00	100.00%
Medical Examiner	70,000	7,575.00	7,575.00	10.82%	150,000	13,075.00	13,075.00	-	8.72%
Juvenile Detention	181,200	-	-	0.00%	181,200	-	-	-	0.00%
Emergency Medical Services	1,104,794	92,066.17	92,066.17	8.33%	2,872,459	239,371.58	239,371.58	-	8.33%
Emergency Services	760,929	34,486.79	34,486.79	4.53%	756,457	38,564.95	38,564.95	1,179.00	5.25%
Fire Marshal	503,866	32,430.41	32,430.41	6.44%	582,462	49,797.26	49,797.26	9,248.48	10.14%
Total	20,444,046	1,450,794.18	1,450,794.18	7.10%	23,894,751	2,175,050.56	2,175,050.56	2,035,146.44	17.62%
Economic/Physical Development									
Planning	768,601	192,150.25	192,150.25	25.00%	827,932	206,983.00	206,983.00	-	25.00%
Economic Development	1,508,074	101,785.48	101,785.48	6.75%	1,561,056	89,307.39	89,307.39	-	5.72%
Cooperative Extension	448,179	924.52	924.52	0.21%	438,120	1,277.11	1,277.11		0.29%
Conservation	176,924	15,025.73	15,025.73	8.49%	184,639	20,423.54	20,423.54	-	11.06%
Total	2,901,778	309,885.98	309,885.98	10.68%	3,011,747	317,991.04	317,991.04	-	10.56%

Lee County
Monthly Financial Report
For the Month Ended July 31, 2026

	For the year ending June 30, 2025				For the year ending June 30, 2026				
	25-26 Budget	YTD Thru 7/31/25	July 2025	% Used	26-27 Budget	YTD Thru 7/31/26	July 2026	Encumbrances	% Used
Health and Welfare									
Health Department	5,709,149	415,444.73	415,444.73	7.28%	5,687,266	551,949.19	551,949.19	177,042.59	12.82%
Mental Health	240,000	20,000.00	20,000.00	8.33%	240,000	20,000.00	20,000.00	-	8.33%
Social Services-Admin	10,864,928	879,202.79	879,202.79	8.09%	11,230,385	1,124,764.33	1,124,764.33	94,435.02	10.86%
Social Services-Programs	848,225	22,714.99	22,714.99	2.68%	842,278	22,769.33	22,769.33	852.82	2.80%
Human Services Nonprofits	25,000	-	-	0.00%	11,250	-	-	-	0.00%
Human Services - Revenue Loss	-	-	-	N/A	-	-	-	-	N/A
Human Services - State Grant	-	-	-	N/A	-	-	-	-	N/A
Senior Services - Transportation	2,738,966	101,004.35	101,004.35	3.69%	3,196,291	205,480.02	205,480.02	130,921.15	10.52%
Senior Services - General	1,660,052	107,686.79	107,686.79	6.49%	1,758,820	163,168.94	163,168.94	134,856.55	16.94%
JCPC	205,084	-	-	0.00%	205,084	16,768.00	16,768.00	184,316.00	98.05%
Emergency and Contingency	45,000	-	-	0.00%	45,000	-	-	-	0.00%
Total	22,336,404	1,546,053.65	1,546,053.65	6.92%	23,216,374	2,104,899.81	2,104,899.81	722,424.13	12.18%
Education									
School Current Expense	22,346,630	1,862,219.17	1,862,219.17	8.33%	25,177,205	2,098,100.42	2,098,100.42	-	8.33%
School Capital Outlay	2,774,000	174,083.34	174,083.34	6.28%	2,805,000	176,666.67	176,666.67	-	6.30%
CCCC Current Expense & Civic Ctr.	3,971,330	330,944.15	330,944.15	8.33%	4,125,000	343,749.99	343,749.99	-	8.33%
CCCC Special Appropriation	250,000	-	-	0.00%	250,000	-	-	-	0.00%
CCCC E Eugene Moore Center	754,682	62,890.17	62,890.17	N/A	793,633	66,136.08	66,136.08	-	8.33%
CCCC Capital Outlay	296,000	24,666.67	24,666.67	8.33%	285,000	23,750.00	23,750.00	-	8.33%
Total	30,392,642	2,454,803.50	2,454,803.50	8.08%	33,435,838	2,708,403.16	2,708,403.16	-	8.10%
Cultural and Recreational									
Libraries	1,822,951	100,265.12	100,265.12	5.50%	2,058,377	204,527.01	204,527.01	49,342.77	12.33%
Library-Grants	-	-	-	N/A					N/A
Parks and Recreation	3,133,026	197,813.45	197,813.45	6.31%	3,510,326	329,383.45	329,383.45	135,606.07	13.25%
Nonprofits	7,500	-	-	0.00%	1,000				0.00%
Total	4,963,477	298,078.57	298,078.57	6.01%	5,569,703	533,910.46	533,910.46	184,948.84	12.91%
Debt Service	16,762,241	75,520.83	75,520.83	0.45%	16,594,405			-	0.00%
Total Expenditures	117,889,086	7,569,572.61	7,569,563.61	6.42%	127,276,503	9,606,066.13	9,606,066.13	4,908,857.70	11.40%
Revenues Over (Under) Expenditures	(8,209,111)	(6,631,286.71)	(6,631,277.71)	N/A	(17,362,963)	(8,035,383.60)	(8,035,383.60)	N/A	N/A
Other Financing Sources (Uses):									
Transfers From Other Funds	3,741,769	-	-	0.00%	9,905,373	-	-	-	0.00%
Transfers to Other Funds	(1,500,000)	-	-	0.00%	(1,030,000)	-	-	-	0.00%
Total Other Financing Sources (Uses)	2,241,769	-	-	0.00%	8,875,373	-	-	-	0.00%
Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing (Uses)	(5,967,342)	(6,631,286.71)	(6,631,277.71)	N/A	(8,487,590)	(8,035,383.60)	(8,035,383.60)	N/A	N/A
Appropriated Fund Balance	5,967,342	-	-	0.00%	8,487,590	-	-	-	0.00%
Revenues, Other Financing Sources and Appropriated Fund Balance Over (Under) Expenditures and Other Financing Uses	-	(6,631,286.71)	(6,631,277.71)	N/A	-	(8,035,383.60)	(8,035,383.60)	N/A	N/A

Lee County
Monthly Financial Report
For the Month Ended August 31, 2026

	For the year ending June 30, 2025				For the year ending June 30, 2026				
	25-26 Budget	YTD Thru 8/31/25	August 2025	% Used	26-27 Budget	YTD Thru 8/31/26	August 2026	Encumbrances	% Used
General Fund									
Revenues									
Ad Valorem Taxes	65,026,189	6,385,214.85	6,174,664.34	9.82%	67,106,739	5,759,850.10	5,582,081.03	-	8.58%
Local Option Sales Taxes	24,469,368	-	-	0.00%	22,308,570	-	-	-	0.00%
Other Taxes and Licenses	844,000	112,980.59	57,473.66	13.39%	784,000	130,413.77	56,585.95	-	16.63%
Unrestricted Intergovernmental	75,000	-	-	0.00%	70,000	-	-	-	0.00%
Restricted Intergovernmental	11,480,727	415,749.64	192,067.79	3.62%	11,248,364	2,006,843.35	1,158,741.47	-	17.84%
Permits and Fees	339,049	60,844.62	29,776.18	17.95%	338,924	59,449.70	29,220.58	-	17.54%
Sales and Services	5,647,905	403,280.30	196,357.96	7.14%	6,261,614	539,641.16	299,427.93	-	8.62%
Investment Earnings	1,500,000	209,819.23	2,619.47	13.99%	1,400,000	346,016.70	165,206.44	-	24.72%
Miscellaneous	297,737	33,909.71	30,553.64	11.39%	395,329	37,842.54	18,111.39	-	9.57%
Total Revenues	109,679,975	7,621,798.94	6,683,513.04	6.95%	109,913,540	8,880,057.32	7,309,374.79		8.08%
Expenditures									
General Government									
Governing Body	290,384	65,368.93	30,494.94	22.51%	272,975	61,394.68	32,230.74	30,854.60	33.79%
Administration	1,167,866	214,636.45	134,166.77	18.38%	1,162,789	220,427.04	90,982.54	3,000.00	19.21%
Human Resources	988,920	166,511.81	95,593.45	16.84%	998,571	143,810.56	56,027.59	163,307.94	30.76%
Finance	909,560	169,141.55	95,626.20	18.60%	954,565	192,358.58	71,805.54	45,591.88	24.93%
Internal Services	771,792	104,715.96	52,445.29	13.57%	826,144	151,124.67	74,906.71	82,520.10	28.28%
Tax Administration	2,457,018	430,280.60	266,695.75	17.51%	2,756,623	465,815.43	232,683.58	525,558.65	35.96%
Strategic Services	638,593	164,026.41	121,605.78	25.69%	651,083	167,504.70	106,962.39	9,477.50	27.18%
County Attorney	724,977	127,699.74	74,914.28	17.61%	752,304	124,888.33	53,573.14	19,300.80	19.17%
Community Support Services	671,874	54,853.33	34,850.74	N/A	464,100	67,675.44	28,198.55	23,216.02	19.58%
Court Facilities	13,952	258.84	129.42	1.86%	8,208	315.73	137.90	-	3.85%
Elections	961,008	110,454.00	73,148.94	11.49%	933,986	97,342.58	39,767.25	93,889.08	20.47%
Register of Deeds	590,057	95,575.14	56,067.92	16.20%	592,971	95,666.89	37,208.89	46,040.12	23.90%
IT	2,315,948	984,881.13	583,722.15	42.53%	2,224,496	758,347.97	503,967.13	111,205.53	39.09%
General Services	7,111,042	896,217.41	533,229.62	12.60%	8,856,271	990,832.29	445,702.09	1,223,343.97	25.00%
Buggy Factory	475,507	6,329.94	3,824.09	N/A	98,599	5,136.39	2,676.14	3,536.01	8.80%
Total	20,088,498	3,590,951.24	2,156,515.34	17.88%	21,553,685	3,542,641.28	1,776,830.18	2,380,842.20	27.48%
Public Safety									
Sheriff	13,115,554	2,283,873.98	1,263,683.99	17.41%	14,160,616	2,343,837.95	936,770.85	1,185,635.13	24.92%
Jail	3,994,293	573,907.19	357,293.29	14.37%	4,328,646	579,817.75	211,952.00	1,176,622.88	40.58%
911 Communications	569,183	94,863.84	47,431.92	16.67%	711,707	118,617.84	59,308.92	-	16.67%
State Fire Control Contribution	144,227	-	-	0.00%	151,204	-	-	151,204.00	100.00%
Medical Examiner	70,000	8,575.00	1,000.00	12.25%	150,000	25,350.00	12,275.00	-	16.90%
Juvenile Detention	181,200	-	-	0.00%	181,200	16,665.00	16,665.00		9.20%
Emergency Medical Services	1,104,794	184,132.34	92,066.17	16.67%	2,872,459	478,743.16	239,371.58	-	16.67%
Emergency Services	760,929	79,807.43	45,320.64	10.49%	756,457	100,826.51	62,261.56	145,681.38	32.59%
Fire Marshal	503,866	75,946.18	43,515.77	15.07%	582,462	84,129.28	34,332.02	11,731.05	16.46%
Total	20,444,046	3,301,105.96	1,850,311.78	16.15%	23,894,751	3,747,987.49	1,572,936.93	2,670,874.44	26.86%
Economic/Physical Development									
Planning	768,601	192,150.25	-	25.00%	827,932	206,983.00	-	-	25.00%
Economic Development	1,508,074	102,077.41	291.93	6.77%	1,561,056	89,624.55	317.16	-	5.74%
Cooperative Extension	448,179	37,955.29	37,030.77	8.47%	438,120	33,602.83	32,325.72	-	7.67%
Conservation	176,924	33,346.01	18,320.28	18.85%	184,639	33,090.86	12,667.32	-	17.92%
Total	2,901,778	365,528.96	55,642.98	12.60%	3,011,747	363,301.24	45,310.20	-	12.06%

Lee County
Monthly Financial Report
For the Month Ended August 31, 2026

	For the year ending June 30, 2025				For the year ending June 30, 2026				
	25-26 Budget	YTD Thru 8/31/25	August 2025	% Used	26-27 Budget	YTD Thru 8/31/26	August 2026	Encumbrances	% Used
Health and Welfare									
Health Department	5,709,149	976,408.48	560,963.75	17.10%	5,687,266	909,589.74	357,640.55	465,049.84	24.17%
Mental Health	240,000	40,000.00	20,000.00	16.67%	240,000	40,000.00	20,000.00	-	16.67%
Social Services-Admin	10,864,928	1,986,079.02	1,106,876.23	18.28%	11,230,385	1,915,223.29	790,458.96	118,094.84	18.11%
Social Services-Programs	848,225	60,890.29	38,175.30	7.18%	842,278	70,057.50	47,288.17	48,321.98	14.05%
Human Services Nonprofits	25,000	-	-	0.00%	11,250	-	-	-	0.00%
Human Services - Revenue Loss	-	-	-	N/A	-	-	-	-	N/A
Human Services - State Grant	-	-	-	N/A	-	-	-	-	N/A
Senior Services - Transportation	2,738,966	269,157.11	168,152.76	9.83%	3,196,291	369,870.86	164,390.84	147,566.56	16.19%
Senior Services - General	1,660,052	252,244.80	144,558.01	15.19%	1,758,820	280,726.91	117,557.97	174,793.60	25.90%
JCPC	205,084	34,060.00	34,060.00	16.61%	205,084	33,524.00	16,756.00	167,560.00	98.05%
Emergency and Contingency	45,000	-	-	0.00%	45,000				0.00%
Total	22,336,404	3,618,839.70	2,072,786.05	16.20%	23,216,374	3,618,992.30	1,514,092.49	1,121,386.82	20.42%
Education									
School Current Expense	22,346,630	3,724,438.34	1,862,219.17	16.67%	25,177,205	4,196,200.84	2,098,100.42	-	16.67%
School Capital Outlay	2,774,000	348,166.68	174,083.34	12.55%	2,805,000	353,333.34	176,666.67	-	12.60%
CCCC Current Expense & Civic Ctr.	3,971,330	661,888.30	330,944.15	16.67%	4,125,000	687,499.98	343,749.99	-	16.67%
CCCC Special Appropriation	250,000	-	-	0.00%	250,000			-	0.00%
CCCC E Eugene Moore Center	754,682	125,780.34	62,890.17	16.67%	793,633	132,272.16	66,136.08	-	16.67%
CCCC Capital Outlay	296,000	49,333.34	24,666.67	16.67%	285,000	47,500.00	23,750.00	-	16.67%
Total	30,392,642	4,909,607.00	2,454,803.50	16.15%	33,435,838	5,416,806.32	2,708,403.16	-	16.20%
Cultural and Recreational									
Libraries	1,822,951	253,551.05	153,285.93	13.91%	2,058,377	366,811.12	162,284.11	53,897.71	20.44%
Library - Grants	-	-	-	N/A	-	-	-	-	
Parks and Recreation	3,133,026	427,514.01	229,700.56	13.65%	3,510,326	561,306.27	231,922.82	156,693.29	20.45%
Nonprofits	7,500	-	-	0.00%	1,000				0.00%
Total	4,963,477	681,065.06	382,986.49	13.72%	5,569,703	928,117.39	394,206.93	210,591.00	20.44%
Debt Service	16,762,241	151,041.66	75,520.83	0.90%	16,594,405			-	0.00%
Total Expenditures	117,889,086	16,618,139.58	9,048,566.97	14.10%	127,276,503	17,617,846.02	8,011,779.89	6,383,694.46	18.86%
Revenues Over (Under) Expenditures	(8,209,111)	(8,996,340.64)	(2,365,053.93)		(17,362,963)	(8,737,788.70)	(702,405.10)	N/A	N/A
Other Financing Sources (Uses):									
Transfers From Other Funds	3,741,769	-	-	0.00%	9,905,373	-	-	-	0.00%
Transfers to Other Funds	(1,500,000)	-	-	0.00%	(1,030,000)	-	-	-	0.00%
Total Other Financing Sources (Uses)	2,241,769	-	-	0.00%	8,875,373	-	-	-	0.00%
Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing (Uses)	(5,967,342)	(8,996,340.64)	(2,365,053.93)	150.76%	(8,487,590)	(8,737,788.70)	(702,405.10)	N/A	N/A
Appropriated Fund Balance	5,967,342	-	-	0.00%	8,487,590	-	-	-	0.00%
Revenues, Other Financing Sources and Appropriated Fund Balance Over (Under) Expenditures and Other Financing Uses	-	(8,996,340.64)	(2,365,053.93)	N/A	-	(8,737,788.70)	(702,405.10)	N/A	N/A

HISTORICAL ANALYSIS OF SALES TAX RECEIVED

Based on actual monthly distributions

ARTICLE 39

	Population	1st QUARTER	2nd QUARTER	3rd QUARTER	APRIL	MAY	JUNE	4th QUARTER	Total	Period % change
FY 25-26		**2,653,924.91**	**2,600,974.64**	**2,407,089.81**	942,762.26	916,601.15	960,196.75	**2,819,560.16**	**10,481,549.52**	**11.34%**
FY 24-25		**2,291,530.94**	**2,265,784.89**	**2,207,160.66**	872,617.17	879,166.76	897,808.30	**2,649,592.23**	**9,414,068.72**	**3.65%**
FY 23-24		**2,130,876.13**	**2,379,982.06**	**2,255,999.76**	753,547.57	756,605.24	805,202.12	**2,315,354.93**	**9,082,212.88**	**3.04%**
FY 22-23		**2,155,222.26**	**2,255,076.02**	**2,111,729.61**	723,877.66	757,136.80	811,104.51	**2,292,118.97**	**8,814,146.86**	**6.66%**
FY 21-22		**1,967,529.21**	**2,079,070.52**	**1,928,321.79**	754,240.85	737,003.66	797,603.37	**2,288,847.88**	**8,263,769.40**	**10.03%**

ARTICLES 40 & 42

FY 25-26		**2,911,911.96**	**2,948,307.23**	**2,691,730.80**	1,006,646.32	994,999.02	1,073,982.35	**3,075,627.69**	**11,627,577.68**	**7.11%**
FY 24-25		**2,637,890.08**	**2,738,704.65**	**2,535,566.65**	962,600.55	969,416.55	1,011,620.97	**2,943,638.07**	**10,855,799.45**	**3.92%**
FY 23-24		**2,552,299.41**	**2,712,414.20**	**2,492,768.60**	843,752.86	893,021.92	951,844.40	**2,688,619.18**	**10,446,101.39**	**3.15%**
FY 22-23		**2,548,721.74**	**2,587,408.00**	**2,375,333.59**	802,732.28	877,665.82	935,302.16	**2,615,700.26**	**10,127,163.59**	**7.52%**
FY 21-22		**2,240,815.70**	**2,402,652.27**	**2,187,602.67**	848,713.44	834,809.46	904,317.08	**2,587,839.98**	**9,418,910.62**	**15.82%**

ARTICLE 44

FY 25-26		**108,624.69**	**108,630.51**	**108,633.42**	36,211.14	36,077.25	37,457.59	**109,745.98**	**435,634.60**	**3.30%**
FY 24-25		**105,150.14**	**105,132.05**	**105,123.51**	35,041.17	35,078.62	36,208.23	**106,328.02**	**421,733.72**	**2.68%**
FY 23-24		**102,480.84**	**102,516.48**	**102,534.30**	34,178.10	33,965.86	35,049.94	**103,193.90**	**410,725.52**	**7.39%**
FY 22-23		**95,059.77**	**95,070.55**	**95,075.94**	31,691.98	31,386.47	34,160.28	**97,238.73**	**382,444.99**	**14.65%**
FY 21-22		**82,240.88**	**82,300.97**	**82,525.28**	27,426.55	27,387.98	31,686.59	**86,501.12**	**333,568.25**	**14.54%**

ARTICLE 46

FY 25-26		**962,089.66**	**946,605.33**	**868,860.73**	341,329.29	334,506.32	355,418.31	**1,031,253.92**	**3,808,809.64**	**10.41%**
FY 24-25		**841,071.39**	**840,360.80**	**804,848.26**	320,737.71	318,740.07	324,040.20	**963,517.98**	**3,449,798.43**	**4.10%**
FY 23-24		**782,554.07**	**862,235.31**	**816,743.86**	274,239.26	281,255.89	296,752.23	**852,247.38**	**3,313,780.62**	**4.36%**
FY 22-23		**776,612.08**	**810,957.19**	**756,163.47**	254,964.91	278,709.75	297,887.63	**831,562.29**	**3,175,295.03**	**6.88%**
FY 21-22		**710,779.81**	**751,674.01**	**686,084.84**	270,138.76	263,158.83	289,076.15	**822,373.74**	**2,970,912.40**	**12.44%**

TOTAL

FY 25-26		**6,636,551.22**	**6,604,517.71**	**6,076,314.76**	2,326,949.01	2,282,183.74	2,427,055.00	**7,036,187.75**	**26,353,571.44**	**9.16%**
FY 24-25		**5,875,642.55**	**5,949,982.39**	**5,652,699.08**	2,190,996.60	2,202,402.00	2,269,677.70	**6,663,076.30**	**24,141,400.32**	**3.82%**
FY 23-24		**5,568,210.45**	**6,057,148.05**	**5,668,046.52**	1,905,717.79	1,964,848.91	2,088,848.69	**5,959,415.39**	**23,252,820.41**	**3.35%**
FY 22-23		**5,575,615.85**	**5,748,511.76**	**5,338,302.61**	1,813,266.83	1,944,898.84	2,078,454.58	**5,836,620.25**	**22,499,050.47**	**7.20%**
FY 21-22		**5,001,365.60**	**5,315,697.77**	**4,884,534.58**	1,900,519.60	1,862,359.93	2,022,683.19	**5,785,562.72**	**20,987,160.67**	**12.98%**

Lee County
Sales Tax Distribution
2025-2026

Date	For the Month of	Total Distribution	Article 39	Article 40			Article 42			Article 44	Art. 44 *524	Article 46
				Total	Co. (70%)	Sch (30%)	Total	Co. (40%)	Sch (60%)			
	Jul-25	2,138,675.41	837,249.34	476,202.70	333,341.89	142,860.81	481,604.10	192,641.64	288,962.46	-	36,208.23	307,411.04
	Aug-25	2,152,436.00	847,445.89	474,850.87	332,395.61	142,455.26	484,724.69	193,889.88	290,834.81		36,208.23	309,206.32
	Sep-25	2,345,439.81	969,229.68	458,829.93	321,180.95	137,648.98	535,699.67	214,279.87	321,419.80		36,208.23	345,472.30
1st qtr totals		6,636,551.22	2,653,924.91	1,409,883.50	986,918.45	422,965.05	1,502,028.46	600,811.38	901,217.08	-	108,624.69	962,089.66
	Oct-25	2,172,282.92	862,459.30	467,446.48	327,212.54	140,233.94	491,271.03	196,508.41	294,762.62		36,208.23	314,897.88
	Nov-25	2,169,610.40	853,356.14	480,667.51	336,467.26	144,200.25	488,510.55	195,404.22	293,106.33		36,211.14	310,865.06
	Dec-25	2,262,624.39	885,159.20	511,423.46	357,996.42	153,427.04	508,988.20	203,595.28	305,392.92	-	36,211.14	320,842.39
2nd qtr totals		6,604,517.71	2,600,974.64	1,459,537.45	1,021,676.22	437,861.24	1,488,769.78	595,507.91	893,261.87	-	108,630.51	946,605.33
	Jan-26	2,029,867.98	834,989.85	405,632.04	283,942.43	121,689.61	460,168.32	184,067.33	276,100.99	-	36,211.14	292,866.63
	Feb-26	1,634,642.91	603,846.08	409,774.12	286,841.88	122,932.24	360,139.73	144,055.89	216,083.84	-	36,211.14	224,671.84
	Mar-26	2,411,803.87	968,253.88	507,962.21	355,573.55	152,388.66	548,054.38	219,221.75	328,832.63	-	36,211.14	351,322.26
3rd qtr totals		6,076,314.76	2,407,089.81	1,323,368.37	926,357.86	397,010.51	1,368,362.43	547,344.97	821,017.46	-	108,633.42	868,860.73
	Apr-26	2,326,949.01	942,762.26	477,392.56	334,174.79	143,217.77	529,253.76	211,701.50	317,552.26	-	36,211.14	341,329.29
	May-26	2,282,183.74	916,601.15	477,083.35	333,958.35	143,125.01	517,915.67	207,166.268	310,749.402		36,077.25	334,506.32
	Jun-26	2,427,055.00	960,196.75	523,123.64	366,186.55	156,937.09	550,858.71	220,343.48	330,515.23	-	37,457.59	355,418.31
4th qtr totals		7,036,187.75	2,819,560.16	1,477,599.55	1,034,319.69	443,279.87	1,598,028.14	639,211.26	958,816.88	-	109,745.98	1,031,253.92
Grand total		26,353,571.44	10,481,549.52	5,670,388.87	3,969,272.21	1,701,116.66	5,957,188.81	2,382,875.52	3,574,313.29	-	435,634.60	3,808,809.64
Budget			9,288,040.00	5,415,391.00	3,790,774.00	1,624,617.00	5,415,390.00	2,166,156.00	3,249,234.00	-	428,000.00	3,422,546.00
% of budget received			112.85%		104.71%	104.71%		110.00%	110.00%		101.78%	111.29%

COUNTY-WIDE
HISTORICAL ANALYSIS OF SALES TAX RECEIVED
Based on actual monthly distributions

ARTICLE 39

	Population	1st QUARTER	2nd QUARTER	3rd QUARTER	APRIL	MAY	JUNE	4th QUARTER	Total	Period % change
FY 25-26		**4,294,426.04**	**4,261,176.48**	**3,922,853.24**	1,510,675.20	1,485,166.87	1,573,675.22	**4,569,517.29**	**17,047,973.05**	**9.63%**
FY 24-25		**3,784,516.81**	**3,814,172.26**	**3,641,615.66**	1,417,831.59	1,425,093.08	1,467,483.32	**4,310,407.99**	**15,550,712.72**	**4.44%**
FY 23-24		**3,544,278.44**	**3,880,738.46**	**3,637,028.28**	1,220,916.64	1,262,514.04	1,343,865.26	**3,827,295.94**	**14,889,341.12**	**4.39%**
FY 22-23		**3,517,453.71**	**3,636,967.14**	**3,382,512.33**	1,152,748.53	1,243,581.96	1,329,262.21	**3,725,592.70**	**14,262,525.88**	**7.44%**

ARTICLES 40 & 42

FY 25-26		**4,008,922.30**	**4,059,028.80**	**3,705,791.83**	1,385,882.17	1,374,930.37	1,484,072.76	**4,244,885.30**	**16,018,628.23**	**7.09%**
FY 24-25		**3,635,550.10**	**3,774,493.12**	**3,494,527.57**	1,326,659.74	1,334,626.75	1,392,730.92	**4,054,017.41**	**14,958,588.20**	**4.44%**
FY 23-24		**3,495,744.59**	**3,715,045.04**	**3,414,208.49**	1,155,642.04	1,230,766.18	1,311,835.55	**3,698,243.77**	**14,323,241.89**	**4.09%**
FY 22-23		**3,457,192.86**	**3,509,668.50**	**3,222,001.89**	1,088,859.65	1,201,953.79	1,281,032.09	**3,571,845.53**	**13,760,708.78**	**7.83%**

ARTICLE 44

FY 25-26		**149,547.09**	**149,555.09**	**149,559.09**	49,853.03	49,853.03	51,760.43	**151,466.49**	**600,127.76**	**5.68%**
FY 24-25		**144,918.31**	**144,893.36**	**131,628.89**	48,293.86	48,293.86	49,849.03	**146,436.75**	**567,877.31**	**0.84%**
FY 23-24		**140,362.41**	**140,411.21**	**140,435.61**	46,811.87	46,811.87	48,305.96	**141,929.70**	**563,138.93**	**8.37%**
FY 22-23		**128,943.03**	**128,957.67**	**128,964.99**	42,988.33	42,988.33	46,787.47	**132,764.13**	**519,629.82**	**14.98%**

ARTICLE 46

FY 25-26		**962,089.66**	**946,605.33**	**868,860.73**	341,329.29	334,506.32	355,418.31	**1,031,253.92**	**3,808,809.64**	**10.41%**
FY 24-25		**841,071.39**	**840,360.80**	**804,848.26**	320,737.71	318,740.07	324,040.20	**963,517.98**	**3,449,798.43**	**4.10%**
FY 23-24		**782,554.07**	**862,235.31**	**816,743.86**	274,239.26	281,255.89	296,752.23	**852,247.38**	**3,313,780.62**	**4.36%**
FY 22-23		**776,612.08**	**810,957.19**	**756,163.47**	254,964.91	278,709.75	297,887.63	**831,562.29**	**3,175,295.03**	**6.88%**

TOTAL

FY 25-26		**9,414,985.09**	**9,416,365.70**	**8,647,064.89**	3,287,739.69	3,244,456.59	3,464,926.72	**9,997,123.00**	**37,475,538.68**	**8.54%**
FY 24-25		**8,406,056.61**	**8,573,919.54**	**8,072,620.38**	3,113,522.90	3,126,753.76	3,234,103.47	**9,474,380.13**	**34,526,976.66**	**4.34%**
FY 23-24		**7,962,939.51**	**8,598,430.02**	**8,008,416.24**	2,697,609.81	2,821,347.98	3,000,759.00	**8,519,716.79**	**33,089,502.56**	**4.32%**
FY 22-23		**7,880,201.68**	**8,086,550.50**	**7,489,642.68**	2,539,561.42	2,767,233.83	2,954,969.40	**8,261,764.65**	**31,718,159.51**	**7.67%**

ITEM #: IX.B

LEE COUNTY AGENDA ABSTRACT
BOARD OF COMMISSIONERS - REGULAR

MEETING DATE: September 21, 2026

SUBJECT: County Manager's Monthly Report

DEPARTMENT: Administration

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

TYPE: Information

REQUEST	Informational
BUDGET IMPACT	N/A
ATTACHMENTS	County Managers Report - 09-21-26.pdf 250th Committee Minutes_Septmeber 2 2026.pdf Communications Report_8.17.26.pdf Monthly Legislative Report_September 2026.pdf CHSAB minutes 06-17-2026.pdf Library_26.9.9 LCL Board Meeting Agenda .pdf Library_2026_August_Library_Director_Report - Copy.pdf PERMIT ISSUANCE REPORT-AUGUST 2026.pdf Parks and Rec Board Meeting Minutes_6-29-26.pdf Tax_Monthly Managers Report August 2026.pdf TRC Agenda_September 2026.pdf
PRIOR BOARD ACTION	N/A
RECOMMENDATION	Informational

SUMMARY

County Manager Lisa Minter will provide a monthly report for the month of September 2026 to include updates on projects, department reports, and upcoming dates for the Board of Commissioners.

County Manager's Report – September 21, 2026

Ongoing Projects

Library Building Project – Punch list items have been addressed by the contractor and Architect (VINES) plans to complete one final review before closure. The HVAC was addressed and reworked by the manufacturer and is now working correctly. Mechworks (HVAC contractor) will monitor the system for 30-60 days to ensure setup before the 1-year warranty officially starts. Landscape rework is close to completion and will be turned over to Lee County October 1, 2026 to start the 1-year warranty. The landscape trees previously identified for replacement will be removed and replaced in the fall planting season to allow for better establishment. The parking lot restripe has been completed to optimize traffic flow and for book drop functionality. The need for additional parking at the site has been identified and the design is in process with Jeremy Thomas Engineering for the potential extension of parking between the new library and pickleball courts.

PCO #081 – Tri River Water Invoice - $4,710.92 (Paid by the contractor during the turnover period, PCO only to document invoice transfer to Lee County Government). This request is within the original general contractor's approved Purchase Order and is included here for visibility.

Historic Courthouse Project – The final report has been provided on the brownstone water table restoration, which included evaluating the removal of white residue film that occurred due to an adverse reaction. A proposal provided by Ciociola Conservation Art & Architecture has been provided to clean the entire brownstone foundation base for $9,150.00. SHPO (State Historic Preservation Office) has reviewed the report and rework proposal, has approved the proposal, and is recommending the County move forward. The County has been informed by DNCR (Department of Natural & Cultural Resources) that once this work is completed and signed off by SHPO, the grant will be ready to be closed out pending the completion of a preservation easement required by SHPO as a condition of the grant. Since the grant period has expired as of August 30, 2026, SHPO proposed extending through September 2027 to allow time to get everything completed and signed off on. The County Manager has approved the extension and once all requirements are met, the grant period will officially end and close out.

The County is also working with the Architect (Hobbs Architects) on the design for replacement windows and replacement wood doors for the Historic Courthouse that was included in the FY 27 operational budget. SHPO will be informed and provide final approval of design and construction as required by the preservation easement and associated post-grant requirements.

General Services Expansion – A preconstruction meeting was held on September 2, 2026 with the General Contractor (Sanford Contractors Inc.), Architect (Moseley Architects), Construction Materials Testing Engineering Firm (NOVA Engineering and Environmental), and Lee County Government. A Notice to Proceed is set for October 1, 2026. The project is planned for 1 year and is estimated to be completed October 2027.

Lee County Schools Transportation Facility (School Bus Garage) – A groundbreaking ceremony was scheduled for September 17, 2026 along with preconstruction meeting between contractor Daniels and Daniels, Lee County Schools, and Lee County Government Development Services. Notice to proceed will be established following the preconstruction meeting. Development Services is working with Lee County Schools to help manage the project.

Cooperative Extension – NC Cooperative Extension has secured $74,000 in grant and private funds to update the county's Farmland Protection Plan. The current plan was last updated in 2010 and requires modernization to address recent regional growth and land-use development. Equinox Environmental (Asheville, NC) has been selected to lead the 12-month project beginning this fall. Equinox recently completed Wake County's updated plan with strong results. The project scope includes GIS and land-use data analysis, stakeholder engagement, and the development of long- and short-term strategic recommendations.

Reports

250th Committee – The meeting minutes from the September 2, 2026 meeting are attached. The next 250th Committee meeting will take place on October 7, 2026.

Tax – The Tax Department Collections report for August 2026 is attached.

Building Inspections – Attached is the monthly inspections report for August 2026.

TRC – The TRC Agenda for September 2026 is attached.

Library Board of Trustees – The Board of Trustees met September 9, 2026 at 5:30 p.m. in the Main Library Multi-Purpose Room. Attached is a copy of the agenda and the August Director's Report.

Parks and Recreation – The Parks and Recreation Advisory Board June 29, 2026 meeting minutes are attached. Their next meeting is scheduled for September 28, 2026.

Consolidated Human Services Agency – The next Consolidated Human Services Agency Board meeting is scheduled for Wednesday, October 21, 2026 at 7 p.m. June 17, 2026 Meeting minutes are attached.

Communications – Attached is a report summarizing Communications activity during August 2026 conducted by Lee County Administration.

Legislative Updates – While the General Assembly has been out of session, the only recent update on our tracked legislation was Governor Stein's veto of HB 958 (Election Law Changes) which occurred on August 17, 2026. The House or Senate may override his veto in the coming months. Attached is a report summarizing recent legislative activity.

Upcoming Meetings/Events:

October 5, 2026 – Lee County Board of Commissioners Regular Meeting – Lee County Library Multi-Purpose Room (1740 Bragg Street) – 6 p.m.

October 19, 2026 – Lee County Board of Commissioners Regular Meeting – Lee County Library Multi-Purpose Room (1740 Bragg Street) – 6 p.m.

November 2, 2026 – Lee County Board of Commissioners Regular Meeting – Lee County Library Multi-Purpose Room (1740 Bragg Street) – 6 p.m.
November 11, 2026 – Lee County Government offices and facilities are closed in observance of Veterans Day.

November 16, 2026 – Lee County Board of Commissioners Regular Meeting – Lee County Library Multi-Purpose Room (1740 Bragg Street) – 6 p.m.

November 26-27, 2026 – Lee County Government offices and facilities are closed in observance of Thanksgiving.

Lee County 250th Committee Minutes
2 September 2026, 6:00 PM
Lee County Library

Committee Purpose Statement: Using the assets within the Town of Broadway, City of Sanford, and Lee County, we set out to plan and execute the 250th Anniversary (Semi-sesquicentennial) Celebration of the Declaration of Independence. This committee is a non-Partisan group of volunteers established by the Lee County Board of Commissioners, dedicated to compiling, coordinating, and promoting the activities our communities will host in this celebratory year.

Highlighted RED Items: New Activities or Update

- **Bullet Items: Events completed**

1. ATTENDING:
Whitney Parish
Donald Andrews
Marsha Hannah
Eric Davidson

ABSENT:
Kirk D. Smith
Rebecca Salmon
Wendy Bryan
Kathleen Munn
Beth List
Bianka Stumpf
Elayne Munjar
Stacy Nooning
Hunter Randolph
Sally Porter

2. Introductions

3. Discussion:

- **Beyond The Liberty Tree Planting,** 10:00 AM Planting September 17, 2026 (Constitution Day) – program (less than 30 minutes) includes tree pre-planted with additional "soil tossing" and unveiling of the 250th monument; Rain or Shine, with canopy for seating out of the sun or rain. The featured speaker will be the DAR State Regent (brief) following the Dedication the Library Hosts their Family Story Time and STEAM program at 10:30. Tentative program: Committee Chair MC; Introduction of the John Grady Regent DAR Carolyn Comfort who will introduce the State Regent Cricket Crigler; NC DAR State Regent Remarks; MC introduces LeRae Umfleet, Project Director America 250th N.C. Department of Natural & Cultural Resources. Finish with ceremonial "dirt toss," and unveiling of the commemorative plaque. Excuse the Family Storytime participants.

- **Gross Farms 250th Celebration Corn Maze**: Entry for the statewide North Carolina Cultural and Natural Resources 250th corn maze competition (see attached)

- Marsha let the committee know that Moore County is going to unveil a Patriotic Marker adjacent to the Charters of Freedom Monument on the grounds of the Moore County Courthouse at 10:30 AM on October 1, 2026, presented by the Alfred Moore Chapter NSDAR.

4. <u>America 250th Lee County Event Calendar Entries:</u>

A. Private Grady Chapter Daughters of the American Revolution:

- The local Participants in the First in Freedom Festival – Moore's Creek Bridge National Battlefield, Currie, North Carolina – February 26th – February 28th 10:00 AM – 4:00 PM. Attending for Lee County: Ann Yamrus, Carolyn Comfort, Stacy Nooning, Ronald Hewitt, Emily Hewitt, Jean Smyth, Marsha Hanna, Bonnie Siegner, Andy Siegner, and Gracie Hamilton. Kirk D. Smith was part of the volunteer Scottish Highland Loyalist Group.
- https://events.dncr.nc.gov/event/prelude-to-revolution-halifax-resolves-days-8330

Honoring Pvt. Gaster's grave with a DAR Marker at the Lee County Courthouse Grounds

Marsha Hanna updated on the Pvt. Gaster's Grave Marker, they received 2 quotes for the marker and Carolyn and Stacy are going to get a third quote. Looking at doing the dedication in May 2027. That gives the DAR time to raise the money for the marker and plan the event. Perhaps early May 2027.

- The PVT Grady DAR reports that the National Headquarters Daughters of the American Revolution approved the Historical Marker For Pvt. Gaster's grave
- Read to the Committee the County Resolution Passed by the Lee County Board of Commissioners Meeting last 16 February 2026 6:00 PM at the Denis Wicker Civic Center / pending approval from the National DAR.

B. Veterans Council –

- hosted by the US Marine Corps League 4th of July 2026. Event at the North Carolina Veterans Memorial, Broadway, NC (10:00-10:45 AM, participants along with Orchestra Music, Town of Broadway will host a Golf Cart Parade, Speakers, Color Guard, Daughters of the American Revolution, Reading of the Declaration of Independence, and in coordination with the Town of Broadway.) The DAR will be presenting a Patriotic Quilt to a deserving Veteran at the NC Veterans 4th of July Ceremony in Broadway, NC.
- 1500 on July 4th at the North Carolina Veteran's Memorial "Bells Across America"

C. City of Sanford –

- **Red, White, and Blue Bash – Key Highlights 4th of July Celebration**

Saturday, July 4 at Kiwanis Family Park starting at 5:00 p.m.

- **Live Music All Evening** Featuring high-energy performances from **The Fandinos** (NC-based rock band) and **Marcel Portilla Band** (Latin fusion party band known for crowd engagement and festival energy).
- **Improved Transportation & Access**

  Expanded **downtown parking options (900+ spaces)** with free shuttle service via the Sandhills Trolley

  Three trolleys operating for faster service (3:30–11:30 p.m., last pickup 11:15 p.m.)

  Limited on-site parking with ADA spaces available

  Police-managed traffic flow for safe and efficient entry/exit

- **Family-Friendly Activities & Entertainment**
- Food trucks, face painting, and community activities
- **Sensory tent** provided by Sanford Area Advocacy and Inclusion Council for a quiet, inclusive space
- **New this Year:**

  Mayor Salmon added:

Great American Dance Party
Commemorative Coins and Cuzzies
Opening patriotic performance and National Anthem by **Temple Teens**
Live **hot dog eating contest** during band transition at 7:00 p.m.

- **Fireworks Finale**
  Returning fireworks vendor delivering a high-quality, crowd-favorite finale. 20+ minute show

- Commissioner Wendy Bryan noted the City of Sanford Celebration is posted on the NC 250th calendar and North Carolina Tripping.

D. **Sanford Parks and Recreation**: See Note on the July 4th celebration

E. **"Beyond the Liberty Tree Planting"**

The Daughters of the American Revolution, NC State Regent Cricket Crigler will attend the dedication of the white oak tree on September 17, 2026, at 10:00 AM

- Beyond Liberty Tree placement / The Plaque has an aluminum pole with concerns over vandalism / Suggestion to approach County general Service to consider a permanent mounting of the 250th Plaque. Made the final payment of $250 to the Eco Forester to plant 100 bare root trees in Hurricane Helene ravaged forest lands so the "Beyond Liberty Tree Project" is now complete and our planting is set for 17 September 2026 10:00 am at the Lee County Library grounds.

- We received the Acceptance Letter for our Nomination from the NC 250th Buncombe County Committee, scheduled for September 17, 2026 (Constitution Day). Staff visited and selected the best site with guidance from Cooperative Extension Horticulturalist Amanda Bratcher. The White Oak tree dedicated will be a tree purchased by the County.
- The Committee formally accepted the $250 Check from the John Grady Chapter of the Daughters of the American Revolution. The Plaque will read: ***Donated by Private John Grady Chapter, NSDAR Sanford, North Carolina*** (Note: Letter and Check sent to the Friends of the Western North Carolina Museum 6 March 2026 – Received by the Museum 12 March 2026 and Plaque ordered)

F. **Broadway Town Activities** – According to Mayor Andrews, the Town's 4th of July events will be coordinated with the Veterans Council Activities (See Attached Flyer).

- July 4th Celebration flyer Lee County Veterans Council at the North Carolina Veterans Memorial, Broadway, NC

  Welcome – Donald Andrews Mayor Town of Broadway
  Presentation of the Colors – Capital City Young Marines
  "National Anthem" – Temple Teens
  Invocation – Chaplain Steven Richardson, Major NC Air National Guard & Associate Pastor at Shallow Well Church
  Declaration of Independence – Pastor Kenneth Swann, Cameron Grove AME Zion Church
  "America the Beautiful" – Sanford Community Orchestra
  Keynote – Bill Lancaster, Awarded the Purple Heart & Silver Star
  "God Bless America" – Sanford Community Orchestra
  "Born on 4th July" – Carolyn Comfort
  DAR Presentation – Private John Grady Chapter DAR
  Conclusion

- 1500 July 4th, Bells Across America
- The Town will display American Flags during the April 18, 2026 Broadway Our Way Festival.
- Confirmed the State 250th Trailer would not be available, according to Dan Brosz the Project Coordinator America 250 NC
- Beth List mentioned that the Broadway Library will be open for the Broadway Our Way Festival
- Mayor Andrews stated there is a space reserved in front of the Library for a tent. It was recommended that the County booths be together in front of the library to highlight the America 250 activities coming soon.

G. Library Events - Backpack activities focused on the 250th Anniversary of the Declaration of Independence, Hunter Randolph presented a newly acquired NC 250th Book packet from the State including books and 18th Century games; The Library will host a traveling display at our new building "Making Our Voices Heard, North Carolina Fighting for Civil Rights" September 1, 2026 – October 29, 2026; The Book Club will have activities involving the 250th Celebration. Beyond the Liberty Tree Planting Ceremony, 17 September 2026, 10:00 AM including a family day Story Time oriented around the Beyond the Liberty Tree Planting and the U.S. Constitution; The Lee County Libraries Local History Club, which meets on the 1st Tuesday of each month at 6:00 PM, has planned events from February through June 2026. October 4-10th – National Newspaper Celebration;

- The Lee County's Local History Club August 4th, 2026, 6:00 pm at the Library will feature Dr. Linda Carnes-McNaughton – (Retired) Ft. Bragg Archeologist;
- Tuesday, February 3rd @ 6:00 PM - Preserving Family Treasures - A workshop with Archivists from the State Archives of NC.
- Tuesday, March 3rd @ 6:00 PM - Saying Goodbye - A history of the Suzanne Reeves Library, 1979-2026.
- Tuesday, April 7th @ 6:00 PM - All Aboard - A history of Sanford's Passenger Depot (Meet at the Sanford Depot).
- Tuesday, May 5th @ 6:00 PM - Farm Edition - A history of agriculture in Lee County (Meet at the new Pilgrim's Sanford Agricultural Marketplace).
- Tuesday, June 2nd @ 6:00 PM - Untitled presentation by historian from the House in the Horseshoe State Historic Site.

H. Historic Railroad House/Historical Society – The Railroad House will piggyback on the scheduled festivities with the Downtown Sanford, Inc. / Farmers Market providing historical displays.

I. Pilgrim's Sanford Agricultural Market Place: Theme throughout the year (Meredith Farve) We discussed the placing of the Jefferson Elm at the Agricultural Marketplace as suggested by Horticulturalist Amanda Bratcher – does not conflict with the current landscaping plans nor in the flood plain.

- Commissioner Wendy Bryan 250th Commemorative Flag Hunt at the Egg-a-palooza. The Commemorative Flag was found by Amme Aguirre with NC Mini Donut Company.
- Wendy's report: **"**Good afternoon, committee, I will not be at the meeting tonight, but I wanted to share some exciting news. The flag hunt was picked up by CBS17 and featured on My Carolina this morning. You can see the clip here:" https://www.cbs17.com/my-carolina/all-aboard-the-raleigh-trolley/
- In May with the Lee County Library History Club will feature "History of Agriculture in Lee County" at the new Agricultural Marketplace.

J. Lee County 4-H Club Events: (Lee County Young Commissioners and Lee County Youth Council)

K. Lee County School Programs:

- The NC Department of Public Instruction provided grant funding for schools to participate in field trips to Revolutionary War historic sites. According to the highlighted map of North Carolina - Lee County schools did not participate. Discussed the probability of the information being lost in the school network. Carolyn Comfort suggested the schools consider a Field Trip to the Harnett County Charters of Freedom display and visit the nearby Veteran's Park. Elayne Monjar reported in an email that 2 Lee County Schools received funding from the "Learning Happens Here Field Trip Fund." Elayne Monjar updated that County wide the schools will incorporate into their 2026-2027 School Year 250th themed Social Studies curriculum as well as incorporating the NC 250th "Flat Cornelius," https://www.america250.nc.gov/flatcornelius
- Elayne Monjar reported that West Lee Middle School visited the Natural History Museum and North Carolina Legislative Building on March 9th, 2026 / Deep River School visited the Bennet Place in Durham on April 10th, 2026. Both schools utilized the Grant Funding provided by "Learning Happens Here Field Trip Fund."

L. Temple Theater Programs and events – Bianka Stumpf reported that Peggy Taphorn formally announces their season in March; Temple Theater is featuring the *"1776: An American Musical"* September 10-17, 2026 / October *"Little Women the Musical"* / December Season *"White Christmas"* a WW II themed presentation will run December 3 – December 20, 2026. Wendy Bryan noted the 1776 An American Musical is posted on the NC 250th calendar and North Carolina Tripping. Bianka Stumpf provided an update to include "War Bonds" and "Patriotic Review" in the upcoming 2026-2027 season. For more performances information into 2027 visit the Temple Theater website.

M. Lee County Parks and Recreation:

- The City of Sanford is working in conjunction with County Parks and Recreation for the "Red, White, and Blue Bash" Celebration at Kiwanis Family Park

N. Downtown Sanford, Inc.: The event last week where Wendy was going to hide a flag at last week's Depot, but it was rained out. They will hide one at the upcoming fair. DSI is planning a Historic Walking Tour of Downtown Sanford with permanent signage. Hunter Randolph and the Lee County Libraries are collaborating with Kelli Laudate at DSI to help provide historic images and context. Emphasized the Street Murial Tour.

- Commissioner Wendy Bryan proposed to the Committee a "scavenger hunt" featuring an engraved/carved flag/Lee County 250th Logo each month through 2026. She reflected on the Sanford 150th Celebration Coin "scavenger hunt" that Kelly Miller conducted. Also mentioned that people were stalking her to find the next location of coin placement. We discussed having different members of the committee placing the plaque each month. Wendy stated the cost was $40 per plaque and as the plaque is not for sale, the County Copyrighted Logo would be allowed (County Attorney Whitney Parrish confirmed).
- The 250th Commemorative Flag Hunt – Wendy Bryan –The May Flag was hidden at Carolina Indie Fest of Friday, May 15th and found by Nate Ewing – The June Flag hidden at a City Summer Concert last month found by Eric Pietsch – The July Flag hidden at the Broadway 4th of July Celebration. The plan is for two commemorative Christmas ornaments, one depicting the Depot Building and the Lee County Historic Court House
- ***Visit Sanford*** continues working on the engraved flag "scavenger hunt" also they are working on the 2026 Historical Christmas Tree Ornament.
- Commissioner Wendy Bryan reported that the 250th Commemorative Flag Hunt at the Egg-a-palooza (Pictures) Found by Amme Aguirre with NC Mini Donut Company.
- Commemorative Flag hidden at the 4 April Farmer's Market
- Broadway Our Way Festival 18 April 2026.

- The May Flag was hidden at Carolina Indie Fest on Friday, May 15th and found by Nate Ewing
- The June Flag will be hidden at a City Summer Concert later in the month
- Hunter Randolph presented a sign of the Sanford Depot Building currently before the City Preservation Commission for their approval**.**

O. Lee County Agricultural Fair:

Will not have a theme for the 250th But will be promoting the 250th Anniversary in all they do.
They may have 18 booths focused on the 250th Anniversary. If our committee wishes to man a booth in the Commercial Building contact: Crystal Stubits (ffwife_680@yahoo.com) is the contact for a booth.

P. Community Orchestra programs – Marsha Hanna – The Orchestra will feature America 250th at their opening concert this fall.

- The Sanford Community Orchestra will perform at the Broadway North Carolina Veterans Memorial on Saturday July 4th, 2026, at 10:00 AM featuring "America the Beautiful" and "GOD Bless America."
- May 16, 2026, 7:30 PM First Performance theme "Landscapes Eternal" featuring visuals of American landscapes, "Grand Canyon Suite," and "The Armed Forces Medley" with a second performance
- May 17 3:00 PM at the Mann Center (Not officially recognizing as a 250th themed performance).

Q. Brush and Palette Art projects: According to Julieanne Robinson, they may consider a Fall Show.

R. **Central Carolina Community College** – CCCC will feature Fall Lecture series and film series Civic Center Auditorium / Call for "Red Clay Review" submissions for the student publication. Submissions also Open to the Public. CCCC and Library are working on a joint writing contest for 4th Grade STEM - open to all three county campuses with a winner in each county. CCCC is tentatively working with the Bill of Rights Foundation to feature a film "Young Washington" (Bianka Stumpf has cards to acquire free tickets for local theaters)

S. The Lee County Enrichment Center:

- Featuring video *"Colonial America: From Wilderness to Civilization.*" This three-Week Video Course: Attended all three viewings.
- Week 1 – Wednesday, May 6, 2026, 2:00 – 4:00 PM *"A City Upon a Hill"* and *"Forging the American Character."*
- Week 2 – Wednesday, May 13, 2026, 2:00 – 4:00 PM *"Nature and Liberty,"* and *"Frontier Wars."*
- Week 3 – Wednesday, May 20, 2026, 2:00 – 4:00 PM *"Awakening a People,"* and *"The French and Indian War."*
- **There is no age limit, but seating is limited**. ***Please call: Holly Hight 919-776-0501 extension 2203 - to sign up in advance (ten citizens signed up only three attended)***
- Sanford Steps Out – the Senior Edition presents 250th Anniversary National Parks – Virtual walking challenge – 3rd Tuesday of the month February 17th at 10:45 in the Grand Hall

T. Local Articles:

- The Rant article on the 250th Committee - https://rantnc.com/2026/06/02/usa-250-celebrations-planned-locally-for-july-4-and-beyond/

- The Rant Article “Private Jacob Gaster” - https://rantnc.com/2026/06/02/usa-250-the-story-of-revolutionary-war-pvt-jacob-gaster/

- The Rant Article “House in the Horseshoe” - https://rantnc.com/2026/06/02/usa-250-a-skirmish-at-the-house-on-the-horseshoe/

U. SPECIAL NOTE: The Committee effective December 2026 As the 250th Commemorative Year of the Declaration of Independence comes to an end. The consensus from those attending is to end the 250th Committee in December 2026 in concert with the NC 250th Committee.

V. Next Meeting: October 7, 2026 6:00 PM at the “New Library!”

W. ADJOURMENT: 6:18 P.M.

LEE COUNTY GOVERNMENT
NORTH CAROLINA

Communications Monthly Report

August 2026

Internal Communications

- Develop and digitally distribute 14-page September newsletter to County employees
- Create mass email internal communications on various topics for County employees (3)
- Produce Monthly Legislative Report for the Board of Commissioners

External Communications

- Write and edit press releases (4)
- Create content for @leecountync social media (8)
- Shared monthly community calendar on social media to promote County events
- Uploaded Enrichment Center archives to Lee County Government YouTube channel (10)
- Create promotional material and social media content for County departments, including:
  - Animal Shelter - Adoptable Animals Spotlight + The Shelter Scoop (weekly)
  - Enrichment Center Facebook events (monthly)
- Updated county webpage for Volunteer Opportunities
- Manage incoming public records requests, review result queries for responsive documents, and provide responsive documents (45 requests)
- Submitted Lee County Government updates for September Public Policy Luncheon
- Redesigned the Enrichment Center's Center Post for accessibility
- Updated the Lee County Government Facebook cover photo

Boards & Commissions

- Set up for Board of Commissioners meetings, print agendas and sign-up sheets
- Control audio panel for Board of Commissioners meetings
- Updated Commissioner photo on County website
- Created New Commissioner Orientation book for Eric Davidson
- Acknowledge receipt of applications for County-appointed boards and commissions
- Verify residency and tax status for applicants
- Set up appointments with new board members to be sworn in to serve
- Update rosters and distribute to staff contacts for boards and commissions

North Carolina General Assembly - Tracked Legislation

2025-2026 Session

Bill (Link)	Title	Summary	Impact to Lee County	Summary of Recent Actions
HB 958	Election Law Changes	This bill modifies local election administration procedures. This includes reductions to the early voting period for primary elections and adjustments to the deadline for addressing absentee or provisional ballot issues. The legislation also introduces new post-election audit requirements, updates voter identification guidelines for military and overseas voters, and revises processes for maintaining voter registration rolls.	We will see less operating costs associated with operating upcoming elections due to the shorter early voting periods. This bill would go into effect on 1/1/27, so the election this November will be unchaged.	The bill passed both the House and Senate and was vetoed by Governor Stein on 8/17/26.
SB 889 SB 474	Property Tax Reappraisal Moratorium	Prohibits every county in which a reappraisal of real property became effective as of January 1, 2026, from using the schedule of values adopted by the board of county commissioners. Directs those counties to instead use the schedule of values adopted in accordance with the county's most recent previous reappraisal effective prior to January 1, 2026.	There was initial concern that we could have seen our upcoming reappraisal be delayed. With our reappraisal occurring next year on January 1, 2027, we are not affected by this, now, state law. It is unknown if the General Assembly is considering further delays for counties. We will closely watch this as we approach the November election as there could be further moves regarding reappraisals if the property tax amendment passes.	This bill was signed into law by Governor Stein on 6/19/2026. Another bill (SB 474) slightly altered some wording in the original bill and was signed into law by Governer Stein on 7/7/2026.
HB 171	Equality in State Agencies/Prohibition on DEI	Directs that no State agency can promote, support, fund, implement, or maintain workplace diversity, equity, and inclusion (DEI) programs, policies, or initiatives. Prevents a State agency, unit of local government, or non-State entity from using any State funds or public monies to promote, support, fund, implement, or maintain DEI initiatives or programs. Prevents these programs from applying for, accepting, or using federal funds, grants, or other financial assistance that require compliance with DEI policies, initiatives, or mandates. Directs that any existing programs funded through such means must be discontinued unless continued participation is expressly required by federal law.	Lee County does not have any DEI initiatives nor programs. No adjustments will be necessary.	The bill passed both the House and Senate last year in June 2025 but was vetoed by Governor Stein on 7/3/25. Recently, on 6/24/26, the House voted to override the Governor's veto. The Senate is expected to hold an override vote soon.

Bill (Link)	Title	Summary	Impact to Lee County	Summary of Recent Actions
HB 1042	Affordable Housing Exemption Mods.	This bill addresses the “Blue Ridge Housing loophole” and limits the availability of the affordable housing exemption to housing developments that are actually controlled and operated by legitimate non-profits. An existing low-rent housing development would no longer be permitted to obtain a tax exemption by recruiting a non-profit to play a superficial ownership role.	Lee County currently does not have any properties affected by this exemption so we will not see any impact from this bill locally. It is mainly impacting larger counties. If it does not pass, though, we could begin to see impacts in our community as we continue to grow and more housing complexes are built.	The House passed the bill unanimously on 5/20/26. It is now currently held up in committees in the Senate. N&O reports that lobbying efforts have been made to slow down the bill's progression.
SB 992	Truth in Taxation	Prohibits adoption of a tax rate above the revenue-neutral rate unless a resolution or ordinance is approved after specific notice and hearing requirements. Mandates publication of the local government's interest in exceeding the revenue-neutral rate. Requires the county clerk to send notice of intent to exceed the revenue-neutral rate to each taxpayer. The notice must include detailed information on the revenue needed, tax rate, estimated amount of tax, and information on the public hearing. Requires a public hearing dedicated to the issue of exceeding the revenue-neutral rate, with a majority vote of the governing body needed to approve the higher rate before adopting the budget ordinance.	Since our revaluation is taking place next year in 2027, we could see impacts from this bill if we were not to go revenue neutral. The main cost impact being new required notices sent to all taxpayers, which is estimated to cost around $30,000. Procedurally, this bill would also require us to begin the budget process earlier and make more decisions regarding the possibility of not going revenue neutral earlier in the process. This would be due to the new required notices, public hearings, and Board actions.	The bill passed the Senate with significant bipartisan support on 6/24/26. The bill has since been referred to committee in the House. It is unknown when we might see further actions.
SB 280	The Dominique Moody Safety Act	Establishes a specialized escalation team within the North Carolina Division of Social Services to investigate cases of high-risk children who have extensive histories with child protective services (CPS). It mandates county compliance with the escalation team, including setting reporting requirements and deadlines for county follow up. Directs the NC Department of Justice to provide recommendations on reducing state liability and placing increased liabilities on counties if a county DSS office fails to meet the requirements.	Based on estimates on current open cases, our concern is the 6 state staff that were approved in the budget bill will not be able to support the requirements of this bill. This will create additional work on county staff and require additional engagement with state staff with the potential of delaying decisions on high-risk CPS cases. Delays will create and require additional work on county staff.	Bill language was included in the budget bill (SB 257), which was signed into law by Governor Stein on 7/7/2026.

Bill (Link)	Title	Summary	Impact to Lee County	Summary of Recent Actions
HB 1200	Tax-Free Family Essentials	Would exempt diapers, baby wipes, and feminine hygiene products from sales and use taxes. Would be effective 4/1/2027.	Based on FRD's analysis, we can estimate around a $15,000 decrease in sales taxes for FY 2027-28.	Bill passed unanimously in House on 6/30/26. The bill has since been referred to committee in the Senate. It is unknown when we might see further actions.
SB 257	2026 State Budget; Page 251-252 Section 9B.7(a): SNAP Benefit Cost-Sharing	Outlines how the SNAP benefit cost-share amount will be calculated. If the State is required to pay a portion of the SNAP benefits based on the statewide error rate, the funding will be held from all counties based on 2 separate calculations. 1 being the county's flat assessment, which is 0.75% from article 39, 40, and 42 of our county's sales tax. The second portion is the ratio of a county's portion of the statewide payment error. The current interpretation is that this will affect counties that are above the 6%. As the bill is written, it is hard to interpret exactly how the second portion will be calculated.	Current state estimate falls at the 5% of total state benefits based on NC FNS error rate. Lee County will be impacted by the flat assessment should the state be responsible to pay based on the statewide error rate. Unless advocacy efforts are successful in Washington, the funding will be withheld from our county tax distribution beginning October 2027. It should also be noted that Article 40 and 42 must set aside a portion for school capital. It is our concern that this will negatively impact school capital funding.	The budget bill was signed into law by Governor Stein on 7/7/2026.
SB 257	2026 State Budget Appropriation; Page 482-491 beginning with Section 22.5.(a) - Elimination of Office for Historically Underutilized Businesses	Repeals statutes that effectively remove a local government's statutory authority for setting goals, making good faith efforts, and requiring bidders to provide verification of good faith efforts related to minority business involvement in local procurement/bidding, and reporting this information to the Historically Underutilized Business (HUB) Office.	The repeal of these statutes will directly impact the way local governments in North Carolina conduct competitive bidding. As a result, immediate updates to the Lee County Purchasing and Contracting Policy will need to be made to remove associated provisions citing requirements relating to historically underutilized business participation and outreach that are no longer in effect.	The budget bill was signed into law by Governor Stein on 7/7/2026.
HB 1089	Constitutional Amendment: Property Tax Levy Limit	Subject to approval by voters at the November 3, 2026, general election. Amends Section 2(5) of Article V to require the NCGA to enact general laws that limit the amount by which the levy of taxes on property may increase, allowing for exceptions. The question to be used on ballots will be: " For/Against: Constitutional amendment requiring limits on property tax increases by local governments."	The largest concerns lie in the lack of details in this amendement as there are not specific structures or goals outlined in the amendment language. The NCGA must just "enact general laws limiting the amount by which the levy of taxes on property may increase." If tight restrictions are put in place, we could be faced with significant, difficult financial decisions in coming years.	The budget was passed by the House and then ratified with a 3/5th majority of the Senate on 5/21/2026. The amendment will be on the ballot this Novemeber election and will require a simple majority of voters for passage.

MINUTES OF THE MEETING OF
THE CONSOLIDATED HUMAN
SERVICES BOARD FOR
THE COUNTY OF LEE, STATE OF NORTH CAROLINA

****

June 17, 2026

****

The Consolidated Human Services Board for the County of Lee, State of North Carolina, convened at 7:00 p.m. in the Gordon Wicker Room, 106 Hillcrest Drive, Sanford, North Carolina for a scheduled meeting.

Members present: Mrs. Sophia Blount, Mrs. Mary Ann Gaster, Mrs. Mary Hawley Oates, Mrs. Margaret Johnson, Dr. Tripp Paderick, Mr. William Pickard, Dr. Diane Schaller, Mr. Jeremy Thomas and Mrs. Rachelle Whitfield.

Members absent: Dr. William Hall, Pastor Alice Hooker, Dr. Andre Knecht and Mrs. Ophelia Livingston.

Also present: Assistant County Manager Angelina Noel, Lee County Department of Social Services Director Takeisha McMiller, Lee County Health Director William Heath Cain, Community Support Services Supervisor Autumn Smith, and Mr. Juan Diaz-Franco as Clerk for the Consolidated Board.

Dr. Diane Schaller, Chairperson, presided and the following business was transacted:

1. **Additional Agenda Items and Approval:** Mrs. Noel requested to add to New Business a recognition and resolution honoring Mr. William Pickard for his service to Lee County. Mrs. Hawley Oates moved to set the agenda with the addition of the resolution honoring Mr. William Pickard and approve the agenda. Upon a vote the results were:

   Aye: Mrs. Blount, Mrs. Gaster, Mrs. Hawley Oates, Mrs. Johnson, Dr. Paderick, Dr. Schaller, Mr. Thomas and Mrs. Whitfield.

   Abstain: Mr. Pickard

   Nay: None

   The chairperson ruled the motion was adopted.

2. **Public Comments: None**

3. **Approval of Consent Items:**
   A. **2026-2027 Energy Outreach Plan.**
   The Low-Income Home Energy Assistance Program (LIHEAP) is a federally funded block grant program that is comprised of three different programs - Crisis Intervention Program (CIP), Low Income Energy Assistance Program (LIEAP) and Weatherization. There are also non-Federal Crisis Intervention Programs and Share the Light that is available for Duke Energy Progress customers. To maximize the success of this program, outreach to county residents through key community partner stakeholders, each county department of social services is required to develop and implement an Energy Program Outreach Plan (EPOP). This plan is a framework to ensure that eligible households are made aware of the assistance available through these programs.

   B. **North Carolina Alliance of Public Health Agencies Contract (NCAPHA).**
   Proposed positions in Infant Mortality and our Interpreter position are paid through NCAPHA. For FY 27, interpreter will be paid $56, 546. Infant Mortality Employee will be paid $52,719 thru NCAPHA for a total of $109,265. This is included in the proposed budget. Funds are being used from Cost Settlement and Infant Mortality Program to pay for these positions; no county match. The contract has the potential to increase if grant-funded positions or vacant budgeted positions need to be hired through NCAPHA during the next fiscal year.

   C. **Subsidized Child Care Assistance Program Local Policy.**
   To ensure we are in compliance with the new Subsidized Child Care Assistance (SCCA) policies, DCDEE now requires the Local Department of Social Services/Local Purchasing Agency to document and submit all local policies using the attached DCDEE0475 Local Policy Form to DCDEE: at least every two (2) calendar years.

D. This request is for the Board to review and approve the minutes from the April 15th, 2026 CHSA Board meeting.

Mrs. Hawley Oates moved to approve the Consent Items. Upon a vote the results were:

Aye: Mrs. Blount, Mrs. Gaster, Mrs. Hawley Oates, Mrs. Johnson, Dr. Paderick, Mr. Pickard, Dr. Schaller, Mr. Thomas and Mrs. Whitfield.

Nay: None

The chairperson ruled the motion was adopted unanimously.

4. Old Business:

This request is for the Board to review the information presented at the May 20th Board meeting. There was no quorum. The attachment is for Board review and information only.

5. New Business:

A. Resolution to recognition and honor Mr. William Pickard for his service to Lee County.

The Chairperson, Dr. Schaller, read the resolution honoring Mr. Pickard for his years of service in Lee County. The Lee County Consolidated Human Services Agency board wishes to recognize and acknowledge the valuable service rendered by Mr. William Pickard measured to the people of Lee County and expressed gratitude to him for his service and now therefore be it resolved by the Lee County consolidated Human Services agency and board recognition and appreciation is hereby bestowed upon William Pickard for his numerous years of devoted service to Lee County and meaningful contributions to our community presented the 17th day of June 2026.

B. Resolution to Set Meeting Schedule for the Consolidated Human Services Agency.

The CHSAB discussed in prior meetings moving the location of the CHSAB meeting to the new main library located at 1740 Bragg Street once opened. After discussion, Mrs. Hawley Oates moved to accept the resolution to set the CHSAB meeting schedule effective July 15, 2026 at the main library located at 1740 Bragg Street. Upon a vote the results were:

Aye: Mrs. Blount, Mrs. Gaster, Mrs. Hawley Oates, Mrs. Johnson, Dr. Paderick, Dr. Schaller, Mr. Thomas and Mrs. Whitfield.

Nay: None

The chairperson ruled the motion was adopted unanimously.

C. Strategic Plan Progress Update.

Ms. Jessica Miller informed the Board about the Strategic Plan progress through a Power Point presentation. The carpet in Management Support area was replaced with laminate flooring. The check-in for clinic and WIC at the front clinic area was consolidated and streamlined. WIC staff can focus on serving clients and strengthen client satisfaction. The Environmental Health area is ongoing because of waiting for the city's move from the Buggy Factory. Cross training and communication with WIC and our front staff to minimize interruptions. We are working on a tabletop exercise with our preparedness program to optimize knowledge for our response capabilities. The addition of the Animal Shelter trailer was to increase our outreach engagement and have extended a part time employee to relieve staff to increase their outreach ability. Enhancing our revenues so every year our CPT codes and billing are updated. Environmental Health now provides a paid ServSafe Course for the new fiscal year. Exploring grant opportunities for public health and our services like the NEHA grant that encourages Environmental Health Specialists to work on their FDA training; the Telehealth Grant helps expand internet access for our clients to better serve their needs more efficiently; our CDMA funding helps maintain our shelter space and help meet the needs if an audit or inspection requires it. Improving communication with internal and external stakeholders through educational materials and other pertinent information will help patients understand their prescription, aftercare, follow-up visits and referrals. Patients can request their after-visit summary. We are brainstorming ways to overcome language hurdles with our EHR platform that does not translate to Spanish. We provide printed material for patients when they do have that diagnosis. We continue to use social media like Facebook and our marquee to reach customers, and we stay up to date with health alerts, weekly adoption updates, rabies, rabies vaccine events and marketing strategies and communication. We continue to strengthen our faith-based organizations communication. Our ServSafe classes help educate and improve our relationships with our local vendors, and educational media for on-site inspections. Our Animal Welfare relationship with CCCC has really taken off. They can contact Doctor Hauser and CCCC for other services like skin scrape, blood draws, or fecal samples.

This collaboration offers knowledge that students may need. We update the veterinarian list every six months and continue to develop better materials. From our 2025 Community Health Needs Assessment, three areas, access to care, mental wellness, and nutrition access to healthy foods were the community's concerns. On mental health and wellness, we continue work with Autumn in our Safe Syringe Program with Narcan availability. We are hoping to continue working on strengthening our mental health information once our web page goes live and we're continuing to work with our Daymark partnership to broaden and extend it. For food benefits, the Health Education Team continues to work with the Enrichment Center, Stevens Center, The Boys and Girls Club, and local schools providing nutritional classes, explore ways to market SNAP benefits, and partner with the local food market farmers and market vendors. Mrs. Hawley Oates moved to approve the Strategic Plan Progress Update as presented. Upon a vote the results were:

Aye: Mrs. Blount, Mrs. Gaster, Mrs. Hawley Oates, Mrs. Johnson, Dr. Paderick, Mr. Pickard, Dr. Schaller, Mr. Thomas and Mrs. Whitfield.

Nay: None

The chairperson ruled the motion was adopted unanimously

6. Manager's Report

A. Lee County Department of Social Services Director's Report.

Mrs. McMiller reported there was not much to report outside of Monday, June 15th, was Elder Abuse Awareness Day and there were some activities to bring awareness to elder abuse. Next year's plan is to include more of the public, Boards and Senior Services. There was a walk, about half mile, and then we had our Adult Service Supervisors present some information and facts about elder abuse.

B. Lee County Public Health Monthly Management Summary for February 2026.

Mr. Cain shared that the Activity Summary has been provided for the board to review and we have been increasing patient services as we go.

C. February 2025 Senior Services Report.

- In the nutrition program, Diners Club (congregate) 903 meals were served, and 814 Home Delivered Meals were served, which included frozen meals for the weekends.
  - o The Diners Club provides a hot noon-time meal and program (special guest speaker, health promotion, live music, exercise, and drop-in activities) Monday – Friday. *Home Delivered Meals* services Lee County residents ages 60 and better who live outside of the Sanford city limits. There are no fees. Contributions are accepted from participants, which helps to extend the program.
  - o *Meals On Wheels, Inc., 919-708-4181,* services the Sanford city limits residents and will accept residents under 60.
- Fifty-eight (58) volunteers provided 437.72 hours of assistance with pay equivalent and savings to Lee County Government of $8,413.71.
- Total unduplicated registered senior center attendees, 515, duplicated was 5,980. The average age of most participants was 75-79 (24%). Participants aged 85 and over attended, 11%. Most participants were female, 72.9%. Total guests, 1,112. Average number of unduplicated participants and guests per day was 355.
- The Caregiver Conference was held at the Dennis A. Wicker Civic Center, May 8. There were 175 family and professional caregivers, vendors, and community members in attendance.
- SHIIP met with 16 Medicare Beneficiaries by appointment and assisted 40 callers. Outreach activity/participation: Community Shred Day, (100), Medicare 101 Presentation (5), Small Shred Day (5).
- Social Worker II outreach events/participation: Lee County Main Library Grand Opening (150), Network on Aging (25), Salvation Army Coffee Network (6).
- Program Managers presented information and provided a tour for Lee County Employees participating in Learning Lee.
- Veteran Services provided comprehensive assistance through scheduled appointments and walk-in services. Total contacts, 353. Third-party contacts (Veterans Benefits Adm. – VBA), 10. Served 96 unduplicated veterans, completed 67 scheduled appointments, assisted 180 walk-ins, one (1) homeless veteran. Four

(4) veterans were newcomers to Lee County. Participated in the Operation Honor Rural Salute event, Sat., May 16, 1,200 in attendance.

D. Community Support Services Monthly Report.

Mrs. Smith reported the Community Support Services along with Elected DA Suzanne Matthews presented about recovery courts to the Lee County BOC on June 18.

May numbers saw 26 cases on pretrial, 8 GPS cases, 8 re-entry cases and 0 COLTS vouchers.

Renew: Behavioral Health Clinicians as well as pre-trial attended the community mental health walk and resource fair on May 9 in Sanford. Preparation has started for DVIP, after hour group sessions, and Seeking Safety for fall.

Re-Entry: Community Support Services continues to maintain re-entry services and communicate with the State of NC to gather data regarding needs as well as possible future funding opportunities.

Opioid Use Reduction: Our Opioid Settlement Coordinator along with the director and assistant county manager presented Exhibit C and funding updates to the Town of Broadway, City of Sanford, and Lee County BOC.

Jail Savings: By utilizing the pre-trial program, the jail is saving $86.85 per day, which comes to $70,001.10 for the month of May.

E. COLTS Monthly Manager's Report.

- COLTS provided a total of 3,502 trips with a total of 22,126 service miles logged
- There were 30 Buzzline service days in May 2026
- Buzzline provided a total of 2,200 trips with a total of 14,589 service miles logged
- Employment related transportation remains the number one trip purpose for Buzzline

Dialysis	17
Employment	1,029
Education	69
Food	62
Medical	200
Misc.	482
Shopping	287
Recreational	54
	2,200

Top Locations:
Walmart
Food Lion
Misc. (Hair appt., hotels, Circle K, vape stores)
Coty/Coremark
Bear Creek Arsenal

- Buzzline's official website: **www.buzzlinemicro.com,** or you can download the app from the App Store for Apple or Google Play for Android. Community members can find more information about the service, routes, and scheduling, and can conveniently pay for rides online through the app or directly on the website.

Upon no further business, Dr. Diane Schaller adjourned the meeting by acclamation at 7:31 p.m.

Dr. Diane Schaller, Chair

ATTEST:

Juan Diaz-Franco, Clerk

Lee County Libraries

PROPOSED Board Meeting Agenda
of the Lee County Libraries Board of Trustees

DATE: Thursday, September 9, 2026
TIME: 5:30 PM
LOCATION: Main Library Large Programming Room @ 1740 Bragg St., Sanford

I. Call to Order
II. Roll Call
    a. Introduction of new Library Board Trustee – Rebecca Laton
III. Additions to the Current Agenda
IV. Adoption of Current Agenda
V. Approval of Previous Meeting Minutes from 5/13/26
VI. Proclamations & Recognitions
    a. Library Card Sign Up Month
VII. Library Board Comments
VIII. Public Comments
IX. Library Director Report
    a. See attached
    b. Annual Funomicon Event date has been changed to the 1st Saturday of November starting in 2027.
X. Old Business
XI. New Business
    a. Review: State Aid Application with Public Library Survey (will be available at meeting)
    b. Approve minor change to Board of Trustee Timeline
    c. Review and approve change of date for the November Board of Trustees meeting in November as it falls on Veteran's Day, 11/11/26.
XII. Other Business
    a. New Library Updates
    b. Friends of the Library updates
    c. Five-Year Plan – staff requests board designee for assistance, schedule work session. Proposed dates in October or November.
    d. Placeholder - Trademark for Funomicon
XIII. Adjournment

Important Upcoming Dates:

- *Libraries will be closed on Saturday, November 7th for Staff Training Day*
- *Libraries will be closed on Wednesday, November 11th in observance of Veteran's Day.*
- *The next LCL Board Meeting meeting will be held at the Main Library in the Multi-purpose Room on Wednesday, November ___, 2026 at 5:30 PM*


LCL
CREATE
CONNECT
DISCOVER
Lee County Libraries

REPORT OF LIBRARY ACTIVITY
MONTH OF: July & August 2026
Respectfully submitted by: Beth List, Library Director
Report Date: Friday, September 4th, 2026

Useful Stats	JULY 2025	JULY 2026	AUGUST 2025	AUGUST 2026
Circulations:	14,672	18,330	12,591	16517
Public Computer Uses:	879	966	826	1100
Main Door Count:	7,533	10,558	8,546	11,040
Broadway Door Count:	444	342	452	320
Curbside Pick-Ups:	39	36	33	35
Libchat Sessions:	23	28	26	28
e-Inc Check Outs:	3377	3246	2910	3351
NC Kids & NC Kids Level Up Check Outs:	437	437	606	432
Website Views:	6268	9383	7160	9962
WiFi Use:	1667	2206	1,546	2732

Other: Facebook Followers: 4,943 | Instagram Followers: 1,755 | YouTube subscribers: 663

Children's Programming

- **In-Person Story Times:**
  - Babies Story Time at Main: Wednesdays at 10 AM
  - Toddler Story Time at Main: Wednesdays at 10:45 AM
  - Family Story Time at Main: Thursdays at 10 AM
  - Family Story Time at Main: 4th Saturday of month at 10 AM
  - Babies Story Time at Broadway: Fridays at 10 AM
  - Toddler Story Time at Broadway: Fridays at 10:45 AM

Each week our Story Times have a special theme, and participants learn a new Spanish and ASL word, as well as the letter for the week.

*** JULY Babies Story Time Themes:** Week 1: "Red, White, and Blue Story Time; Week 2: "Stretch, Breathe, and Read Story Time"; Week 3: "A Wiggly, Wriggly Story Time"; Week 4: "A Fruitful Story Time"; Week 5: "Stories on the Summit Story Time"

*** JULY Toddler Story Time Themes:** Week 1: "Red, White, and Blue Story Time; Week 2: "Stretch, Breathe, and Read Story Time"; Week 3: "A Wiggly, Wriggly Story Time"; Week 4: "A Fruitful Story Time"; Week 5: "Stories on the Summit Story Time"

*** JULY Family Story Time Themes:** Week 1: "Red, White, and Blue Story Time; Week 2: "Stretch, Breathe, and Read Story Time"; Week 3: "A Wiggly, Wriggly Story Time"; Week 4: "A Fruitful Story Time"; Week 5: "Stories on the Summit Story Time"

*** JULY Monthly Saturday Story Time:** Offered on the 4th Saturday of the month at 10 AM at the Main library. "Words Go Round and Round Story Time"

***AUGUST Babies Story Time Themes:** Week 1: "Reading Beneath the Waves Story Time"; Week 2: "Stories and Shapes Story Time"; Week 3: "Spuds and Stories Story Time"; Week 4: "Sights and Sounds Story Time"

***AUGUST Toddler Story Time Themes:** Week 1: "Reading Beneath the Waves Story Time w/ craft"; Week 2: "Stories and Shapes Story Time w/ play"; Week 3: "Spuds and Stories Story Time w/ STEAM"; Week 4: "Sights and Sounds Story Time"

*** AUGUST Family Story Time Themes:** Week 1: "Reading Beneath the Waves Story Time w/ craft"; Week 2: "Stories and Shapes Story Time w/ play"; Week 3: "Spuds and Stories Story Time w/ STEAM"; Week 4: "Sights and Sounds Story Time"

*** AUGUST Monthly Saturday Story Time:** Offered on the 4th Saturday of the month at 10 AM at the Main library. "Numbers and Letters Story Time"

- **LCL Lego Masters:** Offered the 4th Saturday of the month between 1 PM - 2:30 PM, Attendees of all ages can come and free build. There are idea cards they can use. All creations are photographed and displayed behind the children's desk for the month.
- **LCL Science Explorers:** Science program ideal for elementary age children offered monthly on the 4th Saturday at 11 AM. Every other month we partner with graduate students from UNC Chapel Hill to assist with the program. In July the participants learned about different types of earthworms, the benefit of worms, listened to the story, "Earth: The Science of Soil" by Ben Lerwill, and created their own worm habitat to observe at home. In August we had Alexis and Ashleigh from UNC visiting and they taught the participants about hydrophobic and hydrophilic water. Children tested out these concepts with two different activities.
- **LCL STEAM Club:** Typically meets on the 4th Tuesday of the month at 6 PM at the Main library. The club is geared toward older elementary and middle school students and is in partnership with w/Lee County 4-H Club. July's topic was "That's Simple: Exploring Simple Machines." Participants designed and tested their Rube Goldberg-esque contraptions and learned about the various simple machines we use every day. In August we explored Bernoulli's Principles and the concepts of weight, lift, drag, and thrust as we designed and tested paper airplanes.
- **LCL Crafty Creators**: program for ages 5-12 on the 4th Friday of the month at 3:30 PM at the Main Library and offered on the 4th Saturday of the month at 2 PM at Broadway. July's topic was: "The Colorful World of Frida Kahlo" where participants learned a little about the life of Frida Kahlo, listened to the book, "Frida" by Jonah Winter and created their own copycat Frida Kahlo art piece using oil pastels. August was: "A History of Cats." Guests learned about various cats throughout history in different civilizations, history of some cat breeds in America and the world, played a sorting game for wild vs. domesticated cats and created their own acrylic paint cat bookmarks.
- **Books and Blocks: A Lego Book Club** – offered on the 2nd Monday of the month between 6 PM – 7 PM. This program is designed for youth between the ages of 7 – 14. Participants check out a pre-selected book to read over the course of the month. They use information from that book to develop a Lego character or scene at the following month's program and discuss it. July's book title

was: *Ivy & Bean Break the Fossil Record* by Annie Barrows. August title was: *Awesome vs. the Evil Ice Cream Jingle* by Stan Kirby

- **LCL Inbe-TWEEN-ers:** Offered the 1st and 3rd Mondays from 4:30PM – 5:30 PM each month. This is a new program designed for youth between the ages of 10 – 13. Each week has a different theme/topic ranging from crafts, drawing, games, Legos and more. Youth participate in activities and socialize. In July: Week 1 – Dragon Eggs; Week 3 – Gaming in the Library: Board and Video Games. In August: Week 1 – Faux Stained Glass; Week 3 – Trivia Challenge.
- **PROGRAM UPDATE: LCL Pokémon Club:** Pokémon Club: Starters and Pokémon Club: Evolutions are now combined to offer more Pokémon opportunities for both age groups each month. Offered on the 1st and 3rd Wednesday of the month from 3:30-4:30 PM. Pokémon Club is the ultimate hangout for Pokémon fans ages 5 - 14. Participants can battle, watch, discuss, craft, and draw all things Pokémon, allowing them to test their strategy, have some fun, and meet other players who love collecting and competing. In July participants had the opportunity to play the Battle Academy game, draw, color, journal, and trade cards. In August: Week 1 – Create Your Own Battle Mat and Learn Poké Catch; Week 3 – Play Poké Catch and The Pokémon Memory Game.
- **Passive Activity:** Every month in the Children's Department now offers a monthly drop-in crafty opportunity located at the Children's desk for all to enjoy. July's craft was "Paper Chain Snake". The August craft was "Kawaii Snail on Leaf".
- **July Passive Activity:** Library attendees had the opportunity to fill out an application for a chance to **"Adopt-A-Dinosaur"**. Thirty-six lucky individuals were drawn (6 per week and 18 on week 4) to take home a mini stuffed dinosaur keychain. Over 130 people participated in this activity.
- **July Passive Activity: "We Dig Reading"** - participants colored a pickax and shared their favorite book title or series. These were displayed for the month for patrons to use as a reader's advisory.
- **1000 Books before Kindergarten program**: The reading program is for ages 0 –5 to encourage family reading and build literacy foundations in youth prior to entering kindergarten. In July we had 111 children enrolled in the program, 19 new registrants for July, 48 active readers, and 3,042 books read. There were 3 participants who completed their 1000 books in July. In August we had 128 children enrolled in the program, 17 new registrants, 36 active readers, and 1,245 books have been read.

Teen Programming

- **LCL Teen Time:** Offered every Thursday from 4-6 PM. A space for teens to come, socialize, play, and create. Each week has a different topic / focus from art to technology, drawing, to games. Snacks are provided. In July: Week 1 – Button Making; Week 2 – Shark Night; Week 3 – Pop Psych Night; Week 4 – Jurassic Terrariums; Week 5 – Dominoes and Dice Games. In August: Week 1 – DIY Keychains; Week 2 – Construction Paper Portraits Week 3 – Sock Puppets; Week 4 – Minecraft & MineCRAFTs.
- **LCL High School Quiz Bowl Social:** Offered on the 1st Wednesday of the month from 3:30-4:30 PM. A space for Lee County High School students to come, socialize, learn about Quiz Bowl, and practice answering questions. July featured an America 250 questions mix, covering topics related

to American history, iconography, and notable individuals. August social featured a Funomicon-inspired question mix, covering topics related to media, popular culture, history, and literature. Snacks were provided. Snacks were provided.

- **Teen Anime Club:** Teens (ages 13-18) are welcome to attend on the 2nd Tuesday of the month at 4-6 PM at the Main Library. Participants view an anime film, do a craft, or practice drawing, discuss Anime titles, and enjoy a snack. In July participants watched the first three episodes of *Violet Evergarden* and shared their thoughts on the series. In August participants created cosplay rubber ducks using paint markers, fabric scraps, construction paper, feathers, sticky gems, and pipe cleaners to turn regular rubber ducks into their favorite characters.
- **PROGRAM UPDATE: LCL Pokémon Club: Evolutions:** Both Pokémon Club programs are now combined to offer two Pokémon programs a month for ages 5-14.

Family and All Ages Programming

- **LCL Monthly Movie Night:** Movie nights take place at the Main Library on the 2nd Tuesday of the month at 6 PM and at the Broadway Branch on the 3rd Tuesday of the month at 4 PM. In July patrons enjoyed the movie *Kung Fu Panda 4*. In August patrons enjoyed the movie *The Garfield Movie (2024)*.
- **LCL History Club:** The LCL History Club is for all ages and in person on the 3rd Thursday of the month at 3:30 PM. In July History Club participants this month learned about Mayan archaeological sites. In August we learned about video game history.
- **LCL Game Cafe:** Participants played an assortment of board and video games. Now offered on the 4th Monday of the month.
- **LCL Life-Sized Game Night:** This program happens quarterly on the 5th Monday of the month. In August we featured Over-Sized Games which included Kerplunk, Checkers, Tetris and Connect Four. (Thanks to the Parks and Rec dept for allowing us to use some of their games.)
- **SPECIAL EVENT Funomicon** on Saturday August 15th from 10 AM – 4 PM. We welcomed several entertainers, vendors, authors, and food trucks along with over 2500 visitors. It was ridiculously hot, topping at 96 degrees. We directly attribute lower numbers to the heat. We will be moving the Funomicon to the first Saturday in November in 2027.

Adult Programming

- **LCL Getting Crafty for Adults:** This program is a monthly craft on the 3rd Thursday at 12:30 PM for ages 16+. Heather hosted Getting Crafty in July, with DIY flower pounding and August featured DIY Keepsake Coasters.
- **LCL Tech Time:** Tech Time was held on the 2nd Thursday and the 4th Thursday of the month in July and Augustand Heather and Riah helped participants with all of their tech related needs.
- **LCL Local History Club:** Local Lee County Libraries History Club meets on the first Tuesday of the month at 6 PM. The topic for July was a walking tour of historic gas station in Sanford. The topic for August was Settlers and Stewards of the Sandhills with guest speaker Dr. Linda Carnes-McNaughgton.

- **LCL Comic Collective: The** Comic Collective meets monthly to discuss various comic, graphic, anime titles. In July Dalton engaged participants in a discussion of *Dinosaur Sanctuary* by Itaru Kinoshita. On August 25th Dalton engaged participants in a discussion of the comic series *Moon Girl and Devil Dinosaur*.
- **LCL Write Here, Write Now:** This monthly club is for ages 16+. The club meets on the Second Saturday of the month at the Main Library. Local author Mara Price facilitates the program and focuses on developing creative confidence through brief technique instruction, engaging writing prompts, and peer feedback.
- **NEW! LCL Spice Club with the NC Cooperative Extension Master Food Volunteer Program:** This program is the second Thursday of the month. This program allows patrons to explore healthy, affordable cooking and cultural exploration through the promotion of the library and its resources and Lee County Cooperative Extension resources. In July the educational presentation was prepared and presented by Adult Services Librarian Heather Riggs and the Master Food Volunteers demonstrated the use of Cumin in an Ethiopian Cabbage dish. The library creates the herb/spice fact sheet and provides a small sample the spice of the month that is prepped by the volunteer program is offered to patrons. In August we featured the spice 'ginger'.
- **NEW! 'Om Sweet Om' Gentle Yoga at LCL:** This program is the second Friday of the month. Lee County Libraries is more than just books, it's a place to unwind and recharge. Join us at the library with Yoga Instructor, Christine Ghrist as she calmly helps us close a busy week with beginners yoga. Yoga mats are not required. For ages 18+ All levels and abilities are welcome.
- **Book Clubs:** The library currently offers four book clubs. All readers are welcome. Book Club Hold Groups are available to anyone interested in being placed on monthly automatic holds of the titles selected by each club.
    - **Lee Readers:** The club meets on the 3rd Tuesday of the month at 4 PM at the Main Library. Lee Readers did not meet in the month of July. The August discussion was based on the book *The Book Club for Troublesome Women* by Marie Bostwick.
    - **We Read Banned Books Club:** The club meets on the 3rd Tuesday of the month at 6 PM at the Main Library. Jeremy led a discussion on *The Lovely Bones* by Alice Seabold in July. Heather led a discussion on *Fade* by Lisa McMann for August meeting.
    - **New York Times Best Sellers Self-Guided Book Club:** This monthly book club is self-guided. Staff select a title, create a reader's guide to accompany the title and display the available formats throughout the month. The July Reader's Guide was on *Katabasis* by R.F. Kuang. This month's Reader's Guide was on *Game Changer* by Rachel Reid.

Summer Reading Programming

- **Unearth a Story at LCL: Morning Matinees:** Held every Tuesday morning from 10 am to noon. Movies vary from anime, cartoon, to movie classics all focused on the summer reading theme. Attendees enjoy warm popcorn while they enjoy the show. The films shown in the month of July were *20,000 Leagues Under the Sea*, *Atlantis: The Lost Empire*, *Walking with Dinosaurs*,

Ponyo, and *The Goonies*. The films shown in the month of August were *The Good Dinosaur* and *Fern Gully: The Last Rainforest.*

- **Unearth a Story at LCL: Summer Evening Blockbusters:** Held every Wednesday evening from 6 - 8 pm. Movies vary from anime, cartoon, to movie classics all focused on the summer reading theme. Attendees enjoy warm popcorn while they enjoy the show. The films shown in the month of July were *20,000 Leagues Under the Sea*, *Atlantis: The Lost Empire*, *Walking with Dinosaurs*, *Ponyo*, and *The Goonies*. The films shown in the month of August were *The Good Dinosaur* and *Fern Gully: The Last Rainforest.*
- **JULY Unearth a Story at LCL: Annual Tie Dye Event:** This all-ages event was held on Thursday, July 2 at the Main Library location and on Saturday, July 18 at the Broadway location. Participants registered for 20-minute dyeing sessions and were able to tie dye a garment of their choice. Coloring materials, assistance, and techniques necessary for the dyeing process were all provided.
- **JULY Unearth a Story at LCL: Jurassic Escape Room:** Offered on Tuesday, July 7 from 3:30 PM – 7 PM. Groups had 30 minutes to solve a series of paleontology-related puzzles in order to escape the Makerspace.
- **JULY Unearth a Story at LCL: T-Rex Tea Party:** Offered on Monday, July 27 from 3:30 – 5 PM at the Main Library location and on Friday, July 31 at the Broadway location. Participants were invited to bring their favorite stuffie for a special story time followed by a mini tea party and craft.
- **AUGUST Unearth a Story at LCL: Jurassic Trivia:** This all-ages event was held on Tuesday, August 4 from 5 PM – 7 PM. Teams of 4 to 6 worked together to answer trivia questions and win prizes. The event included three rounds of trivia: Literature and Film, Fossil Identification, and Secret Theme.
- **Unearth a Story at LCL: Passports and Pages:** Offered throughout the summer on the second Tuesdays in June, July, and August, 5 PM at the Broadway Branch. All adults 18+ are welcome. July's book was *The Life Impossible* by Matt Haig. Augusts' book was *A Short Walk Through a Wide World* by Douglas Westerbeke.
- **Unearth a Story at LCL: San-Lee Animal Visit:** Offered on 2nd Wednesdays from 2 pm to 3 pm throughout the summer for all ages. Participants can get up close with amazing animals while they learn about the creatures and their habitats at this special visit from San-Lee Nature Education Center.
- **Unearth a Story at LCL: Chapter Chasers:** Walking Book Club offered on 2nd Saturdays throughout the summer for participants to discuss books they have read or listened to while walking, boosting their health, and connecting with fellow book lovers.
- **Unearth a Story at LCL: Broadway Zoo Animal Exhibit:** Offered on 3rd Tuesdays from 10 am to 11 am throughout the summer. Participants are invited to experience the wonder of wildlife at the Broadway Branch Library with special animal guests from the Broadway Zoological Park. Attendees of all ages meet animals up close, learn fun facts, and discover the incredible world of nature. **CANCELLED by the Zoo for JULY and AUGUST.**

- **Unearth a Story at LCL: Teen Summer Writing Camp:** Offered on the 3rd Friday of the month for the duration of Summer Reading. Teens (ages 13+) are invited to practice their writing skills with creative prompts and activities. In July, participants practiced identifying and writing in different genre styles. In August, participants explored worldbuilding in writing by creating their own world maps and identifying characteristics regarding geography and climate, history and lore, and rules and systems. Teens shared their progress and gave each other constructive feedback.
- **Unearth a Story at LCL: Garden Club:** Offered to all ages on 4th Thursdays throughout the summer. July's gardening project was garden steppingstones. August's gardening project was recycled bug motels.
- LCL's Summer Reading Program has 638 people registered, with over 473,658 minutes read.

Online Programming

- **LCL Special Event – Virtual "And the Award Goes to…":** Staff continues the monthly video series on our YouTube Channel to share history and facts about various literary awards given to authors and illustrators in their given field. July featured the "North Carolina Book Awards: Sir Walter Raleigh Award for Fiction." August featured the "James Laughlin Award."
- **Online Programming:** Our YouTube channel had 384 views in July and 433 views in August. We currently have 667 subscribers.
- In July the most watched video was "What Did They See" Mini Story Time with Lee County Libraries 3.22.21" with 10 views followed by "Happy Halloween" Story Time with Lee County Libraries 10/7/22" with 7 views.
- In August the most watched video was "National Llama Day" LCL Story Time Facebook LIVE from 12.8.21 with 30 views followed by " "Let's Move: Hiking" LCL Story Time Facebook LIVE from 3.30.22" with 14 views.
    - *Website: http://library.leecountync.gov*
    - *Facebook: http://facebook.com/LeeCountyLibrarySanfordNC*
    - *YouTube: LeeCountyLibrariesNC*
    - *Instagram: @leecountylibrariesnc*

Library Displays

- Youth Services:
    - July:
        - Dinosaurs / Paleontology
        - America 250
        - Dog Days of Summer
        - Joke of the Day
        - Teddy Bear Picnic Day
        - Amelia Earhart Day
        - Middle School Battle of the Books
        - SPECIAL DISPLAY honoring Jane Yolen
    - August:
        - UnEarth a Story: Stories Beneath Your Feet, Soil / Gardening / Underground
        - Farmer's Market and Fun, Farmer's Market - fruits / vegetables / crafts
        - Unlocking Treasures Within Books, National Pirates Month

    - Surfing the Shelves, National Beach Day
    - Find your Inner Zen, National Wellness Month
    - Camp Out With a Good Book, National S'mores Month
- **Adult Sections:**
    - July:
        - Summer Reading
        - Classic and Moden American Literature
    - August:
        - Summer Reading
        - American History
        - National Park & Recreation Month
- **YA Area:**
    - July:
        - Unearth a Story: Mysteries & Conspiracies
        - America 250
        - Immediately Hooked
    - August:
        - Unearth a Story: Stories Under the Surface
        - College-Bound
        - Getting Into Character
- **Artist in Residence Display:** The Artist in Residence Display is paused while we determine the best place in the new library.

Library Outreach Services

- **Books-to-Go Home Delivery and Organization Rotating Collections:** We currently have 19 residents participating in our homebound delivery program. Applications are available online or by mail. Staff are also maintaining a selection of either rotating library book collection or specifically selected from our donations at 9 local organizations.
- **Outreach Adult Programs:** Staff hosts monthly BINGO! and a craft at Silver Treasures Retirement Inn. We now host the Short Story Club at the Enrichment Center each month. Staff makes bi-weekly visits to the Enrichment Center for Library Card Sign Up, Book Delivery and instruction on library resources such as Libby, and Digital Book programs through the State Library. They visit the Steven's Center monthly with a craft and books.
- **LCL StoryWalk at Kiwanis Family Park:** The featured title in July was "Cat's Colors" by Airlie Anderson. The next change out will occur in September. The featured STEM title in August through October is "Mouse House Tales" by Susan Pearson. The next change out will occur in November.
- **LCL StoryWalk at Kiwanis Children's Park:** The featured bilingual French title is "Kende, Kende, Kende" by Kirsten Cappy and Yaya Gentille. The next change out will occur in September.
- **Outreach Story Time Programs:** Outreach staff conducts various Story Time programs at various daycares/childcares in Lee County. July theme was "Summertime". August theme was "Under the Sea".
- **Story Time in the Park:** This seasonal program began in May and will run through the end of October. It occurs every Monday at 10 am and will be rotating through 4 parks: Week 1: Kiwanis Family Park; Week 2: Horton Park; Week 3: Lee County Athletic Park; Week 4: OT Sloan Upper Park (Tennis Courts).

- **JULY Special Event:** On July 6, Leadership Academy's Summer Program visited the library for a tour and scavenger hunt hosted by Kate.
- **JULY Special Event:** On July 8th, Kate was invited to Lee County Kiwanis' meeting to present on the new library and its resources.
- **JULY Special Event:** Jeremy hosted a group of interns from Pfizer for a tour of the new library on July 14th. Special Event: August 2: Kate and Savannah attended El Refugio and CCCC's back to school event, hading out information about programs and the Student Access information.
- **AUGUST Special Event:** August 4: Kate attended Broadway Night out and led a craft for attendees.
- **AUGUST Special Event:** August 5: Cara attended the Wednesday Night Farmer's Market with information about library programs and a coloring station.
- **AUGUST Special Event:** August 8: Kate and Sydney attended the Jonesboro Hights Back to School Bash and haded out information on programming and Student Access.
- **AUGUST Special Event:** August 8: Cara and Zenobia attended the Farmer's Market, this month's theme was Pepper Palooza.
- **AUGUST Special Event:** August 10: Kate hosted a tour for the Children of Tomorrow After School Group.
- **AUGUST Special Event:** August 20: Kate and Katie attended the Downtown Sanford Back to School Night. They led a crafts and handed out information on programs and Student Access.
- **AUGUST Special Event:** August 21: Katie attended the Health Department's Community Baby Shower, talking to attendees about baby and children's programming as well as 1000 Books before Kindergarten.
- **AUGUST Special Event:** August 21: Cara and Kate attended the Enrichment Center's Health and Wellness Day, sharing information about Books-to-Go and showing off kits from the library of Things
- **AUGUST Special Event:** August 21: Cara attended Childcare Network's Back to School Night, sharing information about library programs and Storytime Bags.

Patron Services & NC Cardinal

- We saw an increase in NCLive usage in July. There were 25 sessions and 350 FT Views.
- In July we had a total of 396 "Resident" and 12 "Out of County" new patron library cards issued.
- In August we had a total of 383 "Resident" and 9 "Out of County" new patron library cards issued.
- Tech Help and proctoring services are available by appointment any time the Library is open.
- Admin is preparing a new Book Match online submission form for patrons. Staff will review requests and provide book titles to patrons based on their answers. Coming soon!
- Curbside Pick-up Service is offered whenever the library is open.
- "Print from home" is available to patrons through our website.
- Free public Wi-Fi is available through the Library's network in the building and can be accessed in the immediate parking lot 24/7.
- Exterior book drops at both libraries are open 24/7.

Materials & Collections

- In July there were 380 pageviews and 175 sessions on items and exhibits from the Lee County Libraries on DigitalNC.org. 436 pageviews and 183 total sessions on items and exhibits from

partners supported by the Lee County Libraries on DigitalNC.org. (Our numbers may be lower going forward, after a change to the process by DigitalNC.).
- In July there were 78 views on Historic Downtown Sanford Walking Tour. 18 views on The Legacy of Link Boykin exhibit.
- The top circulating location for July was Easy Fiction. The next top 3 locations were: Adult Fiction, Juvenile Fiction, and Adult Non-Fiction.
- The top circulating location for August was Easy Fiction. The next top 3 locations were: Adult Fiction, Adult Non-Fiction, and Juvenile Fiction.
- Staff continuously assess the current collection for condition, relevancy, and demand. Weeding is done as appropriate.

Personnel, Meetings & Training

- Welcome Zenobia Dowdy who started on June 22nd as our PT Summer Reading Assistant. She will be staying on with us as a Library Assistant starting at the end of August.
- Welcome (back) Savannah Dowdy as our full-time Communications and Marketing Library Assistant III!
- Welcome back to PT Library Assistant Liam in August!
- Director Beth List attended the Summer Conference for North Carolina Public Library Director's Association in Asheville in August.
- Full-time staff are required to complete a minimum of 20 hours of professional development each year, while part-time staff are required to complete a minimum of 10 hours. Staff are encouraged to attend webinars, trainings, meetings that are related to their job duties. Approved professional development opportunities are done during work hours and documented in staff files.

Library Space & Safety Improvements

- Staff continue to ensure a safe and healthy environment for each other as well as the community.

Success Stories:

- *"Helped a Patron during Funomicon on the computers, she was trying to upload some documents, and I was able to kickstart and lead her in the right direction. She continually thanked me for the help I provided and was happy someone sat down and listened to her and mentioned a close family member of hers had just died. She said she found comfort in me because I looked like another family member of hers and it gave her joy and brightened her day. I was very delighted to hear this and told her I was happy to have made her day!"* ~ Aria, Library Assistant I – Circulation Services
- *"I also got joy out of helping a regular patron. She was a single mom who was doing her best to raise her son. We all tried to help her - moral support, extending checkouts when we could when she was dealing with medical issues, and helping her with hotspots. Tragically, she passed away a few weeks ago. I'm so grateful to have known her and helped her. She and her son felt loved at the library."* ~ Beth, PT Library Assistant I – Circulation Services
- *"While at Broadway, a teen patron came in asking for books about Autism. Patron was required to write a book report and needed help finding appropriate resources to support his writing. Was able to locate 4 books and provided information on how to utilize online resources such as Libby and NCLIVE."* ~ Elizabeth, PT Library Assistant I – Circulation Services

- *"Rebekah and I worked together on the Information Desk on a Friday in August. After the 5-minute announcement, a Patron entered the library hurriedly, asked what time we closed, and stated she needed to print something urgently. Rebekah covered the desk while I helped her print her documents, taking my time to walk her through the process while not trying to rush her out of the door. With her documents in hand, the Patron told us both that she was very grateful and that we had really saved her. She surprised both Rebekah and I with a hug and rushed out of the door at closing."* ~ Drew, PT Library Assistant I – Circulation Services
- *"In early August, I met a patron who was visiting the new branch for the first time. She hadn't been to the library in twenty years and had brought her daughter and granddaughter with her. She told me, "This library is beautiful! And it's definitely worth our tax dollars!"* ~ Phoebe, PT Library Assistant I – Circulation Services
- *"Sometimes, when I'm feeling a bit overwhelmed, I stop and look around to see everything we have accomplished! The library went from a scary place that no one wanted to visit, to a bustling hub of patrons, children and programs. Our programs have multiplied by 8 times over what the used to be offered. People even recognize staff when they are out in the community as individuals. I've seen what lack of investing in the community does to a library (in my hometown) and the difference is stark. So, when I pull up to the building, I always have a smile inside because I know we make a difference in this community."* ~ Jeremy, Circulation Supervisor

Important Dates to remember:

- *Lee County Library Card Sign-up Month runs September 1st – 30th.*
- *Banned Books Week will be October 4th – 10th.*
- *National Friends of the Library Week is the week of October 18th – 24th.*
- *The LCL Halloween Party will be on October 29th.*
- *The Libraries will be closed on Saturday, November 7th for Staff Training Day.*
- *The Libraries will be closed on November 11th in observance of Veteran's Day.*
- *The next LCL Trustees meeting will need to be rescheduled as it falls on Veteran's Day. The date will be confirmed at the 9/9/26 meeting.*

PERMIT ISSUANCE SUMMARY 8/1/2026 TO 8/31/2026
CITY OF SANFORD/SANFORD ETJ

Permit Type	Permit Work Class*	Permits Issued	ETJ	Square Feet	ETJ	Valuation	ETJ	Fees Paid	ETJ
Building (Non-Residential)	Accessory Structure	1	0	149	0	$7,800.00	$0.00	$75.00	$0.00
	Addition	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Alteration	9	0	100,131	0	$2,938,404.43	$0.00	$5,665.70	$0.00
	Manufactured Home	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Modular	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	New	2	0	49,990	0	$8,831,000.00	$0.00	$26,296.80	$0.00
	Other	1	0	67,561	0	$541,530.00	$0.00	$100.00	$0.00
	Temp Constr. Trailer	1	0	0	0	$0.00	$0.00	$100.00	$0.00
	BUILDING (NON-RESIDENTIAL) TOTAL:	**14**	**0**	**217,831**	**0**	**$12,318,734.43**	**$0.00**	**$32,237.50**	**$0.00**
Building (Residential)	Accessory Structure	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Addition	4	0	1,089	0	$60,250.00	$0.00	$477.00	$0.00
	Manufactured Home	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Modular	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	New	54	0	134,798	0	$8,175,371.69	$0.00	$51,984.60	$0.00
	Other	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Renovations	8	0	2,943	0	$139,342.00	$0.00	$1,937.60	$0.00
	Solar	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	BUILDING (RESIDENTIAL) TOTAL:	**66**	**0**	**138,830**	**0**	**$8,374,963.69**	**$0.00**	**$54,399.20**	**$0.00**
Change of Occupancy	Change of Occupancy	1	0	0	0	$0.00	$0.00	$60.00	$0.00
	CHANGE OF OCCUPANCY TOTAL:	**1**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$60.00**	**$0.00**
Demolition		3	0	0	0	$0.00	$0.00	$300.00	$0.00
	DEMOLITION TOTAL:	**3**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$300.00**	**$0.00**
Electrical (Non-Residential)		5	0	0	0	$0.00	$0.00	$900.00	$0.00
	ELECTRICAL (NON-RESIDENTIAL) TOTAL:	**5**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$900.00**	**$0.00**
Electrical (Residential)		8	0	0	0	$0.00	$0.00	$600.00	$0.00
	ELECTRICAL (RESIDENTIAL) TOTAL:	**8**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$600.00**	**$0.00**
Fire		11	0	0	0	$0.00	$0.00	$1,907.00	$0.00
	FIRE TOTAL:	**11**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$1,907.00**	**$0.00**
Malt Beverage	Malt Beverage	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	MALT BEVERAGE TOTAL:	**0**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Mechanical	Non-Residential	14	0	0	0	$0.00	$0.00	$1,540.00	$0.00
	Residential	19	0	0	0	$0.00	$0.00	$1,400.00	$0.00
	MECHANICAL TOTAL:	**33**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$2,940.00**	**$0.00**
Plumbing (Non-Residential)		9	0	0	0	$0.00	$0.00	$937.00	$0.00
	PLUMBING (NON-RESIDENTIAL) TOTAL:	**9**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$937.00**	**$0.00**
Plumbing (Residential)		4	0	0	0	$0.00	$0.00	$300.00	$0.00
	PLUMBING (RESIDENTIAL) TOTAL:	**4**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$300.00**	**$0.00**
Pool	Non-Residential	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	Residential	0	0	0	0	$0.00	$0.00	$0.00	$0.00
	POOL TOTAL:	**0**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Sign	New	2	0	0	0	$0.00	$0.00	$555.00	$0.00
	SIGN TOTAL:	**2**	**0**	**0**	**0**	**$0.00**	**$0.00**	**$555.00**	**$0.00**
	GRAND TOTAL:	**156**	**0**	**356,661**	**0**	**$20,693,698.12**	**$0.00**	**$95,135.70**	**$0.00**

BUILDING INSPECTIONS 1212

COMPLAINT INSPECTIONS 3

PERMIT ISSUANCE SUMMARY 8/1/2026 to 8/31/2026

LEE COUNTY

Permit Type	Permit Work Class*	Permits Issued	Square Feet	Valuation	Fees Paid
Building (Non-Residential)	Accessory Structure	1	378	$224,000.00	$831.20
	Addition	0	0	$0.00	$0.00
	Alteration	1	100,800	$1,667,500.00	$33,345.05
	Manufactured Home	0	0	$0.00	$0.00
	Modular	0	0	$0.00	$0.00
	New	1	4,050	$300,000.00	$1,932.00
	Other	0	0	$0.00	$0.00
	Temp Constr. Trailer	0	0	$0.00	$0.00
BUILDING (NON-RESIDENTIAL) TOTAL:		**3**	**105,228**	**$2,191,500.00**	**$36,108.25**
Building (Residential)	Accessory Structure	3	2,872	$69,791.53	$574.40
	Addition	4	1,262	$102,500.00	$733.60
	Manufactured Home	6	11,780	$0.00	$2,250.00
	Modular	0	0	$0.00	$0.00
	New	8	27,361	$2,637,500.00	$9,202.20
	Other	0	0	$0.00	$0.00
	Renovations	1	421	$135,586.21	$444.20
	Solar	0	0	$0.00	$0.00
BUILDING (RESIDENTIAL) TOTAL:		**22**	**43,696**	**$2,945,377.74**	**$13,204.40**
Change of Occupancy	Change of Occupancy	0	0	$0.00	$0.00
CHANGE OF OCCUPANCY TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Demolition		3	0	$0.00	$300.00
DEMOLITION TOTAL:		**3**	**0**	**$0.00**	**$300.00**
Electrical (Non-Residential)		2	0	$0.00	$975.00
ELECTRICAL (NON-RESIDENTIAL) TOTAL:		**2**	**0**	**$0.00**	**$975.00**
Electrical (Residential)		11	0	$0.00	$825.00
ELECTRICAL (RESIDENTIAL) TOTAL:		**11**	**0**	**$0.00**	**$825.00**
Fire		0	0	$0.00	$0.00
FIRE TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Malt Beverage	Malt Beverage	1	0	$0.00	$75.00
MALT BEVERAGE TOTAL:		**1**	**0**	**$0.00**	**$75.00**
Mechanical	Non-Residential	1	0	$0.00	$110.00
	Residential	11	0	$0.00	$800.00
MECHANICAL TOTAL:		**12**	**0**	**$0.00**	**$910.00**
Plumbing (Non-Residential)		0	0	$0.00	$0.00
PLUMBING (NON-RESIDENTIAL) TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Plumbing (Residential)		6	0	$0.00	$450.00
PLUMBING (RESIDENTIAL) TOTAL:		**6**	**0**	**$0.00**	**$450.00**
Pool		1	0	$0.00	$150.00
POOL TOTAL:		**1**	**0**	**$0.00**	**$150.00**
Sign	New	0	0	$0.00	$0.00
SIGN TOTAL:		**0**	**0**	**$0.00**	**$0.00**
GRAND TOTAL:		**61**	**148,924**	**$5,136,877.74**	**$52,997.65**

PERMIT ISSUANCE SUMMARY 8/1/2026 TO 8/31/2026
BROADWAY

Permit Type	Permit Work Class*	Permits Issued	Square Feet	Valuation	Fees Paid
Building (Non-Residential)	Accessory Structure	0	0	$0.00	$0.00
	Addition	0	0	$0.00	$0.00
	Alteration	0	0	$0.00	$0.00
	Manufactured Home	0	0	$0.00	$0.00
	Modular	0	0	$0.00	$0.00
	New	0	0	$0.00	$0.00
	Other	0	0	$0.00	$0.00
BUILDING (NON-RESIDENTIAL) TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Building (Residential)	Accessory Structure	0	0	$0.00	$0.00
	Addition	0	0	$0.00	$0.00
	Manufactured Home	0	0	$0.00	$0.00
	Modular	0	0	$0.00	$0.00
	New	0	0	$0.00	$0.00
	Other	0	0	$0.00	$0.00
	Renovations	0	0	$0.00	$0.00
	Solar	1	0	$23,220.00	$185.00
BUILDING (RESIDENTIAL) TOTAL:		**1**	**0**	**$0.00**	**$185.00**
Change of Occupancy	Change of Occupancy	0	0	$0.00	$0.00
CHANGE OF OCCUPANCY TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Demolition	Non-Residential	0	0	$0.00	$0.00
DEMOLITION TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Electrical (Non-Residential)		0	0	$0.00	$0.00
ELECTRICAL (NON-RESIDENTIAL) TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Electrical (Residential)		2	0	$0.00	$150.00
ELECTRICAL (RESIDENTIAL) TOTAL:		**2**	**0**	**$0.00**	**$150.00**
Fire		0	0	$0.00	$0.00
FIRE TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Malt Beverage	Malt Beverage	0	0	$0.00	$0.00
MALT BEVERAGE TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Mechanical	Non-Residential	0	0	$0.00	$0.00
	Residential	3	0	$0.00	$225.00
MECHANICAL TOTAL:		**3**	**0**	**$0.00**	**$225.00**
Plumbing (Non-Residential)		0	0	$0.00	$0.00
PLUMBING (NON-RESIDENTIAL) TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Plumbing (Residential)		0	0	$0.00	$0.00
PLUMBING (RESIDENTIAL) TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Pool	Non-Residential	0	0	$0.00	$0.00
POOL TOTAL:		**0**	**0**	**$0.00**	**$0.00**
Sign	New	1	0	$0.00	$60.00
SIGN TOTAL:		**1**	**0**	**$0.00**	**$60.00**
GRAND TOTAL:		**7**	**0**	**$0.00**	**$620.00**

Parks and Recreation Advisory Committee

Meeting Minutes

Location: Bob Hales Center 147 McIver Street, Sanford NC 27330
Time: 5:30pm
Date: June 29, 2026

Members present were, Chairman Chad Spivey, Vice Chair Greg Crowson, Cameron Sharpe, David Dubuc, Pamela Adkins, also present were, Joseph Keel Parks & Recreation Director, and Judith Wilson secretary.

Absent: Douglas McCrimmon, Heather Sinks, Evelyn Bullard, and Christina Barrow.

I. MEETING CALLED TO ORDER

Chairman Chad Spivey called the meeting to order at 5:30 pm.

II. AGENDA ADJUSTMENTS / APPROVAL OF AGENDA

- **Adjustments**: None.
- **Motion**: David Dubuc motioned to approve the agenda.
- **Second**: Pamela Adkins.
- **Outcome**: Motion passed unanimously.

III. CONSENT AGENDA

a) Approval of Meeting Minutes – December 15, 2025

- **Motion**: David Dubuc, motioned to approve the minutes of the December meeting.
- **Second**: Greg Crowson.
- **Outcome**: Motion passed unanimously.

Parks and Recreation Advisory Committee

Meeting Minutes

IV. PUBLIC COMMENT

None

V. OLD BUSINESS

a) San-Lee Park Master Plan

Joseph Keel presented the completed San-Lee Park Master Plan, noting that the planning committee first met in February and that the plan required approximately six months to complete. It was explained that adoption of the master plan is necessary for the County to pursue future grant opportunities, which are essential due to limited capital improvement funding.

The proposed plan includes enhancements to the mountain bike trail system, additional kayak launches, new fishing pads, and the development of approximately 13 acres for expanded parking. Staff addressed concerns regarding congestion by explaining that a designated parking area for mountain bikers will be located off Kelly Drive, reducing traffic in the park's primary recreation areas. Plans also include installation of a self-service kayak rental kiosk to improve accessibility for visitors.

- **Motion**: David Dubuc motioned to recommend approval of the San-Lee Park Master Plan
- **Second**: Greg Crowson.
- **Outcome**: Motion passed **unanimously**.

The SLP Master Plan will go before the Lee County Board of Commissioners for consideration in July.

b) Endor Iron Furnace

The State has completed a draft lease agreement, which is currently under review by the County Attorney. It was noted that the project has been removed from the County's Capital Improvement Plan, creating uncertainty regarding future funding.

Parks and Recreation Advisory Committee

Meeting Minutes

Discussion included the importance of beginning construction shortly after execution of the lease, as assuming the lease would transfer liability to the County. Several lease provisions, including archaeological requirements and associated costs, remain under negotiation and may take up to one year to resolve. Staff noted this represents the greatest progress made on the project since discussions began in the 1970s.

VI. NEW BUSINESS

a) 2026 Spring Registration Numbers

Participation for the 2026 spring baseball, softball, and T-ball season, with 767 participants, an increase from 702 participants in 2025 and approximately 300 participants during the 2020–2021 seasons.

The increase was attributed to improvements in park facilities, including LCAP, as well as expanded outreach efforts. Staff noted that several neighboring recreation programs have experienced declining participation.

Discussion also included plans to coordinate fall baseball and softball programming with neighboring organizations to avoid scheduling conflicts and strengthen partnerships. Similar collaboration is planned for fall soccer programming.

b) Recreation Software

Joseph announced that CivicPlus/CivicRec has been selected to replace the department's current RecDesk software. Training is scheduled for July 23, 2026, with implementation anticipated in October 2026.

The new software will allow multiple facility and court rentals within a single transaction, provide mobile applications for Android and iOS users, enhance customer communication, and integrate with Musco lighting systems to automate field lighting

controls. Staff noted that the transition represents a significant advancement in the department's recreation management capabilities.

VII. ADDITIONAL COMMENTS

Working on an amendment to the Advisory Board bylaws that would permit hybrid meeting attendance, allowing members to participate virtually when unable to attend in person. The amendment is intended to improve attendance and ensure a quorum can be achieved more consistently

VIII. ADJOURNMENT

- **Motion**: David Dubuc motioned to adjourn the meeting at 5:48 pm.
- **Second**: Pamela Adkins
- **Outcome**: Motion passed **unanimously**.

- **Prepared by:**
  Judith Wilson, Secretary

_____, Chairman
Lee County Parks & Recreation Commission

_____
Judith Wilson, Secretary

MEMORANDUM

DATE: September 8, 2026

TO: Lisa Minter
County Manager, Administration

FROM: Michael Brown
Tax Administrator, Tax Administration

RE: Monthly Forced Collection Efforts Report for August 2026

August 2026	
Accounts researched	262
Accounts Updated with Collection info	244
August total collections (all)	$ 8,514,177.07
August collections for **county only** (G01)	$ 5,042,732.72
Garnishments/Attachments Issued	37
Calls & Emails regarding on Delinquent Accounts	134
Foreclosure Warning Letters Mailed	108
Updated Bills submitted to Debt Setoff	2,023
Tag Turn In	29
Employee List Request Mailed	258

Sanford / Lee County / Broadway

TECHNICAL REVIEW COMMITTEE AGENDA FOR SEPTEMBER, 2026

115 Chatham Street, Sanford, NC 27330 919-718-4656 zoning@sanfordnc.net

*There will be a virtual meeting held among staff and applicants to discuss the proposed projects listed below. This meeting will be held on Thursday, **September 24th,** starting at **9:00AM**. Invitations will be sent out via email.*

TRC-09-41-26 – MAKO EXPRESS AT US 1 HWY [Commercial Plan Review] 09:00AM

LOCATION: 2220 Jefferson Davis Hwy (outparcel in front of Tramway Food Lion shopping center)
LEE CO. PIN NO.: 9631-55-0032-00
ZONING: C-2 (General Commercial
ACRES: 1.02 +/-
DESCRIPTION: Proposed construction of new, automated car wash facility.
UTILITIES: Public water and public sewer are available
STREET(s): Jefferson Davis Hwy is a NCDOT-maintained roadway
JURISDICTION: City of Sanford Jurisdiction
APPLICANT: Kyle Branning | 423-497-1452
PROJECT MANAGER: John McLendon | 864-905-4737
PLANNER: Anne Mauro | 919-718-4656, ext. 5399

NOTES:

- This project was originally reviewed by TRC and received approval in May, 2024 (TRC-01-01-2024).
- TRC approval typically is valid for two (2) years, and this project's approval has since expired.
- The land use of Car Wash is permitted by right in the C-2 zoning district, so if/when this project received renewed approval, the next step would be applying for building permits.

TRC-09-42-26 – OAKTON SUBDIVISION [Major Subdivision Plan Review] 09:20AM

LOCATION: 3942 Colon Rd (4 lots adjacent Jefferson Davis Hwy)
LEE CO. PIN NO.: 9656-50-9252-00, 9656-61-6791-00, 9655-59-2618-00, 9655-58-7870-00
ZONING: CZ (Oakton Conditional Zoning)
ACRES: 111.67 +/-
DESCRIPTION: Mixed-use subdivision with two (2) entrances located on Colon Rd; the subdivision development is proposing commercial lots, multifamily apartment lots, single-family lots, amenities, public City of Sanford roadways, public water, sewer, & storm drainage infrastructure, shared SCMs, open space, parks and landscaping
UTILITIES: Proposed public sewer and water
STREET(s): Colon Rd is an NCDOT-maintained roadway
JURISDICTION: City of Sanford Jurisdiction
APPLICANT: Maggie Whitlatch | 919-777-6010
PROJECT MANAGER: Spencer Clayton | 919-777-2826
PLANNER: Katherine Shearin | 919-718-4656, ext. 5398

NOTES:

- This project has a long history with TRC, first as the Gum Fork project (TRC-05-22-2021) and more recently as the Oakton Mixed Use Project (TRC-09-49-25) and received conceptual TRC review earlier this year.
- This project was approved by the Sanford City Council as a site plan-specific conditional zoning district in August, 2026.
- This review is now for the preliminary subdivision plat for the single-family home component of the project.
- Within the City of Sanford, TRC approval also counts as preliminary plat approval, and the next step would be site improvements (installation of utilities, building of roads, etc.) to record a final plat and create lots.

TRC-09-43-26 – ENTERPRISE INDUSTRIAL PARK PROJECT [Concept Plan Review] 9:40AM
LOCATION: 0 Enterprise Park Dr (Next to 5905 Enterprise Park Dr)
LEE CO. PIN NO.: 9645-87-6112-00
ZONING: Light Industrial (LI)
ACRES: 30.38 +/-
DESCRIPTION: Construction of two industrial buildings of 110,500sf each
UTILITIES: Existing public water; proposed public sewer to be extended along Enterprise Park Dr to serve the site
STREET(s): Enterprise Park Dr is a city-maintained roadway
JURISDICTION: Lee County
APPLICANT: Samuel Nye | 919-996-9136
PROJECT MANAGER: Patrick Woodruff | 919-281-2331
PLANNER: Anne Mauro | 919-718-4656, ext. 5399
NOTES:

- This is the first time this project has been proposed to TRC.
- The site is located along Enterprise Park Dr, but is within Lee County's jurisdiction, and proposing to extend public sewer from the east to serve the site. The property owner may be required to petition for annexation into the corporate city limits to receive sewer service, but that decision is ultimately up to the City's Public Works Department and TriRiver Water.
- Applicant has indicated they intend to submit a conditional rezoning request along with their annexation petition for this site.
- If/when this conceptual plan is approved by TRC, and upon successful annexation into the City of Sanford by the property owner, the next step would be the submittal of a conditional zoning application.
- If/when the conditional zoning request by the property owner is approved, the next step would then be a full TRC review of a civil plan set of the project, and then application for building permits.

TRC-09-44-26 – OLIVE GARDEN @ ADAMS CROSSING [Commercial Plan Review] 10:00AM
LOCATION: 3350 NC 87 HWY (Next to Walmart on NC 87 HWY)
LEE CO. PIN NO.: 9661-15-5160-00
ZONING: Adams Village Commercial Center Conditional Zoning (C-2C)
ACRES: 1.59 +/-
DESCRIPTION: Outparcel #4 is a proposed Olive Garden casual dining, full-service restaurant. It will be part of the Adams Crossing retail center
STREET(s): NC 87 HWY is an NCDOT-maintained roadway
JURISDICTION: City of Sanford jurisdiction
APPLICANT: Fred Doyle | 919-261-7008
PROJECT MANAGER: Joe Faulkner | 919-367-8790
PLANNER: Anne Mauro | 919-718-4656, ext. 5399
NOTES:

- This site was included as an outparcel within the Adams Crossing Shopping Center, which was reviewed and approved as a conceptual master plan by TRC earlier last year (TRC-06-31-25).
- The site was also rezoned as part of a site plan-specific conditional zoning by the City of Sanford in December, 2025.
- The anchor buildings for Adams Crossing Shopping Center were previously reviewed by TRC and approved earlier this year (TRC-01-06-26).
- This submittal is the full technical review for the new commercial construction for one of the outparcel lots approved within the broader conditional zoning and master plan of the shopping center.
- If/when TRC approves this project, the next step would be applying for building permits.

TRC-09-45-26 – LONGHORN STEAKHOUSE @ ADAMS CROSSING [Commercial Plan Review] 10:20AM
LOCATION: 3350 NC 87 HWY (Next to Walmart on NC 87 HWY)
LEE CO. PIN NO.: 9661-15-5160-00
ZONING: Adams Village Commercial Center Conditional Zoning (C-2C)
ACRES: 1.52 +/-
DESCRIPTION: Outparcel #3 is a proposed LongHorn Steakhouse casual dining, full-service restaurant. It will be part of the Adams Crossing retail center
STREET(s): NC 87 HWY is an NCDOT-maintained roadway
JURISDICTION: City of Sanford jurisdiction
APPLICANT: Fred Doyle | 919-261-7008
PROJECT MANAGER: Joe Faulkner | 919-367-8790
PLANNER: Anne Mauro | 919-718-4656, ext. 5399
NOTES:

- This site was included as an outparcel within the Adams Crossing Shopping Center, which was reviewed and approved as a conceptual master plan by TRC earlier last year (TRC-06-31-25).
- The site was also rezoned as part of a site plan-specific conditional zoning by the City of Sanford in December, 2025.
- The anchor buildings for Adams Crossing Shopping Center were previously reviewed by TRC and approved earlier this year (TRC-01-06-26).
- This submittal is the full technical review for the new commercial construction for one of the outparcel lots approved within the broader conditional zoning and master plan of the shopping center.
- If/when TRC approves this project, the next step would be applying for building permits.

TRC-09-46-26 – ASPEN DENTAL @ ADAMS CROSSING [Commercial Plan Review] 10:40AM
LOCATION: 3350 NC 87 HWY (Next to Walmart on NC 87 HWY)
LEE CO. PIN NO.: 9661-15-5160-00
ZONING: Adams Village Commercial Center Conditional Zoning (C-2C)
ACRES: .61 +/-
DESCRIPTION: Outparcel #5 is a proposed Aspen Dental to serve the surrounding community. It will be a part of the Adams Crossing Retail Center
STREET(s): NC 87 HWY is an NCDOT-maintained roadway
JURISDICTION: City of Sanford jurisdiction
APPLICANT: Fred Doyle | 919-261-7008
PROJECT MANAGER: Joe Faulkner | 919-367-8790
PLANNER: Anne Mauro | 919-718-4656, ext. 5399
NOTES:

- This site was included as an outparcel within the Adams Crossing Shopping Center, which was reviewed and approved as a conceptual master plan by TRC earlier last year (TRC-06-31-25).
- The site was also rezoned as part of a site plan-specific conditional zoning by the City of Sanford in December, 2025.
- The anchor buildings for Adams Crossing Shopping Center were previously reviewed by TRC and approved earlier this year (TRC-01-06-26).
- This submittal is the full technical review for the new commercial construction for one of the outparcel lots approved within the broader conditional zoning and master plan of the shopping center.
- If/when TRC approves this project, the next step would be applying for building permits.