



HARNETT COUNTY

Fiscal Year 2022-2023

Approved Budget

Harnett County Budget Quick Reference Guide and Table of Contents

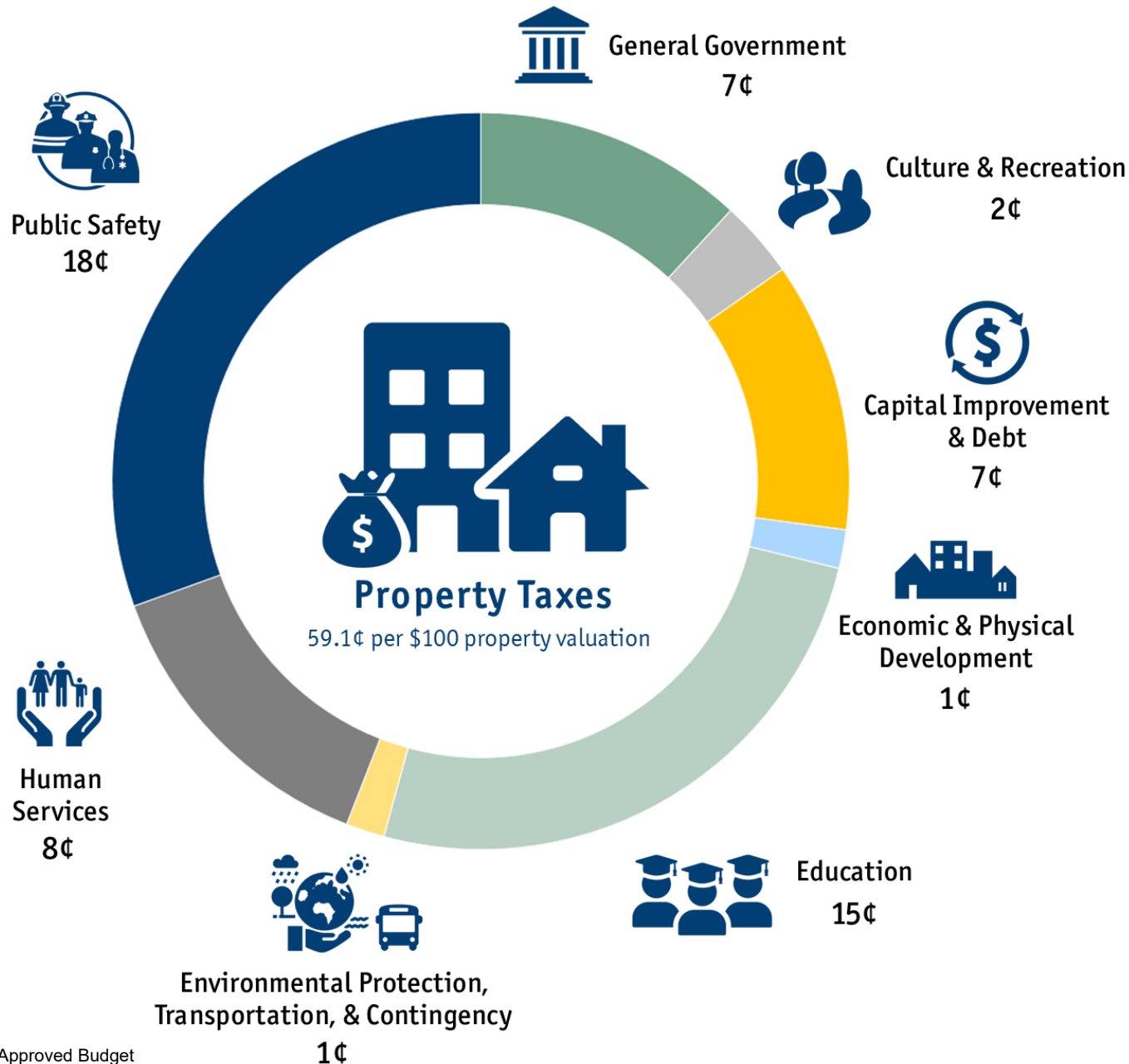
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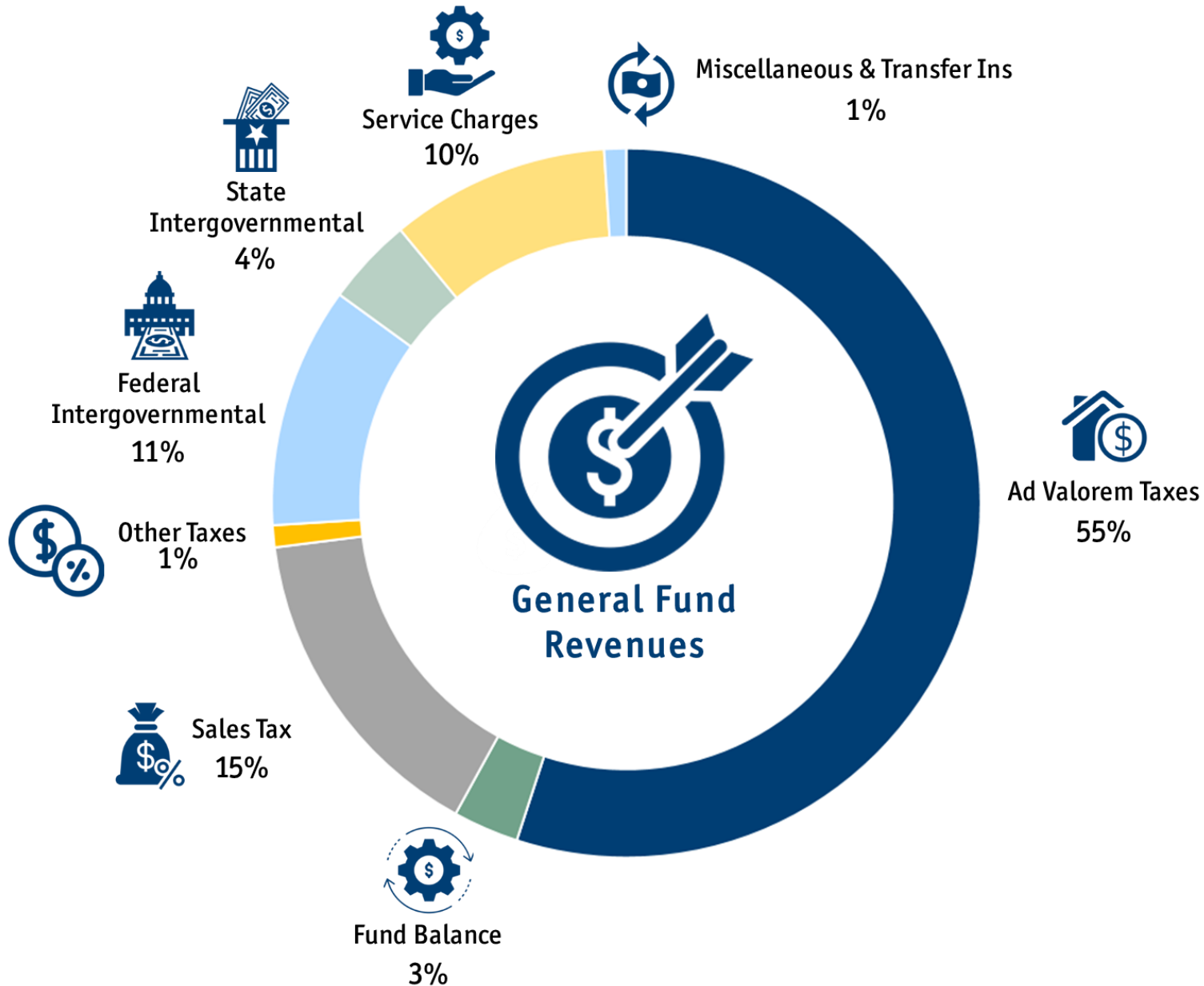
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Your Tax Dollars at Work



Revenue Sources



DATE: May 16, 2022

TO: Harnett County Board of Commissioners

FROM: Brent Trout, County Manager

SUBJECT: Budget Message for FY 2023

The work has been completed on the Harnett County FY 2023 budget, and it is presented to you today for review and consideration. Harnett County prepares the annual budget in accordance with the statutory requirements with consideration of enhancing the quality for our residents. The budget has been prepared with the purpose of supporting the strategic goals and priorities of the County Commissioners. You will see this specifically in the items we are recommending for consideration in the expansion budget.

Property Reappraisal and Tax Rate

The property tax revaluation increased our assessed values by approximately \$3.8 billion. The growth that we have experienced has pushed valuations of homes and properties to levels never seen before in Harnett County. The continued growth in the County creates challenges for provision of services and management of government services. The appeal process for property owners is still ongoing, so a clear amount of change that may occur to the total valuation is not known at this time.

Therefore, we have created an estimate of the value loss we expect to realize at the end of the process at 16.6%. The current tax levy rate is \$0.75/\$100. The known valuation reduced by our expected valuation loss provides a calculation of a revenue neutral tax rate to be \$0.561/\$100. The revenues in total compared to expenses for a continuation budget leaves a deficit. In addition, the rapid growth in the County and the priorities of the board requires us to find additional resources.

In order to meet these needs, I am recommending the new tax levy rate to be \$0.591/\$100. The rate of \$0.591 is \$0.03 more than the revenue neutral rate. The proposed rate is a reduction of \$0.159/\$100 in levy rate from the current rate of \$0.75/\$100. The recommended levy rate is a levy rate reduction of 21.2%.

Other Revenue Sources

In looking at revenue sources other than property tax, we see good news as well as they surpass our Fiscal Year 2022 projections. The two biggest examples of this growth in revenue is Building Inspection Fees and Sales Tax revenues. These positive increases are not surprising based on the County's growth pattern.

Sales tax revenues continued to exceed our projections, but the growth is predicted to be at a more moderate rate during Fiscal Year 2023. The North Carolina League of Municipalities (NCLM) provides sales tax forecast information, and we used their research in projecting our sales tax revenues. Based on current research, NCLM projects that local sales tax revenues will finish Fiscal Year 2021-2022 10.25% above Fiscal Year 2020-2021 levels. They also project a Fiscal Year 2022-2023 sales tax growth of 3.75% over Fiscal Year 2021-2022 levels.

Harnett County shares sales taxes with the municipalities based on the Ad Valorem method, meaning sales tax is distributed to the County and the municipalities in proportion to the total amount of ad valorem taxes levied by each entity. If the County significantly lowers its tax rate and the municipalities do not, then our percentage of sales tax distribution will decrease.

At the time of the recommended budget preparation, the municipalities were not certain of their Fiscal Year 2023 tax rate, but current indications show they will not be revenue neutral and that some may leave their levy rate the same. Therefore, sales tax revenue was calculated based on the limited information we had available to us.

Table 1: General Fund Funding by Category

The variance column shows the difference between FY 2023 Recommended Budget and FY 2022 Revised Budget.

	FY 21 Actual	FY 22 Rev Bud	FY 23 Rec Cont	FY 23 Rec Exp	FY 23 Total Rec	Variance	% Inc/ Dec
Contingency	0	553,454	1,250,000	0	1,250,000	696,546	126%
Culture & Recreation	2,765,748	3,411,695	3,766,525	95,405	3,861,930	450,235	13%
Economic & Physical Development	2,736,999	3,593,979	3,781,035	195,945	3,976,980	383,001	11%
Education	26,040,445	27,345,407	26,741,228	0	26,741,228	-604,179	-2%
Environmental Protection	360,267	397,099	448,018	26,152	474,170	77,071	19%
General Government	14,699,795	16,497,864	16,902,616	215,910	17,118,526	620,662	4%
Human Services	24,767,871	31,783,116	28,909,643	477,676	29,387,319	-2,395,797	-8%
Public Safety	35,084,238	39,502,219	41,357,000	285,563	41,642,563	2,140,344	5%
Transfers	21,454,238	16,449,070	13,531,528	112,285	13,643,813	-2,805,257	-17%
Transportation	2,153,275	2,320,732	2,105,310	358,868	2,464,178	143,446	6%
Total	130,062,876	141,854,635	138,792,903	1,767,804	140,560,707	-1,293,928	-1%

**The FY 2022 Original Budget amount for contingency was \$930,000. 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 2023 Recommended amount was compared with the original budget, the variance would be \$320,000 and the percent increase would be 34%. 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.*

Fee Schedule Recommendations

A list of fees is recommended to be adjusted. Several previously approved fees are included in the list because they were recently approved or inadvertently left off the prior years' Fee Schedules. Appendix 1 in the budget book contains the detail on these changes.

We have included a recommended 10% increase across the board for rescue squads. I am recommending increases in tax rates for two fire departments. The recommendation is detailed in the table below and recommended increases are in red. The County also levies the Averbosboro School District tax. No change is recommended for that district.

Table 2: Recommended Fire Tax Rates and Total Revenues by Department.

District	FY 22 Rate	FY 23 Req/Rec Rate	Total Revenue FY 22 Rate Produces	Total Revenue FY 23 Rate Produces	Increase
Anderson Creek	0.110	0.110	1,790,213	1,790,213	0
Angier	0.070	0.090	1,156,327	1,434,580	278,253
Benhaven	0.110	0.110	1,216,771	1,216,771	0
Benson	0.120	0.120	121,407	121,407	0
Boone Trail	0.070	0.100	500,683	681,057	180,374
Buies Creek	0.100	0.100	722,801	722,801	0
Coats/Grove	0.110	0.110	835,673	835,673	0
Crains Creek	0.100	0.100	72,560	72,560	0
Cypress Pointe	0.095	0.095	64,050	64,050	0
Dunn	0.090	0.090	1,760,911	1,760,911	0
Erwin	0.095	0.095	376,088	376,088	0
Flatbranch	0.130	0.130	607,500	607,500	0
Flatwoods	0.120	0.120	145,915	145,915	0
Godwin	0.150	0.150	6,612	6,612	0
Northwest Harnett	0.080	0.080	1,079,356	1,079,356	0
Spout Springs	0.120	0.120	2,607,457	2,607,457	0
Summerville	0.100	0.100	873,543	873,543	0
West Area	0.100	0.100	62,284	62,284	0
West Johnston	0.070	0.070	23,138	23,138	0
Total Fire Districts			14,023,289	14,481,916	458,627
Averbosboro School District	0.020	0.020	394,862	394,862	0

The justification for increases is as follows:

- Angier requested a 3-cent increase, but I am recommending a 2-cent increase. The main reason for the increase is to hire four full-time staff at the fire station on a 24/7/365 basis. This increase will also include an additional exhaust removal system.
- Boone Trail requested a 3-cent tax increase. I am recommending a 3-cent increase. The department has not had an increase since 1982. The additional revenue will increase employee pay, hire an additional part-time firefighter, renovate bunkrooms, cover a roof replacement, fuel and vehicle maintenance costs, and begin the process of vehicle replacement.
- West Area requested a 5-cent increase to make the rate equal to what is charged in Cumberland County. I am not recommending an increase in their tax rate. The department ran 38 calls for Harnett County in the past year.

Harnett County Schools

Harnett County School System (HCS) presented their request for funding to the County. The funding formula details are listed below:

- The school district will see an increase per student from \$1,203.17 to \$1,209.31 per student. The funding includes county and charter school students that the school must fund. The total amount of base funding is increased by \$158,020 from \$24,680,603 to \$24,838,623.
- Provides funding for 1,353.5 charter school students (an increase of 137.5 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 four years to obtain a \$10 million grant to help fund the construction of a new Northwest Harnett Elementary. Capital outlay spending, budgeted in the Board of Education Capital Reserve, remains at Fiscal Year 2022 levels, in spite of this loss of more than \$1 million in lottery funds. (School systems do not share capital outlay funds with charter schools).

Job Description Study Project

The Evergreen Corporation is close to completing a job description study project with the expectation of completion by the end of June. I recommend and have budgeted for conducting a compensation study in Fiscal Year 2023. The last compensation study was done in 2016 and implemented in 2017. The information from the study will be utilized to make adjustments to our current pay structure and will allow us to be competitive in the labor market with our position salaries.

We need to make adjustments in our pay structure in order to assist in our ability to recruit and retain our County workforce. We are faced with surrounding counties offering signing bonuses, retention bonuses, and other premium pays. Many of our departments remain woefully understaffed with a current total of 101 full-time vacancies of which, 63 of those positions are in our public safety departments.

Organizational Excellence

The recommended budget includes a 3% cost of living adjustment to all staff and continues to offer a 1.5% performance pay increase to staff that meet expectations and have a positive performance evaluation. The amount does not match that of surrounding communities or counties, but I feel it is appropriate coming off the recent 10% increase approved by the Board this year. We were also required by the state to increase the retirement contribution per their formula. Medical insurance premiums increased 5%, but once again, we avoided passing that cost on to employees.

As part of the expansion budget request, I am recommending the addition of 19 new positions in the general fund to respond to increased workload in departments. These requests are detailed in each department's budget. Many of the positions are partially funded by the State of North Carolina and are created to improve our ratio of case workers to cases. In addition, a couple of the positions move part time employees to full time employees based on workload.

Community Programs

I am recommending that the County continue to fund the Retired Senior Volunteer Program (RSVP) program, which was previously funded by the federal AmeriCorps Senior grant. In Fiscal Year 2021, there were 207 active RSVP volunteers serving in the County, and they provided 21,360 hours of unpaid service in their communities. These 21,360 hours equate to \$580,992 in savings to local government, businesses, civic organizations and non-profits who utilize these volunteers. RSVP currently manages over 200 active volunteers serving at 24 different volunteer sites across the County, including in the Harnett County Resource Center & Library.

Historically, Teen Court has been fully funded by a Juvenile Crime Prevention Council (JCPC) grant, but funding was substantially cut for Fiscal Year 2023. Cooperative Extension received \$35,000 in grant funding, and I recommend the County fund the remaining \$22,000 to cover operating expenses to fund this worthwhile program. The program has an extremely high success rate of impacting teens in a positive way and changing the course of their lives.

Harnett Regional Water

Harnett Regional Water (HRW) had the following accomplishments in Fiscal Year 2022:

1. HRW was honored by the North Carolina Division of Water Resources for being one of thirteen water systems throughout the state to earn the "Gold Star" honor, which is an award for systems that have received the N.C. Area Wide Optimization Award for 10 consecutive years. This award is given to water systems in N.C. that surpass federal and state drinking water standards by providing excellent water quality to their customers.
2. Another water quality award bestowed upon HRW came from the American Water Works Association. HRW has received the Phase III Directors Award for Water Treatment for past 16 years, which represents 16 years of consistent water quality and operational improvements.
3. HRW continues the replacement of old meter infrastructure with newer, Advanced Metering Infrastructure (AMI) meters. These meters provide greater benefits to our utility and a greater customer experience. Customers will soon see a new customer portal that allows more self-management of water and/or sewer usage. The project is approximately 70% complete at this time.

Solid Waste Department

Solid Waste had the following accomplishments:

1. Constructed, permitted, and began operation of New Cell at the Dunn Erwin Landfill. (Expansion Project)
2. Implemented capabilities to accept credit card/ debit card payments at both landfills.
3. Held two Paper Shredding Events as well as one Household Hazardous Waste Event free for our citizens.

Harnett Regional Jetport

Harnett Regional Jetport had the following accomplishments:

1. LED lighting project finishing up on runway and apron areas.
2. AWOS (All Weather Observation Station) relocated across the east side of the runway.
3. Six-million-dollar SCIF grant awarded for capital projects at the Jetport.
4. Apron expansion grant awarded 90%/10% State / Local match and received approval for concrete.
5. Build Infrastructure Law Grant for new terminal construction applied for with a total project cost of \$7 million with a 10 % local match.
6. New Engineer of Record Parrish and Partners came on Board in November of 2021 with master plan project underway.
7. Fiscal Year 2021-2022 being the first time that the County operated the Jetport. The support was immediately available from the other departments to make it a smooth transition.

Economic Development

Economic Development had the following accomplishments:

1. In August of 2021, Commissioners adopted the Rose and Associates “2021 Strong Roots – Smart Growth Economic Development Strategic Plan”.
2. In January of 2022, Harnett County hired a new Director of Economic Development to implement the newly adopted Rose and Associates Strategic Plan and help transform the public organization into a public-private partnership.
3. In March 2022, the Commissioners adopted the Harnett County Economic Development Annual Workplan that prioritizes the creation of a new business park, a speculative building partnership, new marketing initiatives, and new business retention and expansion initiatives.

American Rescue Plan Funding Plan

1. Harnett County will receive \$26,411,744 in funding through the American Rescue Plan.
2. The Board of Commissioners spent three months hearing about the options available to utilize American Rescue Plan funding. The Board approved a list of projects that will utilize \$21,076,719 of the funding with \$5,335,025 to be determined at a later date.
3. The projects will begin to be implemented over the next year with a requirement to obligate all of the money by December 31, 2024 and spend all of the money by December 31, 2026.

Other County Initiatives

The Board of Commissioners completed the first ever Strategic Plan for Harnett County. The process involved Board of Commissioners, County staff, and the public to develop the strategic plan. It is exciting to see this plan take form and to begin implementation.

The County has contracted with Cloudwyze to install a fixed wireless broadband system in the area north of the Cape Fear River. The first phase is coming along well and should be completed in this calendar year. The new system will provide a new and better option for access to broadband for many residents of Harnett County. The money to complete phase two was allocated through the ARPA funding. We will begin phase two as soon as phase one is complete.

We spent a great deal of time projecting our revenues and expenses to ensure that we were as accurate as possible in determining our resources available and our funding needs. Departments were asked to justify any spending over Fiscal Year 2022 budgeted amounts and their requests were reviewed in detail by our budget team. We also continued breaking the budget into continuation and expansion funding requests. Continuation refers to funding needed for ongoing operations, while expansion requests are for new programs and positions. Each expansion request is separately justified by the director. 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.

Over the past few years, we have continued improving our Capital Improvements Program (CIP) process, and the Board of Commissioners adopted a CIP in February. The improved process and early adoption meant that we were able to focus our time this spring on the operating budget. In addition to the CIP funding, the influx of ARPA funds will allow us to address several of our capital improvement projects sooner than anticipated, such as the fiber extension, VIPER radio replacement project, and the Jetport Terminal project.

The budget that I am proposing provides the funding needed by the schools, community college, and the departments to continue to provide the quality service and support that the citizens of Harnett County expect. The proposed budget provides increases in order to operate our government and covers new expansion items related to keeping up with our growing County and operations. As stated previously, I am requesting a small amount of levy increase over revenue neutral, but the amount is still a significant reduction in the levy rate.

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 Fiscal Year 2023 budget. I want to thank the department directors for submitting their information and requests in a timely manner with well thought out justifications for their requests. I would love to meet all their requests, but unfortunately, I do not have the resources to do so.

I want to thank Renee Paschal for her support and assistance throughout the budget process. My last thank you goes to Lisa McFadden for all the countless hours she has spent preparing this budget for your consideration. We are all blessed to have her as our Budget Director.

We will have the budget as a discussion item on the May 31 meeting to address any concerns and answer any questions regarding the recommended budget. We intend to have a joint session with the Board of Education on May 31 to discuss their budget request. The public hearing on the budget will be conducted on June 6, with final approval of the budget at the June 20 meeting.

We look forward to receiving your comments, questions, and direction over the next month regarding the proposed budget. Please contact Lisa or myself with your questions, and we will respond as quickly as possible.

Respectfully,



Brent Trout
Harnett County Manager

HARNETT COUNTY
CHANGES TO MANAGER'S RECOMMENDED BUDGET

Expenditures, as presented in recommended budget:

Org-Object	page #	Description	\$ 140,560,707	
			Continuation	Expansion
1104910-502010	24	Salary & Benefits - Development Services		(13,103)
1104930-502010	26	Salary & Benefits - Economic Development		(18,882)
1105920-602050	28	Harnett Promise - Central Carolina	(150,000)	
1105910-601010	29	Current Expenses - Harnett County Schools (included in expansion)	(158,019)	
1105910-601010	29	Current Expenses - Harnett County Schools		740,985
1104110-548000	43	Dues & Subscriptions - NCACC increase for Governing Body	292	
1104110-544090	43	Outsourcing of Services - Governing Body	(33,000)	
1104160-544050	44	Software Maintenance - Human Resources		(43,955)
1105110-545010	53	Property & Liability Insurance - Health	2,224	
1105810-544050	59	Software Maintenance - Veteran Services	505	
1105331-502010	67	Salary & Benefits - Social Services/Child Protective Services		(6,517)
1105322-502010	70	Salary & Benefits - Social Services/Energy Program		(13,382)
1105370-502010	72	Salary & Benefits - Social Services/Food and Nutrition Services		(4,916)
1109910-599000	80	Contingency	(187,471)	
1109800-598500	81	Interfund Transfer to Sheriff's Capital Reserve		(100,000)
1104512-502010	84	Salary & Benefits - Animal Services		(8,730)
1104450-539050	87	Permit/Taxes/Fees - EMS Medicaid Cost Report - omitted in error	25,000	
1104450-502010..502080	87	Salary & Benefits - Emergency Medical Services		(25,603)
1104570-502010	95	Salary & Benefits - Sheriff's Office/Emergency Communications		(10,426)
1204650-502010..587000	102	Harnett Regional Jetport - Ex omitted in error on General Summary Report	756,822	102,847
Adjusted expenditure, as presented in the budget ordinance			\$ 141,415,378	

Revenues, as presented in recommended budget:

Org-Object		Description	\$ 140,560,707	
1204650-330210..380850	102	Harnett Regional Jetport - totals omitted in error on General Summary Report	756,822	102,847
1103900-390990		Reduced Fund Balance Appropriated (total appropriation \$4,372,996)	(4,998)	
Adjusted revenue, as presented in the budget ordinance			\$ 141,415,378	

Capital Reserve Funds, as presented in recommended budget:

Org-Object		Description	\$ 550,000	
5104310-557000 (expenditure)	122	Capital Outlay - Vehicles - Sheriff's Office		(100,000)
Adjusted expenditure, as presented in the budget ordinance			\$ 450,000	
Org-Object		Description	\$ 550,000	
5103900-390981 (revenue)	122	Transfer from - General		(100,000)
Adjusted revenue, as presented in the budget ordinance			\$ 450,000	

Special Reserve Funds, as presented in recommended budget:

Org-Object	Description	\$ 14,876,778
2118401-567100-Black (expenditure)	146 Black River/Angier - no tax increase	(208,690)
2118401-56100-Boone (expenditure)	146 Boone Trail - one cent tax increase	(120,586)
Adjusted expenditure, as presented in the budget ordinance		\$ 14,547,502

Org-Object	Description	\$ 14,876,778
2118401-567100-Black (expenditure)	146 Black River/Angier - half cent tax increase	(208,690)
2118401-56100-Boone (expenditure)	146 Boone Trail - one cent tax increase	(120,586)
Adjusted revenue, as presented in the budget ordinance		\$ 14,547,502

Org-Object	Description	\$ 873,609
2128501-532010 (expenditure)	140 Telephone Service - Emergency Telephone 911	(808)
Adjusted expenditure, as presented in the budget ordinance		\$ 872,801

Org-Object	Description	\$ 873,609
21228501-320500 (revenue)	140 911 Charges - Emergency Telephone 911	(808)
Adjusted revenue, as presented in the budget ordinance		\$ 872,801

General Fund Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues								
Ad Valorem Taxes	67,452,337	70,991,210	69,725,351	77,645,000	0	77,645,000	7,919,649	11%
Sales Tax	20,597,228	23,875,040	22,300,000	21,416,000	0	21,416,000	-884,000	-4%
Other Taxes	736,458	1,012,527	730,000	1,164,000	0	1,164,000	434,000	59%
Restricted Revenue	18,979,139	19,260,581	21,588,572	17,074,081	322,980	17,397,061	-4,191,511	-19%
Medicaid Restricted Revenue	3,808,075	4,843,663	3,700,000	3,110,000	0	3,110,000	-590,000	-16%
Services Charges	14,237,895	13,778,720	14,078,213	14,840,781	0	14,840,781	762,568	5%
Enterprise Charges	4,263	1,672	1,600	0	0	0	-1,600	-100%
Miscellaneous	5,305,520	1,803,514	1,719,506	1,389,540	0	1,389,540	-329,966	-19%
Transfers In	644,682	2,185,791	854,492	80,000	0	80,000	-774,492	-91%
Fund Balance	0	0	10,240,212	4,372,996	0	4,372,996	-5,867,216	-57%
Total	131,765,596	137,752,718	144,937,946	141,092,398	322,980	141,415,378	-3,522,568	-2%
Expenses								
Salary & Benefits	55,323,443	56,348,339	65,747,844	68,851,381	1,057,901	69,909,282	4,161,438	6%
Professional Services	1,499,580	1,686,816	2,900,263	1,843,861	0	1,843,861	-1,056,402	-36%
Supplies & Materials	3,133,548	2,999,598	5,436,787	4,185,244	12,742	4,197,986	-1,238,801	-23%
Current Services	3,044,202	3,605,065	4,698,264	5,827,243	125,089	5,952,332	1,254,068	27%
Fixed Charges	11,958,549	12,983,496	14,183,731	12,686,699	45,729	12,732,428	-1,451,303	-10%
Capital Outlay	48,907	432,364	131,132	0	0	0	-131,132	-100%
Contracts & Grants	12,545	10,241	105,477	58,990	0	58,990	-46,487	-44%
Non Capitalized Assets	591,028	924,736	1,091,576	654,922	371,391	1,026,313	-65,263	-6%
Interfund/Budgetary	15,290,048	21,454,238	17,848,932	14,594,057	12,285	14,606,342	-3,242,590	-18%
Education	26,231,751	26,040,445	27,367,854	26,433,209	740,985	27,174,194	-193,660	-1%
DSS Programs	3,858,102	3,577,540	5,323,251	3,913,650	0	3,913,650	-1,409,601	-26%
Total	120,991,703	130,062,876	144,835,111	139,049,256	2,366,122	141,415,378	-3,419,733	-2%

General Fund Revenue

Revenue:	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Ad Valorem Taxes - Real	59,033,591	61,051,386	61,125,351	69,290,000	0	69,290,000	8,164,649	13%
Ad Valorem Taxes - Motor Vehicles	7,889,665	9,257,383	8,100,000	7,730,000	0	7,730,000	(370,000)	-5%
Ad Valorem Taxes - Real Delinquent	244,456	384,407	300,000	350,000	0	350,000	50,000	17%
Ad Valorem Taxes - Penalties	284,624	298,034	200,000	275,000	0	275,000	75,000	38%
Article 39 Sales Tax	6,637,186	8,188,591	9,400,000	8,455,000	0	8,455,000	(945,000)	-10%
Article 40 Sales Tax	6,359,524	7,365,582	6,700,000	6,673,000	0	6,673,000	(27,000)	0%
Article 42 Sales Tax	2,934,630	3,433,514	1,500,000	979,000	0	979,000	(521,000)	-35%
Article 44 Sales Tax	4,665,888	4,887,353	4,700,000	5,309,000	0	5,309,000	609,000	13%
Excise Tax	736,458	1,012,527	730,000	1,164,000	0	1,164,000	434,000	59%
Occupancy Tax	0	0	0	0	0	0	0	0%
Federal	14,467,819	15,632,590	19,301,619	14,672,617	287,094	14,959,711	(4,341,908)	-22%
State	4,476,308	3,548,970	2,243,067	2,357,771	35,886	2,393,657	150,590	7%
Local	35,013	79,021	43,886	43,693	0	43,693	(193)	0%
Medicaid Hold Harmless	3,808,075	4,843,663	3,700,000	3,110,000	0	3,110,000	(590,000)	-16%
Service Charges - Departmental	11,597,344	12,183,967	12,322,143	12,944,951	0	12,944,951	622,808	5%
Service Charges - Indirect Cost	1,418,781	1,418,463	1,422,070	1,536,530	0	1,536,530	114,460	8%
Service Charges - Penalties	0	0	0	0	0	0	0	0%
Service Charges - Concessions	82,635	103,546	84,000	109,300	0	109,300	25,300	30%
Service Charges - Invest Earnings	1,139,135	72,744	250,000	250,000	0	250,000	0	0%
Enterprise Charges - Returned Check	4,263	1,672	1,600	0	0	0	(1,600)	-100%
Contributions And Donations	26,051	97,451	20,264	12,700	0	12,700	(7,564)	-37%
Insurance Settlement	196,759	2,850	92,860	0	0	0	(92,860)	-100%
Rents	165,110	81,708	134,863	128,740	0	128,740	(6,123)	-5%
Other Revenue	1,990,532	1,621,505	1,471,519	1,248,100	0	1,248,100	(223,419)	-15%
In-Kind	0	0	0	0	0	0	0	0%
Transfers From - Special Revenue	644,682	2,160,823	640,822	80,000	0	80,000	(560,822)	-88%
Transfers From - Capital Reserve	0	24,968	160,338	0	0	0	(160,338)	-100%
Fund Balance Appropriated	0	0	10,240,212	4,372,996	0	4,372,996	(5,867,216)	-57%
Total Revenue	131,765,596	137,752,718	144,937,946	141,092,398	322,980	141,415,378	(3,522,568)	-3%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	22,360	34,589	34,656	0	110,553	0	110,553	75,897	219%
Total	22,360	34,589	34,656	0	110,553	0	110,553	75,897	219%
Expenses									
Fixed Charges	172,360	184,589	184,656	150,000	260,553	0	260,553	75,897	41%
Total	172,360	184,589	184,656	150,000	260,553	0	260,553	75,897	41%
Net Cost	150,000	150,000	150,000	150,000	150,000	0	150,000	0	0%

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 receive. 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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	174,301	313,487	243,033	221,591	221,591	0	221,591	-21,442	-9%
Services Charges	16,034	5,493	20,000	8,900	8,900	0	8,900	-11,100	-56%
Miscellaneous	7,413	581	0	0	0	0	0	0	0%
Total	197,749	319,560	263,033	230,491	230,491	0	230,491	-32,542	-12%
Expenses									
Salary & Benefits	827,472	969,110	1,311,510	294,018	1,480,920	18,304	1,499,224	187,714	14%
Professional Services	0	0	0	0	0	0	0	0	0%
Supplies & Materials	145,765	137,628	174,837	170,741	170,741	0	170,741	-4,096	-2%
Current Services	42,425	37,849	55,549	97,045	97,045	0	97,045	41,496	75%
Fixed Charges	42,474	58,287	126,620	86,212	87,261	15,000	102,261	-24,359	-19%
Non Capitalized Assets	159	22,552	57,793	1,250	1,250	0	1,250	-56,543	-98%
Total	1,058,295	1,325,297	1,726,309	649,266	1,837,217	33,304	1,870,521	144,212	8%
Net Cost	860,546	1,005,737	1,463,276	418,775	1,606,726	33,304	1,640,030	176,754	12%

Expansion & Other Notes

Fund a 7-grade reclassification of Circulation Manager (grade 17) to Branch Manager III/Circulation Manager (grade 24).

Net Cost: \$18,304.

Fund operating costs to lease 50 replacement computers to

support the Library located at 455 McKinney Parkway, Lillington:

Provide funding for operating expenses to replace 50 public virtual desktop infrastructure (VDI) computers distributed among Harnett County's Public Libraries with leased computers. The current VDI desktops have reached

the end of usable life. Replacing the older, non-sustainable VDI machines with newer model computers will allow the library to continue to provide a vital resource to the Harnett County community.

Net Cost: \$15,000.

Parks & Recreation

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	9,600	1,992	0	0	0	0	0	0	0%
Services Charges	39,885	29,513	44,200	45,750	45,750	0	45,750	1,550	4%
Miscellaneous	938	150	17,000	16,500	16,500	0	16,500	-500	-3%
Total	50,448	31,656	61,200	62,250	62,250	0	62,250	1,050	2%
Expenses									
Salary & Benefits	702,397	713,306	928,844	147,200	1,067,839	54,321	1,122,160	193,316	21%
Professional Services	4,716	8,057	5,643	9,555	9,555	0	9,555	3,912	69%
Supplies & Materials	84,079	88,265	108,914	114,265	114,015	7,380	121,395	12,481	11%
Current Services	52,478	64,485	77,190	90,141	89,553	0	89,553	12,363	16%
Fixed Charges	316,722	363,460	373,161	371,535	371,998	400	372,398	-763	0%
Capital Outlay	0	0	0	0	0	0	0	0	0%
Non Capitalized Assets	3,520	18,287	36,335	15,545	15,795	0	15,795	-20,540	-57%
Total	1,163,913	1,255,861	1,530,087	748,241	1,668,755	62,101	1,730,856	200,769	13%
Net Cost	1,113,464	1,224,206	1,468,887	685,991	1,606,505	62,101	1,668,606	199,719	14%

Expansion & Other Notes

Fund part-time positions and operating costs to support Parks and Recreation located at 455 McKinney Parkway, Lillington: Provide funding for two part-time camp counselor positions (grade 5) and four part-time recreation center assistant positions (grade 13) and operating expenses, such as computer and programming supplies at Benhaven

Community Center. Parks and Recreation would like to begin offering quality programs and services to the families and children in the Benhaven Community and surrounding area as well as provide alternative activities for the area's teenagers and young adults. An Afterschool program would service families with children attending Benhaven Elementary and Highland Elementary, with children being delivered by school system

buses. The Summer Camp program would provide safe, summer fun with arts, crafts, games, and field trips for families to send their children from 7:30 AM- 5:30 PM each weekday while kids are out-of-school for the summer. Open Gym would provide a safe activity for teenagers and young adults to participate in at least two nights per week, while encouraging physical fitness and some light elements of competition. Part-time staff, athletic equipment, and a computer are needed to operate the programs planned for Benhaven Community Center. The Community is expecting the County to offer recreation programs at this site following public information meetings and discussion with community leaders. The proposed programs are a small number of possible programs that can be offered at the site, but Parks and Recreation would like to start with a few offerings to gauge use by the community to development future programming and services. Positions and programming are recommended to be funded starting in September 2022.

Net Cost: \$62,101.

Economic & Physical Development Functional Area

Abandoned Manufactured Homes Removal

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	1,000	0	0	0	0	0	0	0	0%
Miscellaneous	1,105	0	0	0	0	0	0	0	0%
Total	2,105	0	0	0	0	0	0	0	0%
Expenses									
Salary & Benefits	24,011	0	0	0	0	0	0	0	0%
Fixed Charges	2,952	0	0	0	0	0	0	0	0%
Total	26,963	0	0	0	0	0	0	0	0%
Net Cost	24,858	0	0	0	0	0	0	0	0%

Expansion & Other Notes

Explanation of FY 2023 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 2023.

Community Development

Community Development's mission is to seek activities, investments, funding, and partnerships that help provide basic services which make Harnett County communities more livable and sustainable by improving the quality of life for citizens.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	1,000	0	0	0	0	0	0	0	0%
Miscellaneous	1,105	0	0	0	0	0	0	0	0%
Total	2,105	0	0	0	0	0	0	0	0%
Expenses									
Salary & Benefits	24,011	0	0	0	0	0	0	0	0%
Fixed Charges	2,952	0	0	0	0	0	0	0	0%
Total	26,963	0	0	0	0	0	0	0	0%
Net Cost	24,858	0	0	0	0	0	0	0	0%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	11	30	0	0	0	0	0	0	0%
Total	11	30	0	0	0	0	0	0	0%
Expenses									
Salary & Benefits	347,278	327,421	407,440	316,905	416,612	0	416,612	9,172	2%
Supplies & Materials	3,217	1,074	4,196	4,710	4,710	0	4,710	514	12%
Current Services	2,984	3,743	7,910	7,150	7,150	0	7,150	-760	-10%
Fixed Charges	2,322	2,677	7,190	6,700	6,700	0	6,700	-490	-7%
Non Capitalized Assets	0	0	171	171	0	0	0	-171	-100%
Total	355,800	334,915	426,907	335,636	435,172	0	435,172	8,265	2%
Net Cost	355,790	334,885	426,907	335,636	435,172	0	435,172	8,265	2%

Cooperative Extension – Special Programs

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	159,939	99,145	64,930	79,930	61,073	0	61,073	-3,857	-6%
Services Charges	17,133	10,794	35,000	35,000	35,000	0	35,000	0	0%
Total	179,500	109,938	99,930	114,930	96,073	0	96,073	-3,857	-4%
Expenses									
Salary & Benefits	100,528	60,218	82,680	16,589	69,921	0	69,921	-12,759	-15%
Professional Services	413	0	0	0	0	0	0	0	0%
Supplies & Materials	22,107	7,723	41,974	35,924	36,900	0	36,900	-5,074	-12%
Current Services	8,542	2,707	4,170	8,300	8,300	7,000	15,300	11,130	267%
Fixed Charges	24,967	319	2,518	3,018	3,018	0	3,018	500	20%
Contracts & Grants	7,046	7,152	3,990	3,990	3,990	0	3,990	0	0%
Non Capitalized Assets	47,434	2,500	0	0	0	0	0	0	0%
Total	211,037	80,619	135,332	67,821	122,129	7,000	129,129	-6,203	-5%
Net Cost	31,537	-29,319	35,402	-47,109	26,056	7,000	33,056	-2,346	-7%

Expansion & Other Notes

Fund operating cost for an equipment shed to support Cooperative Extension located at 126 Alexander Drive, Lillington: Provide funding for operating expenses to construct a shed for farm equipment. The farm equipment was purchase with grant funds and needs to be

stored in a shelter to prevent deterioration. Cooperative Extension has received \$8,000 in grant funds to begin this project but will need additional funds to complete the construction.

Net Cost: \$7,000.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	0	0	0	0	0	0	0	0	0%
Services Charges	1,227,117	2,019,901	331,678	360,000	411,678	0	411,678	80,000	24%
Total	1,227,117	2,019,901	331,678	360,000	411,678	0	411,678	80,000	24%
Expenses									
Salary & Benefits	1,373,543	1,451,804	814,026	17,320	878,367	63,971	942,338	128,312	16%
Professional Services	0	0	0	39,000	39,000	0	39,000	39,000	100%
Supplies & Materials	19,726	21,808	7,845	9,850	9,850	0	9,850	2,005	26%
Current Services	27,887	21,005	19,067	21,547	21,547	0	21,547	2,480	13%
Fixed Charges	130,283	143,642	149,504	113,749	106,087	400	106,487	-43,017	-29%
Capital Outlay	0	0	0	0	0	0	0	0	0%
Non Capitalized Assets	0	6,740	3,075	2,900	500	0	500	-2,575	-84%
Total	1,551,440	1,644,999	993,517	204,366	1,055,351	64,371	1,119,722	126,205	13%
Net Cost	324,323	-374,902	661,839	-155,634	643,673	64,371	708,044	46,205	7%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Development Services located at 420 McKinney Parkway, Lillington: Provide funding for a full-time Planner II/Long Range Planner position (grade 26) and operating expenses, such as a computer and

training. This position will work primarily with long-range planning projects and assist with current planning assignments as necessary. Harnett County has experienced an 18.6% growth rate over the last 10 year. Currently, Development Services has over 75 residential projects

consisting of more than 11,000 lots under review in addition to our normal daily planning duties such as rezoning requests, special use requests, citizen needs, and zoning violations. This position will also serve as the liaison for creation, implementation, and future maintenance of the county's Comprehensive Land Use Plan. This position is approved to be funded in September 2022.

Net Cost: \$64,371.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	0	90	1,320,048	1,531,104	1,460,000	0	1,460,000	139,952	11%
Total	0	90	1,320,048	1,531,104	1,460,000	0	1,460,000	139,952	11%
Expenses									
Salary & Benefits	0	0	944,769	2,030	1,013,097	0	1,013,097	68,328	7%
Supplies & Materials	0	0	35,180	26,500	26,500	0	26,500	-8,680	-25%
Current Services	0	0	14,283	24,142	24,142	0	24,142	9,859	69%
Fixed Charges	0	0	65,792	107,822	82,822	400	83,222	17,430	26%
Non Capitalized Assets	0	0	1,000	2,200	2,200	0	2,200	1,200	120%
Total	0	0	1,061,024	162,694	1,148,761	400	1,149,161	88,137	8%
Net Cost	0	-90	-259,024	-1,368,410	-311,239	400	-310,839	-51,815	20%

Expansion & Other Notes

Fund operating costs for a leased computer to support Building Inspections located at 420 McKinney Parkway, Lillington: Provide funding for operating expenses to lease a computer for the Building Inspections Division of Development Services. The computer will be used by a code enforcement officer.

Net Cost: \$400.

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

Economic Development

Harnett County Economic Development provides a comprehensive approach for target sector business recruitment, retention, and expansion. Program initiatives seek to develop business parks, create speculative building partnerships, foster relationships with businesses, and support advocacy and marketing efforts to position Harnett County for quality jobs and investment.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	1,222	80,802	0	0	0	0	0	0	0%
Total	1,222	80,802	0	0	0	0	0	0	0%
Expenses									
Salary & Benefits	194,483	181,628	326,565	7,200	370,096	92,189	462,285	135,720	42%
Professional Services	17,150	0	55,046	78,750	70,750	0	70,750	15,704	29%
Supplies & Materials	1,395	2,355	4,354	12,300	12,200	0	12,200	7,846	180%
Current Services	59,219	54,105	120,582	67,590	61,700	0	61,700	-58,882	-49%
Fixed Charges	413,537	437,824	468,186	522,310	454,419	0	454,419	-13,767	-3%
Contracts & Grants	0	0	71,387	50,000	50,000	0	50,000	-21,387	-30%
Non Capitalized Assets	43,751	0	0	0	0	0	0	0	0%
Total	729,535	675,911	1,046,120	738,150	1,019,165	92,189	1,111,354	65,234	6%
Net Cost	728,313	595,109	1,046,120	738,150	1,019,165	92,189	1,111,354	65,234	6%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Economic Development located at 200 Alexander Drive, Lillington:
Provide funding for a full-time Director of Marketing position (grade 28)

and operating expenses, such as computer and cell phone. This position is approved to be funded in September 2022.
Net Cost: \$92,189.

Education Functional Area

Central Carolina Community College

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Education	1,551,148	1,359,842	1,835,077	1,902,605	1,752,605	0	1,752,605	-82,472	-4%
Total	1,551,148	1,359,842	1,835,077	1,902,605	1,752,605	0	1,752,605	-82,472	-4%
Net Cost	1,551,148	1,359,842	1,835,077	1,902,605	1,752,605	0	1,752,605	-82,472	-4%

Expansion & Other Notes

Difference between FY 2022 and FY 2023: The revised FY 2022 budget included capital funding of \$160,338 for paving at the main campus. This project was included in the FY 2022-2028 Capital Improvements Plan. The FY 2023 budget includes capital funding of \$100,000 and a reduction of \$150,000 to the Harnett Promise program.

Harnett County Schools

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Education	24,680,603	24,680,603	25,532,777	26,225,857	24,680,604	740,985	25,421,589	-111,188	0%
Total	24,680,603	24,680,603	25,532,777	26,225,857	24,680,604	740,985	25,421,589	-111,188	0%
Net Cost	24,680,603	24,680,603	25,532,777	26,225,857	24,680,604	740,985	25,421,589	-111,188	0%

Expansion & Other Notes

The approved funding:

- Provides funding for 1,353.5 charter school students (an increase of 137.5 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 four 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 2022 levels, in spite of this loss of more than \$1 million in lottery funds. (School systems do not share capital outlay funds with charter schools).
- Provides funding for maintenance projects, in accordance with the Approved FY 2023-2029 Capital Improvements Program. These funds are budgeted in the Board of Education Capital Reserve.
- Provides expansion funding of \$286,921 for salary adjustments and employer-paid benefits for classified staff.
- Provides expansion funding of \$454,064 to increase certified teacher/educator local supplement.

Difference between FY 2022 and FY 2023: The revised FY 2022 budget included a one-time bonus for classified employees in the amount of \$852,173.

Environmental Protection Functional Area

Environmental Protection Allocation

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

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Fixed Charges	4,000	6,000	12,000	12,000	12,000	0	12,000	0	0%
Total	4,000	6,000	12,000	12,000	12,000	0	12,000	0	0%
Net Cost	4,000	6,000	12,000	12,000	12,000	0	12,000	0	0%

NC Forest Service

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

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Fixed Charges	124,123	135,321	130,722	152,709	152,709	0	152,709	21,987	17%
Total	124,123	135,321	130,722	152,709	152,709	0	152,709	21,987	17%
Net Cost	124,123	135,321	130,722	152,709	152,709	0	152,709	21,987	17%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	26,532	26,380	23,903	22,677	22,677	0	22,677	-1,226	-5%
Total	26,538	26,380	23,903	22,677	22,677	0	22,677	-1,226	-5%
Expenses									
Salary & Benefits	206,660	210,524	236,236	21,504	255,036	26,152	281,188	44,952	19%
Supplies & Materials	2,910	2,127	7,890	9,200	9,200	0	9,200	1,310	17%
Current Services	8,595	3,326	8,438	12,773	12,773	0	12,773	4,335	51%
Fixed Charges	4,275	2,500	5,850	5,800	5,800	0	5,800	-50	-1%
Non Capitalized Assets	0	469	500	500	500	0	500	0	0%
Total	222,440	218,946	258,914	49,777	283,309	26,152	309,461	50,547	20%
Net Cost	195,902	192,566	235,011	27,100	260,632	26,152	286,784	51,773	22%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Soil and Water Conservation located at 126 Alexander Drive, Lillington:

Provide funding to move a part-time Office Assistant (grade 13) to a full-time Office Assistant (grade 13). Conservation planning, design, implementation, and monitoring requires a large portion of the department's work hours to be spent on location outside of the office. Cost share contracts with Harnett County landowners have doubled between 2018 and 2020. Transitioning the Office Assistant position from

part-time to full-time will ensure Soil & Water Conservation is providing timely and quality customer service to the county's growing population.
Net Cost: \$26,152.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	200,703	174,943	174,943	0	174,943	0	174,943	0	0%
Miscellaneous	12	1,547	0	0	0	0	0	0	0%
Total	200,715	176,490	174,943	0	174,943	0	174,943	0	0%
Expenses									
Salary & Benefits	802,707	882,721	1,042,477	40,700	989,576	0	989,576	-52,901	-5%
Professional Services	41,998	44,000	46,500	40,950	90,950	0	90,950	44,450	96%
Supplies & Materials	6,235	3,772	6,495	6,620	6,120	0	6,120	-375	-6%
Current Services	21,258	16,016	44,158	66,388	66,388	0	66,388	22,230	50%
Fixed Charges	15,312	20,630	28,881	37,584	37,454	0	37,454	8,573	30%
Non Capitalized Assets	525	0	0	0	0	0	0	0	0%
Total	888,035	967,139	1,168,511	192,242	1,190,488	0	1,190,488	21,977	2%
Net Cost	687,320	790,649	993,568	192,242	1,015,545	0	1,015,545	21,977	2%

Board of Elections

The Harnett County Board of Elections is dedicated to conducting honest, fair, and impartial elections, pledging the highest level of integrity for the voters and citizens of Harnett County.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	178	0	0	0	0	0	0	0	0%
Miscellaneous	26,266	79,203	20,000	0	0	0	0	-20,000	-100%
Total	26,444	79,203	20,000	0	0	0	0	-20,000	-100%
Expenses									
Salary & Benefits	375,574	399,183	479,829	191,727	428,368	0	428,368	-51,461	-11%
Professional Services	12,066	6,924	27,880	10,000	10,000	0	10,000	-17,880	-64%
Supplies & Materials	3,748	22,531	6,250	6,000	6,000	0	6,000	-250	-4%
Current Services	35,255	57,531	76,435	73,515	73,515	0	73,515	-2,920	-4%
Fixed Charges	31,982	31,604	21,573	39,449	39,449	0	39,449	17,876	83%
Total	458,626	517,774	611,967	320,691	557,332	0	557,332	-54,635	-9%
Net Cost	432,182	438,571	591,967	320,691	557,332	0	557,332	-34,635	-6%

Clerk of Court

The mission of the Clerk of Court is to provide accessible justice to the citizens and residents of Harnett County and surrounding communities so that the rights and liberties of all people are protected, as guaranteed by the Constitution and laws of the United States and North Carolina.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	181,813	154,571	174,000	0	189,000	0	189,000	15,000	9%
Total	181,813	154,571	174,000	0	189,000	0	189,000	15,000	9%
Expenses									
Salary & Benefits	1,500	0	1,500	0	0	0	0	-1,500	-100%
Supplies & Materials	7,848	1,505	11,650	12,000	13,200	0	13,200	1,550	13%
Current Services	13,172	0	0	0	700	0	700	700	100%
Fixed Charges	5,848	11,833	9,133	8,833	8,633	0	8,633	-500	-5%
Non Capitalized Assets	9,181	0	0	0	2,300	3,400	5,700	5,700	100%
Total	37,550	13,338	22,283	20,833	24,833	3,400	28,233	5,950	27%
Net Cost	-144,263	-141,233	-151,717	20,833	-164,167	3,400	-160,767	-9,050	6%

Expansion & Other Notes

Fund operating cost for a stove to support the Clerk of Courts Office located at 301 W. Cornelius Harnett Blvd, Lillington: Provide funding for operating expenses to purchase a stove and hood for the employee breakroom in the Clerk of Courts Office located in the Harnett County Courthouse.

Net Cost: \$900.

Fund operating cost for outside security cameras to support the Courthouse located at 301 W. Cornelius Harnett Blvd, Lillington: Provide funding for operating expenses to purchase outside security cameras at the Harnett County Courthouse. The security cameras will be installed at each entrance of the Courthouse, which will provide additional monitoring and safety measures.

Net Cost: \$2,500.

Facilities

Facilities 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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	21,381	19,117	19,117	0	23,896	0	23,896	4,779	25%
Miscellaneous	85,205	74,116	63,648	0	63,648	0	63,648	0	0%
Total	106,586	93,233	82,765	0	87,544	0	87,544	4,779	6%
Expenses									
Salary & Benefits	685,338	675,004	751,094	0	837,451	0	837,451	86,357	11%
Professional Services	29,606	33,402	0	18,447	18,447	0	18,447	18,447	100%
Supplies & Materials	153,490	123,123	224,169	214,125	214,125	0	214,125	-10,044	-4%
Current Services	1,013,063	1,116,719	1,444,964	2,205,845	2,205,845	111,150	2,316,995	872,031	60%
Fixed Charges	1,091,693	1,417,950	791,674	129,854	129,854	0	129,854	-661,820	-84%
Non Capitalized Assets	5,193	4,790	6,101	9,700	9,700	0	9,700	3,599	59%
Total	2,978,382	3,370,988	3,218,002	2,577,971	3,415,422	111,150	3,526,572	308,570	10%
Net Cost	2,871,796	3,277,755	3,135,237	2,577,971	3,327,878	111,150	3,439,028	303,791	10%

Expansion & Other Notes

Fund operating cost for a pump and piping replacement to support the Courthouse located at 301 W. Cornelius Harnett Blvd,

Lillington: Provide funding for operating expenses to replace the chiller and boiler pipes at the Harnett County Courthouse. The current pipes are

more than 25 years old and have begun to erode. The erosion is causing the pipes to leak, which is creating ongoing maintenance issues.

Net Cost: \$41,500.

Fund operating cost to replace heating, ventilation, and air condition (HVAC) controls to support the Agriculture Center building located at 126 Alexander Drive, Lillington: Provide funding for operating expenses to replace the HVAC controls at the Harnett County Agriculture Center. The current HVAC controls are outdated, and replacement parts are no longer available. To keep the system functioning properly, the controls should be replaced.

Net Cost: \$41,820.

Fund operating cost to replace a fire panel to support the Emergency Services building located at 1005 Edwards Brothers Drive, Lillington: Provide funding for operating expenses to replace the fire panel at Harnett County Emergency Services building. The current fire panel is outdated and has ongoing maintenance issues, such as issuing frequent false alarms. Replacing the fire panel will eliminate wasted time and effort by Facilities Maintenance staff and provide accurate monitoring of the Emergency Services building.

Net Cost: \$27,830.

Finance

The Finance Office maintains the accounting records of the county in accordance with generally accepted accounting principles and the regulations of the local government commission. The department is responsible for pre-auditing and disbursing all funds in strict compliance with the general statutes, the budget ordinance, and each project ordinance. The department is also responsible for investing the county's idle funds and keeping the Board of Commissioners informed of the county's financial condition.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	30,381	28,278	0	0	0	0	0	0	0%
Services Charges	323,427	286,005	286,005	286,005	314,606	0	314,606	28,601	10%
Total	362,494	327,953	286,005	286,005	314,606	0	314,606	28,601	10%
Expenses									
Salary & Benefits	1,133,263	1,073,644	1,258,356	800	1,351,167	0	1,351,167	92,811	7%
Professional Services	117,683	150,459	204,650	123,800	123,800	0	123,800	-80,850	-40%
Supplies & Materials	10,160	6,698	10,639	15,845	15,845	0	15,845	5,206	49%
Current Services	30,189	13,814	38,986	13,230	48,693	0	48,693	9,707	25%
Fixed Charges	120,566	57,675	62,544	74,360	74,960	0	74,960	12,416	20%
Non Capitalized Assets	74	233	150	4,650	4,650	0	4,650	4,500	3000%
Total	1,411,934	1,302,523	1,575,325	232,685	1,619,115	0	1,619,115	43,790	3%
Net Cost	1,049,440	974,571	1,289,320	-53,320	1,304,509	0	1,304,509	15,189	1%

Fleet Maintenance

Fleet's 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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	166,568	538,669	601,000	601,000	601,000	0	601,000	0	0%
Miscellaneous	631	148	69,224	41,770	0	0	0	-69,224	-100%
Total	167,199	538,817	670,224	642,770	601,000	0	601,000	-69,224	-10%
Expenses									
Salary & Benefits	229,676	230,910	251,063	16,625	267,388	40,085	307,473	56,410	22%
Professional Services	0	0	0	0	0	0	0	0	0%
Supplies & Materials	210,075	204,352	255,941	266,334	266,334	0	266,334	10,393	4%
Current Services	190,879	151,136	249,957	236,272	236,272	0	236,272	-13,685	-5%
Fixed Charges	18,806	12,271	8,051	8,310	8,310	0	8,310	259	3%
Non Capitalized Assets	16,000	6,507	10,400	12,000	12,000	0	12,000	1,600	15%
Total	665,436	605,175	775,412	539,541	790,304	40,085	830,389	54,977	7%
Net Cost	498,237	66,359	105,188	-103,229	189,304	40,085	229,389	124,201	118%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Fleet Maintenance located at 1100 East McNeill Street, Lillington:

Provide funding to move a part-time Fleet Maintenance Mechanic position (grade 18) to a full-time Fleet Maintenance Mechanic position (grade 18) and operating expenses, such as uniforms and training. The number of county fleet vehicles has double in the past 10 years. An additional full-

time Fleet Maintenance position is needed to keep up with the growing number of vehicles requiring maintenance and repair. This position will provide the additional help the garage needs to maintain and repair fleet vehicles.

Net Cost: \$40,085.

General Services

General Services is the central management office for several programs and services of Harnett County. These programs include Animal Services, Community Development, Juvenile Restitution and Community Service Program, Harnett Regional Jetport, and Transportation (HARTS).

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	220,610	224,839	242,458	700	249,965	0	249,965	7,507	3%
Supplies & Materials	145	40	100	100	100	0	100	0	0%
Current Services	487	631	170	236	236	0	236	66	39%
Fixed Charges	0	0	881	1,550	1,550	0	1,550	669	76%
Non Capitalized Assets	0	869	0	2,000	2,000	0	2,000	2,000	100%
Total	221,242	226,379	243,609	4,586	253,851	0	253,851	10,242	4%
Net Cost	221,242	226,379	243,609	4,586	253,851	0	253,851	10,242	4%

Governing Board

The Harnett County Board of Commissioners is the governing body for the entire county. Responsibilities include overseeing the budget, zoning and planning issues, promoting growth, and improving the quality of life for citizens of Harnett County.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	152,517	140,819	140,819	0	154,901	0	154,901	14,082	10%
Total	152,517	140,819	140,819	0	154,901	0	154,901	14,082	10%
Expenses									
Salary & Benefits	142,596	137,698	249,141	37,200	259,232	0	259,232	10,091	4%
Professional Services	93,288	141,283	170,423	127,000	127,000	0	127,000	-43,423	-25%
Supplies & Materials	7,028	11,806	10,051	15,100	15,100	0	15,100	5,049	50%
Current Services	11,601	3,707	19,323	13,350	13,350	0	13,350	-5,973	-31%
Fixed Charges	117,684	482,753	646,751	158,764	138,061	0	138,061	-508,690	-79%
Non Capitalized Assets	895	0	0	0	0	0	0	0	0%
Total	373,092	777,246	1,095,689	351,414	552,743	0	552,743	-542,946	-50%
Net Cost	220,575	636,427	954,870	351,414	397,842	0	397,842	-557,028	-58%

Expansion & Other Notes

Difference between FY 2022 and FY 2023: The revised FY 2022 budget included State Capital Infrastructure Funding (SCIF) for earmarked capital projects.

Human Resources

The mission of the Human Resource Department is to attract, retain, and develop employees who will strive for excellence in service, be committed to growth and prosperity, and are willing to invest themselves in order to improve the quality of life in Harnett County.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	101,345	93,874	97,481	0	102,355	0	102,355	4,874	5%
Total	182,160	93,874	97,481	0	102,355	0	102,355	4,874	5%
Expenses									
Salary & Benefits	377,104	411,435	446,297	0	451,552	0	451,552	5,255	1%
Professional Services	13,054	15,921	17,022	43,750	15,750	0	15,750	-1,272	-7%
Supplies & Materials	21,410	18,223	24,814	29,655	22,700	0	22,700	-2,114	-9%
Current Services	4,247	3,620	8,722	10,825	10,309	0	10,309	1,587	18%
Fixed Charges	17,116	36,497	311,102	330,513	335,509	0	335,509	24,407	8%
Non Capitalized Assets	0	300	545	0	705	0	705	160	29%
Total	432,931	485,996	808,502	414,743	836,525	0	836,525	28,023	3%
Net Cost	250,771	392,122	711,021	414,743	734,170	0	734,170	23,149	3%

Information Technology

The Information Technology (IT) Department is responsible for all technology aspects of Harnett County. The IT Department is specifically responsible for hardware and software support, training, maintaining email and Internet access, system installation, networking, and centralized purchasing of computer-related items.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	278,250	309,394	270,689	124,000	288,646	0	288,646	17,957	7%
Miscellaneous	0	0	0	0	0	0	0	0	0%
Total	278,250	309,394	270,689	124,000	288,646	0	288,646	17,957	7%
Expenses									
Salary & Benefits	1,199,282	1,257,002	1,398,382	24,800	1,546,948	0	1,546,948	148,566	11%
Professional Services	0	1	0	0	0	0	0	0	0%
Supplies & Materials	22,928	17,597	23,870	24,225	23,725	0	23,725	-145	-1%
Current Services	105,891	103,597	95,766	105,545	105,545	0	105,545	9,779	10%
Fixed Charges	1,082,738	1,067,319	903,733	933,112	933,312	16,000	949,312	45,579	5%
Non Capitalized Assets	69,488	53,417	123,987	110,000	110,000	0	110,000	-13,987	-11%
Total	2,480,327	2,498,933	2,545,738	1,197,682	2,719,530	16,000	2,735,530	189,792	7%
Net Cost	2,202,077	2,189,539	2,275,049	1,073,682	2,430,884	16,000	2,446,884	171,835	8%

Expansion & Other Notes

Fund operating costs for the county's website redesign to support all county departments: Provide funding for operating expenses to redesign the www.harnett.org website through our current developer, kVentures. The current website is outdated and not user friendly for citizens and businesses nor county employees editing department webpages. With the website being the information hub for Harnett

County, it is essential that the webpage provides ease of access to information and the information on all pages is up-to-date and current. With this redesign, we will be creating a citizen dashboard, which includes adding sections/formatting that provides a sleeker look and provides a better user experience.
Net Cost: \$16,000.

Information Technology--GIS

Harnett County GIS, a division of the IT Department, delivers efficient, high-quality data and analytics to County agencies, the public, and our regional partners, to meet the needs of Harnett County government and the communities we serve. The core value of GIS is to provide services that are accurate, consistent, accessible, affordable, and comprehensive. GIS also provides addresses, road signs, 911 communication tower maintenance, and mapping.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	86,703	83,623	79,159	88,409	88,409	0	88,409	9,250	12%
Total	86,703	83,623	79,159	88,409	88,409	0	88,409	9,250	12%
Expenses									
Salary & Benefits	635,037	569,348	679,387	5,652	717,812	0	717,812	38,425	6%
Professional Services	7,500	0	3,500	0	0	0	0	-3,500	-100%
Supplies & Materials	24,663	25,437	33,315	33,000	33,000	0	33,000	-315	-1%
Current Services	9,431	3,100	11,255	13,775	12,275	0	12,275	1,020	9%
Fixed Charges	61,294	69,635	65,990	82,400	82,400	0	82,400	16,410	25%
Non Capitalized Assets	0	0	0	0	0	0	0	0	0%
Total	737,925	667,520	793,447	134,827	845,487	0	845,487	52,040	7%
Net Cost	651,222	583,897	714,288	46,418	757,078	0	757,078	42,790	6%

Legal Services

Harnett County Department of Legal Services provides legal services for Harnett County Government. The Legal Department advises and represents the county in all legal matters except in situations where certain county departments have their own counsel and unusual situations where it is determined to be in the best interest of the county to retain outside counsel.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	173,140	167,274	167,274	0	209,093	0	209,093	41,819	25%
Total	190,462	167,408	167,274	0	209,093	0	209,093	41,819	25%
Expenses									
Salary & Benefits	284,820	290,970	314,960	2,000	336,636	1,320	337,956	22,996	7%
Professional Services	10,122	17,999	11,483	11,483	20,000	0	20,000	8,517	74%
Supplies & Materials	331	221	1,540	2,750	2,200	0	2,200	660	43%
Current Services	10,067	2,114	3,967	6,143	6,143	0	6,143	2,176	55%
Fixed Charges	4,039	5,801	16,514	13,809	13,809	0	13,809	-2,705	-16%
Non-Capitalized Assets	0	20	100	100	0	0	0	-100	-100%
Total	309,378	317,125	348,564	36,285	378,788	1,320	380,108	31,644	9%
Net Cost	118,916	149,717	181,290	36,285	169,695	1,320	171,015	-10,275	-6%

Expansion & Other Notes

Fund operating costs for board member stipend to support the Legal Department located at 455 McKinney Parkway, Lillington:

Provide funding for operating expenses for a monthly stipend of \$110 for the Administrative Appeals Board citizen members. Citizen members dedicate a good portion of the day every month to ensure citizens can appeal the citations issued by Bus Patrol. The stipends would offer offset

compensation for taking time out of their schedules to effectuate these hearings.

Net Cost: \$1,320.

Register Of Deeds

The Register of Deeds is Harnett County's elected official custodian and manager of public records. Assuring public record integrity and accessibility is an important public function. A number of North Carolina General Statutes directly affect record maintenance and access.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Other Taxes	736,458	1,012,527	730,000	1,000,000	1,164,000	0	1,164,000	434,000	59%
Services Charges	533,338	788,649	615,000	750,000	750,000	0	750,000	135,000	22%
Total	1,269,846	1,801,225	1,345,000	1,750,000	1,914,000	0	1,914,000	569,000	42%
Expenses									
Salary & Benefits	622,935	605,669	603,402	18,000	650,855	0	650,855	47,453	8%
Supplies & Materials	4,094	3,190	6,700	5,500	5,500	0	5,500	-1,200	-18%
Current Services	77,011	9,037	18,939	20,770	19,270	0	19,270	331	2%
Fixed Charges	108,058	112,512	133,650	105,950	106,950	0	106,950	-26,700	-20%
Non Capitalized Assets	9,652	937	2,300	2,500	1,500	0	1,500	-800	-35%
Total	821,752	731,346	764,991	152,720	784,075	0	784,075	19,084	2%
Net Cost	-448,094	-1,069,880	-580,009	-1,597,280	-1,129,925	0	-1,129,925	-549,916	95%

Retiree Health Insurance

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 2 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	571,000	836,452	882,000	0	944,351	0	944,351	62,351	7%
Total	571,000	836,452	882,000	0	944,351	0	944,351	62,351	7%
Net Cost	571,000	836,452	882,000	0	944,351	0	944,351	62,351	7%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	220,018	43,723	127,723	127,723	142,468	0	142,468	14,745	12%
Total	220,018	43,723	127,723	127,723	142,468	0	142,468	14,745	12%
Expenses									
Salary & Benefits	1,277,064	1,013,628	1,338,551	15,600	1,424,283	0	1,424,283	85,732	6%
Professional Services	23,350	17,000	25,000	25,000	25,000	0	25,000	0	0%
Supplies & Materials	10,402	10,113	13,824	16,100	14,000	0	14,000	176	1%
Current Services	49,509	84,807	128,840	130,860	130,860	0	130,860	2,020	2%
Fixed Charges	192,367	249,598	349,534	360,929	359,921	0	359,921	10,387	3%
Non Capitalized Assets	1,527	0	2,400	3,000	3,000	0	3,000	600	25%
Total	1,554,219	1,375,146	1,858,149	551,489	1,957,064	0	1,957,064	98,915	5%
Net Cost	1,334,200	1,331,423	1,730,426	423,766	1,814,596	0	1,814,596	84,170	5%

Human Services Functional Area

General Services—Restitution Program

The purpose of the Harnett County Juvenile Restitution and Community Service Program is to accept juveniles into the program who have been ordered to pay monetary restitution to a victim or perform symbolic community service. This program serves as a community-based Sanction 1 and 2 alternative to detention or youth development centers.

Budget Summary

	FY 20 Actual	FY 221 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	88,000	68,847	76,405	92,311	92,311	0	92,311	15,906	21%
Miscellaneous	5,516	4,684	2,000	3,000	3,000	0	3,000	1,000	50%
Total	93,516	73,531	78,405	95,311	95,311	0	95,311	16,906	22%
Expenses									
Salary & Benefits	75,600	69,106	75,958	10,000	90,872	0	90,872	14,914	20%
Professional Services	0	0	75	75	75	0	75	0	0%
Supplies & Materials	2,444	1,889	3,160	2,397	2,397	0	2,397	-763	-24%
Current Services	3,017	822	2,033	3,468	3,468	0	3,468	1,435	71%
Fixed Charges	6,915	5,376	7,480	7,740	7,740	0	7,740	260	3%
Contracts & Grants	5,499	1,976	0	0	0	0	0	0	0%
Total	93,475	79,169	88,706	23,680	104,552	0	104,552	15,846	18%
Net Cost	-42	5,638	10,301	-71,631	9,241	0	9,241	-1,060	-10%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	3,174,739	3,269,806	5,369,165	2,909,496	2,909,496	0	2,909,496	-2,459,669	-46%
Services Charges	643,790	869,162	572,800	575,424	575,424	0	575,424	2,624	0%
Enterprise Charges	0	0	0	0	0	0	0	0	0%
Miscellaneous	14,638	11,962	10,500	10,000	10,000	0	10,000	-500	-5%
Total	3,833,167	4,150,930	5,952,465	3,494,920	3,494,920	0	3,494,920	-2,457,545	-41%
Expenses									
Salary & Benefits	4,574,978	4,559,193	5,440,518	49,758	5,435,355	53,284	5,488,639	48,121	1%
Professional Services	469,878	535,844	1,513,663	612,036	612,036	0	612,036	-901,627	-60%
Supplies & Materials	290,697	323,415	1,739,604	434,665	434,665	0	434,665	-1,304,939	-75%
Current Services	119,368	130,734	201,829	169,011	169,011	0	169,011	-32,818	-16%
Fixed Charges	144,738	159,012	200,914	191,261	193,485	0	193,485	-7,429	-4%
Non Capitalized Assets	9,599	89,319	275,717	2,507	2,507	0	2,507	-273,210	-99%
Total	5,609,257	5,797,516	9,372,245	1,459,238	6,847,059	53,284	6,900,343	-2,471,902	-26%
Net Cost	1,776,091	1,646,586	3,419,780	-2,035,682	3,352,139	53,284	3,405,423	-14,357	0%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Women, Infants & Children (WIC) Division of the Health Department located at 307 W Cornelius Harnett Boulevard, Lillington: Provide funding for a full-time Processing Assistant IV position (grade 15). This

position will play a vital role in the Certification process of WIC clients as well as serves as the interim supervisor in the absence of the Processing Assistant V/Unit Supervisor. The position will also serve as backup for vendor duties and the laboratory station. The current WIC participation

rate is at 113% of the funded rate. Harnett County WIC will receive increased state funding to cover 100% of the position beginning in FY 23 and will be able to sustain the position. Harnett County WIC has an active participation of more than 3,500 clients. WIC will need to sustain a caseload of 3,181 or greater to maintain the current increased funding.

Net Cost: \$0.

Health Department – Senior Services

The Harnett County Division on Aging Coordinates services and programs for older adults, educates the public in successful aging, acts as a catalyst for new programs and services in the interest of older adults. Services for the elderly, including advocacy, information and referral, In-Home Aide-Level I, Retired Senior Volunteer Program (RSVP), Elderly Nutrition Program, Community, Family Caregiver Support Program (FCSP), Alternatives Program for Disabled Adults (CAP/DA), Medicare Counseling through the SHIP Program, and others.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	980,852	1,239,918	1,078,665	824,425	824,425	0	824,425	-254,240	-24%
Miscellaneous	12,457	7,491	12,700	10,700	10,700	0	10,700	-2,000	-16%
Non-Revenue Receipts	0	0	0	0	0	0	0	0	0%
Total	993,309	1,247,408	1,091,365	835,125	835,125	0	835,125	-256,240	-23%
Expenses									
Salary & Benefits	688,214	696,295	733,606	12,524	707,808	87,664	795,472	61,866	8%
Professional Services	493,494	617,094	625,906	500,573	500,573	0	500,573	-125,333	-20%
Supplies & Materials	23,039	38,331	72,684	20,604	20,604	200	20,804	-51,880	-71%
Current Services	63,270	56,272	205,051	111,138	111,138	855	111,993	-93,058	-45%
Fixed Charges	39,693	38,050	71,082	32,615	32,615	4,280	36,895	-34,187	-48%
Non Capitalized Assets	0	13,988	13,109	800	800	0	800	-12,309	-94%
Total	1,307,710	1,460,032	1,721,438	678,254	1,373,538	92,999	1,466,537	-254,901	-15%
Net Cost	314,402	212,623	630,073	-156,871	538,413	92,999	631,412	1,339	0%

Expansion & Other Notes

Fund two cost-allocated, full-time positions and operating costs to support Department on Aging-Retired Senior Volunteer Program

(RSVP) located at 307 W Cornelius Harnett Boulevard, Lillington:
Provide funding for 70% of full-time Volunteer Service Director position

(grade 22) and 35% of full-time Administrative Assistant I position (grade 21). After 19 years of being fully funded through the federal AmeriCorps Senior grant, Harnett County is not funded going forward. For FY21, there were 207 active senior volunteers serving in Harnett County. During this reporting period, these volunteers provided 21,360 hours of unpaid service in their communities. These 21,360 hours would equate to \$580,992.00 in savings to local government, businesses, civic organizations, and non-profits who utilize these volunteers. RSVP currently manages over 200 active volunteers serving at 24 different volunteer sites across the county. These two positions are needed to continue the coordinated efforts of the volunteer program.

Net Cost: \$92,999.

Human Services Appropriations

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Fixed Charges	31,118	0	0	0	0	0	0	0	0%
Total	31,118	0	0	0	0	0	0	0	0%
Net Cost	31,118	0	0	0	0	0	0	0	0%

Expansion & Other Notes

Explanation of funding in FY 2021, FY 2022, and FY 2023: 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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	0	0	22,000	0	22,000	0	22,000	0	0%
Total	0	0	22,000	0	22,000	0	22,000	0	0%
Expenses									
Fixed Charges	605,679	605,679	605,679	605,679	605,679	0	605,679	0	0%
Total	605,679	605,679	605,679	605,679	605,679	0	605,679	0	0%
Net Cost	605,679	605,679	583,679	605,679	583,679	0	583,679	0	0%

Veteran Services

The mission of Harnett County Veterans Services is to assist veterans, widows, and their family members in applying for benefits available to them through the Department of Veterans Affairs, State of North Carolina, and Harnett County. The department is committed to excellent customer service and ensuring that all Harnett County veterans and family receive all benefits that they are eligible to receive.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	2,182	2,084	2,000	2,500	2,000	0	2,000	0	0%
Total	2,182	2,084	2,000	2,500	2,000	0	2,000	0	0%
Expenses									
Salary & Benefits	256,408	261,316	302,596	1,200	327,527	0	327,527	24,931	8%
Supplies & Materials	1,703	3,108	7,450	7,900	2,900	0	2,900	-4,550	-61%
Current Services	6,127	4,609	8,702	12,376	12,376	0	12,376	3,674	42%
Fixed Charges	5,932	3,322	6,845	6,945	7,450	0	7,450	605	9%
Contracts & Grants	0	1,113	5,000	5,000	5,000	0	5,000	0	0%
Non Capitalized Assets	0	459	600	5,000	500	0	500	-100	-17%
Total	270,170	273,925	331,193	38,421	355,753	0	355,753	24,660	7%
Net Cost	267,988	271,841	329,193	35,921	353,753	0	353,753	24,560	7%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	9,779,441	10,235,618	12,498,902	10,341,564	10,814,090	0	10,814,090	-1,684,812	-13%
Services Charges	3,425	2,713	5,900	0	0	0	0	-5,900	-100%
Miscellaneous	115,845	83,762	115,210	115,200	85,100	0	85,100	-30,110	-26%
Total	9,898,711	10,322,093	12,620,012	10,456,764	10,899,190	0	10,899,190	-1,720,822	-14%
Expenses									
Salary & Benefits	11,427,335	12,009,268	13,631,017	405,792	14,645,025	299,208	14,944,233	1,313,216	10%
Professional Services	2,360	1,296	45,000	66,450	51,450	0	51,450	6,450	14%
Supplies & Materials	39,538	47,039	63,118	79,700	80,000	0	80,000	16,882	27%
Current Services	154,527	144,609	212,396	311,810	313,810	1,500	315,310	102,914	48%
Fixed Charges	516,593	661,078	703,048	490,110	501,856	1,830	503,686	-199,362	-28%
Non Capitalized Assets	14,699	110,720	91,794	130,000	120,000	4,040	124,040	32,246	35%
DSS Programs	3,858,102	3,577,540	5,323,251	3,903,264	3,913,650	0	3,913,650	-1,409,601	-26%
Total	16,013,155	16,551,550	20,069,624	5,387,126	19,625,791	306,578	19,932,369	-137,255	-1%
Net Cost	6,114,444	6,229,457	7,449,612	-5,069,638	8,726,601	306,578	9,033,179	1,583,567	21%

Total Social Services Budget: The FY 2023 Recommended Budget makes some changes in allocating costs between the divisions of DSS, especially in personnel costs. As a result, some divisions show an 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

Administration is responsible for the overall operations, support and legal actions of the agency.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	8,746,657	9,180,189	11,174,718	9,770,755	9,770,775	0	9,770,775	-1,403,943	-13%
Services Charges	3,425	2,713	0	0	0	0	0	0	0%
Miscellaneous	527	-21,883	24,100	24,100	0	0	0	-24,100	-100%
Total	8,750,608	9,161,019	11,198,818	9,794,855	9,770,775	0	9,770,775	-1,428,043	-13%
Expenses									
Salary & Benefits	1,714,318	1,273,812	1,327,088	39,440	1,391,334	12,636	1,403,970	76,882	6%
Professional Services	2,360	1,296	15,200	37,400	22,400	0	22,400	7,200	47%
Supplies & Materials	39,538	47,039	59,818	56,700	56,700	0	56,700	-3,118	-5%
Current Services	154,527	144,609	180,333	172,680	174,680	0	174,680	-5,653	-3%
Fixed Charges	448,458	658,229	558,628	490,110	501,856	0	501,856	-56,772	-10%
Non Capitalized Assets	14,699	110,720	20,950	25,000	20,000	0	20,000	-950	-5%
DSS Programs	14,114	19,663	14,875	51,300	16,300	0	16,300	1,425	10%
Total	2,388,015	2,255,369	2,176,892	872,630	2,183,270	12,636	2,195,906	19,014	1%
Net Cost	-6,362,593	-6,905,650	-9,021,926	-8,922,225	-7,587,505	12,636	-7,574,869	1,447,057	-16%

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.

Fund a reclassification and a special salary adjustment to support the Administrative Division of the Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington: Provide funding to reclassify Accounting Clerk position (grade 17) to Accounting

Specialist I position (grade 23), and a 4% special salary adjustment for the Deputy Director position.

Net Cost: \$12,636.

Social Services – Adoptions

Adoption Services include casework services to prepare children and prospective parents for adoptive placement; services to support and maintain adoptive placements and to facilitate the legal services necessary to finalize adoptions including supervision and reports to the court; case management of Adoption Assistance benefits; the provision of post-adoption services designed to support the adjustment between the child and adoptive family.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	37,869	9,426	12,975	12,975	12,975	0	12,975	0	0%
Service Charges	0	0	5,900	0	0	0	0	-5,900	-100%
Total	37,869	9,426	18,875	12,975	12,975	0	12,975	-5,900	-31%
Expenses									
Salary & Benefits	22,710	88,696	107,995	24,616	182,256	0	182,256	74,261	69%
DSS Programs	248,622	201,310	287,300	287,300	287,300	0	287,300	0	0%
Total	271,332	290,006	395,295	311,916	469,556	0	469,556	74,261	19%
Net Cost	233,464	280,580	376,420	298,941	456,581	0	456,581	80,161	21%

Social Services – Adult Medicaid

In North Carolina, the Department of Health and Human Services administers the Medicaid program through the Division of Medical Assistance (DMA). The county departments of social services (DSS) and the Social Security Administration (SSA) for Supplemental Security Income (SSI) recipients determine eligibility for Medicaid. It is jointly financed with federal, state and county funds.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,516,008	1,452,464	1,625,386	25,860	1,749,363	0	1,749,363	123,977	8%
DSS Programs	696,555	612,540	724,000	724,000	724,000	0	724,000	0	0%
Total	2,212,563	2,065,005	2,349,386	749,860	2,473,363	0	2,473,363	123,977	5%
Net Cost	2,212,563	2,065,005	2,349,386	749,860	2,473,363	0	2,473,363	123,977	5%

Social Services – Adult Resources

Adult Services provide assistance to promote independence and enhance the dignity of North Carolina's older adults, persons with disabilities, and their families through a community-based system of services, benefits, and protections.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	11,560	13,514	37,101	37,026	15,000	0	15,000	-22,101	-60%
Miscellaneous	2,576	870	0	0	0	0	0	0	0%
Total	14,136	14,384	37,101	37,026	15,000	0	15,000	-22,101	-60%
Expenses									
Salary & Benefits	1,046,702	810,393	975,147	0	1,056,941	0	1,056,941	81,794	8%
Current Services	0	0	10,188	923	923	0	923	-9,265	-91%
Fixed Charges	0	0	390	0	0	0	0	-390	-100%
Non Capitalized Assets	0	0	985	0	0	0	0	-985	-100%
DSS Programs	52,936	41,463	82,172	82,172	68,558	0	68,558	-13,614	-17%
Total	1,099,638	851,856	1,068,882	83,095	1,126,422	0	1,126,422	57,540	5%
Net Cost	1,085,502	837,472	1,031,781	46,069	1,111,422	0	1,111,422	79,641	8%

Social Services – Child Care Subsidy

Child Care Subsidy assists low-income families with child care costs by determining eligibility and providing payments for child care services according to state and federal policies.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	2,650,695	366,093	439,779	25,500	448,367	0	448,367	8,588	2%
Total	2,650,695	366,093	439,779	25,500	448,367	0	448,367	8,588	2%
Net Cost	2,650,695	366,093	439,779	25,500	448,367	0	448,367	8,588	2%

Social Services – Child Protective Services

Child Protective Services are legally mandated, non-voluntary services provided to ensure the safety and protection of children from abuse, neglect, and dependency.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	0	1,991,903	2,207,813	75,294	2,328,308	31,818	2,360,126	152,313	7%
Current Services	0	0	6,000	18,000	18,000	250	18,250	12,250	204%
Fixed Charges	0	0	15,000	0	0	270	270	-14,730	-98%
Non Capitalized Assets	0	0	0	0	0	549	549	549	100%
DSS Programs	24,615	24,134	2,400	500	500	0	500	-1,900	-79%
Total	24,615	2,016,036	2,231,213	93,794	2,346,808	32,887	2,379,695	148,482	7%
Net Cost	24,517	2,016,036	2,231,213	93,794	2,346,808	32,887	2,379,695	148,482	7%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Child Protective Services Division of the Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington: Provide funding for a full-time Social Worker IV position (grade 26), and operating expenses, such as computer, cell phone, and office furniture. Additional staff would ensure a more proportionate distribution of caseloads to staff. This would decrease safety risks to children in the community and would greatly improve worker morale. CPS has a high turnover rate due to the demands of the job to include higher than recommended caseload sizes. This position is approved to be funded in September 2022.

Net Cost: \$32,887.

Social Services – Child Support

The goal of Child Support Enforcement Services is to consistently collect as much child support as possible for the children of North Carolina. Services are provided to the custodians of minor children, regardless of income level, to establish and enforce child support.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	156,460	171,591	170,707	170,707	160,000	0	160,000	-10,707	-6%
Miscellaneous	45,737	54,699	45,100	45,100	45,100	0	45,100	0	0%
Total	202,197	226,290	215,807	215,807	205,100	0	205,100	-10,707	-5%
Expenses									
Salary & Benefits	1,078,737	1,197,908	1,335,718	120,884	1,467,755	0	1,467,755	132,037	10%
Supplies & Materials	0	0	0	20,000	20,000	0	20,000	20,000	100%
Current Services	0	0	15,800	41,307	41,307	0	41,307	25,507	161%
Fixed Charges	68,135	0	0	0	0	0	0	0	0%
Non Capitalized Assets	0	0	68,800	105,000	100,000	0	100,000	31,200	45%
DSS Programs	43,280	31,179	50,265	49,807	49,807	0	49,807	-458	-1%
Total	1,190,152	1,229,087	1,470,583	336,998	1,678,869	0	1,678,869	208,286	14%
Net Cost	987,955	1,002,797	1,254,776	121,191	1,473,769	0	1,473,769	218,993	17%

Social Services – Daycare

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	185,389	10,488	0	0	0	0	0	0	0%
DSS Programs	0	0	0	0	0	0	0	0	0%
Total	185,389	10,488	0	0	0	0	0	0	0%
Net Cost	185,389	10,488	0	0	0	0	0	0	0%

Social Services – Energy Programs

Energy programs assists low-income households with utilities costs by determining eligibility and providing benefit guidance according to state and federal policies.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	0	0	0	0	21,400	40,148	61,548	61,548	100%
Supplies & Materials	0	0	0	0	0	0	0	0	0%
Current Services	0	0	0	74,000	74,000	0	74,000	74,000	100%
Fixed Charges	0	0	94,000	0	0	0	0	-94,000	-100%
DSS Programs	1,122,625	1,220,383	2,378,707	1,101,885	1,101,885	0	1,101,885	-1,276,822	-54%
Total	1,122,625	1,220,383	2,472,707	1,175,885	1,197,285	40,148	1,237,433	-1,235,274	-50%
Net Cost	1,116,505	1,220,310	2,466,697	1,169,885	1,197,285	40,148	1,237,433	-1,229,264	-50%

Expansion & Other Notes

Fund two full-time employees to support Energy Program Division of the Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington: Provide funding for two full-time Income Maintenance Caseworker I positions (grade 17). In the past year the number of applications has increased by 55%. These two positions will help the quality of service provided to the citizens and community. It will also allow other full-time employees who have been assisting with the Energy Program to resume their own job responsibilities. These positions are approved to be funded in September 2022.

Net Cost: \$40,148.

Social Services – Family & Children’s Medicaid

Children's Medicaid programs provide medical assistance for families with limited financial resources.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,463,484	1,503,779	1,754,283	0	1,826,023	0	1,826,023	71,740	4%
Total	1,463,484	1,503,779	1,754,283	0	1,826,023	0	1,826,023	71,740	4%
Net Cost	1,463,484	1,503,779	1,754,283	0	1,826,023	0	1,826,023	71,740	4%

Social Services – Food and Nutrition Assistance

The Food and Nutrition Assistance Program is designed to help low-income families with their buying power.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	21,577	15,836	15,000	15,000	15,000	0	15,000	0	0%
Total	21,577	15,836	15,000	15,000	15,000	0	15,000	0	0%
Expenses									
Salary & Benefits	1,242,775	1,440,126	1,634,077	0	1,805,025	24,000	1,829,025	194,948	12%
Professional Services	0	0	15,000	0	0	0	0	-15,000	-100%
Fixed Charges	0	0	0	0	0	210	210	210	100%
Non Capitalized Assets	0	0	0	0	0	549	549	549	100%
DSS Programs	47,869	33,731	53,232	53,500	42,500	0	42,500	-10,732	-20%
Total	1,290,644	1,473,857	1,702,309	53,500	1,847,525	24,759	1,872,284	169,975	10%
Net Cost	1,269,067	1,458,021	1,687,309	38,500	1,832,525	24,759	1,857,284	169,975	10%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Food and Nutrition Division of the Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington: Provide funding for a full-time Income Maintenance Caseworker II position (grade 19), and operating expenses, such as computer, cell phone, and office furniture. This position will help decrease caseloads among the workers. The agency is continuing to experience an increase in cases. Due to the growing

number of cases, we must ensure we are adhering to the standards set by the federal government/state, assist with training, and assist with monitoring the performance of staff with cases. This position is approved to be funded in September 2022.

Net Cost: \$24,759.

Social Services – Foster Care

Foster Care Services are provided to ensure the safety of children in an alternative care arrangement when their safety cannot be maintained in their own home. Foster care is a temporary plan of care until the child can be safely returned to their home, be placed in the custody or guardianship of another approved caretaker or adopted.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	777,381	810,041	1,033,401	280,101	785,340	0	785,340	-248,061	-24%
Total	777,381	810,041	1,033,401	280,101	785,340	0	785,340	-248,061	-24%
Expenses									
Salary & Benefits	0	1,165,135	1,365,623	0	1,442,559	190,606	1,633,165	267,542	20%
Professional Services	0	0	14,800	29,050	29,050	0	29,050	14,250	96%
Supplies & Materials	0	0	3,300	3,000	3,300	0	3,300	0	0%
Current Services	0	0	75	4,800	4,800	1,250	6,050	5,975	7967%
Fixed Charges	0	2,849	35,030	0	0	1,350	1,350	-33,680	-96%
Non Capitalized Assets	0	0	1,059	0	0	2,942	2,942	1,883	178%
DSS Programs	1,547,643	1,336,134	1,633,300	1,525,800	1,525,800	0	1,525,800	-107,500	-7%
Total	1,547,643	2,504,118	3,053,187	1,562,650	3,005,509	196,148	3,201,657	148,470	5%
Net Cost	770,262	1,694,077	2,019,786	1,282,549	2,220,169	196,148	2,416,317	396,531	20%

Expansion & Other Notes

Fund four full-time employees and operating costs to support Foster Care Division of the Department of Social Services located at 311 W Cornelius Harnett Boulevard, Lillington: Provide funding for four full-time Permanency Planning Social Worker III positions (grade

25), and operating expenses, such as computer, cell phone, and office furniture. These positions are needed due to the increase in caseloads, complexity of cases and multiple new standards and requirements. The number of children in foster care continues to increase. New staff will

assure that the standards of the State and Federal Government are met and that children in foster care are safe.

Net Cost: \$151,413.

Fund a full-time employee and operating costs to support Foster Care Division of the Department of Social Services located at 311

W Cornelius Harnett Boulevard, Lillington: Provide funding for a full-time Permanency Planning Supervisor III position (grade 29), and operating expenses, such as computer, cell phone, and office furniture. This position is needed due to the increase in caseloads, complexity of cases and multiple new standards and requirements. The number of children in

foster care continues to increase. The lack of adequate supervisors could lead to standards being missed and the possibility that families and children are not receiving adequate services. Most importantly, the additional supervision will assure that children in foster care are safe and making progress towards permanency.

Net Cost: \$44,735.

Social Services – Program Integrity

The Harnett County Program Integrity Unit's mission is to maintain the integrity and accountability in the administration of public assistance programs and to investigate all allegations of fraud to ensure public resources are utilized appropriately.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	39,210	34,167	25,000	25,000	25,000	0	25,000	0	0%
Total	39,210	34,167	25,000	25,000	25,000	0	25,000	0	0%
Expenses									
Salary & Benefits	231,969	293,136	359,970	68,298	386,172	0	386,172	26,202	7%
Current Services	0	0	0	100	100	0	100	100	100%
Total	231,969	293,136	359,970	68,398	386,272	0	386,272	26,302	7%
Net Cost	192,759	258,968	334,970	43,398	361,272	0	361,272	26,302	8%

Social Services – Medicaid Transportation

Medicaid Transportation arranges medical appointment transportation through the Harnett County Area Transit System (HARTS) or through an individual vendor. Eligibility is based on a families' Medicaid status.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	49,515	50,857	70,000	70,000	70,000	0	70,000	0	0%
Total	49,515	50,857	70,000	70,000	70,000	0	70,000	0	0%
Expenses									
Salary & Benefits	10,995	139,919	154,629	25,900	188,052	0	188,052	33,423	22%
DSS Programs	53,884	50,857	70,000	0	70,000	0	70,000	0	0%
Total	64,879	190,776	224,629	25,900	258,052	0	258,052	33,423	15%
Net Cost	15,364	139,919	154,629	-44,100	188,052	0	188,052	33,423	22%

Social Services – Temporary Resources

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
DSS Programs	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0%
Net Cost	0	0	0	0	0	0	0	0	0%

Social Services – Work First

Work First provides supportive and financial services needed to move families toward self-sufficiency. This unit is responsible for contacting employers to develop job opportunities, facilitate job placements, identify on-the-job training situations, and provide classroom instruction to support job readiness. Eligibility is based on state and federal policies.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	263,554	275,416	343,509	0	351,470	0	351,470	7,961	2%
DSS Programs	5,958	6,146	27,000	27,000	27,000	0	27,000	0	0%
Total	269,512	281,562	370,509	27,000	378,470	0	378,470	7,961	2%
Net Cost	269,512	281,562	370,509	27,000	378,470	0	378,470	7,961	2%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Interfund/Budgetary	0	0	235,839	0	1,062,529	0	1,062,529	826,690	351%
Total	0	0	235,839	0	1,062,529	0	1,062,529	826,690	351%
Net Cost	0	0	235,839	0	1,062,529	0	1,062,529	826,690	351%

Expansion & Other Notes

Difference between FY 2022 and FY 2023: The FY 2022 Original Budget amount for contingency was \$930,000. 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 2023 Recommended amount was compared with the original budget, the variance would be \$132,529 and the percent increase would be 14%.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Interfund/Budgetary	15,290,048	21,454,238	17,613,093	11,000,000	13,531,528	12,285	13,543,813	-4,069,280	-23%
Total	15,290,048	21,454,238	17,613,093	11,000,000	13,531,528	12,285	13,543,813	-4,069,280	-23%
Net Cost	15,290,048	21,454,238	17,613,093	11,000,000	13,531,528	12,285	13,543,813	-4,069,280	-23%

Expansion & Other Notes

The transfer to the Greenway Capital Reserve, called for in the Approved 2023-2029 Capital Improvements Plan, was not recommended. A portion of the American Rescue Plan (ARP) funds will be set aside for greenway construction.

Public Safety Functional Area

Animal Services—Animal Control

Animal Services mission is to protect the health and safety of citizens, advocate animal protection/welfare and promote the humane treatment of all animals. Animal control efforts are concentrated on rabies control and public safety through enforcement of the county's Animal Control Ordinance, capture of non-immunized dogs and cats, and gaining control of roaming livestock.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	44,840	58,660	55,000	55,000	55,000	0	55,000	0	0%
Miscellaneous	600	30	200	0	0	0	0	-200	-100%
Total	45,440	58,690	55,200	55,000	55,000	0	55,000	-200	0%
Expenses									
Salary & Benefits	217,922	247,314	310,127	6,000	344,923	0	344,923	34,796	11%
Supplies & Materials	17,646	23,149	24,076	28,741	28,741	2,712	31,453	7,377	31%
Current Services	12,798	17,957	17,070	18,201	18,201	1,544	19,745	2,675	16%
Fixed Charges	22,616	15,719	19,561	19,838	19,838	5,295	25,133	5,572	28%
Non Capitalized Assets	11,260	83	124	2,010	2,010	0	2,010	1,886	1521%
Total	282,243	304,223	370,958	74,790	413,713	9,551	423,264	52,306	14%
Net Cost	236,803	245,533	315,758	19,790	358,713	9,551	368,264	52,506	17%

Expansion & Other Notes

Fund capital costs and operating expenses for an Animal Control Officer position with Animal Control located at 110 McKay Place,

Lillington: Provide funding for capital expenses to lease a truck for the new Animal Control Officer position that was approved in fiscal year 2022. Provide operating expenses, such as uniforms, training, and computer.

Net Cost: \$9,551.

Animal Services--Shelter

Animal Services mission is to protect the health and safety of citizens, advocate animal protection/welfare and promote the humane treatment of all animals. The Animal Shelter's efforts are concentrated on the special love and attention to safety, well-being, and health of animals in the shelter's care. Additionally, the Animal Shelter oversees donations, adoptions, volunteer program, public events and reuniting lost pets.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	1,277	331	3,000	3,000	3,000	0	3,000	0	0%
Services Charges	22,749	26,807	21,000	21,000	21,000	0	21,000	0	0%
Miscellaneous	2,718	9,339	5,064	0	0	0	0	-5,064	-100%
Total	26,744	36,478	29,064	24,000	24,000	0	24,000	-5,064	-17%
Expenses									
Salary & Benefits	150,877	177,781	222,136	42,890	258,724	42,625	301,349	79,213	36%
Professional Services	6,662	11,788	47,885	17,400	17,400	0	17,400	-30,485	-64%
Supplies & Materials	36,395	38,481	61,500	64,954	64,300	0	64,300	2,800	5%
Current Services	18,682	18,907	24,146	41,890	41,890	0	41,890	17,744	73%
Fixed Charges	3,644	1,635	2,128	3,736	3,736	384	4,120	1,992	94%
Non Capitalized Assets	2,930	5,299	125	0	0	83	83	-42	-34%
Total	219,190	253,890	357,920	170,870	386,050	43,092	429,142	71,222	20%
Net Cost	192,446	217,412	328,856	146,870	362,050	43,092	405,142	76,286	23%

Expansion & Other Notes

Fund a full-time employee and operating costs to support Animal Services located at 1100 McKay Place, Lillington: Provide funding for a full-time Administrative Support Specialist (grade 16) and operating

expenses, such a computer and phone. Current administrative duties are provided by the General Services Administrative Assistant and the Animal Services Manager. This position will perform duties such as processing and

procurement of facility supplies and equipment, accounts receivable and payable, incoming and outgoing mail, banking state and local license reporting and renewal dates, routine web and phone inquiries, community service reporting, and keeping track of court dates and citations. An Administrative Support Specialist position will improve department efficiency and image with enhanced organization, consistent messaging, and timely response. This position is approved to be funded in September 2022.

Net Cost: \$43,092.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	32,840	8,699	0	0	0	0	0	0	0%
Services Charges	62,606	49,630	44,000	52,000	52,000	0	52,000	8,000	18%
Miscellaneous	191	2,872	5,287	0	0	0	0	-5,287	-100%
Total	128,476	69,901	49,287	52,000	52,000	0	52,000	2,713	6%
Expenses									
Salary & Benefits	794,251	745,607	839,093	86,938	874,804	0	874,804	35,711	4%
Professional Services	235	0	2,500	2,500	2,500	0	2,500	0	0%
Supplies & Materials	69,798	43,751	65,090	70,911	70,911	0	70,911	5,821	9%
Current Services	39,121	62,359	65,766	77,887	77,887	0	77,887	12,121	18%
Fixed Charges	90,075	43,242	52,661	50,999	51,024	0	51,024	-1,637	-3%
Non Capitalized Assets	12,906	22,406	16,771	20,905	20,905	0	20,905	4,134	25%
Total	1,006,386	917,365	1,072,232	310,140	1,098,031	0	1,098,031	25,799	2%
Net Cost	877,909	847,464	1,022,945	258,140	1,046,031	0	1,046,031	23,086	2%

Emergency Services—Emergency Management Grants

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	551,653	209,364	106,784	71,223	71,223	0	71,223	-35,561	-33%
Total	551,653	209,364	106,784	71,223	71,223	0	71,223	-35,561	-33%
Expenses									
Supplies & Materials	489,826	65,131	58,634	71,223	71,223	0	71,223	12,589	21%
Capital Outlay	48,907	125,000	51,000	0	0	0	0	-51,000	-100%
Non Capitalized Assets	26,661	7,220	84	0	0	0	0	-84	-100%
Total	565,395	206,851	109,718	71,223	71,223	0	71,223	-38,495	-35%
Net Cost	13,741	-2,513	2,934	0	0	0	0	-2,934	-100%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	0	708,408	0	0	0	0	0	0	0%
Services Charges	5,349,325	4,933,295	5,140,000	5,700,000	5,490,000	0	5,490,000	350,000	7%
Miscellaneous	9,260	175	0	0	0	0	0	0	0%
Total	5,358,585	5,641,878	5,140,000	5,700,000	5,490,000	0	5,490,000	350,000	7%
Expenses									
Salary & Benefits	6,882,758	6,902,448	7,908,328	1,481,160	8,570,922	125,029	8,695,951	787,623	10%
Professional Services	31,850	0	5,000	5,000	5,000	0	5,000	0	0%
Supplies & Materials	457,757	498,357	646,157	654,200	654,200	2,450	656,650	10,493	2%
Current Services	58,372	480,124	218,383	151,100	219,637	3,040	222,677	4,294	2%
Fixed Charges	177,939	362,523	595,495	660,193	686,335	1,740	688,075	92,580	16%
Capital Outlay	0	49,444	23,790	0	0	0	0	-23,790	-100%
Non Capitalized Assets	6,797	14,680	24,000	8,500	8,500	5,000	13,500	-10,500	-44%
Total	7,615,473	8,307,576	9,421,153	2,960,153	10,144,594	137,259	10,281,853	860,700	9%
Net Cost	2,256,888	2,665,699	4,281,153	-2,739,847	4,654,594	137,259	4,791,853	510,700	12%

Expansion & Other Notes

Fund two full-time employees and operating costs to support the Emergency Medical Services (EMS) Division of Emergency Services located at 1005 Edwards Brothers Drive, Lillington: Provide funding for two full-time EMS Captain of Training positions (grade 25) and operating expenses, such as a computer, uniforms, and training. These positions will develop and manage the HCEMS Training Academy. This program will train, develop, and employ local paramedics to offer the best possible healthcare and customer service in Harnett County. The intent is to hire currently credentialed Emergency Medical Technicians (EMT) or Advanced Emergency medical Technicians (AEMT), put them through a seven-month in-house paramedic program taught by HCEMS instructors,

and then utilize them in the field as paramedics for a minimum of three years. These positions are approved to be funded in September 2022.

Net Cost: \$137,259.

Emergency Services—Medical Examiner

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Fixed Charges	121,050	87,000	488,580	100,000	100,000	0	100,000	-388,580	-80%
Total	121,050	87,000	488,580	100,000	100,000	0	100,000	-388,580	-80%
Net Cost	121,050	87,000	488,580	100,000	100,000	0	100,000	-388,580	-80%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Fixed Charges	3,673,427	3,673,427	3,783,630	4,281,559	4,174,699	0	4,174,699	391,069	10%
Total	3,673,427	3,673,427	3,783,630	4,281,559	4,174,699	0	4,174,699	391,069	10%
Net Cost	3,673,427	3,673,427	3,783,630	4,281,559	4,174,699	0	4,174,699	391,069	10%

Expansion & Other Notes

FY 2023 funding compared with FY 2022 funding: Overall, the Emergency Services Director and County Manager are recommending a 10% across-the-board increase for rescue agencies.

Total Sheriff Office

It is the mission of the Harnett County Sheriff's Office to safeguard the lives and property of the people we serve. We strive to work collaboratively with the community to resolve problems, maintain order as well as reflect and relate to our citizens. We are committed to enhancing the quality of life through effective partnerships by way of trust in our communities.

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	89,091	167,065	154,724	0	112,811	0	112,811	-41,913	-27%
Services Charges	3,186,602	2,841,606	2,706,255	515,000	2,539,958	0	2,539,958	-166,297	-6%
Miscellaneous	302,880	193,895	169,960	15,000	165,000	0	165,000	-4,960	-3%
Total	3,578,599	3,202,566	3,030,939	530,000	2,817,769	0	2,817,769	-213,170	-7%
Expenses									
Salary & Benefits	16,921,133	17,175,783	19,515,499	580,772	19,974,507	50,902	20,025,409	509,910	3%
Professional Services	121,150	83,637	89,162	100,575	100,575	0	100,575	11,413	13%
Supplies & Materials	804,646	996,518	1,020,788	1,320,408	1,083,267	0	1,083,267	62,479	6%
Current Services	618,253	800,239	1,069,227	1,208,147	1,384,847	0	1,384,847	315,620	30%
Fixed Charges	2,206,918	2,197,568	2,595,112	2,829,899	2,358,894	0	2,358,894	-236,218	-9%
Capital Outlay	0	0	25,991	0	0	0	0	-25,991	-100%
Non Capitalized Assets	48,384	80,160	157,098	93,600	91,600	0	91,600	-65,498	-42%
Total	20,720,486	21,333,905	24,472,877	6,133,401	24,993,690	50,902	25,044,592	571,715	2%
Net Cost	17,141,887	18,131,338	21,441,938	5,603,401	22,175,921	50,902	22,226,823	784,885	4%

Sheriff's Office

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	53,244	138,172	120,724	0	78,811	0	78,811	-41,913	-35%
Services Charges	325,595	395,873	296,025	0	333,628	0	333,628	37,603	13%
Miscellaneous	1,174	2,746	0	0	0	0	0	0	0%
Total	380,038	536,791	416,749	0	412,439	0	412,439	-4,310	-1%
Expenses									
Salary & Benefits	10,092,402	10,132,653	11,217,446	286,419	11,497,149	0	11,497,149	279,703	2%
Professional Services	100,433	76,606	82,215	90,175	90,175	0	90,175	7,960	10%
Supplies & Materials	705,869	899,399	893,415	1,160,875	939,192	0	939,192	45,777	5%
Current Services	171,579	378,807	523,515	607,190	682,890	0	682,890	159,375	30%
Fixed Charges	266,738	222,285	358,917	335,621	331,891	0	331,891	-27,026	-8%
Capital Outlay	0	0	0	0	0	0	0	0	0%
Non Capitalized Assets	48,384	63,226	101,935	67,900	67,900	0	67,900	-34,035	-33%
Total	11,385,406	11,772,976	13,177,443	2,548,180	13,609,197	0	13,609,197	431,754	3%
Net Cost	11,005,368	11,236,185	12,760,694	2,548,180	13,196,758	0	13,196,758	436,064	3%

Sheriff's Office—Campbell Deputies

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	507,044	341,891	507,230	515,000	535,430	0	535,430	28,200	6%
Miscellaneous	90,575	0	20,930	15,000	15,000	0	15,000	-5,930	-28%
Total	597,620	341,891	528,160	530,000	550,430	0	550,430	22,270	4%
Expenses									
Salary & Benefits	456,145	441,893	511,314	16,727	521,910	0	521,910	10,596	2%
Supplies & Materials	10,672	10,914	19,310	14,310	18,700	0	18,700	-610	-3%
Current Services	5,593	9,374	9,800	9,820	9,820	0	9,820	20	0%
Fixed Charges	0	0	0	0	0	0	0	0	0%
Total	472,410	462,180	540,424	40,857	550,430	0	550,430	10,006	2%
Net Cost	-125,209	120,289	12,264	-489,143	0	0	0	-12,264	-100%

Sheriff's Office—Child Support Enforcement

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	59,804	66,918	87,896	0	80,425	0	80,425	-7,471	-8%
Supplies & Materials	19	2,500	3,045	2,725	2,725	0	2,725	-320	-11%
Current Services	127	0	1,430	1,557	1,557	0	1,557	127	9%
Fixed Charges	0	0	0	0	0	0	0	0	0%
Total	59,950	69,418	92,371	4,282	84,707	0	84,707	-7,664	-8%
Net Cost	59,950	69,418	92,371	4,282	84,707	0	84,707	-7,664	-8%

Sheriff's Office—Emergency Communications

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,616,232	1,500,422	1,822,667	82,114	1,931,941	50,902	1,982,843	160,176	9%
Professional Services	12,912	600	0	800	800	0	800	800	100%
Supplies & Materials	8,920	2,323	4,998	6,198	6,750	0	6,750	1,752	35%
Current Services	17,477	23,752	37,769	47,380	43,880	0	43,880	6,111	16%
Fixed Charges	213,227	151,188	165,895	373,078	82,278	0	82,278	-83,617	-50%
Non Capitalized Assets	0	249	110	3,800	1,800	0	1,800	1,690	1536%
Total	1,868,768	1,678,535	2,031,439	513,370	2,067,449	50,902	2,118,351	86,912	4%
Net Cost	1,868,768	1,678,535	2,031,439	513,370	2,067,449	50,902	2,118,351	86,912	4%

Expansion & Other Notes

Fund a full-time employee to support the 911 Communications

Division of the Harnett County's Sheriff's Office located at 175 Bain

Street, Lillington: Provide funding for a full-time 911 Database Manager (grade 107). This position will be responsible for the creation, implementation, and maintenance of the proper operation of the Computer Aided Dispatch (CAD) system and response plans. This position is approved for funding in September 2022.

Net Cost: \$50,902.

Sheriff's Office--Jail

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	35,847	28,893	34,000	0	34,000	0	34,000	0	0%
Services Charges	1,051,169	787,870	1,024,000	0	370,900	0	370,900	-653,100	-64%
Miscellaneous	211,131	191,148	143,000	0	150,000	0	150,000	7,000	5%
Total	1,298,147	1,007,912	1,201,000	0	554,900	0	554,900	-646,100	-54%
Expenses									
Salary & Benefits	3,762,657	3,780,965	4,179,533	195,512	4,242,799	0	4,242,799	63,266	2%
Professional Services	7,805	6,431	6,947	9,600	9,600	0	9,600	2,653	38%
Supplies & Materials	79,166	81,382	100,020	136,300	115,900	0	115,900	15,880	16%
Current Services	423,478	388,306	488,463	536,950	641,450	0	641,450	152,987	31%
Fixed Charges	1,319,353	1,440,319	1,670,300	1,721,200	1,544,725	0	1,544,725	-125,575	-8%
Capital Outlay	0	0	25,991	0	0	0	0	-25,991	-100%
Non Capitalized Assets	0	16,685	55,053	21,900	21,900	0	21,900	-33,153	-60%
Total	5,592,460	5,714,089	6,526,307	2,621,462	6,576,374	0	6,576,374	50,067	1%
Net Cost	4,294,312	4,706,177	5,325,307	2,621,462	6,021,474	0	6,021,474	696,167	13%

Sheriff's Office—School Resource Officers

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	1,302,794	1,315,972	879,000	0	1,300,000	0	1,300,000	421,000	48%
Total	1,302,794	1,315,972	879,000	0	1,300,000	0	1,300,000	421,000	48%
Expenses									
Salary & Benefits	933,893	1,252,931	1,696,643	0	1,700,283	0	1,700,283	3,640	0%
Current Services	0	0	8,250	5,250	5,250	0	5,250	-3,000	-36%
Fixed Charges	407,599	383,775	400,000	400,000	400,000	0	400,000	0	0%
Total	1,341,493	1,636,706	2,104,893	405,250	2,105,533	0	2,105,533	640	0%
Net Cost	38,698	320,734	1,225,893	405,250	805,533	0	805,533	-420,360	-34%

Transportation Functional Area

Harnett Area Rural Transit System (HARTS) -- Administration

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	430,928	607,516	657,820	306,952	524,752	322,980	847,732	189,912	29%
Total	430,928	607,516	657,820	306,952	524,752	322,980	847,732	189,912	29%
Expenses									
Salary & Benefits	174,350	195,133	219,813	1,000	256,817	0	256,817	37,004	17%
Professional Services	1,211	1,142	2,000	2,000	2,000	0	2,000	0	0%
Supplies & Materials	5,790	3,657	9,301	8,301	8,301	0	8,301	-1,000	-11%
Current Services	30,020	27,162	40,640	35,873	35,873	0	35,873	-4,767	-12%
Fixed Charges	35,502	42,499	106,413	84,647	65,562	0	65,562	-40,851	-38%
Non Capitalized Assets	245,640	436,451	242,000	0	242,000	358,868	600,868	358,868	148%
Total	492,513	706,045	620,167	131,821	610,553	358,868	969,421	349,254	56%
Net Cost	61,585	98,529	-37,653	-175,131	85,801	35,888	121,689	159,342	-423%

Expansion & Other Notes

FY 23 Recommend Continuation Budget provides funding to match FY 22 CTPCP Grant to replace four transit vehicles. This request was approved in the FY 22 budget, but vans were not purchased because of supply chain issues. North Carolina Department of Transportation (NCDOT) approved an extension for the period of performance (FY22 POP) through June 30, 2023.

Fund grant match to replace transit vehicles at 250 Alexander Drive, Lillington:

Provide funding to match FY 23 CTPCP Grant to replace five transit vehicles. NCDOT'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 7915, 7950, 7951, 7952, and 7960 the average mileage is 164,472. 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. The county is required to provide a 10% match.

Net Cost: \$35,888.

Harnett Area Rural Transit System (HARTS) – Transportation

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	2,195,240	1,039,436	1,106,488	1,134,756	1,134,756	0	1,134,756	28,268	3%
Services Charges	25,593	10,613	10,000	10,000	10,000	0	10,000	0	0%
Total	2,220,833	1,050,048	1,116,488	1,144,756	1,144,756	0	1,144,756	28,268	3%
Expenses									
Salary & Benefits	824,737	780,141	1,363,834	477,552	1,162,057	0	1,162,057	-201,777	-15%
Professional Services	1,796	968	2,000	2,000	2,000	0	2,000	0	0%
Supplies & Materials	129,350	157,333	168,583	166,600	166,600	0	166,600	-1,983	-1%
Current Services	97,492	64,494	139,108	139,200	139,200	0	139,200	92	0%
Fixed Charges	24,270	25,266	25,400	24,900	24,900	0	24,900	-500	-2%
Non Capitalized Assets	4,753	1,578	448	0	0	0	0	-448	-100%
Total	1,082,398	1,029,779	1,699,373	810,252	1,494,757	0	1,494,757	-204,616	-12%
Net Cost	-1,138,435	-20,269	582,885	-334,504	350,001	0	350,001	-232,884	-40%

Harnett Regional Jetport

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	52,772	27,314	0	0	0	0	0	0	0%
Service Charges	0	20,630	745,219	650,000	824,077	0	824,077	78,858	11%
Miscellaneous	7,835	6,395	54,645	35,592	35,592	0	35,592	-19,053	-35%
Total	60,607	54,340	799,864	685,592	859,669	0	859,669	59,805	7%
Expenses									
Salary & Benefits	0	6,439	194,244	47,581	194,493	102,847	297,340	103,096	53%
Supplies & Materials	3,161	49,820	481,652	474,970	474,970	0	474,970	-6,682	-1%
Current Services	48,772	33,704	48,754	48,012	48,012	0	48,012	-742	-2%
Fixed Charges	146,920	151,403	46,049	38,901	39,347	0	39,347	-6,702	-15%
Non Capitalized Assets	0	18,037	18,926	21,000	0	0	0	-18,926	-100%
Total	198,853	417,451	789,625	630,464	756,822	102,847	859,669	70,044	9%
Net Cost	138,246	363,111	-10,239	-55,128	-102,847	102,847	0	10,239	-100%

Expansion & Other Notes

Fund a full-time employee and to support Harnett Regional Jetport

located at 615 Airport Road, Erwin: Provide funding for a full-time Airport Manager position (grade 32).

Net Cost: \$102,847.

Enterprise Funds

Harnett Regional Water Fund Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	0	325,619	3,703	0	0	0	0	-3,703	-100%
Services Charges	39,535,317	40,766,285	37,269,000	39,326,150	39,336,150	0	39,336,150	2,067,150	6%
Miscellaneous	7,993,723	4,045,072	552,094	320,000	320,000	0	320,000	-232,094	-42%
Transfers In	0	0	0	0	0	0	0	0	0%
Fund Balance	0	0	2,217,039	0	0	0	0	-2,217,039	-100%
Total	47,529,040	45,136,976	40,041,836	39,646,150	39,656,150	0	39,656,150	-385,686	-1%
Expenses									
Salary & Benefits	7,320,237	7,446,249	9,043,123	9,367,500	9,498,823	80,053	9,578,876	535,753	6%
Professional Services	239,322	206,769	577,400	456,500	456,500	0	456,500	-120,900	-21%
Supplies & Materials	3,262,660	3,903,939	4,959,453	5,527,325	5,527,325	0	5,527,325	567,872	11%
Current Services	8,141,516	8,599,517	10,523,572	11,328,566	11,328,566	0	11,328,566	804,994	8%
Fixed Charges	14,321,569	14,892,373	4,311,706	4,317,874	4,317,874	0	4,317,874	6,168	0%
Capital Outlay	756,697	44,767	1,018,903	1,959,120	539,744	1,218,000	1,757,744	738,841	73%
Non Capitalized Assets	32,307	15,192	161,916	214,200	214,200	0	214,200	52,284	32%
Interfund/Budgetary	12,715,048	18,678,309	9,441,330	6,475,065	6,475,065	0	6,475,065	-2,966,265	-31%
Total	46,789,356	53,787,115	40,037,403	39,646,150	38,358,097	1,298,053	39,656,150	-381,253	-1%

Harnett Regional Water Revenue

Revenue:	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Local	0	3,703	3,703	0	0	0	0	(3,703)	-100%
Service Charges - Invest Earnings	143,502	2,562	10,000	0	10,000	0	10,000	0	0%
Service Charges - Other Services	418,885	486,080	400,000	575,000	575,000	0	575,000	175,000	44%
Service Charges - Special Charges	471,993	0	0	0	0	0	0	0	0%
Service Charges - Returned Check	8,350	13,800	9,000	11,500	11,500	0	11,500	2,500	28%
Service Charges - Penalties	772,158	1,163,476	975,000	1,175,000	1,175,000	0	1,175,000	200,000	21%
Service Charges - Water	25,176,560	25,484,901	23,750,000	24,850,000	24,850,000	0	24,850,000	1,100,000	5%
Service Charges - Sewer	11,863,217	12,953,732	11,500,000	12,064,650	12,064,650	0	12,064,650	564,650	5%
Service Charges - Energy	680,651	661,734	625,000	650,000	650,000	0	650,000	25,000	4%
Sale Of Materials And Scrap	0	0	0	0	0	0	0	0	0%
Sale Of Fixed Assets	9,000	0	5,000	10,000	10,000	0	10,000	5,000	100%
Capital Outlay Offset	6,839,306	(0)	0	0	0	0	0	0	0%
Contributions And Donations	390,000	3,690,454	390,000	0	0	0	0	(390,000)	-100%
Insurance Settlement	8,562	0	26,236	0	0	0	0	(26,236)	-100%
Rents	133,929	143,295	120,000	160,000	160,000	0	160,000	40,000	33%
Other Revenue	612,926	211,323	10,858	150,000	150,000	0	150,000	139,142	1281%
Transfers From - Capital Projects	0	0	0	0	0	0	0	0	0%
Fund Balance Appropriated	0	0	2,217,039	0	0	0	0	(2,217,039)	-100%
Total Revenue	47,529,040	44,815,060	40,041,836	39,646,150	39,656,150	0	39,656,150	(44,815,060)	-100%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	2,197,441	2,199,416	2,570,126	2,714,000	2,737,925	4,565	2,742,490	172,364	7%
Professional Services	113,095	77,857	112,400	143,000	143,000	0	143,000	30,600	27%
Supplies & Materials	250,976	369,704	338,600	756,250	756,250	0	756,250	417,650	123%
Current Services	205,743	218,703	300,790	477,090	477,090	0	477,090	176,300	59%
Fixed Charges	13,139,029	13,777,313	1,650,631	1,877,655	1,877,655	0	1,877,655	227,024	14%
Capital Outlay	314,877	109,671	136,006	861,120	539,744	120,000	659,744	523,738	385%
Non Capitalized Assets	1,280	1,192	83,816	27,000	27,000	0	27,000	-56,816	-68%
Interfund/Budgetary	12,715,048	18,678,309	9,441,330	6,475,065	6,475,065	0	6,475,065	-2,966,265	-31%
Total	28,937,488	35,432,166	14,633,699	13,331,180	13,033,729	124,565	13,158,294	-1,475,405	-10%
Net Cost	28,937,488	35,432,166	14,633,699	13,331,180	13,033,729	124,565	13,158,294	-1,475,405	-10%

Expansion & Other Notes

Fund capital costs for three replacement meter reader vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington: Provide funding for capital expenses to replace two meter trucks and a service truck for meter readers at Harnett Regional Water. The vehicles have excessive miles and maintenance issues. The vehicles will have approximately 200,000 miles each by the end of the current fiscal year. 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: \$120,000.

Fund a 3-grade reclassification of Administrative Support Specialist (grade 16) to Administrative Technician (grade 19).

Net Cost: \$4,565.

Harnett Regional Water – Sewer Collections

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,168,931	934,954	1,252,020	1,288,200	1,288,200	0	1,288,200	36,180	3%
Professional Services	4,446	17,209	138,300	70,000	70,000	0	70,000	-68,300	-49%
Supplies & Materials	572,711	653,256	864,480	878,500	878,500	0	878,500	14,020	2%
Current Services	2,061,957	2,248,541	2,967,822	2,956,260	2,956,260	0	2,956,260	-11,562	0%
Fixed Charges	178,900	173,105	192,923	197,188	197,188	0	197,188	4,265	2%
Capital Outlay	88,084	278,224	356,050	398,000	0	398,000	398,000	41,950	12%
Non Capitalized Assets	0	0	9,500	30,000	30,000	0	30,000	20,500	216%
Total	4,075,030	4,305,290	5,781,095	5,818,148	5,420,148	398,000	5,818,148	37,053	1%
Net Cost	4,075,030	4,305,290	5,781,095	5,818,148	5,420,148	398,000	5,818,148	37,053	1%

Expansion & Other Notes

Fund capital costs for the purchase of five new generators at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington: Provide funding for capital expenses to purchase five backup generators at sewer lift stations SLS #13, SLS #22, SLF #33, SLS#132 and SLS #135 and a Rovver X camera system for sewer collection lines. New permanent stand-by generators at these five sewer lift stations will ensure reliable sewer service will continue in the event of power outages in these areas. The new camera system is needed to meet the County's requirement to identify and eliminate inflow and infiltration in the sewer collection system.

Net Cost: \$278,000.

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 two service trucks with the Sewer Collection Division. The vehicles have excessive miles and maintenance issues. The vehicles will have more than 200,000 miles each by the end of the current fiscal year. 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. 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: \$120,000.

Harnett Regional Water – South Harnett Wastewater Treatment Plant

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	799,809	938,092	1,104,034	1,159,600	1,167,116	3,690	1,170,806	66,772	6%
Professional Services	26,487	20,922	60,500	67,500	67,500	0	67,500	7,000	12%
Supplies & Materials	225,525	232,268	311,850	375,500	375,500	0	375,500	63,650	20%
Current Services	989,474	1,047,880	1,266,950	1,252,300	1,252,300	0	1,252,300	-14,650	-1%
Fixed Charges	168,581	203,179	576,184	544,089	544,089	0	544,089	-32,095	-6%
Capital Outlay	0	0	292,825	223,000	0	223,000	223,000	-69,825	-24%
Non Capitalized Assets	303	0	9,700	32,200	32,200	0	32,200	22,500	232%
Total	2,210,179	2,442,341	3,622,043	3,654,189	3,438,705	226,690	3,665,395	43,352	1%
Net Cost	2,210,179	2,442,341	3,622,043	3,654,189	3,438,705	226,690	3,665,395	43,352	1%

Expansion & Other Notes

Fund capital costs a forklift at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington: Provide funding for capital expenses to purchase a forklift to assist with uploading and offloading of chemicals and other cargo at the South Harnett Wastewater Treatment Plant (SHWWTP). The new forklift will greatly enhance the department's ability to turn around cargo and chemical tote deliveries quickly and safely. It will also be used to move pumps during maintenance events.

Net Cost: \$57,000.

Fund a 2-grade reclassification of Plant Maintenance Technician II (grade 20) to Plant Maintenance Technician IV (grade 22).

Net Cost: \$3,690.

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 service/crane truck at the South Harnett Wastewater Treatment Plant (SHWWTP). The vehicle has excessive miles and maintenance issues. The vehicles will have more than 200,000 miles each by the end of the current fiscal year. 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. 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: \$166,000.

Harnett Regional Water – Water Distribution

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,190,622	1,344,044	1,544,535	1,722,600	1,741,391	71,798	1,813,189	268,654	17%
Professional Services	33,545	32,999	177,500	70,000	70,000	0	70,000	-107,500	-61%
Supplies & Materials	407,026	543,312	859,100	702,600	702,600	0	702,600	-156,500	-18%
Current Services	1,899,544	1,985,777	2,220,700	2,619,095	2,619,095	0	2,619,095	398,395	18%
Fixed Charges	305,886	235,705	375,882	363,346	363,346	0	363,346	-12,536	-3%
Capital Outlay	250,786	217,098	234,022	358,000	0	358,000	358,000	123,978	53%
Non Capitalized Assets	1,890	14,000	30,500	73,000	73,000	0	73,000	42,500	139%
Total	4,089,299	4,372,934	5,442,239	5,908,641	5,569,432	429,798	5,999,230	556,991	10%
Net Cost	4,089,299	4,372,934	5,442,239	5,908,641	5,569,432	429,798	5,999,230	556,991	10%

Expansion & Other Notes

Fund a 2-grade reclassification of Engineering Technician (grade 23) to Utility Data Specialist (grade 25).

Net Cost: \$3,585.

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 Supervisory Control and Data Acquisition (SCADA) Technician position (grade 23) and operating expenses, such as uniforms, computer, and truck. The new position is requested to assist with the increased growth of the department's SCADA system. The SCADA Technician position will support SCADA monitoring

and management of the department's systems. HRW has over 30 water pump stations and 125 sewer pump stations.

Net Cost: \$130,213.

Fund capital costs for three replacement vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway,

Lillington: Provide funding for capital expenses to replace two large service trucks and a dump truck for the Water Distribution Division. The vehicles have excessive miles and maintenance issues. The vehicles will have approximately 200,000 miles each by the end of the current fiscal year. The dump truck is over 22 years old and has many worn out parts. 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: \$296,000.

Harnett Regional Water – Water Treatment Plant

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	1,086,322	1,132,838	1,439,510	1,394,650	1,401,772	0	1,401,772	-37,738	-3%
Professional Services	21,141	18,187	39,200	53,000	53,000	0	53,000	13,800	35%
Supplies & Materials	1,559,604	1,756,478	2,067,023	2,274,900	2,274,900	0	2,274,900	207,877	10%
Current Services	2,283,702	1,782,450	2,443,115	2,712,236	2,712,236	0	2,712,236	269,121	11%
Fixed Charges	351,813	273,413	780,430	790,370	790,370	0	790,370	9,940	1%
Capital Outlay	102,951	25,541	0	119,000	0	119,000	119,000	119,000	100%
Non Capitalized Assets	17,168	0	13,000	23,000	23,000	0	23,000	10,000	77%
Total	5,422,700	4,988,907	6,782,278	7,367,156	7,255,278	119,000	7,374,278	592,000	9%
Net Cost	5,422,700	4,988,907	6,782,278	7,367,156	7,255,278	119,000	7,374,278	592,000	9%

Expansion & Other Notes

Fund capital costs a forklift at Harnett Regional Water (HRW)

located at 700 McKinney Parkway, Lillington: Provide funding for capital expenses to purchase a forklift to assist with uploading and offloading of chemicals and other cargo at the Water Treatment Plant. The new forklift will greatly enhance the department's ability to turn around cargo and chemical tote deliveries quickly and safely. It will also be used to move pumps during maintenance events.

Net Cost: \$57,000

Fund capital costs for a replacement vehicle at Harnett Regional

Water (HRW) located at 700 McKinney Parkway, Lillington: Provide funding for capital expenses to replace a service truck for the Water Treatment Plant. The vehicle has excessive miles and maintenance issues. The vehicles will have more than 200,000 miles each by the end of the current fiscal year. 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: \$62,000.

Harnett Regional Water – Wastewater Treatment Plant

Budget Summary

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Expenses									
Salary & Benefits	877,113	896,904	1,072,091	1,088,450	1,098,590	0	1,098,590	26,499	2%
Professional Services	40,608	39,596	49,500	53,000	53,000	0	53,000	3,500	7%
Supplies & Materials	246,817	348,921	518,400	539,575	539,575	0	539,575	21,175	4%
Current Services	701,096	1,316,165	1,324,195	1,311,585	1,311,585	0	1,311,585	-12,610	-1%
Fixed Charges	177,361	229,658	735,656	545,226	545,226	0	545,226	-190,430	-26%
Capital Outlay	0	-585,767	0	0	0	0	0	0	0%
Non Capitalized Assets	11,666	0	15,400	29,000	29,000	0	29,000	13,600	88%
Total	2,054,661	2,245,477	3,715,242	3,566,836	3,576,976	0	3,576,976	-138,266	-4%
Net Cost	2,054,661	2,245,477	3,715,242	3,566,836	3,576,976	0	3,576,976	-138,266	-4%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Availability Fee	0	0	0	0	0	0	0	0	0%
Restricted Revenue	283,640	299,010	260,000	260,000	260,000	0	260,000	0	0%
Services Charges	6,281,727	7,765,360	6,864,588	7,030,000	7,030,000	0	7,030,000	165,412	2%
Miscellaneous	51,847	138,848	45,000	75,000	75,000	0	75,000	30,000	67%
Total	6,617,215	8,203,219	7,169,588	7,365,000	7,365,000	0	7,365,000	195,412	3%
Expenses									
Salary & Benefits	1,050,957	1,071,062	1,255,253	41,400	1,321,230	0	1,321,230	65,977	5%
Professional Services	74,175	93,147	120,700	120,700	120,700	0	120,700	0	0%
Supplies & Materials	196,913	109,790	109,295	148,085	148,085	0	148,085	38,790	35%
Current Services	336,880	408,209	607,976	434,450	434,450	0	434,450	-173,526	-29%
Fixed Charges	3,587,685	3,901,159	3,802,075	4,441,125	4,538,207	400	4,538,607	736,532	19%
Capital Outlay	0	0	0	0	0	0	0	0	0%
Debt Service	45,296	0	0	0	0	0	0	0	0%
Non Capitalized Assets	1,582	0	5,165	4,000	4,000	0	4,000	-1,165	-23%
Interfund/Budgetary	0	1,491,518	1,645,984	347,950	797,928	0	797,928	-848,056	-52%
Total	5,293,488	7,074,885	7,546,448	5,537,710	7,364,600	400	7,365,000	-181,448	-2%

Expansion & Other Notes

Fund operating expenses for a leased computer to support Anderson Creek Landfill located at 1086 Poplar Drive, Spring Lake:

Provide funding for operating expenses to lease a computer for the scale house at Anderson Creek Landfill. A shared computer is needed by landfill employees for timekeeping, email, and reviewing paystub information.

Net Cost: \$400.

Solid Waste Revenues

Revenue:	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Appr Cont	FY 23 Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Ad Valorem Taxes - Real	0	0	0	0	0	0	0	0%
State	283,640	299,010	260,000	260,000	0	260,000	0	0%
Service Charges - Invest Earnings	6,122	2,072	0	0	0	0	0	0%
Service Charges - Other Services	2,506,603	3,104,132	2,334,588	2,500,000	0	2,500,000	165,412	7%
Service Charges - Special Charges	8,800	10,500	10,000	10,000	0	10,000	0	0%
Service Charges - Returned Check	0	50	0	0	0	0	0	0%
Service Charges - Penalties	0	0	0	0	0	0	0	0%
Service Charges - Solid Waste	3,738,576	4,611,293	4,500,000	4,500,000	0	4,500,000	0	0%
Service Charges - Solid Waste Prior Years	21,626	37,313	20,000	20,000	0	20,000	0	0%
Sale Of Materials And Scrap	49,009	81,774	45,000	75,000	0	75,000	30,000	67%
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	55,234	0	0	0	0	0	0%
Rents	0	0	0	0	0	0	0	0%
Other Revenue	2,838	1,840	0	0	0	0	0	0%
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	397,860	0	0	0	(397,860)	-100%
Total Revenue	6,617,215	8,203,219	7,567,448	7,365,000	0	7,365,000	(8,203,219)	-100%

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 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	2,202,592	0	1,200,000	0	0	0	0	-1,200,000	-100%
Transfers In	1,021,528	1,021,528	2,652,405	0	410,000	0	410,000	-2,242,405	-85%
Fund Balance	0	0	254,234	0	2,011,528	0	2,011,528	1,757,294	691%
Total	3,224,120	1,021,528	4,106,639	0	2,421,528	0	2,421,528	-1,685,111	-41%
Expenses									
Capital Outlay	1,076,551	767,294	1,275,762	0	1,021,528	0	1,021,528	-254,234	-20%
Interfund/Budgetary	731,900	0	189,462	0	0	0	0	-189,462	-100%
Education	1,470,912	0	2,641,415	0	1,400,000	0	1,400,000	-1,241,415	-47%
Total	3,279,363	767,294	4,106,639	0	2,421,528	0	2,421,528	-1,685,111	-41%

Expansion & Other Notes

Capital Improvements Program Funding: The FY 2023 budget includes \$1,400,000 to fund the CIP school maintenance fund. Because of the loss of more than \$1 million in lottery proceeds, the Approved 2022-2028 CIP reduced the funding to \$410,000 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.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	10,669	0	0	0	0	0	0	0	0%
Transfers In	290,937	0	0	0	0	0	0	0	0%
Total	301,606	0	0	0	0	0	0	0	0%
Expenses									
Capital Outlay	247,089	0	0	0	0	0	0	0	0%
Total	247,089	0	0	0	0	0	0	0	0%

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 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	30,481	213	0	0	0	0	0	0	0%
Transfers In	459,520	5,481,894	902,451	0	0	0	0	-902,451	-100%
Fund Balance	0	0	527,863	0	762,111	0	762,111	234,248	44%
Total	490,001	5,607,087	1,430,314	0	762,111	0	762,111	-668,203	-47%
Expenses									
Professional Services	0	0	0	0	0	0	0	0	0%
Current Services	111,065	0	0	0	0	0	0	0	0%
Capital Outlay	96,016	155,257	1,100,981	0	762,111	0	762,111	-338,870	-31%
Interfund/Budgetary	0	533,859	329,333	0	0	0	0	-329,333	-100%
Total	207,081	897,045	1,430,314	0	762,111	0	762,111	-668,203	-47%

Expansion & Other Notes

Capital Improvements Program Funding: The FY 2023 budget includes \$762,111 in funding for projects approved in the 2023-2029 CIP, including:

- **EMS – Emergency Transport Unit Replacements:** \$402,451
- **EMS—Emergency Convalescent Transport Replacement:** \$86,457
- **Tax - Billing and Collection Software:** \$273,203

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 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Transfers In	200,000	200,000	200,000	0	200,000	0	200,000	0	0%
Fund Balance	0	0	117,175	0	0	0	0	-117,175	-100%
Total	200,000	200,000	317,175	0	200,000	0	200,000	-117,175	-37%
Expenses									
Professional Services	9,075	1,201	15,000	0	0	0	0	-15,000	-100%
Supplies & Materials	13,966	30,428	35,000	0	0	0	0	-35,000	-100%
Current Services	7,241	53,080	10,000	0	0	0	0	-10,000	-100%
Fixed Charges	371,662	0	55,000	0	0	0	0	-55,000	-100%
Capital Outlay	0	52,302	25,000	0	0	0	0	-25,000	-100%
Interfund/Budgetary	0	50,000	117,175	0	200,000	0	200,000	82,825	71%
Total	401,944	187,011	257,175	0	200,000	0	200,000	-57,175	-22%

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 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	79,080	53,291	0	0	0	0	0	0	0%
Transfers In	653,232	517,980	86,102	0	450,000	12,285	462,285	363,898	423%
Fund Balance	0	0	352,773	0	0	0	0	-352,773	-100%
Total	732,312	571,271	438,875	0	450,000	12,285	462,285	11,125	3%
Expenses									
Capital Outlay	323,658	825,037	438,875	0	450,000	12,285	462,285	11,125	3%
Total	323,658	825,037	438,875	0	450,000	12,285	462,285	11,125	3%

Expansion & Other Notes

Capital Improvements Program Funding: The FY 2023 budget includes \$12,285 for the Generator Addition and Switchgear Replacement Study.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 22 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Transfers In	0	237,350	237,350	0	237,350	0	237,350	0	0%
Total	0	237,350	237,350	0	237,350	0	237,350	0	0%
Expenses									
Professional Services	0	0	237,350	0	237,350	0	237,350	0	0%
Total	0	0	237,350	0	237,350	0	237,350	0	0%

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 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Transfers In	0	887,185	1,055,084	0	223,028	0	223,028	-832,056	-79%
Total	0	887,185	1,055,084	0	223,028	0	223,028	-832,056	-79%
Expenses									
Interfund/Budgetary	0	0	1,055,084	0	223,028	0	223,028	-832,056	-79%
Total	0	0	1,055,084	0	223,028	0	223,028	-832,056	-79%

Transportation Capital Reserve

This fund accounts for capital projects and purchases for Harnett Regional Jetport. Please refer to the *Harnett County Approved 2023-2029 Capital Improvements Program* document approved by the Harnett County Board of Commissioners for further details.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Transfers In	0	0	13,057	0	0	0	0	-13,057	-100%
Fund Balance	0	0	472,789	0	0	0	0	-472,789	-100%
Total	0	0	485,846	0	0	0	0	-485,846	-100%
Expenses									
Interfund/Budgetary	21,853	9,964	485,846	0	0	0	0	-485,846	-100%
Total	21,853	9,964	485,846	0	0	0	0	-485,846	-100%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Sales Tax	9,287,852	10,993,276	9,179,779	11,394,917	11,394,917	0	11,394,917	2,215,138	24%
Services Charges	21,903	0	0	0	0	0	0	0	0%
Proceeds of Debt	0	7,124,840	0	0	0	0	0	0	0%
Other Financing Sources	0	51,410,000	0	0	0	0	0	0	0%
Transfers In	17,941,596	11,000,000	11,000,000	11,000,000	11,000,000	0	11,000,000	0	0%
Fund Balance	0	0	0	0	0	0	0	0	0%
Total	27,251,351	80,528,115	20,179,779	22,394,917	22,394,917	0	22,394,917	2,215,138	11%
Expenses									
Debt Service	14,959,845	76,568,652	20,179,779	22,394,917	22,394,917	0	22,394,917	2,215,138	11%
Total	14,959,845	76,568,652	20,179,779	22,394,917	22,394,917	0	22,394,917	2,215,138	11%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Proceeds of Debt	0	2,930,474	0	0	0	0	0	0	0%
Other Financing Sources	0	17,740,000	0	0	0	0	0	0	0%
Transfers In	6,153,197	4,678,309	4,527,895	4,479,957	4,479,957	0	4,479,957	-47,938	-1%
Total	6,153,197	25,348,783	4,527,895	4,479,957	4,479,957	0	4,479,957	-47,938	-1%
Expenses									
Debt Service	4,736,250	25,683,250	4,527,895	4,479,957	4,479,957	0	4,479,957	-47,938	-1%
Total	4,736,250	25,683,250	4,527,895	4,479,957	4,479,957	0	4,479,957	-47,938	-1%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Proceeds of Debt	0	160,356	0	0	0	0	0	0	0%
Other Financing Sources	0	1,500,000	0	0	0	0	0	0	0%
Transfers In	0	366,983	353,550	347,950	347,950	0	347,950	-5,600	-2%
Total	0	2,027,339	353,550	347,950	347,950	0	347,950	-5,600	-2%
Expenses									
Debt Service	0	2,011,474	353,550	347,950	347,950	0	347,950	-5,600	-2%
Total	0	2,011,474	353,550	347,950	347,950	0	347,950	-5,600	-2%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	498,921	543,515	550,000	650,000	650,000	0	650,000	100,000	18%
Total	498,921	543,515	550,000	650,000	650,000	0	650,000	100,000	18%
Expenses									
Fixed Charges	455,407	433,315	550,000	650,000	650,000	0	650,000	100,000	18%
Total	455,407	433,315	550,000	650,000	650,000	0	650,000	100,000	18%

Employee Clinic Fund

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

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	195,435	158,708	180,900	0	191,875	0	191,875	10,975	6%
Miscellaneous	6,000	0	0	0	0	0	0	0	0%
Total	201,435	158,708	180,900	0	191,875	0	191,875	10,975	6%
Expenses									
Salary & Benefits	121,805	126,349	128,006	0	122,078	0	122,078	-5,928	-5%
Supplies & Materials	24,691	22,281	30,300	30,350	30,350	0	30,350	50	0%
Current Services	875	125	905	1,656	1,656	0	1,656	751	83%
Fixed Charges	15,806	17,359	21,689	22,694	22,694	0	22,694	1,005	5%
Non-Cap Assets	0	0	0	0	0	15,097	15,097		
Total	163,178	166,113	180,900	54,700	176,778	15,097	191,875	-4,122	-2%

Expansion & Other Notes

Fund operating costs for a replacement CBC machine in the

Employee Clinic: Provide funding for operating expenses to replace the

CBC machine at the Health Department. The current machine was purchased in 2017 and has exceeded its five-year useful life expectancy.

Net Cost: \$15,097.

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	52,798	203,986	113,111	119,160	119,160	0	119,160	6,049	5%
Miscellaneous	102,733	108,494	45,546	12,000	12,000	0	12,000	-33,546	-74%
Transfers In	200,000	150,000	100,000	100,000	100,000	0	100,000	0	0%
Total	355,531	462,479	258,657	231,160	231,160	0	231,160	-27,497	-11%
Expenses									
Current Services	1,449	2,382	3,264	0	0	0	0	-3,264	-100%
Fixed Charges	0	0	14,650	14,650	14,650	0	14,650	0	0%
Capital Outlay	94,082	32,600	262,301	154,280	154,280	0	154,280	-108,021	-41%
Interfund/Budgetary	0	0	82,265	62,230	62,230	0	62,230	-20,035	-24%
Total	95,531	34,982	280,215	168,930	231,160	0	231,160	-111,285	-40%

Expansion & Other Notes

The FY 23 budget includes funding for replacement vehicles at Parks & Recreation, Department of Social Services, Soil & Water, and Animal Control: 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 250,100 miles, Parks & Recreation vehicle #7403 has 246,400 miles, Department of Social Services vehicle #7722 has 80,400 miles and Soil and Water vehicle #6701 has 138,200 miles. Vehicles will be ordered from vendors and monthly lease payments will begin July 1, 2023.

Net Cost: \$154,280.

Flexible Spending Fund

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

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	0	373,150	450,000	350,000	350,000	0	350,000	-100,000	-22%
Miscellaneous	34,379	0	0	0	0	0	0	0	0%
Total	34,379	373,150	450,000	350,000	350,000	0	350,000	-100,000	-22%
Expenses									
Fixed Charges	16,054	348,138	450,000	350,000	350,000	0	350,000	-100,000	-22%
Total	16,054	348,138	450,000	350,000	350,000	0	350,000	-100,000	-22%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	9,578,505	10,509,741	10,000,000	11,003,500	11,003,500	0	11,003,500	1,003,500	10%
Miscellaneous	120,058	12,867	512,000	0	0	0	0	-512,000	-100%
Total	9,698,564	10,522,608	10,512,000	11,003,500	11,003,500	0	11,003,500	491,500	5%
Expenses									
Current Services	5,058	3,948	3,500	3,500	3,500	0	3,500	0	0%
Fixed Charges	7,433,219	8,811,572	10,808,500	11,000,000	11,000,000	0	11,000,000	191,500	2%
Total	7,438,277	8,815,520	10,812,000	11,003,500	11,003,500	0	11,003,500	191,500	2%

Information Technology Fund

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

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	1,214,177	1,794,851	1,568,420	1,663,566	1,748,415	0	1,748,415	179,995	11%
Transfers In	350,000	350,000	350,000	350,000	350,000	0	350,000	0	0%
Fund Balance	0	0	0	0	653,545	0	653,545	653,545	100%
Total	1,564,177	2,144,851	1,918,420	2,013,566	2,751,960	0	2,751,960	833,540	43%
Expenses									
Current Services	0	335,458	398,800	450,500	579,374	0	579,374	180,574	45%
Fixed Charges	508,460	560,570	492,020	573,000	622,586	0	622,586	130,566	27%
Capital Outlay	0	256,972	0	850,000	850,000	0	850,000		
Non Capitalized Assets	401,397	577,021	781,600	700,000	700,000	0	700,000	-81,600	-10%
Total	909,857	1,730,022	1,672,420	2,573,500	2,751,960	0	2,751,960	229,540	14%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	1,760,443	913,654	1,500,000	1,500,000	1,500,000	0	1,500,000	0	0%
Total	1,760,443	913,654	1,500,000	1,500,000	1,500,000	0	1,500,000	0	0%
Expenses									
Fixed Charges	1,172,244	1,122,842	1,500,000	1,500,000	1,500,000	0	1,500,000	0	0%
Total	1,172,244	1,122,842	1,500,000	1,500,000	1,500,000	0	1,500,000	0	0%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	202,178	221,465	250,000	250,000	250,000	0	250,000	0	0%
Total	202,178	221,465	250,000	250,000	250,000	0	250,000	0	0%
Expenses									
Salary & Benefits	16,753	19,734	250,000	250,000	250,000	0	250,000	0	0%
Total	16,753	19,734	250,000	250,000	250,000	0	250,000	0	0%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	939,775	1,134,569	760,000	850,000	850,000	0	850,000	90,000	12%
Miscellaneous	994,241	1,351	0	0	0	0	0	0	0%
Total	1,934,015	1,135,920	760,000	850,000	850,000	0	850,000	90,000	12%
Expenses									
Professional Services	2,457	0	0	0	0	0	0	0	0%
Fixed Charges	1,413,200	180,454	760,000	850,000	850,000	0	850,000	90,000	12%
Total	1,415,657	180,454	760,000	850,000	850,000	0	850,000	90,000	12%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	125,218	79,223	0	0	0	0	0	0	0%
Fund Balance	0	0	973,693	282,416	282,416	0	282,416	-691,277	-71%
Total	125,218	79,223	973,693	282,416	282,416	0	282,416	-691,277	-71%
Expenses									
Supplies & Materials	0	0	57,538	0	0	0	0	-57,538	-100%
Capital Outlay	0	0	453,776	282,416	282,416	0	282,416	-171,360	-38%
Non Capitalized Assets	0	6,150	359,512	0	0	0	0	-359,512	-100%
Interfund/Budgetary	203,232	228,803	94,567	0	0	0	0	-94,567	-100%
Total	203,232	234,953	973,693	282,416	282,416	0	282,416	-691,277	-71%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	58,540	74,530	65,000	65,000	65,000	0	65,000	0	0%
Fund Balance	0	0	93,100	93,000	85,000	0	85,000	-8,100	-9%
Total	58,540	74,530	158,100	158,000	150,000	0	150,000	-8,100	-5%
Expenses									
Professional Services	88,070	40,877	118,900	150,000	150,000	0	150,000	31,100	26%
Fixed Charges	0	0	28,600	0	0	0	0	-28,600	-100%
Total	88,070	40,877	154,100	150,000	150,000	0	150,000	-4,100	-3%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	78,795	0	250,000	250,000	250,000	0	250,000	0	0%
Total	78,795	0	250,000	250,000	250,000	0	250,000	0	0%
Expenses									
Current Services	84,635	0	250,000	250,000	250,000	0	250,000	0	0%
Total	84,635	0	250,000	250,000	250,000	0	250,000	0	0%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Federal Intergovernmental	2,462,374	1,749,566	0	0	0	0	0	0	0%
Fund Balance	0	0	516,322	0	0	0	0	-516,322	-100%
Total	2,462,374	1,749,566	516,322	0	0	0	0	-516,322	-100%
Expenses									
Salary & Benefits	0	329,088	0	0	0	0	0	0	0%
Supplies & Materials	71,600	336,566	0	0	0	0	0	0	0%
Current Services	8,998	48,793	0	0	0	0	0	0	0%
Fixed Charges	2,420	0	0	0	0	0	0	0	0%
Capital Outlay	0	159,973	0	0	0	0	0	0	0%
Non-Cap Assets	11,012	82,487	0	0	0	0	0	0	0%
Interfund/Budgetary	644,682	2,000,000	516,322	0	0	0	0	-516,322	-100%
Total	738,712	2,956,906	516,322	0	0	0	0	-516,322	-100%

Debt Service Proceeds Fund

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

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	156,530	2,310	0	0	0	0	0	0	0%
Proceeds of Debt Issues	0	0	0	0	0	0	0	0	0%
Fund Balance	0	0	88,473	0	0	0	0	-88,473	-100%
Total	156,530	2,310	88,473	0	0	0	0	-88,473	-100%
Expenses									
Debt Service	0	0	0	0	0	0	0	0	0%
Interfund/Budgetary	5,178,834	0	88,473	0	0	0	0	-88,473	-100%
Total	5,178,834	0	88,473	0	0	0	0	-88,473	-100%

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. As of the FY 2022 budget, the balance of Article 44*524 was transferred to the Board of Education Capital Reserve to fund the CIP Capital Maintenance project.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Fund Balance	0	0	3,343,348	0	0	0	0	-3,343,348	-100%
Total	0	0	3,343,348	0	0	0	0	-3,343,348	-100%
Expenses									
Interfund/Budgetary	6,941,596	0	3,343,348	0	0	0	0	-3,343,348	-100%
Total	6,941,596	0	3,343,348	0	0	0	0	-3,343,348	-100%

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.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	75,000	75,000	75,000	75,000	75,000	0	75,000	0	0%
Fund Balance	0	0	38,809	0	0	0	0	-38,809	-100%
Total	75,000	75,000	113,809	75,000	75,000	0	75,000	-38,809	-34%
Expenses									
Salary & Benefits	19,204	34,396	35,117	0	40,021	0	40,021	4,904	14%
Professional Services	0	0	115	2,049	0	0	0	-115	-100%
Supplies & Materials	2,724	5,150	8,450	6,750	6,266	0	6,266	-2,184	-26%
Current Services	7,043	2,940	15,110	9,610	9,610	0	9,610	-5,500	-36%
Fixed Charges	19,779	19,683	7,858	15,778	15,803	0	15,803	7,945	101%
Capital Outlay	4,377	8,732	47,159	0	0	0	0	-47,159	-100%
Non Capitalized Assets	0	0	0	3,300	3,300	0	3,300	3,300	100%
Total	53,127	70,901	113,809	37,487	75,000	0	75,000	-38,809	-34%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Other Taxes	863,119	893,534	867,816	873,609	872,801	0	872,801	4,985	1%
Fund Balance	0	0	34,078	0	0	0	0	-34,078	-100%
Total	863,119	893,534	901,894	873,609	872,801	0	872,801	-29,093	-3%
Expenses									
Supplies & Materials	978	6,951	6,000	6,000	6,000	0	6,000	0	0%
Current Services	424,881	415,415	375,980	399,019	398,211	0	398,211	22,231	6%
Fixed Charges	472,511	368,787	501,914	370,590	370,590	0	370,590	-131,324	-26%
Non Capitalized Assets	2,443	5,589	18,000	18,000	18,000	0	18,000	0	0%
Interfund/Budgetary	0	0	0	80,000	80,000	0	80,000	80,000	100%
Total	900,813	796,742	901,894	873,609	872,801	0	872,801	-29,093	-3%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Miscellaneous	0	0	200,000	300,000	300,000	0	300,000	100,000	50%
Total	0	0	200,000	300,000	300,000	0	300,000	100,000	50%
Expenses									
Current Services	0	0	200,000	300,000	300,000	0	300,000	100,000	50%
Total	0	0	200,000	300,000	300,000	0	300,000	100,000	50%

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.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	224,705	231,282	203,640	0	0	0	0	-203,640	-100%
Miscellaneous	34	36,265	0	0	0	0	0	0	0%
Transfers In	-38,563	0	0	0	0	0	0	0	0%
Fund Balance	0	0	5,537	0	0	0	0	-5,537	-100%
Total	186,176	267,547	209,177	0	0	0	0	-209,177	-100%
Expenses									
Salary & Benefits	76,118	15,907	0	0	0	0	0	0	0%
Supplies & Materials	855	0	1,782	0	0	0	0	-1,782	-100%
Current Services	1,072	0	800	0	0	0	0	-800	-100%
Fixed Charges	136,884	199,153	198,477	0	0	0	0	-198,477	-100%
Contracts & Grants	11,658	44,375	5,537	0	0	0	0	-5,537	-100%
Total	226,588	259,435	209,177	0	0	0	0	-209,177	-100%

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.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	369,000	376,853	365,700	366,600	366,600	0	366,600	900	0%
Total	369,000	376,853	365,700	366,600	366,600	0	366,600	900	0%
Expenses									
Professional Services	2,000	5,990	25,000	25,000	25,000	0	25,000	0	0%
Supplies & Materials	19	0	5,000	5,000	5,000	0	5,000	0	0%
Current Services	131,855	27,592	142,664	224,160	224,100	0	224,100	81,436	57%
Fixed Charges	187,267	163,572	193,036	70,000	70,000	0	70,000	-123,036	-64%
Non Capitalized Assets	0	0	0	42,500	42,500	0	42,500	42,500	100%
Total	321,141	197,154	365,700	366,660	366,600	0	366,600	900	0%

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. Funds required for FY 23 will be transferred early, and amounts will be reflected in FY 22 Revised Budget.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Transfers In	690,000	690,000	1,380,000	0	0	0	0	-1,380,000	-100%
Total	690,000	690,000	1,380,000	0	0	0	0	-1,380,000	-100%
Expenses									
Professional Services	326,898	1,012,284	1,380,000	0	0	0	0	-1,380,000	-100%
Total	326,898	1,012,284	1,380,000	0	0	0	0	-1,380,000	-100%

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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Services Charges	0	0	200,000	200,000	200,000	0	200,000	0	0%
Total	0	0	200,000	200,000	200,000	0	200,000	0	0%
Expenses									
Current Service Charges	0	0	200,000	200,000	200,000	0	200,000	0	0%
Total	0	0	200,000	200,000	200,000	0	200,000	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 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Ad Valorem Taxes	8,305,982	8,728,757	10,735,914	12,693,400	12,069,727	129,351	12,199,078	1,333,813	12%
Miscellaneous	1,860,530	2,239,777	2,279,731	2,348,424	2,348,424	0	2,348,424	68,693	3%
Total	10,166,512	10,968,534	13,015,645	15,041,824	14,418,151	129,351	14,547,502	1,402,506	11%
Expenses									
Contracts & Grants	10,354,165	10,969,734	13,015,645	15,041,824	14,418,151	129,351	14,547,502	1,402,506	11%
Total	10,354,165	10,969,734	13,015,645	15,041,824	14,418,151	129,351	14,547,502	1,402,506	11%

Approved increased tax rates for the following:

- Angier – one-half cent increase. The increase is to hire four full-time staff at the fire station on a 24/7/365 basis. The increase will also help fund an additional exhaust removal system.
- Boone Trail – one cent tax increase. The department has not had an increase since 1982. The additional revenue will help to increase employee pay, hire an additional part-time firefighter, renovate bunk rooms, a roof replacement, cover fuel and vehicle maintenance costs, and begin the process of vehicle replacement.

The Averagesboro School District is recommended at the same rate as current, 2 cents, which results in \$394,862.

District	FY 22 Rate	FY 23 Req/Rec Rate	Total Revenue FY 22 Rate Produces	Total Revenue FY 23 Rate Produces	Increase
Anderson Creek	0.110	0.110	1,790,213	1,790,213	0
Angier	0.070	0.075	1,156,327	1,225,891	69,564
Benhaven	0.110	0.110	1,216,771	1,216,771	0
Benson	0.120	0.120	121,407	121,407	0
Boone Trail	0.070	0.080	500,683	560,470	59,787
Buies Creek	0.100	0.100	722,801	722,801	0
Coats/Grove	0.110	0.110	835,673	835,673	0
Crains Creek	0.100	0.100	72,560	72,560	0
Cypress Pointe	0.095	0.095	64,050	64,050	0
Dunn	0.090	0.090	1,760,911	1,760,911	0
Erwin	0.095	0.095	376,088	376,088	0
Flatbranch	0.130	0.130	607,500	607,500	0
Flatwoods	0.120	0.120	145,915	145,915	0
Godwin	0.150	0.150	6,612	6,612	0
Northwest Harnett	0.080	0.080	1,079,356	1,079,356	0
Spout Springs	0.120	0.120	2,607,457	2,607,457	0
Summerville	0.100	0.100	873,543	873,543	0
West Area	0.100	0.100	62,284	62,284	0
West Johnston	0.070	0.070	23,138	23,138	0
Total Fire Districts			14,023,289	14,152,640	129,351
Averasboro School District	0.020	0.020	394,862	394,862	0

Veterans Treatment Court Fund

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

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Federal Intergovernmental	237,905	168,678	481,954	0	0	0	0	-481,954	-100%
Miscellaneous	46,238	47,990	101,068	0	0	0	0	-101,068	-100%
Transfers In	50,000	57,484	0	0	0	0	0	0	0%
Total	334,144	274,152	583,022	0	0	0	0	-583,022	-100%
Expenses									
Salary & Benefits	11,126	5,145	29,920	0	0	0	0	-29,920	-100%
Professional Services	139,629	158,994	413,722	0	0	0	0	-413,722	-100%
Supplies & Materials	21,006	5,617	79,442	0	0	0	0	-79,442	-100%
Current Services	30,580	18,400	129,276	0	0	0	0	-129,276	-100%
Fixed Charges	121,162	78,671	104,024	0	0	0	0	-104,024	-100%
Capital Outlay	0	0	0	0	0	0	0	0	0%
Total	323,503	266,826	756,384	0	0	0	0	-756,384	-100%

No County funding for Veterans Treatment Court is requested in FY 23.

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.

	FY 20 Actual	FY 21 Actual	FY 22 Rev Bud	FY 23 Total Req	FY 23 Total Appr Cont	FY 23 Total Appr Exp	FY 23 Total Appr	Appr Variance	Appr % Inc/Dec
Revenues									
Restricted Revenue	566,855	406,636	815,220	815,220	834,964	0	834,964	19,744	2%
Miscellaneous	0	383	0	0	0	0	0	0	0%
Total	566,855	407,018	815,220	815,220	834,964	0	834,964	19,744	2%
Expenses									
Salary & Benefits	405,698	319,407	486,865	82,200	515,212	0	515,212	28,347	6%
Supplies & Materials	1,834	2,118	10,634	10,874	10,874	0	10,874	240	2%
Current Services	13,764	10,566	31,830	32,830	32,830	0	32,830	1,000	3%
Fixed Charges	10,905	12,860	25,810	25,810	20,467	0	20,467	-5,343	-21%
Non-Capitalized Assts	0	0	13,416	0	826	0	826	-12,590	-94%
WIOA Program	140,162	62,117	259,255	254,755	254,755	0	254,755	-4,500	-2%
Total	572,362	407,067	827,810	406,469	834,964	0	834,964	7,154	1%

Appendices

Appendix 1



HARNETT COUNTY

Fiscal Year 2023

Budget Ordinance



BUDGET ORDINANCE

Fiscal Year 2022-2023

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, 2022, and ending June 30, 2023, in accordance with the chart of accounts heretofore established for the County:

Capital Reserve Funds

Board Of Education Capital Reserve Fund	2,421,528
General Government Capital Reserve Fund	762,111
Parks & Recreation Capital Reserve Fund	200,000
Sheriff's Capital Reserve Fund	462,285
Solid Waste Capital Reserve Fund	223,028
Solid Waste Post-Closure Capital Reserve Fund	237,350

Debt Service Funds

General Government Debt Service Fund	22,394,917
Harnett Regional Water Debt Service Fund	4,479,957
Solid Waste Debt Service Fund	347,950

Enterprise Funds

Harnett Regional Water (HRW)	
HRW Administration	6,683,229
Water Treatment Plant	7,374,278
Wastewater Treatment Plant	3,576,976
South Harnett Wastewater Plant	3,665,395
Water Distribution	5,999,230
Sewer Collections	5,818,148
Total Harnett Regional Water	39,656,150
Solid Waste	7,365,000

General Fund

Culture & Recreation	
Culture & Recreation Appropriation	260,553
Library Department	1,870,521
Parks & Recreation Department	1,730,856
Economic & Physical Development	
Community Development	457
Cooperative Extension	435,172
Cooperative Extension--Special Programs	129,129
Development Services	1,119,722
Development Services--Building Inspections	1,149,161
Economic Development	1,111,354
Education	
Central Carolina Community College	1,752,605
Harnett County Board Of Education	25,421,589
Environmental Protection	
Environmental Protection Allocation	12,000
NC Forestry Program	152,709
Soil & Water Conservation District	309,461

General Government	
Administration	1,190,488
Board Of Elections	557,332
Clerk Of Court	28,233
Facilities Maintenance	3,526,572
Finance	1,619,115
Fleet Maintenance	830,389
General Services	253,851
Governing Body	552,743
Human Resources	836,525
Information Technology	2,735,530
Information Technology--GIS	845,487
Legal Services	380,108
Register Of Deeds	784,075
Retiree Insurance	944,351
Tax	1,957,064
Human Services	
General Services --Restitution	104,552
Health Department--Administration	6,900,343
Health Department--Senior Services	1,466,537
Mental Health	605,679
Social Services--Administration	2,195,906
Social Services--Adoptions	469,556
Social Services--Adult Medicaid	2,473,363
Social Services--Adult Services	1,126,422
Social Services--Child Care Subsidy	448,367
Social Services--Child Protective Services	2,379,695
Social Services--Child Support	1,678,869
Social Services--Energy Programs	1,237,433
Social Services--Family & Children's Medicaid	1,826,023
Social Services--Food Stamps	1,872,284
Social Services--Foster Care	3,201,657
Social Services--Fraud Prevention	386,272
Social Services--Medicaid Transportation	258,052
Social Services--Workfirst	378,470
Veterans Services	355,753

Non-Departmental	
Contingency	1,062,529
Transfers To Capital And Debt:	
Capital Reserve Fund - Board of Education	1,431,528
Capital Reserve Fund - General Government	0
Capital Reserve Fund - Parks & Recreation	200,000
Capital Reserve Fund - Sheriff	450,000
Capital Reserve Fund - Transportaton	0
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	0
Special Revenue Fund - Veterans Treatment Court	0
Subtotal--Transfers to Capital and Debt	13,543,813
Public Safety	
Animal Services--Animal Control	423,264
Animal Services--Animal Shelter	429,142
Emergency Services	1,098,031
Emergency Services--Emergency Management Grants	71,223
Emergency Services--Emergency Medical Services	10,281,853
Emergency Services--Medical Examiner	100,000
Emergency Services--Rescue Districts	4,174,699
Sheriff's Office	13,609,197
Sheriff's Office--Campbell Deputies	550,430
Sheriff's Office--Child Support Enforcement	84,707
Sheriff's Office--Emergency Communications	2,118,351
Sheriff's Office--Jail	6,576,374
Sheriff's Office--School Resource Officers	2,105,533
Transportation	
Harnett Area Rural Transit System (HARTS)—Transportation	1,494,757
Harnett Area Rural Transit System (HARTS)--Administration	969,421
Harnett Regional Jetport	859,669
General Fund Total	141,415,378

Internal Service Funds

Dental Insurance Internal Service Fund	650,000
Employee Clinic Internal Service Fund	191,875
Fleet Replacement Internal Service Fund	231,160
Flexible Spending Account Internal Service Fund	350,000
Health Insurance Internal Service Fund	11,003,500
Information Technology Internal Service Fund	2,751,960
Retiree Health Insurance Internal Service Fund	1,500,000
Unemployment Insurance Internal Service Fund	250,000
Workers Compensation Internal Service Fund	850,000

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:

District	Total Revenue FY 23 Rate Produces
Averasboro School	394,862
Fire Districts	
Anderson Creek	1,790,213
Angier	1,225,891
Benhaven	1,216,771
Benson	121,407
Boone Trail	560,471
Buies Creek	722,801
Coats/Grove	835,673
Crains Creek	72,560
Cypress Pointe	64,050
Dunn	1,760,911
Erwin	376,088
Flatbranch	607,500
Flatwoods	145,915
Godwin	6,612
Northwest Harnett	1,079,356
Spout Springs	2,607,457
Summerville	873,543
West Area	62,284
West Johnston	23,138
Total Fire Districts	14,152,641

Special Revenue Funds

Asset Forfeitures Special Revenue Fund	282,416
Automation Enhancement & Preservation Special Revenue Fund	150,000
Concealed Weapons Permit Special Revenue Fund	250,000
Emergency Response Planning Special Revenue Fund	75,000
Emergency Telephone Special Revenue Fund	872,801
Fines And Forfeitures Special Revenue Fund	300,000
Radio System Special Revenue Fund	366,600
Sheriff's Execution Special Revenue Fund	200,000
Special Districts Special Revenue Fund	14,547,502
Workforce Development (WIA) Special Revenue Fund	834,964

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, 2022, and ending June 30, 2023, in accordance with the chart of accounts heretofore established for the county.

Capital Reserve Funds

Board of Education Capital Reserve	
Non-Revenue Receipts	2,421,528
Total Board of Education	2,421,528
General Government Capital Reserve	
Non-Revenue Receipts	762,111
Total General Government	762,111
Parks & Recreation Capital Reserve	
Non-Revenue Receipts	200,000
Total Parks & Recreation	200,000
Sheriff's Capital Reserve	
Non-Revenue Receipts	462,285
Total Sheriff's	462,285
Solid Waste Post Closure Fund Capital Reserve	
Non-Revenue Receipts	237,350
Total Solid Waste Post Closure Fund	237,350
Solid Waste Capital Reserve	
Non-Revenue Receipts	223,028
Total Solid Waste	223,028

Debt Service Funds

General Government Debt Service Fund	
Taxes - Sales	11,394,917
Non-Revenue Receipts	11,000,000
Total General Government	22,394,917
Harnett Regional Water Debt Service Fund	
Non-Revenue Receipts	4,479,957
Total Harnett Regional Water	4,479,957
Solid Waste Debt Service Fund	
Non-Revenue Receipts	347,950
Total Solid Waste	347,950

Enterprise Funds

Harnett Regional Water (HRW) Enterprise Fund	
Service Charges - Invest Earnings	10,000
Service Charges - Other Services	575,000
Service Charges - Returned Check	11,500
Service Charges - Penalties	1,175,000
Service Charges - Water	24,850,000
Service Charges - Sewer	12,064,650
Service Charges - Energy	650,000
Sale Of Fixed Assets	10,000
Rents	160,000
Other Revenue	150,000
Total HRW Enterprise Fund	39,656,150
Solid Waste Enterprise Fund	
Solid Waste Availability Fee	260,000
State	2,500,000
Service Charges - Invest Earnings	10,000
Service Charges - Returned Check	4,500,000
Service Charges - Penalties	20,000
Service Charges - Solid Waste	75,000
Total Solid Waste Enterprise Fund	7,365,000

General Fund

General Fund	
Ad Valorem Taxes - Real	69,290,000
Ad Valorem Taxes - Motor Vehicles	7,730,000
Ad Valorem Taxes - Real Delinquent	350,000
Ad Valorem Taxes - Penalties	275,000
Article 39 Sales Tax	8,455,000
Article 40 Sales Tax	6,673,000
Article 42 Sales Tax	979,000
Article 44 Sales Tax	5,309,000
Excise Tax	1,164,000
Federal	14,959,711
State	2,393,657
Local	43,693
Medicaid Hold Harmless	3,110,000
Service Charges - Departmental	12,944,951
Service Charges - Indirect Cost	1,536,530
Service Charges - Concessions	109,300
Service Charges - Invest Earnings	250,000
Contributions And Donations	12,700
Rents	128,740
Other Revenue	1,248,100
Transfers From - Special Revenue	80,000
Fund Balance Appropriated	4,372,996
Total General Fund Revenue	141,415,378

Internal Service Funds

Dental Insurance Internal Service Fund	
Service Charges	650,000
Total Dental Insurance	650,000
Employee Clinic Internal Service Fund	
Service Charges	191,875
Total Employee Clinic	191,875
Fleet Replacement Internal Service Fund	
Service Charges	119,160
Miscellaneous Income	12,000
Non-Revenue Receipts	100,000
Total Fleet Replacement	231,160
Flexible Spending Account Internal Service Fund	
Service Charges	350,000
Total Flexible Spending	350,000
Health Insurance Internal Service Fund	
Service Charges	11,003,500
Total Health Insurance	11,003,500
Information Technology Internal Service Fund	
Service Charges	1,748,415
Non-Revenue Receipts	1,003,545
Total Information Technology	2,751,960
Retiree Health Insurance Internal Service Fund	
Service Charges	1,500,000
Total Retiree Health	1,500,000
Unemployment Insurance Internal Service Fund	
Service Charges	250,000
Total Unemployment	250,000
Workers Compensation Fund Internal Service Fund	
Service Charges	850,000
Total Workers Compensation	850,000

Special Revenue Funds:

Asset Forfeitures Special Revenue Fund	
Non-Revenue Receipts	282,416
Total Asset Forfeitures	282,416
Automation Enhancement & Preservation Special Revenue Fund	
Service Charges	65,000
Non-Revenue Receipts	85,000
Total Automation	150,000
Concealed Weapons Permit Special Revenue Fund	
Service Charges	250,000
Total Concealed Weapon Permits	250,000
Emergency Response Planning Special Revenue Fund	
Miscellaneous Income	75,000
Total Emergency Response Planning	75,000
Emergency Telephone Special Revenue Fund	
Taxes-Other	872,801
Total Emergency Telephone	872,801
Fines And Forfeitures Special Revenue Fund	
Miscellaneous Income	300,000
Total Fines & Forfeitures	300,000
Radio System Special Revenue Fund	
Service Charges	366,600
Total Radio System	366,600
Sheriff's Execution Special Revenue Fund	
Service Charges	200,000
Total Sheriff's Execution	200,000
Special Districts Special Revenue Fund	
Taxes-Ad Valorem	12,199,078
Miscellaneous Income	2,348,424
Total Special Districts	14,547,502
Workforce Development (WIA) Special Revenue Fund	
Intergovernmental-Federal	834,964
Total Workforce Development	834,964

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, 2022, and ending June 30, 2023, 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 fifty-nine point one cent (.591) per one hundred dollars (\$100) valuation of property listed as of January 1, 2022, 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 \$11,781,772,762 and motor vehicles of \$1,322,174,274 together with anticipated delinquent collections of \$350,000 and penalties of \$275,000, should generate a total Tax - Ad Valorem of at least \$77,645,000. FY 2022-2023 estimates for real and personal property and for motor vehicle values are based on a property tax collection percentage of 99.4%, which is the collection percentage for the fiscal year ending June 30, 2021.

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, 2022, 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 \$1,634,622,946 and an estimated collection rate of 99.4% and, together with anticipated delinquent collections, should generate a total Tax - Ad Valorem of at least \$394,862.

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, 2022, located within the Special Districts indicated below for the purpose of providing revenue for said Districts.

District	FY 23 Rate
Anderson Creek	0.110
Angier	0.075
Benhaven	0.110
Benson	0.120
Boone Trail	0.080
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 2022 - 2023 budget year to meet the needs of the Harnett County Board of Education as detailed in the Harnett County Schools 2022 - 2023 Budget Request dated April 26, 2022.

A. Current Expense:

On July 1, 2016, Harnett County adopted a funding formula to serve as a basis for providing current expense dollars to the Harnett County Schools. This formula is based upon information provided by the NC Department of Public Instruction (NCDPI) for student count (2nd month ADM) and the Three-Year Average of Appropriations provided by the County to the Schools. A more detailed discussion of this policy can be found in the Harnett County Fiscal Policy.

Funding Formula Allocation:

NCDPI 2nd Month student count (March 18, 2022)	19,186
Three-year Average Appropriation	<u>\$1,075.00</u>
Base funding, per Fiscal Policy	\$20,624,950.00
Plus, student count for charter schools 1353.5	<u>\$1,455,012.50</u>
Total funding, per Fiscal Policy	<u><u>\$22,079,962.50</u></u>

For the Fiscal Year 2023 Budget, the County will provide funding as follows:

Fiscal Year 2022 Allocation	\$24,680,604.00
Fiscal Year 2023 Current Expansion Request funding	<u>\$740,985.00</u>
Total Budgeted Appropriation	<u><u>\$25,421,589.00</u></u>

The total appropriation budgeted for Fiscal Year 2023 will provide a per pupil funding of: \$ 1,237.69

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 2022-2029 Capital Improvements Program (CIP), as amended in the FY 2022-2023 operating budget, \$1,400,000 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	1,122,350
Principal	5,595,000
2012B Qualified School Construction Bonds	
Interest	1,365,195
Principal	792,648
2016 Qualified School Construction Bonds	
Interest	-
Principal	220,000
2017 GO Bonds - Schools (Benhaven Elementary)	
Interest	851,813
Principal	1,475,000
2020 GO Bonds for Erwin Elementary School	
Interest	902,344
Principal	1,375,000
2021 GO Bonds for NW Harnett Elementary School	
Interest	1,515,750
Principal	2,150,000
Total School Debt Payments	\$ 17,365,100

- 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, 2022, and ending June 30, 2023:

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	462,285
Professional Consultants	70,750
Marketing/Advertising/Incentives	391,023
Impositions	38,000
Operations	92,896
Professional Dues	56,400
Total Economic Development	1,111,354

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 2022-2023 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 2021-2022 and are already reflected in Attachment A:

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
General Fund					
Animal Services	New	Rabies Vaccination-Field Request	0.00	12.00	Each
Animal Services	Decrease	Canine Rescue Fee	45.00	0.00	First Three, Each
Animal Services	Decrease	Canine Rescue Fee	25.00	0.00	After Three, Each
Animal Services	Decrease	Feline Rescue/Rescue Only	16.00	0.00	Each
Development Services	New	Site Plan Revision Fee	40.00	40.00	Each
Development Services-Building Inspections	New	Site Plan Revision Fee	40.00	40.00	Each
Emergency Medical Services	Increase	BLS Certification Card	3.25	5.00	Per Card
Emergency Medical Services	Increase	Health Saver Certification Card	18.00	25.00	Per Class
Emergency Medical Services	Increase	Health Saver Required Workbook	3.25	5.00	Per Book
Emergency Medical Services	New	ACLS Certification Card	0.00	10.00	Per Card
Emergency Medical Services	New	PALS Certification Card	0.00	10.00	Per Card
Emergency Medical Services	New	Heart Saver CPR/AED	0.00	25.00	Per Class
Emergency Medical Services	New	Heart Saver First-Aid/CPR/AED	0.00	25.00	Per Class
Emergency Medical Services	New	Advanced Medical Life Support	0.00	20.00	Per Class
Emergency Medical Services	New	Community Paramedic Course	0.00	20.00	Per Clas

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
Emergency Medical Services	New	Emergency Pediatric Care	0.00	20.00	Per Class
Emergency Medical Services	New	Emergency Vehicle Operations Safety	0.00	15.00	Per Class
Emergency Medical Services	New	First on Scene	0.00	15.00	Per Class
Emergency Medical Services	New	Geriatric Education for EMS	0.00	15.00	Per Class
Emergency Medical Services	New	Principals of Ethics and Personal Leadership	0.00	20.00	Per Class
Emergency Medical Services	New	Per-Hospital Trauma Life Support	0.00	20.00	Per Class
Emergency Medical Services	New	EMS Safety	0.00	15.00	Per Class
Emergency Medical Services	New	Tactical Emergency Casualty Care	0.00	20.00	Per Class
GIS/E911	Increase	Specialty Map or Request	35.00	65.00	Per Hour
GIS/E911	Increase	Map Book	20.00	25.00	Per Book
GIS/E911	Increase	Road Sign	250.00	400.00	Per Sign
GIS/E911	Increase	Address Sign (complete sign)	20.00	40.00	Per Sign With Pole
GIS/E911	Increase	Address Sign (blade only)	15.00	35.00	Per Sign
Library	Decrease	Overdue Fines	0.10	0.00	Per Item Per Day
Health	Increase	Flaud QIV 65+	91.41		
Health	Increase	Fluzone QIV	45.41		
Health	Increase	Flucelvax QIV	54.41		
Health	Increase	Varicella	180.00		
Health	Increase	Hep B Adult	69.00		
Health	Increase	MMR-Adult	87.00		
Health	Increase	Pneumonia Shot	119.00		
Health	Increase	Menactra	152.00		
Health	Increase	IPV	35.00		
Health	Increase	Pentacel	101.00		

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
Health	Increase	Prevnar	235.00		
Health	Increase	Rabies-Imovax	393.00		
Health	Increase	Rotateq	95.00		
Health	Increase	Twinrix	122.00		
Parks & Recreation	Increase	Anderson Creek Sr Center: Class A - Per Participant	20.00	30.00	Per Class
Parks & Recreation	Increase	Anderson Creek Sr Center: Class B - Per Participant	10.00	20.00	Per Class
Parks & Recreation	Increase	Anderson Creek Sr Center: Class C - Per Participant	5.00	10.00	Per Class
Parks & Recreation	Decrease	After School Care (April and December)	120.00	100.00	Per Month
Parks & Recreation	New	Shawtown Community Development Center Classroom – Hourly Rental	25.00		Per Hour
Parks & Recreation	New	Shawtown Community Development Center Classroom – Half Day Rental	90.00		Per 4 Hour Block
Parks & Recreation	New	Shawtown Community Development Center Classroom – Deposit (Refundable)	50.00		Per Rental
Enterprise Funds					
Harnett Regional Water	Increase	Water Tap Fee ¾-inch	800.00	1,200.00	Per Tap
Harnett Regional Water	Increase	Water Tap Fee 1-inch	1,500.00	2,200.00	Per Tap
Harnett Regional Water	Increase	Water Tap Fee 2-inch	2,500.00	3,500.00	Per Tap
Harnett Regional Water	Increase	Sewer Tap Fee – Residential	1,000.00	1,500.00	Per Tap

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
Harnett Regional Water	Increase	Sewer Tap Fee – Step Tank- BL/Riverside	2,000.00	2,800.00	Per Tap
Harnett Regional Water	Increase	Sprinkler Tap Fee	300.00	500.00	Per Tap

Section 9: Authorized Positions

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

	FY 2023
General Government	103.00
Public Safety:	
Sheriff	232.00
Emergency Service	8.50
Emergency Medical Services	86.00
Emergency Communications	27.00
Animal Services	9.00
Transportation	21.00
Environment Safety	4.00
Economic & Physical Development	27.00
Human Services:	
Health	59.30
Social Services	197.00
Human Services (all others)	15.70
Cultural & Recreational	27.00
Workforce Development	5.00
Emergency Response Planning Grant	0.50
Harnett Regional Water	110.00
Solid Waste	17.00
Employee Clinic	1.00
Total Positions Budgeted	950.00

Section 10: Personnel and Compensation

The Board of Commissioners has authorized the Fiscal Year 2022-2023 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 a Cost-of-Living Adjustment (COLA) in the amount of 3.0% 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 LEOSA 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 2022-2023 Classification and Grade Table as set forth in Attachment B to be effective from July 16, 2022, through June 30, 2023. 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 February 21, 2022, and is available in the Office of the Clerk to the Board of Commissioners and is included in the FY 2022-2023 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 2022-2023 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 \$350,929 for replacement of EMS ambulances is increased to \$402,451.

Harnett Regional Water Capital Improvements Plan

The Harnett Regional Water Department Capital Improvement Plan was adopted on June 20, 2022, and is available in the Office of the Clerk to the Board of Commissioners and is included in the FY 2022-2023 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 2022-2023 fiscal year are approved as part of this budget ordinance.

Section 15: Harnett Regional Water – Water and Sewer Ordinance

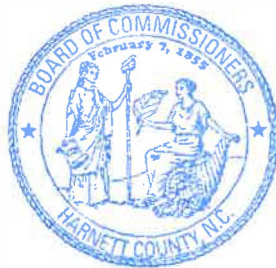
The Harnett Regional Water Department Ordinance is included for reference in Attachment F, and hereby remains in effect for the budget year 2022-2023.

Section 16: 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 20th day of June, 2022.

HARNETT COUNTY BOARD OF COMMISSIONERS




Lewis W. Weatherspoon, Chairman


Brent Trout, County Manager

ATTEST:


Melissa Capps, Clerk to the Board



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
ANIMAL SERVICES	Dangerous Dog Appeal	20.00	20.00	20.00
	Livestock at Large	Notice of Sale (State Mandate) G.S §68-20	Notice of Sale (State Mandate) G.S §68-20	Notice of Sale (State Mandate) G.S §68-20
	Large Livestock Adoption Fee	100.00	100.00	100.00
	Small Livestock Adoption Fee	25.00	25.00	25.00
	Poultry/Fowl Adoption Fee	5.00	5.00	5.00
	Rabies Lab Testing / Container Fee	50.00	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	-
	Canine Rescue Fee (after three canines, each)	25.00	25.00	-
	Feline Rescue / Rescue only fee	16.00	16.00	-

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
ANIMAL SERVICES				
	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
	Rabies Vaccination-Field Request			12.00
	Wormer all dogs	5.00	5.00	5.00
	Feline / Canine Testing	15.00	15.00	15.00
BOARD OF ELECTIONS				
	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:			



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
BOARD OF ELECTIONS	The State chair of each political party (1 list)			
	The County chair of each political party:			
	One in every odd number year			
	numbered year			
COOPERATIVE EXTENSION	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
DEVELOPMENT SERVICES	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 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
	Site plan, revision	-	-	40.00
	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



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	Conditional letter of map amendment (CLOMA) review	50.00	50.00	50.00
	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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)	90.00	90.00	90.00
	More than 2 commercial units (includes electrical)	110.00	110.00	110.00
	Manufactured Home:			

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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
	Site Plan Revision	-	-	40.00
	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
	New Single Family Dwelling:			
	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

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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
	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)	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	Modular Construction Trailer - Temporary	\$125/\$250 after the fact	\$125/\$250 after the fact	\$125/\$250 after the fact
	Moved house or building (fee includes electrical, plumbing and mechanical)	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	*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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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: $2,000,000 - 1,000,000 = 1,000,000 \times .002 = 2,000 + 6,330 = 8,330$ total permit			
	Each T-pole	60.00	60.00	60.00

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
DEVELOPMENT SERVICES	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
EMERGENCY SERVICES	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)	150.00	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)	250.00	250.00	250.00
	72 hours (Includes Site Plan Review)	100.00	100.00	100.00
	Amusement Buildings (Includes Site Plan Review)	75.00	75.00	75.00
	Carnivals and fairs (Includes Site Plan Review)	75.00	75.00	75.00

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
EMERGENCY SERVICES	Covered Mall Buildings (Includes construction plan review. Does not include individual tenant spaces.)	75.00	75.00	75.00
	Exhibits, Trade Shows and Festivals (Includes Site Plan Review)	75.00	75.00	75.00
	Liquids Use, Dispensing, Storage, Transportation	75.00	75.00	75.00
	Change in Liquid in Tanks	75.00	75.00	75.00
	Manufacture or Process Liquids	75.00	75.00	75.00
	Liquid Dispensing - AGST/UGST to Vehicles	75.00	75.00	75.00
	Liquid Dispensing - Tanker to Vehicles	75.00	75.00	75.00
	Liquid or gas-fueled vehicles or equipment in assembly buildings	75.00	75.00	75.00
	Private Fire Hydrants	75.00	75.00	75.00
	Combustible Dust Producing Operations	75.00	75.00	75.00
	Spraying or Dipping	75.00	75.00	75.00
	Required Construction Permits:			
	Automatic Fire Extinguishing System (Ansul/Sprinkler)	\$50.00+ \$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	\$50.000+ \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device
	Standpipes	150.00	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
EMERGENCY SERVICES	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)	100.00	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
EMERGENCY MEDICAL SERVICES	BLS:			
	Non-Emergency	393.80	393.80	393.80
	Emergency	630.07	630.07	630.07
	BLS Routine Disposable Supplies	75.00	75.00	75.00
	ALS 1:			



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
EMERGENCY MEDICAL SERVICES	Non-Emergency	472.55	472.55	472.55
	Emergency	748.21	748.21	748.21
	ALS 2:			
	Emergency	1,082.94	1,082.94	1,082.94
	ALS Routine Disposable Supplies	90.00	90.00	90.00
	Loaded Patient Mileage	13.33	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	1,279.82	1,279.82	1,279.82
	Round Trip	829.50	829.50	829.50
	Defibrillation	85.00	85.00	85.00
	Intubation	125.00	125.00	125.00
	IV Supplies	25.00	25.00	25.00
	Oxygen	20.00	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
EMERGENCY MEDICAL SERVICES				
	BLS Certification Card	3.25	3.25	5.00
	Health Saver Certification Card	18.00	18.00	25.00
	Health Saver Required Workbook	3.25	3.25	5.00
	Additional Training:			10.00
	ACLS Certification Card			10.00
	PALS Certification Card			10.00
	Heart Saver CPR/AED			25.00
	Heart Saver First-Aid/CPR/AED			25.00
	Advanced Medical Life Support			20.00
	Community Paramedic Course			20.00
	Emergency Pediatric Care			20.00
	Emergency Vehicle Operations Safety			15.00
	First on Scene			15.00
	Geriatric Education for EMS			15.00
	Principals of Ethics and Personal Leadership			20.00
	Pre-Hospital Trauma Life Support			20.00
	EMS Safety			15.00
	Tactical Emergency Casualty Care			20.00
	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
GIS / E911	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	65.00
	Specialty Maps on Poster Paper	-	-	-
	Digital Data	35.00	35.00	35.00
	Map Book	20.00	20.00	25.00
	Police Departments, Towns and anyone who utilizes an 800 MHZ radio).	25.00	25.00	25.00
	Road Signs	250.00	250.00	400.00
	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	40.00
	Sign Only	15.00	15.00	35.00
	Post Only	10.00	10.00	10.00



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
HARNETT REGIONAL WATER	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)	\$2.60/1,000	\$2.60/1,000	\$2.60/1,000
	Water Bulk Rate - Capacity Owners	\$2.05/1,000	\$2.05/1,000	\$2.05/1,000
	Water Bulk Rate- Woodlake	\$2.90/1,000	\$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 2022-2023

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(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
HARNETT REGIONAL WATER	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)	\$2.30/1,000	\$2.30/1,000	\$2.30/1,000
	Sewer Bulk Rate Linden Oaks	\$2.60/1,000	\$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)	\$1,200.00 (total \$3,200)
	Water Tap On Fee, 1" Service (includes Capacity Use Fee)	\$1,500.00 (total \$3,500)	\$1,500.00 (total \$3,500)	\$2,200.00 (total \$4,200)
	Water Tap On Fee, 2" Service (includes Capacity Use Fee)	\$2,500.00 (total \$4,500)	\$2,500.00 (total \$4,500)	\$3,500.00 (total \$5,500)
	Meter Fees 3/4" Mechanical	70.00	70.00	70.00
	Meter Fees 3/4" Electronic/Radio Read/Automatic Read	200.00	325.00	325.00
	Sprinkler Tap	300.00	300.00	500.00
	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



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FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
HARNETT REGIONAL WATER	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)	\$1,500 (total \$4,000)
	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)	\$2,800 (total \$5,300)
	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
HARNETT REGIONAL WATER	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	325.00	325.00
	1"	300.00	450.00	450.00
	1 1/2"	525.00	525.00	525.00
	2"	2,050.00	2,050.00	2,050.00
HEALTH	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	45.41
	Flu Vaccine Quad	55.00	55.00	54.41
	Flu Vaccine (Super) / Fluzone High Dose age 65>	78.00	78.00	91.41
	Flu Vaccine Trivalent MDV	40.00	40.00	40.00
	Hep B	60.00	60.00	69.00
	Hepatitis A Vaccine	45.00	45.00	45.00
	MMR - Adult	75.00	75.00	87.00
	Pneumonia shot	105.00	105.00	119.00
	PPD/TB Skin Test	25.00	25.00	25.00
	Menactra	135.00	135.00	152.00

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
HEALTH	HPV Vaccine (3 dose)	720.00	720.00	720.00
	IPV	30.00	30.00	35.00
	Kinrix (IPV, Dtap)	60.00	60.00	60.00
	Pentacel (Dtap, IPV, HIB)	88.00	88.00	101.00
	Prevnar (PCV13)	210.00	210.00	235.00
	Proquad (MMR & Varicella)	232.00	232.00	232.00
	Rabies	300.00	300.00	393.00
	Rotateq	79.00	79.00	95.00
	Shingrix (only patients 50-64)	182.00	182.00	182.00
	Twinrix (Hep A & Hep B Combination)	95.00	95.00	122.00
	Varicella (Meningitis)	145.00	145.00	180.00
	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
IT	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	7.00	7.00	7.00
	Microsoft Exchange Mailbox 100 users or more	6.00	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)	6.00	6.00	6.00



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
IT	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
LIBRARY	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	-
	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	0.25	0.25
	Long distance, per page	1.00	0.25	0.25
	All incoming faxes, per page	0.10	0.25	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
MISCELLANEOUS	Employee Mileage Reimbursement	Current IRS Mileage Reimbursement Rate		
	Employee Subsistence Per Diem (subject to County travel policy):			
	Breakfast	7.00	7.00	GSA Rate
	Lunch	13.00	13.00	GSA Rate
	Dinner	26.00	26.00	GSA Rate
	Medical Insurance (monthly):			
	Employee Only (County pays)	804.48	863.05	906.00
	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	32.00	32.00
	Employee + Spouse (Employee pays)	30.46	30.46	30.46
	Employee + Child(ren) (Employee pays)	34.04	34.04	34.04
	Employee + Family (Employee pays)	85.44	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
PARKS & RECREATION	Ball fields / Multipurpose fields:			
	1st hour	15.00	15.00	15.00
	each additional hour	15.00	15.00	15.00
	per hour with lights	25.00	25.00	25.00
	half day (up to 5 hours)	60.00	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	30.00	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
PARKS & RECREATION	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
	Shawtown Community Development Center Classroom			
	per hour	-	-	25.00
	per 4 hour block	-	-	90.00
	refundable deposit	-	-	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	30.00
	Class B - per participant	10.00	10.00	20.00
	Class C - per participant	5.00	5.00	10.00
	Adult Kickball (per team)	275.00	275.00	275.00
	Adult Softball -- Mens (per team) <i>requires 2 umpires</i>	550.00	550.00	550.00
	Adult Softball -- Women's (per team) <i>requires 1 umpire</i>	500.00	500.00	500.00

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
PARKS & RECREATION	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)	30.00	30.00	30.00
	Couch to 5K	10.00	10.00	10.00
	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	100.00
	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



ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

(Changes from the previous year are highlighted)

6/20/22

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
REGIONAL JETPORT	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
REGISTER OF DEEDS	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 15 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 2022-2023

(Changes from the previous year are highlighted)

6/20/22

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
REGISTER OF DEEDS	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
REGISTER OF DEEDS	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
RESTITUTION	Juvenile Restitution Service Fees:			
	1 Juvenile per hour	7.25	7.25	7.25
	2 Juveniles per hour	14.50	14.50	14.50
	3 Juveniles per hour	21.75	21.75	21.75
	4 Juveniles per hour	29.00	29.00	29.00
	5 Juveniles per hour	36.25	36.25	36.25

ATTACHMENT A: RATE AND FEE SCHEDULE

FISCAL YEAR 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 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	10.00	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 2022-2023

(Changes from the previous year are highlighted)

6/20/22

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
SOCIAL SERVICES	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 2022-2023

6/20/22

(Changes from the previous year are highlighted)

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
SOLID WASTE MANAGEMENT	Furniture/Toys/Electronics (indoor or outdoor), per ton	45.00	45.00	45.00
	Collection/hauler permits (annual)	125.00	125.00	125.00
	Availability Fee (Household solid waste fee)	80.00	80.00	80.00
	Recycling fee	5.00	5.00	5.00
	Landfill tipping fee:			
	Construction & demolition, per ton	48.00	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)	5.00	5.00	5.00
	Minimum Charge per Load	5.00	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 2022-2023

(Changes from the previous year are highlighted)

6/20/22

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 ADOPTED
TAX	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 2022-2023

(Changes from the previous year are highlighted)

6/20/22

DEPARTMENT	TYPE OF FEE	2020 - 2021	2021 - 2022	2022 - 2023 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 2022-2023

(BOC approved 6/20/2022 and effective 7/16/2022)

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
1	Not Used	Annual	\$ 16,153	\$ 19,384	\$ 21,403	\$ 26,653
2	Not used	Annual	\$ 16,961	\$ 20,353	\$ 22,474	\$ 27,986
		Monthly	\$ 1,413.42	\$ 1,696.08	\$ 1,872.83	\$ 2,332.17
		Hourly	\$ 8.1545	\$ 9.7851	\$ 10.8050	\$ 13.4551
3	Not used	Annual	\$ 17,810	\$ 21,372	\$ 23,597	\$ 29,385
		Monthly	\$ 1,484.17	\$ 1,781.00	\$ 1,966.42	\$ 2,448.75
		Hourly	\$ 8.5627	\$ 10.2750	\$ 11.3449	\$ 14.1277
4	Park Maintenance Assistant	Annual	\$ 18,700	\$ 22,440	\$ 24,777	\$ 30,855
	Grounds Maintenance Assistant	Monthly	\$ 1,558.33	\$ 1,870.00	\$ 2,064.75	\$ 2,571.25
		Hourly	\$ 8.9905	\$ 10.7885	\$ 11.9122	\$ 14.8344
5	Gym Supervisor	Annual	\$ 19,635	\$ 23,562	\$ 26,016	\$ 32,398
	Park Attendant	Monthly	\$ 1,636.25	\$ 1,963.50	\$ 2,168.00	\$ 2,699.83
	Camp Counselor	Hourly	\$ 9.4401	\$ 11.3279	\$ 12.5079	\$ 15.5762
6	Not used	Annual	\$ 20,616	\$ 24,739	\$ 27,317	\$ 34,017
		Monthly	\$ 1,718.00	\$ 2,061.58	\$ 2,276.42	\$ 2,834.75
		Hourly	\$ 9.9117	\$ 11.8938	\$ 13.1334	\$ 16.3546
7	Office Aide	Annual	\$ 21,648	\$ 25,978	\$ 28,682	\$ 35,718
		Monthly	\$ 1,804.00	\$ 2,164.83	\$ 2,390.17	\$ 2,976.50
		Hourly	\$ 10.4079	\$ 12.4894	\$ 13.7897	\$ 17.1724
8	Computer Support Assistant	Annual	\$ 22,730	\$ 27,276	\$ 30,117	\$ 37,504
	Youth Program Assistant	Monthly	\$ 1,894.17	\$ 2,273.00	\$ 2,509.75	\$ 3,125.33
		Hourly	\$ 10.9281	\$ 13.1135	\$ 14.4796	\$ 18.0311
9	Not used	Annual	\$ 23,866	\$ 28,639	\$ 31,623	\$ 39,379

		Monthly	\$	1,988.83	\$	2,386.58	\$	2,635.25	\$	3,281.58
		Hourly	\$	11.4742	\$	13.7688	\$	15.2037	\$	18.9326
10	4-H Program Assistant	Annual	\$	25,060	\$	30,072	\$	33,204	\$	41,348
	Community Social Services Assistant	Monthly	\$	2,088.33	\$	2,506.00	\$	2,767.00	\$	3,445.67
	Custodian	Hourly	\$	12.0483	\$	14.4577	\$	15.9638	\$	19.8792
11	Data Entry Assistant	Annual	\$	26,312	\$	31,574	\$	34,863	\$	43,416
	Line Technician	Monthly	\$	2,192.67	\$	2,631.17	\$	2,905.25	\$	3,618.00
		Hourly	\$	12.6503	\$	15.1798	\$	16.7614	\$	20.8735
12	Community Health Technician	Annual	\$	27,628	\$	33,154	\$	36,607	\$	45,586
	Transit Driver (HARTS)	Monthly	\$	2,302.33	\$	2,762.83	\$	3,050.58	\$	3,798.83
		Hourly	\$	13.2829	\$	15.9394	\$	17.5998	\$	21.9167
13	Animal Shelter Attendent	Annual	\$	29,009	\$	34,811	\$	38,438	\$	47,865
	Bailiff	Monthly	\$	2,417.42	\$	2,900.92	\$	3,203.17	\$	3,988.75
	Breastfeeding Coordinator	Hourly	\$	13.9469	\$	16.7361	\$	18.4802	\$	23.0125
	Data Entry Operator II									
	Data Entry Specialist									
	Landfill Maintenance Worker									
	Library Assistant									
	Maintenance Worker									
	Medical Office Assistant									
	Office Assistant I									
	Park Supervisor									
	Processing Assistant III									
	Recreation Center Assistant									
	Security Screening Technician									
14	Meter Reader	Annual	\$	30,460	\$	36,552	\$	40,360	\$	50,259
	Office Assistant II	Monthly	\$	2,538.33	\$	3,046.00	\$	3,363.33	\$	4,188.25
	Transit Services Assistant	Hourly	\$	14.6445	\$	17.5731	\$	19.4042	\$	24.1634
15	Accounting Clerk IV - DSS	Annual	\$	31,983	\$	38,380	\$	42,377	\$	52,772
	Accounting Technician	Monthly	\$	2,665.25	\$	3,198.33	\$	3,531.42	\$	4,397.67
	Grounds Maintenance Technician I	Hourly	\$	15.3767	\$	18.4519	\$	20.3740	\$	25.3717
	Income Maintenance Technician									

Office Assistant IV
Parks Maintenance Technician I
Processing Assistant IV
Recreation Center Coordinator
Senior Maintenance Worker
Senior Meter Reader
Transit Dispatcher

16	Administrative Support Specialist	<i>Annual</i>	\$	33,582	\$	40,298	\$	44,496	\$	55,410
	Deputy Register of Deeds	<i>Monthly</i>	\$	2,798.50	\$	3,358.17	\$	3,708.00	\$	4,617.50
	Elections Specialist	<i>Hourly</i>	\$	16.1455	\$	19.3740	\$	21.3927	\$	26.6399
	Evidence Technician									
	Finance technician									
	Library Program Specialist									
	Tax Program Assistant									
	Transportation Specialist									
	Workforce Development Eligibility Specialist									
	Youth Counselor									
17	Accounting Clerk V - DSS	<i>Annual</i>	\$	35,261	\$	42,313	\$	46,721	\$	58,181
	Accounting Technician II - Health	<i>Monthly</i>	\$	2,938.42	\$	3,526.08	\$	3,893.42	\$	4,848.42
	Animal Control Officer	<i>Hourly</i>	\$	16.9527	\$	20.3428	\$	22.4625	\$	27.9722
	Classification Assistant									
	Collection System Technician Trainee/I									
	Distribution System Technician Trainee									
	Grounds Maintenance Technician II									
	Income Maintenance Caseworker I									
	Library Circulation Manager									
	Natural Resources Manager									
	NC Agriculture Cost Share Technician									
	Parks Maintenance Technician II									
	Processing Assistant V									
	Processing Unit Supervisor V									
	Program Assistant V									
	Solid Waste Accounts Manager									
	Senior Deputy Register of Deeds									

Tax Collections Technicians
 Utility Customer Service Representative I
 Utility Locate Technician
 Utility System Technician
 Water Quality Technician

18	Asst ES Administrator	<i>Annual</i>	\$	37,024	\$	44,429	\$	49,057	\$	61,090
	Collection System Technician II	<i>Monthly</i>	\$	3,085.33	\$	3,702.42	\$	4,088.08	\$	5,090.83
	Distribution System Technician C	<i>Hourly</i>	\$	17.8003	\$	21.3601	\$	23.5855	\$	29.3707
	Election Technician									
	EMS Billing & Insurance Specialist									
	Facility Maintenance Technician									
	Fleet Maintenance Mechanic									
	Heavy Equipment Operator									
	Park Maintenance Technician									
	Practical Nurse II									
	Senior Administrative Support Specialist									
	Senior Line Technician									
	Senior Utility Customer Service Representative									
	Tax Business Property Assistant									
	Tax Personal Property Assistant									
	Tax PUV Assistant									
	Utility Customer Services Representative II									
19	Accounting Technician III	<i>Annual</i>	\$	38,875	\$	46,650	\$	51,510	\$	64,144
	Accounts Supervisor	<i>Monthly</i>	\$	3,239.58	\$	3,887.50	\$	4,292.50	\$	5,345.33
	Administrative Assistant	<i>Hourly</i>	\$	18.6902	\$	22.4279	\$	24.7649	\$	30.8390
	Administrative Technician									
	Central Permitting Technician									
	Collections System technician III									
	Deputy Supervisor									
	Distribution System Technician B									
	EMS Transportation Coordinator									
	Evidence Custodian									
	Financial Services Technician									

Foreign Language Interpreter II
 Human Resources Placement Specialist (DSS)
 Human Services Coordinator I (DSS)
 Income Maintenance Caseworker II
 Meter Services Specialist
 Plant Maintenance Technician I
 Records Supervisor
 Senior Facility Maintenance Technician
 Tax Collections Legal Assistant
 Tax Computer Analyst
 Tax Delinquent Collector
 Utility Inventory Technician
 Utility System Pump Technician I
 Veterans Services Specialist
 Workforce Development Specialist

20	Administrative Service Technician	<i>Annual</i>	\$	40,819	\$	48,983	\$	54,085	\$	67,352
	Collection System Technician IV	<i>Monthly</i>	\$	3,401.58	\$	4,081.92	\$	4,507.08	\$	5,612.67
	Distribution System Technician A	<i>Hourly</i>	\$	19.6249	\$	23.5495	\$	26.0029	\$	32.3814
	Elections Deputy Director									
	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									
	Treatment Plant Operator									
	Utility System Pump Technician II									
	Utility System Electrical Technician									
	Wastewater Treatment Plant Operator Trainee/I									
	Water Treatment Plant Operator Trainee/Apprentice									
21	Accounting Technician IV	<i>Annual</i>	\$	42,860	\$	51,432	\$	56,790	\$	70,719
	Administrative Assistant I	<i>Monthly</i>	\$	3,571.67	\$	4,286.00	\$	4,732.50	\$	5,893.25

	Central Permitting Tech/Project Coordinator	Hourly	\$	20.6062	\$	24.7269	\$	27.3034	\$	34.0002
	Computer Support Technician									
	Development Compliance Officer									
	Family Resource Program Manager									
	Finance & Accounting Specialist									
	Fleet Maintenance Supervisor									
	Fleet Manager									
	GIS Technician									
	GIS/E-911 Technician									
	Grounds Maintenance Supervisor									
	Income Maintenance Caseworker III									
	Income Maintenance Investigator II									
	Income Maintenance III - Lead Worker*									
	Laboratory Analyst									
	Nutrition Project Coordinator									
	Parks Capital Projects Manager									
	Parks Maintenance Supervisor									
	Planning Technician									
	Plant Maintenance Technician III									
	Public Health Education Specialist I									
	Recreation Program Supervisor									
	Senior Central Permitting Technician									
	Social Worker I									
	Utility Collections Officer									
	Utility System Pump Technician III									
	Wastewater Treatment Plant Operator II									
	Water Treatment Plant Operator C									
22	Assistant Solid Waste Manager	Annual	\$	45,003	\$	54,004	\$	59,629	\$	74,255
	Audio Visual/Trainer Technician	Monthly	\$	3,750.25	\$	4,500.33	\$	4,969.08	\$	6,187.92
	Child Support Agent II	Hourly	\$	21.6365	\$	25.9635	\$	28.6683	\$	35.7002
	Collection System Crew Leader									
	Distribution System Crew Leader									
	EDC Office Coordinator									
	Finance and Accounting Specialist I									

Human Resources Recruitment Specialist
 Librarian
 Natural Resource Manager
 Nutritionist II
 Paralegal
 Parks & Grounds Supervisor
 Plant Maintenance Technician IV
 Pre-Trial Release Administrator
 Senior Treatment Plant Operator
 Senior Treatment Plant/Pretreat Operator
 Tax Real Property Appraiser
 Tax Database Software Technician
 Tax Personal Property Appraiser
 Telecommunications Administrative Officer
 Telecommunications Training Officer
 Transportation Manager
 Utility System Crew Leader
 Utility System Pump Technician IV
 Veteran Services Officer
 Volunteer Services Director I
 Wastewater Treatment Plant Operator III
 Water Treatment Plan Operator B
 Workforce Dev JobLink Coordinator
 Zoning Inspector

23	Accounting Specialist I	<i>Annual</i>	\$	47,253	\$	56,704	\$	62,611	\$	77,968
	Administrative Assistant II	<i>Monthly</i>	\$	3,937.75	\$	4,725.33	\$	5,217.58	\$	6,497.33
	Child Support Lead Agent	<i>Hourly</i>	\$	22.7182	\$	27.2615	\$	30.1020	\$	37.4853
	Communications Specialist									
	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 Real Property Supervisor
 Utility Construction Coordinator
 Utility Construction Inspector
 Wastewater Treatment Plant Operator IV
 Water Treatment Plant Operator A

24	Airport Operations Manager	<i>Annual</i>	\$	49,616	\$	59,539	\$	65,741	\$	81,866
	Animal Services Manager	<i>Monthly</i>	\$	4,134.67	\$	4,961.58	\$	5,478.42	\$	6,822.17
	Assistant Emergency Management Coordinator	<i>Hourly</i>	\$	23.8543	\$	28.6245	\$	31.6069	\$	39.3594
	Assistant Util Customer Service Supervisor									
	Code Enforcement Officer I									
	Executive Assistant									
	Finance & Acctg Specialist II									
	Human Resources Benefits & Wellness Specialist									
	Information Systems Technician									
	Medical Laboratory Technologist I									
	Senior Wastewater Treatment/Pre-Trmt Plant Oper									
	Senior Water Treatment Plant Operator									
	Solid Waste Operations Manager									
25	Assistant Register of Deeds	<i>Annual</i>	\$	52,096	\$	62,515	\$	69,029	\$	85,960
	Capital Project Construction Manager	<i>Monthly</i>	\$	4,341.33	\$	5,209.58	\$	5,752.42	\$	7,163.33
	Child Support Supervisor II	<i>Hourly</i>	\$	25.0466	\$	30.0553	\$	33.1877	\$	41.3277
	Code Enforcement Officer II									
	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
 Telecommunications Manager

26	HR - Risk Management and Safety Coordinator	Annual	\$	54,701	\$	65,641	\$	72,479	\$	90,258
	Information System Specialist	Monthly	\$	4,558.42	\$	5,470.08	\$	6,039.92	\$	7,521.50
	Nutrition Program Director I	Hourly	\$	26.2991	\$	31.5582	\$	34.8464	\$	43.3941
	Social Work Supervisor II									
	Social Worker IV (I/A&T)									
	Tax Listing/Billing Supervisor									
	Utility Customer Service Supervisor									
	Veterans Services Director									
27	Chief Deputy Fire Marshal	Annual	\$	57,437	\$	68,924	\$	76,104	\$	94,770
	Clerk to the Board of Commissioners	Monthly	\$	4,786.42	\$	5,743.67	\$	6,342.00	\$	7,897.50
	Database Administrator	Hourly	\$	27.6145	\$	33.1365	\$	36.5892	\$	45.5634
	Environmental Health Program Specialist									
	Emergency Services Administrator									
	EMS Asst Chief of Training									
	EMS Compliance Officer									
	Financial Services Supervisor									
	GIS Specialist									
	Internal Auditor									
	Net Security analyst									
	Tax Deputy Collector									
	Utility Maintenance Supervisor									
	Workforce Development Director/Joblink Coordinator									
28	Child Support Supervisor III (Program Manager)	Annual	\$	60,309	\$	72,371	\$	79,908	\$	99,509
	Code Enforcement Officer III	Monthly	\$	5,025.75	\$	6,030.92	\$	6,659.00	\$	8,292.42
	Elections Director	Hourly	\$	28.9953	\$	34.7938	\$	38.4180	\$	47.8418

Environmental Health Supervisor I
 GIS Analyst
 Income Maintenance Administrator I
 Information Systems User Group Supervisor
 Public Health Nurse II
 Senior IT Systems Specialist
 Senior Planner
 Wastewater Treatment Plant Supervisor

29	Administrative and Budget Officer	Annual	\$	63,323	\$	75,988	\$	83,904	\$	104,484
	Assistant Library Director	Monthly	\$	5,276.92	\$	6,332.33	\$	6,992.00	\$	8,707.00
	Assistant Manager of Planning Services	Hourly	\$	30.4444	\$	36.5327	\$	40.3392	\$	50.2337
	Assistant Manager of Building Services									
	Capital Projects Construction Manager									
	Community Relations Coordinator									
	Emergency Management Coordinator									
	GIS Systems Administrator									
	Local Public Health Administrator I									
	Public Health Nurse III									
	Social Work Supervisor III									
	Util Capital Project Manager									
30	Assistant Tax Administrator	Annual	\$	66,490	\$	79,788	\$	88,099	\$	109,708
	Public Health Nurse Supervisor I	Monthly	\$	5,540.83	\$	6,649.00	\$	7,341.58	\$	9,142.33
	Social Work Program Manager	Hourly	\$	31.9669	\$	38.3596	\$	42.3561	\$	52.7452
	Water Treatment Plant Supervisor									
31	Fire Marshal	Annual	\$	69,814	\$	83,777	\$	92,504	\$	115,194
	GIS/E911 Operations Administrator	Monthly	\$	5,817.83	\$	6,981.42	\$	7,708.67	\$	9,599.50
	Wastewater Treatment Superintendent	Hourly	\$	33.5650	\$	40.2774	\$	44.4740	\$	55.3828
32	Asst Director, Dev Serv/Mgr of Planning	Annual	\$	73,305	\$	87,966	\$	97,129	\$	120,954
	Budget Director	Monthly	\$	6,108.75	\$	7,330.50	\$	8,094.08	\$	10,079.50
	EMS Chief	Hourly	\$	35.2435	\$	42.2913	\$	46.6975	\$	58.1521
	IT Assistant Director									
	Manager of Building Services									

Register of Deeds

33	Emergency Services Deputy Director	Annual	\$	76,971	\$	92,365	\$	101,985	\$	127,001
	Library Director	Monthly	\$	6,414.25	\$	7,697.08	\$	8,498.75	\$	10,583.42
	Utility Civil Engineer	Hourly	\$	37.0060	\$	44.4063	\$	49.0322	\$	61.0594
34	Asst. Staff Attorney	Annual	\$	80,819	\$	96,983	\$	107,085	\$	133,351
	General Services Director	Monthly	\$	6,734.92	\$	8,081.92	\$	8,923.75	\$	11,112.58
	Parks & Recreation Director	Hourly	\$	38.8561	\$	46.6264	\$	51.4842	\$	64.1123
	Sheriff									
	Solid Waste Director									
	Tax Administrator									
35	Attorney II DSS	Annual	\$	84,860	\$	101,832	\$	112,440	\$	140,019
	County Engineer	Monthly	\$	7,071.67	\$	8,486.00	\$	9,370.00	\$	11,668.25
	Deputy Finance Officer	Hourly	\$	40.7989	\$	48.9577	\$	54.0587	\$	67.3181
	Economic Developer									
	Human Resources Director									
	Physician Extender II									
	Public Health Nursing Director II									
	Social Services Deputy Director									
36	Development Services Director	Annual	\$	89,103	\$	106,924	\$	118,062	\$	147,020
	Chief Information Officer	Monthly	\$	7,425.25	\$	8,910.33	\$	9,838.50	\$	12,251.67
		Hourly	\$	42.8388	\$	51.4058	\$	56.7617	\$	70.6841
37	Assistant HRW Director	Annual	\$	93,558	\$	112,270	\$	123,965	\$	154,371
	Economic Development Director	Monthly	\$	7,796.50	\$	9,355.83	\$	10,330.42	\$	12,864.25
	Emergency Services Director	Hourly	\$	44.9807	\$	53.9760	\$	59.5997	\$	74.2183
	Finance Officer									
	Physician Extender III									
	Senior Staff Attorney									
38	Social Services Director	Annual	\$	98,236	\$	117,883	\$	130,163	\$	162,089
	Assistant County Manager	Monthly	\$	8,186.33	\$	9,823.58	\$	10,846.92	\$	13,507.42
		Hourly	\$	47.2297	\$	56.6745	\$	62.5796	\$	77.9289
39	Local Public Health Director	Annual	\$	103,148	\$	123,778	\$	136,671	\$	170,194
		Monthly	\$	8,595.67	\$	10,314.83	\$	11,389.25	\$	14,182.83
		Hourly	\$	49.5914	\$	59.5087	\$	65.7085	\$	81.8256

40	HRW Director	Annual	\$ 108,306	\$ 129,967	\$ 143,505	\$ 178,704
		Monthly	\$ 9,025.50	\$ 10,830.58	\$ 11,958.75	\$ 14,892.00
		Hourly	\$ 52.0712	\$ 62.4841	\$ 68.9941	\$ 85.9170
41	Not Used	Annual	\$ 113,720	\$ 136,464	\$ 150,680	\$ 187,639
42	Not Used	Annual	\$ 119,407	\$ 143,288	\$ 158,214	\$ 197,020
43	Not Used	Annual	\$ 125,377	\$ 150,452	\$ 166,125	\$ 206,916
44	Not Used	Annual	\$ 131,645	\$ 157,974	\$ 174,431	\$ 217,216
101	Not Used	Annual	\$ 31,339	\$ 37,607	\$ 41,523	\$ 51,709
		Monthly	\$ 2,611.58	\$ 3,133.92	\$ 3,460.25	\$ 4,309.08
102	Booking Intake Technician	Annual	\$ 32,905	\$ 39,486	\$ 43,600	\$ 54,294
		Monthly	\$ 2,742.08	\$ 3,290.50	\$ 3,633.33	\$ 4,524.50
103	Emergency Medical Technician	Annual	\$ 34,551	\$ 41,461	\$ 45,780	\$ 57,009
		Monthly	\$ 2,879.25	\$ 3,455.08	\$ 3,815.00	\$ 4,750.75
104	Detention Officer	Annual	\$ 36,279	\$ 43,535	\$ 48,069	\$ 59,859
		Monthly	\$ 3,023.25	\$ 3,627.92	\$ 4,005.75	\$ 4,988.25
105	Telecommunicator EMD (uses 2288 hrs/yr)	Annual	\$ 38,092	\$ 45,710	\$ 50,472	\$ 62,853
		Monthly	\$ 3,174.33	\$ 3,809.17	\$ 4,206.00	\$ 5,237.75
106	Detention Asst Shift Supervisor	Annual	\$ 39,997	\$ 47,996	\$ 52,997	\$ 65,995
	Advanced Emergency Medical Technician	Monthly	\$ 3,333.08	\$ 3,999.67	\$ 4,416.42	\$ 5,499.58
107	Deputy Sheriff	Annual	\$ 41,997	\$ 50,396	\$ 55,646	\$ 69,295
	Detention Shift Supervisor	Monthly	\$ 3,499.75	\$ 4,199.67	\$ 4,637.17	\$ 5,774.58
	Reserve Deputy Sheriff					
	Telecommunications Shift Supervisor					
108	Not Used	Annual	\$ 44,096	\$ 52,915	\$ 58,428	\$ 72,760
		Monthly	\$ 3,674.67	\$ 4,409.58	\$ 4,869.00	\$ 6,063.33
109	Paramedic (uses 3,340 for FT ees)	Annual	\$ 46,302	\$ 55,562	\$ 61,350	\$ 76,398
		Monthly	\$ 3,858.50	\$ 4,630.17	\$ 5,112.50	\$ 6,366.50
110	Deputy Fire Marshal	Annual	\$ 48,617	\$ 58,340	\$ 64,417	\$ 80,217
	Deputy Sheriff Corporal	Monthly	\$ 4,051.42	\$ 4,861.67	\$ 5,368.08	\$ 6,684.75
	Deputy Sherrif Detective					
	Emergency Medical Services Lieutenant					
	Fire Marshal/Plan Reviewer					

111	Asst Detention Center Administrator	Annual	\$ 51,048	\$ 61,258	\$ 67,638	\$ 84,228
	Community Paramedic	Monthly	\$ 4,254.00	\$ 5,104.83	\$ 5,636.50	\$ 7,019.00
	EMS District Chief					
	Detective Corporal					
112	Deputy Sheriff Sergeant	Annual	\$ 53,600	\$ 64,320	\$ 71,020	\$ 88,440
	Detective Sergeant	Monthly	\$ 4,466.67	\$ 5,360.00	\$ 5,918.33	\$ 7,370.00
	EMS Asst Chief of Operations					
113	Not Used	Annual	\$ 56,280	\$ 67,536	\$ 74,571	\$ 92,862
114	Deputy Sheriff Lieutenant	Annual	\$ 59,094	\$ 70,913	\$ 78,300	\$ 97,505
		Monthly	4,924.50	5,909.42	6,525.00	8,125.42
115	Not used	Annual	\$ 62,048	\$ 74,458	\$ 82,215	\$ 102,380
		Monthly	\$ 5,170.67	\$ 6,204.83	\$ 6,851.25	\$ 8,531.67
116	Not Used	Annual	\$ 65,151	\$ 78,181	\$ 86,325	\$ 107,499
117	Deputy Sheriff Captain	Annual	\$ 68,408	\$ 82,090	\$ 90,641	\$ 112,875
	Detective Captain	Monthly	\$ 5,700.67	\$ 6,840.83	\$ 7,553.42	\$ 9,406.25
	Detention Center Administrator					
	Sheriff CALEA					
118	Not Used	Annual	\$ 71,829	\$ 86,195	\$ 95,173	\$ 118,518
119	Deputy Sheriff Major	Annual	\$ 75,421	\$ 90,505	\$ 99,933	\$ 124,444
		Monthly	\$ 6,285.08	\$ 7,542.08	\$ 8,327.75	\$ 10,370.33
120	Not Used	Annual	\$ 79,192	\$ 95,030	\$ 95,030	\$ 130,666

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

Rev 5/18/2022



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>Ratio</i>	<i>Target</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 2022-2023 Capital Improvement Program

HARNETT REGIONAL WATER

Capital Improvement Plan 2022-23

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 135,976. The per capita income for the County is \$23,767 (82nd in NC) and the median household income is \$55,753 (30th in NC). The poverty rate is 17% 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 \$340 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 \$70 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.

The North Harnett Elementary School Utility Extension Project is currently under design/construction and consists of the extension of 12,000 feet of 12 & 8 inch water main and 5,000 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 \$2,378,000 and will be funded from Harnett Regional Water's capital reserves. The Harnett Jetport Utility Extension Project is planned for FY 24 and consists of the extension of approximately 5,000 linear feet of 8 inch waterline and 4 inch sewer force main with the construction of a wastewater pump station to serve the expansion of the facilities at and adjacent to the Harnett Regional Jetport. This project is estimated to cost approximately \$2.5 million dollars. HRW is also in design discussions with the Town of Holly Springs in Wake County to upgrade our distribution system by constructing a 12 MGD intermediate pump station and two 500,000 gallon ground storage tanks to complete HRW's ability to supply the Town with their entire 10

MGD water capacity allocation. This project is estimated to cost \$10 million dollars and would be funded from the Town of Holly Springs. It is estimated to begin in FY 26 but could happen earlier depending upon the Town's schedule.

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 under design for a major 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 \$64 million dollars and will include participation from our regional wastewater partner towns of Angier,

Fuquay-Varina and Lillington. HRW is currently planning at the request of the North Carolina Viable Utility Reserve Section of NCDEQ and the NC State Treasurer's Office to expanding its South Harnett Waste Water Treatment Plant and our wastewater collection system as well by agreeing to accept and treat the waste water from the Town of Spring Lake in Cumberland County. This project is currently still in the decision/design stage and if approved would be funded entirely by viable utility reserve funds from the state of North Carolina. The project is estimated to cost approximately \$36 million dollars.

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

<u>Financial Period</u>	<u>Operating Revenues</u>
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
FY 20-21	\$42,140,995

You can see from these figures that annual revenues increased by \$12,010,066 in the last nine fiscal years. This represents a 40% 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 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 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 should be fully completed in FY 23.

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.

EXPENDITURES											
	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Totals
Project Name	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	FY 2031-32	
Automated Meter Infrastructure Project	\$5,969,885										\$5,969,885
NWHE School Utility Extension Project	\$2,096,537										\$2,096,537
NHWWTP Capacity Upgrade	\$63,241,200										\$63,241,200
SW WW PS & FM		\$6,894,000									\$6,894,000
SHWWTP Upgrade		\$35,580,416									\$35,580,416
Harnett Jetport Utility Extension Project		\$2,500,000									\$2,500,000
BCC/Capeton Collection System Upgrade			\$7,593,000								\$7,593,000
Northeast Harnett Regional WTP Project			\$70,000,000								\$70,000,000
Wake County Distribution Upgrade				\$10,000,000							\$10,000,000
NW Water Transmission					\$8,200,000						\$8,200,000
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
Totals	\$71,307,622	\$44,974,416	\$77,593,000	\$10,000,000	\$8,200,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$222,309,218
REVENUES											
	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	FY 2031-32	Totals
Grants from all sources	\$8,800,000	\$35,580,416									\$44,380,416
Revenue Bonds			\$35,000,000								\$35,000,000
State Revolving Loans											\$0
Developer Participation											\$0
Holly Springs				\$10,000,000							\$10,000,000
Fuquay Varina	\$23,891,120		\$21,000,000								\$44,891,120
Angier	\$8,783,500										\$8,783,500
Lillington	\$3,513,400										\$3,513,400
Harnett Regional Water Reserves	\$26,319,602	\$9,394,000	\$21,593,000	\$0	\$8,200,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$75,740,782
Totals	\$71,307,622	\$44,974,416	\$77,593,000	\$10,000,000	\$8,200,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$222,309,218
Debt Summary											
	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	FY 2031-32	Totals
Actual New Debt	\$0	\$0	\$35,000,000	\$0	\$0	\$0	\$0	\$0	\$0		\$35,000,000
Planned Rate Increases											
	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	FY 2031-32	Totals
Current Rates/Water											
\$20/2,000 min	no change	\$22.00	no change	no change	no change	\$24.00	no change	no change	no change	\$26.00	
\$5.50/1,000 gal above min	no change	\$5.75	no change	no change	no change	\$6.00	no change	no change	no change	\$6.25	
\$2.38 Bulk Rate	no change	no change	\$2.85	no change	no change	no change	\$3.15	no change	no change	no change	
\$1.85 Bulk Rate Capacity Holders	no change	no change	\$2.25	no change	no change	no change	\$2.50	no change	no change	no change	
% increase	no change	7.5%	10.0%	no change	no change	7%	10%	no change	no change	7%	
Monthly \$ Increase in Avg Bill	n/a	\$2.75	n/a	n/a	n/a	\$2.75	n/a	n/a	n/a	n/a	
Revenue from increase	\$0	\$1,386,000	\$820,000	\$0	\$0	\$1,435,500	\$975,000	\$0	\$0	\$1,610,000	\$6,226,500
Current Rates/Sewer											
\$15 Flat	no change	\$16.00	no change	no change	no change	\$17.00	no change	no change	no change	\$18.00	
\$6/1,000 gals	no change	\$6.50	no change	no change	no change	\$7.00	no change	no change	no change	\$7.50	
\$2.05 Bulk Rate Capacity Holders	no change	no change	\$2.55	no change	no change	no change	\$2.85	no change	no change	no change	
% increase	no change	7.5%	11%	no change	no change	7.5%	12%	no change	no change	7%	
Monthly \$ Increase in Avg Bill	n/a	\$3.50	n/a	n/a	n/a	\$3.50	n/a	n/a	n/a	\$3.50	
Revenue from increase	\$0	\$450,000	\$340,000	\$0	\$0	\$585,000	\$450,000	\$0	\$0	\$690,000	\$2,515,000

Duly adopted this the 20th day of June 2022, upon motion made by Commissioner Nico I,
seconded by Commissioner Matthews, and adopted by the following vote:

Ayes: 5 Noes: 0 Absent: 0



Board of Commissioners of the County of Harnett

By: L. W. Weatherspoon

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

ATTEST:

Melissa Capps

Melissa Capps, Clerk to the Board



WATER AND SEWER ORDINANCE

July 1, 2022

HARNETT REGIONAL WATER WATER AND SEWER ORDINANCE

BOARD OF COUNTY COMMISSIONERS

Lewis Weatherspoon – Chairman
Matthew Nicol – Vice-Chairman
Mark Johnson
Barbara McKoy
W. Brooks Matthews

COUNTY OFFICIALS

Brent Trout, County Manager
Steve Ward, Director

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AN ORDINANCE REGULATING THE USE OF WATER AND SEWER FACILITIES OPERATED BY HARNETT REGIONAL WATER FIXING RENTS, RATES, FEES AND OTHER CHARGES AND PROVIDING FOR COLLECTION OF SAME.

BE IT ORDAINED BY THE COUNTY BOARD OF COMMISSIONERS OF HARNETT COUNTY.

Section 1. Authority.

This ordinance is adopted pursuant to North Carolina General Statutes 153A-275, 162A-85.5 and 162A Article 6 for the purpose of providing adequate and reasonable rules and regulations to protect and regulate water supply and distribution systems and sewer collection systems owned or operated by HRW. The ordinance is also adopted pursuant to North Carolina General Statutes 153A-277, 162A-85.13, 162A-88, 162A-92 and 162A Article 8 for the purpose of establishing a schedule of rents, rates, fees, charges and penalties for the use of and services furnished by water supply and distribution systems and sewer collection systems owned or operated by HRW.

Section 2. Definitions.

Air-Gap Separation is an unobstructed vertical distance through the atmosphere between the lowest opening from any pipe or faucet supplying water to a tank, plumbing fixture, or other device and the flood level rim of the receptacle.

Allocation is the assignment or apportionment of water and/or sewer to serve a certain defined area.

Auxiliary Intake is any piping connection or other device whereby water may be secured from a source other than the public water supply.

Backflow is any flow of water into the public water supply from any other source due to a cross-connection, auxiliary intake, interconnection, backpressure, backsiphonage, any combination thereof, or other cause.

Backpressure is any pressure on any source of water other than the public water supply which may be greater than the pressure on the public water supply and may result in a backflow.

Backflow Prevention Device is an approved effective device method used to prevent backflow from occurring in the potable water supply. The type of device shall be based on degree of hazard, existing or potential.

Backsiphonage is any circumstance in which the pressure on the public water supply may be reduced to the point that the elevation and atmospheric pressure on a source of water other than the public water supply may result in a pressure to be greater than the pressure on the public water supply and may result in a back flow.

Building is a structure as defined in *Volume VII, One and Two Families, and Volume I, General Construction*, of the *NC State Building Code*.

Capacity represents the ability to treat or move water and/or sewer. Typically, capacity is expressed in gallons per day (GPD) or million gallons per day (MGD).

Confinement Device is a backflow prevention device that is installed within a private plumbing or distribution system to isolate a localized hazard from the remainder of said system.

Connection is that part of the water service line which runs from the main to the property line, including all appurtenances to make the service complete and ready for use.

Contractor A person or entity, licensed by the State of North Carolina Licensing Board, under contract to the Developer to perform the construction of water and sewer infrastructure of the Development.

Consumer is the person legally or equitably responsible for the payment of charges for water or sewer on any premises.

Containment Device is a backflow prevention device installed at the point of separation between the public water supply and a private service or private distribution system at the point of metering.

Controlled By is owned, operated or leased by.

Cross-Connection is any physical connection whereby the public water supply is connected with any other water supply system, whether public or private, either inside or outside of any building or buildings, in such a manner that a flow of water into the public water supply is possible either through the manipulation of valves or because of ineffective check or back-pressure of any other arrangement.

Cut-Off Valve is a valve used to regulate the water supply to the consumer's premises.

Department shall mean Harnett Regional Water.

Developer Any person, firm, corporation, or other legal entity improving property for commercial, industrial or residential purposes.

Development Property improved for commercial, industrial or residential purposes.

District shall mean any HRW water and sewer district established pursuant to Article 6, Chapter 162A of the North Carolina General Statutes.

Double Check Valve is an assembly composed of two single, spring-loaded independently operating check valves, including tightly closing shut-off valves located at each end of the assembly, and having suitable connections for testing the water tightness of each check valve.

Dual Check Valve is a device containing two independently acting check valves in series.

Easement shall mean an acquired legal right for the specific use of land owned by others.

Engineer of Record A person licensed as a Professional Engineer in good standing with the North Carolina State Board of Registration for Professional Engineers and Land Surveyors acting as an agent for the Developer with regard to water and sewer line extensions.

Fire Line is a system of pipes and equipment used to supply water in an emergency for extinguishing fire.

Flow is the actual amount of water and/or sewer being treated or moved. Flow is frequently expressed in gallons per day (GPD) or million gallons per day (MGD).

Full Service Sprinkler Connection is a separate metered connection originating at a main and running to the property line, and includes all appurtenances to make the connection complete and ready for use. This connection is independent of any other water connection on the premises and shall not be connected to any plumbing or other pipeline where residual water therefrom is required to be discharged into the sewer system.

HRW shall mean Harnett Regional Water.

Improved Street is any street having a wearing surface of concrete, brick, stone block, asphalt, or any bituminous compound.

Interconnection is any system of piping or other arrangement whereby the public water supply is connected directly with a sewer, drain, conduit, pool, heat exchanger, storage reservoir, or other device which does or may contain sewage or other waste or substance which would be capable of imparting contamination to the public water supply.

Lateral is that portion of the water connection which does not include meter, box or meter setter or connection.

Main is the pipe usually laid in a street running parallel to the property line which distributes water or collects sewer.

May is permissive (see “shall”).

NCDEQ North Carolina Department of Environmental Quality

NCDWQ North Carolina Division of Water Quality

Occupant is the consumer who is actually in possession or control of any premises.

Owner is the person having legal or equitable title to any premises.

Payment Plan is an agreed upon schedule for satisfying a consumer’s delinquent account status.

Person is an individual, firm, association, partnership or corporation.

Premises are land, building, or other structure and appurtenances thereto.

Pressure Vacuum Breaker is an assembly containing an independently operating spring loaded check valve and an independently operating loaded air inlet valve located on the discharge side of the check valve. The assembly must be equipped with suitable connections for testing the proper operation of the device and tightly closing shut-off valves located at each end of the assembly.

Public Water Supply is the water and waterworks system of HRW, and its consumers outside the County boundary, for the provision of piped water for human consumption, and which supply is recognized as a public and community water system by the North Carolina Department of Environmental Quality, Division of Environmental Health, Public Water Supply Section.

Record Drawings -Drawings prepared by the Engineer that indicate the details of the system following the construction phase and that at least meet the minimum standards set forth by the State of North Carolina and the North Carolina Licensing Board for Engineers and Land Surveyors and the HRW Sanitary Sewer and Water Specification

Reduced Pressure Zone Principle Backflow Prevention Device (RPZ) is a device containing within its structure, two spring loaded independently operating check valves, together with an automatically operating check valves, together with an automatically operating pressure differential relief valve located between the two check valves. The first check valve reduces the supply pressure a predetermined amount so that during normal flow and at cessation of normal flow the pressure between the checks shall be less than the supply pressure. In case of leakage of either check valve, the differential relief valve, by discharging into the atmosphere, shall operate to maintain the pressure between the check valves less than the supply pressure. The device shall have suitable connections for testing, including tightly closing shut-off valves located at each end.

Retrofitted Sprinkler Connection is a second metered connection originating at a point along that segment of the existing service line between the main and the first or existing meter and running to the property line, and includes all appurtenances to make the connections complete and ready for use. The Retrofitted Sprinkler Connection shall not be connected to any plumbing or other pipeline where residual water therefrom is required to be discharged into the sewer system.

Service Line is a water line which may service a house, business, apartments, etc. which runs from the street to the establishment being served.

Shall is mandatory (see “may”).

Standard Size Main refers to a six-inch diameter water main and an eight-inch diameter sewer main.

Subdivision The division of a tract, parcel, or lot into two or more lots or building sites or other divisions for the purpose, whether immediate or future, of sale, legacy, or building development and includes all division of land involving a new street or change in existing streets to include re-subdivision. Subdivision shall also refer to uses of land not ordinarily considered a subdivision, but requiring utility installations. Examples of these uses are mobile home parks, multi-family projects townhouses, and planned unit developments.

System Development Fee A charge or assessment for service imposed with respect to new development to fund costs of capital improvements necessitated by and attributable to such new development, to recoup costs of existing facilities which serve such new development, or a combination of those costs. The term includes amortized charges, lump-sum charges, and any other fee that functions as described by this definition regardless of terminology.

Unit refers to a residential housing unit such as an apartment, condominium or duplex.

Unusual Conditions to mean delays in acquiring materials, parts and (or) supplies, rock encountered in construction and other items which might cause delays not under the control of HRW.

Water and Sewer Plans An engineered drawing, signed and seal by the Engineer of Record, in conformance with the HRW Sanitary Sewer and Water Specifications that delineates the water and sewer infrastructure as well as other on-site improvements proposed for the development of the subject property.

Section 3. Water Laterals and Tap-On.

Water laterals will be installed only at the request of the Owner or his agent. When the lateral terminates at the property line, the meter shall not be set and the lateral shall not be used until the owner of the property or his agent applies for service.

Section 4. Connection To Be Made By HRW Only Upon Application.

The construction of water laterals within the street right-of-way and the setting of meters shall be the responsibility of HRW. The construction of such lateral or the setting of such meter shall be done only after the written application therefor has been approved. The only exception to this provision will be when laterals and meter yokes are installed by Developer's contractors in new subdivisions in compliance with Rules, Regulations and Specifications as shall be established by HRW from time to time.

Section 5. Application for Connection.

Every application for water service shall list, on forms provided by HRW, the property owner, the applicant's name, social security number, driver's license number, phone number, and all other relative forms of identification required by HRW, the street on which the lot is located, the number of the house or a description of the lot location, the number of all types of fixtures planned in the building now and proposed for the future, the distance from the property line where service comes from the street to the furthestmost

point of the building as planned, and the name of the plumber who will do the work. This application shall be filed not less than ten days before the proposed connection is desired. Unusual conditions may be just cause for additional time in providing the services required. When the size of the service and the cost of the connection have been determined, the applicant shall deposit the previously determined cost and shall be issued a permit for the desired connection.

Section 6. Disapproval of Application.

If, in the opinion of HRW through its duly constituted authority, the water connection applied for will be of such size or character as to put too great a demand on any part of the system and disrupt the HRW's ordinary water service (500 GPM at 20 PSI residual plus normal service requirements), it shall disapprove the application until such time as adequate means are provided by the applicant to eliminate the unsatisfactory condition. If, at any time, changes are made by a consumer in his service requirements so as to create an unsatisfactory condition in the HRW's water service, HRW shall require the consumer to adopt remedial measures to eliminate the unsatisfactory condition. HRW shall not in any way be responsible for any cost or inconvenience caused by a change in service requirements after an application has been approved, or by an installation before the application has been approved.

Section 7. Separate Water and Sewer Connections and Meters Required.

Each building shall have a separate meter, and where practicable shall have a separate water lateral. In the event that one lateral is used for two dwellings, commercial or industrial buildings, or used to serve two or more meters for the same dwelling, commercial or industrial buildings, a separate cut-off shall be provided for each meter. However, there shall be an exception to the requirement for separate water meters in the case of groups of mobile homes or apartment developments under single ownership. In the case of said groups of mobile homes or apartment developments of more than ten (10) units, one meter shall be used for the entire project unless additional meters are deemed necessary by the proper HRW authority, and the following conditions shall be met:

- (a) Bills will be rendered to the Owner of the property.
- (b) The bill will be calculated by a minimum charge for the master meter and for each of the total number of units included thereafter, and calculating the remaining bill based on the total consumption passing through the master meter above the minimum; provided, however, owners of ten or fewer multiple units may elect to have water metered directly to each unit and the charge therefore billed directly to the user in each unit.
- (c) Should any portion of the development be sold, the owners shall be responsible for paying whatever additional costs would be involved in bringing the divided development into compliance with this article.

Section 8. Connections And Meters To Remain Property of HRW.

All meters, boxes, pipes and other equipment furnished and installed by HRW in a water or sewer connection shall remain the property of the HRW. If, after an installation is completed, the property owner requests that a meter or lateral be changed in size and this request is approved by HRW, the property owner shall pay for the change of lateral as though it were a new connection and shall pay or be credited the difference of the cost of meters in the original and new installations according to the then current price of the two meters.

Section 9. Maintenance Of Meters And Connections.

All meter and water laterals shall be maintained by HRW at the HRW's expense.

Section 10. Connection To Other Supply and Cross-Connection Control.

No part of the HRW's water system shall be connected to any source of water supply other than those authorized by official action of the County Board of Commissioners. If, on any premises, both HRW water and water from any other source is used, the piping shall be completely separate. Pipes carrying water from a source other than HRW's supply shall be painted yellow. It shall be unlawful for any person to cause a cross-connection, auxiliary intake, or interconnection to be made with the public water supply; or allow one to exist for any purpose whatsoever.

HRW has the responsibility to inspect properties served by the public water supply where cross-connections with the public water supply are deemed possible. The frequency of these inspections shall be set by the department. HRW shall have the right to enter, at reasonable time, any nonresidential property served by a connection to the public water supply for the purpose of conducting these inspections. In those cases in which the property owner chooses not to provide such access, HRW may designate the location as a high hazard in accordance with the paragraphs below.

The following uses shall be classified as hazardous uses:

- (a) Hazardous uses include, but are not limited to: pumps or tanks handling sewage, radioactive, lethal, or toxic substances, boiler and steam connections, sewer waste lines, low inlets to receptacles containing toxic substances, coils or jackets used as heat exchangers, flush valve toilets without vacuum breaks, bacterial and viral materials, private wells or other private water

supply, irrigation systems, water systems or hose connections, booster pumps, carbonation equipment, or similar hazard potential as determined by the Department.

- (b) Any location at which the nature or mode of operation within a premise are such that frequent alterations are made to the plumbing or at which there is a likelihood in the determination of the Department that protective measures may be subverted, altered, or disconnected.
- (c) Any facility which contains, but is not limited to, a bottling plant, cannery, a building having five or more stories, battery manufacturer, exterminator, greenhouse, chemical processing plant, dairy, dye works, film laboratory, car wash, hospital, commercial laboratory, laundry, metal fabrication operation, mortuary, swimming pool, morgue, x-ray equipment, medical office with laboratory, aspirator, medical washing equipment, packing house, plating plant, poultry house, power plant, nuclear reactor, pumped fire sprinkler or riser system or those equipped with facilities for the introduction of freeze preventive chemicals or other substances other than water.

All installations described in the above paragraphs (a)-(c) shall be deemed hazardous uses, and must have a containment device in the form of a reduced pressure zone backflow prevention device provided that, if the consumer demonstrates to the satisfaction of HRW that sufficient internal confinement devices have been installed and tested. The Department may require that the consumer provide engineering drawings sealed by a professional engineer of installations within the premises, which provide complete internal protection against cross-connection as approved by the Department. Any such connection shall be considered another connection for the purpose of determining the type of containment device required. Each internal confinement device shall be one of the following, as approved by HRW or their authorized representative: reduced pressure zone principle backflow prevention device, double check valve backflow prevention device, air gap, vacuum break-pressure type, or dual check valve. Each reduced pressure zone principle backflow prevention device serving as an internal confinement device shall have a mesh strainer immediately upstream of the inlet gate valve.

Services to single-family residential units, not otherwise required by this ordinance to have other containment devices, may have a containment device in the form of a dual check valve. HRW supplies this dual check valve when residential connections are installed. On all other services which other containment devices are required the owner's representative shall be required to install these devices prior to the installation of a meter by HRW. On all such services for which meters have been applied prior to the adoption of this ordinance, said dual check valve shall be installed by HRW, provided that the Department reserves the right to charge the owner or occupant of any residence for the cost of said device and its installation. Maintenance of dual check valve containment devices installed in accordance with this section shall be conducted by the Department.

All other connections to the public water supply of HRW shall have containment devices in the form of double check valve backflow prevention devices as set forth in the following paragraph. This shall include water mains installed by HRW, including but not limited to mobile home parks, apartments, group housing projects, and other private distribution systems, or similar hazard potential as determined by HRW or their authorized representative.

All containment devices shall be installed according to the following procedure:

- (a) The containment devices shall be located off street right-of-way on the water main side of any plumbing connection. When installed in a building, the device shall be located on the service line immediately after its entrance into the building. Each containment and confinement device shall be installed in a location which is physically accessible for inspection and testing as determined by HRW. Containment devices which have been buried in the ground do not satisfy the provisions of this ordinance. Each reduced pressure principle zone device shall be installed such that flooding of the device is unlikely as determined by the Department.
- (b) HRW shall maintain a list of approved manufacturers and models of hazard containment devices and drawings of standard installations, copies to be made available through the administration office of the Department. All installations and materials shall conform to HRW standards.
- (c) In those cases in which containment and/or confinement devices have been previously installed by any party, the responsibility for maintenance, testing, and replacement as applicable shall be with the consumer.
- (d) The cost of said means of containment, and any other plumbing modifications necessary and convenient thereto, and the testing and maintenance thereof is to be paid for by the consumer.

Upon identification of a hazard, or hazard potential, as defined in this section of the ordinance, HRW shall notify the consumer, of record, of the property on which the hazard exists of the following:

- (a) Location of the Hazard
- (b) Nature of the Hazard Observed
- (c) Date of the Hazard Observed
- (d) Applicable Section of the Ordinance
- (e) Requirements of the Ordinance

Such notification to be made by certified mail, with return receipt requested.

HRW shall be notified by the consumer when the nature of use of the property changes so as to change the hazard classification of that property, as set forth in this ordinance.

The consumer at each property at which containment and/or confinement device(s) have been installed shall have each containment or confinement device(s) tested on an annual basis, and perform any routine maintenance to such device as recommended by the manufacturer, and provide the Department with a report of that inspection and work. The consumer shall cause such maintenance, or repairs to be made, rendering the device fully operational. Failure of the consumer to perform that testing and maintenance shall cause for the premises to be deemed an immediate public health hazard. HRW may immediately thereafter discontinue public water supply service to that premises and service shall not be restored until such devices have been rendered fully operational. Where the use of water is critical to the continuance of normal operations or protection of life, property, and equipment, duplicate containment or confinement devices shall be provided by the property owner to avoid the necessity of discontinuing water service to test or repair the device(s).

Consumer responsibilities under this section include:

- (a) The consumer shall, as required in this ordinance and upon notification, install the hazard containment device(s) as required within ninety (90) days of the date of notification.
- (b) If, after expiration of ninety (90) days, the containment device(s) has not been installed in conformance with the standards set forth in this ordinance and by the Department, in proper working condition, the Department may discontinue the public water supply at that premises, and service shall not be restored until such devices have been installed. The Department may permit an extension of up to ninety (90) additional days if compliance efforts are underway and the existence of hardship can be determined.
- (c) HRW shall bear no liability for direct or consequential damages caused by the discontinuance of service pursuant to this ordinance.

Section 11. When Water Meters Read.

All water meters on water systems controlled by HRW shall be read monthly unless unforeseen circumstances dictate otherwise.

Section 12. Adjustment Of Overcharges.

HRW shall have the authority to adjust one water and/or sewer monthly bill per twelve months after determining that the bill is excessive, upon the following conditions:

- (a) If the cause is a defect in a water meter, the water bill shall be reduced to the average amount of such bill for the preceding three (3) months.
- (b) When proof of repair is furnished to substantiate a leak, the water bill shall be reduced by fifty percent (50%) of the amount by which it exceeds the average amount of the consumer's bill for the preceding three (3) months. The average is then added back in to determine the final amount. Leak adjustments for sewer accounts are determined by reducing the sewer bill to the preceding three month average.
- (c) If the cause is of an undetermined origin, and it does not appear upon investigation that the occupant or occupants of the premises served were in any way at fault for the excessive water bill, the adjusted bill shall be calculated the same as in (b) of this rule.
- (d) All metered water lost due to negligence on the part of the user will be charged at the normal rate, and no adjustment of the bill shall be made.

Section 13. Meter Tests.

Any consumer may have a test of his water meter made upon payment in advance of a fee of actual cost of the test for any size meter. A deposit for the estimated cost of the test is required before such test is conducted. If the consumption shown on the meter in question is greater than twice the average consumption for the preceding six months, the fee for testing the meter shall be waived. Since the most accurate water meters suitable for general use require a margin of approximately two and one-half percent for error, any meter which shows upon test an error not greater than two and one-half percent shall not be considered defective. If the meter is found to be over-registering in excess of two and one-half percent, refund shall be made in accordance with Section 12 (a) above, and the deposit paid for the test shall be refunded.

Section 14. Bulk Water Usage.

HRW allows consumers or commercial establishments to use bulk water from public fire hydrants through the use of portable hydrant meters after an application has been made and deposit has been paid. The actual deposit shall be determined by HRW according to the size of the hydrant meter and is refundable upon the satisfactory return of the meter. Failure to return the meter in a timely fashion will result in the customer being charged for the full prevailing cost of the hydrant meter. A chain of custody form will be used to annotate the serial number of the hydrant meter, the customer name and relevant billing information, and the signature of the customer requesting the meter. A daily, monthly or yearly rental rate will be billed to the customer according to the desired usage. Any customer requesting to keep the meter for a year will be provided to pay that rental rate at the time of meter issuance or the beginning of each new yearly billing period. The water user also agrees to pay for water obtained at the rate of \$6.00 per 1,000 gallons. A chain of custody form will be used to annotate the serial number of the hydrant meter, the customer name and relevant billing information, and the signature of the customer requesting the meter. The applicant shall be responsible for any damage to the hydrant, meter, backflow, connections, etc., used in the installation and the cost of any such damage shall be taken from the deposit. After deducting the water bill, appropriate rental rate and any cost of damage to the installation, HRW shall refund the balance of the deposit to the applicant as soon as the meter is removed and returned to the HRW's stock. While in use, no wrench shall be used on the hydrant except a hydrant wrench furnished by HRW. If scarred by unauthorized methods, the cost of nut and labor to repair shall be charged to person responsible. Should the water bill, rental rate and cost of damage exceed the deposit, the user shall pay the amount of such excess to HRW.

Section 15. Tampering With Meters and Stopcocks.

No person, except an employee of HRW, shall turn the stopcock installed in each meter box nor shall any person construct or have constructed any bypass around any meter except as may be installed and sealed by HRW. The fact that water is cut on to any premises by a person without the prior knowledge of either HRW or the consumer shall not relieve the consumer of liability for such unauthorized use of water. A minimum fee of \$100.00 shall be imposed upon the consumer where such tampering or unauthorized use of water has occurred.

Section 16. No Guarantee Of Quality, Quantity Of Pressure Of Water Supply.

Neither the District nor HRW guarantees the quality, quantity or pressure of its water supply. It is hereby made a portion of the terms on which HRW and the District furnish water to consumers that HRW and the District shall in no case be liable to any consumer for any defect on quality or any deficiency in quantity or pressure; that HRW and the District shall not be liable to any consumer for damages resulting from turning on or the complete or partial cutting off of water; and no deduction shall be made from any water bill by reason of any such defect or deficiency. No HRW employee shall take responsibility for telling a property owner or occupant how best to care for his boiler, heater or other equipment which is affected by the discontinuance, either temporary or permanent, of his water supply. The owner or occupant shall be entirely responsible for his equipment and shall hold HRW and the District in no way responsible for damage thereof.

Section 17. Protection Of Water Supply.

No person shall contaminate any portion of HRW or of the Districts' water supply whether the same is in a reservoir, or tank, or pipe.

Section 18. Repealing Clause.

All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed. If any section, paragraph, subdivision, clause or provision of this ordinance shall be adjudged invalid, such adjudication shall apply only to such section, paragraph, subdivision, clause or provision so adjudged, and the remainder of this ordinance shall be deemed valid and effective.

Section 19. Procedures.

- (a) Service will be supplied only to those who apply.
- (b) Users will make application for service, in person or online, at HRW and at the same time make the deposit guarantee required below. A \$15.00 account set-up fee and/or transfer fee of the same amount is due upon initial account set up or subsequent transfer of a consumer's water service to another address.
- (c) The amount of deposit shall be determined by entering all responsible consumer information into an On-line Utility Database. If the consumer or consumers have a history of outstanding debt to other utilities, a copy of the amount of debt and the utility to which it is owed shall be provided to the consumer at the time of application. A credit score is determined by this procedure.
- (d) Property owners, if approved by the procedure described in Section 19 (c) shall not be required to make a deposit. If the property owner is not approved by the above described procedure, they will be charged a minimum deposit of \$50.00. This deposit will be refunded after one year of no penalties such as delinquent or reconnection fees. All other consumers, if approved

by the procedure described above, shall make a minimum cash deposit of \$50.00 per service requested. All other consumers with a delinquent credit history will be charged a minimum deposit of \$100.00 per service requested. Deposits shall not accrue interest. All consumers who qualify as commercial users under the current rate structure shall be exempt from this deposit requirement.

- (e) All property owners with no established accounts, must provide HRW with a deed or purchase agreement for the property where water and/or sewer service will be provided. All other users must provide HRW with a copy of a rental or lease agreement for the property where water and/or sewer service will be provided. All consumers identified as financially responsible parties on the rental or lease agreement shall be listed as responsible parties on the account at setup by HRW.
- (f) HRW may reject any application for service not available under a standard rate or which involves excessive service cost, or which may affect the supply of service to other customers or for other good and sufficient reasons.
- (g) HRW may reject any application for service when the applicant is delinquent in payment of any bills incurred for service or connection fees previously supplied at any location, provided that when the Owner of the premises has been served water and has not paid for the same, HRW shall not be required to render service to anyone at said location where the water was used until said water bill has been paid.
- (h) The person or persons in whose name the account is under shall be responsible for payment of all bills incurred in connection with the service furnished.
- (i) A separate deposit is required for each meter and/or service connection requested.
- (j) The deposit receipt is not negotiable and can be redeemed only at HRW.
- (k) The deposit required by this ordinance or part remaining thereof will be refunded upon payment of final bill and final accounting except in instances described in section (d) above in which it may be refunded earlier.
- (l) Final bills are prorated based upon the number of days service is provided.

Section 20. Initial Or Minimum Charge.

- (a) The initial or minimum charge, as provided in the rate schedule, shall be made for each service installed, regardless of location.

- (b) In resort or seasonal areas where service is furnished to a consumer during certain months only, the minimum charge per service for the period of non-use shall be the regular minimum as set out in the published rates of HRW.
- (c) Water furnished for a given lot shall be used on that lot only. Each consumer's service must be separately metered at a single delivery and metering point. Each commercial unit and each storeroom or stall used for business purposes shall have a separate meter. All commercial use including storerooms and stalls for business purposes shall be metered separately from any residential use and vice versa, whether now in service or to be installed in the future.
- (d) Consumers shall be responsible for paying the minimum monthly water bill whether or not water is actually used during a month.

Section 21. HRW's Responsibility And Liability.

- (a) HRW shall run a service line from its distribution line to the property line where the distribution line runs immediately adjacent and parallel to the property to be served, and for which a tap-on fee, and system development fee(s) then in effect, will be charged. The tap-on-fee is subject to deviate from the set rate due to cost of the service installation.
- (b) HRW may install a meter at the property line or, at HRW's option, on the consumer's property or in a location mutually agreed upon.
- (c) When two or more meters are to be installed on the same premises for different consumers, they shall be closely grouped and each clearly designated to which consumer it applies.
- (d) HRW does not assume the responsibility of inspecting the consumer's piping or apparatus and will not be responsible therefor.
- (e) HRW reserves the right to refuse service unless the consumer's lines or piping are installed in such manner as to prevent cross-connections or backflow.
- (f) HRW shall not be liable for damage of any kind whatsoever resulting from water or the use of water on the consumer's premises, unless such damage results directly from negligence on the part of HRW. HRW shall not be responsible for any damage done by or resulting from any defect in the piping, fixtures, or appliances on the consumer's premises. HRW shall not be responsible for negligence of third persons or forces beyond the control of HRW resulting in any interruption of service.

- (g) Under normal conditions, the consumer will be notified of any anticipated interruption of service.

Section 22. Consumer's Responsibility.

- (a) Piping on the consumer's premises must be so arranged that the connections are conveniently located with respect to HRW's lines or mains.
- (b) If the consumer's piping on the consumer's premises is so arranged that HRW is called upon to provide additional meters, each place of metering will be considered as a separate and individual account.
- (c) Where meter is placed on premises of a consumer, a suitable place shall be provided by consumer for placing such meter, unobstructed and accessible at all times to the meter reader.
- (d) The consumer shall furnish and maintain the service line on the consumer's side of the meter; HRW to provide a like service on HRW's side of such meter.
- (e) The consumer's piping and apparatus shall be installed and maintained by the consumer at the consumer's expense in a safe and efficient manner and in accordance with HRW's rules, regulations, specifications, and ordinances and in full compliance with the sanitary regulations of the North Carolina State Board of Health.
- (f) The consumer shall guarantee proper protection for all property controlled by HRW and placed on the consumer's premises by HRW or any predecessor in interest to HRW and shall permit access to it only by authorized representatives of HRW.
- (g) In the event that any loss or damage to such property or any accident or injury to persons or property is caused by or results from the negligence or wrongful act of the consumer, his agents, or employees, the cost of the necessary repairs or replacements shall be paid by the consumer to HRW and any liability otherwise resulting shall be assumed by the consumer.
- (h) The amount of such loss or damage or the cost of repairs shall be added to the consumer's bill; and if not paid, service may be discontinued by HRW.

Section 23. Access To Premises.

HRW personnel shall have access at all reasonable hours to the premises of the consumer for the purpose of installing or removing property controlled by HRW, inspecting piping, reading or testing meters, or for any other purpose in connection with HRW's service and facilities.

Section 24. Change of Occupancy.

- (a) Not less than three days notice must be given in person or in writing to discontinue service for a change in occupancy. Such notice shall be given at the HRW office which has responsibility for management of water and sewer systems.
- (b) The outgoing party shall be responsible for all water consumed up to the time of departure or the time specified for departure, whichever period is longest.

Section 25. Suspension Of Service.

- (a) Services may be discontinued at the request of the consumer, provided the consumer pay all current balances. When services are discontinued and all bills paid, the deposit will be refunded in accordance with this Ordinance.
- (b) Services may also be discontinued by HRW to any customer whose account remains delinquent for more than ten (10) days. The deposit will be applied by HRW toward settlement of the account. Any balance will be refunded to the consumer; but if the deposit is not sufficient to cover the bill, HRW may proceed to collect the balance in the usual way provided by law for the collection of debts.
- (c) Property owners may have a service discontinued for rental property in the event that the rental unit is vacant for a period not to exceed twelve (12) months. If the rental property is still vacant after twelve (12) months from the original suspension date, the property owner will begin to receive minimum bills for that location to include the account setup of \$15.00.
- (d) Service discontinued for non-payment of bills will be restored, at the request of the consumer only after bills are paid in full, and a service charge of \$40.00 paid for each meter reconnected except as set forth hereafter. The consumer being

reconnected must also make the required deposit. The consumer may elect to pay an additional service fee of \$50.00 to expedite the reconnection process. The payment of this fee will guarantee the reestablishment of water service to the consumer on the same day the account is paid in full.

- (e) After a connection has been discontinued for a period of twelve consecutive months HRW may remove the meter base, meter, curb stop valve, meter box and service line for use elsewhere or for storage.
- (f) At any time after a connection has been discontinued an additional service charge equal to the then current tap-on-fee shall be paid as a reconnection fee. Also the consumer must make the required deposit.
- (g) HRW reserves the right to discontinue its service without notice for the following additional reasons:
 - 1. To prevent fraud or abuse.
 - 2. Consumers willful disregard for HRW's rules and ordinances.
 - 3. Consumers nonpayment or adherence to agreed-upon payment plan terms.
 - 4. Emergency repairs.
 - 5. Insufficiency of supply due to circumstances beyond HRW's control.
 - 6. Legal processes.
 - 7. Direction of public authorities.
 - 8. Strike, riot, fire, flood, accident, or any unavoidable cause.
- (h) HRW may, in addition to prosecution by law, permanently refuse service to any consumer who tampers with a meter or other measuring device.
- (i) HRW gave a privilege for early connection to the water system to every property owner or resident as the water mains were installed. From time to time, HRW may give privileges for connections at reduced amounts in order to encourage additional

hookups to increase revenue. Any consumer who takes advantage of a reduced connection will be responsible for paying at least the minimum monthly water bill whether or not water is actually used until such time as the reduced connection fee charged plus all monthly water bills charged equal the then current charge for tap-on connection. The consumer shall remain liable for at least the minimum monthly bill thereafter until he has notified HRW in accordance with other provisions of this ordinance that he desires to stop his service.

Section 26. Complaints - Adjustments.

- (a) If the consumer believes his bill to be in error, he shall present his claim, in person, at HRW before the bill becomes delinquent. Such claim, if made after the bill has become delinquent, shall not be effective in preventing discontinuance of service as heretofore provided. The consumer may pay such bill under protest, and said payment shall not prejudice his claim.
- (b) HRW will make special meter readings at the request of the consumer for a fee of \$25.00 provided, however, that if such special reading discloses that the meter was over read, or in error in any way, the fee will be refunded.
- (c) Meters will be tested at the request of the consumer upon payment to HRW of the actual cost to HRW of making the test provided, however, if the meter is found to over register or under register beyond two and one-half per centum (2 1/2) of the correct volume, no charge will be made.
- (d) If the seal of the meter is broken by other than HRW's representative, or if the meter fails to register correctly, or is stopped for any cause, the consumer shall pay an amount estimated from the record of his previous bills and/or from other proper data.

No modification of rates or any of the stipulations in this ordinance shall be made by any employee of HRW.

Section 27. Classifications, Rates, Fees and Charges.

The following classifications, rates, fees, and charges are adopted:

- (a) Classification of Service.

All services are classified under three categories to include residential, commercial, or bulk municipal users. A residential service is a service requiring a meter size up to and including one inch. A commercial service is a service requiring a meter size greater than one inch up to and including two inches. A bulk municipal service is a service requiring a meter size greater than two inches, where the user is a municipality and/or other public body.

(b) Rate Schedule:

(1) Residential:

<u>Water Schedule</u>	<u>Monthly</u>
Flat rate, first 2,000 gallons (minimum)	\$ 20.00
All water used over 2,000 gallons	\$ 5.50 per 1,000 gallons

<u>Sewer Schedule</u>	<u>Monthly</u>
Flat Rate, no gallons	\$ 15.00
Commodity charge	\$ 6.00 per 1,000 gallons
Flat sewer rate, one person household	\$ 40.00
Flat sewer rate, two or more in household	\$ 45.00

(2) Commercial:

<u>Water Schedule</u>	<u>Monthly</u>
Flat rate, first 2,000 gallons (minimum)	\$ 27.00
All water used over 2,000 gallons	\$ 5.50 per 1,000 gallons

<u>Sewer Schedule</u>	<u>Monthly</u>
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Flat rate, no gallons	\$ 40.00
Commodity charge	\$ 6.00 per 1,000 gallons
Flat rate, institutional, no gallons	\$ 250 minimum
Commodity charge	\$ 6.00 per 1,000 gallons

(3) Bulk Municipal:

Water-\$ 2.60 for each 1,000 gallons used. Where bulk municipal connections exist, HRW may require that the water purchaser guarantee a minimum usage allocation and payment for the same, whether used or not.

Water-Capacity Owners- \$2.05 for each 1,000 gallons used. Bulk municipal rates may differ depending upon the purchase of capacity in County owned production facilities and/or other extenuating circumstances deemed by HRW.

Water-Woodlake- \$2.77 for each 1,000 gallons used.

Sewer-\$ 2.30 for each 1,000 gallons treated.

Sewer-Linden Oaks- \$2.60 for each 1,000 gallons treated.

Energy Charges-\$0.25 for each 1,000 gallons of water used.

Note: Energy charges may differ depending upon the number of pumps required for delivery.

(c) Tap-On-Fees.

Water Services

2	inch connection	\$ 3,500
1	inch connection	\$ 2,200

3/4 inch connection	\$ 1,200
3/4 inch connection	\$ 200 for new District

Sewer Services

4 inch gravity connection	\$ 1,500
6 inch gravity connection	\$ 2,500
8 inch gravity connection	\$ 4,000
Step Tank	\$ 2,800

Larger connections and/or road bores, including those for bulk municipal connections, shall be negotiated as may be appropriate.

(d) Hydrant Meter Charges.

<u>Services</u>	<u>Charges</u>
3/4 inch hydrant meter	\$250.00 Refundable Deposit \$5.00/day or \$140.00/month rental rate \$1,200.00/yearly rate (must be paid up front) \$6.00/1,000 gallons
3 inch hydrant meter	\$500.00 Refundable Deposit \$10.00/day or \$280.00/month rental rate \$2,500.00/yearly rental rate (must be paid up front) \$6.00/1,000 gallons

(e) Septage Hauler Waste Fee

Basic Facilities Charge	\$20.00 per Truckload
Usage Charge	\$65.00 per 1,000 gallons

This service is available only to those applicants having obtained prior written approval

from the HRW Wastewater Division. Waste from septic tanks and portable toilets shall be accepted if it fully conforms with the Harnett County Sewer Use Ordinance.

(f) Rates for persons living outside the District.

Rates for persons living outside of Harnett County and served by HRW water lines owned or operated by HRW or a District shall be equal to rates for persons living inside Harnett County so long as no tax is levied within Harnett County for support of the system; if a tax is levied on users inside Harnett County for the purpose of supporting the water system, then the users outside Harnett County shall pay an increased rate.

(g) Water and Sewer System Development Fees.

System development fees are a charge or assessment for service imposed with respect to new development to fund costs of capital improvements necessitated by and attributable to such new development, to recoup costs of existing facilities which serve such new development, or a combination of those costs. The term includes amortized charges, lump-sum charges, and any other fee that functions as described by this definition regardless of terminology.

These charges are reasonable and necessary and result in a more equitable and economically efficient method of recovery of such costs to handle new growth and to serve new customers without placing an additional financial burden on existing customers solely through inordinate enhancement of water and sewer rates. A Water System Development Fee of \$2,000.00 and a Sewer System Development Fee of \$2,500.00 per connection, lot and/or unit will be charged for all new water and/or sewer services connecting to any water supply or distribution system and/or sewer collection system owned and/or operated by HRW. Determination of water and sewer system fees were accomplished per a system development fee analysis that met the requirements of N.C.G.S 162A-205 and is posted on HRW's website for review. New commercial/industrial system development fees will be accomplished through the method of equivalent residential unit using the estimated water and sewer usage needed for the development. All system development fees shall be paid to HRW per N.C.G.S 162A-213 in the manner set forth below: The system development fees for new land subdivision development shall be payable at the time of application for a building permit. In instances of any other new development to include commercial/industrial developments, the full balance of these fees shall be due at the time of application for connection of the individual unit of development or when HRW commits to provide water and/or sewer service to the development, whichever occurs sooner.

In instances where separate agreements are established for land subdivisions that exceed 200 lots, as described in section 29.1 (b) below, these fees will be paid at the time of execution of the agreement and held in escrow until such time as the balance of

said fees are drawn down when individual building permits are issued within the development. The fees held in escrow will always be drawn down prior to any individual payments for lots at the time of application for a building permit. If the rate of said fees established by the Harnett County Board of Commissioners increase or decrease while still in escrow then any material difference must be paid or likewise credited to the escrow when the building permit is issued. If for any reason HRW rescinds the capacity allocation, as described in section 29.1 (b) below then all remaining fees for lots without building permits issued still held in escrow will be refunded to the payee.

(h) Plan Review Fees

Plan review fees for extensions of HRW's water and sewer systems shall consist of a \$250.00 Preliminary Plan Review for all projects and a \$40.00 per lot and/or residential equivalent unit for all types of development. These fees cover plan review, on-site inspections, and one-year warranty inspections.

Section 28. Connection to Existing Systems.

In the event that HRW desires to connect its water distribution system to previously existing systems, all such systems must have the approval of the Division of Health Services, of the North Carolina Department of Human Resources before such connection may take place and all previously existing sources of water must be completely abandoned and rendered incapable of future water production.

Section 29.1 Water and Sewer Extension in New Developments.

Article V, Section 5.3 of the Harnett County Subdivision Regulations describes the basic conditions under which water and sewer extensions are required in HRW's jurisdiction. HRW reserves the right to provide or not provide water and sewer extensions depending upon the availability of water and sewer capacity. The responsibility for extending water and sewer mains to and within new subdivisions or within other new developments lies with the subdivider or Developer, although HRW may in its discretion contract with the subdivider or Developer to install such water or sewer lines with HRW personnel.

(a) Water and Sewer Plan Requirements.

If a water distribution or sewer collection system is to be installed in a subdivision in HRW's jurisdiction, and the system is to be assumed and maintained by HRW immediately upon completion of installation, a complete set of construction plans must be provided for the proposed system. The plans shall be prepared by a N.C licensed professional engineer serving as the Engineer of Record for the development and shall have their seal and signature with the date on each plan. Water and sewer plans shall include a determination of the estimated water and sewer

capacity needed to serve the development based on NCDEQ design standards and shall consist of an overall composite plan, large scale individual plans with profiles as needed, detail sheets, grading plans, erosion control plans, specifications and calculations. Plans must also be submitted in electronic formats to include Computer Aided Design (CAD) and/or Portable Document Format (PDF). Plans will provide for the construction of water infrastructure from the point of connection with existing HRW water mains to the meter boxes of the properties to be served and for sewer infrastructure from the sewer clean out to the connection with existing HRW sewer mains. The plans must conform to HRW specifications, N.C. Administrative Code 15A Subchapter 2T Waste Not Discharged to Surface Waters and to Title 15A Subchapter 18C- Rules Governing Public Water Systems.. The engineer shall provide sealed as-built plans and location maps for all valves and hydrant locations upon construction completion.

(b) Capacity Allocation Determination

HRW reserves the right to impose minimum and/or maximum lot counts for each proposed phase within a new land subdivision development to help adequately determine future water and/or sewer capacity allocations and to prohibit excessive review and administrative overhead. Minimum lot counts will be determined on a case by case basis depending upon the development. Land subdivision developments are limited to a maximum of two hundred (200) lots or residential equivalent units. Land subdivision developments that consist of lots greater than two hundred (200) can request an additional water and/or sewer capacity allocation of up to two hundred (200 lots) for a maximum of four hundred (400 lots) per development. This request requires a separate agreement with different requirements for payment of water and sewer system development fees, as outlined in Section 27(g) Water and Sewer System Development Fees. All water and/or sewer improvements within approved phases must be constructed and lots within approved phases must be recorded within two (2) years of receipt of the Authorization to Construct Permit from HRW/NCDEQ. If a minimum of fifty percent (50%) of its planned building permits are not issued within four (4) years from the receipt of the Authorization to Construct Permit from HRW/NCDEQ, HRW reserves the right to rescind the unused amount of capacity for future use and begin the review process again in earnest to include updated plans and construction drawings from the Engineer of Record for the development. Supplementary phase construction requests of a maximum of two hundred (200) lots of the same land subdivision development will be reviewed but not permitted for construction until the above described conditions are met.

(c) Shop Drawing Review.

The developer's Engineer of Record will review all shop drawings for conformance with HRW specifications prior to submittal to HRW. The shop drawing submittal to HRW shall include a cover letter by the developer's Engineer of Record certifying conformance with HRW specifications and summarizing any exceptions or concerns relative to approved drawings and/or HRW standards.

(d) Conformance and Inspection/Oversight.

Improvements shall be installed in accordance with the established specifications, and other applicable policies of HRW. Contractor shall conform to all applicable local, state and federal regulations. No field changes to the plans are allowed without prior written approval from HRW. The Developer shall, at his expense, retain the services of the Engineer of Record for the purposes of providing necessary inspections and supervision of the construction work, record drawings and Engineer certifications. The engineer is responsible to insure that construction is, at all times, in compliance with accepted sanitary engineering practices and the approved plans and specifications. A copy of each Engineer's field report is to be submitted to HRW as each such inspection is made. Water and sewer infrastructure must pass all tests as required by HRW specifications and those of all applicable regulatory agencies. These tests include, but are not limited to, air test, vacuum test, mandrel test, visual test, pressure test, bacteriological test, etc. A HRW inspector must be present during testing. All test results must be submitted to HRW. All tests must be satisfied prior to Final Inspection. Following completion of construction of all water and sewer infrastructure delineated in the approved water and sewer plans a Final Inspection must be requested in writing by the Developer or Developer's engineer. The Developer's engineer and HRW inspector shall prepare a written punch list of any defects or deficiencies noted during this inspection, should any exist. Upon completion of the punch list, the Developer's engineer will schedule another inspection. In the event the number of inspections performed by HRW exceeds two, additional fees may be assessed to the Developer.

(e) Off-site and Over-sizing of Infrastructure.

For developments that are not adjacent to water and sewer infrastructure of sufficient size and capacity to meet the needs of the proposed development, the Developer shall be responsible at their sole expense for the design and construction of any and all improvements to the HRW system deemed necessary to meet the service requirements of the development. The Developer shall incorporate the off-site improvements in the water and sewer plans submitted for the proposed development. These improvements shall be consistent with the HRW Utility Master Plans and conform to the requirements of this policy. The Developer may be required as a condition of approval of this development to install either on-site or off-site improvements of a greater capacity than required to serve their development in order for HRW to serve future developments or to meet other service needs of HRW. If this is the case, HRW shall reimburse the Developer for any additional costs incurred as a result of installing such oversized lines. Under no circumstances will HRW reimburse the Developer for any additional costs associated with the installation of mains equal to or less than 8 inches in diameter for water and 12 inches in diameter for sewer as these sizes would be below or equal to the standard size mains utilized by the HRW.

(f) Easements for Future Water and Sewer Lines.

The Developer shall secure the services of a professional engineer to design the system in accordance with HRW specifications. HRW desires to develop its water and sewer infrastructure in an orderly manner that minimizes energy consumption and makes the most efficient use of existing and proposed infrastructure. To accomplish this, the Developer may be required as a condition of approval of their development to dedicate easements with the boundaries of the development to HRW for placement of future water and sewer infrastructure. The Developer shall incorporate the requested easements in the water and sewer plans submitted for the proposed development. Water and/or wastewater infrastructure proposed for acceptance and ownership by HRW must be in a dedicated utility right-of-way/easements or public right-of-way/easements. The cost associated with the acquisition of any easement or right-of-way contract for extensions of water and/or sewer mains over privately owned lands will be solely borne by the Developer. HRW also prefers that the Developer acquire these rights-of-way privately if at all possible. Further explanation of HRW's participation in easement acquisition for private development is explained in Section 30.2 below.

(g) Transfer of Title.

The Developer shall transfer to HRW, title to all water distribution and sewage collection systems installed by Developer's contractor. Such conveyance is to take effect without further action upon the acceptance of HRW of said installation. As further evidence of said transfer of title, upon completion of the said installation and prior to the rendering of service by HRW, the Developer shall, without cost to HRW:

(1) Convey at no cost to HRW, its successors or assigns by good and sufficient easement deed or dedication in right-of-way in a form satisfactory to HRW a perpetual right, easement and privilege to operate, maintain and repair or replace all water and wastewater mains, pipes, connections, pumps and meters within granted easements upon Developer's property in connection with supplying water and wastewater service to the inhabitants, occupants and customers in Developer's property and secure from each mortgagee and lien or a release of mortgagee's and lienors' interest in the easement and fixtures thereon for so long as the easement is used for the operation, maintenance, repair replacement of water and wastewater mains, pipes, connections, pumps and meters within the easements.

(2) Transfer at no cost to HRW all Developer's right, title and interest in and to all of the water and wastewater supply lines, mains, connections pipes, valves, meters and equipment installed up to and within granted easements and right-of-way for the purpose of supplying water service and wastewater collection for the inhabitants, occupants and customers in Developer's property.

(3) Furnish HRW with an AFFIDAVIT that all persons, firms or corporations who furnished labor or materials used directly or indirectly in the prosecution of the work required to be performed by the Agreement have been paid. Said AFFIDAVIT shall be written in such a form as approved and accepted by HRW.

(4) Furnish HRW with a RELEASE OF LIEN from all contractors and suppliers of materials and/or labor who might have acquired interest into the installations by the supply of materials and/or labor otherwise.

(5) Furnish HRW with all Manufacturers' warranties which Developer might have received or is due to receive on any part of the installations.

(6) Pay to HRW any and all applicable charges which shall be due and payable prior to connection to HRW water and/or wastewater system.

(7) Furnish HRW with a satisfactory warranty on guaranteeing all equipment and infrastructure installed pursuant to this Agreement against defect in materials, equipment of construction for a period of not less than one (1) year from date of acceptance of same by HRW. Said warranty shall be in such a form as approved and accepted by HRW.

(h) Metering Requirements.

Each individual apartment, residence, unit or business, must have an individual meters with the exception of existing apartment complexes, condominiums, shopping centers, mobile home parks and residential developments where lines do not meet HRW standards. These qualifications for the use of master meters, rather than individual meters, are clearly defined in section 7 of the Harnett County Ordinance Regulating The Use Of Water Facilities.

(1) Meters meeting HRW specification and of appropriate size for desired application shall be furnished to the HRW at the expense of the Developer and shall become the property of HRW.

(2) Each occupancy or property owner must post a security deposit and setup fee, as listed in Section 20 (d) of the above-mentioned ordinance, prior to activation of the service.

(3) All water lines and meter services must be in a right-of-way with a minimum width of twenty (20) feet and dedicated to HRW for the operation and maintenance of said water lines and meter services.

Section 29.2 Acquisition of Easements For Developers In County Participation Projects

Should a Developer encounter problems acquiring utility right-of-way across private property for a project, he may request a meeting with the HRW Director, or his designee, to discuss gaining assistance from HRW. For eligibility of participation by HRW, the subject water or sewer line must serve a public purpose or benefit as defined in HRW's case as providing a minimum value, for residential developments, of \$350,000 tax base per lot and a minimum number of 50 lots. Commercial or industrial developments will be reviewed on a case by case basis to determine their value. The Director will review and make a determination as to possible eligibility for participation. If the Director determines there is a valid basis for participation, the process will be explained to the Developer. Agreement to participate by the Developer will result in a letter of recommendation to the Legal Services Department and the County Manager. If the Legal Services Department agrees that participation is warranted then they shall notify the Developer in writing and then in conjunction with HRW meet with the Developer to review their obligations. All property maps and descriptions will need to be approved by HRW and need to comply with these standards and procedures.

- (a) One (1) copy of blueprint of each map with a copy of the descriptions of the taking shall be submitted by the Developer's engineering firm/surveyor for review. The map and descriptions need to be sealed by a professional surveyor.
- (b) Legal will contact the Developer's engineering firm/surveyor after review is completed so that review comments can be addressed.
- (c) The Developer's engineering firm/surveyor will have to re-submit a copy of blueprint of the corrected plans and a copy of the corrected descriptions, together with all the copies marked with corrections requests.
- (d) When Legal is satisfied that all changes have been made, the Developer's engineering firm/surveyor will be contacted and asked of submission of the following items:
 - 1) The original mylar of the plans, signed, sealed and dated by a professional surveyor.
 - 2) A copy of the legal description, signed, sealed, and dated by a professional surveyor.
 - 3) A dxf of dwg drawing file submitted on a flash drive or through email, for all computer-generated with the drawings. This file should be on project coordinated (I.e. NAD83 coordinates). Also an ASCII points file, with the point number, coordinates, and descriptor of each point.
- (e) The Developer's attorney will need to prepare the required deeds and contact the County's Legal Department for the approval of the deeds.
- (f) The Developer or his attorney will furnish the Legal Department with a copy of the deeds after they have been recorded in the Office of the Register of Deeds of Harnett County, NC.

- (g) In lieu of preparing property maps, legal descriptions, deeds and deeds of assignment, the Developer may choose to have his surveyor prepare a plat of recordation. The Legal Department will still review the plats. Once the maps have been finalized they will need to be submitted to the Planning Department for their review. The Developer may then have the owners sign dedications statements on the plat.
- (h) In the event that the property owner denies the Developer's surveyor access to the property, the surveyor shall compile the maps needed for the easements from publicly available sources and use these documents to estimate the easement square footages required. The estimated value of the easements, per square footage, based on the independent appraisal shall be multiplied by the estimated required square footage of the easement as a basis of offer. This offer may be considered as sufficient proof that a good-faith effort was made. Final settlement value will be contingent upon a survey meeting HCDPU's requirements as stated above.
- (i) The Developer shall send letters to the property owners requesting permission of site access and HRW will initiate contact with the affected property owners to alert them to the activity. Based on the approved drawings and descriptions, the Developer commissions an independent appraisal of the properties. An offer shall be in writing to the property owner and sent via certified mail, return receipt requested. Upon refusal of the offer, as detailed above:
- (j) HRW will schedule a meeting with the Developer and the affected property owner(s) to; discuss the situation, explain the necessity for the project (e.g. public good, public necessity, coordination with the long-term infrastructure development of the County), and ascertain that an offer has been made and effused. Furnish Legal Department copies of correspondence as written documentation.
- (k) If condemnation proceedings are the only option left to obtain the necessary easements, a Board of Commissioner Agenda item from the Harnett Regional Water Director to the County Manager must be prepared and sent and copied to the Legal Department.
- (l) Legal Department will notify the Developer and the affected property owners as to the date, which the Board of Commissioners will consider the request.
- (m) Board of Commissioners will decide as to whether or not to direct Legal to initiate the condemnation process of the property in question. Condemnation under this Policy shall be subject to the Board of Commissioners findings of public purpose, public necessity, and approval of exercise of eminent domain.

- (n) Upon the Board of Commissioners approval and prior to HRW staff starting action, the Developer to deposit with HRW twice the amount of the estimated cost of the right-of-way.

The Developer will have the right to have his attorney participate in the process in conjunction with HRW attorneys. If the Developer elects not to, he shall furnish a waiver to HRW to that effect. Upon obtaining the right-of-way, HRW shall refund to the Developer all funds (item m) over and above those required to obtain the right-of-way. In the event that condemnation becomes and is approved by County Commissioners, the Developer shall write a letter to HRW stating that he will be fully responsible for any and all cost and expenses awarded by the court in the condemnation case. For County projects, that letter will be written to the County Development Services Department. At the option of HRW, the Developer may be required to deposit additional funds up to five times the amount of the estimated right-of-way value. HRW will retain these funds until completion of the judgment, at which time any remaining monies will be returned to the Developer. The money on deposit with HRW will bear no interest.

Section 29.3 Extension of Water and Sewer Lines Within County.

- (a) HRW currently extends service by 3 methods:

1. Capital Projects using Loan & Grants to fund.
2. Private Development within public rights-of-way or dedicated rights-of-way funded by private funds.
3. Co-operative Projects - between HRW and private sector for commercial and industrial development. The amount of HRW funds contributed to a co-operative project is guaranteed to be repaid to HRW by the Developer in net tax proceeds from the improved Property within the first five years. If the net tax proceeds received within the five year period fail to equal HRW's fiscal contribution to the project, the Developer shall pay the difference to HRW.

- (b) HRW proposes to designate, from the Harnett Regional Water Fund, certain restricted annual appropriations for the development of water and sewer line extensions within Harnett County. All requests for extensions shall be rated on the following point system.

- | | |
|---------------------------|-----------|
| 1. Public Health Severity | 40 points |
|---------------------------|-----------|

- 2. Cost Feasibility Based Upon Return of Investment 40 points
- 3. Contributed Capital by Individual or Business 20 points

Points Maximum 100 Points

The responsibility for rating each request will be with the Director of Harnett Regional Water or the designee of the Director. A minimum score of 50 points is required in order for the Harnett County Board of Commissioners to consider the request.

Section 29.4 Extensions Outside of County.

- (a) HRW has no responsibility to provide water or sewer service to property located outside the County. However, upon request, HRW may extend its water or sewer lines to serve properties outside the County when it determines that it is in the County's best interest to do so.
- (b) Any owner of property outside the County who seeks an extension of HRW's water or sewer system to serve the property shall submit an application for extension to HRW. The owner shall provide all information HRW deems necessary to determine whether the requested extension is feasible and in the County's best interest.
- (c) The responsibility for, and the entire cost of, extending a water or sewer line to serve property outside the County shall be borne by the property owner requesting the extension.

Section 29.5 Extensions Made by Other than HRW Personnel.

- (a) Extensions of HRW's water or sewer system installed by other than HRW personnel, whether inside or outside the county, shall be installed by a licensed utility contractor in accordance with the provisions of this policy as well as other HRW specifications and requirements. Among other matters, such specifications shall govern the size of all lines, their locations, grades, materials used, manner of installation and provision for future extensions.

- (b) No construction or any addition to HRW's water or sewer system shall commence until detailed plans have been reviewed and approved by the Director of Harnett Regional Water or the designee of the Director. Such plans shall include whatever information the administrator deems necessary to determine whether the proposed extension complies with all applicable HRW specifications and requirements.
- (c) Water lines intended for addition to HRW owned water system will be allowed to connect to the system if installed within the rights-of-way of a dedicated street or if adequate permanent easements are provided. Sewer lines shall also be installed within public street rights-of-way wherever practical, but HRW may accept sewer lines constructed on private property (where the topography makes this necessary) if adequate permanent easements are provided.
- (d) To protect street surfaces, HRW shall require that whenever extensions of water or sewer lines are made to properties or within new subdivisions, laterals be extended to all properties expected to tap onto such water or sewer lines.

Section 29.6 Observation by HRW of Work Done by Others.

- (a) All work on the extension of water or sewer lines not performed by HRW forces (whether inside or outside the county), shall be subject to observation by HRW. If, in the judgment of the Director of Harnett Regional Water, or the Director's designee, there is a demonstrated lack of competent supervision by a contractor, the administrator may at his option:
 - 1. Stop work until approved supervision is obtained and the work is done in accordance with HRW specifications and requirements;
 - or
 - 2. Provide observation by HRW personnel.
- (b) Observation of a project by HRW does not consist of or imply supervision. The person requesting the extension is solely responsible for ensuring that the project is completed according to State approved plans and HRW specifications.

Section 29.7 Dedication of Water and Sewer Line Extensions.

- (a) All water and sewer mains constructed and connected with the water and/or sewer facilities of HRW pursuant to this section shall be conveyed to and become the property of HRW upon completion and acceptance by HRW. Connection

to the system and acceptance by HRW shall constitute dedication of a water or sewer main extension by the person responsible for the extension.

- (b) Following dedication as provided in Subsection (a), HRW shall have exclusive control of all water or sewer lines and shall be responsible for their maintenance, repair and operation. However, the conveyer of additions to the system shall guarantee the entire project against defective material and workmanship for a period of twelve (12) months from the date of acceptance of the project, including such incidental damages as may arise from such claims.

Section 30. Delinquent Service Fees.

- (a) Except as provided in subsection (e) of this section, when a consumer shall have failed to pay their account (as specified in subsection c of this section) by the due date set forth on their bill, a delinquent service fee shall be imposed upon the consumer and the amount of such fee shall be added to the balance due.
- (b) The amount of the delinquent service fee provided for in this section shall be the sum of ten (\$10.00) dollars.
- (c) A consumer shall have failed to pay their account when the full amount charged to the consumer for service supplied as stated on their bill has not been paid over to and received by HRW by 5:00p.m. on the due date set forth on the bill.
- (d) The bill which shall be mailed to a consumer setting forth the charges due for services supplied, shall state the due date, the amount of the bill if paid by the due date, the amount of the bill if paid after the due date and shall further state that if payment is not made by the due date that the delinquent service fee will be charged.
- (e) When a consumer has paid all bills rendered to him by the due date set forth on each bill for twelve consecutive billing periods, should that consumer then make a payment after a due date, the delinquent service fee shall be waived for that period.

Section 31. Sprinkler Connections.

- (a) Application for Full Service and Retrofitted Sprinkler Connections shall be made in person at HRW. Forms to be used in application processing shall be administratively prepared and matters otherwise associated with service application

shall be processed pursuant to and in accordance with the rules, regulations, policies and/or procedures applicable to the service district within which the premises to be served is located.

- (b) The same schedule of connection or tap-on-fees applicable in the service district within which the premises to be served is located shall apply with respect to Full Service Sprinkler Connections.
- (c) The following schedule of connection or tap-on-fees shall apply in all service districts to the Retrofitted Sprinkler Connection:

2 inch connection	\$2,000.00
1 1/2 inch connection	900.00
1 inch connection	650.00
3/4 inch connection	500.00

The above connection fees do not include associated meter or other necessary equipment charges.

- (d) The same schedule of rates, including the monthly minimum charge, applicable in the service district within which the premises to be served is located shall apply with respect to Full Service Sprinkler Connections. No sewer charges shall be made to the Consumer based upon the water consumption of the Full Service Sprinkler Connection.
- (e) The same schedule of rates applicable in the service district within which the premises to be served is located shall apply with respect to Retrofitted Sprinkler Connections. No monthly minimum charge will be made except during those months when the connection has been used. No sewer charges shall be made to the Consumer based upon the water consumption of the Retrofitted Sprinkler Connection.
- (e) Except as specifically provided in this Section, all of the other rules, regulations, policies and/or procedures applicable to the service district within which the premises to be served is located shall be applicable with respect to Full Service and Retrofitted Sprinkler Connections.

Section 32. Provision for Cut-Off Valve


Any person desiring to connect to a water supply and distribution system owned and/or operated by HRW shall be required to install a cut-off valve of a minimum size of 3/4" onto the service line running from the meter box to the consumer's premises. This cut-off valve shall be located within twelve (12) inches of the connection of the customer's service line to the meter box. A diagram showing a typical installation of such cut-off valve is attached hereto and made part of this section.

This section shall be enforceable in addition to the minimum requirements of the North Carolina State Building Code regarding plumbing and placement of cut-off valves.

Duly Adopted this 20th of June 2022, upon motion made by Commissioner Nicol and adopted by the following vote:

Ayes 5 Noes 0 Absent 0.

Board of Commissioners of the County Harnett County

By: 
Lewis W. Weatherspoon, Chairman of the Board and of the
Governing body of the Water and Sewer Districts of
Harnett County.

Appendix 2



HARNETT COUNTY

Approved 2023-2029

Capital Improvements Program

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Harnett County 2023-2029 Capital Improvements Program Introduction

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 2023.

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 24, 2021. Staff provided support to Harnett County Schools (HCS), which is still new to the county's CIP process. Central Carolina Community College (CCCC) is currently going through a master plan update and did not submit any new CIP requests for FY 2023.
- 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 was to be presented on November 9, 2021, but was postponed to February 1, 2022. During the

February 1, 2022, work session, Commissioners will review the recommendation in detail and make changes.

- A public comment is scheduled for February 7, 2022.
- The final action is adoption of the CIP is scheduled for February 21, 2022.

Overall Approach

As mentioned before, HCS and CCCC were new to the county's CIP process last 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 FY 2022 general capital reserves increased from \$950,000 to \$1,750,000, but to balance the operating budget, the annual contribution to general capital reserves was reduced to \$500,000. In FY 2023, the contribution to general capital reserves will be reduced to \$0, and the recommended projects will be funded from capital reserves fund balance.

Property Exchange

On May 3, 2021, Harnett County, Harnett County Schools, and the Town of Lillington finalized a joint resolution to exchange a number of real property tracts. The joint resolution included a proposed framework for the exchange that includes a number of properties in the CIP. Those include the STAR Academy Gymnasium and the current HCS Custodial and Maintenance Warehouse and land. On December 6, 2021, Harnett County, Harnett County Schools, and the Town of Lillington approved a contract and agreement to exchange a number of real property tracts between the three entities. The agreement included several properties listed in the CIP. Those include the STAR Academy Gymnasium (transferring from HCS to Lillington) and the current HCS Custodial and Maintenance Warehouse and land (transferring from HCS to Lillington with HCS storing those items in County-owned warehouse space until a new facility is constructed). As of February 1, 2022, several of the properties included in the exchange agreement are waiting on surveys before they are deeded over to their designated owners.

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.

In April 2021, 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):

Category/Projects	April 2021 Estimated Cost	How CIP Addresses
Current Projects		
Erwin Elementary School	\$31,400,000	Included as a funded project
Northwest Harnett Elementary School	\$38,100,000	Included as a funded project
Johnsonville Elementary School (Phase 1 - New Cafeteria, New Windows, Gym Renovation)	\$5,100,000	Included as a funded project
Tier 1 Projects (Immediate to 1 year)		
Johnsonville Elementary School (Phase 2 - New Classroom Building)	\$6,100,000	Removed from CIP; ESSER funded
Gentry Educator Development Center	\$25,000	Not submitted as a CIP request
New School Transportation Facility	\$6,100,000	Included as a future project
New Custodial/Storage Facility	\$8,500,000	Included as a future project; Part of property exchange
South Harnett/Lillington Middle School (1100 seats, not incl. land)	\$44,000,000	Included as a future project
South Harnett/Lillington or Highland High School	\$80,000,000	Included as a future project
Tier 2 Projects (2 to 3 years)		
Lafayette Elementary School Gym Renovations/New Cafeteria	\$5,100,000	Included as a future project
Highland Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Removed from CIP; ESSER funded
Overhills Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Removed from CIP; ESSER funded
Southwestern Harnett-area Elementary School	\$33,000,000	Not submitted as CIP request
STAR Academy Renovations/Replacement	TBD	Removed from CIP; Part of property exchange
Tier 3 Projects (4 to 7 years)		
Buies Creek Elementary School Replacement	\$28,000,000	Included as a future project
Northern Harnett-area Elementary School	\$31,300,000	Not submitted as CIP request
North Harnett Primary Renovations	TBD	Not submitted as CIP request; ESSER funded
Wayne Ave. Elementary Renovations	TBD	Not submitted as CIP request
Tier 4 Projects (Beyond 7 years)		
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

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 these projects will require that the county issue debt in order to fund them. Harnett County already has a fairly high debt burden (figures below are from the NC Treasurer's 2020 Debt Analysis and do NOT include the Erwin and Northwest Harnett borrowings of approximately \$70.5million):

- The debt to appraised value ratio is 2.268%. The average ratio of counties 100,000 to 250,000 population is 1.20%. The highest ratio in the population group is 2.268%.
- Harnett County's debt per capita (what each resident would owe if the debt had to be repaid today) is \$1,517. The average debt per capita for the population group is \$1,269. The highest debt per capita in this group is \$2,124.

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.

Harnett County Schools has received nearly \$75 million under the Elementary and Secondary School Emergency Relief (ESSER) Fund: ESSER I: \$5,475,918; ESSER II: \$21,462,482; ESSER III: \$48,025,480. These funds may be used for several specified purposes, including addressing learning loss, closures, and mental health issues; making repairs/improvements to facilities to minimize virus transmission; purchasing education technology; improving air quality in buildings; and addressing unique needs of special populations. Harnett County Schools proposes to use \$43.5 million in ESSER funds for facilities. The ESSER funds received by HCS will be used to address multiple projects on the 2021-2022 School Facilities Needs List.

Recommended Changes

Recommended changes to the 2023-2029 CIP include:

- **Harnett County Sheriff's Office -- In-Car Video Camera System:** Using Asset Forfeiture Funds, purchase and install in-car video cameras in 50 patrol vehicles. The Harnett County Board of Commissioners approved this project in June 2021 [+271,113].

- **Harnett Regional Jetport (HRJ) -- Hangar Development:** Construct three corporate box-style 65x60 square-foot hangars to provide adequate space to store larger aircrafts used by many businesses. The project is recommended for FY 2025 [+3,008,976].
- **Tax Office -- Billing & Collections Software Replacement:** In FY 2023, replace the current billing and collections software to reduce keying errors, produce more accurate reports, and provide other efficiencies for the Tax Office [+273,203].

Add Future Projects

- **Board of Elections -- Facility Replacement/Renovation:** Construct a new facility, at a location to be determined, to provide adequate space for daily operations, board meetings, elections trainings and early voting. A space needs study is recommended before this project moves forward.

Remove Future Projects

As noted in the list above, the following future projects will be addressed by ESSER funds; therefore, they will be removed from the CIP:

- **Harnett County Schools -- Johnsonville Elementary School Phase 2 Expansion & Renovation:** Phase 2 includes constructing a 27,500-square-foot building to replace the classroom space that was demolished in Phase 1.
- **Harnett County Schools -- Highland Elementary School Expansion:** The expansion includes constructing a 40,000-square-feet of classroom space and expand the cafeteria by 2,000-square-feet to alleviate severe overcrowding.
- **Harnett County Schools -- Overhills Elementary School Expansion:** The expansion includes constructing a 19,500-square-foot addition of classroom space to alleviate overcrowding and replace mobile units.

Other projects: The following project has been removed from the CIP and will be approved in the operating budget.

- **Tax Office -- Reappraisal Fund:** State law requires that funds be set aside annually to cover the cost of revaluation of real property.

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.

Readers Guide

Benhaven (former) School Renovation

Approved-No Contracts (part)

Project Status

Project Budget:

The budget for the project as approved by project ordinance or as approved in the FY 2022-2028 CIP.

Project Element: Expense

Funding Source: Revenue

Operating Effect: Impact on Operating Budget.

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 Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	836,455	495,927	45,737	0	110,050	0	0	0	0	0	651,714
Furnishings & Equipment	0	146,868	0	0	0	0	0	0	0	0	146,868
Total Project Element	836,455	656,795	45,737	0	110,050	0	0	0	0	0	812,582
Funding Source											
Capital Reserves	143,572	0	41,750	0	110,050	0	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	598,836	3,987	0	0	0	0	0	0	0	602,823
Harnett Regional Water	0	0	0	0	0	0	0	0	0	0	0
Total Funding Source	836,455	656,795	45,737	0	110,050	0	0	0	0	0	812,582
Operating Effect											
Debt Service	0	315,063	151,036	146,395	141,755	137,115	132,475	127,835	123,195	117,968	1,392,838
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	60,488	40,057	49,970	51,262	5,289	53,954	55,356	56,796	58,277	431,449
Transfer from General Fund	0	0	78,433	36,683	36,683	0	0	0	0	0	151,800
Total Operating Effect	0	433,510	269,526	233,049	229,701	142,404	186,429	183,191	179,991	176,245	2,034,046

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.

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 2021.

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 2022-2028 or by separate action and there is no substantial change in the project.

New

Harnett County Sheriff -- In-Car Video Camera System
Harnett Regional Jetport (HRJ) -- Hangar Development
Tax Office -- Billing & Collections Software Replacement

Approved-No Contracts

Emergency (VIPER) Radios Replacement
Emergency Medical Services (EMS) -- Cardiac Monitors Replacement
Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements
Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts
Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements
Fleet Management and Replacement System
Harnett County Schools -- Maintenance Fund
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) -- Apron Expansion
Information Technology -- Fiber Extension
Parks & Recreation -- Capital Reserve Appropriations
Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation
Parks & Recreation -- Shawtown Community Park Development
Social Services and Commons Area Roof Replacement
Solid Waste -- Northwest Convenience Center Relocation

Approved-No Contracts (part)

Benhaven (former) School Renovation

Approved-Contracts Let

Broadband Expansion Initiative
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing
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 -- New Northwest Harnett Elementary School

Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation
Harnett Regional Jetport (HRJ) -- Master Plan Update
Parks & Recreation -- Benhaven Community Park Redevelopment

Completed

Board of Elections -- Voting Equipment Replacement
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
Parks & Recreation -- Patriots Park Development Phase 2
Public Library -- Radio Frequency Identification (RFID) Installation
Solid Waste -- Bulldozer Replacement

Future

Animal Services -- Animal Shelter Replacement
Board of Elections -- Facility 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 -- Custodial & Grounds Warehouse Replacement
Harnett County Schools -- Electronic Door Locks
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 -- 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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Totals
911										
Harnett County Sheriff -- 911 Dispatching Software Replacement	479,376	0	0	0	0	0	0	0	0	479,376
Total 911	479,376	0	0	0	0	0	0	0	0	479,376
General										
Benhaven (former) School Renovation	656,795	45,737	0	110,050	0	0	0	0	0	812,582
Board of Elections -- Voting Equipment Replacement	207,929	0	0	0	0	0	0	0	0	207,929
Broadband Expansion Initiative	1,400,000	2,585,000	0	0	0	0	0	0	0	3,985,000
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing	0	160,338	0	0	0	0	0	0	0	160,338
Emergency (VIPER) Radios Replacement	0	0	0	0	2,745,883	0	0	0	0	2,745,883
Emergency Medical Services (EMS) -- Cardiac Monitors Replacement	0	0	0	0	0	0	610,855	0	0	610,855
Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements	0	223,854	86,457	0	91,493	94,011	96,530	99,048	101,566	792,959
Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts	192,562	85,106	0	0	95,935	0	0	0	212,993	586,596
Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements	0	170,354	350,929	361,150	371,371	190,796	195,907	201,017	0	1,841,524
Emergency Radio System -- Northwest Harnett Radio Tower Replacement	764,374	69,175	0	0	0	0	0	0	0	833,549
Emergency Services -- Old Jail Demolition and Relocation of Building Systems	2,000	506,891	0	0	0	0	0	0	0	508,891
Fleet Management and Replacement System	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Harnett County Resource Center & Library and Department of Social Services (DSS) Addition	25,602,000	810,845	0	0	0	0	0	0	0	26,412,845
Harnett County Schools -- Erwin Elementary School Replacement	16,631,035	14,768,822	0	0	0	0	0	0	0	31,399,857
Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation	411,807	4,688,193	0	0	0	0	0	0	0	5,100,000
Harnett County Schools -- Maintenance Fund	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415

Total Cost of Each Project by Year

	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Totals
Harnett County Schools -- New Northwest Harnett Elementary School	2,304,180	21,004,604	22,211,043	0	0	0	0	0	0	45,519,827
Harnett County Sheriff -- Capital Reserve	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
Harnett County Sheriff -- Detention Center Security Intercom Replacement	0	133,560	0	0	0	0	0	0	0	133,560
Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade	64,641	247,031	0	0	0	0	0	0	0	311,672
Harnett County Sheriff -- In-Car Video Camera System	0	271,113	0	0	0	0	0	0	0	271,113
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	61,231	1,582,746	0	0	0	0	0	0	0	1,643,977
Harnett Regional Jetport (HRJ) -- Apron Expansion	293,140	3,333,333	0	0	0	0	0	0	0	3,626,473
Harnett Regional Jetport (HRJ) -- Hangar Development	0	0	0	0	3,008,976	0	0	0	0	3,008,976
Harnett Regional Jetport (HRJ) -- Master Plan Update	163,603	250,754	0	0	0	0	0	0	0	414,357
Information Technology -- Fiber Extension	0	0	0	0	0	0	0	230,750	0	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	826,964	0	0	0	0	0	0	0	0	826,964
Parks & Recreation -- Capital Reserve Appropriations	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Parks & Recreation -- Patriots Park Development Phase 1	410,461	0	0	0	0	0	0	0	0	410,461
Parks & Recreation -- Patriots Park Development Phase 2	95,982	0	0	0	0	0	0	0	0	95,982
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	99,872	0	0	0	0	0	0	0	0	99,872
Social Services and Commons Area Roof Replacement	0	299,880	0	0	0	0	0	0	0	299,880

Total Cost of Each Project by Year

	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Totals
Tax Office -- Billing & Collections Software Replacement	0	0	273,203	0	0	0	0	0	0	273,203
Total General	54,637,697	53,334,303	25,171,632	2,621,200	8,463,658	2,434,807	3,053,292	2,680,815	2,464,559	154,861,963
<u>Solid Waste</u>										
Solid Waste -- Bulldozer Replacement	428,000	0	0	0	0	0	0	0	0	428,000
Solid Waste -- Northwest Convenience Center Relocation	0	513,581	0	0	0	0	0	0	0	513,581
Total Solid Waste	428,000	513,581	0	0	0	0	0	0	0	941,581

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Totals
911										
911 Funds	154,173	0	0	0	0	0	0	0	0	154,173
Transfer from Radio Project Cap Reserve	325,203	0	0	0	0	0	0	0	0	325,203
Total 911	479,376	0	0	0	0	0	0	0	0	479,376
General										
Airport Capital Reserve	53,903	447,245	0	0	0	0	0	0	0	501,148
Asset Forfeiture Funds	139,632	271,113	0	0	0	0	0	0	0	410,745
Bond Premium	7,747,355	0	0	0	0	0	0	0	0	7,747,355
Capital Reserves	322,698	2,938,087	2,110,589	1,871,200	4,452,398	1,684,807	2,303,292	1,930,815	1,714,559	19,328,445
General Fund Fund Balance	1,400,000	600,000	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	15,314,321	35,465,606	17,211,043	0	0	0	0	0	0	67,990,970
Grants, Gifts, Etc.	1,109,672	11,696,089	5,000,000	0	0	0	0	0	0	17,805,761
Harnett Regional Water	0	0	0	0	0	0	0	0	0	0
Installment Debt	20,145,978	999,022	0	0	3,008,976	0	0	0	0	24,153,976
Interest	245,192	25,123	0	0	0	0	0	0	0	270,315
Lottery Proceeds	731,680	0	0	0	0	0	0	0	0	731,680
Parks Capital Reserve	867,471	269,450	0	0	0	0	0	0	0	1,136,921
Sales Tax Refund	0	-213,300	0	0	0	0	0	0	0	-213,300
Sheriff's Capital Reserve	64,641	380,591	0	0	0	0	0	0	0	445,232
Transfer from General Fund	5,672,821	386,102	850,000	750,000	750,000	750,000	750,000	750,000	750,000	11,408,923
Transfer from Radio Project Cap Reserve	764,374	69,175	0	0	252,284	0	0	0	0	1,085,833

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Totals
Total General	54,637,697	53,334,303	25,171,632	2,621,200	8,463,658	2,434,807	3,053,292	2,680,815	2,464,559	154,861,963
Solid Waste										
Solid Waste Capital Reserve	428,000	513,581	0	0	0	0	0	0	0	941,581
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
Total Solid Waste	428,000	513,581	0	0	0	0	0	0	0	941,581

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029
<u>General</u>									
Debt Service	4,311,388	5,637,121	8,398,596	8,157,550	8,212,103	7,958,235	7,704,368	7,450,500	7,136,596
Decreased Costs	-49,642	-161,186	-336,711	-312,961	-319,429	-320,335	-326,510	-331,502	-338,543
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0
Increased Operating Costs	435,374	549,439	686,783	783,739	731,966	744,748	753,831	773,570	794,469
Increased Revenue	0	-1,100	-2,100	-3,100	-3,200	-3,200	-3,200	-3,200	-3,200
Transfer from General Fund	6,046,919	3,771,705	3,597,341	3,224,138	3,187,454	2,688,734	2,688,734	2,586,925	2,275,433
Total General	10,801,997	9,795,979	12,343,908	11,849,366	11,808,894	11,068,183	10,817,223	10,476,293	9,864,755
<u>Solid Waste</u>									
Decreased Costs	-12,000	-18,000	-22,500	-30,625	-2,500	-2,500	-2,500	-2,500	-2,500
Transfer from Solid Waste Fund	428,000	513,581	0	0	0	0	0	0	0
Total Solid Waste	416,000	495,581	-22,500	-30,625	-2,500	-2,500	-2,500	-2,500	-2,500

Completed Projects

The following projects were completed as of June 30, 2021.

Project Name	Brief Description	Final Project Budget	Final Cost	Completion Date
Parks & Recreation -- Cape Fear Shiner Park Development Phase 1	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.	\$850,000	\$826,964	11/2/2020
Solid Waste --Bulldozer Replacement	Replace a 2005 medium-sized bulldozer used daily in the Dunn-Erwin landfill located at 449 Daniels Road, Dunn.	\$400,000	\$428,000	12/2020
Harnett County Sheriff -- Records Software Replacement	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.	\$139,632	\$139,632	11/5/2020
Harnett County Sheriff -- 911 Dispatching Software Replacement	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.	\$497,588	\$479,376	3/31/2021
Parks & Recreation -- Patriots Park Development Phase 1	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.	\$347,000	\$410,461	5/5/2021
Parks & Recreation -- Patriots Park Development Phase 2	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.	\$96,000	\$95,982	5/5/2021
Board of Elections -- Voting Equipment Replacement	Replace 22 voting tabulators and 22 Automark ballot marking devices purchased in 2006, as requested by the Harnett County Board of Elections.	\$214,809	\$207,929	5/17/2021

911 Fund Projects

Harnett County Sheriff -- 911 Dispatching Software Replacement

Completed

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 2022	Current	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
			Year: FY 2022								
Project Element											
Software & Implementation	362,728	344,516	0	0	0	0	0	0	0	0	344,516
Software Maintenance	134,860	134,860	0	0	0	0	0	0	0	0	134,860
Total Project Element	497,588	479,376	0	0	0	0	0	0	0	0	479,376
Funding Source											
911 Funds	222,674	154,173	0	0	0	0	0	0	0	0	154,173
Transfer from Radio Project Cap Reser	274,914	325,203	0	0	0	0	0	0	0	0	325,203
Total Funding Source	497,588	479,376	0	0	0	0	0	0	0	0	479,376

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 911 Center went live with new software on March 31, 2021.

Harnett County Sheriff -- 911 Dispatching Software Replacement

Completed

Operating Impact

There is no impact to the operating budget.

General Fund Projects

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.

Project Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	836,455	495,927	45,737	0	110,050	0	0	0	0	0	651,714
Furnishings & Equipment	0	146,868	0	0	0	0	0	0	0	0	146,868
Total Project Element	836,455	656,795	45,737	0	110,050	0	0	0	0	0	812,582
Funding Source											
Capital Reserves	143,572	0	41,750	0	110,050	0	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	598,836	3,987	0	0	0	0	0	0	0	602,823
TotalFunding Source	836,455	656,795	45,737	0	110,050	0	0	0	0	0	812,582
Operating Effect											
Debt Service	0	315,063	151,036	146,395	141,755	137,115	132,475	127,835	123,195	117,968	1,392,838
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	60,488	40,057	49,970	51,262	5,289	53,954	55,356	56,796	58,277	431,449
Transfer from General Fund	0	0	78,433	36,683	36,683	0	0	0	0	0	151,800
TotalOperating Effect	0	433,510	269,526	233,049	229,701	142,404	186,429	183,191	179,991	176,245	2,034,046

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 several 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. After the roof and conditioning issues are addressed, the building could be used for storage for Parks & Recreation equipment to maintain the campus or 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, however renovations are needed inside the building to remove shelves, replace the flooring, and repaint the walls. Building 3: The preschool building is 4,670 square feet. The County is currently exploring the possibility of splitting this building off from the rest of the campus and either selling it or donating 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 the campus grounds for recreational use is included in the CIP. Staff will need to evaluate condition and capacity of current septic system to determine whether existing capacity can accommodate planned uses.

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, 2021, and 2022 stabilize the buildings by conditioning them, repairing the shop roof, replacing the library roof, providing a lock system, and establishing a presence on the site. Second, in FY 2021 demolish the cafeteria to provide adequate space for parking. Third, in FY 2022 design and construct a new parking lot to add spaces and enhance access to the campus. Fourth, 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 fourth phase. No funding is currently 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

A site plan for construction of a new parking lot on the site has been submitted to Harnett County Development Services and NCDEQ, and is awaiting approval. The current schedule has the project being bid in March 2022 with construction taking place in Spring 2022 with completion anticipated by July. Harnett County Schools has expressed plans to open an Early College in the gymnasium and attached classrooms in Fall 2022, and County staff are working to provide some County services on the campus upon completion of the parking lot.

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, or by selling the preschool building. \$1.9M in general obligation bond proceeds have been allocated for this project, but cost estimates have not been finalized for all the work. The debt service amount shown under operating impact is for the full \$1.9M.

Board of Elections -- Voting Equipment Replacement

Completed

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Furnishings & Equipment	214,809	207,929	0	0	0	0	0	0	0	0	207,929
Total Project Element	214,809	207,929	0	0	0	0	0	0	0	0	207,929
Funding Source											
Capital Reserves	214,809	103,168	0	0	0	0	0	0	0	0	103,168
Grants, Gifts, Etc.	0	104,761	0	0	0	0	0	0	0	0	104,761
Total Funding Source	214,809	207,929	0	0	0	0	0	0	0	0	207,929
Operating Effect											
Decreased Costs	0	0	-26,587	-26,587	-26,587	-26,587	-26,587	-27,916	-27,916	-27,916	-216,683
Increased Operating Costs	0	0	0	26,081	26,863	27,669	28,499	29,354	30,235	31,142	199,843
Transfer from General Fund	0	103,168	0	0	0	0	0	0	0	0	103,168
Total Operating Effect	0	103,168	-26,587	-506	276	1,082	1,912	1,438	2,319	3,226	86,328

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

Completed

Current Stage of Project

This project is complete. During the 2020 general election, the Harnett County Board of Elections was awarded with HAVA funds in the amount of \$104,761, which was used to offset the price of the new voting equipment, saving the county and taxpayer dollars.

The Board of Elections completed the five-step process to acquire the new voting equipment.

Step 1- Demonstration: Virtual Demo March 10 and 11, 2021

Step 2- Preliminary Recommendation: Submitted to Commissioners on April 6, 2021

Step 3- Test the proposed voting system: Public Simulated Election on May 3, 2021

Step 4- SBOE Approval: May 13, 2021

Step 5- Adoption and Acquisition of New Voting System by County Board of Commissioners: May 7, 2021

Operating Impact

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

Broadband Expansion Initiative

Approved-Contracts Let

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	3,985,000	1,400,000	2,585,000	0	0	0	0	0	0	0	3,985,000
Total Project Element	3,985,000	1,400,000	2,585,000	0	0	0	0	0	0	0	3,985,000
Funding Source											
General Fund Fund Balance	2,000,000	1,400,000	600,000	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
Total Funding Source	3,985,000	1,400,000	2,585,000	0	0	0	0	0	0	0	3,985,000

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.

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

As of January 2022, the Lillington Tower (Edwards Brothers Drive), Oak Ridge Tower (northwest part of the county), and Angier Tower have been permitted and equipment has been ordered to enable broadband. It is anticipated these towers will be online by March 2022.

The tower selection and permitting are still in process at several other locations. As the project progresses, the costs versus coverage area of water towers may eliminate them as viable expansion locations.

CloudWyze is looking at potential monopole installations in key areas to increase broadband coverage. Monopoles may be a lower cost and longer-term solution than water towers.

The fiber build to the Lillington Tower will begin in February 2022, which will be the main point of Internet access for the broadband system.

The current expectation is to have beta customers on the system by April 2022.

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

Approved-Contracts Let

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	145,762	0	145,762	0	0	0	0	0	0	0	145,762
Contingency	14,576	0	14,576	0	0	0	0	0	0	0	14,576
Total Project Element	160,338	0	160,338	0	0	0	0	0	0	0	160,338
Funding Source											
Capital Reserves	160,338	0	160,338	0	0	0	0	0	0	0	160,338
Total Funding Source	160,338	0	160,338	0	0	0	0	0	0	0	160,338
Operating Effect											
Transfer from General Fund	0	0	160,338	0	0	0	0	0	0	0	160,338
Total Operating Effect	0	0	160,338	0	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.

Current Stage of Project

Bid was award in fall of 2021. The project began in January 2022, but was put on hold for a few weeks due to Covid. The project is expected to be completed by March 2022.

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	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Furnishings & Equipment	2,869,866	0	0	0	0	2,745,883	0	0	0	0	2,745,883
Total Project Element	2,869,866	0	0	0	0	2,745,883	0	0	0	0	2,745,883
Funding Source											
Capital Reserves	2,579,194	0	0	0	0	2,493,599	0	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	252,284	0	0	0	0	252,284
TotalFunding Source	2,869,866	0	0	0	0	2,745,883	0	0	0	0	2,745,883
Operating Effect											
Transfer from General Fund	0	498,720	498,720	498,720	498,720	498,720	0	0	0	0	2,493,599
TotalOperating Effect	0	498,720	498,720	498,720	498,720	498,720	0	0	0	0	2,493,599

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

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. In December 2021, 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

Approved-No Contracts

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Furnishings & Equipment	610,855	0	0	0	0	0	0	610,855	0	0	610,855
Total Project Element	610,855	0	0	0	0	0	0	610,855	0	0	610,855
Funding Source											
Capital Reserves	610,855	0	0	0	0	0	0	610,855	0	0	610,855
TotalFunding Source	610,855	0	0	0	0	0	0	610,855	0	0	610,855
Operating Effect											
Transfer from General Fund	0	0	101,809	101,809	101,809	101,809	101,809	101,809	0	0	610,855
TotalOperating Effect	0	0	101,809	101,809	101,809	101,809	101,809	101,809	0	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

Approved-No Contracts

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Vehicles	264,054	0	223,854	86,457	0	91,493	94,011	96,530	99,048	101,566	792,959
Total Project Element	264,054	0	223,854	86,457	0	91,493	94,011	96,530	99,048	101,566	792,959
Funding Source											
Capital Reserves	264,054	0	223,854	86,457	0	91,493	94,011	96,530	99,048	101,566	792,959
Total Funding Source	264,054	0	223,854	86,457	0	91,493	94,011	96,530	99,048	101,566	792,959
Operating Effect											
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	162,629	81,301	81,301	81,301	81,301	81,301	81,301	81,301	731,736
Total Operating Effect	0	0	116,222	34,894	34,894	34,894	34,894	34,894	34,894	34,894	360,480

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. 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

To ensure the safety of patients and employees while responding to calls, it is recommended to purchase one convalescent unit and replace one unit in FY 22, replace one existing unit in FY 23, and then begin replacing one unit per year in FY 25 per the EMS Vehicle Replacement and Rotation Policy. 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 leads to taking units out of service, meaning our service to the citizens of Harnett County is cut as we are unable to handle the call volume. This also leads to a reduction in non-emergency transportation revenue.
- 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.

Current Stage of Project

This is an ongoing project that carries forward each year based on the EMS Vehicle Replacement and Rotation Policy.

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 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Contingency	67,643	9,170	0	0	0	4,442	0	0	0	9,861	23,473
Other Contracted Services	136,187	0	0	0	0	0	0	0	0	0	0
Vehicles	673,318	183,392	85,106	0	0	91,493	0	0	0	203,132	563,123
Total Project Element	877,148	192,562	85,106	0	0	95,935	0	0	0	212,993	586,596
Funding Source											
Capital Reserves	877,148	192,562	85,106	0	0	95,935	0	0	0	212,993	586,596
Total Funding Source	877,148	192,562	85,106	0	0	95,935	0	0	0	212,993	586,596
Operating Effect											
Decreased Costs	0	-3,800	-1,900	0	0	-1,900	0	0	0	-3,800	-11,400
Transfer from General Fund	0	599,263	85,106	44,132	44,132	44,132	44,132	44,132	44,132	44,132	993,293
Total Operating Effect	0	595,463	83,206	44,132	44,132	42,232	44,132	44,132	44,132	40,332	981,893

Define Problem

The EMS Vehicle Replacement Policy recommends remounting (replacing the patient care “box”) the ambulance approximately every seven years based on mileage and maintenance. Completely replacing an ambulance is costly at nearly \$197,000 in today’s dollars. Remounting the ambulances includes replacing the vehicle chassis and renovating the “box” with new floors, cabinets, and all other furnishings. Remounting is approximately \$115,000 less than replacing a vehicle. Having safe, reliable vehicles is critical to Harnett County EMS operations. Remounting vehicles provides a more cost-effective way to accomplish this.

Recommended Solution

Remount one vehicle in FY 25 and two vehicles in FY 29. Continue to remount vehicles in accordance with the EMS Vehicle Replacement Policy. This option provides the most cost-effective strategy for ensuring safe, reliable emergency vehicles.

Alternatives

- Do nothing. Failure to replace vehicles eventually results in unsafe vehicles running emergency calls, which impacts patient care and county liability.
- Replace vehicles instead of remounting them. 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 and the EMS Vehicle Replacement and Rotation Policy.

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		Current									Project Totals
		Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	
Project Element											
Furnishings & Equipment	403,641	0	0	0	0	0	0	0	0	0	0
Other Contracted Services	0	0	0	0	0	0	0	0	0	0	0
Vehicles	896,987	0	170,354	350,929	361,150	371,371	190,796	195,907	201,017	0	1,841,524
Total Project Element	1,300,628	0	170,354	350,929	361,150	371,371	190,796	195,907	201,017	0	1,841,524
Funding Source											
Capital Reserves	1,300,628	0	170,354	350,929	361,150	371,371	190,796	195,907	201,017	0	1,841,524
TotalFunding Source	1,300,628	0	170,354	350,929	361,150	371,371	190,796	195,907	201,017	0	1,841,524
Operating Effect											
Decreased Costs	0	0	-1,900	-3,800	-3,800	-3,800	-1,900	-1,900	-1,900	0	-19,000
Transfer from General Fund	0	347,876	170,354	278,528	278,528	278,528	278,528	278,528	278,528	0	2,189,398
TotalOperating Effect	0	347,876	168,454	274,728	274,728	274,728	276,628	276,628	276,628	0	2,170,398

Define Problem

The 24/7 nature of EMS means ambulances driven non-stop, putting miles, wear, and tear on the units. To maintain a high level of service, Harnett County EMS follows the Emergency Medical Services Vehicle Replacement Policy. This policy states 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 inoperable. This, in turn, takes a necessary EMS unit off the road, limiting the service we offer to the citizens of Harnett County.
- Replace vehicles in accordance with the Vehicle Replacement Policy.

Current Stage of Project

This is an ongoing project that carries forward each year based on the current needs of the EMS fleet and the EMS Vehicle Replacement and Rotation Policy.

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

Completed

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	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	475,000	416,225	58,775	0	0	0	0	0	0	0	475,000
Contingency	100,000	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	185,000	198,387	4,300	0	0	0	0	0	0	0	202,687
Furnishings & Equipment	115,000	105,770	6,100	0	0	0	0	0	0	0	111,870
Land	43,992	43,992	0	0	0	0	0	0	0	0	43,992
Total Project Element	918,992	764,374	69,175	0	0	0	0	0	0	0	833,549
Funding Source											
Transfer from Radio Project Cap Reser	918,992	764,374	69,175	0	0	0	0	0	0	0	833,549
TotalFunding Source	918,992	764,374	69,175	0	0	0	0	0	0	0	833,549
Operating Effect											
Decreased Costs	0	0	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-160,000
TotalOperating Effect	0	0	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-160,000

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

Construction of new tower was completed on June 1, 2021. Demolition of old tower was completed on July 30, 2021.

Emergency Radio System -- Northwest Harnett Radio Tower Replacement

Completed

Operating Impact

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

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

Approved-Contracts Let

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 2022	Current	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
			Year: FY 2022								
Project Element											
Construction	427,728	0	427,728	0	0	0	0	0	0	0	427,728
Contingency	46,263	0	46,263	0	0	0	0	0	0	0	46,263
Design, Engineering & Construction Ad	34,900	2,000	32,900	0	0	0	0	0	0	0	34,900
Total Project Element	508,891	2,000	506,891	0	0	0	0	0	0	0	508,891
Funding Source											
Capital Reserves	508,891	2,000	506,891	0	0	0	0	0	0	0	508,891
Total Funding Source	508,891	2,000	506,891	0	0	0	0	0	0	0	508,891
Operating Effect											
Transfer from General Fund	0	0	508,891	0	0	0	0	0	0	0	508,891
Total Operating Effect	0	0	508,891	0	0	0	0	0	0	0	508,891

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 County reissued an RFP for this project in October 2021 and the Board of Commissioners awarded the project to Spruill Construction of Bunnlevel on November 15, 2021. A Notice to Proceed was issued on January 10, 2022, and final completion is anticipated in July 2022.

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	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Transfer to Fleet Fund	1,000,000	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Total Project Element	1,000,000	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Funding Source											
Transfer from General Fund	1,000,000	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Total Funding Source	1,000,000	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Operating Effect											
Transfer from General Fund	0	350,000	100,000	100,000	0	0	0	0	0	0	550,000
Total Operating Effect	0	350,000	100,000	100,000	0	0	0	0	0	0	550,000

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

A fleet analysis study was conducted during FY 2021 and determined we can reduce the General Fund contribution to \$100,000.00 for each of the next two fiscal years and still maintain a targeted fund balance of around \$500,000.00. The budget consultant developed a financial model for the fleet replacement program. The county should continue an annual contribution of \$100,000 for the next two years.

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 4 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 was set aside annually for vehicle purchases. Based on the FY 2021 Fleet Analysis, the County should continue the annual contributions of \$100,000 for FY 2023 for vehicle purchases.

Operating Impact

A contribution of \$100,000 will be made from the General Fund for FY 2023.

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

Completed

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	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	1,866,337	1,738,659	127,679	0	0	0	0	0	0	0	1,866,338
Construction	22,851,066	22,339,090	511,976	0	0	0	0	0	0	0	22,851,066
Contingency	77,888	0	77,888	0	0	0	0	0	0	0	77,888
Engineering	205,367	185,956	19,411	0	0	0	0	0	0	0	205,367
Financing Costs	327,460	327,460	0	0	0	0	0	0	0	0	327,460
Furnishings & Equipment	1,125,391	1,056,015	69,376	0	0	0	0	0	0	0	1,125,391
Other Contracted Services	109,680	106,589	3,091	0	0	0	0	0	0	0	109,680
Professional Services	19,900	18,475	1,424	0	0	0	0	0	0	0	19,899
Sales Tax	0	-213,300	0	0	0	0	0	0	0	0	-213,300
Sewer Development Fees	43,056	43,056	0	0	0	0	0	0	0	0	43,056
Total Project Element	26,626,145	25,602,000	810,845	0	0	0	0	0	0	0	26,412,845
Funding Source											
Bond Premium	3,847,498	3,847,498	0	0	0	0	0	0	0	0	3,847,498
Installment Debt	21,145,000	20,145,978	999,022	0	0	0	0	0	0	0	21,145,000
Interest	270,315	245,192	25,123	0	0	0	0	0	0	0	270,315
Sales Tax Refund	0	0	-213,300	0	0	0	0	0	0	0	-213,300
Transfer from General Fund	1,363,332	1,363,332	0	0	0	0	0	0	0	0	1,363,332
TotalFunding Source	26,626,145	25,602,000	810,845	0	0	0	0	0	0	0	26,412,845
Operating Effect											
Debt Service	0	2,457,971	1,958,550	1,916,150	1,868,450	1,815,450	1,762,450	1,709,450	1,656,450	1,545,575	16,690,496
Decreased Costs	0	-27,415	-64,392	-64,392	-64,392	-64,392	-64,392	-64,392	-64,392	-64,392	-542,551
Increased Operating Costs	0	308,121	427,789	456,436	467,464	478,783	426,009	438,341	451,009	464,019	3,917,971
TotalOperating Effect	0	2,738,677	2,321,947	2,308,194	2,271,522	2,229,841	2,124,067	2,083,399	2,043,067	1,945,202	20,065,916

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

Completed

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.

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

A Certificate of Occupancy was issued for the Resource Center & Library on January 29, 2021, and staff moved into the new building the week of February 15, 2021. The facility opened to the public on April 26, 2021. As of September 2021, staff are working through several final items, but otherwise the project is complete. The DSS expansion was completed in August 2020, and Child Support Services moved into the addition.

Operating Impact

There will be operational budget impacts on departmental budgets for the FY 22 after move-in and occupancy of new building. Departments have accounted for these impacts in their FY 22 budgets.

Harnett County Schools -- Erwin Elementary School Replacement

Approved-Contracts Let

On the existing site, located at 405 Denim 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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	1,265,539	1,043,498	222,041	0	0	0	0	0	0	0	1,265,539
Asbestos Abatement	0	141,350	0	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	14,126,663	11,305,268	0	0	0	0	0	0	0	25,431,931
Contingency	2,090,201	0	2,049,831	0	0	0	0	0	0	0	2,049,831
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	206,275	4,718	0	0	0	0	0	0	0	210,993
Fuel Tank Removal	0	162,406	0	0	0	0	0	0	0	0	162,406
Furnishings & Equipment	1,104,000	0	690,000	0	0	0	0	0	0	0	690,000
Geotechnical	0	156,261	8,909	0	0	0	0	0	0	0	165,170
Other Contracted Services	266,150	0	0	0	0	0	0	0	0	0	0
Permits & Connection Fees	130,000	65,670	64,330	0	0	0	0	0	0	0	130,000
Surveying	11,300	11,300	0	0	0	0	0	0	0	0	11,300
Technology	0	0	414,000	0	0	0	0	0	0	0	414,000
Utilities Relocation	0	229,041	0	0	0	0	0	0	0	0	229,041
Total Project Element	31,399,857	16,631,035	14,768,822	0	0	0	0	0	0	0	31,399,857
Funding Source											
Bond Premium	3,899,857	3,899,857	0	0	0	0	0	0	0	0	3,899,857
General Obligation Bonds	27,500,000	12,731,178	14,768,822	0	0	0	0	0	0	0	27,500,000
Total Funding Source	31,399,857	16,631,035	14,768,822	0	0	0	0	0	0	0	31,399,857
Operating Effect											
Debt Service	0	692,656	2,346,094	2,277,344	2,208,594	2,139,844	2,071,094	2,002,344	1,933,594	1,864,844	17,536,406
Total Operating Effect	0	692,656	2,346,094	2,277,344	2,208,594	2,139,844	2,071,094	2,002,344	1,933,594	1,864,844	17,536,406

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.

Recommended Solution

Construction of the new school is underway.

Current Stage of Project

Demolition of the old school was finished in May 2020. Floors and metal roofing are currently being installed. The school is also being painted. The school is projected to be substantially complete in March 2022, and the school is projected to open April 12, 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

Approved-Contracts Let

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Advertising	0	1,177	0	0	0	0	0	0	0	0	1,177
Architectural Design & Construction Ad	443,525	242,605	142,713	0	0	0	0	0	0	0	385,318
Construction	4,335,000	116,810	4,501,170	0	0	0	0	0	0	0	4,617,980
Contingency	255,000	0	0	0	0	0	0	0	0	0	0
Engineering	66,475	26,415	44,310	0	0	0	0	0	0	0	70,725
Geotechnical	0	6,600	0	0	0	0	0	0	0	0	6,600
Permits & Connections Fees	0	18,200	0	0	0	0	0	0	0	0	18,200
Total Project Element	5,100,000	411,807	4,688,193	0	0	0	0	0	0	0	5,100,000
Funding Source											
General Obligation Bonds	5,100,000	411,807	4,688,193	0	0	0	0	0	0	0	5,100,000
TotalFunding Source	5,100,000	411,807	4,688,193	0	0	0	0	0	0	0	5,100,000
Operating Effect											
Debt Service	0	845,697	405,411	392,956	380,501	368,046	355,591	343,136	330,681	316,651	3,738,672
TotalOperating Effect	0	845,697	405,411	392,956	380,501	368,046	355,591	343,136	330,681	316,651	3,738,672

Define Problem

The main part of Johnsonville school was constructed in 1955. At 475 students, the school's student population does not exceed the 500-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 will replace the demolished classroom building.

Recommended Solution

Continue Phase 1. Phase 2 will be funded by Elementary and Secondary School Emergency Relief (ESSER) funds.

Current Stage of Project

Demolition of the classroom building was completed in August 2021. Construction has begun, with block walls currently going up. Building site has been cleared and site work is being done to prepare for footing to be poured for the new buildings. Utilities are being relocated on site to prepare for Phase 2. Windows will be installed when students are not in school. Phase 1 is expected to be completed in July 2022.

Harnett County Schools -- Maintenance Fund

Approved-No Contracts

Provide a reliable funding mechanism for Harnett County Schools to replace critical mechanical systems and roofs before failure. Funding in FY 2023 would address four boilers, two chillers and two roofs. Future funding would address a prioritized list of needs identified by the school maintenance staff.

Project Budget	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
HVAC & Roof Maintenance	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415
Total Project Element	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415
Funding Source											
Capital Reserves	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415
TotalFunding Source	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415
Operating Effect											
Transfer from General Fund	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415
TotalOperating Effect	0	0	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,241,415

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 2023.

Four boilers have exceeded their useful lives. Four others are either at their useful lives or will be in the next two years. Four boilers are requested for replacement in FY 2023, including Lafayette Elementary, Triton High, Harnett Central Middle, and Western Harnett Middle. 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.

Six chillers have exceeded their useful lives. One chiller is at the end of its useful life. Two chillers are requested for replacement in FY 2023, including South Harnett Elementary and Harnett Primary. The school system is currently exploring the possibility of a guaranteed energy savings contract that could fund one chiller replacement at Anderson Creek Primary.

Two cooling towers have exceeded their useful lives. Five additional cooling towers are nearing the end of their useful lives. No cooling towers are requested for funding in FY 2023.

Four roofs have exceeded their useful lives. A roof replacement for Buies Creek Elementary and a roof recoating for Lafayette Elementary School are requested in FY 2023.

Recommended Solution

The third option is recommended. This approach sets the yearly amount equal to \$1.4 million. 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.

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

Approved-Contracts Let

Construct a 120,000-square-foot school at 763Rollins Road, Fuquay-Varina in northwestern Harnett to alleviate overcrowding at Lafayette Elementary School.

Project Budget	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	2,130,650	1,388,750	741,900	0	0	0	0	0	0	0	2,130,650
Construction	39,895,883	140,000	19,947,942	19,807,941	0	0	0	0	0	0	39,895,883
Contingency	1,053,102	0	0	1,053,102	0	0	0	0	0	0	1,053,102
Financing Costs	196,517	0	196,517	0	0	0	0	0	0	0	196,517
Furnishings & Equipment	900,000	0	0	900,000	0	0	0	0	0	0	900,000
Geotechnical	48,350	43,750	4,600	0	0	0	0	0	0	0	48,350
Land & Easements	731,680	731,680	0	0	0	0	0	0	0	0	731,680
Permits & Connection Fees	92,735	0	92,735	0	0	0	0	0	0	0	92,735
Surveying	20,910	0	20,910	0	0	0	0	0	0	0	20,910
Technology	450,000	0	0	450,000	0	0	0	0	0	0	450,000
Total Project Element	45,519,827	2,304,180	21,004,604	22,211,043	0	0	0	0	0	0	45,519,827
Funding Source											
General Obligation Bonds	34,788,147	1,572,500	16,004,604	17,211,043	0	0	0	0	0	0	34,788,147
Grants, Gifts, Etc.	10,000,000	0	5,000,000	5,000,000	0	0	0	0	0	0	10,000,000
Lottery Proceeds	731,680	731,680	0	0	0	0	0	0	0	0	731,680
TotalFunding Source	45,519,827	2,304,180	21,004,604	22,211,043	0	0	0	0	0	0	45,519,827
Operating Effect											
Debt Service	0	0	776,030	3,665,750	3,558,250	3,450,750	3,343,250	3,235,750	3,128,250	3,020,750	24,178,780
TotalOperating Effect	0	0	776,030	3,665,750	3,558,250	3,450,750	3,343,250	3,235,750	3,128,250	3,020,750	24,178,780

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.

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. All bids have been awarded and site work has started. The targeted completion date is April 2023. The targeted opening of the new school is August 2023. 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.

Project Budget	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Transfer to Capital Reserve	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
Total Project Element	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
Funding Source											
Transfer from General Fund	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
TotalFunding Source	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
Operating Effect											
Transfer from General Fund	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591
TotalOperating Effect	0	2,744,489	86,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000	5,980,591

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 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Furnishings & Equipment	133,560	0	133,560	0	0	0	0	0	0	0	133,560
Total Project Element	133,560	0	133,560	0	0	0	0	0	0	0	133,560
Funding Source											
Sheriff's Capital Reserve	133,560	0	133,560	0	0	0	0	0	0	0	133,560
TotalFunding Source	133,560	0	133,560	0	0	0	0	0	0	0	133,560

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.

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 was originally scheduled for FY 2021, but the pandemic caused delays with purchasing all components of the system. The vendor, Cornerstone, is currently programming and testing the system in their Raleigh office. The project will be completed in FY 2022.

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 video surveillance system at the Harnett County Detention Center, located at 175 Bain St, Lillington.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Contingency	0	0	22,458	0	0	0	0	0	0	0	22,458
Furnishings & Equipment	355,528	64,641	224,573	0	0	0	0	0	0	0	289,214
Total Project Element	355,528	64,641	247,031	0	0	0	0	0	0	0	311,672
Funding Source											
Sheriff's Capital Reserve	355,528	64,641	247,031	0	0	0	0	0	0	0	311,672
TotalFunding Source	355,528	64,641	247,031	0	0	0	0	0	0	0	311,672

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.

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 DVRs were replaced during FY 2020 because of the failure of several DVRs. This will reduce the cost of the original project. A new quote will be obtained. The goal is to complete the project in FY 2022.

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 to be replaced with digital cameras. 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 -- In-Car Video Camera System

New

Purchase and install in-car video cameras in 50 patrol vehicles.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Furnishings & Equipment	246,113	0	246,113	0	0	0	0	0	0	0	246,113
Installation	25,000	0	25,000	0	0	0	0	0	0	0	25,000
Total Project Element	271,113	0	271,113	0	0	0	0	0	0	0	271,113
Funding Source											
Asset Forfeiture Funds	271,113	0	271,113	0	0	0	0	0	0	0	271,113
Total Funding Source	271,113	0	271,113	0	0	0	0	0	0	0	271,113

Define Problem

Since the late 1990's, there have been many allegations of racial profiling and excessive force against citizens by law enforcement throughout the United States. These allegations have eroded the confidence the public has for law enforcement. Harnett County is presently facing litigation in a lawsuit for excessive force by deputies. Notwithstanding these lawsuits, the Harnett County Sheriff's Office and deputies are well respected by most citizens of the county. The Sheriff continues to evaluate ways to strengthen the confidence of Harnett County citizens with the Sheriff's Office. One measure the Sheriff has recommended is the implementation of an in-car video system. Recording of interactions between law enforcement and citizens is one way to maintain the integrity and safety of law enforcement officers. Prior to the dashboard camera (dash cam), situations relied on two versions of events, the officer's word against the subject's word. Having undeniable evidence recorded by a dash cam can solidify what occurred in a questionable event where facts are in dispute or allegations of misconduct are raised.

In-car video camera systems serve two purposes. First, when complaints are reported, the Sheriff's Office can compare the complaint to the recorded evidence obtained from the in-car video camera system to either substantiate or exonerate the complaint either in part or completely. When supervisory staff review footage, from either a complaint or audit, the identification of issues allows the agency to address the issues proactively with the officer before the issue becomes more serious. Second, industry best practices show that video recording systems has defended those officers who are being falsely accused. In fact, we predict that in-car video camera systems will not only help with these issues, but the use of these systems demonstrates the Sheriff's Office dedication to providing the most professional services to the citizens.

In-car video camera systems are valuable training systems. Deputies of all experience levels benefit from quality training. Recorded incidents of our staff engaging in functions of law enforcement with our citizens, whether these were exemplary or not, allows for the agency to utilize these incidents for training all staff. This will occur in the following ways: 1. Deputies will self-critique using video recordings; 2. Trainers and instructors can review footage and truly see things through the eyes of what the deputy experienced; 3. Incorporation of video recordings as part of in-service training for deputies to show what was done correctly and ways of improvement. By utilizing these recordings for training, the deputy learns from the proper and improper actions, which will increase the professional service the Sheriff has promised to provide to the citizens.

If the community is aware of the use of In-car Video Camera Systems by law enforcement agencies, it can help citizens better understand law enforcement situations. This also creates trust between the community and the Sheriff's Office, as citizens often believe that if their deputies are being filmed, they will not hide anything. This additionally prescribes the transparency of the agency, which our community has asked for from law enforcement.

Harnett County Sheriff -- In-Car Video Camera System

New

The initial installation costs of the camera systems cannot be measured by just dollars when it provides better-trained deputies, increased trust between citizens and law enforcement, and potential for decreased liability through litigation and lawsuits.

Recommended Solution

Purchase and install in-car cameras in 50 patrol vehicles. The Board of Commissioners approved a budget amendment in July 2021 for the Sheriff to use asset forfeiture funds to cover the cost of the cameras.

Alternatives

The Sheriff and Board of Commissioners agreed in-car cameras are needed and should be purchased.

Current Stage of Project

The cameras were ordered in September 2021 and should be delivered and installed by early 2022.

Operating Impact

There will be an increase in annual software support costs.

Harnett County Sheriff -- Records Software Replacement

Completed

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.

Project Budget											
	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
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
Total Project Element	139,632	139,632	0	0	0	0	0	0	0	0	139,632
Funding Source											
Asset Forfeiture Funds	139,632	139,632	0	0	0	0	0	0	0	0	139,632
Total Funding Source	139,632	139,632	0	0	0	0	0	0	0	0	139,632

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

The project has been completed. The go-live date was November 5, 2020.

Operating Impact

There is no increase in operating budget.

Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation

Approved-Contracts Let

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Administrative Costs	0	680	0	0	0	0	0	0	0	0	680
Construction	1,804,668	35,891	1,580,246	0	0	0	0	0	0	0	1,616,137
Contingency	108,000	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	180,000	0	0	0	0	0	0	0	0	0	0
Other Contracted Services	0	24,660	2,500	0	0	0	0	0	0	0	27,160
Total Project Element	2,092,668	61,231	1,582,746	0	0	0	0	0	0	0	1,643,977
Funding Source											
Airport Capital Reserve	191,267	6,123	158,275	0	0	0	0	0	0	0	164,398
Grants, Gifts, Etc.	1,901,401	55,108	1,424,471	0	0	0	0	0	0	0	1,479,579
Total Funding Source	2,092,668	61,231	1,582,746	0	0	0	0	0	0	0	1,643,977

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. In November 2021, a change order was approved to elevate the AWOS site, increasing the total cost of the project to \$1,582,746. The construction portion of the project was scheduled to begin in FY 2020, but with the NCDOT/DOA programmatic changes effecting funding of projects, the project began in April 2021. Approximately 2400-ft of electrical cable will be buried from Old Stage Road to AWOS site in January 2022. Lighting and signage are expected to be completed in early 2022.

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	Prior to FY 2022	Current	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
			Year: FY 2022								
Project Element											
Construction	2,991,230	0	2,957,430	0	0	0	0	0	0	0	2,957,430
Contingency	149,562	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	579,477	293,140	375,903	0	0	0	0	0	0	0	669,043
Total Project Element	3,720,269	293,140	3,333,333	0	0	0	0	0	0	0	3,626,473
Funding Source											
Airport Capital Reserve	372,027	31,420	263,894	0	0	0	0	0	0	0	295,314
Capital Reserves	0	0	8,499	0	0	0	0	0	0	0	8,499
Grants, Gifts, Etc.	3,348,242	261,720	3,060,940	0	0	0	0	0	0	0	3,322,660
Total Funding Source	3,720,269	293,140	3,333,333	0	0	0	0	0	0	0	3,626,473
Operating Effect											
Transfer from General Fund	0	0	8,499	0	0	0	0	0	0	0	8,499
Total Operating Effect	0	0	8,499	0	0	0	0	0	0	0	8,499

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 difficulty 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

Current Stage of Project

The design portion of the project is completed and permitted. Construction was scheduled to begin in FY 2021, but with the NCDOT/DOA programmatic changes effecting funding of projects, the construction phase was placed on hold. The cost of construction has increased from \$3,096,500 to \$3,672,711. Project was bid in June 2021, however, after additional discussions with tenants and plans to change the construction phases, bids were cancelled until design is complete. Work Authorization for revised construction phases, planning, and design is underway with NCDOA reviewing additional changes. It is anticipated the project will be re-bid in February 2022, and the bid opening will occur in March 2022. Apron construction is expected to begin in spring of 2022.

Operating Impact

There is no impact to the operating budget.

Harnett Regional Jetport (HRJ) -- Hangar Development

New

Construct three-unit corporate box hangars, located at 615 Airport Road, Erwin, NC, to provide adequate space to store larger aircrafts used by many businesses.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Construction	0	0	0	0	0	2,347,728	0	0	0	0	2,347,728
Contingency	0	0	0	0	0	661,248	0	0	0	0	661,248
Total Project Element	0	0	0	0	0	3,008,976	0	0	0	0	3,008,976
Funding Source											
Installment Debt	0	0	0	0	0	3,008,976	0	0	0	0	3,008,976
Total Funding Source	0	0	0	0	0	3,008,976	0	0	0	0	3,008,976
Operating Effect											
Debt Service	0	0	0	0	0	300,898	293,375	285,853	278,330	270,808	1,429,264
Total Operating Effect	0	0	0	0	0	300,898	293,375	285,853	278,330	270,808	1,429,264

Define Problem

Currently, HRJ owns one out of the seven enclosed hangars located at the jetport. Annual ground leases for privately owned hangars generate less than \$7,500. Additionally, like the other 61 general aviation airports across the state, Harnett Regional Jetport has a serious deficiency in usable hangar space at and on the airfield. Demand far outweighs capacity. Consequently, HRJ staff records indicate there is a waiting list of 44 aircraft owners requesting hangar space and weekly space inquiries are the norm.

Phase 1 of hangar development will construct three corporate box-style 65x60 square-foot hangars and the required apron access infrastructure to allow aircraft to gain access to the apron air operations area. Leasing the three hangars at \$40 per square-foot could reasonably generate \$4,680+ per month or \$56,160 per year, dependent upon negotiated lease price. In addition, property taxes for aircraft stored within each hangar could add \$5,000+ per year, dependent upon the aircrafts' type, age, and condition.

Recommended Solution

With the potential revenue generated from lease payments, fuel sales, and additional services that could help HRJ become more sustainable, management recommends constructing three corporate box hangars. The project is recommended to begin in FY 2025.

Alternatives

- Do nothing. By not constructing hangars, the county will lose revenue generated by lease payments, aeronautical revenue and other related economic activities including the direct, indirect and induced economic impacts associated with additional aircraft at HRJ.
- Construct a three-unit hangar to address the increasing demands in storage space while generating revenue for the jetport and county, as well as the positive economic impact on the surrounding community.

Harnett Regional Jetport (HRJ) -- Master Plan Update

Approved-Contracts Let

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.

Project Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Other Contracted Services	414,357	163,603	250,754	0	0	0	0	0	0	0	414,357
Total Project Element	414,357	163,603	250,754	0	0	0	0	0	0	0	414,357
Funding Source											
Airport Capital Reserve	41,436	16,360	25,076	0	0	0	0	0	0	0	41,436
Grants, Gifts, Etc.	372,921	147,243	225,678	0	0	0	0	0	0	0	372,921
TotalFunding Source	414,357	163,603	250,754	0	0	0	0	0	0	0	414,357

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.

Current Stage of Project

Talbert & Bright have completed the inventory and related aviation projections. The aerial survey was completed April 2021, and two local advisory group meetings were held. Parrish & Partners will be taking over the Master Plan Update in January 2022.

Information Technology -- Fiber Extension

Approved-No Contracts

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 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Construction	230,750	0	0	0	0	0	0	0	230,750	0	230,750
Total Project Element	230,750	0	0	0	0	0	0	0	230,750	0	230,750
Funding Source											
Capital Reserves	230,750	0	0	0	0	0	0	0	230,750	0	230,750
Total Funding Source	230,750	0	0	0	0	0	0	0	230,750	0	230,750
Operating Effect											
Transfer from General Fund	230,750	0	32,964	32,964	32,964	32,964	32,964	32,964	32,964	0	230,750
Total Operating Effect	230,750	0	32,964	32,964	32,964	32,964	32,964	32,964	32,964	0	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. This project is recommended in FY 2028.

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

Approved-Contracts Let

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Architectural Design & Construction Ad	37,500	0	37,500	0	0	0	0	0	0	0	37,500
Construction	101,500	0	101,500	0	0	0	0	0	0	0	101,500
Total Project Element	139,000	0	139,000	0	0	0	0	0	0	0	139,000
Funding Source											
Parks Capital Reserve	139,000	0	139,000	0	0	0	0	0	0	0	139,000
TotalFunding Source	139,000	0	139,000	0	0	0	0	0	0	0	139,000
Operating Effect											
Decreased Costs	0	0	0	500	500	500	500	500	500	500	3,500
Increased Operating Costs	0	0	0	2,850	1,850	1,850	1,850	1,850	1,850	1,850	13,950
TotalOperating Effect	0	0	0	3,350	2,350	2,350	2,350	2,350	2,350	2,350	17,450

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.

Current Stage of Project

Demolition has started on existing fencing and ballfields. Staff has met with a playground representative to discuss playground and picnic shelter options. Planned renovations and upgrades are scheduled to be completed in June 2022.

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

Completed

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.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Construction	693,747	721,804	0	0	0	0	0	0	0	0	721,804
Contingency	53,753	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	102,500	104,910	0	0	0	0	0	0	0	0	104,910
Permits & Connection Fees	0	250	0	0	0	0	0	0	0	0	250
Total Project Element	850,000	826,964	0	0	0	0	0	0	0	0	826,964
Funding Source											
Grants, Gifts, Etc.	400,000	465,936	0	0	0	0	0	0	0	0	465,936
Parks Capital Reserve	450,000	361,028	0	0	0	0	0	0	0	0	361,028
Total Funding Source	850,000	826,964	0	0	0	0	0	0	0	0	826,964
Operating Effect											
Increased Operating Costs	0	33,742	34,887	36,105	76,944	66,943	73,599	69,532	70,239	71,587	533,578
Increased Revenue	0	0	-1,000	-2,000	-3,000	-3,000	-3,000	-3,000	-3,000	-3,000	-21,000
Total Operating Effect	0	33,742	33,887	34,105	73,944	63,943	70,599	66,532	67,239	68,587	512,578

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). 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.

Recommended Solution

Continue construction of Phase 1 of Cape Fear Shiner County Park and use matching funds from the PARTF grant to construct more amenities in the park.

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

Completed

Alternatives

- Do nothing and continue to fall behind national standards for park facilities causing less quality of life offering for citizens and tourism opportunities.
- Wait until a future date to build on the property, hereby forfeiting the PARTF grant funds and spending more County funds at a future date.
- Construct Phase 1 of the park using the matching funds from the PARTF grant to construct more amenities in the park

Current Stage of Project

Phase 1 was completed in October 2020, which will close out the PARTF grant funding. Ribbon cutting and grand opening took place on November 2, 2020. Since January 2021, Cape Fear Shiner County Park attendance has exceeded 19,000 visitors.

Operating Impact

With the opening of the Cape Fear Shiner Park and Patriots Park in FY 2021, Parks and Recreation will need additional maintenance staff to maintain the parks. Additional operating expenses will include landscaping supplies and equipment.

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.

Project Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Transfer to Parks Capital Reserve	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
Total Project Element	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
Funding Source											
Transfer from General Fund	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
TotalFunding Source	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
Operating Effect											
Transfer from General Fund	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
TotalOperating Effect	0	1,150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000

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 the development of Shawtown Community Park - Phase One and renovation and addition of amenities at Benhaven Community Park. Other projected expenses include engineering and cost estimates for future projects, water access site improvements, and possible monetary matches for grant funding.

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	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Feasibility Study	0	65,000	0	0	0	0	0	0	0	0	65,000
Transfer to Capital Reserve	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Project Element	0	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Funding Source											
Transfer from General Fund	0	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Total Funding Source	0	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Operating Effect											
Transfer from General Fund	0	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Total Operating Effect	0	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000

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 was completed and adopted by the Board of Commissioners in January 2021. Parks and Recreation and Development Services staff are working on implementing plan recommendations and preparing documentation for future greenway development funding.

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 -- Patriots Park Development Phase 1

Completed

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	325,000	401,386	0	0	0	0	0	0	0	0	401,386
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
Total Project Element	347,000	410,461	0	0	0	0	0	0	0	0	410,461
Funding Source											
Parks Capital Reserve	347,000	410,461	0	0	0	0	0	0	0	0	410,461
Total Funding Source	347,000	410,461	0	0	0	0	0	0	0	0	410,461
Operating Effect											
Increased Operating Costs	0	33,023	34,490	35,326	77,182	66,548	73,406	69,345	70,686	72,056	532,062
Increased Revenue	0	0	-100	-100	-100	-200	-200	-200	-200	-200	-1,300
Total Operating Effect	0	33,023	34,390	35,226	77,082	66,348	73,206	69,145	70,486	71,856	530,762

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 Park partially opened to the public with a ribbon cutting in May 2021. The fields were closed while turf was established. Currently, one of the multipurpose fields is open while the other is still closed to establish turf and alleviate erosion control.

Parks & Recreation -- Patriots Park Development Phase 1

Completed

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

Completed

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	Current										
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	96,000	95,982	0	0	0	0	0	0	0	0	95,982
Total Project Element	96,000	95,982	0	0	0	0	0	0	0	0	95,982
Funding Source											
Parks Capital Reserve	96,000	95,982	0	0	0	0	0	0	0	0	95,982
TotalFunding Source	96,000	95,982	0	0	0	0	0	0	0	0	95,982

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.

Current Stage of Project

The picnic shelter and playground were installed, and the park opened to the public on May 5, 2021.

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

Approved-No Contracts

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 2022	Current	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
			Year: FY 2022								
Project Element											
Construction	114,000	0	114,000	0	0	0	0	0	0	0	114,000
Contingency	6,150	0	6,150	0	0	0	0	0	0	0	6,150
Engineering	2,300	0	2,300	0	0	0	0	0	0	0	2,300
Furnishings & Equipment	7,500	0	7,500	0	0	0	0	0	0	0	7,500
Permits & Connection Fees	500	0	500	0	0	0	0	0	0	0	500
Total Project Element	130,450	0	130,450	0	0	0	0	0	0	0	130,450
Funding Source											
Parks Capital Reserve	130,450	0	130,450	0	0	0	0	0	0	0	130,450
Total Funding Source	130,450	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 has constructed the walking trail. The County has received additional \$100,325 in funding from the State's Budget, which will allow the County to install a larger playground and picnic shelter. The additional State funds will also reduce the amount of funding from the Park Capital Reserve Fund.

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

Completed

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 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Equipment Rental	0	1,200	0	0	0	0	0	0	0	0	1,200
Furnishings & Equipment	110,712	79,016	0	0	0	0	0	0	0	0	79,016
Management Software	0	2,000	0	0	0	0	0	0	0	0	2,000
Other Contracted Services	2,572	7,013	0	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	10,643	0	0	0	0	0	0	0	0	10,643
Total Project Element	153,853	99,872	0	0	0	0	0	0	0	0	99,872
Funding Source											
Capital Reserves	38,463	24,968	0	0	0	0	0	0	0	0	24,968
Grants, Gifts, Etc.	115,390	74,904	0	0	0	0	0	0	0	0	74,904
Total Funding Source	153,853	99,872	0	0	0	0	0	0	0	0	99,872
Operating Effect											
Decreased Costs	0	-18,427	0	0	0	0	0	0	0	0	-18,427
Increased Operating Costs	0	0	12,216	12,582	12,718	13,344	13,745	14,157	14,582	15,019	108,363
Transfer from General Fund	0	38,463	-13,495	0	0	0	0	0	0	0	24,968
Total Operating Effect	0	20,036	-1,279	12,582	12,718	13,344	13,745	14,157	14,582	15,019	114,904

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.

Public Library -- Radio Frequency Identification (RFID) Installation

Completed

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.

In the fall of 2020 project planning began and the team finalized a project implementation plan with Bibliotheca. The library also received training and equipment to begin the process of tagging the collection. The bulk of the tagging project was completed in early 2021.

In March of 2021 all other RFID equipment was delivered to the new Harnett County Resource Center and Library, including self-checkout stations, security gates, antennas and a collection management device. Equipment training was completed in April.

Following installation and training, project evaluation data was compiled and included in a final project report that was sent to the State Library of North Carolina in July 2021.

The project is now complete. There will be no spending related to this project in FY 2022 besides annual software and maintenance fees and the ongoing cost to purchase tags for new items that are added to the library collection.

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.

Public Library -- Radio Frequency Identification (RFID) Installation

Completed

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									Project Totals
		Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Construction	285,600	0	285,600	0	0	0	0	0	0	0	285,600
Contingency	14,280	0	14,280	0	0	0	0	0	0	0	14,280
Total Project Element	299,880	0	299,880	0	0	0	0	0	0	0	299,880
Funding Source											
Capital Reserves	299,880	0	299,880	0	0	0	0	0	0	0	299,880
Total Funding Source	299,880	0	299,880	0	0	0	0	0	0	0	299,880
Operating Effect											
Transfer from General Fund	0	149,940	149,940	0	0	0	0	0	0	0	299,880
Total Operating Effect	0	149,940	149,940	0	0	0	0	0	0	0	299,880

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. Roof replacement is expected to be completed in FY 2022.

Tax Office -- Billing & Collections Software Replacement

New

Replace the Tax billing and collections software. The existing software does not integrate well with the current computer assisted mass appraisal (CAMA) system. A single vendor for both CAMA and billing and collections software will reduce keying errors, produce more accurate reports, and provide other efficiencies for the office.

Project Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Furnishings & Equipment	0	0	0	3,086	0	0	0	0	0	0	3,086
Software & Implementation	0	0	0	270,117	0	0	0	0	0	0	270,117
Total Project Element	0	0	0	273,203	0	0	0	0	0	0	273,203
Funding Source											
Capital Reserves	0	0	0	273,203	0	0	0	0	0	0	273,203
TotalFunding Source	0	0	0	273,203	0	0	0	0	0	0	273,203
Operating Effect											
Decreased Costs	0	0	0	-176,025	-152,275	-156,843	-161,549	-166,395	-171,387	-176,528	-1,161,002
Increased Operating Costs	0	0	0	67,433	69,456	71,540	73,686	75,896	78,173	80,519	516,703
Transfer from General Fund	0	0	0	273,203	0	0	0	0	0	0	273,203
TotalOperating Effect	0	0	0	164,611	-82,819	-85,303	-87,863	-90,499	-93,214	-96,009	-371,096

Define Problem

The existing Tax systems include Farragut's NCPTS billing and collections software and BI-Tek's CAMA software. The two software products do not integrate well. Having accurate reports is a concern and requires extra work by staff to keep data clean and up to date. Specifically, staff must pull data from both systems by fire districts, municipalities, solid waste, and county revenues. These reports affect budgeting for county departments, municipalities, and special districts.

By having one vendor to supply software for all divisions of the Tax Department, a one-stop shop is created. Workflows and reports can be easily customized. Mobile assessment tools are included to improve the efficiency of appraisal staff and will reduce data transfer errors. Compatible software reduces the chance for errors from appraisal to billing to collections.

BI-Tek's CAMA and billing and collections software is one interface that offers syncing at the click of a button without having to extract and upload data files.

Converting to BI-Tek's billing and collections software would also eliminate the need for keying data into two separate interfaces.

BI-Tek offers features that would greatly improve workflows in the Tax office. The processes for annual billing are significantly simpler so it would not be as time consuming as it is now. Currently, there is no end of year process to create future year abstracts. In BI-Tek, as soon as billing is complete, abstracts for personal property for the next year can be created. With the current software, we must wait until end of year which takes place in November. Typically, by the time end of year process is complete, there is not enough time to key new abstracts or the staff's future files. BI-Tek also offers direct import of data files that is received from NCDOR such as permanent plates, IRPs, mobile homes, and watercraft files, which are worked through a workflow process that would prevent unnecessary abstracts from being created.

For the collections process, BI-Tek offers options to customize search functions so each user can choose their own preferences and provides more dynamic search features. Overall, collections processes are simpler in BI-Tek. Currently, the department uses a third-party vendor for online listing services. BI-Tek has an online listing service built into the software. This would eliminate the current cost for online listing and eliminate the need for a separate software. When

Tax Office -- Billing & Collections Software Replacement

New

taxpayers submit their listings online through BI-Tek, it is automatically sent to a customized workflow. The current process is more complicated and requires a third-party vendor. Our current online listing vendor provides a generic interface for taxpayers to submit listings, which we download from another website and then upload into our system.

Recommended Solution

For ease of use and increased value, converting to Bi-Tek for billing and collections software is the recommended option.

Alternatives

- Do nothing and continue with the current configuration using two different software systems.
- Continue to use BI-Tek's CAMA and move to BI-Tek's Billing and Collections software.
- Switch to Farragut's CAMA software and continue to use NCPTS. The attached cost comparison spreadsheet details the differences and projected costs for alternatives 2 and 3.

Operating Impact

There will be a decrease in annual software support costs.

Solid Waste Fund Projects

Solid Waste -- Bulldozer Replacement

Completed

Replace a 2005 medium-sized bulldozer used daily in the Dunn-Erwin landfill located at 449 Daniels Road, Dunn.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2022	Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	
Project Element											
Furnishings & Equipment	400,000	428,000	0	0	0	0	0	0	0	0	428,000
Total Project Element	400,000	428,000	0	0	0	0	0	0	0	0	428,000
Funding Source											
Solid Waste Capital Reserve	0	428,000	0	0	0	0	0	0	0	0	428,000
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
Total Funding Source	400,000	428,000	0	0	0	0	0	0	0	0	428,000
Operating Effect											
Decreased Costs	0	-12,000	-18,000	-22,500	-28,125	0	0	0	0	0	-80,625
Transfer from Solid Waste Fund	0	428,000	0	0	0	0	0	0	0	0	428,000
Total Operating Effect	0	416,000	-18,000	-22,500	-28,125	0	0	0	0	0	347,375

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 new D6 Caterpillar Dozer was delivered and placed into operation in December 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

Approved-No Contracts

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.

Project Budget	Budget	Prior to FY 2022	Current Year: FY 2022	Year 1: FY 2023	Year 2: FY 2024	Year 3: FY 2025	Year 4: FY 2026	Year 5: FY 2027	Year 6: FY 2028	Year 7: FY 2029	Project Totals
Project Element											
Construction	0	0	317,128	0	0	0	0	0	0	0	317,128
Contingency	0	0	75,597	0	0	0	0	0	0	0	75,597
Design, Engineering & Construction Ad	0	0	60,856	0	0	0	0	0	0	0	60,856
Furnishings & Equipment	0	0	60,000	0	0	0	0	0	0	0	60,000
Total Project Element	0	0	513,581	0	0	0	0	0	0	0	513,581
Funding Source											
Solid Waste Capital Reserve	0	0	513,581	0	0	0	0	0	0	0	513,581
Total Funding Source	0	0	513,581	0	0	0	0	0	0	0	513,581
Operating Effect											
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	513,581	0	0	0	0	0	0	0	513,581
Total Operating Effect	0	0	513,581	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	498,581

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.

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 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. Board of Commissioners approved the project ordinance on September 7, 2021. The department is moving forward with procurement process.

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

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

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.

Board of Elections -- Facility Replacement/Renovation

Future

Construct a new Board of Elections facility at a location to be determined.

Define Problem

The existing facility is 2,600 square feet and is operating at maximum capacity. The facility and land belong to Harnett Regional Water, which will eventually need the site for future growth of the Water Treatment Plant. The facility includes office space, limited supply storage, and a 250 square-foot room that is used for meetings and early voting. Election equipment and supplies are stored offsite at the county warehouse in an additional 1,000 square-foot storage area. The current building has inadequate space to hold board meetings, election trainings, and early voting. Depending on the size of the board meeting, meeting space must be scheduled in advance at the current Board of Elections office, Harnett County Administration conference room, Harnett County Commissioners meeting room or Harnett County Commons Area. Depending on room availability and number of election workers, elections training is held at Harnett Regional Water training room or Harnett County Commons Area. Early voting locations change and cause voter confusion and frustration. Early voting for the 2020 Primary election was held at the Board of Elections office, while early voting for the 2020 General election was held at the Harnett County Commons Area.

The existing facility's roof leaks, especially when gutters clog, the driveway floods during heavy rains, and the backroom floods when the water heater drain clogs. There is limited parking, with only 18 spots available – two handicap spots and 16 regular spots. During elections, all staff, election workers and election observers must park across the street at an apartment complex, which also has limited parking. Voters park in the few spots at the elections office, at the apartment complex, and along side of the road. When voters park along side of the road, delivery trucks are not able to make deliveries to Harnett Regional Water Treatment Plant.

Limited storage areas impose additional work on staff. Secure items, such as ballots and laptops, are stored at the current facility. Most election equipment and supplies are stored offsite in locked cages at the county warehouse, which is a mile away from the Board of Elections office. Staff make numerous back and forth trips to the warehouse during election times to test voting machines and pack, clean, and organize supplies prior to each election. Better customer service could be provided if the office was fully staffed during election times.

A new larger facility will provide the needed space on a year-round basis. During non-election times, staff will need space to organize, clean, and repair all supplies; test voting equipment; conduct election worker training; host post-election audits, recounts, precinct sorts and other recounts as necessary

Recommended Solution

Conduct a feasibility study to determine building needs and cost.

Alternatives

- Do nothing and continue to operate out of multiple sites. This option runs the risk of a break down in the chain of custody and security of election related tasks and causes voter confusion.
- Construct a new building for the Board of Elections that is designed for election related tasks and can house all operations at one site.
- Add on to current facility to allow for storage of equipment and supplies on-site. Would still need to hold early voting and trainings elsewhere.
- Conduct a feasibility study to determine the location, building needs, and cost.

Central Carolina Community College (CCCC) -- Drainage System Repair

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 2023 operating budget.

Current Stage of Project

CCCC is currently going through a master planning process. The project is currently on hold.

Courthouse Shell-Space Upfit

Future

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, however two decades have passed since these plans were made and this space needs to be reassessed to determine whether the original plan still constitutes the best use of this space or if an alternative use would be preferable.

Recommended Solution

Because the county has not systematically assessed the need, the third alternative is recommended. The Facilities Maintenance Manager estimates this study would cost approximately \$30,000. County management and the Board of Commissioners have discussed including a feasibility study for the unfinished courthouse space in a County-wide space needs assessment.

Alternatives

- Do nothing: The space could remain as is for the foreseeable future, but this would not address court system needs or any other County needs for this space.
- Finish the space for courtrooms: While this meets the original intent for the space, there may be other court and/or County needs that have not been presented to the county.
- Assess all possible needs which could be addressed by refinishing this space, identify the most critical, and hire an architect to develop a building program and cost estimate.

Current Stage of Project

The project is currently awaiting the completion of a space needs assessment.

Operating Impact

The operating impact will be utility costs for gas, water, and electricity.

Fleet Maintenance Facility Improvement or Replacement

Future

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

Fleet Maintenance staff recommends an addition to the backside of the existing Fleet Maintenance facility. Expand the facility with a 40'x80'x20' pre-engineered building (metal lean-to addition) that would house three large bays and a large stockroom. One bay would contain a 30,000-lb capacity heavy-duty 4-post lift with two 15,000-lb jacks; second bay would contain a 10,000-lb capacity 2-post asymmetric lift; third bay would be used as a drive-in bay with no lift equipment; fourth bay would be used as a stock/supply room. An existing portion of the back wall would be removed to connect the two buildings.

Alternatives

- Expand the existing facility. The three existing bays are frequently full. There is potential to add to the rear of the existing building. Expanding the facility with additional larger bays and a larger stockroom would allow staff to accommodate the increased demand for vehicle service, improve efficiency and reduce wait times for departments waiting on vehicle repairs.
- Replace existing facility. Hire an architect to develop a building scope and cost estimate.
- 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, then 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

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 205 students, below its rated capacity of 250. 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 four to seven years. Currently, no cost estimate has been obtained and the county does not have sufficient funds to replace the school. 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

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

Move forward with this project when a funding source has been identified.

Current Stage of Project

Using grant funds, cameras have been upgraded at 19 schools.

Harnett County Schools -- Custodial & Grounds Warehouse Replacement

Future

Construct a 62,000-square-foot custodial and grounds facility warehouse on the lot next to 1500 South Main Street, Lillington, to provide adequate space for custodial and grounds staff, supplies, and equipment.

Define Problem

The current custodial and grounds facility is located at 703 South 8th Street, Lillington. The facility and land are part of the real property exchange among Harnett County, the Town of Lillington, and Harnett County Schools, which was approved on December 6, 2021. As part of the agreement, the current facility and site will transfer from Harnett County Schools to the Town of Lillington. Items from the current facility will be stored in County-owned warehouse space, which will be leased from the County by Harnett County Schools until a new warehouse facility is built.

Recommended Solution

Construct a new custodial and grounds warehouse on land already owned by Harnett County Schools. This will free up the County-owned warehouse facility at 125 Alexander Drive, Lillington, and allow the County to use this space for other needs. Move forward with this project when a funding source has been identified.

Current Stage of Project

A feasibility study was done in August 2020 to determine building needs and costs. Harnett County Schools issued a request for qualifications (RFQ) for an architect in August 2021.

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

Move forward with this project when a funding source has been identified.

Current Stage of Project

Electronic locking systems have been installed at all schools on main entrances.

Harnett County Schools -- Lafayette Elementary School Renovation

Future

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 three years.

Harnett County Schools -- Maintenance Projects

Future

In a future CIP, consider funding for Overhills High tennis court resurfacing and South Harnett windows replacement when cost estimates have been obtained.

Harnett County Schools -- New South Harnett Lillington Middle School

Future

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 163 more students than its rated capacity, and the number of students is projected to increase by 273 in the next eight years. Though not yet over its rated capacity, Overhills Middle is projected to exceed its rated capacity by 16 students in the next eight years. Altogether, Harnett Central, Overhills, and Western Harnett middle schools are projected to add 206 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 must 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. To fund this project, Harnett County will need to issue additional debt.

Harnett County Schools -- New South Harnett Lillington/Highland High School

Future

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 318 more students than its rated capacity, and the number of students is projected to increase by 151 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 -- 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.

Recommended Solution

Construct a new transportation facility when land and funds have been identified. The project will be debt funded.

Current Stage of Project

The project was awarded to SFL+A Architects, and they are working on a new cost estimate.

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

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 a site location needs to be identified and 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 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

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

The Sheriff's Office received a quote from Dewberry Engineers in September 2021 for a study to determine the necessary upgrades for the addition of a whole building generator and replacement of the main switchgear. The study will document existing utility service loads to determine the generator capacity required to support the entire facility, and any electrical system modifications (ATS's, distribution equipment, etc.) required to make the upgrades. As part of the study a construction cost analysis will be performed, and the resulting cost estimate report will be provided to the owner at the end of the study.

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

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. The NC General Assembly approved \$6M for Harnett Regional Jetport Airport Development, some of which is earmarked for Terminal Construction. Bids are expected to be received in April 2022. Estimated cost could be in the area of \$4M+ given the current construction industry.

Operating Impact

There is no operating impact.

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 Development Services/IT 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.

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

It is recommended to acquire cost estimates and planning documentation for development of bicycle and equestrian trails and facilities. 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 317 hours, the softball field has been rented 268.5 hours, and the multipurpose/soccer field has been rented 24 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

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.

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 must 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. Two cost estimates were received in 2016 and 2019, but they differed greatly in estimated costs. The adjacent property has recently been sold and is being developed as multi-family housing. Parks and Recreation and Development Services have started conversations with the developer to partner on the turning lane or piggyback on their entrance road.

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.

Current Stage of Project

The library outreach team has been established. Meetings began September 2021. Goals include identifying barriers to library services, community partners, and service stops. With this information the team will design monthly bookmobile routes that will bring services and programs to underserved areas of the community in a timely, efficient, and economical fashion.

If approved by County Administration to move forward, library staff will apply for a LSTA project grant of \$100,000 to help offset the cost of the vehicle.

Public Library -- Western Harnett Service Expansion

Future

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.