

Recommended Capital
Improvements Program
for Fiscal Years 2024-2028

2024-2028



Lee County

North Carolina

Submitted By:
Lisa Minter, County Manager
05/15/2023

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MEMORANDUM

TO: Lee County Board of Commissioners

FROM: Lisa G. Minter, County Manager

RE: FY 2024-2028 Capital Improvements Plan

DATE: May 15, 2023

Attached, please find the FY 2024-2028 Lee County Capital Improvements Plan. The County's Capital Improvements Plan (CIP) is our strategic financial plan for major capital improvements (projects exceeding \$500,000 in cost). The plan outlines the needs of our departments and outside agencies that depend on us for funding their major capital projects. In the FY 2021-22 budget, the Board of Commissioners chose to allocate an additional one cent of the tax rate to the Capital Reserve Fund. With the Commissioners funding the additional one cent of the tax rate to the fund, the County has been able to fund the Multi-Sports Complex, the new County Library and a portion of the renovations to the E. Eugene Moore Manufacturing and Biotech Solutions Center. With these high priority projects funded, the Commissioners need to begin prioritizing future projects and the timing of those projects to minimize the impact on the County budget.

Work has begun on the new County Library, community college facilities and the Multi-Sports Complex. This CIP reflects the prioritization of these projects. Increasing the County's debt capacity has been a priority in recent years. Growth in the County's tax base and sales taxes gives us an opportunity to address these projects over the next three years as presented by our financial advisors, Davenport & Associates. In FY 2022-23, the County has allocated 8.61 cents of the 73.0 cent property tax rate to debt service. In addition, the County allocates \$7,607,346 in sales tax revenue to pay debt service. With the revaluation of property as of January 1, 2023, the new equivalent rate to continue funding debt at FY 2022-23 levels is 6.5 cents. It is anticipated that future growth in the tax base and sales tax revenues will continue to allow the County to allocate this additional penny of the tax base (6.5 cents) to debt service and fund the county priority projects without a tax rate increase. In future years the County will be able add additional ad valorem tax revenues to the reserve fund to pay for projects in the CIP. In the FY 2023-24 Budget, I am not recommending adding additional amounts to our capital reserve; however, the Commissioners need to keep in mind in future budgets that this may be needed to address the growing needs of the County.

The County is currently engaged in the planning phases of the new County Library and the proposed E. Eugene Moore Manufacturing and Biotech Solutions Center at the Magneti Marelli facility. The Multi-Sports Complex should be going out to bid in the next month. The County is facing some interest risk in the changing economic environment. When we started the planning for these projects, we were at an opportune time to issue new debt. With interest rates rising, we expect tax exempt borrowing rates to continue rising as well. Even with an increase, rates for governmental borrowing are still low. In the changing economic environment, demand for tax exempt bonds as investments will grow. This demand should keep rates from rising to a point where it is not advantageous to go to the debt market. As the recent financial report by Davenport showed, growth in our tax base and sales tax revenues will allow the County to borrow a significant amount of money without a tax rate impact. Interest rates used in the models were at 5%. Current rates are still below this amount. The County has begun and should continue to move forward with the planning and design of the priority projects. The expenses associated with issuing new debt and ultimately the cost of construction will increase. For this reason, the Board should closely monitor the current economic situation and continue to plan for the future growth of the County.

In most jurisdictions, the CIP is funded with a long-term financial plan to include debt funding and corresponding tax rate or revenue increases. Lee County has begun to move in this direction. Establishing a higher allocation of the tax rate to debt service and maintaining the fund balance within our stated policies will allow the County to develop a permanent long-term financial plan that includes funding the CIP. Recent revenue growth in the tax base and sales tax revenues allowed the County to address short-term financial commitments and projects within the CIP. ARPA funding has also allowed us to address smaller capital projects that normally would have been paid for from General Fund revenues.

The County has built debt capacity to fund future projects but will need to be prudent in the annual budget process to continue to fund new debt in future budgets. Continued growth of property taxes and sales taxes will need to take place if any capital projects are to be funded beyond the three projects we are about to undertake over the next three years. The County's ability to have continued economic growth during the pandemic impact shows that our economy is strong, and the future economic outlook is very positive.

The capital expenditure amount requested for the next five-year period increased considerably to \$364,417,827. This current year's CIP totaled \$133,309,523. The previous year's request was \$150,177,619, and three years ago was \$171,045,453. The County Manager's recommended funding in the next five years is \$311,110,427. There are twenty-two (22) projects in the CIP, five more than in the current year. The increase in estimated cost for the previously requested projects reflects the changing supply chain market for labor and materials, and the new requests reflect the population growth we are seeing across the County and the needs associated with that. Six (6) of the projects are for the K-12 system, up from five (5) last year. Three (3) of the projects for the Lee County Board of Education (LCBOE) are renovation and upgrade projects for East and West Lee Middle Schools and the Lee County High School Auditorium. The LCBOE is also seeking funding for new gymnasiums at East and West Lee Middle Schools, along with a new auditorium

and six additional classrooms at Southern Lee High School. An additional elementary school is requested, which the LCBOE would like to have available for the 2026-27 school year. An additional middle school is also requested to be available for the 2028-29 school year. The need for new schools will depend on the impacts of future residential growth in the County. Over the last several years, ADM in the school system has declined, not increased. We expect this trend to reverse in the future; however, predicting when this will change is difficult based on the current economic situation and the fact that in a period of tax base and sales tax growth, ADM has gone down. The total CIP requested by the LCBOE is \$138,766,775.

Central Carolina Community College (CCCC) has expanded their current CIP request to reflect the renovation of the E. Eugene Moore Manufacturing and Biotech Solution Center (The Moore Center). The CIP also requests funds for renovations and expansion of their library and creating a permanent home for the Lee Early College classroom building on their campus. The availability of the Magneti Marelli facility next to CCCC's main campus has given the College a unique opportunity to address workforce development program growth along with addressing the needed growth of the library and Lee Early College classroom building. This project will continue to evolve over the next six to twelve months and will be dependent on significant outside funding being secured. The College has also requested funds for the relocation of Kelly Drive. This project is in the NCDOT transportation improvement plan. For this reason, the Manager's recommended CIP has removed this project from the plan. The total CIP requested from CCCC is \$64,615,617.

To fund all education projects, the County will need to use debt financing, lottery proceeds and possible State bond proceeds. Most of these projects have been placed in later years in the Manager's recommended CIP due to the County Commissioners prioritizing County project needs in the next two years. In previous CIPs, education expenditures were always prioritized over County facility needs. In addition, the question of need due to the K-12 system's declining ADM numbers makes prediction of when a new school is needed difficult to predict. Even without the current need, the County and Board of Education must begin securing future sites for elementary and middle schools, and possibly even a new high school. Growth patterns are already developing in the County and now is the time to select new sites as the price to acquire these properties will only continue to grow. To fund CCCC projects, the County has committed to borrowing funds which includes paying off the loan used to purchase the Magneti Marelli facility. Total borrowing is estimated to be \$16,000,000.

Even with the completion of two projects at Kiwanis Children's Park and Temple Park, the number of non-educational projects requested in the CIP has been increased to ten (10) from nine (9) in the current year. The CIP contains the Multi-Sports Complex and the new County Library project, both of which have been approved and are currently in their mid-to-late planning stages. The Commissioners decision to place the bond referendum on the November 2020 ballot produced overwhelming support for the Multi-Sports Complex project and additional funds have been added to account for inflation in construction costs since then. The same has been done with the County Library project. Parks and Recreation has also placed the indoor sports complex proposed for O.T. Sloan Park, the new

construction of a park at the Endor Iron Furnace and a new inclusive playground also at O.T. Sloan Park in the CIP.

The recent renovation project at the Courthouse Complex has shown staff that the Courthouse facility as designed is no longer efficient. Size, layout, safety concerns and tremendous growth in the District Attorney's office and Clerk of Court operations indicate that the existing facility can no longer support court operations. Additionally, the Sheriff has requested a new Jail be studied. To address the issues at our existing Courthouse Complex and Jail, a new Law Enforcement Center has been added to this CIP.

As has been discussed with the Commissioners for a number of years, the County needed a new Library due to capacity and capability issues with providing newer programs to residents. The current facility is outdated and, due to space constraints, cannot be expanded in the existing location. Planning and conceptual design for the new Library continues. Other projects in the CIP for Lee County Government operations include General Services' facility renovations and expansion, as well as addressing capacity issues at the County's Animal Shelter. Lastly, the CIP contains the purchase of a new 800Mhz radio system (known as the VIPER system) for Emergency Services. The State of NC and counties around have already migrated to the VIPER system. The proposed project is to move all Sheriff, EMS, Emergency Management and County Fire Districts to the new system within the next 24 to 36 months. The total requested amount for non-educational related CIP requests is \$161,035,435.

The County's financial position is excellent and continues to improve each year, which will be an asset going forward as we address our capital needs with pay-as-we-go projects and additional debt. The recent growth of our economy and the County's financial strength has placed us in a position to address major capital needs. The ability to borrow additional funds to support these projects has grown over the last several years. The Commissioners should continue to address the amount of the tax rate to be set aside for debt service and capital reserve purposes. Addressing how to continue to grow the tax base and sales tax revenues will be critical to funding future capital projects and lowering the tax rate at the same time. Without a growing tax base, addressing quality of life issues in Lee County is not possible.

Attached you will find the entire Capital Improvements Plan document. The document shows the requested amounts from the departments and agencies. The requests also show when they believe the projects need to be funded. It would be difficult or impossible to fund all of these projects at the time they are requested; however, if the Commissioners continue to develop plans to grow the County's revenue stream, they will be able to fund many of the growing needs of the County as unprecedented growth continues in our community. With proper planning, many of the CIP projects can be funded in the next five years.

Capital project planning and the annual budget document together are the strategic financial plan for the County Commissioners. The Board set priorities in last year's process and considered how to fund those priorities. Our capital needs will continue to grow. The County and our funding partners will need to have patience in the funding of future capital

projects as our ability to borrow funds is not infinite. However, there is hope to fund these projects as more developers realize the growth potential in our County.

It is my hope that the Commissioners will take the time to review the requests, my recommendations and place the capital projects in priority order. The Commissioners will then need to review our financial plans and current financial position to determine when the County is willing to pay for many of these projects. If the County cannot pay for these projects in the next five years, then we have an obligation to communicate this to our funding agencies by moving them into the beyond FY 27-28 category.

If you have any questions or suggestions, please do not hesitate to contact me.

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Capital Improvements Program

INTRODUCTION

A Capital Improvements Program (CIP) is a multi-year plan that encompasses projects which assist or improve the quality of a community's development. Lee County's CIP is a five-year plan that consists of capital projects for all departments and agencies for which the County provides partial or complete funding. These projects are major non-recurring expenditures for items such as schools, parks, civic centers, community colleges, libraries, jails and administrative facilities. The CIP is a planning instrument to realistically guide taxpayer investment and maximize community needs while minimizing long-term financial impact. The FY 2024/2028 CIP is the result of a planning process that applied the Board of Commissioners adopted financial policies, required submission of project evaluations and a detailed capital funding analysis. This document will be used to guide staff in the coming budget year to prepare and begin work on projects included in the first year of the CIP. The document will be reviewed annually and adjusted based on community needs and financial options.

PLANNING PROCESS

Planning for the CIP begins in December with formal direction to all departments and agencies that make capital requests. The guidance memo includes material which explains the qualifications for CIP projects and the instructions on how to submit those projects. Usually, a capital improvements project has an expected useful life greater than (10) years and an estimated expenditure of \$500,000 or more in at least one single year of the period. An exception to this guideline is motorized equipment. All motorized equipment is considered an operational expense and, therefore, should not be included in the CIP. Examples of items included in a capital improvement project are land, physical structures, machinery, furnishings and equipment. The deadline for all requests was January 27, 2023. Afterwards, the Finance Department and Administration begin compiling data into a preliminary document that is reviewed by the Board of Commissioners. The County Manager considers and explores the requested projects to formulate a recommended plan that is presented to the local Board of Commissioners. The recommended document is then finalized by an adoption of the Board of Commissioners with the intent to include the projects in the annual budget.

FINANCIAL POLICY

The Board of Commissioners has adopted a set of financial policies that established parameters for all financial decisions considered by the Board of Commissioners. Areas included were debt, fees and user charges, fund balance, competitive employment and tax rates (Exhibit 1). In the area of debt, these guidelines were established:

- Debt service \leq 15% of General Fund expenditures
- Payout of aggregate principal outstanding shall be no $<$ 50%, repaid within 10 years
- Maintain net bonded debt at a level not $>$ 2% of assessed value of taxable property

Also, with regard to fund balance, the following criteria were determined:

- Available Fund balance = 24% of the ending fiscal year General Fund expenditures, with a goal of 32%
- General Fund balance $>$ target levels will transfer to the capital reserve fund to provide resources for the capital improvements program

Lee County's financial policies communicate an effort to stabilize the County's tax rate by striving to develop and review projections of revenues, expenditures and fund balance to coincide with the real property revaluation cycle. This recommended CIP, through the application of these financial policies, is reflective of a financial approach which would allow the County to embrace \$311.1 million of the \$364.4 million in requested CIP projects within the five-year scope of the CIP. If the County chooses to embark upon these projects, the improvement of educational opportunities and other public facilities will be enjoyed by future generations of Lee County residents.

PROJECT EVALUATION

After the submission of project requests to the Lee County Finance Department, the County Manager decides if meetings with each department or agency that submitted a CIP project is necessary. After a thorough review, the County Manager bases her recommended CIP on the prioritization of projects that each department or agency provided, the financial restraints of the County and the overall impact of the projects on the community.

REVENUE FUNDING SOURCES

There are several funding resources used when it comes to capital improvement projects. Those resources are selected based on the types of projects being considered and advantages versus disadvantages of financial impact to residents (Exhibit 2). Current revenues from the General Fund can be used to fund capital projects that may be included in a “Pay As You Go” plan. A “Pay As You Go” plan enables the County to pay for the funding of projects that may not be eligible to be included in long-term debt financing due to tax exemptions or collateralizations. County government General Obligation Bonds (GO Bonds) are issued for a variety of projects, such as public schools and community college construction. These bonds are legally binding general obligations of the County and constitute an irrevocable pledge of its full faith and credit and unlimited taxing power. The money to repay GO Bonds comes primarily from general revenues. Other revenue sources such as Limited Obligation Bonds and installment purchases collateralize projects in exchange for financing funds. In certain situations, projects have the potential to be funded by special federal or State grants. The final remaining source of funding includes private contributions, which may be received in the form of land, buildings and cash. The funding for this recommended CIP is detailed in Exhibit 3.

DEBT SERVICE

Much of the recommended CIP is funded through debt issuance; therefore, the next step in the process is to examine the County’s ability to service debt. Reoccurring revenues for debt service other than property taxes are limited. Portions of Article 40 and 42 sales taxes are restricted for paying school-related debt service or school capital outlay. This CIP will be the thirteenth to include the Article 46 – ¼ percentage sales tax approved by the voters in Lee County in November 2009. The County also receives funds from the NC Education Lottery that can be used for debt service. Lee County has not developed a permanent long-term financial plan that includes funding the CIP; however, a thorough review of the County’s outstanding debt and its debt capacity is conducted each year. Recent expansions by existing businesses in the County, the location of new companies and the property revaluation have increased the tax base of the County, increasing the County’s debt capacity to fund future projects. This property tax base growth along with significant sales tax growth will allow the County to begin addressing several projects in the CIP. Continued property tax and sales tax growth will need to take place if any capital projects beyond the new elementary school are to be funded in the next five years at the current tax rate or at a lower rate. In preparing this CIP, the County’s borrowing capacity was examined based on various assumptions. Revenue sources included in all cases consist of:

- Allocation of 6.5 cents from the tax levy
- Restricted portions of Article 40 and Article 42 sales taxes
- Annual contribution to the Capital Reserve Fund per adopted financial policies
- Accumulated funds in the Capital Reserve Fund
- Proceeds from Article 46 – ¼ percent sales tax

This CIP reserves NC Education Lottery funds for “Pay As You Go” projects. The State’s budget for FY 2023 continued a change in the allocation of Lottery funds, reducing the County’s receipts from approximately \$1.5 million to approximately \$700,000 per year. The County, for fear of a change in the allocation of Lottery funds, never allocated Lottery funds to debt service; however, the funds have been used to cover the cost of some major projects for the Lee County Schools System. With another year of reduced funding, the County needs to look for another revenue stream to continue large maintenance projects for the Schools System, or the County will be faced with additional large dollar renovation projects like it incurred at Lee County High School.

CONCLUSION

It is not an easy task to develop a recommended capital improvements program when faced with prioritizing \$364.4 million in requested projects, especially when financial resources and the economy are in a state of flux. The County is seeing growth in its property tax base and sales tax proceeds; however, much of that growth will need to go to fund the operations of the Multi-Sports Complex and the new Library. NC Lottery proceeds are subject to additional changes in the distribution method by the General Assembly.

The recommended CIP capitalizes on the County’s debt capacity while adhering to Board established County financial policies. Additional debt service funds will be needed to pay for future debt mainly for the Lee County Board of Education (LCBOE) requests and future County facility needs, though paying for ongoing expenses at these facilities will be an issue that the Commissioners will need to address in the annual budget process. As the County acquires and builds additional space, the cost to maintain and occupy those spaces will go up as well. The County should be careful building in the future, as ongoing operational expenses will need additional revenue to cover these costs. Staff looks forward to continuing to work with the Board of Commissioners to bring this recommended CIP to adoption.



FINANCIAL POLICIES RESOLUTION

WHEREAS, stability in fiscal affairs is a desirable objective but a difficult goal for counties to attain because of many factors some of which are the relationship of the various units of government, mandates, the changing economies and the limited authority of local government; and

WHEREAS, the Board of Commissioners is of the opinion that the statement of minimum standards of fiscal policy would help present and future boards and staff to adapt to the changes that occur and help them to attain a reasonable measure of fiscal stability;

NOW, THEREFORE, BE IT RESOLVED, that the Lee County Board of Commissioners does hereby adopt the following financial policies:

Debt

- Debt service will not exceed 15% of general fund expenditures. In any year where the debt service is less than or equal to 14% of general fund expenditures at least 1% of the operating budget will be transferred to capital reserve. This contribution will only be made if available fund balance is at 15% or greater of general fund expenditures.
- Payout of aggregate principal outstanding shall be no less than 50% repaid within 10 years.
- The County will strive to maintain its net bonded debt at a level not to exceed 2% of the assessed valuation of taxable property within the County.

Fees and user charges

- As part of the budget process, the County shall annually review the fees and user charges. All changes to the schedule of fees and charges must be approved by the Board of Commissioners.
- The County should charge other fees when it is allowable, when a limited and specific group of beneficiaries can be identified, when it is feasible to charge beneficiaries for the services rendered, and when there is no reason to subsidize the service wholly or in part. To the extent possible, fee levels should be set to recover the full costs of the services provided, unless it is deemed necessary or desirable to subsidize the service.
- Factors to consider in deciding whether a subsidy is appropriate include the burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community.

Fund Balance

- The County will maintain as a floor an available fund balance equal to 24% of General Fund expenditures at the end of each fiscal year; however, the County will strive to reach a percentage of 32%.
- General Fund balances in excess of target levels will be transferred to capital reserve funds to provide equity resources to fund the County's capital improvement plan.

Competitive Employment

- In order to recruit and retain the most qualified employees while ensuring fairness and non-discrimination, Lee County will commit to having the Human Resources Department conduct a comprehensive compensation and classification study of 20% of jobs each year with 100 percent being reviewed over a five-year period. The study shall be based on the complexity and relative worth of each job as well as an extensive market comparability analysis which identifies competitive pay rates for jobs similar in content to those of the County in the labor market in which we compete for our labor supply.
- In an effort to maintain competitive rates of pay the County will strive to make annual cost of living adjustments for all employees based on the Consumer Price Index for Urban Wage Earners, Southern Region, Average of All Groups.

Tax rate

- In an effort to stabilize the County's tax rate, the Board of Commissioners will adopt a tax rate that considers the succeeding four years' anticipated expenditures and will strive not to change the rate until the next revaluation.
- The Board of Commissioners prefers to limit the growth of the annual operating budget to an amount which can be accommodated by growth in the tax base as well as other local state and federal revenues, without a tax rate increase, whenever possible.
- In an effort to stabilize the County's tax rate, the County will strive to develop and annually review projections of revenues, expenditures and fund balance for the next five years. Longer range projections should be developed as necessary.
- In an effort to stabilize the County's tax rate, all grant funded positions will be reviewed annually to verify continuation of funding. If grant funds are no longer available for a position, the position will be terminated unless a non-tax related source of revenue is provided to cover the cost of the position.

Adopted this 28th day of January , 2022.


Kirk D. Smith, Chairman,
Board of Commissioners

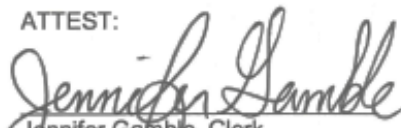
ATTEST:

Jennifer Gamble, Clerk

Exhibit 2 Funding Sources

Resources	Project Types	Advantages	Disadvantages
Pay As You Go	<p>Assets with short useful lives, or where most of benefit is achieved early</p> <p>Assets for which matching local funds are required</p> <p>Assets that are not expensive to acquire and relative to the total Pay As You Go plan</p> <p>Projects that can be phased with reasonable annual expenditures</p>	<p>Saves interest and other costs of issuance</p> <p>Preserves financial flexibility</p> <p>Protects borrowing capacity</p> <p>Enhances credit quality</p>	<p>Limits funding for capital needs</p> <p>Creates an uneven flow of expenditures</p>
General Obligation Bonds	<p>Assets with long useful lives</p> <p>Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan</p>	<p>Permits governments to acquire assets as needed</p> <p>Smooths out capital expenditures</p>	<p>Adds financial and administrative costs of procuring capital assets</p> <p>Limits flexibility by committing revenues for life of the bond issue</p> <p>Requires voter approval</p>
Limited Obligation Bonds	<p>Projects that are expensive to acquire or that exceed the capacity of the Pay AS You Go plan</p> <p>Used frequently for purchases of equipment, buildings and real property</p>	<p>Permits governments to acquire assets as needed</p> <p>No voter approval</p>	<p>Interest costs may be higher relative to issuing debt</p>
Grants	Assets qualifying for grant assistance	Expands size of capital program with little or no cost to local taxpayers	<p>Limited amount of unrestricted grants availability</p> <p>Added administrative or compliance costs</p>
Private Contributions	Facilities adjacent to private properties	Lowers government capital and/or operating costs	Added staff time required to identify contributors and coordinate activities

Exhibit 3

CAPITAL IMPROVEMENTS PROGRAM

FY 2024-2028

Recommended

Projects With Funding Sources

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Total CIP	Beyond FY 27-28
ADMINISTRATION							
1. General Services Expansion	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
Total	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
Funding Sources							
Financing Proceeds	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
Total	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
EDUCATION-LEE COUNTY SCHOOLS							
1. Southern Lee High Auditorium and 6 Classrooms	\$ -	\$ 13,306,975	\$ -	\$ -	\$ -	\$ 13,306,975	\$ -
2. Lee County High School Auditorium Renovations	-	6,492,500	-	-	-	6,492,500	-
3. West Lee Middle School New Gym and Renovations	-	-	11,167,100	-	-	11,167,100	-
4. East Lee Middle School New Gym and Renovations	-	-	11,167,100	-	-	11,167,100	-
5. New Elementary School (w/o land)	-	2,450,700	-	40,875,000	-	43,325,700	-
6. New Middle School (w/o land)	-	-	-	-	-	-	53,307,400
Total	\$ -	\$ 22,250,175	\$ 22,334,200	\$ 40,875,000	\$ -	\$ 85,459,375	\$ 53,307,400
Funding Sources							
Lottery Proceeds/Capital Reserve/Annual Capital	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -
Bond Proceeds	-	2,450,700	-	40,875,000	-	43,325,700	53,307,400
Financing Proceeds	-	16,799,475	22,334,200	-	-	39,133,675	-
Total	\$ -	\$ 22,250,175	\$ 22,334,200	\$ 40,875,000	\$ -	\$ 85,459,375	\$ 53,307,400
EDUCATION-CCCC							
1. Moore Center- Truck Driver Training Center Renovation	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -
2. Moore Center- Bioprocessing Building Renovation	\$ 275,000	\$ 3,725,000	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -
3. Kelly Drive Relocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Moore Center- Main Building Renovation Phase 1	\$ 2,500,000	\$ 4,915,617	\$ -	\$ -	\$ -	\$ 7,415,617	\$ -
5. Lee Early College and CCCC Library	\$ -	\$ -	\$ 250,000	\$ 2,750,000	\$ -	\$ 3,000,000	\$ -
6. Moore Center- Main Building Renovation Phase 2	-	-	-	24,000,000	26,000,000	50,000,000	-
Total	\$ 2,975,000	\$ 8,640,617	\$ 250,000	\$ 26,750,000	\$ 26,000,000	\$ 64,615,617	\$ -
Funding Sources							
NCDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants/Other Sources	\$ -	\$ 3,015,617	\$ 250,000	\$ 26,750,000	\$ 26,000,000	\$ 56,015,617	\$ -
Financing Proceeds	\$ 2,975,000	\$ 5,625,000	\$ -	\$ -	\$ -	\$ 8,600,000	\$ -
Total	\$ 2,975,000	\$ 8,640,617	\$ 250,000	\$ 26,750,000	\$ 26,000,000	\$ 64,615,617	\$ -

Exhibit 3 cont.

COMMUNITY DEVELOPMENT												
1. Lee County Library Expansion	\$	8,832,500	\$	15,167,500	\$	-	\$	-	\$	24,000,000	\$	-
2. Multi-Sports Complex		22,950,000		12,750,000		-		-		35,700,000		-
3. Endor Iron Furnace		-		50,000		350,000		120,000		-		520,000
4. O.T. Sloan Inclusive Playground		380,000		120,000		-		-		-		500,000
5. O.T. Sloan Park Recreation Center		-		-		2,700,000		17,700,000		4,600,000		25,000,000
Total	\$	32,162,500	\$	28,087,500	\$	3,050,000	\$	17,820,000	\$	4,600,000	\$	85,720,000

Funding Sources												
Capital Reserve/Annual Capital	\$	-	\$	150,000	\$	350,000	\$	120,000	\$	-	\$	620,000
Bond Proceeds		22,950,000		-		2,200,000		17,700,000		4,600,000		47,450,000
Financing Proceeds		8,832,500		27,917,500		-		-		-		36,750,000
Grants		380,000		20,000		500,000		-		-		900,000
Total	\$	32,162,500	\$	28,087,500	\$	3,050,000	\$	17,820,000	\$	4,600,000	\$	85,720,000

HUMAN SERVICES												
1. Animal Shelter Expansion	\$	-	\$	-	\$	693,000	\$	-	\$	-	\$	693,000
Total	\$	-	\$	-	\$	693,000	\$	-	\$	-	\$	693,000

Funding Sources												
Capital Reserve/Annual Capital	\$	-	\$	-	\$	693,000	\$	-	\$	-	\$	693,000
Total	\$	-	\$	-	\$	693,000	\$	-	\$	-	\$	693,000

PUBLIC SAFETY												
1. Lee County Public Safety Radio System Upgrade	\$	6,000,000	\$	-	\$	-	\$	-	\$	-	\$	6,000,000
2. Combined Public Safety Warehouse	\$	-	\$	1,500,000	\$	-	\$	-	\$	-	\$	1,500,000
3. Judicial/Law Enforcement Center	\$	-	\$	-	\$	-	\$	-	\$	65,000,000	\$	65,000,000
Total	\$	6,000,000	\$	1,500,000	\$	-	\$	-	\$	65,000,000	\$	72,500,000

Funding Sources												
Bond Proceeds		-		-		-		-		65,000,000		65,000,000
Financing Proceeds		6,000,000		1,500,000		-		-		-		7,500,000
Total	\$	6,000,000	\$	1,500,000	\$	-	\$	-	\$	65,000,000	\$	72,500,000

TOTAL FUNDING SOURCES	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Total CIP	Beyond FY 27-28
Bond Proceeds	22,950,000	2,450,700	2,200,000	58,575,000	69,600,000	155,775,700	53,307,400
Financing Proceeds	17,807,500	51,841,975	24,456,635	-	-	94,106,110	-
Lottery Proceeds/Capital Reserve/Annual Capital	-	3,150,000	1,043,000	120,000	-	4,313,000	-
Grants/Other Sources	380,000	3,035,617	750,000	26,750,000	26,000,000	56,915,617	-
Total	41,137,500	60,478,292	28,449,635	85,445,000	95,600,000	311,110,427	53,307,400

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Exhibit 4

LEE COUNTY GOVERNMENT STRATEGIC PLAN



VISION

Lee County Government is a celebrated community at the center of economic achievement and diverse cultural heritage, connected to all people.



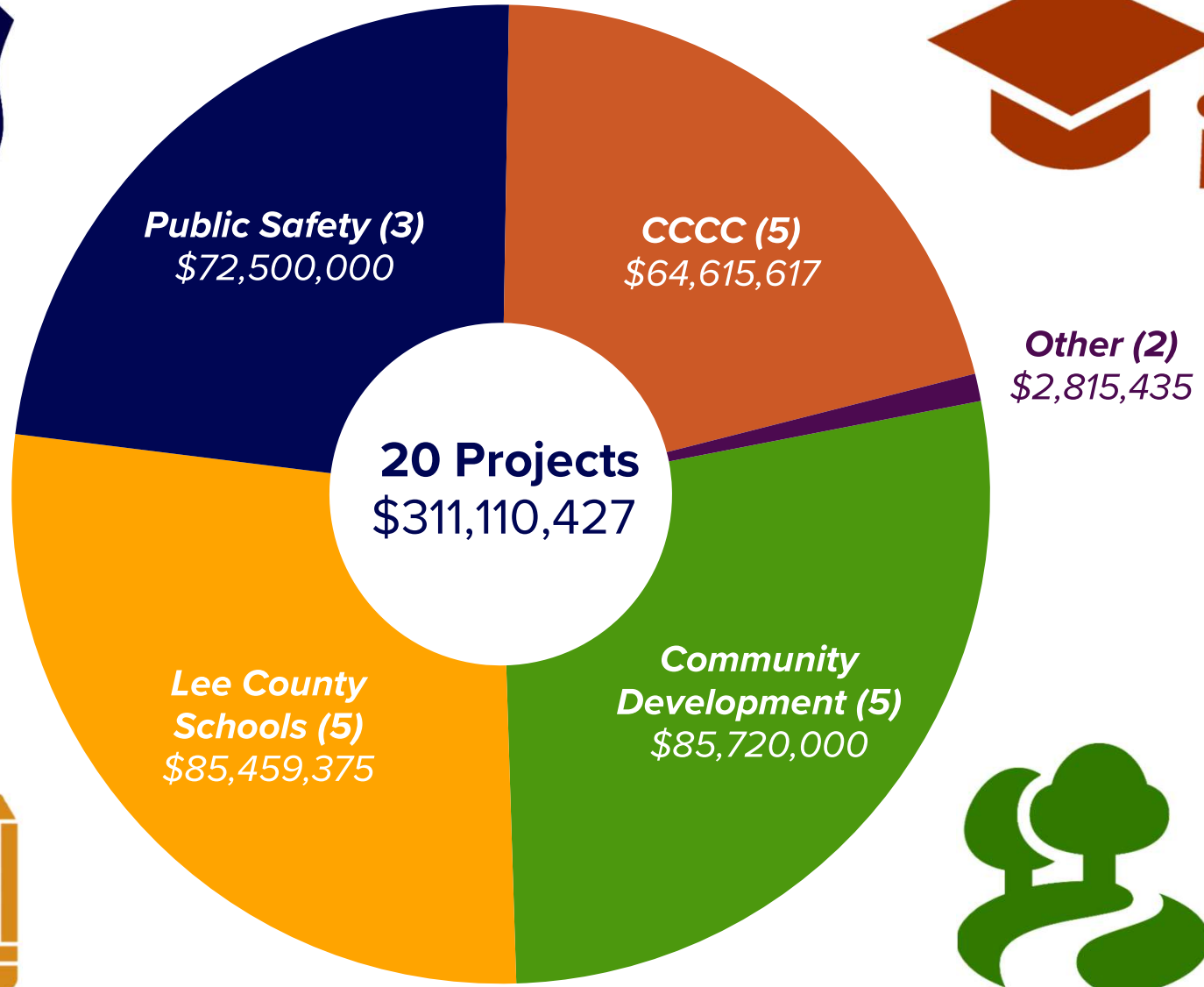
MISSION

Lee County Government cultivates a community of collaboration and innovation through visionary leadership and dedicated service.



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Total Recommended 2024-2028 CIP by Project Area



CAPITAL IMPROVEMENTS PROGRAMS 2024-2028
Project Summaries

REQUESTED PROJECTS

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Total CIP	Beyond FY 27-28
<i>Administration</i>							
1. General Services Expansion	\$ 2,122,435	\$ -	\$ -	\$ -	\$ -	\$ 2,122,435	\$ -
Subtotal	\$ 2,122,435	\$ -	\$ -	\$ -	\$ -	\$ 2,122,435	\$ -
<i>Education - Lee County Schools</i>							
1. Southern Lee High School Auditorium and 6 Classrooms	\$ 13,306,975	\$ -	\$ -	\$ -	\$ -	\$ 13,306,975	\$ -
2. Lee County High School Auditorium Renovations	6,492,500	-	-	-	-	6,492,500	-
3. West Lee Middle School New Gym and Renovations	-	11,167,100	-	-	-	11,167,100	-
4. East Lee Middle School New Gym and Renovations	-	11,167,100	-	-	-	11,167,100	-
5. New Elementary School (w/o land)	2,450,700	-	40,875,000	-	-	43,325,700	-
6. New Middle School (w/o land)	-	-	-	-	53,307,400	53,307,400	-
Subtotal	\$ 22,250,175	\$ 22,334,200	\$ 40,875,000	\$ -	\$ 53,307,400	\$ 138,766,775	\$ -
<i>Education - CCCC</i>							
1. Moore Center- Truck Driver Training Center Renovation	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -
2. Moore Center- Bioprocessing Building Renovation	275,000	3,725,000	-	-	-	4,000,000	-
3. Kelly Drive Relocation	-	-	-	-	-	-	-
4. Moore Center- Main Building Renovation Phase 1	2,500,000	4,915,617	-	-	-	7,415,617	-
5. Lee Early College and CCCC Library	-	250,000	2,750,000	-	-	3,000,000	-
6. Moore Center- Main Building Renovation Phase 2	-	-	24,000,000	26,000,000	-	50,000,000	-
Subtotal	\$ 2,975,000	\$ 8,890,617	\$ 26,750,000	\$ 26,000,000	\$ -	\$ 64,615,617	\$ -
<i>Community Development</i>							
1. Lee County Library Expansion	\$ 8,832,500	\$ 15,167,500	\$ -	\$ -	\$ -	\$ 24,000,000	\$ -
2. Multi-Sports Complex	22,950,000	12,750,000	-	-	-	35,700,000	-
3. Endor Iron Furnace	-	50,000	350,000	120,000	-	520,000	-
4. O.T. Sloan Inclusive Playground	380,000	120,000	-	-	-	500,000	-
5. O.T. Sloan Park Recreation Center	-	2,700,000	17,700,000	4,600,000	-	25,000,000	-
Subtotal	\$ 32,162,500	\$ 30,787,500	\$ 18,050,000	\$ 4,720,000	\$ -	\$ 85,720,000	\$ -
<i>Human Services</i>							
1. Animal Shelter Expansion	\$ 693,000	\$ -	\$ -	\$ -	\$ -	\$ 693,000	\$ -
Subtotal	\$ 693,000	\$ -	\$ -	\$ -	\$ -	\$ 693,000	\$ -
<i>Public Safety</i>							
1. Lee County Public Safety Radio System Upgrade	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -
2. Combined Public Safety Warehouse	1,500,000	-	-	-	-	1,500,000	-
3. Law Enforcement Center	65,000,000	-	-	-	-	65,000,000	-
Subtotal	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 72,500,000	\$ -
Total	\$ 66,203,110	\$ 62,012,317	\$ 85,675,000	\$ 30,720,000	\$ 53,307,400	\$ 364,417,827	\$ -

Requested

Requested

CAPITAL IMPROVEMENTS PROGRAMS 2024-2028
Project Summaries

RECOMMENDED PROJECTS

	<i>FY 23-24</i>	<i>FY 24-25</i>	<i>FY 25-26</i>	<i>FY 26-27</i>	<i>FY 27-28</i>	<i>Total CIP</i>	<i>Beyond FY 27-28</i>
<i>Administration</i>							
1. General Services Expansion	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
Subtotal	\$ -	\$ -	\$ 2,122,435	\$ -	\$ -	\$ 2,122,435	\$ -
<i>Education - Lee County Schools</i>							
1. Southern Lee High School Auditorium and 6 Classrooms	\$ -	\$ 13,306,975	\$ -	\$ -	\$ -	\$ 13,306,975	\$ -
2. Lee County High School Auditorium Renovations	-	6,492,500	-	-	-	6,492,500	-
3. West Lee Middle School New Gym and Renovations	-	-	11,167,100	-	-	11,167,100	-
4. East Lee Middle School New Gym and Renovations	-	-	11,167,100	-	-	11,167,100	-
5. New Elementary School (w/o land)	-	2,450,700	-	40,875,000	-	43,325,700	-
6. New Middle School (w/o land)	-	-	-	-	-	-	53,307,400
Subtotal	\$ -	\$ 22,250,175	\$ 22,334,200	\$ 40,875,000	\$ -	\$ 85,459,375	\$ 53,307,400
<i>Education - CCCC</i>							
1. Moore Center- Truck Driver Training Center Renovation	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -
2. Moore Center- Bioprocessing Building Renovation	275,000	3,725,000	-	-	-	4,000,000	-
3. Kelly Drive Relocation	-	-	-	-	-	-	-
4. Moore Center- Main Building Renovation Phase 1	2,500,000	4,915,617	-	-	-	7,415,617	-
5. Lee Early College and CCCC Library	-	-	250,000	2,750,000	-	3,000,000	-
6. Moore Center- Main Building Renovation Phase 2	-	-	-	24,000,000	26,000,000	50,000,000	-
Subtotal	\$ 2,975,000	\$ 8,640,617	\$ 250,000	\$ 26,750,000	\$ 26,000,000	\$ 64,615,617	\$ -
<i>Community Development</i>							
1. Lee County Library Expansion	\$ 8,832,500	\$ 15,167,500	\$ -	\$ -	\$ -	\$ 24,000,000	\$ -
2. Multi-Sports Complex	22,950,000	12,750,000	-	-	-	35,700,000	-
3. Endor Iron Furnace	-	50,000	350,000	120,000	-	520,000	-
4. O.T. Sloan Inclusive Playground	380,000	120,000	-	-	-	500,000	-
5. O.T. Sloan Park Recreation Center	-	-	2,700,000	17,700,000	4,600,000	25,000,000	-
Subtotal	\$ 32,162,500	\$ 28,087,500	\$ 3,050,000	\$ 17,820,000	\$ 4,600,000	\$ 85,720,000	\$ -
<i>Human Services</i>							
1. Animal Shelter Expansion	\$ -	\$ -	\$ 693,000	\$ -	\$ -	\$ 693,000	\$ -
Subtotal	\$ -	\$ -	\$ 693,000	\$ -	\$ -	\$ 693,000	\$ -
<i>Public Safety</i>							
1. Lee County Public Safety Radio System Upgrade	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -
2. Combined Public Safety Warehouse	-	1,500,000	-	-	-	1,500,000	-
3. Judicial/Law Enforcement Center	-	-	-	-	65,000,000	65,000,000	-
Subtotal	\$ 6,000,000	\$ 1,500,000	\$ -	\$ -	\$ 65,000,000	\$ 72,500,000	\$ -
Total	\$ 41,137,500	\$ 60,478,292	\$ 28,449,635	\$ 85,445,000	\$ 95,600,000	\$ 311,110,427	\$ 53,307,400

Recommended

Recommended

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Recommended Projects 2024-2028

Project: General Services Expansion
Cost Estimate: \$2,122,435
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2026***

Description: The project would add a training room for on-site training for staff and add mechanical and wash bays to the existing facilities at General Services. An on-site vehicle/equipment maintenance shop would allow us to provide most of the County’s mechanical and vehicle repairs increasing efficiency and cutting costs.

Manager Comments: *The County needs to control the proper repair and washing of vehicles on our property. Providing a central wash area will ensure that we are environmentally protecting our properties from wash water runoff. Although this is an important project to County operations, it will have to wait until other concerns are addressed first.*

Project: Southern Lee High School Auditorium and 6 Classrooms
Cost Estimate: \$13,306,975
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2025***

Description: An auditorium for Southern Lee High School to seat 650 students, with stage, stage offices, sound room, restrooms, lighting, dressing rooms, 6 classrooms, and lobby. Add new covered walkways in the front and back courtyard.

Manager Comments: *This feature was eliminated in the construction of the High School due to funding constraints. The auditorium was eliminated as part of value engineering and the duplication of facilities elsewhere in the County. It is now difficult to provide arts-based curriculum without this facility. It is also difficult to have assembly with the entire student population for events and other functions. Once again, the ability to pay has pushed this project out.*

Project: Lee County High School Auditorium HVAC and Renovation
Cost Estimate: \$6,492,500
Requested Start Date: FY 2024
Recommended Start Date: **FY 2025**

Description: Replace the old HVAC system in the auditorium and tie into the chiller plant and add a boiler. Reinforce roof with new steel structures to support the weight of the new system. Renovate all classrooms, restrooms, and hallways. Remove/abate all asbestos.

Manager Comments: *This project was originally discussed during the Lee County High School Renovation and Expansion project. It was not a popular project because many did not see this as an “educational need” at the School. However, the High School uses this facility for educational classes and large assembly functions. Eventually, the current HVAC system will need to be upgraded due to the lack of efficiency with the current system. Attaching to the new HVAC plant is a good solution that will lead to lower utility bills at this building.*

Project: West Lee Middle School New Gym and Renovations
Cost Estimate: \$11,167,100
Requested Start Date: FY 2025
Recommended Start Date: **FY 2026**

Description: Construction of a new gym with restrooms and locker rooms. Also, window replacement, the mechanical room doors with asbestos removed and replaced, painting, and replacement of furniture throughout facility.

Manager Comments: *This project along with the East Lee Middle School project is part of the LCBOE goal to extend the useful life of these two Middle Schools. Given the amount of debt the County is undertaking for school construction and other capital needs, this project will have to wait. In prior years, it has been recommended that this project should be funded through Lottery proceeds; however, the State’s reduction of the County’s allocation from the Lottery Fund will mean that the County will probably have to issue debt for this project or use funds from capital reserve along with Lottery funds. Another possibility for funding is a possible State bond issue. This project needs to be completed at the same time as the East Lee Middle School. Both projects are similar to issues that occurred at Lee Senior High School. These issues need to be completed timely so that the expected useful life of the two older middle schools can be extended.*

Project: East Lee Middle School New Gym and Renovations
Cost Estimate: \$11,167,100
Requested Start Date: FY 2025
Recommended Start Date: **FY 2026**

Description: Construction of a new gym with restrooms and locker rooms. More parking for games needs to be added. Also, renovation of windows, mechanical room doors and painting done in the classrooms and hallways. Furniture and equipment in kitchen upgraded.

Manager Comments: *This project along with the West Lee Middle School project is part of the LCBOE goal to extend the useful life of these Middle Schools. Given the amount of debt the County is undertaking for school construction, this project will have to wait. This project needs to be completed at the same time as the West Lee Middle School. Both projects are similar to issues that occurred at Lee Senior High School. These issues need to be completed timely so that the expected useful life of the two older middle schools can be extended.*

Project: Lee County New Elementary School
Cost Estimate: \$43,325,700
Requested Start Date: FY 2026
Recommended Start Date: **FY 2027**

Description: Lee County Schools currently has modular units located at the seven elementary schools. The average of 25 students per classroom nets 675 total students that are housed in modular units. This figure is comparable to our enrollment in our elementary schools currently. Lee County Schools will continue to experience growth in the elementary student population for the near future. Long-range plans must include a new elementary school to meet student growth needs.

Manager Comments: *Significant growth in population and tax base will be needed to fund this project. New residential projects that have been approved by the County and the City of Sanford could require a new elementary school prior to 2027. However, the growth in tax base and sales tax revenues associated with this growth should help fund any debt needed for the project. Given the future growth of the County, the BOE and Commissioners need to begin the location search and acquisition of the next school site. Property acquisition needs to occur for not only the next elementary school, but middle schools as well.*

Project: Lee County New Middle School
Cost Estimate: \$53,307,400
Requested Start Date: FY 2028
Recommended Start Date: **Beyond FY 2028**

Description: Lee County Schools is seeking to build a new 850 seat middle school. As we continue to see population growth in key areas of the County, a new middle school will be needed to accommodate all students. Long-range plans must include a new middle school to meet student growth needs.

Manager Comments: *Significant growth in population and tax base will be needed to fund this project. New residential projects that have been approved by the County and City of Sanford could require a new middle school in the foreseeable future. Given the future growth of the County, the BOE and Commissioners need to begin the location search and acquisition of the next school sites. Property acquisition needs to occur for not only the next elementary school, but middle schools as well.*

Project: Moore Center - Truck Driver Training Building Renovation
Cost Estimate: \$200,000
Requested Start Date: FY 2024
Recommended Start Date: **FY 2024**

Description: This project involves renovating an approximately 2,700 square feet existing building located at the Moore Center to be used for Truck Driver training purposes. Truck drivers are in desperate need in our area. We have been working to establish a training program and have begun offering classes. This project will allow for a permanent home for this program. CCCC plans to use this space for continuing education training.

Manager Comments: *The County has committed to this project. This space will allow for much needed training and education of Truck Drivers for our region. This along with the other projects at the Moore Center will positively impact Lee County for years to come.*

Project: Moore Center - Bioprocessing Building Renovation
Cost Estimate: \$4,000,000
Requested Start Date: FY 2024
Recommended Start Date: **FY 2024**

Description: This project involves renovating an approximately 9,900 square feet existing building located at the Moore Center to be used for Bioprocessing training purposes. CCCC plans to use this space for both curriculum and continuing education training. Jobs in the bioprocessing field have increased in demand given the expansion and increase in companies in Lee County. The college is in need of dedicated space to ensure we meet workforce needs in this field.

Manager Comments: *This space will allow for much needed training and education of Lee County and surrounding areas' workforce. Plans for this site continue to evolve and will be impacted by economic development efforts and the associated workforce needs for Lee County.*

Project: Moore Center - Main Building Renovation (Phase 1)
Cost Estimate: \$7,415,617
Requested Start Date: FY 2024
Recommended Start Date: **FY 2024**

Description: This project involves renovating approximately 25,000 square feet of an existing 180,000 square feet building located at the Moore Center to be used for a variety of continuing education and curriculum education training programs. The E. Eugene Moore Manufacturing and Biotech Solutions Center will offer great benefits to the economic development efforts for Lee County. We have experienced a significant amount of employer growth in these areas and need to ramp up our educational offerings to ensure our citizens have the skills necessary to meet the workforce needs. The programs planned all pay a living wage and will enhance the lives of graduates and the surrounding community.

Manager Comments: *This space will allow for much needed training and education of Lee County and surrounding areas' workforce. Plans for this site continue to evolve and will be impacted by economic development efforts and the associated workforce needs for Lee County. We need to make progress on the site to take the most advantage of this opportunity.*

Project: Lee Early College and CCCC Library
Cost Estimate: \$3,000,000
Requested Start Date: FY 2025
Recommended Start Date: **FY 2026**

Description: The current library is outdated and is not sized to meet the needs of our students. The Lee Early College is currently located in modular classroom space and needs to be moved to a permanent location. We are currently exploring options for this move, and it could involve renovating space associated with programs moving to the Moore Center. We will also relocate some service areas currently located in the Library building to increase space available to the existing library.

Manager Comments: *This project continues to evolve since the Commissioners have purchased the Magneti Marelli Building next to the main campus. With growth of our industrial base in Lee County, the need for additional space for Workforce Development training continues. The purchase of this facility allows the College to address this need and locate all workforce training to the main campus. This move also allows the College to address their library and Lee Early College facility needs with existing buildings on the main campus. This project will continue to change as the College reviews the training needs of the workforce.*

Project: Moore Center - Main Building Renovation (Phase 2)
Cost Estimate: \$50,000,000
Requested Start Date: FY 2026
Recommended Start Date: **FY 2027**

Description: This project will involve completion of renovations to the main building at the E. Eugene Moore Manufacturing and Biotech Solutions Center. The final phase of this project will involve renovation of space for machining, electronics engineering, industrial systems, and other associated programs. The E. Eugene Moore Manufacturing and Biotech Solutions Center will offer great benefits to the economic development efforts for Lee County. We have experienced a significant amount of employer growth in these areas and need to ramp up our educational offerings to ensure our citizens have the skills necessary to meet the workforce needs. The programs planned all pay a living wage and will enhance the lives of graduates and the surrounding community.

Manager Comments: *This space will allow for much needed training and education of Lee County and surrounding areas' workforce. Plans for this site continue to evolve and will be impacted by economic development efforts and the associated workforce needs for Lee County. Development and construction of this project will rely on significant outside funding, possibly from the State Legislature.*

Project: Lee County Library Expansion
Cost Estimate: \$24,000,000
Requested Start Date: FY 2024
Recommended Start Date: **FY 2024**

Description: In order to meet the various needs of the diverse and evolving communities of Lee County, North Carolina, the Lee County Libraries is pursuing the Capital Improvement Plan of "Expansion of Library Services". This \$24 million project involves the construction of a new 30,000 square foot main library in a viable location providing opportunity and a commitment to the goals of the Lee County Government Strategic Plan. Vines Architecture, Inc. has been selected for the project and design began in 2022.

Manager Comments: *The County has committed and begun to invest significant resources into this New Library Project. Initial plans called for a \$18 million project, but inflation and other issues have resulted in the project moving forward with a \$24 million estimate. Located on property in OT Sloan Park, this new Library will provide new spaces for library activities and a large meetings space for future Commissioners meetings. We expect to see this project begin to progress quickly, with construction beginning in 2024.*

Project: Multi-Sports Complex
Cost Estimate: \$35,700,00
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2024***

Description: This project is proposed for use by soccer, football, lacrosse and any sport that uses a rectangle field. In addition, the project also calls for the establishment of a baseball complex. This complex is designed to host tournaments for these sports. In addition, when complete the park will have a playground, walking trails and amenities to support a first-class sports and recreation experience. Rectangle fields would be the highest priority for the complex. The due diligence report and design contract has been awarded to McAdams. The property was also purchased in 2021.

Manager Comments: *This project is part of a joint effort with the City of Sanford and the Sanford Area Soccer League. The project began with the passage of a \$25,000,000 bond to build the complex and an additional maximum of \$15 million has been added since. The County can build and complete this project without a tax rate increase for debt. The need for rectangle fields grows every day, as more soccer, lacrosse, and football teams need practice and playing space. Construction is slated to start in Summer 2023.*

Project: Endor Iron Furnace
Cost Estimate: \$520,000
Requested Start Date: FY 2025
Recommended Start Date: ***FY 2025***

Description: The State has shown interest in working out an agreement for the County to obtain the Endor Iron Furnace property. The State has hung on to this property for many years in anticipation of making it into a State Park. The County has interest in obtaining the property and providing recreation opportunities to preserve the land. The County will need to do a Site-Specific Master Plan of the property to develop the infrastructure plan moving forward.

Manager Comments: *This project will take time to develop but will provide the County with a large new space to possibly create new biking trails and a disc golf course. The project largely relies on the State processes taking time to conclude, so the projected start date of this project may change.*

Project: O.T. Sloan Park Inclusive Playground
Cost Estimate: \$500,000
Requested Start Date: FY 2024
Recommended Start Date: **FY 2024**

Description: This project would create a new inclusive playground at OT Sloan Park. OT Sloan Park doesn't have a playground and County only has one Inclusive playground, which is at Kiwanis Family Park. Staff has worked with WithersRavenel to conduct public input meetings and conceptual drawings of a Inclusive Playground at OT Sloan Park.

Manager Comments: *Inclusive playgrounds are becoming more popular, and the County is behind with only having one, which is operated by the City. Parks and Recreation completed their Comprehensive Master Plan in 2022 and one of the key components that came out it was the lack of ADA accessibility. The County was recently awarded a grant with up to \$400,000 in matching funds from the State. We are excited to get this project going in the next year.*

Project: O.T. Sloan Park Recreation Center
Cost Estimate: \$25,000,000
Requested Start Date: FY 2025
Recommended Start Date: **FY 2026**

Description: This project utilizes the development of the adjacent new library project to extend the bank entry drive through the park to connect to the existing main parking area. This will provide for signaled access into the park for tennis courts, dog park, pool, playground, and athletic fields. This phase will address the existing gravel parking and driveway and upgrades to the swimming pool, development of an activity center for basketball, volleyball, gymnastics, dance, exercise classes, and staff offices.

Manager Comments: *The site plan for phase 2 was completed in the site plan for phase 1. Funding would need to come from bonds or other sources. It is also proposed that Parks and Recreation will apply for a PARTF and LWCF grant to help pay for some additional features in this park.*

Project: Animal Shelter Expansion
Cost Estimate: \$693,000
Requested Start Date: FY 2024
Recommended Start Date: **FY 2026**

Description: Expansion of the Animal Shelter building is needed to double the housing capacity to meet the growing needs of the County. The shelter currently has 20 dog kennels and 20 cat cages. Doubling the size of the shelter will allow an increase to the animal population that can be housed and will assist in the goal to reduce euthanasia rates.

Manager Comments: *The need for this expansion needs to be researched further. The current rate of euthanasia does not indicate that the County needs to expand capacity. The County has a very low euthanasia rate. The facility was built with the intention of expanding the facility out the back of the building. Expansion should be a relatively easy process. At this budget, the County can use fund balance to pay for this project in future years.*

Project: Lee County Public Safety Radio System Upgrade
Cost Estimate: \$6,000,000
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2024***

Description: This project would allow Lee County to upgrade from its current VHF radio system to the state supported VIPER radio system. This project would require the installation of new consoles at both the Primary Public Safety Answer Point (City of Sanford) and the Secondary (Sheriff Primary) Public Safety Answering Point (Courthouse). New consoles would consist of 4 primary, 4 secondary and 2 primary Sheriff. The Tramway, Southern Pines and Spout Springs VIPER towers would receive increased capacity to handle the demand of Lee County users. All Public Safety entities within Lee County would receive new, VIPER compatible portable and mobile radios. Lastly, a cellular Bi-Directional Antenna and P25 Bi-Directional Antenna would be installed in the Courthouse/Jail to allow for cellular and radio communications within the facility.

Manager Comments: *The need for this equipment is growing each year. As more and more jurisdictions around us transition to the Viper system the County will need to move EMS, Emergency Management, County Fire Departments, and the Office of the Sheriff to this system. Due to the high cost, the County should consider an installment agreement for equipment so that all the equipment can be purchased at one time. Installing all the equipment at one time is the best way to make the transition.*

Project: Combined Public Safety Warehouse
Cost Estimate: \$1,500,000
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2025***

Description: Lee County Emergency Services, in conjunction with the Lee County Sheriff's Department is requesting the development of a Combined Public Safety Warehouse. This facility would provide a location for the storage and maintenance of Lee County equipment, while also providing secure storage for any Law Enforcement evidence or seizures. Additionally, this facility will provide a location to conduct training and state resources during a disaster or other emergency.

Manager Comments: *Lee County Emergency Services and the Lee County Sheriff's Department currently rent temporary space in a public warehouse for the purposes of equipment storage, maintenance, and storage of seized assets. This should not be a permanent solution, but other projects may need to be funded before this project is considered.*

Project: Lee County Judicial/Law Enforcement Center
Cost Estimate: \$65,000,000
Requested Start Date: FY 2024
Recommended Start Date: ***FY 2028***

Description: This project would create a new judicial/law enforcement building for use by the court system and Sheriff's office. For the court system, up to five new courtrooms would be built in the new facility, along with a larger jury pool room and grand jury room. For the Sheriff's office, new office space and jail space would be built to accommodate the growing number of inmates in our currently failing complex. It is proposed that the building be located near the historic courthouse and current courthouse in the existing western parking lot. The existing courthouse would be turned into county office space.

Manager Comments: *The recent projects at the existing courthouse complex were a temporary fix to a problem that we knew would continue even after completion. The number of courtrooms, jury space, space for the District Attorney, security issues, failing jail infrastructure, Sheriff's office space, and parking cannot be adequately addressed in the current configuration. A new building will need to be built to address these issues.*

Projects Not Recommended

Project: CCCC Kelly Drive Relocation
Cost Estimate: \$2,500,000
Requested Start Date: FY 2025
Recommended Start Date: *Not Recommended*

Description: This project would involve relocating Kelly Drive to eliminate the current road separating the two sides of campus. The new road would be constructed on the far side of the current property line.

Manager Comments: *The DOT continues to push this project back in the TIP. However, the College, DOT, and the future development of the Moore Center continue to have discussions on the re-routing of Kelly Drive. The funding of this project should be a State responsibility and not the County. Due to safety issues, the Commissioners need to continue to lobby the State to make this project a priority in the TIP or ask them to find other funding for this project. This project should not be in the CIP since the County should not be funding the project.*

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Lee County General Services Expansion

Project Name	General Services Expansion
Project Department	General Services
Total Project Cost	\$2,122,435
Requested Start Date	FY 2024
Recommended Start Date	FY 2026

Description

Addition of Mechanical and Wash Bay to the existing General Services grounds.
 Addition of a training room, parking lot, and new entrance to the existing General Services grounds.

Justification

An on-site vehicle/equipment maintenance facility would give the County the ability to service in-house most mechanical repair needs, increasing efficiency and significantly cutting down cost.
 Our current facilities limit the type, size and length of training available to the staff. Currently, space needs to be converted from a work to a classroom area, decreasing productivity and training value.
 This training room would also provide other County departments an additional venue to conduct scheduled events.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Planning & Design			15,634				15,634
Engineering			134,001				134,001
Clear/Grade/Site Prep.			59,556				59,556
Construction-Purchase			1,675,019				1,675,019
Furnishings			238,225				238,225
Total	-	-	2,122,435			-	2,122,435

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Financing Proceeds			2,122,435				2,122,435
Total	-	-	2,122,435			-	2,122,435

Operating Budget Impact	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Personnel expenses			204,909				204,909
Operating expenses			413,276				413,276
Capital outlay (normal budget)			45,920				45,920
Less Project Operating Revenue			(382,663)				(382,663)
Total	-	-	281,442			-	281,442

SLHS Auditorium

Project Name	SLHS Auditorium and 6 Classrooms
Project Department	Lee County Schools
Total Project Cost	\$13,306,975
Requested Start Date	FY 2024
Recommended Start Date	FY 2025

Description

Auditorium for Southern Lee High School to seat 650 students, with stage, stage offices, sound room, rest rooms, lighting, dressing rooms, six classrooms, and lobby. The project also includes covered walkways in the front and from the bus lot for student drop off/pick up and covered walkways for the back courtyard which will help relieve crowding in hallways.

Justification

An auditorium was eliminated in the construction of Southern Lee High School as part of value engineering as a result of funding constraints. The location of the auditorium will be recommended by the architect, with final approval by the Board of Education. The school has a comprehensive arts education program, complete with band, choral groups, orchestra and a theatre program. The auditorium will host large-capacity events, including theatre productions, musical performances and recitals, and school-wide assemblies. Currently, off-campus facilities and the school's gym are used for large events. The additional classrooms will accommodate student growth at the school and will add capacity for approximately 140 additional students. During the design process, the architect and the school's principal will determine the use of the classrooms with the goal of maximizing instructional space while making the auditorium building conducive for the performing arts program.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.		707,101					707,101
Furnishings		342,684					342,684
Contingency		1,114,290					1,114,290
Building/Utility Construction		11,142,900					11,142,900
Total	-	13,306,975	-	-	-	-	13,306,975

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Lottery Proceeds		1,500,000					1,500,000
Financing Proceeds		11,806,975					11,806,975
Total	-	13,306,975	-	-	-	-	13,306,975

LCHS Auditorium HVAC and Interior Renovation

Project Name	LCHS Auditorium HVAC and Interior Renovation
Project Department	Lee County Schools
Total Project Cost	\$6,492,500
Requested Start Date	FY 2024
Recommended Start Date	FY 2025

Description

Replace the old HVAC system in the auditorium and tie into the chiller plant and add a boiler. Renovate all classrooms, restrooms, and hallways. Remove/abate all asbestos. Repair the outside of the building. Because the new HVAC system will be located on the roof of the auditorium, the project may require structural steel work to reinforce the roof to accommodate the weight of the new system.

Justification

The auditorium was not completely renovated during the Lee County High School (LCHS) Renovation and Expansion Project in 2012. During the project, auditorium seating, stage lights, stage curtains, and the sound system were replaced. The 700-seat auditorium is used for large-capacity events by LCHS, other schools within the district and the community. Classrooms that were not included in the original project will be renovated. The six rooms in the building are currently used for theatre and chorus classes, engraving and learning labs and space for the technology department. The current HVAC system is failing and needs to be upgraded due to lack of efficiency with the current system. The upgrade will lead to lower utility bills for the building.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.		352,231					352,231
Furnishings		268,173					268,173
Contingency		533,827					533,827
Building/Utility Construction		5,338,269					5,338,269
Total	-	6,492,500	-	-	-	-	6,492,500

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Lottery Proceeds		1,500,000					1,500,000
Financing Proceeds		4,992,500					4,992,500
Total	-	6,492,500	-	-	-	-	6,492,500

WLMS New Gym and Renovations

Project Name	WLMS New Gym and Renovations
Project Department	Lee County Schools
Total Project Cost	\$11,167,100
Requested Start Date	FY 2025
Recommended Start Date	FY 2026

Description

Construction of a new gym with restrooms and locker rooms. More parking for games needs to be added. Also, renovation of windows, mechanical room doors and painting done in the classrooms and hallways. Furniture and equipment in kitchen upgraded.

Justification

The building was constructed in 1978. This facility is 45 years old and is in dire need of renovation. The renovation at West Lee Middle School is necessary to maintain a safe learning environment for the children of Lee County Schools, while at the same time be an energy and cost efficient facility. Construction of a new gym and leaving the one we have will give the teams the ability to practice at the same time and more space for activity when they can't go outside due to inclement weather.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.			551,745				551,745
Furnishings			236,574				236,574
Contingency			943,526				943,526
Building/Utility Construction			9,435,255				9,435,255
Total	-	-	11,167,100	-	-	-	11,167,100

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Lottery Proceeds			-				-
Financing Proceeds			11,167,100				11,167,100
Total	-	-	11,167,100	-	-	-	11,167,100

ELMS New Gym and Renovations

Project Name	ELMS New Gym and Renovations
Project Department	Lee County Schools
Total Project Cost	\$11,167,100
Requested Start Date	FY 2025
Recommended Start Date	FY 2026

Description

Construction of a new gym with restrooms and locker rooms. More parking for games needs to be added. Also, renovation of windows, mechanical room doors and painting done in the classrooms and hallways. Furniture and equipment in kitchen upgraded.

Justification

The building was constructed in 1978. This facility is 45 years old and is in dire need of renovation. The renovation at East Lee Middle School is necessary to maintain a safe learning environment for the children of Lee County Schools, while at the same time be an energy and cost efficient facility. Construction of a new gym and leaving the one we have will give the teams the ability to practice at the same time and more space for activity when they can't go outside due to inclement weather.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.			551,745				551,745
Furnishings			236,574				236,574
Contingency			943,526				943,526
Building/Utility Construction			9,435,255				9,435,255
Total	-	-	11,167,100	-	-	-	11,167,100

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Lottery Proceeds			-				-
Financing Proceeds			11,167,100				11,167,100
Total	-	-	11,167,100	-	-	-	11,167,100

LCS New Elementary School

Project Name	LCS New Elementary School
Project Department	Lee County Schools
Total Project Cost	\$43,325,700
Requested Start Date	FY 2026
Recommended Start Date	FY 2027

Description

Construction of a new elementary school that holds 850 students.

Justification

Lee County Schools will continue to experience growth in the elementary student population in the foreseeable future. Long range plans must include a new elementary school to meet student growth needs and prevent the addition of modular classrooms. The state legislation currently states that the class size has to be reduced. This legislation will necessitate additional classroom space for our students.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	2,450,700	-	-	-	-	2,450,700
Furnishings	-	-	-	450,000	-	-	450,000
Contingency	-	-	-	3,675,000	-	-	3,675,000
Building/Utility Construction	-	-	-	36,750,000	-	-	36,750,000
Total	-	2,450,700	-	40,875,000	-	-	43,325,700

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Bond Proceeds	-	2,450,700	-	40,875,000	-	-	43,325,700
Lottery Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	-	-	-	-	-	-
Total	-	2,450,700	-	40,875,000	-	-	43,325,700

LCS New Elementary School

Project Name	LCS New Middle School
Project Department	Lee County Schools
Total Project Cost	\$53,307,400
Requested Start Date	FY 2028
Recommended Start Date	Beyond FY 2028

Description

Construction of a new middle school that holds 850 students.

Justification

Lee County Schools will continue to experience growth in the middle student population in the foreseeable future. Long range plans must include a new middle school to meet student growth needs and prevent the addition of modular classrooms.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	-	-	-	3,235,430	3,235,430
Furnishings	-	-	-	-	-	940,943	940,943
Contingency	-	-	-	-	-	4,466,457	4,466,457
Building/Utility Construction	-	-	-	-	-	44,664,570	44,664,570
Total	-	-	-	-	-	53,307,400	53,307,400

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Bond Proceeds	-	-	-	-	-	53,307,400	53,307,400
Lottery Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	-	-	-	-	-	-
Total	-	-	-	-	-	53,307,400	53,307,400

Moore Center-Truck Driver Training Center Renovation

Project Name	Moore Center-Truck Driver Training Center Renovation
Project Department	CCCC
Total Project Cost	\$200,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

This project involves renovating an approximately 2,700 square feet existing building located at the Moore Center to be used for Truck Driver training purposes. CCCC plans to use this space for continuing education training. All costs for this renovation will be provided by Lee County.

Justification

Truck drivers are in desperate need in our area. We have been working to establish a training program and have begun offering classes. This project will allow for a permanent home for this program. During the fall of 2022, we developed renovation plans for this project and completed a bidding process. Sanford Contractors was the low bidder and began work on the project in January of 2023. They have indicated the project should be completed in 60 days.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	-	-	-	-	-
Furnishings	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Building/Utility Construction	200,000	-	-	-	-	-	200,000
Total	-	-	-	-	-	-	200,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	200,000	-	-	-	-	-	200,000
Total	200,000	-	-	-	-	-	200,000

Moore Center - Bioprocessing Building Renovation

Project Name	Moore Center - Bioprocessing Building Renovation
Project Department	CCCC
Total Project Cost	\$4,000,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

This project involves renovating an approximately 9,900 square feet existing building located at the Moore Center to be used for Bioprocessing training purposes. CCCC plans to use this space for both curriculum and continuing education training. All costs for this renovation will be provided by Lee County.

Justification

Jobs in the bioprocessing field have increased in demand given the expansion and increase in companies in Lee County. The college is in need of dedicated space to ensure we meet workforce needs in this field. During the fall of 2022, the CCCC Board of Trustees requested state board of trustees approval for this project. After receiving that approval, an RFQ for designers for the project was posted. Designers were interviewed and the Board selected RS&H for this project. College staff is currently working with the NC State Construction Office and RS&H to complete a design agreement for this project.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	250,000	50,000	-	-	-	-	300,000
Furnishings	-	-	-	-	-	-	-
Contingency	-	350,000	-	-	-	-	350,000
Building/Utility Construction	25,000	3,325,000	-	-	-	-	3,350,000
Total	-	3,725,000	-	-	-	-	4,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	275,000	3,725,000	-	-	-	-	4,000,000
Total	275,000	3,725,000	-	-	-	-	4,000,000

Moore Center - Main Building Renovation (Phase 1)

Project Name	Moore Center - Main Building Renovation (Phase 1)
Project Department	CCCC
Total Project Cost	\$7,415,617
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

This project involves renovating approximately 25,000 square feet of an existing 180,000 square feet building located at the Moore Center to be used for a variety of continuing education and curriculum education training programs.

Justification

The E. Eugene Moore Manufacturing and Biotech Solutions Center will offer great benefits to the economic development efforts for Lee County. We have experienced a significant amount of employer growth in these areas and need to ramp up our educational offerings to ensure our citizens have the skills necessary to meet the workforce needs. The programs planned all pay a living wage and will enhance the lives of graduates and the surrounding community.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	500,000	100,000	-	-	-	-	600,000
Furnishings	-	-	-	-	-	-	-
Contingency	-	565,617	-	-	-	-	565,617
Building/Utility Construction	2,000,000	4,250,000	-	-	-	-	6,250,000
Total	2,500,000	4,915,617	-	-	-	-	7,415,617

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	2,500,000	3,015,617	-	-	-	-	5,515,617
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	1,900,000	-	-	-	-	1,900,000
Total	2,500,000	4,915,617	-	-	-	-	7,415,617

Lee Early College and CCCC Library

Project Name	Lee Early College and CCCC Library
Project Department	CCCC
Total Project Cost	\$3,000,000
Requested Start Date	FY 2025
Recommended Start Date	FY 2026

Description

This project would involve the construction of a library for CCCC students and potentially for Lee County residents. This building would also have classroom space and student break space for Lee Early College. This space would most likely be a new brick and mortar building consisting of approximately 40,000 square feet. The LEC is currently located in modular classroom space and is in need of a more permanent location. The current library is outdated and is not sized to meet the needs of our students.

Justification

The College's SACSCOC accreditation is re-affirmed every 10 years. Our next re-affirmation process will take place in 2027. One of the items they will review is the amount of library space we have allocated for students. During our 2017 re-affirmation, we noted that CCCC is below the average of library space per student when compared to other colleges of our size in North Carolina. This issue will get worse as we gain additional students.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	250,000	50,000	-	-	300,000
Furnishings	-	-	-	-	-	-	-
Contingency	-	-	-	300,000	-	-	300,000
Building/Utility Construction	-	-	-	2,400,000	-	-	2,400,000
Total	-	-	250,000	2,750,000	-	-	3,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	250,000	2,750,000	-	-	3,000,000
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	-	-	-	-	-	-
Total	-	-	250,000	2,750,000	-	-	3,000,000

Moore Center - Main Building Renovation (Phase 2)

Project Name	Moore Center - Main Building Renovation (Phase 2)
Project Department	CCCC
Total Project Cost	\$50,000,000
Requested Start Date	FY 2026
Recommended Start Date	FY 2027

Description

This project will involve completion of renovations to the main building at the E. Eugene Moore Manufacturing and Biotech Solutions Center. The final phase of this project will involve renovation of space for machining, electronics engineering, industrial systems, and other associated programs.

Justification

The E. Eugene Moore Manufacturing and Biotech Solutions Center will offer great benefits to the economic development efforts for Lee County. We have experienced a significant amount of employer growth in these areas and need to ramp up our educational offerings to ensure our citizens have the skills necessary to meet the workforce needs. The programs planned all pay a living wage and will enhance the lives of graduates and the surrounding community.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	-	4,000,000	1,000,000	-	5,000,000
Furnishings	-	-	-	-	-	-	-
Contingency	-	-	-	-	1,000,000	-	1,000,000
Building/Utility Construction	-	-	-	20,000,000	24,000,000	-	44,000,000
Total	-	-	-	24,000,000	26,000,000	-	50,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	24,000,000	26,000,000	-	50,000,000
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	-	-	-	-	-	-
Total	-	-	-	24,000,000	26,000,000	-	50,000,000

Lee County Library Expansion

Project Name	Lee County Library Expansion
Project Department	Library Services
Total Project Cost	\$24,000,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

In order to meet the various needs of the diverse and evolving communities of Lee County, North Carolina, the Lee County Libraries is pursuing the Capital Improvement Plan of “Expansion of Library Services”. This \$24 million project involves the construction of a new 33,000 square foot main library located at OT Sloan Park providing opportunity and a commitment to the goals of the Lee County Government Strategic Plan.

Justification

The current main library building was an architectural marvel in 1978, when public libraries were brick and mortar shrines to the written word and their shushing caretakers, also known as the librarian. However, it is now recognized that today’s public library must shed the robes of silent reverence and become the reflection of the diversified and culturally vibrant community in which it is centered. Unfortunately, the current building is not up to the task. It is inadequately sized and houses numerous mechanical and structural issues that are cumbersome to the County budget. The costs of renovations and modernization would only capitalize while the county continuously fell behind in the fight to keep up with community member needs and also offer the most up-to-date programs and services. The Lee County Libraries are challenged with the social and economic demands of a consistently increasing and diverse population. Our facilities are insufficient to meet the requirements of our patrons from programming needs to services requested, from technological advances to space and safety. Library use is increasing each year. We have become a community hub where residents seek information, direction, guidance and support. The library provides many opportunities for the Lee County Government to successfully and continuously fulfill the mission of the Strategic Plan, which is to: “cultivate a community of collaboration and innovation through visionary leadership and dedicated service.” The public library continues to be the “third place” for many community members beyond their homes and school/work. Our patrons start their journey at the library where they are assured a connection to be educated, enlightened, encouraged and/or entertained throughout their lives with no prerequisite.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	1,326,250	161,250	-	-	-	-	1,487,500
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	798,000	798,000	-	-	-	-	1,596,000
Building/Utility Construction	6,708,250	14,208,250	-	-	-	-	20,916,500
Total	8,832,500	15,167,500	-	-	-	-	24,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	8,832,500	15,167,500	-	-	-	-	24,000,000
Total	8,832,500	15,167,500	-	-	-	-	24,000,000

Lee County Multi-Sports Complex Park

Project Name	Lee County Multi Sports Complex Park	
Project Department	Lee County Parks and Recreation	Previously Spent
Total Project Cost	\$35,700,000	\$4,250,000
Requested Start Date	FY 2024	
Recommended Start Date	FY 2024	

Description

In cooperation with the City of Sanford, this project is proposed for the use by soccer, football, lacrosse and any sport that uses a rectangle field. In addition, the project calls for the establishment of a baseball complex. This complex is designed to host tournaments for these sports. In addition, when complete the park will have a playground, walking trails and amenities to support a first class sports and recreation experience. The complex could be built in phases to spread out the costs over time. Rectangle fields would be the highest priority for the complex. The due diligence was completed on the property by McAdams in 2021. The property was also purchased in 2021.

Justification

SASL is one of the largest soccer associations in our region. With over 600 children playing soccer, the association currently does not have the ability to play on regulation sized fields and host weekend tournaments. In addition, the County receives requests from local football teams for fields and recently received a request for lacrosse fields. The baseball complex will give the County the ability to host larger tournaments. The current situation at Southern Lee is difficult when trying to compete with the High School teams for field time. Both fields will be a revenue source generating income from field rentals, and revenue sharing for gate and concession sales. The UPSL introductory soccer team could also use the facility for games. This facility will create a tourism boost for Lee County. The complex will also serve as a recreation space for families to walk, exercise and use the state of the art playground equipment to get outdoors.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	1,500,000	500,000	-	-	-	-	2,000,000
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	1,250,000	1,250,000	-	-	-	-	2,500,000
Building/Utility Construction	20,200,000	11,000,000	-	-	-	-	31,200,000
Total	22,950,000	12,750,000	-	-	-	-	35,700,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Bond Proceeds	22,950,000	-	-	-	-	-	22,950,000
Financing Proceeds	-	12,750,000	-	-	-	-	12,750,000
Total	22,950,000	12,750,000	-	-	-	-	35,700,000

Operating Budget Impact	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Personnel expenses	-	275,000	285,000	295,000	305,000	315,000	1,475,000
Operating expenses	-	600,000	625,000	650,000	675,000	700,000	3,250,000
Capital outlay (normal budget)	-	-	-	-	-	-	-
Less Project Operating Revenue	-	-	-	-	-	-	-
Total	-	875,000	910,000	945,000	980,000	1,015,000	4,725,000

Endor Iron Furnace

Project Name	Endor Iron Furnace
Project Department	Lee County Parks and Recreation
Total Project Cost	\$520,000
Requested Start Date	FY 2025
Recommended Start Date	FY 2025

Description

The State has showed interest in working out an agreement for the County to obtain the Endor Iron Furnace property. The State has hung on to this property for many years in anticipation of making it into a State Park. The County has interest in obtaining the property and providing recreation opportunities to preserve the land. The County will need to do a Site Specific Master Plan of the property to develop the infrastructure plan moving forward.

Justification

The Mountain Bike Trails at San Lee Park are getting extremely crowded and the Mountain Bike group wants to see additional trails built. The Endor Iron Furnace would be a great location to add additional trails. OT Sloan Park houses the Disc Golf Course. With all the renovations to OT Sloan Park, the Disc Golf Course is being impeded on. The Disc Golf group has explained their concerns and fear that the Disc Golf Course is just going to go away. The Endor Iron Furnace property would be an amazing park to house the new Disc Golf Course. The Site Specific Master Plan will outline these two amenities and reflect on the Comprehensive Master Plan to recommend additional park features.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	50,000	110,000	-	-	-	160,000
Contingency/Fees	-	-	20,000	10,000	-	-	30,000
Building/Utility Construction	-	-	220,000	110,000	-	-	330,000
Total	-	50,000	350,000	120,000	-	-	520,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund Revenues	-	50,000	350,000	120,000	-	-	520,000
Total	-	50,000	350,000	120,000	-	-	520,000

Operating Budget Impact	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Personnel expenses	-	-	-	100,000	110,000	120,000	330,000
Operating expenses	-	-	-	20,000	25,000	30,000	75,000
Capital outlay (normal budget)	-	-	-	-	-	-	-
Less Project Operating Revenue	-	-	-	-	-	-	-
Total	-	-	-	120,000	135,000	150,000	405,000

OT Sloan Park Inclusive Playground

Project Name	OT Sloan Park Inclusive Playground
Project Department	Lee County Parks and Recreation
Total Project Cost	\$500,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

OT Sloan Park doesn't have a playground and County only has 1 Inclusive playground, which is at Kiwanis Family Park. Staff has worked with WithersRavenel to conduct public input meetings and conceptual drawings of a Inclusive Playground at OT Sloan Park. The Board of Commissioners approved to allocate \$100,000 in matching funds if awarded the Accessibility For Parks grant. The project includes the Inclusive Playground, ADA renovations to the bathroom and ADA access.

Justification

The public input meetings held in 2022 had an overwhelming response to this project. Inclusive playgrounds are becoming more popular and the County is behind with only having one, which is operated by the City. Parks and Recreation completed their Comprehensive Master Plan in 2022 and one of the key components that came out it was the lack of ADA accessibility.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	50,000	10,000	-	-	-	-	60,000
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	-	-	-	-	-	-	-
Building/Utility Construction	330,000	110,000	-	-	-	-	440,000
Total	380,000	120,000	-	-	-	-	500,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund Revenues	100,000	-	-	-	-	-	100,000
Grant Proceeds	280,000	120,000	-	-	-	-	400,000
Total	380,000	120,000	-	-	-	-	500,000

OT Sloan Park Recreation Center

Project Name	OT Sloan Park Inclusive Playground
Project Department	Lee County Parks and Recreation
Total Project Cost	\$25,000,000
Requested Start Date	FY 2025
Recommended Start Date	FY 2026

Description

Phase III of the Master Plan of O. T. Sloan Park would include a Recreation Center. The Recreation Center would house the Parks and Recreation Department's gymnastic classes, art classes, dance classes, summer camps, 3 gymnasiums and staff offices. This project helps achieve our goal of centralizing the Parks and Recreation department to help serve the public in a efficient capacity.

Justification

O.T. Sloan Park is over 40 years old and has served Lee County well during that time. O.T. Sloan Park is also the most centralized park in Lee County. Bringing all divisions of the Parks and Recreation Department, with the exception of San Lee Park operations, is beneficial externally and internally. Lee County residents would now have a central recreation hub to do classes, sign up for registrations and or get Parks and Recreation information. Currently we are leasing the building for our gymnastics program but with this Recreation Center, we could host this program along with others in our facility. The department is currently forced to use the school gyms but can only use them certain times on the day. This handcuffs the department when it comes to planning for a structured schedule. With the Recreation Center, staff will have full access to two(2) gymnasiums that will be utilized for basketball, volleyball, pickleball, dance, etc.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	2,700,000	-	-	-	2,700,000
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	-	-	-	1,500,000	1,400,000	-	2,900,000
Building/Utility Construction	-	-	-	14,500,000	4,900,000	-	19,400,000
Total	-	-	2,700,000	16,000,000	6,300,000	-	25,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Grants/Other Sources	-	-	500,000	-	-	-	500,000
Bond Proceeds	-	-	2,200,000	16,000,000	6,300,000	-	24,500,000
Total	-	-	2,700,000	16,000,000	6,300,000	-	25,000,000

Lee County Animal Shelter Expansion

Project Name	Lee County Animal Shelter Expansion
Project Department	Health
Total Project Cost	\$693,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2026

Description

The Shelter currently has 20 dog kennels and 20 cat cages. We are looking to expand the size of our shelter. The County is growing in population and the animal population is increasing as well. The goal is to increase adoptions by working with adopters, fosters, and 501 c3's. An expanded shelter allows more time to evaluate the adoptable animals and decrease euthanasia numbers.

Justification

The number of intakes have been increasing annually and this challenges the success of our adoptions. We do not have the room to keep the increasing number of animals in our small facility and oftentimes we need to double-kennel the animals. The project's success is Lee County's success. Without it we can expect to see euthanasia rates increase. Accomodating our growing community will be a serious challenge. We will be challenged to meet the needs of our animals and the State's Animal Welfare Act. The current staff potentially could experience fatigue with the increase in euthanasia, creating a more challenging situation to provide services at the shelter.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	85,800	-	-	-	85,800
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	-	-	-	-	-	-	-
Building/Utility Construction	-	-	607,200	-	-	-	607,200
Total	-	-	693,000	-	-	-	693,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	693,000	-	-	-	693,000
Total	-	-	693,000	-	-	-	693,000

Lee County Public Safety Communications System Upgrade (VIPER)

Project Name	Lee County Public Safety Communications System Upgrade (VIPER)
Project Department	Emergency Services
Total Project Cost	\$6,000,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2024

Description

The Public Safety Communications System upgrade would consist of replacing the Counties current analog radio system with the state supported Voice Interoperability Plan for Emergency Responders (VIPER) system. This project consists of a complete overhaul of the current emergency communications systems. Adding capacity to currently erected VIPER radio towers, replacing Public Safety Answering Point (PSAP) / Dispatch (911) hardware, replacing end user hardware, and establishing new protocols for communications within Lee County. With the ultimate goal of improving radio communications County wide, ensuring all Lee County responders have interoperable communications, and ensuring those interoperable communications extend to our neighboring aid counties and the state as a whole.

Justification

Currently Lee County utilizes multiple analog radio systems, combined with some digital features to facilitate communications for Fire, Police, and EMS. This system is ageing and showing reoccurring problems across the network. However, the most significant issues is that of interoperable communications. Which looks at the ability for responders to communicate with other agencies or disciplines, both in county and out. Currently, Lee County Fire, EMS and Police do not utilize a common system, preventing communication on the emergency scene. Further, all of Lee Counties surrounding counties have made the switch to VIPER, preventing those counties from directly communicating with our responders during a mutual aid scenario. The Lack of interoperable communications reduces the effectiveness of our responders and ultimately leads to increased danger on the incident scene.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Equipment/Installation	6,000,000	-	-	-	-	-	6,000,000
Total	6,000,000	-	-	-	-	-	6,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	6,000,000	-	-	-	-	-	6,000,000
Total	6,000,000	-	-	-	-	-	6,000,000

Operating Budget Impact	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Personnel expenses	-	-	-	-	-	-	-
Operating expenses	-	113,076	117,620	122,390	127,400	132,057	612,543
Capital outlay (normal budget)	-	-	-	-	-	-	-
Less Project Operating Revenue	-	-	-	-	-	-	-
Total	-	113,076	117,620	122,390	127,400	132,057	612,543

Combined Public Safety Warehouse

Project Name	Combined Public Safety Warehouse
Project Department	Sheriff & Emergency Services
Total Project Cost	\$1,500,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2025

Description

Lee County Emergency Services, in conjunction with the Lee County Sheriff's Department is requesting the development of a Combined Public Safety Warehouse. This facility would provide a location for the storage and maintenance of Lee County equipment, while also providing secure storage for any Law Enforcement evidence or seizures. Additionally this facility provides a location to conduct training and state resources during a disaster or other emergency.

Justification

Lee County Emergency Services and the Lee County Sheriff's Department currently rent temporary space in a public warehouse for the purposes of equipment storage, maintenance, and storage of seized assets. This facility has provided a stop gap in the interim, but presents several challenges. We have experienced missing and damaged equipment, the space is not adequate for county resources, and contamination from other occupants' processes is significant. Additionally, much of our equipment is stored throughout the county, outdoors, where we are sustaining more wear and damage as a result of the environment than we are from use. This facility would provide the opportunity to bring all equipment indoors, allowing for proper storage, maintenance and security of equipment. Further, the facility can be used as a training location and staging for additional resources in the event of a disaster or other emergency.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	-	-	-	-	-
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	-	-	-	-	-	-	-
Building/Utility Construction	-	1,500,000	-	-	-	-	1,500,000
Total	-	1,500,000	-	-	-	-	1,500,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-
Financing Proceeds	-	1,500,000	-	-	-	-	1,500,000
Total	-	1,500,000	-	-	-	-	1,500,000

New Judicial/Law Enforcement Center

Project Name	New Judicial/Law Enforcement Center
Project Department	Lee County Government
Total Project Cost	\$65,000,000
Requested Start Date	FY 2024
Recommended Start Date	FY 2028

Description

This project would create a new judicial/law enforcement building for use by the court system and Sheriff’s office. For the court system, up to five new courtrooms would be built in the new facility, along with a larger jury pool room and grand jury room. For the Sheriff’s office, new office space and jail space would be built to accommodate the growing number of inmates in our currently failing complex. It is proposed that the building be located near the historic courthouse and current courthouse in the existing western parking lot. The existing courthouse would be turned into county office space.

Justification

Security and space are the main reasons why this project needs to be completed. The District Attorney’s office is growing at a rate of 2 to 4 people per year. The growth of the current case load in the courts has caused a major issue with safety and ethics. The transferring of inmates to court through the current system is difficult. In addition, keeping attorneys, judges and jurors separated so the ethical issues are not breached has become almost impossible. The Sheriff’s Office is finding it increasingly difficult to secure office space and train employees. The jail is well over capacity and is outdated. The current renovation planning has shown that completely addressing these issues in the current judicial complex is impossible. A new facility is needed to address these two critical issues. Budget is estimated from similar facilities built in surrounding counties.

Financial Information

Expenditures	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
Engineering/Arch Svcs.	-	-	-	-	-	-	-
Furnishings	-	-	-	-	-	-	-
Contingency/Fees	-	-	-	-	-	-	-
Building/Utility Construction	-	-	-	-	65,000,000	-	65,000,000
Total	-	-	-	-	65,000,000	-	65,000,000

Funding Sources	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Post FY 27-28	Total
General Fund	-	-	-	-	-	-	-
Grants/Other Sources	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	65,000,000	-	65,000,000
Financing Proceeds	-	-	-	-	-	-	-
Total	-	-	-	-	65,000,000	-	65,000,000

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