



**MOORE COUNTY BOARD OF COMMISSIONERS
SPECIAL MEETING
WEDNESDAY, FEBRUARY 23, 2022, 9:00 A.M.**

The Moore County Board of Commissioners convened for a Special Meeting (work session) at 9:00am, Wednesday, February 23, 2022, in the Grand Hall of the Moore County Senior Enrichment Center, 8040 US Hwy 15/501, Carthage, NC.

Commissioners Present:

Chairman Frank Quis, Jerry Daeke, Catherine Graham, Otis Ritter (arrived 9:35am)

Chairman Quis called the meeting to order. County Manager Wayne Vest offered the invocation and Vice Chair Catherine Graham led the Pledge of Allegiance.

The purpose of the meeting was to discuss and make recommendations regarding the County's Strategic Plan.

County Manager Wayne Vest welcomed everyone and provided an overview of the meeting, and he introduced consultant Deb Manzo with Business Transformation Solutions. Ms. Manzo provided information on her background and her experience and led the strategic planning discussion.

The Board reviewed and discussed key focus areas and recommended changes. Pillars agreed upon for the strategic plan were:

- Effective, Efficient, and Fiscally Sound Government
- Safe and Secure Community
- Health and Human Services
- Sustainable and Quality Growth
- Cultural and Recreational Opportunities

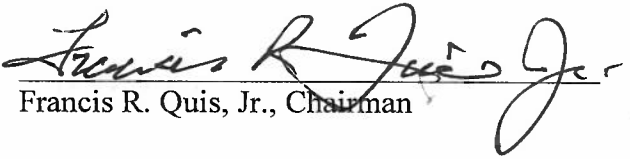
Public Safety Director Bryan Phillips, EMS Chief Grant Hunsucker, Chief Deputy Sheriff Richard Maness, Major Andy Conway, and Solid Waste Director David Lambert provided information regarding goals and measures for their respective departments.

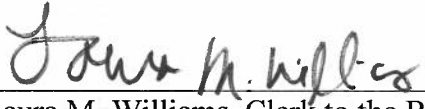
The next step would be for Ms. Manzo to work with the departments to develop the plan according to what was outlined by the Board.

Documents shared during the meeting are hereby incorporated as a part of these minutes by attachment as Appendix A.

Adjournment

There being no further business, the February 23, 2022, Special Meeting of the Moore County Board of Commissioners was adjourned at 12:05pm.


Francis R. Quis, Jr., Chairman


Laura M. Williams, Clerk to the Board



MISSION:

Providing exceptional services that make Moore County a premiere community in which to live, work and raise a family.

VISION:

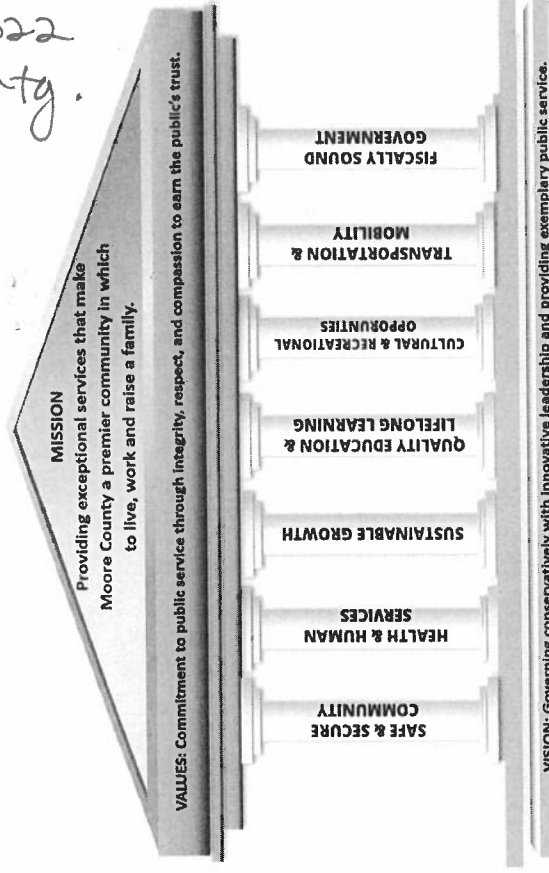
Governing conservatively with innovative leadership and providing exemplary public service.

VALUES:

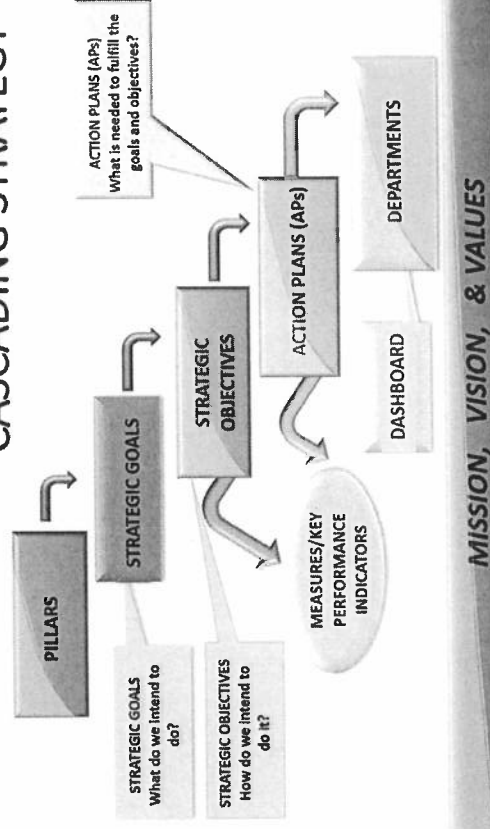
Commitment to public service through integrity, respect, and compassion to earn the public's trust.

GLOSSARY OF TERMS

- **Strategic Plan** - is a document used to communicate with the organization's stakeholder's, the organization's goals, and the actions needed to achieve those goals.
- **Pillars** - The essential dimensions around the long-term success of the organization. High-level objectives that directs the organization to achieve its long-term goals.
- **Strategic Goals** - **WHAT** do we intend to do? **WHAT** the focus/goal area expects to accomplish.
- **Strategic Objectives** - **HOW** do we intend to do it? States what we must do well to achieve our goals.
- **Action Plan** - Actions and activities needed to fulfill the goals and objectives?
- **Measures/Key Performance Indicators (KPI's)** - Dashboard; quantifiable measures of performance over time for a specific objective. KPI's provide targets, milestones and insight to help the organization to make better decisions. (meaningful indicators that assess progress).
- **RAILS - Rolling Action Items Listing - To Do List.** Usually in excel format to be able to rank and sort tasks based on multiple factors. Include action item(s), owner, action details, the date assigned, due date, status, and notes.



CASCADING STRATEGY



Appendix A
02/23/2022
Special mtg.

MOORE ADVANCED

A DOCUMENTED STRATEGIC PLAN BUILT UPON:

- ❖ Knowledge
- ❖ Expertise
- ❖ Plans
- ❖ Goals
- ❖ Strategies
- ❖ Policies
- ❖ Mission
- ❖ Vision
- ❖ Values
- ❖ Guiding Principles
- ❖ Sound Leadership
- ❖ Measures of Success
- ❖ Effectiveness
- ❖ Efficiencies
- ❖ Communications

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Mission-Vision-Values

Mission:

Providing exceptional services that make Moore County a premiere community in which to live, work, and raise a family

Vision:

Governing conservatively with innovative leadership and providing exemplary public service

Values:

Commitment to public service through integrity, respect, and compassion to earn the public's trust

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Fiscal Year 2019 Budget

Guiding Principles:

- Ensure the appropriate level of services for the citizens of Moore County to include a review of the tax rates for the General Fund, Advanced Life Support, and Fire Service District:
- Prioritize education, public safety, and public health:
- Identify expense reductions and ensure effective fund and position allocations :
- Preserve the employee benefits and compensation package to include the potential for implementation of an updated Pay & Classification Plan, and to ensure the sustainability of the County's Self-Insurance program:

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Fiscal Year 2020 Budget

Guiding Principles:

- Ensure the appropriate level of services for the citizens of Moore County to include a review of the tax rates for the General Fund, Advanced Life Support, and Fire Service District:
- Prioritize education, public safety, and human services:
- Identify expense reductions and ensure effective fund and position allocations:
- Preserve the competitiveness of the employee benefits and compensation package and ensure the sustainability of the County's Self-Insurance program:

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Fiscal Year 2021 Budget

Guiding Principles:

- Ensure the appropriate level of services for the citizens of Moore County to include a review of the tax rates for the General Fund, Advanced Life Support, and Fire Service District:
- Prioritize education, public safety, and human services:
- Identify expense reductions to reflect revenue impacts of COVID-19 and ensure appropriate fund and position allocations:
- Preserve the competitiveness of the employee benefits and compensation package and ensure the sustainability of the County's Self-Insurance program:

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Fiscal Year 2022 Budget

The Recommended Budget Prioritizes

- Education
- Public Safety
- Health and Human Services

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Strategy Development

February 23, 2022

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A	Welcome
B	Key Terms
C	Strategy Development
D	Commissioner Input: Areas of Focus
E	Strategic Goals & Objectives
F	Strategy Alignment
G	Next Steps
H	Commissioner Insights



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Vision, Mission, & Values

February 23, 2022

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Guiding Principles: Vision

•Governing conservatively with innovative leadership and providing exemplary public service.

- **Vision:** Vision Statements provide guidance on the future direction of an organization. It answers the question: "Where are we going?"
- **Innovative:** new, inventive, cutting-edge, leading-edge (trusted leadership to provide exemplary public services.)

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Guiding Principles: Mission

•Providing exceptional services that make Moore County a premiere community in which to live, work, and raise a family

- **Mission:** A mission states clearly what an organization does - what its purpose is. It answers the question: "What do we do?"
- **Premiere:** beginning, opening, debut
- **Premier:** best, leading, highest, main, first

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Guiding Principles: Values

Commitment to public service to earn the public's trust through:

- Integrity
- Respect
- Compassion

- **Values:** The values prescribe desired behavior, character, and culture. They answer the question: "What do we believe in?"
- **Integrity:** reliability, truth, honesty
- **Respect:** admiration, esteem, reverence
- **Compassion:** sympathy, empathy, kindness, care

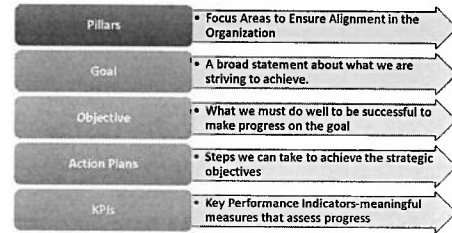
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Key Terms & Strategy Development

February 23, 2022

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Strategic Development Terms



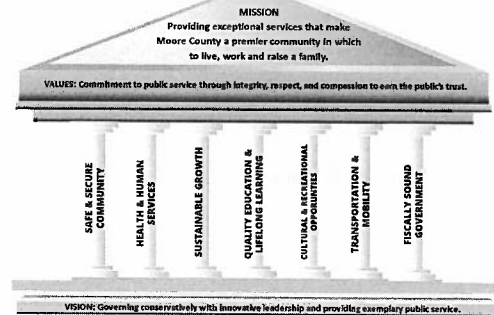
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Pillars

- 2022 – 2025 Strategic Plan has pillars (seven focus areas):



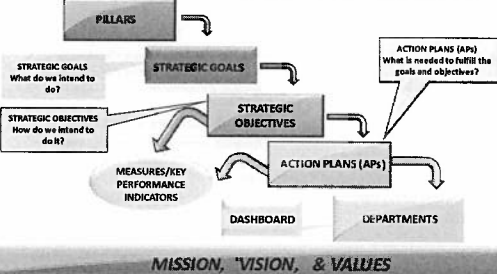
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CASCADING STRATEGY

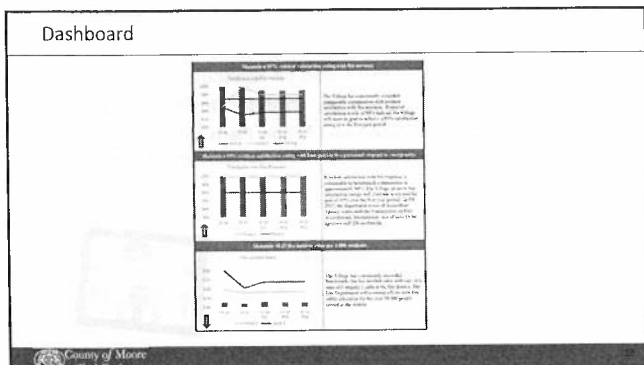


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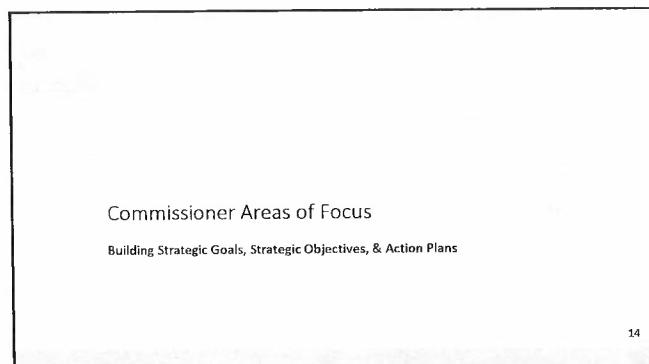
Action Plans

FY 2022-2023 Initiatives: Action Plans (APs)									
Goal	Strategic Objective	Strategic Initiative	FY 2022-2023	Fiscal	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Improve the quality of life for residents, businesses, and visitors	Enhance the quality of life for residents, businesses, and visitors	Improve the quality of life for residents, businesses, and visitors	2022	2023	2024	2025	2026	2027	2028
Improve the quality of life for residents, businesses, and visitors	Enhance the quality of life for residents, businesses, and visitors	Improve the quality of life for residents, businesses, and visitors	2022	2023	2024	2025	2026	2027	2028
Improve the quality of life for residents, businesses, and visitors	Enhance the quality of life for residents, businesses, and visitors	Improve the quality of life for residents, businesses, and visitors	2022	2023	2024	2025	2026	2027	2028
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Improve the quality of life for residents, businesses, and visitors	Enhance the quality of life for residents, businesses, and visitors	Improve the quality of life for residents, businesses, and visitors	2022	2023	2024	2025	2026	2027	2028

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Effective, Efficient, & Fiscally Sound Government

1. Maintain fiscally sound government
2. Maintain a focus on county residents- service above self
3. **OBI:** Transparency and systematic reporting to the community & commissioners
4. **OBI:** Continue to maintain fiscally sound government by understanding future needs for commercial and residential growth
5. **AP:** Develop, deploy, and communicate department dashboards based on business plans
6. Do everything to meet residents and business needs without focusing on "wants"- is it necessary?
7. Elected commissioners collaborate to make sure effective and efficient services continue to be provided.
8. Municipalities work on their goals & missions with support from commissioners, as appropriate (e.g. Mutual aide).
9. Continue to evaluate the management of department functions
10. **AP:** Develop a communication rhythm to update commissioners on accomplishments and opportunities for improvement

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Team Activity

- Review and discuss key focus area on handout.
- Agree on key Strategic Goals and Strategic Objectives (SO).
- Agree on Short Term (One Year) Action Plans (AP): clarify what the commissioners like to see accomplished in one year's time.
- Check for agreement.

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Safe & Secure Community: Areas of Focus

1. Updates for social services provided to commissioners and citizens (bi-monthly)
2. Transparency & flow of Information
3. **OBI:** Community confidence in their neighborhoods and feel safe in their home and being outside
4. **OBI:** Support sheriff, and other municipalities law enforcement agencies in collaboration, training to ensure response for issues related to violence, mentally ill, etc. and resources
5. Attractive to potential community members and current community members
6. **Results:** ranking as safest place in the NC & US
7. Public safety- cover the need of patients as soon as possible
8. Getting paramedic out as soon as possible to move them out on the street
9. Great community to live in- continue to keep community safe
10. **AP:** systematic community communications on in key areas

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Health & Human Services: Areas of Focus



1. Be mindful of the diversity in Moore county and plan to it (not despite it) north ends needs vs southern end needs
2. **OBI: Well managed services**
3. **AP: Work closely with appointed health board members to achieve a better shared knowledge of health issues and remedies**
4. Hospital ER's well staffed
5. Timely and pertinent information provided to public
6. Continue partnership with First Health Nursing Facilities at Sandhills
1. Continue to provide exemplary services
2. AP: Improve appointment interview process
3. **AP: Improve working with county employees on potential health issues to assist dept heads with planning for absences**
4. **AP: Health Dept and Dept of SS publish a JIT dashboard and present bimonthly presentations of key information to the board**
5. Add new EMS trucks
6. Combined OBI: Communication in the Health Department throughout the community

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Quality Education & Lifelong Learning



1. Municipalities/communities like rotary in the north end pursue grants for their citizens
2. OBI: Career opportunities as a result of education
3. Continue to providing resources without specifying how the education institutions spend their funds.
4. Public education offering trade educational opportunities
5. High student achievement
6. Continue to work collaboratively with sandhills community college and funding their needs in working with their educational goals
7. **AP: Continue collaboration with public schools, community college, and commissioners to ensure job skills and learning for all students in their career pathing.**
8. Results: shared data related to career placement after certifications and the growth and impact of future business growth
1. Vocational education available; build the workforce
2. Nursing program graduates able to be employed
3. Built 4 new schools; others need maintenance-continue with funding by working closely with school board to effectively spend the public's money
4. Updates to the public & commissioners on what is being achieved and how successful it has been
5. Assess the grant writing position for the county
6. Maintain quality educational opportunities
7. Support for community college (nursing program, and certifications)
8. Vocational education moved back into the schools; tools back in the shops
9. Maintain (CONTINUE WHAT'S NECC) current law enforcement in community, keep taxes low, and meet community healthcare needs

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Sustainable Growth



1. **OBI: Economic growth which occurs without stressing transportation, utilities (infrastructure), or diminishing land usage**
2. Balanced growth
3. Maintain an attractive community
4. Appropriate business growth in the county
5. Establish areas that could support businesses without a negative impact in residential areas
6. Careful in commercial growth choices
7. **AP: Municipalities more transparent with future growth plans**
8. Recognize that quality of life ensures attraction of talented professionals to first health, and other areas
9. Infrastructure planning
10. **AP: UDO- vision on water supply related to exponential growth**
1. Proactively working with municipalities to build partnerships regarding commercial and residential growth.
2. Establish & make recommendations after studies from planning department guidelines
3. Ensure jobs to help with re-openings and growth
4. See above and begin- start collaboration and partnerships that continue to grow
5. Adhere to the current land use plan and zoning
6. Develop a long-term vision for desired type of growth and location
7. Affordable housing and community development
8. **AP: Support rural broadband initiatives that are ongoing**
9. More proactive in reaching out for commercial growth appropriate to MC
10. Make sure we are ready for the growth that is coming
11. Long term plans for the future need to be reviewed more often by planning board

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Cultural & Recreational Opportunities



1. *AP: green areas, walking trails, outdoor facilities available to all citizens meeting ADA requirements*
2. Continued support for recreational activities, increasing programs through recreation center
3. *OBI: Appropriate facilities available for residents for healthy lifestyles and effective use of leisure time*
4. *AP: long term plan on how new recreation center can be used in the future (Moore recreation center- public data on what is happening there)*
5. Moore recreation center (hillcrest park) and public schools more handicap accessible playground
6. Offer the new recreational facilities and ballfield to support a healthy population
7. *AP: communication: create where to turn books for dept of aging, social services, civic organizations; areas where people can reach out for mental health needs*

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Transportation & Mobility



1. Various transportation choices available for those unable to drive (county, private, etc.)
 2. Maintain the balance between rural and urban lifestyles
 3. Variety of options to move about
 4. Moore County transportation services privatized
 5. Continue with bike paths and other options
 6. Continue with transportation options
 7. Bus service available with tokens
1. Train service to Charlotte
 2. Commercial passenger service for airlines
 3. Transportation department continue to provide services
 4. Communication with citizens on what is available for transportation in MC
 5. Review current expenditures and potential increased budget needs
 6. *AP: execute on the comprehensive transportation plan- including communication*
 7. *AP combined: Ensure appropriate street lighting, sidewalks, in neighborhoods*

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Key Performance Indicators (KPIs)

How do we incorporate measures of efficiency +/- measures of effectiveness?

Safe & Secure Community	Health & Human Services	Sustainable Growth	Quality Education & Lifelong Learning	Cultural & Recreational Opps	Transportation & Mobility	Effective, Efficient, & Fiscally Sound Government
Goal KPI:	Goal KPI:	Goal KPI:	Goal KPI:	Goal KPI:	Goal KPI:	Goal KPI:
SO KPI:	SO KPI:	SO KPI:	SO KPI:	SO KPI:	SO KPI:	SO KPI:

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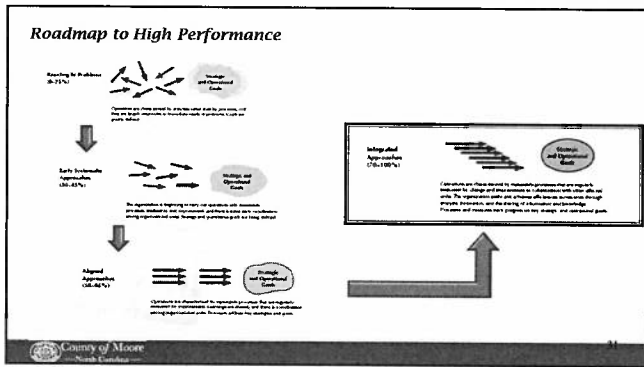
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Strategy Alignment

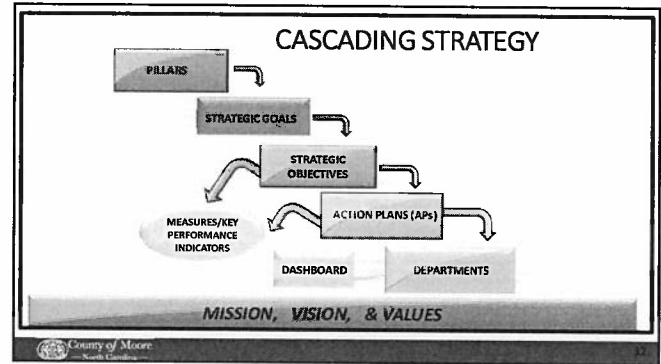
Business Planning Process: EMS & Sheriff's Office

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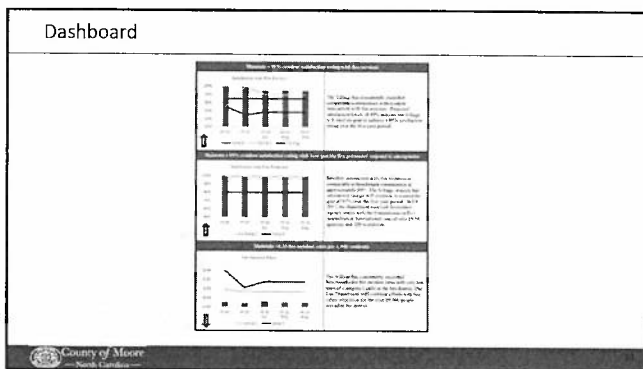
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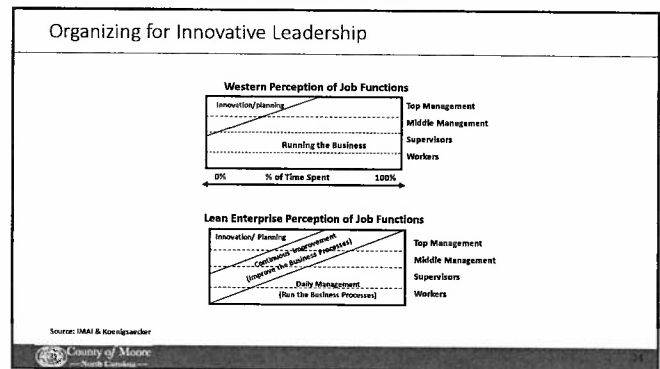
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Pillar	Dept Mission	Mission
Safe & Secure Community	Department Goal	
	Department Objectives	
Planning/ Execution Period:		
Core Competencies Utilized		
Dept Action Plans:		
Business Plan Approved	Date	

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Strategic Planning Alignment
 EMS & Sheriff's Office Business Plans

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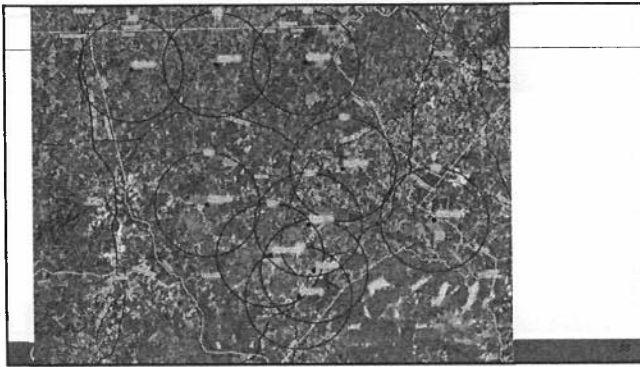
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Pillar	EMS Dept Mission	Provide quality prehospital medical care and ambulance transport service; safeguard life, property, and environment
Safe & Secure Community	EMS Department Goal	Train to save, Dedicated to serve
	Department Objectives	1. Maintain national and state response time standards 2. Provide quality clinical care that meets or exceeds standards of care 3. Maintain the 911 center in accordance with NFPA 1221 4. Provide quality clinical care that meets or exceeds standards of care utilizing national priority EMD & EFD protocols 5. Maintain in accordance with fire prevention code as adopted by state and county 6. Investigate all fires to establish origin and cause following NFPA 921 7. Develop and execute plans and policies to meet emergency preparedness, response, mitigation, and recovery
	Planning/ Execution Period:	July 1, 2021 - June 30, 2022
Core Competencies Utilized		partnerships/relationships with local, state, and business; SMEs; flexibility; problem solvers
Dept Action Plans:		Cypress Pointe Fire Station- EMS facility (Medic 20)
Business Plan Approved		Date

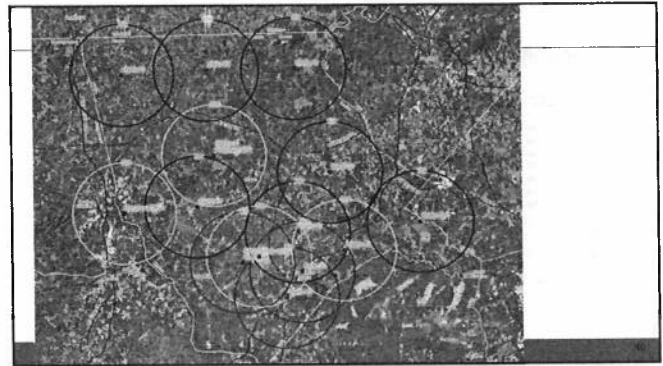
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#	Major Milestones and Deliverables for EMS Department Objective 1					
1	Maintain national and state response time standards by meeting or exceeding national standard 90% fractal response time (8.59) for emergency calls					
Milestone #	Task	Success Criteria	Person Responsible	Target Date	Outcomes	Key Data
1	ensure strategic base locations throughout the county	allows meeting standard	chief and director	Jun-22	2020: xxx% 2021: xxx% 2022:	EPCR reports CAD reports
1	maintained uptime service for vehicles (county garage handles preventative maintenance)	fleet operational	chief and director; fleet supervisor	Jun-22	2020: xxx% 2021: xxx% 2022:	% operational by quarter
1	maintain adequate staffing	fully staffed	chief and director	Jun-22	2020: xxx% 2021: xxx% 2022:	quarterly absentee report-scheduling tracking software

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Staffing
•Daily FTE Requirement: 40 •Q1 Average Daily Absentee Rate: 1 •Q2 Average Daily Absentee Rate: 0.71

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Pillar	Sheriff Office Mission	Provide highest level of law enforcement services service to the citizens of Moore County. We will accomplish our mission through outstanding leadership, sound community partnerships, and effective resource management.
Safe & Secure Community	Sheriff's Office Goal	Preservation of life, public trust and professionalism
	Objectives	1. Provide Law Enforcement Services to the citizens (employee salaries) 2. Maintain and operate the detention center, 3. Provide security for the courthouse & other government buildings 4. Serve all civil and criminal processes issued by the courts 5. Manage and issue concealed carry and purchase permits 6. Process forensic analysis 7. Provide Communication Center Services for citizens 8. Provide animal services
	Planning/ Execution Period:	July 1, 2021 - June 30, 2022
Core Competencies Utilized		relationships with citizens; partnerships with other law enforcement agencies at the local, state, & federal levels; advanced level training for all Sheriff's personnel;
Dept Action Plans:		to be decided
Business Plan Approved		Date

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#	Major Milestones and Deliverables for Objective 1					
1	Sustain solvability level for solvable crimes based on NC Bureau of Investigations compared to calls for service					clearance rate
Milestone #	Task	Success Criteria	Person Responsible	Target Date	Outcomes	Key Data
1	Respond to all manmade and natural disasters	6 minutes per call or less	deputies	Jun-22	2020: xxx% 2021: xxx% 2022:	less than 7 minutes
1	Crimes: property, against persons	solvability	deputies	Jun-22	2020: xxx% 2021: xxx% 2022:	NIBRS: OCA segments
1	Recruit and retain competent and well-trained employees for the current level of services	right employee in right place	deputies	Jun-22	2020: xxx% 2021: xxx% 2022:	staffing levels

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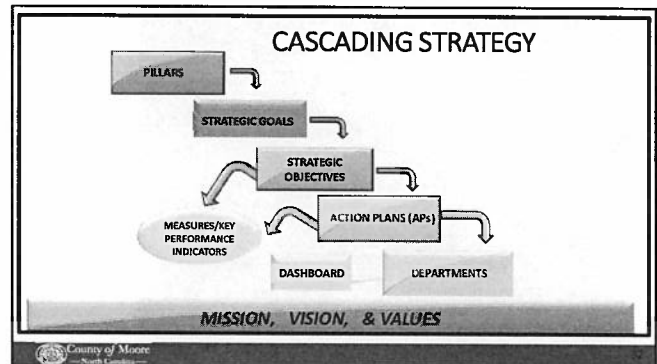
#	Major Milestones and Deliverables for Objective 6					
1	Use science and technology to reduce the time to solve a crime					OCA based numbers
Milestone #	Task	Success Criteria	Person Responsible	Target Date	Outcomes	Key Data
1	expand forensic processing (e.g., phone, fingerprints)	cases solved	forensic specialist	Jun-22	2020: xxx% 2021: xxx% 2022:	OCA based numbers
1	expand position to accommodate local cases solved with municipalities, state and federal agencies	cases solved with other municipalities	forensic specialist	Jun-22	2020: xxx% 2021: xxx% 2022:	clear tips

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Sheriff's Office Response Times Data			
Month - FY22	# of Calls for Service	Average Response Time	Target Response Time
Jul-21	3,805	8 min, 22 sec	<7 min
Aug-21	3,765	7 min, 35 sec	<7 min
Sep-21	3,955	5 min, 13 sec	<7 min
Oct-21	3,722	4 min, 57 sec	<7 min
Nov-21	3,406	5 min, 08 sec	<7 min
Dec-21	3,576	6 min, 10 sec	<7 min
Jan-22	3,824	6 min, 35 sec	<7 min
Feb-22			<7 min
Mar-22			<7 min
Apr-22			<7 min
May-22			<7 min
Jun-22			<7 min
Total	25,849		

Annual	# of Calls for Service	Average Response Time	Target Response Time
FY20	48,656	6 min, 7 sec	<7 min
FY21	49,359	6 min, 4 sec	<7 min

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Solid Waste – Action Plan Discussion

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Next Steps

Strategic Planning

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Performance measurements focus on key results. Thus, results are a composite of measures that include not just financial results, but also service and process results; community and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.

Commissioners & Leaders set a vision, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce.

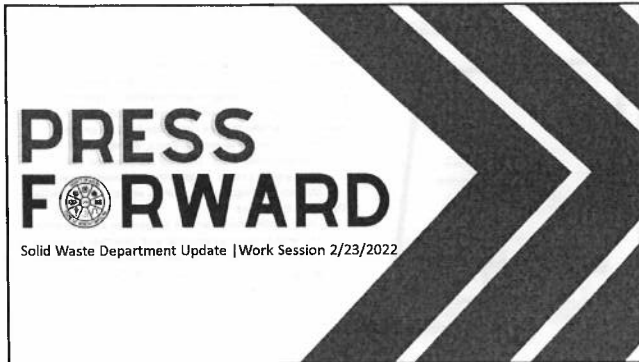
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North Carolina

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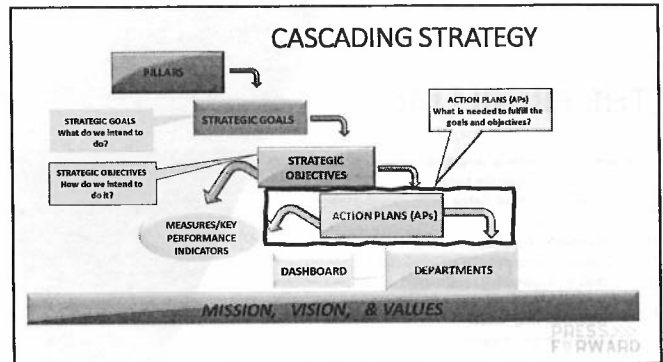
Commissioner Insights

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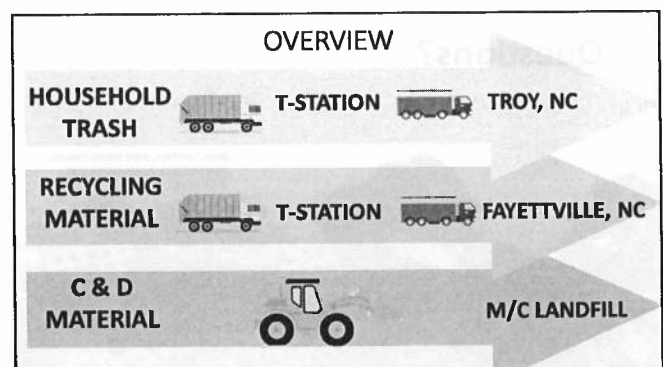
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THE PROBLEM:

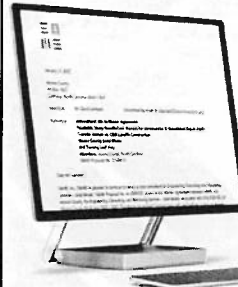
- Reach Lateral/Vertical Airspace Capacity of Cell 6 (2035)
 - Increase Compaction Rates
 - Increase Diversion Rates
 - ...Then What?
- Implications to Consider:
 - Growth and homebuilding Impacts?
 - Costs of disposal (all methods)?
 - Tourism Effects?
 - Illegal Dumping Rates?
 - Environmental Impacts?

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Proposal:

- Option 1- Status Quo (for 10 years)
- Option 2- New C/D Landfill (off-site)
 - Feasibility, ROM for construction, conceptual layout size, airspace, footprint and quantities. Estimated equipment, engineering, design/permitting.
- Option 3- Transfer Station Expansion (add on or new)
 - Including material recovery area, shredder, and transportation costs. ROM for construction and management costs. Preparation of Conceptual equipment, engineering, design, and permitting costs.
- Option 4- Piggyback
 - Using existing footprint and airspace on site. Additional of a double liner system with lead detection and leachate collection system. ROM construction cost estimated along with equipment, engineering, design, and permitting costs.



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Questions?

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David Lambert, Solid Waste Director
dlambert1@moorecountync.gov
910.947.3637



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