



Investigative Report

State Auditor Dave Boliek
A Constitutional Office of the State of North Carolina

Little River Community Complex Bahama, NC

November 18, 2025





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Little River Community Complex

WHY WE CONDUCTED THIS REPORT

On February 18, 2025, the Office of the State Auditor (OSA) received allegations that the Little River Community Complex (the Complex) was no longer operational and was misusing its annual fair and grant funds.

OBJECTIVES

- Determine whether the Complex is operational.
- Determine whether public funds intended for the Complex's upkeep were misused.
- Determine whether the Complex has used revenues from its annual fair to fund its operations.

WHAT WE FOUND

- Established on August 20, 1993, the Little River Community Complex, Inc., was initially founded by a twenty-two-member Board of Directors "with the commitment of [the] Durham County Commissioners and the support of Becky Heron [a Durham County Commissioner] and Congressman David Price."
- Little River Community Complex operates as a 501(c)(3) nonprofit organization.

WHAT WE FOUND

- Over the next thirty years, the Complex served the community by offering sports, daycare, and senior programs. The Complex also hosted a hospital and church on its premises.
- On April 17, 2017, the property was designated as a site of historical significance and was registered with the National Register of Historic Places.
- The Complex consists of thirty-seven acres of commercial property with six buildings, including school buildings, a gymnasium, and a residential home, collectively valued at \$19,207,899.
- Changes with the Board and the impact of the COVID-19 pandemic lead to less oversight of the Complex's operations, reduced funding, and limited repair and maintenance of the premises.
- Because the Complex appears to operate a food pantry and to rent its facilities to a local church, OSA determined the allegation that the Complex is non-operational to be unsubstantiated.
- OSA determined the Complex utilized proceeds from its annual fair to support its operational expenses and did not receive any public grants or funding.

RECOMMENDATIONS

1. Durham County should develop a monitoring process to ensure that any properties it deeds pursuant to N.C.G.S. § 160A-279 are utilized for “a public purpose.”
2. In the future, Durham County should consider describing the “public purpose” for which properties conveyed pursuant to N.C.G.S. § 160A-279 should be used for.
3. The Director and the Board should consider developing a strategic plan for the renovation and utilization of underused areas of the property.
4. The Director and the Board should consider seeking additional funding sources, including grant opportunities and rental income not currently being realized. This would involve utilizing other areas of the property to generate revenue to aid in capital improvements to the Complex. Examples of such uses could include hosting organized sports leagues, offering conference room rentals, and making the venue available for community events and private functions.
5. The Complex should consider asking the Durham County Historical Preservation Committee and the State Historic Preservation Office to assist in the restoration and remediation of the sections of the Complex that are in disrepair.
6. The Board should consider publishing an annual report discussing the operations, expenses, and activities of the Complex for use by the public and donors.
7. The Board should consider developing a succession plan to ensure the continued operation and use of the Complex.



State Auditor
Dave Boliek

*A Constitutional Office of the
State of North Carolina*

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Chapter 147, Article 5A of the North Carolina General Statutes gives the Auditor broad powers to examine all books, records, files, papers, documents, and financial affairs of every state agency and any organization that receives public funding. The Auditor also has the power to summon people to produce records and to answer questions under oath.

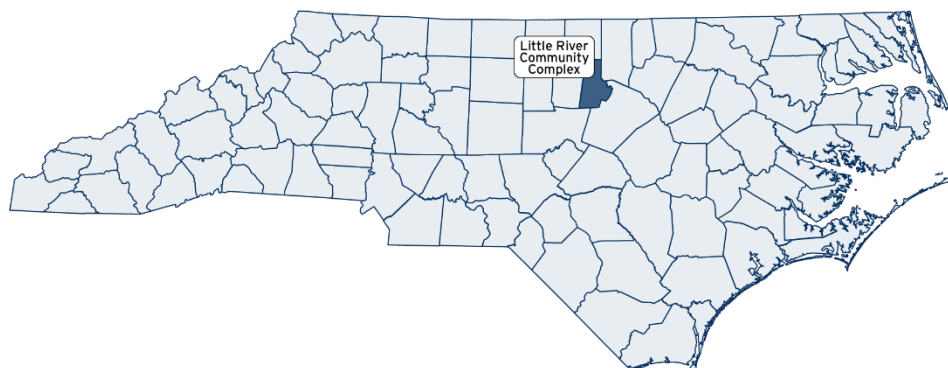
Background

Little River Community Complex

Unincorporated community of Bahama, N.C. Durham County

Now operated by Little River Community Complex, Inc., the Complex, originally Little River School (the School), is located in the unincorporated community of Bahama, North Carolina in Durham County.

Opened in 1935,¹ the School was the “first large consolidated school” for rural African American students in Durham County.² A fire burned down the original structure in April 1939, but the School was rebuilt soon thereafter. Over the next few years, the School expanded by adding facilities to serve students from kindergarten to eleventh grade, including an auditorium, gymnasium, cafeteria, and a caretaker’s cottage.³



¹ *Timeline: History of the Little River School*. Durham County Library Digital Collections, <https://nccdigital.durhamcountylibrary.org/exhibits/history-of-the-little-river-school/timeline>. Accessed 11 Sept. 2025.

² *Little River School Collection*. North Carolina Collection, Durham County Library, Durham, NC. Accessed 11 Sept. 2025.

³ *Timeline: History of the Little River School*. Durham County Library Digital Collections, <https://nccdigital.durhamcountylibrary.org/exhibits/history-of-the-little-river-school/timeline>. Accessed 11 Sept. 2025.; *History of the Little River School*. North Carolina Collection, Durham County Library Digital Collections, <https://nccdigital.durhamcountylibrary.org/exhibits/history-of-the-little-river-school>. Accessed 11 Sept. 2025.

Background

Following the desegregation of Durham Public Schools in the late 1960s, Little River School was redesignated as an elementary school.⁴ The School continued to serve elementary school students until it closed in 1993 as a result of the consolidation of schools housed in outdated or underutilized facilities during the merger of the City of Durham and Durham County Public Schools in the early 1990s. After the merger of the school systems and closure of the School, Durham County designated the facilities as a “surplus property.”⁵

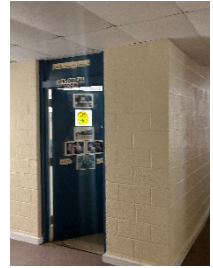
Established on August 20, 1993, the Little River Community Complex, Inc., was initially founded by a twenty-two-member Board of Directors (the Board)⁶ “with the commitment of [the] Durham County Commissioners and the support of Becky Heron [a Durham County Commissioner] and Congressman David Price.”⁷ Over the next thirty years, the Complex served the community by offering sports, daycare, and senior programs. The Complex also hosted a hospital and church on its premises.

On April 17, 2017, the property was designated as a site of historical significance and was registered with the National Register of Historic Places.⁸

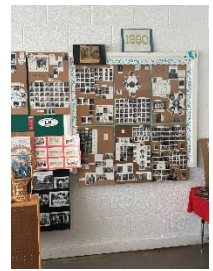
In March 2025, the Board named a new Executive Director (the Director).



Photo courtesy of the North Carolina State Historic Preservation Office. Publicly available at <https://files.nc.gov/ncdcr/nr/DH3659.pdf>.



Little River Community Complex Historical Room



Little River Community Complex Historical Room



Little River Community Complex Historical Room

⁴ [History of the Little River School](https://ncddigital.durhamcountylibrary.org/exhibits/history-of-the-little-river-school). North Carolina Collection, Durham County Library Digital Collections, <https://ncddigital.durhamcountylibrary.org/exhibits/history-of-the-little-river-school>. Accessed 11 Sept. 2025.

⁵ Little River Community Complex, Inc. (LLC). Provided by Little River Community Complex, n.p., n.d..

⁶ [Articles of Incorporation of Little River Community Complex, Inc. filed with the North Carolina Secretary of State, August 20, 1993.](#)

⁷ Little River Community Complex, Inc. (LLC). Provided by Little River Community Complex, n.p., n.d..

⁸ North Carolina Department of Natural and Cultural Resources. [Little River School - National Register of Historic Places](#). Accessed on 11 Sept. 2025.

As part of our review, OSA conducted a public records search for the Complex and examined a quitclaim deed between Durham County and the Complex, dated October 24, 2006.⁹ OSA determined that in exchange for \$10, Durham County granted use of the School to the Complex so long as the property was used for a public purpose pursuant to N.C.G.S. § 160A-279(a).¹⁰ As the quitclaim deed contains a reversion clause tied to public use, OSA contacted the County Manager to inquire if the County has a deed monitoring process. OSA determined that the County has no process in place and has not monitored the Complex.

Additionally, OSA performed a search for the Complex's publicly available property tax records. Our review of the Complex's tax records showed that the Complex consists of thirty-seven acres of commercial property with six buildings, including school buildings, a gymnasium, and a residential home, collectively valued at \$19,207,899.¹¹ As provided under N.C.G.S. § 105-278.7(c)(7),¹² the Complex is a non-profit and, as such, does not pay property taxes.



Over the years, changes with the Board and the impact of the COVID-19 pandemic lead to less oversight of the Complex's operations, reduced funding, and limited repair and maintenance of the premises. Based on OSA's observations and discussions with Complex staff, many of the programs once offered by the Complex have become dormant, including the hospital and daycare that were formerly housed on the property.



During OSA's investigation, the Complex continued to operate primarily as a senior center through services provided by the Durham Center for Senior Life, a separate organization. The Complex provided space at no cost to the Durham Center for Senior Life and participants were able to enjoy activities including book clubs, ceramics, quilting, and guitar lessons. Additionally, the Complex provides a food pantry for seniors over 60 years old¹³ and rents its facilities to a local church.

⁹ [Quitclaim Deed - 2006053829 Quitclaim Deed No. 2006053829, Durham County Register of Deeds, filed 6 November 2006, Book 5421, Page 398.](#)

¹⁰ [Quitclaim Deed - 2006053829 Quitclaim Deed No. 2006053829, Durham County Register of Deeds, filed 6 November 2006, Book 5421, Page 398.](#)

¹¹ [Durham County Tax Administration, Property Tax Record for 8307 2 North Roxboro Road, Bahama, NC. Durham County Real Estate Property Summary, assessed Tax Year 2025.](#)

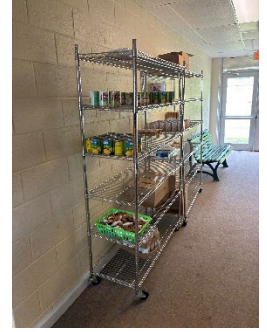
¹² [North Carolina General Statutes § 105-278.7, 2005. www.ncleg.gov.](#)

¹³ Durham Center for Senior Life. <https://dcsln.org/>.

What We Found

OPERATIONS

On May 22, 2025, OSA toured the Complex and found it was operational. Programs and services for senior citizens were being offered and coordinated by the Durham Center for Senior Life.¹⁴ The Durham Center for Senior Life provided participants with access to free meals and programs including guitar lessons, quilting, and crocheting at no cost.¹⁵ During the site visit, OSA observed ongoing music lessons, quilting projects, and meal preparations that included fresh vegetables, grilled hotdogs, and hamburgers. Additionally, Trio Community Meals was delivering meals for participants with dietary restrictions, and a presentation by Humana was underway.



The former high school wing and gymnasium, while showing signs of age, were found to be operational with functioning electricity and water services. OSA also observed that, on April 8, 2025, the facility received a Health and Safety score of 98.5 from the Durham County Health Department.¹⁶

¹⁴ All activities at the Complex are organized by the Durham Center for Senior Life.

¹⁵ Durham Center for Senior Life. <https://dcslnc.org/>.

¹⁶ Durham County Health Department. [Inspection Records](#) for State ID# 4032090010, report dated April 8, 2025.

What We Found

The Complex's exterior, however, was deteriorating as evidenced by its boarded-up windows, peeling paint, fascia exhibiting wood rot, and vegetation overgrowth.



Following the site visit, OSA reviewed the Durham County Health Department's publicly available health and safety inspection report for the Complex.¹⁷ One noted violation was a repeated issue concerning premises repair, specifically related to ceiling water damage, chipping paint, and broken floor tiles. The report included a recommendation stating that the "PHYSICAL FACILITIES shall be maintained in good repair." This is consistent with what OSA discovered at the Complex during its site visit.

On August 27, 2025, OSA conducted a follow-up site visit to obtain additional information regarding the operations of the Complex. During the visit, the Director offered a second tour of the facilities to show that renovations were actively underway and being completed in phases due to project funding being sourced solely from the Complex's operations budget. The Director stated that a new HVAC system had been installed and that the gymnasium

¹⁷ Durham County Health Department. [Inspection Violation Record #58055](#) ; Durham County Health Department. [Inspection Records](#) for State ID# 4032090010, report dated April 8, 2025.

floors were scheduled to be refinished. Other ongoing renovations included upgrades to the cafeteria and restrooms and the installation of a new security system.

OSA also discussed the Complex’s future plans with the Director, which include developing a Cultural Enrichment and Fine Arts Center; renting space to nonprofits, sororities, and community groups; and enhancing athletic fields to host sports events, concerts, and festivals.

Effective September 30, 2025, the Durham Center for Senior Life ended its landlord-tenant relationship with the Complex. As such, Durham Center for Senior Life informed OSA that all of the services it offered at the Complex are being temporarily relocated to its location in downtown Durham.

Nonetheless, because the Complex appears to still operate the food pantry and to rent its facilities to a local church, OSA determined that the allegation that the Complex is non-operational to be unsubstantiated.

FUNDING

OSA determined that the Complex’s primary source of funding is its annual fair, which has served as its main revenue stream for over two decades. The Complex’s 2024 IRS Form 990 reported net fair proceeds of \$65,548,¹⁸ and based on discussions with the Director, gross proceeds for 2025 are estimated at \$80,000. After paying approximately \$8,843 to Durham County for use of the Durham County Memorial Stadium, the Complex’s 2025 net proceeds are projected to be approximately \$71,157.



Image provided by Little River Community Complex



The Complex’s secondary revenue sources include investment and rental income from a church and residence on the property totaling approximately \$19,000.¹⁹ Collectively, the primary and secondary funds support the Complex’s operating budget, which is approximately \$60,000 annually, as reported in an organizational publication.

OSA assessed whether the Complex received public funding by conducting a review of the North Carolina Financial System’s cash ledger report for the period from July 3, 2023 through

¹⁸ The [Complex’s 2024 Form 990](#) for the Year Ending June 30, 2024.

¹⁹ The [Complex’s 2024 Form 990](#) for the Year Ending June 30, 2024.

August 11, 2025, and found no record of State funds being disbursed to the Complex. Investigators also examined the Complex's publicly available 2024 IRS Form 990. The 2024 IRS Form 990 did not report that the organization had received any grant funding.²⁰ Additionally, OSA's inquiry with the Durham County Finance Department confirmed that the Complex had not received any direct funding grants. Accordingly, OSA concluded that for the periods reviewed, the Complex did not receive grant funding from federal, State, or local government sources.

The Director is in the process of developing a plan to expand the Complex's services and operations as envisioned in the Board's original Charter. The Director plans to pursue alternate sources of revenue and grant funding to preserve the Complex's ability to serve the community well into the future.

Based on our review of supporting documentation and interviews with the Complex's Director, OSA determined the Complex utilized proceeds from its annual fair to support its operational expenses and did not receive any public grants or funding. Therefore, the allegations regarding the Complex's receipt and imprudent use of fair and grant funds are unsubstantiated.

²⁰ The [Complex's 2024 Form 990](#) for the Year Ending June 30, 2024.

Recommendations

1. Durham County should develop a monitoring process to ensure that any properties it deeds pursuant to N.C.G.S. § 160A-279 are utilized for “a public purpose.”
2. In the future, Durham County should consider describing the “public purpose” for which properties conveyed pursuant to N.C.G.S. § 160A-279 should be used for.
3. The Director and the Board should consider developing a strategic plan for the renovation and utilization of underused areas of the property.
4. The Director and the Board should consider seeking additional funding sources, including grant opportunities and rental income not currently being realized. This would involve utilizing other areas of the property to generate revenue to aid in capital improvements to the Complex. Examples of such uses could include hosting organized sports leagues, offering conference room rentals, and making the venue available for community events and private functions.
5. The Complex should consider asking the Durham County Historical Preservation Committee and the State Historic Preservation Office to assist in the restoration and remediation of the sections of the Complex that are in disrepair
6. The Board should consider publishing an annual report discussing the operations, expenses, and activities of the Complex for use by the public and donors.
7. The Board should consider developing a succession plan to ensure the continued operation and use of the Complex.



Henry King, Chair
stewbeak7@frontier.com
919-943-5884

Harold O. Anderson
LRCC Executive Director
8307 N. Roxboro Road
P.O. Box 126
Bahama, N.C. 27503
haroldoanderson@yahoo.com
Business Office: 919-477-0264

Hallie Bass, Vice Chair
hmbass01@gmail.com
919-475-9075

10/24/25

David L .Boliek
NC State Auditor
20601 Mail Service Center
Raleigh, NC 27699

Dear Mr. Boliek:

The Little River Community Complex Inc. is formally responding to your examination of reported allegations on February 18,2025, that Little River Community Complex Inc. was no longer operational and was misusing its annual funds and grant funds.

Your Objectives:

- Determine whether the Complex is operational.
- Determine whether the public funds intended for the Complex's upkeep were misused.
- Determine whether the Complex has used revenues from its annual fair to fund its operations.

What you Found:

- Little River Community Complex Inc. was established on August 20,1993, was initially founded by a twenty- two member Board of Directors “ with the commitment of {the} Durham County Commissioners and the support of Becky Heron { a Durham County Commissioner} and congressman David Price.”
- Little River Complex operates as a 501(c)(3) non profit organization that does not pay property taxes.
- Over the next thirty years, the Complex served the community by offering sports, daycare, and senior programs. The Complex also hosted a hospital and church on its premises.
- On April 17, 2017, the property was designated as site of historical significance and was registered with the National Register of Historical Places.
- The Complex consists of thirty-seven acres of commercial property with six buildings, including school buildings, a gymnasium and a residential home, collectively valued at \$19.207,899.
- Changes with the Board and the impact of the COVID-19 pandemic lead to less oversight of the Complex's operations, reduced funding, and limited repair and maintenance of the premises.
- Because the Complex appears to operate a food pantry and to rent its facilities to a local church, OSA determined the allegations that the Complex is non-operational to be unsubstantiated.

- OSA determined the Complex utilized proceeds from its annual fair to support its operational expenses and did not receive any public grants or funding.

RECOMMENDATIONS:

1. Durham County should develop a monitoring process to ensure that any properties it deeds pursuant to N.C.G.S 160A-279 are utilized for “ a public purpose.” **Not applicable by Little River Community Complex Inc., Durham County responsible.**
2. In the future, Durham County should consider describing the “public purpose” for which properties conveyed pursuant to N.C.G.S 160A-279 should be used for. **Not applicable by Little River Community Complex Inc. , Durham County Responsible.**
3. The Director and the Board should consider developing a strategic plan for the renovations and utilization of underused areas of the property.

Strategic Renovation & Utilization Plan

Little River Community Complex Inc.

1. Vision Statement

To transform the Little River Community Complex Inc. into a vibrant, inclusive, and sustainable hub that serves as the heart of community life — promoting education, wellness, creativity, and cultural connection for all residents.

2. Core Objectives

1. **Maximize Use of Existing Facilities:** Ensure all spaces serve multiple community functions.
 2. **Preserve Heritage:** Respect and highlight the complex’s history.
 3. **Enhance Accessibility:** Make the complex welcoming and inclusive for all ages and abilities.
 4. **Generate Sustainable Revenue:** Use creative programming, partnerships, and rentals to fund operations.
 5. **Encourage Community Engagement:** Foster ownership and participation among local residents and organizations.
-

3. Area-by-Area Strategy

Gymnasium

Current Challenge: Underused outside of limited recreation hours.

Renovation Ideas:

- Update flooring, lighting, and HVAC for year-round use.
 - Add modular bleachers for multipurpose events.
Utilization Plan:
 - Daytime: Senior fitness, adaptive PE, and open recreation.
 - Evenings: Youth leagues, adult sports, and cultural festivals.
 - Weekends: Rentable for tournaments or community fairs.
Partners: Local schools, YMCA, health agencies.
-

Outside Area (Grounds & Green Space)

Current Challenge: Underdeveloped and lacking clear purpose.

Renovation Ideas:

- Create walking trails, community gardens, and shaded seating.
 - Install outdoor stage and playground.
Utilization Plan:
 - Farmer's markets, outdoor concerts, seasonal festivals.
 - Environmental education programs and wellness walks.
Revenue: Vendor fees, event rentals, sponsorships.
-

Historical Room

Current Challenge: Limited visitors and static displays.

Renovation Ideas:

- Modernize with digital exhibits, oral history stations, and rotating displays.
- Integrate with the school curriculum.
Utilization Plan:
- Heritage center for local history and storytelling nights.
- "Living History" partnerships with schools and historical societies.
Revenue: Donations, grant funding, special exhibits.

Board Room

Current Challenge: Only used for occasional meetings.

Renovation Ideas:

- Equip with smart board, hybrid meeting tech, and modular furniture.

Utilization Plan:

- Offer as rentable conference space to nonprofits, small businesses, and training programs.
- Host leadership workshops and grant writing sessions.

Revenue: Rental fees and professional training sessions.

Daycare / School Wing

Current Challenge: Unused vacant classrooms.

Renovation Ideas:

- Modernize classrooms with child-friendly furniture and secure entry systems.

- Add STEAM (science, technology, arts, math) lab for afterschool programs.

Utilization Plan:

- Partner with early childhood providers or charter programs.
- Offer afterschool tutoring, summer camps, and adult education classes.

Revenue: Tenant lease agreements and program fees.

Ceramic Room / Art Studio

Current Challenge: Low use, outdated equipment.

Renovation Ideas:

- Update kilns, ventilation, and add multipurpose art tables.

Utilization Plan:

- Regular community art classes, art therapy sessions, and open studio hours.

- Artist-in-residence or community art exhibit program.
Revenue: Class fees, art sales, grants from arts councils.
-

Cafeteria

Current Challenge: Functional but underused outside of school hours.

Renovation Ideas:

- Update kitchen equipment for shared commercial use.
 - Add café-style seating and flexible lighting.
Utilization Plan:
 - Community café run by local entrepreneurs or culinary students.
 - Catering kitchen for events and food business incubation.
Revenue: Vendor partnerships, rentals, and food sales.
-

Building D

Current Challenge: Underutilized space, potential for expansion.

Renovation Ideas:

- Conduct structural assessment for adaptive reuse (e.g., coworking or training).
Utilization Plan:
 - Workforce development and vocational training center.
 - Partner with community college or trade programs.
Revenue: Training program fees, leases, grants.
-

Main School Building

Current Challenge: Central hub but aging infrastructure.

Renovation Ideas:

- Upgrade accessibility, restrooms, lighting, and signage.

- Create flexible-use classrooms and event rooms.

Utilization Plan:

- Serve as headquarters for community education, civic meetings, and cultural programs.

Revenue: Room rentals, memberships, and grants.

Office Spaces

Current Challenge: Vacant or single-purpose offices.

Renovation Ideas:

- Redesign into co-working and nonprofit incubator space.

Utilization Plan:

- Offer low-cost office rentals for startups, artists, and small nonprofits.

- Shared administrative services (printing, reception, meeting rooms).

Revenue: Monthly leases, memberships.

Overall Property

Renovation & Integration:

- Improve landscaping, signage, lighting, and parking flow.

- Add wayfinding maps and branding to unify all spaces.

Utilization Plan:

- Develop walking tours, outdoor learning zones, and beautification projects.

Revenue: Sponsorship plaques, community events.

4. Funding Strategy

1. Grants & Public Funds:

- Community Development Block Grants (CDBG)
- National Endowment for the Arts (for ceramic/art rooms)

- USDA Rural Development for facility upgrades

2. Partnerships:

- Local colleges, workforce agencies, and nonprofits
- Health systems and recreation departments

3. Revenue-Generating Programs:

- Space rentals, events, memberships, vendor fees, and café profits

4. Volunteer & In-Kind Support:

- “Adopt-a-Room” renovation campaigns
- Local contractor partnerships for materials or labor

5. Implementation Phases

Phase	Timeline	Focus Areas	Key Outcomes
Phase 1: Stabilize	0–6 months	Safety, accessibility, cleanup	Spaces ready for community re-entry
Phase 2: Renovate & Rebrand	6–18 months	Gym, outside area, daycare, café	Increased usage & visibility
Phase 3: Expand & Sustain	18–36 months	Building D, office space, heritage exhibits	Long-term partnerships & revenue flow

6. Key Performance Indicators (KPIs)

- **Facility usage rate:** 25% of occupied hours per week
- **Community participation:** Event attendance, memberships
- **Revenue growth:** From rentals, programs, and grants
- **Partnerships formed:** Educational, cultural, and business collaborations
- **Satisfaction surveys:** Resident and partner feedback

4. The Director and the Board should consider seeking additional funding sources, including grant opportunities and rental income not currently being utilized. This would involve utilizing other areas of the property to generate revenue to aid in capital improvements to the Complex. Examples of such uses could include hosting organized sports leagues, offering conference room rentals, and making the venue available for community events and private functions.

Funding Strategy Timeline 6-18 months

- Community Development Block Grants (CDBG)
- National Endowment for the Arts (for ceramic/art rooms)
- USDA Rural Development for facility upgrades
- Space rentals, events, memberships, vendor fees, and café profits

5. The complex should consider asking Durham County Historical Preservation Committee and the State Historic Preservation Office to assist in the restoration and remediation of the sections of the Complex that are in disrepair.

1. Initial Contact and Acknowledgment (2–4 weeks)

2. Site Evaluation and Consultation (1–3 months)

3. Planning, Design, and Funding Applications (3–6 months)

4. Implementation / Restoration Work (6–18 months)

Overall Realistic Timeline

Phase	Estimated Duration	Cumulative Time
Initial Response	2–4 weeks	1 month
Evaluation & Consultation	1–3 months	2–4 months
Planning & Funding	3–6 months	5–10 months
Implementation	6–18 months	12–28 months total

6. The Board should consider publishing an annual report discussing the operations, expenses, and activities of the Complex for use by the public and donors.

Annual Report Timeline

1. Planning & Preparation (January – February)
2. Data Collection (March)
3. Drafting & Review (April)
4. Approval & Publication (Late April – May)
5. Donor & Community Engagement (May – June)

7. The Board should consider developing a succession plan to ensure the continued operation and use of the Complex .

Succession Plan for Little River Community Complex Inc.

1. Purpose & Scope

- Ensure continuous, effective management and operation of the Little River Community Complex Inc.
- Prepare for leadership transitions to minimize disruption.
- Identify and develop internal talent to fill key roles.

2. Key Roles & Responsibilities

Identify the critical roles essential for the operation of the complex.

- **Executive Director / Manager**
- **Facility Maintenance Supervisor**
- **Program Coordinator**
- **Finance Officer/Treasurer**
- **Volunteer Coordinator**

For each role, we will document:

- Responsibilities
- Required skills and qualifications
- Reporting structure

3. Identify Potential Successors

- Create a list of internal candidates who show potential to fill each key role.
- Evaluate their skills, experience, and readiness.
- Consider external candidates if internal talent is insufficient.

4. Development & Training

- Create personalized development plans for potential successors.
- Provide cross-training opportunities so staff gain experience in multiple areas.
- Offer leadership development workshops or mentorship programs.
- Encourage attendance at relevant community and facility management seminars or courses.

5. Knowledge Transfer

- Document all critical processes, contacts, vendor relationships, and operational guidelines.
- Maintain updated manuals for daily operations, emergency procedures, and event management.
- Schedule regular knowledge-sharing sessions between current role holders and potential successors.

6. Transition Plan

- Define a clear process for transitioning roles (notice periods, handover documentation).
- Assign a transition mentor or coach to support successors during the handover.
- Plan for overlapping periods where outgoing and incoming personnel work together.

7. Communication Plan

- Inform stakeholders (staff, volunteers, community members, local government) about the succession plan and transitions.
- Maintain transparency while respecting privacy and HR policies.

8. Review & Update

- Review the succession plan annually or after any major organizational change.
- Update roles, candidate lists, and development plans accordingly.

9. Emergency Succession

- Develop a short-term emergency plan for unexpected departures to ensure immediate continuity.
- Identify interim leaders and outline their authority and responsibilities during emergencies.

The Little River Community Complex Board of Directors appreciates the recommendations provided and we have taken them under careful consideration. We recognize the importance of ensuring that all properties conveyed pursuant to N.C.G.S. 160A-279 is utilized for a defined public purpose and we have explored the development of a monitoring process to support this objective. Little River Community Complex has considered the recommendations related to strategic planning, funding opportunities, restoration efforts, reporting practices, and succession planning for the Little River Community Complex. We are committed to maintaining transparency, accountability, and sustainable use of Little River Community Complex resources to best serve the residents of Durham County.

Thank you for your review and thoughtful recommendations. Should you have any questions or require further information, please contact Rev. Henry King, Chairman, at stewbeak7@frontier.com or 919-943-5884.

Sincerely,

Rev. Henry King Sr.
Chairman
Little River Community Complex Inc.

Sandra Burton
Secretary
Little River Community Complex Inc.

Ordering Information

Copies of this report may be obtained by contacting:



Office of the State Auditor
State of North Carolina
20601 Mail Service Center
Raleigh, North Carolina 27699

Telephone: 919-807-7500
Fax: 919-807-7647
Internet: www.auditor.nc.gov

**To report alleged incidents of fraud, waste or abuse in state government
contact the Office of the State Auditor's Tipline:**

Telephone: 1-800-730-8477

Internet: www.auditor.nc.gov/about-us/state-auditors-tipline

OSA maintains strict confidentiality when handling personally identifiable and other sensitive information in accordance with State and federal law. OSA takes all necessary precautions to ensure that sensitive information is not compromised or improperly shared.

This Investigative Report is based on the limited information available to OSA at this time and is not exhaustive. Additionally, this investigation does not preclude the potential for future allegations, whether similar or different in nature, from being subject to investigation or audit by OSA. This report does not constitute an audit or attestation engagement conducted in accordance with generally accepted government auditing standards.

A copy of this Investigative Report has been provided to Little River Community Complex and Durham County and published online for review by the residents of Durham County and all citizens of North Carolina.