



HARNETT COUNTY
Approved FY 2024-2030
Capital Improvements Program

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Harnett County 2024-2030 Capital Improvements Program Introduction

About the Capital Improvements Program (CIP)

The CIP is a long-term plan for funding the county's major capital needs. It shows how facilities, equipment, and other projects that cost \$100,000 or more could be scheduled and funded over the next seven years, beginning in FY 2024.

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

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

CIP Process

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

Timeline for adoption:

- CIP requests originate at the department/agency level. Requests were submitted on or before September 23, 2022. Staff provided support to Harnett County Schools (HCS), which is still new to the county's CIP process. Central Carolina Community College (CCCC) is currently going through a master plan update and did not submit any new CIP requests for FY 2024.

- The Manager's Office is responsible for reviewing new and existing requests and recommending a proposed CIP to the Board of Commissioners. The recommended CIP will be presented on November 7, 2022. During the November 15, 2022, work session, Commissioners will review the recommendation in detail and make changes.
- Public comment is scheduled for November 21, 2022.
- The final action is adoption of the CIP, which is tentatively scheduled for December 5, 2022.

Overall Approach

To help balance the operating budget in FY 2023, the annual contribution to general capital reserves was reduced to \$0, and the approved projects were funded from capital reserves fund balance.

Keep in mind that the Capital Improvement Program is just a plan. While a great deal of effort and analysis have gone into the development of the CIP, it will most likely change during the fiscal year. The CIP will continue to be reviewed throughout the year, and recommended plan changes will be presented to the Board of Commissioners for consideration.

Board of Education

The Board of Education has requested approximately \$200 million (in today's dollars) in new facility requests. The county currently does not have the resources to pay for these facilities, so these projects are shown as future projects in the CIP.

In April 2022, as part of its FY 2023 budget request, the Board of Education presented a list of facility needs to the Board of Commissioners. The list and how the CIP addresses these needs are as follows (per the Board of Education document, costs shown below are estimates and do not include escalation or maintenance-type requests):

Category/Projects	April 2022 Estimated Cost	How CIP Addresses
Current Projects		
Erwin Elementary School	\$31,400,000	Included as a funded project
Northwest Harnett Elementary School	\$38,100,000	Included as a funded project
Johnsonville Elementary School (Phase 1 - New Cafeteria, New Windows, Gym Renovation)	\$5,100,000	Included as a funded project
Johnsonville Elementary School (Phase 2 - New Classroom Building)	\$10,022,432	Not submitted as CIP request; ESSER funded
Overhills Elementary School Addition (300 seats with cafe expansion)	\$8,787,409	Not submitted as CIP request; ESSER funded
Highland Elementary School Addition (300 seats with cafe expansion)	\$9,780,112	Not submitted as CIP request; ESSER funded
North Harnett Primary Renovations	\$9,873,134	Not submitted as CIP request; ESSER funded
Central Services/BOE (Facility Renovations)	\$2,572,029	Not submitted as CIP request; ESSER funded
Gentry Educator Development Center (Entrance Renovations)	\$30,000	Not submitted as CIP request
Tier 1 Projects (Immediate to 1 year)		
Harnett Early College @ Benhaven	\$100,000	Not submitted as CIP request
New School Transportation Facility	\$6,000,000	Included as a future project
New Custodial/Storage Facility	\$6,600,000	Included as a future project
Flatwoods Middle School (1100 seats, land procured)	\$60,000,000	Included as a future project
South Harnett/Lillington or Highland High School	\$90,000,000	Included as a future project
Harnett Early College @ Dunn Relocation	\$100,000	Not submitted as CIP request
Tier 2 Projects (2 to 3 years)		
Lafayette Elementary School Gym Renovations	\$1,000,000	Included as a future project
Southwestern Harnett-area Elementary School	\$43,000,000	Not submitted as CIP request
STAR Academy Renovations/Replacement	\$100,000	Not submitted as CIP request
Buies Creek Elementary School Replacement	\$28,000,000	Included as a future project
Tier 3 Projects (4 to 7 years)		
Northern Harnett-area Elementary School	\$43,000,000	Not submitted as CIP request
North Harnett Primary Renovations	TBD	Not submitted as CIP request
Triton High School Auxiliary Gym Addition	TBD	Not submitted as CIP request
Tier 4 Projects (Beyond 7 years)		
Western Harnett-area Middle School	\$60,000,000	Not submitted as CIP request—beyond CIP timeframe
Northwestern Harnett-area Middle School (land procured)	\$60,000,000	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

Project Evaluation and Prioritization Criteria

Each new project is reviewed by the CIP Management Team, which consists of the County Manager, Assistant County Managers, Finance Officer, and Budget Director.

Each project is evaluated based on the following criteria: safety, mandate, timing/linkages, economic impact, efficiencies, maintain current service levels, improve access of service/information, improve quality of service, add service, operating budget impact, consistency with strategic plan/community support/impact, and financing.

Each project is scored and prioritized based on the following criteria:

- Imperative (must do): correct danger to public health & safety, meet legal obligation, alleviate immediate service/facility deficiency, prevent irreparable damage (Score 3)
- Essential (should do): rehabilitate/replace obsolete facility, stimulate economic growth, reduce future operating costs, leverage grants (Score 2)
- Important (could do): provides new or expanded service, promotes intergovernmental cooperation, reduces energy use, enhances cultural or natural resources (Score 1)
- Don't do: not recommended at this time (Score 0)

Recommended Changes

Recommended changes to the 2024-2030 CIP include:

- **Harnett Regional Jetport (HRJ) -- Hangar Development:** Construct three corporate box-style 65x60 square-foot hangars to provide adequate space to store larger aircrafts used by many businesses. The project is now recommended as a future project until the Jetport Master Plan is complete.
- **Establish a Capital Maintenance & Replacement Fund:** Provide a reliable funding mechanism for Facilities to replace critical mechanical systems, HVAC systems, parking lots, and roofs before failure. The Harnett County Board of Commissioners established Fund 503, a capital reserve fund for Facilities, in FY 2022 [+500,000].
- **Emergency Medical Services (EMS) -- Capital Reserve Appropriation:** Establish an annual contribution to the Emergency Medical Services Capital Reserve Fund. Funds will be used for vehicle replacements, remounts, and other capital items such as cardiac monitors [+690,000].

- **Harnett County Schools -- Camera Upgrades:** Upgrade remaining security cameras at 13 schools to newer digital technology. The Harnett County Board of Commissioners approved this project in September 2022 [+415,209].
- **Harnett County Schools -- Electronic Door Locks:** Replace locks on 55 exterior doors at 17 schools with electronic door locks that can be controlled remotely. The Harnett County Board of Commissioners approved this project in September 2022 [+355,322].
- **Information Technology -- Core Server Infrastructure Upgrade/Replacement:** Replace existing, out-of-warranty core server infrastructure to enhance the future needs of on-premises server-based applications and to increase the performance of existing applications. The Harnett County Board of Commissioners approved this project in September 2022 [+789,433].
- **Solid Waste -- Wheeled Excavator Replacement:** Replace a 2012 CAT M315 excavator at the Dunn-Erwin Landfill. The project will be funded through capital reserves in FY 2023 [+365,761].
- **Harnett Regional Jetport (HRJ) -- New Terminal Construction:** Construct a 6,969-square-foot airport terminal at HRJ to create a "Gateway to Harnett," improve jetport services, and provide office space for Economic Development. This project will be funded through State Capital Infrastructure Funds (SCIF) [+6,025,088].
- **Parks & Recreation -- Anderson Creek Park Development Phase 2:** Develop Phase 2 of Anderson Creek Park by constructing mountain biking trails. This project will be funded through State Capital Infrastructure Funds (SCIF) in FY 2024 [+214,674].
- **Parks & Recreation -- Boone Trail Park Development Phase 1:** Develop Phase 1 of the Boone Trail Park by stabilizing and rebuilding the entryway monument. This project will be funded through State Capital Infrastructure Funds (SCIF) in FY 2023 [+125,000].
- **Parks & Recreation -- Neills Creek Park Development Master Plan and Park Development Phase 1:** Develop and renovate Neills Creek Park. Develop a site master plan that will address improvements such as a new entrance from Hwy 210, a new parking lot, trails/sidewalks connecting amenities, restroom renovation, and field lighting. This project will be funded through capital reserves and grants [+1,299,400].
- **Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building:** Construct a new restroom, concession, and

maintenance storage building adjacent to the Neills Creek Park Middle School athletic fields and tennis courts to serve the school's athletic teams and residents using the facility. This project will be funded with bond proceeds in FY 2023 [+444,225].

- **Parks & Recreation -- Patriots Park Development Phase 3:** Construct a new restroom facility. This project will be funded through State Capital Infrastructure Funds (SCIF) in FY 2024 [+201,880].
- **Public Library -- Benhaven Branch Library:** Utilize the former and newly renovated Benhaven Elementary School Media Center as a full-service public library and resource center for the community and early college students. The project will be funded through the General Fund fund balance and bond proceeds in FY 2024 [+406,728].
- **Harnett County Sheriff -- Capital Reserve:** Beginning in FY 2024, increase annual contribution to \$650,000.

Add Future Projects

- **Development Services -- Comprehensive Land Use Plan:** Update the Comprehensive Land Use Plan that gives decision makers a roadmap for future growth in terms of transportation, affordable housing, land use, economic development, and infrastructure.
- **Health -- Mobile Medical Unit:** Purchase a mobile medical unit for the Harnett County Health Department.
- **Harnett Regional Jetport (HRJ) -- Fuel Tank Replacement:** Replace existing Avgas and JetA tanks to increase fuel capacity and provide a safer working environment for employees.
- **Public Library -- Radio Frequency Identification (RFID) Installation in Branches:** Install and implement RFID technology and equipment at the Harnett County Public Library Branches to allow patron self-checkout, better theft and inventory control, and better utilization of library staff for increased programming and information needs.

Remove Future Projects

- **Harnett County Schools -- Maintenance Projects:** No future maintenance projects were requested for FY 2024-2030.

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

Assumptions

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

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

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

Debt Indicators

As the list above demonstrates, there are significant future projects on the horizon, namely school facilities, the construction of a new animal shelter, and construction of a new housing unit at the county's detention center, which is projected to need an addition around 2030. All these projects will require that the county issue debt in order to fund them. Harnett County already has a fairly high debt burden (figures below are from the NC Treasurer's 2021 Analysis of Debt report):

- The debt to appraised value ratio is 1.904%. The average ratio of counties 100,000 to 249,999 population is 1.154%. The highest ratio in the population group is 2.009%.
- Harnett County's debt per capita (what each resident would owe if the debt had to be repaid today) is \$1,690. The average debt per capita for the population group is \$1,273. The highest debt per capita in this group is \$2,475.

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

Parks & Recreation -- Patriots Park Development Phase 3



Project Budget:

The budget for the project as approved by project ordinance or as approved in the FY 2023-2029 CIP.

Project Element:

Expense

Funding Source:

Revenue

Operating Effect:

Impact on Operating Budget.

Develop Phase 3 of Patriots Park, located on Ponderosa Road in the Johnsonville community by constructing restroom facility to compliment the picnic shelter, playground, ballfields, and walking trails completed in 2021. The site is adjacent to the Ponderosa Convenience Center, located at 721 Ponderosa Road.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Architectural Design & Construction Ad	0	0	0	20,600	0	0	0	0	0	0	20,600
Construction	0	0	0	164,800	0	0	0	0	0	0	164,800
Contingency	0	0	0	16,480	0	0	0	0	0	0	16,480
Total Project Element	0	0	0	201,880	0	0	0	0	0	0	201,880
Funding Source											
SCIF Fund	0	0	0	201,880	0	0	0	0	0	0	201,880
Total Funding Source	0	0	0	201,880	0	0	0	0	0	0	201,880
Operating Effect											
Increased Operating Costs	0	0	0	2,200	2,306	2,418	2,538	2,664	2,798	2,941	17,865
Total Operating Effect	0	0	0	2,200	2,306	2,418	2,538	2,664	2,798	2,941	17,865

Project Totals:

Totals all expenditures and revenues, even those expended or received in previous years.

Define Problem

Harnett County owns 18 acres on Ponderosa Road and constructed a convenience center on the property in 2018. During community meetings held to review the convenience center site, residents indicated the strong desire to have a park co-located on the property if the convenience center was constructed. The site is located in the southwestern part of the County where there are no existing parks or recreation facilities. Work is already underway by Parks and Recreation Department to develop the seven acres that are not in wetlands. The park is currently being serviced by a portable toilet, but a stick-built restroom facility is highly preferred by park patrons.

Recommended Solution

Utilizing the Parks Fund, construct a restroom facility in FY 2024.

Alternatives

- Do nothing and continue to use the portable toilet for park restroom.
- Utilizing the Parks Fund and build the Restroom Facility.

Relation to Other Projects

The project is related to the Patriots Park Development Phase 1 and 2. Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

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 2023-2029 CIP or by separate action, and there is no substantial change in the project.

New (project has not been in a previous CIP)

- Capital Maintenance & Replacement Fund
- Emergency Medical Services (EMS) -- Capital Reserve Appropriation
- Harnett County Schools -- Camera Upgrades
- Harnett County Schools -- Electronic Door Locks
- Harnett Regional Jetport (HRJ) -- New Terminal Construction
- Information Technology -- Core Server Infrastructure Upgrade/Replacement
- Parks & Recreation -- Anderson Creek Park Development Phase 2
- Parks & Recreation -- Boone Trail Park Development Phase 1
- Parks & Recreation -- Cape Fear Shiner Park Development Phase 2
- Parks & Recreation -- Neills Creek Park Development Master Plan and Park Development Phase 1
- Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building
- Parks & Recreation -- Northwest Harnett Park Development
- Parks & Recreation -- Patriots Park Development Phase 3
- Public Library -- Benhaven Branch Library
- Solid Waste -- Wheeled Excavator Replacement

Approved-No Contracts (part) (approved in a previous CIP; new phase of the project does not yet have contract executed, but the project may be in design)

- Benhaven (former) School Renovation

Approved-No Contracts (approved in a previous CIP; all or part of the main contract has not been executed, but the project may be in design)

- Emergency (VIPER) Radios Replacement
- Emergency Medical Services (EMS) -- Cardiac Monitors Replacement
- Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements
- Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts
- Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements
- Harnett County Schools -- Maintenance Fund
- Harnett County Sheriff -- Capital Reserve
- Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade

- Information Technology -- Fiber Extension
- Parks & Recreation -- Capital Reserve Appropriations
- Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation
- Solid Waste -- Northwest Convenience Center Relocation

Approved-Contracts Let (approved in a previous CIP; main contract has been executed and project is underway)

- Broadband Expansion Initiative
- Emergency Services -- Old Jail Demolition and Relocation of Building Systems
- Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation
- Harnett County Schools -- New Northwest Harnett Elementary School
- Harnett Regional Jetport (HRJ) -- Apron Expansion
- Harnett Regional Jetport (HRJ) -- Master Plan Update
- Parks & Recreation -- Benhaven Community Park Redevelopment
- Parks & Recreation -- Shawtown Community Park Development
- Tax Office -- Billing & Collections Software Replacement

Completed

- Central Carolina Community College (CCCC) -- Parking Lot Resurfacing
- Fleet Management and Replacement System
- Harnett County Schools -- Erwin Elementary School Replacement
- Harnett County Sheriff -- Detention Center Security Intercom Replacement
- Harnett County Sheriff -- In-Car Video Camera System
- Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation
- Social Services and Commons Area Roof Replacement

Future (projects on the horizon but not yet ready to be scheduled)

- Animal Services -- Animal Shelter Replacement
- Board of Elections -- Facility Replacement/Renovation
- Central Carolina Community College (CCCC) -- Drainage System Repair
- Courthouse Shell-Space Upfit
- Development Services -- Comprehensive Land Use Plan Update
- Fleet Maintenance Facility Improvement or Replacement
- Harnett County Schools -- Buies Creek Elementary School Replacement
- Harnett County Schools -- Custodial & Grounds Warehouse Replacement

- Harnett County Schools -- Flatwoods Middle School
- Harnett County Schools -- Lafayette Elementary School Renovation
- Harnett County Schools -- New South Harnett Lillington/Highland High School
- Harnett County Schools -- Transportation Maintenance Facility Replacement
- Harnett County Sheriff -- Detention Center Housing Unit Addition
- Harnett County Sheriff -- Evidence Storage & Crime Scene Processing Bay
- Harnett County Sheriff -- Generator Purchase and Installation
- Harnett Regional Jetport (HRJ) -- Fuel Tank Replacement
- Harnett Regional Jetport (HRJ) -- Hangar Development
- Health -- Mobile Medical Unit
- HVAC Control Upgrades and Standardization in Multiple Locations
- Parks & Recreation -- Anderson Creek Park Development (Future Phases)
- Parks & Recreation -- Boone Trail Park Development (Future Phases)
- Parks & Recreation -- Neills Creek Park Roadway Construction
- Public Library -- Mobile Outreach Vehicle
- Public Library -- Radio Frequency Identification (RFID) Installation in Branches
- Public Library -- Western Harnett Service Expansion

Total Cost of Each Project by Year

	Prior to FY 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Totals
General										
Benhaven (former) School Renovation	2,493,459	0	0	0	0	0	0	0	0	2,493,459
Broadband Expansion Initiative	3,985,000	2,375,000	0	0	0	0	0	0	0	6,360,000
Capital Maintenance & Replacement Fund	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing	169,000	0	0	0	0	0	0	0	0	169,000
Emergency (VIPER) Radios Replacement	0	6,003,877	0	0	0	0	0	0	0	6,003,877
Emergency Medical Services (EMS) -- Capital Reserve Appropriation	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Emergency Medical Services (EMS) -- Cardiac Monitors Replacement	0	0	0	0	0	610,855	0	0	0	610,855
Emergency Medical Services (EMS) -- Convalescent Transport Unit Replacements	223,854	83,939	114,330	117,760	121,293	124,931	128,679	132,540	136,516	1,183,842
Emergency Medical Services (EMS) -- Emergency Transport Unit Remounts	277,668	0	0	126,185	0	0	0	280,938	288,081	972,872
Emergency Medical Services (EMS) -- Emergency Transport Unit Replacements	170,354	414,525	426,960	439,396	225,916	232,134	244,569	0	0	2,153,854
Emergency Services -- Old Jail Demolition and Relocation of Building Systems	483,259	100,632	0	0	0	0	0	0	0	583,891
Fleet Management and Replacement System	450,000	100,000	0	0	0	0	0	0	0	550,000
Harnett County Schools -- Camera Upgrades	0	415,209	0	0	0	0	0	0	0	415,209
Harnett County Schools -- Electronic Door Locks	0	355,332	0	0	0	0	0	0	0	355,332
Harnett County Schools -- Erwin Elementary School Replacement	28,345,767	3,054,090	0	0	0	0	0	0	0	31,399,857
Harnett County Schools -- Johnsonville Elementary School Phase 1 Expansion & Renovation	5,054,320	45,680	0	0	0	0	0	0	0	5,100,000
Harnett County Schools -- Maintenance Fund	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
Harnett County Schools -- New Northwest Harnett Elementary School	42,802,239	3,000,105	0	0	0	0	0	0	0	45,802,344
Harnett County Sheriff -- Capital Reserve	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591

Total Cost of Each Project by Year

	Prior to FY 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Totals
Harnett County Sheriff -- Detention Center Security Intercom Replacement	133,560	0	0	0	0	0	0	0	0	133,560
Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade	113,641	216,153	0	0	0	0	0	0	0	329,794
Harnett County Sheriff -- In-Car Video Camera System	266,888	0	0	0	0	0	0	0	0	266,888
Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation	1,472,720	0	0	0	0	0	0	0	0	1,472,720
Harnett Regional Jetport (HRJ) -- Apron Expansion	326,687	4,805,798	0	0	0	0	0	0	0	5,132,485
Harnett Regional Jetport (HRJ) -- Master Plan Update	281,976	132,381	0	0	0	0	0	0	0	414,357
Harnett Regional Jetport (HRJ) -- New Terminal Construction	564,874	6,025,088	0	0	0	0	0	0	0	6,589,962
Information Technology -- Core Server Infrastructure Upgrade/Replacement	0	789,433	0	0	0	0	0	0	0	789,433
Information Technology -- Fiber Extension	0	230,750	0	0	0	0	0	0	0	230,750
Parks & Recreation -- Anderson Creek Park Development Phase 2	0	0	214,674	0	0	0	0	0	0	214,674
Parks & Recreation -- Benhaven Community Park Redevelopment	0	192,500	0	0	0	0	0	0	0	192,500
Parks & Recreation -- Boone Trail Park Development Phase 1	0	125,000	0	0	0	0	0	0	0	125,000
Parks & Recreation -- Cape Fear Shiner Park Development Phase 2	0	0	0	517,779	262,600	0	0	0	0	780,379
Parks & Recreation -- Capital Reserve Appropriations	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Parks & Recreation -- Neills Creek Park Development Master Plan and Park Development Phase 1	0	60,000	0	480,800	758,600	0	0	0	0	1,299,400
Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building	0	444,225	0	0	0	0	0	0	0	444,225
Parks & Recreation -- Northwest Harnett Park Development	0	0	0	63,600	0	561,500	816,000	0	0	1,441,100
Parks & Recreation -- Patriots Park Development Phase 3	0	0	201,880	0	0	0	0	0	0	201,880

Total Cost of Each Project by Year

	Prior to FY 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Totals
Parks & Recreation -- Shawtown Community Park Development	38,661	178,839	0	0	0	0	0	0	0	217,500
Public Library -- Benhaven Branch Library	0	0	406,728	0	0	0	0	0	0	406,728
Social Services and Commons Area Roof Replacement	181,134	0	0	0	0	0	0	0	0	181,134
Tax Office -- Billing & Collections Software Replacement	0	273,203	0	0	0	0	0	0	0	273,203
Total General	93,522,067	31,471,759	4,904,572	5,285,520	4,908,409	5,069,420	4,239,248	3,463,478	3,474,597	156,339,070
Solid Waste										
Solid Waste -- Northwest Convenience Center Relocation	513,581	0	0	0	0	0	0	0	0	513,581
Solid Waste -- Wheeled Excavator Replacement	0	365,761	0	0	0	0	0	0	0	365,761
Total Solid Waste	513,581	365,761	0	0	0	0	0	0	0	879,342

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 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Totals
General										
Airport Capital Reserves	229,794	517,818	0	0	0	0	0	0	0	747,612
ARP Fund	0	6,609,627	0	0	0	0	0	0	0	6,609,627
Asset Forfeiture Funds	266,888	0	0	0	0	0	0	0	0	266,888
Bond Premium	3,899,857	0	0	0	0	0	0	0	0	3,899,857
Bond Proceeds	0	1,214,766	115,589	0	0	0	0	0	0	1,330,355
Capital Reserves	2,422,827	1,773,835	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	13,996,662
EMS Capital Reserves	671,876	498,464	541,290	683,341	347,209	967,920	373,248	413,478	424,597	4,921,423
General Fund Fund Balance	2,000,000	0	281,139	230,800	508,600	311,500	566,000	0	0	3,898,039
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	68,863,269	3,099,770	0	0	0	0	0	0	0	71,963,039
Grants, Gifts, Etc.	9,392,964	15,445,554	10,000	250,000	250,000	250,000	250,000	0	0	25,848,518
Information Technology Fund	0	789,433	0	0	0	0	0	0	0	789,433
Lottery Proceeds	731,680	0	0	0	0	0	0	0	0	731,680
Other	3,500	0	0	0	0	0	0	0	0	3,500
Parks Capital Reserves	0	369,675	0	581,379	262,600	0	0	0	0	1,213,654
SCIF Fund	38,661	186,664	416,554	0	0	0	0	0	0	641,879
Sheriff's Capital Reserve	247,201	216,153	0	0	0	0	0	0	0	463,354
Transfer from General Fund	4,695,591	750,000	2,140,000	2,140,000	2,140,000	2,140,000	1,650,000	1,650,000	1,650,000	18,955,591
Total General	93,522,067	31,471,759	4,904,572	5,285,520	4,908,409	5,069,420	4,239,248	3,463,478	3,474,597	156,339,070
Solid Waste										
Solid Waste Capital Reserve	513,581	365,761	0	0	0	0	0	0	0	879,342

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 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Totals
Total Solid Waste	513,581	365,761	0	0	0	0	0	0	0	879,342

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 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030
General									
Debt Service	5,531,987	7,009,195	6,850,225	6,656,880	6,463,535	6,270,190	6,076,845	5,881,338	5,691,586
Decreased Costs	-54,007	-225,982	-201,982	-208,450	-209,356	-224,202	-229,194	-236,235	-241,531
General Fund Operating Revenue	57,959	0	0	0	0	0	0	0	0
Increased Operating Costs	91,890	120,490	262,795	291,273	337,667	336,721	336,147	349,903	367,052
Transfer from General Fund	7,082,963	3,287,636	3,540,000	3,540,000	3,540,000	3,540,000	3,050,000	3,050,000	3,050,000
Total General	12,710,792	10,191,339	10,451,038	10,279,703	10,131,846	9,922,709	9,233,798	9,045,006	8,867,107
Solid Waste									
Decreased Costs	0	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	0
Transfer from Solid Waste Fund	513,581	365,761	0	0	0	0	0	0	0
Total Solid Waste	513,581	365,761	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	0

Completed Projects

The following projects were completed as of June 30, 2022.

Project Name	Brief Description	Final Project Budget	Final Cost	Completion Date
Public Library--Radio Frequency Identification (RFID) Installation	Install and implement RFID technology and equipment at the newly constructed Harnett County Public Library and Resource Center located at 455 McKinney Parkway, Lillington, to allow patron self-checkout, better theft and inventory control, and better utilization of library staff for increased programming and information needs.	\$153,853	\$99,872	7/30/2021
Emergency Radio System – Northwest Harnett Radio Tower	Phase 1 of the Cape Fear Shiner County Park, located at 350 Alexander Drive, Lillington will be completed in October 2020. Amenities include two multiuse fields, two baseball/softball fields, 3.5 miles of walking trails, canoe/kayak water access, river observation deck, and park infrastructure.	\$825,000	\$788,057	7/30/2021
Harnett County Resource Center & Library and Department of Social Services (DSS) Addition	Construct a 57,000-square-foot government resource center and library located at 455 McKinney Parkway, Lillington. The building will include space for a new Harnett County Public Library, 3,822 square feet of training space, Veterans Services, Administration, Finance, Legal, Human Resources, Parks and Recreation, and Board of Commissioner's meeting rooms. The project will also include a 10,000-square-foot addition to the existing social services building to house the child support enforcement division that is currently located in rental space in Erwin. This project also consists of major site work to include new access roads and parking areas.	\$26,620,843	\$26,150,234	9/30/2021
Central Carolina Community College (CCCC) -- Parking Lot Resurfacing	Resurface approximately 10,210 square yards of pavement in four parking areas located on the main Harnett Campus, 1075 E. Cornelius Harnett Blvd., Lillington to ensure the pavement does not deteriorate past the point that resurfacing is no longer possible.	\$160,338	\$169,000	3/30/2022
Social Services and Commons Area Roof Replacement	Replace roof and repair the supporting structure for the Social Services and Commons buildings, located at 311 W Cornelius Harnett Boulevard, Lillington.	\$299,880	\$181,134	4/30/2022
Harnett County Sheriff's Detention Center Security Intercom Replacement	Replace the intercom system at the Harnett County Detention Center, located at 175 Bain St, Lillington.	\$133,560	\$133,560	5/30/2022

General Fund Projects

Benhaven (former) School Renovation

Approved-No Contracts (part)

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

Project Budget	Budget	Prior to FY 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
Project Element											
Architectural Design & Construction Ad	0	14,000	0	0	0	0	0	0	0	0	14,000
Construction	2,506,007	2,257,173	0	0	0	0	0	0	0	0	2,257,173
Engineering	71,100	71,100	0	0	0	0	0	0	0	0	71,100
Furnishings & Equipment	168,364	150,386	0	0	0	0	0	0	0	0	150,386
Permits	800	800	0	0	0	0	0	0	0	0	800
Total Project Element	2,746,271	2,493,459	0	0	0	0	0	0	0	0	2,493,459
Funding Source											
Capital Reserves	660,496	139,520	0	0	0	0	0	0	0	0	139,520
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
General Obligation Bonds	1,900,000	2,295,980	0	0	0	0	0	0	0	0	2,295,980
SCIF Fund	185,775	0	0	0	0	0	0	0	0	0	0
Total Funding Source	2,746,271	2,493,459	0	0	0	0	0	0	0	0	2,493,459
Operating Effect											
Debt Service	0	466,099	146,395	141,755	137,115	132,475	127,835	123,195	117,968	114,303	1,507,140
General Fund Operating Revenue	0	57,959	0	0	0	0	0	0	0	0	57,959
Increased Operating Costs	0	91,890	41,157	52,114	54,388	55,806	57,264	58,762	60,301	61,521	533,203
Transfer from General Fund	0	78,433	0	0	0	0	0	0	0	0	78,433
Total Operating Effect	0	694,381	187,552	193,869	191,503	188,281	185,099	181,957	178,269	175,824	2,176,735

Define Problem

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

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

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

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

The following buildings are available on the campus: Building 1: The main school building is 24,662 square feet and includes several offices near the entrance, along with several classrooms and a large auditorium. Potential uses for this space include occupation by County departments and partner organizations – both with permanent space for Parks & Recreation functions and a Public Library location, and space available for use by other County departments and partner organizations for service provision. Preserving the auditorium has been identified as a key concern, since this is one of the largest assembly spaces in the county. Building 2: The shop/media center building is 6,771 square feet. After the roof and conditioning issues are addressed, the building could be used for storage for Parks & Recreation equipment to maintain the campus or to serve as a base for maintenance of sites around this part of the county. A portion of this building could also be used as a meeting space or by a partner organization, however renovations are needed inside the building to remove shelves, replace the flooring, and repaint the walls. Building 3: The preschool building is 4,670 square feet. The County is currently exploring the possibility of splitting this building off from the rest of the campus and either selling it or donating it for use by another entity.

The gymnasium building (square footage unknown). Harnett County Schools would like to establish another campus of Harnett Early College in the gymnasium and attached classrooms. The gym would be shared with Parks and Recreation for use outside school hours. Additionally, the site includes athletic fields, a playground, and open space, which Parks & Recreation would like to use. A related project to rehabilitate the campus grounds for recreational use is included in the CIP. Staff will need to evaluate condition and capacity of current septic system to determine whether existing capacity can accommodate planned uses.

Recommended Solution

Over multiple phases, develop the site to preserve most of the existing buildings and renovate them for a community center, branch library, parks maintenance shop, early college, and other county and community uses. First, in FY 2020, 2021, and 2022 stabilize the buildings by conditioning them, repairing the shop roof, replacing the library roof, providing a lock system, and establishing a presence on the site. Second, in FY 2021 demolish the cafeteria to provide adequate space for parking. Third, in FY 2022 design and construct a new parking lot to add spaces and enhance access to the campus. Fourth, in the future, retain the services of an architect to provide a building program and cost estimate for work needed beyond the code updates specified by Ellington Design. Funds for the architect will need to be budgeted when the Board of Commissioners wants to move forward with the fourth phase. No funding is currently included for this future phase of the project.

Alternatives

- Do nothing: If nothing is done, the buildings will continue to deteriorate, eventually to the point they cannot be used, or the cost of renovation will not be feasible. The site will become overgrown, and vandalism will likely continue, further damaging the buildings and creating a blighted area in the community.
- Demolish all buildings. This option defeats the purpose of the County taking ownership of the site and does nothing to address the community's interest in preserving and repurposing the buildings or departments' interest in providing satellite offices.
- Put the property up for sale. While this could generate revenue for the County and eliminate the costs associated with renovation, it will also not address the needs expressed by the community of providing additional services. The County will also lose control over the future use of the site.

Current Stage of Project

Construction of a new parking lot on the site was completed in early October 2022. Harnett County Schools has expressed plans to open an Early College in the gymnasium and attached classrooms in January 2023, and County staff are working to provide some county services on the campus upon completion of the parking lot.

Operating Impact

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

Broadband Expansion Initiative

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Construction	3,985,000	3,985,000	2,000,000	0	0	0	0	0	0	0	5,985,000
Grant Match	0	0	375,000	0	0	0	0	0	0	0	375,000
Total Project Element	3,985,000	3,985,000	2,375,000	0	0	0	0	0	0	0	6,360,000
Funding Source											
ARP Fund	0	0	375,000	0	0	0	0	0	0	0	375,000
General Fund Fund Balance	2,000,000	2,000,000	0	0	0	0	0	0	0	0	2,000,000
Grants, Gifts, Etc.	1,985,000	1,985,000	2,000,000	0	0	0	0	0	0	0	3,985,000
Total Funding Source	3,985,000	3,985,000	2,375,000	0	0	0	0	0	0	0	6,360,000

Define Problem

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

In November 2018, Harnett County launched a broadband survey that encouraged residents to provide feedback on their current broadband capabilities. The county partnered with ECC Technologies, Inc. to conduct the online broadband assessment survey to determine the residences and businesses within the county who continue to struggle with limited access to Internet services, with a particular focus on broadband availability.

Harnett County worked with local libraries and the county school district to ask residents and businesses to participate in this broadband assessment. This assessment was created to verify availability of current broadband services in the county, to identify actual speeds available through the speed test, and collect information on demand for services from residents and businesses across these counties.

Over 1,600 responses were received during the survey period with roughly 90% of responses marked as “complete” by the surveying tool. Only 10% were marked “partial,” indicating the respondent abandoned the survey at some point. The survey indicated there is a clear and present need not only for access to true broadband service but for provider choice that shows how critical it is to find a solution that benefits as many residents as possible. While 85% of residential respondents stated they have Internet access at their home, only 32% are able to purchase the speed of service that they need. The primary reasons for respondents without Internet to lack Harnett County Broadband Assessment service is that it is simply unavailable (62%), with service being too expensive the second most common reason for having no home Internet (22%). Eighty-three percent of residential respondents without home Internet would sign up immediately if service were available, while only 2% said they would not sign up for Internet service, and 62% percent of homes without Internet have someone in their household who has difficulty completing homework. With North Carolina’s requirement for digital textbooks and assignments, this presents a significant problem to Harnett County residents who either have no access to Internet services in their homes or who are unable to purchase the speeds they need. The

data suggests that there are areas within the county which do not have access to sufficient broadband speeds and other areas of the county which have sufficient speed but no viable competitive option.

Recommended Solution

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

Alternatives

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

Current Stage of Project

As of September 2022, the Lillington Tower and Oak Ridge Tower have been turned up and are functioning. Camp Agape is now receiving broadband service from CloudWyze through the Oak Ridge Tower location. The first wireless and fiber customers are expected to receive service from these towers by the end of October 2022. The Buies Creek and Angier Towers are expected to be turned up and functioning by the end of December 2022. With the completion of these two towers, Phase 1 of the fixed wireless project will be complete.

Cloudwyze was awarded the 2022 GREAT Grant for Harnett County. Cloudwyze applied for an \$8 million grant which would provide broadband service to over 2,700 locations. The State Broadband Office is expected to release the final awarded amount and the eligible locations by the end of October 2022.

The State is also offering another grant opportunity through the CAB program. More information and timelines are forthcoming.

The statement-of-work for Phase 2 of the fixed wireless project has been requested from Cloudwyze. Harnett County has allocated \$2 million from American Rescue Plan (ARP) funds to continue with the next phase of fixed wireless project.

Operating Impact

There is no impact to the operating budget. The County is funding grant awardees to bring broadband service to Harnett County.

Capital Maintenance & Replacement Fund

New

Provide a reliable funding mechanism for Facilities to replace critical mechanical systems, HVAC systems, parking lots, and roofs before failure. Funding in FY 2024 would address replacing the roof at the Courthouse, paving of the Government Complex parking lot, and resealing eight county offices' parking lots. Future funding would address a prioritized list of needs identified by the Facilities maintenance staff.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Transfer to Facilities Capital Reserve	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Total Project Element	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Funding Source											
Transfer from General Fund	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Total Funding Source	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Operating Effect											
Transfer from General Fund	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000
Total Operating Effect	0	0	0	500,000	500,000	500,000	500,000	250,000	250,000	250,000	2,750,000

Define Problem

Harnett County has substantial capital maintenance and replacement needs. Failure of these systems mean county offices would be without heat or air conditioning or could incur substantial repair costs in the case of roof failure. Many of these systems are beyond their useful lives. The county maintenance staff has inventoried these needs, prioritized them, and identified when they need to be replaced over the seven-year CIP. Cost estimates have been obtained for FY 2024.

The parking lot at the Government Complex is almost 30 years old and has many cracks. The parking lot will be repaved in FY 2024.

The roof at the Courthouse is over 25 years old and has several leaks. The roof will be replaced in FY 2024.

The county has eight parking lots that are in fair condition. The following parking lots will be resealed in FY 2024: Courthouse, Development Services/IT, Facilities, Harnett Area Rural Transit System (HARTS), Harnett Regional Water, Emergency Services, Agriculture Center, and Sheriff's Office.

Recommended Solution

The third option is recommended. This approach sets the yearly amount equal to \$500,000 for four fiscal years and then \$250,000 for each fiscal year afterwards. If this level of funding is maintained, eventually the county could reach the point of being pro-active in replacing systems at the end of their useful lives or systems could be replaced for greater energy efficiency or maintenance savings.

Alternatives

- Do nothing. Replace systems and equipment when they fail. Maintaining outdated systems can be costly and they may not be as energy efficient as newer systems.
- Fund systems each year as needed. The downside to this approach is the county cannot plan the funding long-term and the county does not have a way to plan beyond the replacement of systems in imminent failure.
- Provide an ongoing funding source for a set amount every year, but require updated cost estimates each year for the projects requested for funding in the upcoming year. Allow flexibility with the funding so that if a mechanical system or roof fails and it is not on that year's list, funds can be redirected to address that need.

Capital Maintenance & Replacement Fund

New

Current Stage of Project

Facilities maintenance staff has inventoried mechanical systems, HVAC systems, parking lots and roofs and identified replacement priorities over the next seven years.

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

Completed

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Construction	145,762	169,000	0	0	0	0	0	0	0	0	169,000
Contingency	14,576	0	0	0	0	0	0	0	0	0	0
Total Project Element	160,338	169,000	0	0	0	0	0	0	0	0	169,000
Funding Source											
Capital Reserves	160,338	169,000	0	0	0	0	0	0	0	0	169,000
Total Funding Source	160,338	169,000	0	0	0	0	0	0	0	0	169,000
Operating Effect											
Transfer from General Fund	0	169,000	0	0	0	0	0	0	0	0	169,000
Total Operating Effect	0	169,000	0	0	0	0	0	0	0	0	169,000

Define Problem

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

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

Recommended Solution

Complete the resurfacing of pavement before it fails.

Current Stage of Project

The project began in January 2022 but was put on hold for a few weeks due to Covid. The project was completed in March 2022.

Emergency (VIPER) Radios Replacement

Approved-No Contracts

Replace 521 mobile and 517 portable VIPER radios for Harnett County Emergency Services, Fire Departments, Sheriff's Office, Harnett Area Rural Transportation System (HARTS), and Harnett Regional Water (HRW) before July 1, 2025, when the state will require the existing radios be upgraded.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Furnishings & Equipment	6,003,877	0	6,003,877	0	0	0	0	0	0	0	6,003,877
Total Project Element	6,003,877	0	6,003,877	0	0	0	0	0	0	0	6,003,877
Funding Source											
ARP Fund	6,003,877	0	6,003,877	0	0	0	0	0	0	0	6,003,877
Total Funding Source	6,003,877	0	6,003,877	0	0	0	0	0	0	0	6,003,877

Define Problem

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

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

Recommended Solution

Fund the replacement of all VIPER radios for Harnett County Emergency Services, Fire Departments, Sheriff's Office, HARTS and HRW. This includes 44 mobile and 84 portables for Emergency Services, 228 mobile and 231 portable radios for Fire Departments, 218 mobile and 190 portable radios for the Sheriff's Office, 27 mobile and 6 portable radios for HARTS, and 10 portable radios for HRW.

Alternatives

- Upgrade the radios to be TDMA compliant and postpone replacement of radios to a later date. This option requires the county to spend funds to upgrade radios that will essentially be at the end of their useful life and will need replacement soon after the upgrade.
- Replace county-owned radios ahead of the July 1, 2025, deadline. This option ensures the county maintains reliable equipment that is supported and complies with the state's deadline for compatibility with TDMA programming. It avoids the additional cost of upgrading the radios. Finally, if outside agencies are notified of the county's intent to purchase replacement radios in this timeframe, those agencies could partner with the county in obtaining the best pricing.

Current Stage of Project

In July 2022, the Board of Commissioners approved the replacement of all VIPER radios and allocated a portion of the American Rescue Plan funds to cover the cost the project. All radios have been delivered, but chargers and batteries have not yet arrived. Radios will be programmed in October 2022. Radio installation will begin once programming is complete. This project is anticipated to be complete in February 2023.

Emergency (VIPER) Radios Replacement

Approved-No Contracts

Operating Impact

There is no impact to the operating budget.

Emergency Medical Services (EMS) -- Capital Reserve Appropriation

New

Establish an annual contribution to the Emergency Medical Services Capital Reserve Fund. Contribute \$690,000 to the capital reserve fund for four fiscal years. Beginning in FY 2028, decrease the annual contribution to \$450,000. Funds will be used for vehicle replacements, remounts, and other capital items such as cardiac monitors.

Project Budget	Budget	Prior to FY 2023	Current Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
Project Element											
Transfer to EMS Capital Reserve	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Total Project Element	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Funding Source											
Transfer from General Fund	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Total Funding Source	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Operating Effect											
Transfer from General Fund	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000
Total Operating Effect	0	0	0	690,000	690,000	690,000	690,000	450,000	450,000	450,000	4,110,000

Emergency Medical Services (EMS) -- Cardiac Monitors Replacement

Approved-No Contracts

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	610,855	0	0	0	0	0	610,855	0	0	0	610,855
Total Project Element	610,855	0	0	0	0	0	610,855	0	0	0	610,855
Funding Source											
EMS Capital Reserves	610,855	0	0	0	0	0	610,855	0	0	0	610,855
Total Funding Source	610,855	0	0	0	0	0	610,855	0	0	0	610,855
Operating Effect											
Decreased Costs	0	0	0	0	0	0	-10,000	-10,000	-10,000	-10,000	-40,000
Total Operating Effect	0	0	0	0	0	0	-10,000	-10,000	-10,000	-10,000	-40,000

Define Problem

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

Recommended Solution

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

Alternatives

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

Operating Impact

The cardiac monitor replacements will reduce maintenance costs on existing equipment.

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

Approved-No Contracts

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Vehicles	792,959	223,854	83,939	114,330	117,760	121,293	124,931	128,679	132,540	136,516	1,183,842
Total Project Element	792,959	223,854	83,939	114,330	117,760	121,293	124,931	128,679	132,540	136,516	1,183,842
Funding Source											
EMS Capital Reserves	792,959	223,854	83,939	114,330	117,760	121,293	124,931	128,679	132,540	136,516	1,183,842
Total Funding Source	792,959	223,854	83,939	114,330	117,760	121,293	124,931	128,679	132,540	136,516	1,183,842
Operating Effect											
Decreased Costs	-371,256	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-417,663
Total Operating Effect	-371,256	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-46,407	-417,663

Define Problem

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

Recommended Solution

To ensure the safety of patients and employees while responding to calls, it is recommended to replace one unit per year beginning in FY 2023 per the EMS Vehicle Replacement and Rotation Policy. With three units on a three-year schedule, we will predictably replace one unit per year, easing budgetary needs.

Alternatives

- Do nothing. Maintenance costs will continue to increase until the units eventually become unsafe and inoperable. This leads to taking units out of service, meaning our service to the citizens of Harnett County is cut as we are unable to handle the call volume. This also leads to a reduction in non-emergency transportation revenue.
- Replace units on an extended schedule. If vehicles are driven beyond their useful life, maintenance costs will increase, and service disruption becomes more likely. In addition, budgeting for replacements becomes more challenging, as the possibility for replacing multiple units within a fiscal year increase.

Current Stage of Project

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

Relation to Other Projects

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

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

Approved-No Contracts

Remount transport units in accordance with the EMS Vehicle Replacement Policy to extend the useful life of the vehicles.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Contingency	23,473	9,170	0	0	5,842	0	0	0	13,006	13,337	41,355
Vehicles	563,123	268,498	0	0	120,343	0	0	0	267,932	274,744	931,517
Total Project Element	586,596	277,668	0	0	126,185	0	0	0	280,938	288,081	972,872
Funding Source											
EMS Capital Reserves	586,596	277,668	0	0	126,185	0	0	0	280,938	288,081	972,872
Total Funding Source	586,596	277,668	0	0	126,185	0	0	0	280,938	288,081	972,872
Operating Effect											
Decreased Costs	-11,400	-5,700	0	0	-1,900	0	0	0	-3,800	-3,800	-15,200
Total Operating Effect	-11,400	-5,700	0	0	-1,900	0	0	0	-3,800	-3,800	-15,200

Define Problem

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

Recommended Solution

Remount one vehicle in FY 2025, two vehicles in FY 2029, and two in FY 30. Continue to remount vehicles in accordance with the EMS Vehicle Replacement Policy. This option provides the most cost-effective strategy for ensuring safe, reliable emergency vehicles.

Alternatives

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

Current Stage of Project

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

Relation to Other Projects

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

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

Approved-No Contracts

Operating Impact

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

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

Approved-No Contracts

Replace emergency transport units in accordance with the Emergency Medical Services Vehicle Replacement Policy.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Vehicles	1,841,524	170,354	414,525	426,960	439,396	225,916	232,134	244,569	0	0	2,153,854
Total Project Element	1,841,524	170,354	414,525	426,960	439,396	225,916	232,134	244,569	0	0	2,153,854
Funding Source											
EMS Capital Reserves	1,841,524	170,354	414,525	426,960	439,396	225,916	232,134	244,569	0	0	2,153,854
Total Funding Source	1,841,524	170,354	414,525	426,960	439,396	225,916	232,134	244,569	0	0	2,153,854
Operating Effect											
Decreased Costs	-19,000	-1,900	-3,800	-3,800	-3,800	-1,900	-1,900	-1,900	0	0	-19,000
Total Operating Effect	-19,000	-1,900	-3,800	-3,800	-3,800	-1,900	-1,900	-1,900	0	0	-19,000

Define Problem

The 24/7 nature of EMS means ambulances driven non-stop, putting miles, wear, and tear on the units. To maintain a high level of service, Harnett County EMS follows the Emergency Medical Services Vehicle Replacement Policy. This policy states that ambulances will be remounted twice throughout their useful life, having to be completely replaced after that, with almost 700,000 miles on the box of the unit. Having safe reliable vehicles is critical to EMS's operations.

Recommended Solution

Replace two units in FY 2023, two in FY 2024, two in FY 2025, one in FY 2026, one in FY 2027, and one in FY 2028 in accordance with the Vehicle Replacement Policy. The next vehicle replacement is not scheduled until FY 2031.

Alternatives

- Do nothing. The chassis and box will eventually reach such high mileage, wear, and tear that the maintenance costs will be astronomical until they are eventually inoperable. This, in turn, takes a necessary EMS unit off the road, limiting the service we offer to the citizens of Harnett County.
- Replace vehicles in accordance with the Vehicle Replacement Policy.

Current Stage of Project

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

Operating Impact

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

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

Approved-Contracts Let

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	427,728	448,559	75,366	0	0	0	0	0	0	0	523,925
Contingency	46,263	0	23,166	0	0	0	0	0	0	0	23,166
Design, Engineering & Construction Ad	34,900	34,700	2,100	0	0	0	0	0	0	0	36,800
Total Project Element	508,891	483,259	100,632	0	0	0	0	0	0	0	583,891
Funding Source											
Capital Reserves	508,891	483,259	100,632	0	0	0	0	0	0	0	583,891
Total Funding Source	508,891	483,259	100,632	0	0	0	0	0	0	0	583,891
Operating Effect											
Transfer from General Fund	0	508,891	75,000	0	0	0	0	0	0	0	583,891
Total Operating Effect	0	508,891	75,000	0	0	0	0	0	0	0	583,891

Define Problem

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

Recommended Solution

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

Alternatives

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

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

Current Stage of Project

The County reissued an RFP for this project in October 2021 and the Board of Commissioners awarded the project to Spruill Construction of Bunnlevel on November 15, 2021. A Notice to Proceed was issued on January 10, 2022, and final completion was anticipated in July 2022. Due to an unforeseen electrical situation, the project is now expected to be complete in December 2022.

Fleet Management and Replacement System

Completed

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

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Transfer to Fleet Fund	1,000,000	450,000	100,000	0	0	0	0	0	0	0	550,000
Total Project Element	1,000,000	450,000	100,000	0	0	0	0	0	0	0	550,000
Funding Source											
Transfer from General Fund	1,000,000	450,000	100,000	0	0	0	0	0	0	0	550,000
Total Funding Source	1,000,000	450,000	100,000	0	0	0	0	0	0	0	550,000
Operating Effect											
Transfer from General Fund	0	450,000	100,000	0	0	0	0	0	0	0	550,000
Total Operating Effect	0	450,000	100,000	0	0	0	0	0	0	0	550,000

Define Problem

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

Recommended Solution

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

Alternatives

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

Fleet Management and Replacement System

Completed

Current Stage of Project

The County is in Year 5 of a self-leasing program. Using a point-based system to decide on the priority of replacements, the County has purchased 30 vehicles and is leasing them back to departments at a total lease rate of approximately \$120,000 per year. Efforts to sell vehicles have improved by advertising on GovDeals, which has generated several thousand bids on county vehicles. To set up the program, \$200,000 was set aside annually for vehicle purchases. Based on the FY 2021 Fleet Analysis, the last annual contribution of \$100,000 was in FY 2023.

Operating Impact

There is no impact to the operating budget in FY 2024. The Fleet Management and Replacement System is now self-sustaining.

Harnett County Schools -- Camera Upgrades

New

Upgrade remaining security cameras at 13 schools to newer digital technology.

Project Budget	Budget	Prior to FY 2023	Current	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
			Year: FY 2023								
Project Element											
Furnishings & Equipment	415,209	0	415,209	0	0	0	0	0	0	0	415,209
Total Project Element	415,209	0	415,209	0	0	0	0	0	0	0	415,209
Funding Source											
Bond Proceeds	415,209	0	415,209	0	0	0	0	0	0	0	415,209
Total Funding Source	415,209	0	415,209	0	0	0	0	0	0	0	415,209

Define Problem

Harnett County Schools applied for and received grant funding to upgrade interior and exterior security cameras at 15 schools. The Capital Improvement Plan (CIP) would complete upgrades at the remaining 13 schools. Due to the discontinuation of Windows Internet Explorer (IE) in June 2022, existing cameras at these 13 locations are obsolete. With the loss of IE, the current Panasonic cameras can no longer be accessed for troubleshooting, configuration, and security updates. Additionally, videos of incidents are not reliable with the existing Panasonic technology because of low resolution and quality.

Recommended Solution

Replace current cameras with new digital technology. By replacing the Panasonic cameras with AXIS cameras, footage can be viewed from any browser and allows for zooming in and out features. The resolution and quality of videos will be significantly improved.

Current Stage of Project

Using general obligation bond proceeds, 475 interior and exterior cameras are being upgraded at 13 schools. The expected completion date is December 2023. Supply chain delays could extend the project completion date.

Harnett County Schools -- Electronic Door Locks

New

Replace locks on 55 exterior doors at 17 schools with electronic door locks that can be controlled remotely.

Project Budget	Budget	Prior to FY 2023	Current	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
			Year: FY 2023								
Project Element											
Construction	355,332	0	355,332	0	0	0	0	0	0	0	355,332
Total Project Element	355,332	0	355,332	0	0	0	0	0	0	0	355,332
Funding Source											
Bond Proceeds	355,332	0	355,332	0	0	0	0	0	0	0	355,332
Total Funding Source	355,332	0	355,332	0	0	0	0	0	0	0	355,332

Define Problem

Modern technology allows electronic locking systems that can be controlled remotely and provide a record of everyone entering the building. Security protocols call for doors to be locked in emergency situations. The ability to lock the doors remotely improves security. The project would allow HCS to place electronic door locks on the remaining doors in the district that need them. All schools currently have remote door locks at the main entrances, but these funds would complete the project.

Recommended Solution

Replace locks on exterior doors.

Current Stage of Project

Using bond proceeds from the 2021 General Obligation Bond, the exterior doors are currently being replaced at 17 schools. The project is expected to be completed by May 2023.

Harnett County Schools -- Erwin Elementary School Replacement

Completed

On the existing site, located at 405 Denim Drive, Erwin, demolish the 74,147-square-foot building, replace it with a 102,500-square-foot school and combine the student populations of Erwin and Gentry elementary schools.

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Architectural Design & Construction Ad	1,265,539	1,255,539	10,000	0	0	0	0	0	0	0	1,265,539
Asbestos Abatement	0	141,350	0	0	0	0	0	0	0	0	141,350
Asbestos Testing	0	54,150	9,725	0	0	0	0	0	0	0	63,875
Construction	26,257,799	24,854,115	577,816	0	0	0	0	0	0	0	25,431,931
Contingency	2,090,201	0	2,049,832	0	0	0	0	0	0	0	2,049,832
Demolition	0	434,421	0	0	0	0	0	0	0	0	434,421
Engineering	63,875	0	0	0	0	0	0	0	0	0	0
Financing Costs	210,993	206,275	4,718	0	0	0	0	0	0	0	210,993
Fuel Tank Removal	0	162,406	0	0	0	0	0	0	0	0	162,406
Furnishings & Equipment	1,104,000	647,216	42,782	0	0	0	0	0	0	0	689,998
Geotechnical	0	165,074	97	0	0	0	0	0	0	0	165,171
Other Contracted Services	266,150	0	0	0	0	0	0	0	0	0	0
Permits & Connection Fees	130,000	65,670	64,330	0	0	0	0	0	0	0	130,000
Surveying	11,300	11,300	0	0	0	0	0	0	0	0	11,300
Technology	0	119,210	294,790	0	0	0	0	0	0	0	414,000
Utilities Relocation	0	229,041	0	0	0	0	0	0	0	0	229,041
Total Project Element	31,399,857	28,345,767	3,054,090	0	0	0	0	0	0	0	31,399,857
Funding Source											
Bond Premium	3,899,857	3,899,857	0	0	0	0	0	0	0	0	3,899,857
General Obligation Bonds	27,500,000	24,445,910	3,054,090	0	0	0	0	0	0	0	27,500,000
Total Funding Source	31,399,857	28,345,767	3,054,090	0	0	0	0	0	0	0	31,399,857
Operating Effect											
Debt Service	0	3,038,750	2,277,344	2,242,969	2,174,219	2,105,469	2,036,719	1,967,969	1,899,219	1,830,469	19,573,127
Total Operating Effect	0	3,038,750	2,277,344	2,242,969	2,174,219	2,105,469	2,036,719	1,967,969	1,899,219	1,830,469	19,573,127

Define Problem

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

The old Erwin school had numerous maintenance issues, including electrical wiring in poor condition.

Harnett County Schools -- Erwin Elementary School Replacement

Completed

Recommended Solution

Construct a new school.

Current Stage of Project

Certificate of Occupancy was issued, and students began attending the new school in April 2022. The project is complete but still working through warranty and punch list items. The school system plans to convert Gentry into a staff development center, and it may house some central office functions. Major renovations of Gentry are not needed for these purposes. Mobile units located at Gentry have been relocated to other schools. The project is being funded from general obligation bonds approved by voters in 2014.

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

Approved-Contracts Let

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Advertising	0	1,177	0	0	0	0	0	0	0	0	1,177
Architectural Design & Construction Ad	443,525	365,000	12,618	0	0	0	0	0	0	0	377,618
Construction	4,335,000	4,556,476	0	0	0	0	0	0	0	0	4,556,476
Contingency	255,000	0	0	0	0	0	0	0	0	0	0
Engineering	66,475	106,867	33,062	0	0	0	0	0	0	0	139,929
Geotechnical	0	6,600	0	0	0	0	0	0	0	0	6,600
Permits & Connections Fees	0	18,200	0	0	0	0	0	0	0	0	18,200
Total Project Element	5,100,000	5,054,320	45,680	0	0	0	0	0	0	0	5,100,000
Funding Source											
General Obligation Bonds	5,100,000	5,054,320	45,680	0	0	0	0	0	0	0	5,100,000
Total Funding Source	5,100,000	5,054,320	45,680	0	0	0	0	0	0	0	5,100,000
Operating Effect											
Debt Service	0	1,251,108	392,956	380,501	368,046	355,591	343,136	330,681	316,651	306,814	4,045,484
Total Operating Effect	0	1,251,108	392,956	380,501	368,046	355,591	343,136	330,681	316,651	306,814	4,045,484

Define Problem

The main part of Johnsonville school was constructed in 1955. At 475 students, the school's student population does not exceed the 500-student rated capacity of the school. The cafeteria and the Career and Technical Education (CTE) classroom are in poor shape. The CTE Classroom is no longer useable. The gym is also in poor condition and needs renovation. Phase 2 will replace the demolished classroom building.

Recommended Solution

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

Current Stage of Project

Demolition of the classroom building was completed in August 2021.

As of late August 2022, windows were installed and completed in Building 1. As of mid-September, 80% of site work has been completed. Paving is expected to be completed by end of November. Substantial completion of cafeteria is expected by December.

Harnett County Schools -- Maintenance Fund

Approved-No Contracts

Provide a reliable funding mechanism for Harnett County Schools to replace critical mechanical systems, windows, and roofs before failure. Funding in FY 2024 would address two chillers, two fire safety infrastructures, one roof, one cooling tower, one building automation system (BAS), and a window replacement. Future funding would address a prioritized list of needs identified by the school maintenance staff.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Roof, Windows & Systems Maintenan	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
Total Project Element	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
Funding Source											
Capital Reserves	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
TotalFunding Source	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
Operating Effect											
Transfer from General Fund	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415
TotalOperating Effect	11,241,415	1,441,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	12,641,415

Define Problem

Harnett County Schools has substantial maintenance needs. Failure of these systems mean schools would be without heat or air conditioning or could incur substantial repair costs in the case of roof failure. Many of these systems are beyond their useful lives. The school maintenance staff has inventoried these needs, prioritized them, and identified when they need to be replaced over the seven-year CIP. Cost estimates have been obtained for FY 2024.

Three chillers have exceeded their useful lives. One chiller is at the end of its useful life. Two chillers are requested for replacement in FY 2024 at Overhills Elementary.

Two fire safety infrastructures devices are outdated. Two fire safety infrastructure devices are requested for funding in FY 2024, including Harnett Central Middle and Harnett Central High.

One cooling tower has exceeded its useful life. Two additional cooling towers are nearing the end of their useful lives. One cooling tower is requested for funding in FY 2024 at Lafayette Elementary.

Two roofs have exceeded their useful lives. One roof replacement for Johnsonville Elementary is requested in FY 2024. Two building automation systems (BAS) controls are obsolete.

One BAS is requested for funding in FY 2024 at Anderson Creek Elementary.

Seventy-year-old, single paned windows replacement is requested for funding in FY 2024 at South Harnett Elementary.

Recommended Solution

The third option is recommended. This approach sets the yearly amount equal to \$1.4 million. If this level of funding is maintained, eventually the school system could reach the point of being pro-active in replacing systems at the end of their useful lives or systems could be replaced for greater energy efficiency or maintenance savings. The funds will be maintained by the county and released as invoices are received.

Alternatives

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

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

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

Current Stage of Project

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

Harnett County Schools -- New Northwest Harnett Elementary School

Approved-Contracts Let

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

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Architectural Design & Construction Ad	2,130,650	2,117,200	13,450	0	0	0	0	0	0	0	2,130,650
Construction	39,893,300	39,529,724	363,576	0	0	0	0	0	0	0	39,893,300
Contingency	1,247,569	0	1,247,569	0	0	0	0	0	0	0	1,247,569
Financing Costs	282,517	282,517	0	0	0	0	0	0	0	0	282,517
Furnishings & Equipment	900,000	0	900,000	0	0	0	0	0	0	0	900,000
Geotechnical	48,350	43,750	4,600	0	0	0	0	0	0	0	48,350
Land & Easements	731,680	731,680	0	0	0	0	0	0	0	0	731,680
Permits & Connection Fees	92,735	92,735	0	0	0	0	0	0	0	0	92,735
Surveying	20,910	0	20,910	0	0	0	0	0	0	0	20,910
Technology	450,000	0	450,000	0	0	0	0	0	0	0	450,000
Water & Sewer	3,500	3,500	0	0	0	0	0	0	0	0	3,500
Wetlands Determination	1,133	1,133	0	0	0	0	0	0	0	0	1,133
Total Project Element	45,802,344	42,802,239	3,000,105	0	0	0	0	0	0	0	45,802,344
Funding Source											
General Obligation Bonds	37,067,059	37,067,059	0	0	0	0	0	0	0	0	37,067,059
Grants, Gifts, Etc.	8,000,105	5,000,000	3,000,105	0	0	0	0	0	0	0	8,000,105
Lottery Proceeds	731,680	731,680	0	0	0	0	0	0	0	0	731,680
Other	3,500	3,500	0	0	0	0	0	0	0	0	3,500
Total Funding Source	45,802,344	42,802,239	3,000,105	0	0	0	0	0	0	0	45,802,344
Operating Effect											
Debt Service	0	776,030	4,192,500	4,085,000	3,977,500	3,870,000	3,762,500	3,655,000	3,547,500	3,440,000	31,306,030
Total Operating Effect	0	776,030	4,192,500	4,085,000	3,977,500	3,870,000	3,762,500	3,655,000	3,547,500	3,440,000	31,306,030

Define Problem

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

Recommended Solution

The project is underway.

Current Stage of Project

Using lottery proceeds, a 23.5-acre site was purchased in February 2021 at a cost of \$731,900. As of mid-September 2022, the roofing is complete, and the geothermal wells have been installed into the ground. Currently, storm drains and curbing are being installed, and the parking lots are being paved. The targeted completion date is June 2023. The targeted opening of the new school is August 2023. The school will be paid for from general obligation bonds approved by voters in 2014.

Harnett County Sheriff -- Capital Reserve

Approved-No Contracts

Continue annual contributions of \$450,000 to the capital reserve fund established for the Sheriff. Beginning in FY 2024, increase annual contribution to \$650,000.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Transfer to Capital Reserve	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591
Total Project Element	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591
Funding Source											
Transfer from General Fund	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591
Total Funding Source	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591
Operating Effect											
Transfer from General Fund	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591
Total Operating Effect	5,980,591	2,830,591	450,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,830,591

Harnett County Sheriff -- Detention Center Security Intercom Replacement

Completed

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	133,560	133,560	0	0	0	0	0	0	0	0	133,560
Total Project Element	133,560	133,560	0	0	0	0	0	0	0	0	133,560
Funding Source											
Sheriff's Capital Reserve	133,560	133,560	0	0	0	0	0	0	0	0	133,560
Total Funding Source	133,560	133,560	0	0	0	0	0	0	0	0	133,560

Define Problem

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

Recommended Solution

Purchase a new intercom system, as requested by the Sheriff's Office in FY 2021, utilizing funds from the Sheriff's Capital Reserve.

Alternatives

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

Current Stage of Project

All equipment has been installed. This project was completed in May 2022.

Relation to Other Projects

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

Operating Impact

There is no impact to the operating budget.

Harnett County Sheriff -- Detention Center Video Surveillance System Upgrade

Approved-No Contracts

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

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	355,528	113,641	216,153	0	0	0	0	0	0	0	329,794
Total Project Element	355,528	113,641	216,153	0	0	0	0	0	0	0	329,794
Funding Source											
Sheriff's Capital Reserve	355,528	113,641	216,153	0	0	0	0	0	0	0	329,794
Total Funding Source	355,528	113,641	216,153	0	0	0	0	0	0	0	329,794

Define Problem

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

Recommended Solution

Replace the DVRs immediately by diverting funds from the kitchen equipment replacement project and replace the remainder of the video surveillance system in FY 2022 using funds from the Sheriff's Capital Reserve.

Alternatives

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

Current Stage of Project

The project has been delayed due to supply chain issues. The replacement cameras have arrived, but installation has not yet begun. The project is expected to complete by end of January 2023.

Relation to Other Projects

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

Operating Impact

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

Harnett County Sheriff -- In-Car Video Camera System

Completed

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	246,113	246,888	0	0	0	0	0	0	0	0	246,888
Installation	25,000	20,000	0	0	0	0	0	0	0	0	20,000
Total Project Element	271,113	266,888	0	0	0	0	0	0	0	0	266,888
Funding Source											
Asset Forfeiture Funds	271,113	266,888	0	0	0	0	0	0	0	0	266,888
Total Funding Source	271,113	266,888	0	0	0	0	0	0	0	0	266,888
Operating Effect											
Increased Operating Costs	0	0	6,250	13,125	13,781	14,470	15,194	15,954	16,751	17,589	113,114
Total Operating Effect	0	0	6,250	13,125	13,781	14,470	15,194	15,954	16,751	17,589	113,114

Define Problem

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

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

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

Harnett County Sheriff -- In-Car Video Camera System

Completed

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

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

Recommended Solution

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

Alternatives

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

Current Stage of Project

The cameras were ordered in September 2021 and were delivered and installed by early 2022. The IT Department was able to establish camera connectivity through wireless access points for data download by summer of 2022. This project was completed in August 2022.

Operating Impact

There will be an increase in annual software support costs.

Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation

Completed

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Administrative Costs	680	680	0	0	0	0	0	0	0	0	680
Construction	1,485,802	1,471,243	0	0	0	0	0	0	0	0	1,471,243
Contingency	0	0	0	0	0	0	0	0	0	0	0
Design, Engineering & Construction Ad	0	0	0	0	0	0	0	0	0	0	0
Other Contracted Services	0	797	0	0	0	0	0	0	0	0	797
Total Project Element	1,486,482	1,472,720	0	0	0	0	0	0	0	0	1,472,720
Funding Source											
Airport Capital Reserves	148,649	146,406	0	0	0	0	0	0	0	0	146,406
Grants, Gifts, Etc.	1,337,833	1,326,314	0	0	0	0	0	0	0	0	1,326,314
Total Funding Source	1,486,482	1,472,720	0	0	0	0	0	0	0	0	1,472,720

Define Problem

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

Recommended Solution

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

Alternatives

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

Current Stage of Project

The construction portion of the lighting project was completed on March 31, 2022, and final contract payment was submitted to Precision Approach on June 6, 2022. Final reimbursement from North Carolina Department of Transportation/Division of Aviation was received on July 1, 2022. The North Carolina Department of Transportation/Division of Aviation grant agreement was closed on August 30, 2022. This project was completed on August 30, 2022.

Harnett Regional Jetport (HRJ) -- Airfield Lighting Rehabilitation

Completed

Operating Impact

Currently, there is no operating impact.

Harnett Regional Jetport (HRJ) -- Apron Expansion

Approved-Contracts Let

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

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Construction	4,390,138	0	4,390,138	0	0	0	0	0	0	0	4,390,138
Design, Engineering & Construction Ad	679,335	326,687	413,220	0	0	0	0	0	0	0	739,907
Other Contracted Services	0	0	2,440	0	0	0	0	0	0	0	2,440
Total Project Element	5,069,473	326,687	4,805,798	0	0	0	0	0	0	0	5,132,485
Funding Source											
Airport Capital Reserves	498,448	22,066	476,382	0	0	0	0	0	0	0	498,448
Capital Reserves	8,499	8,499	0	0	0	0	0	0	0	0	8,499
Grants, Gifts, Etc.	4,562,526	296,122	4,329,416	0	0	0	0	0	0	0	4,625,538
Total Funding Source	5,069,473	326,687	4,805,798	0	0	0	0	0	0	0	5,132,485
Operating Effect											
Transfer from General Fund	0	8,499	0	0	0	0	0	0	0	0	8,499
Total Operating Effect	0	8,499	0	0	0	0	0	0	0	0	8,499

Define Problem

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

Recommended Solution

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

Alternatives

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

Harnett Regional Jetport (HRJ) -- Apron Expansion

Approved-Contracts Let

Current Stage of Project

Construction began September 6, 2022. The project is expected to be complete in early April 2023.

Operating Impact

There is no impact to the operating budget.

Harnett Regional Jetport (HRJ) -- Master Plan Update

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Other Contracted Services	414,357	281,976	132,381	0	0	0	0	0	0	0	414,357
Total Project Element	414,357	281,976	132,381	0	0	0	0	0	0	0	414,357
Funding Source											
Airport Capital Reserves	41,436	0	41,436	0	0	0	0	0	0	0	41,436
Grants, Gifts, Etc.	372,921	281,976	90,945	0	0	0	0	0	0	0	372,921
Total Funding Source	414,357	281,976	132,381	0	0	0	0	0	0	0	414,357

Define Problem

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

Recommended Solution

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

Alternatives

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

Current Stage of Project

Parrish and Partners submitted Master Plan alternatives and collected feedback from airport end users on Thursday, October 14, 2022. Parrish and Partners will use these suggestions to customize a final Master Plan by January 2023, with a completion date of July 23, 2023.

Harnett Regional Jetport (HRJ) -- New Terminal Construction

New

Construct a 6,969-square-foot airport terminal at HRJ, located at 615 Airport Road, Erwin, to create a “Gateway to Harnett,” improve jetport services, and provide office space for Economic Development.

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Construction	0	0	5,116,877	0	0	0	0	0	0	0	5,116,877
Contingency	0	0	63,331	0	0	0	0	0	0	0	63,331
Engineering	0	545,947	841,104	0	0	0	0	0	0	0	1,387,051
Other Contracted Services	0	18,927	3,776	0	0	0	0	0	0	0	22,703
Total Project Element	0	564,874	6,025,088	0	0	0	0	0	0	0	6,589,962
Funding Source											
Airport Capital Reserves	0	61,322	0	0	0	0	0	0	0	0	61,322
Grants, Gifts, Etc.	0	503,552	6,025,088	0	0	0	0	0	0	0	6,528,640
Total Funding Source	0	564,874	6,025,088	0	0	0	0	0	0	0	6,589,962

Define Problem

Built in 1981, the existing 2,200-square-foot terminal is outdated and its waiting area, meeting facilities and pilot spaces are inadequate. Office space for airport staff is also lacking. The terminal’s antiquated design does not portray the county and its economic development efforts in the best light. A 2018 ITRE research study showed the airport has a \$176.5 million annual economic impact. Because of its demonstrated connection and potential impact, co-location of the county’s Economic Development offices is desired.

Recommended Solution

Using State Capital Infrastructure Funds (SCIF), construct a new airport terminal.

Alternatives

- Do nothing. If nothing is done, the jetport’s terminal will continue to be outdated and undersized. The limited spaces for meetings, waiting, and pilots makes it less desirable for flights and for use as a meeting space.
- Construct a new 6,969-square-foot terminal. The lower level would house two conference rooms, additional office space for airport staff, a pilot lounge with shower area, a larger waiting lounge, and office space for Economic Development. The upper floor, accessible without entering the lower level, would house another meeting space and observation platform, which should be an attractive meeting space for economic development and other needs. A temporary terminal will also be needed during construction, so that the old one can be demolished to make way for the new one. The project would consist of these improvements, along with necessary infrastructure and site improvements. No additional land is needed, as everything would be built on property currently owned by Harnett County.

Current Stage of Project

Below is an estimated project timeline from Talbert and Bright for the HRJ Terminal based on recent discussions and the construction time/phasing shown in the plans and project specifications:

Advertise - August 21, 2022

Open Bids - September 30, 2022

Award Contract - November 1, 2022

Harnett Regional Jetport (HRJ) -- New Terminal Construction

New

Issue Contracts - November 18, 2022

Start Construction/Precon Meeting - December 5, 2022

Complete Construction - March 31, 2024

Bids were opened October 12, 2022, and the Board of Commissioners is expected to award the contract on November 1, 2022. The terminal project is projected to begin in mid-December 2022 and is expected to be complete by March 31, 2024.

Operating Impact

There is no impact to the operating budget.

Information Technology -- Core Server Infrastructure Upgrade/Replacement

New

Replace existing, out-of-warranty core server infrastructure located at 175 Bain Street, Lillington and 1005 Edward Brothers Drive, Lillington to enhance the future needs of on-premises server-based applications and to increase the performance of existing applications.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Furnishings & Equipment	0	0	789,433	0	0	0	0	0	0	0	789,433
Total Project Element	0	0	789,433	0	0	0	0	0	0	0	789,433
Funding Source											
Information Technology Fund	0	0	789,433	0	0	0	0	0	0	0	789,433
Total Funding Source	0	0	789,433	0	0	0	0	0	0	0	789,433
Operating Effect											
Transfer from General Fund	0	0	789,433	0	0	0	0	0	0	0	789,433
Total Operating Effect	0	0	789,433	0	0	0	0	0	0	0	789,433

Define Problem

Every four to five years, Harnett County Information Technology Department replaces the core server infrastructure. Fiscal year 2023 will be the fifth year our current system has been in place. In order to keep our technology services consistently available and up-to-date, the core system must be replaced. The technology replacement will meet the future needs of our on-premises server-based applications and increase the performance of existing applications. The current core infrastructure will be out of warranty in January 2023. The county's on-premises technology services rely on the core infrastructure. The current core system is operating at maximum capacity, and it must be replaced with a newer platform with more available resources.

Recommended Solution

Replace current core infrastructure system with new technology with a four-year warranty.

Alternatives

- Renew the warranty on existing systems. This will allow the county to make sure the current system stays in a working condition but does address future growth needs of the county.
- Replace current system with newer technology and a new four-year warranty. This will allow the county to provide more resources to future projects and meet the needs of the county over the next four to five years
- Do nothing. This would put the core infrastructure at a great risk of failure and no resources to call upon to fix or replace hardware. This would also limit the county's ability to add software applications or increase resources available to existing software.

Current Stage of Project

The quotes were received in mid-August with pricing from the state contract. The Board of Commissioners approved the project on September 6, 2022. The equipment was ordered in early September and is expected to be delivered by mid-November. The expected completion date is March 31, 2023. Supply chain delays could extend the project completion date.

Information Technology -- Core Server Infrastructure Upgrade/Replacement

New

Operating Impact

The operating impact will be routine maintenance and support costs.

Information Technology -- Fiber Extension

Approved-No Contracts

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Construction	230,750	0	230,750	0	0	0	0	0	0	0	230,750
Total Project Element	230,750	0	230,750	0	0	0	0	0	0	0	230,750
Funding Source											
ARP Fund	230,750	0	230,750	0	0	0	0	0	0	0	230,750
Total Funding Source	230,750	0	230,750	0	0	0	0	0	0	0	230,750

Define Problem

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

Recommended Solution

Option 1 is recommended. Install fiber for an alternative network route. This option provides additional opportunities to use the connectivity. Owning the fiber will give the county more options for future growth and development. The fiber will have the availability of 144 different connections for different functions. To create the network loop, the county only needs two of the 144 connections. This project will be funded with the American Rescue Plan (ARP) funds and is recommended in FY 2023.

Alternatives

- Install fiber for an alternative network route. This option provides additional opportunities to use the connectivity. Owning the fiber will give the county more options for future growth and development. The fiber will have the availability of 144 different connections for different functions. To create the network loop, the county only needs two of the 144 connections.
- Do nothing and have a higher risk of business stoppage due to network downtime.
- Install a slower wireless link between the two core locations. This option does not give any other opportunities for other usages.
- Use a third-party ISP for connectivity between the two core locations, which will have a higher operating cost impact. This option does not give any other opportunities for alternative usages.

Current Stage of Project

Request for proposal (RFP) was due in early October 2022. The project is expected to begin no later than mid-January 2023. The expected completion date is February 28, 2023.

Information Technology -- Fiber Extension

Approved-No Contracts

Operating Impact

There is no impact to the operating budget.

Parks & Recreation -- Anderson Creek Park Development Phase 2

New

Develop Phase 2 of Anderson Creek Park, located at 1491 Nursery Rd, Lillington, by constructing mountain biking trails.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	0	0	0	214,674	0	0	0	0	0	0	214,674
Total Project Element	0	0	0	214,674	0	0	0	0	0	0	214,674
Funding Source											
SCIF Fund	0	0	0	214,674	0	0	0	0	0	0	214,674
Total Funding Source	0	0	0	214,674	0	0	0	0	0	0	214,674
Operating Effect											
Increased Operating Costs	0	0	0	1,000	1,745	3,267	4,184	1,906	3,504	1,384	16,990
Total Operating Effect	0	0	0	1,000	1,745	3,267	4,184	1,906	3,504	1,384	16,990

Define Problem

The county purchased this tract from Harnett Forward Together Committee (HFTC) and is paying itself back through recreation fees collected in the area. The deed contained a restriction that part of the tract must be used for a park. Fifty acres of the site has been reserved for a future school site and NC Forestry may locate here as well. The size of the park is conducive to constructing a regional park that will attract visitors from surrounding counties and could be an economic development driver. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters, 88th in playgrounds, and 51st in trail miles (this high only because of Raven Rock State Park). The mountain biking trails would be the first in the County except for the trails that recently opened at Raven Rock State Park. The proposed mountain biking trail would add over 3.5 miles of biking trails within the county.

Recommended Solution

Utilizing the SCIF Fund, develop Phase 2 by constructing mountain biking trails.

Alternatives

- Do nothing. If nothing is done, the county will continue to operate the park as is, but it will likely not have the regional draw that would generate economic development.
- Fund improvements incrementally through the parks fund. This approach will avoid the necessity of applying for grant funds, but it will take a long time to complete the amenities identified for this park, especially considering the numerous other parks currently in development in the county.
- Apply for PARTF funding from the state for a 50% match. The option provides the most resources, but may not be the best use of PARTF, as there are higher priorities for constructing parks (this is 4 out of 10 for the department).

Relation to Other Projects

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

Parks & Recreation -- Benhaven Community Park Redevelopment

Approved-Contracts Let

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Architectural Design & Construction Ad	37,500	0	37,500	0	0	0	0	0	0	0	37,500
Construction	101,500	0	155,000	0	0	0	0	0	0	0	155,000
Total Project Element	139,000	0	192,500	0	0	0	0	0	0	0	192,500
Funding Source											
Parks Capital Reserves	139,000	0	192,500	0	0	0	0	0	0	0	192,500
Total Funding Source	139,000	0	192,500	0	0	0	0	0	0	0	192,500
Operating Effect											
Decreased Costs	3,500	0	250	500	500	500	500	500	500	500	3,750
Increased Operating Costs	13,950	0	925	1,906	1,963	2,022	2,082	2,145	2,209	2,275	15,527
Total Operating Effect	17,450	0	1,175	2,406	2,463	2,522	2,582	2,645	2,709	2,775	19,277

Define Problem

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

Recommended Solution

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

Alternatives

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

Current Stage of Project

Demolition has been completed on existing fencing, ballfields, and playground. Grading of ballfields will begin in October 2022. Staff has met with a playground representative to discuss playground and picnic shelter options. Planned renovations and upgrades are scheduled to be completed in January 2023.

Relation to Other Projects

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

Operating Impact

The project has minimal impact on the operating budget. Maintenance of the grounds is already being managed by the Parks & Recreation Department. There will be a slight increase to landscaping supplies. Programming and staffing of this facility have been added to the FY2023 budget.

Parks & Recreation -- Boone Trail Park Development Phase 1

New

Develop Phase 1 of the Boone Trail Park, located at 8500 Old Highway 421, Lillington by stabilizing and rebuilding the entryway monument. Future Phases will address the concept plan, developed with input from the community, to include a memorial walkway, amphitheater, basketball court, picnic shelter, restroom facility, and walking trail.

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Architectural Design & Construction Ad	0	0	10,200	0	0	0	0	0	0	0	10,200
Construction	0	0	104,350	0	0	0	0	0	0	0	104,350
Contingency	0	0	10,450	0	0	0	0	0	0	0	10,450
Total Project Element	0	0	125,000	0	0	0	0	0	0	0	125,000
Funding Source											
SCIF Fund	0	0	125,000	0	0	0	0	0	0	0	125,000
Total Funding Source	0	0	125,000	0	0	0	0	0	0	0	125,000
Operating Effect											
Increased Operating Costs	0	0	0	200	206	212	219	225	232	239	1,533
Total Operating Effect	0	0	0	200	206	212	219	225	232	239	1,533

Define Problem

Harnett County owns 13.5 acres where the old Boone Trail School was located before being destroyed by fire. Of that amount, 6.25 acres have already been developed into the Boone Trail Community Center & Library and include active park amenities. The community would like the remaining portion of the property developed into a park. The burned building was demolished in September 2019. The additional land will increase the park acreage per citizen of Harnett County. The planned amphitheater will be the first for Harnett County Parks & Recreation. The amphitheater will also increase the programming opportunities within the department. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters and 79th in athletic courts.

Recommended Solution

Utilizing SCIF Fund, develop Phase 1 by stabilizing and rebuilding an entryway monument.

Alternatives

- Do nothing. This option fails to address the community's interest in seeing the old school site repurposed for community needs and allows the remaining school entryway to continue to deteriorate.
- Renovate the old school entryway that was preserved during the school renovation and save the park development for future development. Again, this fails to address the community's interest.
- Construct the amenities listed above with proceeds from the Parks Fund in phases as funds are available.

Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding. The park would be adjacent to the Boone Trail Community Center and Library, which opened in the spring of 2017.

Parks & Recreation -- Cape Fear Shiner Park Development Phase 2

New

Construct Phase 2 of the Cape Fear Shiner County Park, located at 350 Alexander Drive, Lillington, including a playground, a picnic shelter, and restroom facility.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Architectural Design & Construction Ad	0	0	0	0	115,779	0	0	0	0	0	115,779
Construction	0	0	0	0	402,000	262,600	0	0	0	0	664,600
Total Project Element	0	0	0	0	517,779	262,600	0	0	0	0	780,379
Funding Source											
Parks Capital Reserves	0	0	0	0	517,779	262,600	0	0	0	0	780,379
Total Funding Source	0	0	0	0	517,779	262,600	0	0	0	0	780,379
Operating Effect											
Increased Operating Costs	0	0	0	0	2,226	5,896	4,557	4,724	4,896	5,073	27,372
Total Operating Effect	0	0	0	0	2,226	5,896	4,557	4,724	4,896	5,073	27,372

Define Problem

The 2017 Comprehensive Parks and Recreation Master Plan found that out of 100 counties Harnett County currently ranks 90th in picnic shelters and 88th in playgrounds. In order to develop Phase 1 of Cape Fear Shiner County Park, the County applied for a Parks and Recreation Trust Fund Grant and was awarded \$400,000 in 2016. A match of \$400,000 was required by the County. Funds were used to develop trails (asphalt, stone and boardwalk), multipurpose field, soccer field, two baseball fields, two overlook decks, a stone driveway and parking lot, signage, and a water access point. The PARTF project did not include several elements that would enhance the park experience for citizens. Currently, portable toilets are used in place of restroom facilities. Phase 2 will replace the portable toilets with a constructed restroom facility, as well as add a playground facility and picnic shelter.

Recommended Solution

Construct Phase 2 facilities including a playground, picnic shelter, and restroom facility.

Alternatives

- Do nothing and continue the use of portable toilets to service the restroom needs at the park.
- Use design and cost estimate from Neills Creek Park Restroom/Concession Building for planned funding. Build restroom facility, playground, and picnic shelter using General Fund Revenues or other available funds.
- Build planned amenities in phases, spreading the requested funds over multiple fiscal years.
- Apply for grant funding to leverage funds for planned amenities.

Relation to Other Projects

Cape Fear Shiner Park Phase 1 was completed in 2020.

Parks & Recreation -- Capital Reserve Appropriations

Approved-No Contracts

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

Project Budget	Budget	Prior to FY 2023	Current	Year 1:	Year 2:	Year 3:	Year 4:	Year 5:	Year 6:	Year 7:	Project Totals
			Year: FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	
Project Element											
Transfer to Parks Capital Reserve	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
Total Project Element	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
Funding Source											
Transfer from General Fund	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
TotalFunding Source	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
Operating Effect											
Transfer from General Fund	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000
TotalOperating Effect	2,750,000	1,350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,950,000

Define Problem

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

Recommended Solution

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

Alternatives

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

Current Stage of Project

Current projects include the development of Shawtown Community Park and Benhaven Community Park. Other projected expenses include Boone Trail Monument/Entryway, engineering and cost estimates for future projects, water access site improvements, and possible monetary matches for grant funding.

Operating Impact

Operating impact is shown in each capital project request.

Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation

Approved-No Contracts

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Feasibility Study	65,000	65,000	0	0	0	0	0	0	0	0	65,000
Transfer to Capital Reserve	700,000	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Project Element	765,000	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Funding Source											
Transfer from General Fund	765,000	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Total Funding Source	765,000	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Operating Effect											
Transfer from General Fund	765,000	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000
Total Operating Effect	765,000	65,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	765,000

Define Problem

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

Parks & Recreation -- Greenway Trail Construction Capital Reserve Appropriation

Approved-No Contracts

Recommended Solution

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

Alternatives

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

Current Stage of Project

A Bicycle, Pedestrian, and Greenway Plan was completed and adopted by the Board of Commissioners in January 2021. Parks and Recreation and Development Services staff are working on implementing plan recommendations and preparing documentation for future greenway development funding. The first sections of side paths required through the county's UDO has been installed on Hwy 210 and Hwy 27, and a sidewalk has been installed on Hwy 421 connecting Campbell University's campus.

Operating Impact

There is no current impact on the operating budget as no trails have been constructed or scheduled for construction in near future. Bicycle, Pedestrian, and Greenway Master Plan is project code GWMST with org-obj (4806120-519040).

Parks & Recreation -- Neills Creek Park Development Master Plan and Park Development Phase 1

New

Develop and renovate Neills Creek Park, located at 3885 Neill's Creek Park, Angier. Develop a site master plan that will address improvements such as a new entrance from Hwy 210, a new parking lot, trails/sidewalks connecting amenities, restroom renovation, and field lighting.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	0	0	0	0	396,000	650,000	0	0	0	0	1,046,000
Contingency	0	0	0	0	0	65,000	0	0	0	0	65,000
Engineering	0	0	0	0	84,800	43,600	0	0	0	0	128,400
Feasibility Study	0	0	60,000	0	0	0	0	0	0	0	60,000
Total Project Element	0	0	60,000	0	480,800	758,600	0	0	0	0	1,299,400
Funding Source											
General Fund Fund Balance	0	0	0	0	230,800	508,600	0	0	0	0	739,400
Grants, Gifts, Etc.	0	0	0	0	250,000	250,000	0	0	0	0	500,000
Parks Capital Reserves	0	0	60,000	0	0	0	0	0	0	0	60,000
Total Funding Source	0	0	60,000	0	480,800	758,600	0	0	0	0	1,299,400
Operating Effect											
Increased Operating Costs	0	0	0	0	0	31,000	13,400	3,721	4,065	11,432	63,618
Total Operating Effect	0	0	0	0	0	31,000	13,400	3,721	4,065	11,432	63,618

Define Problem

Neills Creek Park started development in 1978, which included two ballfields and tennis courts behind Harnett Central High School. The existing entrance into Neills Creek Park is through the main entrance of the high school. Since road access is through school property, the park cannot be used during school hours. In addition, park users must drive to the back of the school to enter the park. The only parking lot is near the high school softball field and the men's softball field. The parking location provides little-to-no protection from foul balls, leaving visitors and spectators to park at their own risk. Park visitors and spectators may park in the school parking lots but requires a significant walk to the fields.

The county expanded Neills Creek Park to the middle school, which includes two ballfields, a multiuse field, and tennis courts. The existing park entrance does not serve these areas. The middle school has no designated parking or handicap accessible routes to the park amenities. There is a tremendous number of requests to use the fields at the middle school, but the users are limited to daylight hours since there is no lighting on these fields.

Recommended Solution

Using the Parks Fund, hire an engineering or design firm to develop a site master plan, with public input, to determine development and renovation needs for the park. Following the master plan, apply for PARTF and LWCF grants to assist with construction costs.

Alternatives

- Do nothing. Park visitors will continue to use the existing driveway through school property, which does not provide access to the expanded facilities recently constructed by the county. It also limits usage of the park to non-school hours and does not address additional field use requests.
- Only install directional signage to inform park visitors of other middle school facilities. This option fails to address the lack of road/trail/sidewalk connection between parking and the middle school fields and does not address additional field use requests.

Parks & Recreation -- Neills Creek Park Development Master Plan and Park Development Phase 1

New

- Hire an engineering or design firm to complete a site master plan, with public input, to determine efficient and effective development and renovation of the park. Following the master plan, apply for PARTF and LWCF grants to assist in construction.
- Construct a DOT-required turning lane on Hwy NC 210, a new road entrance into the park, and a parking lot that is more accessible to all park amenities.

Relation to Other Projects

This project relates to the Neills Creek Park Restroom and Concession Building project. The Restroom and Concession Building is being funded with the SCIF grant.

Parks & Recreation -- Neills Creek Park Restroom, Concession & Maintenance Building

New

Construct a new restroom, concession, and maintenance storage building adjacent to the Neills Creek Park Middle School athletic fields and tennis courts, located at 3885 Neills Creek Road, Angier to serve the school's athletic teams and residents using the facility.

Project Budget	Budget	Prior to FY 2023	Current	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
			Year: FY 2023								
Project Element											
Architectural Design & Construction Ad	0	0	109,225	0	0	0	0	0	0	0	109,225
Construction	0	0	335,000	0	0	0	0	0	0	0	335,000
Total Project Element	0	0	444,225	0	0	0	0	0	0	0	444,225
Funding Source											
Bond Proceeds	0	0	444,225	0	0	0	0	0	0	0	444,225
Total Funding Source	0	0	444,225	0	0	0	0	0	0	0	444,225
Operating Effect											
Increased Operating Costs	0	0	2,725	5,650	5,686	5,932	6,191	6,463	6,748	7,046	46,441
Total Operating Effect	0	0	2,725	5,650	5,686	5,932	6,191	6,463	6,748	7,046	46,441

Define Problem

The County expanded Neills Creek Park to include the baseball, softball, and soccer practice fields in 2018. The tennis courts were relocated to the property in 2019. Since these facilities were opened, the Parks and Recreation Department has seen increased use of the park. The baseball field has been rented 432.5 hours, the softball field has been rented 427.5 hours, and the multipurpose/soccer field has been rented 74 hours. Supporting facilities are inadequate: Portable restrooms provide restroom facilities, and the concessions stand is a storage shed. The Parks and Recreation Department also needs to store maintenance equipment at the site to service the park.

Recommended Solution

Construct a restroom, concession and maintenance building at Neills Creek Park.

Alternatives

- Do nothing and continue to serve the park with the existing restrooms and concession stand.
- Select a design firm to complete site analysis and develop a detailed cost estimate. Once a cost estimate has been obtained, submit the project for funding in the CIP.
- Secure grant funding to move forward with the design and construction of the building.

Current Stage of Project

A design/build RFQ was advertised, and the county is currently negotiating a contract for the design and construction of the building. Construction is expected to begin by March 2023 and should be completed by July 2023.

Relation to Other Projects

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

Parks & Recreation -- Northwest Harnett Park Development

New

Develop Northwest Harnett Park, located at 1975 Oakridge River Road, Fuquay-Varina. Facilities will be determined through the site master plan process but are projected to include a ballfield, picnic shelter, playground, walking trail, fitness stations and bicycle pump track.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	0	0	0	0	0	0	429,000	700,000	0	0	1,129,000
Contingency	0	0	0	0	0	0	42,900	70,000	0	0	112,900
Engineering	0	0	0	0	0	0	89,600	46,000	0	0	135,600
Feasibility Study	0	0	0	0	63,600	0	0	0	0	0	63,600
Total Project Element	0	0	0	0	63,600	0	561,500	816,000	0	0	1,441,100
Funding Source											
General Fund Fund Balance	0	0	0	0	0	0	311,500	566,000	0	0	877,500
Grants, Gifts, Etc.	0	0	0	0	0	0	250,000	250,000	0	0	500,000
Parks Capital Reserves	0	0	0	0	63,600	0	0	0	0	0	63,600
Total Funding Source	0	0	0	0	63,600	0	561,500	816,000	0	0	1,441,100
Operating Effect											
Increased Operating Costs	0	0	0	0	0	0	6,480	6,698	6,923	7,155	27,256
Total Operating Effect	0	0	0	0	0	0	6,480	6,698	6,923	7,155	27,256

Define Problem

Harnett County purchased this 28-acre tract in northwest Harnett with the stated intent of building a convenience center, park, and emergency communications tower. During a public meeting held as part of the conditional use permit for the convenience center, residents indicated the strong desire for a park to be located on the site if the solid waste facility is constructed. No parks are currently located in this area.

Recommended Solution

Utilizing Parks Fund, develop a master plan to address needed facilities. Move forward with future phases when park amenities and funding have been identified.

Alternatives

- Do nothing. If nothing is done, the county will not meet its implied promise to build the park on a site also slated for a solid waste convenience center.
- Using in-house labor and the Parks Fund, construct park facilities as time and resources allow. Explore construction of joint facilities, such as entrance road and parking, with Solid Waste.

Relation to Other Projects

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

Parks & Recreation -- Patriots Park Development Phase 3

New

Develop Phase 3 of Patriots Park, located on Ponderosa Road in the Johnsonville community by constructing restroom facility to compliment the picnic shelter, playground, ballfields, and walking trails completed in 2021. The site is adjacent to the Ponderosa Convenience Center, located at 721 Ponderosa Road.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Architectural Design & Construction Ad	0	0	0	20,600	0	0	0	0	0	0	20,600
Construction	0	0	0	164,800	0	0	0	0	0	0	164,800
Contingency	0	0	0	16,480	0	0	0	0	0	0	16,480
Total Project Element	0	0	0	201,880	0	0	0	0	0	0	201,880
Funding Source											
SCIF Fund	0	0	0	201,880	0	0	0	0	0	0	201,880
Total Funding Source	0	0	0	201,880	0	0	0	0	0	0	201,880
Operating Effect											
Increased Operating Costs	0	0	0	2,200	2,306	2,418	2,538	2,664	2,798	2,941	17,865
Total Operating Effect	0	0	0	2,200	2,306	2,418	2,538	2,664	2,798	2,941	17,865

Define Problem

Harnett County owns 18 acres on Ponderosa Road and constructed a convenience center on the property in 2018. During community meetings held to review the convenience center site, residents indicated the strong desire to have a park co-located on the property if the convenience center was constructed. The site is located in the southwestern part of the County where there are no existing parks or recreation facilities. Work is already underway by Parks and Recreation Department to develop the seven acres that are not in wetlands. The park is currently being serviced by a portable toilet, but a stick-built restroom facility is highly preferred by park patrons.

Recommended Solution

Utilizing the SCIF Fund, construct a restroom facility in FY 2024.

Alternatives

- Do nothing and continue to use the portable toilet for park restroom.
- Utilizing the Parks Fund and build the Restroom Facility.

Relation to Other Projects

The project is related to the Patriots Park Development Phase 1 and 2. Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding.

Parks & Recreation -- Shawtown Community Park Development

Approved-Contracts Let

Develop next set of improvements at the park located on the former Shawtown School site, 645 Shawtown Road, Lillington. Improved amenities include a walking trail, fitness stations, playground, and picnic shelter.

Project Budget	Budget	Current		Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	Project Totals
		Prior to FY 2023	Year: FY 2023								
Project Element											
Construction	212,500	38,661	173,839	0	0	0	0	0	0	0	212,500
Contingency	5,000	0	5,000	0	0	0	0	0	0	0	5,000
Total Project Element	217,500	38,661	178,839	0	0	0	0	0	0	0	217,500
Funding Source											
Parks Capital Reserves	117,175	0	117,175	0	0	0	0	0	0	0	117,175
SCIF Fund	100,325	38,661	61,664	0	0	0	0	0	0	0	100,325
Total Funding Source	217,500	38,661	178,839	0	0	0	0	0	0	0	217,500
Operating Effect											
Increased Operating Costs	500	0	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	17,785
Total Operating Effect	500	0	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	17,785

Define Problem

Harnett County owns the former Shawtown School and gymnasium. When part of the old school was demolished, County leaders at the time promised the community a park on the site. Based on community input, a plan for the park was developed and calls for a community garden, rock garden, memorial garden, playground areas, and a picnic shelter. An outdoor basketball court and upgrades to parking have already been constructed. The next set of improvements will include a trail with fitness stations, playground, and picnic shelter. The Parks and Recreation Department proposes to work with Cooperative Extension to develop the community garden, possibly utilizing grant funds. All other improvements would be funded from the Parks Fund.

Recommended Solution

Develop the park using mostly in-house labor and the Parks Fund.

Alternatives

- Do nothing. This option does not fulfill the county's obligation to the community to provide a park on the former school site.
- Using mostly in-house labor, develop the park as time and funding allows from the Parks Fund.
- Seek additional funding sources to complete development of the entire park.

Current Stage of Project

In June 2019, the county completed a substantial renovation of the old north classroom building, originally constructed in 1956, to bring it up to code for new occupants. The building's new occupants include the new Boys & Girls Clubs of Central Carolina: Robin Paige Club, which opened on August 26, 2019; the Harnett County Sheriff's Office Police Athletic League (PAL), which previously operated out of the gymnasium on campus; and the Harnett County Work Readiness Training Center, which relocated from a building on the other side of the campus. The facility also includes meeting space for organizations and community events, which may be reserved through the county. As part of the opening of the renovated school building, Parks and Recreation installed an outdoor basketball court and parking lot. In addition to the renovation, the county demolished the original classroom building and gymnasium, which were built in 1949, and had deteriorated to the point where renovation was no longer possible. Staff has constructed the walking trail. The County received additional

\$100,325 in funding from the State's Budget, which allowed the County to install a larger playground and picnic shelter. The additional State funds also reduced the amount of funding from the Park Capital Reserve Fund. The existing parking lot was extended in July 2022, and the playground and picnic shelter were installed in August 2022. Fencing and signage are expected to be complete in October 2022.

Relation to Other Projects

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

Public Library -- Benhaven Branch Library

New

Utilize the former and newly renovated Benhaven Elementary School Media Center located at 2815 Olivia Road, Sanford as a full-service public library and resource center for the community and early college students. In addition to the provision of library services, resources, and programs, other resources may include an after-school/summer activity room for Harnett County Parks and Recreation as well as satellite office space for other county departments including Social Services, Health, and Veterans' Services.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	0	0	0	406,728	0	0	0	0	0	0	406,728
Total Project Element	0	0	0	406,728	0	0	0	0	0	0	406,728
Funding Source											
Bond Proceeds	0	0	0	115,589	0	0	0	0	0	0	115,589
General Fund Fund Balance	0	0	0	281,139	0	0	0	0	0	0	281,139
Grants, Gifts, Etc.	0	0	0	10,000	0	0	0	0	0	0	10,000
Total Funding Source	0	0	0	406,728	0	0	0	0	0	0	406,728
Operating Effect											
Increased Operating Costs	0	0	0	115,084	135,310	140,773	146,465	152,393	158,569	165,003	1,013,597
Total Operating Effect	0	0	0	115,084	135,310	140,773	146,465	152,393	158,569	165,003	1,013,597

Define Problem

According to the 2020 U.S. Census Bureau, Harnett County's population increased by 16.5% from 2010-2020. The concentration of growth has been outside of the incorporated townships, which are located in the central and eastern portions of the County.

Public libraries provide important services and resources that foster economic development, promote student achievement, and enhance cultural enrichment. The Harnett County Public Library System consists of 7 library outlets situated primarily in the eastern portions of Harnett County. The 2018-2023 Harnett County Library Master Plan found that the 48,000 residents of western Harnett do not have adequate public library service. In view of the rapidly growing population and other major development in the County, it seems especially appropriate that the public library should consider the possibility of establishing a full-service branch library in western Harnett County. Ideally, the Western Harnett Public Library would be located along a major thoroughfare convenient to citizens traveling to work, school, and shopping centers. While plans to identify a location for constructing a new facility or renovating an existing building in a densely populated area are included in the current CIP, the Benhaven Library Project offers an opportunity for a temporary and more affordable solution to establishing library services in a western area of Harnett County.

In 2019, the Board of Education turned over the former Benhaven Elementary School to the County. With community support and interest in preserving and repurposing the facility, the County developed and presented a plan for a community center with dedicated space for county departments which included a public library.

During the summer of 2022, the former school media center was renovated for the purpose of providing space for a public library, after-school and summer camp activity room for Parks and Recreation, a satellite office to be used for other county departments including Social Services, Health, and Veterans' Services

Public Library -- Benhaven Branch Library

New

as well as an educational resource for students attending Harnett County Schools' Early College expected to open in early 2023.

Library staff has developed a plan and a budget for establishing library services in the newly renovated space beginning FY 2023-24. Considering the Benhaven Library may be temporary, library collections, furniture, technology, and staff could potentially be transferred to a permanent Western Library location resulting in a significant future cost savings.

Recommended Solution

Utilize the former Benhaven Media Center for public library services, Parks and Recreation activity room for afterschool students and summer campers, and satellite offices for other county departments including Social Services, Health, and Veterans' Services beginning in FY 2023-24. Continue to pursue plans for a larger, more strategically located library in western Harnett County with intentions to repurpose library collections, furniture, shelving, technology, and staffing from the Benhaven Library.

Alternatives

- Do nothing and allow the citizens living in western Harnett County to continue to be without library services and resources. The County's continued denial of library services to western Harnett residents and the failure to make good on the commitment to revitalize and repurpose the Benhaven campus may be perceived in a negative light by constituents.
- Forgo the temporary solution Benhaven provides and continue the search for a more ideal location for the Western Library. Prior non-use of former school facilities has resulted in building deterioration, vandalism, and loss. Additionally, the Benhaven community has been proactive, engaged, and enthusiastic about preserving the historical campus and the failure to make good on the commitment to revitalize and repurpose the Benhaven campus may be perceived in a negative light by constituents.
- Approve the Benhaven Library Project as a future project. The delay of funding this project could result in the continued non-use of the former Benhaven campus. The building could potentially remain unoccupied for an extended period resulting in structure deterioration and the failure to make good use of county resources for the betterment of the community in a reasonable and timely fashion.
- Utilize the former Benhaven Media Center for public library services, Parks and Recreation activity room for afterschool students and summer campers, and satellite offices for other county departments including Social Services, Health, and Veterans' Services beginning in FY 2023-24.

Current Stage of Project

Renovations of the new branch library will be completed by early November 2022.

Relation to Other Projects

The Benhaven Branch Library project is tied to the current CIP Benhaven School Renovation project. Additionally, the renovated Benhaven gymnasium and attached classrooms are expected to be utilized by Harnett Early College in January 2023. The library will have the capacity to serve the early college students, as well as community members of all ages, by providing educational and recreational materials, programs, internet connectivity, technology, and other services.

Operating Impact

Additional funding will be needed for operating expenses for additional staff, utilities, and library equipment and supplies.

Social Services and Commons Area Roof Replacement

Completed

Replace roof and repair the supporting structure for the Social Services and Commons buildings, located at 311 W Cornelius Harnett Boulevard, Lillington.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	285,600	181,134	0	0	0	0	0	0	0	0	181,134
Contingency	14,280	0	0	0	0	0	0	0	0	0	0
Total Project Element	299,880	181,134	0	0	0	0	0	0	0	0	181,134
Funding Source											
Capital Reserves	299,880	181,134	0	0	0	0	0	0	0	0	181,134
Total Funding Source	299,880	181,134	0	0	0	0	0	0	0	0	181,134
Operating Effect											
Transfer from General Fund	0	181,134	0	0	0	0	0	0	0	0	181,134
Total Operating Effect	0	181,134	0	0	0	0	0	0	0	0	181,134

Define Problem

The existing roof is original to the buildings, which opened in 1996. The roof is out of warranty. When the Health Department roof began leaking, the Facilities Department also had the Social Services/Commons roof assessed because it was constructed at the same time. At the time, the roofing contractor estimated that the Social Services/Commons roof had only three to five years of remaining life before it would need to be replaced. The Health Department roof was replaced in FY 2019.

Recommended Solution

Replace the roof, repair the support structure as needed and require a 20-year labor and material warranty from the roofing contractor.

Alternatives

- Do nothing. Failing to replace the roof within the recommended timeframe risks the onset of leaks and possible major damage to the interior of the building.
- Replace the roof within the timeframe recommended by the roofing contractor.

Current Stage of Project

Roof was completed in April 2022. The project came in under budget.

Tax Office -- Billing & Collections Software Replacement

Approved-Contracts Let

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

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	3,086	0	3,086	0	0	0	0	0	0	0	3,086
Software & Implementation	270,117	0	270,117	0	0	0	0	0	0	0	270,117
Total Project Element	273,203	0	273,203	0	0	0	0	0	0	0	273,203
Funding Source											
Capital Reserves	273,203	0	273,203	0	0	0	0	0	0	0	273,203
Total Funding Source	273,203	0	273,203	0	0	0	0	0	0	0	273,203
Operating Effect											
Decreased Costs	0	0	-176,025	-152,275	-156,843	-161,549	-166,395	-171,387	-176,528	-181,824	-1,342,826
Increased Operating Costs	0	0	67,433	69,456	71,540	73,686	75,896	78,173	80,519	82,934	599,637
Transfer from General Fund	0	0	273,203	0	0	0	0	0	0	0	273,203
Total Operating Effect	0	0	164,611	-82,819	-85,303	-87,863	-90,499	-93,214	-96,009	-98,890	-469,986

Define Problem

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

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

BI-Tek's CAMA and billing and collections software is one interface that offers syncing at the click of a button without having to extract and upload data files. Converting to BI-Tek's billing and collections software would also eliminate the need for keying data into two separate interfaces.

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

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

Tax Office -- Billing & Collections Software Replacement

Approved-Contracts Let

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

Recommended Solution

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

Alternatives

- Do nothing and continue with the current configuration using two different software systems.
- Continue to use BI-Tek's CAMA and move to BI-Tek's Billing and Collections software.
- Switch to Farragut's CAMA software and continue to use NCPTS.

Current Stage of Project

Currently, personal property data is being extracted from NCPTS, with the assistance of the IT Department, and being formatted to convert to the new software. The conversion of personal property data is expected to be complete by December 2022. This will allow listing forms to be mailed from the new system. Collections data conversion will begin in March 2023. This project is expected to be complete in June 2023.

Operating Impact

There will be a decrease in annual software support costs.

Solid Waste Fund Projects

Solid Waste -- Northwest Convenience Center Relocation

Approved-No Contracts

Relocate the Northwest Convenience Center to 1971 Oakridge River Road, Fuquay-Varina to provide a larger and safer site to serve the growing population in this area.

Project Budget	Current										Project Totals
	Budget	Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Construction	317,128	317,128	0	0	0	0	0	0	0	0	317,128
Contingency	75,597	75,597	0	0	0	0	0	0	0	0	75,597
Design, Engineering & Construction Ad	60,856	60,856	0	0	0	0	0	0	0	0	60,856
Furnishings & Equipment	60,000	60,000	0	0	0	0	0	0	0	0	60,000
Total Project Element	513,581	513,581	0	0	0	0	0	0	0	0	513,581
Funding Source											
Solid Waste Capital Reserve	513,581	513,581	0	0	0	0	0	0	0	0	513,581
Total Funding Source	513,581	513,581	0	0	0	0	0	0	0	0	513,581
Operating Effect											
Decreased Costs	-15,000	0	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	0	-15,000
Transfer from Solid Waste Fund	513,581	513,581	0	0	0	0	0	0	0	0	513,581
Total Operating Effect	498,581	513,581	0	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	0	498,581

Define Problem

The existing solid waste convenience center, located at 1260 Cokesbury Road, Fuquay-Varina, is outdated and no longer safely accommodates the needs of residents in this area of the county. The site averages 738 per visitors per week. The county leases the one-acre site for \$2,500 per year, but only a small fraction of the property is useable, so expansion is not feasible. The small size and inefficient configuration make it inadequate. Newer convenience centers have a more efficient design that offer more waste disposal options and better traffic flow through the site. The Cokesbury Road site is not large enough to segregate pedestrians from vehicles, and traffic backs up onto Cokesbury Road during peak usage, both of which are safety concerns. The site is also located on a narrow secondary road and the entrance and exit are located in a curve, another concern for traffic safety.

Last year the county purchased property on Oakridge River Road, Fuquay-Varina to re-locate this convenience center. This 2.5-acre area reserved for the convenience site provides ample room to provide an expanded center that is safer and configured for better traffic flow within the site. It would also offer additional options for waste disposal, such as used oil, oil filters, scrap tires, white goods, and scrap metal. Last year, the county obtained a conditional use permit to build a convenience center on the Oakridge River Road property.

Recommended Solution

The recommendation is to construct a new site on the county owned property at 1979 Oakridge River Rd, Fuquay-Varina, which is better suited to accept the number of vehicles and citizens that utilize the convenience site in this area. This site will provide an ample amount of space to receive trash and recycling in a more user friendly, more accommodating, and safer manner for the Northwest area. Although the need for relocation is prevalent, we are recommending a phased approach to construction starting in FY2022. Phase 1 of 2 would utilize the upper half of the property and would include installation of road and staging area for receiving trash and recycling. Harnett County Solid Waste Department will utilize staff and equipment to complete the majority of Phase 1.

Alternatives

- Do nothing. If nothing is done, the circulation within the site, its small size, and its location on Cokesbury Road will continue to create safety concerns for the center's users.
- Utilizing the property the county purchased last year, construct a new convenience center that allows for better circulation within the site and safer entrance into and exit from the site. This option also results in savings from no longer having to lease the Cokesbury Road site.

Current Stage of Project

The department is reviewing plans and costs estimates to establish a phased approach to begin construction of Phase 1 in FY 2022. This phased approach will utilize Solid Waste staff and equipment to proceed with constructing the infrastructure needed, which allows the department to open the site while also providing a significant cost savings. This approach will assist in the efforts and plans to build a capital reserve without exhausting all funds in one fiscal year. Board of Commissioners approved the project ordinance on September 7, 2021. The department is moving forward with procurement process.

Operating Impact

The largest impact will be to general operations by utilizing current landfill staff. Duties and tasks need to be reviewed to make sure everything is covered for general operations at the landfill while workers and equipment are reassigned to this project. By doing a phased approach, this will not impact our budget with an initial costly effect to expenditures, and expenses can be dispersed over the next two years, while providing a more than adequate space and continued services for waste disposal for our citizens in the area.

Solid Waste -- Wheeled Excavator Replacement

New

Replace a 2012 CAT M315 excavator at the Dunn-Erwin Landfill located at 449 Daniels Road, Dunn.

Project Budget	Budget	Current									Project Totals
		Prior to FY 2023	Year: FY 2023	Year 1: FY 2024	Year 2: FY 2025	Year 3: FY 2026	Year 4: FY 2027	Year 5: FY 2028	Year 6: FY 2029	Year 7: FY 2030	
Project Element											
Furnishings & Equipment	0	0	365,761	0	0	0	0	0	0	0	365,761
Total Project Element	0	0	365,761	0	0	0	0	0	0	0	365,761
Funding Source											
Solid Waste Capital Reserve	0	0	365,761	0	0	0	0	0	0	0	365,761
Total Funding Source	0	0	365,761	0	0	0	0	0	0	0	365,761
Operating Effect											
Transfer from Solid Waste Fund	0	0	365,761	0	0	0	0	0	0	0	365,761
Total Operating Effect	0	0	365,761	0	0	0	0	0	0	0	365,761

Define Problem

The excavator plays a vital role in the landfill's daily operations. The County must have reliable equipment for operations to run efficiently and stay in compliance with state regulations. The current wheeled excavator is 10 years old with over 11,000 hours on it and is frequently breaking down. The industry standard is that equipment be replaced at or before 10 years of use. This equipment is subjected daily to rough conditions and in a harsh environment. Downtime and repair costs are escalating as a result of the equipment's age and condition. Without the equipment, landfill operations will be impacted, as well as the ability to comply with state regulations.

Recommended Solution

Using Solid Waste Capital Reserve Funds, purchase a new CAT M318 wheeled excavator in FY 2023.

Alternatives

- Do nothing. If the equipment is not replaced, the costs to repair will continue to. The County may not be able to comply with state regulations because of inadequate operations due to faulty and/or inoperable equipment.
- Purchase a new wheeled excavator.

Current Stage of Project

Quote has been obtained for a new 2023 CAT M318 Wheeled Excavator. There is a lead time of approximately 6-8 months.

Operating Impact

The wheeled excavator replacement will reduce maintenance costs on an existing piece of equipment as well as improving efficiency in operations.

Future Projects

Currently, the county lacks sufficient data, revenue, or debt capacity to schedule these projects. If these issues are resolved, these projects may appear in a future CIP.

Animal Services -- Animal Shelter Replacement

Future

Construct a new animal services shelter facility at a location to be determined.

Define Problem

The existing facility was built more than 25 years ago, with an addition constructed in 2005, and is operating at maximum capacity. It is located on land owned by Harnett Regional Water and is adjacent to the North Harnett Wastewater Treatment Plant.

A new facility could provide needed space for a veterinarian office, a surgical room, and a better environment for adoption of animals, as well as improve the flow of animals from intake through adoption. The new facility would provide space to separate adoptable animals from animals quarantined for health or behavior issues and increase the holding capacity of the shelter. The 32 dog runs and the small 15 cage intake room for cats remain at maximum capacity with multiple cats often occupying one cage. Between 2015 to 2019, 18,424 dogs and cats came to the shelter and of those 5,012 were euthanized, many for lack of space or treatable illness despite being eligible for adoption.

There is inadequate space and layout for the treatment and testing of animals, food preparation, laundry and dishes, and adoption visitation. There is one room for laundry and medical, which is also the room where small sick animals are housed. The facility has no onsite space for spay neuter surgeries. When facilitating adoptions, the existing shelter only has one meet and greet room and a dog play yards. Additional areas are needed for adopters to meet with animals and for animals to get exercise outside their kennels which is necessary for enrichment best practices. The single kennel area for all incoming animals contributes to cross contamination and disease. Best practices suggest shelters have separate holding areas for incoming animals, quarantine animals, isolation animals and healthy adoptable animals. The existing shelter has two separate kennel areas - one indoor/outdoor with 16 kennels for intake and 16 all-indoor with side-by-side dividers for adoption-ready animals.

Drainage design is via open trench in the holding kennels. Inside, the drain runs one direction, and outside, it runs the opposite direction. The design greatly increases the transmission of disease due to the washing and spraying of excrement past the kennels of young, unvaccinated animals and healthy animals. The open front trench design poses a safety risk. The chain link doors all open outward increasing the difficulty of entering and exiting kennels safely and quickly, which increases the chance for dogs to escape. The doors cause hoses to get caught and pulled into the drain, which increases cleaning time due to constant opening and closing or the maneuvering around doors.

Recommended Solution

Review the submitted needs assessment study and determine which recommended features should be implemented. Move forward with the project once a scope, location and funding source have been identified.

Alternatives

- Do nothing and continue to operate as is for the foreseeable future, but this will not address the need for Harnett County Regional Water to expand the Wastewater Treatment plant to expand onto the site of the existing facility, which is needed as a result of increased county growth.
- Contract with another group to oversee and manage the animal sheltering capabilities in the county. However, there is no local existing agency with a positive past performance of operating as a shelter to meet the needs and volume of Harnett County.

Current Stage of Project

A needs assessment study has been conducted by Shelter Planners of America to determine potential locations, building needs, and cost. The study was completed and submitted to the county on October 3, 2022.

Board of Elections -- Facility Replacement/Renovation

Future

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

Define Problem

The existing facility is 2,600 square feet and is operating at maximum capacity. The facility and land belong to Harnett Regional Water, which will eventually need the site for future growth of the Water Treatment Plant. The facility includes office space, limited supply storage, and a 250 square-foot room that is used for meetings and early voting. Election equipment and supplies are stored offsite at the county warehouse in an additional 1,000 square-foot storage area. The current building has inadequate space to hold board meetings, election trainings, and early voting. Depending on the size of the board meeting, meeting space must be scheduled in advance at the current Board of Elections office, Harnett County Administration conference room, Harnett County Commissioners meeting room or Harnett County Commons Area. Depending on room availability and number of election workers, elections training is held at Harnett Regional Water training room, Harnett County Commons Area or Harnett County Resource Center. Early voting locations change and cause voter confusion and frustration. Early voting for the 2020 Primary election was held at the Board of Elections office, while early voting for the 2020 General election was held at the Harnett County Commons Area. The existing facility's roof leaks, especially when gutters clog, the driveway floods during heavy rains, and the backroom floods when the water heater drain clogs. There is limited parking, with only 18 spots available – two handicap spots and 16 regular spots. During elections, all staff, election workers and election observers must park across the street at an apartment complex, which also has limited parking. Voters park in the few spots at the elections office, at the apartment complex, and alongside of the road. When voters park along side of the road, delivery trucks are not able to make deliveries to Harnett Regional Water Treatment Plant. Limited storage areas impose additional work on staff. Secure items, such as ballots and laptops, are stored at the current facility. Most election equipment and supplies are stored offsite in locked cages at the county warehouse, which is a mile away from the Board of Elections office. Staff make numerous back and forth trips to the warehouse during election times to test voting machines and pack, clean, and organize supplies prior to each election. Better customer service could be provided if the office was fully staffed during election times. A new larger facility will provide the needed space on a year-round basis. During non-election times, staff will need space to organize, clean, and repair all supplies; test voting equipment; conduct election worker training; host post-election audits, recounts, precinct sorts and other recounts as necessary.

Recommended Solution

Conduct a feasibility study to determine building needs and cost.

Alternatives

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

Current Stage of Project

Board of Elections Office is part of the space needs study, which is being conducted by Dewberry. The results of the study is expected to be complete in early 2023.

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

Future

Repair the drainage system located on the main Harnett Campus, 1075 E. Cornelius Harnett Blvd., Lillington.

Define Problem

College maintenance staff have determined that the storm water management system, a series of drainage lines that carry runoff from parking lots, is showing signs of failure. The drainage system was installed with the first buildings on campus, is more than 40 years old, and has not been modified as buildings and parking areas have been added. During heavy rainstorms, the parking lot and the area around the Continuing Education building are flooded. The college is concerned that this could eventually affect the structure of the building, impact surrounding trees, and do damage to the parking lot by eroding the soil below the parking lot. Maintenance staff believe the drainage lines are undersized and need to be replaced.

Recommended Solution

Although the county engineer reviewed the problem and a local contractor provided an estimate to replace the system, a full study of the problem that would include future expansion of the campus and a cost estimate is recommended. The college should obtain a cost estimate for the study and request that as part of the FY 2023 operating budget.

Current Stage of Project

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

Courthouse Shell-Space Upfit

Future

Develop a building program and cost estimate to finish approximately 12,150 square feet of shell space in the Harnett County Courthouse, located at 301 W Cornelius Harnett Blvd, Lillington to meet Clerk of Court and other court-related needs.

Define Problem

When the courthouse was originally constructed, 12,150 square feet of the third floor was constructed as “shell space,” meaning the space is not finished and could be renovated to accommodate a range of needs. The original plans called for this space to be future courtrooms, however two decades have passed since these plans were made and this space needs to be reassessed to determine whether the original plan still constitutes the best use of this space or if an alternative use would be preferable.

Recommended Solution

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

Alternatives

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

Current Stage of Project

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

Operating Impact

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

Development Services -- Comprehensive Land Use Plan Update

Future

Update the Comprehensive Land Use Plan that gives decision makers a roadmap for future growth in terms of transportation, affordable housing, land use, economic development, and infrastructure.

Define Problem

Since the adoption of the Grow Harnett County 2015 Comprehensive Plan, the county has sustained a period of continuous land development and population growth. According to census data, Harnett County grew 16.5% between 2010 and 2020, and added an additional 10,000 housing units. It is important to note that these figures do not reflect the expected population growth from the newly proposed lots currently in the preliminary development phase. Harnett County has outgrown the comprehensive plan implemented in 2015.

The newly updated plan will assess current and emerging conditions to develop land use concepts and policies for coherent growth. A consulting firm will be chosen to assess inventory, analyze the data, and synthesize the information to form the essential comprehensive plan elements: land use, transportation, infrastructure, economic development, and affordable housing.

Recommended Solution

Provide funds to update the current Comprehensive Land Use Plan.

Alternatives

- Do nothing. If nothing is done, the county will fail to plan for future growth. Growth in the county will continue, and without an updated Land Use Plan, haphazard development patterns could occur along with zoning map & ordinance text amendments that could create compliance and compatibility issues.
- Update the Comprehensive Land Use Plan to address county growth in a proactive and coordinated manner.

Fleet Maintenance Facility Improvement or Replacement

Future

Improve or replace the county's garage, located at 1100 E McNeill St, Lillington, to provide an adequate space for maintaining the county's increasing fleet, improve wait times for vehicle service, and ensure the safety of garage staff.

Define Problem

The County's existing maintenance garage is too small and is inefficiently designed for increased service demands. Three bays limit the number of vehicles that can be serviced at one time. The bays are too small to service some of the county's larger vehicles. Lift and other equipment have aged beyond the recommended useful life. Some improvements to the facility have been made in house, including improving the office areas and restrooms and moving the used oil collection tank outside.

Recommended Solution

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

Alternatives

- Expand the existing facility. The three existing bays are frequently full. There is potential to add to the rear of the existing building. Expanding the facility with additional larger bays and a larger stockroom would allow staff to accommodate the increased demand for vehicle service, improve efficiency and reduce wait times for departments waiting on vehicle repairs.
- There may be opportunities for the County to partner with Harnett County Schools in the future on a new joint Fleet Maintenance Facility, which would allow for greater efficiencies and economies of scale through a collocated facility for both entities. Both of these options would require architectural

services to determine scope and cost.

- Replace existing facility. Hire an architect to develop a building scope and cost estimate.
- Replace only the lifts and other aging equipment. This option does not address the size of the bays or the need to increase the number of bays to service a growing fleet.
- Finally, do nothing. If nothing is done, then none of the concerns mentioned above will be addressed.

Current Stage of Project

The project is currently on hold.

Operating Impact

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

Harnett County Schools -- Buies Creek Elementary School Replacement

Future

Replace the district's second oldest remaining, 39,454-square-foot school, located at 340 Main Street, Buies Creek, with a new school to be located on a new site.

Define Problem

The main part of the 36,750-square-foot facility was built in 1948. A gym was added in 1957 and a media center in 2005. In addition to its age, the school has 205 students, below its rated capacity of 250. Mobile units provide additional classroom space. The existing site is 5.9 acres and is landlocked, so there is no room to expand the school on site. The Board of Education has deemed this project as Tier 2, meaning they would like to see it move forward in the next two to three years. Currently, no cost estimate has been obtained and the county does not have sufficient funds to replace the school. To fund this project, Harnett County will need to issue additional debt. The school system is requesting that this be a future project in the CIP.

Harnett County Schools -- Custodial & Grounds Warehouse Replacement

Future

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

Define Problem

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

Recommended Solution

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

Current Stage of Project

A feasibility study was done in August 2020 to determine building needs and costs.

Harnett County Schools -- Flatwoods Middle School

Future

Construct a new 174,000-square-foot school to accommodate 1,200 students and to alleviate existing and projected overcrowding at Harnett Central and Overhills middle schools.

Define Problem

Harnett Central Middle currently has 163 more students than its rated capacity, and the number of students is projected to increase by 273 in the next eight years. Though not yet over its rated capacity, Overhills Middle is projected to exceed its rated capacity by 16 students in the next eight years. Altogether, Harnett Central, Overhills, and Western Harnett middle schools are projected to add 206 students by the 2028-29 school year. These schools already have a combined 15 mobile units. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students must vacate the mobile units and enter the main part of the schools. The Board of Education has identified the new middle school as a Tier 1 project, meaning it is requested as soon as possible. An architect has developed a preliminary cost estimate using construction costs of similar schools in the region. A detailed cost study will be needed before funding could be considered. In addition, the preliminary cost estimate projects the school will cost \$55 million, and Harnett County currently lacks the funding to move forward with this project. To fund this project, Harnett County will need to issue additional debt.

Current Stage of Project

Using lottery proceeds, a 100.7-acre site was purchased in October 2021 at a cost of \$1,200,000.

Harnett County Schools -- Lafayette Elementary School Renovation

Future

Renovate Lafayette Elementary School, located at 108 Lafayette School Road, once a portion of students have moved to the new Northwest Harnett Elementary School.

Define Problem

The 74,152-square-foot school was originally built in 1948 and was added onto in 1957. The latest major renovation occurred in 1992 after a fire destroyed parts of the school. A minor renovation was done in 2005. After a portion of students move to the new school, the Board of Education would like to renovate the school, possibly for additional uses, but the exact nature of the renovations has not been determined. The Board of Education has identified this as a Tier 2 project, meaning it is needed in the next two to three years.

Harnett County Schools -- New South Harnett Lillington/Highland High School

Future

Construct a new 305,250-square-foot high school to accommodate 1,850 students and alleviate existing and projected overcrowding at Overhills and Harnett Central high schools.

Define Problem

Overhills High School currently has 318 more students than its rated capacity, and the number of students is projected to increase by 151 in the next eight years. Though not yet over its rated capacity, Harnett Central High School is projected to exceed its rated capacity by 246 students in the next eight years. Altogether, Harnett Central, Overhills, and Western Harnett high schools are projected to add 377 students by the 2028-29 school year. These schools already have a combined 27 mobile units. Mobile units provide several challenges for effective instructions. They are more difficult to secure and less energy efficient. During drills, students have to vacate the mobile units and enter the main part of the schools. The Board of Education has identified the new high school as a Tier 1 project, meaning it is requested as soon as possible. An architect has

developed a preliminary cost estimate using construction costs of similar schools in the region. A detailed cost study will be needed before funding could be considered. In addition, the preliminary cost estimate projects the school will cost \$95 million and Harnett County currently lacks the funding to move forward with this project. In order to fund this project, Harnett County will need to issue additional debt.

Harnett County Schools -- Transportation Maintenance Facility Replacement

Future

Construct a new transportation facility to replace the existing facility, located at 8 West Harnett Street, Lillington, to provide adequate space to service district busses and other vehicles.

Define Problem

The existing transportation facility is wholly inadequate for the district's needs. Built in 1953, the facility only has six bus bays (two were added in 1998), when 12 are needed. The existing site is not large enough to accommodate a new facility, so the project will involve land acquisition.

Recommended Solution

Construct a new transportation facility when land and funds have been identified. The project will be debt funded.

Harnett County Sheriff -- Detention Center Housing Unit Addition

Future

Project Description: Construct a 55-bed, 8,750-square-foot addition and recreation yard at the Harnett County Detention Center, located at 175 Bain St, Lillington, to continue to receive revenue from housing non-local inmates for other entities.

Define Problem

The county's detention center opened in 2009. The detention center's core facilities and the building site were master planned to add three housing units in the future. For the last two years, the Harnett County Sheriff's Office has submitted as a capital project the construction of one of the housing units. The stated intent of building the housing unit now is to provide secure detention for non-county inmates, such as federal and state prisoners, for which the county receives reimbursement at daily rates of \$45 per day for state inmates and \$60 for federal. The local jail population is increasing and, it is projected that by FY 2030 the county will no longer have capacity for non-county inmates. In the meantime, this funding source will decline each year as non-county inmates are displaced by local inmates.

Because this funding source generates substantial revenue for the county--between \$429,443 in FY 2016 and \$1,205,967 in FY 2013--the Sheriff's Office has proposed that building the housing unit will help ensure the county continues to receive this revenue. The Sheriff's Office has also been encouraged by the US Marshal to house federal inmates.

The revenue on the existing jail will decline as the county's local inmates displace beds currently used for outside inmates. This revenue loss is inevitable. Whether the county builds an additional housing unit is a self-contained decision and has no effect on this revenue loss. The question is whether the new housing unit will generate sufficient revenue to pay the operating and capital costs of the new unit.

Recommended Solution

The county is not in the financial position to build a housing unit that will not be needed for more than 10 years. This would tie up debt capacity that is needed for schools and other county needs. The federal government will not give any guarantees about its usage of the housing unit, leaving the county to assume the financial risk for debt and fixed operating costs. Simply, the risk far outweighs the reward.

Alternatives

- Do nothing. If nothing is done, the county will need to begin planning a new jail to open in the early 2030s. In the meantime, the county will avoid the operating cost of the new pod, but will not have revenue to offset the capital cost of the pod in 11+ years.
- Five scenarios were developed and based on assumptions about the mix of outside inmates and the occupancy rate of the housing unit. The

occupancy rate means of the number of beds available to house outside inmates, what percentage of them are actually used. In the past six years, the occupancy rate has been as low as 33% and as high as 95%. Often these rates are tied to federal policy and the relationship the county has with the US Marshal's Office. During the Obama administration, the occupancy rates were lower than during the Trump administration. With a presidential election occurring in 2020, federal policy could change again, and in fact, could change two more times before the projected revenue is collected. Likewise, the current US Marshal, who has ties to Harnett County, could be replaced with someone with less interest in housing federal inmates here. If the housing unit is constructed, the county will lose (meaning spend more than the revenue generated) between \$2.3 million and \$7.2 million during the 10 year period, depending on the assumptions made. In the scenario supported by the Sheriff's Office, the county would spend \$3.6 million more than it takes in.

•An argument can be made that if revenue covers operating cost, any excess can help offset the capital expense for a housing unit it will need in the future. In two of the scenarios, the housing unit would not cover the operating costs. In the scenario supported by the Sheriff's Office, the county would generate \$594,297 to cover debt service of \$4.2M.

Current Stage of Project

There has been no change in this future project.

Relation to Other Projects

If the housing unit project is approved, replacement of the intercom system and video surveillance system could be included as equipment costs and the requested generator could also be added to the project.

Harnett County Sheriff -- Evidence Storage & Crime Scene Processing Bay

Future

Construct a new 1,800-square-foot building at 175 Bain Street, Lillington, to relocate the crime scene processing bay and give the Sheriff's Office additional evidence storage space.

Define Problem

The amount of evidence the Sheriff's Office is required to store is constantly increasing. The existing evidence room has reached capacity. The existing crime scene bay/vehicle processing garage is located next to the evidence storage room. By relocating the crime scene processing bay, the Sheriff's Office could expand the existing evidence storage room into the processing bay. Additional shelving and an access door would also be needed in the evidence storage room. A new building housing the crime scene bay would be constructed in a secure area behind the Detention Center.

Recommended Solution

Construct a separate building for crime scene vehicle processing and expand the existing evidence storage area into the area currently used for vehicle processing. This is recommended as a future project since a site location needs to be identified and no cost estimate for site work was obtained.

Alternatives

- Do nothing. If nothing is done, the evidence room will not be able to house all the evidence that is required to be stored.
- Find offsite, less secure storage for evidence.
- Construct a new building in a secure location and relocate the crime scene processing bay. Expand the existing evidence room in the former processing bay.

Harnett County Sheriff -- Generator Purchase and Installation

Future

Purchase and install a 1,000 KW generator at the Harnett County Sheriff's Office and Detention Center, located at 175 Bain St, Lillington to provide sufficient backup power to run the building systems, including HVAC.

Define Problem

The existing 400 KW generator runs only the 911 Center fully. It operates life and safety equipment in the Sheriff's Office and Detention Center, but does not run the heating and air conditioning systems. When the Detention Center loses power, humidity levels rise in the housing units, sometimes to the point where the fire alarm is activated. After power is restored, it may take several hours to reduce humidity levels. Even if power is off only for a short time, the HVAC systems returns to default systems and maintenance staff has to reset them.

The state requires the jail to have a plan for moving inmates to other facilities if the power loss is for a sustained period of time and temperatures dip below 68 degrees in the winter and rise above 85 degrees in the summer. To date, no inmates have been moved for this issue.

Recommended Solution

The Manager recommends evaluating the purchase of the second generator before moving ahead with this project.

Alternatives

- Do nothing. If nothing is done, the Detention Center will continue to see problems with the HVAC system not running during periods power is off. Humidity levels and the reset of the HVAC system to default controls will continue to present operational challenges.

- Purchase a larger, 1,000 KW generator to run all systems in the Detention Center, Sheriff's Office, and 911 Center. The Sheriff's Office has obtained a quote for purchase and installation of the generator, at a cost of \$385,960.

- Purchase a second, smaller generator. Purchasing a second generator to run the HVAC system would resolve the issue. A second generator would be much less costly and likely less to install. A second generator would also provide redundancy in case one of the generator fails. The only down side would be that maintaining a second generator would be slightly more costly, estimated at around \$550 per year.

Current Stage of Project

The Sheriff's Office received a quote from Dewberry Engineers in September 2021 for a study to determine the necessary upgrades for the addition of a whole building generator and replacement of the main switchgear. The study will document existing utility service loads to determine the generator capacity required to support the entire facility, and any electrical system modifications (ATS's, distribution equipment, etc.) required to make the upgrades. As part of the study a construction cost analysis will be performed, and the resulting cost estimate report will be provided to the owner at the end of the study.

The study was received from Dewberry Engineers on September 26, 2022. The study outlines the costs and options in purchasing a generator to operate the total facility, installing an automatic transfer switch and retrofit existing "MDP" switchboard. The study did not outline the costs to purchase a second generator.

Relation to Other Projects

If the housing unit project is approved, the generator could be purchased as part of that project. It would add approximately \$30,000 per year in debt service costs.

Operating Impact

The Sheriff's Office is relying on a 10-year-old generator, which still does not supply back up power for the entire facility. The present generator does not provide back-up to the Sheriff's offices, only emergency lighting. The 911 Center is fully on the generator for back-up power.

Harnett Regional Jetport (HRJ) -- Fuel Tank Replacement

Future

Replace existing Avgas and JetA tanks, located at 615 Airport Road, Erwin, NC, to increase fuel capacity and provide a safer working environment for employees.

Define Problem

There are several safety issues with the current fuel tanks and a need to increase storing capabilities. The Avgas tank cannot bottom load a fuel truck which creates a tremendous liability and hazard for County employees. Due to the age of the Avgas tank, the tank does not have the capability to bottom load a fuel truck like the JetA fuel farm. A hose to bottom load has been installed, but there are still several inadequacies: the Avgas fuel pump

does not have adequate pressure to bottom load a truck; it is not equipped with a filter system for bottom loading; and a meter is not present to track the number of gallons pumped out of the tank. These inadequacies require Jetport staff members to climb on top of the Avgas truck to “top load.” There are several hazards that come with this type of refueling trucks: employees are exposed to (leaded) Avgas fumes; employees or objects can fall into the manhole; employees are more susceptible to falling or twisting their ankles while climbing on and off the truck ladder; and splash loading can cause static electricity resulting in sparks and combustion of fuels. The current size of the Avgas tank is 10,000 gallons, with 10% of unusable space. Typically, a transport truck can carry 8500 gallons, which means the Jetport must get down to 500 gallons of Avgas in the tank to receive a truck load of fuel. If too much fuel is in the tank, there is an increased chance of overflowing the tank, which creates an environmental and employee hazard. A 12,000-gallon Avgas tank would be a better fit for the Jetport. In addition to needing a larger capacity Avgas tank, it should be outfitted with a ladder and walking deck so linemen can measure the fuel in the tank. The following issues were discovered by Titan Aviation Fuels when their Quality Assurance Officer completed a site study:

1. Avgas truck continues to being top loaded. This is a safety hazard due to static electricity discharge, an employee (or other objects) falling into the manhole during fueling, fumes being inhaled by employees, and climbing on/off the top of the fuel truck is a safety hazard (due to the ladder, and the cumbersome hose).
2. Neither tank nor old Avgas truck is equipped with the required skully system. NFPA 407.
3. The loading rack shall be equipped with an automatic shutdown system that stops the tank loading operation when the fuel servicing vehicle tank is full.
4. All fuel servicing tank vehicle primary shutdown systems shall be compatible with the system utilized at the loading rack.
5. The automatic secondary shutoff control shall not be used for normal filling control.
6. The JetA fuel farm storage tanks do not appear to be equipped with a “fire valve (outlet valve)” that is a fusible device that causes the valve to close automatically in case of fire in accordance. Recommend installation to be in compliance with NFPA 30/407.
7. System is not equipped with any type of vapor recovery system.
8. Overpressure/Vacuum Protection. Tanks and equipment shall have independent venting for overpressure or vacuum conditions that could occur from malfunction of the vapor recovery or vapor processing system.
9. The emergency shutdown switch for the JetA farm is currently wired from the building to the deadman control. The offload switch is wired directly to the pump with NO Deadman. Need to hire a 3rd party maintenance company to correct. This is a high priority item due to safety hazard.
10. Neither the JetA tank nor Avgas tank are equipped with a high-level shutoff. This prevents overflow of the fuel being pumped into the tanks.
11. The quarterly water defense checks need to be performed and properly records on quarterly form
12. There is a strong possibility that transport exhaust gases can come into contact with product vapor gases when receiving Avgas during offload at the current location of the transport pump. Safety hazard. (Reason to move location of Avgas tank away from buildings).
13. The off-loading point for the JetA tank needs to have a spring-loaded valve. Current valve has had the spring removed. (Example: someone could push the end of a broom stick through the pipe to open the valve causing a loss of 12,000 gallons of JetA). Environmental hazard.

Recommended Solution

Once the Jetport Master Plan is complete and fuel tank recommendations have been made, move forward with this project when a funding source has been identified.

Alternatives

- Do nothing. As the airport continues to grow, the Jetport will sell more fuel. The current refueling process increases the chances of an employee getting injured on the job.
- Repair the tanks. This will minimize the environmental risks but does not minimize the hazards of on-the-job injuries with the Avgas tank not having the capability of bottom loading a truck. Four years ago, the pump was assessed by Campbell Oil and determined that the pump and style of the tank would not allow bottom loading. Tank replacement was the only solution.
- Remove old tanks and find a new, remote location to install a new 12,000 Avgas tank and a new 12,000-gallon JetA tank.

Harnett Regional Jetport (HRJ) -- Hangar Development

Future

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

Define Problem

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

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

Recommended Solution

Move forward with this project once the Master Plan is complete.

Alternatives

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

Current Stage of Project

Harnett County is finalizing the Jetport's Master Plan, and the location and number of hangars will be determined once the Master Plan is complete.

Health -- Mobile Medical Unit

Future

Purchase a mobile medical unit at the Harnett County Health Department located at 307 W Cornelius-Harnett Blvd, Lillington.

Define Problem

A need for increased access to healthcare for underserved populations is a current problem in Harnett County. The proposed use of federal AA 546 funds is to purchase a mobile medical unit. The unit will expand Harnett County Health Department's communicable disease surveillance, detection, control, and prevention capacity. A mobile medical unit will have the ability to reach community members to provide immunizations, communicable disease testing and care, well care prevention exams, and education. According to the NC Institute of Medicine (NCIOM), Harnett County has a poverty rate of 15.6% and an uninsured adult rate of 17.9%. This places Harnett County residents at an increased risk of health disparities and disease due to a lack of access to care.

Recommended Solution

Using federal AA 546 funds, purchase a mobile medical unit in FY 2023.

Alternatives

- Increase public transportation to all rural areas of our county and make it more accessible.
- Establish more clinical sites or recruit more primary care providers to provide communicable disease care for uninsured adults and children.
- Do nothing. Let federal funds expire and not purchase a mobile medical unit.
- Use federal AA 546 funds to purchase a mobile medical unit.

Current Stage of Project

The mobile unit must be purchased and delivered by 5/31/2022. Federal funds will expire after this date.

Operating Impact

Increased operating costs will include routine vehicle maintenance, mobile medical supplies, insurance, and fuel costs.

HVAC Control Upgrades and Standardization in Multiple Locations

Future

Acquire software to upgrade and standardize all HVAC controls in buildings on the main Lillington campus.

Define Problem

Existing HVAC controls vary from building to building. Some systems are out-of-date and are not operating on secure platforms. The Facilities Department must maintain the different systems.

Recommended Solution

The construction of the Harnett Resource Center and Library and the replacement of the chiller at the Development Services/IT Building and cooling towers at the courthouse have allowed the purchase of a standard control system for these buildings. With time to evaluate these systems, staff will be in a better position to recommend a standardized system.

Alternatives

- Do nothing: Without standardizing controls, systems will continue to be out of date, operate on non-secure platforms, and require Facilities staff knowledge of multiple systems. In some cases, the existing systems do not allow the most efficient control of HVAC systems. In addition to having to learn multiple systems, staff cannot always make changes without going through the vendor.
- Standardize the controls of the Harnett Resource Center and Library. Use this as a starting point for how existing buildings can be standardized in the future.

Current Stage of Project

The project is currently on hold.

Operating Impact

The project will provide cost savings on utilities.

Parks & Recreation -- Anderson Creek Park Development (Future Phases)

Future

Continue to develop the remaining 800 acres of Anderson Creek Park, located at 1491 Nursery Rd, Lillington, as a large passive recreation park. The remaining elements to be constructed include equestrian trails, additional walking trails, additional parking, additional picnic shelters, another playground, interpretive signage, and a staff building. Utilizing a state grant, the county has already developed 200 acres, including a roadway, disc golf, picnic shelter, playground, three miles of walking trails, nature education, and a pond overlook.

Define Problem

The county purchased this tract from Harnett Forward Together Committee (HFTC) and is paying itself back through recreation fees collected in the area. The deed contained a restriction that part of the tract must be used for a park. Fifty acres of the site has been reserved for a future school site and NC Forestry may locate here as well. The size of the park is conducive to constructing a regional park that will attract visitors from surrounding counties and could be an economic development driver. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters, 88th in playgrounds, and 51st in trail miles (this high only because of Raven Rock State Park). In 2009 a master plan of the park was developed calling for the existing and future amenities.

Recommended Solution

It is recommended to acquire cost estimates and planning documentation for the development of equestrian trails and other facilities. Currently, the county lacks funding to move ahead with the full future phase of the project. Until that is addressed, we should continue to make improvements using the park fund.

Alternatives

- Do nothing. If nothing is done, the county will continue to operate the park as is, but it will likely not have the regional draw that would generate economic development.
- Fund improvements incrementally through the parks fund. This approach will avoid the necessity of applying for grant funds, but it will take a long time to complete the amenities identified for this park, especially considering the numerous other parks currently in development in the county.
- Apply for PARTF funding from the state for a 50% match. The option provides the most resources, but may not be the best use of PARTF, as there are higher priorities for constructing parks (this is 7 out of 10 for the department).

Relation to Other Projects

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

Parks & Recreation -- Boone Trail Park Development (Future Phases)

Future

Develop a park at the site of the old Boone Trail School, located at 8500 Old Highway 421, Lillington, that was destroyed by fire in May 2019. An initial concept plan developed with input from the community included a renovated entryway monument, memorial walkway, amphitheater, basketball court, picnic shelter, restroom facility, and walking trail.

Define Problem

Harnett County owns 13.5 acres where the old Boone Trail School was located before being destroyed by fire. Of that amount, 6.25 acres have already been developed into the Boone Trail Community Center & Library and include active park amenities. The community would like the remaining portion of the property developed into a park. The burned building was demolished in September 2019. The additional land will increase the park acreage per citizen of Harnett County. The planned amphitheater will be the first for Harnett County Parks & Recreation. The amphitheater will also increase the programming opportunities within the department. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a detailed analysis of the supply and demand of outdoor recreation resources in NC. SCORP ranks NC counties by current supply of recreation resources and provides a benchmark for how county recreational resources rank among the 100 counties. Harnett County currently ranks 90th in picnic shelters and 79th in athletic courts.

Recommended Solution

Using Parks Fund to build the park over multiple phases is recommended. Preliminary discussions with the community have taken place and there is interest in community-driven fundraising efforts to offset some of the costs of the park or to provide additional amenities not included in the County's scope. No cost estimate has been obtained to construct all amenities.

Alternatives

- Do nothing. This option fails to address the community's interest in seeing the old school site repurposed for community needs.
- Renovate the old school that was preserved during the school renovation and save the park development for future development. Again this fails to address the community's interest.
- Construct the amenities listed above with proceeds from the Parks Fund in phases as funds are available.

Relation to Other Projects

Since the project will be developed as funding from the Park Reserve is available, all parks funded in this way are competing for the same small amount of funding. The park would be adjacent to the Boone Trail Community Center and Library, which opened in the spring of 2017.

Parks & Recreation -- Neills Creek Park Roadway Construction

Future

Construct a new driveway from NC 210 into Neills Creek Park, located at 3885 Neill's Creek Road, Angier. The new driveway would alleviate the need to use the Harnett Central High School driveway. NC Department of Transportation also requires the construction of a turning lane. This driveway and parking lot would connect the high school and Harnett Central Middle School fields and allow for Parks and Recreation to program both areas.

Define Problem

The existing entrance to Neills Creek Park is through the main entrance to Harnett Central High School. Because of access through school property, the park cannot be used during school hours. In addition, park users must drive around to the back of the school to enter the park. This driveway leads to a small parking lot located in the foul ball zone for the softball fields. The only parking for the current park is in close proximity of the high school softball field and the men's softball field. The parking location provides little-to-no protection from foul balls, leaving park users to park at their own risk. Users and spectators can park in the school parking lots but doing so requires a significant walk to the fields. The county recently expanded Neills Creek Park to include the two ballfields, a multiuse field, and relocated tennis courts at the middle school. The existing entrance does not serve these areas. Two cost estimates were received in 2016 and 2019, but they differed greatly in estimated costs. The adjacent property has recently been sold and is being developed as multi-family housing. Parks and Recreation and Development Services have started conversations with the developer to partner on the turning lane or piggyback on their entrance road.

Recommended Solution

A feasibility study and cost estimate will be required before this project can move forward.

Alternatives

- Do nothing. If nothing is done, park users will continue to use the existing driveway through school property, which does not give access to the expanded facilities recently constructed by the county and limits usage of the park to non-school hours.
- Only install directional signage to inform users of other middle school parking and facilities. This option fails to address the lack of connection between parking and the middle school fields.
- Construct a DOT-required turning lane on NC 210, a new entrance into the park, and a parking lot that is more accessible to all park amenities.

Public Library -- Mobile Outreach Vehicle

Future

Purchase a bookmobile to provide library services to underserved areas of Harnett County.

Define Problem

The 2018-23 Harnett County Library Master Plan found that, as of the 2010 Census, 55.9% of the county's population resides in rural area and 16.4% live below the poverty line. The more recent American Communities Survey shows the poverty rate is 12.8% and that 81% of the county's population lives outside a municipality. The county's population in the unincorporated area continues to grow faster than the population in its municipalities (between 2010 and 2018, the towns' population grew 8% while the unincorporated area grew 19%). Given these demographics, it is reasonable to assume that transportation to library services may be challenging for many residents. One objective of Harnett Public Libraries is to provide literacy and lifelong learning opportunities to community members of all ages in Harnett County. The department is unable to realize this objective fully without additional facilities or mobile library services.

Recommended Solution

The Public Libraries Director is recommending that more research be done on the size and features of a mobile outreach vehicle before moving forward with requesting the purchase. She plans to form a planning team to study:

- Preferred mobile outreach vehicle size, feature configuration, and adaptability based on community need
- Targeted audiences and users
- Potential partners
- Bookmobile routes and stops
- Maintenance costs based on bookmobile model and size
- Mileage costs based on routes and fuel efficiency
- Staffing needs based on routes, expected number of patrons per stop, bookmobile size and capacity
- Collection needs and costs based on bookmobile capacity
- Technology needs and costs based on bookmobile capacity

Her informal study will involve public surveys, GIS spatial analytic research, bookmobile showroom tour, vendor consults, and discussions with library directors running successful bookmobile programs. The Public Libraries Director believes the study can be conducted in-house at no additional cost to the county.

Alternatives

- Build public libraries in closer proximity to the more remote areas of Harnett County. Purchasing land and building new library facilities would be a stable, long-term solution to meeting the needs of underserved citizens. This option however will be costly and will require a formal feasibility study and extensive planning.
- Purchase self-service library kiosks to be placed in underserved communities to provide library materials. The cost of a kiosk is about \$125,000. Buildings would need to be purchased or leased to permanently house the kiosks. Kiosks do not offer a solution to underserved communities' need for programming or access to public computers.
- Provide mobile library services in remote areas. One method for accomplishing this is by purchasing a bookmobile whereby materials, programs, technology, and internet access could be delivered to community members in non-traditional settings who may not be within reasonable driving distance to a public library.
- Do nothing and allow residents living in remote areas of Harnett County to continue to be underserved.

Current Stage of Project

The library outreach team has been established. Meetings began September 2021. Goals include identifying barriers to library services, community partners, and service stops. With this information the team will design monthly bookmobile routes that will bring services and programs to underserved areas of the community in a timely, efficient, and economical fashion.

If approved by County Administration to move forward, library staff will apply for a LSTA project grant of \$100,000 to help offset the cost of the vehicle.

Public Library -- Radio Frequency Identification (RFID) Installation in Branches

Future

Install and implement RFID technology and equipment at the Harnett County Public Library Branches located at Angier Public Library at 28 N Raleigh Street, Angier; Boone Trail Public Library at 8500 Old US Hwy 421, Lillington; Coats Public Library at 29 E Main Street, Coats; Dunn Public Library at 110 E Divine Street, Dunn; and Erwin Public Library at 110 W F Street, Erwin, to allow patron self-checkout, better theft and inventory control, and better utilization of library staff for increased programming and information needs.

Define Problem

During FY 2021-22, the Harnett County Public Library System branches hosted 715 in-house programs with 8,323 attendees. The changing role of public libraries, coupled with an increased number of citizens seeking community-based programming, constitutes a shift in focus from service desk transactions to hands-on training, programming, and other staff-hosted learning opportunities. Patron registration for programs fills up quickly resulting in long waitlists and the unfortunate practice of denying services. Increasing the number of programs would require additional staff time. Library staff designated to planning and implementing programs are currently maximizing their time and efforts to meet growing programming needs. This quite often results in their need to work on scheduled days off and accrue compensatory time. Without additional staff, the library will not be able to keep up with increasing need and demand for additional programs.

The limited number of circulation staff employees often results in longer wait times for patrons with reference questions or customers requesting assistance with computer related issues, public office equipment and the print management station. This often leads to customer and staff frustration. In FY 2019-2020, the Main Branch of the Harnett County Public Library System, located at 455 McKinney Pkwy, Lillington, implemented RFID by adding RFID-enabled self-checkout machines, staff workstations, and security gates. These updates have been widely successful for patrons and staff but have created a disconnect in services and procedures between the RFID-enabled main library and the other library branches.

Recommended Solution

Implementing RFID and self-checkout technology is recommended over other alternative solutions because of long term cost-savings. RFID technology will free up staff time typically spent performing circulation duties including item check-in and check-out, holds placement and pick-up, patron account maintenance, and collection management. Staff time will be re-utilized to plan and implement quality programming, assists with information & technology needs, and deliver quality customer service. Other benefits of RFID implementation:

- Enhanced customer experience with self-service payment and self-service interface options
- Improved circulation efficiency with multi-item check-in and processing
- Improved the accuracy of the catalog with RFID inventory control features
- Improved the reliability of item security using RFID security gates
- Allows for patron privacy when checking items out
- Creates consistency in services and procedures between the Main library and library branches

Alternatives

- Hire additional staff at library branches to meet the demand for additional programming and patron assistance.
- Implement Radio Frequency Identification (RFID) and self-checkout technology which will allow staff time to plan and implement additional programs. Additionally, staff will be able to focus less attention on circulation checkout and more attention on solving users' more complex information and technology needs. Estimated one time cost of installing RFID equipment and tagging existing collection is \$180,000. Ongoing costs includes annual licenses and tags for new materials added to the collection; the annual total is estimated to be \$13,500.
- Do nothing and continue to frustrate and disappoint Harnett County citizens that are denied participation in library hosted programs and less than adequate customer service at library branches.

Relation to Other Projects

In FY 2019-2020, the Main Branch of the Harnett County Public Library System, located at 455 McKinney Pkwy, Lillington, implemented RFID by adding RFID-enabled self-checkout machines, staff workstations, and security gates.

Operating Impact

There will be increased costs for annual licenses and RFID tags.

Public Library -- Western Harnett Service Expansion

Future

Expand public library services to residents of western Harnett by renovating an existing building owned by the county or constructing a new facility.

Define Problem

The 2018-2023 Harnett County Library Master Plan found that the 48,000 residents of western Harnett do not have adequate public library service. Public libraries provide important services that foster economic development, student achievement, and cultural enrichment. Options for addressing this need include renovating an existing 2,000-to-5,000-square-foot building or constructing a new 8,000-to-10,000-square-foot building in an area accessible to western Harnett residents. The county will evaluate these options and, when ready to proceed, conduct a feasibility study to develop reliable cost estimates.

Recommended Solution

Continue to study the needs of Western Harnett. When a possible solution is identified, conduct a feasibility study to determine scope, cost, and possible funding models and options.