

**Harnett County Board of Commissioners
2021 Planning Retreat**

Tuesday, January 26, 2021

**County Administration Building
420 McKinney Parkway
Lillington, North Carolina**

**This meeting will not be open to members of the public
to attend in person** however, listening options are provide on page 2.

- 9:00 am Welcome and Overview, Paula Stewart
Pledge of Allegiance and Invocation, Commissioner Barbara McKoy
- 9:15 am Closed Session
- 10:30 am Break
- 10:45 am Year in Review, Administration Staff
- 11:15 am Capital Improvement Plan (CIP), Renee Paschal and Lisa McFadden
- 12:00 pm Working Lunch – CIP continued
- 1:15 pm Review of Fiscal Policy, Kimberly Honeycutt
- 1:45 pm Revenue Update, Renee Paschal and Lisa McFadden
- 2:00 pm Financial Trends, Renee Paschal and Lisa McFadden
- 3:00 pm Board Goals and Priorities, Paula Stewart
- 3:30 pm Wrap up/Adjourn, Paula Stewart

CONDUCT OF THE JANUARY 26th MEETING OF THE HARNETT COUNTY BOARD OF COMMISSIONERS

Balancing the need to continue to conduct the business of the County and the need to comply with the Governor's Executive Order and prudent recommendations from the CDC and the NCDHHS, the Harnett County Board of Commissioners will convene their January 26, 2021 work session under certain conditions:

1. The Harnett County Board of Commissioners and staff will be stationed in the meeting chambers to maintain the recommended social distancing of 6 feet.
2. Only County government staff necessary to conduct the meeting or to speak on scheduled agenda items will be in attendance.
3. The January 26th meeting **will not be open to members of the public to attend in person** as we are observing the current provisions of any Executive Orders related to mass gatherings and public health guidance regarding social distancing. **The public will have the opportunity to listen to the meeting live online or by calling into the meetings.**
4. The meeting will be streamed live on Harnett County Government's YouTube Channel at: https://www.youtube.com/channel/UCU7mTF6HTD65x_98EhAMeMg/featured
5. If you wish to call in and listen to the meeting you may dial (910)814-6959. Please remember to mute your phone while listening so as not to disrupt others listening.

The Board appreciates the public's patience and understanding as they seek to ensure the continuity of county operations while demonstrating compliance with State law and prudent public health practices in these difficult times.

HARNETT COUNTY 2020 Year in Review



strong roots • new growth

2020 Year in Review Highlights

COVID-19 RESPONSE

- Continued to provide valuable services to citizens during a pandemic. Our goal was to continue to provide high level of customer service while also keeping County staff and the public safe.
- Virtual operations and implementing creative measures to prevent the spread of COVID. Department examples include:
 - ⇒ Board of Elections- Successfully conducted a record-breaking 2020 General Election during a global pandemic
 - ⇒ Development Services– Expanded online services and provided inspections remotely when necessary
 - ⇒ Facilities - Implemented prevention measures, additional cleaning
 - ⇒ Economic Development - Provided resources on webpage for existing industries and potential new businesses
 - ⇒ Emergency Services - Coordinated efforts, continued response, and PPE distribution
 - ⇒ HARTS– Provided transportation throughout pandemic, supporting dialysis riders
 - ⇒ Health Department - Led/Coordinated efforts, organized testing clinics, and began Vaccine Rollout
 - ⇒ Human Resources - Virtual Employee Orientation
 - ⇒ Information Technology - Enhanced remote work capabilities and provided Zoom licenses
 - ⇒ Parks & Recreation - Virtual Programming for residents of all ages
 - ⇒ Public Information - Increased Social Media Presence, Provided consistent messaging during COVID
 - ⇒ Public Library - One of first departments to reopen to the public; Curbside pickup; Virtual Storytime, PPE Production
 - ⇒ Register of Deeds - Open by appointment throughout the pandemic
 - ⇒ Sheriff's Office - Responded to calls, continued management of Detention Center
 - ⇒ Social Services– Continued conducting home visits and was open by appointment only
 - ⇒ Tax Department- Open by appointment throughout the pandemic
 - ⇒ Veterans Services - Virtual Memorial Day/Veterans Day Ceremony
- Managed receipt/use/reporting of \$5.1M in CARES Act Coronavirus Relief Funds
 - ⇒ Provided \$1.25M to municipalities, coordinating with them and managing reporting with NC Pandemic Recovery Office

RESOURCE CENTER & LIBRARY PROJECT

- Completed addition to DSS and relocated Child Support Enforcement from rented facility in Erwin
- Resource Center & Library
 - ⇒ Project moved forward... TCO issued 12/31/20
 - Improvements to Government Complex
 - New entrance, Crosswalk, Additional Parking, More Connectivity
 - ⇒ Heavy involvement from Library and Veterans for their spaces

FISCAL IMPROVEMENTS

- Implemented transition to HR/Payroll in Tyler/Munis (Finance/IT/HR took part)
 - ⇒ Will expand the County's capabilities related to budget forecasting and producing reports related to HR/Payroll
- Debt Refunding resulting in a savings of \$2.9M for General Fund and \$1.1M for Enterprise Fund
- Received approval from LGC and issued \$27.5M in GO Bonds for construction of new Erwin Elementary School

2020 Year in Review Highlights

BROADBAND EXPANSION

- Partnered with ISP CloudWyze to extend Broadband infrastructure and committed \$2M of CARES Act funds to expanding Broadband for Harnett County residents

COUNTY DEPARTMENT HIGHLIGHTS

- **Economic Development**

- ⇒ Completed Brightwater infrastructure improvement project to open up Phase 2A with assistance from Golden LEAF grant
- ⇒ Facilitated Properties Corp's sale of Brightwater Property to Harnett Health

- **Emergency Services**

- ⇒ Established Community Paramedic Program in partnership with Harnett Health
- ⇒ Took over/outsourced EMS Billing function and established debt collection service

- **General Services:** Harnett Regional Jetport Improvements - replaced rotating beacon, bid for lighting rehab project, moved forward with master plan

- **Harnett Regional Water**

- ⇒ North Harnett WWTP upgrade - \$11M
- ⇒ Began implementation of \$15M Advanced Metering Infrastructure Project
- ⇒ Received Gold Star Award

- **Health Department:** Led/coordinated COVID Response

- **Information Technology**

- ⇒ Setup/support of Remote Work during COVID
- ⇒ Implemented Cybersecurity Training for employees to respond to growing cybersecurity threat to local governments

- **Parks & Recreation**

- ⇒ Opened Cape Fear Shiner County Park Phase 1 - amenities include: multiple types of walking trails, ball fields, canoe/kayak launch, and sand volleyball court
- ⇒ Launched Bicycle, Pedestrian, and Greenway Plan in partnership with Development Services

- **Public Information**

- ⇒ Excellence in Communication Award for Monthly Citizen Newsletter, Harnett Happenings
- ⇒ Established Nonprofit Leadership Committee

- **Register of Deeds:** Transitioned from Kim Hargrove to Matt Willis

- **Sheriff's Office:** CALEA Accreditation

- **Soil & Water:** Enrolled in Voluntary Agriculture District

- **Solid Waste**

- ⇒ Implemented credit/debit card payment at landfills
- ⇒ Relocated Convenience Center at Dunn-Erwin
- ⇒ Upgraded Marners Convenience Center
- ⇒ Hosted Litter Sweep and Household Hazardous Waste Collection event

- **Tax Department**

- ⇒ Worked with Vincent Valuation on Reappraisal. Data collection phase should be completed in early 2021
- ⇒ Auditing Program - Exclusions and PUV
- ⇒ Picked up 72 new businesses that had not yet listed

2020 Department Accomplishments

BOARD OF ELECTIONS

- Attended first-ever State Board of Elections online conference, completely virtual. Director Claire Jones (along with SBOE, Allison Blackman and Durham Director, Derek Bowens) designed and presented training materials on current Absentee-by-mail procedures to all 100 counties throughout North Carolina.
- Successfully maintained four One Stop/Early Voting locations. Implemented new procedures and policies to maintain safe and clean voting sites with no reported spread of COVID-19.
- Received and processed over 12,000 absentee-by-mail requests, in stark comparison to the 2016 figure of over 2,000. Conducted weekly Board meetings and approved 8,964 voted ballots from Harnett County citizens both local and international.
- Successfully conducted a record-breaking 2020 General Election during a global pandemic despite multiple challenges. Retained public confidence and open communications regarding election processes in Harnett County despite national unrest involving nationwide election-related rumors and unrest.

COOPERATIVE EXTENSION

- **Internal Marketing Team Development**
 - ⇒ Developed a daily, weekly, and monthly schedule for posting on popular social media sites. We began a regular series of short, educational posts we called "#TuesdayTidbit." We involved agents from all program areas to contribute to the content of this spot. We also used the schedule to limit cross posting in order to allow each post time to receive proper attention. As a result of our consistent efforts, we increased the actual view time of our social media posts by 747% over the same time last year. April 1 thru October 21, 2019, we had a total of 685 minutes of viewer engagement. During the same time in 2020, we had 5,800 minutes viewed. The marketing team is currently looking for additional opportunities to market the great work done through Harnett County Cooperative Extension.
- **Connecting the FAITH**
 - ⇒ Partnerships were formed to address local community needs. Collaborative efforts are being discussed for engagement after our state returns to its new normal. Ninety two percent (92%) of the attendees reported gaining knowledge that will propel their agency to better engage with their community to provide resources, information, and support.
- **Mobile Poultry Processing Equipment:**
 - ⇒ Thirty-three producers used the Harnett County mobile poultry processing equipment in 2020. Each of these producers processed an average of 75 birds during their three-day use period. Because the equipment was available, these producers were able to produce and safely process their own food for their families and their neighbors. Thirty-three farmers x 75 birds x (\$5.00 per bird processing cost saved) = \$12,375 economic impact.
- **Lifelong Tobacco Farmer Transitions to Strawberries and Agritourism in Light of Disappearing Tobacco Contracts:**
 - ⇒ During the 2019 season, they sold nearly every single strawberry that had not been touched by disease and quickly built up a steady customer base. In one season, they had connected with multiple farmers' markets managed by local businesses, local jam makers, and even other farms looking to buy and sell strawberries. In that same season, with my support, they also applied for and received a \$9000 AgVentures grant to build a temperature-controlled trailer with their farm logo and branding to be used for moving their strawberries and selling away from their farm. In 2020, they expanded into a second acre and continued to meet heightened customer demand driven by COVID-19. The expansion proved to be so well received that they are currently making plans to expand into blueberries for the first time, poising them to be one of the only pick-your-own blueberry operations of that size in their part of the county. Their success illustrates one of several possibilities for tobacco operations and how agritourism can take shape in Harnett County. Their trailer also serves as a demonstration for local farmers looking to expand their offerings and sell in multiple locations.

2020 Department Accomplishments

COOPERATIVE EXTENSION (continued)

- **4-H Embryology Hatch Cam Provides Online Learning for Harnett County Second Graders during Covid-19 Shutdown:**
 - ⇒ Over 10,000 people were reached with the first live Hatch Cam. Teachers and students shared thank yours and appreciation for allowing them to see the live hatches. One teacher even shared that she was able to watch with her twin daughters who were in another teacher's classroom. Other counties adopted our idea and Johnston County 4-H was able to reach over 90,000 people and made the Morning Ag Clips. We were able to serve our customers despite a worldwide pandemic.
- **Virtual Nutrition Programming Impacts Local Health Priority:**
 - ⇒ As a result of our virtual nutrition programming efforts, we were able to reach 13,466 people. Clients shared throughout the year how they were using the recipes to cook at home and now using olive oil to cook with instead of other fats. They also shared through emails and social media interaction how they were inspired to create new recipes using fresh herbs, spices, fruits and vegetables. 100% of the participants evaluated at the end of the Med Instead of Meds Zoom program reported they were cooking the recipes they learned in the class at home and they planned to continue to "eat the med way" using the cooking and nutrition skills they learned during the program.
- **Woodland Owner Lunch and Learn Webinar Series Reaches International Audience:**
 - ⇒ There were a total of 1,239 participants in the live webinars and 895 on-demand participants for a total of 2,134 participants. The participants were from over 22 countries and in the US, all 50 states, Puerto Rico, Virgin Islands, and DC. As a result of the webinars, 53% of respondents indicated they gained considerable knowledge after watching the webinars versus 24% before the webinars. Fifty seven percent (57%) of participants indicated that they would or would likely adopt information or techniques from the webinars within the next 12 months.

DEVELOPMENT SERVICES

Overall our major accomplishment for our department was being able to continue to provide all of our services in some capacity during the COVID-19 pandemic. The pandemic required us to review how we conduct business on a daily basis and we were able to make multiple changes that we believe will be beneficial even after the pandemic is over. Things such as being able to expand our online services, effectively learned how to telework, and how to provide inspections remotely when necessary. This was all done while having one of our busiest years to date. Other accomplishments include:

- Partnered with Parks & Recreation to complete the County's first Greenway, Bicycle, & Pedestrian Master Plan.
- Partnered with local agencies RULAC, FAMPO, NCDOT and consultants on the creation and adoption of the following plans Ft. Bragg Joint Land Use Study (JLUS), Sandhill's Regional Bike Plan, and NC Statewide Trails Plan.

ECONOMIC DEVELOPMENT

- Completed Brightwater Infrastructure Improvements project, including 540 linear feet of roadway to extend Brightwater Drive, associated storm drainage, and gravity sewer. This project opened up Brightwater Phase 2A and other parcels for development.
- Assisted Harnett County Properties Corporation with the sale of Brightwater Phase 2A (4.12 acres) to Harnett Health System for a planned 40,000-square foot medical office building expected to create 20 full-time healthcare jobs and include a primary care clinic, cardiology services, and a cancer center.
- Facilitated sale transaction of Harnett County to Harnett County Properties Corporation – Edgerton Industrial Park, and Brightwater Business Park Phase 3, returning total property value of \$3,253,250 to County tax roll and positioning 71.35 acres for commercial and industrial development.
- In response to pandemic, created and maintained a COVID-19 Business Resources webpage providing business and industry with continuously updated information and links to resources to assist with specific business related needs.

2020 Department Accomplishments

EMERGENCY SERVICES

- **Emergency Management** had a very successful year in acquiring grant funding including:
 - ⇒ EMPG Universal: \$35,000
 - ⇒ EMPG Optional: \$18,279
 - ⇒ EMPG-S COVID: \$12,695.45
 - ⇒ Tier II Non Comp: \$1,000
 - ⇒ HazMat Emergency Preparedness: \$9,500
 - ⇒ Homeland Security Grant Program: \$132,500
 - ⇒ Emergency Food Shelter: \$124,497
- **Total: \$333,471.45**
- **Fire Marshals Office**
 - ⇒ Successful integration of new county wide emergency reporting software for all response agencies
 - ⇒ Establishment of a county wide Recruitment and Retention Program for the volunteer fire departments
- **Emergency Medical Services (EMS)**
 - ⇒ Outsourcing of EMS billing along with the establishment of a debt collection service
 - ⇒ Partnership with Harnett Health to create our Community Paramedic Program

FACILITIES

- Some of Facilities most impactful accomplishments for 2020 began early on with the changes faced with Covid-19 and its restrictions. A plan was put in place to clean and sanitize our County buildings that included: purchasing disinfectant machines and UV lights that can kill different viruses. Plexiglass dividers were installed to protect employees and citizens as well as hand sanitizers stations and PPE for all departments.
- LED light upgrades
 - ⇒ Began installing LED light fixtures in parking lots and buildings.
 - ⇒ For example Ag center, we did parking lot lights and wall packs.
 - ⇒ Total watts before were 8,300
 - Now 1,960
 - Savings 6,340
 - ⇒ All this work was done in house.
- Child Support Move: Erwin Child Support office was relocated in 2020 back to the DSS/Lillington office after the new addition was complete. Facilities involvement with this included working closely with Balfour Beatty and the relocation of Child Support from Erwin to Lillington.

2020 Department Accomplishments

FINANCE

- Implemented Tyler HRM, which is a modern human resources and payroll software system that will greatly expand the digital capabilities of the County going forward. Some major additions not part of our previous software include:
 - ⇒ Budget forecasting with salary and benefit projections
 - ⇒ Position budget request
 - ⇒ Benefits administration to include Open Enrollment automation
 - ⇒ Risk management support to include OSHA Form 300A reporting
 - ⇒ Grievance/Disciplinary action tracking
 - ⇒ EEO reporting
 - ⇒ Employee surveys
 - ⇒ Recruiting
 - ⇒ Talent management to include certification and continuing education tracking
 - ⇒ Employee self service which will allow employees to request travel and other expense reimbursements electronically (cell phone, safety shoe reimbursement etc.) which will reduce the need for department staff to “push paper”
- Refunding of the following County Debt without extending the term:
 - ⇒ \$58,907,571 of general fund debt with a savings to the taxpayers of \$2,917,504
 - ⇒ \$22,010,337 of enterprise fund debt with a savings to the rate payers of \$1,102,337
- Successfully issued \$27,500,000 General Obligation School Bonds, Series 2020 for the construction of the new Erwin Elementary School
 - ⇒ Bonds had a TIC (total interest cost) of 1.5486%
 - ⇒ It was noted by the Local Government Commission (LGC) that this was the lowest rate since World War II

GENERAL SERVICES

- Jetport
 - ⇒ Positioned the airport by maintaining communication and pressure on NCDOT throughout the year to pivot when funding became available for development. This resulted in replacement of rotating beacon, completing bidding process for the promised Lighting Rehabilitation project with construction in spring 2021, bringing additional terminal design activities funding and finally finalizing Master Plan project moving forward in spring 2021.
- Animal Services
 - ⇒ Animal Services remained open to meet citizen demands during pandemic while keeping euthanasia rates low, simultaneously starting a foster program, initiating a volunteer program and initiation of a new county spay/neuter voucher program finalized spring 2021.
- Harnett Area Rural Transit System
 - ⇒ Resolved backlog of Medicaid reimbursement requests via NCTracks (\$687,899) received in March 2020 and additional monies received throughout the year, a welcome relief for operations without state-funded Rural Operating Assistant Program monies (average of \$212,000 per year) while still providing 35,400 trips with 638,560 miles traveled.

2020 Department Accomplishments

HARNETT REGIONAL WATER

- HRW completed an \$11 million dollar upgrade of the North Harnett Wastewater Treatment Plant in Lillington. This project upgrade consisted of improvements to our existing filtering systems and the addition of new water and wastewater bio-solids handling facilities.
- HRW began the \$15 million dollar Advanced Metering Infrastructure Project in the fall of 2020. The 2 year project will completely eliminate manual based meter reads and enhance the customer service capabilities for all of our metered services. Different areas of the County will receive the benefit of these services as all the new meters/infrastructure is installed.
- HRW received the prestigious North Carolina Department of Environmental Quality's "Gold Star Award" for achieving 10 consecutive years of outstanding drinking water quality. Harnett Regional Water was one of only eight water systems in the entire state to receive this award.

HEALTH DEPARTMENT

- Completed the 2019 Community Health Assessment and submitted it to the state (DPH) in March 2020.
- Led COVID 19 efforts

HUMAN RESOURCES

- Due to COVID-19, HR had to quickly reorganize our new hire orientations. HR was able to develop virtual meetings to be held within the hiring departments for the newly hired employees. This included providing all orientation packets to the designated "facilitator" within the department for each new employee. Additionally, HR was able to record two videos that explained how to complete the paperwork and the important information pertaining to our benefits package open enrollment process for all FT employees.
- Tackled a large project to completely scan all information within the terminated personnel files into Laserfiche and will be shredding those files that have been completed at the end of January. Began this project in July and have gotten through the files as of December. Also, hired a temporary employee to primarily assist with this project, which has worked well.
- With the implementation of the Munis HR/Payroll module in December 2019, HR discovered a huge need to create a Personnel Action Guideline booklet to provide written documentation regarding the steps to be taken to create the PAs. It proved to be a great success and many of our customers were most appreciative to have the guidelines to refer to.
- In the area of recruitment, HR had a very busy year despite the interference of the pandemic. The following statistics reflect our efforts to help our departments hire the most qualified candidates to fill their vacancies in 2020 .
 - ⇒ Applications received and reviewed : 7,887
 - ⇒ New employees hired (includes PT): 179
 - ⇒ Rehired employees: 11
 - ⇒ Promotions: 51

2020 Department Accomplishments

INFORMATION TECHNOLOGY

- IT side
 - ⇒ Setup and support remote work capabilities during COVID
 - ⇒ Security Training and emphasis on security with our new position
 - ⇒ Broadband – Things are moving finally
 - ⇒ Go live of several new software packages. HRW Advanced Software, Munis HR/Payroll, Sheriff RMS.
- GIS side
 - ⇒ Completed the following 3 apps in 2020,
 - Permit Search App - <https://gis.harnett.org/permits/>
 - Landfill & Convenience Sites Story Map - <https://harnett.maps.arcgis.com/apps/MapJournal/index.html?appid=cb236ba93d264c10b865aa57dd6268e6>
 - Deed Search App - <http://gis.harnett.org/DeedSearch/>
 - ⇒ Communication Tower in NW Harnett will be completed in February

PARKS & RECREATION

- Opened Cape Fear Shiner County Park
- Began development of County 1st Bicycle, Pedestrian, and Greenway Plan (completed in Feb 2021)
- Developed Virtual Programs including Popular Park Contest, Virtual Hikes, Virtual Art Lessons, and Santa's Workshop

PUBLIC INFORMATION

- Coordinated County's first ever Halloween Drive Boo Trick or Treat event. Provided an opportunity for 12 departments to give out information about services and programs to citizens in a fun setting
- Created a County-wide Emergency Event Communications Toolkit and established a PIO team comprised of staff from various departments to assist with communication efforts during emergency events
- Received an excellence in communication first place award for the County's external newsletter, Harnett Happenings, in digital monthly newsletter category
- Partnered with Campbell University, North Carolina Community Foundation, and United Way to establish a non-profit leadership committee that meets with local Harnett County nonprofits to share information and learn ways for the community to get involved
- Enhanced digital communication efforts through social media
 - ⇒ Established a Youtube channel- total 111 subscribers
 - ⇒ Twitter- Total Followers 2028 (Up 131 from 2019)
 - ⇒ Instagram- Total Followers 1,417 (Up 249 from 2019)
 - ⇒ Facebook- Total Followers 12,367 (Up 976 from 2019)
 - ⇒ Nextdoor- Total Members 15,892(Up 4084 from 2019)

2020 Department Accomplishments

PUBLIC LIBRARY

- **RFID LSTA Grant Project** – In early 2020 the library applied for and was awarded a \$74,904 LSTA (Library Services Technology Act) Grant to help fund the implementation of Radio Frequency Identification technology for the Main Library, including self-checkout machines for patrons and security gates. RFID technology will benefit all current and future library users by streamlining the checkout process, improving catalog accuracy, enhancing inventory control, and freeing up staff time to more personally assist patrons with other library services and program needs.
- **Curbside Pickup** - Like all public libraries and institutions throughout the nation, the library was forced to close its doors to the community to help slow the spread of the COVID-19 virus. On March 19 the Harnett County Public Library became one of the first libraries in the state to offer patrons the option to pick-up library items curbside. This safe and efficient alternative to in-person browsing allowed us to continue to meet community needs during a time of crisis.
- **Distance Services** - For patrons who preferred not to share physical items, the library also offered a wide range of electronic resources that library card holders could access from the safety of home, including over 128,000 eBooks, audiobooks and electronic videos. COVID-19 didn't stop library programming either, on March 18 we hosted our first live virtual storytime on Facebook. Since then we've hosted virtual programs about everything from genealogy to line dancing. Some additional pandemic-related services that we've offered include: Wi-Fi accessibility from the library parking lot, virtual book club, and "take and make" craft kits for curbside pickup.
- **PPE Production** – In the first several weeks that the library's doors were closed to the public, library staff created PPE for county employees and community members. More than 450 cloth face masks were created for distribution to several county departments. Library staff also utilized the library's 3D printer to print and assemble more than 50 plastic face shields.

REGISTER OF DEEDS

- The office transitioned from Kimberly S. Hargrove to Matthew S. Willis as Register of Deeds. The office was also reorganized to better serve the citizens of Harnett County.
- Our office continued to serve the citizens of Harnett County throughout the Covid crisis. Our staff issued marriage licenses, birth certificates and death certificates in the parking lot from March through September. We also set up a drop box for those needing to record real estate documents.
 - ⇒ The office is now recording 93% of all real estate documents electronically. Prior to Covid, we were recording about 70% electronic.
 - ⇒ Our office issued more marriage licenses in 2020 than any other year. Our staff issued 905 marriage licenses in 2020. Previous years # of marriage licenses issued - 2016 – 787 / 2017 – 770 / 2018 – 696 / 2019 – 727
- The office went live with a Facebook page to stay in touch with the citizens of Harnett County and to share information related to our office.
- We also introduced the new Hospital App. This app allows new parents to request the child's birth certificate from the hospital.

2020 Department Accomplishments

SHERIFF'S OFFICE

- The year of 2020 presented new challenges for the Sheriff's Office. COVID-19 tested our ability to adjust to the changes in how the Sheriff's Office respond to calls for service from our citizens, manage the inmates and provide services such as gun permits. Safety procedures were developed and implemented to protect our citizens, deputies, office staff, detention officers and the inmates. This resulted in our first major accomplish for 2020. The Sheriff's Office was able to provide services amid the pandemic to the citizens of Harnett County and keep citizens and our staff, deputies, detention officers and inmates safer from serious health issues from COVID. Sheriff's Office continues to coordinate with the Health Department as well as other necessary professionals to monitor the Pandemic and make adjustments when needed to continue to supply the county with critical services.
- The Harnett County Sheriff's Office received accreditation from CALEA (The Commission on Accreditation for Law Enforcement). The accreditation was the result of a self-assessment of the Sheriff's Office and assessment by CALEA staff. Accreditation by CALEA means that the Harnett County Sheriff's Office provides the best practices related to life, health and safety through policy and procedures. CALEA confirmed that the Harnett County Sheriff's Office provides the framework for addressing high-risk issues with a contemporary environment, and ensures deputies are prepared to meet basic community service expectations and prepared to manage critical events.
- The Harnett County Sheriff's Office upgraded the report management software with the help of Harnett County IT department. The upgrade provides a web based software that enhances the ability to complete records and a user-friendly platform. The process to upgrade was six months of training, setup and transfer of data before we went live with the new software on November 3, 2020.
- The Harnett County 911 began the process of upgrading the 911-dispatch software. This process involved training, data entry and setup of procedures for all law enforcement, fire departments and EMS agencies in the county. This was a six-month process, which will result in going live with the new software in February 2021.
- The Harnett County Sheriff's deputies responded to over thirty-eight thousand calls for service and the detention officers managed an average of 250 inmates each day. Deputies and detention officers accomplished these duties without receiving any serious injuries. This was a result of the Harnett County Sheriff's staff training, professional conduct and dedication to the their profession.

SOCIAL SERVICES

- DSS was able to work with Harnett County IT and have the majority of our staff teleworking from home. DSS began this in March 2020, and purchased additional laptops and mifi's using COVID Funding so individuals can work from home. Out of 196 staff members, only 30 -40 staff members are in the office at any given time. DSS was able to meet the needs of the citizens by having them apply for assistance through e-pass on line, mail in applications, use the drop box for applications, or fax the information.
- The DSS Food and Nutrition Unit (Food Stamps) was able to meet the performance measures set forth by the state of having 95% of regular FNS applications processed within 30 calendar days from the date of application. DSS was able to maintain this percentage while training new staff and adjusting to working from home due to the pandemic. DSS processed a record high \$26.9 million dollars of FNS benefits for fiscal year 2019/2020.
- The DSS Medicaid Units (Adult and Children's) was able to meet the performance measure set by the state of having 90% of all Medicaid applications processed within 45 days. DSS was able to maintain this percentage while training new staff and adjusting to working from home due to the pandemic.
- The Child Support Unit had a goal set by the state of collecting \$9.6 million dollars of child support. DSS was able to surpass that goal and collected over \$10 million dollars in child support for fiscal year 2019/2020. This happened while the Child Support staff were adjusting to working from home and limited court time due to the pandemic.
- Adult Protective Service and Child Protective Services staff were still required to make home visits during the pandemic when the county received reports of abuse, neglect, or exploitation of disabled adults and children. They used safety protocols while in the field and wore PPE's provided by the state and the county. This was done to ensure the safety of our disabled adults and children in the county.

2020 Department Accomplishments

SOIL & WATER CONSERVATION

- Secured \$4.1 million in Federal (USDA, NRCS) and State (NCDA) funds from the Emergency Watershed Protection Program. Funding will allow for removal of storm debris from 71 miles of the Lower Little River, Anderson Creek, and the Upper Little River in order to reduce the threats to life and property from flooding.
- The Harnett Soil and Water Conservation District Board of Supervisors introduced a resolution to the NC Association of Conservation Districts asking for a Mutual Aid Agreement to be created between Districts in order to support continuity of NC's agricultural community in times of need such as natural disasters and to increase opportunities for District staff cross training to ensure job approval authority needs are met. The resolution gained support state wide and was adopted as an action item at the Annual Meeting of the NCASWCD in January 2020. An agreement was approved by the NCDA, Division of Soil and Water Conservation in June 2020 and disseminated to Districts for consideration. By the end of 2020 nearly half of NC's 96 Soil and Water Conservation Districts had gained approval to enter into the Mutual Aid Agreement. This will ensure quicker response by Districts following natural disasters in order to meet immediate needs for farm and watershed recovery while also contributing to training opportunities for District staff.
- In 2020, the Harnett County Agricultural Advisory Board enrolled 2,670 acres of land actively used for agricultural and forestry production into the Voluntary Agricultural District Program bringing total program enrollment to 23,930 acres. Enrollment requires landowners to enter into a voluntary conservation agreement to keep the property in agricultural or forestry production for a minimum of 10 years protecting Harnett's agricultural economy and natural resources.

SOLID WASTE

- Established credit card and debit card payment system at both Landfills
- Re-located and constructed new Convenience Center at the Dunn Erwin Landfill site
- Hosted Litter Sweep and also Household Hazardous Waste Event
- Updated and re-constructed Solid Waste Website and APP
- Upgraded and renovated the Mamers Convenience Center

TAX DEPARTMENT

- Tax Department Appraisal Staff worked with Vincent Valuations to prepare neighborhood and township maps for the Data Collection (full measure and list) phase of the 2022 Reappraisal as well as answer questions from the public about the Reappraisal. Assuming no weather complications, the Data Collection phase should be complete by March 2021. The 2022 Reappraisal is on schedule.
- In response to recommendations from the NCACC Taskforce Report, Tax Department developed an auditing strategy for homestead exclusions and exempt properties. Audits were completed on more than 4500 exclusions, with adjustments made as necessary for 2021. Present Use Value (PUV) audits were completed on nearly 25% of the PUV parcels in the County, correcting data on those parcels.
- To improve service and decrease costs for printing and mailing, Tax Department moved to a new vendor for these services. Expected 20% savings.
- Updated Business Personal Property procedures to include On-line Listing and Extensions. Picked up 72 new businesses that had not yet listed and applied discovery notices where needed.
- Responding to recommendations from NCACC Taskforce, 7 Tax Department staff took required courses for certification by the School of Government and the NC Department of Revenue in Tax Listing and Assessment, and as Real and Personal Property Appraisers.

2020 Department Accomplishments

VETERANS SERVICES

- Unfortunately due to restrictions caused by COVID-19, Veterans Services was unable to increase our Outreach program as we had planned. Since Veterans Services was not allowing Veterans in our office, the department was able to assist them in other ways such as a secured drop box outside of our office, email, fax, and phone. Remarkably this is working out very well and everyone is getting their claims filed on time.
- Wall of Honor (located in Resource Center & Library)– Honoring Veterans who have made significant contributions to their communities, County, or State.
- Wall of Heroes (located in Resource Center & Library)– Honoring Veterans who have received a medal for Heroism.
- Veterans Services is working on programs where the department can honor other Veterans at various times throughout the year such as the Normandy Invasion, Pearl Harbor, Prisoners of War, Black History month etc. Veterans Services is hoping to be able to implement this program after the move to the new building.

Harnett County Capital Improvement Plan FY 2022-2028

HARNETT COUNTY

Recommended 2022-2028 Capital Improvements Program

Presented by:

Lisa McFadden, Budget Director

Renee Paschal, Budget Consultant

January 2021

strong roots • new growth

OVERVIEW



- Review legal framework for CIP
- Review of CIP Process for FY 2022-2028
- Proposed CIP Process Going Forward
- Funding Strategy
- Reader's Guide
- Action Summary
- Projects
- Next Steps, including Board prioritization

CIP Prioritization

If enough time at the end of the presentation, the board will be asked to prioritize all projects, using the following scale:

- **Imperative (must do):** correct danger to public health & safety, meet legal obligation, alleviate immediate service/facility deficiency, prevent irreparable damage (Rank #1)
- **Essential (should do):** rehabilitate/replace obsolete facility, stimulate economic growth, reduce future operating costs, leverage grants (Rank #2)
- **Important (could do):** provides new or expanded service, promotes intergovernmental cooperation, reduces energy use, enhances cultural or natural resources (Rank #3)
- **Don't do** (Rank #4)

LEGAL FRAMEWORK OF CAPITAL BUDGETING

- Not legally required
- If done, statutes charge County Manager with preparation
- Governing board must:
 - Adopt project ordinances, if used
 - Establish Capital Reserve funds, if used
- A CIP plan is not a budget and does not authorize spending



How do CIP projects get “budgeted”

- Having a project in the CIP does not mean you can start spending \$
- Projects must be budgeted before funds can be spent

How?

- Some jurisdictions turn Year 1 of the plan into a budget
- Through the operating budget—these should be projects that don't run past the end of the fiscal year they are budgeted in
- Through a separate project ordinance—especially if project will exceed 1 year in length
 - Ordinance must be balanced, i.e., revenues = expenses

IF NOT LEGALLY REQUIRED, WHY DO IT?

- Gets everything listed in one place
- Helps link to jurisdiction goals & long-range plans
- Helps prioritize important projects
- Helps see cumulative impacts of debt and other resource needs

IF NOT LEGALLY REQUIRED, WHY DO IT?

- Helps see finance issues as a whole (can we afford this in light of other commitments, what can we fund and when?)
- Helps see timing issues (what makes sense to do first, second, etc.?)
- Offers time to consider many options for how best to develop facilities (much overlap)
- Reveals relationships between capital projects that may be overlooked otherwise
- Ready for “opportunities” – grants, partnerships, collaborations in future

REVIEW PROCESS

- Included General and Solid Waste Fund County Departments
- CIP projects include all components of capital \$100,000 and greater
- Process held separately from operating budget in the fall
- Departments received training and detailed instructions on how to complete forms
- Departments provided:
 - Thorough written justification of the project
 - A reliable cost estimate
 - A project budget with requested funding in today's dollars
 - Estimates of impact on operating budget

REVIEW PROCESS

- Projects are based on today's dollars and inflated uniformly:
 - Non-construction: 3%
 - Construction: 6%
- Projects vetted by internal concept team
- Projects were reviewed by management team and determined to be recommended or future
- A funding source was identified for recommended projects
 - The goal is to fund projects up front
 - Unsure of whether this goal can be met until operating budget developed
 - Somewhat comfortable that FY 2022 projects can be funded
- Future projects included those where:
 - No funding source was available
 - The scope needed greater definition
 - The cost estimate needed refinement

FUTURE PROCESS

- Financial models for fleet leasing program
- Focus on project management—tracking of key activities for greater project accountability
- Incorporating utilities into the CIP process

FUNDING STRATEGY

- Maximize grants and other (non-tax) funding sources
 - DOT for airport projects
 - PARTF for park projects
 - 911 funds for CAD/dispatch software replacement
 - GREAT for broadband project
- Reserve debt capacity for essential projects; where possible, use retiring debt to fund new projects
- Estimate operating costs to develop an overall financial model

FUNDING STRATEGY

- Attempt to pre-fund pay-go projects (as operating budget allows) through capital reserve contribution
 - Example: \$2,579,194 for Emergency VIPER radio replacement (Year 4)
 - Fund \$515,839/year, beginning in FY 2021
 - Current balance in capital reserve used to offset budget impact of prefunding in early years
- Continue appropriations to special revenue funds for Parks, Sheriff, and Fleet

FUNDING SUMMARY (p. 12 & 13)

Funding Sources

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

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	Totals
911										
911 Funds	32,380	165,240	0	0	0	0	0	0	0	197,620
Transfer from Radio Project Cap Reserve	39,976	204,007	0	0	0	0	0	0	0	243,983
Total 911	72,356	369,247	0	0	0	0	0	0	0	441,603
General										
Airport Capital Reserve	28,843	37,740	225,796	202,935	0	0	0	0	0	495,314
Asset Forfeiture Funds	139,632	0	0	0	0	0	0	0	0	139,632
Bond Premium	3,847,498	3,899,857	0	0	0	0	0	0	0	7,747,355
Capital Reserves	192,562	639,493	2,449,437	2,126,498	2,091,955	4,593,781	1,797,937	2,419,173	2,049,449	18,360,285
General Fund Fund Balance	0	2,000,000	0	0	0	0	0	0	0	2,000,000
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	2,550,806	22,852,479	32,291,728	11,321,500	0	0	0	0	0	69,016,513
Grants, Gifts, Etc.	603,171	2,438,924	2,032,165	3,105,940	0	0	0	0	0	8,180,200
Harnett Regional Water	0	600,000	1,200,877	0	0	0	0	0	0	1,800,877
Installment Debt	10,303,114	10,573,297	0	0	0	0	0	0	0	20,876,411
Interest	258,209	10,380	0	0	0	0	0	0	0	268,589
Lottery Proceeds	731,680	0	711,807	0	0	0	0	0	0	1,443,487
Parks Capital Reserve	756,178	417,812	0	0	0	0	0	0	0	1,173,990
Sheriff's Capital Reserve	64,641	130,612	247,030	0	0	0	0	0	0	442,283
Transfer from General Fund	5,446,689	1,552,800	1,640,000	950,000	950,000	750,000	900,000	900,000	900,000	13,989,489
Transfer from Radio Project Cap Reserve	190,532	639,805	0	0	0	252,284	0	0	0	1,082,621
Total General	25,171,514	45,793,199	40,798,840	17,706,873	3,041,955	5,596,065	2,697,937	3,319,173	2,949,449	147,075,005

OPERATING IMPACTS (p.14)

Operating Budget Effects

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

	Prior to FY 2021	Current Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028
General									
Debt Service	1,078,280	3,300,396	8,503,348	8,288,612	8,068,576	7,843,239	7,617,903	7,392,567	7,167,231
Decreased Costs	0	-116,049	-164,859	-162,959	-162,959	-164,859	-166,759	-166,182	-162,382
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0
Increased Operating Costs	30,000	408,670	616,991	616,216	711,374	705,140	732,349	737,809	755,106
Increased Revenue	0	-1,850	-4,250	-4,350	-4,350	-4,350	-4,350	-4,350	-4,350
Transfer from General Fund	4,361,201	3,561,606	4,873,483	3,934,329	3,571,080	3,140,428	2,642,228	2,562,641	2,392,778
Total General	5,527,440	7,152,773	13,824,713	12,671,848	12,183,721	11,519,599	10,821,371	10,522,485	10,148,383
Solid Waste									
Decreased Costs	0	-12,000	-18,000	-25,000	-30,625	-2,500	-2,500	-2,500	-2,500
Transfer from Solid Waste Fund	0	902,943	0	0	0	0	0	0	0
Total Solid Waste	0	890,943	-18,000	-25,000	-30,625	-2,500	-2,500	-2,500	-2,500

READERS GUIDE (p.6)

Readers Guide

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

Project Element:
Expense

Funding Source:
Revenue

Operating Effect:
Impact on Operating Budget.

Benhaven (former) School Renovation

Approved-No Contracts (part)

Project Status

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

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2021	Year: FY 2021	Year 1: FY 2022	Year 2: FY 2023	Year 3: FY 2024	Year 4: FY 2025	Year 5: FY 2026	Year 6: FY 2027	Year 7: FY 2028	
Project Element											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	836,455	86,002	409,925	546,614	0	110,050	0	0	0	0	1,152,591
Furnishings & Equipment	0	137,057	9,811	0	0	0	0	0	0	0	146,868
Total Project Element	836,455	237,059	419,736	546,614	0	110,050	0	0	0	0	1,313,459
Funding Source											
Capital Reserves	143,572	0	0	41,750	0	110,050	0	0	0	0	151,800
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	692,883	179,100	419,736	3,987	0	0	0	0	0	0	602,823
Harnett Regional Water	0	0	0	500,877	0	0	0	0	0	0	500,877
Total Funding Source	836,455	237,059	419,736	546,614	0	110,050	0	0	0	0	1,313,459
Operating Effect											
Debt Service	0	159,388	155,676	151,036	146,395	141,755	137,115	132,475	127,835	123,195	1,274,870
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	30,000	30,488	47,167	48,561	50,038	51,539	53,085	54,678	56,623	422,199
Transfer from General Fund	0	0	0	78,433	36,683	36,683	0	0	0	0	151,800
Total Operating Effect	0	247,347	186,164	276,636	231,680	226,477	188,654	185,560	182,515	179,818	1,906,828

Define Problem

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

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

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

ACTION SUMMARY (p.7 & 8)

Action Summary

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

New

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

Approved-No Contracts

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

Approved-No Contracts (part)

Benhaven (former) School Renovation

HARNETT COUNTY SCHOOLS REQUESTS—BOE PRIORITY

Category/Projects	April 2020 Estimated Cost	How CIP Addresses
Current Projects		
Erwin Elementary School	\$27,500,000	Included as a funded project
Northwest Harnett Elementary School	\$38,100,000	Included as a funded project
Tier 1 Projects (Immediate to 1 year)		
Johnsonville Elementary School (New Cafeteria, New Classrooms, Renovate Gym)	\$11,300,000	Phase 1 included as a funded project; Phase 2 included as a future project
South Harnett Elementary School Cafeteria Renovations	\$380,000	Not included; school system is using other county funds to complete this project in FY 2021
South Harnett/Lillington Middle School (1100 seats, not incl. land)	\$50,000,000	Included as a future project
South Harnett/Lillington or Highland High School	\$90,000,000	Included as a future project
Highland Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Included as a future project
Overhills Elementary School Addition (300 seats with cafe expansion)	\$7,471,000	Included as a future project
Tier 2 Projects (2 to 4 years)		
Lafayette Elementary School Gym Renovations/New Cafeteria	\$5,000,000	Included as a future project
North Harnett Primary Renovations	TBD	Not submitted as CIP request
Wayne Ave. Elementary Renovations	TBD	Not submitted as CIP request

HARNETT COUNTY SCHOOLS REQUESTS—BOE PRIORITY

Category/Projects	April 2020 Estimated Cost	How CIP Addresses
Tier 3 Projects (5 to 9 years)		
Buies Creek Elementary School Replacement	\$28,000,000	Included as a future project
Western Harnett-area Elementary School	\$31,300,000	Not submitted as CIP request
Northern Harnett-area Elementary School	\$31,300,000	Not submitted as CIP request
STAR Academy Renovations/Replacement	TBD	Included as a future project
Tier 4 Projects (10 to 15 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
Tier 5 (prioritize as resources become available)		
Harnett County Early College @ Benhaven	\$3,000,000	A portion of this project is included in the Benhaven project, including parking and renovating the gym and attached classrooms
New School Transportation Facility	\$6,415,522	Included as a future project
New Custodial/Storage Facility	TBD	Not submitted as a CIP request
Gentry Educator Development Center	TBD	Not submitted as a CIP request

COMPLETED PROJECTS

- Purpose for including completed projects is to “close the loop”
- Projects that had spending in the previous fiscal year are included
- Gives final accounting for budget (we are hoping to improve accountability in the future by reporting on whether time targets also met)

PARKS & RECREATION -- BOONE TRAIL SCHOOL (FORMER) DEMOLITION (p. 15)

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



Harnett County Capital Improvement Plan FY 2022-28

PARKS & RECREATION -- NEILLS CREEK AND WESTERN HARNETT FACILITIES LIGHTING (p. 67)

- \$411,000 in FY 2020 (on budget)
- Completed December 2019
- Funded from GO bond proceeds
- Provide field lighting for Western Harnett Middle School field and Harnett Central Tennis Court
- Increased costs for electricity; increased revenue for field rental



APPROVED CONTRACTS-LET PROJECTS

- Project approved in 2021-2027 CIP or by other action
- Little discretion to change or remove the project
- Main construction or purchase contracts have been executed
- Able to postpone expenses for future phases

HARNETT COUNTY SHERIFF -- 911 DISPATCHING SOFTWARE REPLACEMENT (p. 17)

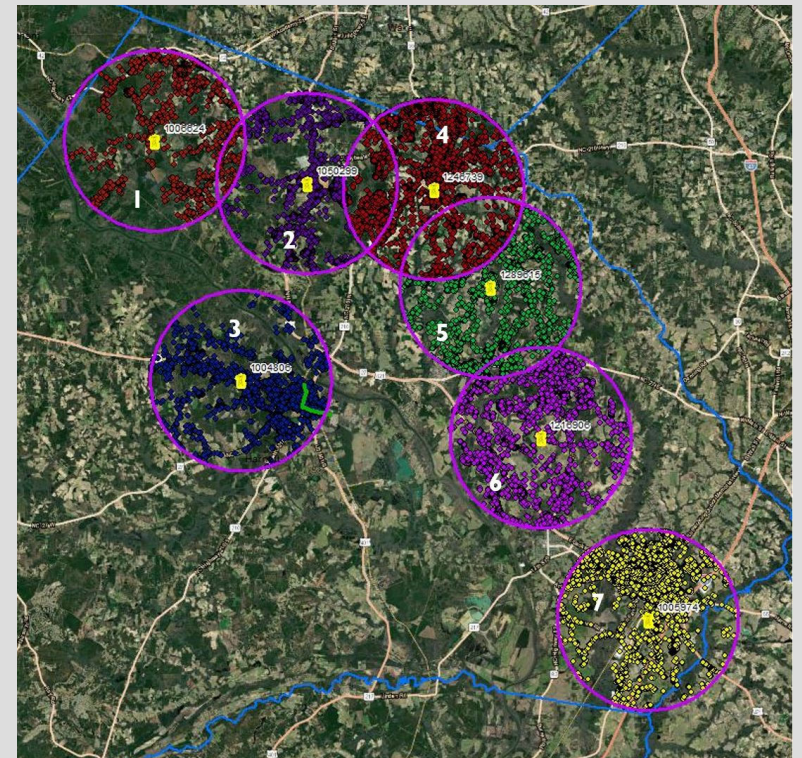
- \$441,603 in FY 2021
- Partial 911 funding
- Existing software has not been upgraded in 20 years and will not support state's new IP network, receive videos, or work with AVLs to support dispatch of closest vehicles
- Software go-live date has been postponed to early 2021
- No increased operating costs



Harnett County Capital Improvement Plan FY 2022-28

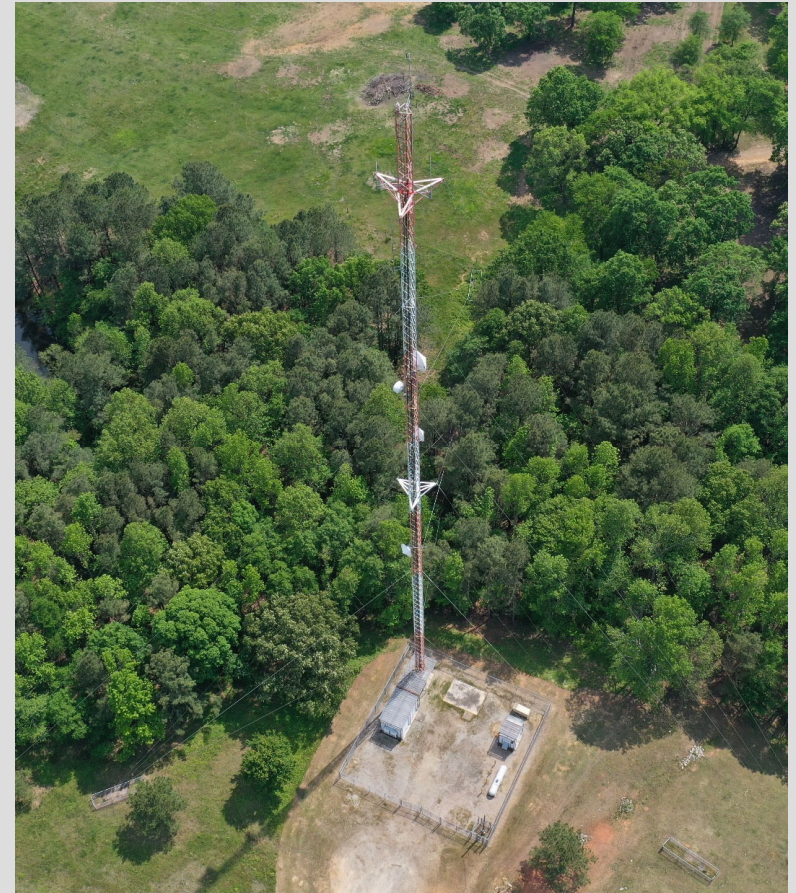
BROADBAND EXPANSION INITIATIVE (p. 25)

- Partner with Cloudwyze for expansion of broadband in underserved and unserved areas of the county
- \$2M in FY 2021, funded from General Fund Fund Balance; \$2M requested from GREAT grant, but not approved this year
- Broadband initiative has been the Harnett Board of Commissioner's top legislative priority since 2014
- Contract has been executed with Cloudwyze; will reapply for GREAT grant



EMERGENCY RADIO SYSTEM -- NORTHWEST HARNETT RADIO TOWER REPLACEMENT (p. 35)

- \$830,337 over FY 20 and 21 (projected under budget)
- Funded from Radio Project Capital Reserve (leftover VIPER)
- Construct a new tower at 1979 Oakridge River Road, Fuquay-Varina
- Remove existing tower at 130 Oakridge Road, Fuquay-Varina and restore land
- Tower designed and bid. Projected completion revised to March 1, 2021
- Lease on existing land being terminated August 31, 2021
- Decreased costs because no longer leasing land



HARNETT COUNTY RESOURCE CENTER & LIBRARY AND DSS ADDITION (P. 40)

- Construct a 57,000 sf government resource center and library located at 455 McKinney Parkway, Lillington
- Construct a 10,000 sf addition to DSS
- Site improvements and offsite turning lane
- Project bid August 2019
- \$26.3M budget: \$20.9M installment debt, \$3.8M bond premium, \$1.3M General Fund; \$287K interest
- Temporary certificate of occupancy issued December 31, 2020; final CO expected first week in February; US 401 turning lane projected to be done by May 2021
- Increased operating costs from annual debt service, expanded library services, and facility cleaning and maintenance
- Decreased costs from moving county offices from rental space



Harnett County Capital Improvement Plan FY 2022-28



Harnett County Capital Improvement Plan FY 2022-28

HARNETT COUNTY SHERIFF -- RECORDS SOFTWARE REPLACEMENT (p. 54)

- \$139,632 in FY 2021 (projected to be on budget)
- Funded from Asset Forfeiture funds
- Existing software hasn't been upgraded in 20 years
- Software went live on November 3, 2020
- No increased operating costs

HARNETT COUNTY SCHOOLS -- ERWIN ELEMENTARY SCHOOL REPLACEMENT (p. 44)

- Construct 102,500 sf school located at 405 Denim Drive, Erwin and demolish former Erwin school
- New school replaces Erwin and Gentry
- Gentry to be converted into a staff development center, major renovations not expected (and not requested through CIP)
- \$31M, funded from general obligation bonds and bond premium
- The new school projected to be substantially complete by November 1, 2021
- School projected to open in early 2022



PARKS & RECREATION -- CAPE FEAR SHINER PARK DEVELOPMENT (PHASE 1) (P. 62)

- \$808,004 over FY 2020 and 2021 (under budget)
- \$400,000 from PARTF grant; remainder from Parks Capital Reserve
- Develop Phase 1 of the Cape Fear Shiner Park, located at 350 Alexander Drive, Lillington
- 2 multiuse fields, 2 baseball/softball fields, 3.5 miles of walking trails, water access, observation deck, and park infrastructure
- Develop Phase 2 as funding allows: picnic shelter, playground, and restroom—currently working on design for restroom—future, not funded
- Park opened end of October 2020
- Increased operating costs for park staff and maintenance



PARKS & RECREATION -- PATRIOTS PARK DEVELOPMENT PHASE 1 (p. 69)

- Phase 1 cost estimated at \$411K
- Over CIP document amount because about \$7K in expenses omitted from estimates
- Over last year's budget because of bad soils and moving staff to complete Cape Fear Shiner by grant deadline (savings in that project)
- Funded from Parks Capital Reserve
- 7 acre-site, co-located with Convenience Center on Ponderosa Road
- Includes 2 multi-use fields for open play and 2,500-foot walking trail
- Project is nearly complete
- Increased operating costs for parks staff and maintenance



PARKS & RECREATION -- PATRIOTS PARK DEVELOPMENT PHASE 2 (p. 71)

- Phase 2 cost estimated at \$96K
- Funded from Parks Capital Reserve
- Includes picnic shelter and playground
- Projected completion is February 2021
- No additional operating costs



PUBLIC LIBRARY -- RADIO FREQUENCY IDENTIFICATION (RFID) INSTALLATION (p. 74)

- \$99,872 in FY 2021 for new library
- Radio frequency identification (RFID) technology allows library materials to be tagged for self checkout, better inventory and theft control, and better utilization of library staff
- This project received a 75% grant from state library technology funds; county contribution is \$24,968 from Capital Reserve (which saved \$18,427 in equipment for new library)
- Action frees library staff to meet increased need for programming and information
- Increased costs for software maintenance and tags for materials

TAX OFFICE -- TAX REAPPRAISAL (p. 77)

- State law requires counties to set aside funds for revaluation
- County contracted with Vincent Valuations in June 2019 to conduct revaluation at a cost of \$2,070,000
- \$690,000 contribution to reappraisal fund made in FY 2020, FY 2021 and FY 2022
- Funding from general fund
- Reappraised values effective FY 2023

APPROVED NO-CONTRACTS PROJECTS

- Approved in 2021-2027 CIP or by other action
- No construction or purchase contracts have been executed (*design contracts may have been executed*)
- Manager is recommending these projects
- Commissioners have discretion to change, delay, or delete the projects realizing that some planning costs may have been incurred

BOARD OF ELECTIONS VOTING EQUIPMENT REPLACEMENT (p. 23)

- Replace equipment purchased in 2006, nearing end of useful life
- \$334K in FY 2022, funded from capital reserve (based on most expensive option)
- State Board of Elections has recently certified three vendors
- Five-step process to select equipment:
 1. Board of Elections must view equipment demo
 2. BOE makes preliminary recommendation to BOC
 3. BOE tests equipment in at least one precinct
 4. BOE seeks State Board approval
 5. BOE makes final recommendation to BOC
- Increased cost for maintenance offset by existing maintenance

EMERGENCY (VIPER) RADIO REPLACEMENT

(p. 28)

- Replace VIPER radios before state-required upgrade and as support ends
- \$2.75M in FY 2025
- \$2.5M from Capital Reserve, \$252K from Radio Project Capital Reserve
- County built infrastructure and connected to NC Highway Patrol VIPER system in 2013; Motorola support for radios ends in 2023
- State is requiring upgrade of radios to accept TDMA programming by July 1, 2025 (estimated cost of \$300K)
- County owns 298 mobile and 288 portable radios that will need replacement
- Initially, county purchased radios for all entities, such as the towns and fire departments, but county funding is not recommended for replacements (+\$3M to project)
- Contributions to Capital Reserve over five years (\$498,720/year) will allow this expense to be absorbed gradually rather than all at once
- Emergency Management has applied for a grant, which could cover up to \$457K of our expense

EMERGENCY MEDICAL SERVICES -- EMERGENCY TRANSPORT REMOUNTS (p. 32)

- \$477,430 beginning in FY 2020
- Funded from Capital Reserve
- 5 units included in CIP; 2 funded in FY 2020; 2 approved for FY 2021 and 1 requested for FY 2025
- A remount extends the useful life of an ambulance by replacing the chassis and renovating the box
- Includes contingency because scope can vary from vehicle to vehicle
- Remounts projected based on vehicle remount policy:
 - Remount at 5 years and no more than twice afterwards, up to a maximum of 15 years
- Saves approximately \$115K per vehicle by remounting instead of replacing
- The purchase of convalescent vans approved last year has reduced the need for remounts of emergency ambulances

EMERGENCY MEDICAL SERVICES -- EMERGENCY TRANSPORT REPLACEMENTS (p. 34)

- \$2.3M over five years, beginning in FY 2022
- Funded from Capital Reserve
- Substantially more than last year because number of units that needed replacing v. remounts was not projected accurately – overall \$600K increase
- 10 units included in CIP
- Replacements projected based on current mileage, usage and vehicle replacement policy:
 - Replace at 15 years
 - Replace earlier if last remount reaches 200,000 miles for gasoline engines; 225,000 for diesel engines



FLEET MANAGEMENT & REPLACEMENT SYSTEM

(p. 38)

- \$950K over five years, beginning in FY 2019
- Funded by transfer from general fund
- Replace the county's non-emergency vehicles based on standard criteria that minimize maintenance costs and maximize resale revenue
- The funding requested in the CIP will allow most vehicles to be replaced once
- Thereafter, future replacements will be funded by "leasing" vehicles to departments
- Currently developing financial model to determine if leasing rates sufficient

HARNETT COUNTY SHERIFF – CAPITAL RESERVE (p. 51)

- Annual contribution of \$450,000, beginning in FY 2016
- Primarily used to fund cars and other capital
- Current balance is \$200,966
- Recommended to be used for several of Sheriff's CIP requests

HARNETT COUNTY SHERIFF -- DETENTION CENTER SECURITY INTERCOM REPLACEMENT (p. 52)

- \$130,612 in FY 2021; scheduled for early 2021
- Funded from Sheriff Capital Reserve—reserve has a current balance \$200,966
- Equipment is 11 years old, no longer made by manufacturer and replacement parts are hard to find
- No increased costs (same vendor)

HARNETT COUNTY SHERIFF -- DETENTION CENTER VIDEO SURVEILLANCE SYSTEM UPGRADE (p. 53)

- \$64,641 in FY 2020 approved to replace failed DVRs
- \$247,030 in FY 2022 to replace remainder of the system
- Funded from Sheriff Capital Reserve—reserve has a current balance of \$200,966
- Equipment is 11 years old, no longer made by manufacturer and replacement parts are hard to find
- No increased costs (same vendor)

HARNETT COUNTY SCHOOLS -- NEW NORTHWEST HARNETT ELEMENTARY SCHOOL (p. 49)

- Construct a 120,000 sf school on Rollins Road, Fuquay-Varina to alleviate overcrowding at Lafayette Elementary
- \$37.8M, funded from general obligation bonds, Harnett Regional Water, and lottery proceeds (land purchase)
- The project is projected to be bid in mid-March, with sale of bonds in May
- Projected to open middle of 2022-23 school year

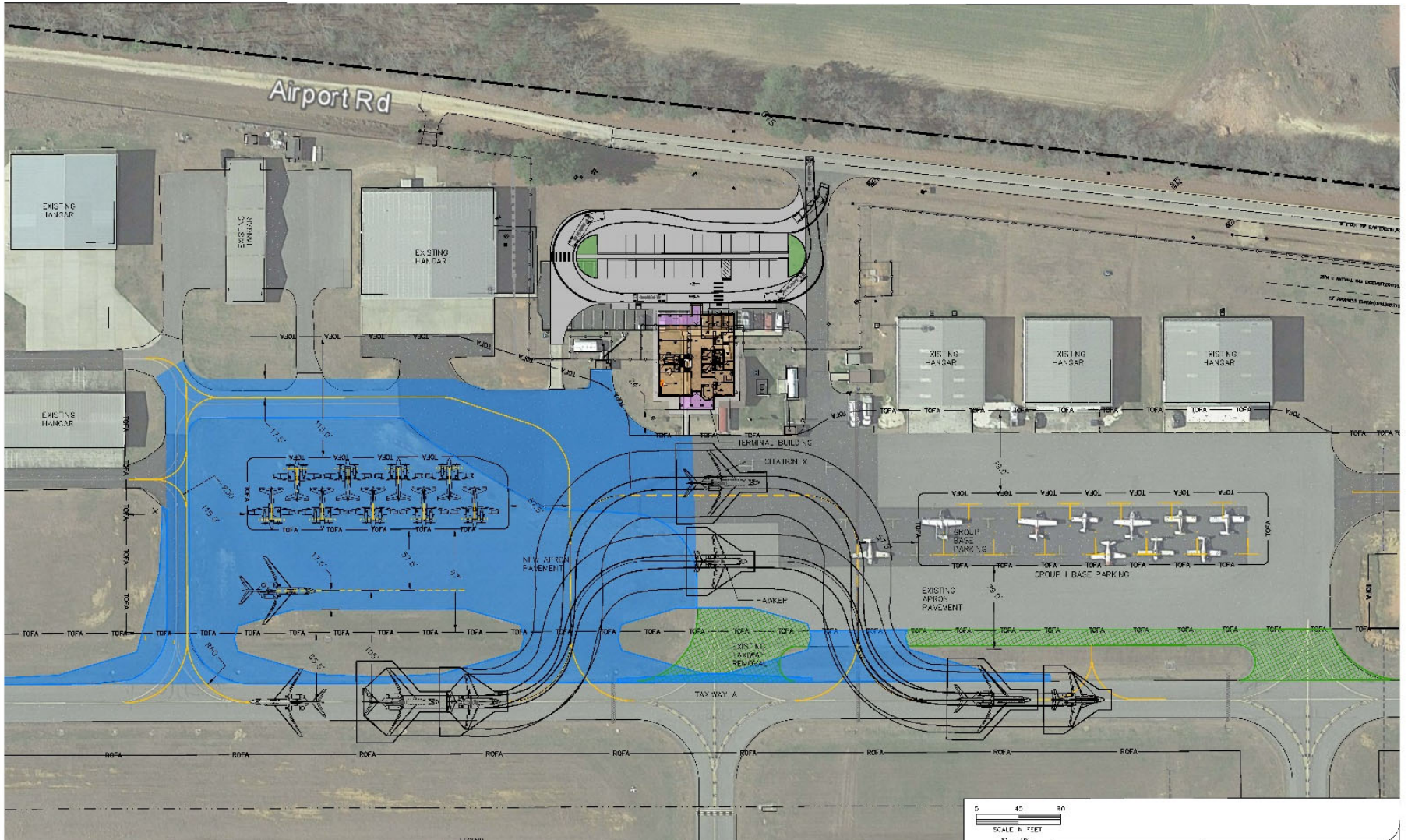
HARNETT REGIONAL JETPORT (HRJ) -- AIRFIELD LIGHTING REHABILITATION (p. 55)

- \$2.2M over two years, beginning in FY 2021; includes AWOS relocation
- Design and construction administration 100% funded by NCDOT DOA, who has prioritized project
- Construction 90% by Airport Improvement grant funds; 10% match funded from Airport Capital Reserve
- Lighting was installed without conduit, causing shorts and open circuits
- Properly functioning lighting system necessary to ensure flight safety
- Bid in December 2020, which reduces our costs by \$42K; DOT has not yet released funds



HARNETT REGIONAL JETPORT (HRJ) -- APRON EXPANSION (p. 57)

- \$3.7M over three years, beginning in FY 2020, with construction starting in FY 2023
- Funded 90% by NC DOT DOA; 10% match funded from Airport Capital Reserve and general capital reserve
- Project expands size of apron to 144,000 sf expansion and strengthens existing pavement; provides parking for 9 additional planes and better passenger loading and unloading
- Project design has been completed and permitted
- Construction is currently on hold due to NCDOT/DOA programmatic changes, which effects project funding (update: DOT may release funds in FY 2022)



Harnett County Capital Improvement Plan FY 2022-28

PARKS & RECREATION – CAPITAL RESERVE

(p. 64)

- \$200,000 annually from the general fund, beginning with FY 2018
- Provides a reliable source of funding the Parks and Recreation Department can leverage for smaller projects within the county's parks
- Often in-house labor and equipment are used to reduce costs and maximize return from these funds
- Funding supports/could support Cape Fear Shiner, Patriots, Anderson Creek, Shawtown, NW Harnett, Boone Trail, water access sites and Benhaven

PARKS & RECREATION -- GREENWAY TRAIL CONSTRUCTION CAPITAL RESERVE (p. 65)

- County currently deficient 26 miles of greenway; projected deficient 36 miles by 2030
- Public input in the 2015 Comp Plan and 2017 Parks and Rec Master Plan showed greenway development one of top priorities
- Greenways provide health and environmental benefits
- Bicycle, Pedestrian, and Greenway Plan launched in May 2020
- CIP recommends \$100K for 5 years and \$250K annually thereafter
- Does not include operating costs to maintain greenways constructed
- Greenway plan complete and was presented to Commissioners on January 19

SOCIAL SERVICES & COMMONS AREA ROOF REPLACEMENT (p. 76)

- \$299,800 in FY 2022
- Funded from Capital Reserve
- Health roof leaked, causing serious damage
- Replacement of Health Department section is complete
- Work will include 20-year warranty

SOLID WASTE -- BULLDOZER REPLACEMENT (p. 79)

- Replace 2005 dozer with 11,000 equipment hours that is constantly breaking down
- Dozer is critical for landfill operations and is subjected to rough conditions
- \$409K, from Solid Waste Capital Reserve
- D6 Caterpillar Dozer was ordered in July 2020 and delivered in November 2020
- Decreased costs because new dozer will need far less maintenance

APPROVED NO-CONTRACTS (PART)

- Approved in 2021-2027 CIP or by other action
- A portion of the construction or purchase contracts have been executed (*design contracts may have been executed*), but not all main contracts have been executed
- Manager is recommending these projects
- Commissioners have discretion to change, delay, or delete the projects realizing that some planning and purchase/construction cost may have been incurred

BENHAVEN (FORMER) SCHOOL RENOVATION

(p. 20)

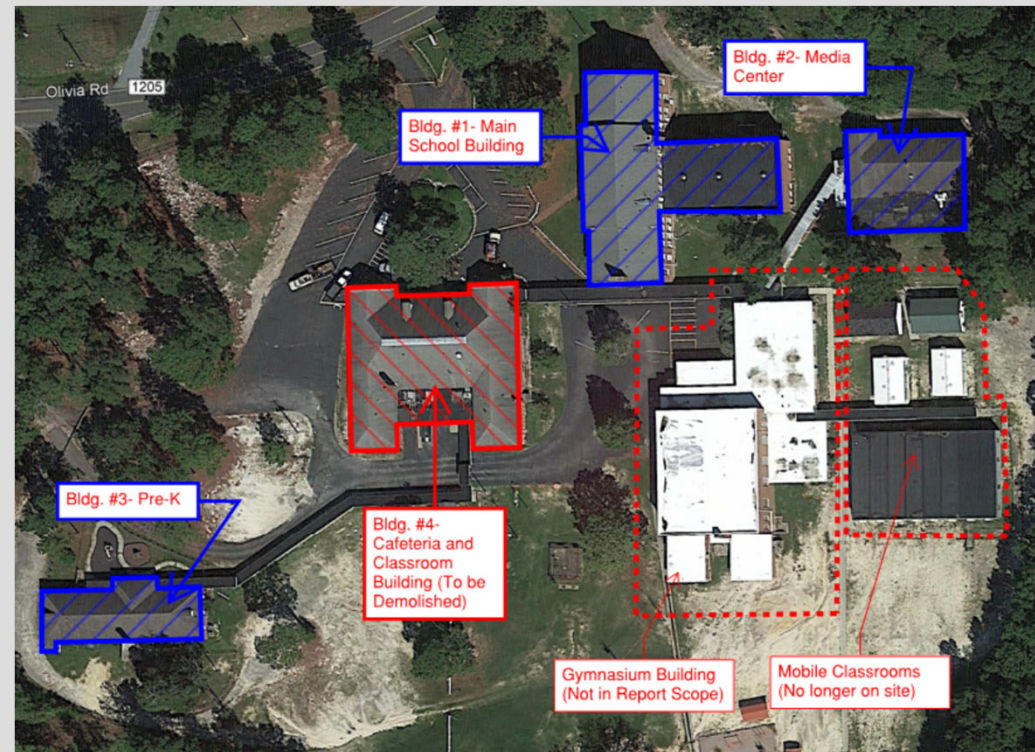
- Stabilize former Benhaven Elementary School, prepare for early college, and ready campus for future renovations
- Future uses planned:
 - Use gym for Early College
 - House Library services, Parks & Recreation programming, satellite space for other county offices & community uses”
- Community supports preserving and revitalizing campus
- \$1.3M for current and planned work; \$802K GO bonds, \$152K Capital Reserve; \$501K HRW, and \$58K general fund



BENHAVEN (FORMER) SCHOOL RENOVATION

(p. 20)

- Major work to date:
 - Early College/gym and attached classrooms: demo cafeteria building for parking, replace flooring, interior and exterior painting, ceiling installation, replace water line, replace windows and doors
 - Other buildings: replace roof on 2-story, repair roof on media center, HVAC repairs
- FY 22: replace media center roof and run sewer
- FY 24: replace windows in 2-story
- Future phase: finish early college and renovate other buildings for county and community use
- Increased costs for building maintenance and electricity



CENTRAL CAROLINA COMMUNITY COLLEGE (CCCC) -- PARKING LOT RESURFACING (p. 27)

- Finish parking lot resurfacing project, at main campus by resurfacing approximately 10,000 square yards in four parking lots
- Eliminated from 2019 scope of work because of budget constraints
- Necessary to prevent complete deterioration of pavement
- \$160,338 in FY 2022, funded from capital reserve



NEW PROJECTS

- Projects not approved in a previous CIP
(may have been a future project)
- Manager is recommending these projects
- Commissioners have complete discretion about timing and whether to fund or not

EMERGENCY MEDICAL SERVICES (EMS) -- CARDIAC MONITORS REPLACEMENT (p. 30)

- Replace all EMS cardiac monitors at the end of their 10-year useful life in FY 2027
- Monitors cannot be upgraded to new technology
- \$610,855 funded from capital reserve
- Replacing all monitors at one time prevents different models in the field, which can lead to staff confusion and errors in care.

EMERGENCY MEDICAL SERVICES (EMS) -- CONVALESCENT TRANSPORT UNIT REPLACEMENT (p. 31)

- Replace convalescent transport units every three years
- Replacing one unit per year, beginning FY 2023, and replacing stretchers beginning in FY 2026
- \$674,182 over FY 2023 to FY 2028
- Cost savings of approximately \$260K per replacement van over a 15-year period



EMERGENCY SERVICES -- OLD JAIL DEMOLITION AND RELOCATION OF BUILDING SYSTEMS (p. 37)

- \$432K in FY 2021, funded from Capital Reserve
- Electrical, mechanical and plumbing systems are shared with the former jail
- Water infiltration and mold are an issue
- Project will also require temporary relocation of Emergency Management, DMV and NC HP offices for three months
- Design complete; bid to be awarded in FY 2021, with three month-construction schedule

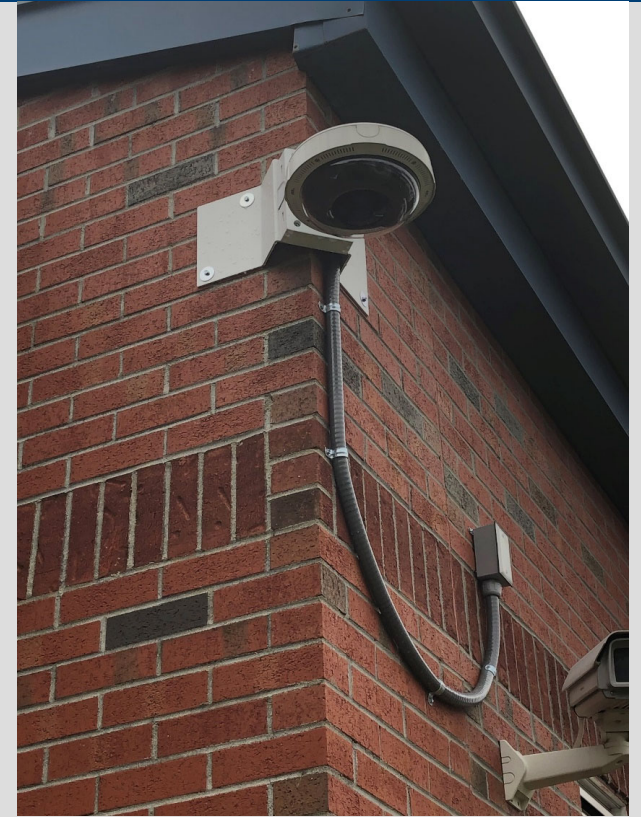


EMERGENCY SERVICES -- OLD JAIL DEMOLITION AND RELOCATION OF BUILDING SYSTEMS (p. 37)



HARNETT COUNTY SCHOOLS -- CAMERA UPGRADES (p. 42)

- Upgrade security cameras to digital technology at seven schools
- \$318K in FY 2022
- CIP recommended funding from lottery proceeds, but those may not be available; timeframe and funding may have to be adjusted
- Existing cameras are obsolete, and replacements are not available
- Security cameras have been upgraded at 19 schools
- Board of Education Tier 1 Project



HARNETT COUNTY SCHOOLS -- ELECTRONIC DOOR LOCKS (p. 43)

- Replaces locks on 58 doors at 17 schools
- \$394K in FY 2022
- CIP recommended funding from lottery proceeds, but those may not be available; timeframe and funding may have to be adjusted
- New locks will be electronic and can be controlled remotely
- Electronic door locks enhance security during emergency situations
- Board of Education Tier 1 Project



HARNETT COUNTY SCHOOLS -- JOHNSONVILLE ELEMENTARY SCHOOL PHASE 1 EXPANSION & RENOVATION (p. 46)

- Demolish and replace the cafeteria with a 9,500 sf building
- Demolish the old CTE classroom building and renovate 9,000 sf gym
- \$5.1M, funded leftover Benhaven GO bond proceeds
- Construction is expected to begin during upcoming summer break
- Phase 2 is a future project and includes construction of 27,500 sf classroom building to replace demolished building



Rendering of Proposed Cafeteria

HARNETT COUNTY SCHOOLS -- MAINTENANCE FUND (p. 47)

- CIP recommends \$1.4M annual contribution beginning in FY 2022 for replacement of HVAC systems and roofs
- Would have provided a reliable source of funding for maintenance projects that matched needs projected by school maintenance staff
- Elimination of lottery proceeds will cause a \$1M+ shortfall, so amount needs to be adjusted to \$400K per year

HARNETT REGIONAL JETPORT (HRJ) -- MASTER PLAN UPDATE (p. 59)

- Last plan update was 2005
- Plan will include an up-to-date Airport Layout Plan (ALP)
- ALP is required to receive Airport Improvement Program grant funds
- \$414,357, funded from grants and 10% local match from Airport Capital Reserve
- Work will be phased over three years, beginning in FY 2021
- Approval of work authorization is on the BOC agenda for January 19

INFORMATION TECHNOLOGY -- FIBER EXTENSION (p. 60)

- Construct a one-mile fiber connection across the Cape Fear River from 310 W. Duncan Street to 250 Alexander Drive
- Provides a redundant loop for the county's core data network and phone system
- \$231K in FY 2028, funded from capital reserve



PARKS & RECREATION -- BENHAVEN COMMUNITY PARK REDEVELOPMENT (p. 61)

- Rehabilitate existing ball fields and playground and construct a picnic shelter at former Benhaven School (related to overall project to repurpose former school)
- Project will address recreation needs and safety concerns
- \$139K in FY 2021, funded from Parks Capital Reserve

PARKS & RECREATION -- PATRIOTS PARK DEVELOPMENT PHASE 2 (p. 71)

- Construct a picnic shelter and playground, which were requested by the community
- \$96K, funded from Parks Capital Reserve
- Expected completion in February 2021

PARKS & RECREATION – SHAWTOWN COMMUNITY PARK DEVELOPMENT (p. 72)

- Develop next set of planned improvements at former Shawtown School, including walking trail, fitness stations, playground, picnic shelter and community garden
- Partner with Cooperative Extension to develop the community garden
- Renovation of north classroom completed in 2019 for community meeting space, Boys & Girls Club, ReEntry Family Services, Sheriff PAL program, and Work Readiness Training Center; work also included outdoor basketball court and parking lot
- \$130K in FY 2021, funded from Parks Capital Reserve
- No other funding source identified to move ahead with full development
- Incremental development will occur using funds from Park Capital Reserve

SOLID WASTE --NORTHWEST CONVENIENCE CENTER RELOCATION (p. 80)

- Relocate the Northwest Convenience Center to 1971 Oakridge River Road, Fuquay-Varina, same property as new tower
- Provide a larger and safer site to serve the growing population in the area
- \$494,254 in FY 2022, funded from Solid Waste Capital Reserve

FUTURE PROJECTS

Projects are designated as future for any of the following reasons:

- No reliable cost estimate has been obtained
- The scope is not well defined or could be further refined
- Funds have not been identified to cover the cost and these projects are not funded in the recommended CIP

ANIMAL SERVICES -- ANIMAL SHELTER REPLACEMENT (p. 82)

- Existing facility was built more than 25 years ago and is operating at maximum capacity
- Current facility has inadequate space and layout for the treatment and testing of animals, food preparation, laundry and dishes, and adoption visitation
- Current site is owned by HRW who will need the land to expand the NW Wastewater Treatment Plant in 5 to 6 years
- A feasibility study is needed to determine the new location, building needs, and cost

CENTRAL CAROLINA COMMUNITY COLLEGE (CCCC) -- DRAINAGE SYSTEM REPAIR (p. 82)

- Current drainage system is more than 40 years old
- College maintenance staff have determined the storm water management system is failing, and the drainage lines are undersized and need to be replaced
- County engineer reviewed the problem and local contractor provided an estimate without a detailed scope
- A feasibility study that would include future expansion of the campus and a reliable cost estimate is recommended

COURTHOUSE SHELL-SPACE UPFIT (p. 83)

- When courthouse constructed, 12,150 sf of “shell space” was built on 3rd floor for future courtroom
- Needs of all court offices have not yet been identified and prioritized
- When county is ready to move forward with build-out of space, a feasibility study should be done to determine needs and estimated cost
- A feasibility study is planned in FY 2021

FLEET MAINTENANCE FACILITY IMPROVEMENT OR REPLACEMENT (p. 83)

- Existing garage is too small and doesn't meet service demands
- Options for addressing include:
 - Expanding the facility by constructing additional bays
 - Replace aging equipment only
 - Replacing the existing facility with a new garage, possibly in partnership with Harnett County Schools, which also has garage needs



HARNETT COUNTY SCHOOLS – BUIES CREEK ELEMENTARY SCHOOL REPLACEMENT (p. 84)

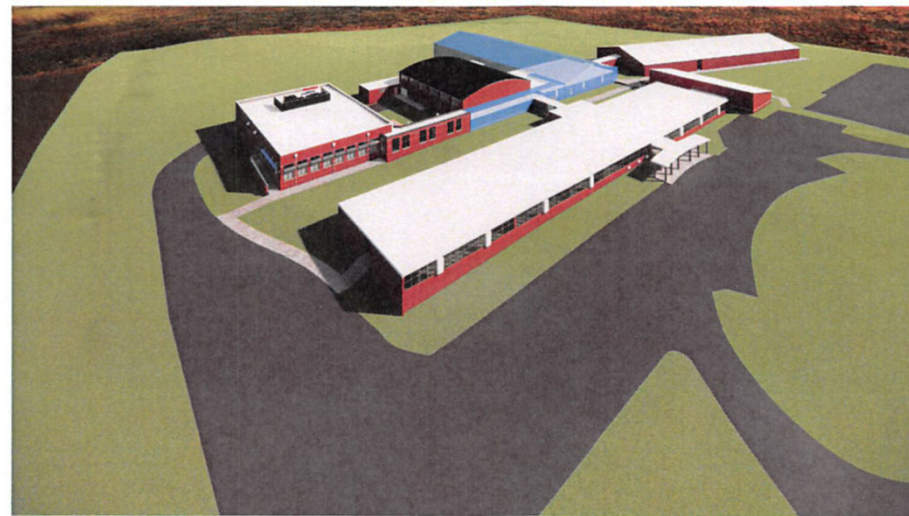
- The main part of the 36,750 sf facility was built in 1948
- The school has 242 students, above its rated capacity of 233
- Student population is projected to exceed the rated capacity over the next seven years
- Existing site is 5.9 acres and is landlocked
- Classified as Tier 3 project by Board of Education
- No cost estimate has been obtained
- Harnett County would need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned

HARNETT COUNTY SCHOOLS – HIGHLAND ELEMENTARY SCHOOL EXPANSION (p. 84)

- The current school is 96,212 sf and is severely overcrowded
- Rated capacity is 670 students, and the student population is 1,107 with additional growth expected
- Expansion will include 40,000 square feet of classroom space and 2,000 square feet of cafeteria space
- Classified as Tier 1 project by Board of Education
- Cost estimated at \$16.6M
- Harnett County would need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned

HARNETT COUNTY SCHOOLS – JOHNSONVILLE ELEMENTARY SCHOOL PHASE 2 EXPANSION & RENOVATION (p. 85)

- Phase 2 will construct a 27,500 sf building addition to replace the CTÉ classroom space that was demolished in Phase 1
- Classified as Tier 1 project by Board of Education
- Cost estimated at \$10M
- Harnett County will need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned



Axon view of including Phase 2

HARNETT COUNTY SCHOOLS – LAFAYETTE ELEMENTARY SCHOOL RENOVATION (p. 85)

- The 74,152 sf school was originally built in 1948 and was added onto in 1957
- After a portion of students move to NW Harnett Elementary School, the Board of Education would like to renovate the school, possibly for additional uses
- Exact nature of the renovations has not been determined
- Classified as Tier 2 project by Board of Education
- No cost estimate has been obtained

HARNETT COUNTY SCHOOLS – MAINTENANCE PROJECTS (p. 85)

- When cost estimates have been obtained, consider funding:
 - Overhills High tennis court resurfacing
 - South Harnett windows replacement

HARNETT COUNTY SCHOOLS – NEW SOUTH HARNETT LILLINGTON MIDDLE SCHOOL (p. 86)

- Construct a new 174,000 sf school to accommodate 1,200 students
- Alleviate existing and projected overcrowding at Harnett Central and Overhills middle schools
- Classified as Tier 1 project by Board of Education
- Preliminary cost estimated at \$55M based on similar schools in the region
- A detailed cost estimate is needed for funding to be considered
- Harnett County will need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned

HARNETT COUNTY SCHOOLS – NEW SOUTH HARNETT LILLINGTON/HIGHLAND HIGH SCHOOL (p. 86)

- Construct a new 305,250-square-foot high school to accommodate 1,850 students
- Alleviate existing and projected overcrowding at Overhills and Harnett Central high schools
- Classified as Tier 1 project by Board of Education
- Preliminary cost estimated at \$95M based on similar schools in the region
- A detailed cost study is needed for funding to be considered
- Harnett County will need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned

HARNETT COUNTY SCHOOLS – OVERHILLS ELEMENTARY SCHOOL EXPANSION (p. 86)

- Overhills Elementary, which is currently 103,473 square feet, is overcrowded
- Rated capacity is 720 students, and the student population is 876 and is projected to grow
- Expansion would include 19,500 square feet of classroom space and will replace mobile units
- Classified as Tier 1 project by Board of Education
- Cost estimated at \$6.8M
- Harnett County will need to issue debt to fund this project
- County and school system need to discuss future bond issuances and how they would be funded; future joint meeting planned

HARNETT COUNTY SCHOOLS – STAR ACADEMY FACILITY IMPROVEMENTS (p. 87)

- Located next door to Board of Education Administration building
- The original building was constructed in 1925 and has numerous problems
- The Board of Education would also like to use the gym to host large meetings
- Project would address replacing windows and air conditioning the gym
- Classified as Tier 1 project by Board of Education
- No cost estimate has been obtained



HARNETT COUNTY SCHOOLS – TRANSPORTATION MAINTENANCE FACILITY REPLACEMENT (p. 87)

- Existing facility is too small to service district busses and other vehicles
- Facility has six bus bays and 12 are needed
- Replacement of the existing facility is requested
- Existing site will not accommodate expanded facility
- Detailed cost estimate and funding source needed



HARNETT COUNTY SHERIFF --DETENTION CENTER HOUSING UNIT ADDITION (p. 87)

- Last year, Sheriff has proposed constructing an 8,750 sf, 55-bed addition
- The county currently houses outside inmates and receives between \$250,000 and \$1M annually in revenue
- By 2030, it is projected that county inmates will consume all available beds and no revenue will be generated
- A study last year showed that this project would cost the county between \$2M and \$7.1M in debt service and operating costs (after revenue deducted) over the next 10 years
- Project would also consume debt service needed for schools
- Recommendation is to monitor local inmates and construct an addition when needed to house local inmates; study showed building for outside inmates is not cost effective

HARNETT COUNTY SHERIFF – EVIDENCE STORAGE & CRIME SCENE PROCESSING BAY (p. 88)

- Sheriff proposed constructing an 1,800 sf building to relocate the crime scene processing bay
- The move creates additional space to expand evidence storage space
- A reliable cost estimate for site work will need to be obtained

HARNETT COUNTY SHERIFF – GENERATOR PURCHASE AND INSTALLATION (p. 89)

- The existing 400 KW generator only fully runs the 911 center; it operates life and safety equipment for the Sheriff's Office and Detention center, but does not run the HVAC system
- 1,000 KW generator proposed by Sheriff's Office would replace existing generator; a cost estimate was not available before recommended CIP done
- Obtaining a proposal for adding a second generator and retaining existing generator is recommended; more cost effective and provides redundancy
- 911 funding may also be an option and should be explored

HARNETT REGIONAL JETPORT (HRJ) – NEW TERMINAL CONSTRUCTION (p. 90)

- Construct a 6,969-square-foot terminal to replace 2,200-square-foot terminal and serve as “Gateway to Harnett”
- Last cost estimate was October 2019
- Costs increased over previous estimate (+824,851)
- DOT/DOA has prioritized airfield lighting rehabilitation (+148,611)
- DOT/DOA lowered amount it was willing to commit (+293,971)
- Seeking additional state funding for this project is recommended
- State has released funds for utility design



HVAC CONTROL UPGRADES AND STANDARDIZATION IN MULTIPLE LOCATIONS (p. 90)

- Existing controls vary by type and use outdated software
- Standardizing controls would allow for better centralized management, a more secure software platform and more efficient system operation
- Admin Building chiller replacement and construction of Harnett Resource Center and library include a control system that can be evaluated as a standard for county buildings on the main Lillington campus

PARKS & RECREATION --ANDERSON CREEK PARK DEVELOPMENT (FUTURE PHASES) (p. 91)

- Develop remaining 800 acres as large, regional passive park; features may include equestrian, walking and mountain bike trails; additional parking and playground; picnic shelter
- County has developed 200 acres already
- No funding source identified to move ahead with full development
- Incremental development will occur using funds from Park Capital Reserve



PARKS & RECREATION -- BOONE TRAIL PARK DEVELOPMENT (p. 92)

- Develop park on 13.5-acre site of former school
- Initial concept plan with community input included renovated entrance, memorial walkway, amphitheater, basketball court, picnic shelter and walking trail
- Community Center and Library already developed
- Community has expressed interest in fundraising
- No other funding source identified to move ahead with full development
- Incremental development will occur using funds from Park Capital Reserve

PARKS & RECREATION – CAPE FEAR SHINER PARK DEVELOPMENT PHASE 2 (p. 92)

- Phase 2 will include a playground, picnic shelter, and restroom facility.
- Design and a reliable cost estimate is needed for the sewer/septic system and restroom facility
- Incremental development will occur using funds from Park Capital Reserve



PARKS & RECREATION -- NEILLS CREEK PARK RESTROOM, CONCESSION & MAINTENANCE BUILDING (p. 93)

- Construct a new restroom, concession, and maintenance storage building
- Athletic fields built in 2018; tennis courts relocated in 2019
- Park use has increased, creating need for restroom facilities
- Design and a reliable cost estimate is needed for the sewer system and restroom facility
- Incremental development would occur using funds from Park Capital Reserve and
- \$235K is also available from general obligation bonds (saved from lighting project)

PARKS & RECREATION -- NEILLS CREEK PARK ROADWAY CONSTRUCTION (p. 93)

- A new driveway would allow access to the park without going through the campus of Harnett Central High School, allowing the park to be used during school hours
- DOT would require construction of two turning lanes
- A feasibility study, cost estimate, and funding source are needed



PARKS & RECREATION -- NORTHWEST HARNETT PARK DEVELOPMENT (p. 94)

- Develop park to be co-located with new northwest convenience center and tower site
- Desire for park noted during public input for conditional use permit
- Park would feature two ball fields, picnic shelter, playground, walking trail, and fitness stations
- No funding source identified to move ahead with full development
- Incremental development will occur using funds from Park Capital Reserve

PUBLIC LIBRARY -- MOBILE OUTREACH VEHICLE (p. 94)

- A mobile library could provide library services to currently underserved areas
- The 2018-2023 Library Master Plan determined:
 - The county is still largely rural with 81% of residents living outside an incorporated town; the unincorporated area is growing faster than the rest of the county
 - Currently, 18% of residents live below the poverty line
 - It is reasonable to assume that accessing library services is challenging for a segment of the county's population; we know that accessing the Internet is a problem in many areas of the county
- The Library Director proposes putting together a team to do extensive research on the vehicle's features before moving ahead with purchase

PUBLIC LIBRARY -- WESTERN HARNETT SERVICE EXPANSION (p. 95)

- The county is still largely rural with 81% of residents living outside an incorporated town; the unincorporated area is growing faster than the rest of the county
- The 2018-2023 Library Master Plan found that approximately 48,000 residents lack adequate library services
- Options for addressing this need include renovating an existing building or constructing a new building
- A scope and reliable cost estimate, as well as projections for staff and other operating costs, are needed before moving ahead with the project

QUESTIONS, DISCUSSION, & NEXT STEPS

Next steps:

- What additional information is needed before approval?
- Board prioritization

CIP Prioritization

If enough time at the end of the presentation, the board will be asked to prioritize all projects, using the following scale:

- **Imperative (must do):** correct danger to public health & safety, meet legal obligation, alleviate immediate service/facility deficiency, prevent irreparable damage (Rank #1)
- **Essential (should do):** rehabilitate/replace obsolete facility, stimulate economic growth, reduce future operating costs, leverage grants (Rank #2)
- **Important (could do):** provides new or expanded service, promotes intergovernmental cooperation, reduces energy use, enhances cultural or natural resources (Rank #3)
- **Don't do** (Rank #4)



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Harnett
C O U N T Y
NORTH CAROLINA

FISCAL POLICY

The "Roadmap" to Our County's Future

History

- Originally Adopted: May 7, 2012
- Approved Amendments as of November 7, 2016
- Approved Amendments as of February 17, 2020
- Proposed amendments are in red

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.**

Purpose

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.

Six Key Policy Areas

1. Capital Improvement Plan (CIP)
2. Debt
3. Fund Balance or Reserves
4. Budget Development
5. Education
6. Cash Management/Investment

Capital Improvement Plan (CIP)

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.

Capital Improvement Plan (CIP)

6. The County will develop a **CIP of at least seven years and review and update the plan annually**. The Hamett 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.

Capital Improvement Plan (CIP)

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

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.

Debt

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.**

Debt

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.

Reserves 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.

Reserves Policies

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

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.**

Budget Development

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.**

Budget Development

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.**

Budget Development

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.

Budget Development

- Proposed Addition: 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.

Budget Development

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 without prior approval.** ~~Transfers to and from personnel and capital outlay~~ 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.

Budget Development

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:

Budget Development

- 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.

Budget Development

- 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.

Budget Development

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. ~~The source of An amount equivalent to 65% of the prior year's funding will be a portion of the lottery proceeds and~~ 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

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.

Cash Management/Investment

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.

Cash Management/Investment

9. 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 Ratios

Ratio	Target
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%



Harnett
C O U N T Y
NORTH CAROLINA

Questions?

**Chart 1: Historical Population Growth
in Unincorporated Area and Municipalities**

Source: NC Demographer

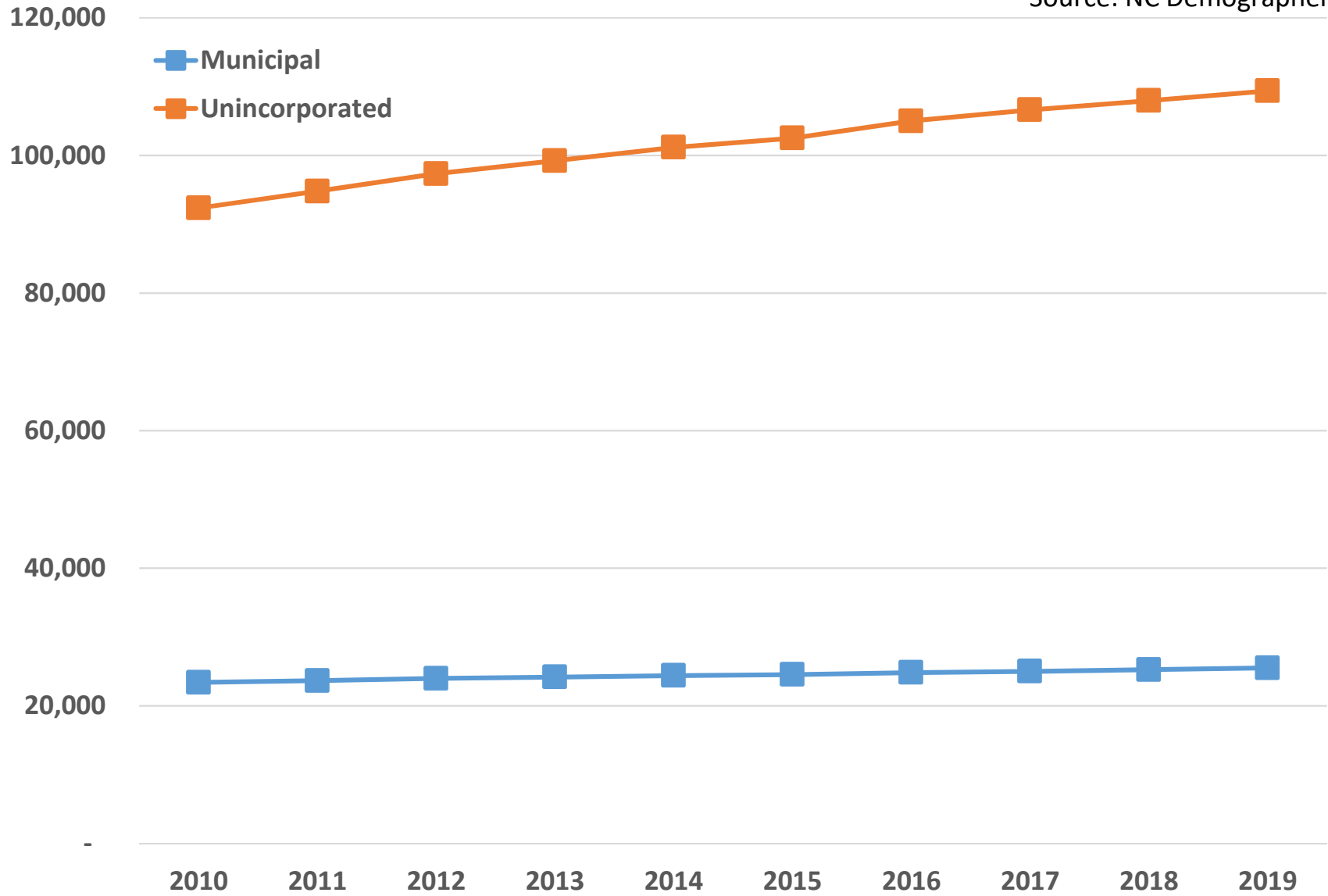


Chart 2: Estimated 2017 Population by Township

Source: American Communities Survey

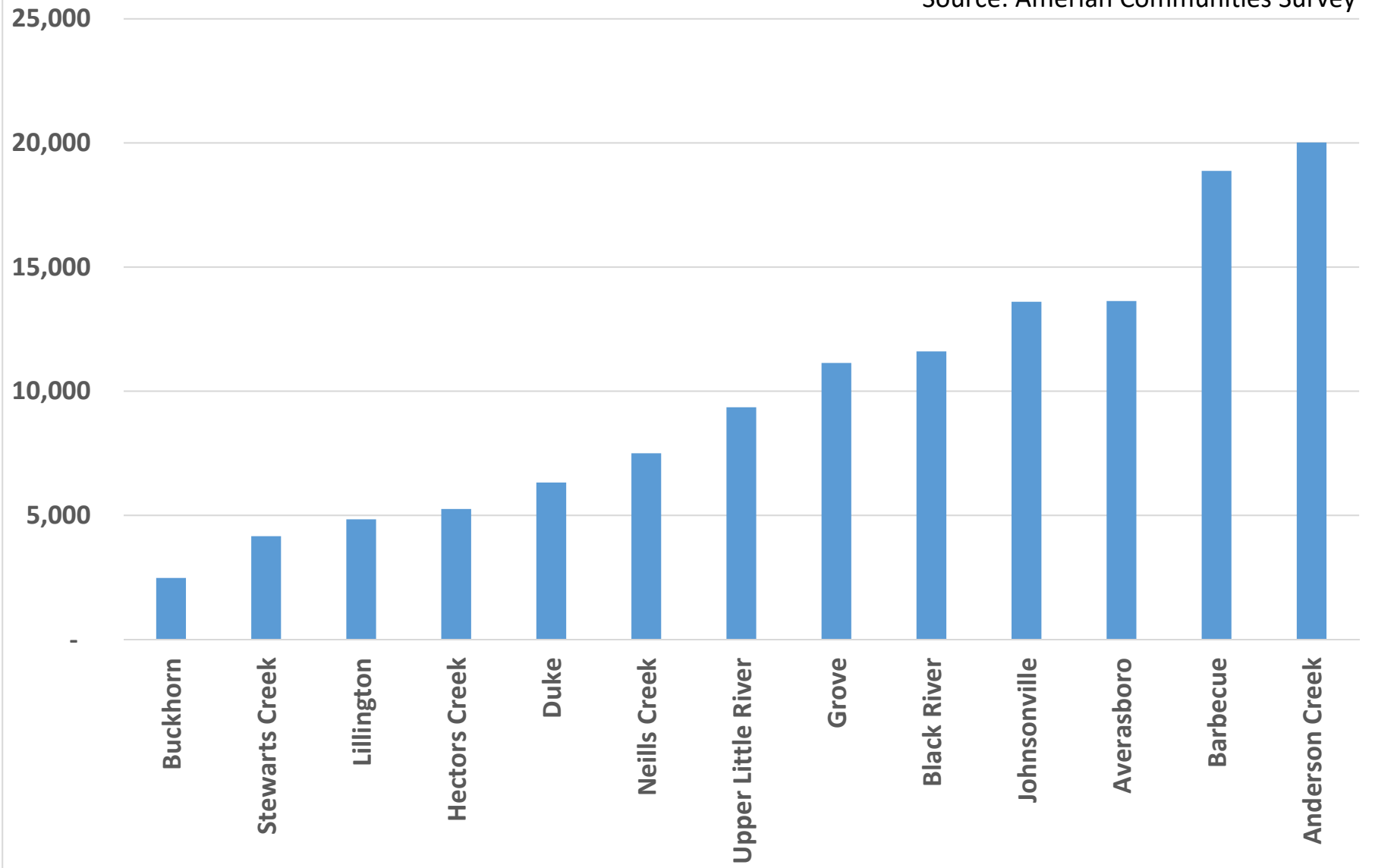


Chart 3: Historic and Projected Population Growth by Age

Source: NC Demographer

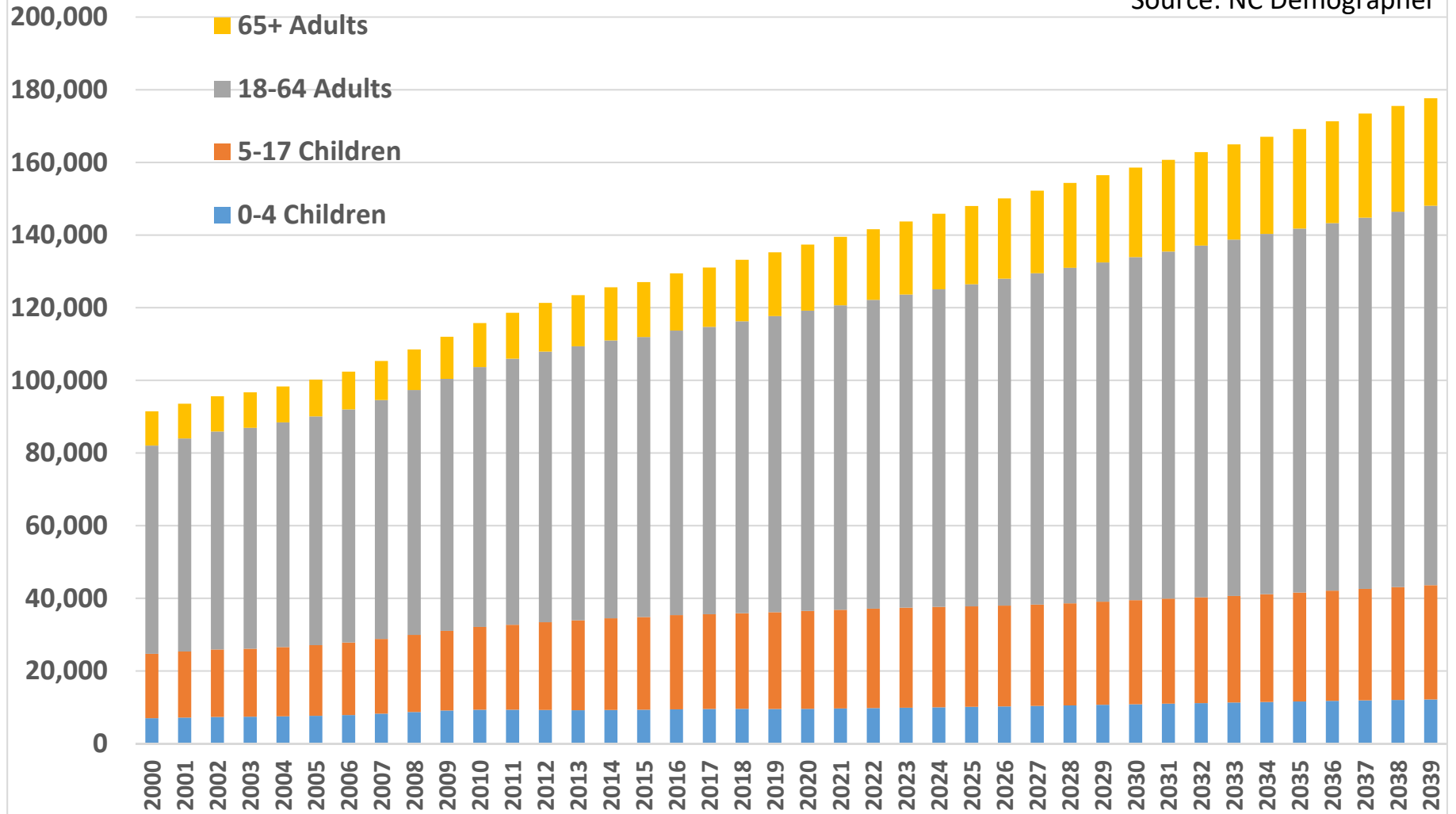


Chart 4: Annual Number of Foreclosures in HarnettCounty

NC Administrative Office of the Courts

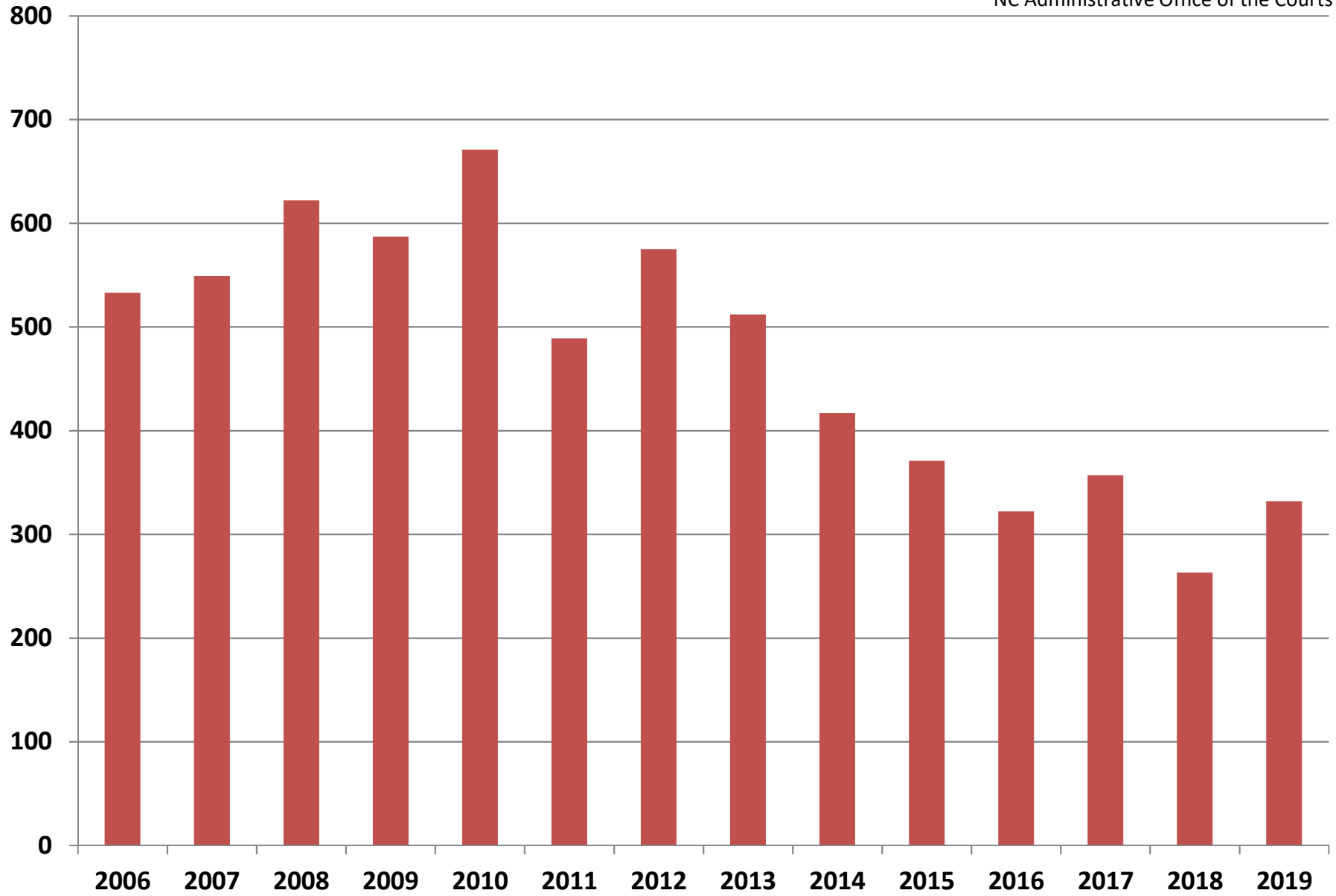


Chart 5: Harnett County Unemployment Rate

Source: NC Employment Security Commission

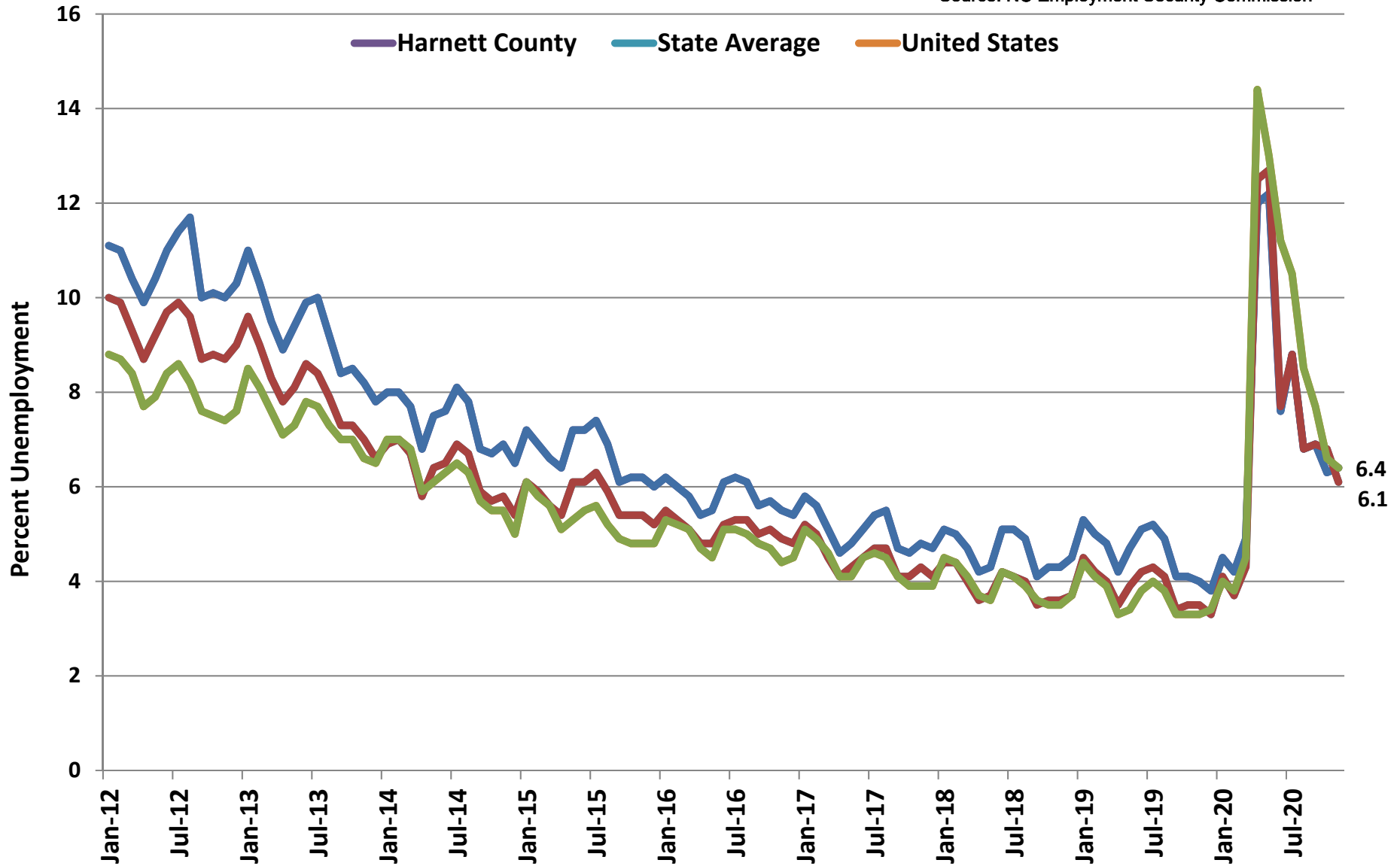


Chart 6: Article 39 Collections for First Five Months

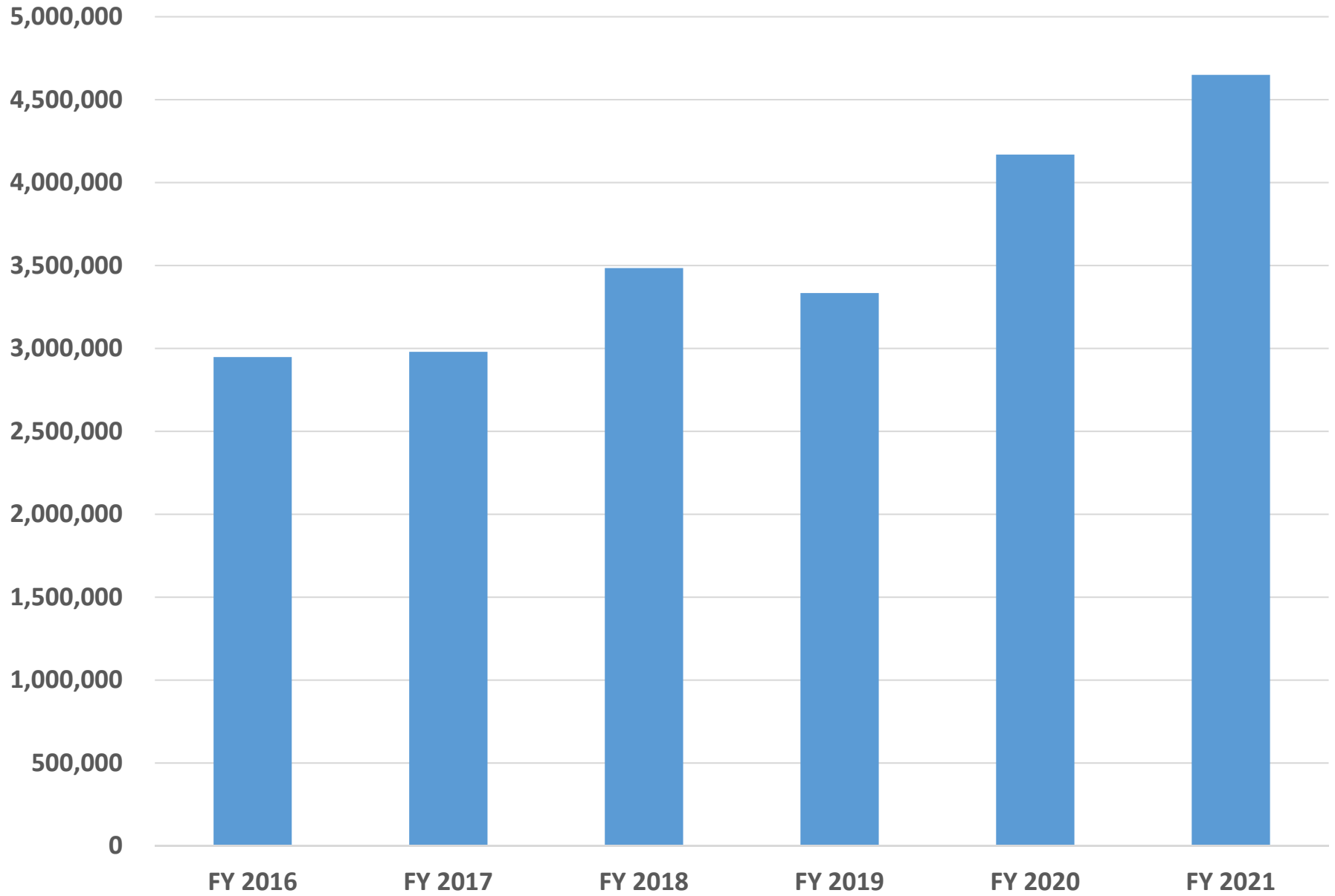


Chart 7: Register of Deeds Excise Tax by Quarter

Source: NC DOR Conveyance Tax Returns

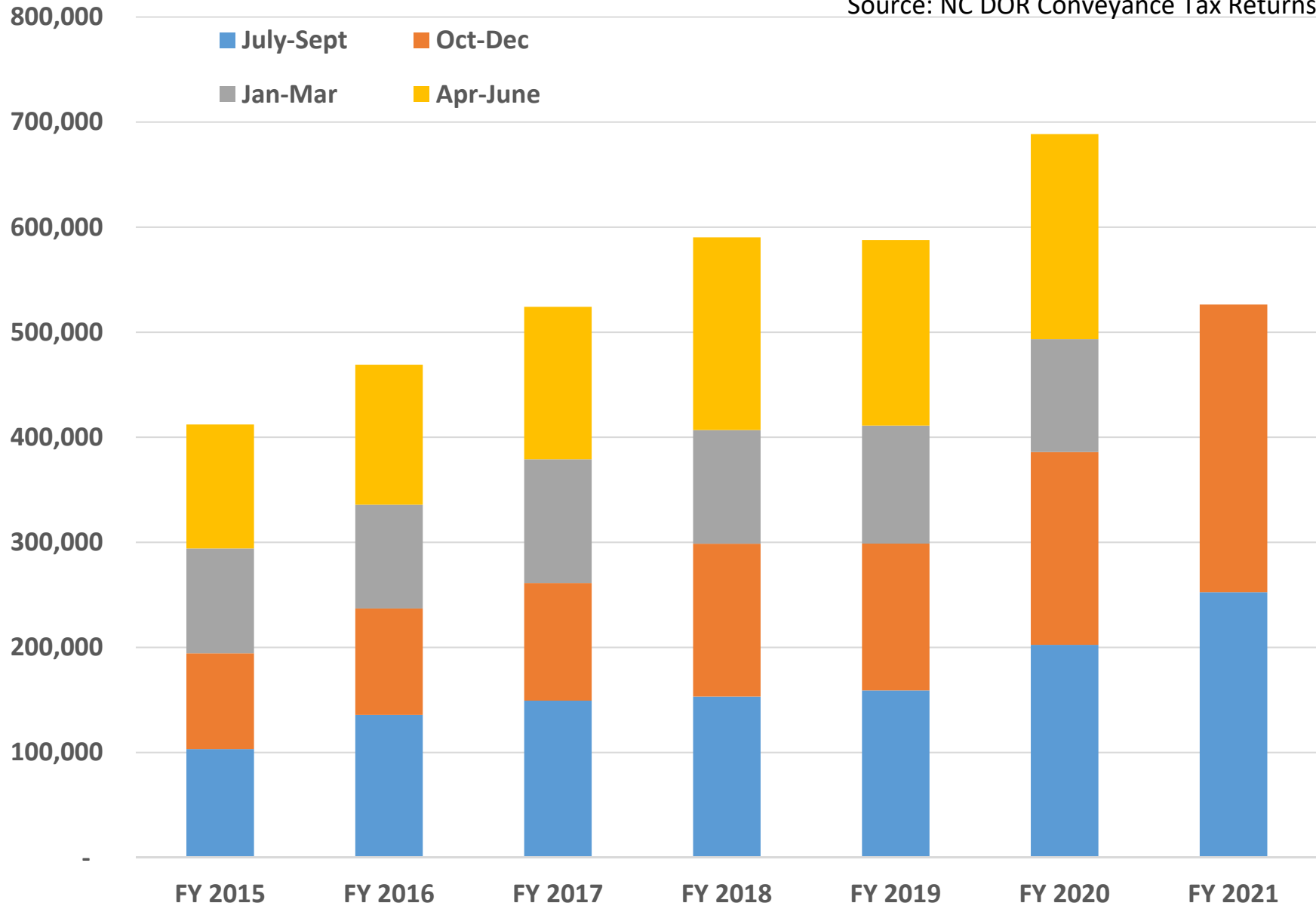


Chart 8: Building Inspections Revenue by Quarter

Source: Development Services/Accounting Software

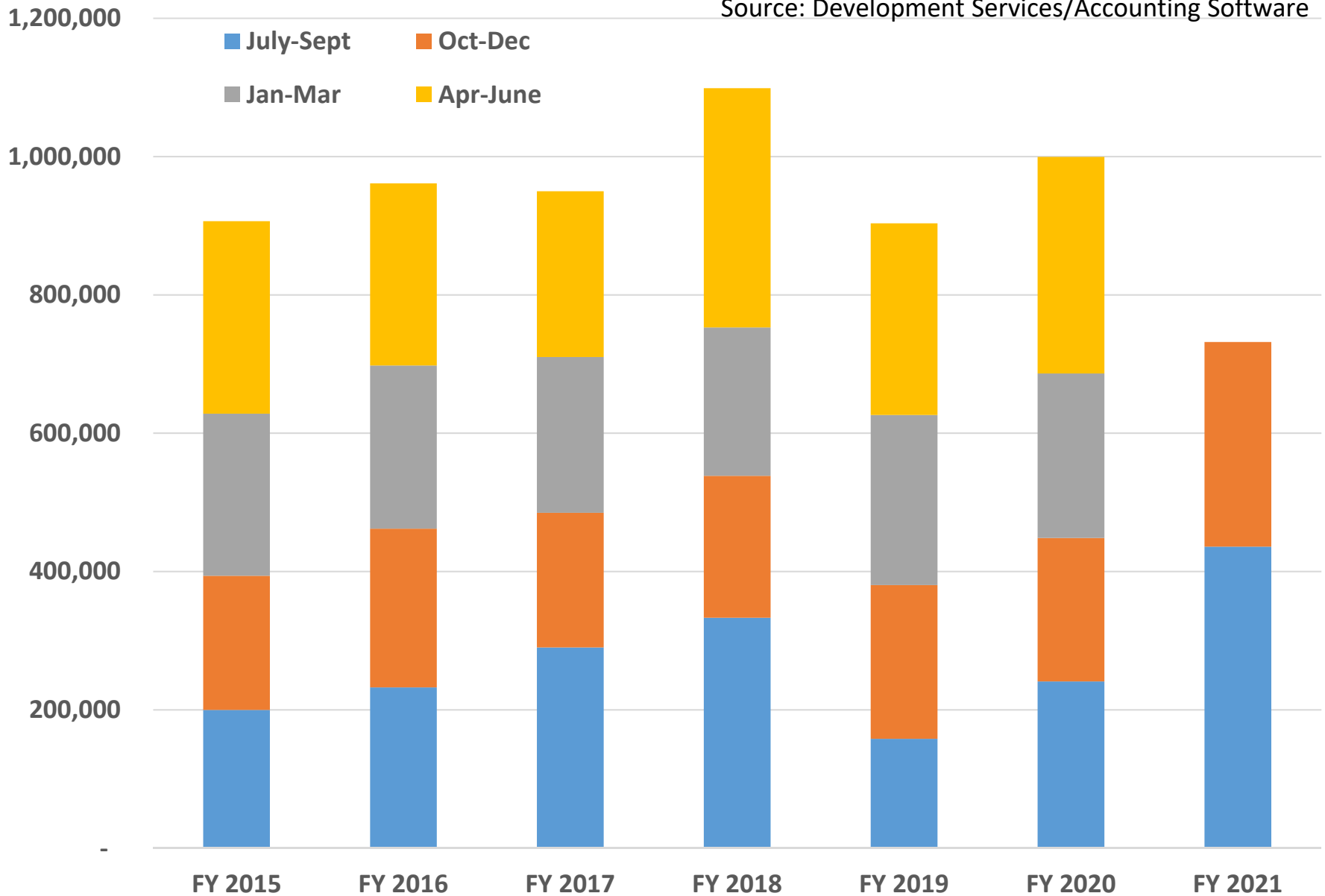


Chart 9: General Fund Types Unassigned Fund Balance as Percent of Budgeted Expenditures

Harnett County CAFRs

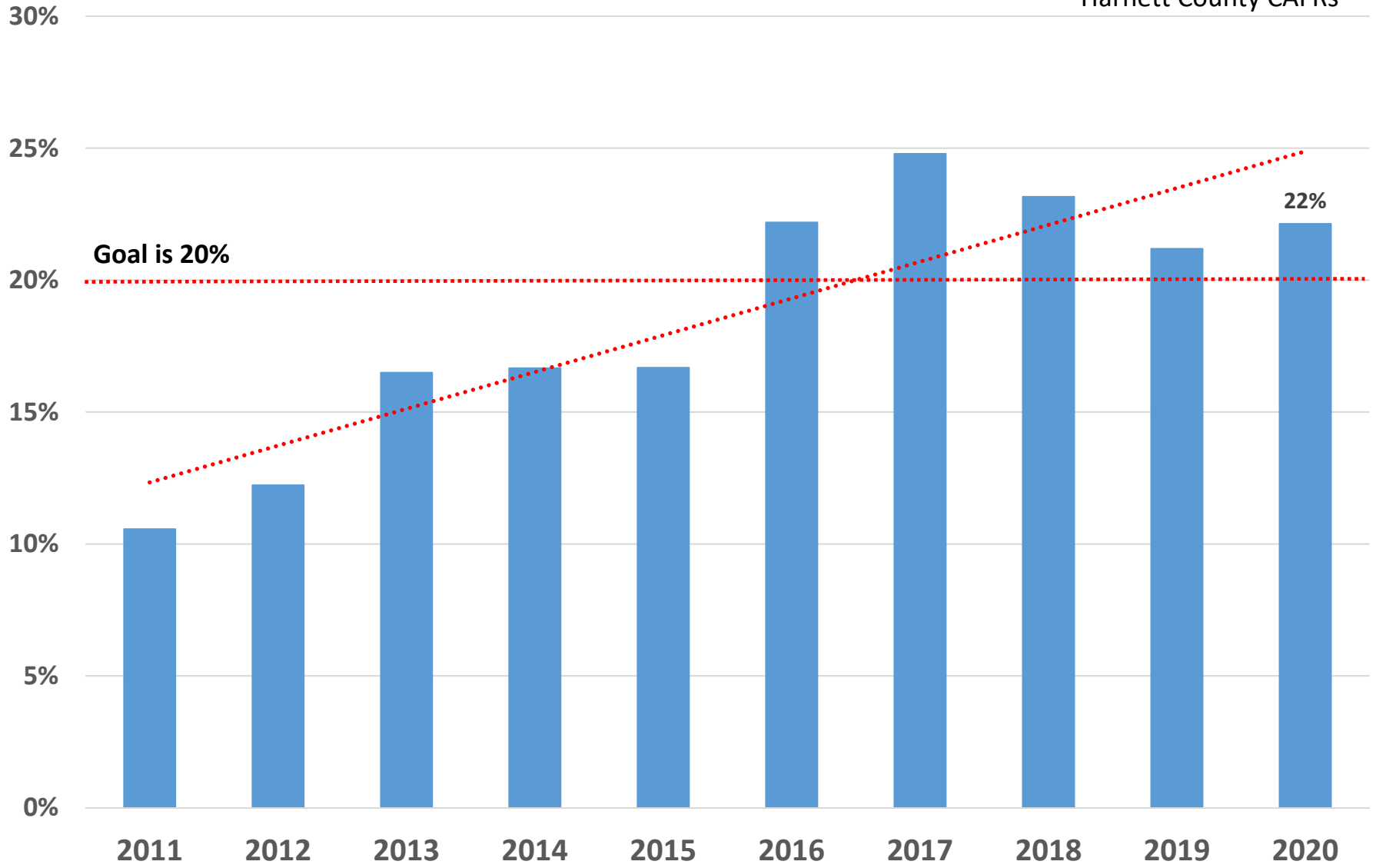


Chart 9A: Available Fund Balance as Percent of Budgeted Expenditures Compared to Population Group

■ Harnett County ■ Population Group Average

NC Treasurer/Harnett Finance Officer

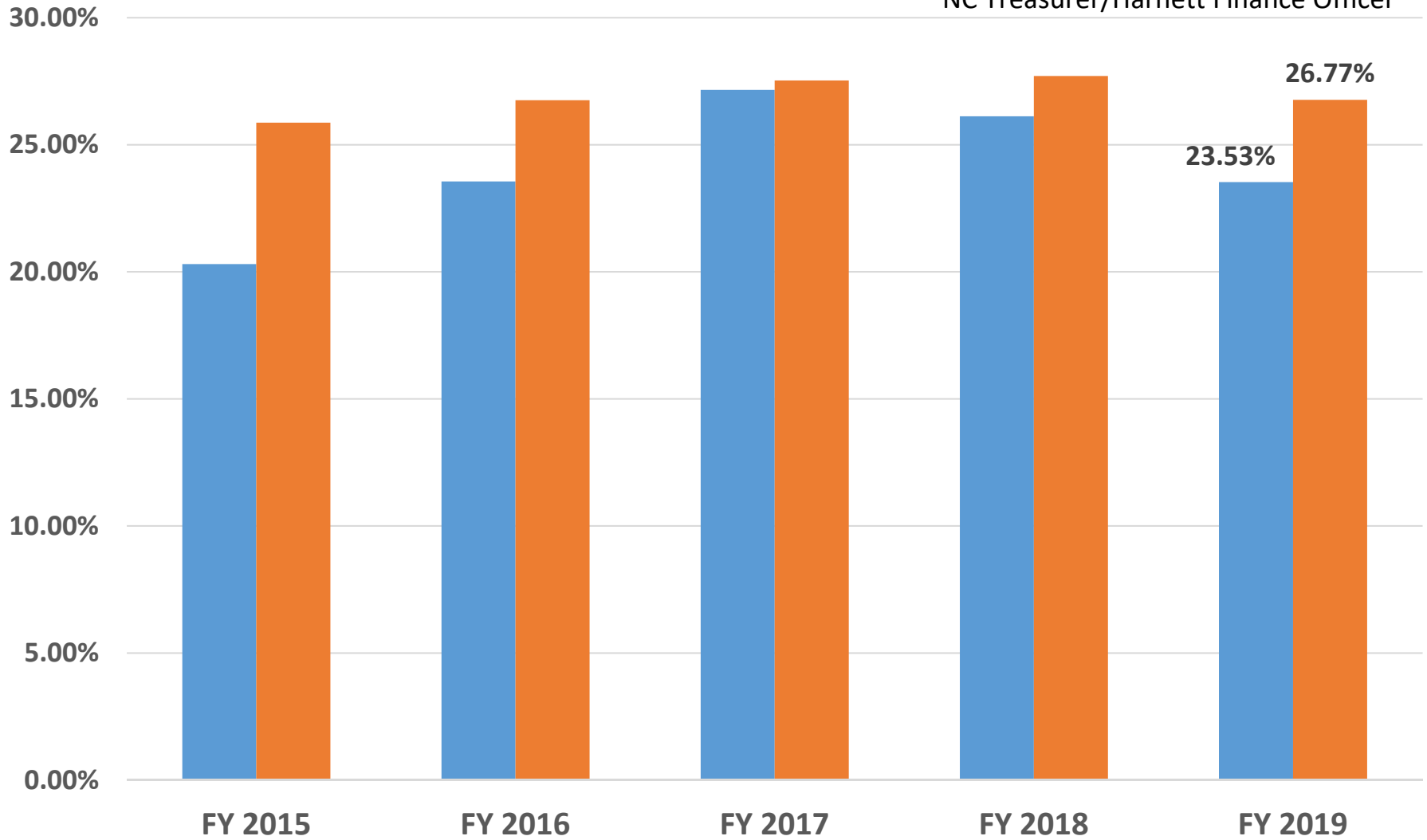


Chart 10: Revenues Per Capita in Constant Dollars

Source: Harnett County CAFRs

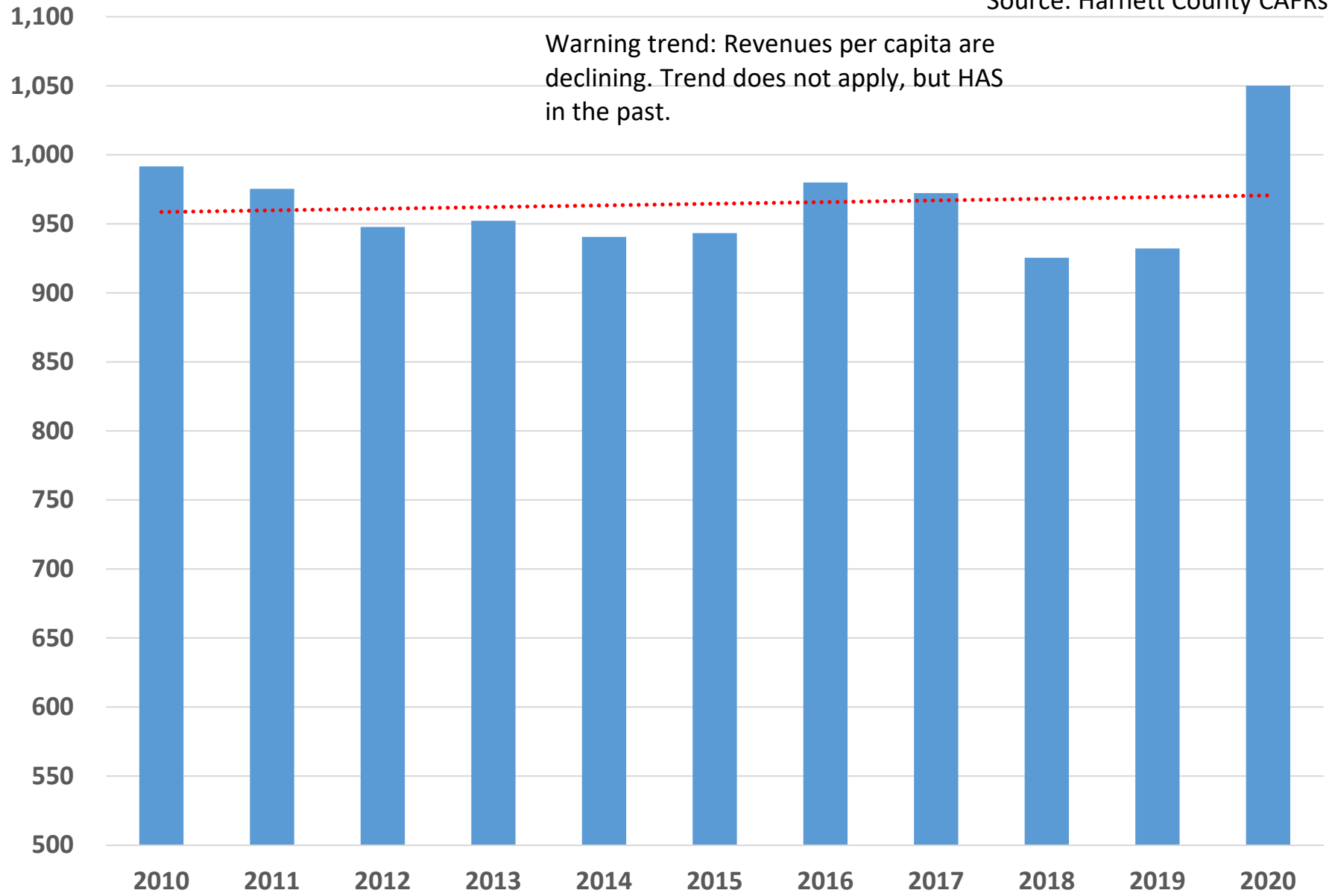


Chart 11: Expenditures Per Capita in Constant Dollars

Source: Harnett County CAFRs

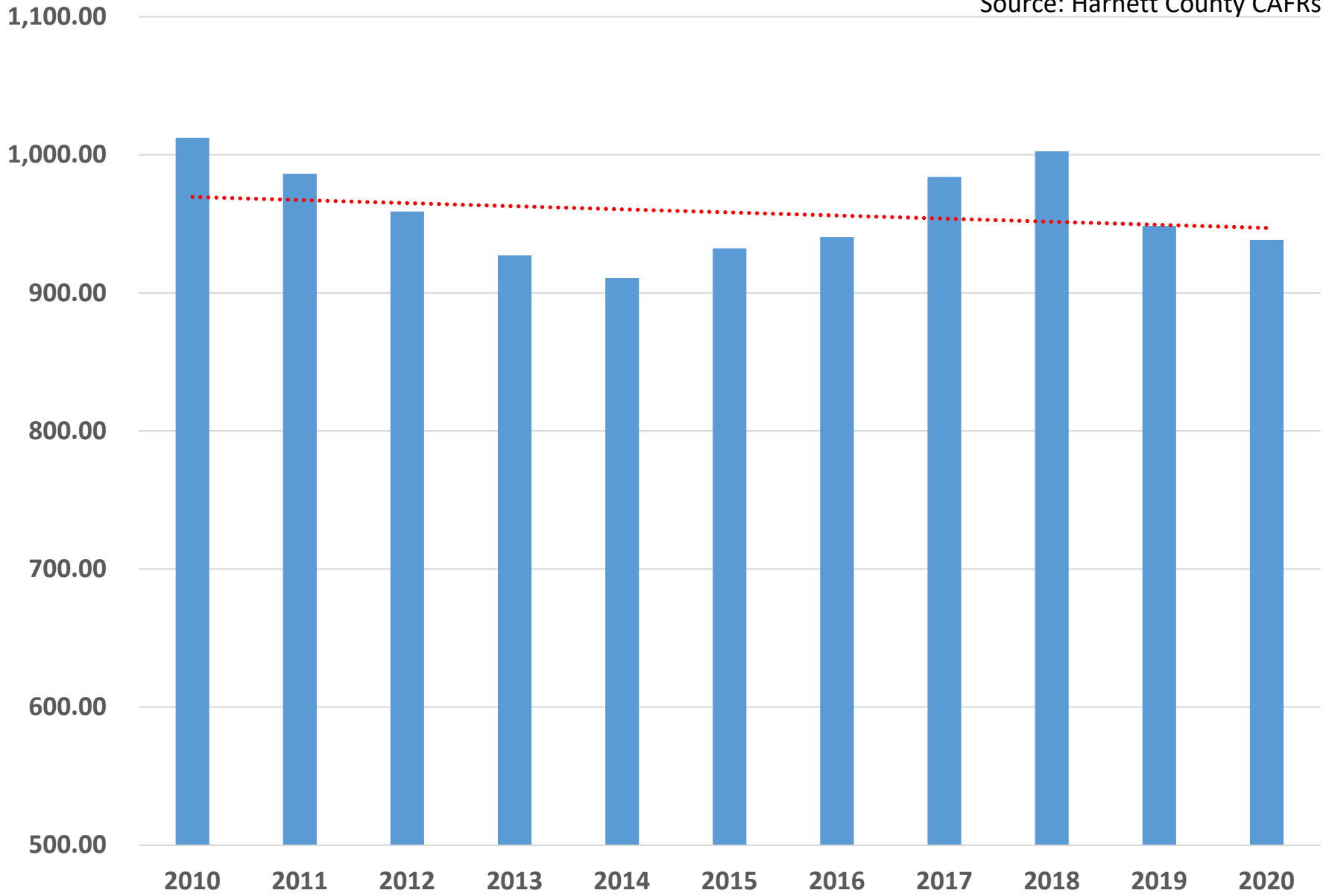


Chart 12: Debt Service as a Percentage of General Fund Expenditures

Source: Harnett County CAFRs

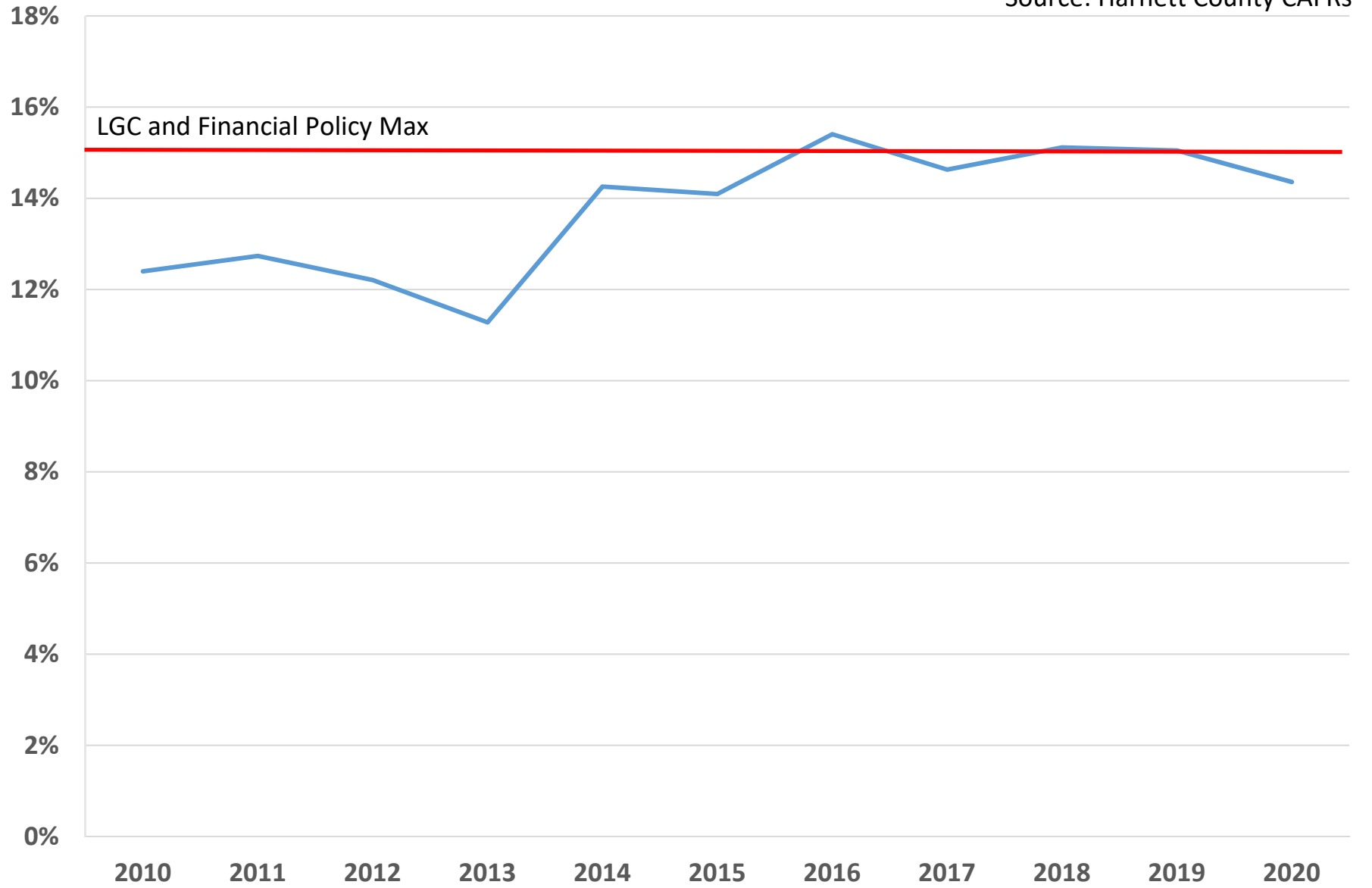


Chart 13: Sales Tax Per Capita in Constant Dollars

Source: Harnett County CAFRs

Warning trend: Revenues per capita are declining. Trend does not apply.

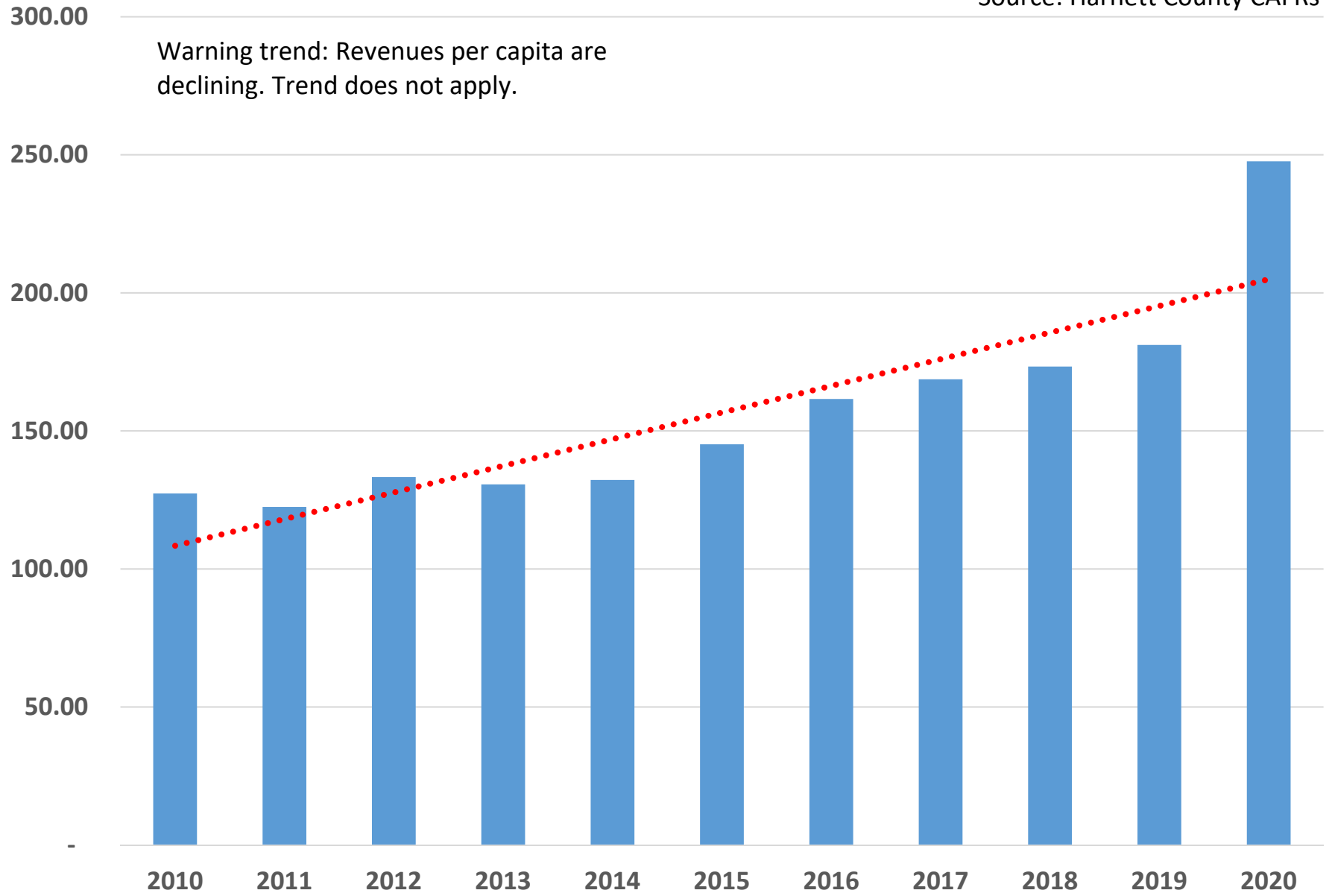


Chart 14: Restricted Intergovernmental Revenue Per Capita in Constant Dollars

Source: Harnett County CAFRs

Warning trend: Revenues per capita are declining. Trend DOES APPLY.

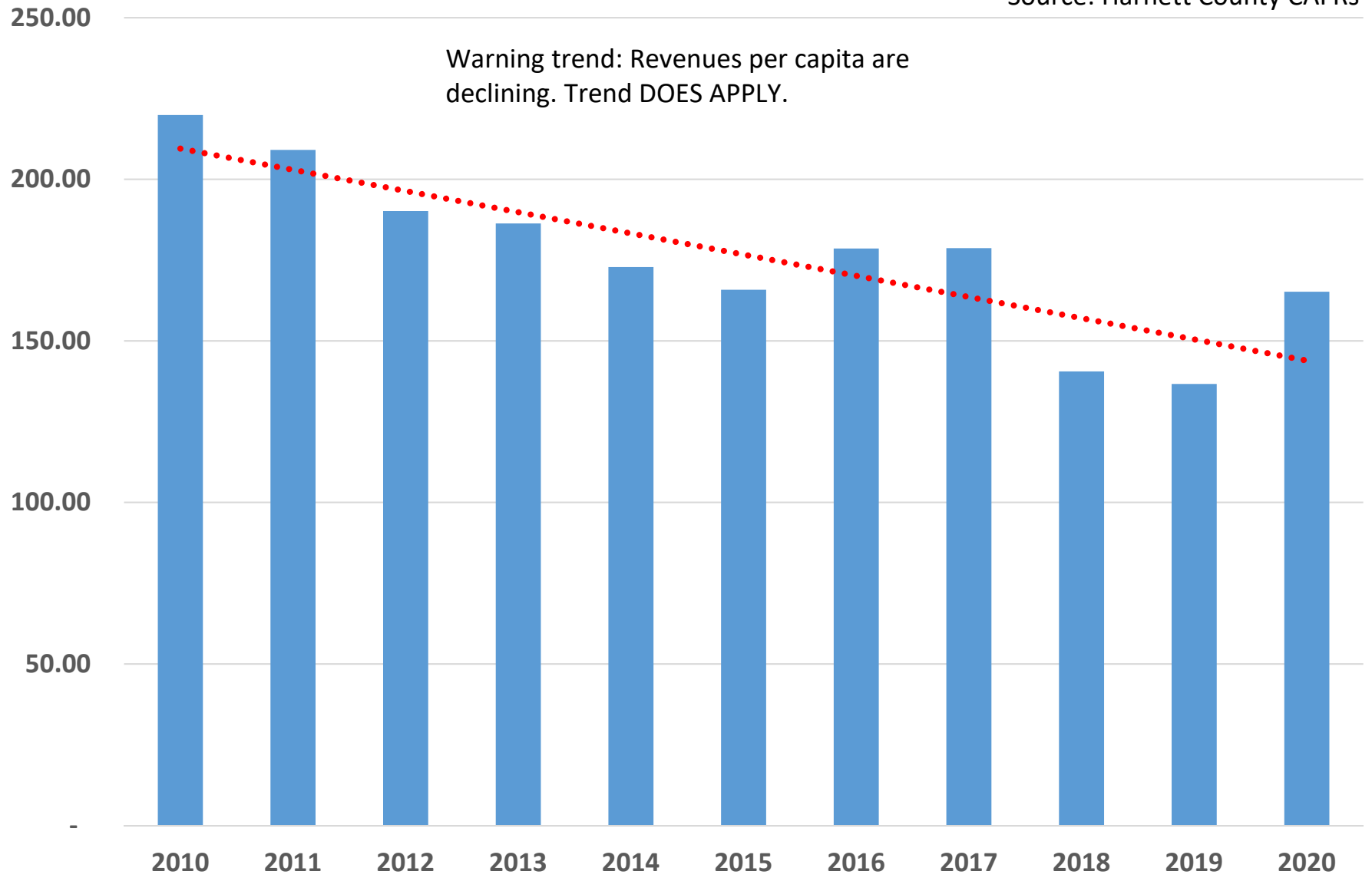


Chart 15: Property Tax Per Capita in Constant Dollars

Source: Harnett County CAFRs

Warning trend: Revenues per capita are declining. Trend DOES apply.

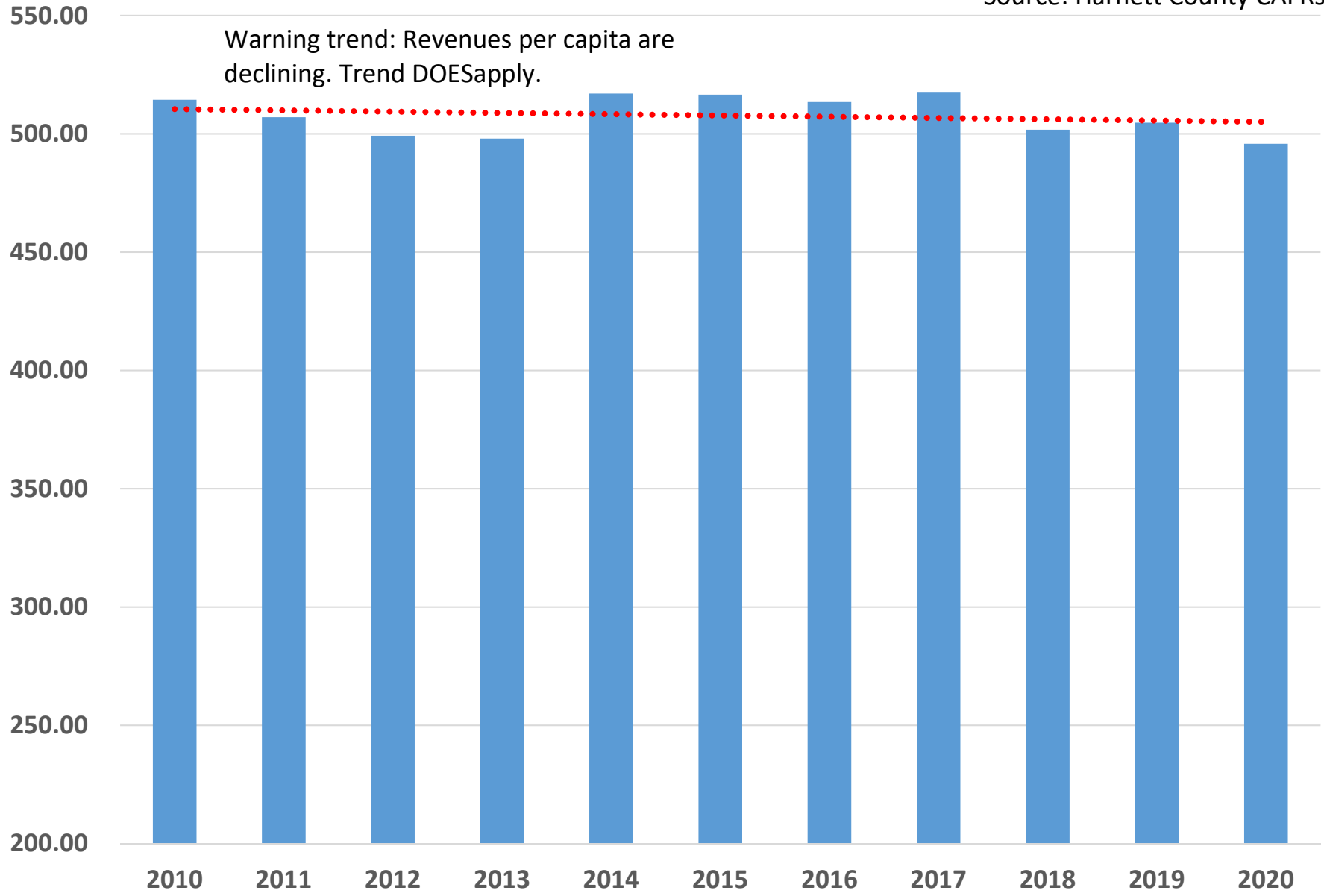
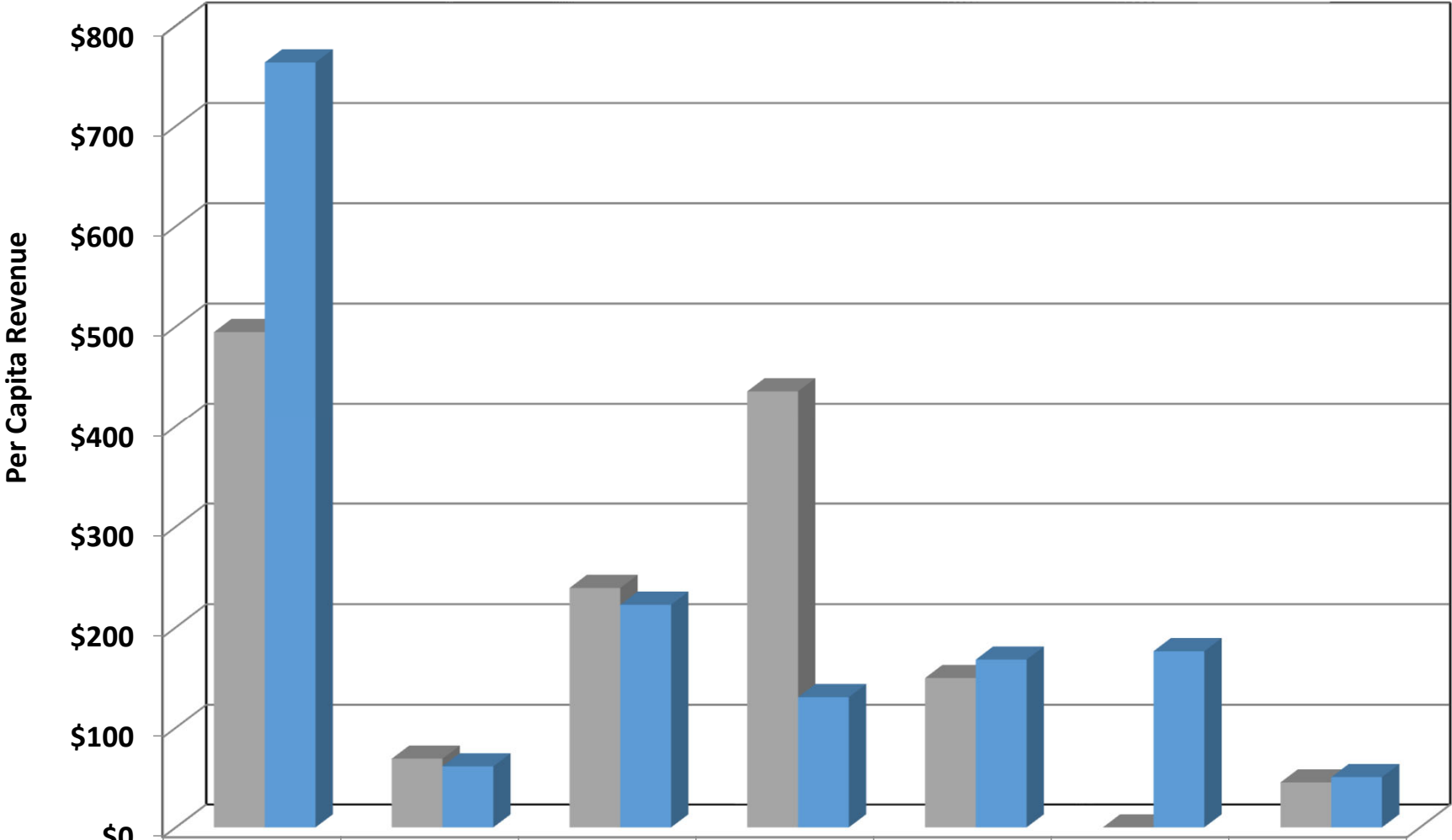


Chart 16: FY 2019 Per Capita Revenue Comparison For Counties 100,000+ Population

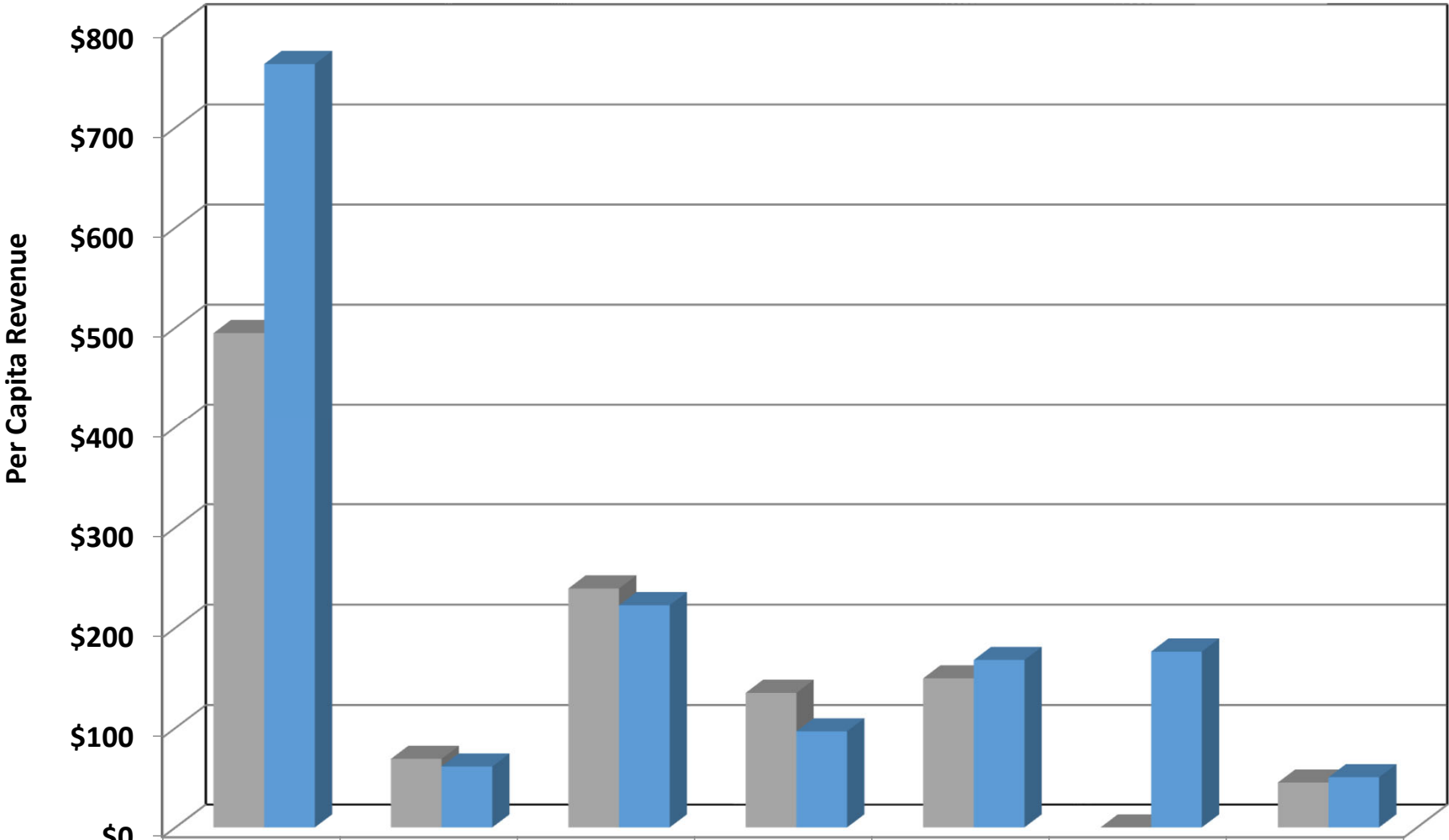
Data Source: NC State Treasurer



	Property Taxes	Other Taxes	Sales Tax	Sales & Services	Intergovernmental	Debt Proceeds	Other Misc.
■ Harnett County	\$495	69	239	435	150	0	45
■ Avg. for Pop. Group	\$763	61	222	131	168	176	50

**Chart 17: FY 2019 Per Capita Revenue Comparison
For Counties 100,000+ Population
Without Utilities**

Data Source: NC State Treasurer



	Property Taxes	Other Taxes	Sales Tax	Sales & Services	Intergovernmental	Debt Proceeds	Other Misc.
■ Harnett County	\$495	\$69	\$239	\$135	\$150	\$0	\$45
■ Avg. for Pop. Group	\$763	\$61	\$222	\$97	\$168	\$176	\$50

Chart 18: Property Tax Collection Percentage

Source: Harnett County CAFRs

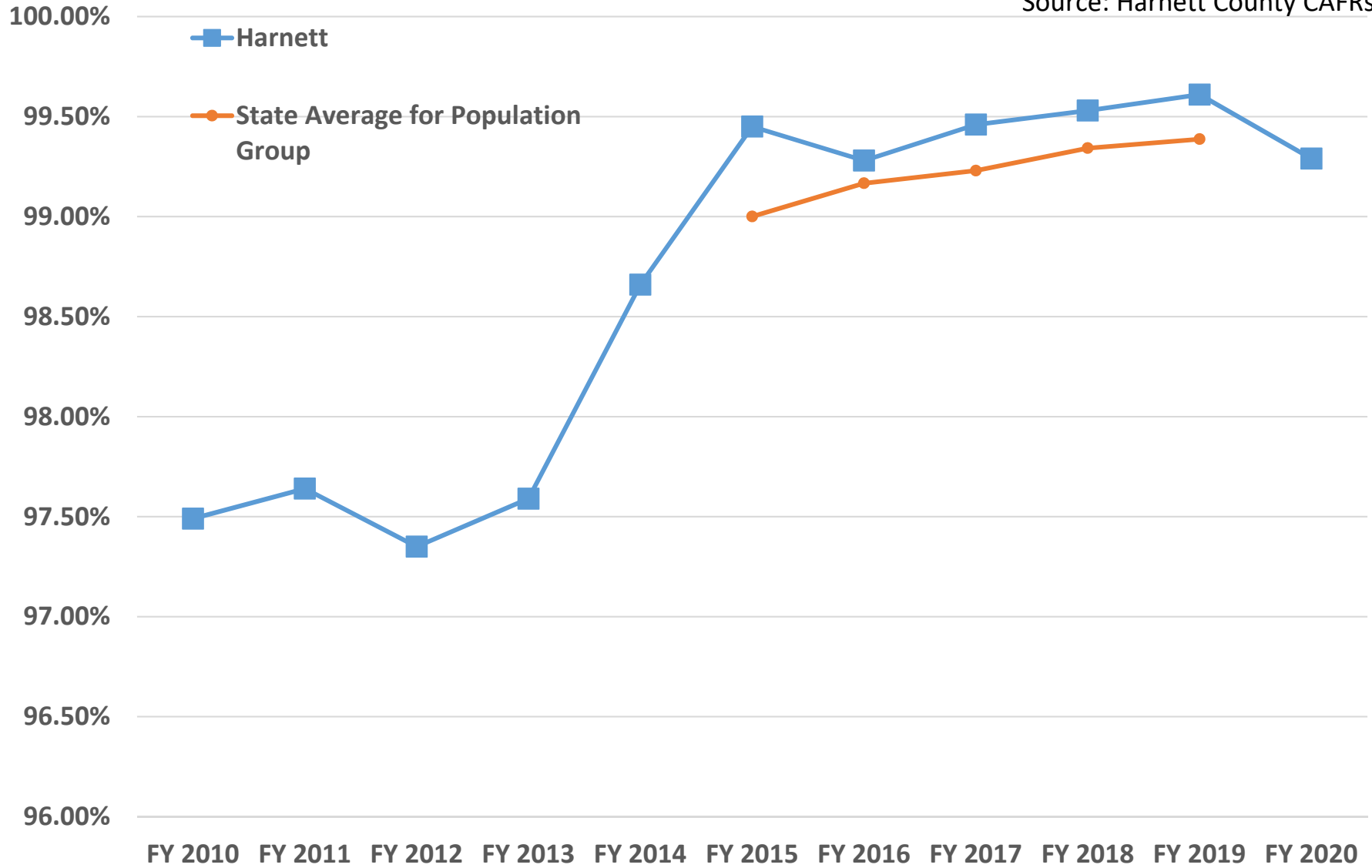


Chart 19: Comparison of Effective Tax Rates

Source: NC Department Of Revenue

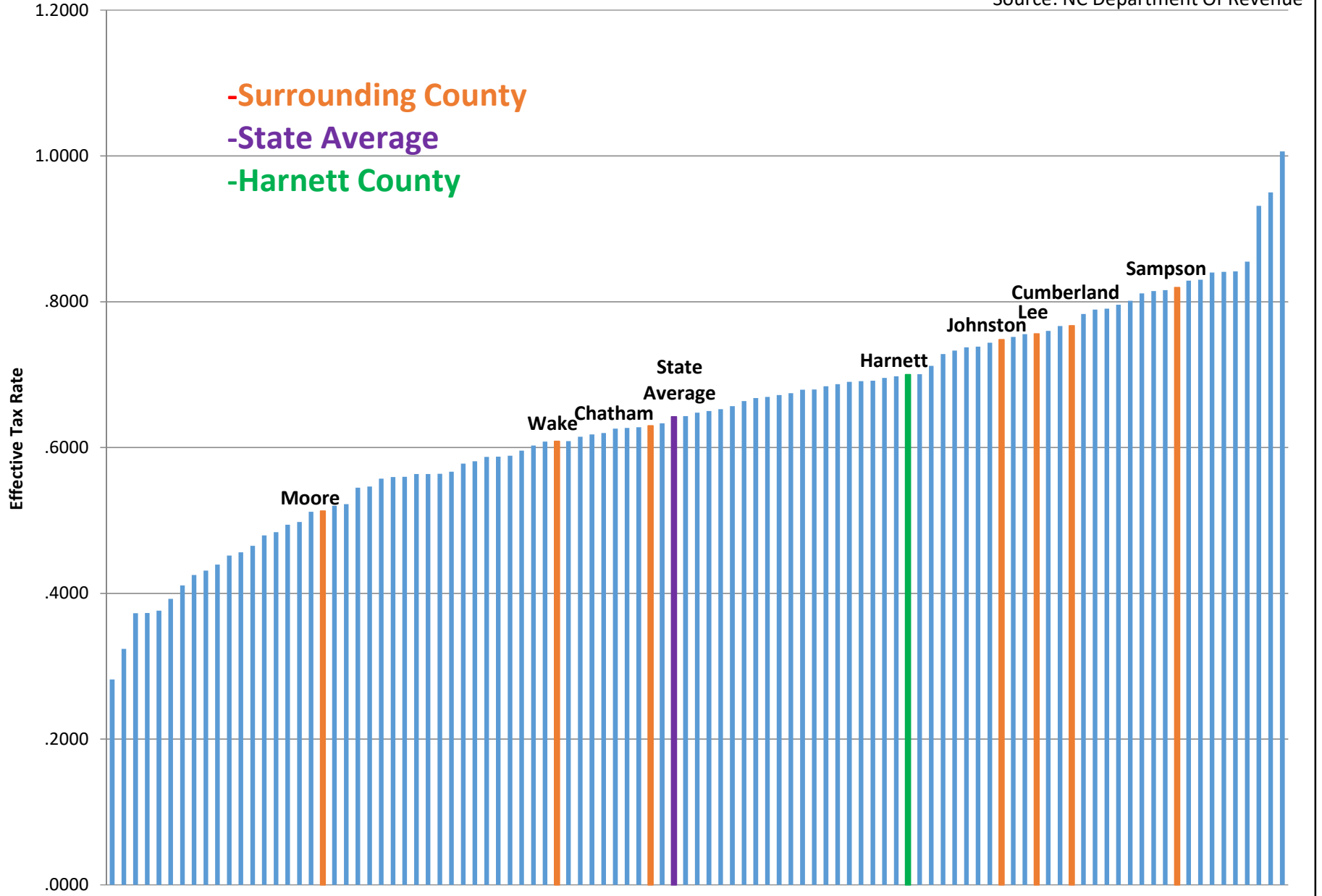


Chart 20: Harnett County's Historic Sales Assessment Ratio

Source: NC Department of Revenue

Warning Trend: Ratio is above 1.00. Trend does NOT apply.

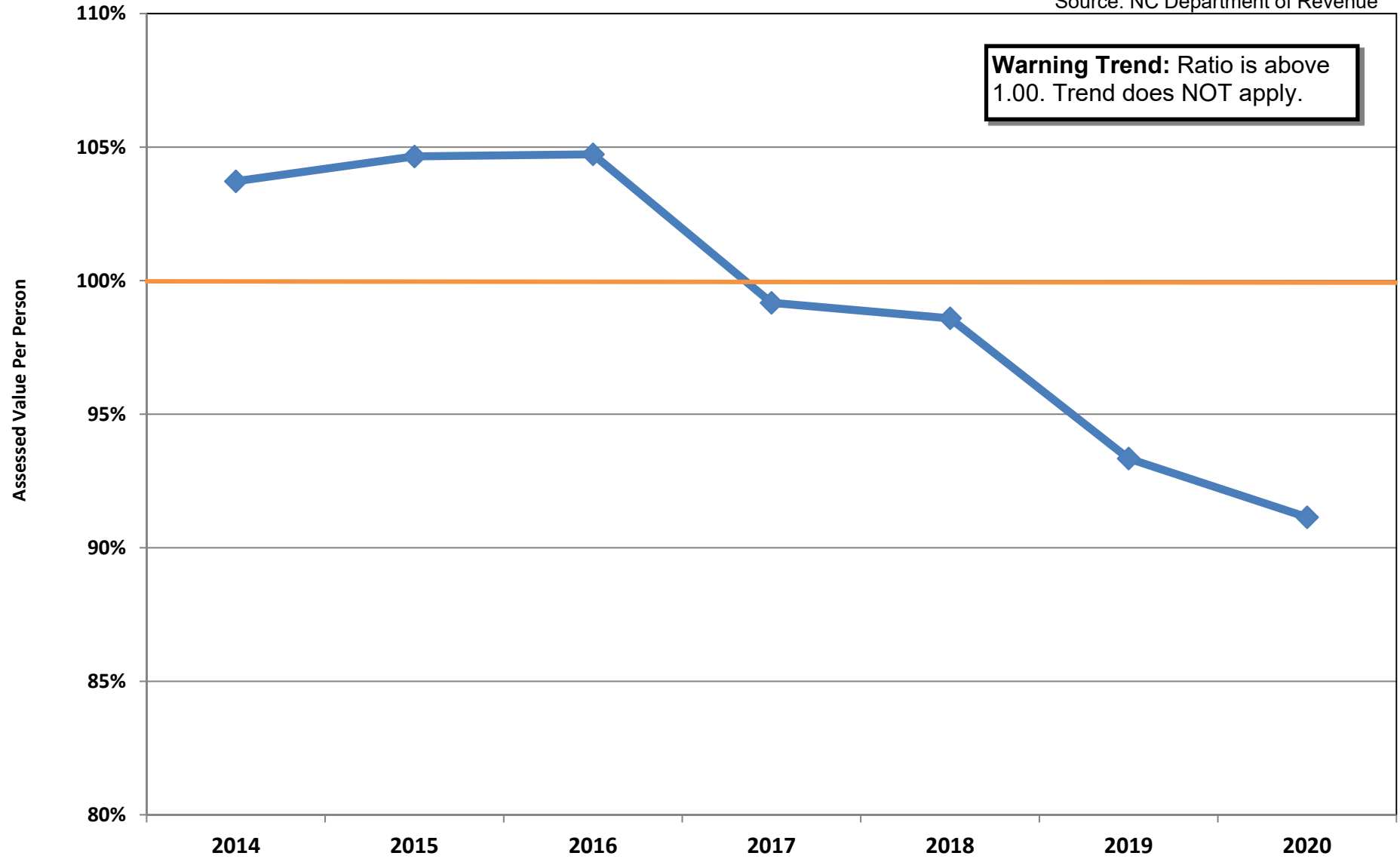
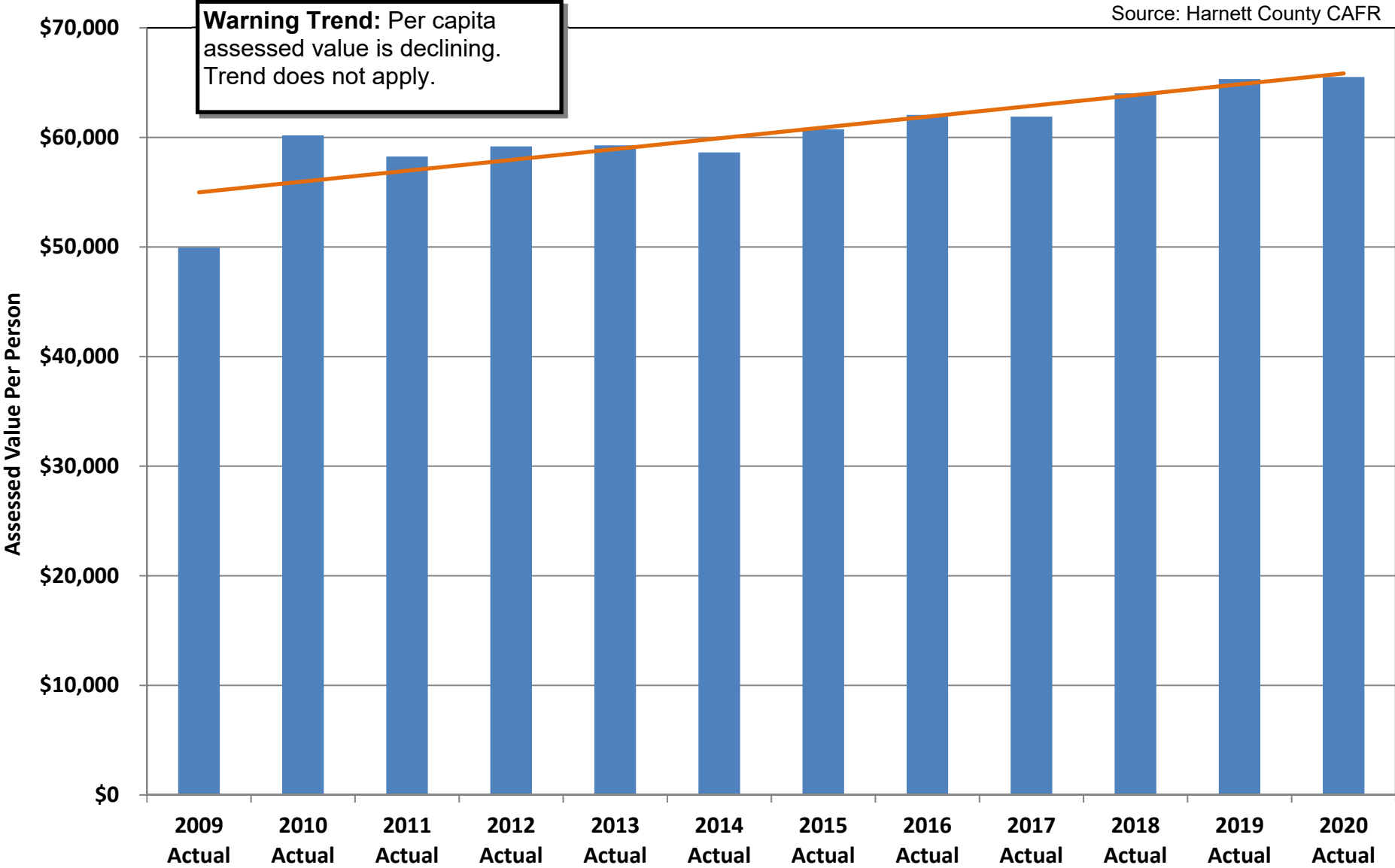


Chart 21: Assessed Value Per Capita

Source: Harnett County CAFR



According to 2019-2020 data from the NC Department of Revenue, Harnett ranks 95th out of 100 counties in assessed value per capita.

**Chart 22: 2020 Real Tax Base Comparison:
Harnett v. Benchmarks & State Average**

Source: NC Department of Revenue

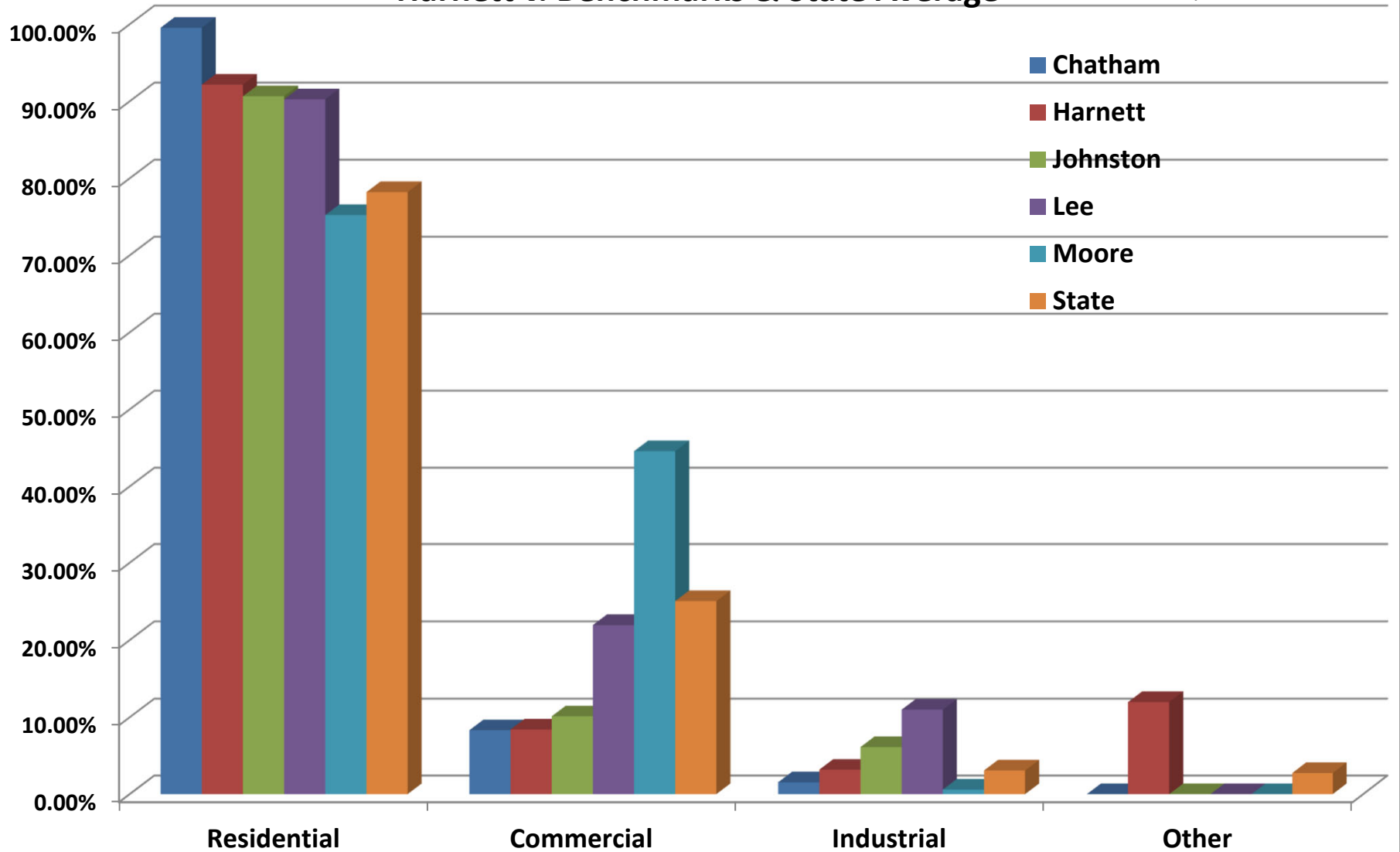
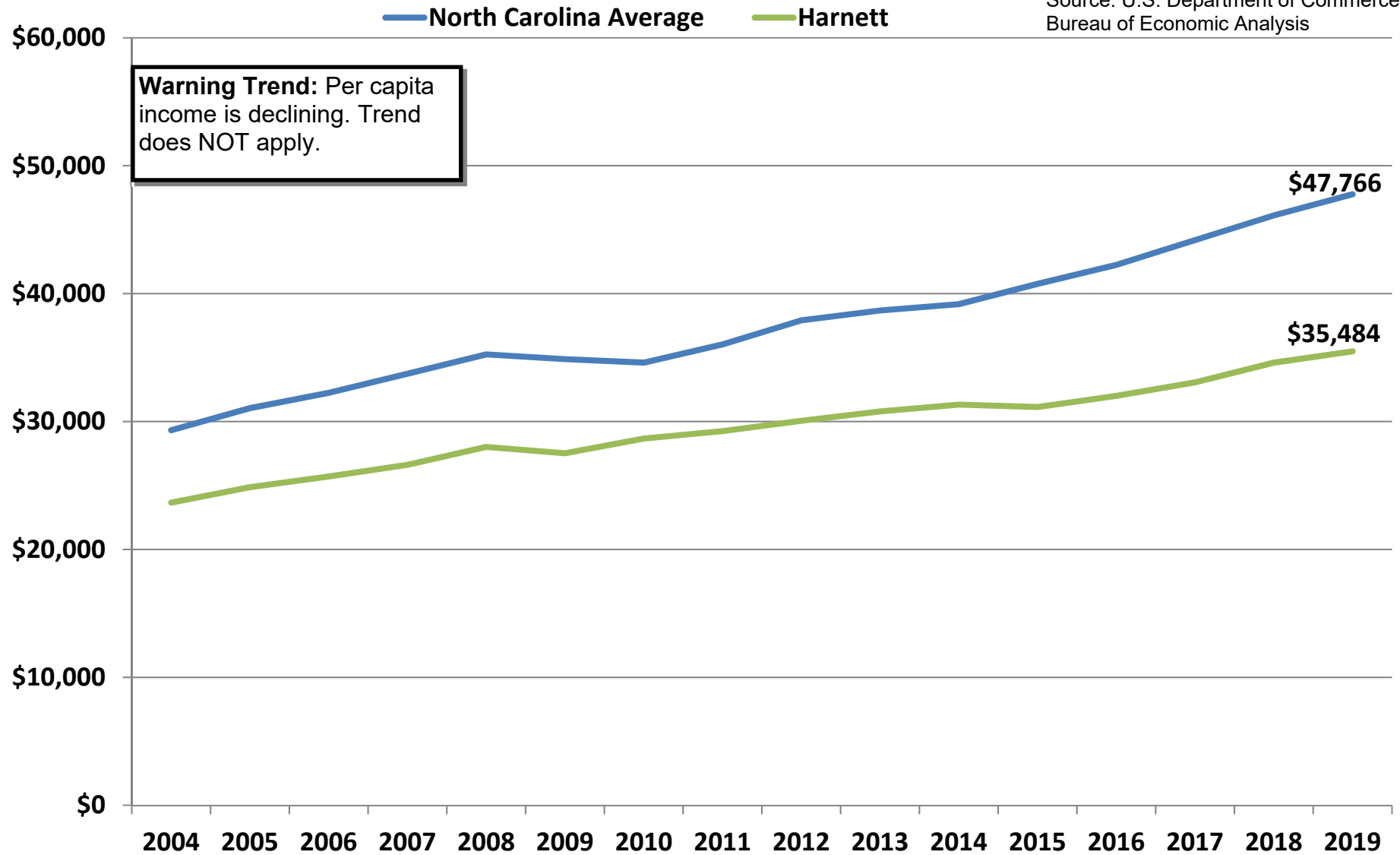


Chart 23: Per Capita Income

Source: U.S. Department of Commerce
Bureau of Economic Analysis



According to this survey, Harnett County's per capita income ranks 84th out of 100 counties. At \$55,619, Harnett ranks 27th in Median Household income. The state's median income is \$57,388. (Source: US Census Small Area Income & Poverty Estimates Program).