



Harnett  
C O U N T Y  
NORTH CAROLINA

**HARNETT COUNTY**  
**Fiscal Year 2021-2022**  
**Approved Budget**

# Harnett County Budget Quick Reference Guide and Table of Contents

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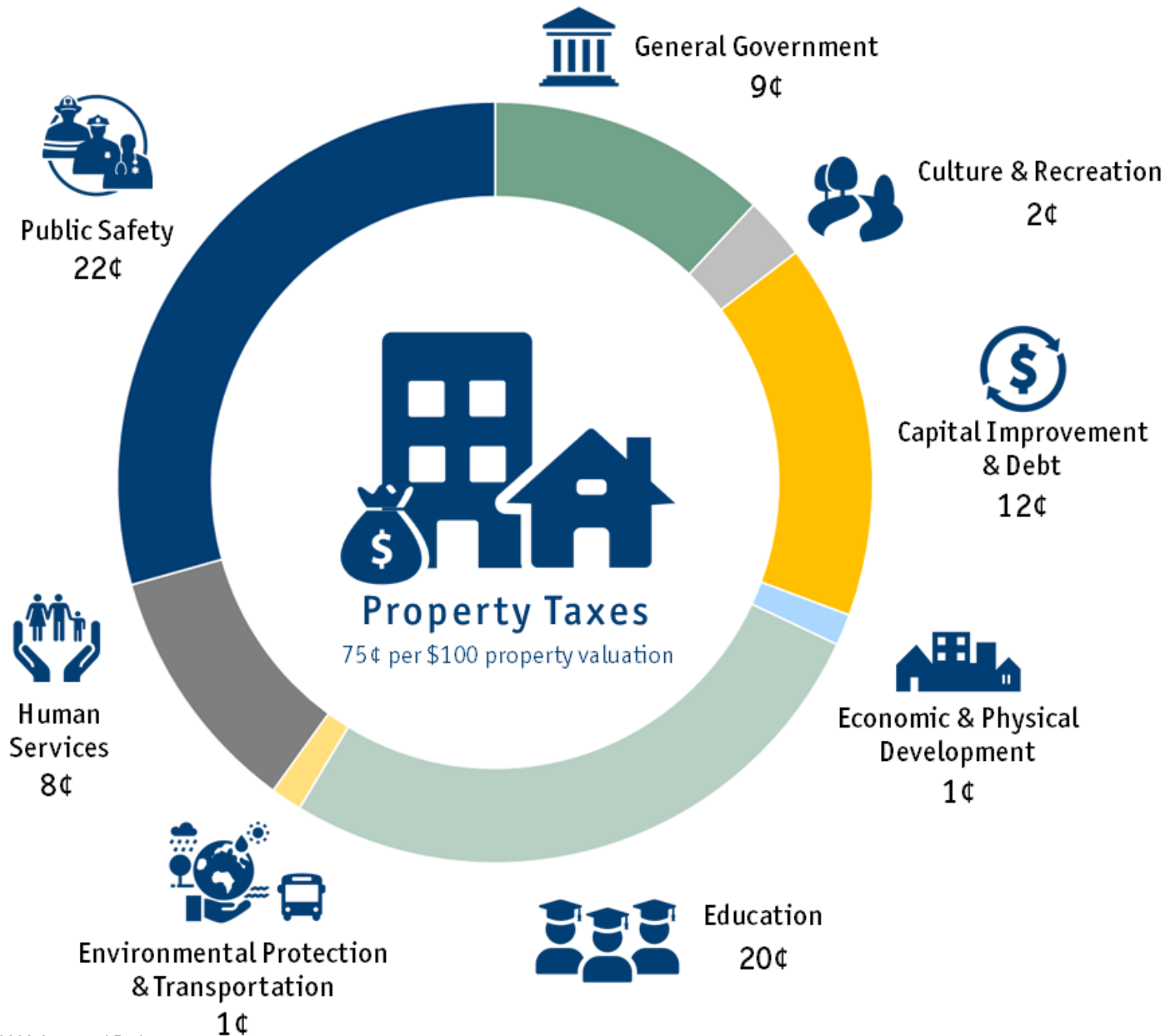
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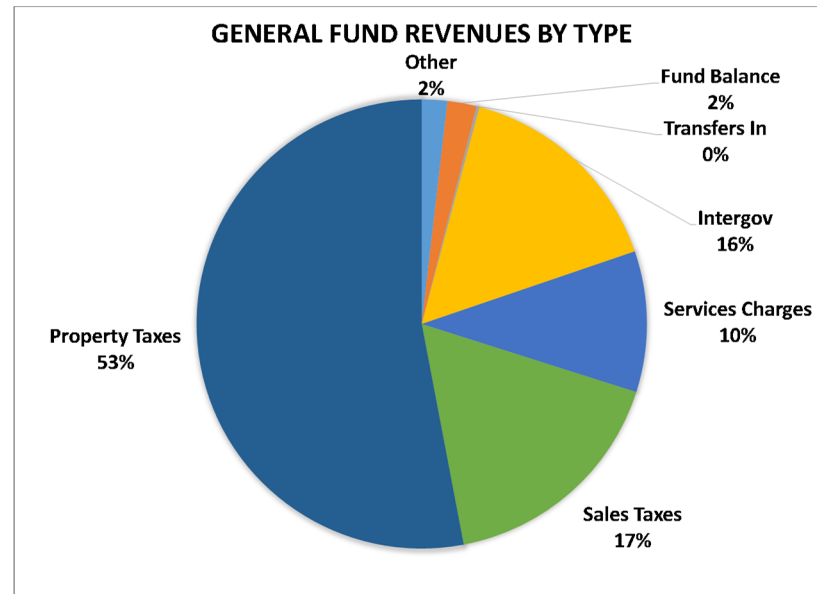
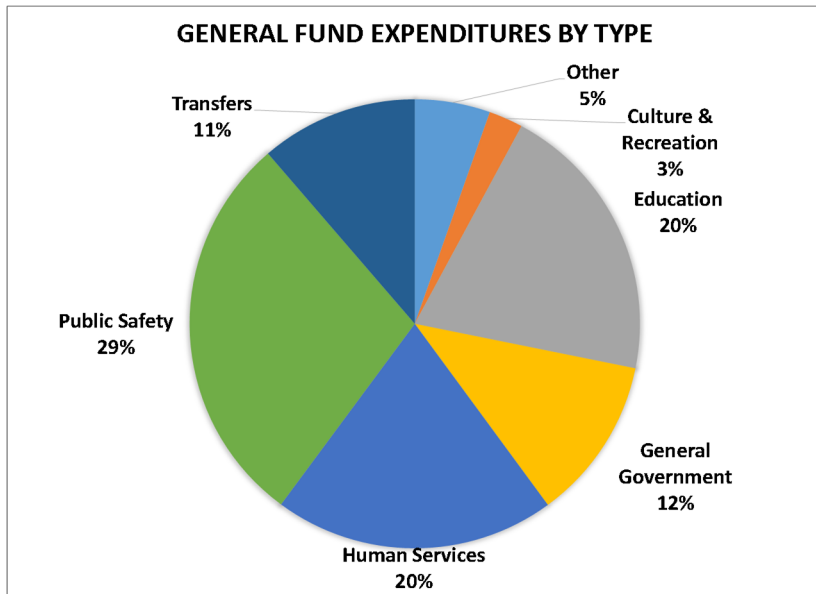
May 3, 2021

**To the Harnett County Board of Commissioners:**

COVID-19, the worst global pandemic in at least 100 years, has affected county government and our residents in profound and unpredictable ways, just as it has turned the world upside down. Tragically, as of the last report, 169 Harnett residents have lost their lives to the virus, and a total of 11,092 residents have tested positive, approaching 10% of the county’s total population. We offer our heartfelt condolences to those who have lost loved ones and suffered during this last year. While our struggles do not compare with that of some of our residents, understanding the effects of the virus and how they may or may not continue has made budgeting for FY 2022 uniquely challenging.

Certainly, conditions are much more favorable than last year. Three approved vaccines all but promise some return to normalcy during FY 2022. According to the Health Director, 20% of the county’s population has had at least one vaccination; 17.8% have been fully vaccinated. We offer our enormous appreciation to the Health Department, Harnett County Emergency Services, local agencies, and all the employees and volunteers who have assisted with getting our residents vaccinated.

Aid from the federal government in the form of two rounds of relief programs, the most recent and largest approved in March 2021, has provided and will continue to provide financial assistance for the many changes we have had to make to continue to provide services in a safe manner. The federal government has also provided our residents with financial assistance through three stimulus payments. The county’s



funding allowed us to make significant progress on one of the Board of Commissioners' top priorities of expanding access to reliable Broadband Internet for our residents, which has been made even more urgent by the pandemic. The Board committed \$2 million of the county's Coronavirus Relief Fund allocation to expand Broadband in underserved portions of the county by partnering with an Internet Service Provider. The county is also seeking additional grant funding to enhance these efforts. We believe the first residents will receive access to this Broadband in FY 2022.

At this time last year, economists were predicting a catastrophic decline in the national economy. Being fiscally prudent, we reduced our revenue projections and made cuts across county government, sparing only education, culture/recreation (both parks and libraries were opening new facilities), and public safety from major reductions. Fortunately, those dire predictions did not materialize; in some cases the opposite occurred.

Some county revenues increased dramatically during FY 2021 in ways that were unforeseeable when the budget was developed last year. The most surprising increases were in locally collected sales tax and revenues resulting from development.

Harnett County's locally collected sales tax receipts are 23% above FY 20, while NC urban counties experienced a decline in this revenue. Statewide, receipts are up about 12.5%. Total sales tax is expected to be \$8 million above budget in FY 2021 (part of the sales tax is restricted for school needs and is budgeted in the debt service fund). As best we can determine, the reason is county residents shifted spending to local businesses that provide basic necessities, such as grocery stores, and to online purchasing. The county receives 1.75 cents on every dollar for purchases either made locally or delivered in the county. Those deliveries are likely what caused the dramatic increase in sales tax receipts. Predicting whether people will continue these shopping patterns is, to a degree, a guess. We have assumed that pattern of behavior continues, but it is one of the biggest unknowns about the FY 2022 budget. Reminding residents to shop locally or have items delivered will be a key message for the county in the coming year.

Building inspection revenues are up 61% over last year (\$420,000) and register of deeds excise tax, paid when property is sold, is up 38% (\$200,000). Simply put, development in the southern and northwest parts of the county continued unabated through the pandemic. Roughly 1,000 residences were constructed and added to the tax base during the past year. Unfortunately, the impact on the tax base was not as significant because the county continues to see building of homes that do not pay for the services required. The tax base increased \$216 million, or \$1.5 million/3% in additional tax revenue. (What is shown in the chart below also includes motor vehicle taxes, which were up sharply in FY 2021, in part because the state delayed FY 2020 payments and that revenue was collected in FY 2021).

Even though most of this is good news, the pandemic affected other revenues negatively. Departmental service charges are down 15% across the board. The only other area that saw a substantial increase was gun permits in the Sheriff's Office. The most significant decline in revenue occurred in Emergency Medical Services for two reasons. First, in the early months of the pandemic the number of calls, particularly for non-emergency transports, declined nearly 50%. Second, the fee increases budgeted last year did not result in the expected revenue increase,



resulting in about \$3 million less than what was budgeted for EMS fees last year. We had other revenue challenges as well. First, the Board of Education requested that the county forego lottery proceeds for the next five years in exchange for the ability to receive a state grant to help fund sustainable building enhancements to Northwest Harnett Elementary. This left a \$1 million hole to be filled (which will also recur for the next four years). Finally, to avoid more drastic cuts last year, we appropriated \$3.3 million from the Article 44\*524 reserve and that hole had to be filled as well. The following chart summarizes the changes in revenue from the FY 2021 ORIGINAL Budget to the FY 2022 Recommended Budget. As you can see the overall growth was only 2%.

**Table 1: General Fund Revenue Growth:** FY 2021 Original Budget v. FY 2022 Recommended Budget.

	<b>FY 21 Orig Budget</b>	<b>FY 22 Total Rec</b>	<b>Rec Variance</b>	<b>Rec % Inc/Dec</b>
<b>Revenues</b>				
Ad Valorem Taxes	66,850,000	69,100,000	2,250,000	3%
Sales Tax	16,600,000	22,300,000	5,700,000	31%
Other Taxes	530,000	730,000	200,000	38%
Federal Intergovernmental	14,858,785	14,466,607	-392,178	-2%
State Intergovernmental	5,771,155	5,914,982	143,827	2%
Services Charges	15,541,116	13,234,784	-2,306,332	-15%
Enterprise Charges	3,000	1,600	-1,400	-47%
Miscellaneous	1,365,357	1,654,802	289,445	19%
Transfers In	3,343,348	278,238	-3,065,110	-54%
Fund Balance	2,551,797	2,720,359	168,562	4%
<b>Total</b>	<b>127,414,558</b>	<b>130,401,372</b>	<b>2,986,814</b>	<b>2%</b>

**Table 2: General Fund Funding By Category:** The variance column shows the difference between FY 2022 and FY 2021 Revised Budget.

	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Rec Cont</b>	<b>FY 22 Rec Exp</b>	<b>FY 22 Total Rec</b>	<b>Variance</b>	<b>% Inc/ Dec</b>
Contingency	0	646,666	950,000	0	950,000	303,334	47%
Culture & Recreation	2,403,027	3,147,097	3,144,558	52,778	3,197,336	50,239	2%
Economic & Physical Development	2,874,967	2,945,653	3,275,192	117,689	3,392,881	447,228	15%
Education	26,231,751	26,302,581	26,493,234	0	26,493,234	190,653	1%
Environmental Protection	350,563	375,159	383,404	22,491	405,895	30,736	8%
General Government	13,951,563	15,544,273	15,107,897	220,420	15,328,317	-215,956	-1%
Human Services	23,930,550	27,505,998	26,103,154	221,633	26,324,787	-1,181,211	-4%
Public Safety	34,207,549	36,928,801	37,159,033	103,123	37,262,156	333,355	1%
Transfers	15,303,912	19,400,906	14,738,195	0	14,738,195	-4,662,711	-24%
Transportation	1,773,764	2,526,263	2,066,571	242,000	2,308,571	-217,692	-9%
<b>Total</b>	<b>121,027,647</b>	<b>135,323,397</b>	<b>129,421,238</b>	<b>980,134</b>	<b>130,401,372</b>	<b>-4,922,025</b>	<b>-4%</b>

*\*The FY 2021 Original Budget amount for contingency was \$772,748. As funds have been moved out of contingency into other departments, the Revised Budget amount has been reduced to reflect these transfers. If the FY 2022 Recommended amount was compared with the original budget, the variance would be \$177,252 and the percent increase would be 23%. This chart does not include the \$1.4 million going to Harnett County Schools for maintenance needs. Those funds are budgeted in the Board of Education Capital Reserve.*

About half of our revenue growth is going to Harnett County Schools (HCS). The county is providing an additional \$1.4 million from ongoing revenues and another \$1 million from one-time revenues to fund the maintenance fund and absorb the loss of lottery proceeds. The recommended funding:

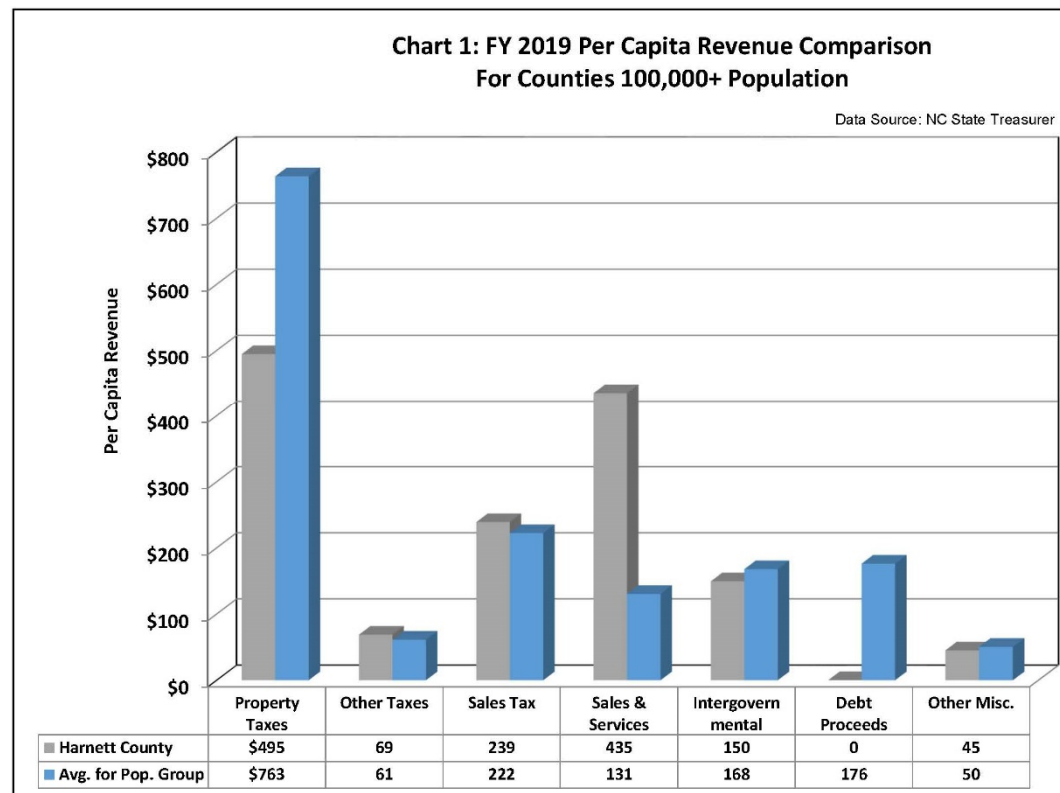
- Holds HCS harmless for the loss of 891 students. Harnett County funds the school system on a per student basis through a formula approved by the Board of Commissioners. The funding formula would have resulted in a loss of \$428,858.
- Provides funding for 1,216 charter school students (an increase of 655 over last year), which Harnett County Schools must share on a per-student basis.
- Holds HCS harmless for the loss of lottery funds. At the request of the Board of Education, the county is foregoing proceeds from the lottery over the next five years to obtain a \$10 million grant to help fund Northwest Harnett Elementary. Capital outlay spending, budgeted in the Board of Education Capital Reserve, remains at FY 2021 levels, in spite of this loss of more than \$1 million in lottery funds and the reduction in the number of Harnett County School students. (School systems do not share capital outlay funds with charter schools).

- Finally, the county is increasing funding for maintenance by \$1,441,415, in accordance with the Approved FY 2022-2028 Capital Improvements Program. These funds are budgeted in the Board of Education Capital Reserve.

The fact that we cannot do more for Harnett County Schools reflects the unsustainable nature of the county’s growth. Residential development generally does not pay for itself and the type of residential development Harnett County is experiencing certainly does not. As we showed during the retreat, our ability to keep up with growing demands for service has actually declined during the recovery from the Great Recession. Our property tax revenue per person is just \$495 per person compared with an average of \$763 per person in counties our size. This really illustrates the funding challenges we have. When you look at total revenues per capita, the average for our population group is \$1,362, while our average revenue per capita is \$1,132. Simply put, we have \$230 less per person to provide services.

We are recommending increased funding for economic development to help increase the county’s industrial and commercial tax base relative to the residential tax base. A strategic planning initiative called Strong Roots, Smart Growth – A Strategic Plan for Cultivating Economic Development in Harnett County, is underway to address the best way to achieve this.

In addition to trying to be good partners with Harnett County Schools, we also gave a small operating increase to Central Carolina Community College and budgeted the CIP paving project in capital reserve. Likewise, we included a recommended 3% increase across the board for rescue squads. We recommend maintaining parks and recreation funding to the towns despite significant reductions in the number of program participants in the past year. We have also included in the general fund a \$10,000 credit to reimburse each town for landfill fees.



A few fees are recommended to be adjusted, including passing on the cost of automatic water meters to those installing them. Appendix 1 contains the detail on these changes.

I am recommending increases in tax rates for five fire departments. The recommendation is detailed in the table below and recommended increases are in red. The county also levies the Averasboro School District tax. No change is recommended for that district.

**Table 3: Recommended Fire Tax Rates and Total Revenues by Department.**

District	FY 21 Rate	FY 22 Req/Rec Rate	Total Revenue FY		
			21 Rate Produces	22 Rate Produces	Increase
Anderson Creek	0.110	0.110	1,425,978	1,425,978	0
Angier	0.070	0.070	836,769	836,769	0
<b>Benhaven</b>	<b>0.100</b>	<b>0.110</b>	<b>868,181</b>	<b>938,978</b>	<b>70,797</b>
<b>Benson</b>	<b>0.100</b>	<b>0.120</b>	<b>73,063</b>	<b>85,356</b>	<b>12,293</b>
Boone Trail	0.070	0.070	372,067	372,067	0
Buies Creek	0.100	0.100	534,037	534,037	0
<b>Coats/Grove</b>	<b>0.090</b>	<b>0.110</b>	<b>496,830</b>	<b>586,066</b>	<b>89,236</b>
Crains Creek	0.100	0.100	53,650	53,650	0
<b>Cypress Pointe</b>	<b>0.085</b>	<b>0.095</b>	<b>42,768</b>	<b>46,252</b>	<b>3,484</b>
Dunn	0.090	0.090	1,422,950	1,422,950	0
Erwin	0.095	0.095	282,878	282,878	0
Flatbranch	0.130	0.130	458,971	458,971	0
Flatwoods	0.120	0.120	102,609	102,609	0
<b>Godwin</b>	<b>0.100</b>	<b>0.150</b>	<b>3,609</b>	<b>24,090</b>	<b>20,481</b>
Northwest Harnett	0.080	0.080	753,550	753,550	0
Spout Springs	0.120	0.120	2,030,327	2,030,327	0
Summerville	0.100	0.100	628,465	628,465	0
West Area	0.100	0.100	48,504	48,504	0
West Johnston	0.070	0.070	16,187	16,187	0
<b>Total Fire Districts</b>			<b>10,451,393</b>	<b>10,647,684</b>	<b>196,291</b>
Averasboro School District	0.020	0.020	318,111	318,111	0

The justification for increases are as follows:

- Benhaven is requesting a 1-cent increase. The department has increased costs because of growth and communications upgrades. The district has also partnered with our IT Department to extend the fiber network in that area.
- Benson is requesting a 2-cent tax increase. The main reason for the increase is to put full-time staff at the fire station on a 24/7/365 basis. Johnston County is also considering an increase in the district's rate.
- Coats is requesting a 2-cent increase: The fire chief has had serious recruitment issues because of low salaries and increased costs because of higher call volumes. The chief completed a detailed look at operations when he came on board.
- Cypress Pointe is requesting a 1-cent increase. The department has started running first responders for EMS in the county. The district has not received an increase in 11 years and call volume is increasing.
- Godwin Falcon is requesting a 5-cent increase to make the rate equal to what is charged in Cumberland County.

In my opinion, we have also not kept up with rewarding our county employees at the level they deserve. Many county employees faced dangerous conditions this past year and bravely continued to provide services to our residents. Some of our employees were exposed to COVID-19 during their work and had to be out for extended periods of time. This left some departments woefully understaffed. We all pulled together as a team, supported each other, and provided our residents with the critical services they needed. I could not be more proud of our employees and I wish that we could adequately reward them for the sacrifices they have made. We are continuing the modest 1.5% performance pay increase that does not match that of surrounding counties. We were also required by the state to increase the retirement contribution. Medical insurance premiums increased 2.5%, but we avoided passing that cost on to employees. The County's last compensation study was done in 2016 and implemented in 2017, and the last cost of living adjustment for employees was provided in January 2016. I am very worried that because our pay has not kept up with surrounding counties, we will see our best and brightest employees leave for other opportunities. We need to ensure pay and benefit competitiveness. To that end, I recommend a compensation study be done in FY 2023. No reclassifications were recommended in the budget pending the results of this study.

We are recommending unfreezing five positions that were frozen last year to balance the budget. We are also recommending 10 new positions in the general fund to respond to increased workload in departments. Hiring dates for all these positions vary between July, October, and January. These requests are detailed in each department's budget.

Finally, while the federal government has helped us tremendously on the COVID front, it cut one of the important programs for our older residents—the RSVP program. After 19 years of being fully funded by the federal AmeriCorps Senior grant, the county was not funded for FY 2022, but the county received a \$23,750 one-time extension of funds to complete grant requirements. In FY 2020, there were 251 active RSVP volunteers serving in the county and they provided 25,177 hours of unpaid service in their communities. These 25,177 hours equate to \$684,814.40 in savings to local government, businesses, civic organizations and non-profits who utilize these volunteers. RSVP currently

manages 255 active volunteers serving at 24 different volunteer sites across the county, including in the new Harnett County Resource Center & Library. The department has made substantial reductions in operating expenses to offset the loss in revenue, but an additional \$7,058 is needed this fiscal year to fund the remaining salary and benefits of two positions to continue the coordinated efforts of the volunteer program. That funding is recommended.

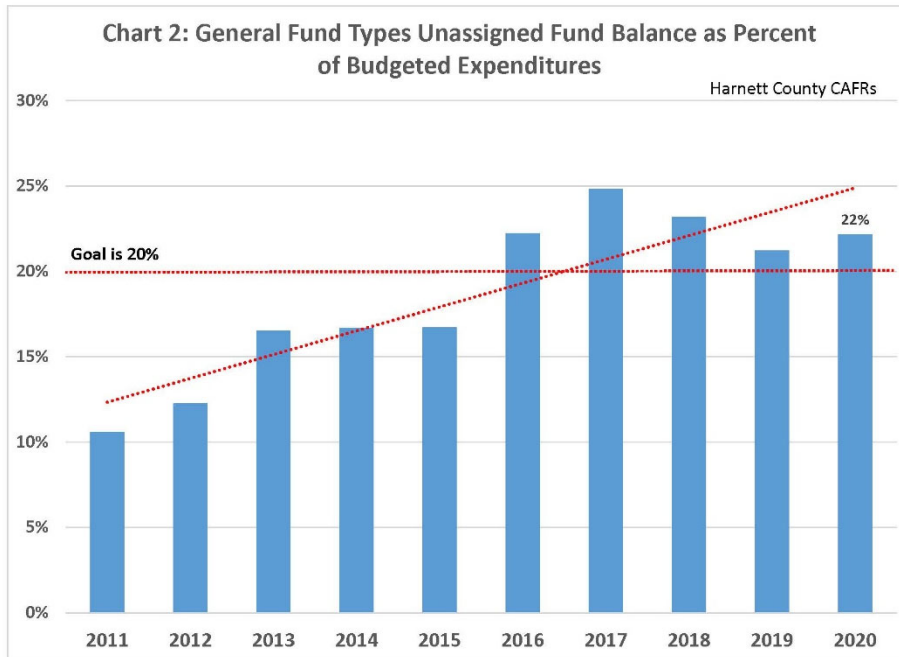
I would be remiss if I did not mention the efforts of our two enterprise funds: Harnett Regional Water and Solid Waste. Both continued to provide exceptional service throughout the pandemic. In addition, Harnett Regional Water had the following accomplishments in FY 2021:

- HRW completed an \$11 million dollar upgrade of the North Harnett Wastewater Treatment Plant in Lillington. This project upgrade consisted of improvements to our existing filtering systems and the addition of new water and wastewater bio-solids handling facilities.
- HRW began the \$15 million dollar Advanced Metering Infrastructure Project in the fall of 2020. The two-year project will completely eliminate meters that require manual reading and enhance the customer service capabilities for all of our metered services. Different areas of the county will receive the benefit of these services at different times as all the new meters are installed.
- HRW received the prestigious North Carolina Department of Environmental Quality's "Gold Star Award" for achieving 10 consecutive years of outstanding drinking water quality. Harnett Regional Water was one of only eight water systems in the entire state to receive this award.

Solid Waste had the following accomplishments:

- The Dunn Erwin convenience center was relocated and upgraded to provide a better facility for residents.
- Solid Waste staff continued to operate convenience centers and landfills throughout the pandemic without reducing hours.
- The department developed a plan to fund future and current capital needs through establishment of a capital reserve and replaced a \$400,000 bulldozer
- Finally, the county began in FY 2021 a contribution to a post-closure fund for landfill facilities to ensure we meet requirements of the state.

We spent a great deal of time projecting our revenues and expenses more closely. Departments were asked to justify any spending over FY 2021 budgeted amounts and their requests were reviewed in detail by our budget team. We also continued breaking the budget into continuation and expansion funding. Continuation refers to funding needed for ongoing operations, while expansion requests for new programs and positions are separately justified. You will see CONT (continuation) and EXP (expansion) columns in the budget summaries of the document. Any new request is also detailed separately, along with the cost to the county.



As the chart shows, since the 2009 recession the county has worked hard to generate budget surpluses each year and add to our fund balance. We are recommending a fund balance appropriation of \$2,720,359 in the General Fund. This amount is \$168,562 or 4% more than the FY 2021 Original Budget. The percentages for FY 2021 Original Budget and FY 2022 Recommended Budget are nearly the same, at 2% of the total general fund.

Over the past two years, we have spent much energy improving our Capital Improvements Program (CIP) process and the Board of Commissioners adopted a CIP in January. The improved process and early adoption meant that we were able to focus our time this spring on the operating budget. We are pleased to be able to fund the CIP in large measure. A transfer of \$500,000 to the general capital reserve keeps important projects, such as replacement of VIPER radios, EMS vehicles and elections voting equipment, on track. We reduced the transfer to the Fleet Internal Service Fund by \$50,000 because a 10-year plan of

vehicle replacements showed the fund can be self-supporting without the additional general fund appropriation.

Even without the challenges of a global pandemic, Harnett County faces serious future problems in keeping up with service demands. Our population has grown most rapidly in the unincorporated area of the county where we don't have towns to provide services, even though new residents in these areas often expect these types of public amenities.

Meanwhile, as we discussed at the retreat, our revenues are not keeping up. When compared with other NC counties, Harnett has much more residential development, which, again requires more services. In addition, our residential values are among the lowest in the state. We rank 95<sup>th</sup> out of 100 counties in property values per capita. The average new home built in the county barely pays enough in taxes to fund the cost of educating one student in Harnett County, let alone the additional county services required.

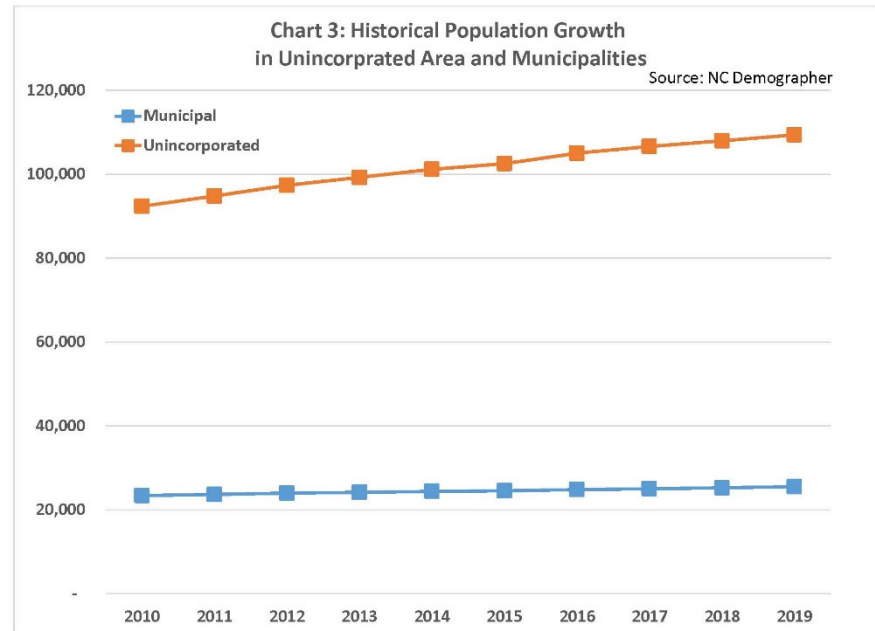
We do not believe this situation is sustainable. The longest economic expansion in history has just ended and we have not been able to make sufficient progress in increasing funding for schools or keeping up with the market when it comes to paying our county employees. Thanks to our improved CIP process, we are better able to plan for our capital needs, but funding for new initiatives will be difficult until we correct the structural problems with our revenues. This will require increasing economic development and improving residential property values.

I want to thank Central Carolina Community College, the Fire and EMS Departments, Harnett County Schools and other community partners for their collaboration in developing the FY 2022 budget. County department heads and staff did an exceptional job completing the justification forms and meeting deadlines in order to stay on schedule. I cannot adequately express my gratitude to our internal budget team. They went above and beyond during the CIP process and the operating budget process. They had to adapt to the ever-changing pandemic and were able to stay on schedule by successfully conducting meetings and trainings using Zoom and conference calls instead of in-person meetings.

As my career with Harnett County government comes to an end, I would like to thank the past and present county employees for the excellent services they provide to our citizens and for their commitment to making Harnett County a wonderful place to live and work. I am proud and honored to have had the opportunity to serve as county manager for the past three years. Besides working with our wonderful employees, I am most honored to have played a role in the planning, construction, and opening of the new Harnett County Resource Center and Library that was completed in 2021. This new facility was badly needed to accommodate increased demand for County services, particularly on the Harnett County Public Library. It will serve as a hub that connects County employees and residents to resources that will improve their lives, and it goes a long way to accomplishing the County’s master plan of bringing all County departments to a single location to provide a more efficient, high quality level of service to our citizens.

Respectfully submitted,

Paula K. Stewart  
County Manager





## General Fund Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>								
Ad Valorem Taxes	65,856,430	67,452,337	66,850,000	69,100,000	0	69,100,000	2,250,000	3%
Sales Tax	13,613,356	20,597,228	18,400,000	22,300,000	0	22,300,000	3,900,000	21%
Other Taxes	1,136,871	736,458	530,000	730,000	0	730,000	200,000	38%
Federal Intergovernmental	14,010,628	14,502,831	17,153,679	14,185,906	247,727	14,433,633	-2,720,046	-16%
State Intergovernmental	6,499,702	8,284,382	5,831,323	5,882,782	32,200	5,914,982	83,659	1%
Services Charges	12,725,228	13,883,590	15,556,843	13,233,584	396,202	13,629,786	-1,927,057	-12%
Enterprise Charges	14,001	4,263	3,000	1,600	0	1,600	-1,400	-47%
Miscellaneous	2,173,980	4,984,032	1,500,586	1,654,802	27,900	1,682,702	182,116	12%
Transfers In	3,306,256	644,682	5,673,073	278,238	0	278,238	-5,394,835	-95%
Fund Balance	0	0	4,104,803	2,720,359	324,510	3,044,869	-1,059,934	-26%
<b>Total</b>	<b>119,336,452</b>	<b>131,089,803</b>	<b>135,603,307</b>	<b>130,087,271</b>	<b>1,028,539</b>	<b>131,115,810</b>	<b>-4,487,497</b>	<b>-3%</b>
<b>Expenses</b>								
Salary & Benefits	51,275,192	55,323,429	59,654,824	60,414,322	1,617,766	62,032,088	2,377,264	4%
Professional Services	459,193	1,499,580	2,197,228	1,613,105	10,838	1,623,943	-573,285	-26%
Supplies & Materials	3,134,288	3,133,548	3,624,973	3,349,825	337,375	3,687,200	62,227	2%
Current Services	3,483,680	3,044,202	4,083,384	4,387,779	7,116	4,394,895	311,511	8%
Fixed Charges	12,634,997	11,980,642	13,864,329	13,090,260	-45,887	13,044,373	-819,956	-6%
Capital Outlay	0	48,907	309,872	0	22,591	22,591	-287,281	-93%
Contracts & Grants	632,002	12,545	5,000	130,000	0	130,000	125,000	2500%
Non Capitalized Assets	616,013	591,028	1,166,502	264,024	249,117	513,141	-653,361	-56%
Interfund/Budgetary	16,210,096	15,303,912	20,006,828	15,304,297	0	15,304,297	-4,702,531	-24%
Education	24,850,971	26,231,751	26,302,581	26,493,234	0	26,493,234	190,653	1%
DSS Programs	3,656,717	3,858,102	4,212,321	3,870,048	0	3,870,048	-342,273	-8%
<b>Total</b>	<b>116,953,150</b>	<b>121,027,647</b>	<b>135,427,842</b>	<b>128,916,894</b>	<b>2,198,916</b>	<b>131,115,810</b>	<b>-4,312,032</b>	<b>-3%</b>

## General Fund Revenue

<b>Revenue:</b>	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Appr Cont</b>	<b>FY 22 Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
Ad Valorem Taxes - Real	57,169,795	59,033,591	59,000,000	60,500,000	0	60,500,000	1,500,000	3%
Ad Valorem Taxes - Motor Vehicles	8,091,410	7,889,665	7,400,000	8,100,000	0	8,100,000	700,000	9%
Ad Valorem Taxes - Real Delinquent	295,569	244,456	250,000	300,000	0	300,000	50,000	20%
Ad Valorem Taxes - Penalties	299,655	284,624	200,000	200,000	0	200,000	0	0%
Article 39 Sales Tax	5,018,705	6,637,186	6,300,000	9,400,000	0	9,400,000	3,100,000	49%
Article 40 Sales Tax	6,072,526	6,359,524	5,600,000	6,700,000	0	6,700,000	1,100,000	20%
Article 42 Sales Tax	2,521,783	2,934,630	2,500,000	1,500,000	0	1,500,000	(1,000,000)	-40%
Article 44 Sales Tax	342	4,665,888	4,000,000	4,700,000	0	4,700,000	700,000	18%
Excise Tax	577,423	736,458	530,000	730,000	0	730,000	200,000	38%
Occupancy Tax	559,449	0	0	0	0	0	0	0%
Federal	14,008,628	14,467,819	17,074,410	14,159,906	247,727	14,407,633	(2,666,777)	-16%
State	2,844,676	4,476,308	3,611,323	2,182,782	32,200	2,214,982	(1,396,341)	-39%
Local	2,000	35,013	79,269	26,000	0	26,000	(53,269)	-67%
Medicaid Hold Harmless	3,655,026	3,808,075	2,220,000	3,700,000	0	3,700,000	1,480,000	67%
Service Charges - Departmental	9,963,949	11,243,039	13,745,834	11,477,514	396,202	11,873,716	(1,872,118)	-14%
Service Charges - Indirect Cost	1,423,948	1,418,781	1,422,070	1,422,070	0	1,422,070	0	0%
Service Charges - Penalties	2,027	0	0	0	0	0	0	0%
Service Charges - Concessions	78,606	82,635	75,000	84,000	0	84,000	9,000	12%
Service Charges - Invest Earnings	1,256,698	1,139,135	313,939	250,000	0	250,000	(63,939)	-20%
Enterprise Charges - Returned Check	14,001	4,263	3,000	1,600	0	1,600	(1,400)	-47%
Contributions And Donations	107,154	94,186	106,874	88,571	0	88,571	(18,303)	-17%
Insurance Settlement	255,152	196,759	2,850	0	0	0	(2,850)	-100%
Rents	331,717	165,110	98,883	106,963	27,900	134,863	35,980	36%
Other Revenue	1,472,823	1,996,083	1,291,979	1,459,268	0	1,459,268	167,289	13%
In-Kind	0	0	0	0	0	0	0	0%
Transfers From - Special Revenue	3,200,000	644,682	5,648,105	117,900	0	117,900	(5,530,205)	-98%
Transfers From - Capital Reserve	106,256	0	24,968	160,338	0	160,338	135,370	542%
Fund Balance Appropriated	0	0	4,104,803	2,720,359	324,510	3,044,869	(1,059,934)	-26%
<b>Total Revenue</b>	<b>119,336,452</b>	<b>131,089,803</b>	<b>135,603,307</b>	<b>130,087,271</b>	<b>1,028,539</b>	<b>131,115,810</b>	<b>(4,487,497)</b>	<b>-3%</b>

# **Culture & Recreation Functional Area**

## Cultural & Recreation Appropriation

The funding in this budget includes pass-through amounts for state arts funding to towns and nonprofits in the county and a \$150,000 annual appropriation to Campbell University for use of facilities.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	38,010	22,360	69,187	0	0	0	0	-69,187	-100%
<b>Total</b>	<b>38,010</b>	<b>22,360</b>	<b>69,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-69,187</b>	<b>-100%</b>
<b>Expenses</b>									
Fixed Charges	188,010	172,360	219,187	150,000	150,000	0	150,000	-69,187	-32%
<b>Total</b>	<b>188,010</b>	<b>172,360</b>	<b>219,187</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>-69,187</b>	<b>-32%</b>
<b>Net Cost</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0%</b>

### Expansion & Other Notes

**Arts Funding:** The county receives funding for arts programs and passes that funding to other agencies that provide the programs. The budget is reduced by this amount because the arts funding varies, and the county is

not certain of the amount it will be received. Once the amount is known, a budget amendment will be done to add these funds and the offsetting allocations.

## Library

The library 's mission is to cultivate lifelong learning, empower individuals, and strengthen our community.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	9,248	0	79,404	0	26,000	0	26,000	-53,404	-67%
State Intergovernmental	173,376	174,301	168,100	177,033	177,033	0	177,033	8,933	5%
Services Charges	22,869	16,034	20,000	20,000	20,000	0	20,000	0	0%
Miscellaneous	592	7,413	0	0	0	0	0	0	0%
<b>Total</b>	<b>206,085</b>	<b>197,749</b>	<b>267,504</b>	<b>197,033</b>	<b>223,033</b>	<b>0</b>	<b>223,033</b>	<b>-44,471</b>	<b>-17%</b>
<b>Expenses</b>									
Salary & Benefits	812,489	827,472	1,137,381	1,244,438	1,243,429	600	1,244,029	106,648	9%
Professional Services	515	0	0	0	0	0	0	0	0%
Supplies & Materials	155,725	145,765	159,334	168,059	168,149	0	168,149	8,815	6%
Current Services	47,758	42,425	55,863	33,395	60,894	0	60,894	5,031	9%
Fixed Charges	47,417	42,474	62,360	85,693	87,965	2,607	90,572	28,212	45%
Non Capitalized Assets	15,014	159	18,168	1,250	1,250	0	1,250	-16,918	-93%
<b>Total</b>	<b>1,078,918</b>	<b>1,058,295</b>	<b>1,532,978</b>	<b>1,532,835</b>	<b>1,561,687</b>	<b>3,207</b>	<b>1,564,894</b>	<b>31,916</b>	<b>2%</b>
<b>Net Cost</b>	<b>872,833</b>	<b>860,546</b>	<b>1,265,474</b>	<b>1,335,802</b>	<b>1,338,654</b>	<b>3,207</b>	<b>1,341,861</b>	<b>76,387</b>	<b>6%</b>

### Expansion & Other Notes

**Fund operating costs for network usage reporting software to support the Library located at 455 McKinney Parkway, Lillington:**

Provide funding for operating expenses to Virgil Networks, VxSTATS Service for public wireless usage reporting software. The State Library of NC requires all public libraries to complete an annual report known as the

Public Library Survey. This survey examines when, where, and how library services are changing to meet the needs of the public. The data supplied annually by public libraries provides information that policy makers and practitioners can use to make informed decisions about the support and strategic management of libraries. The number of Internet sessions initiated on the library's wireless network during the fiscal year is among

the survey questions. To be able to report this number accurately to the State Library and benefit from the numbers reported, the library must purchase an annual add-on service to the wireless network service, Vigil Networks.

Net Cost: \$1,647.

**Fund operating costs for graphic design software to support the Library located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses to purchase CANVA graphic design software. Producing quality promotional materials to advertise programs and services is key to successful programming and positive service-based outcomes. Designing and creating flyers, signs, posters, mailings, newsletters, presentations, and social media posts involves searching for and downloading royalty free graphics as well as technical skills, creativity, and can be time consuming and often requires both technical skills and creativity. Purchasing a versatile and user-friendly graphic design software will minimize the time spent on creating promotional materials resulting in more time to be spent on planning and providing quality programs and services.

Net Cost: \$120.

**Fund operating costs for 3-D laser cutter and printer software subscription to support the Library located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for an annual subscription for Glowforge Premium Software. The Library's Glowforge laser cutter and printer with standard, complimentary software is a powerful and versatile machine requiring advanced computer skills to create cut files. Unfortunately, the standard software is difficult to use and requires computer and design skills to achieve desired results. Premium software converts the Glowforge into a user-friendly device that requires minimal training, staff attendance, and allows for independent creativity and production. Glowforge premium software will allow library staff to host open lab programs in which library patrons can utilize makerspace tools and devices independently or with little staff assistance.

Net Cost: \$600.

**Fund operating costs for cell phone reimbursement to support the Library located at 455 McKinney Parkway, Lillington:** Provide funding for cell phone reimbursement for the Assistant Library Director. The Library strives to provide the tools employees need to perform job duties and related tasks. The Assistant Library Director communicates by cell phone with the Library Director, other county personnel, and library staff regarding library matters throughout the day, evenings, and weekends. Additionally, the Assistant Library Director utilizes a personal cell phone to assist staff with technical issues through Screen Connect as well as resolve issues with the library's integrated library system, databases, webpage, online calendars, social media monitoring and posting. The cell phone reimbursement will offset mobile charges incurred for work related usage.

Net Cost: \$600.

**Fund operating costs for a game-based, virtual learning software subscription to support the Library located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for an annual subscription for Kahoot. The 2020 COVID-19 pandemic created a challenge for library staff to provide interactive programming while practicing social distancing. Kahoot's game-based software was an ideal solution for providing interactive fun while connecting children, teens, and families with the public library.

Net Cost: \$240.

## Parks & Recreation

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	0	9,600	0	0	0	0	0	0	0%
Services Charges	44,581	39,885	55,125	45,295	43,000	1,200	44,200	-10,925	-20%
Miscellaneous	990	938	19,250	18,750	17,000	0	17,000	-2,250	-12%
<b>Total</b>	<b>45,571</b>	<b>50,448</b>	<b>74,375</b>	<b>64,045</b>	<b>60,000</b>	<b>1,200</b>	<b>61,200</b>	<b>-13,175</b>	<b>-18%</b>
<b>Expenses</b>									
Salary & Benefits	641,985	702,397	812,054	874,159	839,272	34,887	874,159	62,105	8%
Professional Services	11,280	4,716	10,080	68,330	18,830	0	18,830	8,750	87%
Supplies & Materials	207,913	84,079	102,350	111,800	104,955	3,000	107,955	5,605	5%
Current Services	85,730	52,478	92,174	113,329	90,129	1,200	91,329	-845	-1%
Fixed Charges	127,777	325,182	364,174	373,358	365,365	6,884	372,249	8,075	2%
Capital Outlay	0	0	0	154,786	0	0	0	0	0%
Non Capitalized Assets	0	3,520	18,600	42,895	14,320	3,600	17,920	-680	-4%
<b>Total</b>	<b>1,074,685</b>	<b>1,172,373</b>	<b>1,399,432</b>	<b>1,738,657</b>	<b>1,432,871</b>	<b>49,571</b>	<b>1,482,442</b>	<b>83,010</b>	<b>6%</b>
<b>Net Cost</b>	<b>1,029,114</b>	<b>1,121,924</b>	<b>1,325,057</b>	<b>1,674,612</b>	<b>1,372,871</b>	<b>48,371</b>	<b>1,421,242</b>	<b>96,185</b>	<b>7%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Parks and Recreation located at 455 McKinney Parkway, Lillington:**

Provide funding to move a part-time Administrative Assistant position (grade 17) to a full-time Administrative Assistant position (grade 17). This position will help support and assist the Parks and Recreation department

with clerical, financial, and administrative duties. The position will also serve at the front desk of the new Resource Center and Library building and control access to the County Manager, Finance, Legal, and Parks and Recreation suites. The Administration Assistant position will also take many clerical duties away from the Parks and Recreation Director and

Recreation Program Supervisor, allowing them to spend more time out in the field, supervising employees, and focusing on other job tasks.  
Net Cost: \$34,887.

**Fund operating costs for contracted services for Dunn-Erwin Rail Trail lawn care to support Parks and Recreation located at N McKay Ave. between Vance & Carr Streets, Dunn, and East H St. and SR 217/82, Erwin:** Provide funding for contracted services for grass and weeds maintenance of the Dunn-Erwin Trail. The Dunn-Erwin Rail Trail Authority manages the trail for the county, City of Dunn, and Town of Erwin. Since the trail has opened to the public, the City of Dunn has handled much of the mowing and the Town of Erwin has handled the trail maintenance over the last several years. Both municipalities have requested that the city, town, and county join to support the Rail Trail Authority in the expense of contracting with a lawn care company for the maintenance of the trail. The cost of the contract will be shared between the county, Dunn, and Erwin.

Net Cost: \$6,500.

**Fund operating costs for community programming to support Parks and Recreation located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for two new community programs. Parks and Recreation will partner with Veterans Services to offer two pancake breakfasts for veterans in Harnett County. Parks and Recreation will also host a Valentine's Daddy/Daughter Dance. Revenues from the Valentine's Dance will more than offset the costs.

Net Cost: \$-700.

**Fund operating costs for recreational programming to support Parks and Recreation located at 2815 Olivia Road, Sanford:** Provide funding for operating expenses, such as internet access, phone service, computer, and programming supplies and equipment, for Old Benhaven

School Building and Park Programming. The initial programs will be limited to the renovated gym facility and will include open gym, summer camp programming, senior citizen programming, etc. Parks and Recreation will start with a few program offerings to gauge community interest and get a better idea of usage rates and patterns.

Net Cost: \$4,084.

**Fund operating cost for a landscaping trailer to support Parks and Recreation located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses to replace the landscaping trailer that is used in the Government Complex area. The current trailer has a bent axle that has already been replaced within the past three years. This bent axle affects the longevity of the trailer tires by wearing out the tread on the interior side. It also has a heavy gate which has been the result of a workers compensation claim.

Net Cost: \$3,600.



# **Economic & Physical Development Functional Area**

## Abandoned Manufactured Homes Removal

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	9,000	1,000	0	0	0	0	0	0	0%
Miscellaneous	1,961	1,105	0	0	0	0	0	0	0%
<b>Total</b>	<b>10,961</b>	<b>2,105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	23,144	24,011	0	0	0	0	0	0	0%
Fixed Charges	12,879	2,952	0	0	0	0	0	0	0%
<b>Total</b>	<b>36,023</b>	<b>26,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Cost</b>	<b>25,063</b>	<b>24,858</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

### Expansion & Other Notes

**Explanation of FY 2022 Funding:** In the past, the County has maximized funding from the state to aggressively remove abandoned manufactured homes. The County's utilization of the program has led the state to suspend funding for at least one year so that other counties can access the funds. The county has not been notified about whether funds will be received in FY 2022.

## Community Development

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	0	75	75	75	0	75	0	0%
Professional Services	0	0	0	10,000	0	0	0	0	0%
Supplies & Materials	0	0	100	100	100	0	100	0	0%
Current Services	65	192	750	530	280	0	280	-470	-63%
<b>Total</b>	<b>65</b>	<b>192</b>	<b>925</b>	<b>10,705</b>	<b>455</b>	<b>0</b>	<b>455</b>	<b>-470</b>	<b>-51%</b>
<b>Net Cost</b>	<b>65</b>	<b>192</b>	<b>925</b>	<b>10,705</b>	<b>455</b>	<b>0</b>	<b>455</b>	<b>-470</b>	<b>-51%</b>

## Cooperative Extension

NC State Extension transforms science into everyday solutions for North Carolinians through programs and partnerships focused on agriculture and food, health and nutrition, and 4-H youth development. Cooperative Extension at N.C. A&T helps people across the state lead better lives by finding solutions to their problems. We deliver educational programs and technology to enrich the lives, the land and the economy of North Carolina's limited-resource individuals, families, and communities.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	270	11	270	0	0	0	0	-270	-100%
<b>Total</b>	<b>270</b>	<b>11</b>	<b>270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-270</b>	<b>-100%</b>
<b>Expenses</b>									
Salary & Benefits	74,997	347,278	390,014	374,411	374,411	0	374,411	-15,603	-4%
Supplies & Materials	2,654	3,217	4,400	4,400	4,436	0	4,436	36	1%
Current Services	3,104	2,984	7,660	8,260	7,360	500	7,860	200	3%
Fixed Charges	221,251	2,322	2,900	7,000	7,000	0	7,000	4,100	141%
Non Capitalized Assets	171	0	171	171	171	0	171	0	0%
<b>Total</b>	<b>302,177</b>	<b>355,800</b>	<b>405,145</b>	<b>394,242</b>	<b>393,378</b>	<b>500</b>	<b>393,878</b>	<b>-11,267</b>	<b>-3%</b>
<b>Net Cost</b>	<b>301,907</b>	<b>355,790</b>	<b>404,875</b>	<b>394,242</b>	<b>393,378</b>	<b>500</b>	<b>393,878</b>	<b>-10,997</b>	<b>-3%</b>

### Expansion & Other Notes

**Fund operating expenses for a mobile hotspot to support Cooperative Extension located at 126 Alexander Drive, Lillington:**

Provide funding for operating expenses for a shared mobile hotspot that will be used by 4-H, Agriculture, Family & Consumer Science, Horticulture,

and Community Rural Development. The mobile hotspot will be used for video production and program demonstrations while agents are in the field.

Net Cost: \$500.

## Cooperative Extension – Special Programs

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	75,941	92,978	54,598	28,661	28,661	0	28,661	-25,937	-48%
State Intergovernmental	55,850	66,961	77,500	45,000	45,000	0	45,000	-32,500	-42%
Services Charges	19,832	17,133	35,000	35,000	35,000	0	35,000	0	0%
<b>Total</b>	<b>151,623</b>	<b>179,500</b>	<b>167,098</b>	<b>108,661</b>	<b>108,661</b>	<b>0</b>	<b>108,661</b>	<b>-58,437</b>	<b>-35%</b>
<b>Expenses</b>									
Salary & Benefits	91,621	100,528	61,652	62,228	62,186	0	62,186	534	1%
Professional Services	0	413	22,937	0	0	0	0	-22,937	-100%
Supplies & Materials	37,842	22,107	37,250	37,988	38,278	0	38,278	1,028	3%
Current Services	11,291	8,542	8,872	6,500	5,159	0	5,159	-3,713	-42%
Fixed Charges	11,940	24,967	3,086	2,986	3,038	0	3,038	-48	-2%
Contracts & Grants	2,054	7,046	0	0	0	0	0	0	0%
Non Capitalized Assets	0	47,434	36,591	1,350	0	0	0	-36,591	-100%
<b>Total</b>	<b>154,748</b>	<b>211,037</b>	<b>170,388</b>	<b>111,052</b>	<b>108,661</b>	<b>0</b>	<b>108,661</b>	<b>-61,727</b>	<b>-36%</b>
<b>Net Cost</b>	<b>3,125</b>	<b>31,537</b>	<b>3,290</b>	<b>2,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,290</b>	<b>-100%</b>

## Development Services

Mission: Provide the citizens of Harnett County with exceptional customer service and ensure that development takes place in accordance with the goals and vision set forth by our elected officials and in compliance with all local, state, and federal regulations.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	0	0	0	8,000	0	8,000	8,000	8,000	100%
Services Charges	1,390,782	1,227,117	1,083,678	331,678	331,678	0	331,678	-752,000	-69%
<b>Total</b>	<b>1,390,782</b>	<b>1,227,117</b>	<b>1,083,678</b>	<b>339,678</b>	<b>331,678</b>	<b>8,000</b>	<b>339,678</b>	<b>-744,000</b>	<b>-69%</b>
<b>Expenses</b>									
Salary & Benefits	1,257,138	1,373,543	1,451,834	774,293	774,293	0	774,293	-677,541	-47%
Supplies & Materials	22,972	19,726	22,850	13,000	11,270	0	11,270	-11,580	-51%
Current Services	18,498	27,887	31,000	25,760	24,300	0	24,300	-6,700	-22%
Fixed Charges	156,399	130,283	151,660	197,464	171,170	10,384	181,554	29,894	20%
Non Capitalized Assets	0	0	7,650	0	1,000	0	1,000	-6,650	-87%
<b>Total</b>	<b>1,455,007</b>	<b>1,551,440</b>	<b>1,664,994</b>	<b>1,010,517</b>	<b>982,033</b>	<b>10,384</b>	<b>992,417</b>	<b>-672,577</b>	<b>-40%</b>
<b>Net Cost</b>	<b>64,224</b>	<b>324,323</b>	<b>581,316</b>	<b>670,839</b>	<b>650,355</b>	<b>2,384</b>	<b>652,739</b>	<b>71,423</b>	<b>12%</b>

### Expansion & Other Notes

**Fund operating expenses for a leased computer to support Development Services located at 420 McKinney Parkway, Lillington:** Provide funding for operating expenses to lease a computer for the new Development Services' board room. A computer is needed to display GIS maps, staff reports and various types of presentation material during board meetings.  
Net Cost: \$384.

**Fund operating costs for RPO/ NC DOT SPR Grant US 421 "Ed-Med" Corridor Overlay:** Provide funding for operating expenses for the "Ed-med" Corridor Overlay which would establish supplemental regulations beyond the regulatory zoning requirements of the Unified Development Ordinance to enhance the transportation system efficiency, appearance, functionality and compatibility of future development along one of Harnett County's most important gateways. US Highway 421 is a major

thoroughfare connecting people living and working across Harnett County, along with commuters from Cumberland, Sampson, Wake, and surrounding counties. The thoroughfare is home to regionally significant educational and medical institutions, such as Central Harnett and Betsy Johnson Hospitals, Campbell University, and Central Carolina Community College. The presence of these institutions paired with available commercially zoned property would facilitate opportunities for further economic development and commercial growth for Harnett County.

Development Services predicts this project will create a unique combination of a more efficient, safe, interconnected transportation network, while also providing an aesthetically pleasing scenic byway that incorporates complete street concepts and serves as an economic initiator for this region.

Net Cost: \$2,000.

## Development Services—Building Inspections Division

Mission: Provide the citizens of Harnett County with exceptional customer service and ensure that development takes place in accordance with the goals and vision set forth by our elected officials and in compliance with all local, state, and federal regulations.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	0	0	1,400,000	1,260,000	0	1,260,000	1,260,000	100%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>	<b>1,260,000</b>	<b>0</b>	<b>1,260,000</b>	1,260,000	100%
<b>Expenses</b>									
Salary & Benefits	0	0	0	822,615	726,060	96,555	822,615	822,615	100%
Supplies & Materials	0	0	0	12,000	17,080	0	17,080	17,080	100%
Current Services	0	0	0	17,000	17,000	0	17,000	17,000	100%
Fixed Charges	0	0	0	15,300	13,552	0	13,552	13,552	100%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>866,915</b>	<b>773,692</b>	<b>96,555</b>	<b>870,247</b>	870,247	100%
<b>Net Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-533,085</b>	<b>-486,308</b>	<b>96,555</b>	<b>-389,753</b>	-389,753	100%

### Expansion & Other Notes

**FY 2022 funding:** Prior to FY 2022, Building Inspections' budget was combined with Development Services.

**Fund a full-time employee and operating costs to support Building Inspections located at 420 McKinney Parkway, Lillington:** Provide funding to unfreeze a Code Enforcement Officer II position (grade 23). A minimum of a Level II certification is required to review commercial plans, and the department has only one inspector who is qualified. With an increased number of commercial plan reviews and field inspections, a

Code Enforcement Officer II is needed to meet the growing demands in the county. This position is recommended to be funded starting in October 2021.

Net Cost: \$55,542.

**Fund a full-time employee and operating costs to support Building Inspections located at 420 McKinney Parkway, Lillington:** Provide funding to unfreeze Code Enforcement Officer III position (grade 25). A



minimum of a Level II certification is required to review commercial plans, and the department has one inspector who is qualified. With an increased number of commercial plan reviews and field inspections, a Code Enforcement Officer III is needed to meet the growing demands in the county. This position is recommended to be funded starting in January 2022.

Net Cost: \$41,013.

## Economic Development

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	1,200	1,222	18,645	0	0	0	0	-18,645	-100%
<b>Total</b>	<b>1,200</b>	<b>1,222</b>	<b>18,645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-18,645</b>	<b>-100%</b>
<b>Expenses</b>									
Salary & Benefits	249,098	194,483	237,922	353,914	353,914	0	353,914	115,992	49%
Professional Services	40,535	17,150	8,250	11,250	11,250	0	11,250	3,000	36%
Supplies & Materials	2,432	1,395	3,300	6,300	6,354	0	6,354	3,054	93%
Current Services	71,977	59,219	92,395	76,382	76,382	0	76,382	-16,013	-17%
Fixed Charges	377,857	413,537	436,010	438,185	464,073	0	464,073	28,063	6%
Contracts & Grants	617,859	0	0	125,000	125,000	0	125,000	125,000	100%
Non Capitalized Assets	0	43,751	0	0	0	0	0	0	0%
<b>Total</b>	<b>1,359,758</b>	<b>729,535</b>	<b>777,877</b>	<b>1,011,031</b>	<b>1,036,973</b>	<b>0</b>	<b>1,036,973</b>	<b>259,096</b>	<b>33%</b>
<b>Net Cost</b>	<b>1,358,558</b>	<b>728,313</b>	<b>759,232</b>	<b>1,011,031</b>	<b>1,036,973</b>	<b>0</b>	<b>1,036,973</b>	<b>277,741</b>	<b>37%</b>

# Education Functional Area

# Central Carolina Community College

## Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Education	1,162,438	1,551,148	1,621,978	1,839,463	1,812,631	0	1,812,631	190,653	12%
<b>Total</b>	<b>1,162,438</b>	<b>1,551,148</b>	<b>1,621,978</b>	<b>1,839,463</b>	<b>1,812,631</b>	<b>0</b>	<b>1,812,631</b>	190,653	12%
<b>Net Cost</b>	<b>1,162,438</b>	<b>1,551,148</b>	<b>1,621,978</b>	<b>1,839,463</b>	<b>1,812,631</b>	<b>0</b>	<b>1,812,631</b>	190,653	12%

## Expansion & Other Notes

**Difference between FY 2021 and FY 2022:** The Revised FY 2021 budget included capital funding of \$45,000. The revised FY 2022 budget includes capital funding of \$160,338 for paving at the main campus. This project was included in the FY 2022-2028 Capital Improvements Plan. Funds for a possible state raise (\$26,832) are included in contingency.

# Harnett County Schools

## Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Education	23,688,533	24,680,603	24,680,603	170,227,890	24,680,603	0	24,680,603	0	0%
<b>Total</b>	<b>23,688,533</b>	<b>24,680,603</b>	<b>24,680,603</b>	<b>170,227,890</b>	<b>24,680,603</b>	<b>0</b>	<b>24,680,603</b>	<b>0</b>	<b>0%</b>
<b>Net Cost</b>	<b>23,688,533</b>	<b>24,680,603</b>	<b>24,680,603</b>	<b>170,227,890</b>	<b>24,680,603</b>	<b>0</b>	<b>24,680,603</b>	<b>0</b>	<b>0%</b>

## Expansion & Other Notes

The recommended funding:

- Holds HCS harmless for the loss of 891 students. Harnett County funds the school system on a per student basis through a formula approved by the Board of Commissioners. The funding formula would have resulted in a loss of \$428,858.
- Provides funding for 1,216 charter school students (an increase of 655 over last year), which Harnett County Schools must share on a per-student basis.
- Holds HCS harmless for the loss of lottery funds. At the request of the Board of Education, the county is foregoing proceeds from the lottery over the next five years to obtain a \$10 million grant to help fund Northwest Harnett Elementary. Capital outlay spending, budgeted in the Board of Education Capital Reserve, remains at FY 2021 levels, in spite of this loss of more than \$1 million in lottery funds and the reduction in the number of Harnett County School students. (School systems do not share capital outlay funds with charter schools).
- In addition, the county is increasing funding for maintenance by \$1,441,415, in accordance with the Approved FY 2022-2028 Capital Improvements Program. These funds are budgeted in the Board of Education Capital Reserve.
- Finally, the county is providing an additional \$2,652,405 from county revenues to Harnett County Schools through the maintenance fund and absorption of the loss of lottery proceeds.

# **Environmental Protection Functional Area**

## Environmental Protection Allocation

This allocation reflects the county's support of the Beaver Management Program.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Fixed Charges	4,000	4,000	6,000	0	12,000	0	12,000	6,000	100%
<b>Total</b>	<b>4,000</b>	<b>4,000</b>	<b>6,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>6,000</b>	<b>100%</b>
<b>Net Cost</b>	<b>4,000</b>	<b>4,000</b>	<b>6,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>6,000</b>	<b>100%</b>

## NC Forest Service

Mission: To protect, manage and promote forest resources for the citizens of North Carolina.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Fixed Charges	107,133	124,123	138,026	130,722	125,852	0	125,852	-12,174	-9%
<b>Total</b>	<b>107,133</b>	<b>124,123</b>	<b>138,026</b>	<b>130,722</b>	<b>125,852</b>	<b>0</b>	<b>125,852</b>	<b>-12,174</b>	<b>-9%</b>
<b>Net Cost</b>	<b>107,133</b>	<b>124,123</b>	<b>138,026</b>	<b>130,722</b>	<b>125,852</b>	<b>0</b>	<b>125,852</b>	<b>-12,174</b>	<b>-9%</b>

### Expansion & Other Notes

**Difference between Requested and Recommended FY 2022 amounts:**

Consistent with the treatment of other agencies, the Manager is recommending that requested funding (\$4,870) for a possible state raise be budgeted in contingency, rather than in the agency budget.



## Soil & Water Conservation District

Mission: To promote voluntary, incentive-driven natural resources management along with providing conservation education to both youth and adults in order to foster an appreciation of our County's abundant natural resources and agricultural assets.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	17,571	26,532	24,250	23,903	23,903	0	23,903	-347	-1%
<b>Total</b>	<b>17,571</b>	<b>26,538</b>	<b>24,250</b>	<b>23,903</b>	<b>23,903</b>	<b>0</b>	<b>23,903</b>	<b>-347</b>	<b>-1%</b>
<b>Expenses</b>									
Salary & Benefits	166,992	206,660	211,038	245,665	223,174	0	223,174	12,136	6%
Supplies & Materials	2,342	2,910	7,364	7,500	7,590	0	7,590	226	3%
Current Services	2,361	8,595	9,095	8,760	8,588	0	8,588	-507	-6%
Fixed Charges	1,531	4,275	2,500	5,700	5,700	0	5,700	3,200	128%
Non Capitalized Assets	1,691	0	1,136	500	500	0	500	-636	-56%
<b>Total</b>	<b>174,916</b>	<b>222,440</b>	<b>231,133</b>	<b>268,125</b>	<b>245,552</b>	<b>0</b>	<b>245,552</b>	<b>14,419</b>	<b>6%</b>
<b>Net Cost</b>	<b>157,346</b>	<b>195,902</b>	<b>206,883</b>	<b>244,222</b>	<b>221,649</b>	<b>0</b>	<b>221,649</b>	<b>14,766</b>	<b>7%</b>

# **General Government Functional Area**

## Administration

Administration's mission is to implement policies adopted by the Board of Commissioners and ensure the effectiveness of county departments within legal requirements, best management practices, and efficient management of financial resources.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	200,703	200,703	174,943	174,943	174,943	0	174,943	0	0%
Miscellaneous	0	12	0	0	0	0	0	0	0%
<b>Total</b>	<b>200,703</b>	<b>200,715</b>	<b>174,943</b>	<b>174,943</b>	<b>174,943</b>	<b>0</b>	<b>174,943</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	657,882	802,707	876,999	975,022	839,481	8,545	848,026	-28,973	-3%
Professional Services	26,757	41,998	44,650	60,000	44,000	0	44,000	-650	-1%
Supplies & Materials	3,815	6,235	10,800	6,450	6,495	0	6,495	-4,305	-40%
Current Services	20,331	21,258	33,800	46,575	44,961	0	44,961	11,161	33%
Fixed Charges	10,259	15,312	20,100	35,547	34,122	456	34,578	14,478	72%
Non Capitalized Assets	4,665	525	2,265	0	0	0	0	-2,265	-100%
<b>Total</b>	<b>723,709</b>	<b>888,035</b>	<b>988,614</b>	<b>1,123,594</b>	<b>969,059</b>	<b>9,001</b>	<b>978,060</b>	<b>-10,554</b>	<b>-1%</b>
<b>Net Cost</b>	<b>523,006</b>	<b>687,320</b>	<b>813,671</b>	<b>948,651</b>	<b>794,116</b>	<b>9,001</b>	<b>803,117</b>	<b>-10,554</b>	<b>-1%</b>

### Expansion & Other Notes

**Fund a part-time employee and operating costs to support the Public Information Office located at 455 McKinney Parkway,**

**Lillington:** Provide funding for three months for a part-time Communications Specialist position (grade 21) and operating expenses, such as a computer and office supplies. This position will perform a wide variety of communications and marketing functions: preparing and editing

news releases; preparing and coordinating content for social media; editing, writing, and publishing county newsletters; providing support for community outreach; and preparing and editing content on the county webpage. The Communications Specialist will provide support to the Community Relations Coordinator by making sure all appropriate information is being communicated to citizens in a timely, transparent, and consistent manner. Net Cost: \$9,001.

## Board of Elections

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	33	178	0	0	0	0	0	0	0%
Miscellaneous	2,334	26,266	79,173	20,000	20,000	0	20,000	-59,173	-75%
<b>Total</b>	<b>2,367</b>	<b>26,444</b>	<b>79,173</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	<b>-59,173</b>	<b>-75%</b>
<b>Expenses</b>									
Salary & Benefits	333,587	375,574	467,632	288,886	287,301	0	287,301	-180,331	-39%
Professional Services	3,794	12,066	6,930	20,000	20,000	0	20,000	13,070	189%
Supplies & Materials	6,685	3,748	22,489	6,000	6,250	0	6,250	-16,239	-72%
Current Services	44,529	35,255	61,612	84,315	84,315	0	84,315	22,703	37%
Fixed Charges	26,334	31,982	27,709	49,414	16,077	5,496	21,573	-6,136	-22%
<b>Total</b>	<b>414,928</b>	<b>458,626</b>	<b>586,372</b>	<b>448,615</b>	<b>413,943</b>	<b>5,496</b>	<b>419,439</b>	<b>-166,933</b>	<b>-28%</b>
<b>Net Cost</b>	<b>412,561</b>	<b>432,182</b>	<b>507,199</b>	<b>428,615</b>	<b>393,943</b>	<b>5,496</b>	<b>399,439</b>	<b>-107,760</b>	<b>-21%</b>

### Expansion & Other Notes

**Fund operating costs for technology upgrades to support the Board of Elections located at 308 W Duncan Street, Lillington:**

Provide funding for operating expenses to lease four computer monitors and 13 laptops. Four additional monitors will allow for each full-time office staff to have dual screens at their workstations. Dual monitors will enhance work productivity. Currently, each voting precinct has three

laptops. With an additional laptop at each precinct, the voting location will allow for three check-in stations and one dedicated provision station.

Net Cost: \$5,496.

## Clerk of Court

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	229,477	181,813	189,000	174,000	174,000	0	174,000	-15,000	-8%
<b>Total</b>	<b>229,477</b>	<b>181,813</b>	<b>189,000</b>	<b>174,000</b>	<b>174,000</b>	<b>0</b>	<b>174,000</b>	<b>-15,000</b>	<b>-8%</b>
<b>Expenses</b>									
Salary & Benefits	0	1,500	0	1,500	1,500	0	1,500	1,500	100%
Supplies & Materials	5,558	7,848	12,250	12,250	12,250	0	12,250	0	0%
Current Services	0	13,172	2,000	0	0	0	0	-2,000	-100%
Fixed Charges	6,331	11,081	11,833	6,833	8,533	0	8,533	-3,300	-28%
Non Capitalized Assets	557	9,181	0	0	0	0	0	0	0%
<b>Total</b>	<b>12,446</b>	<b>42,783</b>	<b>26,083</b>	<b>20,583</b>	<b>22,283</b>	<b>0</b>	<b>22,283</b>	<b>-3,800</b>	<b>-15%</b>
<b>Net Cost</b>	<b>-217,031</b>	<b>-139,030</b>	<b>-162,917</b>	<b>-153,417</b>	<b>-151,717</b>	<b>0</b>	<b>-151,717</b>	<b>11,200</b>	<b>-7%</b>

## Facilities

Our mission is to maintain a pleasant and appealing physical appearance of all Harnett County public facilities, while keeping them in the best operational condition possible.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	200	21,381	19,567	19,567	19,117	0	19,117	-450	-2%
Miscellaneous	284,823	85,205	63,648	63,648	63,648	0	63,648	0	0%
<b>Total</b>	<b>285,023</b>	<b>106,586</b>	<b>83,215</b>	<b>83,215</b>	<b>82,765</b>	<b>0</b>	<b>82,765</b>	-450	-1%
<b>Expenses</b>									
Salary & Benefits	638,650	685,338	725,240	733,105	713,010	0	713,010	-12,230	-2%
Professional Services	5,632	29,606	37,135	63,447	18,447	0	18,447	-18,688	-50%
Supplies & Materials	117,110	153,490	143,571	159,786	156,650	0	156,650	13,079	9%
Current Services	1,303,929	1,013,063	1,264,949	1,403,077	1,582,785	0	1,582,785	317,836	25%
Fixed Charges	816,564	1,091,693	1,433,730	1,533,238	607,274	0	607,274	-826,456	-58%
Non Capitalized Assets	11,443	5,193	5,762	9,700	9,700	0	9,700	3,938	68%
<b>Total</b>	<b>2,893,328</b>	<b>2,978,382</b>	<b>3,610,387</b>	<b>3,902,353</b>	<b>3,087,866</b>	<b>0</b>	<b>3,087,866</b>	-522,521	-14%
<b>Net Cost</b>	<b>2,608,304</b>	<b>2,871,796</b>	<b>3,527,172</b>	<b>3,819,138</b>	<b>3,005,101</b>	<b>0</b>	<b>3,005,101</b>	-522,071	-15%

# Finance

## Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	7,390	30,381	0	0	0	0	0	0	0%
Services Charges	330,558	323,427	286,005	298,005	286,005	0	286,005	0	0%
<b>Total</b>	<b>337,948</b>	<b>362,494</b>	<b>286,005</b>	<b>298,005</b>	<b>286,005</b>	<b>0</b>	<b>286,005</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	1,061,187	1,133,263	1,110,909	1,196,937	1,193,189	0	1,193,189	82,280	7%
Professional Services	103,194	117,683	122,330	146,000	100,000	0	100,000	-22,330	-18%
Supplies & Materials	9,815	10,160	7,741	10,529	10,529	0	10,529	2,788	36%
Current Services	36,095	30,189	31,575	34,756	39,796	0	39,796	8,221	26%
Fixed Charges	58,227	120,566	33,769	89,916	46,994	0	46,994	13,225	39%
Non Capitalized Assets	661	74	500	0	0	0	0	-500	-100%
<b>Total</b>	<b>1,269,178</b>	<b>1,411,934</b>	<b>1,306,824</b>	<b>1,478,138</b>	<b>1,390,508</b>	<b>0</b>	<b>1,390,508</b>	<b>83,684</b>	<b>6%</b>
<b>Net Cost</b>	<b>931,230</b>	<b>1,049,440</b>	<b>1,020,819</b>	<b>1,180,133</b>	<b>1,104,503</b>	<b>0</b>	<b>1,104,503</b>	<b>83,684</b>	<b>8%</b>

## Fleet Maintenance

Our mission is to maintain a pleasant and appealing physical appearance of all Harnett County fleet vehicles, while keeping them in the best operational condition possible.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	166,568	601,550	601,550	601,000	0	601,000	-550	0%
Miscellaneous	-170,458	631	0	0	0	0	0	0	0%
<b>Total</b>	<b>-170,458</b>	<b>167,199</b>	<b>601,550</b>	<b>601,550</b>	<b>601,000</b>	<b>0</b>	<b>601,000</b>	-550	0%
<b>Expenses</b>									
Salary & Benefits	220,431	229,676	231,705	237,319	237,319	0	237,319	5,614	2%
Professional Services	0	0	0	0	0	0	0	0	0%
Supplies & Materials	165,496	210,075	210,800	234,540	244,662	0	244,662	33,862	16%
Current Services	205,568	190,879	165,862	165,667	191,517	0	191,517	25,655	15%
Fixed Charges	1,852	18,806	12,271	10,503	8,946	0	8,946	-3,325	-27%
Non Capitalized Assets	23,994	16,000	8,500	10,000	10,000	0	10,000	1,500	18%
<b>Total</b>	<b>617,341</b>	<b>665,436</b>	<b>629,138</b>	<b>658,029</b>	<b>692,444</b>	<b>0</b>	<b>692,444</b>	63,306	10%
<b>Net Cost</b>	<b>787,799</b>	<b>498,237</b>	<b>27,588</b>	<b>56,479</b>	<b>91,444</b>	<b>0</b>	<b>91,444</b>	63,856	231%



## General Services

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	211,606	220,610	225,041	231,622	231,622	0	231,622	6,581	3%
Supplies & Materials	133	145	100	100	100	0	100	0	0%
Current Services	3,045	487	634	734	734	0	734	100	16%
Fixed Charges	0	0	0	1,400	1,400	0	1,400	1,400	100%
Non Capitalized Assets	0	0	900	0	0	0	0	-900	-100%
<b>Total</b>	<b>214,784</b>	<b>221,242</b>	<b>226,675</b>	<b>233,856</b>	<b>233,856</b>	<b>0</b>	<b>233,856</b>	7,181	3%
<b>Net Cost</b>	<b>214,784</b>	<b>221,242</b>	<b>226,675</b>	<b>233,856</b>	<b>233,856</b>	<b>0</b>	<b>233,856</b>	7,181	3%

## Governing Board

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	152,517	152,517	140,819	140,819	140,819	0	140,819	0	0%
<b>Total</b>	<b>152,517</b>	<b>152,517</b>	<b>140,819</b>	<b>140,819</b>	<b>140,819</b>	<b>0</b>	<b>140,819</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	119,495	142,596	136,861	145,143	245,003	0	245,003	108,142	79%
Professional Services	105,538	93,288	137,160	137,000	127,160	0	127,160	-10,000	-7%
Supplies & Materials	7,109	7,028	9,904	9,700	8,200	0	8,200	-1,704	-17%
Current Services	4,601	11,601	7,950	10,075	11,575	0	11,575	3,625	46%
Fixed Charges	183,052	117,684	493,552	261,350	178,350	0	178,350	-315,202	-64%
Non Capitalized Assets	0	895	0	0	0	0	0	0	0%
<b>Total</b>	<b>419,795</b>	<b>373,092</b>	<b>785,427</b>	<b>563,268</b>	<b>570,288</b>	<b>0</b>	<b>570,288</b>	<b>-215,139</b>	<b>-27%</b>
<b>Net Cost</b>	<b>267,278</b>	<b>220,575</b>	<b>644,608</b>	<b>422,449</b>	<b>429,469</b>	<b>0</b>	<b>429,469</b>	<b>-215,139</b>	<b>-33%</b>

## Human Resources

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	105,696	101,345	97,481	97,481	97,481	0	97,481	0	0%
<b>Total</b>	<b>105,696</b>	<b>182,160</b>	<b>97,481</b>	<b>97,481</b>	<b>97,481</b>	<b>0</b>	<b>97,481</b>	0	0%
<b>Expenses</b>									
Salary & Benefits	348,827	377,104	411,384	462,498	409,295	0	409,295	-2,089	-1%
Professional Services	10,974	13,054	14,600	36,460	17,960	0	17,960	3,360	23%
Supplies & Materials	17,490	21,410	21,895	24,101	26,026	0	26,026	4,131	19%
Current Services	6,373	4,247	6,770	9,152	8,192	0	8,192	1,422	21%
Fixed Charges	13,011	17,116	50,202	399,708	300,993	0	300,993	250,791	500%
Non Capitalized Assets	4,486	0	300	4,000	0	0	0	-300	-100%
<b>Total</b>	<b>401,160</b>	<b>432,931</b>	<b>505,151</b>	<b>935,919</b>	<b>762,466</b>	<b>0</b>	<b>762,466</b>	257,315	51%
<b>Net Cost</b>	<b>295,464</b>	<b>250,771</b>	<b>407,670</b>	<b>838,438</b>	<b>664,985</b>	<b>0</b>	<b>664,985</b>	257,315	63%

## Information Technology

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	201,448	278,250	263,689	270,689	270,689	0	270,689	7,000	3%
Miscellaneous	3,000	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>204,448</b>	<b>278,250</b>	<b>263,689</b>	<b>270,689</b>	<b>270,689</b>	<b>0</b>	<b>270,689</b>	<b>7,000</b>	<b>3%</b>
<b>Expenses</b>									
Salary & Benefits	1,063,487	1,199,282	1,255,603	1,495,753	1,209,151	83,338	1,292,489	36,886	3%
Professional Services	3,480	0	5	0	0	0	0	-5	-100%
Supplies & Materials	11,065	22,928	23,395	24,050	23,945	75	24,020	625	3%
Current Services	138,645	105,891	121,240	112,215	112,215	0	112,215	-9,025	-7%
Fixed Charges	882,271	1,087,238	1,038,305	1,075,360	905,821	800	906,621	-131,684	-13%
Non Capitalized Assets	100,594	69,488	101,600	110,000	110,000	0	110,000	8,400	8%
<b>Total</b>	<b>2,199,543</b>	<b>2,484,827</b>	<b>2,540,148</b>	<b>2,817,378</b>	<b>2,361,132</b>	<b>84,213</b>	<b>2,445,345</b>	<b>-94,803</b>	<b>-4%</b>
<b>Net Cost</b>	<b>1,995,095</b>	<b>2,206,577</b>	<b>2,276,459</b>	<b>2,546,689</b>	<b>2,090,443</b>	<b>84,213</b>	<b>2,174,656</b>	<b>-101,803</b>	<b>-4%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Information Technology located at 420 McKinney Parkway, Lillington:** Provide funding for a full-time Network Security Analyst position (grade 25) and operating expenses, such as uniforms, computer, and cell phone. With the continued increase of network crippling malware and other attacks, the IT Department is requesting a security expert to eliminate the county's exposure where possible. The demand for compliance reporting from HIPAA, PCI, NC DIT, IRS, CJIS, CALEA and others

is becoming a serious work burden for the department. Over the past year, the department has completed compliance reviews for multiple departments, including Social Services, Child Support Enforcement, Sheriff, and town police departments. Most of these reviews require complicated questionnaires, network scans, and may take multiple days to complete. Many grants are now requiring network compliance scanning and security. This position is needed to meet the demand for improved network and cybersecurity. Net Cost: \$84,213.

## Information Technology--GIS

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	89,414	86,703	76,409	79,159	79,159	0	79,159	2,750	4%
<b>Total</b>	<b>89,414</b>	<b>86,703</b>	<b>76,409</b>	<b>79,159</b>	<b>79,159</b>	<b>0</b>	<b>79,159</b>	<b>2,750</b>	<b>4%</b>
<b>Expenses</b>									
Salary & Benefits	631,551	635,037	569,534	645,938	645,938	0	645,938	76,404	13%
Professional Services	0	7,500	5,000	7,500	7,500	0	7,500	2,500	50%
Supplies & Materials	34,971	24,663	26,250	26,250	26,295	0	26,295	45	0%
Current Services	9,293	9,431	9,825	14,275	14,275	0	14,275	4,450	45%
Fixed Charges	37,860	61,294	85,900	137,236	65,990	0	65,990	-19,910	-23%
Non Capitalized Assets	999	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>714,675</b>	<b>737,925</b>	<b>696,509</b>	<b>831,199</b>	<b>759,998</b>	<b>0</b>	<b>759,998</b>	<b>63,489</b>	<b>9%</b>
<b>Net Cost</b>	<b>625,261</b>	<b>651,222</b>	<b>620,100</b>	<b>752,040</b>	<b>680,839</b>	<b>0</b>	<b>680,839</b>	<b>60,739</b>	<b>10%</b>

## Legal Services

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	173,140	173,140	167,274	167,274	167,274	0	167,274	0	0%
<b>Total</b>	<b>173,140</b>	<b>190,462</b>	<b>167,274</b>	<b>167,274</b>	<b>167,274</b>	<b>0</b>	<b>167,274</b>	0	0%
<b>Expenses</b>									
Salary & Benefits	273,379	284,820	302,952	299,137	299,137	0	299,137	-3,815	-1%
Professional Services	21,440	10,122	32,097	10,000	2,000	0	2,000	-30,097	-94%
Supplies & Materials	902	331	1,043	1,300	1,300	0	1,300	257	25%
Current Services	5,481	10,067	4,975	7,042	4,588	0	4,588	-387	-8%
Fixed Charges	3,782	4,039	8,948	10,709	10,816	0	10,816	1,868	21%
Non-Capitalized Assets	0	0	50	100	10,816	0	10,816	10,766	21532%
<b>Total</b>	<b>304,984</b>	<b>309,378</b>	<b>350,065</b>	<b>328,288</b>	<b>317,841</b>	<b>0</b>	<b>317,841</b>	-32,174	-9%
<b>Net Cost</b>	<b>131,844</b>	<b>118,916</b>	<b>182,791</b>	<b>161,014</b>	<b>150,567</b>	<b>0</b>	<b>150,567</b>	-32,224	-18%

## Register Of Deeds

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Other Taxes	874,762	736,458	530,000	625,000	730,000	0	730,000	200,000	38%
State Intergovernmental	3,581	0	8,000	0	0	0	0	-8,000	-100%
Services Charges	594,427	533,338	480,000	615,000	615,000	0	615,000	135,000	28%
<b>Total</b>	<b>1,472,771</b>	<b>1,269,846</b>	<b>1,018,000</b>	<b>1,240,000</b>	<b>1,345,000</b>	<b>0</b>	<b>1,345,000</b>	<b>327,000</b>	<b>32%</b>
<b>Expenses</b>									
Salary & Benefits	606,545	622,935	646,632	572,543	572,546	0	572,546	-74,086	-11%
Supplies & Materials	6,117	4,094	3,754	4,500	4,500	0	4,500	746	20%
Current Services	90,354	77,011	122,210	130,100	22,639	0	22,639	-99,571	-81%
Fixed Charges	82,420	108,058	115,039	117,150	126,850	0	126,850	11,811	10%
Non Capitalized Assets	0	9,652	1,436	3,000	3,000	0	3,000	1,564	109%
<b>Total</b>	<b>785,436</b>	<b>821,752</b>	<b>889,071</b>	<b>827,293</b>	<b>729,535</b>	<b>0</b>	<b>729,535</b>	<b>-159,536</b>	<b>-18%</b>
<b>Net Cost</b>	<b>-687,335</b>	<b>-448,094</b>	<b>-128,929</b>	<b>-412,707</b>	<b>-615,465</b>	<b>0</b>	<b>-615,465</b>	<b>-486,536</b>	<b>377%</b>

# Retiree Health Insurance

**Budget Summary**

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	478,141	571,000	882,000	0	882,000	0	882,000	0	0%
<b>Total</b>	<b>478,141</b>	<b>571,000</b>	<b>882,000</b>	<b>0</b>	<b>882,000</b>	<b>0</b>	<b>882,000</b>	<b>0</b>	<b>0%</b>
<b>Net Cost</b>	<b>478,141</b>	<b>571,000</b>	<b>882,000</b>	<b>0</b>	<b>882,000</b>	<b>0</b>	<b>882,000</b>	<b>0</b>	<b>0%</b>



## Tax Department

The mission of the Harnett County Tax Department is to provide fair and equitable appraisal, assessment, billing, and collection of all taxable real, business, and personal property in Harnett County. The Tax Department is committed to excellent customer service and to fair and timely tax administration as guided by the North Carolina General Statutes.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	50,128	220,018	128,113	43,723	127,723	0	127,723	-390	0%
<b>Total</b>	<b>50,128</b>	<b>220,018</b>	<b>128,113</b>	<b>43,723</b>	<b>127,723</b>	<b>0</b>	<b>127,723</b>	-390	0%
<b>Expenses</b>									
Salary & Benefits	1,320,544	1,277,064	1,100,744	1,364,388	1,278,984	0	1,278,984	178,240	16%
Professional Services	16,000	23,350	25,750	34,550	25,000	0	25,000	-750	-3%
Supplies & Materials	15,164	10,402	13,742	14,100	14,870	0	14,870	1,128	8%
Current Services	94,971	49,509	105,145	129,140	128,840	0	128,840	23,695	23%
Fixed Charges	144,040	192,367	305,508	348,809	324,638	24,450	349,088	43,580	14%
Non Capitalized Assets	443	1,527	314	1,800	1,800	0	1,800	1,486	473%
<b>Total</b>	<b>1,591,162</b>	<b>1,554,219</b>	<b>1,551,203</b>	<b>1,892,787</b>	<b>1,774,132</b>	<b>24,450</b>	<b>1,798,582</b>	247,379	16%
<b>Net Cost</b>	<b>1,541,034</b>	<b>1,334,200</b>	<b>1,423,090</b>	<b>1,849,064</b>	<b>1,646,409</b>	<b>24,450</b>	<b>1,670,859</b>	247,769	17%

### Expansion & Other Notes

**Fund contracted services for discovery purposes to support the Tax Department located at 305 W Cornelius Harnett Boulevard, Lillington:** Provide funding for contracted services with Turner Business Services to identify unreported and under-reporting businesses. The Tax Department acknowledges billed values for Business Personal Property (BPP) should be at least 25-50% higher. By utilizing an outside service to

help with discovery of BPP, the business personal property tax base will increase. Tax Department staff will be trained on the discovery process so it can eventually be done in-house. Net Cost: \$24,450.

# **Human Services Functional Area**

## General Services—Restitution Program

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	93,881	88,000	68,847	81,000	81,000	0	81,000	12,153	18%
Miscellaneous	15,210	5,516	5,000	3,000	3,000	0	3,000	-2,000	-40%
<b>Total</b>	<b>109,091</b>	<b>93,516</b>	<b>73,847</b>	<b>84,000</b>	<b>84,000</b>	<b>0</b>	<b>84,000</b>	10,153	14%
<b>Expenses</b>									
Salary & Benefits	69,979	75,600	69,214	81,176	81,176	0	81,176	11,962	17%
Professional Services	0	0	75	75	75	0	75	0	0%
Supplies & Materials	3,397	2,444	2,247	1,800	1,800	0	1,800	-447	-20%
Current Services	2,605	3,017	2,339	3,226	3,226	0	3,226	887	38%
Fixed Charges	4,361	6,915	8,837	6,255	7,554	0	7,554	-1,283	-15%
Contracts & Grants	7,364	5,499	0	0	0	0	0	0	0%
<b>Total</b>	<b>87,706</b>	<b>93,475</b>	<b>82,712</b>	<b>92,532</b>	<b>93,831</b>	<b>0</b>	<b>93,831</b>	11,119	13%
<b>Net Cost</b>	<b>-21,385</b>	<b>-42</b>	<b>8,865</b>	<b>8,532</b>	<b>9,831</b>	<b>0</b>	<b>9,831</b>	966	11%

## Health Department

The mission of the Harnett County Health Department is to prevent illness, diseases, and injuries, promote healthy lifestyles, and keep the environment clean, healthy, and safe.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	2,657,753	2,840,773	3,632,403	2,547,787	2,547,787	0	2,547,787	-1,084,616	-30%
State Intergovernmental	640,523	333,965	335,686	327,454	327,454	0	327,454	-8,232	-2%
Services Charges	682,518	643,790	588,527	572,800	572,800	0	572,800	-15,727	-3%
Enterprise Charges	0	0	0	0	0	0	0	0	0%
Miscellaneous	12,353	14,638	10,500	10,500	10,500	0	10,500	0	0%
<b>Total</b>	<b>3,993,147</b>	<b>3,833,167</b>	<b>4,567,116</b>	<b>3,458,541</b>	<b>3,458,541</b>	<b>0</b>	<b>3,458,541</b>	<b>-1,108,575</b>	<b>-24%</b>
<b>Expenses</b>									
Salary & Benefits	4,283,125	4,574,978	5,531,899	4,774,933	4,759,695	14,290	4,773,985	-757,914	-14%
Professional Services	5,775	469,878	861,066	609,948	599,110	10,838	609,948	-251,118	-29%
Supplies & Materials	407,063	290,697	523,613	437,388	413,757	-1,650	412,107	-111,506	-21%
Current Services	177,196	119,368	188,745	168,756	161,051	82	161,133	-27,612	-15%
Fixed Charges	908,072	144,738	171,422	175,549	164,432	16,140	180,572	9,150	5%
Non Capitalized Assets	3,000	9,599	94,107	8,728	8,055	673	8,728	-85,379	-91%
<b>Total</b>	<b>5,784,231</b>	<b>5,609,257</b>	<b>7,370,852</b>	<b>6,175,302</b>	<b>6,106,100</b>	<b>40,373</b>	<b>6,146,473</b>	<b>-1,224,379</b>	<b>-17%</b>
<b>Net Cost</b>	<b>1,791,084</b>	<b>1,776,091</b>	<b>2,803,736</b>	<b>2,716,761</b>	<b>2,647,559</b>	<b>40,373</b>	<b>2,687,932</b>	<b>-115,804</b>	<b>-4%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support the Health Department located at 307 W Cornelius Harnett Boulevard,**

**Lillington:** Provide funding for a full-time Environmental Health Specialist (grade 23) and operating expenses, such as a computer, cell phone, and training. The Food & Lodging Program inspects all food and lodging

establishments, pools, tattoo parlors, schools, school cafeterias, nursing homes, residential care homes, childcare centers, etc. in Harnett County. There have been an increased number of restaurants, pool, and childcare center inspections. Food code regulations have increased the average time of inspections and required revisits. An additional Environmental Health Specialist position is needed to keep up with the growing demands in the county. This position is recommended to be funded starting in January 2022.

Net Cost: \$42,152.

**Fund operating costs for four vehicles to support the Health Department located at 307 W Cornelius Harnett Boulevard,**

**Lillington:** Provide funding for operating expenses to lease four county vehicles through the Fleet Management and Replacement System. Based on the FY21 Fleet Analysis Study, it was determined that is more cost effective to lease four vehicles for Environmental Health employees than to pay mileage on personal vehicles. Mileage reimbursement will be reduced to fund the vehicle lease and operating expenses, such as gasoline.

Net Savings: \$1,779.

**Fund a part-time, contract position and operating costs to support the Health Department located at 307 W Cornelius Harnett Boulevard, Lillington:**

Provide funding for a part-time, contract Public Health Educator position and operating expenses, such as office supplies. The Health Education program within the Health Department is responsible for educating and responding to community health needs. With the increased workload from the coronavirus disease (COVID-19) outbreak, the lack of manpower has caused a significant slowdown with increased workload demands. The Health Department has experienced a 300% increase in requests for information from residents via telephone, email, web and through social media platforms. This contract position will assist with providing and disseminating public health data and information. Other costs have been reduced within the department to pay for this request.

Net Cost: \$0.

## Health Department – Senior Services

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	829,280	975,902	1,146,294	843,724	843,724	0	843,724	-302,570	-26%
Miscellaneous	17,211	12,457	16,700	12,700	12,700	0	12,700	-4,000	-24%
Non-Revenue Receipts	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>846,491</b>	<b>993,309</b>	<b>1,162,994</b>	<b>856,424</b>	<b>856,424</b>	<b>0</b>	<b>856,424</b>	<b>-306,570</b>	<b>-26%</b>
<b>Expenses</b>									
Salary & Benefits	652,125	688,200	709,262	733,381	719,265	7,058	726,323	17,061	2%
Professional Services	415	493,494	749,523	508,298	508,298	0	508,298	-241,225	-32%
Supplies & Materials	54,915	23,039	84,811	53,161	53,161	0	53,161	-31,650	-37%
Current Services	21,473	63,270	75,262	72,519	72,519	0	72,519	-2,743	-4%
Fixed Charges	573,775	39,693	46,196	34,842	34,842	0	34,842	-11,354	-25%
Non Capitalized Assets	0	0	14,110	800	800	0	800	-13,310	-94%
<b>Total</b>	<b>1,302,703</b>	<b>1,307,697</b>	<b>1,679,164</b>	<b>1,403,001</b>	<b>1,388,885</b>	<b>7,058</b>	<b>1,395,943</b>	<b>-283,221</b>	<b>-17%</b>
<b>Net Cost</b>	<b>456,212</b>	<b>314,388</b>	<b>516,170</b>	<b>546,577</b>	<b>532,461</b>	<b>7,058</b>	<b>539,519</b>	<b>23,349</b>	<b>5%</b>

### Expansion & Other Notes

**Partial funding of two positions to support Department on Aging-Retired Senior Volunteer Program (RSVP) located at 307 W Cornelius Harnett Boulevard, Lillington:** After 19 years of being fully funded by the federal AmeriCorps Senior grant, the county was not funded for FY 2022, but received a \$23,750 one-time extension of funds to complete grant requirements. In FY 2020, there were 251 active RSVP volunteers serving in the county and they provided 25,177 hours of unpaid

service in their communities. These 25,177 hours equate to \$684,814.40 in savings to local government, businesses, civic organizations, and non-profits who utilize these volunteers. RSVP currently manages 255 active volunteers serving at 24 different volunteer sites across the county. The department has made substantial reductions in operating expenses to offset the loss in revenue, but an additional \$7,058 is needed this fiscal year to fund the remaining salary and benefits of two positions to continue the coordinated efforts of the volunteer program. Net Cost: \$7,058.

## Human Services Appropriations

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
<b>Fixed Charges</b>	31,326	31,118	32,000	0	0	0	0	-32,000	-100%
<b>Total</b>	31,326	31,118	32,000	0	0	0	0	-32,000	-100%
<b>Net Cost</b>	31,326	31,118	32,000	0	0	0	0	-32,000	-100%

### Expansion & Other Notes

**Explanation of funding in FY 2021 and FY 2022:** In the past, this expense, the funding to Mid Carolina Council of Governments (COG), has been budgeted both here and in the Governing Board. Because the COG provides a number of important services generally to the county, the expense is more appropriately reflected in the Governing Board.

## Mental Health

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	0	0	0	22,000	22,000	0	22,000	22,000	100%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>0</b>	<b>22,000</b>	22,000	100%
<b>Expenses</b>									
Fixed Charges	605,679	605,679	605,679	605,679	605,679	0	605,679	0	0%
<b>Total</b>	<b>605,679</b>	<b>605,679</b>	<b>605,679</b>	<b>605,679</b>	<b>605,679</b>	<b>0</b>	<b>605,679</b>	0	0%
<b>Net Cost</b>	<b>605,679</b>	<b>605,679</b>	<b>605,679</b>	<b>583,679</b>	<b>583,679</b>	<b>0</b>	<b>583,679</b>	-22,000	-4%



## Veteran Services

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	2,216	2,182	2,000	2,500	2,000	0	2,000	0	0%
<b>Total</b>	<b>2,216</b>	<b>2,182</b>	<b>2,000</b>	<b>2,500</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	244,677	256,408	280,493	287,626	287,626	0	287,626	7,133	3%
Supplies & Materials	2,417	1,703	3,766	2,900	7,900	0	7,900	4,134	110%
Current Services	6,898	6,127	8,446	9,352	9,452	0	9,452	1,006	12%
Fixed Charges	4,725	5,932	5,773	11,245	6,245	0	6,245	472	8%
Contracts & Grants	4,725	0	5,000	5,000	5,000	0	5,000	0	0%
<b>Total</b>	<b>263,442</b>	<b>270,170</b>	<b>303,478</b>	<b>316,123</b>	<b>316,223</b>	<b>0</b>	<b>316,223</b>	<b>12,745</b>	<b>4%</b>
<b>Net Cost</b>	<b>261,226</b>	<b>267,988</b>	<b>301,478</b>	<b>313,623</b>	<b>314,223</b>	<b>0</b>	<b>314,223</b>	<b>12,745</b>	<b>4%</b>

## Social Services -- Total

The mission of Harnett County Department of Social Services is to provide services to individuals and families to achieve self-sufficiency, safety, and improve their quality of life.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	9,989,215	9,620,632	11,140,740	10,433,455	10,346,654	54,127	10,400,781	-739,959	-7%
State Intergovernmental	289,003	158,809	293,075	245,075	245,075	0	245,075	-48,000	-16%
Services Charges	2,420	3,425	2,500	5,900	5,900	0	5,900	3,400	136%
Miscellaneous	134,967	115,845	115,160	109,200	109,200	0	109,200	-5,960	-5%
<b>Total</b>	<b>10,415,605</b>	<b>9,898,711</b>	<b>11,551,475</b>	<b>10,793,630</b>	<b>10,706,829</b>	<b>54,127</b>	<b>10,760,956</b>	<b>-790,519</b>	<b>-7%</b>
<b>Expenses</b>									
Salary & Benefits	11,133,384	11,427,335	12,393,329	13,157,054	12,784,750	139,583	12,924,333	531,004	4%
Professional Services	354	2,360	2,300	0	0	0	0	-2,300	-100%
Supplies & Materials	50,147	39,538	52,475	47,200	51,850	0	51,850	-625	-1%
Current Services	161,368	154,527	177,125	178,828	185,184	369	185,553	8,428	5%
Fixed Charges	428,379	516,593	490,549	685,715	675,604	1,170	676,774	186,225	38%
Non Capitalized Assets	280,263	14,699	114,826	30,239	25,000	2,044	27,044	-87,782	-76%
DSS Programs	3,656,717	3,858,102	4,212,321	3,931,239	3,870,048	0	3,870,048	-342,273	-8%
<b>Total</b>	<b>15,710,614</b>	<b>16,013,155</b>	<b>17,442,925</b>	<b>18,030,275</b>	<b>17,592,436</b>	<b>143,166</b>	<b>17,735,602</b>	<b>292,677</b>	<b>2%</b>
<b>Net Cost</b>	<b>5,295,009</b>	<b>6,114,444</b>	<b>5,891,450</b>	<b>7,236,645</b>	<b>6,885,607</b>	<b>89,039</b>	<b>6,974,646</b>	<b>1,083,196</b>	<b>18%</b>

**Total Social Services Budget:** The FY 2022 Approved Budget makes numerous changes in allocating costs between the divisions of DSS, especially in personnel costs. As a result, some divisions show a significant increase in cost, while others show a decrease. A total budget is shown to give perspective on the total difference in funding for Social Services.

## Social Services – Administration

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	9,640,803	8,732,032	10,117,477	9,421,233	9,406,672	0	9,406,672	-710,805	-7%
State Intergovernmental	131,600	14,624	0	0	0	0	0	0	0%
Services Charges	2,420	3,425	2,500	0	0	0	0	-2,500	-100%
Miscellaneous	4,641	527	24,100	24,100	24,100	0	24,100	0	0%
<b>Total</b>	<b>9,779,465</b>	<b>8,750,608</b>	<b>10,144,077</b>	<b>9,445,333</b>	<b>9,430,772</b>	<b>0</b>	<b>9,430,772</b>	<b>-713,305</b>	<b>-7%</b>
<b>Expenses</b>									
Salary & Benefits	11,133,384	1,714,318	1,545,565	1,476,785	1,251,061	0	1,251,061	-294,504	-19%
Professional Services	354	2,360	2,300	0	0	0	0	-2,300	-100%
Supplies & Materials	50,147	39,538	52,475	47,200	48,550	0	48,550	-3,925	-7%
Current Services	161,368	154,527	177,125	168,490	168,490	0	168,490	-8,635	-5%
Fixed Charges	428,379	448,458	476,549	529,030	524,169	0	524,169	47,620	10%
Non Capitalized Assets	280,263	14,699	114,826	27,136	25,000	0	25,000	-89,826	-78%
DSS Programs	16,537	14,114	41,300	56,800	21,800	0	21,800	-19,500	-47%
<b>Total</b>	<b>12,070,433</b>	<b>2,388,015</b>	<b>2,410,140</b>	<b>2,305,441</b>	<b>2,039,070</b>	<b>0</b>	<b>2,039,070</b>	<b>-371,070</b>	<b>-15%</b>
<b>Net Cost</b>	<b>2,290,968</b>	<b>-6,362,593</b>	<b>-7,733,937</b>	<b>-7,139,892</b>	<b>-7,391,702</b>	<b>0</b>	<b>-7,391,702</b>	<b>342,235</b>	<b>-4%</b>

### Expansion & Other Notes

**Revenue:** Most Social Services revenue is shown in the Administration Division. A more accurate picture of the impact of Social Services can be seen in the Total Social Services budget summary.

## Social Services – Adoptions

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	8,287	24,232	13,016	12,975	12,975	0	12,975	-41	0%
State Intergovernmental	48,000	13,637	48,000	0	0	0	0	-48,000	-100%
Service Charges	0	0	0	5,900	5,900	0	5,900	5,900	100%
<b>Total</b>	<b>56,287</b>	<b>37,869</b>	<b>61,016</b>	<b>18,875</b>	<b>18,875</b>	<b>0</b>	<b>18,875</b>	<b>-42,141</b>	<b>-69%</b>
<b>Expenses</b>									
Salary & Benefits	0	22,710	110,493	89,182	102,169	0	102,169	-8,324	-8%
DSS Programs	275,757	248,622	287,354	287,300	287,300	0	287,300	-54	0%
<b>Total</b>	<b>275,757</b>	<b>271,332</b>	<b>397,847</b>	<b>376,482</b>	<b>389,469</b>	<b>0</b>	<b>389,469</b>	<b>-8,378</b>	<b>-2%</b>
<b>Net Cost</b>	<b>219,470</b>	<b>233,464</b>	<b>336,831</b>	<b>357,607</b>	<b>370,594</b>	<b>0</b>	<b>370,594</b>	<b>33,763</b>	<b>10%</b>

## Social Services – Adult Medicaid

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	1,516,008	1,487,262	1,610,001	1,610,126	0	1,610,126	122,864	8%
DSS Programs	783,917	696,555	732,000	725,000	725,000	0	725,000	-7,000	-1%
<b>Total</b>	<b>783,917</b>	<b>2,212,563</b>	<b>2,219,262</b>	<b>2,335,001</b>	<b>2,335,126</b>	<b>0</b>	<b>2,335,126</b>	115,864	5%
<b>Net Cost</b>	<b>783,917</b>	<b>2,212,563</b>	<b>2,219,262</b>	<b>2,335,001</b>	<b>2,335,126</b>	<b>0</b>	<b>2,335,126</b>	115,864	5%

## Social Services – Adult Resources

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	9,748	11,560	18,000	37,026	18,000	19,026	37,026	19,026	106%
State Intergovernmental	0	0	75	75	75	0	75	0	0%
Miscellaneous	3,181	2,576	0	0	0	0	0	0	0%
<b>Total</b>	<b>12,929</b>	<b>14,136</b>	<b>18,075</b>	<b>37,101</b>	<b>18,075</b>	<b>19,026</b>	<b>37,101</b>	19,026	105%
<b>Expenses</b>									
Salary & Benefits	0	1,046,702	890,738	924,046	887,663	36,383	924,046	33,308	4%
Current Services	0	0	0	10,188	9,894	294	10,188	10,188	100%
Fixed Charges	0	0	0	390	0	390	390	390	100%
Non Capitalized Assets	0	0	0	985	0	985	985	985	100%
DSS Programs	53,221	52,936	58,244	70,458	70,458	0	70,458	12,214	21%
<b>Total</b>	<b>53,221</b>	<b>1,099,638</b>	<b>948,982</b>	<b>1,006,067</b>	<b>968,015</b>	<b>38,052</b>	<b>1,006,067</b>	57,085	6%
<b>Net Cost</b>	<b>40,291</b>	<b>1,085,502</b>	<b>930,907</b>	<b>968,966</b>	<b>949,940</b>	<b>19,026</b>	<b>968,966</b>	38,059	4%

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington:** Provide funding for a full-time Social Worker Supervisor II position (grade 24) and operating expenses, such as office furniture, computer, and cell phone. Currently, Adult Services has 14 employees and only one supervisor. Other counties comparable to Harnett County's size has, at most, an 8:1 ratio. An additional Social

Worker Supervisor II position would allow for more time to discuss clients' service needs with workers. The supervisors will have time for community outreach on what Adult Services can offer. An additional supervisor position could reduce stress and enhance the work of the Adult Services Unit by allowing for more creative case management. This position is recommended to be funded starting in January 2022.

Net Cost: \$19,026.

## Social Services – Child Care Subsidy

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	2,650,695	207,802	414,877	414,877	0	414,877	207,075	100%
<b>Total</b>	<b>0</b>	<b>2,650,695</b>	<b>207,802</b>	<b>414,877</b>	<b>414,877</b>	<b>0</b>	<b>414,877</b>	207,075	100%
<b>Net Cost</b>	<b>0</b>	<b>2,650,695</b>	<b>207,802</b>	<b>414,877</b>	<b>414,877</b>	<b>0</b>	<b>414,877</b>	207,075	100%

## Social Services – Child Protective Services

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	1,267	98	0	0	0	0	0	0	0%
<b>Total</b>	<b>1,267</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	0	0	2,025,161	2,083,903	2,083,903	0	2,083,903	58,742	3%
Current Services	0	0	0	0	6,000	0	6,000	6,000	100%
Fixed Charges	0	0	0	15,000	15,000	0	15,000	15,000	100%
DSS Programs	1,647	24,615	60,498	6,000	0	0	0	-60,498	-100%
<b>Total</b>	<b>1,647</b>	<b>24,615</b>	<b>2,085,659</b>	<b>2,104,903</b>	<b>2,104,903</b>	<b>0</b>	<b>2,104,903</b>	<b>19,244</b>	<b>1%</b>
<b>Net Cost</b>	<b>379</b>	<b>24,517</b>	<b>2,085,659</b>	<b>2,104,903</b>	<b>2,104,903</b>	<b>0</b>	<b>2,104,903</b>	<b>19,244</b>	<b>1%</b>



## Social Services – Child Support

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	40,644	156,460	85,707	85,707	85,707	0	85,707	0	0%
Miscellaneous	95,171	45,737	27,100	45,100	45,100	0	45,100	18,000	66%
<b>Total</b>	<b>135,815</b>	<b>202,197</b>	<b>112,807</b>	<b>130,807</b>	<b>130,807</b>	<b>0</b>	<b>130,807</b>	18,000	16%
<b>Expenses</b>									
Salary & Benefits	0	1,078,737	1,270,417	1,259,415	1,259,420	0	1,259,420	-10,997	-1%
Current Services	0	0	0	0	800	0	800	800	100%
Fixed Charges	0	68,135	0	87,385	87,385	0	87,385	87,385	100%
DSS Programs	33,584	43,280	61,000	49,700	49,700	0	49,700	-11,300	-19%
<b>Total</b>	<b>33,584</b>	<b>1,190,152</b>	<b>1,331,417</b>	<b>1,396,500</b>	<b>1,397,305</b>	<b>0</b>	<b>1,397,305</b>	65,888	5%
<b>Net Cost</b>	<b>-102,231</b>	<b>987,955</b>	<b>1,218,610</b>	<b>1,265,693</b>	<b>1,266,498</b>	<b>0</b>	<b>1,266,498</b>	47,888	4%

## Social Services – Daycare

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	185,389	52,315	0	0	0	0	-52,315	-100%
<b>Total</b>	<b>0</b>	<b>185,389</b>	<b>52,315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-52,315</b>	<b>-100%</b>
<b>Net Cost</b>	<b>0</b>	<b>185,389</b>	<b>52,315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-52,315</b>	<b>-100%</b>

## Social Services – Energy Programs

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
DSS Programs	1,031,702	1,122,625	1,292,169	1,117,949	1,105,758	0	1,105,758	-186,411	-14%
<b>Total</b>	<b>1,031,702</b>	<b>1,122,625</b>	<b>1,292,169</b>	<b>1,117,949</b>	<b>1,105,758</b>	<b>0</b>	<b>1,105,758</b>	<b>-186,411</b>	<b>-14%</b>
<b>Net Cost</b>	<b>1,031,702</b>	<b>1,116,505</b>	<b>1,268,209</b>	<b>1,117,949</b>	<b>1,105,758</b>	<b>0</b>	<b>1,105,758</b>	<b>-162,451</b>	<b>-13%</b>

## Social Services – Family & Children’s Medicaid

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	1,463,484	1,541,975	1,645,932	1,645,932	0	1,645,932	103,957	7%
<b>Total</b>	<b>0</b>	<b>1,463,484</b>	<b>1,541,975</b>	<b>1,645,932</b>	<b>1,645,932</b>	<b>0</b>	<b>1,645,932</b>	103,957	7%
<b>Net Cost</b>	<b>0</b>	<b>1,463,484</b>	<b>1,541,975</b>	<b>1,645,932</b>	<b>1,645,932</b>	<b>0</b>	<b>1,645,932</b>	103,957	7%

## Social Services – Food Stamps

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	12,659	21,577	15,000	15,000	15,000	0	15,000	0	0%
<b>Total</b>	<b>12,659</b>	<b>21,577</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	0	1,242,775	1,401,272	1,534,378	1,534,378	0	1,534,378	133,106	9%
DSS Programs	32,414	47,869	61,232	61,232	53,232	0	53,232	-8,000	-13%
<b>Total</b>	<b>32,414</b>	<b>1,290,644</b>	<b>1,462,504</b>	<b>1,595,610</b>	<b>1,587,610</b>	<b>0</b>	<b>1,587,610</b>	<b>125,106</b>	<b>9%</b>
<b>Net Cost</b>	<b>19,755</b>	<b>1,269,067</b>	<b>1,447,504</b>	<b>1,580,610</b>	<b>1,572,610</b>	<b>0</b>	<b>1,572,610</b>	<b>125,106</b>	<b>9%</b>

## Social Services – Foster Care

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	223,474	646,833	836,540	806,514	753,300	35,101	788,401	-48,139	-6%
State Intergovernmental	109,403	130,548	245,000	245,000	245,000	0	245,000	0	0%
<b>Total</b>	<b>332,877</b>	<b>777,381</b>	<b>1,081,540</b>	<b>1,051,514</b>	<b>998,300</b>	<b>35,101</b>	<b>1,033,401</b>	-48,139	-4%
<b>Expenses</b>									
Salary & Benefits	0	0	1,174,623	1,307,013	1,183,689	103,200	1,286,889	112,266	10%
Supplies & Materials	0	0	0	0	3,300	0	3,300	3,300	100%
Fixed Charges	0	0	14,000	53,910	49,050	780	49,830	35,830	256%
DSS Programs	1,299,775	1,547,643	1,522,400	1,460,800	1,460,800	0	1,460,800	-61,600	-4%
<b>Total</b>	<b>1,299,775</b>	<b>1,547,643</b>	<b>2,711,023</b>	<b>2,823,991</b>	<b>2,696,839</b>	<b>105,114</b>	<b>2,801,953</b>	90,930	3%
<b>Net Cost</b>	<b>966,898</b>	<b>770,262</b>	<b>1,629,483</b>	<b>1,772,477</b>	<b>1,698,539</b>	<b>70,013</b>	<b>1,768,552</b>	139,069	9%

### Expansion & Other Notes

**Fund two full-time employees and operating costs to support Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington:** Provide funding for two full-time Social Worker III positions (grade 23) and operating expenses, such as office furniture, computers, and cell phones. The Harnett County DSS Foster Care Program is responsible for ensuring the safety of children that are brought into custody because of issues related to Child Protective Services. These children are required to be visited once a month in their foster home. As of 2/22/2021, there were 178 children in the county's custody. State

policy mandates that counties have a 15:1 ratio for the number of foster children per social worker. Currently, the county has a 30:1 ratio with six social workers. Two Social Worker III positions will help reduce the ratio of children per worker and allow for smaller caseload sizes so the worker can focus on moving foster children into permanent placement within 12 months.

Net Cost: \$70,013.

## Social Services – Fraud Prevention

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	18,048	39,210	25,000	25,000	25,000	0	25,000	0	0%
<b>Total</b>	<b>18,048</b>	<b>39,210</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	0	231,969	297,397	340,031	340,031	0	340,031	42,634	14%
<b>Total</b>	<b>0</b>	<b>231,969</b>	<b>297,397</b>	<b>340,031</b>	<b>340,031</b>	<b>0</b>	<b>340,031</b>	<b>42,634</b>	<b>14%</b>
<b>Net Cost</b>	<b>-18,048</b>	<b>192,759</b>	<b>272,397</b>	<b>315,031</b>	<b>315,031</b>	<b>0</b>	<b>315,031</b>	<b>42,634</b>	<b>16%</b>

## Social Services – Medicaid Transportation

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	66,258	49,515	70,000	70,000	70,000	0	70,000	0	0%
<b>Total</b>	<b>66,258</b>	<b>49,515</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	0	10,995	141,078	146,138	146,148	0	146,148	5,070	4%
DSS Programs	70,598	53,884	70,000	70,000	70,000	0	70,000	0	0%
<b>Total</b>	<b>70,598</b>	<b>64,879</b>	<b>211,078</b>	<b>216,138</b>	<b>216,148</b>	<b>0</b>	<b>216,148</b>	<b>5,070</b>	<b>2%</b>
<b>Net Cost</b>	<b>4,340</b>	<b>15,364</b>	<b>141,078</b>	<b>146,138</b>	<b>146,148</b>	<b>0</b>	<b>146,148</b>	<b>5,070</b>	<b>4%</b>



## Social Services – Temporary Resources

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
DSS Programs	124	0	124	0	0	0	0	-124	-100%
<b>Total</b>	<b>124</b>	<b>0</b>	<b>124</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-124</b>	<b>-100%</b>
<b>Net Cost</b>	<b>124</b>	<b>0</b>	<b>124</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-124</b>	<b>-100%</b>

## Social Services – Work First

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	263,554	247,231	325,353	325,353	0	325,353	78,122	32%
DSS Programs	57,443	5,958	26,000	26,000	26,000	0	26,000	0	0%
<b>Total</b>	<b>57,443</b>	<b>269,512</b>	<b>273,231</b>	<b>351,353</b>	<b>351,353</b>	<b>0</b>	<b>351,353</b>	78,122	29%
<b>Net Cost</b>	<b>57,443</b>	<b>269,512</b>	<b>273,231</b>	<b>351,353</b>	<b>351,353</b>	<b>0</b>	<b>351,353</b>	78,122	29%

# **Non-Departmental Functional Area**

## Contingency

Amounts are budgeted in contingency to avoid inflating department budgets for “what-if” situations. For example, in the past the Emergency Services budget included \$50,000 for a debris removal contract in case a natural disaster occurred requiring this service.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Interfund/Budgetary	0	0	572,590	950,000	930,000	0	930,000	357,410	62%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>572,590</b>	<b>950,000</b>	<b>930,000</b>	<b>0</b>	<b>930,000</b>	357,410	62%
<b>Net Cost</b>	<b>0</b>	<b>0</b>	<b>572,590</b>	<b>950,000</b>	<b>930,000</b>	<b>0</b>	<b>930,000</b>	357,410	62%

### Expansion & Other Notes

**Difference between FY 2020 and FY 2021:** The FY 2021 Original Budget amount for contingency was \$772,748. As funds have been moved out of contingency into other departments, the Revised Budget amount has been

reduced to reflect these transfers. If the FY 2022 Approved amount was compared with the original budget, the variance would be \$157,252 and the percent increase would be 20%.

## Transfers to Debt and Capital Improvements

Transfers are made to special revenue funds to meet statutory obligations, such as the transfer to the Revaluation Fund, to meet debt obligations and to fund future capital needs.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Interfund/Budgetary	16,210,096	15,303,912	19,400,906	14,738,195	14,374,297	0	14,374,297	-5,026,609	-26%
<b>Total</b>	<b>16,210,096</b>	<b>15,303,912</b>	<b>19,400,906</b>	<b>14,738,195</b>	<b>14,374,297</b>	<b>0</b>	<b>14,374,297</b>	<b>-5,026,609</b>	<b>-26%</b>
<b>Net Cost</b>	<b>16,210,096</b>	<b>15,303,912</b>	<b>19,400,906</b>	<b>14,738,195</b>	<b>14,374,297</b>	<b>0</b>	<b>14,374,297</b>	<b>-5,026,609</b>	<b>-26%</b>

### Expansion & Other Notes

Transfers were reduced to help balance the budget. The transfer to the Greenway Capital Reserve, called for the in the Approved 2022-2028 Capital Improvements Plan, was not recommended.

# **Public Safety Functional Area**

## Animal Services—Animal Control

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	3,332	0	0	0	0	0	0	0	0%
Services Charges	117,625	44,840	54,800	55,000	55,000	0	55,000	200	0%
Miscellaneous	660	600	1,200	0	0	0	0	-1,200	-100%
<b>Total</b>	<b>121,617</b>	<b>45,440</b>	<b>56,000</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>55,000</b>	<b>-1,000</b>	<b>-2%</b>
<b>Expenses</b>									
Salary & Benefits	252,174	217,922	254,927	257,818	257,818	0	257,818	2,891	1%
Supplies & Materials	18,333	17,646	28,777	20,590	21,670	0	21,670	-7,107	-25%
Current Services	10,753	12,798	22,041	16,715	16,715	0	16,715	-5,326	-24%
Fixed Charges	11,092	22,616	15,844	18,644	19,582	0	19,582	3,738	24%
Non Capitalized Assets	577	11,260	83	0	0	0	0	-83	-100%
<b>Total</b>	<b>292,928</b>	<b>282,243</b>	<b>321,672</b>	<b>313,767</b>	<b>315,785</b>	<b>0</b>	<b>315,785</b>	<b>-5,887</b>	<b>-2%</b>
<b>Net Cost</b>	<b>171,311</b>	<b>236,803</b>	<b>265,672</b>	<b>258,767</b>	<b>260,785</b>	<b>0</b>	<b>260,785</b>	<b>-4,887</b>	<b>-2%</b>

## Animal Services--Shelter

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	0	1,277	3,000	3,000	3,000	0	3,000	0	0%
Services Charges	41,921	22,749	18,000	21,000	21,000	0	21,000	3,000	17%
Miscellaneous	1,284	2,718	8,101	0	0	0	0	-8,101	-100%
<b>Total</b>	<b>43,205</b>	<b>26,744</b>	<b>29,101</b>	<b>24,000</b>	<b>24,000</b>	<b>0</b>	<b>24,000</b>	-5,101	-18%
<b>Expenses</b>									
Salary & Benefits	180,076	150,877	231,044	250,574	227,039	0	227,039	-4,005	-2%
Professional Services	2,517	6,662	19,900	59,500	14,400	0	14,400	-5,500	-28%
Supplies & Materials	30,089	36,395	71,607	65,000	65,054	0	65,054	-6,553	-9%
Current Services	23,544	18,682	28,660	22,500	22,500	0	22,500	-6,160	-21%
Fixed Charges	3,374	3,644	1,838	2,834	2,618	0	2,618	780	42%
Non Capitalized Assets	418	2,930	5,300	83	0	0	0	-5,300	-100%
<b>Total</b>	<b>240,018</b>	<b>219,190</b>	<b>358,349</b>	<b>400,491</b>	<b>331,611</b>	<b>0</b>	<b>331,611</b>	-26,738	-7%
<b>Net Cost</b>	<b>196,813</b>	<b>192,446</b>	<b>329,248</b>	<b>376,491</b>	<b>307,611</b>	<b>0</b>	<b>307,611</b>	-21,637	-7%



## Emergency Services

Mission: To protect the citizens and environment of Harnett County from the effects of disasters and emergencies through a unified and comprehensive emergency management program of mitigation, preparedness, response, and recovery by local, State, and Federal partners, private industry and volunteer organizations.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	0	32,840	0	0	0	0	0	0	0%
Services Charges	39,573	62,606	9,700	0	44,000	0	44,000	34,300	354%
Miscellaneous	55	191	2,850	0	0	0	0	-2,850	-100%
<b>Total</b>	<b>39,628</b>	<b>95,637</b>	<b>12,550</b>	<b>0</b>	<b>44,000</b>	<b>0</b>	<b>44,000</b>	<b>31,450</b>	<b>251%</b>
<b>Expenses</b>									
Salary & Benefits	736,257	794,251	801,893	755,472	755,472	0	755,472	-46,421	-6%
Professional Services	705	235	2,430	2,500	2,500	0	2,500	70	3%
Supplies & Materials	66,050	69,798	55,604	60,760	61,930	0	61,930	6,326	11%
Current Services	28,748	39,121	75,741	75,176	74,726	0	74,726	-1,015	-1%
Fixed Charges	176,146	90,075	43,677	51,310	51,310	0	51,310	7,633	17%
Non Capitalized Assets	5,252	12,906	25,509	5,000	7,250	0	7,250	-18,259	-72%
<b>Total</b>	<b>1,013,159</b>	<b>1,006,386</b>	<b>1,004,854</b>	<b>950,218</b>	<b>953,188</b>	<b>0</b>	<b>953,188</b>	<b>-51,666</b>	<b>-5%</b>
<b>Net Cost</b>	<b>973,531</b>	<b>910,749</b>	<b>992,304</b>	<b>950,218</b>	<b>909,188</b>	<b>0</b>	<b>909,188</b>	<b>-83,116</b>	<b>-8%</b>

## Emergency Services—Emergency Management Grants

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	26,450	51,640	198,475	26,640	26,640	0	26,640	-171,835	-87%
State Intergovernmental	34,471	500,014	1,000	27,639	27,639	0	27,639	26,639	2664%
<b>Total</b>	<b>60,921</b>	<b>551,653</b>	<b>199,475</b>	<b>54,279</b>	<b>54,279</b>	<b>0</b>	<b>54,279</b>	<b>-145,196</b>	<b>-73%</b>
<b>Expenses</b>									
Supplies & Materials	52,683	489,826	66,975	54,279	54,279	0	54,279	-12,696	-19%
Capital Outlay	0	48,907	125,000	0	0	0	0	-125,000	-100%
Non Capitalized Assets	0	26,661	7,500	0	0	0	0	-7,500	-100%
<b>Total</b>	<b>52,683</b>	<b>565,395</b>	<b>199,475</b>	<b>54,279</b>	<b>54,279</b>	<b>0</b>	<b>54,279</b>	<b>-145,196</b>	<b>-73%</b>
<b>Net Cost</b>	<b>-8,238</b>	<b>13,741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## Emergency Services—Emergency Medical Services (EMS)

The Harnett County EMS Division’s Mission is to coordinate, develop, improve, and maintain a comprehensive and dynamic emergency medical services system to prevent and reduce premature death and disability. This system shall be integrated within the entire health care network. The emergency medical services system will ensure prompt, effective and unimpeded service to all residents and visitors of Harnett County.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	4,779,143	4,995,020	8,100,000	4,836,449	5,140,000	0	5,140,000	-2,960,000	-37%
Miscellaneous	202,038	9,260	195,974	0	0	0	0	-195,974	-100%
<b>Total</b>	<b>4,981,181</b>	<b>5,004,280</b>	<b>8,295,974</b>	<b>4,836,449</b>	<b>5,140,000</b>	<b>0</b>	<b>5,140,000</b>	<b>-3,155,974</b>	<b>-38%</b>
<b>Expenses</b>									
Salary & Benefits	6,269,384	6,882,758	7,305,099	7,371,148	7,371,148	0	7,371,148	66,049	1%
Professional Services	27,560	31,850	0	0	0	0	0	0	0%
Supplies & Materials	440,710	457,757	551,470	585,000	596,250	0	596,250	44,780	8%
Current Services	57,497	58,372	128,997	139,731	133,031	0	133,031	4,034	3%
Fixed Charges	95,387	177,939	722,135	650,230	647,230	0	647,230	-74,905	-10%
Capital Outlay	0	0	85,000	0	0	0	0	-85,000	-100%
Non Capitalized Assets	1,173	6,797	1,172	0	0	0	0	-1,172	-100%
<b>Total</b>	<b>6,891,711</b>	<b>7,615,473</b>	<b>8,793,873</b>	<b>8,746,109</b>	<b>8,747,659</b>	<b>0</b>	<b>8,747,659</b>	<b>-46,214</b>	<b>-1%</b>
<b>Net Cost</b>	<b>1,910,530</b>	<b>2,611,193</b>	<b>497,899</b>	<b>3,909,660</b>	<b>3,607,659</b>	<b>0</b>	<b>3,607,659</b>	<b>3,109,760</b>	<b>625%</b>

## Emergency Services—Medical Examiner

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	0	0	0	0	0	0	0	0	0%
Current Services	0	0	0	0	0	0	0	0	0%
Fixed Charges	59,800	121,050	95,000	100,000	100,000	0	100,000	5,000	5%
<b>Total</b>	<b>59,800</b>	<b>121,050</b>	<b>95,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	5,000	5%
<b>Net Cost</b>	<b>59,800</b>	<b>121,050</b>	<b>95,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	5,000	5%

### Expansion & Other Notes

In addition to the funding above, \$25,000 has been set aside in contingency in case the need for medical examiner services exceeds budget, which the county cannot control.

## Emergency Services—Rescue Districts

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Fixed Charges	3,636,434	3,673,427	3,673,427	4,152,210	4,152,210	0	4,152,210	478,783	13%
<b>Total</b>	<b>3,636,434</b>	<b>3,673,427</b>	<b>3,673,427</b>	<b>4,152,210</b>	<b>4,152,210</b>	<b>0</b>	<b>4,152,210</b>	<b>478,783</b>	<b>13%</b>
<b>Net Cost</b>	<b>3,636,434</b>	<b>3,673,427</b>	<b>3,673,427</b>	<b>4,152,210</b>	<b>4,152,210</b>	<b>0</b>	<b>4,152,210</b>	<b>478,783</b>	<b>13%</b>

### Expansion & Other Notes

**FY 2022 funding compared with FY 2021 funding:** Overall, the Emergency Services Director and County Manager are recommending a 3% across-the-board increase for rescue agencies. Additional funding is also recommended to offset the loss of Medicaid Cost Settlement funds while a dispute with the state over the county's funding is being settled. The county fully expects this funding to be restored.

## Total Sheriff Office

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	52,096	39,091	157,894	109,000	16,500	0	16,500	-141,394	-90%
State Intergovernmental	61,792	50,000	14,000	14,000	48,000	0	48,000	34,000	243%
Services Charges	2,077,823	3,186,602	2,594,229	955,025	2,668,093	38,162	2,706,255	112,026	4%
Miscellaneous	365,342	302,880	107,000	95,000	163,930	0	163,930	56,930	53%
<b>Total</b>	<b>2,557,053</b>	<b>3,578,599</b>	<b>2,873,123</b>	<b>1,173,025</b>	<b>2,896,523</b>	<b>38,162</b>	<b>2,934,685</b>	61,562	2%
<b>Expenses</b>									
Salary & Benefits	13,555,466	15,304,901	15,739,419	18,209,724	16,412,427	1,017,904	17,430,331	1,690,912	11%
Professional Services	60,585	108,238	89,400	98,375	91,775	0	91,775	2,375	3%
Supplies & Materials	994,116	795,727	1,150,284	907,021	932,091	200	932,291	-217,993	-19%
Current Services	577,003	600,776	874,310	982,788	918,283	0	918,283	43,973	5%
Fixed Charges	2,052,450	1,997,591	2,548,011	2,977,612	2,125,201	0	2,125,201	-422,810	-17%
Capital Outlay	0	0	0	476,691	0	22,591	22,591	22,591	100%
Non Capitalized Assets	74,592	48,384	191,822	601,893	70,138	800	70,938	-120,884	-63%
<b>Total</b>	<b>17,314,212</b>	<b>18,855,618</b>	<b>20,593,246</b>	<b>24,254,104</b>	<b>20,549,915</b>	<b>1,041,495</b>	<b>21,591,410</b>	998,164	5%
<b>Net Cost</b>	<b>14,757,159</b>	<b>15,277,019</b>	<b>17,720,123</b>	<b>23,081,079</b>	<b>17,653,392</b>	<b>1,003,333</b>	<b>18,656,725</b>	936,602	5%

### Expansion & Other Notes

**Difference between FY 2021 and FY 2022:** Changes have been made to the various divisions of the Sheriff's Office to correct where positions are budgeted and where revenue should be reflected and to simplify how some expenditures are budgeted (all utilities are now budgeted in the Jail). All but the School Resource Officers (SRO) Division increased over last year. The SRO Division was reduced to more accurately reflect the actual

expenses for funding the towns to provide school resource officers. A summary of the Sheriff's Office budget is shown to give an overall perspective. Expenditures increased 5% with the reclassification of all sworn deputy positions.

**Fund a two-grade reclassification for all sworn deputy positions.**  
Net Cost: \$947,635.

## Sheriff's Office

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	52,096	39,091	157,894	109,000	16,500	0	16,500	-141,394	-90%
State Intergovernmental	1,413	14,153	14,000	14,000	14,000	0	14,000	0	0%
Services Charges	960,757	325,595	310,025	76,025	296,025	0	296,025	-14,000	-5%
Miscellaneous	1,000	1,174	0	0	0	0	0	0	0%
<b>Total</b>	<b>1,015,267</b>	<b>380,038</b>	<b>481,919</b>	<b>199,025</b>	<b>326,525</b>	<b>0</b>	<b>326,525</b>	-155,394	-32%
<b>Expenses</b>									
Salary & Benefits	9,125,999	10,092,402	9,780,130	12,022,486	10,280,890	776,980	11,057,870	1,277,740	13%
Professional Services	55,975	100,433	82,900	89,175	82,175	0	82,175	-725	-1%
Supplies & Materials	797,538	705,869	1,041,172	786,271	820,756	0	820,756	-220,416	-21%
Current Services	203,161	171,579	432,520	490,813	451,028	0	451,028	18,508	4%
Fixed Charges	307,445	266,738	285,363	494,018	320,841	0	320,841	35,478	12%
Capital Outlay	0	0	0	454,100	0	0	0	0	0%
Non Capitalized Assets	74,592	48,384	169,822	556,312	22,000	0	22,000	-147,822	-87%
<b>Total</b>	<b>10,564,710</b>	<b>11,385,406</b>	<b>11,791,907</b>	<b>14,893,175</b>	<b>11,977,690</b>	<b>776,980</b>	<b>12,754,670</b>	962,763	8%
<b>Net Cost</b>	<b>9,549,443</b>	<b>11,005,368</b>	<b>11,309,988</b>	<b>14,694,150</b>	<b>11,651,165</b>	<b>776,980</b>	<b>12,428,145</b>	1,118,157	10%

## Sheriff's Office—Campbell Deputies

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	Appr Cont	FY 22 Appr Exp	Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	358,842	507,044	465,204	0	469,068	38,162	507,230	42,026	9%
Miscellaneous	10,459	90,575	12,000	0	20,930	0	20,930	8,930	74%
<b>Total</b>	<b>369,301</b>	<b>597,620</b>	<b>477,204</b>	<b>0</b>	<b>489,998</b>	<b>38,162</b>	<b>528,160</b>	50,956	11%
<b>Expenses</b>									
Salary & Benefits	473,241	456,145	454,204	465,888	465,888	38,162	504,050	49,846	11%
Supplies & Materials	9,402	10,672	13,500	13,500	14,310	0	14,310	810	6%
Current Services	289	5,593	9,500	9,500	9,800	0	9,800	300	3%
Fixed Charges	3,600	3,900	0	0	0	0	0	0	0%
<b>Total</b>	<b>486,532</b>	<b>476,310</b>	<b>477,204</b>	<b>488,888</b>	<b>489,998</b>	<b>38,162</b>	<b>528,160</b>	50,956	11%
<b>Net Cost</b>	<b>117,230</b>	<b>-121,309</b>	<b>0</b>	<b>488,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	0	0%



## Sheriff's Office—Child Support Enforcement

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	70,737	59,804	67,836	68,974	68,971	5,798	74,769	6,933	10%
Supplies & Materials	700	19	2,500	2,500	2,725	0	2,725	225	9%
Current Services	0	127	1,340	0	1,750	0	1,750	410	31%
<b>Total</b>	<b>71,437</b>	<b>59,950</b>	<b>71,676</b>	<b>71,474</b>	<b>73,446</b>	<b>5,798</b>	<b>79,244</b>	7,568	11%
<b>Net Cost</b>	<b>71,437</b>	<b>59,950</b>	<b>71,676</b>	<b>71,474</b>	<b>73,446</b>	<b>5,798</b>	<b>79,244</b>	7,568	11%

## Sheriff's Office—Emergency Communications

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	1,532,555	1,616,232	1,716,115	1,655,457	1,736,014	0	1,736,014	19,899	1%
Professional Services	6,621	12,912	800	800	800	0	800	0	0%
Supplies & Materials	7,310	8,920	6,250	6,197	6,198	0	6,198	-52	-1%
Current Services	17,634	17,477	34,012	46,537	45,369	0	45,369	11,357	33%
Fixed Charges	212,220	213,227	154,131	161,765	165,065	0	165,065	10,934	7%
Non Capitalized Assets	940	0	940	2,308	940	0	940	0	0%
<b>Total</b>	<b>1,777,280</b>	<b>1,868,768</b>	<b>1,912,248</b>	<b>1,873,064</b>	<b>1,954,386</b>	<b>0</b>	<b>1,954,386</b>	42,138	2%
<b>Net Cost</b>	<b>1,777,280</b>	<b>1,868,768</b>	<b>1,912,248</b>	<b>1,873,064</b>	<b>1,954,386</b>	<b>0</b>	<b>1,954,386</b>	42,138	2%

## Sheriff's Office--Jail

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	60,378	35,847	0	0	34,000	0	34,000	34,000	100%
Services Charges	758,223	1,051,169	940,000	0	1,024,000	0	1,024,000	84,000	9%
Miscellaneous	353,883	211,131	95,000	95,000	143,000	0	143,000	48,000	51%
<b>Total</b>	<b>1,172,485</b>	<b>1,298,147</b>	<b>1,035,000</b>	<b>95,000</b>	<b>1,201,000</b>	<b>0</b>	<b>1,201,000</b>	166,000	16%
<b>Expenses</b>									
Salary & Benefits	3,124,225	3,762,657	3,921,767	4,107,027	4,051,329	67,461	4,118,790	197,023	5%
Professional Services	4,610	7,805	6,500	9,200	9,600	0	9,600	3,100	48%
Supplies & Materials	186,476	79,166	93,112	104,750	94,300	200	94,500	1,388	1%
Current Services	373,552	423,478	430,950	482,475	447,455	0	447,455	16,505	4%
Fixed Charges	1,333,858	1,319,353	1,383,648	1,604,594	1,404,360	0	1,404,360	20,712	1%
Capital Outlay	0	0	0	22,591	0	22,591	22,591	22,591	100%
Non Capitalized Assets	0	0	22,000	45,581	48,138	800	48,938	26,938	122%
<b>Total</b>	<b>5,022,722</b>	<b>5,592,460</b>	<b>5,857,977</b>	<b>6,376,218</b>	<b>6,055,182</b>	<b>91,052</b>	<b>6,146,234</b>	288,257	5%
<b>Net Cost</b>	<b>3,850,237</b>	<b>4,294,312</b>	<b>4,822,977</b>	<b>6,281,218</b>	<b>4,854,182</b>	<b>91,052</b>	<b>4,945,234</b>	122,257	3%

### Expansion & Other Notes

**Fund capital cost for a gas fryer to support the Detention Center located at 175 Bain Street, Lillington:** Provide funding for capital expenses to replace the Vulcan gas fryer in the Detention Center kitchen. The current fryer is 12 years old and should be replaced.

Net Cost: \$22,591.

**Fund two full-time employees and operating costs to support the Detention Center at the Sherriff's Office located at 175 Bain Street, Lillington:** Provide funding to unfreeze two full-time Detention Officer positions (grade 104) and operating expenses, such as radios and uniforms. The Harnett County Detention Center processes over 6,000 inmates per year. The kitchen prepares over 273,000 meals per year. A Detention Officer is responsible for the management of all inmates, up to 56 in a pod

for a given 12-hour period. The average daily inmate population in 2020 was 259. To safely run and supervise the detention facility, the addition of two Detention Officer positions is needed. The Sheriff's Office believes the additional officers will alleviate the strain on squads who are routinely short-staffed. These positions are recommended to be funded starting in January 2022.

Net Cost: \$56,698.

## Sheriff's Office—School Resource Officers

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	1,302,794	879,000	879,000	879,000	0	879,000	0	0%
<b>Total</b>	<b>0</b>	<b>1,302,794</b>	<b>879,000</b>	<b>879,000</b>	<b>879,000</b>	<b>0</b>	<b>879,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	761,263	933,893	1,515,482	1,545,349	1,545,349	129,503	1,674,852	159,370	11%
Current Services	0	0	0	0	8,250	0	8,250	8,250	100%
Fixed Charges	407,548	407,599	879,000	879,000	400,000	0	400,000	-479,000	-54%
<b>Total</b>	<b>1,168,811</b>	<b>1,341,493</b>	<b>2,394,482</b>	<b>2,424,349</b>	<b>1,953,599</b>	<b>129,503</b>	<b>2,083,102</b>	<b>-311,380</b>	<b>-13%</b>
<b>Net Cost</b>	<b>1,168,811</b>	<b>38,698</b>	<b>1,515,482</b>	<b>1,545,349</b>	<b>1,074,599</b>	<b>129,503</b>	<b>1,204,102</b>	<b>-311,380</b>	<b>-21%</b>

# Transportation Functional Area

## Harnett Area Rural Transit System (HARTS) -- Administration

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	225,907	394,022	574,670	459,972	266,372	193,600	459,972	-114,698	-20%
State Intergovernmental	17,139	36,906	78,967	40,848	16,648	24,200	40,848	-38,119	-48%
<b>Total</b>	<b>243,046</b>	<b>430,928</b>	<b>653,637</b>	<b>500,820</b>	<b>283,020</b>	<b>217,800</b>	<b>500,820</b>	<b>-152,817</b>	<b>-23%</b>
<b>Expenses</b>									
Salary & Benefits	154,185	174,350	204,610	203,686	203,686	0	203,686	-924	0%
Professional Services	1,240	1,211	2,000	2,000	2,000	0	2,000	0	0%
Supplies & Materials	4,520	5,790	9,301	9,301	9,301	0	9,301	0	0%
Current Services	18,490	30,020	38,724	40,719	40,719	0	40,719	1,995	5%
Fixed Charges	44,630	35,502	42,746	106,334	106,334	0	106,334	63,588	149%
Non Capitalized Assets	64,111	245,640	439,000	242,000	0	242,000	242,000	-197,000	-45%
<b>Total</b>	<b>287,175</b>	<b>492,513</b>	<b>736,381</b>	<b>604,040</b>	<b>362,040</b>	<b>242,000</b>	<b>604,040</b>	<b>-132,341</b>	<b>-18%</b>
<b>Net Cost</b>	<b>44,129</b>	<b>61,585</b>	<b>82,744</b>	<b>103,220</b>	<b>79,020</b>	<b>24,200</b>	<b>103,220</b>	<b>20,476</b>	<b>25%</b>

### Expansion & Other Notes

**Fund grant match to replace transit vehicles at 250 Alexander Drive, Lillington:** Provide funding to match CTPCP Grant to replace four transit vehicles. North Carolina Department of Transportation's best practices indicate light transit vehicles (LTV) that have reached 145,000 accumulated miles are at the end of their lifecycle and should be scheduled for replacement. Based on current mileage of van numbers 7918, 7937, 7939 and 7942 the average mileage is 223,244. These vans have far exceeded North Carolina Department of Transportation's

recommended lifecycle. Procurement includes the cost of the vehicle, required camera system & install, radio system & install, fuel, and maintenance. NCDOT provides most of the funding. The county is required to provide a 10% match.

Net Cost: \$24,200.

## Harnett Area Rural Transit System (HARTS) – Transportation

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	101,274	425,421	88,555	83,568	83,568	0	83,568	-4,987	-6%
State Intergovernmental	188,372	1,769,819	1,267,933	1,017,933	1,017,933	0	1,017,933	-250,000	-20%
Services Charges	104,803	25,593	31,975	10,000	10,000	0	10,000	-21,975	-69%
<b>Total</b>	<b>394,449</b>	<b>2,220,833</b>	<b>1,388,463</b>	<b>1,111,501</b>	<b>1,111,501</b>	<b>0</b>	<b>1,111,501</b>	<b>-276,962</b>	<b>-20%</b>
<b>Expenses</b>									
Salary & Benefits	929,028	824,737	1,172,214	1,175,816	1,175,816	0	1,175,816	3,602	0%
Professional Services	1,944	1,796	2,810	2,000	2,000	0	2,000	-810	-29%
Supplies & Materials	165,337	129,350	164,397	166,600	166,600	0	166,600	2,203	1%
Current Services	91,735	97,492	146,210	133,300	138,300	0	138,300	-7,910	-5%
Fixed Charges	118,353	24,270	26,300	28,900	28,900	0	28,900	2,600	10%
Non Capitalized Assets	7,675	4,753	1,700	0	0	0	0	-1,700	-100%
<b>Total</b>	<b>1,314,072</b>	<b>1,082,398</b>	<b>1,513,631</b>	<b>1,506,616</b>	<b>1,511,616</b>	<b>0</b>	<b>1,511,616</b>	<b>-2,015</b>	<b>0%</b>
<b>Net Cost</b>	<b>919,623</b>	<b>-1,138,435</b>	<b>125,168</b>	<b>395,115</b>	<b>400,115</b>	<b>0</b>	<b>400,115</b>	<b>274,947</b>	<b>220%</b>



## Harnett Regional Jetport

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	43,465	52,772	27,314	0	0	0	0	-27,314	-100%
Miscellaneous	5,346	7,835	7,385	7,385	7,385	27,900	35,285	27,900	378%
<b>Total</b>	<b>48,811</b>	<b>60,607</b>	<b>34,699</b>	<b>7,385</b>	<b>7,385</b>	<b>27,900</b>	<b>35,285</b>	586	2%
<b>Expenses</b>									
Salary & Benefits	0	0	100	100	100	215,006	215,106	215,006	215006%
Professional Services	2,340	0	0	0	0	0	0	0	0%
Supplies & Materials	3,892	3,161	8,714	7,700	7,700	335,750	343,450	334,736	3841%
Current Services	84,735	48,772	46,416	31,690	30,180	4,965	35,145	-11,271	-24%
Fixed Charges	146,547	146,920	157,995	155,301	154,935	-114,274	40,661	-117,334	-74%
Non Capitalized Assets	13,295	0	63,026	0	0	0	0	-63,026	-100%
<b>Total</b>	<b>250,809</b>	<b>198,853</b>	<b>276,251</b>	<b>194,791</b>	<b>192,915</b>	<b>441,447</b>	<b>634,362</b>	358,111	130%
<b>Net Cost</b>	<b>201,998</b>	<b>138,246</b>	<b>241,552</b>	<b>187,406</b>	<b>185,530</b>	<b>413,547</b>	<b>599,077</b>	357,525	148%

### Expansion & Other Notes

Fund two full-time employees, four part-time employees, and operating expenses to support the Harnett Regional Jetport located at 615 Airport Road, Erwin.

Net Cost: \$413,547.

# Enterprise Funds

## Harnett Regional Water Fund Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	3,703	0	3,703	3,703	3,703	0	3,703	0	0%
Services Charges	38,503,213	39,535,317	36,194,081	37,269,000	37,269,000	0	37,269,000	1,074,919	3%
Miscellaneous	4,529,164	7,993,723	710,000	615,000	525,858	0	525,858	-184,142	-26%
Transfers In	0	0	0	0	0	0	0	0	0%
Fund Balance	0	0	14,305,000	0	0	0	0	-14,305,000	-100%
<b>Total</b>	<b>43,036,081</b>	<b>47,529,040</b>	<b>51,212,784</b>	<b>37,887,703</b>	<b>37,798,561</b>	<b>0</b>	<b>37,798,561</b>	-13,414,223	-26%
<b>Expenses</b>									
Salary & Benefits	7,803,684	7,320,237	8,150,421	8,630,242	8,477,427	218,657	8,696,084	545,663	7%
Professional Services	165,614	239,322	500,191	512,000	512,000	0	512,000	11,809	2%
Supplies & Materials	3,555,434	3,262,660	4,483,911	4,666,471	4,696,471	0	4,696,471	212,560	5%
Current Services	8,866,731	8,141,516	10,569,669	10,223,715	10,223,715	0	10,223,715	-345,954	-3%
Fixed Charges	14,426,424	14,321,569	3,055,944	4,149,083	4,149,083	0	4,149,083	1,093,139	36%
Capital Outlay	234,233	756,697	1,754,879	2,077,162	970,639	921,539	1,892,178	137,299	8%
Non Capitalized Assets	132,400	32,307	19,460	87,700	87,700	0	87,700	68,240	351%
Interfund/Budgetary	9,951,388	12,715,048	22,678,309	7,541,330	7,541,330	0	7,541,330	-15,136,979	-67%
<b>Total</b>	<b>45,135,906</b>	<b>46,789,356</b>	<b>51,212,784</b>	<b>37,887,703</b>	<b>36,658,365</b>	<b>1,140,196</b>	<b>37,798,561</b>	-13,414,223	-26%

## Harnett Regional Water Revenue

Revenue:	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Rec Variance	Rec % Inc/Dec
Local	3,703	0	3,703	3,703	3,703	0	3,703	0	0%
Service Charges - Invest Earnings	42,325	143,502	10,581	10,000	10,000	0	10,000	(581)	-5%
Service Charges - Other Services	421,029	418,885	350,000	400,000	400,000	0	400,000	50,000	14%
Service Charges - Special Charges	285,688	471,993	250,000	0	0	0	0	(250,000)	-100%
Service Charges - Returned Check	10,343	8,350	8,500	9,000	9,000	0	9,000	500	6%
Service Charges - Penalties	1,023,188	772,158	975,000	975,000	975,000	0	975,000	0	0%
Service Charges - Water	22,992,903	25,176,560	22,500,000	23,750,000	23,750,000	0	23,750,000	1,250,000	6%
Service Charges - Sewer	13,055,119	11,863,217	11,500,000	11,500,000	11,500,000	0	11,500,000	0	0%
Service Charges - Energy	672,619	680,651	600,000	625,000	625,000	0	625,000	25,000	4%
Sale Of Materials And Scrap	0	0	5,000	0	0	0	0	(5,000)	-100%
Sale Of Fixed Assets	3,526	9,000	0	5,000	5,000	0	5,000	5,000	100%
Capital Outlay Offset	0	6,839,306	0	0	0	0	0	0	0%
Contributions And Donations	3,395,856	390,000	390,000	390,000	390,000	0	390,000	0	0%
Insurance Settlement	724,816	8,562	0	0	0	0	0	0	0%
Rents	120,127	133,929	115,000	120,000	120,000	0	120,000	5,000	4%
Other Revenue	284,840	612,926	200,000	100,000	10,858	0	10,858	(100,000)	-50%
Transfers From - Capital Projects	0	0	0	0	0	0	0	0	0%
Fund Balance Appropriated	0	0	14,305,000	0	0	0	0	(14,305,000)	-100%
<b>Total Revenue</b>	<b>43,036,081</b>	<b>47,529,040</b>	<b>51,212,784</b>	<b>37,887,703</b>	<b>37,798,561</b>	<b>0</b>	<b>37,798,561</b>	<b>(13,325,081)</b>	<b>-26%</b>

## Harnett Regional Water – Administration

The mission of Harnett Regional Water is to provide the highest quality of water and wastewater services to the citizens of Harnett County and the surrounding region at the most economical cost while promoting conservation and protecting the environment.

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	2,673,174	2,197,441	2,285,775	2,470,651	2,372,050	106,293	2,478,343	192,568	8%
Professional Services	148,852	113,095	127,925	145,000	145,000	0	145,000	17,075	13%
Supplies & Materials	251,962	250,976	425,340	337,600	337,600	0	337,600	-87,740	-21%
Current Services	267,985	205,743	310,800	300,900	300,900	0	300,900	-9,900	-3%
Fixed Charges	12,628,939	13,139,029	1,551,225	1,508,564	1,508,564	0	1,508,564	-42,661	-3%
Capital Outlay	193,039	314,877	989,879	1,182,765	970,639	83,842	1,054,481	64,602	7%
Non Capitalized Assets	132,045	1,280	4,360	9,600	9,600	0	9,600	5,240	120%
Interfund/Budgetary	9,951,388	12,715,048	22,678,309	7,541,330	7,541,330	0	7,541,330	-15,136,979	-67%
<b>Total</b>	<b>26,247,382</b>	<b>28,937,488</b>	<b>28,373,613</b>	<b>13,496,410</b>	<b>13,185,683</b>	<b>190,135</b>	<b>13,375,818</b>	<b>-14,997,795</b>	<b>-53%</b>
<b>Net Cost</b>	<b>26,247,382</b>	<b>28,937,488</b>	<b>28,373,613</b>	<b>13,496,410</b>	<b>13,185,683</b>	<b>190,135</b>	<b>13,375,818</b>	<b>-14,997,795</b>	<b>-53%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Harnett Regional Water (HRW) located at 700 McKinney Parkway,**

**Lillington:** Provide funding for a full-time Assistant Utility Customer Service Supervisor position (grade 22) and operating expenses, such as a computer and phone. The position will assist with the overall goal of the department to enhance customer service. The Assistant Utility Customer Service Supervisor position will add redundancy to the management capabilities of the division and allow the Utility Customer Service Supervisor to focus on enhanced customer service priorities. The Assistant

Utility Customer Service Supervisor will be trained to step into any key customer service position to keep the department functioning as needed.

Net Cost: \$64,180.

**Fund a full-time employee and operating costs to support Harnett Regional Water (HRW) located at 700 McKinney Parkway,**

**Lillington:** Provide funding for a full-time Office Assistant I position (grade 11) and operating expenses, such as a computer and phone. The position

will assist with the overall goal of the department to enhance customer service. The Office Assistant I position is needed to answer phone calls and provide office support to the rest of the customer service staff. Administrative assistants in other areas often have to cover the phones when customer service is short-staffed.

Net Cost: \$42,113.

**Fund capital costs for replacement of meter reader vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expenses to replace two trucks and one extended cab truck for meter readers at Harnett Regional Water. The vehicles have 150,626, 165,402, and 139,432 miles. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided safe and reliable vehicles.

Net Cost: \$83,842.

## Harnett Regional Water – Sewer Collections

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	975,911	1,168,931	1,149,390	1,180,020	1,207,609	0	1,207,609	58,219	5%
Professional Services	8,573	4,446	59,766	61,500	61,500	0	61,500	1,734	3%
Supplies & Materials	696,979	572,711	790,400	848,700	848,700	0	848,700	58,300	7%
Current Services	2,474,709	2,061,957	2,973,900	2,816,275	2,816,275	0	2,816,275	-157,625	-5%
Fixed Charges	321,921	178,900	192,888	192,888	192,888	0	192,888	0	0%
Capital Outlay	-282,132	88,084	280,000	339,050	0	310,850	310,850	30,850	11%
Non Capitalized Assets	177	0	0	9,500	9,500	0	9,500	9,500	100%
<b>Total</b>	<b>4,196,139</b>	<b>4,075,030</b>	<b>5,446,344</b>	<b>5,447,933</b>	<b>5,136,472</b>	<b>310,850</b>	<b>5,447,322</b>	978	0%
<b>Net Cost</b>	<b>4,196,139</b>	<b>4,075,030</b>	<b>5,446,344</b>	<b>5,447,933</b>	<b>5,136,472</b>	<b>310,850</b>	<b>5,447,322</b>	978	0%

### Expansion & Other Notes

**Fund capital costs for two replacement vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for expenses to replace one truck and one sewer pump truck for the Sewer Collection division. The vehicles have 128,652 and 110,805 miles and ongoing maintenance issues. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided safe and reliable vehicles.

Net Cost: \$201,350.

**Fund capital costs for a replacement generator and the purchase of two new generators at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expenses to replace a backup generator at sewer lift station (SLS) 10B due to ongoing maintenance issues. Provide funding for operating expenses to purchase two backup generators for SLS 56 and SLS 25.

Net Cost: \$109,500.

## Harnett Regional Water – South Harnett Wastewater Treatment Plant

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	876,945	799,809	995,324	1,061,400	1,064,656	0	1,064,656	69,332	7%
Professional Services	0	26,487	102,500	97,500	97,500	0	97,500	-5,000	-5%
Supplies & Materials	262,102	225,525	297,350	281,850	311,850	0	311,850	14,500	5%
Current Services	1,106,482	989,474	1,320,250	1,266,925	1,266,925	0	1,266,925	-53,325	-4%
Fixed Charges	222,121	168,581	214,789	576,889	576,889	0	576,889	362,100	169%
Capital Outlay	109,770	0	45,000	292,825	0	292,825	292,825	247,825	551%
Non Capitalized Assets	49	303	0	9,700	9,700	0	9,700	9,700	100%
<b>Total</b>	<b>2,577,469</b>	<b>2,210,179</b>	<b>2,975,213</b>	<b>3,587,089</b>	<b>3,327,520</b>	<b>292,825</b>	<b>3,620,345</b>	645,132	22%
<b>Net Cost</b>	<b>2,577,469</b>	<b>2,210,179</b>	<b>2,975,213</b>	<b>3,587,089</b>	<b>3,327,520</b>	<b>292,825</b>	<b>3,620,345</b>	645,132	22%

### Expansion & Other Notes

**Fund capital costs for a replacement vehicle at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expense to replace one truck at the South Harnett Wastewater Treatment Plant (SHWWTP). The vehicle has 174,000 miles with constant maintenance issues. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided safe and reliable vehicles.

Net Cost: \$47,000.

**Fund capital costs to purchase a front-end loader at South Harnett Wastewater Treatment Plant (SHWWTP):** Provide funding for capital expense to purchase a new front-end loader to load finished bio-solid wastewater products into trucks to be hauled to the landfill.

Net Cost: \$189,000.

**Fund capital costs to purchase backup SCADA servers at South Harnett Wastewater Treatment Plant (SHWWTP):** Provide funding for capital expense to purchase new backup SCADA computer servers for cybersecurity protection of control systems.

Net Cost: \$56,825.



## Harnett Regional Water – Water Distribution

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	1,331,979	1,190,622	1,518,370	1,548,321	1,491,002	0	1,491,002	-27,368	-2%
Professional Services	204	33,545	60,000	60,000	60,000	0	60,000	0	0%
Supplies & Materials	540,715	407,026	720,800	640,800	640,800	0	640,800	-80,000	-11%
Current Services	1,592,884	1,899,544	2,173,350	2,201,200	2,201,200	0	2,201,200	27,850	1%
Fixed Charges	618,757	305,886	354,846	354,746	354,746	0	354,746	-100	0%
Capital Outlay	147,452	250,786	224,000	234,022	0	234,022	234,022	10,022	4%
Non Capitalized Assets	80	1,890	14,000	30,500	30,500	0	30,500	16,500	118%
<b>Total</b>	<b>4,232,071</b>	<b>4,089,299</b>	<b>5,065,366</b>	<b>5,069,589</b>	<b>4,778,248</b>	<b>234,022</b>	<b>5,012,270</b>	-53,096	-1%
<b>Net Cost</b>	<b>4,232,071</b>	<b>4,089,299</b>	<b>5,065,366</b>	<b>5,069,589</b>	<b>4,778,248</b>	<b>234,022</b>	<b>5,012,270</b>	-53,096	-1%

### Expansion & Other Notes

**Fund capital costs for two replacement vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expense to replace a large service truck and a dump truck for the Water Distribution Division. The vehicles have 165,000 and 163,000 miles. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided safe and reliable vehicles.

Net Cost: \$141,742.

**Fund cost costs for two replacement backhoes at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expense to replace two backhoes with excessive hours and ongoing maintenance issues. The backhoes are used in the Water Distribution Division.

Net Cost: \$92,280.

## Harnett Regional Water – Water Treatment Plant

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	1,126,314	1,086,322	1,259,808	1,335,350	1,246,221	112,364	1,358,585	98,777	8%
Professional Services	7,876	21,141	73,000	71,000	71,000	0	71,000	-2,000	-3%
Supplies & Materials	1,545,230	1,559,604	1,838,321	2,034,321	2,034,321	0	2,034,321	196,000	11%
Current Services	2,556,088	2,283,702	2,264,685	2,322,115	2,322,115	0	2,322,115	57,430	3%
Fixed Charges	425,736	351,813	503,770	780,370	780,370	0	780,370	276,600	55%
Capital Outlay	0	102,951	26,000	0	0	0	0	-26,000	-100%
Non Capitalized Assets	0	17,168	1,100	13,000	13,000	0	13,000	11,900	1082%
<b>Total</b>	<b>5,661,244</b>	<b>5,422,700</b>	<b>5,966,684</b>	<b>6,556,156</b>	<b>6,467,027</b>	<b>112,364</b>	<b>6,579,391</b>	612,707	10%
<b>Net Cost</b>	<b>5,661,244</b>	<b>5,422,700</b>	<b>5,966,684</b>	<b>6,556,156</b>	<b>6,467,027</b>	<b>112,364</b>	<b>6,579,391</b>	612,707	10%

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Harnett Regional Water (HRW) located at 700 McKinney Parkway,**

**Lillington:** Provide funding for a full-time Plant Maintenance Technician I position (grade 17). The new position is requested to assist with the increased maintenance requirements at all three of HRW's treatment plants. The Plant Maintenance Technician I position will greatly support this effort by adding redundancy to the maintenance capabilities of the division and reducing dependency on contractors for complex maintenance issues.

Net Cost: \$53,995.

**Fund a full-time employee and operating costs to support Harnett Regional Water (HRW) located at 700 McKinney Parkway,**

**Lillington:** Provide funding for a full-time Water Plant Operator C position (grade 19). The new position is requested to assist with the increased operational requirements at the Harnett County Regional Water Treatment plant. The Water Plant Operator C position will greatly support this effort by adding redundancy to the operational staffing capabilities of the division and reducing overtime due to shift coverage issues.

Net Cost: \$58,369.

## Harnett Regional Water – Wastewater Treatment Plant

### Budget Summary

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Expenses</b>									
Salary & Benefits	819,360	877,113	941,754	1,034,500	1,035,082	0	1,035,082	93,328	10%
Professional Services	110	40,608	77,000	77,000	77,000	0	77,000	0	0%
Supplies & Materials	258,446	246,817	411,700	523,200	523,200	0	523,200	111,500	27%
Current Services	868,583	701,096	1,526,684	1,316,300	1,316,300	0	1,316,300	-210,384	-14%
Fixed Charges	208,949	177,361	238,426	735,626	735,626	0	735,626	497,200	209%
Capital Outlay	66,104	0	190,000	28,500	0	0	0	-190,000	-100%
Non Capitalized Assets	49	11,666	0	15,400	15,400	0	15,400	15,400	100%
<b>Total</b>	<b>2,221,602</b>	<b>2,054,661</b>	<b>3,385,564</b>	<b>3,730,526</b>	<b>3,702,608</b>	<b>0</b>	<b>3,702,608</b>	317,044	9%
<b>Net Cost</b>	<b>2,221,602</b>	<b>2,054,661</b>	<b>3,385,564</b>	<b>3,730,526</b>	<b>3,702,608</b>	<b>0</b>	<b>3,702,608</b>	317,044	9%

## Solid Waste Fund

It is the mission of the Harnett County Solid Waste Department to be an innovative and responsive organization that aggressively provides environmentally sound and fiscally responsible waste management all while educating the public on responsible long term waste management practices and systems.

### Budget Summary:

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Availability Fee	0	0	0	0	0	0	0	0	0%
State Intergovernmental	282,191	283,640	282,000	0	260,000	0	260,000	-22,000	-8%
Services Charges	5,994,864	6,281,727	6,491,773	0	6,430,000	0	6,430,000	-61,773	-1%
Miscellaneous	49,557	51,847	100,733	0	45,000	0	45,000	-55,733	-55%
<b>Total</b>	<b>6,326,612</b>	<b>6,617,215</b>	<b>6,874,506</b>	<b>0</b>	<b>6,735,000</b>	<b>0</b>	<b>6,735,000</b>	-139,506	-2%
<b>Expenses</b>									
Salary & Benefits	1,059,946	1,050,957	1,185,429	1,172,790	1,193,615	0	1,193,615	8,186	1%
Professional Services	201,828	74,175	113,000	120,700	120,700	0	120,700	7,700	7%
Supplies & Materials	171,510	196,913	147,101	146,500	146,500	0	146,500	-601	0%
Current Services	394,076	336,880	442,718	415,976	412,976	0	412,976	-29,742	-7%
Fixed Charges	3,558,754	3,587,685	3,494,254	3,470,275	3,564,775	0	3,564,775	70,521	2%
Capital Outlay	1,807	0	0	0	0	0	0	0	0%
Debt Service	11,538	371,599	0	0	0	0	0	0	0%
Non Capitalized Assets	5,157	1,582	486	6,000	4,000	0	4,000	3,514	723%
Interfund/Budgetary	71,486	0	1,491,518	0	1,292,434	0	1,292,434	-199,084	-13%
<b>Total</b>	<b>5,476,101</b>	<b>5,619,791</b>	<b>6,874,506</b>	<b>5,332,241</b>	<b>6,735,000</b>	<b>0</b>	<b>6,735,000</b>	-139,506	-2%

## Solid Waste Revenues

Revenue:	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Appr Cont	FY 22 Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
Ad Valorem Taxes - Real	0	0	0	0	0	0	0	0%
State	282,191	283,640	282,000	260,000	0	260,000	(22,000)	-8%
Service Charges - Invest Earnings	2,212	6,122	553	0	0	0	(553)	-100%
Service Charges - Other Services	2,237,310	2,506,603	1,900,000	1,900,000	0	1,900,000	0	0%
Service Charges - Special Charges	10,200	8,800	10,200	10,000	0	10,000	(200)	-2%
Service Charges - Returned Check	50	0	0	0	0	0	0	0%
Service Charges - Penalties	6,714	0	0	0	0	0	0	0%
Service Charges - Solid Waste	3,721,939	3,738,576	4,552,681	4,500,000	0	4,500,000	(52,681)	-1%
Service Charges - Solid Waste Prior Years	16,439	21,626	28,339	20,000	0	20,000	(8,339)	-29%
Sale Of Materials And Scrap	49,557	49,009	45,000	45,000	0	45,000	0	0%
Gain/Loss On Assets	0	0	0	0	0	0	0	0%
Capital Outlay Offset	0	0	0	0	0	0	0	0%
Contributions And Donations	0	0	0	0	0	0	0	0%
Insurance Settlement	0	0	55,233	0	0	0	(55,233)	-100%
Rents	0	0	0	0	0	0	0	0%
Other Revenue	0	2,838	500	0	0	0	(500)	-100%
Proceeds Of Debt Issues	0	0	0	0	0	0	0	0%
Installments Purchase Proceeds	0	0	0	0	0	0	0	0%
Transfers From - General	0	0	0	0	0	0	0	0%
Transfers From - Capital Projects	0	0	0	0	0	0	0	0%
Fund Balance Appropriated	0	0	0	0	0	0	0	0%
<b>Total Revenue</b>	<b>6,326,612</b>	<b>6,617,215</b>	<b>6,874,506</b>	<b>6,735,000</b>	<b>0</b>	<b>6,735,000</b>	<b>(139,506)</b>	<b>-2%</b>

# Other Funds

## Capital Reserve Funds

Capital Reserve Funds account for financial resources that are earmarked for future capital needs.

### Board of Education Capital Reserve

This fund accounts for the expenditures and revenues directly associated with the capital purchases of the Harnett County Schools. Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
State Intergovernmental	0	2,202,592	0	0	0	0	0	0	0%
Transfers In	1,916,880	1,021,528	1,021,528	0	2,652,405	0	2,652,405	1,630,877	160%
<b>Total</b>	<b>1,916,880</b>	<b>3,224,120</b>	<b>1,021,528</b>	<b>0</b>	<b>2,652,405</b>	<b>0</b>	<b>2,652,405</b>	1,630,877	160%
<b>Expenses</b>									
Capital Outlay	1,861,857	1,076,551	1,021,528	0	1,021,528	0	1,021,528	0	0%
Interfund/Budgetary	0	731,900	0	0	189,462	0	189,462	189,462	100%
Education	0	1,470,912	0	0	1,441,415	0	1,441,415	1,441,415	100%
<b>Total</b>	<b>1,861,857</b>	<b>3,279,363</b>	<b>1,021,528</b>	<b>0</b>	<b>2,652,405</b>	<b>0</b>	<b>2,652,405</b>	1,630,877	160%

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2022 budget includes \$1,441,415 to fully fund the school maintenance fund. Because of the loss of more than \$1 million in lottery proceeds, the Approved 2022-2028 CIP reduced the funding to \$400,000 per year. Because of the importance of providing maintenance for schools, funding has been restored to what was originally recommended. The county has absorbed the loss in lottery proceeds.

**Emergency Services Capital Reserve**

This fund was historically used to account for the expenditures and revenues directly associated with capital purchases for the Harnett County Emergency Services Department. As of the *FY 2020-2026 Approved Capital Improvements Program*, those expenses are now accounted for in the General Capital Reserve.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Miscellaneous	0	10,669	0	0	0	0	0	0	0%
Transfers In	400,350	290,937	0	0	0	0	0	0	0%
<b>Total</b>	<b>400,350</b>	<b>301,606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
					0	0			
<b>Expenses</b>									
Professional Services	84,700	0	0	0	0	0	0	0	0%
Capital Outlay	574,458	247,089	0	0	0	0	0	0	0%
<b>Total</b>	<b>659,158</b>	<b>247,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>



**General Government Capital Reserve**

This fund accounts for the expenditures and revenues directly associated with capital purchases for various Harnett County departments (unless otherwise noted). Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	48,264	30,481	0	0	0	0	0	0	0%
Transfers In	1,000,000	459,520	1,458,891	0	500,000	0	500,000	-958,891	-66%
Fund Balance	0	0	0	0	376,068	0	376,068	376,068	100%
<b>Total</b>	<b>1,048,264</b>	<b>490,001</b>	<b>1,458,891</b>	<b>0</b>	<b>876,068</b>	<b>0</b>	<b>876,068</b>	<b>-582,823</b>	<b>-40%</b>
<b>Expenses</b>									
Professional Services	18,908	0	0	0	0	0	0	0	0%
Current Services	0	111,065	0	0	0	0	0	0	0%
Fixed Charges	988,625	0	0	0	0	0	0	0	0%
Capital Outlay	426,552	96,016	701,334	0	665,481	0	665,481	-35,853	-5%
Interfund/Budgetary	106,256	0	757,557	0	210,587	0	210,587	-546,970	-72%
<b>Total</b>	<b>1,540,340</b>	<b>207,081</b>	<b>1,458,891</b>	<b>0</b>	<b>876,068</b>	<b>0</b>	<b>876,068</b>	<b>-582,823</b>	<b>-40%</b>

**Expansion & Other Notes**

**Capital Improvements Program Funding:** The FY 2022 budget includes \$876,068 in funding for projects approved in the 2022-2028 CIP, including:

- **Benhaven (former) School Renovations** - \$41,750 in funding is being transferred to the capital project for expenses not related to the early college.
- **Board of Elections Voting Equipment Replacement** - \$110,248 is being transferred to the capital project. The remainder of funds are being provided through a grant, as approved by the Board of Elections.
- **Central Carolina Community College (CCCC) Parking Lot Resurfacing** - \$160,338 is being transferred to the general fund where the project is budgeted.
- **EMS – Emergency Transport Unit Replacements** - \$171,776
- **EMS—Emergency Transport Unit Remount:** \$83,577 is being rolled over from FY 2021 to FY 2022 because the remount was delayed by the vendor.
- **Harnett Regional Jetport Apron Expansion:** \$8,499 is being transferred to the capital project.
- **Social Services and Commons Area Roof Replacement** - \$299,880

**Harnett Regional Water Capital Reserve**

By law, NC units of government must separately account for system development fees collected for utilities. This fund accounts for those fees.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Facility Fees	0	545,124	0	0	0	0	0	0	0%
Transfers In	0	564,700	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>1,109,824</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Interfund/Budgetary	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**Parks & Recreation Capital Reserve**

This fund is used to account for the expenditures and revenues directly associated with capital purchases for improvements to the County's parks and other recreation facilities. Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Transfers In	315,478	200,000	200,000	0	200,000	0	200,000	0	0%
Fund Balance	0	0	240,784	0	0	0	0	-240,784	-100%
<b>Total</b>	<b>315,478</b>	<b>200,000</b>	<b>440,784</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>-240,784</b>	<b>-55%</b>
<b>Expenses</b>									
Professional Services	16,645	9,075	20,925	0	15,000	0	15,000	-5,925	-28%
Supplies & Materials	6,915	13,966	196,033	0	10,000	0	10,000	-186,033	-95%
Current Services	9,000	7,241	52,758	0	0	0	0	-52,758	-100%
Fixed Charges	0	371,662	68,338	0	75,000	0	75,000	6,662	10%
Capital Outlay	0	0	52,730	0	100,000	0	100,000	47,270	90%
Interfund/Budgetary	0	0	50,000	0	0	0	0	-50,000	-100%
<b>Total</b>	<b>32,560</b>	<b>401,944</b>	<b>440,784</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>-240,784</b>	<b>-55%</b>

**Sheriff's Capital Reserve**

This fund is used to account for the expenditures and revenues directly associated with the capital purchases for the Harnett County Sheriff's. Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	56,463	79,080	0	0	0	0	0	0	0%
Transfers In	450,000	653,232	520,000	0	278,640	0	278,640	-241,360	-46%
Fund Balance	0	0	477,731	0	0	0	0	-477,731	-100%
<b>Total</b>	<b>506,463</b>	<b>732,312</b>	<b>997,731</b>	<b>0</b>	<b>278,640</b>	<b>0</b>	<b>278,640</b>	<b>-719,091</b>	<b>-72%</b>
<b>Expenses</b>									
Capital Outlay	896,105	323,658	997,731	0	278,640	0	278,640	-719,091	-72%
<b>Total</b>	<b>896,105</b>	<b>323,658</b>	<b>997,731</b>	<b>0</b>	<b>278,640</b>	<b>0</b>	<b>278,640</b>	<b>-719,091</b>	<b>-72%</b>

**Expansion & Other Notes**

**Capital Improvements Program Funding:** The FY 2022 allocation is reduced from \$450,000 to \$278,640 to help fund a two-grade reclassification for all sworn deputy positions.

**Solid Waste Post Closure Fund**

This fund is used to account for any necessary activity associated with maintenance and monitoring functions of the Dunn-Erwin and Anderson Creek municipal landfill facilities.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Transfers In	0	0	237,350	0	237,350	0	237,350	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Professional Services	0	0	237,350	0	237,350	0	237,350	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>237,350</b>	<b>0</b>	<b>0%</b>

**Solid Waste Capital Reserve Fund**

This fund accounts for the expenditures and revenues directly associated with capital purchases for the Solid Waste enterprise fund. Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Transfers In	0	0	887,185	0	1,055,084	0	1,055,084	167,899	19%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>887,185</b>	<b>0</b>	<b>1,055,084</b>	<b>0</b>	<b>1,055,084</b>	<b>167,899</b>	<b>19%</b>
<b>Expenses</b>									
Capital Outlay	0	0	887,185	0	0	0	0	-887,185	-100%
Interfund/Budgetary	0	0	0	0	1,055,084	0	1,055,084	1,055,084	100%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>887,185</b>	<b>0</b>	<b>1,055,084</b>	<b>0</b>	<b>1,055,084</b>	<b>167,899</b>	<b>19%</b>

**Transportation Capital Reserve**

This fund accounts for capital projects and purchases for Harnett Regional Jetport. Please refer to the *Harnett County Approved 2022-2028 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Transfers In	21,667	0	0	0	16,667	0	16,667	16,667	100%
Fund Balance	0	0	9,964	0	263,894	0	263,894	253,930	2548%
<b>Total</b>	<b>21,667</b>	<b>0</b>	<b>9,964</b>	<b>0</b>	<b>280,561</b>	<b>0</b>	<b>280,561</b>	270,597	2716%
<b>Expenses</b>									
Interfund/Budgetary	29,314	21,853	9,964	0	280,561	0	280,561	270,597	2716%
<b>Total</b>	<b>29,314</b>	<b>21,853</b>	<b>9,964</b>	<b>0</b>	<b>280,561</b>	<b>0</b>	<b>280,561</b>	270,597	2716%

**Expansion & Other Notes**

**Capital Improvements Program Funding:** The FY 2022 budget includes \$263,894 in funding to transfer to the Harnett Regional Jetport Apron Expansion project.

## Debt Service Funds

Debt Service funds account for the debt obligations of the County's three major operating funds: General, Harnett Regional Water, and Solid Waste.

### General Government Debt Service Fund

This fund accounts for the expenditures and revenues directly associated with general government debt obligations of the County, including Harnett County Schools.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Sales Tax	6,365,534	9,287,852	8,000,000	0	8,403,748	0	8,403,748	403,748	5%
Services Charges	0	21,903	0	0	0	0	0	0	0%
Proceeds of Debt	0	0	7,124,840	0	0	0	0	-7,124,840	-100%
Other Financing Sources	0	0	53,381,040	0	0	0	0	-53,381,040	-100%
Transfers In	11,000,000	17,941,596	11,000,000	11,000,000	11,000,000	0	11,000,000	0	0%
Fund Balance	0	0	701,829	0	0	0	0	-701,829	-100%
<b>Total</b>	<b>17,365,534</b>	<b>27,251,351</b>	<b>80,207,709</b>	<b>11,000,000</b>	<b>19,403,748</b>	<b>0</b>	<b>19,403,748</b>	<b>-60,803,961</b>	<b>-76%</b>
<b>Expenses</b>									
Debt Service	18,626,098	17,493,158	80,207,709	19,403,748	19,403,748	0	19,403,748	-60,803,961	-76%
<b>Total</b>	<b>18,626,098</b>	<b>17,493,158</b>	<b>80,207,709</b>	<b>19,403,748</b>	<b>19,403,748</b>	<b>0</b>	<b>19,403,748</b>	<b>-60,803,961</b>	<b>-76%</b>

### Harnett Regional Water Debt Service Fund

This fund accounts for the expenditures and revenues directly associated with the debt obligations of the Harnett Regional Water System and water and sewer districts.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Proceeds of Debt	0	0	2,930,474	0	0	0	0	-2,930,474	-100%
Other Financing Sources	0	0	17,800,960	0	0	0	0	-17,800,960	-100%
Transfers In	6,817,183	6,153,197	4,678,309	0	4,527,895	0	4,527,895	-150,414	-3%
<b>Total</b>	<b>6,817,183</b>	<b>6,153,197</b>	<b>4,678,309</b>	<b>0</b>	<b>4,527,895</b>	<b>0</b>	<b>4,527,895</b>	<b>-150,414</b>	<b>-3%</b>
<b>Expenses</b>									
Debt Service	1,613,944	4,891,493	25,409,743	4,527,895	4,527,895	0	4,527,895	-20,881,848	-82%
<b>Total</b>	<b>1,613,944</b>	<b>4,891,493</b>	<b>25,409,743</b>	<b>4,527,895</b>	<b>4,527,895</b>	<b>0</b>	<b>4,527,895</b>	<b>-20,881,848</b>	<b>-82%</b>

### Solid Waste Debt Service Fund

This fund accounts for the expenditures and revenues directly associated with the debt obligations of the Solid Waste Fund.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Proceeds of Debt	0	0	160,356	0	0	0	0	-160,356	-100%
Other Financing Sources	0	0	1,500,000	0	0	0	0	-1,500,000	-100%
Transfers In	0	0	366,983	0	353,550	0	353,550	-13,433	-4%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>366,983</b>	<b>0</b>	<b>353,550</b>	<b>0</b>	<b>353,550</b>	<b>-13,433</b>	<b>-4%</b>
<b>Expenses</b>									
Debt Service	0	6,027	2,027,339	353,550	353,550	0	353,550	-1,673,789	-83%
<b>Total</b>	<b>0</b>	<b>6,027</b>	<b>2,027,339</b>	<b>353,550</b>	<b>353,550</b>	<b>0</b>	<b>353,550</b>	<b>-1,673,789</b>	<b>-83%</b>



## Internal Service Funds

Internal service funds account for the financing of goods and services provided by one County department to other County departments on a cost-reimbursement basis.

### Dental Insurance Fund

This fund is used to account for revenues and expenses of the County's self-insured dental coverage for County employees.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	572,781	498,921	516,000	0	550,000	0	550,000	34,000	7%
<b>Total</b>	<b>572,781</b>	<b>498,921</b>	<b>516,000</b>	<b>0</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>	<b>34,000</b>	<b>7%</b>
<b>Expenses</b>									
Fixed Charges	431,831	455,407	516,000	0	550,000	0	550,000	34,000	7%
<b>Total</b>	<b>431,831</b>	<b>455,407</b>	<b>516,000</b>	<b>0</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>	<b>34,000</b>	<b>7%</b>

**Employee Clinic Fund**

This fund accounts for the revenues and expenses of the Health Clinic operated for County employees.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Services Charges	136,634	195,435	174,690	0	180,900	0	180,900	6,210	4%
Miscellaneous	4,000	6,000	0	0	0	0	0	0	0%
<b>Total</b>	<b>140,634</b>	<b>201,435</b>	<b>174,690</b>	<b>0</b>	<b>180,900</b>	<b>0</b>	<b>180,900</b>	6,210	4%
<b>Expenses</b>									
Salary & Benefits	118,942	121,805	125,616	127,058	128,006	0	128,006	2,390	2%
Supplies & Materials	24,315	24,691	25,131	30,300	30,300	0	30,300	5,169	21%
Current Services	182	875	1,085	906	905	0	905	-180	-17%
Fixed Charges	22,739	15,806	22,858	21,689	21,689	0	21,689	-1,169	-5%
Capital Outlay	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>166,177</b>	<b>163,178</b>	<b>174,690</b>	<b>179,953</b>	<b>180,900</b>	<b>0</b>	<b>180,900</b>	6,210	4%

## Fleet Replacement Fund

This fund is used to account for the expenditures and revenues directly associated with vehicle replacements for General Fund departments, not including public safety.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	52,798	89,508	114,624	113,111	0	113,111	23,603	26%
Miscellaneous	54,668	102,733	27,600	12,000	12,000	0	12,000	-15,600	-57%
Transfers In	200,000	200,000	150,000	0	100,000	0	100,000	-50,000	-33%
<b>Total</b>	<b>254,668</b>	<b>355,531</b>	<b>267,108</b>	<b>126,624</b>	<b>225,111</b>	<b>0</b>	<b>225,111</b>	<b>-41,997</b>	<b>-16%</b>
<b>Expenses</b>									
Current Services	4,480	1,449	5,850	8,640	0	4,320	4,320	-5,850	-100%
Fixed Charges	0	0	0	0	14,650	0	14,650	14,650	100%
Capital Outlay	200,894	94,082	261,258	123,876	0	123,876	123,876	-261,258	-100%
Interfund/Budgetary	0	0	0	0	82,265	0	82,265	82,265	100%
<b>Total</b>	<b>205,374</b>	<b>95,531</b>	<b>267,108</b>	<b>132,516</b>	<b>96,915</b>	<b>128,196</b>	<b>225,111</b>	<b>-252,458</b>	<b>-95%</b>

## Expansion & Other Notes

**Fund operating costs for replacement vehicles at Animal Control, Department of Social Services, and Facilities Maintenance:** Provide funding for operating expenses to replace four county vehicles that were identified in the FY21 Fleet Analysis Study. These four vehicles are part of an aged fleet that is being replaced by new, safe, reliable vehicles for the respective departments listed. Animal Control vehicle #7409 has 247,605 miles, Facilities Maintenance vehicle #5011 has 150,000 miles, Department of Social Services vehicle #7713 has 145,000 miles and Soil and Water vehicle #6701 has 130,000 miles. Vehicles will be ordered from vendors and monthly lease payments will begin July 1, 2022.

Net Cost: \$128,196.

**Reduction in Transfer from General Fund:** A 10-year projection of fleet vehicle replacements and costs has been developed to guide decisions and ensure the viability of the fund. The analysis makes several recommendations for how the Fleet Fund is administered, but found overall that the vehicle program can be self-sustaining in two years. In addition, the transfer from the General Fund can be reduced from \$200,000 to \$100,000 in FY 2022 and FY 2023. (The FY 2021 transfer was reduced to \$150,000 to balance the budget.)

Net Savings: \$100,000.

### Flexible Spending Fund

This fund accounts for employee pre-tax contributions that are later reimbursed for eligible medical, dental, and childcare expenses.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	0	1,000,000	0	450,000	0	450,000	-550,000	-55%
Miscellaneous	0	34,379	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>34,379</b>	<b>1,000,000</b>	<b>0</b>	<b>450,000</b>	<b>0</b>	<b>450,000</b>	<b>-550,000</b>	<b>-55%</b>
<b>Expenses</b>									
Fixed Charges	0	16,054	1,000,000	0	450,000	0	450,000	-550,000	-55%
<b>Total</b>	<b>0</b>	<b>16,054</b>	<b>1,000,000</b>	<b>0</b>	<b>450,000</b>	<b>0</b>	<b>450,000</b>	<b>-550,000</b>	<b>-55%</b>

### Health Insurance Fund

This fund is used to account for revenues and expenses of the county's self-insured medical coverage for County employees.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	8,831,680	9,578,505	10,371,585	0	9,500,000	0	9,500,000	-871,585	-8%
Miscellaneous	11,188	120,058	17,000	0	12,000	0	12,000	-5,000	-29%
<b>Total</b>	<b>8,842,868</b>	<b>9,698,564</b>	<b>10,388,585</b>	<b>0</b>	<b>9,512,000</b>	<b>0</b>	<b>9,512,000</b>	<b>-876,585</b>	<b>-8%</b>
<b>Expenses</b>									
Current Services	6,032	5,058	3,200	0	3,500	0	3,500	300	9%
Fixed Charges	7,408,776	7,433,219	10,385,385	0	9,508,500	0	9,508,500	-876,885	-8%
<b>Total</b>	<b>7,414,809</b>	<b>7,438,277</b>	<b>10,388,585</b>	<b>0</b>	<b>9,512,000</b>	<b>0</b>	<b>9,512,000</b>	<b>-876,585</b>	<b>-8%</b>

### Information Technology Fund

This fund is used to account for the activity associated with the County's information technology needs.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	808,960	1,214,177	1,413,384	1,568,420	1,568,420	0	1,568,420	155,036	11%
Transfers In	350,000	350,000	350,000	350,000	350,000	0	350,000	0	0%
Fund Balance	0	0	257,000	0	0	0	0	-257,000	-100%
<b>Total</b>	<b>1,158,960</b>	<b>1,564,177</b>	<b>2,020,384</b>	<b>1,918,420</b>	<b>1,918,420</b>	<b>0</b>	<b>1,918,420</b>	<b>-101,964</b>	<b>-5%</b>
<b>Expenses</b>									
Supplies & Materials	0	0	0	0	0	0	0	0	0%
Current Services	0	0	398,000	445,800	445,800	0	445,800	47,800	12%
Fixed Charges	419,169	508,460	671,620	656,020	656,020	0	656,020	-15,600	-2%
Non Capitalized Assets	615,915	401,397	693,764	816,600	816,600	0	816,600	122,836	18%
<b>Total</b>	<b>1,035,084</b>	<b>909,857</b>	<b>1,763,384</b>	<b>1,918,420</b>	<b>1,918,420</b>	<b>0</b>	<b>1,918,420</b>	<b>155,036</b>	<b>9%</b>

### Retiree Health Insurance Fund

This fund is used to account for revenues and expenses of the county's self-insured medical coverage for eligible County retirees.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	543,106	1,760,443	1,500,000	0	1,500,000	0	1,500,000	0	0%
<b>Total</b>	<b>543,106</b>	<b>1,760,443</b>	<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Fixed Charges	1,411,811	1,172,244	1,500,000	0	1,500,000	0	1,500,000	0	0%
<b>Total</b>	<b>1,411,811</b>	<b>1,172,244</b>	<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0%</b>

### Unemployment Insurance Fund

This fund accounts for funds set aside for unemployment claims against Harnett County processed through the NC Department of Commerce Division of Employment Security.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	207,126	202,178	250,000	0	250,000	0	250,000	0	0%
<b>Total</b>	<b>207,126</b>	<b>202,178</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Salary & Benefits	14,002	16,753	250,000	0	250,000	0	250,000	0	0%
<b>Total</b>	<b>14,002</b>	<b>16,753</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0%</b>

### Workers Compensation Insurance Fund

This fund is used to account for revenues and expenses of the county's self-insured workers compensation for County employees.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	685,241	939,775	1,200,000	0	760,000	0	760,000	-440,000	-37%
Miscellaneous	98,190	994,241	0	0	0	0	0	0	0%
Transfers In	0	0	0	0	0	0	0	0	0%
Fund Balance	0	0	11,700	0	0	0	0	-11,700	-100%
<b>Total</b>	<b>783,431</b>	<b>1,934,015</b>	<b>1,211,700</b>	<b>0</b>	<b>760,000</b>	<b>0</b>	<b>760,000</b>	<b>-451,700</b>	<b>-37%</b>
<b>Expenses</b>									
Professional Services	0	2,457	0	0	0	0	0	0	0%
Fixed Charges	-712,629	1,413,200	1,211,700	0	760,000	0	760,000	-451,700	-37%
Interfund/Budgetary	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>-712,629</b>	<b>1,415,657</b>	<b>1,211,700</b>	<b>0</b>	<b>760,000</b>	<b>0</b>	<b>760,000</b>	<b>-451,700</b>	<b>-37%</b>

## Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted for particular purposes.

### Asset Forfeiture Fund

This fund accounts for the revenues of assets seized as a result of criminal activity. These funds are forwarded to the county by the state for asset seizures that result from law enforcement efforts that the Harnett County Sheriff's Office participated in.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	525,998	125,218	0	0	0	0	0	0	0%
Fund Balance	0	0	374,757	0	0	450,710	450,710	-374,757	-100%
<b>Total</b>	<b>525,998</b>	<b>125,218</b>	<b>374,757</b>	<b>0</b>	<b>0</b>	<b>450,710</b>	<b>450,710</b>	<b>-374,757</b>	<b>-100%</b>
<b>Expenses</b>									
Interfund/Budgetary	0	203,232	368,607	0	0	0	0	-368,607	-100%
<b>Total</b>	<b>0</b>	<b>203,232</b>	<b>368,607</b>	<b>0</b>	<b>0</b>	<b>450,710</b>	<b>450,710</b>	<b>-368,607</b>	<b>-100%</b>

### Expansion & Other Notes

**FY 2022 Funding:** Funds will cover In-car camera systems (50 cars) and the purchase of six patrol vehicles.

**Automation Enhancement & Preservation Fund**

This fund accounts for 10 percent of fees collected in the Register of Deeds Office. These funds are required by NC statutes to be set aside and used to finance expenditures to improve automation in the Register of Deeds Office.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	43,220	58,540	65,000	65,000	65,000	0	65,000	0	0%
Fund Balance	0	0	86,500	86,500	86,500	0	86,500	0	0%
<b>Total</b>	<b>43,220</b>	<b>58,540</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>	<b>0</b>	<b>151,500</b>	0	0%
<b>Expenses</b>									
Professional Services	52,479	88,070	150,000	150,000	150,000	0	150,000	0	0%
Fixed Charges	22,591	0	1,500	1,500	1,500	0	1,500	0	0%
Non Capitalized Assets	14,893	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>89,963</b>	<b>88,070</b>	<b>151,500</b>	<b>151,500</b>	<b>151,500</b>	<b>0</b>	<b>151,500</b>	0	0%

**Concealed Weapons Fund**

This fund accounts for the proceeds of concealed weapon permits issued by the Harnett County Sheriff’s Office. These funds are used by the Harnett County Sheriff for law enforcement activities.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	102,474	78,795	150,000	0	250,000	0	250,000	100,000	67%
<b>Total</b>	<b>102,474</b>	<b>78,795</b>	<b>150,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	100,000	67%
<b>Expenses</b>									
Current Services	77,445	84,635	150,000	0	250,000	0	250,000	100,000	67%
<b>Total</b>	<b>77,445</b>	<b>84,635</b>	<b>150,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	100,000	67%



**COVID-19 Relief Funds**

This fund accounts for the funds received by the Federal government to manage the effects of the COVID-19 pandemic.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	0	2,462,374	1,023,141	0	0	0	0	-1,023,141	-100%
Fund Balance	0	0	1,723,662	0	117,900	0	117,900	-1,605,762	-93%
<b>Total</b>	<b>0</b>	<b>2,462,374</b>	<b>2,746,803</b>	<b>0</b>	<b>117,900</b>	<b>0</b>	<b>117,900</b>	<b>-2,628,903</b>	<b>-96%</b>
<b>Expenses</b>									
Salary & Benefits	0	0	253,552	0	0	0	0	-253,552	-100%
Supplies & Materials	0	71,600	260,462	0	0	0	0	-260,462	-100%
Current Services	0	8,998	32,223	0	0	0	0	-32,223	-100%
Fixed Charges	0	2,420	0	0	0	0	0	0	0%
Capital Outlay	0	0	162,162	0	0	0	0	-162,162	-100%
Non-Cap Assets	0	11,012	38,404	0	0	0	0	-38,404	-100%
Interfund/Budgetary	0	644,682	2,000,000	0	117,900	0	117,900	-1,882,100	-94%
<b>Total</b>	<b>0</b>	<b>738,712</b>	<b>2,746,803</b>	<b>0</b>	<b>117,900</b>	<b>0</b>	<b>117,900</b>	<b>-2,628,903</b>	<b>-96%</b>

**Debt Service Proceeds Fund**

This fund accounts for the proceeds of debt service for projects under construction.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	337,381	156,530	0	0	0	0	0	0	0%
<b>Total</b>	<b>337,381</b>	<b>156,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Interfund/Budgetary	1,034,000	5,222,683	0	0	0	0	0	0	0%
<b>Total</b>	<b>1,034,000</b>	<b>5,222,683</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**Education & Economic Development Fund**

This fund has historically accounted for the proceeds of the Article 44\*524 expanded sales tax and Article 46 sales tax. As of the FY 2020 budget, proceeds of Article 44\*524 are being budgeted in the General Fund. For FY 2021, the Manager is recommending that the balance of Article 44\*524 be transferred to the Board of Education Capital Reserve over the next five years to help offset the loss of lottery revenue.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Sales Taxes	6,682,755	0	0	0	0	0	0	0	0%
Services Charges	5,329	0	0	0	0	0	0	0	0%
Fund Balance	0	0	3,343,348	0	668,670	0	668,670	-2,674,678	-80%
<b>Total</b>	<b>5,329</b>	<b>0</b>	<b>3,343,348</b>	<b>0</b>	<b>668,670</b>	<b>0</b>	<b>668,670</b>	<b>-2,674,678</b>	<b>-80%</b>
<b>Expenses</b>									
Interfund/Budgetary	4,041,307	6,941,596	3,343,348	0	668,670	0	668,670	-2,674,678	-80%
<b>Total</b>	<b>4,041,307</b>	<b>6,941,596</b>	<b>3,343,348</b>	<b>0</b>	<b>668,670</b>	<b>0</b>	<b>668,670</b>	<b>-2,674,678</b>	<b>-80%</b>

**Emergency Response Planning Fund**

This fund accounts for the expenditures and revenues related to the County’s emergency response readiness for the Harris Nuclear Power Plant. Duke Energy provides an annual allocation for these activities.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Miscellaneous	75,000	75,000	75,000	75,000	75,000	0	75,000	0	0%
Fund Balance	0	0	34,710	0	0	0	0	-34,710	-100%
<b>Total</b>	<b>75,000</b>	<b>75,000</b>	<b>109,710</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>75,000</b>	<b>-34,710</b>	<b>-32%</b>
<b>Expenses</b>									
Salary & Benefits	34,759	19,204	32,866	34,598	35,117	0	35,117	2,251	7%
Professional Services	0	0	666	634	115	0	115	-551	-83%
Supplies & Materials	5,776	2,724	26,435	8,500	8,500	0	8,500	-17,935	-68%
Current Services	4,608	7,043	18,355	9,610	9,610	0	9,610	-8,745	-48%
Fixed Charges	21,800	19,779	21,388	21,658	21,658	0	21,658	270	1%
Capital Outlay	0	4,377	10,000	0	0	0	0	-10,000	-100%
Non Capitalized Assets	9,032	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>75,975</b>	<b>53,127</b>	<b>109,710</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>75,000</b>	<b>-34,710</b>	<b>-32%</b>

### Emergency Telephone Fund

This fund accounts for the surcharge billed to telephone customers, the proceeds of which are restricted to expenses related to dispatching emergency (911) calls.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Other Taxes	835,813	863,119	893,534	867,817	867,816	0	867,816	-25,718	-3%
Fund Balance	0	0	46,011	34,077	34,078	0	34,078	-11,933	-26%
<b>Total</b>	<b>835,813</b>	<b>863,119</b>	<b>939,545</b>	<b>901,894</b>	<b>901,894</b>	<b>0</b>	<b>901,894</b>	<b>-37,651</b>	<b>-4%</b>
<b>Expenses</b>									
Supplies & Materials	2,818	978	7,000	6,000	6,000	0	6,000	-1,000	-14%
Current Services	9,009	424,881	423,905	425,980	425,980	0	425,980	2,075	0%
Fixed Charges	863,596	472,511	492,240	451,914	451,914	0	451,914	-40,326	-8%
Non Capitalized Assets	0	2,443	16,400	18,000	18,000	0	18,000	1,600	10%
<b>Total</b>	<b>875,423</b>	<b>900,813</b>	<b>939,545</b>	<b>901,894</b>	<b>901,894</b>	<b>0</b>	<b>901,894</b>	<b>-37,651</b>	<b>-4%</b>

### Fines & Forfeitures Fund

This trust fund accounts for the collection and payment of legally restricted fines and forfeitures to the Harnett County Board of Education.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Miscellaneous	0	0	104,382	0	200,000	0	200,000	95,618	92%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>104,382</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>95,618</b>	<b>92%</b>
<b>Expenses</b>									
Current Services	0	0	104,382	0	200,000	0	200,000	95,618	92%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>104,382</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>95,618</b>	<b>92%</b>

**Public Safety Fund**

Historically, this fund has accounted for the consolidated expenditures and revenues associated with public safety functions. These programs have now been moved to separate funds to more effectively track and report activity. The only remaining program budgeted here is the Governor’s Highway Safety grant, which ended September 30, 2020.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Federal Intergovernmental	39,900	77,784	18,780	0	0	0	0	-18,780	-100%
State Intergovernmental	64,500	146,921	200,045	0	0	0	0	-200,045	-100%
Miscellaneous	0	34	0	0	0	0	0	0	0%
Transfers In	0	-38,563	0	0	0	0	0	0	0%
<b>Total</b>	<b>104,400</b>	<b>186,176</b>	<b>218,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-218,825</b>	<b>-100%</b>
<b>Expenses</b>									
Salary & Benefits	70,348	76,118	18,780	0	0	0	0	-18,780	-100%
Supplies & Materials	1,983	855	3,545	0	0	0	0	-3,545	-100%
Current Services	394	1,072	1,500	0	0	0	0	-1,500	-100%
Fixed Charges	1,498	136,854	195,000	0	0	0	0	-195,000	-100%
Contracts & Grants	60,658	11,658	0	0	0	0	0	0	0%
<b>Total</b>	<b>134,881</b>	<b>226,558</b>	<b>218,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-218,825</b>	<b>-100%</b>

**Radio System Fund**

This fund accounts for the revenues charged to towns and emergency response agencies for use of the County’s emergency radio system. Funds are used to operate and maintain the radio system.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Services Charges	344,509	369,000	369,000	365,700	365,700	0	365,700	-3,300	-1%
<b>Total</b>	<b>344,509</b>	<b>369,000</b>	<b>369,000</b>	<b>365,700</b>	<b>365,700</b>	<b>0</b>	<b>365,700</b>	<b>-3,300</b>	<b>-1%</b>
<b>Expenses</b>									
Professional Services	24,250	2,000	25,000	25,000	25,000	0	25,000	0	0%
Supplies & Materials	0	19	5,000	5,000	5,000	0	5,000	0	0%
Current Services	73,704	131,855	141,400	148,200	142,664	0	142,664	1,264	1%
Fixed Charges	132,376	187,267	197,600	187,500	193,036	0	193,036	-4,564	-2%
<b>Total</b>	<b>230,331</b>	<b>321,141</b>	<b>369,000</b>	<b>365,700</b>	<b>365,700</b>	<b>0</b>	<b>365,700</b>	<b>-3,300</b>	<b>-1%</b>

**Recreation Fees Fund**

This fund accounts for recreation exaction fees collected when lots are subdivided in the county. By law, the proceeds are restricted to the purchase of land and development of parks.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	0	157,000	0	0	0	0	0	0	0%
Transfers In	0	468,000	0	0	0	0	0	0	0%
Fund Balance	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>625,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenses</b>									
Fixed Charges	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**Revaluation Fund**

By law, the county is required to set aside annually a portion of the cost of the reappraisal of real property required by state law. This fund accounts for the transfer from the General Fund and the expenses associated with the reappraisal.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Transfers In	0	690,000	690,000	0	690,000	0	690,000	0	0%
Fund Balance	0	0	363,120	0	0	0	0	-363,120	-100%
<b>Total</b>	<b>0</b>	<b>690,000</b>	<b>1,053,120</b>	<b>0</b>	<b>690,000</b>	<b>0</b>	<b>690,000</b>	<b>-363,120</b>	<b>-34%</b>
<b>Expenses</b>									
Professional Services	0	326,898	1,053,120	0	690,000	0	690,000	-363,120	-34%
<b>Total</b>	<b>0</b>	<b>326,898</b>	<b>1,053,120</b>	<b>0</b>	<b>690,000</b>	<b>0</b>	<b>690,000</b>	<b>-363,120</b>	<b>-34%</b>

**Sheriff's Execution Fund**

This fund accounts for the execution revenue collected by the Sheriff's Office, which is restricted for law enforcement purposes.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	59,258	0	0	0	0	0	0	0	0%
State Intergovernmental	33,749	0	0	0	0	0	0	0	0%
Services Charges	0	0	0	0	200,000	0	200,000	200,000	100%
Miscellaneous	215	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>93,221</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	200,000	100%
<b>Expenses</b>									
Fixed Charges	66,093	0	0	0	0	0	0	0	0%
Current Service Charges	0	0	0	0	200,000	0	200,000	200,000	100%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	200,000	100%

**Solid Waste Electronics Management Fund**

This fund accounts for revenue from the state that is used to fund part of Solid Waste's electronics recycling program.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Services Charges	8,231	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>8,231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	0	0%
<b>Expenses</b>									
Fixed Charges	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	0	0%



**Special Districts Fund**

This fund accounts for the revenues of the County’s 18 fire and rescue districts and one special school district.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Ad Valorem Taxes	7,756,333	8,305,982	8,492,959	8,971,078	8,774,787	196,291	8,971,078	281,828	3%
Miscellaneous	1,519,244	1,860,530	1,598,664	1,994,716	1,994,716	0	1,994,716	396,052	25%
<b>Total</b>	<b>9,275,577</b>	<b>10,166,512</b>	<b>10,091,623</b>	<b>10,965,794</b>	<b>10,769,503</b>	<b>196,291</b>	<b>10,965,794</b>	<b>677,880</b>	<b>7%</b>
<b>Expenses</b>									
Contracts & Grants	8,999,251	10,354,165	10,091,623	10,965,794	10,769,503	196,291	10,965,794	677,880	7%
<b>Total</b>	<b>8,999,251</b>	<b>10,354,165</b>	<b>10,091,623</b>	<b>10,965,794</b>	<b>10,769,503</b>	<b>196,291</b>	<b>10,965,794</b>	<b>677,880</b>	<b>7%</b>

Approved increased tax rates for the following:

- Benhaven - 1-cent increase. The department has increased costs because of growth and communications upgrades. The district has also partnered with our IT Department to extend the fiber network in that area.
- Coats - 2-cent increase. The fire chief has had serious recruitment issues because of low salaries and increased costs because of higher call volumes. The chief completed a detailed look at operations when he came on board.
- Benson - 2-cent tax increase. The main reason for the increase is to put full-time staff at the fire station on a 24/7/365 basis.
- Cypress Pointe - 1-increase. The department has started running first responder for EMS in the county. The district has not received an increase in 11 years and call volume is increasing.
- Godwin Falcon - 5-cent increase to make the rate equal to what is charged in Cumberland County.

The Averbosboro School District remains at the same rate, 2 cents, which results in \$318,111.

District	FY 21 Rate	FY 22 Req/Rec Rate	Total Revenue FY 21 Rate Produces	Total Revenue FY 22 Rate Produces	Increase
Anderson Creek	0.110	0.110	1,425,978	1,425,978	0
Angier	0.070	0.070	836,769	836,769	0
<b>Benhaven</b>	<b>0.100</b>	<b>0.110</b>	<b>868,181</b>	<b>938,978</b>	<b>70,797</b>
<b>Benson</b>	<b>0.100</b>	<b>0.120</b>	<b>73,063</b>	<b>85,356</b>	<b>12,293</b>
Boone Trail	0.070	0.070	372,067	372,067	0
Buies Creek	0.100	0.100	534,037	534,037	0
<b>Coats/Grove</b>	<b>0.090</b>	<b>0.110</b>	<b>496,830</b>	<b>586,066</b>	<b>89,236</b>
Crains Creek	0.100	0.100	53,650	53,650	0
<b>Cypress Pointe</b>	<b>0.085</b>	<b>0.095</b>	<b>42,768</b>	<b>46,252</b>	<b>3,484</b>
Dunn	0.090	0.090	1,422,950	1,422,950	0
Erwin	0.095	0.095	282,878	282,878	0
Flatbranch	0.130	0.130	458,971	458,971	0
Flatwoods	0.120	0.120	102,609	102,609	0
<b>Godwin</b>	<b>0.100</b>	<b>0.150</b>	<b>3,609</b>	<b>24,090</b>	<b>20,481</b>
Northwest Harnett	0.080	0.080	753,550	753,550	0
Spout Springs	0.120	0.120	2,030,327	2,030,327	0
Summerville	0.100	0.100	628,465	628,465	0
West Area	0.100	0.100	48,504	48,504	0
West Johnston	0.070	0.070	16,187	16,187	0
<b>Total Fire Districts</b>			<b>10,451,393</b>	<b>10,647,684</b>	<b>196,291</b>
Aversboro School District	0.020	0.020	318,111	318,111	0

## Veterans Treatment Court Fund

This fund accounts for the revenues and expenses of the treatment court for veterans.

	FY 19 Actual	FY 20 Actual	FY 21 Rev Bud	FY 22 Total Req	FY 22 Total Appr Cont	FY 22 Total Appr Exp	FY 22 Total Appr	Appr Variance	Appr % Inc/Dec
<b>Revenues</b>									
Federal Intergovernmental	467,588	237,905	312,178	0	0	0	0	-312,178	-100%
Miscellaneous	0	46,238	155,840	0	0	0	0	-155,840	-100%
Transfers In	0	50,000	48,893	0	0	0	0	-48,893	-100%
Fund Balance	0	0	8,591	0	0	0	0	-8,591	-100%
<b>Total</b>	<b>467,588</b>	<b>334,144</b>	<b>525,502</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-525,502</b>	<b>-100%</b>
<b>Expenses</b>									
Salary & Benefits	5,558	11,126	14,918	0	0	0	0	-14,918	-100%
Professional Services	186,904	139,629	334,314	56,700	0	0	0	-334,314	-100%
Supplies & Materials	18,847	21,006	17,204	0	0	0	0	-17,204	-100%
Current Services	78,219	30,580	36,693	9,600	0	0	0	-36,693	-100%
Fixed Charges	177,660	121,162	117,126	30,000	0	0	0	-117,126	-100%
Capital Outlay	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>467,188</b>	<b>323,503</b>	<b>520,255</b>	<b>96,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-520,255</b>	<b>-100%</b>

## Expansion & Other Notes

**FY 2022 Funding:** The treatment court has been awarded a pair of three-year Bureau of Justice Assistance (BJA) grants from the federal government to provide funding for staff. The program director requested funds for treatment, but the program is being encouraged to utilize community resources that do not require that the county pay for treatment services. In addition, much of the funding provided last year by the Sandhills Center Local Management Entity-Managed Care Organization (LME-MCO) has not been spent because of COVID-19. The county has requested that those funds be rolled over to fund treatment and the contracted community

resource coordinator; \$30,000 in funding has been set aside in contingency in case Sandhills declines the request to roll over county funds.

**Workforce Development (WIA) Fund**

This fund accounts for grant funds used to provide job placement and education opportunities to eligible participants in Harnett and Sampson counties.

	<b>FY 19 Actual</b>	<b>FY 20 Actual</b>	<b>FY 21 Rev Bud</b>	<b>FY 22 Total Req</b>	<b>FY 22 Total Appr Cont</b>	<b>FY 22 Total Appr Exp</b>	<b>FY 22 Total Appr</b>	<b>Appr Variance</b>	<b>Appr % Inc/Dec</b>
<b>Revenues</b>									
Federal Intergovernmental	683,906	566,855	660,043	0	694,154	0	694,154	34,111	5%
Miscellaneous	32	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>683,938</b>	<b>566,855</b>	<b>660,043</b>	<b>0</b>	<b>694,154</b>	<b>0</b>	<b>694,154</b>	<b>34,111</b>	<b>5%</b>
<b>Expenses</b>									
Salary & Benefits	395,914	405,698	404,411	437,544	437,457	0	437,457	33,046	8%
Supplies & Materials	8,193	1,834	5,823	5,823	5,823	0	5,823	0	0%
Current Services	234,565	13,764	25,791	28,105	28,105	0	28,105	2,314	9%
Fixed Charges	17,859	10,905	16,242	16,242	16,242	0	16,242	0	0%
WIOA Program	0	140,162	204,776	206,527	206,527	0	206,527	1,751	1%
<b>Total</b>	<b>656,532</b>	<b>572,362</b>	<b>657,043</b>	<b>694,241</b>	<b>694,154</b>	<b>0</b>	<b>694,154</b>	<b>37,111</b>	<b>6%</b>

# Appendices

# Appendix 1



# **HARNETT COUNTY**

## **Fiscal Year 2022**

### **Budget Ordinance**



**BUDGET ORDINANCE**

**Fiscal Year 2021-2022**

BE IT ORDAINED by the Board of Commissioners of Harnett County, North Carolina, in accordance with G.S. 159-13 of the North Carolina General Statutes, that:

**Section 1: Expenditures**

The following expenditure amounts are hereby appropriated for the operation of the county government and its activities for the fiscal year beginning July 1, 2021, and ending June 30, 2022, in accordance with the chart of accounts heretofore established for the County:

**Capital Reserve Funds**

Board Of Education Capital Reserve Fund	2,652,405
General Government Capital Reserve Fund	876,068
Parks & Recreation Capital Reserve Fund	200,000
Sheriff's Capital Reserve Fund	278,640
Transportation Capital Reserve Fund	280,561
Solid Waste Capital Reserve Fund	1,055,084
Solid Waste Post-Closure Capital Reserve Fund	237,350

**Debt Service Funds**

General Government Debt Service Fund	19,403,748
Harnett Regional Water Debt Service Fund	4,527,895
Solid Waste Debt Service Fund	353,550

### Enterprise Funds

<b>Harnett Regional Water (HRW)</b>	
HRW Administration	13,375,818
Water Treatment Plant	6,579,391
Wastewater Treatment Plant	3,702,608
South Harnett Wastewater Plant	3,620,345
Water Distribution	5,012,270
Sewer Collections	5,447,322
<b>Total Harnett Regional Water</b>	<b>37,798,561</b>
<b>Solid Waste</b>	<b>6,735,000</b>

### General Fund

<b>Culture &amp; Recreation</b>	
Culture & Recreation Appropriation	150,000
Library Department	1,564,894
Parks & Recreation Department	1,482,442
<b>Economic &amp; Physical Development</b>	
Community Development	455
Cooperative Extension	393,878
Cooperative Extension--Special Programs	108,661
Development Services	992,417
Development Services--Building Inspections	870,247
Economic Development	1,036,973
<b>Education</b>	
Central Carolina Community College	1,812,631
Harnett County Board Of Education	24,680,603
<b>Environmental Protection</b>	
Environmental Protection Allocation	12,000
NC Forestry Program	125,852
Soil & Water Conservation District	245,552



<b>General Government</b>	
Administration	978,060
Board Of Elections	419,439
Clerk Of Court	22,283
Facilities Maintenance	3,087,866
Finance	1,390,508
Fleet Maintenance	692,444
General Services	233,856
Governing Body	570,288
Human Resources	762,466
Information Technology	2,445,345
Information Technology--GIS	759,998
Legal Services	317,941
Register Of Deeds	729,535
Retiree Insurance	882,000
Tax	1,798,582
<b>Human Services</b>	
General Services --Restitution	93,831
Health Department--Administration	6,146,473
Health Department--Senior Services	1,395,943
Mental Health	605,679
Social Services--Administration	2,039,070
Social Services--Adoptions	389,469
Social Services--Adult Medicaid	2,335,126
Social Services--Adult Services	1,006,067
Social Services--Child Care Subsidy	414,877
Social Services--Child Protective Services	2,104,903
Social Services--Child Support	1,397,305
Social Services--Energy Programs	1,105,758
Social Services--Family & Children's Medicaid	1,645,932
Social Services--Food Stamps	1,587,610
Social Services--Foster Care	2,801,953
Social Services--Fraud Prevention	340,031
Social Services--Medicaid Transportation	216,148
Social Services--Workfirst	351,353
Veterans Services	316,223

<b>Non-Departmental</b>	
Contingency	930,000
Transfers To Capital And Debt:	
Capital Reserve Fund - Board of Education	1,431,528
Capital Reserve Fund - General Government	500,000
Capital Reserve Fund - Parks & Recreation	200,000
Capital Reserve Fund - Sheriff	86,102
Capital Reserve Fund - Transportaton	16,667
Debt Service Fund - General Government	11,000,000
Internal Service Fund - Fleet Services	100,000
Internal Service Fund - Information Technology	350,000
Special Revenue Fund - Tax Reappraisal	690,000
Special Revenue Fund - Veterans Treatment Court	0
Subtotal--Transfers to Capital and Debt	14,374,297
<b>Public Safety</b>	
Animal Services--Animal Control	315,785
Animal Services--Animal Shelter	331,611
Emergency Services	953,188
Emergency Services--Emergency Management Grants	54,279
Emergency Services--Emergency Medical Services	8,747,659
Emergency Services--Medical Examiner	100,000
Emergency Services--Rescue Districts	4,152,210
Sheriff's Office	12,754,670
Sheriff's Office--Campbell Deputies	528,160
Sheriff's Office--Child Support Enforcement	79,244
Sheriff's Office--Emergency Communications	1,954,386
Sheriff's Office--Jail	6,146,234
Sheriff's Office--School Resource Officers	2,083,102
<b>Transportation</b>	
Harnett Area Rural Transit System (HARTS)--Transportation	1,511,616
Harnett Area Rural Transit System (HARTS)--Administration	604,040
Harnett Regional Jetport	634,362
<b>General Fund Total</b>	<b>131,115,810</b>

### Internal Service Funds

Dental Insurance Internal Service Fund	550,000
Employee Clinic Internal Service Fund	180,900
Fleet Replacement Internal Service Fund	225,111
Flexible Spending Account Internal Service Fund	450,000
Health Insurance Internal Service Fund	9,512,000
Information Technology Internal Service Fund	1,918,420
Retiree Health Insurance Internal Service Fund	1,500,000
Unemployment Insurance Internal Service Fund	250,000
Workers Compensation Internal Service Fund	760,000

### Special Districts

The actual net proceeds from the property taxes levied within each district below and the sales tax collected on behalf of each district below shall constitute the appropriation. All net taxes including sales tax shall be distributed to the appropriate district, as estimated below:

<b>Aversboro School</b>	<b>318,111</b>
<b>Fire Districts</b>	
Anderson Creek	1,425,978
Angier	836,769
Benhaven	938,978
Benson	85,356
Boone Trail	372,067
Buies Creek	534,037
Coats/Grove	586,066
Crains Creek	53,650
Cypress Pointe	46,252
Dunn	1,422,950
Erwin	282,878
Flatbranch	458,971
Flatwoods	102,609
Godwin	24,090
Northwest Harnett	753,550
Spout Springs	2,030,327
Summerville	628,465
West Area	48,504
West Johnston	16,187
<b>Total Fire Districts</b>	<b>10,647,684</b>

### Special Revenue Funds

Asset Forfeitures Special Revenue Fund	450,710
Automation Enhancement & Preservation Special Revenue Fund	151,500
Concealed Weapons Permit Special Revenue Fund	250,000
COVID-19 Relief Funds	117,900
Education & Economic Development Special Revenue Fund	668,670
Emergency Response Planning Special Revenue Fund	75,000
Emergency Telephone Special Revenue Fund	901,894
Fines And Forfeitures Special Revenue Fund	200,000
Radio System Special Revenue Fund	365,700
Revaluation Special Revenue Fund	690,000
Sheriff's Execution Special Revenue Fund	200,000
Special Districts Special Revenue Fund	10,965,794
Workforce Development (WIA) Special Revenue Fund	694,154

## Section 2: Revenues

The following revenues are estimated to be available to fund the operations of the county government and are hereby approved for the fiscal year beginning July 1, 2021 and ending June 30, 2022, in accordance with the chart of accounts heretofore established for the county.

### Capital Reserve Funds

<b>Board of Education Capital Reserve</b>	
Non-Revenue Receipts	2,652,405
<b>Total Board of Education</b>	<b>2,652,405</b>
<b>General Government Capital Reserve</b>	
Non-Revenue Receipts	876,068
<b>Total General Government</b>	<b>876,068</b>
<b>Parks &amp; Recreation Capital Reserve</b>	
Non-Revenue Receipts	200,000
<b>Total Parks &amp; Recreation</b>	<b>200,000</b>
<b>Sheriff's Capital Reserve</b>	
Non-Revenue Receipts	278,640
<b>Total Sheriff's</b>	<b>278,640</b>
<b>Solid Waste Post Closure Fund Capital Reserve</b>	
Non-Revenue Receipts	237,350
<b>Total Solid Waste Post Closure Fund</b>	<b>237,350</b>
<b>Solid Waste Capital Reserve</b>	
Non-Revenue Receipts	1,055,084
<b>Total Solid Waste</b>	<b>1,055,084</b>
<b>Transportation Capital Reserve</b>	
Non-Revenue Receipts	280,561
<b>Total Transportation</b>	<b>280,561</b>

**Debt Service Funds**

<b>General Government Debt Service Fund</b>	
Taxes - Sales	8,403,748
Non-Revenue Receipts	11,000,000
<b>Total General Government</b>	<b>19,403,748</b>
<b>Harnett Regional Water Debt Service Fund</b>	
Non-Revenue Receipts	4,527,895
<b>Total Harnett Regional Water</b>	<b>4,527,895</b>
<b>Solid Waste Debt Service Fund</b>	
Non-Revenue Receipts	353,550
<b>Total Solid Waste</b>	<b>353,550</b>

### Enterprise Funds

<b>Harnett Regional Water (HRW) Enterprise Fund</b>	
Local	3,703
Service Charges - Invest Earnings	10,000
Service Charges - Other Services	400,000
Service Charges - Returned Check	9,000
Service Charges - Penalties	975,000
Service Charges - Water	23,750,000
Service Charges - Sewer	11,500,000
Service Charges - Energy	625,000
Sale Of Fixed Assets	5,000
Contributions And Donations	390,000
Rents	120,000
Other Revenue	10,858
<b>Total HRW Enterprise Fund</b>	<b>37,798,561</b>
<b>Solid Waste Enterprise Fund</b>	
Solid Waste Availability Fee	260,000
State	1,900,000
Service Charges - Invest Earnings	10,000
Service Charges - Returned Check	4,500,000
Service Charges - Penalties	20,000
Service Charges - Solid Waste	45,000
<b>Total Solid Waste Enterprise Fund</b>	<b>6,735,000</b>



### General Fund

<b>General Fund</b>	
Ad Valorem Taxes - Real	60,500,000
Ad Valorem Taxes - Motor Vehicles	8,100,000
Ad Valorem Taxes - Real Delinquent	300,000
Ad Valorem Taxes - Penalties	200,000
Article 39 Sales Tax	9,400,000
Article 40 Sales Tax	6,700,000
Article 42 Sales Tax	1,500,000
Article 44 Sales Tax	4,700,000
Excise Tax	730,000
Federal	14,407,633
State	2,214,982
Local	26,000
Medicaid Hold Harmless	3,700,000
Service Charges - Departmental	11,873,716
Service Charges - Indirect Cost	1,422,070
Service Charges - Concessions	84,000
Service Charges - Invest Earnings	250,000
Enterprise Charges - Returned Check	1,600
Contributions And Donations	88,571
Rents	134,863
Other Revenue	1,459,268
Transfers From - Special Revenue	117,900
Transfers From - Capital Reserve	160,338
Fund Balance Appropriated	3,044,869
<b>Total General Fund Revenue</b>	<b>131,115,810</b>

### Internal Service Funds

<b>Dental Insurance Internal Service Fund</b>	
Service Charges	550,000
<b>Total Dental Insurance</b>	<b>550,000</b>
<b>Employee Clinic Internal Service Fund</b>	
Service Charges	180,900
<b>Total Employee Clinic</b>	<b>180,900</b>
<b>Fleet Replacement Internal Service Fund</b>	
Service Charges	113,111
Miscellaneous Income	12,000
Non-Revenue Receipts	100,000
<b>Total Fleet Replacement</b>	<b>225,111</b>
<b>Flexible Spending Account Internal Service Fund</b>	
Service Charges	450,000
<b>Total Flexible Spending</b>	<b>450,000</b>
<b>Health Insurance Internal Service Fund</b>	
Service Charges	9,500,000
Miscellaneous Income	12,000
<b>Total Health Insurance</b>	<b>9,512,000</b>
<b>Information Technology Internal Service Fund</b>	
Service Charges	1,568,420
Non-Revenue Receipts	350,000
<b>Total Information Technology</b>	<b>1,918,420</b>
<b>Retiree Health Insurance Internal Service Fund</b>	
Service Charges	1,500,000
<b>Total Retiree Health</b>	<b>1,500,000</b>
<b>Unemployment Insurance Internal Service Fund</b>	
Service Charges	250,000
<b>Total Unemployment</b>	<b>250,000</b>
<b>Workers Compensation Fund Internal Service Fund</b>	
Service Charges	760,000
<b>Total Workers Compensation</b>	<b>760,000</b>

**Special Revenue Funds:**

<b>Asset Forfeitures Special Revenue Fund</b>	
Non-Revenue Receipts	450,710
<b>Total Asset Forfeitures</b>	<b>450,710</b>
<b>Automation Enhancement &amp; Preservation Special Revenue Fund</b>	
Service Charges	65,000
Non-Revenue Receipts	86,500
<b>Total Automation</b>	<b>151,500</b>
<b>Concealed Weapons Permit Special Revenue Fund</b>	
Service Charges	250,000
<b>Total Concealed Weapon Permits</b>	<b>250,000</b>
<b>COVID-19 Relief Funds</b>	
Non-Revenue Receipts	117,900
<b>Total COVID-19 Relief</b>	<b>117,900</b>
<b>Education &amp; Economic Development Special Revenue Fund</b>	
Non-Revenue Receipts	668,670
<b>Total Education &amp; Economic Development</b>	<b>668,670</b>
<b>Emergency Response Planning Special Revenue Fund</b>	
Miscellaneous Income	75,000
<b>Total Emergency Response Planning</b>	<b>75,000</b>
<b>Emergency Telephone Special Revenue Fund</b>	
Taxes-Other	867,816
Non-Revenue Receipts	34,078
<b>Total Emergency Telephone</b>	<b>901,894</b>
<b>Fines And Forfeitures Special Revenue Fund</b>	
Miscellaneous Income	200,000
<b>Total Fines &amp; Forfeitures</b>	<b>200,000</b>
<b>Radio System Special Revenue Fund</b>	
Service Charges	365,700
<b>Total Radio System</b>	<b>365,700</b>

<b>Revaluation Special Revenue Fund</b>	
Non-Revenue Receipts	690,000
<b>Total Revaluation</b>	<b>690,000</b>
<b>Sheriff's Execution Special Revenue Fund</b>	
Service Charges	200,000
<b>Total Sheriff's Execution</b>	<b>200,000</b>
<b>Special Districts Special Revenue Fund</b>	
Taxes-Ad Valorem	8,971,078
Miscellaneous Income	1,994,716
<b>Total Special Districts</b>	<b>10,965,794</b>
<b>Workforce Development (WIA) Special Revenue Fund</b>	
Intergovernmental-Federal	694,154
<b>Total Workforce Development</b>	<b>694,154</b>

### Section 3: Board of Commissioners Compensation

The following is the salary schedule for the Harnett County Board of Commissioners for the fiscal year beginning July 1, 2021 and ending June 30, 2022 as in accordance with G.S. 153A-28 and G.S. 153A-92:

Chairman	\$ 10,375 per year	+\$ 610 per month (Travel)
Vice Chairman	\$ 9,726 per year	+\$ 610 per month (Travel)
Commissioner	\$ 9,083 per year	+\$ 610 per month (Travel)

### Section 4: Tax Levies

#### General Fund

There is hereby levied a tax at the rate of seventy-five cent (.75) per one hundred dollars (\$100) valuation of property listed as of January 1, 2021, for the purpose of raising revenue listed as Tax - Ad Valorem Tax in the Harnett County General fund in Section 2 of this ordinance. The rate of tax, for the purpose of taxation, is based upon an estimated total valuation of real and personal property of \$8,316,022,751 and motor vehicles of \$ 1,087,722,832.00 and together with anticipated delinquent collections of \$300,000 and penalties of \$200,000, should generate a total Tax - Ad Valorem of at least \$69,100,000. FY 2021-2022 estimates for real and personal property and for motor vehicle values are based on a property tax collection rate of 99.29%, which is the collection percentage for fiscal year ending June 30, 2020.

#### Special Averagesboro School District Tax Levy

There is hereby levied a tax at the rate of two cents (.02) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2021, located within the Special Averagesboro School District for the raising of revenue for said Special School District. This rate of tax, for the purpose of taxation, is based upon an estimated total valuation of property of \$1,286,541,065 and an estimated collection rate of 99.29 percent and, together with anticipated delinquent collections, should generate a total Tax - Ad Valorem of at least \$256,982.

**Special Fire District Tax Levies**

There is hereby levied the following tax rates per hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2021, located within the Special Districts indicated below for the purpose of providing revenue for said Districts.

District	FY 22 Rate
Anderson Creek	0.110
Angier	0.070
Benhaven	0.110
Benson	0.120
Boone Trail	0.070
Buies Creek	0.100
Coats/Grove	0.110
Crains Creek	0.100
Cypress Pointe	0.095
Dunn	0.090
Erwin	0.095
Flatbranch	0.130
Flatwoods	0.120
Godwin	0.150
Northwest Harnett	0.080
Spout Springs	0.120
Summerville	0.100
West Area	0.100
West Johnston	0.070

The Tax Administrator of Harnett County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Harnett County Tax Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Harnett, and this order shall be a full and sufficient

authority to direct, require, and enable the Tax Administrator to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with the law.

### **Section 5: Board of Education**

The following categories of funding are provided for the 2021-2022 budget year to meet the needs of the Harnett County Board of Education as detailed in the Harnett County Schools 2021-2022 Budget Request dated April 20, 2021.

- A. Current Expense: On July 1, 2016, Harnett County adopted a funding formula for current expense which will annually budget an amount equal to the most recent known 2nd month average daily membership (ADM) count of students within the Harnett County Public School System, times the most recent known Three-Year Average of Appropriations per ADM for Harnett County, as determined by the NC Department of Public Instruction. For the fiscal year 2021-2022 budget, Harnett County will use this base funding formula to allocate a total of \$24,531,318 for current expense. This appropriation will provide an approximated per pupil funding of \$1,203.17 based upon the Harnett County School ADM of 19,256 and a Charter School ADM projection provided by the schools of 1,216. The total allocation has been calculated as follows:

1. Base Calculation:

$$19,256 \quad \times \quad \$1,184.63 \quad = \quad \$22,811,235$$

Expanded Calculation:

In addition to this calculation, the County will include an appropriation to provide increased current expense funding to offset charter school allocations. This amount has been calculated as follows.

$$1,216 \quad \times \quad \$1,184.63 \quad = \quad \$1,440,511$$

Total Calculation:

$$20,472 \quad \times \quad \$1,184.63 \quad = \quad \$24,251,745$$

2. Hold-harmless funding:

For the 2021 - 2022 budget, the current expense allocation will remain at \$24,531,318 to hold the schools harmless for the reduction in the ADM from the prior year.

3 Supplemental taxes for the Special Averagesboro School District, as outlined in Section 3 of this document, are not included in this current expense funding formula.

- B. Capital Outlay: On July 1, 2016, Harnett County adopted a funding formula for capital and capital maintenance to provide an appropriation based on an amount equal to 65% of the prior fiscal year ADM Lottery proceeds with the remaining 35% set aside for future land purchase or debt payments. On March 31, 2021, Harnett County Schools was awarded a Needs-Based Capital Grant which results in the forfeiture of lottery proceeds for five years. In order to not penalize the Board of Education for the forfeiture of lottery proceeds, the Board of Commissioners has agreed to fund the capital and capital maintenance needs in the amount of \$1,021,528.
- C. Capital Improvements: In accordance with the approved FY 2022-2028 Capital Improvements Program (CIP), as amended in the FY 2021-2022 operating budget, \$1,441,415 is hereby appropriated for school maintenance needs described in the CIP.
- D. School Debt: Funds to continue to retire the debt for our public schools have been included. The amounts are as follows:



2020 Limited Obligation Refunding Bonds	
Interest	1,319,375
Principal	5,675,000
2012B Qualified School Construction Bonds	
Interest	1,365,195
Principal	763,829
QZAB III	
Interest	0
Principal	181,415
2016 Qualified School Construction Bonds	
Interest	-
Principal	220,000
2017 GO Bonds - Schools (Benhaven Elementary)	
Interest	925,563
Principal	1,475,000
2020 GO Bonds (pending) for Erwin Elementary School	
Interest	971,094
Principal	1,375,000
2021 GO Bonds (projected) for NW Harnett Elementary School	
Interest	967,500
Principal	0
<b>Total School Debt Payments</b>	<b>\$ 15,238,971</b>
Restricted Sales Tax	0
	\$ 15,238,971

- E. Board of Education member compensation: In accordance with G.S. 115C-38 and G.S. 153A-92, the following maximum compensation levels for the Harnett County Board of Education are established for the fiscal year beginning July 1, 2021, and ending June 30, 2022:

Chairman	\$ 10,375	per year	+\$ 610	per month (Travel)
Vice Chairman	\$ 9,726	per year	+\$ 610	per month (Travel)
Member	\$ 9,083	per year	+\$ 610	per month (Travel)

### Section 6: Economic Development

Section 1 of this document includes funding for the following economic development purposes:

Personnel	353,914
Professional Consultants	11,250
Marketing/Advertising/Incentives	389,410
Impositions	50,000
Operations	156,683
Professional Dues	55,716
<b>Total Economic Development</b>	<b>1,016,973</b>

All of these funds will be used to promote development and infrastructure improvements in Harnett County.

### Section 7: Periodic Financial Reports

The Finance Officer shall make available to each Department Director or their designee, access to that director's accounting data maintained on the County's computerized financial management system. The level of access and the ability to manipulate said data shall be determined at the sole discretion of the Finance Officer but shall be no less restrictive than the ability to view such data and generate reports of same. The Finance Officer shall provide monthly expense and revenue reports to the Board of Commissioners in a manner and format agreed to by both parties.

## Section 8: Rates & Fees

The Board of Commissioners hereby declares that all rates and fees set forth in Attachment A: Rate & Fee Schedule are in effect during Fiscal Year 2021-2022 and that the County has the authority to charge said rates and fees as set forth in Attachment A until rescinded or modified. The following fees have been added, rescinded or modified from FY 2020-2021 and are already reflected in Attachment A:

Department	New or Increase	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
<b>General Fund</b>					
Sheriff's Office-Detention Center	Increase	Inmate Medical Visit	5.00	10.00	Per Visit
Library	Increase	Local Outgoing Fax Charge	0.10	0.25	Per Page
Library	Decrease	Long Distance Fax Charge	1.00	0.25	Per Page
Library	Increase	Incoming Fax	0.10	0.25	Per Page
Harnett Regional Jetport	New	Fuel - AvGas	0	\$0.30 above county cost	Per Gallon
Harnett Regional Jetport	New	Fuel - Jet A	0	\$1.50 above county cost	Per Gallon
Harnett Regional Jetport	New	Oil	0	30% above county cost	Per Container
<b>Enterprise Funds</b>					
Harnett Regional Water	Increase	Meter Fees ¾-inch	200.00	325.00	Per Meter
Harnett Regional Water	Increase	Meter Fees 1-inch	300.00	450.00	Per Meter

## Section 9: Authorized Positions

The Board of Commissioners has authorized the following number of full-time positions budgeted by function/department.

	<b>FY 2022</b>
General Government	99.00
Public Safety:	
Sheriff	233.00
Emergency Service	8.50
Emergency Medical Services	84.00
Emergency Communications	26.00
Animal Services	8.00
Transportation	20.00
Environment Safety	3.00
Economic & Physical Development	26.00
Human Services:	
Health	59.30
Social Services	187.00
Human Services (all others)	14.70
Cultural & Recreational	27.00
Workforce Development	5.00
Emergency Response Planning Grant	0.50
Harnett Regional Water	109.00
Solid Waste	17.00
Employee Clinic	1.00
<b>Total Positions Budgeted</b>	<b>926.00</b>

## Section 10: Personnel and Compensation

The Board of Commissioners has authorized the Fiscal Year 2021-2022 Budget to include:

- A. Funding is included in the previously listed sections for the Employee Performance Pay Plan in the amount of 1.5% and is to be administered in accordance with the Harnett County Personnel Ordinance.

- B. A County contribution of 5% of sworn law enforcement officers' salary into the State supplemental 401K plan, regardless of employee contribution, as required by G.S. 143-166.50(e).
- C. A County contribution of 2% of general employees' (non-sworn law enforcement officers') salary into the State supplemental 401K plan, regardless of employee contribution.
- D. The County shall pay the individual cost of medical and dental insurance of all regular full-time active employees. The monthly rates for full time active employees are posted in the Rate & Fee Schedule.
- E. Vision insurance is available for eligible full-time employees to purchase as an elected deduction. The County does not participate in the cost of this insurance for the employee. The monthly rate for full time active employees is posted in the Rate & Fee Schedule.
- F. The County will transfer \$15.00 per full-time employee per month to the Employee Clinic Internal Service Fund to fund the employee health clinic. The County will provide the service for all full and part-time employees and their dependents. Those retirees who are covered by the County health insurance plan may also utilize the clinic. The employees will not be required to use leave while receiving treatment at the clinic nor pay a co-pay for services received.
- G. The County will transfer \$10.00 per full-time employee per month to the OPEB Trust Fund to fund the OPEB Trust. Additionally, the County will transfer \$10.00 per sworn law enforcement employee per month to the OPEB Trust Fund to fund the LEOSSA Trust. These funds will be placed into a special fund to be invested with the State Treasurer to accumulate for use in paying future benefits owed to qualifying employees who separate from the County's employment.
- H. Requests for new positions, salary adjustments, position reclassifications, transfers and/or department reorganizations will only be considered by management as part of the annual budget process. Should the need arise to address one or more of these items during the course of the fiscal year, the department will present their request to the County Manager who may address the matter based on his/her level of discretion granted in the Personnel Ordinance. All requests for new positions will be required to be presented to the full Board of County Commissioners at a regularly scheduled work session to obtain their approval at the following regular meeting.

## **Section 11: Salary Grade Table**

The Board of Commissioners hereby adopts the Fiscal Year 2021-2022 Classification and Grade Table as set forth in Attachment B to be effective from July 1, 2021, through June 30, 2022. Staff is hereby authorized to make modifications and adjust any and all pay ranges, accordingly, to maintain the integrity of the table going forward.

## **Section 12: Reduction in State and Federal Funding**

It will be the general policy of this Board that it will not absorb any reduction in State and Federal funds; however, the Board, in its discretion, may amend the budget ordinance to appropriate additional funds to compensate for the reduction in State and Federal funds so long as the ordinance, as amended, satisfies the requirements of G.S. 159-8 and 159-13. If the Board does not appropriate additional funds, the agency shall reduce personnel or program expenditures to stay within the authorized County appropriation.

The policy is extended to any agency that is funded by the County and receives State or Federal funds. This shall remain in effect until otherwise changed or amended by the Board of Commissioners. The County Manager is hereby directed to distribute this policy to each of the agencies that may be involved.

## **Section 13: Fiscal Control Act**

- A. The County Manager and the Finance Officer are hereby directed to make any changes in the budget or fiscal practices that are required by the Local Government Budget and Fiscal Control Act. This shall extend to permitted consolidation of funds and "Single Tax Levies" permitted in the Fiscal Control Act. Any changes made by this authorization shall be reported to the Board of Commissioners for their approval. The known changes that follow shall in no way be a limitation to the County Manager and Finance Officer in complying with said Act.
- B. As provided by G.S. 159-25(b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager or the Chairman of the Board of Commissioners and the Finance Officer following proof or warrant, shall be the authorized signatures of the County.
- C. Department directors may request the transfer of line-item appropriations between cost centers under their jurisdiction. Transfers made from salary and wage accounts shall not result in the increase of salary obligations. Transfers into capital outlay lines shall not result in the purchase of additional capital items not previously approved by the Board of Commissioners. The County Manager, as the budget officer, is hereby authorized to approve such transfers. All budget transfers as referenced herein will be reported at the next regular meeting of the Board of Commissioners as in accordance with G.S. 159-15.
- D. The Harnett County Board of Commissioner's establish a capitalization threshold of \$20,000 for equipment and vehicles, \$100,000 for renovations/improvements and \$250,000 for new construction.

- E. The County Manager, who serves as the Budget Officer, is hereby directed to administer the budget within the following legal parameters and the guidelines contained within the Fiscal Policy, adopted by the Harnett County Board of Commissioners on February 15, 2021, and incorporated by reference. A copy is attached as Attachment C.
1. Except where in conflict with C above, transfer funds within a department without limitation.
  2. Transfer amounts of up to \$5,000 between departments of the same fund with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners.
  3. Employ temporary help from time to time to meet the needs of county departments.
  4. Transfer amounts of up to \$50,000 from contingency to any department with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners. Amounts of \$50,000 or above must be approved by the Board of Commissioners.
  5. Execute contracts provided that funds for the contract have been approved as part of the annual budget and the contract does not exceed the funds appropriated, the contract's term does not exceed three years, does not automatically renew beyond three years, and all applicable state laws and county policies regarding purchasing are followed, and the contract does not exceed \$100,000.
  6. Execute on behalf of the Board of Commissioners any other contract, change order, purchase order or other instrument incurring any obligation which is specifically approved by the Board of Commissioners.
  7. Authorize payment in an amount not to exceed \$5,000 in settlement of any liability claims against the County or against any of its officers or employees.
- F. Other changes in this budget will be made by amendment only. Transfers between Funds requires the specific approval of the Board of Commissioners. Appropriation from Contingency in a capital project fund can be made following previously adopted Best Management Practices as listed in Attachment D.

## **Section 14: Capital Improvement Plans**

### **General Government and Solid Waste Capital Improvements Plan**

The General Government and Solid Waste Capital Improvements Plan was adopted on January 26, 2021, is available in the Office of the Clerk to the Board of Commissioners and is included in the FY 2021-2022 Approved Budget Document. The plan is acknowledged as being a working tool developed by the County staff to give guidance toward the County's general government infrastructure development and capital needs. The amounts listed in the 2021-2022 fiscal year are approved as part of this budget ordinance, with the following changes:

- A. The scheduled \$100,000 transfer from the General Fund to the Greenway Capital Reserve is eliminated.
- B. The scheduled \$200,000 transfer from the General Fund to the Fleet Internal Service Fund is reduced to \$100,000.
- C. The scheduled \$334,278 transfer from the General Capital Reserve to the Board of Elections Voting Equipment Replacement Project is reduced to \$110,248.

- D. Funding for remount of an EMS ambulance, originally budgeted in FY 2021, is being moved to FY 2022 in the amount of \$83,577.
- E. The scheduled \$290,042 transfer from the General Capital Reserve to the Harnett Regional Jetport Apron Expansion Project is reduced to \$8,499.
- F. The scheduled \$197,935 transfer from the Transportation Capital Reserve to the Harnett Regional Jetport Apron Expansion is reduced to \$263,894.
- G. The Board of Education Capital Reserve for the School Maintenance Fund is increased by \$1,041,415 through an additional \$10,000 from the General Fund, \$668,670 from the Education & Economic Development Special Revenue Fund and \$362,745 from the American Relief Program funding.

### Harnett Regional Water Capital Improvements Plan

The Harnett Regional Water Department Capital Improvement Plan was adopted on June 21, 2021 and is available in the Office of the Clerk to the Board of Commissioners and is included in the FY 2021-2022 Approved Budget Document. The plan is acknowledged as being a working tool developed by the County staff to give guidance toward the County's water and sewer infrastructure development and capital needs. The amounts listed in the FY 2021-2022 fiscal year are approved as part of this budget ordinance.

### Section 15: Document Availability

Copies of this Budget Ordinance shall be furnished to the Tax Administrator, Budget Officer, Clerk to the Board of Commissioners and to the Finance Officer to be kept on file by them for their direction in the disbursement of funds and collection of taxes and fees.

Adopted this, the 7<sup>th</sup> day of June, 2021.

### HARNETT COUNTY BOARD OF COMMISSIONERS

  
\_\_\_\_\_  
W. Brooks Matthews, Chairman

  
\_\_\_\_\_  
George Wood, Acting County Manager



ATTEST:



*Lindsey Lucas*

Lindsey Lucas, Interim Clerk to the Board



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
ANIMAL SERVICES	Dangerous Dog Appeal	20.00	20.00	20.00
	Livestock at Large	Auction (New State Mandate) G.S 68-20 24(a)	Notice of Sale (State Mandate) G.S §68-20	Notice of Sale (State Mandate) G.S §68-20
	Large Livestock Adoption Fee	0.00	100.00	100.00
	Small Livestock Adoption Fee	0.00	25.00	25.00
	Poultry/Fowl Adoption Fee	0.00	5.00	5.00
	Rabies Lab Testing / Container Fee	25.00	50.00	50.00
	Animal pick-up (if animal is reclaimed)	30.00	30.00	30.00
	Animal boarding, per day (if animal is reclaimed)	20.00	20.00	20.00
	Adoption Fees:			
	Canine Adoption Fee (includes Rabies, Vaccinations and microchip)	55.00	55.00	55.00
	Feline Adoption Fee (includes Rabies and microchip)	45.00	45.00	45.00
	Veteran's Adoption Fee	20.00	20.00	20.00
	Small Animal Adoption Fee	10.00	10.00	10.00
Rescue Fees:				
Canine Rescue Fee (first three canines, each)	45.00	45.00	45.00	
Canine Rescue Fee (after three canines, each)	25.00	25.00	25.00	
Feline Rescue / Rescue only fee	16.00	16.00	16.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
<b>ANIMAL SERVICES</b>	Civil Summons:				
	First Offense	100.00	100.00	100.00	
	Second Offense	200.00	200.00	200.00	
	Third Offense	400.00	400.00	400.00	
	Current Quarantine:				
	If the animal is picked up	130.00	130.00	130.00	
	If animal is brought in	100.00	100.00	100.00	
	Rabies Vaccination	8.00	8.00	8.00	
	Rabies Vaccination (special clinic)	5.00	5.00	5.00	
	Wormer all dogs	5.00	5.00	5.00	
	Feline / Canine Testing	15.00	15.00	15.00	
	<b>BOARD OF ELECTIONS</b>	Paper List, per page	0.10	0.10	0.10
		Labels, per sheet (30 per sheet)	0.30	0.30	0.30
Fax, per sheet		0.20	0.20	0.20	
CD ROM		3.00	3.00	3.00	
Copies, per page		0.10	0.10	0.10	
Postage		actual cost	actual cost	actual cost	
provided at no cost:					
The State chair of each political party (1 list)					



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>BOARD OF ELECTIONS</b>	The County chair of each political party:			
	One in every odd number year			
	numbered year			
<b>COOPERATIVE EXTENSION</b>	Laminating:			
	9 x 11 1/2" pouch	0.25	0.25	0.25
	9 x 14 1/2" pouch	0.35	0.35	0.35
	12 x 18" pouch	0.50	0.50	0.50
	25" wide roll	\$0.80 / ft	\$0.80 / ft	\$0.80 / ft
	Replacement training certificates (each)	1.00	1.00	1.00
<b>DEVELOPMENT SERVICES</b>	Board of Adjustments:			
	Conditional use permits, residential	175.00	175.00	175.00
	Conditional use permits, minor non-residential	200.00	200.00	200.00
	Conditional use permits, neighborhood non-residential	200 plus \$50 per acre \$500 max	200 plus \$50 per acre \$500 max	200 plus \$50 per acre \$500 max
	Conditional use permits, community non-residential	200 plus \$50 per acre \$1,000 max	200 plus \$50 per acre \$1,000 max	200 plus \$50 per acre \$1,000 max
	Conditional use permits, regional non-residential	200 plus \$75 per acre \$1,500 max	200 plus \$75 per acre \$1,500 max	200 plus \$75 per acre \$1,500 max
	Conditional use permits, planned unit development	\$175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)	\$175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)	\$175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)
	Conditional use permit, cell tower	200.00	200.00	200.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
<b>DEVELOPMENT SERVICES</b>	Appeal or interpretation	\$260 with refund option	\$260 with refund option	\$260 with refund option	
	Variance	400.00	400.00	400.00	
	Variance, administrative	400.00	400.00	400.00	
	Re-inspect for Conditional Use permit	50.00	50.00	50.00	
	Planning Board:				
	Alternate plan review	200.00	200.00	200.00	
	Rezoning, first 10 acres	250.00	250.00	250.00	
	Rezoning, each additional acre	50.00	50.00	50.00	
	with maximum of	2,000.00	2,000.00	2,000.00	
	Ordinance text amendment	250.00	250.00	250.00	
	Land Use Plan / Map Amendment	250.00	250.00	250.00	
	Mobile Home Park Plan	175.00	175.00	175.00	
	plus per lot charge	20.00	20.00	20.00	
	Major subdivision plat	500.00	500.00	500.00	
	plus per lot charge	20.00	20.00	20.00	
	Major subdivision plat - Revision to preliminary	100.00	100.00	100.00	
	plus per lot charge for new lots	20.00	20.00	20.00	
	Major subdivision plat - final plat	100.00	100.00	100.00	
	Re-inspection fee for final plats	50.00	50.00	50.00	
	Major subdivision plat final recreation fee, per lot	500.00	500.00	500.00	
	Minor subdivision plat w/o improvements	100.00	100.00	100.00	
	plus per lot charge	20.00	20.00	20.00	
	Minor subdivision plat with improvements	160.00	160.00	160.00	
plus per lot charge	20.00	20.00	20.00		



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
DEVELOPMENT SERVICES	Highway Corridor Overlay Review	60.00	60.00	60.00
	Exempt Plats	30.00	30.00	30.00
	Permits & Licenses:			
	Land Use permit	25.00	25.00	25.00
	Land Use permit renewal	75.00	75.00	75.00
	Sign permit, ground	50.00	50.00	50.00
	Sign permit, wall	\$1/square foot	\$1/square foot	\$1/square foot
	Sign permit renewal	100.00	100.00	100.00
	Outdoor advertising signs (billboards)	refer to Commercial building permit	refer to Commercial building permit	refer to Commercial building permit
	Site plan, minor	100.00	100.00	100.00
	Site plan, neighborhood	250.00	250.00	250.00
	Site plan, community	400.00	400.00	400.00
	Site plan, regional	1,200.00	1,200.00	1,200.00
	Site plan, renewal	100.00	100.00	100.00
	Historic property application	25.00	25.00	25.00
	Improvement guarantee review	400.00	400.00	400.00
	Improvement guarantees, modification	200.00	200.00	200.00
	Improvement guarantees, renewal	100.00	100.00	100.00
	Mobile home park zoning inspection	150.00	150.00	150.00
	plus per lot charge	7.00	7.00	7.00
	Mobile home re-inspection, per trip	50.00	50.00	50.00
	Vested rights certificate	400.00	400.00	400.00
	Flood Permit	100.00	100.00	100.00
Letter of map amendment (LOMA) review	50.00	50.00	50.00	
Conditional letter of map amendment (CLOMA) review	50.00	50.00	50.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>DEVELOPMENT SERVICES</b>	Letter of map revision (LOMR) review	50.00	50.00	50.00
	Conditional letter of map revision (CLOMR) review	50.00	50.00	50.00
	Watershed	100.00	100.00	100.00
	Special nonresidential intensity allocation permit (SNIA)	\$1,000/acre	\$1,000/acre	\$1,000/acre
	Watershed variance	400.00	400.00	400.00
	Ordinances:			
	Unified Development Ordinance	30.00	30.00	30.00
	Zoning Compliance (letter)	75.00	75.00	75.00
	Zoning Verification (letter)	25.00	25.00	25.00
	Copies:			
	Previously Issued Permit (per page)	3.00	3.00	3.00
	Maps	5.00	5.00	5.00
	Board Meeting Recordings on CD	5.00	5.00	5.00
	Cell Towers:			
	church steeple)	5,000.00	5,000.00	5,000.00
	Collocated or combined wireless communications facility (i.e. basic co-location)	\$1,000 (per change in General Statutes)	\$1,000 (per change in General Statutes)	\$1,000 (per change in General Statutes)
	clock tower)	6,000.00	6,000.00	6,000.00
lattice, guided tower, monopole)	7,000.00	7,000.00	7,000.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

## FISCAL YEAR 2021-2022

(Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>DEVELOPMENT SERVICES</b>	Electrical:			
	Electrical permit (minimum)	\$60/\$120 after the fact	\$60/\$120 after the fact	\$60/\$120 after the fact
	200 amps	\$80/\$160 after the fact	\$80/\$160 after the fact	\$80/\$160 after the fact
	Over 200 amps	\$90/\$180 after the fact	\$90/\$180 after the fact	\$90/\$180 after the fact
	Residential Solar Panels (new law requires 2 trips)	\$120 / \$240	\$120 / \$240	\$120 / \$240
	Residential Generator	\$120 / \$240	\$120 / \$240	\$120 / \$240
	Commercial Solar Panels	Based on Contractor's Labor Cost	Based on Contractor's Labor Cost	Based on Contractor's Labor Cost
	Residential Mechanical:			
	Minimum residential mechanical (ductwork & gas line only, etc.)	\$60/\$120 after the fact	\$60/\$120 after the fact	\$60/\$120 after the fact
	Up to 2 residential unit replacement (includes electrical)	\$90/\$180 after the fact	\$90/\$180 after the fact	\$90/\$180 after the fact
	More than 2 residential units (includes electrical)	\$110/\$220 after the fact	\$110/\$220 after the fact	\$110/\$220 after the fact
	Commercial Mechanical			
	Up to 2 commercial unit replacement (includes electrical)	% of job cost	90.00	90.00
	More than 2 commercial units (includes electrical)	% of job cost	110.00	110.00
	Manufactured Home:			





# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>DEVELOPMENT SERVICES</b>	Travel Trailer	\$125/\$250 after the fact	\$125/\$250 after the fact	\$125/\$250 after the fact
	Singlewide Mobile Home	\$150/\$300 after the fact	\$150/\$300 after the fact	\$150/\$300 after the fact
	Doublewide Mobile Home	\$200/\$400 after the fact	\$200/\$400 after the fact	\$200/\$400 after the fact
	Triplewide Mobile Home	\$225/\$450 after the fact	\$225/\$450 after the fact	\$225/\$450 after the fact
	Plumbing:			
	Minimum Plumbing, 2 or less fixtures	\$50/\$100 after the fact	\$50/\$100 after the fact	\$50/\$100 after the fact
	Water service line	\$40/\$80 after the fact	\$40/\$80 after the fact	\$40/\$80 after the fact
	Sewer service line	\$50/\$100 after the fact	\$50/\$100 after the fact	\$50/\$100 after the fact
	Residential Plumbing, more than 2 fixtures	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact
	Insulation	\$55/\$110 after the fact	\$55/\$110 after the fact	\$55/\$110 after the fact
	Miscellaneous:			
	Homeowner's Recovery Fund	10.00	10.00	10.00
	Day Care or Group Home	100.00	100.00	100.00
	Demolition (Residential or Commercial - requires asbestos report)	75.00	75.00	75.00
	First trip	50.00	50.00	50.00
	Second trip (existing violations not corrected)	100.00	100.00	100.00
	Third trip	150.00	150.00	150.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>DEVELOPMENT SERVICES</b>	Plan Review Fee (Residential)	25.00	25.00	25.00
	Plan Review (Commercial)	50.00	50.00	50.00
	Plan Review (Industrial)	100.00	100.00	100.00
	Expired permits (6 months to 2 years)	150.00	150.00	150.00
	Expired permits over 2 years	full cost	full cost	full cost
	Change of use (n/a when building permits issued)	100.00	100.00	100.00
	Second home removal permit & inspection	\$350 with partial refund option for compliance	\$350 with partial refund option for compliance	\$350 with partial refund option for compliance
	Swimming pools (does not include electrical) Moved from Mechanical	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact
	<b>New Single Family Dwelling:</b>			
	Description by dimension per square fee (heated and garage). Includes building, electrical, plumbing, mechanical, insulation and t.s.p. permit			
	Up to 1,200 square feet	\$600/\$1,200 after the fact	\$600/\$1,200 after the fact	\$600/\$1,200 after the fact
	1,201 to 2,000 square feet	\$700/\$1,400 after the fact	\$700/\$1,400 after the fact	\$700/\$1,400 after the fact
	2,001 to 2,500 square feet	\$805/\$1,610 after the fact	\$805/\$1,610 after the fact	\$805/\$1,610 after the fact
	2,501 to 3,000 square feet	\$940/\$1,880 after the fact	\$940/\$1,880 after the fact	\$940/\$1,880 after the fact
3,001 to 3,500 square feet	\$1,045/\$2,090 after the fact	\$1,045/\$2,090 after the fact	\$1,045/\$2,090 after the fact	
3,501 to 4,000 square feet	\$1,200/\$2,400 after the fact	\$1,200/\$2,400 after the fact	\$1,200/\$2,400 after the fact	
4,001 to 4,500 square feet	\$1,290/\$2,580 after the fact	\$1,290/\$2,580 after the fact	\$1,290/\$2,580 after the fact	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
DEVELOPMENT SERVICES	4,501 to 5,000 square feet	\$1,390/\$2,780 after the fact	\$1,390/\$2,780 after the fact	\$1,390/\$2,780 after the fact	
	5,001 or more square feet	\$1,390 plus \$0.20 x sq. ft	\$1,390 plus \$0.20 x sq. ft	\$1,390 plus \$0.20 x sq. ft	
	Residential additions:				
	Attached and detached garage, storage buildings, renovations, and fire damage renovation (building permit only)				
	0 to 500 square feet	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact	
	501 to 1,200 square feet	\$175/\$350 after the fact	\$175/\$350 after the fact	\$175/\$350 after the fact	
	1,201 to 2,000 square feet	\$250/\$500 after the fact	\$250/\$500 after the fact	\$250/\$500 after the fact	
	2,001 or more square feet	\$325/\$650 after the fact	\$325/\$650 after the fact	\$325/\$650 after the fact	
	Modular Home (fee includes electrical, plumbing and mechanical)				
	Modular Construction Trailer - Temporary				
	Moved house or building (fee includes electrical, plumbing and mechanical)				
	*Please note that there are additional fee requirements for additions or renovations to Modular Home or Move House setups.				



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
<b>DEVELOPMENT SERVICES</b>	Commercial, Industrial and Multi-Family :				
	Fee is for each trade and is separate from the total cost of the project				
	\$0 - \$1,200	\$80/\$160 after the fact	\$80/\$160 after the fact	\$80/\$160 after the fact	
	\$1,201 - \$2,500	\$160/\$320 after the fact	\$160/\$320 after the fact	\$160/\$320 after the fact	
	\$2,501 - \$25,000	\$300/\$600 after the fact	\$300/\$600 after the fact	\$300/\$600 after the fact	
	\$25,001 - \$50,000	\$500/\$1000 after the fact	\$500/\$1000 after the fact	\$500/\$1000 after the fact	
	\$50,001 - \$100,000	\$905/\$1,810 after the fact	\$905/\$1,810 after the fact	\$905/\$1,810 after the fact	
	\$100,001 - \$200,000	\$1,710/\$3,420 after the fact	\$1,710/\$3,420 after the fact	\$1,710/\$3,420 after the fact	
	\$200,001 - \$350,000	\$2,915/\$5,830 after the fact	\$2,915/\$5,830 after the fact	\$2,915/\$5,830 after the fact	
	\$350,001 - \$500,000	\$3,820/\$7,640 after the fact	\$3,820/\$7,640 after the fact	\$3,820/\$7,640 after the fact	
	\$500,001 - \$750,000	\$5,075/\$10,150 after the fact	\$5,075/\$10,150 after the fact	\$5,075/\$10,150 after the fact	
	\$750,001 - \$1,000,000	\$6,330/\$12,660 after the fact	\$6,330/\$12,660 after the fact	\$6,330/\$12,660 after the fact	
	Fees in excess of \$6,330 will require an additional .002 of each added million dollars or portion thereof (i.e. \$2,000,000 total cost: 2,000,000 - 1,000,000 = 1,000,000 x .002 = 2,000 + 6,330 = 8,330 total permit				
	Each T-pole		60.00	60.00	60.00



**ATTACHMENT A: RATE AND FEE SCHEDULE**  
**FISCAL YEAR 2021-2022**  
 (Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>DEVELOPMENT SERVICES</b>	Commercial Modular Unit (any size) plus each trade cost	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	Harnett County Board of Education Classroom Huts:			
	Single Room	100.00	100.00	100.00
	Two Rooms	200.00	200.00	200.00
	Three or more	300.00	300.00	300.00
<b>EMERGENCY SERVICES</b>	Annual Fees:			
	Foster home inspection	25.00	25.00	25.00
	Non-Compliance of Violations:			
	First reinspection for non-compliance, if code requirements are met	50.00	50.00	50.00
	Second and subsequent inspections for non-compliance	100.00	100.00	100.00
	Special User Permits for Specific Times:			
	Fireworks - Pyrotechnic Special Effects (Includes Site Plan Review)	100.00	150.00	150.00
	Tents & Temporary Membrane Structure (Includes Site Plan Review)	100.00	100.00	100.00
	Temporary kiosks or displays for merchandising	-	-	-
	Insecticide fogging or fumigation (Includes Site Plan Review)	75.00	75.00	75.00
	Explosive Materials (blasting permits):			
	90 days (Includes Site Plan Review)	200.00	250.00	250.00
	72 hours (Includes Site Plan Review)	100.00	100.00	100.00
	Amusement Buildings (Includes Site Plan Review)	50.00	75.00	75.00
	Carnivals and fairs (Includes Site Plan Review)	50.00	75.00	75.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

## FISCAL YEAR 2021-2022

(Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
<b>EMERGENCY SERVICES</b>	Covered Mall Buildings (Includes construction plan review. Does not include individual tenant spaces.)	50.00	75.00	75.00	
	Exhibits, Trade Shows and Festivals (Includes Site Plan Review)	50.00	75.00	75.00	
	Liquids Use, Dispensing, Storage, Transportation	N/C	75.00	75.00	
	Change in Liquid in Tanks	N/C	75.00	75.00	
	Manufacture or Process Liquids	N/C	75.00	75.00	
	Liquid Dispensing - AGST/UGST to Vehicles	N/C	75.00	75.00	
	Liquid Dispensing - Tanker to Vehicles	N/C	75.00	75.00	
	Liquid or gas-fueled vehicles or equipment in assembly buildings	N/C	75.00	75.00	
	Private Fire Hydrants	N/C	75.00	75.00	
	Combustible Dust Producing Operations	N/C	75.00	75.00	
	Spraying or Dipping	N/C	75.00	75.00	
	<b>Required Construction Permits:</b>				
	Automatic Fire Extinguishing System (Ansul/Sprinkler)		\$35.00 + \$2.00 per Nozzle Head	\$50.00+ \$2.00 per Nozzle Head	\$50.00+ \$2.00 per Nozzle Head
	Fire Alarm Detection System and Related Equipment		\$35.00 + \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device
	Standpipes		50.00	150.00	150.00
	Certificate of occupancy certification (Final Inspection)		50.00	50.00	50.00
	Certificate of occupancy (Final Inspection) re-check per violation		50.00	50.00	50.00
	Any Life Safety Construction Permits Requiring Plans Review Shall also be applicable to the fee schedule indicated under the Plan				
	Any required permits not obtained prior to work being conducted shall				



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>EMERGENCY SERVICES</b>	AGST/UGST (Above Ground/Underground Storage Tanks):			
	Removal (per tank) (Includes Site Plan Review)	100.00	100.00	100.00
	New installations (per tank) (Includes Site Plan Review)	100.00	100.00	100.00
	Reinspection (per tank)	50.00	100.00	100.00
	AGST/UGST Pipe Inspection (Includes Site Plan Review)	100.00	100.00	100.00
	Plans Review:			
	Up to 5,000 sq. ft.	50.00	50.00	50.00
	5,001 to 10,000 sq. ft.	100.00	100.00	100.00
	10,001 to 25,000 sq. ft.	150.00	150.00	150.00
	Over 25,000 sq. ft.	250.00	250.00	250.00
	Major Subdivision Site Plant (DRB Review and Inspection Fee)	100.00	100.00	100.00
	Commercial Site Plan Review	50.00	50.00	50.00
	Revisions / Resubmittals	50.00	50.00	50.00
	Imminent Hazard Violations:			
	Locked or Blocked exit doors	250.00 Each Exit Door / Each Occurance	250.00 Each Exit Door / Each Occurance	250.00 Each Exit Door / Each Occurance
Exceeding Posted Occupancy Capacity w/failure to comply	250.00 Each Occurance	250.00 Each Occurance	250.00 Each Occurance	
<b>EMERGENCY MEDICAL SERVICES</b>	BLS:			
	Non-Emergency	225.37	393.80	393.80
	Emergency	360.59	630.07	630.07
	BLS Routine Disposable Supplies	0.00	75.00	75.00
	ALS 1:			



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
EMERGENCY MEDICAL SERVICES	Non-Emergency	270.44	472.55	472.55	
	Emergency	428.20	748.21	748.21	
	ALS 2:				
	Emergency	619.77	1,082.94	1,082.94	
	ALS Routine Disposable Supplies	0.00	90.00	90.00	
	Loaded Patient Mileage	11.43	13.33	13.33	
	Wheel Chair Van Transport :				
	Within Harnett County - mileage included	50.00	50.00	50.00	
	Outside Harnett County	3.00	3.00	3.00	
	Note: Fees are based upon the current NC Medicare/Medicaid Fee Schedule.				
	Specialty Care	0.00	1,279.82	1,279.82	
	Round Trip	0.00	829.50	829.50	
	Defibrillation	0.00	85.00	85.00	
	Intubation	0.00	125.00	125.00	
	IV Supplies	0.00	25.00	25.00	
	Oxygen	0.00	20.00	20.00	
	BLS Training (Organizations & Individuals):				
	Harnett County Resident	50.00	50.00	50.00	
	Non-Harnett County Resident	75.00	75.00	75.00	





**ATTACHMENT A: RATE AND FEE SCHEDULE**  
**FISCAL YEAR 2021-2022**  
 (Changes from the previous year are highlighted)

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DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>EMERGENCY MEDICAL SERVICES</b>				
	BLS Certification Card	3.25	3.25	3.25
	Health Saver Certification Card	18.00	18.00	18.00
	Health Saver Required Workbook	3.25	3.25	3.25
	Local Government & Non-Profit Agencies within Harnett County - cost of certification card and workbook if applicable, no cost for training.			



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>GIS / E911</b>	Maps, Print Outs, Deed Plots or Copies printed on Copier (cost per page)	1.00	1.00	1.00
	Maps printed on Plotter:			
	Without Ortho's	6.00	6.00	6.00
	With Ortho's	10.00	10.00	10.00
	Without Ortho's on Poster Paper	16.00	16.00	16.00
	With Ortho's on Poster Paper	20.00	20.00	20.00
	Specialty Maps, Requests and Projects (hourly cost)	35.00	35.00	35.00
	Specialty Maps on Poster Paper	-	-	-
	Digital Data	35.00	35.00	35.00
	Map Book	20.00	20.00	20.00
	Police Departments, Towns and anyone who utilizes an 800 MHZ radio).	25.00	25.00	25.00
	Road Signs	250.00	250.00	250.00
	Road Name Petition	500.00	500.00	500.00
	Subdivision Name Change	500.00	500.00	500.00
	Reflective Address Number Sign:			
	Complete	20.00	20.00	20.00
	Sign Only	15.00	15.00	15.00
	Post Only	10.00	10.00	10.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>HARNETT REGIONAL WATER</b>	All Water Districts:			
	Flat Rate Water, Residential 1st 2,000 gallons	20.00	20.00	20.00
	Per Thousand Water, Residential	5.50	5.50	5.50
	Flat Rate Water, Commercial, 1st 2,000 gallons (flat)	27.00	27.00	27.00
	Per Thousand Water, Commercial (per 1,000 over 2,000)	\$5.50/1,000	\$5.50/1,000	\$5.50/1,000
	Water Bulk Rate (per 1,000)	\$2.38/1,000	\$2.60/1,000	\$2.60/1,000
	Water Bulk Rate - Capacity Owners	\$1.85/1,000	\$2.05/1,000	\$2.05/1,000
	Water Bulk Rate- Woodlake	\$2.77/1,000	\$2.90/1,000	\$2.90/1,000
	Hydrant 3/4" Meter Rental-Daily/Monthly/Yrly	\$5 / \$140 / \$1,200	\$5 / \$140 / \$1,200	\$5 / \$140 / \$1,200
	Hydrant 3" Meter Rental-Daily/Monthly/Yrly	\$10 / \$280 / \$2,500	\$10 / \$280 / \$2,500	\$10 / \$280 / \$2,500
	Institutional Rate	Same as residential	Same as residential	Same as residential
	Commercial, per month (50,000 gallon minimum/month)	-	-	-
	Energy Charges per 1,000 Water (Out of County Municipal Customers only)	\$0.25/1,000	\$0.25/1,000	\$0.25/1,000



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>HARNETT REGIONAL WATER</b>	All Sewer Districts:			
	Flat Rate Sewer, Residential, no gallons	15.00	15.00	15.00
	Per Thousand Sewer, Residential	\$6.00/1,000	\$6.00/1,000	\$6.00/1,000
	Flat Sewer, One person household	40.00	40.00	40.00
	Flat Sewer, Two + person household	45.00	45.00	45.00
	Flat Rate Sewer, Commercial, no gallons	40.00	40.00	40.00
	Per Thousand Sewer, Commercial	\$6.00/1,000	\$6.00/1,000	\$6.00/1,000
	Institutional Rate, Minimum	250.00	250.00	250.00
	Per Thousand Sewer, Institutional	\$6.00/1,000	\$6.00/1,000	\$6.00/1,000
	Sewer Bulk Rate Capacity Holders (per 1,000)	\$2.05/1,000	\$2.30/1,000	\$2.30/1,000
	Sewer Bulk Rate Linden Oaks	\$2.38/1,000	\$2.60/1,000	\$2.60/1,000
	All Water Districts:			
	Water Tap On Fee, 3/4" Service (includes Capacity Use Fee)	\$800.00 (total \$2,800)	\$800.00 (total \$2,800)	\$800.00 (total \$2,800)
	Water Tap On Fee, 1" Service (includes Capacity Use Fee)	\$1,500.00 (total \$3,500)	\$1,500.00 (total \$3,500)	\$1,500.00 (total \$3,500)
	Water Tap On Fee, 2" Service (includes Capacity Use Fee)	\$2,500.00 (total \$4,500)	\$2,500.00 (total \$4,500)	\$2,500.00 (total \$4,500)
	Meter Fees 3/4" Mechanical	70.00	70.00	70.00
	Meter Fees 3/4" Electronic/Radio Read/Automatic Read	200.00	200.00	325.00
	Sprinkler Tap	300.00	300.00	300.00
	Water Tap, New District - Construction	200.00	200.00	200.00
	Water System Development Fee, per lot	2,000.00	2,000.00	2,000.00
	Water System Development Fees - Commercial	Based on SDF/Res Eq	Based on SDF/Res Eq	Based on SDF/Res Eq
Late or delinquent fee	10.00	10.00	10.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

## FISCAL YEAR 2021-2022

(Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>HARNETT REGIONAL WATER</b>	All Sewer Districts:			
	Sewer Tap on Fee, Residential, All Districts (does not include Sewer Capacity Use Fee)	\$1,000 (total \$3,500)	\$1,000 (total \$3,500)	\$1,000 (total \$3,500)
	Sewer Capacity Use Reserve Fee, All districts	2,500.00	2,500.00	2,500.00
	Sewer Tap, Step Tank, Bunnlevel / Riverside	\$2,000 (total \$4,500)	\$2,000 (total \$4,500)	\$2,000 (total \$4,500)
	Sewer Tap on Fee, Commercial	Based on SDF/Res Eq	Based on SDF/Res Eq	Based on SDF/Res Eq
	Sewer Tap Fees: All Residential	2,150.00	2,150.00	2,150.00
	Septage Hauler Fees:			
	Basic Facilities Charge	truckload	truckload	truckload
	Usage Charge	\$85.00/1,000	\$85.00/1,000	\$85.00/1,000
	All Water & Sewer Districts:			
	Deposits, Owner, Water	25.00	25.00	25.00
	Deposits, Owner, Water (if credit is denied due to unpaid utilities)	50.00	50.00	50.00
	Deposits, Owner, Sewer	25.00	25.00	25.00
	Deposits, Owner, Sewer (if credit is denied due to unpaid utilities)	50.00	50.00	50.00
	Deposits, Rental, Water	50.00	50.00	50.00
	Deposits, Rental, Water (if credit is denied due to unpaid utilities)	100.00	100.00	100.00
	Deposits, Rental, Sewer	50.00	50.00	50.00
	Deposits, Rental, Sewer (if credit is denied due to unpaid utilities)	100.00	100.00	100.00
	Deposits, 3/4" Hydrant Meter-Refundable	250.00	250.00	250.00
	Deposits, 3" Hydrant Meter-Refundable	500.00	500.00	500.00
	Setup Fees	15.00	15.00	15.00
	After Hours Call Out	50.00	50.00	50.00
	Transfer Fee	15.00	15.00	15.00
	Water Samples	\$30 & up	\$30 & up	\$30 & up



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>HARNETT REGIONAL WATER</b>	All Water & Sewer Districts (con't):			
	Reconnect Fees	40.00	40.00	40.00
	Damaged Fees - as allowed by the State	\$100 & up	\$100 & up	\$100 & up
	Preliminary Plan Review - all projects	250.00	250.00	250.00
	Construction Phase Review - per residential equivalent unit	40.00	40.00	40.00
	Meters:			
	3/4" Mechanical	70.00	70.00	70.00
	3/4" Electronic/Radio Read/Automatic Read	200.00	200.00	325.00
	1"	300.00	300.00	450.00
	1 1/2"	525.00	525.00	525.00
	2"	2,050.00	2,050.00	2,050.00
<b>HEALTH</b>	Miscellaneous Fees:			
	Camp/sport/college physicals	Moved to CH Services	Moved to CH Services	Moved to CH Services
	17P (Prenatal Patients Only)	125.00	125.00	125.00
	DTaP	50.00	50.00	50.00
	Flu Vaccine, Prsrv free / Fluzone	48.00	48.00	48.00
	Flu Vaccine Quad	48.00	55.00	55.00
	Flu Vaccine (Super) / Fluzone High Dose age 65>	78.00	78.00	78.00
	Flu Vaccine Trivalent MDV	40.00	40.00	40.00
	Hep B	60.00	60.00	60.00
	Hepatitis A Vaccine	45.00	45.00	45.00
	MMR - Adult	75.00	75.00	75.00
	Pneumonia shot	105.00	105.00	105.00
	PPD/TB Skin Test	25.00	25.00	25.00
Menactra	135.00	135.00	135.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
HEALTH	HPV Vaccine (3 dose)	585.00	720.00	720.00	
	IPV	30.00	30.00	30.00	
	Kinrix (IPV, Dtap)	60.00	60.00	60.00	
	Pentacel (Dtap, IPV, HIB)	88.00	88.00	88.00	
	Prevnar (PCV13)	210.00	210.00	210.00	
	Proquad (MMR & Varicella)	225.00	232.00	232.00	
	Rabies	300.00	300.00	300.00	
	Rotateq	79.00	79.00	79.00	
	Shingriz (only patients 50-64)	182.00	182.00	182.00	
	Twinrix (Hep A & Hep B Combination)	95.00	95.00	95.00	
	Varicella (Meningitis)	133.00	145.00	145.00	
	Tele health originating site facility fee	25.00	25.00	25.00	
	Adult Health Physicals		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid
	Blood sugars		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid
Child Health Services		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	
Care Coordination for Children		Medicaid	Medicaid	Medicaid	
Chronic Disease/Diabetes		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	
Family Planning		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	
OBCM - OB Care Management		Medicaid	Medicaid	Medicaid	
Pregnancy Test		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	
Prenatal Program Services		Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED	
HEALTH	STD Control/Treatment	Insurance, Medicaid	Insurance, Medicaid	Insurance, Medicaid	
	TB Control Treatment	Medicaid	Medicaid	Medicaid	
	Environmental Health Fees:				
	Inorganic/Organic Water Samples	100.00	100.00	100.00	
	Water samples / Microbiology	50.00	50.00	50.00	
	Improvement / Septic Tank Permit	750.00	750.00	750.00	
	Return Trip Fee ( if not properly marked)	25.00	25.00	25.00	
	Existing tanks	100.00	100.00	100.00	
	Swimming pool permits	200.00	200.00	200.00	
	Swimming pool reinspection fee	25.00	25.00	25.00	
	Tattoo Artist Permits	500.00	500.00	500.00	
	Temporary Tattoo Artist Permits	125.00	125.00	125.00	
	Plan Review for Food & Lodging	200.00	200.00	200.00	
	Pool Plan Review	300.00	300.00	300.00	
	Well Fees	250.00	250.00	250.00	
	Engineered Option Permit Fee	225.00	225.00	225.00	
	Simple Revision Fee	25.00	25.00	25.00	
	Revision Fee	100.00	100.00	100.00	
	Expansion / Relocation Fee	375.00	375.00	375.00	
	Drain Field Redesign	100.00	100.00	100.00	
(based on Federal Poverty level)	Sliding Fee Scale	Sliding Fee Scale	Sliding Fee Scale		
Medicaid Reimbursement Schedule	Based on Current Medicaid Rates	Based on Current Medicaid Rates	Based on Current Medicaid Rates		





# ATTACHMENT A: RATE AND FEE SCHEDULE

## FISCAL YEAR 2021-2022

(Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>IT</b>	Current Customers (all amounts are per hour of service):			
	Technical Support Services - No Block of Time	95.00	95.00	95.00
	Block of 50 hours of Technical Support Services	80.00	80.00	80.00
	Block of 100 hours of Technical Support Services	75.00	75.00	75.00
	Block of 200 hours of Technical Support Services	70.00	70.00	70.00
	Block of 300 hours of Technical Support Services	65.00	65.00	65.00
	Block of 400 hours of Technical Support Services	60.00	60.00	60.00
	Overages if block of hours chosen	85.00	85.00	85.00
	New Customers (all amounts are per hour of service):			
	Technical Support Services - No Block of Time	110.00	110.00	110.00
	Block of 15 hours of Technical Support Services	105.00	105.00	105.00
	Block of 25 hours of Technical Support Services	95.00	95.00	95.00
	Block of 50 hours of Technical Support Services	80.00	80.00	80.00
	Block of 100 hours of Technical Support Services	75.00	75.00	75.00
	Block of 200 hours of Technical Support Services	70.00	70.00	70.00
	Block of 300 hours of Technical Support Services	65.00	65.00	65.00
	Block of 400 hours of Technical Support Services	60.00	60.00	60.00
	Overages if block of hours chosen	85.00	85.00	85.00
	Email Hosting (all amounts are per month per user):			
	Microsoft Exchange Mailbox under 100 users	4.00	7.00	7.00
	Microsoft Exchange Mailbox 100 users or more	3.00	6.00	6.00
	Virtual Server Space and 1TB of Storage (per month)	400.00	400.00	400.00
	Netmotion VPN (per month per user)	0.00	6.00	6.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>IT</b>	Additional Hosted Virtual Server (per month)	100.00	100.00	100.00
	VoIP / FoIP Line and Maintenance (per month)	12.50	12.50	12.50
	10MB Internet (per month)	75.00	75.00	75.00
<b>LIBRARY</b>	Copy & Printer Fees:			
	Black & White, per page (8 1/2 x 11)	0.10	0.10	0.10
	Black & White, per page (11 x 17)	0.20	0.20	0.20
	Color, per page (8 1/2 x 11)	1.00	1.00	1.00
	Color, per page (11 x 17)	2.00	2.00	2.00
	Overdue Fines:			
	to a maximum of \$10)	0.10	0.10	0.10
	Launchpads, per day (up to maximum of \$25)	1.00	1.00	1.00
	DVDs, per day (maximum of \$20)	0.50	0.50	0.50
	Replacement Library Card	1.00	1.00	1.00
	Fax fees (no international faxes sent or received):			
	Local, per page	0.10	0.10	0.25
	Long distance, per page	1.00	1.00	0.25
	All incoming faxes, per page	0.10	0.10	0.25
	Cold Lamination, per ft.	0.75	0.75	0.75
	All Library Materials			
	Lost Items	Purchase cost of item	Purchase cost of item	Purchase cost of item
	Damaged beyond use	Purchase cost of item	Purchase cost of item	Purchase cost of item



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
LIBRARY	Books			
	Markings on pages non-obstructing of text	5.00	5.00	5.00
	Torn pages	5.00	5.00	5.00
	Torn cover	5.00	5.00	5.00
	Minor liquid damage	5.00	5.00	5.00
	AudioBooks, DVDs, and Kits			
	Audiobook bag missing	2.00	2.00	2.00
	Audiobook missing disc	10.00	10.00	10.00
	Audiobook-case damage	8.00	8.00	8.00
	AudioVox Charger	5.00	5.00	5.00
	Missing Audio CD case	1.00	1.00	1.00
	Missing DVD case	2.00	2.00	2.00
	Missing DVD Bonus Material	5.00	5.00	5.00
	Missing Kit Items	Purchase Cost of item	Purchase Cost of item	Purchase Cost of item
	Damaged or missing cover art (Audiobooks, Music CDs, DVDs)	1.00	1.00	1.00
	Damaged or missing Literacy Kit Container	14.00	14.00	14.00
	LaunchPads			
	Damaged beyond repair or missing electronic device	70.00	70.00	70.00
	Missing or damaged Launch USB cord	7.00	7.00	7.00
	Missing or damaged LaunchPad case	13.00	13.00	13.00
	Missing or damaged LaunchPad power adapter	8.00	8.00	8.00
	Missing or damaged LaunchPad bumper	9.00	9.00	9.00
	Magazines			
	Damaged (torn pages)	3.00	3.00	3.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
MISCELLANEOUS	Employee Mileage Reimbursement	Current IRS Mileage Reimbursement Rate		
	Employee Subsistence Per Diem (subject to County travel policy):			
	Breakfast	7.00	7.00	7.00
	Lunch	13.00	13.00	13.00
	Dinner	26.00	26.00	26.00
	Medical Insurance (monthly):			
	Employee Only (County pays)	804.48	804.48	863.05
	Employee + Spouse (Employee pays)	339.96	339.96	339.96
	Employee + Child(ren) (Employee pays)	314.03	314.03	314.03
	Employee + Family (Employee pays)	709.54	709.54	709.54
	Dental Insurance (monthly):			
	Employee Only (County pays)	29.89	29.89	32.00
	Employee + Spouse (Employee pays)	29.72	30.46	30.46
	Employee + Child(ren) (Employee pays)	33.21	34.04	34.04
	Employee + Family (Employee pays)	83.36	85.44	85.44
	Vision Insurance:			
	Employee Only (Employee Pays)	6.46	6.46	6.46
	Employee + Spouse (Employee Pays)	12.28	12.28	12.28
	Employee + Child(ren) (Employee Pays)	12.93	12.93	12.93
	Employee + Family (Employee Pays)	19.00	19.00	19.00
	Medicare Supplement amount for qualified retirees	not to exceed \$200	not to exceed \$200	not to exceed \$200
	Returned Check Fee	25.00	25.00	25.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

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(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>PARKS &amp; RECREATION</b>	Ball fields / Multipurpose fields:			
	1st hour	15.00	15.00	15.00
	each additional hour	10.00	15.00	15.00
	per hour with lights	25.00	25.00	25.00
	half day (up to 5 hours)	50.00	60.00	60.00
	half day with lights (up to 5 hours)	100.00	100.00	100.00
	full day	125.00	125.00	125.00
	full day with lights	150.00	150.00	150.00
	Ball field preparation (lining & dragging)	20.00	20.00	20.00
	Each additional field preparation	10.00	10.00	10.00
	Rapid dry (per bag)	15.00	15.00	15.00
	Multipurpose field preparation	20.00	30.00	30.00
	Picnic Shelter:			
	per hour	15.00	15.00	15.00
	discount for 3 hour or more rental	(10.00)	(10.00)	(10.00)
	Tennis Courts:			
	per hour	5.00	5.00	5.00
	per hour with lights	10.00	10.00	10.00
	Gyms:			
	per hour	50.00	50.00	50.00
	per full day	350.00	350.00	350.00
	Deposit required for any rentals over 2 hours	100.00	100.00	100.00
	party package (includes 1 hour meeting room rental at BTCC)	70.00	70.00	70.00
Multi-purpose Rooms:				



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

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(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>PARKS &amp; RECREATION</b>	Barbecue Creek Park Room			
	per hour	20.00	20.00	20.00
	per 4 hour block	75.00	75.00	75.00
	refundable deposit	50.00	50.00	50.00
	Anderson Creek Senior Center			
	per hour	35.00	35.00	35.00
	per 4 hour block	130.00	130.00	130.00
	refundable deposit	100.00	100.00	100.00
	Boone Trail Community Center Meeting Room			
	per hour	25.00	25.00	25.00
	per 4 hour block	90.00	90.00	90.00
	refundable deposit	50.00	50.00	50.00
	Late fee for rental	10.00	10.00	10.00
	Recreation Fees:			
	Anderson Creek Senior Center Programs			
	Class A - per participant	20.00	20.00	20.00
	Class B - per participant	10.00	10.00	10.00
	Class C - per participant	5.00	5.00	5.00
	Adult Kickball (per team)	275.00	275.00	275.00
	Adult Softball -- Mens (per team) <i>requires 2 umpires</i>	0.00	550.00	550.00
	Adult Softball -- Women's (per team) <i>requires 1 umpire</i>	0.00	500.00	500.00
	Co-ed Softball Team Fee	450.00	450.00	450.00
	Co-ed Softball Participant Fee	40.00	40.00	40.00
Senior Golf Tournament Participant Fee (could vary depending on course)	25.00	30.00	30.00	
Couch to 5K	10.00	10.00	10.00	



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>PARKS &amp; RECREATION</b>	Open Gym			
	Daily Pass	1.00	1.00	1.00
	6 Month Pass	30.00	30.00	30.00
	12 Month Pass	50.00	50.00	50.00
	Summer Camp			
	Weekly (County Resident)	110.00	110.00	110.00
	Weekly (Out of County Resident)	120.00	120.00	120.00
	Late pickup fee	1.00 / minute	1.00 / minute	1.00 / minute
	Afterschool Care			
	Monthly	120.00	120.00	120.00
	Weekly	40.00	40.00	40.00
	10% discount on children after 1st child (same household)	10 % discount	10 % discount	10 % discount
	Teacher workday	20.00	20.00	20.00
	Later pickup fee	1.00 / minute	1.00 / minute	1.00 / minute
	Leisure / Fitness Programs and Activities	Varies	Varies	Varies
	Late fee per program	10.00	10.00	10.00
	Movies in the Park Sponsorship:			
	Gold level (3 movies, naming rights)	900.00	900.00	900.00
	Silver level (3 movies)	375.00	375.00	375.00
	Bronze level (1 movie)	150.00	150.00	150.00
Nickel level (co-sponsor 1 movie)				



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>REGIONAL JETPORT</b>	FBO - Full Service	900.00	900.00	900.00
	FBO/SASO - Aircraft Maintenance	900.00	900.00	900.00
	FBO/SASO - Flight Training	900.00	900.00	900.00
	FBO/SASO - Aircraft Charter or Taxi	900.00	900.00	900.00
	FBO/SASO - Aircraft Rental	900.00	900.00	900.00
	FBO/SASO - Ground Services (cleaning, servicing)	900.00	900.00	900.00
	Facility Fee	Not to exceed \$25	Not to exceed \$25	Not to exceed \$25
	Fee assessed based upon service provided for commercial aviation			
	Fee can be waived based upon other qualified purchases such as fuel, aviation fuel/oil products, navigation aids and other KHRJ provided products			
	Parking Fee:			
	Per day	10.00	10.00	10.00
	Per month	50.00	50.00	50.00
	Open Hangar / Shade, per month	100.00	100.00	100.00
	After hours call out service fee, per trip	Not to exceed \$100	Not to exceed \$100	Not to exceed \$100
	Fee assessed based upon service provided and qualified purchases			
Fuel Flowage Fee for Delivered Fuel (negotiated sliding scale)	per gallon	per gallon	per gallon	
**All FBO/SASO fees are annual unless otherwise noted				





# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>REGISTER OF DEEDS</b>	General Recordings:			
	First 15 pages (\$6.20 is paid to the State Treasurer)	26.00	26.00	26.00
	Each additional pages	4.00	4.00	4.00
	Deed Recordings:			
	First 15 pages (\$6.20 is paid to the State Treasurer)	26.00	26.00	26.00
	Each additional pages	4.00	4.00	4.00
	DT Recordings:			
	First <del>15</del> 35 pages (\$6.20 is paid to the State Treasurer)	64.00	64.00	64.00
	Each additional page	4.00	4.00	4.00
	Additional assignment instrument index reference, each	10.00	10.00	10.00
	Multiple Instrument fee	10.00	10.00	10.00
	Non Standard Document Fee	25.00	25.00	25.00
	Additional party to index in excess of 20, each	2.00	2.00	2.00
	of Revenue; less 2% Administrative cost)	2.00	2.00	2.00
	Certified copies:			
	First Page	5.00	5.00	5.00
	Each additional page	2.00	2.00	2.00
	UCC copies	1.00	1.00	1.00
	Xerox copies	0.10	0.10	0.10
	Outgoing faxes - local, per page			
	Local, per page	0.10	0.10	0.10
	Long distance, per page	0.50	0.50	0.50



**ATTACHMENT A: RATE AND FEE SCHEDULE**  
**FISCAL YEAR 2021-2022**  
 (Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>REGISTER OF DEEDS</b>	Deaths	10.00	10.00	10.00
	Marriage license copies	10.00	10.00	10.00
	Birth amendments	20.00	20.00	20.00
	Legitimations	20.00	20.00	20.00
	Delayed births	20.00	20.00	20.00
	Notary oaths	10.00	10.00	10.00
	out of County births issued by Register of Deeds.)	24.00	24.00	24.00
	Births	10.00	10.00	10.00
	UCC's	38.00	38.00	38.00
	Instruction. County keeps \$25)	60.00	60.00	60.00
	Lamination of births & marriages	2.00	2.00	2.00
	Maps	21.00	21.00	21.00
	Right-of-Way plans	21.00	21.00	21.00
	Certified copies of maps	5.00	5.00	5.00
	Notary acts	5.00	5.00	5.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>REGISTER OF DEEDS</b>	Torren fees original plots:			
	First page	26.00	26.00	26.00
	Each additional page	4.00	4.00	4.00
	Torren fees recording new certificate:			
	First page	31.00	31.00	31.00
	Each additional page	2.00	2.00	2.00
	Corporations:			
	First page	26.00	26.00	26.00
	Each additional page	4.00	4.00	4.00
	Uncertified map copies	0.50	0.50	0.50
	Copies of plats/plans larger than 18 X 24	1.00	1.00	1.00
	Lamination of paper, per foot	0.50	0.50	0.50
	<b>RESTITUTION</b>	Juvenile Restitution Service Fees:		
1 Juvenile per hour		5.00	7.25	7.25
2 Juveniles per hour		10.00	14.50	14.50
3 Juveniles per hour		15.00	21.75	21.75
4 Juveniles per hour		20.00	29.00	29.00
5 Juveniles per hour		25.00	36.25	36.25



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
SHERIFF	Service fee:			
	Per person - in state (State mandated)	30.00	30.00	30.00
	Per person - out of state	30.00	30.00	30.00
	Pistol permits	5.00	5.00	5.00
	Fingerprints:			
	In County Residents	\$5 additional	\$5 additional	\$5 additional
	Out of County Residents	\$10 additional	\$10 additional	\$10 additional
	Copy of reports	3.00	3.00	3.00
	Local Jail Fee:			
	Per day	5.00	5.00	5.00
	State reimbursement, per day	18.00	18.00	18.00
	Inmate medical, per visit	5.00	5.00	10.00
	Concealed handgun application:			
	New	90.00	90.00	90.00
	Renewal	75.00	75.00	75.00
	Concealed sign	1.00	1.00	1.00
	Nartest Drug Testing Fee	-	-	-
	Storage Fee, per day	-	-	-



**ATTACHMENT A: RATE AND FEE SCHEDULE**  
**FISCAL YEAR 2021-2022**  
 (Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>SOCIAL SERVICES</b>	NC Health Choice Annual Fees:			
	One Child	50.00	50.00	50.00
	Multiple Children	100.00	100.00	100.00
	Adoption - preplacement assessments	1,300.00	1,300.00	1,300.00
	Adoption - report to court	200.00	200.00	200.00
	HCWD - Health Coverage for Workers with Disabilities	50.00	50.00	50.00
	Home Study	400.00	400.00	400.00
	Adoption Initial Search Intermediary Fee (fees charged to locate parties involved in an adoption or the retrieval of background information in accordance with NCGS 48-9-101, 104, and 109).	250.00	250.00	250.00
	Adoption Additional Services Intermediary Fee, per hour (extended provision of services to facilitate the exchange of information or personal contact between parties involved in an adoption if the initial search is not successful).	75.00	75.00	75.00
	Case record copy fee:			
	First page	2.00	2.00	2.00
	Multiple pages	0.25	0.25	0.25
	CSE NPA application fees - a non-public application fee collected in the amount of \$10 or \$25 , based upon income and the number in a	10/25	10/25	10/25
	Governmental Complex meeting room fee (per day)	N/A	N/A	N/A



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>SOLID WASTE MANAGEMENT</b>	Furniture/Toys/Electronics (indoor or outdoor), per ton	45.00	45.00	45.00
	Collection/hauler permits (annual)	100.00	125.00	125.00
	Availability Fee (Household solid waste fee)	65.00	80.00	80.00
	Recycling fee	5.00	5.00	5.00
	Landfill tipping fee:			
	Construction & demolition, per ton	45.00	48.00	48.00
	Land clearing/ inert debris and yard waste, per ton	30.00	30.00	30.00
	All other non-household/recycling items, per ton	45.00	45.00	45.00
	Uncertified tires, per ton	76.00	76.00	76.00
	Illegal waste, per ton	106.00	106.00	106.00
	Disposal of single wide                      Not allowed per	0.00	0.00	0.00
	Disposal of double wide                    G.S. 130A-309.113	0.00	0.00	0.00
	Mattress / Box Spring (all sizes)	2.00/5.00	5.00	5.00
	Minimum Charge per Load	0.00	5.00	5.00
	Screened Mulch	Cost + 10%	Cost + 10%	Cost + 10%
	Surcharge for digging out loads	100.00	100.00	100.00
	Fine for including trash bags or debris in LCID	100.00	100.00	100.00
	Solid waste citation	100.00	100.00	100.00



# ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2021-2022

6/7/21

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
<b>TAX</b>	Garnishment Fee:			
	Employee	30.00	30.00	30.00
	Employer	30.00	30.00	30.00
	Bank Attachment Fee	60.00	60.00	60.00
	Advertising Fee	5.00	5.00	5.00
	Returned Check Fee	10% of face amount or \$25.00, whichever is greater	10% of face amount or \$25.00, whichever is greater	10% of face amount or \$25.00, whichever is greater



**ATTACHMENT A: RATE AND FEE SCHEDULE**  
**FISCAL YEAR 2021-2022**  
 (Changes from the previous year are highlighted)

6/7/21

DEPARTMENT	TYPE OF FEE	2019 - 2020	2020 - 2021	2021 - 2022 ADOPTED
TRANSPORTATION	Dial-A-Ride - within City limits, one way	3.00	3.00	3.00
	Outside city limits, one way	3.00	3.00	3.00
	Out of County, medical trips only	5.00	5.00	5.00
	Senior discount (one way)	2.00	2.00	2.00
	Medicaid Approved Transportation per mile	3.75	3.75	3.75
	Deviated Fixed Rate, per ride	2.00	2.00	2.00
	Van use fee (per mile, Harnett County agencies only)	2.00	2.00	2.00



## Attachment B



### SALARY GRADE TABLE

**Fiscal Year 2021-2022**

(Effective 7/1/2021, rev 5/5/21)

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
1	Not Used	Annual	\$ 15,683	\$ 18,820	\$ 20,780	\$ 25,877
2	Park Maintenance Assistant	Annual	\$ 16,467	\$ 19,761	\$ 21,819	\$ 27,171
		Monthly	\$ 1,372.25	\$ 1,646.75	\$ 1,818.25	\$ 2,264.25
		Hourly	\$ 7.9168	\$ 9.5005	\$ 10.4899	\$ 13.0630
3	Gym Supervisor Park Attendant Camp Counselor	Annual	\$ 17,291	\$ 20,749	\$ 22,910	\$ 28,529
		Monthly	\$ 1,440.92	\$ 1,729.08	\$ 1,909.17	\$ 2,377.42
		Hourly	\$ 8.3130	\$ 9.9755	\$ 11.0144	\$ 13.7159
4	Not Used	Annual	\$ 18,155	\$ 21,786	\$ 24,055	\$ 29,956
5	Office Aide	Annual	\$ 19,063	\$ 22,875	\$ 25,258	\$ 31,454
		Monthly	\$ 1,588.58	\$ 1,906.25	\$ 2,104.83	\$ 2,621.17
		Hourly	\$ 9.1649	\$ 10.9976	\$ 12.1433	\$ 15.1221
6	Computer Support Assistant Youth Program Assistant	Annual	\$ 20,016	\$ 24,019	\$ 26,521	\$ 33,026
		Monthly	\$ 1,668.00	\$ 2,001.58	\$ 2,210.08	\$ 2,752.17
		Hourly	\$ 9.6231	\$ 11.5476	\$ 12.7505	\$ 15.8779
7	Not Used	Annual	\$ 21,017	\$ 25,220	\$ 27,847	\$ 34,678
8	4-H Program Assistant Community Health Assistant Community Social Services Assistant Custodian Transit Driver	Annual	\$ 22,068	\$ 26,481	\$ 29,240	\$ 36,412
		Monthly	\$ 1,839.00	\$ 2,206.75	\$ 2,436.67	\$ 3,034.33
		Hourly	\$ 10.6096	\$ 12.7313	\$ 14.0577	\$ 17.5058
9	Data Entry Assistant	Annual	\$ 23,171	\$ 27,805	\$ 30,702	\$ 38,232
		Monthly	\$ 1,930.92	\$ 2,317.08	\$ 2,558.50	\$ 3,186.00
		Hourly	\$ 11.1399	\$ 13.3678	\$ 14.7606	\$ 18.3808
10	Community Health Technician	Annual	\$ 24,330	\$ 29,195	\$ 32,237	\$ 40,144
		Monthly	\$ 2,027.50	\$ 2,432.92	\$ 2,686.42	\$ 3,345.33

		<i>Hourly</i>	\$ 11.6971	\$ 14.0361	\$ 15.4986	\$ 19.3000
11	Animal Shelter Attendent	<i>Annual</i>	\$ 25,546	\$ 30,655	\$ 33,848	\$ 42,151
	Bailiff	<i>Monthly</i>	\$ 2,128.83	\$ 2,554.58	\$ 2,820.67	\$ 3,512.58
	Breastfeeding Coordinator	<i>Hourly</i>	\$ 12.2817	\$ 14.7380	\$ 16.2731	\$ 20.2649
	Data Entry Operator II					
	Data Entry Specialist					
	Landfill Maintenance Worker					
	Library Assistant					
	Maintenance Worker					
	Medical Office Assistant					
	Office Assistant I					
	Office Assistant III - Child Support					
	Park Supervisor					
	Processing Assistant III					
	Recreation Center Assistant					
	Security Screening Technician					
12	Fire Inspector	<i>Annual</i>	\$ 26,823	\$ 32,188	\$ 35,541	\$ 44,258
	Meter Reader	<i>Monthly</i>	\$ 2,235.25	\$ 2,682.33	\$ 2,961.75	\$ 3,688.17
	Office Assistant II	<i>Hourly</i>	\$ 12.8957	\$ 15.4750	\$ 17.0870	\$ 21.2779
	Transit Services Assistant					
13	Accounting Clerk IV - DSS	<i>Annual</i>	\$ 28,164	\$ 33,797	\$ 37,318	\$ 46,471
	Income Maintenance Technician	<i>Monthly</i>	\$ 2,347.00	\$ 2,816.42	\$ 3,109.83	\$ 3,872.58
	Office Assistant IV	<i>Hourly</i>	\$ 13.5404	\$ 16.2486	\$ 17.9413	\$ 22.3418
	Parks & Grounds Maintenance Technician					
	Processing Assistant IV					
	Recreation Center Coordinator					
	Senior Maintenance Worker					
	Senior Meter Reader					
	Transit Dispatcher					
14	Administrative Support Specialist	<i>Annual</i>	\$ 29,573	\$ 35,487	\$ 39,184	\$ 48,795
	Deputy Register of Deeds	<i>Monthly</i>	\$ 2,464.42	\$ 2,957.25	\$ 3,265.33	\$ 4,066.25
	Evidence Technician	<i>Hourly</i>	\$ 14.2178	\$ 17.0611	\$ 18.8385	\$ 23.4591
	Finance Technician					
	Library Program Specialist					

Tax Program Assistant  
 Transportation Specialist  
 Workforce Development Eligibility Specialist  
 Youth Counselor

15	Accounting Clerk V - DSS	<i>Annual</i>	\$ 31,051	\$ 37,262	\$ 41,143	\$ 51,235
	Accounting Technician	<i>Monthly</i>	\$ 2,587.58	\$ 3,105.17	\$ 3,428.58	\$ 4,269.58
	Accounting Technician II - Health	<i>Hourly</i>	\$ 14.9284	\$ 17.9144	\$ 19.7803	\$ 24.6322
	Animal Control Officer					
	Classification Assistant					
	Collection System Technician Trainee/I					
	Distribution System Technician Trainee					
	Election Specialist					
	EMS Transportation Dispatcher					
	Income Maintenance Caseworker I					
	Library Circulation Manager					
	NC Agriculture Cost Share Technician					
	Processing Assistant V					
	Processing Unit Supervisor V					
	Program Assistant V					
	Senior Deputy Register of Deeds					
	Solid Waste Accounts Manager					
	Utility Locate Technician					
	Water Quality Technician					

16	Asst ES Administrator	<i>Annual</i>	\$ 32,604	\$ 39,125	\$ 43,200	\$ 53,796
	Business Property Assistant	<i>Monthly</i>	\$ 2,717.00	\$ 3,260.42	\$ 3,600.00	\$ 4,483.00
	Central Permitting Technician	<i>Hourly</i>	\$ 15.6750	\$ 18.8101	\$ 20.7692	\$ 25.8635
	Collection System Technician II					
	Distribution System Technician C					
	EMS Billing & Insurance Specialist					
	Facility Maintenance Technician					
	Fleet Maintenance Mechanic					
	Heavy Equipment Operator					
	Park Maintenance Technician					
	Practical Nurse II					

Senior Administrative Support Specialist  
 Senior Utility Customer Service Representative

17	Accounting Technician III	<i>Annual</i>	\$ 34,234	\$ 41,081	\$ 45,360	\$ 56,486
	Accounts Supervisor	<i>Monthly</i>	\$ 2,852.83	\$ 3,423.42	\$ 3,780.00	\$ 4,707.17
	Administrative Assistant	<i>Hourly</i>	\$ 16.4587	\$ 19.7505	\$ 21.8077	\$ 27.1567
	Administrative Technician					
	Collection System Technician III					
	Deputy Supervisor					
	Distribution System Technian B					
	Election Technician					
	EMS Transportation Coordinator					
	Evidence Custodian					
	Financial Service Technician					
	Foreign Language Interpreter II					
	Human Resources Placement Specialist (DSS)					
	Human Services Coordinator I					
	Income Maintenance Caseworker II					
	Meter Services Specialist					
	Plant Maintenance Technician I					
	Records Supervisor					
	Senior Facility Maintenance Technician					
	Senior Parks & Grounds Maintenance Technician					
	Tax Collections Legal Assistant					
	Tax Computer Analyst					
	Utility System Pump Technician I					
	Veterans Services Specialist					
	Workforce Development Specialist					
18	Administrative Service Technician	<i>Annual</i>	\$ 35,946	\$ 43,135	\$ 47,628	\$ 59,311
	Collection System Technician IV	<i>Monthly</i>	\$ 2,995.50	\$ 3,594.58	\$ 3,969.00	\$ 4,942.58
	Distribution System Technician A	<i>Hourly</i>	\$ 17.2817	\$ 20.7380	\$ 22.8981	\$ 28.5149
	Family Resource Program Specialist					
	Help Desk Specialist					
	Juvenile Restitution Coordinator					
	Medical Laboratory Technician II					

Plant Maintenance Technician II  
 Senior Fleet Maintenance Mechanic  
 Senior Workforce Development Specialist  
 Solid Waste Operations Crew Leader  
 Utility System Pump Technician II  
 Utility System Electrical Technician  
 Wastewater Treatment Plant Operator Trainee/I  
 Water Treatment Plant Operator Trainee/Apprentice  
 Workforce Dev JobLink Coordinator

19	Accounting Technician IV	<i>Annual</i>	\$ 37,743	\$ 45,292	\$ 50,010	\$ 62,276
	Administrative Assistant I	<i>Monthly</i>	\$ 3,145.25	\$ 3,774.33	\$ 4,167.50	\$ 5,189.67
	Computer Support Technician	<i>Hourly</i>	\$ 18.1457	\$ 21.7750	\$ 24.0433	\$ 29.9404
	Development Compliance Officer					
	Elections Deputy Director					
	Family Resource Program Manager					
	Finance and Accounting Specialist I					
	Fleet Maintenance Supervisor					
	Fleet Manager					
	GIS Technician					
	GIS/E-911 Technician					
	Income Maintenance Caseworker III					
	Income Maintenance Investigator II					
	Income Maintenance III - Lead Worker*					
	Laboratory Analyst					
	Nutrition Project Coordinator II					
	Planning Technician					
	Plant Maintenance Technician III					
	Project Coordinator/Central Permitting Technician					
	Public Health Education Specialist I					
	Recreation Program Supervisor					
	Senior Central Permitting Technician					
	Transit Services Manager					
	Utility Collections Officer					
	Utility System Pump Technician III					

Wastewater Treatment Plant Operator II  
 Water Treatment Plant Operator C

20	Assistant Solid Waste Manager	<i>Annual</i>	\$ 39,630	\$ 47,556	\$ 52,510	\$ 65,390
	Child Support Agent II	<i>Monthly</i>	\$ 3,302.50	\$ 3,963.00	\$ 4,375.83	\$ 5,449.17
	Collection System Crew Leader	<i>Hourly</i>	\$ 19.0529	\$ 22.8635	\$ 25.2452	\$ 31.4375
	Communications Administrative Officer					
	Distribution System Crew Leader					
	EDC Office Coordinator					
	Financial & Accounting Specialist I					
	Human Resources Recruitment Specialist					
	Librarian					
	Nutritionist II					
	Paralegal					
	Parks & Grounds Supervisor					
	Plant Maintenance Technician IV					
	Pre-Trial Release Administrator					
	Property Appraiser					
	Real Property Appraiser					
	Telecommunications Training Officer					
	Transportation Manager					
	Utility System Pump Technician IV					
	Veteran Services Officer					
	Volunteer Services Director I					
	Wastewater Treatment Plant Operator III					
	Water Treatment Plan Operator B					
	Zoning Inspector					
21	Accounting Specialist I	<i>Annual</i>	\$ 41,612	\$ 49,934	\$ 55,136	\$ 68,659
	Administrative Assistant II	<i>Monthly</i>	\$ 3,467.67	\$ 4,161.17	\$ 4,594.67	\$ 5,721.58
	Child Support Lead Agent	<i>Hourly</i>	\$ 20.0058	\$ 24.0067	\$ 26.5077	\$ 33.0091
	Communications Specialsit					
	EMS Asst Chief of Logistics					
	Engineering Technician					
	Income Maintenance Supervisor II					
	Latent Print Examiner					

Legal Assistant/Deputy Clerk of BOC  
 Meter Services Supervisor  
 Natural Resources Conservationist  
 Paralegal I - DSS  
 Public Health Educator II  
 Right of Way Agent  
 SCADA Technician  
 Senior Collection System Crew Leader  
 Senior Distribution System Crew Leader  
 Social Worker II  
 Tax Customer Service Supervisor  
 Utility Construction Coordinator  
 Utility Construction Inspector  
 Wastewater Treatment Plant Operator IV  
 Water Treatment Plant Operator A

22	Animal Services Manager	<i>Annual</i>	\$ 43,692	\$ 52,431	\$ 57,892	\$ 72,092
	Assistant Emergency Management Coordinator	<i>Monthly</i>	\$ 3,641.00	\$ 4,369.25	\$ 4,824.33	\$ 6,007.67
	Assistant Library Director	<i>Hourly</i>	\$ 21.0058	\$ 25.2072	\$ 27.8327	\$ 34.6596
	Code Enforcement Officer I					
	Executive Assistant					
	Finance & Accounting Specialist II					
	General Services Assistant Director					
	HR Benefits & Wellness Specialist					
	Information Systems Technician					
	Librarian Information Systems					
	Medical Laboratory Technologist I					
	Senior Wastewater Treatment/Pre-Trmt Plant Oper					
	Senior Water Treatment Plant Operator					
	Solid Waste Operations Manager					
23	Assistant Register of Deeds	<i>Annual</i>	\$ 45,877	\$ 55,052	\$ 60,787	\$ 75,697
	Capital Project Construction Manager	<i>Monthly</i>	\$ 3,823.08	\$ 4,587.67	\$ 5,065.58	\$ 6,308.08
	Child Support Supervisor II	<i>Hourly</i>	\$ 22.0563	\$ 26.4673	\$ 29.2245	\$ 36.3928
	Code Enforcement Officer II					
	Communications Manager					

Distribution & Collection System Supervisor  
 Natural Resources Director  
 Environmental Health Specialist  
 Facility Maintenance Manager  
 Information Technology Project Manager  
 Planner I  
 Senior Department Support Specialist/Board Clerk  
 Senior Engineering Technician  
 Social Worker III

24	Child Support Supervisor III (Program Manager)	Annual	\$ 48,171	\$ 57,805	\$ 63,826	\$ 79,482
	Information System Specialist	Monthly	\$ 4,014.25	\$ 4,817.08	\$ 5,318.83	\$ 6,623.50
	Nutrition Program Director I	Hourly	\$ 23.1591	\$ 27.7909	\$ 30.6856	\$ 38.2125
	Risk Management and Safety Coordinator					
	Social Work Supervisor II					
	Social Worker IV (I/A&T)					
	Tax Collections Supervisor					
	Tax Database Administrator					
	Utility Customer Service Supervisor					
	Veterans Services Director					
25	Applications Analyst	Annual	\$ 50,579	\$ 60,695	\$ 67,018	\$ 83,456
	Chief Deputy Fire Marshal	Monthly	\$ 4,214.92	\$ 5,057.92	\$ 5,584.83	\$ 6,954.67
	Code Enforcement Officer III	Hourly	\$ 24.3168	\$ 29.1803	\$ 32.2202	\$ 40.1231
	Clerk to the Board of Commissioners					
	Database Administrator					
	EMS Asst Chief of Training					
	EMS Compliance Officer					
	Emergency Services Administrator					
	Environmental Health Program Specialist					
	Financial Services Supervisor					
	GIS Specialist					
	Internal Auditor					
	Net Security analyst					
	Utility Maintenance Supervisor					
	Workforce Development Director/Joblink Coordinator					



26	Environmental Health Supervisor I	Annual	\$ 53,108	\$ 63,730	\$ 70,368	\$ 87,629
	GIS Analyst	Monthly	\$ 4,425.67	\$ 5,310.83	\$ 5,864.00	\$ 7,302.42
	Income Maintenance Administrator I	Hourly	\$ 25.5327	\$ 30.6394	\$ 33.8308	\$ 42.1293
	Information Systems user Group Supervisor					
	Public Health Nurse II					
	Senior IT Systems Specialist					
	Senior Planner					
	Soil Scientist					
	Wastewater Treatment Plant Supervisor					
27	Administrative and Budget Officer	Annual	\$ 55,764	\$ 66,916	\$ 73,887	\$ 92,010
	Assistant Library Director	Monthly	\$ 4,647.00	\$ 5,576.33	\$ 6,157.25	\$ 7,667.50
	Assistant Manager of Building Services	Hourly	\$ 26.8096	\$ 32.1712	\$ 35.5226	\$ 44.2356
	Assistant Manager of Planning Services					
	Community Relations Coordinator					
	Elections Director					
	Emergency Management Coordinator					
	GIS Systems Administrator					
	Local Public Health Administrator I					
	Public Health Nurse III					
	Utility Capital Projects Manager					
	Social Work Supervisor III					
28	Deputy Tax Administrator	Annual	\$ 58,552	\$ 70,262	\$ 77,581	\$ 96,611
	Public Health Nurse Supervisor I	Monthly	\$ 4,879.33	\$ 5,855.17	\$ 6,465.08	\$ 8,050.92
	Social Work Program Manager	Hourly	\$ 28.1500	\$ 33.7798	\$ 37.2986	\$ 46.4476
	Water Treatment Plant Supervisor					
29	Fire Marshal	Annual	\$ 61,479	\$ 73,775	\$ 81,460	\$ 101,441
	GIS/E911 Operations Administrator	Monthly	\$ 5,123.25	\$ 6,147.92	\$ 6,788.33	\$ 8,453.42
	Information Systems Supervisor	Hourly	\$ 29.5572	\$ 35.4688	\$ 39.1635	\$ 48.7697
	Wastewater Treatment Superintendent					
30	Budget Director	Annual	\$ 64,553	\$ 77,464	\$ 85,533	\$ 106,513
	EMS Chief	Monthly	\$ 5,379.42	\$ 6,455.33	\$ 7,127.75	\$ 8,876.08
	IT Assistant Director	Hourly	\$ 31.0351	\$ 37.2423	\$ 41.1216	\$ 51.2082
	Manager of Building Services					
	Manager of Planning Services/Asst Director					

Register of Deeds

31	EMS Deputy Director	Annual	\$ 67,781	\$ 81,337	\$ 89,810	\$ 111,839
	Library Director	Monthly	\$ 5,648.42	\$ 6,778.08	\$ 7,484.17	\$ 9,319.92
	Utility Civil Engineer	Hourly	\$ 32.5870	\$ 39.1043	\$ 43.1779	\$ 53.7688
32	Asst. Staff Attorney	Annual	\$ 71,170	\$ 85,404	\$ 94,300	\$ 117,431
	Parks & Recreation Director	Monthly	\$ 5,930.83	\$ 7,117.00	\$ 7,858.33	\$ 9,785.92
	Solid Waste Director	Hourly	\$ 34.2163	\$ 41.0596	\$ 45.3365	\$ 56.4572
	Tax Administrator					
33	Attorney II DSS	Annual	\$ 74,729	\$ 89,674	\$ 99,015	\$ 123,302
	County Engineer	Monthly	\$ 6,227.42	\$ 7,472.83	\$ 8,251.25	\$ 10,275.17
	Deputy Finance Officer	Hourly	\$ 35.9274	\$ 43.1125	\$ 47.6034	\$ 59.2798
	Economic Developer					
	Human Resources Director					
	Physician Extender II					
	Public Health Nursing Director II					
	Social Services Deputy Director					
34	Development Services Director	Annual	\$ 78,465	\$ 94,158	\$ 103,966	\$ 129,467
	General Services Director	Monthly	\$ 6,538.75	\$ 7,846.50	\$ 8,663.83	\$ 10,788.92
	Chief Information Officer	Hourly	\$ 37.7236	\$ 45.2683	\$ 49.9837	\$ 62.2438
	Sheriff					
35	Assistant Public Utilities Director	Annual	\$ 82,388	\$ 98,866	\$ 109,165	\$ 135,941
	Economic Development Director	Monthly	\$ 6,865.67	\$ 8,238.83	\$ 9,097.08	\$ 11,328.42
	Emergency Services Director	Hourly	\$ 39.6096	\$ 47.5317	\$ 52.4832	\$ 65.3563
	Finance Officer					
	Physician Extender III					
	Senior Staff Attorney					
36	Social Services Director	Annual	\$ 86,508	\$ 103,809	\$ 114,623	\$ 142,738
	Assistant County Manager	Monthly	\$ 7,209.00	\$ 8,650.75	\$ 9,551.92	\$ 11,894.83
		Hourly	\$ 41.5904	\$ 49.9082	\$ 55.1072	\$ 68.6240
37	Local Public Health Director	Annual	\$ 90,833	\$ 109,000	\$ 120,354	\$ 149,875
		Monthly	\$ 7,569.42	\$ 9,083.33	\$ 10,029.50	\$ 12,489.59
		Hourly	\$ 43.6700	\$ 52.4000	\$ 57.8600	\$ 72.0600
38	Public Utilities Director	Annual	\$ 95,375	\$ 114,450	\$ 126,372	\$ 157,368
		Monthly	\$ 7,947.92	\$ 9,537.50	\$ 10,531.00	\$ 13,114.00

		<i>Hourly</i>	\$ 45.8534	\$ 55.0240	\$ 60.7558	\$ 75.6577
39	Not Used	<i>Annual</i>	\$ 100,144	\$ 120,172	\$ 132,690	\$ 165,237
40	Not Used	<i>Annual</i>	\$ 105,151	\$ 126,181	\$ 139,325	\$ 173,499
41	Not Used	<i>Annual</i>	\$ 110,408	\$ 132,490	\$ 146,291	\$ 182,174
42	Not Used	<i>Annual</i>	\$ 115,929	\$ 139,114	\$ 153,606	\$ 191,282
43	Not Used	<i>Annual</i>	\$ 121,725	\$ 146,070	\$ 161,286	\$ 200,846
44	Not Used	<i>Annual</i>	\$ 127,811	\$ 153,374	\$ 169,350	\$ 210,889
<hr/>						
101	Emergency Medical Technician	<i>Annual</i>	\$ 30,426	\$ 36,511	\$ 40,314	\$ 50,203
		<i>Monthly</i>	\$ 2,535.50	\$ 3,042.58	\$ 3,359.50	\$ 4,183.58
102	Not Used	<i>Annual</i>	\$ 31,947	\$ 38,337	\$ 42,330	\$ 52,713
103	Telecommunicator EMD (uses 2288 hrs/yr)	<i>Annual</i>	\$ 33,545	\$ 40,254	\$ 44,447	\$ 55,349
		<i>Monthly</i>	\$ 2,795.42	\$ 3,354.50	\$ 3,703.92	\$ 4,612.42
104	Detention Officer	<i>Annual</i>	\$ 35,222	\$ 42,266	\$ 46,669	\$ 58,116
	Advanced Emergency Medical Technician	<i>Monthly</i>	\$ 2,935.17	\$ 3,522.17	\$ 3,889.08	\$ 4,843.00
105	Deputy Sheriff	<i>Annual</i>	\$ 36,983	\$ 44,380	\$ 49,002	\$ 61,022
	Telecommunications Shift Supervisor	<i>Monthly</i>	\$ 3,081.92	\$ 3,698.33	\$ 4,083.50	\$ 5,085.17
	Reserve Deputy					
106	Detention Assistant Shift Supervisor	<i>Annual</i>	\$ 38,832	\$ 46,599	\$ 51,453	\$ 64,073
		<i>Monthly</i>	\$ 3,236	\$ 3,883	\$ 4,288	\$ 5,339
107	Paramedic (uses 3,340 for FT ees)	<i>Annual</i>	\$ 40,774	\$ 48,928	\$ 54,025	\$ 67,277
	Detention Shift Supervisor	<i>Monthly</i>	\$ 3,397.83	\$ 4,077.33	\$ 4,502.08	\$ 5,606.42
	Emergency Medical Services Lieutenant*					
108	Deputy Fire Marshal	<i>Annual</i>	\$ 42,812	\$ 51,375	\$ 56,726	\$ 70,641
	Deputy Sheriff Corporal	<i>Monthly</i>	\$ 3,567.67	\$ 4,281.25	\$ 4,727.17	\$ 5,886.75
	Deputy Sheriff Detective					
	Fire Marshall Plan Reviewer					
109	Assistant Detention Center Administrator	<i>Annual</i>	\$ 44,953	\$ 53,944	\$ 59,563	\$ 74,173
	Community Paramedic	<i>Monthly</i>	\$ 3,746.08	\$ 4,495.33	\$ 4,963.58	\$ 6,181.08
	Detective Corporal					
	EMS District Chief					
110	Deputy Sheriff Sergeant	<i>Annual</i>	\$ 47,201	\$ 56,641	\$ 62,541	\$ 77,881
	Detective Sergeant	<i>Monthly</i>	\$ 3,933.42	\$ 4,720.08	\$ 5,211.75	\$ 6,490.08

EMS Asst Chief of Operations

111	Not Used	Annual	\$ 49,561	\$ 59,473	\$ 65,668	\$ 81,775
112	Deputy Sheriff Lieutenant	Annual	\$ 52,039	\$ 62,447	\$ 68,951	\$ 85,864
		Monthly	\$ 4,336.58	\$ 5,203.92	\$ 5,745.92	\$ 7,155.33
113	Not Used	Annual	\$ 54,641	\$ 65,569	\$ 72,399	\$ 90,157
114	Not Used	Annual	\$ 57,373	\$ 68,847	\$ 76,019	\$ 94,665
115	Deputy Sheriff Captain	Annual	\$ 60,241	\$ 72,290	\$ 79,820	\$ 99,398
	Detective Captain	Monthly	\$ 5,020.08	\$ 6,024.17	\$ 6,651.67	\$ 8,283.17
	Detention Center Administrator					
	Sherrif CALEA					
116	Not Used	Annual	\$ 63,253	\$ 75,904	\$ 83,811	\$ 104,368
117	Deputy Sheriff Major	Annual	\$ 66,416	\$ 79,699	\$ 88,001	\$ 109,587
		Monthly	\$ 5,534.67	\$ 6,641.58	\$ 7,333.42	\$ 9,132.25
118	Not Used	Annual	\$ 69,737	\$ 83,684	\$ 92,401	\$ 115,066
119	Not Used	Annual	\$ 73,224	\$ 87,869	\$ 97,022	\$ 120,819
120	Not Used	Annual	\$ 76,885	\$ 92,262	\$ 101,873	\$ 126,860

Revised 5/5/2022

\* These positions receive a 5% pay differential for additional duties.

# Attachment C



# HARNETT COUNTY

## Fiscal Policy

**Originally Adopted: May 7, 2012**  
**Approved Amendments as of November 7, 2016**  
**Approved Amendments as of February 17, 2020**  
**Approved Amendments as of February 15, 2021**

## **FISCAL POLICY – PURPOSE**

Harnett County government exists to meet the needs of residents through the services the County is mandated to provide or has elected to provide. In order to meet these needs, the County must maintain its financial integrity. In addition, the County must continually prepare to provide services for a growing population. The County's Fiscal Policy is intended to maintain and improve the County's financial condition and preserve its ability to meet future needs. This policy will be reviewed at least annually, and changes will be presented to the Board of Commissioners for approval. An effective policy:

- Contributes to the County's ability to insulate itself from fiscal crisis,
- Enhances short-term and long-term credit worthiness and helps the County achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing a clear and consistent framework for budget and financial decisions,
- Directs attention to the total financial picture of the County, rather than single-issue areas,
- Links long-term financial planning with day-to-day operations, and
- Provides the County Staff, the County Board of Commissioners and the County citizens a framework for measuring the fiscal impact of government services against established fiscal parameters.

To these ends, the following fiscal policy is adopted:

## **CAPITAL IMPROVEMENT PLAN (CIP) POLICIES**

1. It is the responsibility of the County Board of Commissioners to provide for the capital equipment and facilities necessary to deliver county services to the residents of the County, as well as provide necessary capital equipment and facilities for the Harnett County Public Schools and the Central Carolina Community College system.
2. North Carolina statutes charge the County Manager with preparation of the recommended capital budget. It shall be his/her responsibility or that of his/her designee to coordinate the CIP process; receive requests from County departments, Harnett County Public Schools, and Central Carolina Community College; and propose a recommended CIP to the Board of Commissioners.
3. The Board of Commissioners is responsible for adopting a CIP annually and may amend it as needed.

4. All capital projects must be proposed through the County's CIP process.
5. The CIP includes all approved capital projects, including new construction, renovations, vehicles and heavy equipment, new software and other technology, and all other purchases and improvements that meet the threshold for definition as a capital project, currently \$100,000 and above.
6. The County will develop a CIP of at least seven years and review and update the plan annually. The Harnett County Public Schools and the Community College System are strongly encouraged to submit their needs through this process, along with a prioritization of their requests.
7. After projects are approved in the CIP and before the project can begin, the project must be authorized through one of two means:
  - A. Capital project ordinances: A separate capital budget ordinance shall be submitted to the Board of Commissioners for approval for all capital projects that are projected to span more than one fiscal year;
  - B. All other capital projects will be budgeted in the operating budget.
8. All capital projects will be assigned a project code by the Finance Officer for tracking and reporting purposes.
9. The CIP will prioritize the maintenance of existing facilities and equipment, and otherwise protect the county's past capital investments. A maintenance and replacement schedule will be developed and followed as funding allows.
10. County departments will provide a written justification and identify the estimated project costs, potential funding sources, and impacts on the operating budget for each proposed capital project and include this information in their requests. The County Manager or his/her designee will review, modify as appropriate, and include this information in the recommended CIP.
11. The County will pursue the most cost-effective strategies for financing the CIP, consistent with prudent financial management.

#### **DEBT POLICIES**

1. The County will confine long-term borrowing to critical capital projects that cannot be financed from current revenues, unless financing results in a net financial benefit to the county.
2. The County will take a balanced approach to capital funding by utilizing capital reserves and pay-as-you-go funding where possible. Pay-as-you-go funding will come from budgeted appropriations and funds set aside in capital reserves.
3. The county's capital funding strategy should result in the least financial impact on current and future taxpayers.

4. When the County finances capital projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
5. Net debt as a percentage of estimated market value of taxable property shall not exceed 2.5%. Net debt is defined as any and all debt that is tax-supported.
6. Debt Service expenditures as a percent of total governmental fund expenditures should not exceed 15%. Should this ratio exceed 15%, staff must request an exception from the Board of Commissioners stating the justification and expected duration of the policy exception. Exceptions shall be reviewed and approved annually by the Board of Commissioners until compliance is achieved.
7. The County will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.
8. Outstanding tax-supported debt principal shall be no less than 50.0% repaid in 10 years.
9. Enterprise Debt Policies:
  - A. The Enterprise Fund is responsible for setting rates and charges at such a level which maintains the "self-supporting" nature of the fund.
  - B. The County will target a minimum amount of equity funding of 10% of the Enterprise Fund capital improvement plan on a five-year rolling average.
  - C. The Enterprise Fund will comply with all applicable bond covenants.
  - D. The Enterprise Fund will maintain a debt service coverage ratio as defined by the General Indenture of the Enterprise System Revenue Bonds. These minimum requirements are summarized to be:
    - 1) 1.20x debt service coverage on Parity Indebtedness (Revenues for this measure may include 20% of the balance in the Surplus Account at the end of the preceding Fiscal Year)
    - 2) 1.00x debt service coverage of Parity Indebtedness, General Obligation Indebtedness, Subordinate Indebtedness, Other Indebtedness, and any amount due to the Qualified Reserve Fund or Qualified Reserve Fund Substitute.



## **RESERVE POLICIES**

1. The County will maintain a minimum Unassigned Fund Balance, as defined by the Governmental Accounting Standards Board, at the close of each fiscal year equal to 15% of General Fund Expenditures with a targeted Unassigned Fund Balance equal to 20% of General Fund Expenditures.
2. In the event that funds are available over and beyond the 20% targeted amount, those funds may be transferred to a capital reserve fund, a capital projects fund, to pay-down debt or to fund other one-time uses. Such transfers or uses shall be approved by the Board of County Commissioners in conjunction with a staff recommendation based upon a fund balance analysis to be completed within six months of the close of each fiscal year taking into consideration the prior year's financial statements, current year-to-date budget performance, current property tax valuations and the County's most recently adopted capital improvement plan.
3. The County Board may, from time-to-time, utilize fund balances that will reduce Unassigned Fund Balance below the 15% minimum for the purposes of a declared fiscal emergency or other such purpose as to protect or enhance the long-term fiscal security of the County. In such circumstances, the Board will adopt a plan to restore the Unassigned Fund Balance to the target level within 36 months. If restoration cannot be accomplished within such time period without severe hardship to the County, then the Board will establish a different but appropriate time period.
4. Enterprise Reserve Policies: The County has adopted a comprehensive strategy for the long-term stability and financial health of each Enterprise Fund that provides for annual increases in fund reserves to an established goal of 50% of operating and maintenance expenses

## **BUDGET DEVELOPMENT POLICIES**

1. The County will manage its annual budget to meet its legal and debt obligations, ensure adequate funding of current service levels, meet the priorities of the Board of Commissioners, maintain the County's financial condition, and keep property tax increases to a minimum. The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations.
2. The Budget Process will comply with the North Carolina Local Government Budget and Fiscal Control Act.

3. North Carolina statutes charge the County Manager with preparation of the recommended operating budget. It shall be his/her responsibility or that of his/her designee to coordinate the budget process; receive requests from County departments, Harnett County Public Schools, and Central Carolina Community College; and propose a recommended budget to the Board of Commissioners.
4. The Board of Commissioners is responsible for adopting an annual operating budget and may amend it as needed.
5. Use of one-time revenues: One-time revenues should not support ongoing personnel and operating costs. Use of one-time revenues is appropriate for capital outlay, CIP projects, debt retirement, contribution to capital reserve, and other non-recurring expenses. Proceeds from the sale of surplus capital items will go into the County's general capital reserve, unless proceeds are otherwise restricted.
6. The County will pursue an aggressive policy to collect current and delinquent property taxes, utility fees, licenses, permits and other revenues due to the County. The County will not waive any revenues due to the County unless those revenues were collected unlawfully.
7. The Finance Officer will generate reports that show actual revenues and expenditures compared to the budget and will present this to the County Board on a monthly basis.
8. Budget amendments will be brought to the County Board for consideration as needed.
9. New or increased services: The County should ensure adequate funding of current services before funding new or enhanced services.
10. Mid-year appropriations: All agencies supported by the county must function within the resources made available to them through the annual budget. The county will consider requests for new or expanded programs during the course of the regular budget process. Only in extreme circumstances will such requests be considered outside of the budget process.
11. Funding-of Outside Agencies: From time to time, the County may elect to provide services through nonprofit agencies if those services meet the standard for public purpose as defined by the NC Constitution and the services can be achieved more cost effectively through the nonprofit. In order to receive county funding, nonprofits must abide by the county's budget process and deadlines and provide the information requested during budget process.
12. Grants: The County will pursue federal, state, and private grants to enhance services to County residents. However, the County will strictly limit its financial support of grant-funded programs to avoid commitments that continue beyond funding availability. The County will not continue programs after grants have expired, except as expressly approved by the Board of Commissioners as part of the annual budget process. The grant approval process will proceed as follows:

- A. If a grant does not require any county match, either cash or in-kind, and the funder does not expect the county to continue to fund a position or a program after the grant, then the proposal can be reviewed and approved by staff. However, the County Manager may choose to present a grant proposal to the Board for approval, if he/she feels that it is appropriate.
  - B. If the grant requires a county match, either cash or in-kind, or the funder expects the county to continue to fund a position or program after the grant is complete, then the grant application must be submitted to the Board of Commissioners for approval.
  - C. For grants that require Board of Commissioner approval, but approval cannot be obtained before the grant deadline, the Manager's Office can authorize the application with prior notice to the Chair and Vice Chair and report to the Board of Commissioners at their next meeting. If the Board of Commissioners does not approve the grant proposal, the funder will be notified that the county chooses to withdraw the application.
  - D. Departments shall be responsible for timely completion and filing of reports required by the grantor. Missing of report deadlines shall be grounds for denying approval of future grant applications.
  - E. It will be the **general policy of this Board that it will not absorb any reduction in State and Federal funds; however, the Board, in its discretion,** may amend the budget ordinance to appropriate additional funds to compensate for the reduction in State and Federal funds so long as the ordinance, as amended, satisfies the requirements of G.S. 159-8 and 159-13. If the Board does not appropriate additional funds, the **agency shall reduce personnel or program expenditures to stay within the authorized County appropriation.**
  - F. The policy is extended to any agency that is funded by the County and receives State or Federal funds. This shall remain in effect until otherwise changed or amended by the Board of Commissioners. The County Manager is hereby directed to distribute this policy to each of the agencies that may be involved.
13. New positions: New positions for existing programs and services should be added when there is no other viable option. Alternatives, such as contracting, technology, and reassignment of duties should be fully explored and documented before new positions are funded.
14. Level of budgeting: In order to tie costs to specific services, departments shall submit budgets for each of their divisions or program areas. Department heads are authorized to **request** transfers of operating funds between their **budgeted** divisions. Transfers must be approved by the Budget Officer. Transfers made from salary and wage accounts shall not result in the increase of salary obligations. Transfers into capital outlay lines shall not result in the purchase of additional capital items not previously approved by the Board of Commissioners. The County shall adopt budgets at the department level. Commissioners reserve the right to review and/or adopt budgets at a greater level of detail.

15. Justification for funding: Departments and agencies requesting funding from the county should justify their requests in terms of maintaining or increasing service levels. Departments should measure their performance in key service areas and periodically compare their performance to other jurisdictions to discover efficiencies and develop best management practices.
16. Contingency funds: Departments shall not include contingency funds in their respective budgets. The county shall include a general contingency fund in its annual budget. The amount of the contingency fund shall not exceed one percent of the annual budget.
17. Budget Officer: The County Manager serves as the budget officer. He/she is authorized to perform the following functions or delegate them:
  - A. Transfer funds within a department without limitation.
  - B. Transfer amounts of up to \$5,000 between departments of the same fund with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners.
  - C. Transfer amounts of up to \$50,000 from contingency to any department with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners. Greater amounts can be made available upon agreement of the Board of Commissioners.
  - D. Employ temporary help from time to time to meet circumstances.
  - E. Execute contracts provided that funds for the contract have been approved as part of the annual budget and the contract does not exceed the funds appropriated, the contract's term does not exceed three years, all applicable state laws and county policies regarding purchasing are followed, and the contract does not exceed \$100,000.
  - F. **Execute** on behalf of the Board of Commissioners any other contract, change order, purchase order or other instrument incurring **any obligation which is specifically approved by the Board of Commissioners.**
  - G. Authorize payment in an amount not to exceed \$5,000 in settlement of any liability claims against the County or against any of its officers or employees.
18. Enterprise Funds:
  - A. The County maintains Enterprise Funds (primarily water and wastewater and solid waste) that are self-sustaining for both operational and capital purposes. The Enterprise Funds will adhere to the County Fiscal Policy with any exceptions noted in the policy.
  - B. Any improvements required to meet new regulatory requirements or to meet changes in the service demands will be

included in either the capital improvement plan or the annual budget request, depending on the cost of the improvement.

C. Service rates:

- 1) Service rates will be reviewed annually as part of the budget process.
- 2) Service rates will be adjusted as needed to provide adequate funding for the proper operation, maintenance, and expansion of the system.
- 3) Service rates will be adjusted as necessary to meet bond covenants, debt service obligations, and the Adopted Fiscal Policy.

### **EDUCATION FUNDING POLICIES**

1. It is the intent of the County to appropriate funding to the Board of Education to assure that the necessary resources are provided for current expense and to meet the low-wealth funding requirements.
2. The County will provide current expense funding based upon the most recent known 2nd month average daily membership (ADM) times the most recent known Three-Year Average of Appropriations as determined by the NC Department of Public Instruction.
3. The County will provide funds for Capital and Capital Maintenance. An amount equivalent to 65% of the prior year's lottery proceeds will be disbursed based upon the adopted budget ordinance.
4. The County will detail the amounts to be budgeted under this policy as part of the annual budget ordinance.

### **CASH MANAGEMENT/ INVESTMENT POLICIES**

1. It is the intent of the County that public funds will be invested in interest bearing accounts to the extent possible to reduce the dependence upon property tax revenues. Funds will be invested with the chief objectives of safety of principal, liquidity, and yield, in that order. All deposits and investments of County funds will be in accordance with N.C.G.S. 159.
2. Up to one-half (50%) of the appropriations to Non-County Agencies and to non debt-supported capital outlays for County Departments can be encumbered prior to December 31. Any additional authorization shall require the County Manager's written approval upon justification. The balance of these appropriations may be encumbered after January 1, upon a finding by the County Manager that there is a reasonable expectation that the County's Budgeted Revenues will be realized.
3. The County will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally and

practically combined.

4. Cash Flows will be forecasted and investments will be made to mature when funds are projected to be needed to meet cash flow requirements.
5. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
6. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.
7. Custody: All investments will be purchased "payment-verses-delivery" and if certificated will be held by the Finance Officer in the name of the County. All non-certificated investments will be held in book-entry form in the name of the County with the County's third party Custodian (Safekeeping Agent).
8. Authorized Investments: The County may deposit County Funds into: Any Board approved Official Depository, if such funds are secured in accordance with NCGS-159 (31). The County may invest County Funds in: the North Carolina Capital Management Trust, US Treasury Securities, US Agency Securities specifically authorized in GS-159 and rated no lower than "AAA", and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.
9. Diversification: No more than 10% of the County's investment funds may be invested in a specific company's commercial paper and no more than 25% of the County's investment funds may be invested in commercial paper. No more than 25% of the County's investments may be invested in any one US Agency' s Securities.
10. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.

**SUMMARY OF KEY POLICY RATIOS**

<i><b>Ratio</b></i>	<i><b>Target</b></i>
Tax Supported Debt to Assessed Value:	<2.5%
Tax Supported Debt Service vs. Expenditures:	<15.0%
Tax Supported 10- Year Payout Ratio:	>50.0%
General Fund Unassigned Fund Balance as a Percent of Operating Budget:	>15.0%

Enterprise Fund Pay-go Capital (5-year Rolling Average):	>10.0%
Enterprise Fund Parity Debt Service Coverage (with 20% of Surplus Account)	>1.20x
Enterprise Fund Debt Service Coverage on all Indebtedness:	>1.00x
Enterprise Fund Reserves as a Percent of Operating and Maintenance:	>50%

## Attachment D: Framework for Best Management Practices for Capital Projects & Change Orders

1. Standardization of contract documents.
2. Change Orders and Claims shall be handled in accordance with the Contract Documents.
3. Where contractor delays will not result, the cost for a contract change order shall be negotiated prior to authorization to do the work. The itemized cost proposal will be reviewed by the originating department, legal, finance and administration prior to final approval.
4. Work change directives will be used where work must be done on an emergency basis or when contractor delays through no fault of the contractor will result.
5. There should be consideration for exemptions in cases of special emergency involving the health and safety of the citizens and their property.
6. The County Manager shall have the authority to execute and approve change orders and the associated budget amendment up to five percent (5%) of the contract amount. This specifically includes the transfer of contingency funds. Notification of such actions will be provided to the Board of Commissioners via the County Manager's Report.
7. The estimated quantities of items of unit price work are not guaranteed and are solely for the purpose of comparison of bids and determine an initial contract price. Determinations of the actual quantities and classification of unit price work performed by contractor will be made by Engineer and reconciled in the final adjusting change order.



# Attachment E



## **HARNETT REGIONAL WATER 2021-2022 Approved Capital Improvement Program**

# **HARNETT REGIONAL WATER**

## **Capital Improvement Plan 2021-22**

### **EXECUTIVE SUMMARY**

The capital improvement plan attached herewith is a working tool developed by the HRW staff to give guidance toward the County's water and sewer infrastructure development and capital needs program. It consists of an assessment of the current water and wastewater systems and projects these capital needs over a ten-year period. This plan is offered to the Board to seek their guidance and input as they look toward Harnett County's future. This plan should be a helpful fiscal planning tool that allows us to forecast capital demands on revenues and borrowing power to help avoid overextending ourselves financially during the next ten years and beyond. HRW recommends that the review and approval of this capital improvement plan be accomplished annually as part of the budget process. General approval of this document by resolution does not commit the Board to specific approval of any one project or expenditure, nor does it appropriate money for any project. This would still be accomplished through separate capital project ordinances. The approval by resolution from the Board simply approves the capital improvement plan as a plan for the forecast period.

## **DESCRIPTION OF COUNTY**

**Demographics.** The County, formed in 1855, has a projected population of 136,031 as of 2019. The per capita income for the County is \$34,604 (82<sup>nd</sup> in NC) and the median household income is \$53,922 (30<sup>th</sup> in NC). The poverty rate is to be 18% and the unemployment rate currently stands at 3.9%.

**Land Area Configurations.** Harnett County is located in the south central portion of North Carolina. It lies partially in the Coastal Plain and partially in the Piedmont section. The eastern two-thirds of the County exhibit topographic features common to the Coastal Plain region of North Carolina. It is an area of level to gently rolling terrain with elevations ranging from 100 to 300 feet above sea level. The major underlying geological formation includes sedimentary rocks consisting mostly of unconsolidated sands and clays. Topographical features of the western part of the County resemble the Piedmont region of North Carolina. It is an area of steeper hills with elevations as high as 450 feet above sea level. The major underlying geological formation includes crystalline rocks, such as granite and slate.

### **Name and Logo Changes.**

The Harnett County Department of Public Utilities underwent name and logo changes in FY 2018-19. The new name of the utility is “Harnett Regional Water”. The new mission statement reads as follows, “Harnett Regional Water provides high quality water and wastewater services to residents and businesses in Harnett County and the surrounding region. The organization is focused on customer service and is committed to environmental stewardship. Its position on the Cape Fear River, combined with significant investments in infrastructure and foresight from past and current leaders, will allow Harnett Regional Water to continue to serve the rapidly growing central region of North Carolina.” This rebranding should

help accentuate the growth of the department from a single county water and sewer department to a regional water and wastewater provider. The old name often confused customers as to what services the department provided. The new logo installations on elevated tanks will continue in earnest this year and the utility will debut a stand-alone website to emphasize easier access and customer service to our consumers.

**Description of Existing Facilities.** Harnett Regional Water provides water and/or wastewater services to approximately 100,000 Harnett County residents. HRW also provides public water to customers in Counties contiguous to ours. These Counties include Cumberland, Johnston, Moore, Lee, and Wake. The Harnett County Regional Water Treatment Plant supplies water to the Harnett County municipalities of Lillington, Angier, Erwin, and Coats. It supplies water to the Towns of Fuquay-Varina and Holly Springs in Wake County and also the Towns of Spring Lake and Linden in Cumberland County. It also jointly supplies water to Fort Bragg through a partnership with the Public Works Commission of Fayetteville. The Harnett County Regional Water Treatment Plant utilizes the Cape Fear River as the source for the system's drinking water and currently has a treatment capacity of forty-two million gallons a day (42 MGD). HRW's water system consists of nine County water and sewer districts. Each of these districts exists as a separate legal entity pursuant to Chapter 162A of the North Carolina General Statutes. The County maintains and operates the districts for a fee equal to the districts' debt service amount. This amount is paid from general revenues received from water and/or wastewater sales from the various districts. The County established a "Harnett County Public Utilities Fund" in 1998 that consolidated accounting for the operation of these districts. This allowed the department to budget revenues and expenditures in a consolidated manner rather than nine individual district budgets. HRW provides wastewater treatment to the Towns of Angier, Coats and Lillington in Harnett County. HRW also provides wastewater treatment to the Town of Fuquay-Varina in Wake County and Fort Bragg Army Base in Cumberland County. HRW was established in 1982 with approximately 600 water customers and 8 employees. We have grown in the thirty-seven years since to approximately 40,000 water customers, 13,000 sewer customers and 105 employees. HRW infrastructure consists of approximately 1,400 miles of water mains, 360 miles of sewer collection mains and totals over \$325 million dollars in assets. In addition

to the 42 million gallon per day regional water plant mentioned above, other assets include 2 wastewater treatment plants with a combined treatment capacity of 22.5 million gallons per day, 20 elevated water storage tanks with 8.9 million gallons of capacity, 18.2 million gallons of ground storage capacity, a 60 million gallon reservoir, 24 water booster stations with pumping capacity of 133 million gallons per day and 98 sewer lift stations. Approximately 95% of Harnett County residents now have access to public water. As is apparent from the above history, HRW has experienced tremendous growth and accomplishment through the valiant efforts and foresight of past and present Harnett County Commissioners and staff. Their dedication to a countywide water and strategically located sanitary sewer system is the reason for the utility's success.

## **WATER SYSTEM**

**Treatment Facility.** HRW's existing 42 mgd (million gallons per day) regional water treatment facility was recently upgraded to that capacity in FY 2016-17 at a cost of approximately \$12 million dollars. The project added four new filters, an upgraded alum sludge disposal system, new backwash/chemical storage and modified the raw water intake and raw water/reservoir low-lift pump stations. In conjunction with the project, the County entered into a formal water supply capacity agreement with Moore County in which Moore purchased 3 million gallons of daily water capacity in the Harnett Regional Water Treatment Plant. Moore joins Johnston County, the Towns of Holly Springs and Fuquay-Varina in Wake County, as well as Fort Bragg in Cumberland County as capacity holders in the Harnett County Regional Water Treatment Facility. Harnett Regional Water is also committed to building a new 8-10 mgd water treatment facility in the Erwin area of the County. Our planning estimates project the new plant will be needed to supplement the existing Harnett Regional Water Treatment Plant by the end of this decade. Cost estimates are approximately \$50 million dollars for the project as it will be funded by revenue bonds and HRW reserves.

**Water Supply Plan.** The State of North Carolina requires that all water systems submit an approved water supply plan annually. This plan is currently being updated by the HRW staff. The purpose of this plan is to provide evidence to the State that the water system is providing adequate planning for the supply of water through a designated planning period. Water supply planning is also continuing in the area of hydraulic modeling as the engineering firm of Hazen & Sawyer is engaged in providing an updated water hydraulic model of our entire distribution system. This will be critical importance in planning and directing future water resources to accommodate new growth.

**Water Conservation Measures.** Harnett County amended its Water Shortage & Conservation Ordinance in the spring of 2008. The ordinance was amended in response to the drought conditions in our area over the last several years. The ordinance now more clearly defines the stages of water conservation and what triggers their enactment. It also established a normal irrigation schedule and increased the department's enforcement authority during emergencies. Our water supply is a critical resource that must be protected at all costs.

**Water Distribution System.** Three water transmission projects were recently completed in FY 2018-19. The most significant was the West Central Transmission Project which consisted of the construction of approximately thirteen miles of 20 inch water transmission main complete with a booster pump station from Lillington to the Seminole community near the Lee County line along US Hwy 421. This project costs approximately \$8 million dollars and greatly improves our hydraulic efficiency in the west central part of the County. Another water distribution projects completed in FY 2018-19 was the South Central Transmission Project. It consisted of the installation of 7,500 feet of 12 inch water transmission main to alleviate low pressure zones in the South Central portion of the County and cost approximately \$700 thousand dollars. The final water distribution project completed in FY 2018-19 was the WHIP Transmission Project. It consisted of the construction of 7,800 feet of 16 inch transmission main along Hwy 87 to serve the new Benhaven Elementary School being constructed in the Western Harnett Industrial Park (WHIP). This project was completed at a cost of approximately \$1 million dollars. The North Harnett Elementary School Utility Extension Project is scheduled to begin in FY 2021-22 and

consists of the extension of 6,800 feet of 8 inch water main and 7,700 feet of 4 inch sewer force main with the construction of a wastewater pump station to serve that new school site. The estimated cost of this project is \$1,496,537 and will be funded from Harnett Regional Water's capital reserves.

**Regional Interconnects.** As you are aware, Harnett County's water system is interconnected to several area public water systems that we do not provide water to including: the City of Dunn, the Town of Benson, the City of Raleigh, the Town of Apex, the City of Fayetteville (PWC), the City of Durham, and finally the Town of Cary. These connections are of a vital importance in the event of emergency water shortage conditions. The ability to provide and receive additional water from these various sources makes all of these systems more dependent upon each other and truly interconnected in a regional manner. HRW is now a member of the newly formed Triangle Water Supply Partnership. Because of this alliance, our water system will participate with the triangle water utilities in regional water supply planning, with the goal of collaboratively planning for, maintaining, and implementing, long-term sustainable and secure water supplies for our region in the future.

## **WASTEWATER SYSTEM**

**Wastewater Treatment and Collection.** The County currently owns two active wastewater treatment plants, the North Harnett Regional Wastewater Treatment Plant and the South Harnett Regional Wastewater Plant. The South Harnett plant began operation in June 2009 and has a capacity of 15 mgd. It serves all of the southern area of the County and Fort Bragg. The North Harnett Wastewater Treatment Plant has a capacity of 7.5 MGD and recently underwent major modifications to its filters and bio-solids storage facilities as part of the North Harnett Wastewater Treatment Plant Upgrade Project. This project was completed in FY 2020-21 at a cost of approximately \$11 million dollars. The North Harnett Wastewater Treatment Plant is also scheduled for a capacity upgrade in FY 2022-23 to serve the explosion of residential growth the northern area of the County is currently experiencing. This project is estimated to cost

approximately \$36 million dollars and will include participation from our regional wastewater partner towns of Angier, Fuquay-Varina and Lillington. HRW is currently expanding its wastewater collection system as well by extending sewer to the only two existing Harnett County schools currently not on public sewer. The South Harnett Elementary/Anderson Creek Primary School Wastewater Project is currently under construction at a cost of approximately \$3 million dollars. It is scheduled for completion this fiscal year.

**Regional Wastewater Facilities.** Harnett County has commissioned four different engineers since 1968 to look at comprehensive approaches to the long-range planning of Harnett County's water and wastewater needs. The most recent of these is the Northern Harnett Wastewater Master Plan for the Districts in the northern section of the County. This study was authored by Hazen and Sawyer and was completed in FY 2017-18. All of these wastewater plans have concluded that a regional approach utilizing a consolidation of systems is the best plan practical for protection of public health and economic development. There will continue to be County development of services which will extend from existing facilities; and, due to the escalating cost of expansion and operating expenses, it is likely that other regions within the County will be attempting to regionalize systems within the next ten years. In addition to this, regulatory restraints will force regionalization to happen in order to eliminate as many discharges into our water basin as possible. Areas outside the County, which are tributary to our drainage basins and wastewater treatment facilities, (i.e. southern Wake County and northern Cumberland County as recent examples) also provide realistic opportunities for regionalization. These relationships should be nurtured to provide the greatest scale of economy in building additional wastewater collection lines to serve Harnett County citizens.

## **FINANCIAL PLANNING**

**Revenue Projections.** Revenue projections for the next 10 years are difficult if not impossible to correctly predict. They are tied to a myriad of factors including residential and commercial growth in the County, local and regional economic



conditions, and the ability of our utility to meet all future water and sewer needs throughout the County and region. Before we can attempt to predict future revenues, we need to look at current revenue trends for the last several fiscal years.

**HRW Operating Revenues**

<b><u>Financial Period</u></b>	<b><u>Operating Revenues</u></b>
FY 10-11	\$28,042,836
FY 11-12	\$30,130,929
FY 12-13	\$30,732,953
FY 13-14	\$34,624,099
FY 14-15	\$32,162,037
FY 15-16	\$34,446,531
FY 16-17	\$35,872,649
FY 17-18	\$39,203,558
FY 18-19	\$39,987,902
FY 19-20	\$41,091,355

You can see from these figures that revenues increased by \$113,048,519 in the last nine fiscal years. This represents a 46% increase in annual operating revenues in that time span. The majority of this increase is due to the growth of water and wastewater infrastructure throughout the County and increasing growth of water supply to the surrounding region. Rates must be adjusted to cover the ever increasing cost of service to include debt repayment and meet capital reserve targets to cover emergencies and capital project funding. The overall financial strategy of the Department is to continue to maximize revenues consistent with an even pace of residential and commercial/industrial growth within the County. Expenditures will be kept in line consistent with adequately maintaining treatment and distribution systems while emphasizing regulatory compliance in all areas. Harnett Regional Water is at a historical crossroads in the sense that 95% of all County residents have access to water. Additional access to water has been the primary source of a growing revenue base in the past. However, since most areas within the County now have access to water, future revenue growth will be directly correlated to the Department’s goal to provide access to sewer to densely populated unincorporated areas

of the County and the Department's ever increasingly important role as a regional water and wastewater treatment provider to surrounding municipalities, counties and most importantly Fort Bragg.

## **CUSTOMER SERVICE IMPROVEMENTS**

HRW recently had a "Public Utilities Efficiency Study" completed by the Management Consulting firm of Martin-McGill out of Asheville, NC. Although the overwhelming result of the study was positive, one of the main recommendations for improvement within the department was in the area of customer service. Specifically, the need to upgrade existing outdated technologies such as water/sewer customer billing software that was over a decade old, asset management /work order software, automated customer telephone systems, etc. HRW has aggressively started that process and has recently completed the installation of a new and enhanced customer information system (CIS) software system that includes a mobile work order and enhanced internet pay platform. We have also engaged with new providers to enhance our existing Interactive Voice Response (IVR) telephone system to give customers access to enhanced technological features. HRW is currently underway with the automated Metering Infrastructure Project in FY 21 in which we will upgrade all of our existing meters to new smart meters. These new meters will send usage data to HRW through a wireless network and provide much more information to our customers and staff. This project has an estimated cost of \$14.9 million dollars and will take approximately two more years to totally complete.

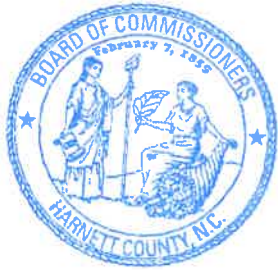
## **Capital Project Budget Summary**

Attachment 1 is a capital project budget summary that combines all the proposed capital projects discussed earlier in this report. It provides a snapshot of anticipated capital needs over the next ten years. The expenditures section shows each projects total budget. The revenue section shows the expected funding sources for each year.

<b>EXPENDITURES</b>											
	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Totals
Project Name	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	
Automated Meter Infrastructure Project	\$14,982,043										\$14,982,043
NWHE School Utility Extension Project	\$2,096,537										\$2,096,537
Benhaven School WW Extension Project	\$435,535										\$435,535
NHWWTP Capacity Upgrade		\$36,000,000									\$36,000,000
Wake County Distribution Upgrade		\$8,500,000									\$8,500,000
BCC Collection System Upgrade Ph I			\$4,093,000								\$4,093,000
NW Water Transmission			\$8,200,000								\$8,200,000
Northeast Harnett Regional WTP Project				\$50,000,000							\$50,000,000
SHWWTP Upgrade					\$2,500,000						\$2,500,000
SW WW PS & FM					\$6,894,000						\$6,894,000
WTP Property Acquisition-Watkins 50 acres						\$1,000,000					\$1,000,000
SC Tank 5 Construction (Doc's/Nursery)							\$2,090,000				\$2,090,000
BCC Collection System Upgrade Ph II								\$3,750,000			\$3,750,000
Southwest Regional GST									\$3,004,180		\$3,004,180
MW Tank 6/SW Transmission Connect										\$390,000	\$390,000
<b>Totals</b>	\$17,514,115	\$44,500,000	\$12,293,000	\$50,000,000	\$9,394,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$143,935,295
<b>REVENUES</b>											
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	Totals
Grants from all sources											\$0
Revenue Bonds				\$25,000,000							\$25,000,000
State Revolving Loans				\$10,000,000							\$10,000,000
Developer Participation					\$3,447,000						\$3,447,000
Holly Springs		\$8,500,000									\$8,500,000
Fuquay Varina		\$12,000,000									\$12,000,000
Angier		\$6,000,000									\$6,000,000
Lillington		\$12,000,000									\$12,000,000
Reserves	\$17,514,115	\$6,000,000	\$12,293,000	\$15,000,000	\$5,947,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$66,988,295
<b>Totals</b>	\$17,514,115	\$44,500,000	\$12,293,000	\$50,000,000	\$9,697,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$143,935,295
<b>Debt Summary</b>											
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	Totals
Actual New Debt	\$0	\$0	\$0	\$35,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000,000
<b>Planned Rate Increases</b>											
Current Rates/Water	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	Totals
\$20/2,000 min	no change	no change	\$22.00	no change	no change	no change	\$24.00	no change	no change	no change	
\$5.50/1,000 gal above min	no change	no change	\$5.75	no change	no change	no change	\$6.00	no change	no change	no change	
\$2.38 Bulk Rate	no change	no change	no change	\$2.85	no change	no change	no change	\$3.15	no change	no change	
\$1.85 Bulk Rate Capacity Holders	no change	no change	no change	\$2.25	no change	no change	no change	\$2.50	no change	no change	
% increase	no change	no change	7.5%	10.0%	no change	no change	7%	10%	no change	no change	
Monthly \$ Increase in Avg Bill	n/a	n/a	\$2.75	n/a	n/a	n/a	\$2.75	n/a	n/a	n/a	
Revenue from increase	\$0	\$0	\$1,386,000	\$820,000	\$0	\$0	\$1,435,500	\$975,000	\$0	\$0	\$4,616,500
Current Rates/Sewer	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	Totals
\$15 Flat	no change	no change	\$16.00	no change	no change	no change	\$17.00	no change	no change	no change	
\$6/1,000 gals	no change	no change	\$6.50	no change	no change	no change	\$7.00	no change	no change	no change	
\$2.05 Bulk Rate Capacity Holders	no change	no change	no change	\$2.55	no change	no change	no change	\$2.85	no change	no change	
% increase	no change	no change	7.5%	11%	no change	no change	7.5%	12%	no change	no change	
Monthly \$ Increase in Avg Bill	n/a	n/a	\$3.50	n/a	n/a	n/a	\$3.50	n/a	n/a	n/a	
Revenue from increase	\$0	\$0	\$450,000	\$340,000	\$0	\$0	\$585,000	\$450,000	\$0	\$0	\$1,825,000

Duly adopted this the 7<sup>th</sup> day of June 2021, upon motion made by Commissioner Weatherspoon,  
seconded by Commissioner Nicol, and adopted by the following vote:

Ayes: 5 Noes: 0 Absent: 0



Board of Commissioners of the County of Harnett

By: W. Brooks Matthews

W. Brooks Matthews, Chairman of the Board and of the governing body of all  
Water and Sewer Districts of Harnett County

ATTEST:

Lindsey Lucas

Lindsey Lucas, Interim Clerk to the Board

# Appendix 2



# **HARNETT COUNTY**

## **Approved 2022-2028**

### **Capital Improvements Program**

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# **Harnett County 2022-2028 Capital Improvements Program Introduction**

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## **About the Capital Improvements Program (CIP)**

The CIP is a long-term plan for funding the county's major capital needs. It shows how facilities, equipment, and other projects that cost \$100,000 or more could be scheduled and funded over the next seven years, beginning in FY 2022.

It is important to state upfront that this is a PLAN, not a BUDGET, since a budget controls the actual spending of allocated funds. While staff attempts to be as accurate as possible, it is difficult to estimate project costs exactly, particularly early in the planning process. Before funds can be spent, they must be budgeted through the operating budget or, in most cases, through a separately adopted project ordinance.

The same is true for operating costs, particularly for new facilities. As facilities are being planned, staff attempts to identify operating costs, such as staffing and utilities. The cost of these items depends on final square footage and operational issues that may not be apparent until the facility is far along in planning.

## **CIP Process**

The CIP is a plan which is updated annually and may be modified at any time to reflect changing conditions. A CIP is a systematic way of anticipating, planning, and budgeting for major projects. The adoption of a CIP can improve the credit worthiness (bond rating) of a jurisdiction.

Timeline for adoption:

- CIP requests originate at the department/agency level. Requests were submitted on or before September 25, 2020. Staff provided substantial support to Harnett County Schools (HCS) and Central Carolina Community College (CCCC), which are new to the county's CIP process.
- The Manager's Office is responsible for reviewing new and existing requests and recommending a proposed CIP to the Board of Commissioners. The recommended CIP will be presented on November 10, 2020.
- Commissioners obtain public input on the CIP before discussing it. A public hearing is scheduled for November 16, 2020.

- Commissioners review the recommendation in detail and make changes. A work session will be scheduled soon after the newly elected board of commissioners takes office.
- The final action is adoption of the CIP, which ideally will occur before the kickoff of the FY 2022 operating budget, scheduled for February 8, 2021.

## **Overall Approach**

As mentioned before, HCS and CCCC were new to the county's CIP process this year. The recommended pay-as-you-go projects funded from the general fund increased significantly to address HCS's maintenance needs. Overall, the required annual contribution to general capital reserves increased from \$950,000 to \$1,750,000.

## **Board of Education**

The Board of Education has requested approximately \$200 million (in today's dollars) in new facility requests. The county currently does not have the resources to pay for these facilities, so these projects are shown as future projects in the CIP. The County Manager recommends that a joint work session between the Board of Education and Board of Commissioners be scheduled to discuss a future bond referendum to address these needs. County staff will work with HCS staff and the county's financial advisor to estimate the impact of a bond referendum on the county's property tax rate and debt burden to determine the final list of projects for consideration.

In April 2020, as part of its FY 2022 budget request, the Board of Education presented a list of facility needs to the Board of Commissioners. The list and how the CIP addresses these needs is as follows (per the Board of Education document, costs shown below are estimates and do not include escalation or maintenance-type requests):

<b>Category/Projects</b>	<b>April 2020 Estimated Cost</b>	<b>How CIP Addresses</b>
<b>Current Projects</b>		
Erwin Elementary School	\$27,500,000	Included as a funded project
Northwest Harnett Elementary School	\$38,100,000	Included as a funded project
<b>Tier 1 Projects (Immediate to 1 year)</b>		
Johnsonville Elementary School (New Cafeteria, New Classrooms, Renovate Gym)	\$11,300,000	Phase 1 included as a funded project; Phase 2 included as a future project
South Harnett Elementary School Cafeteria Renovations	\$380,000	Not included; school system is using other county funds to complete this project in FY 2021
South Harnett/Lillington Middle School (1100 seats, not incl. land)	\$50,000,000	Included as a future project
South Harnett/Lillington or Highland High School	\$90,000,000	Included as a future project
Highland Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Included as a future project
Overhills Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Included as a future project
<b>Tier 2 Projects (2 to 4 years)</b>		
Lafayette Elementary School Gym Renovations/New Cafeteria	\$5,000,000	Included as a future project
North Harnett Primary Renovations	TBD	Not submitted as CIP request
Wayne Ave. Elementary Renovations	TBD	Not submitted as CIP request
<b>Tier 3 Projects (5 to 9 years)</b>		
Buies Creek Elementary School Replacement	\$28,000,000	Included as a future project
Western Harnett-area Elementary School	\$31,300,000	Not submitted as CIP request
Northern Harnett-area Elementary School	\$31,300,000	Not submitted as CIP request
STAR Academy Renovations/Replacement	TBD	Included as a future project
<b>Tier 4 Projects (10 to 15 years)</b>		
Western Harnett-area Middle School	\$50,000,000	Not submitted as CIP request—beyond CIP timeframe
Northwestern Harnett-area Middle School (land procured)	\$50,000,000	Not submitted as CIP request—beyond CIP timeframe
HCHS/THS/WHHS Renovations	TBD	Not submitted as CIP request—beyond CIP timeframe
Other School Renovations (school-by-school basis)	TBD	Not submitted as CIP request—beyond CIP timeframe
<b>Tier 5 (prioritize as resources become available)</b>		
Harnett County Early College @ Benhaven	\$3,000,000	A portion of this project is included in the Benhaven project, including parking and renovating the gym and attached classrooms
New School Transportation Facility	\$6,415,522	Included as a future project
New Custodial/Storage Facility	TBD	Not submitted as a CIP request
Gentry Educator Development Center	TBD	Not submitted as a CIP request

As the list above demonstrates, there are significant future projects on the horizon, namely school facilities and construction of a new housing unit at the county's detention center, which is projected to need an addition around 2030. All of these projects will require that the county issue debt to in order to fund them. Harnett County already has a fairly high debt burden (figures below are from the NC Treasurer's 2019 Debt Analysis and do NOT include the Erwin and Northwest Harnett borrowings of approximately \$70.5million):

- The debt to appraised value ratio is 2.25%. The average ratio of counties 100,000 to 250,000 population is 1.29%. The highest ratio in the population group is 2.6%.
- Harnett County's debt per capita (what each resident would owe if the debt had to be repaid today) is \$1,472. The average debt per capita for the population group is \$1,208. The highest debt per capita in this group is \$1,977.

The county currently contributes \$11 million from the general fund to fund existing and planned future debt. In addition, sales tax restricted for education is accumulated for debt. The county should be judicious about issuing new debt and work closely with Harnett County Schools to identify top priorities for funding.

### Recommended Changes

Recommended changes to the 2022-2028 CIP include:

#### Harnett County Schools

- **Establish an annual Maintenance Fund to address critical mechanical systems and roofs beginning in FY 2022.** HCS identified a number of chillers, boilers, cooling towers, and roofs that are either past or nearing the end of their useful lives. Funds will be set aside in a separate capital reserve and roll from year to year, giving the school system a reliable source for funding these critical needs. [+9,841,415].
- **Fund other small facility upgrades with lottery proceeds.** In FY 2022, the CIP recommends funding camera upgrades [+317,715] and electronic door locks [+394,092] from the current balance in lottery proceeds. Going forward, 35% of the previous year's lottery proceeds will be available for future needs. The county currently allocates 65% of the previous year's lottery proceeds as capital outlay. The capital outlay appropriation is not changed, and the allocations shown in the CIP are in addition to capital outlay.

- **Reflect facilities already approved that are being funded through the \$100M general obligation bond approved in 2014.** The recommended CIP reflects three school projects already underway: Erwin Elementary School replacement [+31,027,797], new Northwest Elementary School [+37,806,430], and Johnsonville Elementary Phase 1 renovation [+5,100,000].

Other projects: Other projects are recommended as requested by the agency or department, unless otherwise noted.

- **Broadband Expansion Initiative:** Working in partnership with a private internet service provider, the Harnett County Board of Commissioners has already approved the project to expand broadband service to unserved and underserved areas of the county in FY 2021. In addition to a \$2M transfer from general fund balance, the county is applying for a grant to cover the remaining portion of the project [+3,985,000].
- **Central Carolina Community College (CCCC) -- Parking Lot Resurfacing:** Resurface remaining parking areas and circulation drives at the main Harnett campus in FY 2022 to be funded through capital reserves [+160,338].
- **Emergency Medical Services (EMS) -- Cardiac Monitors Replacement:** Replace all cardiac monitors to ensure consistent technology across all emergency units in FY 2027 [+610,855].
- **Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements:** Last year's CIP had a project for the initial purchase of these vans. Because of high mileage, they must be replaced every three years. An analysis showed that even though the vans are replaced more frequently than ambulances, they are more cost effective overall because of lower fuel and maintenance costs. The replacements will be funded from capital reserves [+674,182].
- **Emergency Services -- Old Jail Demolition and Relocation of Building Systems:** An engineer has developed a cost estimate for this project, which was in last year's CIP as a future project. To ensure the health and safety of Emergency Services employees, the CIP recommends funding in FY 2021 from capital reserves [+431,917].
- **Harnett Regional Jetport (HRJ) -- Master Plan Update:** The county must spend federal funds before the end of FY 2021 or they will revert, and the state has not moved forward on the Lighting and Apron Expansion projects. The airport master plan has not been updated since 2005. Because of requests to develop outside the area identified in the 2005

master plan and to maintain eligibility for future federal funding, the CIP recommends funding the master plan update over three years, beginning in FY 2021. Ninety percent of the project costs will be covered by federal funds, and the remaining 10% (\$45,000) will be funded from the Airport Capital Reserve [+450,000].

- **Information Technology -- Fiber Extension Information Technology River Fiber:** Funding to construct a one-mile fiber connection across the Cape Fear River in Lillington to provide better network redundancy is recommended in FY 2028 [+230,750].
- **Parks & Recreation -- Benhaven Community Park Redevelopment:** Funding from the Parks Capital Reserve is recommended in FY 2021 to rehabilitate existing ball fields and playground and construct a picnic shelter at the Old Benhaven School to address recreation needs and safety concerns. The project complements the county's overall effort to rehabilitate and reuse the old school for county and community needs [+139,000].
- **Parks & Recreation -- Patriots Park Development Phase 2:** With Phase 1 being completed very soon, funding from the Parks Capital Reserve to complete Phase 2 development of Patriots Park is recommended in FY 2021. Phase 2 improvements include constructing a picnic shelter and playground, which were requested by the community [+96,000].
- **Parks & Recreation -- Shawtown Community Park Development:** Funding from the Parks Capital Reserve is recommended in FY 2021 to develop improvements at the park located on the former Shawtown School site, including a walking trail, fitness stations, playground, and picnic shelter [+130,450].
- **Solid Waste -- Northwest Convenience Center Relocation:** Using funds from the Solid Waste Capital Reserve, in FY 2021 relocate the Northwest Convenience Center to 1971 Oakridge River Road, Fuquay-Varina to provide a larger and safer site to serve the growing population in this area [+494,254].

#### Add Future Projects:

- **Central Carolina Community College (CCCC) -- Drainage System Repair:** Repair the drainage system located on the main Harnett Campus, 1075 E. Cornelius Harnett Blvd., Lillington. This project was requested for funding, but a detailed analysis of the system and cost estimate is needed before this project can move forward.

- **Harnett County Schools -- Buies Creek Elementary School Replacement:** Replace the district's second oldest remaining, 39,454-square-foot school, located at 340 Main Street, Buies Creek, with a new school to be located on a new site.
- **Harnett County Schools -- Highland Elementary School Expansion:** Construct 40,000 square feet of classroom space and expand the cafeteria by 2,000 square feet at Highland Elementary, located at 1915 Buffalo Lake Road, Sanford, to alleviate severe overcrowding.
- **Harnett County Schools -- Johnsonville Elementary School Phase 2 Expansion & Renovation:** Construct a 27,500-square-foot addition to Johnsonville Elementary, located at 18495 NC 27 West, Cameron, to replace classroom space that is being demolished in Phase 1.
- **Harnett County Schools -- Lafayette Elementary School Renovation:** Renovate Lafayette Elementary School, located at 108 Lafayette School Road, once a portion of students have moved to the new Northwest Harnett Elementary School.
- **Harnett County Schools -- Maintenance Projects:** In a future CIP, consider funding for Overhills High tennis court resurfacing, South Harnett windows replacement, and STAR Academy windows replacement when cost estimates have been obtained.
- **Harnett County Schools -- New South Harnett Lillington Middle School:** Construct a new 174,000-square-foot school to accommodate 1,200 students and to alleviate existing and projected overcrowding at Harnett Central and Overhills middle schools.
- **Harnett County Schools -- New South Harnett Lillington/Highland High School:** Construct a new 305,250-square-foot high school to accommodate 1,850 students and alleviate existing and projected overcrowding at Overhills and Harnett Central high schools.
- **Harnett County Schools -- Overhills Elementary School Expansion:** Construct a 19,500-square-foot addition of classroom space at Overhills Elementary, located at 2626 Ray Road, Spring Lake, to alleviate overcrowding and replace mobile units.
- **Harnett County Schools -- STAR Academy Facility Improvements:** Replace windows and condition the gym at the STAR Academy, located at 900 11th Street, Lillington to address facility concerns and to allow the Board of Education to host large meetings and events in the gym.
- **Harnett County Schools -- Transportation Maintenance Facility Replacement:** Construct a new transportation facility to replace the

existing facility, located at 8 West Harnett Street, Lillington, to provide adequate space to service district buses and other vehicles.

- **Harnett County Sheriff's Evidence Storage and Crime Scene Processing Bay:** Construct a new 1,800-square-foot building on the Sheriff's Office site to relocate the crime scene processing bay and give the Sheriff's Office additional evidence storage space. The project was requested for funding, but a cost estimate for the site work involved was not received before the CIP deadline.
- **Cape Fear Shiner County Park Development (Phase 2):** Develop Phase 2 of the Cape Fear Shiner County Park, including a playground, a picnic shelter, and restroom facility. Engineering services to determine how best to serve the site with sewer and to estimate the cost of restroom building will be needed before this project can move forward.
- **Neills Creek Park Restrooms, Concession and Maintenance Building:** Construct a new restroom, concession, and maintenance storage building adjacent to the Neills Creek Park Middle School athletic fields and tennis courts to serve the school's athletic teams and residents using the facility. A cost estimate for the restroom building is needed before the project can be funded.

The CIP includes both summaries of major projects, revenues and operating expenses and detailed descriptions of each project, including justifications, cost detail, funding sources, and impacts on the operating budget.

### **Assumptions**

Generally, construction costs are inflated 6% per year. Staff also recommends a 5-10 percent contingency for most projects.

Other project costs, such as equipment, and operating costs are usually inflated by a factor of 3% per year, unless there is good reason to use another inflationary factor (which will be noted).

Operating costs are generally inflated 3% per year, unless costs are fixed by contract.

### **Changes Made to Approved Document**

The Harnett County Board of Commissioners approved the FY 2022-2028 CIP on February 1, 2021. Since presentation of the CIP on November 10, 2020, Harnett County Schools applied for and received a \$10 million grant for

Northwest Harnett Elementary School, resulting in the loss of lottery funding to Harnett County for the next five years. To offset this loss, adjustments were made in the following projects:

- **Harnett County Schools—Camera Upgrades:** This project, which was to be funded from remaining lottery proceeds, was put on hold pending identification of a funding source.
- **Harnett County Schools—Electronic Door Locks:** This project, which was to be funded from remaining lottery proceeds, was put on hold pending identification of a funding source.
- **Harnett County Schools—Maintenance Fund:** To offset the loss of approximately \$1 million per year in lottery proceeds that funds capital outlay for Harnett County Schools, the contribution to this project was reduced by an equivalent amount.

# Readers Guide

**Project Budget:**  
The budget for the project as approved by project ordinance or as approved in the FY 2021-2027 CIP.

**Project Element:**  
Expense

**Funding Source:**  
Revenue

**Operating Effect:**  
Impact on Operating Budget.

## Benhaven (former) School Renovation

Approved-No Contracts (part)

**Project Status**

Renovate the former Benhaven School campus, located at 2815 Olivia Road, Sanford, to allow for reuse by various county functions, an early college, and community partner organizations. First, focus on stabilizing the roofs and HVAC systems to maintain current facilities and prevent further deterioration following Harnett County Schools vacating the campus in preparation for renovation. Second, prepare site for use by early college and Parks & Recreation by demolishing the cafeteria building and adding parking where the building once stood, and renovating the gymnasium and attached classrooms for use as an early college. Finally, in a future phase, for which funding has not been identified, develop a more detailed scope and obtain cost estimates for the renovating of the remaining buildings on the campus.

**Project Totals:**  
Totals all expenditures and revenues, even those expended or received in previous years. Totals operating costs, but not those spent prior to FY 2020.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	836,455	86,002	409,925	546,614	0	110,050	0	0	0	0	1,152,591
Furnishings & Equipment	0	137,057	9,811	0	0	0	0	0	0	0	146,868
<b>Total Project Element</b>	<b>836,455</b>	<b>237,059</b>	<b>419,736</b>	<b>546,614</b>	<b>0</b>	<b>110,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,313,459</b>
<b>Funding Source</b>											
Capital Reserves	143,572	0	0	41,750	0	110,050	0	0	0	0	151,800
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	692,883	179,100	419,736	3,987	0	0	0	0	0	0	602,823
Harnett Regional Water	0	0	0	500,877	0	0	0	0	0	0	500,877
<b>Total Funding Source</b>	<b>836,455</b>	<b>237,059</b>	<b>419,736</b>	<b>546,614</b>	<b>0</b>	<b>110,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,313,459</b>
<b>Operating Effect</b>											
Debt Service	0	159,388	155,676	151,036	146,395	141,755	137,115	132,475	127,835	123,195	1,274,870
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	30,000	30,488	47,167	48,581	50,038	51,539	53,085	54,678	56,623	422,199
Transfer from General Fund	0	0	0	78,433	36,683	36,683	0	0	0	0	151,800
<b>Total Operating Effect</b>	<b>0</b>	<b>247,347</b>	<b>186,164</b>	<b>276,636</b>	<b>231,660</b>	<b>228,477</b>	<b>188,654</b>	<b>185,560</b>	<b>182,513</b>	<b>179,818</b>	<b>1,906,828</b>

### Define Problem

Harnett County Schools opened the new Benhaven Elementary School in fall 2018, and the former school has been vacant since that time. During the move, the school system removed many of the window units which heated and cooled the buildings, leaving the buildings unconditioned. Parts were also removed from the boiler in the main school building, leaving that building without heat. Leaking roofs have caused water infiltration, another source of mold growth and building damage. The campus has become overgrown and has been vandalized.

After negotiations with the Board of Education, the former school was turned over to the county on September 25, 2019. Another tract was conveyed in October, when it was discovered that it was not included in the original deed.

The community has expressed interest in saving and repurposing the old school. County staff developed and presented a plan for a community center with

# Action Summary

Below is a summary of the status of projects in the CIP. Those that are shown as "approved" have already been approved by the Board of Commissioners, either in the FY 2021-2027 or by separate action and there is no substantial change in the project.

## **New**

Broadband Expansion Initiative  
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing  
Emergency Medical Services (EMS) -- Cardiac Monitors Replacement  
Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements  
Emergency Services -- Old Jail Demolition and Relocation of Building Systems  
Harnett County Schools -- Erwin Elementary School Replacement  
Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation  
Harnett County Schools -- Maintenance Fund  
Harnett County Schools -- New Northwest Harnett Elementary School  
Harnett Regional Jetport (HRJ) -- Master Plan Update  
Information Technology -- Fiber Extension  
Parks & Recreation -- Benhaven Community Park Redevelopment  
Parks & Recreation -- Patriots Park Development Phase 2  
Parks & Recreation -- Shawtown Community Park Development  
Solid Waste -- Northwest Convenience Center Relocation

## **Approved-No Contracts**

Board of Elections Voting Equipment Replacement  
Emergency (VIPER) Radios Replacement  
Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts  
Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements  
Fleet Management and Replacement System  
Harnett County Sheriff -- Capital Reserve  
Harnett County Sheriff -- Detention Center Security Intercom Replacement  
Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade  
Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation  
Harnett Regional Jetport (HRJ) -- Apron Expansion  
Parks & Recreation -- Capital Reserve Appropriations  
Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation  
Social Services and Commons Area Roof Replacement  
Solid Waste -- Bulldozer Replacement

## **Approved-No Contracts (part)**

Benhaven (former) School Renovation

### **Approved-Contracts Let**

Emergency Radio System -- Northwest Harnett Radio Tower Replacement  
Harnett County Resource Center & Library and Department of Social Services (DSS) Addition  
Harnett County Sheriff -- 911 Dispatching Software Replacement  
Harnett County Sheriff -- Records Software Replacement  
Parks & Recreation -- Cape Fear Shiner Park Development Phase 1  
Parks & Recreation -- Patriots Park Development Phase 1  
Public Library -- Radio Frequency Identification (RFID) Installation  
Tax Office -- Reappraisal Fund

### **Completed**

Parks & Recreation -- Neills Creek Tennis Courts and Western Harnett Middle School Baseball and Softball Fields Lighting

### **Future**

Animal Services -- Animal Shelter Replacement  
Central Carolina Community College (CCCC) -- Drainage System Repair  
Courthouse Shell-Space Upfit  
Fleet Maintenance Facility Improvement or Replacement  
Harnett County Schools -- Buies Creek Elementary School Replacement  
Harnett County Schools -- Camera Upgrades  
Harnett County Schools -- Electronic Door Locks  
Harnett County Schools -- Highland Elementary School Expansion  
Harnett County Schools -- Johnsonville Elementary School Phase 2 Expansion & Renovation  
Harnett County Schools -- Lafayette Elementary School Renovation  
Harnett County Schools -- Maintenance Projects  
Harnett County Schools -- New South Harnett Lillington Middle School  
Harnett County Schools -- New South Harnett Lillington/Highland High School  
Harnett County Schools -- Overhills Elementary School Expansion  
Harnett County Schools -- STAR Academy Facility Improvements  
Harnett County Schools -- Transportation Maintenance Facility Replacement  
Harnett County Sheriff -- Detention Center Housing Unit Addition  
Harnett County Sheriff -- Evidence Storage & Crime Scene Processing Bay  
Harnett County Sheriff -- Generator Purchase and Installation  
Harnett Regional Jetport (HRJ) -- New Terminal Construction  
HVAC Control Upgrades and Standardization in Multiple Locations  
Parks & Recreation -- Anderson Creek Park Development (Future Phases)  
Parks & Recreation -- Boone Trail Park Development  
Parks & Recreation -- Cape Fear Shiner Park Development Phase 2  
Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building  
Parks & Recreation -- Neills Creek Park Roadway Construction  
Parks & Recreation -- Northwest Harnett Park Development  
Public Library -- Mobile Outreach Vehicle  
Public Library -- Western Harnett Service Expansion



## Total Cost of Each Project by Year

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
<b>911</b>										
Harnett County Sheriff -- 911 Dispatching Software Replacement	72,356	369,247	0	0	0	0	0	0	0	441,603
<b>Total 911</b>	72,356	369,247	0	0	0	0	0	0	0	441,603
<b>General</b>										
Benhaven (former) School Renovation	237,059	419,736	546,614	0	110,050	0	0	0	0	1,313,459
Board of Elections Voting Equipment Replacement	0	0	334,278	0	0	0	0	0	0	334,278
Broadband Expansion Initiative	0	3,985,000	0	0	0	0	0	0	0	3,985,000
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing	0	0	160,338	0	0	0	0	0	0	160,338
Emergency (VIPER) Radios Replacement	0	0	0	0	0	2,745,883	0	0	0	2,745,883
Emergency Medical Services (EMS) -- Cardiac Monitors Replacement	0	0	0	0	0	0	0	610,855	0	610,855
Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements	0	0	0	82,898	85,244	87,591	135,937	139,483	143,029	674,182
Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts	192,562	182,608	0	0	0	102,260	0	0	0	477,430
Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements	0	0	171,776	353,558	496,661	510,331	262,000	268,835	275,670	2,338,831
Emergency Radio System -- Northwest Harnett Radio Tower Replacement	190,532	639,805	0	0	0	0	0	0	0	830,337
Emergency Services -- Old Jail Demolition and Relocation of Building Systems	0	431,917	0	0	0	0	0	0	0	431,917
Fleet Management and Replacement System	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
Harnett County Resource Center & Library and Department of Social Services (DSS) Addition	15,718,821	10,583,677	0	0	0	0	0	0	0	26,302,498
Harnett County Schools -- Erwin Elementary School Replacement	1,960,706	17,410,050	11,657,041	0	0	0	0	0	0	31,027,797
Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation	0	208,300	4,891,700	0	0	0	0	0	0	5,100,000
Harnett County Schools -- Maintenance Fund	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000

## Total Cost of Each Project by Year

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
Harnett County Schools -- New Northwest Harnett Elementary School	731,680	9,314,250	16,439,000	11,321,500	0	0	0	0	0	37,806,430
Harnett County Sheriff -- Capital Reserve	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
Harnett County Sheriff -- Detention Center Security Intercom Replacement	0	130,612	0	0	0	0	0	0	0	130,612
Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade	64,641	0	247,030	0	0	0	0	0	0	311,671
Harnett County Sheriff -- Records Software Replacement	139,632	0	0	0	0	0	0	0	0	139,632
Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation	0	223,107	2,007,961	0	0	0	0	0	0	2,231,068
Harnett Regional Jetport (HRJ) -- Apron Expansion	267,377	4,289	0	3,548,917	0	0	0	0	0	3,820,583
Harnett Regional Jetport (HRJ) -- Master Plan Update	0	150,000	250,000	50,000	0	0	0	0	0	450,000
Information Technology -- Fiber Extension	0	0	0	0	0	0	0	0	230,750	230,750
Parks & Recreation -- Benhaven Community Park Redevelopment	0	139,000	0	0	0	0	0	0	0	139,000
Parks & Recreation -- Cape Fear Shiner Park Development Phase 1	729,276	78,728	0	0	0	0	0	0	0	808,004
Parks & Recreation -- Capital Reserve Appropriations	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000
Parks & Recreation -- Neills Creek Tennis Courts and Western Harnett Middle School Baseball and Softball Fields Lighting	411,000	0	0	0	0	0	0	0	0	411,000
Parks & Recreation -- Patriots Park Development Phase 1	391,539	12,998	0	0	0	0	0	0	0	404,537
Parks & Recreation -- Patriots Park Development Phase 2	0	96,000	0	0	0	0	0	0	0	96,000
Parks & Recreation -- Shawtown Community Park Development	0	130,450	0	0	0	0	0	0	0	130,450
Public Library -- Radio Frequency Identification (RFID) Installation	0	99,872	0	0	0	0	0	0	0	99,872
Social Services and Commons Area Roof Replacement	0	0	299,880	0	0	0	0	0	0	299,880

## Total Cost of Each Project by Year

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
Tax Office -- Reappraisal Fund	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Total General</b>	25,171,514	45,793,199	39,045,618	16,706,873	2,041,955	4,596,065	1,697,937	3,319,173	2,949,449	141,321,783
<b>Solid Waste</b>										
Solid Waste -- Bulldozer Replacement	0	408,689	0	0	0	0	0	0	0	408,689
Solid Waste -- Northwest Convenience Center Relocation	0	494,254	0	0	0	0	0	0	0	494,254
<b>Total Solid Waste</b>	0	902,943	0	0	0	0	0	0	0	902,943

# Funding Sources

The table below shows a summary of the funding sources for CIP projects by year. The major revenue sources are installment and other debt, capital reserves, and grants.

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
<b>911</b>										
911 Funds	32,380	165,240	0	0	0	0	0	0	0	197,620
Transfer from Radio Project Cap Reserve	39,976	204,007	0	0	0	0	0	0	0	243,983
<b>Total 911</b>	<b>72,356</b>	<b>369,247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>441,603</b>
<b>General</b>										
Airport Capital Reserve	28,843	37,740	225,796	202,935	0	0	0	0	0	495,314
Asset Forfeiture Funds	139,632	0	0	0	0	0	0	0	0	139,632
Bond Premium	3,847,498	3,899,857	0	0	0	0	0	0	0	7,747,355
Capital Reserves	192,562	639,493	1,408,022	1,126,498	1,091,955	3,593,781	797,937	2,419,173	2,049,449	13,318,870
General Fund Fund Balance	0	2,000,000	0	0	0	0	0	0	0	2,000,000
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	2,550,806	22,852,479	32,291,728	11,321,500	0	0	0	0	0	69,016,513
Grants, Gifts, Etc.	603,171	2,438,924	2,032,165	3,105,940	0	0	0	0	0	8,180,200
Harnett Regional Water	0	600,000	1,200,877	0	0	0	0	0	0	1,800,877
Installment Debt	10,303,114	10,573,297	0	0	0	0	0	0	0	20,876,411
Interest	258,209	10,380	0	0	0	0	0	0	0	268,589
Lottery Proceeds	731,680	0	0	0	0	0	0	0	0	731,680
Parks Capital Reserve	756,178	417,812	0	0	0	0	0	0	0	1,173,990
Sheriff's Capital Reserve	64,641	130,612	247,030	0	0	0	0	0	0	442,283
Transfer from General Fund	5,446,689	1,552,800	1,640,000	950,000	950,000	750,000	900,000	900,000	900,000	13,989,489
Transfer from Radio Project Cap Reserve	190,532	639,805	0	0	0	252,284	0	0	0	1,082,621
<b>Total General</b>	<b>25,171,514</b>	<b>45,793,199</b>	<b>39,045,618</b>	<b>16,706,873</b>	<b>2,041,955</b>	<b>4,596,065</b>	<b>1,697,937</b>	<b>3,319,173</b>	<b>2,949,449</b>	<b>141,321,783</b>

# Funding Sources

The table below shows a summary of the funding sources for CIP projects by year. The major revenue sources are installment and other debt, capital reserves, and grants.

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
<b>Solid Waste</b>										
Solid Waste Capital Reserve	0	902,943	0	0	0	0	0	0	0	902,943
Solid Waste Fund Balance	0	0	0	0	0	0	0	0	0	0
Solid Waste Operating Budget	0	0	0	0	0	0	0	0	0	0
<b>Total Solid Waste</b>	0	902,943	0	0	0	0	0	0	0	902,943

# Operating Budget Effects

The table below shows the combined effect on the operating budget of the recommended projects for the next seven years. Operating effects include debt service, increased operating costs, decreased operating costs, additional revenues, and appropriation of revenue necessary to fund the project.

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028
<b>General</b>									
Debt Service	1,078,280	3,300,396	8,503,348	8,288,612	8,068,576	7,843,239	7,617,903	7,392,567	7,167,231
Decreased Costs	0	-116,049	-164,859	-162,959	-162,959	-164,859	-166,759	-166,182	-162,382
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0
Increased Operating Costs	30,000	408,670	616,991	616,216	711,374	705,140	732,349	737,809	755,106
Increased Revenue	0	-1,850	-4,250	-4,350	-4,350	-4,350	-4,350	-4,350	-4,350
Transfer from General Fund	4,361,201	3,561,606	3,832,068	2,934,329	2,571,080	2,140,428	1,642,228	2,562,641	2,392,778
<b>Total General</b>	<b>5,527,440</b>	<b>7,152,773</b>	<b>12,783,298</b>	<b>11,671,848</b>	<b>11,183,721</b>	<b>10,519,599</b>	<b>9,821,371</b>	<b>10,522,485</b>	<b>10,148,383</b>
<b>Solid Waste</b>									
Decreased Costs	0	-12,000	-18,000	-25,000	-30,625	-2,500	-2,500	-2,500	-2,500
Transfer from Solid Waste Fund	0	902,943	0	0	0	0	0	0	0
<b>Total Solid Waste</b>	<b>0</b>	<b>890,943</b>	<b>-18,000</b>	<b>-25,000</b>	<b>-30,625</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>

# Completed Projects

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The following projects were completed as of June 30, 2020.

<b>Project Name</b>	<b>Brief Description</b>	<b>Final Project Budget</b>	<b>Final Cost</b>	<b>Completion Date</b>
Boone Trail School (former) Demolition	Demolish the former Boone Trail Elementary School, located at 8500 Old US 421, Lillington, which was destroyed by fire May 4, 2019.	\$239,000	\$231,395	9/15/19

# **911 Fund Projects**

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# Harnett County Sheriff -- 911 Dispatching Software Replacement

Approved-Contracts Let

Upgrade the County's 911 Software to the latest version to improve emergency service dispatch, to continue to receive support from the vendor, and to join the statewide emergency services network.

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
Software & Implementation	362,728	72,356	369,247	0	0	0	0	0	0	0	441,603
Software Maintenance	134,860	0	0	0	0	0	0	0	0	0	0
<b>Total Project Element</b>	<b>497,588</b>	<b>72,356</b>	<b>369,247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>441,603</b>
<b>Funding Source</b>											
911 Funds	222,674	32,380	165,240	0	0	0	0	0	0	0	197,620
Transfer from Radio Project Cap Reser	274,914	39,976	204,007	0	0	0	0	0	0	0	243,983
<b>Total Funding Source</b>	<b>497,588</b>	<b>72,356</b>	<b>369,247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>441,603</b>

## Define Problem

The existing computer-aided dispatch (CAD) software is out of date. The software does not allow the 911 center to receive videos and pictures sent by text message. The existing system does not accurately track vehicle locations, so that the closest responder can be dispatched. The vendor is no longer adding features or upgrading the existing software. Meanwhile, the state is implementing a new statewide IP network for emergency services, but the existing CAD software is not compatible with the new network. According to the state's website on the project, the new network: "routes 911 calls based on the caller's location, as opposed to the wireless tower that received the 911 calls; delivers text-to-911 in a reliable way with the same priority as a 911 call; delivers video-to-911; provides for 911 call load sharing among PSAPs during emergencies, so that when a storm overloads one PSAP, a neighboring PSAP can automatically receive overflow calls; and provides accurate, reliable, and timely location information for 911 telecommunicators and field responders, especially for wireless and other nomadic 911 callers."

## Recommended Solution

Upgrade the existing software to the latest version to keep data migration, setup and training as simple as possible.

## Alternatives

- Do nothing: Failure to upgrade the software will mean the county cannot meet state and national standards for receiving 911 calls and will not be able to join the statewide network. Since the vendor is no longer upgrading this version of the software, future support may not be available.
- Replace the existing software with a new CAD product: While a comprehensive evaluation of CAD systems had not been conducted, switching to an entirely new system will require much more training and implementation services, a time-consuming process. The county would like to join the state network as soon as the new software is implemented.
- Upgrade the existing software to the latest version. This alternative is recommended.

## Current Stage of Project

The software has been installed on servers and being tested. Dispatchers are training on new software the week of September 28th and October 12th. The 911 Center will go live with new software on November 17th.

## Operating Impact

There is no impact to the operating budget.

# **General Fund Projects**

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# Benhaven (former) School Renovation

Approved-No Contracts (part)

Renovate the former Benhaven School campus, located at 2815 Olivia Road, Sanford, to allow for reuse by various county functions, an early college, and community partner organizations. First, focus on stabilizing the roofs and HVAC systems to maintain current facilities and prevent further deterioration following Harnett County Schools vacating the campus in preparation for renovation. Second, prepare site for use by early college and Parks & Recreation by demolishing the cafeteria building and adding parking where the building once stood, and renovating the gymnasium and attached classrooms for use as an early college. Finally, in a future phase, for which funding has not been identified, develop a more detailed scope and obtain cost estimates for the renovating of the remaining buildings on the campus.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	836,455	86,002	409,925	546,614	0	110,050	0	0	0	0	1,152,591
Furnishings & Equipment	0	137,057	9,811	0	0	0	0	0	0	0	146,868
<b>Total Project Element</b>	<b>836,455</b>	<b>237,059</b>	<b>419,736</b>	<b>546,614</b>	<b>0</b>	<b>110,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,313,459</b>
<b>Funding Source</b>											
Capital Reserves	143,572	0	0	41,750	0	110,050	0	0	0	0	151,800
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	692,883	179,100	419,736	3,987	0	0	0	0	0	0	602,823
Harnett Regional Water	0	0	0	500,877	0	0	0	0	0	0	500,877
<b>TotalFunding Source</b>	<b>836,455</b>	<b>237,059</b>	<b>419,736</b>	<b>546,614</b>	<b>0</b>	<b>110,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,313,459</b>
<b>Operating Effect</b>											
Debt Service	0	159,388	155,676	151,036	146,395	141,755	137,115	132,475	127,835	123,195	1,274,870
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	30,000	30,488	47,167	48,581	50,038	51,539	53,085	54,678	56,623	422,199
Transfer from General Fund	0	0	0	78,433	36,683	36,683	0	0	0	0	151,800
<b>TotalOperating Effect</b>	<b>0</b>	<b>247,347</b>	<b>186,164</b>	<b>276,636</b>	<b>231,660</b>	<b>228,477</b>	<b>188,654</b>	<b>185,560</b>	<b>182,513</b>	<b>179,818</b>	<b>1,906,828</b>

## Define Problem

Harnett County Schools opened the new Benhaven Elementary School in fall 2018, and the former school has been vacant since that time. During the move, the school system removed many of the window units which heated and cooled the buildings, leaving the buildings unconditioned. Parts were also removed from the boiler in the main school building, leaving that building without heat. Leaking roofs have caused water infiltration, another source of mold growth and building damage. The campus has become overgrown and has been vandalized.

After negotiations with the Board of Education, the former school was turned over to the county on September 25, 2019. Another tract was conveyed in October, when it was discovered that it was not included in the original deed.

The community has expressed interest in saving and repurposing the old school. County staff developed and presented a plan for a community center with

dedicated space for Parks & Recreation and the Harnett County Public Library, along with satellite space for other County departments to provide services, and space that could be leased to partner organizations to provide additional services. Harnett County Schools has also expressed interest in locating an early college on the site. The county engaged Ellington Design Group in FY 2019 to evaluate the buildings on the site and determine the scope of work needed to bring the buildings up to code. A space program and feasibility study will need to be done to determine the full cost of the renovations.

The former Benhaven School campus is in an advantageous location to provide additional county and other services to residents living in the unincorporated areas of western Harnett County. Residents in this part of the county have asked for more engagement from the county and members of the Benhaven Community have expressed an interest in seeing the former campus reused.

The following buildings are available on the campus:

Building 1: The main school building is 24,662 square feet and includes several offices near the entrance, along with a number of classrooms and a large auditorium. Potential uses for this space include occupation by County departments and partner organizations – both with permanent space for Parks & Recreation functions and a Public Library location, and space available for use by other County departments and partner organizations for service provision. Preserving the auditorium has been identified as a key concern, since this is one of the largest assembly spaces in the county.

Building 2: The shop/media center building is 6,771 square feet. Immediately after the roof and conditioning issues are addressed, Parks & Recreation would like to use a portion of this building to establish a presence on the campus, to provide space for equipment to maintain the campus, and to serve as a base for maintenance of sites around this part of the county. A portion of this building could also be used as a meeting space or by a partner organization.

Building 3: The preschool building is 4,670 square feet. The County is currently exploring several options for this building including using this space for a satellite Public Library location (as an alternative to locating the Library in the main school building), demolishing the building, or selling it for use by another entity.

The gymnasium building (square footage unknown). Harnett County Schools would like to establish another campus of Harnett Early College in the gymnasium and attached classrooms. The gym would be shared with Parks and Recreation for use outside school hours.

Additionally, the site includes athletic fields, a playground, and open space, which Parks & Recreation would like to use. A related project to rehabilitate these facilities for recreational use is included in the CIP.

Connection to county sewer is planned in FY 2022.

## **Recommended Solution**

Over multiple phases, develop the site to preserve most of the existing buildings and renovate them for a community center, branch library, parks maintenance shop, early college, and other county and community uses. First, in FY 2020 and 2021 stabilize the buildings by conditioning them, repairing the shop roof, replacing the library roof, providing a lock system, and establishing a presence by housing a Parks and Recreation crew on the site. Second, in FY 2021 demolish the cafeteria to provide adequate space for parking. Third, in the future, retain the services of an architect to provide a building program and cost estimate for work needed beyond the code updates specified by Ellington Design. Funds for the architect will need to be budgeted when the Board of Commissioners wants to move forward with the third phase. No funding is included for this future phase of the project.

## **Alternatives**

Do nothing: If nothing is done, the buildings will continue to deteriorate, eventually to the point they cannot be used or the cost of renovation will not be feasible. The site will become overgrown and vandalism will likely continue, further damaging the buildings and creating a blighted area in the community.

- Demolish all buildings. This option defeats the purpose of the county taking ownership of the site and does nothing to address the community's interest in preserving and repurposing the buildings or departments' interest in providing satellite offices.
- Put the property up for sale. While this could generate revenue for the county and eliminate the costs associated with renovation, it will also not address the needs expressed by the community of providing additional services. The county will also lose control over the future use of the site.

## **Current Stage of Project**

This project is ongoing, and some parts of the project have been completed, including portions of the stabilization phase and some of the work required to accommodate use as an early college and by Parks & Recreation, specifically demolition of the old cafeteria has been completed; and painting the exterior and interior of the gym and classrooms has been done.

## **Operating Impact**

There will be an increased operating impact for the Parks and Recreation Department and Public Library, as well as possible increased operating costs for other departments that provide services on site. Additional operating costs for the campus will include electrical, fuel, water, and maintenance supplies. Some of these costs could be offset by leasing space on the property to community partners and other organizations. \$1.9M in general obligation bond proceeds have been allocated for this project, but cost estimates have not been obtained for all of the work. The debt service amount shown under operating impact is for the full \$1.9M.

# Board of Elections Voting Equipment Replacement

Approved-No Contracts

Replace 22 voting tabulators and 22 Automark ballot marking devices purchased in 2006, as requested by the Harnett County Board of Elections.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Furnishings & Equipment	334,278	0	0	334,278	0	0	0	0	0	0	334,278
<b>Total Project Element</b>	334,278	0	0	334,278	0	0	0	0	0	0	334,278
<b>Funding Source</b>											
Capital Reserves	334,278	0	0	334,278	0	0	0	0	0	0	334,278
<b>Total Funding Source</b>	334,278	0	0	334,278	0	0	0	0	0	0	334,278
<b>Operating Effect</b>											
Decreased Costs	0	0	0	-26,460	-26,460	-26,460	-26,460	-26,460	-27,783	-27,783	-187,866
Increased Operating Costs	0	0	0	0	23,405	24,107	24,830	25,575	26,342	27,132	151,391
Transfer from General Fund	0	0	167,139	167,139	0	0	0	0	0	0	334,278
<b>Total Operating Effect</b>	0	0	167,139	140,679	-3,055	-2,353	-1,630	-885	-1,441	-651	297,803

## Define Problem

In 2006 the Board of Elections used state and federal funds to purchase 22 M100 voting tabulators and 22 Automark ballot marking devices from Elections Systems & Software (ES&S). The machines have a useful life of 10 to 15 years and are nearing the end of this period.

While ES&S will continue to service and repair the voting machines, the company has developed new voting machines, which have been certified by the State Board of Elections. Two other companies have been certified as well. As North Carolina counties replace their aging voter equipment, ES&S will likely change its focus to the new products. In the future it may become difficult to service the county's existing equipment if replacement parts can no longer be obtained.

Although, the Elections Office has not had any machine failures yet, ES&S is having to repair more issues such as replacing batteries, clock chips, scanner bars, etc. The current vendor (ES&S) is still willing to maintain as long as replacement parts are available; however, the majority of counties are in the process of upgrading or will be soon.

## Recommended Solution

The Board of Elections requests that the county fund the replacement of existing voting equipment before it starts to fail. In order to move forward with purchasing new equipment, the State Board of Elections requires that the county Board of Elections follow this process: 1) view a demonstration of the certified voting equipment at a public meeting; 2) make a preliminary recommendation to the Board of Commissioners; 3) test the equipment in at least one precinct during an election; 4) seek approval by the State Board of Elections after the test; and 5) make a final recommendation to the Board of Commissioners. The Elections Director recommends completing steps 1 and 2 at the beginning of FY 2022 so that the Board of Elections can test the equipment in the October or November 2021 municipal elections. The goal is to complete the process and have it ready for use during the 2022 primary election.

## Alternatives

While the county can continue to repair existing equipment as long as replacement parts are available, the equipment is nearing the end of its useful life.

Because of the five-step process to obtain approval for voting machines explained below, the county should plan the purchase and cannot decide in a short timeframe that it must be replaced. The State Board of Elections has certified three vendors. The local Board of Elections will hold a demonstration from these vendors as a first step in its process to replace the existing equipment.

# Board of Elections Voting Equipment Replacement

Approved-No Contracts

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## **Current Stage of Project**

There has been no change to this project

## **Operating Impact**

The operating impact will be an annual maintenance contract/fee for the equipment.



# Broadband Expansion Initiative

New

Recruit and partner with a qualified service provider to facilitate the development of cost-effective broadband in Harnett County, with a focus on the underserved and unserved areas.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Construction	3,541,600	0	3,541,600	0	0	0	0	0	0	0	3,541,600
Engineering	443,400	0	443,400	0	0	0	0	0	0	0	443,400
<b>Total Project Element</b>	<b>3,985,000</b>	<b>0</b>	<b>3,985,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,985,000</b>
<b>Funding Source</b>											
General Fund Fund Balance	2,000,000	0	2,000,000	0	0	0	0	0	0	0	2,000,000
Grants, Gifts, Etc.	1,985,000	0	1,985,000	0	0	0	0	0	0	0	1,985,000
<b>Total Funding Source</b>	<b>3,985,000</b>	<b>0</b>	<b>3,985,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,985,000</b>

## Define Problem

Broadband is not available to all county residents. With the coronavirus pandemic and greater use of Internet for school and work, now more than ever, our residents and businesses rely on adequate broadband. The incumbent providers serve 70 to 80% of the County, but some Internet service is barely usable at 1-5mbs . The federal guidelines state that 25mbs is the base standard to be considered high-speed broadband. Existing service providers have not expanded broadband access to all rural areas. The county needs a service provider to expand and provide broadband access in unserved and underserved areas. Since lack of broadband infrastructure is a significant barrier to economic growth, broadband initiative has been the Harnett Board of Commissioner’s top legislative priority since 2014.

In November 2018, Harnett County launched a broadband survey that encouraged residents to provide feedback on their current broadband capabilities. The county partnered with ECC Technologies, Inc. to conduct the online broadband assessment survey to determine the residences and businesses within the county who continue to struggle with limited access to Internet services, with a particular focus on broadband availability. Harnett County worked with local libraries and the county school district to ask residents and businesses to participate in this broadband assessment. This assessment was created to, verify availability of current broadband services in the county, to identify actual speeds available through the speed test, and collect information on demand for services from residents and businesses across these counties. Over 1,600 responses were received during the survey period with roughly 90% of responses marked as “complete” by the surveying tool. Only 10% were marked “partial,” indicating the respondent abandoned the survey at some point. The survey indicated there is a clear and present need not only for access to true broadband service but for provider choice that shows how critical it is to find a solution that benefits as many residents as possible. While 85% of residential respondents stated they have Internet access at their home, only 32% are able to purchase the speed of service that they need. The primary reasons for respondents without Internet to lack Harnett County Broadband Assessment service is that it is simply unavailable (62%), with service being too expensive the second most common reason for having no home Internet (22%). Eighty-three percent of residential respondents without home Internet would sign up immediately if service were available, while only 2% said they would not sign up for Internet service, and 62% percent of homes without Internet have someone in their household who has difficulty completing homework. With North Carolina’s requirement for digital textbooks and assignments, this presents a significant problem to Harnett County residents who either have no access to Internet services in their homes or who are unable to purchase the speeds they need. The data suggests that there are areas within the county which do not have access to sufficient broadband speeds and other areas of the county which have sufficient speed but no viable competitive option.

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## Recommended Solution

Recruit and partner with a nonincumbent company to offer broadband service.

## Alternatives

- Do nothing. Over the past decade, our residents have asked the county for help in expanding broadband access. Incumbent providers have been reluctant to expand access beyond financially feasible areas
- Release an RFP to invite Internet Service Providers to expand service in Harnett County. Current providers are encouraged to consider this request, as well as new providers. It is anticipated that both fiber-based and fixed wireless-based solutions will be presented in the RFP responses and both will be considered.
- Work directly with incumbent providers to expand their service. The county has attempted to do this over the last decade, but the conversations have not resulted in significant expansion of broadband access.

## Current Stage of Project

Board of Commissioners adopted a broadband development capital project ordinance on October 5, 2020. Cloudwzye was selected as the vendor in mid-October. Cloudwzye applied for the NC GREAT Grant and awards will be announced on November 9, 2020. If awarded, the grant funds will be used for continued broadband expansion and development across the county.

# Central Carolina Community College (CCCC) -- Parking Lot Resurfacing

New

Resurface approximately 10,210 square yards of pavement in four parking areas located on the main Harnett Campus, 1075 E. Cornelius Harnett Blvd., Lillington to ensure the pavement does not deteriorate past the point that resurfacing is no longer possible.

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
Construction	0	0	0	145,762	0	0	0	0	0	0	145,762
Contingency	0	0	0	14,576	0	0	0	0	0	0	14,576
<b>Total Project Element</b>	0	0	0	160,338	0	0	0	0	0	0	160,338
<b>Funding Source</b>											
Capital Reserves	0	0	0	160,338	0	0	0	0	0	0	160,338
<b>Total Funding Source</b>	0	0	0	160,338	0	0	0	0	0	0	160,338
<b>Operating Effect</b>											
Transfer from General Fund	0	0	0	160,338	0	0	0	0	0	0	160,338
<b>Total Operating Effect</b>	0	0	0	160,338	0	0	0	0	0	0	160,338

## Define Problem

Before 2019, all of the pavement at the main CCCC campus was original and had never been resurfaced. In 2019, CCCC bid a project to resurface circulation roads and parking areas and make ADA sidewalk improvements. Because bids came in higher than budget, CCCC was not able to complete the entire project and only higher priority areas, such as the main entrance drive, were resurfaced. The areas that were not resurfaced are beginning to fail. The gravel underneath the pavement is starting to show and the lots are holding water and have potholes.

If resurfacing is not completed before the pavement fails, the college could be looking at replacement of the pavement, a much more expensive project than resurfacing.

## Recommended Solution

Complete the resurfacing of pavement before it fails.

# Emergency (VIPER) Radios Replacement

Approved-No Contracts

Replace 298 mobile and 288 portable radios before July 1, 2025 when the state will require the existing radios be upgraded.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Furnishings & Equipment	2,869,866	0	0	0	0	0	2,745,883	0	0	0	2,745,883
<b>Total Project Element</b>	<b>2,869,866</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745,883</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745,883</b>
<b>Funding Source</b>											
Capital Reserves	2,579,194	0	0	0	0	0	2,493,599	0	0	0	2,493,599
Harnett Regional Water	123,983	0	0	0	0	0	0	0	0	0	0
Transfer from Radio Project Cap Reser	166,689	0	0	0	0	0	252,284	0	0	0	252,284
<b>Total Funding Source</b>	<b>2,869,866</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745,883</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,745,883</b>
<b>Operating Effect</b>											
Transfer from General Fund	0	0	498,720	498,720	498,720	498,720	498,720	0	0	0	2,493,599
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>498,720</b>	<b>498,720</b>	<b>498,720</b>	<b>498,720</b>	<b>498,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,493,599</b>

## Define Problem

Harnett County invested in the VIPER emergency radio system in 2013 and purchased radios for all emergency responders, including fire departments and towns. The radios will be at the end of their useful life in 2025. Motorola has stated it will end support of the radios in 2023, meaning that radios will be repaired only as long as replacement parts can be found.

In the meantime, the county was just notified that the state is requiring that all radios on the VIPER network be upgraded by July 1, 2025 to receive time division multiple access (TDMA) programming. TDMA essentially divides each channel on the VIPER system into two separate talk paths and reduces the number of new frequencies that will be needed in the future. None of the radios originally purchased in 2013 comply with this requirement. A few radios have been purchased recently that meet this requirement. The state upgrade is dependent on the General Assembly appropriating funds for the Highway Patrol to upgrade its radios.

## Recommended Solution

Fund the replacement of only county government radios, with Harnett Regional Water paying for its own radio replacements. Begin setting aside funds in FY 2021 and continue contributing to capital reserve for the following four years so that radios can be replaced before July 1, 2025. Monitor the state budget to determine if funds have been appropriated for the Highway Patrol. Notify outside agencies of the requirement to upgrade radios and invite them to partner with the county in obtaining the best pricing to replace their radios, if they wish to fund replacement.

## Alternatives

- Upgrade the radios to be TDMA compliant and postpone replacement of radios to a later date. This option requires the county to spend approximately \$300,000 to upgrade radios that will essentially be at the end of their useful life and will need replacement soon after the upgrade. By selecting this option, the county would spend \$300,000 to upgrade the radios, then turn around and spend \$2.5 million to replace them.
- Upgrade or replace radios purchased for outside entities. Even though the county purchased 673 radios initially for outside entities, the responsibility for maintaining and replacing them falls to the outside entities. Otherwise, the county's costs will be an additional \$3 million for replacement and \$350,000 for upgrades, a burden the county simply does not have the resources to bear. The county charges these agencies a \$25/radio/month fee. However, these funds, which have a balance of approximately \$200,000, are to be used to maintain the VIPER and paging systems owned by the county, including towers, VHF

# Emergency (VIPER) Radios Replacement

Approved-No Contracts

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equipment, generators, mowing, HVAC repairs, etc. The fees are not collected to maintain or upgrade radios. Therefore, it is the county's position that the other agencies (towns, fire departments, and rescue agencies) will be responsible for the cost of the upgrade or replacement, not the county. Fire and rescue agencies have been notified of the state's requirement through Emergency Management.

- Replace county-owned radios ahead of the July 1, 2025 deadline. This option ensures the county maintains reliable equipment that is supported and complies with the state's deadline for compatibility with TDMA programming. It avoids the additional cost of upgrading the radios. Finally, if outside agencies are notified of the county's intent to purchase replacement radios in this timeframe, those agencies could partner with the county in obtaining the best pricing.

## **Current Stage of Project**

The project is still in the planning stages. Volunteer fire departments, Emergency Services, and the towns have been advised that they are responsible for the cost of replacing their VIPER radios. The project is scheduled for fiscal year 2024-25. The schedule will give the county 12 months to purchase, take delivery, program and deploy the radios. There are discussions to present a project ordinance to the Board of Commissioner, which would allow the ordering of radios before July 1, 2024, and payment would be after July 1, 2024. By November 15, 2020, Emergency Services will apply for a grant through the Assistance to Firefighters Grant to replace the VIPER Radios in the EMS Division. If awarded, 10 additional radios will be purchased for the EMS field and administration staff.

## **Operating Impact**

There is no impact to the operating budget.

# Emergency Medical Services (EMS) -- Cardiac Monitors Replacement

New

Replace all EMS cardiac monitors in FY 2027 monitors to ensure this critical equipment continues to function at an optimal level.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Furnishings & Equipment	0	0	0	0	0	0	0	0	610,855	0	610,855
<b>Total Project Element</b>	0	0	0	0	0	0	0	0	610,855	0	610,855
<b>Funding Source</b>											
Capital Reserves	0	0	0	0	0	0	0	0	610,855	0	610,855
<b>Total Funding Source</b>	0	0	0	0	0	0	0	0	610,855	0	610,855
<b>Operating Effect</b>											
Transfer from General Fund	0	0	0	101,809	101,809	101,809	101,809	101,809	101,809	0	610,855
<b>Total Operating Effect</b>	0	0	0	101,809	101,809	101,809	101,809	101,809	101,809	0	610,855

## Define Problem

Cardiac monitors have a typical useful life of 10 years because of wear and tear. In addition, as new monitors are manufactured and the software is upgraded, the old monitors are not able to be upgraded. Due to the extensive training required to properly operate each brand/model of cardiac monitor, it is neither efficient nor safe to have multiple. This can lead to staff confusion during emergency calls and endanger patients.

## Recommended Solution

Replace all cardiac monitors at the end of their useful life in FY 2027.

## Alternatives

- Do nothing. This will lead to increased repair and maintenance costs if the units can be repaired. Once the manufacturer will no longer repair the units, they will become obsolete. In addition to be critical for patient care, these monitors are required for certification by the NC Office of Emergency Medical Services (NCOEMS).
- Replace all Harnett County EMS monitors at the end of their useful life but before they become obsolete. This ensures our system has the newest equipment available and can continue to provide the best care to the residents of Harnett County and follow NCOEMS certification guidelines.
- Replace some but not all cardiac monitors. This will lead to two different models in the field at once. This could lead to staff confusion and errors in care.

# Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements

New

Replace one convalescent transport unit per year beginning in FY 2023 in accordance with the EMS Vehicle Replacement and Rotation Policy. These replacements will ensure the three units do not exceed safe mileage thresholds.

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
Furnishings & Equipment	0	0	0	0	0	0	0	46,000	47,200	48,400	141,600
Vehicles	264,054	0	0	0	82,898	85,244	87,591	89,937	92,283	94,629	532,582
<b>Total Project Element</b>	264,054	0	0	0	82,898	85,244	87,591	135,937	139,483	143,029	674,182
<b>Funding Source</b>											
Capital Reserves	264,054	0	0	0	82,898	85,244	87,591	135,937	139,483	143,029	674,182
<b>Total Funding Source</b>	264,054	0	0	0	82,898	85,244	87,591	135,937	139,483	143,029	674,182
<b>Operating Effect</b>											
Decreased Costs	0	0	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-371,256
Transfer from General Fund	0	0	0	162,629	162,629	121,180	92,765	70,867	43,680	20,433	674,182
<b>Total Operating Effect</b>	0	0	-46,407	116,222	116,222	74,773	46,358	24,460	-2,727	-25,974	302,926

## Define Problem

With the conversion of our non-emergency convalescent fleet from ambulances to transit-style vans, it will be necessary to replace these units every three years based on our Harnett County EMS Vehicle Replacement and Rotation Policy. These units average 87,000 miles per year and are in service 24 hours a day, seven days a week, limiting the useful life to three years. Beyond that, the vehicles may be unsafe to operate and will incur much greater maintenance costs. Vehicle breakdowns endanger patient safety and pull staff from emergency calls. While call volumes in non-emergency transport have been relatively stable, calls in emergency transport have increased from 14,320 in 2016 to 16,967 in 2018. Harnett County will save approximately \$260,000 per replacement van over a 15-year period. This includes capital costs, trade ins, and fuel.

## Recommended Solution

Replace units every three years; replacing one unit per year. This will ensure units follow the Vehicle Replacement and Rotation Policy to stay within the safe useful life of these vehicles. With three units on a three-year schedule, we will predictably replace one unit per year, easing budgetary needs.

## Alternatives

- Do nothing. Maintenance costs will continue to increase until the units eventually become unsafe and inoperable. This could lead to taking units out of service and reduce our ability to meet service needs and revenue projections.
- Replace units on an extended schedule. If vehicles are driven beyond their useful life, maintenance costs will increase, and service disruption becomes more likely. In addition, budgeting for replacements becomes more challenging, as the possibility for replacing multiple units within a fiscal year increase.

## Relation to Other Projects

The van replacements save on the number of remounts needed to be done.

# Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts

Approved-No Contracts

Remount transport units in accordance with the EMS vehicle replacement policy to extend the useful life of the vehicles.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Contingency	67,643	9,170	8,454	0	0	0	4,734	0	0	0	22,358
Other Contracted Services	136,187	0	0	0	0	0	0	0	0	0	0
Vehicles	673,318	183,392	174,154	0	0	0	97,526	0	0	0	455,072
<b>Total Project Element</b>	<b>877,148</b>	<b>192,562</b>	<b>182,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>477,430</b>
<b>Funding Source</b>											
Capital Reserves	877,148	192,562	182,608	0	0	0	102,260	0	0	0	477,430
<b>Total Funding Source</b>	<b>877,148</b>	<b>192,562</b>	<b>182,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102,260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>477,430</b>
<b>Operating Effect</b>											
Decreased Costs	0	0	-3,800	-7,600	-3,800	0	0	-1,900	-1,900	0	-19,000
Transfer from General Fund	0	224,512	374,751	-121,833	0	0	0	0	0	0	477,430
<b>Total Operating Effect</b>	<b>0</b>	<b>224,512</b>	<b>370,951</b>	<b>-129,433</b>	<b>-3,800</b>	<b>0</b>	<b>0</b>	<b>-1,900</b>	<b>-1,900</b>	<b>0</b>	<b>458,430</b>

## Define Problem

Calls in emergency transport have increased from 14,320 in 2016 to 16,967 in 2018. Emergency vehicle miles driven are also increasing from 376,912 miles in 2016 to 559,311 miles in 2018. Completing replacing ambulances is costly at approximately \$157,000 in today's dollars. The EMS vehicle replacement policy provides that ambulances will be remounted approximately in year seven based on mileage, maintenance, and repair costs. Remounting includes replacing the vehicle chassis and renovating the ambulance "box" with new floors, cabinets, etc. Remounting is approximately \$115,000 less than replacing a vehicle. Having safe reliable vehicles is critical to EMS's operations. Remounting vehicles provides a more cost-effective way for ensuring this.

## Recommended Solution

Remount one vehicle in FY25.

## Alternatives

- Do nothing. Failure to replace vehicles eventually results in unsafe vehicles running emergency calls, which impacts patient care and county liability.
- Replace vehicles every five years. This is a more costly option that does not take full advantage of the useful life of ambulances.
- Remount vehicles in accordance with the vehicle replacement policy. This option provides the most cost effective strategy for ensuring safe, reliable emergency vehicles.

## Current Stage of Project

This is an ongoing project that carries forward each year based on the current needs of the EMS fleet.

## Relation to Other Projects

With the approval of the transit-style vans for non-emergency use, the number of needed remounts has been reduced.



# **Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts**

Approved-No Contracts

## **Operating Impact**

There is no operating impact for this project. Remounted vehicles replace existing fleet vehicles. Fuel, oil changes, and other maintenance costs will continue for the vehicle with the new remount.

# Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements

Approved-No Contracts

Replace emergency transport units in accordance with the Emergency Medical Services vehicle replacement policy.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Furnishings & Equipment	403,641	0	0	1,477	3,040	96,674	99,335	50,998	52,328	53,659	357,511
Other Contracted Services	0	0	0	0	0	39,549	40,637	20,863	21,407	21,951	144,407
Vehicles	896,987	0	0	170,299	350,518	360,438	370,359	190,139	195,100	200,060	1,836,913
<b>Total Project Element</b>	<b>1,300,628</b>	<b>0</b>	<b>0</b>	<b>171,776</b>	<b>353,558</b>	<b>496,661</b>	<b>510,331</b>	<b>262,000</b>	<b>268,835</b>	<b>275,670</b>	<b>2,338,831</b>
<b>Funding Source</b>											
Capital Reserves	1,300,628	0	0	171,776	353,558	496,661	510,331	262,000	268,835	275,670	2,338,831
<b>Total Funding Source</b>	<b>1,300,628</b>	<b>0</b>	<b>0</b>	<b>171,776</b>	<b>353,558</b>	<b>496,661</b>	<b>510,331</b>	<b>262,000</b>	<b>268,835</b>	<b>275,670</b>	<b>2,338,831</b>
<b>Operating Effect</b>											
Decreased Costs	0	0	0	0	-1,900	-5,700	-7,600	-7,600	-5,700	-3,800	-32,300
Transfer from General Fund	0	0	347,876	430,403	606,503	429,724	264,170	136,587	84,187	39,381	2,338,831
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>347,876</b>	<b>430,403</b>	<b>604,603</b>	<b>424,024</b>	<b>256,570</b>	<b>128,987</b>	<b>78,487</b>	<b>35,581</b>	<b>2,306,531</b>

## Define Problem

Calls in emergency transport have increased from 14,320 in 2016 to 16,967 in 2018. Emergency vehicle miles driven are also increasing from 376,912 miles in 2016 to 559,311 miles in 2018. The EMS vehicle replacement policy provides that ambulances will be remounted twice throughout their useful life, having to be completely replaced after that, with almost 700,000 miles on the box of the unit. Having safe reliable vehicles is critical to EMS's operations.

## Recommended Solution

Replace one vehicle in FY22, two in FY23, two in FY24, two in FY25, one in FY26, one in FY27, and one in FY28 in accordance with the vehicle replacement policy.

## Alternatives

- Do nothing. The chassis and box will eventually reach such high mileage, wear, and tear that the maintenance costs will be astronomical until they are eventually in operational. This, in turn, takes a necessary EMS unit off the road, limiting the service we offer to the citizens of Harnett County.
- Replace vehicles after two remounts at the end of their useful life, in accordance with the vehicle replacement policy.

## Current Stage of Project

This project is ongoing and is adjusted annually based on the needs of the fleet.

## Operating Impact

There is no operating impact for this project since the purchased unit replaces an existing unit of the fleet.

# Emergency Radio System -- Northwest Harnett Radio Tower Replacement

Construct a new emergency radio communications tower at 1979 Oakridge River Road Fuquay-Varina in partnership with the NC State Highway Patrol. Remove the existing tower at 130 Oakridge River Road, Fuquay-Varina and restore the land.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Construction	475,000	116,225	358,775	0	0	0	0	0	0	0	475,000
Contingency	100,000	0	10,000	0	0	0	0	0	0	0	10,000
Design, Engineering & Construction Ad	185,000	19,350	170,125	0	0	0	0	0	0	0	189,475
Furnishings & Equipment	115,000	10,965	100,905	0	0	0	0	0	0	0	111,870
Land	43,992	43,992	0	0	0	0	0	0	0	0	43,992
<b>Total Project Element</b>	<b>918,992</b>	<b>190,532</b>	<b>639,805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>830,337</b>
<b>Funding Source</b>											
Transfer from Radio Project Cap Reser	918,992	190,532	639,805	0	0	0	0	0	0	0	830,337
<b>Total Funding Source</b>	<b>918,992</b>	<b>190,532</b>	<b>639,805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>830,337</b>
<b>Operating Effect</b>											
Decreased Costs	0	0	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-160,000
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-160,000</b>

## Define Problem

The existing radio tower located at 130 Oakridge River Road, Fuquay-Varina, is located on leased land. The tower is old and in poor condition. When the county attempted to renew the land lease, the property owners refused to renew at first, then proposed more than doubling the rent, and then increasing the rent 5% each year. In addition, the property owners wanted to place additional requirements and restrictions on the county's use of the property, such as removing a light pole from their pasture and run wiring underground, maintaining the area outside of the county's fenced area, increasing the rent if the county subleased tower space to a third party, and tying the property owner's electric fence to the county generator. . After attempting to resolve the situations for more than a year, the county decided to move the tower and co-locate it on property purchased for a solid waste convenience site and park, located at 1979 Oakridge River Road. The new property allows the tower to be built at a higher elevation and improves coverage for emergency responders.

## Recommended Solution

Construct a 380-foot tower with backup generator at 1979 Oakridge River Road on property owned by Harnett County. Also construct a 228-square-foot building to house the emergency radio equipment and gravel parking area, and fence the site. Demolish the existing tower at 130 Oakridge River Road and restore the property to its previous condition.

## Alternatives

The county could condemn the property on which the existing tower sits. The condemnation process provides a process that helps determine the fair market value of the property. This alternative does not lead to better coverage or resolve issues with the poor condition of the existing tower.

## Current Stage of Project

The tower has been designed by NC Highway Patrol, which also bid the project. The goal is to have the tower constructed prior to December 31, 2020, when the lease for the land ends. Engineering studies have been done. Bids have been awarded to K-Co to build the new tower.

# Emergency Radio System -- Northwest Harnett Radio Tower Replacement

Approved-Contracts Let

## Operating Impact

Cost savings will be recognized after December 31, 2020, when the county is no longer obligated to make land lease payments.

# Emergency Services -- Old Jail Demolition and Relocation of Building Systems

New

Relocate utilities and building systems routed through the old jail, located at 1005 Edward Brothers Drive, Lillington, and demolish the 18,000-square-foot old jail structure to provide a healthy working environment for Harnett County Emergency Services, NC Highway Patrol and NC Department of Motor Vehicles (DMV).

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals	
			Year: FY 2021									
<b>Project Element</b>												
Construction	0	0	403,517	0	0	0	0	0	0	0	0	403,517
Design, Engineering & Construction Ad	0	0	28,400	0	0	0	0	0	0	0	0	28,400
<b>Total Project Element</b>	0	0	431,917	0	0	0	0	0	0	0	0	431,917
<b>Funding Source</b>												
Capital Reserves	0	0	431,917	0	0	0	0	0	0	0	0	431,917
<b>Total Funding Source</b>	0	0	431,917	0	0	0	0	0	0	0	0	431,917
<b>Operating Effect</b>												
Transfer from General Fund	0	0	431,917	0	0	0	0	0	0	0	0	431,917
<b>Total Operating Effect</b>	0	0	431,917	0	0	0	0	0	0	0	0	431,917

## Define Problem

The old jail, located at 1005 Edward Brothers Drive, Lillington, was vacated in 2009. In spite of several attempts to repurpose the building, its construction has made other uses too difficult and expensive to realize. In the meantime, the roof and HVAC systems have deteriorated, leading to water infiltration and mold growth. The old jail shares electrical, mechanical and plumbing systems with Emergency Services, Highway Patrol and DMV. Emergency Services is directly connected to the old jail. Mold is evident on the walls in Emergency Services, though the air quality has not been tested. In order to separate these offices from the old jail, all systems will stay in the current mechanical room.

## Recommended Solution

The Facilities Department is proposing to demolish the old jail building. The county has a quote from the Wooten Company on a scope and cost estimate. Because of the immediate need to address indoor air quality concerns, the project will likely be scheduled in the upcoming operating budget when a cost estimate is in hand.

## Alternatives

Do nothing. If nothing is done, the old jail will continue to deteriorate, causing more problems with the indoor air quality of Emergency Services, Highway Patrol and DMV.

- Repair the old jail's roof and HVAC, abate the mold, and repurpose the space for another county function. This option has not seriously been explored. Because of the nature of the old jail's construction, other uses are probably limited to storage. Renovation, repair, and mold abatement would be expensive.

## Current Stage of Project

The project is designed and ready to send out for bid and plan to award by February 2021. The project should be completed in three months.

# Fleet Management and Replacement System

Approved-No Contracts

Continue a program to replace non-emergency county vehicles in a standardized way that minimizes maintenance costs and maximizes revenue by selling vehicles at the end of the powertrain warranty period (typically, five years and 60,000 miles).

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Transfer to Fleet Fund	1,000,000	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
<b>Total Project Element</b>	1,000,000	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
<b>Funding Source</b>											
Transfer from General Fund	1,000,000	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
<b>Total Funding Source</b>	1,000,000	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
<b>Operating Effect</b>											
Transfer from General Fund	0	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000
<b>Total Operating Effect</b>	0	200,000	150,000	200,000	200,000	200,000	0	0	0	0	950,000

## Define Problem

During the recession, the county postponed vehicle purchases except in cases of emergency. Three years ago, before beginning a systematic program to replace its aging fleet, the county owned 53 non-emergency vehicles. The average model of the fleet was 2008 and the average mileage was 114,815. Vehicles were sold traditionally at auction at the end of their useful life and brought in an average of only \$2,385. The county had no vehicle standards, so departments were free to purchase any vehicle type within budget without regard for fuel efficiency and the capability of the county garage to service the vehicles.

## Recommended Solution

Work to develop a financial model for the fleet replacement program is recommended. In the meantime, the county should continue the \$200,000 annual contribution.

## Alternatives

- Do nothing. Failure to replace the fleet will eventually mean more vehicles out of service, staff down-time and impact on customer service. Vehicles will continue to accumulate mileage and will be sold when they essentially have no value. Vehicle replacement decisions will continue to be made ad hoc without regard for fuel efficiency and service capabilities.
- Contract for a vehicle leasing program. The county was approached by a company that offers a leasing solution. For a set amount each year, new vehicles will be provided and replaced while the vehicles still have value. While providing a newer fleet of vehicles, the leasing program was very costly and the staff attorney had concerns about how the lease was proposed.
- Adopt a “self-leasing” strategy to centralize management of fleet purchases and base replacement decisions on a rational, point-based system. Standardize the types of vehicles being bought so that the garage staff can improve proficiency and achieve economies of scale in purchasing parts. Consider fuel efficiency as a factor in deciding which new vehicles to buy. Lease these new vehicles back to departments at a standard lease rate and use this revenue to sustain the program long term. Aggressively market and sell vehicles before they have exhausted their useful life to maximize resale value.

## **Current Stage of Project**

The county is in Year 3 of a self-leasing program. Using a point-based system to decide on the priority of replacements, the county has purchased 21 vehicles and is leasing them back to departments at a total lease rate of \$ \$89,508 per year. Efforts to sell vehicles have improved by advertising on GovDeals, which has generated 1,111 bids on county vehicles. To set up the program, \$200,000 has been set aside annually for vehicle purchases. Lease rates were determined based on information from other jurisdictions without a full financial model to ensure the program can become self-sustaining within five years. Work to develop a financial model for the fleet replacement program is recommended. In the meantime, the county should continue the \$200,000 annual contribution.

The county is currently developing a financial model for the fleet replacement program. Additional recommendations will be made in the FY 2022 operating budget.

## **Operating Impact**

A contribution of \$150,000 was made in current fiscal year's budget due to economic budget cuts. A fleet financial analysis is currently being conducted by the budget director.

# Harnett County Resource Center & Library and Department of Social Services (DSS) Addition

Approved-Contracts Let

Construct a 57,000-square-foot government resource center and library located at 455 McKinney Parkway, Lillington. The building will include space for a new Harnett County Public Library, 3,822 square feet of training space, veterans services, administration, finance, legal, human resources, parks and recreation, and board of commissioner's meeting rooms. The project will also include a 10,000-square-foot addition to the existing social services building to house the child support enforcement division that is currently located in rental space in Erwin. This project also consists of major site work to include new access roads and parking areas.

Project Budget	Budget	Current		Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
		Prior to FY 2021	Year: FY 2021								
<b>Project Element</b>											
Architectural Design & Construction Ad	1,866,337	1,548,576	317,761	0	0	0	0	0	0	0	1,866,337
Construction	22,451,201	13,602,738	8,848,463	0	0	0	0	0	0	0	22,451,201
Contingency	242,060	0	242,059	0	0	0	0	0	0	0	242,059
Engineering	185,944	140,896	45,049	0	0	0	0	0	0	0	185,945
Financing Costs	398,900	327,460	71,440	0	0	0	0	0	0	0	398,900
Furnishings & Equipment	1,000,000	0	1,000,000	0	0	0	0	0	0	0	1,000,000
Other Contracted Services	115,000	56,095	58,905	0	0	0	0	0	0	0	115,000
Sewer Development Fees	43,056	43,056	0	0	0	0	0	0	0	0	43,056
<b>Total Project Element</b>	<b>26,302,498</b>	<b>15,718,821</b>	<b>10,583,677</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,302,498</b>
<b>Funding Source</b>											
Bond Premium	3,847,498	3,847,498	0	0	0	0	0	0	0	0	3,847,498
Installment Debt	21,145,000	10,303,114	10,573,297	0	0	0	0	0	0	0	20,876,411
Interest	0	258,209	10,380	0	0	0	0	0	0	0	268,589
Transfer from General Fund	1,310,000	1,310,000	0	0	0	0	0	0	0	0	1,310,000
<b>TotalFunding Source</b>	<b>26,302,498</b>	<b>15,718,821</b>	<b>10,583,677</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,302,498</b>
<b>Operating Effect</b>											
Debt Service	0	457,021	2,000,950	1,958,550	1,916,150	1,868,450	1,815,450	1,762,450	1,709,450	1,656,450	15,144,921
Decreased Costs	0	0	-27,415	-64,392	-64,392	-64,392	-64,392	-64,392	-64,392	-64,392	-478,159
Increased Operating Costs	0	0	307,910	473,341	455,568	466,283	477,279	488,566	499,466	511,642	3,680,055
<b>TotalOperating Effect</b>	<b>0</b>	<b>457,021</b>	<b>2,281,445</b>	<b>2,367,499</b>	<b>2,307,326</b>	<b>2,270,341</b>	<b>2,228,337</b>	<b>2,186,624</b>	<b>2,144,524</b>	<b>2,103,700</b>	<b>18,346,817</b>

## Define Problem

Harnett County is one of the fastest growing counties in North Carolina. The County's population has nearly doubled since 1990 and is projected to add another 40,000 residents in the next 20 years. The result is an increased demand for County services and numerous departments are out of space to grow and meet this demand including DSS and the Harnett County Public Library. The County has had to pay to rent space to house certain functions. County departments are also spread out across Lillington and beyond, which makes it inconvenient and frustrating for citizens to navigate and do business with the County.



# Harnett County Resource Center & Library and Department of Social Services (DSS) Addition

Approved-Contracts Let

## **Recommended Solution**

Complete this project. This project has been approved for debt-financing through the issuance of Limited Obligation Bonds by the NC Local Government Commission and bonds were sold on September 18, 2019. The building construction was bid in August 2019 and construction of the building is currently underway and expected to be complete in early 2021. The project accomplishes a number of important objectives, including centralizing county functions for improved customer service.

## **Alternatives**

- As an alternative to building the Resource Center & Library and expanding the existing DSS facility, the County could do nothing and continue renting space, however this would not address the problems described above, and would put the County even further behind in addressing these issues.
- Not allowing departments to grow to accommodate increased service demands is another option, however this would put an unattainable workload on existing employees, leading to greater inefficiency, morale issues for staff, and frustration from citizens.

## **Current Stage of Project**

The total project is approximately 70% complete as of September 20, 2020. The DSS expansion is complete and Child Support Services has moved into the addition. The HCRC & Library building is almost complete with the majority of work remaining associated site work with the McKinney Parkway and Cornelius Harnett intersection expansion. Planned occupancy of the building is scheduled for January/February in 2021.

## **Operating Impact**

There will be operational budget impacts on departmental budgets for the remainder of FY 21 after move-in and occupancy of new building. Departments should have accounted for these impacts in their FY 21 budgets.

# Harnett County Schools -- Erwin Elementary School Replacement

New

On the existing site, located at 114 Porter Drive, Erwin, demolish the 74,147-square-foot building, replace it with a 102,500-square-foot school and combine the student populations of Erwin and Gentry elementary schools.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Architectural Design & Construction Ad	1,265,539	753,513	340,269	161,757	0	0	0	0	0	0	1,255,539
Asbestos Abatement	0	127,350	14,000	0	0	0	0	0	0	0	141,350
Asbestos Testing	0	54,150	9,725	0	0	0	0	0	0	0	63,875
Construction	26,257,799	140,000	16,729,006	8,269,913	0	0	0	0	0	0	25,138,919
Contingency	2,090,201	0	0	2,090,201	0	0	0	0	0	0	2,090,201
Demolition	0	434,421	0	0	0	0	0	0	0	0	434,421
Engineering	63,875	0	0	0	0	0	0	0	0	0	0
Financing Costs	210,993	30,500	175,775	0	0	0	0	0	0	0	206,275
Fuel Tank Removal	0	160,631	1,775	0	0	0	0	0	0	0	162,406
Furnishings & Equipment	1,104,000	0	0	690,000	0	0	0	0	0	0	690,000
Geotechnical	0	19,800	73,830	31,170	0	0	0	0	0	0	124,800
Other Contracted Services	266,150	0	0	0	0	0	0	0	0	0	0
Permits & Connection Fees	130,000	0	65,670	0	0	0	0	0	0	0	65,670
Surveying	11,300	11,300	0	0	0	0	0	0	0	0	11,300
Technology	0	0	0	414,000	0	0	0	0	0	0	414,000
Utilities Relocation	0	229,041	0	0	0	0	0	0	0	0	229,041
<b>Total Project Element</b>	<b>31,399,857</b>	<b>1,960,706</b>	<b>17,410,050</b>	<b>11,657,041</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,027,797</b>
<b>Funding Source</b>											
Bond Premium	3,899,857	0	3,899,857	0	0	0	0	0	0	0	3,899,857
General Obligation Bonds	27,500,000	1,960,706	13,510,193	11,657,041	0	0	0	0	0	0	27,127,940
<b>Total Funding Source</b>	<b>31,399,857</b>	<b>1,960,706</b>	<b>17,410,050</b>	<b>11,657,041</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,027,797</b>
<b>Operating Effect</b>											
Debt Service	0	0	692,656	2,346,094	2,277,344	2,208,594	2,139,844	2,071,094	2,002,344	1,933,594	15,671,563
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>692,656</b>	<b>2,346,094</b>	<b>2,277,344</b>	<b>2,208,594</b>	<b>2,139,844</b>	<b>2,071,094</b>	<b>2,002,344</b>	<b>1,933,594</b>	<b>15,671,563</b>

## Define Problem

Built in 1926, the old Erwin school was the second oldest in the district. The school has been added onto multiple times, including a cafeteria built in 1948; a media center in 1959; and other additions in 1947, 1958 and 1965. Gentry was built in 1951. Gentry's student population of 259 student exceeds its rated capacity of 233 students. The new school will have a capacity of 650 for the combined 509 students. The old Erwin school had numerous maintenance issues, including electrical wiring in poor condition.

# Harnett County Schools -- Erwin Elementary School Replacement

New

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## **Recommended Solution**

Construction of the new school is underway.

## **Current Stage of Project**

Demolition of the old school was finished in May 2020. Building footings are currently being poured and utilities installed. The school is projected to be substantially complete November 1, 2021, and the school is projected to open after Christmas break in early 2022. The school system plans to convert Gentry into a staff development center, and it may house some central office functions. Major renovations of Gentry are not needed for these purposes. Mobile units located at Gentry will be relocated to other schools. The project is being funded from general obligation bonds approved by voters in 2014.

# Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation

New

Using general obligation bond funds left from the Benhaven school project, renovate and expand Johnsonville Elementary, located at 18495 NC 27 West, Cameron. Phase 1 work includes demolishing and replacing the cafeteria with a 9,500-square foot building, demolishing the old CTE classroom building, and renovating the 9,000-square-foot gym.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Architectural Design & Construction Ad	443,525	0	181,500	181,500	0	0	0	0	0	0	363,000
Commissioning	0	0	0	10,000	0	0	0	0	0	0	10,000
Construction	4,335,000	0	4,800	4,252,700	0	0	0	0	0	0	4,257,500
Contingency	255,000	0	0	177,000	0	0	0	0	0	0	177,000
Engineering	66,475	0	0	0	0	0	0	0	0	0	0
Furnishings & Equipment	0	0	0	133,000	0	0	0	0	0	0	133,000
Geotechnical	0	0	12,000	0	0	0	0	0	0	0	12,000
Materials Testing/Special Inspections	0	0	0	40,000	0	0	0	0	0	0	40,000
Owner Construction Contingency	0	0	0	50,000	0	0	0	0	0	0	50,000
Surveying	0	0	10,000	0	0	0	0	0	0	0	10,000
Technology	0	0	0	47,500	0	0	0	0	0	0	47,500
<b>Total Project Element</b>	<b>5,100,000</b>	<b>0</b>	<b>208,300</b>	<b>4,891,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>
<b>Funding Source</b>											
General Obligation Bonds	5,100,000	0	208,300	4,891,700	0	0	0	0	0	0	5,100,000
<b>TotalFunding Source</b>	<b>5,100,000</b>	<b>0</b>	<b>208,300</b>	<b>4,891,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,100,000</b>
<b>Operating Effect</b>											
Debt Service	0	427,830	417,866	405,411	392,956	380,501	368,046	355,591	343,136	330,681	3,422,020
<b>TotalOperating Effect</b>	<b>0</b>	<b>427,830</b>	<b>417,866</b>	<b>405,411</b>	<b>392,956</b>	<b>380,501</b>	<b>368,046</b>	<b>355,591</b>	<b>343,136</b>	<b>330,681</b>	<b>3,422,020</b>

## Define Problem

The main part of Johnsonville school was constructed in 1955. At 531 students, the school's student population exceeds the 465-student rated capacity of the school. The cafeteria and the Career and Technical Education (CTE) classroom are in poor shape. The CTE Classroom is no longer useable. The gym is also in poor condition and needs renovation. Phase 2 would replace the demolished classroom building, but a funding source is not yet available for this part of the work

## Recommended Solution

Continue Phase 1 and proceed with Phase 2 when additional funding is secured.

## Current Stage of Project

Design work is underway. Demolition of the classroom building could begin by the end of the year. Construction is expected to begin next summer when the school is vacant for the summer.

# Harnett County Schools -- Maintenance Fund

New

Provide a reliable funding mechanism for Harnett County Schools to replace critical mechanical systems and roofs before failure. Funding in FY 2022 would address three chillers, one cooling towers, and two roofs. Future funding would address a prioritized list of needs identified by the school maintenance staff.

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
HVAC & Roof Maintenance	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000
<b>Total Project Element</b>	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000
<b>Funding Source</b>											
Capital Reserves	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000
<b>Total Funding Source</b>	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000
<b>Operating Effect</b>											
Transfer from General Fund	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000
<b>Total Operating Effect</b>	0	0	0	400,000	400,000	400,000	400,000	400,000	1,400,000	1,400,000	4,800,000

## Define Problem

Harnett County Schools has substantial maintenance needs. Failure of these systems mean schools would be without heat or air conditioning or could incur substantial repair costs in the case of roof failure. Many of these systems are beyond their useful lives. The school maintenance staff has inventoried these needs, prioritized them, and identified when they need to be replaced over the seven-year CIP. Cost estimates have been obtained for the FY 2022. Four boilers have exceeded their useful lives. Four others are either at their useful lives or will be in the next two years. No replacement boilers are requested for funding in FY 2022. The school system is currently exploring the possibility of a guaranteed energy savings contract that could fund one or more boiler replacements from energy savings. Eleven chillers have exceeded their useful lives. One chiller is at the end of its useful life. Three chillers are requested for replacement in FY 2022, including Lillington-Shawtown Elementary, Overhills High and Highlands Elementary. Two cooling towers have exceeded their useful lives. Five additional cooling towers are nearing the end of their useful lives. The Triton High School cooling tower is requested for replacement in FY 2022. Four roofs have exceeded their useful lives. A roof replacement for Angier Elementary and a roof recoating for Harnett Central High School are requested in FY 2022. The Harnett Central High roof is deemed critical.

## Recommended Solution

The third option is recommended. This approach sets the yearly amount equal to Year 1 needs, which is estimated to have the highest costs. If this level of funding is maintained, eventually the school system could reach the point of being pro-active in replacing systems at the end of their useful lives or systems could be replaced for greater energy efficiency or maintenance savings. The funds will be maintained by the county and released as invoices are received.

## Alternatives

Option 1: Do nothing. This alternative requires the school system to fund these systems out of regular capital outlay, approximately \$1 million per year. These systems are costly and replacement of one system can consume much of the school system's capital outlay appropriation. Or, has happened in the past, the systems are not replaced when they reach the end of their useful lives. Maintaining outdated systems can be costly and they may not be as energy efficient as newer systems.

# Harnett County Schools -- Maintenance Fund

New

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Option 2: Fund systems each year as needed. The downside to this approach is the county cannot plan the funding long-term and the school system does not have a way to plan beyond the replacement of systems in imminent failure.

Option 3: Provide an ongoing funding source for a set amount every year, but require updated cost estimates each year for the projects requested for funding in the upcoming year. Allow flexibility with the funding so that if a mechanical system or roof fails and it is not on that year's list, with county approval, funds can be redirected to address that need.

## **Current Stage of Project**

Harnett County Schools maintenance staff has inventoried mechanical systems and roofs and identified replacement priorities over the next seven years.

# Harnett County Schools -- New Northwest Harnett Elementary School

New

Construct a 120,000-square-foot school on Rollins Road, Fuquay-Varina in northwestern Harnett to alleviate overcrowding at Lafayette Elementary School.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Architectural Design & Construction Ad	1,501,078	0	844,000	844,000	422,000	0	0	0	0	0	2,110,000
Commissioning	0	0	0	0	50,000	0	0	0	0	0	50,000
Construction	25,017,960	0	7,416,250	14,832,500	7,416,250	0	0	0	0	0	29,665,000
Construction--Water & Sewer	0	0	600,000	600,000	0	0	0	0	0	0	1,200,000
Contingency	500,359	0	0	0	1,570,750	0	0	0	0	0	1,570,750
Financing Costs	0	0	360,000	0	0	0	0	0	0	0	360,000
Fire Pump for Sprinkler	0	0	0	0	350,000	0	0	0	0	0	350,000
Furnishings & Equipment	500,000	0	0	0	900,000	0	0	0	0	0	900,000
Geotechnical	75,000	0	35,000	0	0	0	0	0	0	0	35,000
Land & Easements	2,000,000	731,680	0	0	0	0	0	0	0	0	731,680
Materials Testing	0	0	0	62,500	62,500	0	0	0	0	0	125,000
Phase 1 Environmental Assessment	0	0	12,000	0	0	0	0	0	0	0	12,000
School Site Roadway Improvements	0	0	0	0	100,000	0	0	0	0	0	100,000
Seasonal HWT Infiltration Testing	0	0	12,000	0	0	0	0	0	0	0	12,000
Sewer Pump Station	0	0	0	100,000	0	0	0	0	0	0	100,000
Surveying	40,000	0	25,000	0	0	0	0	0	0	0	25,000
Technology	0	0	0	0	450,000	0	0	0	0	0	450,000
Wetlands Determination	0	0	10,000	0	0	0	0	0	0	0	10,000
<b>Total Project Element</b>	<b>29,634,397</b>	<b>731,680</b>	<b>9,314,250</b>	<b>16,439,000</b>	<b>11,321,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,806,430</b>
<b>Funding Source</b>											
General Obligation Bonds	29,634,397	0	8,714,250	15,739,000	11,321,500	0	0	0	0	0	35,774,750
Harnett Regional Water	0	0	600,000	700,000	0	0	0	0	0	0	1,300,000
Lottery Proceeds	0	731,680	0	0	0	0	0	0	0	0	731,680
<b>Total Funding Source</b>	<b>29,634,397</b>	<b>731,680</b>	<b>9,314,250</b>	<b>16,439,000</b>	<b>11,321,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,806,430</b>
<b>Operating Effect</b>											
Debt Service	0	0	0	3,610,000	3,524,500	3,439,000	3,353,500	3,268,000	3,182,500	3,097,000	23,474,500
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,610,000</b>	<b>3,524,500</b>	<b>3,439,000</b>	<b>3,353,500</b>	<b>3,268,000</b>	<b>3,182,500</b>	<b>3,097,000</b>	<b>23,474,500</b>

## Define Problem

Lafayette Elementary is severely overcrowded. The school's rated capacity is 465 students, but the student population is currently 621 and is projected to grow to 936 students by 2028-29, which is more than double the rated capacity.

# Harnett County Schools -- New Northwest Harnett Elementary School

New

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## **Recommended Solution**

The project is underway.

## **Current Stage of Project**

Using lottery proceeds, a 23.5-acre site was purchased in February 2021 at a cost of \$731,900. The architect is finalizing construction drawings and the project will be bid at the end of 2020 or beginning of 2021. The targeted opening of the new school is the middle of the 2022-23 school year. The county will pay for the school from general obligation bonds approved by voters in 2014.



# Harnett County Sheriff -- Capital Reserve

Approved-No Contracts

Continue annual contributions of \$450,000 to the capital reserve fund established for the Sheriff.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Transfer to Capital Reserve	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
<b>Total Project Element</b>	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
<b>Funding Source</b>											
Transfer from General Fund	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
<b>Total Funding Source</b>	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
<b>Operating Effect</b>											
Transfer from General Fund	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489
<b>Total Operating Effect</b>	0	2,294,489	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,894,489

# Harnett County Sheriff -- Detention Center Security Intercom Replacement

Approved-No Contracts

Replace the intercom system at the Harnett County Detention Center, located at 175 Bain St, Lillington.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Contingency	0	0	6,220	0	0	0	0	0	0	0	6,220
Furnishings & Equipment	130,612	0	124,392	0	0	0	0	0	0	0	124,392
<b>Total Project Element</b>	130,612	0	130,612	0	0	0	0	0	0	0	130,612
<b>Funding Source</b>											
Sheriff's Capital Reserve	130,612	0	130,612	0	0	0	0	0	0	0	130,612
<b>Total Funding Source</b>	130,612	0	130,612	0	0	0	0	0	0	0	130,612

## Define Problem

The existing system, installed when the jail opened in 2009, is nearing the end of life. The manufacturer was sold and the equipment is no longer being made. Replacement parts are difficult to find, though parts have been obtained to date. The intercom system is critical for the Detention Center, as it allows communication to and from the master control station to detention officers and housing units, which is required by state regulations.

## Recommended Solution

Purchase a new intercom system, as requested by the Sheriff's Office in FY 2021, utilizing funds from the Sheriff's Capital Reserve. The reserve has a balance of \$422,346 currently, before an additional transfer of \$450,000 is made in FY 2020.

## Alternatives

Do nothing. If nothing is done and the system fails, the jail will be without a system critical for its operation.

## Current Stage of Project

The project is scheduled for FY 20-21 and is currently being reviewed with the vendor. Replacement will be scheduled for January 2021.

## Relation to Other Projects

If the Detention Center Housing Unit is approved, this project can be included as part of the equipment cost. It will add approximately \$10,000 per year in debt service.

## Operating Impact

The project will require increased surveillance of inmates during installation.

# Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade

Approved-No Contracts

Replace the DVRs for the video surveillance system immediately, using funds currently allocated for kitchen equipment and upgrade the remainder of the video surveillance system in the Harnett County Detention Center, in FY 2022.

Project Budget	Current										
	Budget	Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
<b>Project Element</b>											
Contingency	0	0	0	22,457	0	0	0	0	0	0	22,457
Furnishings & Equipment	355,528	64,641	0	224,573	0	0	0	0	0	0	289,214
<b>Total Project Element</b>	355,528	64,641	0	247,030	0	0	0	0	0	0	311,671
<b>Funding Source</b>											
Sheriff's Capital Reserve	355,528	64,641	0	247,030	0	0	0	0	0	0	311,671
<b>Total Funding Source</b>	355,528	64,641	0	247,030	0	0	0	0	0	0	311,671

## Define Problem

The detention opened in 2009 with the existing video surveillance system. As it reaches the end of its useful life, the manufacturer no longer supports the system and replacement parts are difficult to find. The DVRs, which record the video, have been failing to the point that no backups are available. The Sheriff's Office is requesting that funds previously allocated for kitchen equipment be moved to this project and DVRs purchased in FY 2020. The upgrade of the remainder of the video surveillance system can occur as previously scheduled in FY 2022.

## Recommended Solution

Replace the DVRs immediately by diverting funds from the kitchen equipment replacement project and replace the remainder of the video surveillance system in FY 2022 using funds from the Sheriff's Capital Reserve. The reserve has a balance of \$422,346 before an additional transfer of \$450,000, which is scheduled for FY 2020.

## Alternatives

- One alternative is to purchase the DVRs when the entire system is replaced, but this will leave the equipment vulnerable to failure without adequate backups.
- Do nothing. Failure to replace the system could result in the video system no longer operating. The system is required by state law and protects the county by providing video in investigating inmate complaints, etc.

## Current Stage of Project

The project is being reviewed with the vendor. The DVRs were replaced during FY 19-20 because of the failure of several DVRs. This will reduce the cost of the original project.

## Relation to Other Projects

If the Detention Center Housing Unit is approved, this project can be included as part of the equipment cost. It will add approximately \$20,000 per year in debt service.

## Operating Impact

Because of continued issues with the surveillance system, cameras are being replaced. A component has been installed that will allow for the use of digital cameras, which are compatible with the proposed new system.

# Harnett County Sheriff -- Records Software Replacement

Approved-Contracts Let

Replace the records management system (RMS) software. The existing software has not been upgraded in the past 20 years. The software includes incident and investigation reports and management of evidence for the Sheriff's Office. An upgrade will enable deputies to access the software in the field through the use of smart phones and tablets and provide other efficiencies for the office.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Furnishings & Equipment	3,937	3,937	0	0	0	0	0	0	0	0	3,937
Software & Implementation	133,195	133,195	0	0	0	0	0	0	0	0	133,195
Software License	2,500	2,500	0	0	0	0	0	0	0	0	2,500
<b>Total Project Element</b>	<b>139,632</b>	<b>139,632</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>139,632</b>
<b>Funding Source</b>											
Asset Forfeiture Funds	139,632	139,632	0	0	0	0	0	0	0	0	139,632
<b>Total Funding Source</b>	<b>139,632</b>	<b>139,632</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>139,632</b>

## Define Problem

The existing software has not been upgraded or replaced in the past 20 years. The software includes incident and investigation reports and management of evidence for the Sheriff's Office. An upgrade will enable deputies to access the software in the field through the use of smart phones and tablets and provide other efficiencies for the office.

## Recommended Solution

Upgrade the existing software to a new version. The Board of Commissioners has approved a budget amendment for the Sheriff to use asset forfeiture funds to cover the cost of the software. It is scheduled to be upgraded in FY 2020.

## Alternatives

The Sheriff's Office has evaluated other software products and determined that remaining with the current vendor is much more cost effective. Aside from the age of the software, it has worked well.

## Current Stage of Project

Staff and deputies are being trained on the new software. Files are being imported into the new software system. The go-live date is scheduled for November 5 2020.

## Operating Impact

There is no increase in operating budget.

# Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation

Approved-No Contracts

Rehabilitate the airfield lighting system and relocate the automated weather observing system (AWOS) at HRJ, located at 615 Airport Road, Erwin, by installing conduit and replacing all lighting to ensure flight safety.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Construction	1,804,668	0	198,107	1,782,961	0	0	0	0	0	0	1,981,068
Contingency	108,000	0	5,000	45,000	0	0	0	0	0	0	50,000
Design, Engineering & Construction Ad	180,000	0	20,000	180,000	0	0	0	0	0	0	200,000
<b>Total Project Element</b>	<b>2,092,668</b>	<b>0</b>	<b>223,107</b>	<b>2,007,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,231,068</b>
<b>Funding Source</b>											
Airport Capital Reserve	191,267	0	22,311	200,796	0	0	0	0	0	0	223,107
Grants, Gifts, Etc.	1,901,401	0	200,796	1,807,165	0	0	0	0	0	0	2,007,961
<b>Total Funding Source</b>	<b>2,092,668</b>	<b>0</b>	<b>223,107</b>	<b>2,007,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,231,068</b>

## Define Problem

HRJ's lighting system was installed 25 to 30 years ago. The lighting was laid directly in the ground without being protected by conduit, which is not the standard for how lighting should be installed. This poor construction has caused numerous problems with shorts and open circuits. The lighting system is vulnerable to weather conditions and ant infestations. Systems such as the precision approach path indicator, runway end identifier, signage, and runway and taxiway lamps help ensure safety of aircraft and should be replaced at regular intervals. Over the past year, more than 10 repairs have been performed. While the repairs are not costly, outages impact the safety of the 50,500 flights each year. The Division of Aviation has provided design for the new system at no cost to the county and is willing to fund 90% of the construction cost. As part of this work, DOT is paying to move the AWOS, which also requires additional electrical, radio and fiber infrastructure.

## Recommended Solution

Utilizing the Division of Aviation's design and funding, replace the lighting systems and properly install up-to-date LED lighting that will ensure safe lighting for flights into and out of the airport and be more energy efficient.

## Alternatives

- Do nothing. Without the lighting rehabilitation project, the county's airport will be vulnerable to the poor installation of the lighting system and not able to ensure critical safety features functions reliably.
- Replace the lighting system using Division of Aviation funding.

## Current Stage of Project

The HRJ Airfield Lighting Rehabilitation project design has been completed and funded by the NCDOT/DOA. With the completion of the design phase, it was determined that the cost of the project needs to be increased to \$2,231,068. Michael Baker International is confident the estimates will be near bids received; therefore, the project contingency is 2.5%.

The construction portion of the project was scheduled to begin in FY2020, but with the NCDOT/DOA programmatic changes effecting funding of projects, the project has been placed on hold.

# Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation

Approved-No Contracts

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A letter received on August 6, 2020, stating projects that require new or modified grant agreements will not proceed until NCDOT has completed a review of funding availability for fiscal year 2021. The letter did not give specific dates of when the review would be complete. After reviewing this letter, the Director of Aviation was contacted for more clarification for this project but the county received a generic answer; however, he did state that they are reviewing every project its phase, its importance to safety and standards, and timing of when claims can be presented for reimbursement. Since the lighting project is considered a safety concern, it may still be funded. HRJ anticipate utilizing the remaining 2017 NPE funds not being utilized for the Terminal project, and utilizing 2018 NPE and 2019 NPE, which all require a 10% county match.

## **Operating Impact**

Currently, there is no operating impact.

# Harnett Regional Jetport (HRJ) -- Apron Expansion

Approved-No Contracts

Construct a 144,000-square-foot expansion of the HRJ Apron, located at 615 Airport Road, Erwin to provide adequate space for parking, loading, unloading, and refueling of larger planes used by many businesses. The expansion will allow larger aircraft to land at the jetport and access services safely.

Project Budget	Budget	Current		Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
		Prior to FY 2021	Year: FY 2021								
<b>Project Element</b>											
Construction	2,991,230	0	0	0	2,957,430	0	0	0	0	0	2,957,430
Contingency	149,562	0	0	0	147,872	0	0	0	0	0	147,872
Design, Engineering & Construction Ad	579,477	267,377	4,289	0	443,615	0	0	0	0	0	715,281
<b>Total Project Element</b>	<b>3,720,269</b>	<b>267,377</b>	<b>4,289</b>	<b>0</b>	<b>3,548,917</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,820,583</b>
<b>Funding Source</b>											
Airport Capital Reserve	372,027	28,843	429	0	197,935	0	0	0	0	0	227,207
Capital Reserves	0	0	0	0	290,042	0	0	0	0	0	290,042
Grants, Gifts, Etc.	3,348,242	238,534	3,860	0	3,060,940	0	0	0	0	0	3,303,334
<b>Total Funding Source</b>	<b>3,720,269</b>	<b>267,377</b>	<b>4,289</b>	<b>0</b>	<b>3,548,917</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,820,583</b>
<b>Operating Effect</b>											
Transfer from General Fund	0	0	0	145,021	145,021	0	0	0	0	0	290,042
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>145,021</b>	<b>145,021</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>290,042</b>

## Define Problem

Larger aircraft are landing at HRJ and need additional space to move safely between fuel farms, the terminal, maintenance and other airport services. The size and configuration of HRJ's existing apron (also referred to as ramp or tarmac) prohibits these aircraft from maneuvering safely and efficiently. In some instances, when larger planes park in the apron area, they block other aircraft, including the SBI's Air Wing Division, from accessing the runway and other airport services. In addition, the apron was not originally designed to accommodate these heavier aircraft. Finally, new Federal Aviation Administration requirements do not allow direct access between the apron and runway, which is currently the situation at HRJ. A 2005 master plan for the airport called for airport improvements, including expanding the apron. An attractive airport that is easy to use can increase flights and might increase the number of aircraft stored in airport hangers, leading to increased tax value.

## Recommended Solution

On existing property owned by the county, expand the apron area to 144,000 square feet and strengthen the existing pavement with concrete or stronger asphalt. This creates area for an additional nine parking spaces and better passenger loading and unloading. The project also connects the taxiways to the service area, bringing the county into compliance with FAA requirements, and expand the size of SBI's parking area. Utilize funding from the Division of Aviation, which provides 90% of design and construction costs.

## Alternatives

- Do nothing. Failure to expand and strengthen the apron will mean the larger aircraft will continue to have difficult maneuvering in HRJ and traffic issues in and around the apron will continue.
- Expand and strengthen the apron.

# Harnett Regional Jetport (HRJ) -- Apron Expansion

Approved-No Contracts

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## **Current Stage of Project**

The design portion of the project is completed and permitted. Construction was scheduled to begin in FY2021, but with the NCDOT/DOA programmatic changes effecting funding of projects, the construction phase has been placed on hold. The cost of construction has increased from \$3,096,500 to \$3,672,711.

## **Operating Impact**

There is no impact to the operating budget.



# Harnett Regional Jetport (HRJ) -- Master Plan Update

New

Update the HRJ master plan that gives decision makers a roadmap for future growth and capital improvements planning and maintains the county's eligibility for grant funds.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Other Contracted Services	0	0	150,000	250,000	50,000	0	0	0	0	0	450,000
<b>Total Project Element</b>	0	0	150,000	250,000	50,000	0	0	0	0	0	450,000
<b>Funding Source</b>											
Airport Capital Reserve	0	0	15,000	25,000	5,000	0	0	0	0	0	45,000
Grants, Gifts, Etc.	0	0	135,000	225,000	45,000	0	0	0	0	0	405,000
<b>Total Funding Source</b>	0	0	150,000	250,000	50,000	0	0	0	0	0	450,000

## Define Problem

The last master plan update was in 2005. Part of the master plan update is production of an up-to-date Airport Layout Plan (ALP). An FAA-approved ALP is required for receiving Airport Improvement Program grant funds and is necessary to be included in the National Plan of Integrated Airport Systems (NPIAS). The FAA uses NPIAS listing as their mechanism to set priorities throughout the country for general aviation (GA) airports. Harnett Regional Jetport is currently included in the NPIAS and regularly receives grant funding for airport projects. An ALP shows boundaries, proposed additions, existing facilities and other improvements since the plan was last updated. Funds earmarked for terminal construction are set to expire in the upcoming fiscal years and won't be able to be spent on terminal construction because NC DOT has delayed funding. These funds are available to fund the master plan update. Several entities have expressed interest in developing outside the existing ALP, and a revised master plan would guide decisions for future development.

## Recommended Solution

Update the HRJ master plan using expiring FAA Non-Primary Entitlement funds with a 10% county match requirement.

## Alternatives

Do nothing. If nothing is done, the County will fail to plan for future growth and will lose grant eligibility.

# Information Technology -- Fiber Extension

New

Construct a one-mile fiber connection across the Cape Fear River from 310 W. Duncan Street to 250 Alexander Drive, Lillington to provide network redundancy. This one-mile fiber connection would provide a more resilient and redundant loop for the county's core data network and phone system.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Construction	0	0	0	0	0	0	0	0	0	230,750	230,750
<b>Total Project Element</b>	0	0	0	0	0	0	0	0	0	230,750	230,750
<b>Funding Source</b>											
Capital Reserves	0	0	0	0	0	0	0	0	0	230,750	230,750
<b>Total Funding Source</b>	0	0	0	0	0	0	0	0	0	230,750	230,750
<b>Operating Effect</b>											
Transfer from General Fund	0	0	0	32,964	32,964	32,964	32,964	32,964	32,964	32,964	230,750
<b>Total Operating Effect</b>	0	0	0	32,964	32,964	32,964	32,964	32,964	32,964	32,964	230,750

## Define Problem

The county needs to create a loop for fiber connectivity to minimize possible downtime due to fiber cuts and other network connectivity problems. The core server infrastructure is located at the Law Enforcement Center (LEC), and each county building must be able to communicate to the LEC. Currently, if the fiber is cut to the LEC, it could potentially affect all county offices' ability to conduct business. With a redundant link, the county would be able to reroute network traffic to minimize phone system and network downtime.

## Recommended Solution

Option 1 is recommended. Install fiber for an alternative network route. This option provides additional opportunities to use the connectivity. Owning the fiber will give the county more options for future growth and development. The fiber will have the availability of 48 different connections for different functions. To create the network loop, the county only needs two of the 48 connections.

## Alternatives

- Install fiber for an alternative network route. This option provides additional opportunities to use the connectivity. Owning the fiber will give the county more options for future growth and development. The fiber will have the availability of 48 different connections for different functions. To create the network loop, the county only needs two of the 48 connections.
- Do nothing and have a higher risk of business stoppage due to network downtime.
- Install a slower wireless link between the two core locations. This option does not give any other opportunities for other usages.
- Use a third-party ISP for connectivity between the two core locations, which will have a higher operating cost impact. This option does not give any other opportunities for alternative usages.

# Parks & Recreation -- Benhaven Community Park Redevelopment

New

Rehabilitate existing ball fields and playground and construct a picnic shelter at the Old Benhaven School, located at 2815 Olivia Road, Sanford to address recreation needs and safety concerns .

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
Architectural Design & Construction Ad	0	0	37,500	0	0	0	0	0	0	0	37,500
Construction	0	0	101,500	0	0	0	0	0	0	0	101,500
<b>Total Project Element</b>	0	0	139,000	0	0	0	0	0	0	0	139,000
<b>Funding Source</b>											
Parks Capital Reserve	0	0	139,000	0	0	0	0	0	0	0	139,000
<b>TotalFunding Source</b>	0	0	139,000	0	0	0	0	0	0	0	139,000

## Define Problem

The County took over ownership of old Benhaven School building and grounds in 2019 following the construction of the new Benhaven Elementary School. In addition to other proposed facilities described in the Benhaven project, the County proposed using the grounds for a community park. The existing ball fields and former playground area provide open space but are in need of renovation due to deterioration and present safety issues, such as sharp, rusted fences and faulty playground equipment.

## Recommended Solution

Use the Parks Fund to rehabilitate the existing ballfields and playground for public use.

## Alternatives

- Do nothing.
- Wait to develop the park site in the future, allowing existing facilities to continue to deteriorate.
- Remove current fencing, ballfield items, and faulty playground equipment to eliminate safety hazards and provide open green space.
- Use the Parks Fund to rehabilitate the existing ballfields and playground for public use.

## Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

# Parks & Recreation -- Cape Fear Shiner Park Development Phase 1

Approved-Contracts Let

Phase 1 of the Cape Fear Shiner County Park, located at 350 Alexander Drive, Lillington will be completed in October 2020. Amenities include two multiuse fields, two baseball/softball fields, 3.5 miles of walking trails, canoe/kayak water access, river observation deck, and park infrastructure. Develop Phase 2 with amenities to include a playground, a picnic shelter, and restroom facility.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Construction	693,747	635,592	78,728	0	0	0	0	0	0	0	714,320
Contingency	53,753	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	102,500	93,434	0	0	0	0	0	0	0	0	93,434
Permits & Connection Fees	0	250	0	0	0	0	0	0	0	0	250
<b>Total Project Element</b>	<b>850,000</b>	<b>729,276</b>	<b>78,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>808,004</b>
<b>Funding Source</b>											
Grants, Gifts, Etc.	400,000	364,637	39,364	0	0	0	0	0	0	0	404,001
Parks Capital Reserve	450,000	364,639	39,364	0	0	0	0	0	0	0	404,003
<b>Total Funding Source</b>	<b>850,000</b>	<b>729,276</b>	<b>78,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>808,004</b>
<b>Operating Effect</b>											
Increased Operating Costs	0	0	33,711	40,062	35,884	76,475	66,332	72,842	68,626	69,180	463,112
Increased Revenue	0	0	-1,000	-3,000	-3,000	-3,000	-3,000	-3,000	-3,000	-3,000	-22,000
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>32,711</b>	<b>37,062</b>	<b>32,884</b>	<b>73,475</b>	<b>63,332</b>	<b>69,842</b>	<b>65,626</b>	<b>66,180</b>	<b>441,112</b>

## Define Problem

The 2017 Comprehensive Parks and Recreation Master Plan calls for an additional 1209 acres of parkland throughout Harnett County by 2030. The County is below standards for parkland, programming, and indoor facilities. The plan found it will cost nearly \$90 million to get the County up to the recommended standards set by the National Parks and Recreation Association.

The additional land will increase the park acreage per Harnett County resident. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the other 99 counties. Harnett County currently ranks 90th in picnic shelters, 79th in athletic courts, 88th in playgrounds, 54th in athletic fields, and 51st in trail miles. This park also begins the connection between the Town of Lillington and the Harnett County Government Complex. It could possibly become part of a greenway system (Harnett County is deficient by 26 miles of greenway trails according to National Standards and benchmarking agencies).

In order to develop Cape Fear Shiner County Park, the county applied for a Parks and Recreation Trust Fund Grant and was awarded \$400,000 in 2016. A match of \$400,000 was required by the county. Funds are being used for the amenities listed above. Hurricane Florence caused damage and flooding in the area where the park is located. The state granted a 12-month extension, and the project is scheduled to be completed by October 2020. The PARTF project did not include several elements that would enhance the park experience for citizens. Currently, portable toilets are used in place of restroom facilities. Phase Two will replace the portable toilets with a constructed restroom facility, as well as add a playground facility and picnic shelter.

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## **Recommended Solution**

Construct additional amenities including a playground, picnic shelter, and restroom facility using the Parks Fund after engaging engineer/architecture firm to research viability of restroom facility and cost estimates.

## **Alternatives**

Do nothing and continue the use of portable toilets to service the restrooms needs at the park.

2. Engage engineer to determine the flood level and determine the possibility of a restroom facility before design and cost estimate of the building is acquired.
3. Alternative 2 with the development of the playground and picnic shelter as engineers are working on the restroom facility proposal.

## **Current Stage of Project**

Phase 1 was/will be completed in October 2020, which will close out the PARTF grant funding. Ribbon cutting and grand opening will be scheduled for the last week in October or first week in November.

## **Operating Impact**

Phase 2 will have an operating impact, primarily from the construction of the restroom facility (water, electric, sewer, building maintenance, and cleaning supplies). Current staff will maintain the facilities and site. Playground will need yearly replenishing of mulch.

# Parks & Recreation -- Capital Reserve Appropriations

Approved-No Contracts

Continue \$200,000 annual appropriations to the Parks Fund. Funds are used for small projects at existing parks and for development of new parks and facilities. The funding allows many projects to be completed by county staff at a lower cost than if contracted. Funding will support the development of Patriots Park, Shawtown Community Park, Northwest Harnett Park, water access sites, and the Benhaven Community Park.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Transfer to Parks Capital Reserve	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
<b>Total Project Element</b>	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
<b>Funding Source</b>											
Transfer from General Fund	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
<b>Total Funding Source</b>	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
<b>Operating Effect</b>											
Transfer from General Fund	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000
<b>Total Operating Effect</b>	0	950,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,550,000

## Define Problem

Harnett County is deficient in parks and recreation facilities throughout the county. A funding source for the parks listed above is needed. Utilizing the Parks Fund, Parks and Recreation staff is able to complete much of the work in-house at a savings to the county.

## Recommended Solution

Continue annual funding of the Parks Fund to allow for small projects throughout the county.

## Alternatives

- Do nothing. If nothing is done, the parks listed above will not be constructed unless other funding sources are identified.
- Seek PARTF and other large grants to build one park at a time. While this option allows one park to be completed every five to seven years, it does not address constructing needed and promised facilities at all of the parks currently owned by Harnett County. In other words, funding will be focused on one park at a time, while others will not be developed in the short-term and must wait their turn for grant funding.

## Current Stage of Project

Parks Fund is being used to develop Patriots Park. Upcoming current projects include finishing the Patriots Park project, development of Shawtown Community Park - Phase One, and renovation and addition of amenities at Benhaven Community Park. The Parks Fund is also being requested to offset the additional costs needed from the remaining 17GOB Project to construct a restroom, concession, and maintenance storage building at Neills Creek Park.

## Operating Impact

Operating impact is shown in each capital project request.

# Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation

Approved-No Contracts

Annually, set aside funds for greenway construction after a greenway master plan has been developed. Leverage the county's funds by seeking grant funds to offset costs. Where feasible, ask developers to construct portions of greenways in lieu of the recreation exaction fee.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Feasibility Study	0	2,200	62,800	0	0	0	0	0	0	0	65,000
Transfer to Capital Reserve	0	0	0	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,150,000
<b>Total Project Element</b>	0	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000
<b>Funding Source</b>											
Transfer from General Fund	0	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000
<b>Total Funding Source</b>	0	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000
<b>Operating Effect</b>											
Transfer from General Fund	0	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000
<b>Total Operating Effect</b>	0	2,200	62,800	100,000	100,000	100,000	100,000	250,000	250,000	250,000	1,215,000

## Define Problem

Harnett County's only existing greenway trail is the seven-mile Dunn-Erwin Rail Trail. According to the Parks and Recreation Master Plan, the county is deficient by 26 miles of greenways. With projected population growth, the county will be deficient by 36 miles in 2030. The 2015 Comprehensive Plan and 2017 Parks and Recreation Plan pointed to the need for more county greenways. Greenways are corridors of protected open space that often link nature preserves, parks, schools, and communities together. In 2017 when the Harnett County Parks and Recreation Comprehensive Master Plan was developed, an integrated system of trails and sidewalks was one of the key amenities that continued to be mentioned throughout public meeting. The statistically valid survey that was conducted as part of the Comprehensive Master Plan concluded that a Greenway Trail system was one of the top priorities of the county. The survey also concluded that walking for exercise was the highest program priority for adults and second highest for youth. National standards recommend 0.2 miles of greenway trails per 1,000 residents. Harnett County currently has 0.04 miles of greenway trail per 1,000 residents, which is only one-fifth of the national standard. Greenways are usable by all residents regardless of age, race, gender, or income level and provide direct physical and mental stimulation through physical exertion and engaging nature. Greenways promote healthy living, provide environmental benefits, and preserve nature. Greenways have the opportunity to increase property values and create economic impacts. A housing development in Apex, NC increased the price of the homes adjacent to the greenway by \$5,000 and those homes were still the first to sell (Rails to Trails Conservancy: Economic Benefits of Trails and Greenways). Trail networks can also provide alternative transportation links to allow citizens to access parks, schools, and towns/cities without having to drive. A Greenway Master Plan should be the first step in addressing this need. The plan would identify specific greenway corridors. In doing so, it would allow the county to require land reservation or trail construction by developers (in lieu of paying recreation fees). It would also assist the county in determining where greenway connections should go as new developments continue to be built in portions of the county, specifically in northwest Harnett, where greenway connections could be made with Wake County's greenway system. A Bicycle, Pedestrian, and Greenway Plan began in May 2020 and will be completed for board approval in November 2020. Beginning in FY 2021, the Parks and Recreation's director request that a capital reserve be established for accumulating funds that could be used for greenway development. The fund would be used to match grants. The director is requesting approximately \$150,000 to \$200,000 per year. The state has estimated that on average greenways cost \$1 million per mile to construct.

# **Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation**

Approved-No Contracts

## **Recommended Solution**

Completing the master plan and setting aside funds for greenway development beginning in FY 2021 is recommended. Actual greenway construction will be contingent on the county receiving matching grant funds.

## **Alternatives**

- Do nothing. If nothing is done, the County will continue to fall behind national standards for greenway trails, which provide higher quality of life for residents and have the potential to increase tourism.
- Complete the master plan for greenway development, but delay setting aside funding. This action would like cause land prices and development costs to increase in the future. Delaying funding also means the county might not be able to move forward with partnerships with developers and neighboring jurisdictions
- Complete the master plan and begin setting aside funds for greenway development.

## **Current Stage of Project**

A Bicycle, Pedestrian, and Greenway Plan began in May 2020 and will be completed for board approval in November 2020.

## **Operating Impact**

There is no current impact on the operating budget as no trails have been constructed or scheduled for construction in near future. Bicycle, Pedestrian, and Greenway Master Plan is project code GWMST with org-obj (4806120-519040).



# Parks & Recreation -- Neills Creek Tennis Courts and Western Harnett Middle School Baseball and Softball Fields Lighting

Completed

Install lighting at the Neills Creek Park Tennis Courts, located at 2533 Harnett Central Road, Angier, and on the baseball and softball fields at Barbecue Creek Park, located at Western Harnett Middle School, 11139 NC Highway 27 West, Lillington.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
<b>Project Element</b>											
Construction	411,000	411,000	0	0	0	0	0	0	0	0	411,000
<b>Total Project Element</b>	411,000	411,000	0	0	0	0	0	0	0	0	411,000
<b>Funding Source</b>											
General Obligation Bonds	411,000	411,000	0	0	0	0	0	0	0	0	411,000
<b>Total Funding Source</b>	411,000	411,000	0	0	0	0	0	0	0	0	411,000
<b>Operating Effect</b>											
Debt Service	0	34,041	33,248	32,257	31,266	30,275	29,284	28,293	27,302	26,311	272,279
Increased Operating Costs	0	0	3,880	4,000	4,120	4,244	4,371	4,502	4,637	4,776	34,530
Increased Revenue	0	0	-850	-850	-850	-850	-850	-850	-850	-850	-6,800
<b>Total Operating Effect</b>	0	34,041	36,278	35,407	34,536	33,669	32,805	31,945	31,089	30,237	300,009

## Define Problem

The Western Harnett Youth Recreation (WHYR) program, with which the county contracts to provide youth sports, has to use multiple locations because of the growth in its participants and limited facilities at the county's Barbecue Creek Park. Having to operate in multiple locations makes it difficult for WHYR to supervise and maintain fields. WHYR serves south and west Harnett and is by far the largest sports provide in the county.

The county's two baseball/softball and multi-purpose fields are already lit. Western Harnett Middle School's two fields, located are on the same campus as Barbecue Creek Park, are not.

The Neills Creek Park Tennis Courts were relocated due to poor sub-base and water damage. The existing lights were unsafe and unreliable. Because of their condition, they could not be relocated to the new tennis courts.

## Recommended Solution

Install the sport lights in FY 2020 to give more access to these facilities by WHYR and other groups. With the lighting of the school's fields, WHYR would have a centralized site from which to run its programs, making its supervision and field maintenance activities more efficient. Because the project provides lighting of school athletic facilities, general obligation bond proceeds can be used to fund them.

## Alternatives

- Do nothing. If nothing is done, the facilities will be limited to use only during daylight hours. Because the facilities are located on school grounds, it severely limits the hours they can be used by WHYR and other groups.
- Install the lights now using leftover school general obligation bond funds.

## Current Stage of Project

Both lighting systems were completed in December 2019 and are operational.

## **Parks & Recreation -- Neills Creek Tennis Courts and Western Harnett Middle School Baseball and Softball Fields Lighting**

Completed

### **Operating Impact**

Current operating expenses are minimal in FY 2021 due to Covid-19 limiting the use of the facilities. Estimated electricity costs have been decreased for FY 2022.

# Parks & Recreation -- Patriots Park Development Phase 1

Approved-Contracts Let

Develop Patriots Park, located on Ponderosa Road in the Johnsonville community. The site is adjacent to the Ponderosa Convenience Center, located at 721 Ponderosa Road. Phase 1 park amenities will include two open ball fields with backstops and walking trail. Phase 2 will include a picnic shelter and playground.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Construction	325,000	382,464	12,998	0	0	0	0	0	0	0	395,462
Design, Engineering & Construction Ad	10,000	9,075	0	0	0	0	0	0	0	0	9,075
Furnishings & Equipment	12,000	0	0	0	0	0	0	0	0	0	0
<b>Total Project Element</b>	<b>347,000</b>	<b>391,539</b>	<b>12,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>404,537</b>
<b>Funding Source</b>											
Parks Capital Reserve	347,000	391,539	12,998	0	0	0	0	0	0	0	404,537
<b>Total Funding Source</b>	<b>347,000</b>	<b>391,539</b>	<b>12,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>404,537</b>
<b>Operating Effect</b>											
Increased Operating Costs	0	0	32,681	40,205	36,076	77,509	67,445	74,034	69,903	71,171	469,024
Increased Revenue	0	0	0	-400	-500	-500	-500	-500	-500	-500	-3,400
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>32,681</b>	<b>39,805</b>	<b>35,576</b>	<b>77,009</b>	<b>66,945</b>	<b>73,534</b>	<b>69,403</b>	<b>70,671</b>	<b>465,624</b>

## Define Problem

Harnett County owns 18 acres on Ponderosa Road and constructed a convenience center on the property in 2018. During community meetings held to review the convenience center site, residents indicated the strong desire to have a park co-located on the property if the convenience center was constructed. The site is located in the southwestern part of the county where there are no existing parks or recreation facilities. Work is already underway by Parks and Recreation to develop the seven acres that are not in wetlands. An entrance road and ball fields have been graded and constructed and will be available to the community for use by the end of 2020, pending growth of grass seed. Phase 2 will include a picnic shelter and playground and will cost approximately \$96,000. Both phases will be funded from the Parks Fund. The county did not seek grant funding because of the relatively low cost and the fact an existing PARTF project (Cape Fear Shiner Park) is being constructed at the same time.

## Recommended Solution

Utilizing the Parks Fund, continue development of Phase 1 and 2, which should be complete by the end of 2020.

## Alternatives

Do nothing and use the park with only the Phase One amenities. The area will continue to be underserved by recreation facilities.

- Utilizing the Parks Fund, continue development of the Phase 2 (shelter and playground), which should be complete by the end of 2020.

## Current Stage of Project

The entrance road, parking, and fencing are complete. Grass seed has been spread but has not had good growth. Staff will overseed in the fall with ryegrass and overseed again with Bermuda grass in the spring. Signage has been acquired but not installed. The walking trail has been routed and is being cleared. Staff is in discussion with Recreation Amenities provider to add the playground and picnic shelter.

## **Relation to Other Projects**

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

## **Operating Impact**

The operating impact is general maintenance of the facility and part-time staff to open, close, and clean. Operating costs for Phase 2 are minimal with general preventive maintenance and yearly replenishing of the playground mulch.

# Parks & Recreation -- Patriots Park Development Phase 2

New

Develop Phase 2 of Patriots Park, located on Ponderosa Road in the Johnsonville community by constructing a picnic shelter and playground in addition to the ballfields under construction, which were requested by the community and expected to be complete in late 2020 . The site is adjacent to the Ponderosa Convenience Center, located at 721 Ponderosa Road.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Construction	0	0	96,000	0	0	0	0	0	0	0	96,000
<b>Total Project Element</b>	0	0	96,000	0	0	0	0	0	0	0	96,000
<b>Funding Source</b>											
Parks Capital Reserve	0	0	96,000	0	0	0	0	0	0	0	96,000
<b>Total Funding Source</b>	0	0	96,000	0	0	0	0	0	0	0	96,000

### Define Problem

Harnett County owns 18 acres on Ponderosa Road and constructed a convenience center on the property in 2018. During community meetings held to review the convenience center site, residents indicated the strong desire to have a park co-located on the property if the convenience center was constructed. The site is located in the southwestern part of the County where there are no existing parks or recreation facilities. Work is already underway by Parks and Recreation Department to develop the seven acres that are not in wetlands. An entrance road and ball fields have been constructed and will be available to the community for use by the end of 2020, pending growth of grass. Phase 2 will include a picnic shelter and playground and will cost approximately \$96,000.

### Recommended Solution

Utilizing the Parks Fund, develop Phase 2.

### Alternatives

- Do nothing beyond completion of Phase 1 amenities. The park will not provide the full range of facilities requested by the public.
- Utilizing the Parks Fund, continue development of the Phase 2 to include a picnic shelter and playground.

### Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

# Parks & Recreation -- Shawtown Community Park Development

New

Develop next set of improvements at the park located on the former Shawtown School site, 645 Shawtown Road, Lillington. Improved amenities include a walking trail, fitness stations, playground, and picnic shelter.

Project Budget	Budget	Prior to FY 2021	Current	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
			Year: FY 2021								
<b>Project Element</b>											
Construction	0	0	114,000	0	0	0	0	0	0	0	114,000
Contingency	0	0	6,150	0	0	0	0	0	0	0	6,150
Engineering	0	0	2,300	0	0	0	0	0	0	0	2,300
Furnishings & Equipment	0	0	7,500	0	0	0	0	0	0	0	7,500
Permits & Connection Fees	0	0	500	0	0	0	0	0	0	0	500
<b>Total Project Element</b>	0	0	130,450	0	0	0	0	0	0	0	130,450
<b>Funding Source</b>											
Parks Capital Reserve	0	0	130,450	0	0	0	0	0	0	0	130,450
<b>Total Funding Source</b>	0	0	130,450	0	0	0	0	0	0	0	130,450

## Define Problem

Harnett County owns the former Shawtown School and gymnasium. When part of the old school was demolished, County leaders at the time promised the community a park on the site. Based on community input, a plan for the park was developed and calls for a community garden, rock garden, memorial garden, playground areas, and a picnic shelter. An outdoor basketball court and upgrades to parking have already been constructed. The next set of improvements will include a trail with fitness stations, playground, and picnic shelter. The Parks and Recreation Department proposes to work with Cooperative Extension to develop the community garden, possibly utilizing grant funds. All other improvements would be funded from the Parks Fund.

## Recommended Solution

Develop the park using mostly in-house labor and the Parks Fund.

## Alternatives

- Do nothing. This option does not fulfill the County's obligation to the community to provide a park on the former school site.
- Using mostly in-house labor, develop the park as time and funding allows from the Parks Fund.
- Seek additional funding sources to complete development of the entire park.

## Current Stage of Project

In June 2019, the County completed a substantial renovation of the old north classroom building, originally constructed in 1956, to bring it up to code for new occupants. The building's new occupants include the new Boys & Girls Clubs of Central Carolina: Robin Paige Club, which opened on August 26, 2019; ReEntry Family Services, which was relocated from another location in the County; the Harnett County Sheriff's Office Police Athletic League (PAL), which previously operated out of the gymnasium on campus; and the Harnett County Work Readiness Training Center, which relocated from a building on the other side of the campus. The facility also includes meeting space for organizations and community events, which may be reserved through the County. As part of the opening of the renovated school building, Parks and Recreation installed an outdoor basketball court and parking lot. In addition to the renovation, the County demolished the original classroom building and gymnasium, which were built in 1949 and had deteriorated to the point where renovation was no longer possible. Staff is ready to enter into contract with vendors to provide playground, shelter, and fitness stations. Staff will construct walking trail.

# Parks & Recreation -- Shawtown Community Park Development

New

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## Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

# Public Library -- Radio Frequency Identification (RFID) Installation

Approved-Contracts Let

Install and implement RFID technology and equipment at the newly constructed Harnett County Public Library and Resource Center located at 455 McKinney Parkway, Lillington, to allow patron self-checkout, better theft and inventory control, and better utilization of library staff for increased programming and information needs.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Equipment Rental	0	0	1,200	0	0	0	0	0	0	0	1,200
Furnishings & Equipment	110,712	0	79,016	0	0	0	0	0	0	0	79,016
Management Software	0	0	2,000	0	0	0	0	0	0	0	2,000
Other Contracted Services	2,572	0	7,013	0	0	0	0	0	0	0	0
Software & Implementation	26,720	0	0	0	0	0	0	0	0	0	0
Supplies	13,849	0	10,643	0	0	0	0	0	0	0	10,643
<b>Total Project Element</b>	<b>153,853</b>	<b>0</b>	<b>99,872</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,872</b>
<b>Funding Source</b>											
Capital Reserves	38,463	0	24,968	0	0	0	0	0	0	0	24,968
Grants, Gifts, Etc.	115,390	0	74,904	0	0	0	0	0	0	0	74,904
<b>Total Funding Source</b>	<b>153,853</b>	<b>0</b>	<b>99,872</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,872</b>
<b>Operating Effect</b>											
Decreased Costs	0	0	-18,427	0	0	0	0	0	0	0	-18,427
Increased Operating Costs	0	0	0	12,216	12,582	12,718	13,344	13,745	14,157	14,582	93,344
Transfer from General Fund	0	0	38,463	-13,495	0	0	0	0	0	0	24,968
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>20,036</b>	<b>-1,279</b>	<b>12,582</b>	<b>12,718</b>	<b>13,344</b>	<b>13,745</b>	<b>14,157</b>	<b>14,582</b>	<b>99,885</b>

## Define Problem

During FY 2018-19 the Harnett County Public hosted 887 in-house programs with 10,807 attendees. These figures demonstrate a 19% increase in the number of in-house library programs and a 10% increase in program attendance over FY 2017-18. The changing role of public libraries, coupled with an increased number of residents seeking programming, constitutes a shift in focus from service desk transactions to hands-on training, programming, and other staff-provided learning opportunities. Programs fill up quickly resulting in long wait-lists and the unfortunate practice of denying services. Increasing the number of programs would require additional staff time. Library staff designated to provide programs have reached the limits of their ability to add programs. Often staff members work on scheduled days off and accrue compensatory time beyond what is acceptable. Without additional staff, the library will not be able to keep up with the increasing need and demand for additional programs.

The limited number of circulation employees often results in longer wait times for patrons with reference questions or requesting assistance with computer related issues, public office equipment (copier, scanner, fax, etc.), and the print management station. This often leads to customer and staff frustration.



## Recommended Solution

Utilizing a Library Services and Technology Act (LSTA) grant available through NC Libraries, purchase and implement RFID and self-check technology. This technology will allow library staff to shift time from checking out materials and managing the collection to meeting the demand for increased programming, solving users' more complex information requests, and assisting with technology-related needs. RFID is recommended over other solutions because of long-term cost-savings. Other benefits of RFID implementation include:

- Enhanced customer experience and privacy with self-service options
- Improved circulation efficiency with the capability to check in and process multiple items at one time
- Improved accuracy of inventory through RFID's inventory control features
- Improved security of library materials

## Alternatives

- Hire an additional full-time Library Program Specialist to meet the demand for additional programming and patron assistance at a cost of \$29,573 plus benefits annually. The salary and benefits cost over 10 years is estimated at \$493,417.
- Hire two additional part-time Library Program Specialists to meet the demand for additional programming and patron assistance at a cost of \$42,857 annually. The salary and benefits cost over 10 years is estimated at \$552,426.
- Implement RFID and self-check technology that will allow staff time to plan and implement additional programs and reduce wait times at the circulation desk to free staff to focus on more complex information and technology needs.
- Do nothing and continue to frustrate and disappoint Harnett County residents that are denied participation in library hosted-programs and less-than-optimal customer service.

## Current Stage of Project

Reponses to an RFP for RFID self-check system installation and maintenance were received in January of 2020. Proposals were received from five vendors. After careful evaluation of proposed solutions and costs, the library selected Bibliotheca as the RFID project vendor.

The project timeline for FY 2020-2021 is comprised of four phases:

- Phase 1 (August 2020 – Oct 2020) – Initial project planning, gathering of pre-RFID evaluation metrics, and submitting purchase orders for services and equipment.
- Phase 2 (Oct 2020 – January 2021) – Tagging the library's current collection with RFID tags using leased equipment and installing permanent RFID equipment (including gates, self-check systems, antennas and collection management device) in the new Harnett County Resource Center and Library building.
- Phase 3 (January 2021 – February 2021) – Testing RFID equipment and training staff.
- Phase 4 (February 2021 – August 2021) – Gathering of post-RFID evaluation metrics and submitting final report for LSTA Project Grant.

## Relation to Other Projects

Implementing RFID requires that library materials are tagged with a special sensor encoded with data. As part of the move to the Harnett Resource Center and Library, the existing collection will be weeded, packed and moved. As each item is being handled, it can also be tagged at the same time resulting in staff time saved.

## Operating Impact

The total FY 2020-2021 cost for this project will be \$99,872. The library was awarded an LSTA Project Grant to cover 75% of projects costs (\$74,904). The library will be responsible for the remaining \$24,968.

Ongoing project sustainability is dependent on two costs: annual software and maintenance fees and tagging of new items. Software and maintenance costs will be \$11,716 in year two and will increase 3% each year to total \$14,1637 in the first five years. If the Library's collection budget remains steady over the next few years, the library anticipates spending approximately \$650 a year to tag all new items.

# Social Services and Commons Area Roof Replacement

Approved-No Contracts

Replace roof and repair the supporting structure for the Social Services and Commons buildings, located at 311 W Cornelius Harnett Boulevard, Lillington.

Project Budget	Budget	Current		Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Project Totals
		Prior to FY 2021	Year: FY 2021								
<b>Project Element</b>											
Construction	285,600	0	0	285,600	0	0	0	0	0	0	285,600
Contingency	14,280	0	0	14,280	0	0	0	0	0	0	14,280
<b>Total Project Element</b>	<b>299,880</b>	<b>0</b>	<b>0</b>	<b>299,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,880</b>
<b>Funding Source</b>											
Capital Reserves	299,880	0	0	299,880	0	0	0	0	0	0	299,880
<b>Total Funding Source</b>	<b>299,880</b>	<b>0</b>	<b>0</b>	<b>299,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,880</b>
<b>Operating Effect</b>											
Transfer from General Fund	0	0	149,940	149,940	0	0	0	0	0	0	299,880
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>149,940</b>	<b>149,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299,880</b>

## Define Problem

The existing roof is original to the buildings, which opened in 1996. The roof is out of warranty. When the Health Department roof began leaking, the Facilities Department also had the Social Services/Commons roof assessed because it was constructed at the same time. At the time, the roofing contractor estimated that the Social Services/Commons roof had only three to five years of remaining life before it would need to be replaced. The Health Department roof was replaced in FY 2019.

## Recommended Solution

Replace the roof, repair the support structure as needed and require a 20-year labor and material warranty from the roofing contractor.

## Alternatives

- Do nothing. Failing to replace the roof within the recommended timeframe risks the onset of leaks and possible major damage to the interior of the building.
- Replace the roof within the timeframe recommended by the roofing contractor.

## Current Stage of Project

Estimates have been obtained for the roof replacement.

# Tax Office -- Reappraisal Fund

Approved-Contracts Let

Set aside funds annually for the next revaluation of real property, slated for FY 2022, in accordance with state law. The cost of the reappraisal will be \$2,070,000. State law requires that funds be set aside annually to cover the cost, requiring a contribution of \$690,000 for three years.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Transfer to Reappraisal Fund	2,070,000	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Total Project Element</b>	2,070,000	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Funding Source</b>											
Transfer from General Fund	2,070,000	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Total Funding Source</b>	2,070,000	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Operating Effect</b>											
Transfer from General Fund	0	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000
<b>Total Operating Effect</b>	0	690,000	690,000	690,000	0	0	0	0	0	0	2,070,000

### Current Stage of Project

The current stage of project is data collection/data entry. Approximately 58% of the parcels in the county have been visited and the improvements measured. Data entry is in the early stages. The upcoming stages of the project that have not begun are neighborhood delineation, sales analysis, land valuation, building valuation, value review, and appeals.

### Relation to Other Projects

There is operating impacts to the appraisal division of the Tax Department. The preparation of the property cards and the neighborhood maps are being prepared by Tax Department staff. With attrition and retirements in the appraisal division, the remaining staff has picked up these responsibilities.

The reappraisal remains on schedule and within budget.

# **Solid Waste Fund Projects**

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# Solid Waste -- Bulldozer Replacement

Approved-No Contracts

Replace a 2005 medium-sized bulldozer used daily in the Dunn-Erwin landfill located at 449 Daniels Road, Dunn.

Project Budget	Budget	Prior to FY 2021	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
<b>Project Element</b>											
Furnishings & Equipment	400,000	0	408,689	0	0	0	0	0	0	0	408,689
<b>Total Project Element</b>	400,000	0	408,689	0	0	0	0	0	0	0	408,689
<b>Funding Source</b>											
Solid Waste Capital Reserve	0	0	408,689	0	0	0	0	0	0	0	408,689
Solid Waste Fund Balance	204,262	0	0	0	0	0	0	0	0	0	0
Solid Waste Operating Budget	195,738	0	0	0	0	0	0	0	0	0	0
<b>Total Funding Source</b>	400,000	0	408,689	0	0	0	0	0	0	0	408,689
<b>Operating Effect</b>											
Decreased Costs	0	0	-12,000	-18,000	-22,500	-28,125	0	0	0	0	-80,625
Transfer from Solid Waste Fund	0	0	408,689	0	0	0	0	0	0	0	408,689
<b>Total Operating Effect</b>	0	0	396,689	-18,000	-22,500	-28,125	0	0	0	0	328,064

## Define Problem

The existing bulldozer is used daily at the landfill for pushing and covering construction and demolition and land clearing and inert debris. The current piece of equipment is 14 years old with more than 11,000 hours on it and is continually breaking down. The industry standard is that equipment be replaced at or before 10 years of use. This equipment is subjected daily to rough conditions and in a harsh environment. Downtime and repair costs are escalating as a result of the equipment's age and condition. Without the equipment, landfill operations will be impacted, as well as the ability to comply with state regulations.

## Recommended Solution

Purchase a new bulldozer in FY 2021 through state contract or from a vendor more competitive than state contract pricing.

## Alternatives

Do nothing. Not replacing this piece of equipment will mean increasing downtime and repair costs. The county may not be able to comply with state regulations requiring that waste materials be pushed, packed and covered on certain schedule. If equipment is not available or inoperable, staff cannot comply with this required schedule.

## Current Stage of Project

The bulldozer quote came in higher than the project budget, so a new quote has been requested. The new D6 Caterpillar Dozer will be ordered in early FY 2021. Equipment should be delivered and placed into operation no later than November 2020.

## Operating Impact

The bulldozer replacement will reduce maintenance costs on an existing piece of equipment as well as improving efficiency in operations.

# Solid Waste -- Northwest Convenience Center Relocation

New

Relocate the Northwest Convenience Center to 1971 Oakridge River Road, Fuquay-Varina to provide a larger and safer site to serve the growing population in this area.

<b>Project Budget</b>	<b>Budget</b>	<b>Prior to FY 2021</b>	<b>Current Year: FY 2021</b>	<b>Year 1: FY 2022</b>	<b>Year 2: FY 2023</b>	<b>Year 3: FY 2024</b>	<b>Year 4: FY 2025</b>	<b>Year 5: FY 2026</b>	<b>Year 6: FY 2027</b>	<b>Year 7: FY 2028</b>	<b>Project Totals</b>
<b>Project Element</b>											
Construction	0	0	336,156	0	0	0	0	0	0	0	336,156
Contingency	0	0	33,616	0	0	0	0	0	0	0	33,616
Design, Engineering & Construction Ad	0	0	62,682	0	0	0	0	0	0	0	62,682
Furnishings & Equipment	0	0	61,800	0	0	0	0	0	0	0	61,800
<b>Total Project Element</b>	<b>0</b>	<b>0</b>	<b>494,254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>494,254</b>
<b>Funding Source</b>											
Solid Waste Capital Reserve	0	0	494,254	0	0	0	0	0	0	0	494,254
<b>Total Funding Source</b>	<b>0</b>	<b>0</b>	<b>494,254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>494,254</b>
<b>Operating Effect</b>											
Decreased Costs	0	0	0	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-15,000
Transfer from Solid Waste Fund	0	0	494,254	0	0	0	0	0	0	0	494,254
<b>Total Operating Effect</b>	<b>0</b>	<b>0</b>	<b>494,254</b>	<b>0</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>-2,500</b>	<b>479,254</b>

## Define Problem

The existing solid waste convenience center, located at 1260 Cokesbury Road, Fuquay-Varina, is outdated and no longer safely accommodates the needs of residents in this area of the county. The site averages 738 per visitors per week. The county leases the one-acre site for \$2,500 per year, but only a small fraction of the property is useable, so expansion is not feasible. The small size and inefficient configuration make it inadequate. Newer convenience centers have a more efficient design that offer more waste disposal options and better traffic flow through the site. The Cokesbury Road site is not large enough to segregate pedestrians from vehicles, and traffic backs up onto Cokesbury Road during peak usage, both of which are safety concerns. The site is also located on a narrow secondary road and the entrance and exit are located in a curve, another concern for traffic safety.

Last year the county purchased property on Oakridge River Road, Fuquay-Varina to re-locate this convenience center. This 2.5-acre area reserved for the convenience site provides ample room to provide an expanded center that is safer and configured for better traffic flow within the site. It would also offer additional options for waste disposal, such as used oil, oil filters, scrap tires, white goods, and scrap metal. Last year, the county obtained a conditional use permit to build a convenience center on the Oakridge River Road property.

## Recommended Solution

The recommendation is to construct a new site on the county owned property at 1979 Oakridge River Rd, Fuquay-Varina, which is better suited to accept the number of vehicles and citizens that utilize the convenience site in this area. This site will provide an ample amount of space to receive trash and recycling in a more user friendly, more accommodating, and safer manner for the Northwest area. Although the need for relocation is prevalent, we are recommending a phased approach to construction starting in FY2022. Phase 1 of 2 would utilize the upper half of the property and would include installation of road and staging area for receiving trash and recycling. Harnett County Solid Waste Department will utilize staff and equipment to complete the majority of Phase 1.

# Solid Waste -- Northwest Convenience Center Relocation

New

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## Alternatives

- Do nothing. If nothing is done, the circulation within the site, its small size, and its location on Cokesbury Road will continue to create safety concerns for the center's users.
- Utilizing the property the county purchased last year, construct a new convenience center that allows for better circulation within the site and safer entrance into and exit from the site. This option also results in savings from no longer having to lease the Cokesbury Road site.

## Current Stage of Project

The department is reviewing plans and costs estimates to establish a phased approach to begin construction of Phase 1 in FY 2022. This phased approach will utilize Solid Waste staff and equipment in an effort to proceed with constructing the infrastructure needed, which allows the department to open the site while also providing a significant cost savings. This approach will assist in the efforts and plans to build a capital reserve without exhausting all funds in one fiscal year

## Operating Impact

The largest impact will be to general operations by utilizing current landfill staff. Duties and tasks need to be reviewed to make sure everything is covered for general operations at the landfill while workers and equipment are reassigned to this project. By doing a phased approach, this will not impact our budget with an initial costly effect to expenditures, and expenses can be dispersed over the next two years, while providing a more than adequate space and continued services for waste disposal for our citizens in the area.

## Future Projects

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Currently, the county lacks sufficient data, revenue, or debt capacity to schedule these projects. If these issues are resolved, these projects may appear in a future CIP.

### **Animal Services -- Animal Shelter Replacement**

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Future

Construct a new animal services shelter facility at a location to be determined.

#### **Define Problem**

The existing facility was built more than 25 years ago, with an addition constructed in 2005, and is operating at maximum capacity. It is located on land owned by Harnett Regional Water and is adjacent to the North Harnett Wastewater Treatment Plant. Harnett Regional Water plans to expand the plant in the next five to six years and will need the property on which the animal shelter is located.

A new facility could provide needed space for a veterinarian office, a surgical room, and a better environment for adoption of animals, as well as improve the flow of animals from intake through adoption. The new facility would provide space to separate adoptable animals from animals quarantined for health or behavior issues and increase the holding capacity of the shelter. The 32 dog runs and the small 15 cage intake room for cats remain at maximum capacity with multiple cats often occupying one cage. Between 2015 to 2019, 18,424 dogs and cats came to the shelter and of those 5,012 were euthanized, many for lack of space or treatable illness despite being eligible for adoption.

There is inadequate space and layout for the treatment and testing of animals, food preparation, laundry and dishes, and adoption visitation. There is one room for laundry and medical, which is also the room where small sick animals are housed. The facility has no onsite space for spay neuter surgeries. When facilitating adoptions, the existing shelter only has one meet and greet room and a dog play yards. Additional areas are needed for adopters to meet with animals and for animals to get exercise outside their kennels which is necessary for enrichment best practices. The single kennel area for all incoming animals contributes to cross contamination and disease. Best practices suggest shelters have separate holding areas for incoming animals, quarantine animals, isolation animals and healthy adoptable animals. The existing shelter has two separate kennel areas - one indoor/outdoor with 16 kennels for intake and 16 all-indoor with side-by-side dividers for adoption-ready animals.

Drainage design is via open trench in the holding kennels. Inside, the drain runs one direction, and outside, it runs the opposite direction. The design greatly increases the transmission of disease due to the washing and spraying of excrement past the kennels of young, unvaccinated animals and healthy animals. The open front trench design poses a safety risk. The chain link doors all open outward increasing the difficulty of entering and exiting kennels safely and quickly, which increases the chance for dogs to escape. The doors cause hoses to get caught and pulled into the drain, which increases cleaning time due to constant opening and closing or the maneuvering around doors.

#### **Recommended Solution**

Conduct a feasibility study to determine the location, building needs, and cost.

#### **Alternatives**

- Do nothing and continue to operate as is for the foreseeable future, but this will not address the need for Harnett County Regional Water to expand the Wastewater Treatment plant to expand onto the site of the existing facility, which is needed as a result of increased county growth.
- Contract with another group to oversee and manage the animal sheltering capabilities in the county. However, there is no local existing agency with a positive past performance of operating as a shelter to meet the needs and volume of Harnett County.

### **Central Carolina Community College (CCCC) -- Drainage System Repair**

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Future

Repair the drainage system located on the main Harnett Campus, 1075 E. Cornelius Harnett Blvd., Lillington.



### **Define Problem**

College maintenance staff have determined that the storm water management system, a series of drainage lines that carry runoff from parking lots, is showing signs of failure. The drainage system was installed with the first buildings on campus, is more than 40 years old, and has not been modified as buildings and parking areas have been added. During heavy rainstorms, the parking lot and the area around the Continuing Education building are flooded. The college is concerned that this could eventually affect the structure of the building, impact surrounding trees, and do damage to the parking lot by eroding the soil below the parking lot. Maintenance staff believe the drainage lines are undersized and need to be replaced.

### **Recommended Solution**

Although the county engineer reviewed the problem and a local contractor provided an estimate to replace the system, a full study of the problem that would include future expansion of the campus and a cost estimate is recommended. The college should obtain a cost estimate for the study and request that as part of the FY 2022 operating budget.

## **Courthouse Shell-Space Upfit**

**Future**

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Develop a building program and cost estimate to finish approximately 12,150 square feet of shell space in the Harnett County Courthouse, located at 301 W Cornelius Harnett Blvd, Lillington to meet Clerk of Court and other court-related needs.

### **Define Problem**

When the courthouse was originally constructed, 12,150 square feet of the third floor was constructed as “shell space,” meaning the space is not finished and could be renovated to accommodate a range of needs. The original plans called for this space to be future courtrooms.

### **Recommended Solution**

Because the county has not systematically assessed the needs, the third alternative is recommended. The Facilities Maintenance Manager estimates this study would cost approximately \$30,000.

### **Alternatives**

- Do nothing: The space could remain as is for the foreseeable future, but this would not address court system needs.
- Finish the space for courtrooms: While this meets the original intent for the space, there may be other court needs that have not been presented to the county.
- Assess all possible court needs, identify the most critical, and hire an architect to develop a building program and cost estimate.

### **Current Stage of Project**

The project is currently on hold.

### **Operating Impact**

The operating impact will be utility costs for gas, water, and electricity.

## **Fleet Maintenance Facility Improvement or Replacement**

**Future**

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Improve or replace the county’s garage, located at 1100 E McNeill St, Lillington, to provide an adequate space for maintaining the county’s increasing fleet, improve wait times for vehicle service, and ensure the safety of garage staff.

### **Define Problem**

The County’s existing maintenance garage is too small and is inefficiently designed for increased service demands. Three bays limit the number of vehicles that can be serviced at one time. The bays are too small to service some of the county’s larger vehicles. Lift and other equipment have aged beyond the recommended useful life. Some improvements to the facility have been made in house, including improving the office areas and restrooms and moving the used oil collection tank outside.

### **Recommended Solution**

Either work with Harnett County Schools or move forward separately to hire an architect to develop a building scope and cost estimate.

### **Alternatives**

- First, the existing facility could be expanded. It has only three bays, which are frequently full. Expanding the facility with additional bays would allow staff to accommodate increased demand for service from County departments, improve efficiency and reduce wait times for departments waiting on vehicle repairs.
- Second, there may be opportunities for the County to partner with Harnett County Schools in the future on a new joint Fleet Maintenance Facility, which would allow for greater efficiencies and economies of scale through a collocated facility for both entities. Both of these options would require architectural services to determine scope and cost.
- Replace only the lifts and other aging equipment. This option does not address the size of the bays or the need to increase the number of bays to service a growing fleet.
- Finally, do nothing. If nothing is done, the none of the concerns mentioned above will be addressed.

### **Current Stage of Project**

The project is currently on hold.

### **Operating Impact**

The operating impact will be utility costs for gas, water, and electricity.

## **Harnett County Schools -- Buies Creek Elementary School Replacement**

**Future**

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Replace the district's second oldest remaining, 39,454-square-foot school, located at 340 Main Street, Buies Creek, with a new school to be located on a new site.

### **Define Problem**

The main part of the 36,750-square-foot facility was built in 1948. A gym was added in 1957 and a media center in 2005. In addition to its age, the school has 242 students, above its rated capacity of 233. The school's students are projected to exceed the rated capacity over the next seven years, though the student population is not expected to increase significantly. Mobile units provide additional classroom space. The existing site is 5.9 acres and is landlocked, so there is no room to expand the school on site. The Board of Education has deemed this project as Tier 3, meaning they would like to see it move forward in the next five to 10 years. Currently, no cost estimate has been obtained and the county does not have sufficient funds to replace the school. In order to fund this project, Harnett County will need to issue additional debt. The school system is requesting that this be a future project in the CIP.

## **Harnett County Schools -- Camera Upgrades**

**Future**

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Upgrade remaining security cameras at seven schools from analog to digital technology.

### **Define Problem**

Harnett County Schools applied for and received grant funds to upgrade security cameras at 19 schools. This project would complete upgrades at the remaining seven schools. Existing cameras at these schools are outdated and replacements are not available. Videos of incidents are not reliable with the existing technology, as videos often have missing segments.

### **Recommended Solution**

Because lottery payments have been suspended for five years, move forward with this project when another funding source has been identified.

**Current Stage of Project**

Using grant funds, cameras have been upgraded at 19 schools.

**Harnett County Schools -- Electronic Door Locks**

Future

Replace locks on 58 doors at 17 schools with electronic door locks that can be controlled remotely.

**Define Problem**

Modern technology allows electronic locking systems that can be controlled remotely and provide a record of everyone entering the building. Security protocols call for doors to be locked in emergency situations. The ability to lock the doors remotely improves security. The project would allow HCS to place electronic door locks on the remaining doors in the district that need them. All schools currently have remote door locks at the main entrances, but these funds would complete the project.

**Recommended Solution**

Because lottery payments have been suspended for five years, move forward with this project when another funding source has been identified.

**Current Stage of Project**

Electronic locking systems have been installed at all schools on main entrances.

**Harnett County Schools -- Highland Elementary School Expansion**

Future

Construct 40,000 square feet of classroom space and expand the cafeteria by 2,000 square feet at Highland Elementary, located at 1915 Buffalo Lake Road, Sanford, to alleviate severe overcrowding.

**Define Problem**

Highland Elementary, which is currently 96,212 square feet, is severely overcrowded. The school's rated capacity is 670 students, but the student population is 1,107 and is expected to grow by nearly 100 students in the next seven years. Twenty-seven mobile units are located at the school to provide sufficient classroom space. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students have to vacate the mobile units and enter the main part of the schools.

The school, built in 2002, was constructed so that another wing of classroom space could be added. Harnett County Schools has applied for grant funds from the US Department of Defense, as the school serves a large number of children from military families. The application was turned down.

The Board of Education has identified the project as Tier 1, meaning it is needed as soon as possible.

An architect has provided a cost estimate of \$16,579,000, but the county currently lacks the funds needed to move forward with the project. In order to fund this project, Harnett County will need to issue additional debt.

**Harnett County Schools -- Johnsonville Elementary School Phase 2 Expansion & Renovation**

Future

Construct a 27,500-square-foot addition to Johnsonville Elementary, located at 18495 NC 27 West, Cameron, to replace classroom space that is being demolished in Phase 1.

**Define Problem**

The main part of Johnsonville Elementary School was constructed in 1955. At 531 students, the school's student population exceeds the 465-student rated capacity of the school. The cafeteria and the CTE classroom are in poor shape. The CTE Classroom is no longer useable. The gym is also in poor condition and needs renovation. Phase 1 is underway and includes demolishing and replacing the cafeteria with a larger building, demolishing the old CTE classroom building, and renovating the 9,000-square-foot gym. Phase 2 would replace the demolished classroom building. The Board of Education has categorized Phase 2 work as Tier 1, meaning it is requested to begin as soon as possible. An architect has provided a cost estimate of \$10 million, but the county lacks a funding source for this part of the work. In order to fund this project, Harnett County will need to issue additional debt.

## **Harnett County Schools -- Lafayette Elementary School Renovation**

**Future**

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Renovate Lafayette Elementary School, located at 108 Lafayette School Road, once a portion of students have moved to the new Northwest Harnett Elementary School.

### **Define Problem**

The 74,152-square-foot school was originally built in 1948 and was added onto in 1957. The latest major renovation occurred in 1992 after a fire destroyed parts of the school. A minor renovation was done in 2005. After a portion of students move to the new school, the Board of Education would like to renovate the school, possibly for additional uses, but the exact nature of the renovations has not been determined. The Board of Education has identified this as a Tier 2 project, meaning it is needed in the next two to four years.

## **Harnett County Schools -- Maintenance Projects**

**Future**

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In a future CIP, consider funding for Overhills High tennis court resurfacing, South Harnett windows replacement, and STAR Academy windows replacement when cost estimates have been obtained.

## **Harnett County Schools -- New South Harnett Lillington Middle School**

**Future**

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Construct a new 174,000-square-foot school to accommodate 1,200 students and to alleviate existing and projected overcrowding at Harnett Central and Overhills middle schools.

### **Define Problem**

Harnett Central Middle currently has 235 more students than its rated capacity, and the number of students is projected to increase by 193 in the next eight years. Though not yet over its rated capacity, Overhills Middle is projected to exceed its rated capacity by 129 students in the next eight years. Altogether, Harnett Central, Overhills, and Western Harnett middle schools are projected to add 307 students by the 2028-29 school year. These schools already have a combined 15 mobile units. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students have to vacate the mobile units and enter the main part of the schools.

The Board of Education has identified the new middle school as a Tier 1 project, meaning it is requested as soon as possible. An architect has developed a preliminary cost estimate using construction costs of similar schools in the region. A detailed cost study will be needed before funding could be considered. In addition, the preliminary cost estimate projects the school will cost \$55 million and Harnett County currently lacks the funding to move forward with this project. In order to fund this project, Harnett County will need to issue additional debt.

## **Harnett County Schools -- New South Harnett Lillington/Highland High School**

Future

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Construct a new 305,250-square-foot high school to accommodate 1,850 students and alleviate existing and projected overcrowding at Overhills and Harnett Central high schools.

### **Define Problem**

Overhills High School currently has 220 more students than its rated capacity, and the number of students is projected to increase by 126 in the next eight years. Though not yet over its rated capacity, Harnett Central High School is projected to exceed its rated capacity by 246 students in the next eight years. Altogether, Harnett Central, Overhills, and Western Harnett high schools are projected to add 377 students by the 2028-29 school year. These schools already have a combined 27 mobile units. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students have to vacate the mobile units and enter the main part of the schools. The Board of Education has identified the new high school as a Tier 1 project, meaning it is requested as soon as possible. An architect has developed a preliminary cost estimate using construction costs of similar schools in the region. A detailed cost study will be needed before funding could be considered. In addition, the preliminary cost estimate projects the school will cost \$95 million and Harnett County currently lacks the funding to move forward with this project. In order to fund this project, Harnett County will need to issue additional debt.

## **Harnett County Schools -- Overhills Elementary School Expansion**

Future

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Construct a 19,500- square-foot addition of classroom space at Overhills Elementary, located at 2626 Ray Road, Spring Lake, to alleviate overcrowding and replace mobile units.

### **Define Problem**

Overhills Elementary, which is currently 103,473 square feet, is overcrowded. The school's rated capacity is 720 students, but the student population is 876 and is expected to grow by nearly 100 students in the next seven years. Fourteen mobile units are located at the school to provide sufficient classroom space. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students have to vacate the mobile units and enter the main part of the schools. Harnett County Schools has applied for grant funds from the US Department of Defense, as the school serves a large number of children from military families. The application was turned down. The Board of Education has identified the project as Tier 1, meaning it is needed as soon as possible. An architect has provided a cost estimate of \$6,840,000, but the county currently lacks the funds needed to move forward with the project. In order to fund this project, Harnett County will need to issue additional debt.

## **Harnett County Schools -- STAR Academy Facility Improvements**

Future

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Replace windows and condition the gym at the STAR Academy, located at 900 11th Street, Lillington to address facility concerns and to allow the Board of Education to host large meetings and events in the gym.

### **Define Problem**

The original building was constructed in 1925 and has a number of problems. This project would entail replacing windows, which are rotting, and air conditioning the gym. Because the gym is next door to the Board of Education Administration Building, HCS would like to use the gym to host meetings and events. No cost estimate has been obtained for the requested work.

## Harnett County Schools -- Transportation Maintenance Facility Replacement

Future

Construct a new transportation facility to replace the existing facility, located at 8 West Harnett Street, Lillington, to provide adequate space to service district busses and other vehicles.

### Define Problem

The existing transportation facility is wholly inadequate for the district's needs. Built in 1953, the facility only has six bus bays (two were added in 1998), when 12 are needed. The existing site is not large enough to accommodate a new facility, so the project will involve land acquisition.

## Harnett County Sheriff -- Detention Center Housing Unit Addition

Future

Project Description: Construct a 55-bed, 8,750-square-foot addition and recreation yard at the Harnett County Detention Center, located at 175 Bain St, Lillington, to continue to receive revenue from housing non-local inmates for other entities.

### Define Problem

The county's detention center opened in 2009. The detention center's core facilities and the building site were master planned to add three housing units in the future. For the last two years, the Harnett County Sheriff's Office has submitted as a capital project the construction of one of the housing units. The stated intent of building the housing unit now is to provide secure detention for non-county inmates, such as federal and state prisoners, for which the county receives reimbursement at daily rates of \$45 per day for state inmates and \$60 for federal. The local jail population is increasing and, it is projected that by FY 2030 the county will no longer have capacity for non-county inmates. In the meantime, this funding source will decline each year as non-county inmates are displaced by local inmates.

Because this funding source generates substantial revenue for the county--between \$429,443 in FY 2016 and \$1,205,967 in FY 2013--the Sheriff's Office has proposed that building the housing unit will help ensure the county continues to receive this revenue. The Sheriff's Office has also been encouraged by the US Marshal to house federal inmates.

The revenue on the existing jail will decline as the county's local inmates displace beds currently used for outside inmates. This revenue loss is inevitable. Whether the county builds an additional housing unit is a self-contained decision and has no effect on this revenue loss. The question is whether the new housing unit will generate sufficient revenue to pay the operating and capital costs of the new unit.

### Recommended Solution

The county is not in the financial position to build a housing unit that will not be needed for more than 10 years. This would tie up debt capacity that is needed for schools and other county needs. The federal government will not give any guarantees about its usage of the housing unit, leaving the county to assume the financial risk for debt and fixed operating costs. Simply, the risk far outweighs the reward.

### Alternatives

- Do nothing. If nothing is done, the county will need to begin planning a new jail to open in the early 2030s. In the meantime, the county will avoid the operating cost of the new pod, but will not have revenue to offset the capital cost of the pod in 11+ years.
- Five scenarios were developed and based on assumptions about the mix of outside inmates and the occupancy rate of the housing unit. The occupancy rate means of the number of beds available to house outside inmates, what percentage of them are actually used. In the past six years, the occupancy rate has been as low as 33% and as high as 95%. Often these rates are tied to federal policy and the relationship the county has with the US Marshal's Office. During the Obama administration, the occupancy rates were lower than during the Trump administration. With a presidential election occurring in 2020, federal policy could change again, and in fact, could change two more times before the projected revenue is collected. Likewise, the current US Marshal, who has ties to Harnett County, could be replaced with someone with less interest in housing federal inmates here. If the housing unit is constructed, the county will lose (meaning spend more than the revenue generated) between \$2.3 million and \$7.2 million during the 10 year period, depending on the assumptions made. In the scenario supported by the Sheriff's Office, the county would spend \$3.6 million more

than it takes in.

•An argument can be made that if revenue covers operating cost, any excess can help offset the capital expense for a housing unit it will need in the future. In two of the scenarios, the housing unit would not cover the operating costs. In the scenario supported by the Sheriff's Office, the county would generate \$594,297 to cover debt service of \$4.2M.

#### **Current Stage of Project**

There has been no change in this future project.

#### **Relation to Other Projects**

If the housing unit project is approved, replacement of the intercom system and video surveillance system could be included as equipment costs and the requested generator could also be added to the project.

## **Harnett County Sheriff -- Evidence Storage & Crime Scene Processing Bay**

Future

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Construct a new 1,800-square-foot building at 175 Bain Street, Lillington, to relocate the crime scene processing bay and give the Sheriff's Office additional evidence storage space.

#### **Define Problem**

The amount of evidence the Sheriff's Office is required to store is constantly increasing. The existing evidence room has reached capacity. The existing crime scene bay/vehicle processing garage is located next to the evidence storage room. By relocating the crime scene processing bay, the Sheriff's Office could expand the existing evidence storage room into the processing bay. Additional shelving and an access door would also be needed in the evidence storage room. A new building housing the crime scene bay would be constructed in a secure area behind the Detention Center.

#### **Recommended Solution**

Construct a separate building for crime scene vehicle processing and expand the existing evidence storage area into the area currently used for vehicle processing. This is recommended as a future project since no cost estimate for site work was obtained.

#### **Alternatives**

- Do nothing. If nothing is done, the evidence room will not be able to house all of the evidence that is required to be stored.
- Find offsite, less secure storage for evidence.
- Construct a new building in a secure location and relocate the crime scene processing bay. Expand the existing evidence room in the former processing bay.

## **Harnett County Sheriff -- Generator Purchase and Installation**

Future

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Purchase and install a 1,000 KW generator at the Harnett County Sheriff's Office and Detention Center, located at 175 Bain St, Lillington to provide sufficient backup power to run the building systems, including HVAC.

#### **Define Problem**

The existing 400 KW generator runs only the 911 Center fully. It operates life and safety equipment in the Sheriff's Office and Detention Center, but does not run the heating and air conditioning systems. When the Detention Center loses power, humidity levels rise in the housing units, sometimes to the point where the fire alarm is activated. After power is restored, it may take several hours to reduce humidity levels. Even if power is off only for a short time, the HVAC systems returns to default systems and maintenance staff has to reset them.

The state requires the jail to have a plan for moving inmates to other facilities if the power loss is for a sustained period of time and temperatures dip below 68 degrees in the winter and rise above 85 degrees in the summer. To date, no inmates have been moved for this issue.

### **Recommended Solution**

The Manager recommends evaluating the purchase of the second generator before moving ahead with this project.

### **Alternatives**

- Do nothing. If nothing is done, the Detention Center will continue to see problems with the HVAC system not running during periods power is off. Humidity levels and the reset of the HVAC system to default controls will continue to present operational challenges.
- Purchase a larger, 1,000 KW generator to run all systems in the Detention Center, Sheriff's Office, and 911 Center. The Sheriff's Office has obtained a quote for purchase and installation of the generator, at a cost of \$385,960.
- Purchase a second, smaller generator. Purchasing a second generator to run the HVAC system would resolve the issue. A second generator would be much less costly and likely less to install. A second generator would also provide redundancy in case one of the generator fails. The only down side would be that maintaining a second generator would be slightly more costly, estimated at around \$550 per year.

### **Current Stage of Project**

As of mid-October 2020, a vendor has not been on site to evaluate the equipment. The Sheriff's Office suggests budgeting funds to hire an electrical engineer to evaluate and give recommendations. Cost estimates for the evaluation have not been obtained.

### **Relation to Other Projects**

If the housing unit project is approved, the generator could be purchased as part of that project. It would add approximately \$30,000 per year in debt service costs.

### **Operating Impact**

The Sheriff's Office is relying on a 10-year-old generator, which still does not supply back up power for the entire facility. The present generator does not provide back-up to the Sheriff's offices, only emergency lighting. The 911 Center is fully on the generator for back-up power.

## **Harnett Regional Jetport (HRJ) -- New Terminal Construction**

**Future**

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Construct a 6,969-square-foot airport terminal at HRJ, located at 615 Airport Road, Erwin, to create a "Gateway to Harnett," improve jetport services, and provide office space for Economic Development.

### **Define Problem**

Built in 1983 the existing 2,200-square-foot terminal is outdated and its waiting area, meeting facilities and pilot spaces are inadequate. Office space for airport staff is also lacking. The terminal's antiquated design does not portray the county and its economic development efforts in the best light. A 2018 ITRE research study showed the airport has a \$176.5 million annual economic impact. Because of its demonstrated connection and potential impact, co-location of the county's Economic Development offices is desired.

### **Recommended Solution**

Originally, the county planned to use the balance of the Article 44 Capital Reserve for airport projects. The addition of the lighting rehabilitation project (+191,267), an increase in the airport apron project (+62,377), the increase in the terminal project (+824,851), and a misunderstanding about what the state is willing to commit to the project (+293,971) increases the county's overall cost by \$1.4 million to \$3.4 million. The increased costs of the airport result from construction costs escalation, unexpected sewer modifications, and fuel filling point relocation. The Article 44 Capital Reserve has a balance of approximately \$3 million. The end result is that the county needs to seek additional revenues to fund this project.

### **Alternatives**

- Do nothing. If nothing is done, the jetport's terminal will continue to be outdated and undersized. The limited spaces for meetings, waiting, and pilots makes it less desirable for flights and for use as a meeting space.
- Construct a new 6,969-square-foot terminal. The lower level would house two conference rooms, additional office space for airport staff, a pilot lounge with shower area, a larger waiting lounge, and office space for Economic Development. The upper floor, accessible without entering the lower level, would house another meeting space and observation platform, which should be an attractive meeting space for economic development and



other needs. A temporary terminal will also be needed during construction, so that the old one can be demolished to make way for the new one. The project would consist of these improvements, along with necessary infrastructure and site improvements. No additional land is needed, as everything would be built on property currently owned by Harnett County.

**Current Stage of Project**

The design portion is complete.

**Operating Impact**

There is no operating impact.

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## **HVAC Control Upgrades and Standardization in Multiple Locations**

**Future**

Acquire software to upgrade and standardize all HVAC controls in buildings on the main Lillington campus.

**Define Problem**

Existing HVAC controls vary from building to building. Some systems are out-of-date and are not operating on secure platforms. The Facilities Department must maintain the different systems.

**Recommended Solution**

The construction of the Harnett Resource Center and Library and the replacement of the chiller at the Administrative Building and cooling towers at the courthouse have allowed the purchase of a standard control system for these buildings. With time to evaluate these systems, staff will be in a better position to recommend a standardized system.

**Alternatives**

- Do nothing: Without standardizing controls, systems will continue to be out of date, operate on non-secure platforms, and require Facilities staff knowledge of multiple systems. In some cases, the existing systems do not allow the most efficient control of HVAC systems. In addition to having to learn multiple systems, staff cannot always make changes without going through the vendor.
- Standardize the controls of the Harnett Resource Center and Library. Use this as a starting point for how existing buildings can be standardized in the future.

**Current Stage of Project**

The project is currently on hold.

**Operating Impact**

The project will provide cost savings on utilities.

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## **Parks & Recreation -- Anderson Creek Park Development (Future Phases)**

**Future**

Continue to develop the remaining 800 acres of Anderson Creek Park, located at 1491 Nursery Rd, Lillington, as a large passive recreation park. The remaining elements to be constructed include equestrian trails, additional walking trails, mountain biking trails, additional parking, additional picnic shelters, another playground, interpretive signage, and a staff building. Utilizing a state grant, the county has already developed 200 acres, including a roadway, disc golf, picnic shelter, playground, three miles of walking trails, nature education, and a pond overlook.

**Define Problem**

The county purchased this tract from Harnett Forward Together Committee (HFTC) and is paying itself back through recreation fees collected in the area. The deed contained a restriction that part of the tract must be used for a park. Fifty acres of the site has been reserved for a future school site and NC Forestry may locate here as well.

The size of the park is conducive to constructing a regional park that will attract visitors from surrounding counties and could be an economic development driver.

The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters, 88th in playgrounds, and 51st in trail miles (this high only because of Raven Rock State Park). The mountain biking trails would be the first in the County except the trails recently opened at Raven Rock State Park. In 2009 a master plan of the park was developed calling for the existing and future amenities.

### **Recommended Solution**

Currently, the county lacks funding to move ahead with the full future phase of the project. Until that is addressed, we should continue to make improvements using the park fund.

### **Alternatives**

- Do nothing. If nothing is done, the county will continue to operate the park as is, but it will likely not have the regional draw that would generate economic development.
- Fund improvements incrementally through the parks fund. This approach will avoid the necessity of applying for grant funds, but it will take a long time to complete the amenities identified for this park, especially considering the numerous other parks currently in development in the county.
- Apply for PARTF funding from the state for a 50% match. The option provides the most resources, but may not be the best use of PARTF, as there are higher priorities for constructing parks (this is 7 out of 10 for the department).

### **Relation to Other Projects**

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

## **Parks & Recreation -- Boone Trail Park Development**

**Future**

Develop a park at the site of the old Boone Trail School, located at 8500 Old Highway 421, Lillington, that was destroyed by fire in May 2019. An initial concept plan developed with input from the community included a renovated entrance drive, memorial walkway, amphitheater, basketball court, picnic shelter, restroom facility, and walking trail.

### **Define Problem**

Harnett County owns 13.5 acres where the old Boone Trail School was located before being destroyed by fire. Of that amount, 6.25 acres have already been developed into the Boone Trail Community Center & Library and include active park amenities. The community would like the remaining portion of the property developed into a park. The burned building was demolished in September 2019.

The additional land will increase the park acreage per citizen of Harnett County. The planned amphitheater will be the first for Harnett County Parks & Recreation. The amphitheater will also increase the programming opportunities within the department. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters and 79th in athletic courts.

### **Recommended Solution**

Using Parks Fund to build the park over multiple phases is recommended. Preliminary discussions with the community have taken place and there is interest in community-driven fundraising efforts to offset some of the costs of the park or to provide additional amenities not included in the County's scope. No cost estimate has been obtained to construct all amenities.

### **Alternatives**

- Do nothing. This option fails to address the community's interest in seeing the old school site repurposed for community needs.
- Renovate the old school entrance drive that was preserved during the school renovation and save the park development for future development. Again this fails to address the community's interest.
- Construct the amenities listed above with proceeds from the Parks Fund in phases as funds are available.

### **Relation to Other Projects**

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding. The park would be adjacent to the Boone Trail Community Center and Library, which opened in the spring of 2017.

## **Parks & Recreation -- Cape Fear Shiner Park Development Phase 2**

**Future**

Develop Phase 2 of the Cape Fear Shiner County Park, located at 350 Alexander Drive, Lillington, including a playground, a picnic shelter, and restroom facility.

### **Define Problem**

The 2017 Comprehensive Parks and Recreation Master Plan found that out of 100 counties Harnett County currently ranks 90th in picnic shelters and 88th in playgrounds,

In order to develop Phase 1 of Cape Fear Shiner County Park, the County applied for a Parks and Recreation Trust Fund Grant and was awarded \$400,000 in 2016. A match of \$400,000 was required by the County. Funds were used to develop trails (asphalt, stone and boardwalk), multipurpose field, soccer field, two baseball fields, two overlook decks, a stone driveway and parking lot, signage, and a water access point. The PARTF project did not include several elements that would enhance the park experience for citizens. Currently, portable toilets are used in place of restroom facilities. Phase 2 will replace the portable toilets with a constructed restroom facility, as well as add a playground facility and picnic shelter.

### **Recommended Solution**

Construct additional facilities including a playground, picnic shelter, and restroom facility using the Parks Fund after engaging engineer/architecture firm to research viability of restroom facility and cost estimates.

### **Alternatives**

- Do nothing and continue the use of portable toilets to service the restrooms needs at the park.
- Engage professionals to determine the feasibility of constructing the restroom and to develop cost estimates for the project. Use the cost estimate to request funding in a future CIP.
- Proceed with development of the playground and picnic shelter while a cost estimate is developed for the restroom facility.

### **Relation to Other Projects**

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

## **Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building**

**Future**

Construct a new restroom, concession, and maintenance storage building adjacent to the Neills Creek Park Middle School athletic fields and tennis courts, located at 3885 Neills Creek Road, Angier to serve the school's athletic teams and residents using the facility.

### **Define Problem**

The County expanded Neills Creek Park to include the baseball, softball, and soccer practice fields in 2018. The tennis courts were relocated to the property in 2019. Since these facilities were opened, the Parks and Recreation Department has seen increased use of the park. The baseball field has been rented 254.50 hours, the softball field has been rented 167 hours, and the multipurpose/soccer field has been rented 12 hours. Supporting facilities are inadequate: Portable restrooms provide restroom facilities and the concessions stand is a storage shed. The Parks and Recreation Department also needs to store maintenance equipment at the site to service the park.

**Recommended Solution**

Provide funds for a professional engineer to complete site analysis and develop a reliable cost estimate.

**Alternatives**

- Do nothing and continue to serve the park with the existing restrooms and concession stand.
- Select a design firm to complete site analysis and develop a detailed cost estimate. Once a cost estimate has been obtained, submit the project for funding in the CIP.

**Relation to Other Projects**

Since Neills Creek Park serves Harnett Central Middle School, \$235,000 will be funded from leftover 2017 general obligation bond funds and \$93,650 will be funded from Parks Capital Reserve. The project will be developed as funding from the Park Reserve is available, and all parks funded in this way are competing for the same small amount of funding.

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## **Parks & Recreation -- Neills Creek Park Roadway Construction**

**Future**

Construct a new driveway from NC 210 into Neills Creek Park, located at 3885 Neill's Creek Road, Angier. The new driveway would alleviate the need to use the Harnett Central High School driveway. NC Department of Transportation also requires the construction of a turning lane. This driveway and parking lot would connect the high school and Harnett Central Middle School fields and allow for Parks and Recreation to program both areas.

**Define Problem**

The existing entrance to Neills Creek Park is through the main entrance to Harnett Central High School. Because of access through school property, the park cannot be used during school hours.

In addition, park users have to drive around to the back of the school to enter the park. This driveway leads to a small parking lot located in the foul ball zone for the softball fields. The only parking for the current park is in close proximity of the high school softball field and the men's softball field. The parking location provides little-to-no protection from foul balls, leaving park users to park at their own risk. Users and spectators can park in the school parking lots but doing so requires a significant walk to the fields.

The county recently expanded Neills Creek Park to include the two ballfields, a multiuse field, and relocated tennis courts at the middle school. The existing entrance does not serve these areas.

**Recommended Solution**

A feasibility study and cost estimate will be required before this project can move forward.

**Alternatives**

- Do nothing. If nothing is done, park users will continue to use the existing driveway through school property, which does not give access to the expanded facilities recently constructed by the county and limits usage of the park to non-school hours.
- Only install directional signage to inform users of other middle school parking and facilities. This option fails to address the lack of connection between parking and the middle school fields.
- Construct a DOT-required turning lane on NC 210, a new entrance into the park, and a parking lot that is more accessible to all park amenities.

## Parks & Recreation -- Northwest Harnett Park Development

Future

Develop Northwest Harnett Park, located at 1975 Oakridge River Road, Fuquay-Varina. Facilities would include two ballfields, picnic shelter, playground, walking trail and fitness stations.

### Define Problem

Harnett County purchased this 28-acre tract in northwest Harnett with the stated intent of building a convenience center, park, and emergency communications tower. During a public meeting held as part of the conditional use permit for the convenience center, residents indicated the strong desire for a park to be located on the site if the solid waste facility is constructed. No parks are currently located in this area.

### Recommended Solution

Using in-house labor and the Parks Fund, construct park facilities as time and resources allow. Explore construction of joint facilities, such as entrance road and parking, with Solid Waste.

### Alternatives

Do nothing. If nothing is done, the county will not meet its implied promise to build the park on a site also slated for a solid waste convenience center.

### Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

## Public Library -- Mobile Outreach Vehicle

Future

Purchase a bookmobile to provide library services to underserved areas of Harnett County.

### Define Problem

The 2018-23 Harnett County Library Master Plan found that, as of the 2010 Census, 55.9% of the county's population resides in rural area and 16.4% live below the poverty line. The more recent American Communities Survey shows the poverty rate is 18% and that 81% of the county's population lives outside a municipality. The county's population in the unincorporated area continues to grow faster than the population in its municipalities (between 2010 and 2018, the towns' population grew 8% while the unincorporated area grew 18%). Given these demographics, it is reasonable to assume that transportation to library services may be challenging for many residents.

One objective of Harnett Public Libraries is to provide literacy and lifelong learning opportunities to community members of all ages in Harnett County. The department is unable to realize this objective fully without additional facilities or mobile library services.

### Recommended Solution

The Public Libraries Director is recommending that more research be done on the size and features of a mobile outreach vehicle before moving forward with requesting the purchase. She plans to form a planning team to study:

- Preferred mobile outreach vehicle size, feature configuration, and adaptability based on community need
- Targeted audiences and users
- Potential partners
- Bookmobile routes and stops
- Maintenance costs based on bookmobile model and size
- Mileage costs based on routes and fuel efficiency
- Staffing needs based on routes, expected number of patrons per stop, bookmobile size and capacity
- Collection needs and costs based on bookmobile capacity
- Technology needs and costs based on bookmobile capacity

Her informal study will involve public surveys, GIS spatial analytic research, bookmobile showroom tour, vendor consults, and discussions with library

directors running successful bookmobile programs. The Public Libraries Director believes the study can be conducted in-house at no additional cost to the county.

**Alternatives**

- Build public libraries in closer proximity to the more remote areas of Harnett County. Purchasing land and building new library facilities would be a stable, long-term solution to meeting the needs of underserved citizens. This option however will be costly and will require a formal feasibility study and extensive planning.
- Purchase self-service library kiosks to be placed in underserved communities to provide library materials. The cost of a kiosk is about \$125,000. Buildings would need to be purchased or leased to permanently house the kiosks. Kiosks do not offer a solution to underserved communities' need for programming or access to public computers.
- Provide mobile library services in remote areas. One method for accomplishing this is by purchasing a bookmobile whereby materials, programs, technology, and internet access could be delivered to community members in non-traditional settings who may not be within reasonable driving distance to a public library.
- Do nothing and allow residents living in remote areas of Harnett County to continue to be underserved.

**Public Library -- Western Harnett Service Expansion**

**Future**

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Expand public library services to residents of western Harnett by renovating an existing building owned by the county or constructing a new facility.

**Define Problem**

The 2018-2023 Harnett County Library Master Plan found that the 48,000 residents of western Harnett do not have adequate public library service. Public libraries provide important services that foster economic development, student achievement, and cultural enrichment. Options for addressing this need include renovating an existing 2,000-to-5,000-square-foot building or constructing a new 8,000-to-10,000-square-foot building in an area accessible to western Harnett residents. The county will evaluate these options and, when ready to proceed, conduct a feasibility study to develop reliable cost estimates.

**Recommended Solution**

Continue to study the needs of Western Harnett. When a possible solution is identified, conduct a feasibility study to determine scope, cost, and possible funding models and options.